

**New York City Transit**

**MTA New York City Transit  
2010 Preliminary Budget  
July Financial Plan 2010 – 2013**

**MISSION STATEMENT**

The mission of MTA New York City Transit is to provide customers with safe, reliable and convenient public transportation in a cost effective manner.

**FINANCIAL OVERVIEW**

MTA NYC Transit carries out its mission by providing effective and cost-efficient transportation services through:

- a subway system operating 6,395 subway cars on 26 routes over 231 route miles and 659 miles of mainline track, serving 468 stations located in four of New York City's (City) boroughs;
- a bus system of more than 4,500 buses operating approximately 103 million revenue vehicle miles per year on 208 local and 36 express routes in all five boroughs, and;
- Access-a-Ride, a paratransit service that operates throughout the City under private contractors to serve persons whose disabilities preclude their use of bus and subway services.

The 2010 Preliminary Budget and projections for the years 2011-2013 provide sufficient funding to maintain both a continuation of current service levels as well as MTA's commitment to safety and security. This is accomplished primarily through the implementation of organizational and operational efficiencies -- Programs to Eliminate the GAP (PEGs) -- that optimize the use of resources to achieve agency goals. Ongoing and extensive internal efforts are being made by MTA NYC Transit to reduce non-critical spending and improve operating efficiency.

**MTA KEY PRIORITIES**

NYC Transit has continued its work in support of the MTA's seven key priorities. Towards that end, NYC Transit has established agency performance and production based goals with associated initiatives and milestones that fit within the framework of the MTA priorities. The seven key MTA priorities, the NYCT goals established to meet these priorities and highlights of agency initiatives that support them are as follows:

## **1) MTA Priority Area: Customer Service**

- a) Goal: Improve Service Reliability
  - 1. SMS programs for subways cars, elevators and escalators
  - 2. In-house capital track programs: mainline/yard track and switch replacement, continuous welded rail
  - 3. Continue the identification, evaluation, and testing of new bus technologies, including Design Line Hybrid and Articulated buses
  - 4. Implementation of a newly developed Scheduled Maintenance System for the Hybrid bus fleet
  - 5. Improve bus access and bus speeds jointly with NYCDOT
- b) Goal: Enhance the Customer Environment
  - 1. Implementation of action plan to address Local Bus Rider Report Card concerns
  - 2. Pilot Contactless Fare Payment System
  - 3. Strategic modernization of MetroCard System
  - 4. Expand EasyPay Xpress to local subway & bus customers
- c) Goal: Provide Transportation Services for Persons with Disabilities
  - 1. Implement elevator and escalator maintenance support applications
  - 2. Install Automatic Vehicle Location Monitoring on entire Paratransit fleet
  - 3. Establish an in-house operation of Paratransit services

## **2) MTA Priority Area: Financial Stability**

- a) Goal: Improve Efficiency of Administrative & Support Functions
  - 1. Replace manually collected National Transportation Database Bus unlinked trips and passenger miles data with MetroCard data
  - 2. Deploy data collection on PDAs (Personal Digital Assistants) for all Bus PES (Passenger Environmental Surveys).
- b) Goal: Improve Productivity of Subway and Bus Operations
  - 1. Implement New Subway Scheduling System
  - 2. Complete lifecycle cost analysis of CNG vs. Hybrid buses
  - 3. Provide Kitting Support to buses and subways

## **3) MTA Priority Area: Institutional Transformation**

- a) Goal: Increase Integration Between NYC Transit and Other Agencies
  - 1. Pilot a regional fare payment solution based on “open” contactless banking payments
- b) Goal: Adopt New Technologies and Best Practices
  - 1. Implement Subway General Manager Program

## **4) MTA Priority Area: Projects/Planning**

- a) Goal: Implement New Services
  - 1. Support ongoing expansion of Select Bus Service (SBS) bus rapid transit service
  - 2. Staten Island North Shore Right of Way Study

- b) Goal: Improve Service Management and Customer Information
  - 1. Introduce Delay Verification on Web
  - 2. Evaluate the potential of the Intelligent Vehicle Network system to support additional functionality, including bus stop announcements, customer information systems, and passenger load counts
- c) Goal: Develop, Upgrade and Maintain Capital Infrastructure
  - 1. Open Medical Assessment Center (MAC) in Staten Island
  - 2. Open fourth depot for Staten Island at Meredith Ave

## **5) MTA Priority Area: Safety/Security**

- a) Goal: Reduce Customer Injuries
  - 1. Implement throttle delay program on all Hybrid buses
  - 2. High frequency customer Slip/Trip/Fall accident station audit program
- b) Goal: Reduce Employee Accidents
  - 1. Conduct analysis of potential employee contact type near miss incidents
  - 2. Continue to conduct joint union/management safety audits
  - 3. Continue joint union/management effort to evaluate options for bus operator safety partitions
- c) Goal: Improve Security
  - 1. Implement MVM/MEM security protocols for customer card transactions
  - 2. Install bus cameras on the B46 route and the SBS fleet

## **6) MTA Priority Area: Sustainability**

- a) Goal: Improve Air Quality
  - 1. Acceptance and placement into service of 520 new Hybrid buses
  - 2. Procure new CNG buses
- b) Goal: Implement “Green” Design and Construction Principles
  - 1. Increase recycled construction and demolition debris
  - 2. Continue to implement the rebuilding plan for Mother Clara Hale Depot, which includes the goal of LEED Certification
- c) Goal: Reduce Energy Consumption
  - 1. Complete energy-efficiency upgrades with New York Power Authority (NYPA)

## **7) MTA Priority Area: Workforce Development**

- a) Goal: Improve Employee-Management Relations
  - 1. Initiation of joint labor management committees
  - 2. Creation of labor management teams
  - 3. Continue employee facility rehabilitations and provide employee quality-of-life improvements at work facilities
- b) Goal: Enhance Employee Training

1. Standardize Track Safety and Flagging Training
2. Implement a new program on conflict avoidance for employees

## **2009 Mid-Year Forecast-Baseline**

MTA NYC Transit's 2009 Mid-Year Forecast includes total expenses before depreciation and other post-employment benefits of \$7,023.2 million, consisting of \$6,100.6 million of non-reimbursable expenses and \$922.7 million of reimbursable expenses. Total revenues are projected to be \$4,293.1 million, of which \$3,370.4 million are operating revenues and \$922.7 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 48,475 (42,920 non-reimbursable positions and 5,555 reimbursable positions).

After excluding the impacts of revised fare increase assumptions and the restoration of scheduled service reductions included in the Additional Actions for Budget Balance (AABBs), enabled by recent legislative action, the 2009 baseline net cash deficit is projected to increase by \$154.5 million from the 2009 Adopted Budget.

Major non-reimbursable cash changes include:

- The unfavorable timing of capital reimbursements of \$56.7 million, partly from advanced reimbursements occurring in 2008 and reimbursements now projected to be received in 2010.
- A re-estimate of farebox revenue based on projected lower employment levels resulting in a reduction of \$48.0 million.
- Lower other operating revenues of \$44.8 million including:
  1. A NYS legislative change resulting in a reduction of student fare reimbursements of \$19.7 million
  2. A \$19.7 million reduction in paratransit Urban taxes (taxes on commercial property transactions) due to real estate market/credit difficulties
  3. A projected underrun in advertising revenues of \$6.2 million due to advertising agency financial difficulties
- A projected increase in NYCERS pension costs of \$24.7 million based on the most recent actuarial valuation.
- An increase in public liability (claims) payouts of \$11.6 million due to higher court judgments than anticipated.
- A favorable \$38.5 million due to the effect of revised inflation assumptions primarily involving lower fuel prices.

Reimbursable expenses are projected to increase in 2009 by \$12.0 million. This increase is offset by a corresponding reimbursement increase.

Total baseline positions are projected to increase by 1,636, due mostly to an increase of 1,539 from the restoration of most of the planned AABB actions and a reimbursable position increase of 59 due to additional project requirements.

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

The 2009 impact of 2010 Programs to Eliminate the GAP, presented below the baseline on the attached financial tables and described later in this report, is a projected deficit reduction of \$13.2 million.

### **2010 Preliminary Budget-Baseline**

MTA NYC Transit's 2010 Preliminary Budget includes total expenses before depreciation and other post-employment benefits of \$7,234.7 million, consisting of \$6,338.6 million of non-reimbursable expenses and \$896.1 million of reimbursable expenses. Total revenues are projected to be \$4,436.8 million, of which \$3,540.7 million are operating revenues and \$896.1 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 47,926, including 42,643 non-reimbursable positions and 5,283 reimbursable positions.

The 2010 baseline net cash deficit is projected to worsen by \$51.3 million from the February Financial Plan. Major non-reimbursable cash variances include:

- A re-estimate of farebox revenue based on projected lower employment levels resulting in a reduction of \$77.0 million.
- A projected increase in NYCERS pension costs of \$35.9 million based on the most recent actuarial valuation.
- Lower other operating revenues of \$17.4 million including:
  1. A \$12.1 million reduction in paratransit Urban taxes (taxes on commercial property transactions) due to real estate market/credit difficulties
  2. A projected underrun in advertising revenues of \$6.2 million due to advertising agency financial difficulties
- A favorable \$46.1 million due to the effect of revised inflation assumptions primarily involving lower fuel prices and labor/material.
- The favorable timing of capital reimbursements of \$34.3 million.

Reimbursable expenses are projected to increase in 2010 by \$15.3 million. This increase is offset by a corresponding reimbursement increase.

Total baseline positions are projected to increase by 1,297, due mostly to an increase of 1,403 from the restoration of most of the planned AABB actions and a position decrease of 96 based on the timing of subways scheduled maintenance requirements.

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

The 2010 Programs to Eliminate the GAP, presented below the baseline on the attached financial tables and described later in this report, are projected to yield a deficit reduction of \$48.0 million in 2010.

### **2011-2012 Projections-Baseline**

Baseline net cash deficits are projected to increase by \$105.1 million in 2011 and \$200.8 million in 2012 relative to the February Financial Plan. Major non-reimbursable cash changes include:

- Re-estimates of farebox revenue based on projected lower employment levels resulting in a reduction of \$74.9 million in 2011 and \$86.6 million in 2012.
- Projected increases in NYCERS pension costs of \$50.2 million in 2011 and \$48.6 million in 2012 based on the most recent actuarial valuation.
- Lower other operating revenues of \$14.4 million in 2011 and \$19.6 million in 2012 due primarily to reductions in paratransit urban taxes (taxes on commercial property transactions) caused by real estate market/credit difficulties and lower advertising revenues due to advertising agency financial difficulties.
- Additional paratransit costs of \$16.3 million in 2011 and \$20.7 million in 2012 for sedan fleet expansion, higher vendor contractual costs (trip scheduling), increased ridership and a shortfall in carrier productivity.
- A reestimate of subways scheduled maintenance work scope requirements and maintenance cycle timing results in a projected cost reduction of \$15.2 million in 2011 and a cost increase of \$44.8 million in 2012.
- The effect of revised inflation assumptions resulting in a net favorable \$21.6 million change in 2011 and an unfavorable net change of \$2.6 million in 2012 (includes primarily fuel, power, insurance, labor, and material).

Reimbursable expenses are projected to increase by \$10.6 million in 2011 and \$5.4 million in 2012. These increases are offset by corresponding reimbursement increases.

Total baseline positions are projected to increase by 1,213 in 2011 and 1,553 in 2012, due mostly to increases of 1,288 in 2011 and 1,179 in 2012 from the restoration of most of the planned AABB actions. Additionally, in 2012, an increase of 452 positions is projected based on the timing of subways scheduled maintenance requirements.

## **Programs to Eliminate the GAP (PEGs): 2011-2013**

The 2010 Programs to Eliminate the GAP, presented below the baseline on the attached financial tables, are described below. PEGs are projected to yield deficit reductions of \$50.8 million in 2011, \$51.2 million in 2012 and \$53.9 million in 2013.

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

## **GAP CLOSING MEASURES**

### **2010 Program to Eliminate the Gap (PEGs)**

MTA NYC Transit has developed programs resulting in significant cost savings and position reductions. These reductions are largely achieved through administrative actions and operating efficiencies.

### **2009 Mid-Year Forecast**

In 2009, PEG savings are projected at \$13.2 million, including 78 end-of-year position reductions (101 full-time reductions net of an increase of 23 full-time equivalent part-time positions). Major contributors include:

- Maintenance savings of \$5.2 million and 70 full-time position reductions including:
  1. \$1.9 million from the elimination of 58 terminal subway car cleaning positions while maintaining cleaning goals
  2. \$1.3 million from the elimination of the Bus Facility Rehabilitation Program as most of the rehabilitation projects will be completed by the end of 2009.
  3. \$0.9 million from Electronic Maintenance efficiencies to be generated by strict overtime controls and vacancy maintenance
  4. \$0.8 million due to the postponement of adding 10 positions until new rail grinder equipment (Planer Mill) becomes operational in 2010.
- Administrative savings of \$5.4 including:
  1. \$4.0 million in Buses from early implementation of scheduled administrative reductions and aggressive salvaging of bus parts from scrapped buses
  2. \$0.9 million in technology efficiencies from a delay in contracting out various services
  3. \$0.3 million by reducing the cycle for normal replacement of desktop equipment and servers.
- Service Support/Other savings of \$2.7 million and 31 full-time position reductions including:
  1. \$1.7 million from a reduction in uniform purchases based on a review of the historical usage pattern and updated vendor information
  2. \$1.0 million of fuel savings from the use of less expensive fuel



## **2010 (Preliminary Budget)-2013**

PEG savings and net position reductions are projected as follows: 2010=\$48.0 million, 291; 2011=\$50.8 million, 283; 2012=\$51.2 million, 274 and 2013=\$53.9 million, 317. The net position reductions include an increase each year of 18 full-time equivalent part-time positions. Major highlights include:

- Maintenance savings are projected as follows: 2010=\$32.5 million; 2011=\$32.8 million; 2012=\$33.5 million and 2013=\$36.6 million. Major highlights include:
  1. \$8.8 million each year from elimination of the Station Painting Program
  2. \$5.3 million in 2010 and \$6.0 million for each year 2011-2013 from the elimination of the Bus Facility Rehabilitation Program as all projects will be completed
  3. \$4.8 million in 2010, \$4.1 million in 2011, \$5.0 million in 2012 and \$8.0 million in 2013 in bus efficiencies from extending the current three-year overhaul schedule to a four year cycle on many fleets
  4. \$4.1 million each year from the elimination of terminal subway car cleaning positions while maintaining cleaning goals
  5. \$1.8 million each year from the elimination of station maintainers enabled by efficiencies from better management/resource allocations.
  6. \$1.6 million each year from the elimination of station cleaners enabled by efficiencies from better management/resource allocations.
  7. \$1.5 million in 2010, \$2.6 million in 2011 and 2012, and \$2.7 million in 2013 from the elimination of car inspector positions by increasing the inspection cycle for the older car fleet (R44-R68A) and achieving maintenance supervisor efficiencies by increasing the SMS (Scheduled Maintenance System) span of control hourly ratio to supervisor.
  8. \$1.1 million each year from reduced consumption of non-bus material items such as tools, absorbent pads, cleaners, gloves and towels/rags.
- Administrative savings are projected as follows: 2010=\$5.2 million; 2011=\$6.2 million; 2012=\$5.9 million and 2013=\$5.5 million including:
  1. \$1.7 million in 2010, \$1.3 million in 2011, \$0.9 million in 2012 and \$0.6 million in 2013 in Buses from aggressive salvaging of bus parts from scrapped buses
  2. \$0.8 million in 2010 and \$0.7 million in each year 2011-2013 in the Law Dept. from position reductions and several programs to reduce expenses in Workers' Compensation medical and other areas
  3. \$0.6 million in 2010 and \$0.9 million in each year 2011-2013 primarily from position reductions within divisions of the EVP office
  4. \$0.6 million each year in the Dept. of Corporate Communications from several programs generated through the use of technology, business reorientation and expense reductions
  5. \$0.5 million each year from position reductions in Workforce Development
  6. \$0.5 million in 2010 and \$0.6 million for each year 2011-2013 from technology efficiencies including position reductions and performing laptop repairs in-house instead of outside contracting

7. \$0.3 million in 2010 and \$1.4 million for each year 2011-2013 primarily by reducing the cycle for normal replacement of desktop equipment and servers.
- Service Support/Other savings are projected as follows: 2010=\$10.3 million and 2011-2013= \$11.8 million per year including:
    1. \$7.6 million each year of fuel savings from the use of less expensive fuel and the extended availability of alternative fuel excise tax credits
    2. \$1.0 million per year by performing drug testing at bus depots instead of employees traveling to a Medical Assessment Center resulting in improved availability and avoidance of car service contract costs
    3. \$0.6 million in 2010 and \$1.6 million for each year 2011-2013 from position reductions based on modification of security post coverage

**MTA New York City Transit**  
**July Financial Plan 2010 - 2013**  
**Accrual Statement of Operations by Category**  
**(\$ in millions)**

**NON-REIMBURSABLE**

	<b>2008 Actuals</b>	<b>2009 Mid-Year Forecast</b>	<b>2010 Preliminary Budget</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Revenue</b>						
Farebox Revenue:						
Subway	\$2,176.1	\$2,218.0	\$2,309.0	\$2,345.1	\$2,372.8	\$2,389.9
Bus	\$802.3	\$826.1	\$857.5	\$870.7	\$881.0	\$887.3
Paratransit	\$11.6	\$14.6	\$17.7	\$20.3	\$23.3	\$26.8
Fare Media Liability	\$39.4	\$47.1	\$47.8	\$48.1	\$48.2	\$48.2
<b>Total Farebox Revenue</b>	<b>\$3,029.4</b>	<b>\$3,105.8</b>	<b>\$3,231.9</b>	<b>\$3,284.2</b>	<b>\$3,325.4</b>	<b>\$3,352.2</b>
Vehicle Toll Revenue	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other Operating Revenue:						
Fare Reimbursement	\$101.8	\$84.0	\$103.8	\$103.8	\$103.8	\$103.8
Paratransit Reimbursement	\$81.9	\$75.7	\$94.3	\$111.8	\$132.6	\$158.3
Other	\$107.8	\$104.8	\$110.8	\$117.2	\$118.6	\$122.7
<b>Total Other Operating Revenue</b>	<b>\$291.5</b>	<b>\$264.6</b>	<b>\$308.8</b>	<b>\$332.8</b>	<b>\$354.9</b>	<b>\$384.8</b>
Capital and Other Reimbursements	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Revenue</b>	<b>\$3,320.9</b>	<b>\$3,370.4</b>	<b>\$3,540.7</b>	<b>\$3,617.0</b>	<b>\$3,680.3</b>	<b>\$3,737.0</b>
<b>Expenses</b>						
Labor:						
Payroll	\$2,761.0	\$2,798.8	\$2,851.3	\$2,898.4	\$2,948.6	\$3,013.7
Overtime	\$239.6	\$245.3	\$242.2	\$245.9	\$250.7	\$255.8
Total Salaries & Wages	\$3,000.6	\$3,044.1	\$3,093.5	\$3,144.3	\$3,199.3	\$3,269.4
Health and Welfare	\$455.0	\$481.7	\$521.5	\$564.7	\$613.6	\$673.1
OPEB Current Payment	\$234.5	\$260.2	\$280.0	\$306.5	\$335.3	\$366.8
Pensions	\$685.8	\$745.8	\$741.2	\$725.7	\$727.3	\$731.5
Other Fringe Benefits	\$276.6	\$241.1	\$248.2	\$256.2	\$261.1	\$267.0
Total Fringe Benefits	\$1,651.9	\$1,728.8	\$1,790.9	\$1,853.0	\$1,937.3	\$2,038.3
Reimbursable Overhead	(\$185.2)	(\$206.1)	(\$199.6)	(\$189.7)	(\$189.3)	(\$191.6)
<b>Total Labor Expenses</b>	<b>\$4,467.3</b>	<b>\$4,566.8</b>	<b>\$4,684.8</b>	<b>\$4,807.7</b>	<b>\$4,947.4</b>	<b>\$5,116.1</b>
Non-Labor:						
Traction and Propulsion Power	\$165.5	\$195.8	\$220.9	\$251.5	\$283.5	\$319.6
Fuel for Buses and Trains	\$183.4	\$130.1	\$146.9	\$164.4	\$177.6	\$204.7
Insurance	\$42.4	\$55.0	\$58.5	\$65.5	\$76.5	\$87.0
Claims	\$63.4	\$76.5	\$78.5	\$78.5	\$78.5	\$78.5
Paratransit Service Contracts	\$299.0	\$375.9	\$413.4	\$465.9	\$547.2	\$641.0
Mtce. and Other Operating Contracts	\$222.0	\$228.8	\$252.7	\$262.8	\$278.9	\$302.2
Professional Service Contracts	\$94.8	\$102.7	\$92.9	\$95.5	\$95.3	\$97.0
Materials & Supplies	\$302.8	\$323.1	\$341.6	\$333.6	\$341.7	\$355.9
Other Business Expenses	\$41.6	\$45.9	\$48.4	\$49.2	\$49.8	\$50.4
<b>Total Non-Labor Expenses</b>	<b>\$1,414.9</b>	<b>\$1,533.8</b>	<b>\$1,653.8</b>	<b>\$1,766.9</b>	<b>\$1,929.0</b>	<b>\$2,136.4</b>
Other Expense Adjustments:						
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expense Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenses before Depreciation, OPEB, ER</b>	<b>\$5,882.2</b>	<b>\$6,100.6</b>	<b>\$6,338.6</b>	<b>\$6,574.6</b>	<b>\$6,876.4</b>	<b>\$7,252.5</b>
Depreciation	\$1,121.8	\$1,250.0	\$1,325.0	\$1,400.0	\$1,475.0	\$1,550.0
OPEB Obligation	\$1,026.5	\$1,055.4	\$1,098.9	\$1,144.8	\$1,191.6	\$1,240.3
Environmental Remediation	\$15.8	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Expenses</b>	<b>\$8,046.2</b>	<b>\$8,406.0</b>	<b>\$8,762.5</b>	<b>\$9,119.4</b>	<b>\$9,543.0</b>	<b>\$10,042.8</b>
<b>Baseline Net Surplus/(Deficit)</b>	<b>(\$4,725.3)</b>	<b>(\$5,035.6)</b>	<b>(\$5,221.8)</b>	<b>(\$5,502.4)</b>	<b>(\$5,862.7)</b>	<b>(\$6,305.8)</b>
2010 Program to Eliminate the Gap	\$0.0	\$13.2	\$48.0	\$50.8	\$51.2	\$53.9
Post-2010 Program to Eliminate the GAP	\$0.0	\$0.0	\$0.0	\$61.7	\$123.4	\$185.1
<b>Net Surplus/(Deficit)</b>	<b>(\$4,725.3)</b>	<b>(\$5,022.4)</b>	<b>(\$5,173.8)</b>	<b>(\$5,389.9)</b>	<b>(\$5,688.1)</b>	<b>(\$6,066.8)</b>

## REIMBURSABLE

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**MTA New York City Transit**  
**July Financial Plan 2010 - 2013**  
**Accrual Statement of Operations by Category**  
**(\$ in millions)**

**NON-REIMBURSABLE and  
REIMBURSABLE**

**Revenue**

	<b>2008 Actuals</b>	<b>2009 Mid-Year Forecast</b>	<b>2010 Preliminary Budget</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Farebox Revenue:						
Subway	\$2,176.1	\$2,218.0	\$2,309.0	\$2,345.1	\$2,372.8	\$2,389.9
Bus	\$802.3	\$826.1	\$857.5	\$870.7	\$881.0	\$887.3
Paratransit	\$11.6	\$14.6	\$17.7	\$20.3	\$23.3	\$26.8
Fare Media Liability	\$39.4	\$47.1	\$47.8	\$48.1	\$48.2	\$48.2
<b>Total Farebox Revenue</b>	<b>\$3,029.4</b>	<b>\$3,105.8</b>	<b>\$3,231.9</b>	<b>\$3,284.2</b>	<b>\$3,325.4</b>	<b>\$3,352.2</b>
Vehicle Toll Revenue	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other Operating Revenue:						
Fare Reimbursement	\$101.8	\$84.0	\$103.8	\$103.8	\$103.8	\$103.8
Paratransit Reimbursement	\$81.9	\$75.7	\$94.3	\$111.8	\$132.6	\$158.3
Other	\$107.8	\$104.8	\$110.8	\$117.2	\$118.6	\$122.7
Total Other Operating Revenue	\$291.5	\$264.6	\$308.8	\$332.8	\$354.9	\$384.8
Capital and Other Reimbursements	\$883.1	\$922.7	\$896.1	\$864.5	\$871.3	\$874.0
<b>Total Revenue</b>	<b>\$4,204.0</b>	<b>\$4,293.1</b>	<b>\$4,436.8</b>	<b>\$4,481.5</b>	<b>\$4,551.6</b>	<b>\$4,611.0</b>

**Expenses**

Labor:						
Payroll	\$3,130.9	\$3,197.6	\$3,243.3	\$3,277.9	\$3,329.6	\$3,398.2
Overtime	\$314.7	\$312.6	\$307.4	\$311.5	\$317.5	\$323.7
Total Salaries & Wages	\$3,445.7	\$3,510.2	\$3,550.7	\$3,589.4	\$3,647.1	\$3,721.9
Health and Welfare	\$475.2	\$503.7	\$545.0	\$589.9	\$640.7	\$702.0
OPEB Current Payment	\$234.5	\$260.2	\$280.0	\$306.5	\$335.3	\$366.8
Pensions	\$703.3	\$764.2	\$759.7	\$743.9	\$745.1	\$749.1
Other Fringe Benefits	\$375.0	\$346.1	\$350.2	\$353.7	\$358.6	\$365.0
Total Fringe Benefits	\$1,788.0	\$1,874.2	\$1,935.0	\$1,994.0	\$2,079.7	\$2,182.9
Reimbursable Overhead	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Labor Expenses</b>	<b>\$5,233.6</b>	<b>\$5,384.4</b>	<b>\$5,485.6</b>	<b>\$5,583.4</b>	<b>\$5,726.8</b>	<b>\$5,904.8</b>

Non-Labor:

Traction and Propulsion Power	\$165.5	\$195.8	\$220.9	\$251.5	\$283.5	\$319.6
Fuel for Buses and Trains	\$183.4	\$130.1	\$146.9	\$164.4	\$177.6	\$204.7
Insurance	\$42.4	\$55.0	\$58.5	\$65.5	\$76.5	\$87.0
Claims	\$63.5	\$76.5	\$78.5	\$78.5	\$78.5	\$78.5
Paratransit Service Contracts	\$299.0	\$375.9	\$413.4	\$465.9	\$547.2	\$641.0
Mtce. and Other Operating Contracts	\$261.7	\$259.1	\$281.5	\$291.7	\$307.7	\$331.0
Professional Service Contracts	\$113.8	\$119.3	\$109.1	\$110.9	\$111.8	\$109.6
Materials & Supplies	\$361.4	\$381.0	\$391.5	\$377.9	\$388.1	\$399.5
Other Business Expenses	\$41.0	\$46.0	\$48.7	\$49.5	\$50.1	\$50.7
<b>Total Non-Labor Expenses</b>	<b>\$1,531.7</b>	<b>\$1,638.8</b>	<b>\$1,749.0</b>	<b>\$1,855.7</b>	<b>\$2,021.0</b>	<b>\$2,221.7</b>

Other Expense Adjustments:

Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expense Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>

**Total Expenses before**

<b>Depreciation, OPEB, ER</b>	<b>\$6,765.3</b>	<b>\$7,023.2</b>	<b>\$7,234.7</b>	<b>\$7,439.1</b>	<b>\$7,747.7</b>	<b>\$8,126.5</b>
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Depreciation	\$1,121.8	\$1,250.0	\$1,325.0	\$1,400.0	\$1,475.0	\$1,550.0
OPEB Obligation	\$1,026.5	\$1,055.4	\$1,098.9	\$1,144.8	\$1,191.6	\$1,240.3
Environmental Remediation	\$15.8	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0

<b>Total Expenses</b>	<b>\$8,929.3</b>	<b>\$9,328.6</b>	<b>\$9,658.6</b>	<b>\$9,983.9</b>	<b>\$10,414.3</b>	<b>\$10,916.8</b>
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<b>Baseline Net Surplus/(Deficit)</b>	<b>(\$4,725.3)</b>	<b>(\$5,035.6)</b>	<b>(\$5,221.8)</b>	<b>(\$5,502.4)</b>	<b>(\$5,862.7)</b>	<b>(\$6,305.8)</b>
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2010 Program to Eliminate the Gap	\$0.0	\$13.2	\$48.0	\$50.8	\$51.2	\$53.9
Post-2010 Program to Eliminate the GAP	\$0.0	\$0.0	\$0.0	\$61.7	\$123.4	\$185.1

<b>Net Surplus/(Deficit)</b>	<b>(\$4,725.3)</b>	<b>(\$5,022.4)</b>	<b>(\$5,173.8)</b>	<b>(\$5,389.9)</b>	<b>(\$5,688.1)</b>	<b>(\$6,066.8)</b>
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**MTA New York City Transit**  
**July Financial Plan 2010 - 2013**  
**Cash Receipts & Expenditures**  
**(\$ in millions)**

	<b>2008 Actuals</b>	<b>2009 Mid-Year Forecast</b>	<b>2010 Preliminary Budget</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b><u>Receipts</u></b>						
Farebox Revenue	\$3,046.9	\$3,115.3	\$3,233.8	\$3,286.1	\$3,327.3	\$3,354.2
Vehicle Toll Revenue	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other Operating Revenue:						
Fare Reimbursement	\$101.9	\$84.0	\$103.8	\$103.8	\$103.8	\$103.8
Paratransit Reimbursement	\$86.2	\$75.1	\$94.0	\$111.6	\$132.2	\$157.9
Other	\$139.3	\$117.3	\$113.3	\$119.7	\$121.1	\$125.2
<b>Total Other Operating Revenue</b>	<b>\$327.4</b>	<b>\$276.4</b>	<b>\$311.1</b>	<b>\$335.0</b>	<b>\$357.1</b>	<b>\$386.9</b>
Capital and Other Reimbursements	\$845.5	\$959.6	\$936.1	\$870.6	\$869.4	\$872.9
<b>Total Receipts</b>	<b>\$4,219.8</b>	<b>\$4,351.3</b>	<b>\$4,481.0</b>	<b>\$4,491.7</b>	<b>\$4,553.8</b>	<b>\$4,614.0</b>
<b><u>Expenditures</u></b>						
Labor:						
Payroll	\$3,121.2	\$3,180.6	\$3,219.7	\$3,253.4	\$3,295.0	\$3,372.1
Overtime	\$314.5	\$310.9	\$305.1	\$309.1	\$314.2	\$321.2
Total Salaries & Wages	\$3,435.7	\$3,491.5	\$3,524.8	\$3,562.6	\$3,609.2	\$3,693.3
Health and Welfare	\$487.7	\$493.0	\$541.5	\$586.1	\$636.6	\$697.7
OPEB Current Payment	\$234.5	\$260.2	\$280.0	\$306.5	\$335.3	\$366.8
Pensions	\$574.6	\$738.0	\$757.6	\$748.6	\$750.6	\$750.9
Other Fringe Benefits	\$308.8	\$322.6	\$329.3	\$333.1	\$338.0	\$345.6
Total Fringe Benefits	\$1,605.6	\$1,813.8	\$1,908.4	\$1,974.2	\$2,060.5	\$2,160.9
GASB Account	\$39.3	\$41.2	\$42.3	\$43.4	\$44.3	\$45.8
Reimbursable Overhead	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Labor Expenditures</b>	<b>\$5,080.6</b>	<b>\$5,346.4</b>	<b>\$5,475.5</b>	<b>\$5,580.1</b>	<b>\$5,714.0</b>	<b>\$5,900.0</b>
Non-Labor:						
Traction and Propulsion Power	\$161.6	\$197.8	\$220.9	\$251.5	\$283.5	\$319.6
Fuel for Buses and Trains	\$192.2	\$125.9	\$146.9	\$164.4	\$177.6	\$204.7
Insurance	\$39.1	\$55.4	\$58.9	\$65.8	\$80.3	\$88.1
Claims	\$68.7	\$71.1	\$60.9	\$62.4	\$64.0	\$65.6
Paratransit Service Contracts	\$272.3	\$378.9	\$408.4	\$460.9	\$542.2	\$636.0
Mtce. and Other Operating Contracts	\$271.3	\$269.4	\$292.2	\$302.4	\$318.4	\$341.7
Professional Service Contracts	\$102.9	\$114.3	\$104.1	\$105.9	\$106.8	\$104.6
Materials & Supplies	\$371.8	\$373.2	\$393.5	\$379.9	\$390.1	\$401.5
Other Business Expenditures	\$40.4	\$46.0	\$48.7	\$49.5	\$50.1	\$50.7
<b>Total Non-Labor Expenditures</b>	<b>\$1,520.3</b>	<b>\$1,632.0</b>	<b>\$1,734.5</b>	<b>\$1,842.6</b>	<b>\$2,013.0</b>	<b>\$2,212.6</b>
Other Expenditure Adjustments:						
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expenditure Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenditures</b>	<b>\$6,600.9</b>	<b>\$6,978.5</b>	<b>\$7,210.0</b>	<b>\$7,422.8</b>	<b>\$7,727.0</b>	<b>\$8,112.6</b>
<b>Baseline Net Cash Deficit</b>	<b>(\$2,381.1)</b>	<b>(\$2,627.1)</b>	<b>(\$2,729.0)</b>	<b>(\$2,931.0)</b>	<b>(\$3,173.2)</b>	<b>(\$3,498.6)</b>
2010 Program to Eliminate the Gap						
	\$0.0	\$13.2	\$48.0	\$50.8	\$51.2	\$53.9
Post-2010 Program to Eliminate the GAP						
	\$0.0	\$0.0	\$0.0	\$61.7	\$123.4	\$185.1
<b>Net Cash Deficit</b>	<b>(\$2,381.1)</b>	<b>(\$2,613.9)</b>	<b>(\$2,681.0)</b>	<b>(\$2,818.6)</b>	<b>(\$2,998.6)</b>	<b>(\$3,259.6)</b>

**MTA New York City Transit**  
**July Financial Plan 2010 - 2013**  
**Cash Conversion (Cash Flow Adjustments)**  
**(\$ in millions)**

	<b>2008 Actuals</b>	<b>2009 Mid-Year Forecast</b>	<b>2010 Preliminary Budget</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b><u>Receipts</u></b>						
Farebox Revenue	17.5	9.5	1.9	1.9	1.9	1.9
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:						
Fare Reimbursement	0.1	0.0	0.0	0.0	0.0	0.0
Paratransit Reimbursement	4.3	(0.7)	(0.2)	(0.2)	(0.4)	(0.4)
Other	31.5	12.5	2.5	2.5	2.5	2.5
<b>Total Other Operating Revenue</b>	<b>35.9</b>	<b>11.8</b>	<b>2.3</b>	<b>2.3</b>	<b>2.1</b>	<b>2.1</b>
Capital and Other Reimbursements	(37.6)	36.9	40.0	6.1	(1.9)	(1.1)
<b>Total Receipt Adjustments</b>	<b>15.8</b>	<b>58.3</b>	<b>44.2</b>	<b>10.3</b>	<b>2.1</b>	<b>3.0</b>
<b><u>Expenditures</u></b>						
Labor:						
Payroll	9.8	17.0	23.6	24.5	34.6	26.1
Overtime	0.2	1.7	2.2	2.3	3.3	2.5
Total Salaries & Wages	10.0	18.7	25.8	26.8	37.9	28.6
Health and Welfare	(12.5)	10.7	3.6	3.8	4.1	4.4
OPEB Current Payment	0.0	0.0	0.0	0.0	0.0	0.0
Pensions	128.7	26.2	2.1	(4.7)	(5.5)	(1.8)
Other Fringe Benefits	66.2	23.5	20.9	20.6	20.6	19.5
Total Fringe Benefits	182.4	60.5	26.6	19.8	19.1	22.1
GASB Account	(39.3)	(41.2)	(42.3)	(43.4)	(44.3)	(45.8)
Reimbursable Overhead						
<b>Total Labor Expenditures</b>	<b>153.0</b>	<b>38.0</b>	<b>10.2</b>	<b>3.2</b>	<b>12.8</b>	<b>4.9</b>
Non-Labor:						
Traction and Propulsion Power	3.9	(2.0)	0.0	0.0	0.0	0.0
Fuel for Buses and Trains	(8.8)	4.1	0.0	0.0	0.0	0.0
Insurance	3.3	(0.3)	(0.3)	(0.2)	(3.7)	(1.1)
Claims	(5.2)	5.5	17.5	16.0	14.5	12.9
Paratransit Service Contracts	26.7	(3.0)	5.0	5.0	5.0	5.0
Mtce. and Other Operating Contracts	(9.6)	(10.3)	(10.7)	(10.7)	(10.7)	(10.7)
Professional Service Contracts	10.9	5.0	5.0	5.0	5.0	5.0
Materials & Supplies	(10.4)	7.8	(2.0)	(2.0)	(2.0)	(2.0)
Other Business Expenditures	0.6	(0.0)	(0.0)	0.0	0.0	0.0
<b>Total Non-Labor Expenditures</b>	<b>11.4</b>	<b>6.8</b>	<b>14.5</b>	<b>13.1</b>	<b>8.0</b>	<b>9.1</b>
Other Expenditure Adjustments:						
Other	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Other Expenditure Adjustments</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Expenditure Adjustments</b>	<b>164.4</b>	<b>44.8</b>	<b>24.7</b>	<b>16.3</b>	<b>20.8</b>	<b>13.9</b>
<b>Total Cash Conversion Adjustments before Depreciation, OPEB, ER</b>	<b>180.2</b>	<b>103.0</b>	<b>68.9</b>	<b>26.6</b>	<b>22.9</b>	<b>16.9</b>
Depreciation Adjustment	1,121.8	1,250.0	1,325.0	1,400.0	1,475.0	1,550.0
OPEB Obligation	1,026.5	1,055.4	1,098.9	1,144.8	1,191.6	1,240.3
Environmental Remediation	15.8	0.0	0.0	0.0	0.0	0.0
<b>Baseline Total Cash Conversion Adj.</b>	<b>2,344.2</b>	<b>2,408.4</b>	<b>2,492.8</b>	<b>2,571.4</b>	<b>2,689.5</b>	<b>2,807.2</b>
2010 Program to Eliminate the Gap	0.0	0.0	0.0	0.0	0.0	0.0
Post-2010 Program to Eliminate the GAP	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Cash Conversion Adjustments</b>	<b>2,344.2</b>	<b>2,408.4</b>	<b>2,492.8</b>	<b>2,571.4</b>	<b>2,689.5</b>	<b>2,807.2</b>

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**Year-To-Year Major Changes by Category-Baseline Narrative**

**TOTAL REVENUE/RECEIPTS**

**Farebox Revenue**

- Subway/bus farebox revenue improvement in 2010 includes annualization of the 2009 fare increase. Subsequent annual growth based largely on Global Insight projected NYC employment levels.
- Paratransit farebox revenue improvement in 2010 includes annualization of the 2009 fare increase. Subsequent annual growth is based on an assumption of 15%, consistent with recent ridership growth.
- Includes adjustments for expired MetroCards and the timing of cash receipts from counting and depositing, which can cause some fluctuations in cash received from year to year.

**Other Operating Revenue**

- Paratransit reimbursements include contractually-capped annual increases in NYC reimbursements that serve to partially fund the annual growth in paratransit expenses and Urban tax revenue generated from Commercial Real Estate Market transactions.
- Other revenues include annual increases mostly from advertising revenues based upon current contracts in place.
- 2009 includes non-recurring cash receipts of \$11.0 million representing a drawdown of prior years' accumulated Transit Adjudication Bureau funds originally scheduled for 2008.

**Capital and Other Reimbursements**

- Annual reimbursement levels fluctuate year-to-year based upon reimbursable expense levels driven mostly by capital project requirements.
- 2009 includes \$19.2 million of unfavorable timing of receipts planned for 2009 but actually received in 2008.
- Annual cash adjustments are included to recognize changes in the timing of receipts.

**TOTAL EXPENSES/EXPENDITURES**

**Payroll**

- 2010-2013 projections include primarily CPI-based rate increases as follows: 2010=1.87%, 2011=2.23%, 2012=2.20% and 2013=1.97%.
- 2009 includes \$0.7 million of favorable cash timing adjustments from 2008.

**Overtime**

- 2010-2013 payroll wage rate increase assumptions apply.



**Health & Welfare**

- Inflation assumptions for 2010-2013 are 7.1% per year for annual employees and 9.2% per year for hourly employees.
- 2009 includes \$7.4 million of favorable cash timing adjustments from 2008.

**Pension**

- Projections are consistent with current actuarial information.

**Other Fringe Benefits**

- Projections are consistent with payroll rate increase assumptions.
- 2009 includes \$0.4 million of unfavorable cash timing adjustments from 2008.

**Traction and Propulsion Power**

- The financial plan reflects projected weighted average New York Power Authority/Con Edison energy rate increases as follows: 2010=13.1%, 2011=14.0%, 2012=12.7% and 2013=12.7%.
- 2009 includes \$2.0 million of unfavorable cash timing adjustments from 2008.

**Fuel for Buses and Trains**

- Diesel fuel inflation assumptions are as follows: 2010=22.0%, 2011=9.0%, 2012=6.0% and 2013=13.0%.
- 2009 includes \$2.7 million of favorable cash timing adjustments from 2008.

**Insurance**

- Inflation assumptions were provided by the MTA.

**Claims**

- The plan assumes an annual inflation rate of 2.5% for 2010 through 2013.

**Paratransit Service Contracts**

- The primary driver of expense increases is projected annual ridership growth of 15%.
- Cost-per-trip inflation projections reflect carrier contracts, which provide for annual rate increases based on CPI, budgeted at 3% per year.
- 2009 includes an \$8.0 million unfavorable cash timing adjustment from 2008.

**Maintenance and Other Operating Contracts**

- 2010-2013 inflation assumptions are based upon Global Insight's estimates as follows: 2010=1.55%, 2011=2.12%, 2012=2.31% and 2013=2.35%.
- Facility power inflation assumptions are based on projected weighted average New York Power Authority/Con Edison energy rate increases as follows: 2010=13.1%, 2011=14.0%, 2012=12.7% and 2013=12.7%.
- 2009 includes a \$5.1 million unfavorable cash timing adjustment from 2008.

**Professional Service Contracts**

- 2010-2013 inflation assumptions are based upon Global Insight's estimates as follows: 2010=1.55%, 2011=2.12%, 2012=2.31% and 2013=2.35%.
- 2009 includes a \$2.1 million unfavorable cash timing adjustment from 2008.

**Materials and Supplies**

- 2010-2013 inflation assumptions are based upon Global Insight's estimates as follows: 2010=0.00%, 2011=0.50%, 2012=0.98% and 2013=1.39%.
- 2009 includes a \$2.0 million unfavorable cash timing adjustment from 2008.
- Non-reimbursable expense levels fluctuate year-to-year, primarily due to the timing of subway and bus fleet maintenance program requirements.

**Other Business Expenses**

- 2010-2013 inflation assumptions are based upon Global Insight's estimates as follows: 2010=1.55%, 2011=2.12%, 2012=2.31% and 2013=2.35%.

**Depreciation (non-cash)**

- Annual expense increases are due to projections of additional capital assets reaching beneficial use. Examples of these assets include subway station rehabilitations, track & switches, new subway cars and buses.

MTA New York City Transit  
July Financial Plan 2010 - 2013  
Year-to-Year Changes by Category - Accrual Basis  
(\$ in millions)

**NON-REIMBURSABLE**

	Favorable/(Unfavorable)								
	2009	2010	Change 2010-2009	2011	Change 2011-2010	2012	Change 2012-2011	2013	Change 2013-2012
<b><u>Revenue</u></b>									
Farebox Revenue:									
Subway	\$2,218.0	\$2,309.0	\$91.0	\$2,345.1	\$36.1	\$2,372.8	\$27.7	\$2,389.9	\$17.1
Bus	\$826.1	\$857.5	\$31.3	\$870.7	\$13.2	\$881.0	\$10.3	\$887.3	\$6.2
Paratransit	\$14.6	\$17.7	\$3.0	\$20.3	\$2.6	\$23.3	\$3.0	\$26.8	\$3.5
Fare Media Liability	\$47.1	\$47.8	\$0.7	\$48.1	\$0.3	\$48.2	\$0.1	\$48.2	\$0.0
<b>Total Farebox Revenue</b>	<b>\$3,105.8</b>	<b>\$3,231.9</b>	<b>\$126.1</b>	<b>\$3,284.2</b>	<b>\$52.3</b>	<b>\$3,325.4</b>	<b>\$41.2</b>	<b>\$3,352.2</b>	<b>\$26.9</b>
Vehicle Toll Revenue	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other Operating Revenue:									
Fare Reimbursement	\$84.0	\$103.8	\$19.7	\$103.8	\$0.0	\$103.8	\$0.0	\$103.8	\$0.0
Paratransit Reimbursement	\$75.7	\$94.3	\$18.5	\$111.8	\$17.6	\$132.6	\$20.7	\$158.3	\$25.7
Other	\$104.8	\$110.8	\$6.0	\$117.2	\$6.4	\$118.6	\$1.5	\$122.7	\$4.1
<b>Total Other Operating Revenue</b>	<b>\$264.6</b>	<b>\$308.8</b>	<b>\$44.2</b>	<b>\$332.8</b>	<b>\$24.0</b>	<b>\$354.9</b>	<b>\$22.2</b>	<b>\$384.8</b>	<b>\$29.8</b>
Capital and Other Reimbursements	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Revenue</b>	<b>\$3,370.4</b>	<b>\$3,540.7</b>	<b>\$170.3</b>	<b>\$3,617.0</b>	<b>\$76.2</b>	<b>\$3,680.3</b>	<b>\$63.3</b>	<b>\$3,737.0</b>	<b>\$56.7</b>
<b><u>Expenses</u></b>									
Labor:									
Payroll	\$2,798.8	\$2,851.3	(\$52.5)	\$2,898.4	(\$47.1)	\$2,948.6	(\$50.2)	\$3,013.7	(\$65.1)
Overtime	\$245.3	\$242.2	\$3.1	\$245.9	(\$3.7)	\$250.7	(\$4.8)	\$255.8	(\$5.1)
Total Salaries & Wages	\$3,044.1	\$3,093.5	(\$49.4)	\$3,144.3	(\$50.8)	\$3,199.3	(\$54.9)	\$3,269.4	(\$70.1)
Health and Welfare	\$481.7	\$521.5	(\$39.8)	\$564.7	(\$43.1)	\$613.6	(\$49.0)	\$673.1	(\$59.4)
OPEB Current Payment	\$260.2	\$280.0	(\$19.8)	\$306.5	(\$26.4)	\$335.3	(\$28.8)	\$366.8	(\$31.5)
Pensions	\$745.8	\$741.2	\$4.6	\$725.7	\$15.4	\$727.3	(\$1.6)	\$731.5	(\$4.2)
Other Fringe Benefits	\$241.1	\$248.2	(\$7.1)	\$256.2	(\$7.9)	\$261.1	(\$5.0)	\$267.0	(\$5.8)
Total Fringe Benefits	\$1,728.8	\$1,790.9	(\$62.2)	\$1,853.0	(\$62.1)	\$1,937.3	(\$84.3)	\$2,038.3	(\$100.9)
Reimbursable Overhead	(\$206.1)	(\$199.6)	(\$6.5)	(\$189.7)	(\$10.0)	(\$189.3)	(\$0.4)	(\$191.6)	\$2.3
<b>Total Labor Expenses</b>	<b>\$4,566.8</b>	<b>\$4,684.8</b>	<b>(\$118.0)</b>	<b>\$4,807.7</b>	<b>(\$122.9)</b>	<b>\$4,947.4</b>	<b>(\$139.7)</b>	<b>\$5,116.1</b>	<b>(\$168.7)</b>
Non-Labor:									
Traction and Propulsion Power	\$195.8	\$220.9	(\$25.1)	\$251.5	(\$30.6)	\$283.5	(\$32.0)	\$319.6	(\$36.1)
Fuel for Buses and Trains	\$130.1	\$146.9	(\$16.8)	\$164.4	(\$17.5)	\$177.6	(\$13.3)	\$204.7	(\$27.1)
Insurance	\$55.0	\$58.5	(\$3.5)	\$65.5	(\$7.0)	\$76.5	(\$11.0)	\$87.0	(\$10.5)
Claims	\$76.5	\$78.5	(\$2.0)	\$78.5	\$0.0	\$78.5	\$0.0	\$78.5	\$0.0
Paratransit Service Contracts	\$375.9	\$413.4	(\$37.5)	\$465.9	(\$52.5)	\$547.2	(\$81.3)	\$641.0	(\$93.8)
Mtce. and Other Operating Contracts	\$228.8	\$252.7	(\$23.9)	\$262.8	(\$10.1)	\$278.9	(\$16.0)	\$302.2	(\$23.4)
Professional Service Contracts	\$102.7	\$92.9	\$9.7	\$95.5	(\$2.6)	\$95.3	\$0.2	\$97.0	(\$1.7)
Materials & Supplies	\$323.1	\$341.6	(\$18.5)	\$333.6	\$8.0	\$341.7	(\$8.1)	\$355.9	(\$14.2)
Other Business Expenses	\$45.9	\$48.4	(\$2.5)	\$49.2	(\$0.8)	\$49.8	(\$0.7)	\$50.4	(\$0.5)
<b>Total Non-Labor Expenses</b>	<b>\$1,533.8</b>	<b>\$1,653.8</b>	<b>(\$120.0)</b>	<b>\$1,766.9</b>	<b>(\$113.1)</b>	<b>\$1,929.0</b>	<b>(\$162.2)</b>	<b>\$2,136.4</b>	<b>(\$207.4)</b>
Other Expense Adjustments:									
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expense Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenses before Depreciation</b>	<b>\$6,100.6</b>	<b>\$6,338.6</b>	<b>(\$238.0)</b>	<b>\$6,574.6</b>	<b>(\$236.0)</b>	<b>\$6,876.4</b>	<b>(\$301.8)</b>	<b>\$7,252.5</b>	<b>(\$376.1)</b>
Depreciation	\$1,250.0	\$1,325.0	(\$75.0)	\$1,400.0	(\$75.0)	\$1,475.0	(\$75.0)	\$1,550.0	(\$75.0)
OPEB Obligation	\$1,055.4	\$1,098.9	(\$43.5)	\$1,144.8	(\$45.9)	\$1,191.6	(\$46.8)	\$1,240.3	(\$48.7)
Environmental Remediation	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Expenses</b>	<b>\$8,406.0</b>	<b>\$8,762.5</b>	<b>(\$356.5)</b>	<b>\$9,119.4</b>	<b>(\$356.9)</b>	<b>\$9,543.0</b>	<b>(\$423.6)</b>	<b>\$10,042.8</b>	<b>(\$499.8)</b>
<b>Baseline Net Surplus/(Deficit)</b>	<b>(\$5,035.6)</b>	<b>(\$5,221.8)</b>	<b>(\$186.2)</b>	<b>(\$5,502.4)</b>	<b>(\$280.6)</b>	<b>(\$5,862.7)</b>	<b>(\$360.3)</b>	<b>(\$6,305.8)</b>	<b>(\$443.2)</b>
2010 Program to Eliminate the Gap	\$13.2	\$48.0	\$34.8	\$50.8	\$2.8	\$51.2	\$0.4	\$53.9	\$2.8
Post-2010 Program to Eliminate the GAP	\$0.0	\$0.0	\$0.0	\$61.7	\$61.7	\$123.4	\$61.7	\$185.1	\$61.7
<b>Net Surplus/(Deficit)</b>	<b>(\$5,022.4)</b>	<b>(\$5,173.8)</b>	<b>(\$151.4)</b>	<b>(\$5,389.9)</b>	<b>(\$216.1)</b>	<b>(\$5,688.1)</b>	<b>(\$298.2)</b>	<b>(\$6,066.8)</b>	<b>(\$378.7)</b>

## REIMBURSABLE

[illegible]

MTA New York City Transit  
July Financial Plan 2010 - 2013  
Year-to-Year Changes by Category - Accrual Basis  
(\$ in millions)

NON-REIMBURSABLE and REIMBURSABLE	Favorable/(Unfavorable)								
	2009	2010	Change 2010-2009	2011	Change 2011-2010	2012	Change 2012-2011	2013	Change 2013-2012
<b>Revenue</b>									
Farebox Revenue:									
Subway	\$2,218.0	\$2,309.0	\$91.0	\$2,345.1	\$36.1	\$2,372.8	\$27.7	\$2,389.9	\$17.1
Bus	\$826.1	\$857.5	\$31.3	\$870.7	\$13.2	\$881.0	\$10.3	\$887.3	\$6.2
Paratransit	\$14.6	\$17.7	\$3.0	\$20.3	\$2.6	\$23.3	\$3.0	\$26.8	\$3.5
Fare Media Liability	\$47.1	\$47.8	\$0.7	\$48.1	\$0.3	\$48.2	\$0.1	\$48.2	\$0.0
<b>Total Farebox Revenue</b>	<b>\$3,105.8</b>	<b>\$3,231.9</b>	<b>\$126.1</b>	<b>\$3,284.2</b>	<b>\$52.3</b>	<b>\$3,325.4</b>	<b>\$41.2</b>	<b>\$3,352.2</b>	<b>\$26.9</b>
Vehicle Toll Revenue	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other Operating Revenue:									
Fare Reimbursement	\$84.0	\$103.8	\$19.7	\$103.8	\$0.0	\$103.8	\$0.0	\$103.8	\$0.0
Paratransit Reimbursement	\$75.7	\$94.3	\$18.5	\$111.8	\$17.6	\$132.6	\$20.7	\$158.3	\$25.7
Other	\$104.8	\$110.8	\$6.0	\$117.2	\$6.4	\$118.6	\$1.5	\$122.7	\$4.1
Total Other Operating Revenue	\$264.6	\$308.8	\$44.2	\$332.8	\$24.0	\$354.9	\$22.2	\$384.8	\$29.8
Capital and Other Reimbursements	\$922.7	\$896.1	(\$26.6)	\$864.5	(\$31.5)	\$871.3	\$6.8	\$874.0	\$2.7
<b>Total Revenue</b>	<b>\$4,293.1</b>	<b>\$4,436.8</b>	<b>\$143.7</b>	<b>\$4,481.5</b>	<b>\$44.7</b>	<b>\$4,551.6</b>	<b>\$70.2</b>	<b>\$4,611.0</b>	<b>\$59.4</b>
<b>Expenses</b>									
Labor:									
Payroll	\$3,197.6	\$3,243.3	(\$45.7)	\$3,277.9	(\$34.6)	\$3,329.6	(\$51.7)	\$3,398.2	(\$68.6)
Overtime	\$312.6	\$307.4	\$5.2	\$311.5	(\$4.1)	\$317.5	(\$6.0)	\$323.7	(\$6.2)
Total Salaries & Wages	\$3,510.2	\$3,550.7	(\$40.5)	\$3,589.4	(\$38.7)	\$3,647.1	(\$57.7)	\$3,721.9	(\$74.8)
Health and Welfare	\$503.7	\$545.0	(\$41.3)	\$589.9	(\$44.9)	\$640.7	(\$50.8)	\$702.0	(\$61.4)
OPEB Current Payment	\$260.2	\$280.0	(\$19.8)	\$306.5	(\$26.4)	\$335.3	(\$28.8)	\$366.8	(\$31.5)
Pensions	\$764.2	\$759.7	\$4.4	\$743.9	\$15.8	\$745.1	(\$1.2)	\$749.1	(\$4.0)
Other Fringe Benefits	\$346.1	\$350.2	(\$4.1)	\$353.7	(\$3.5)	\$358.6	(\$4.9)	\$365.0	(\$6.4)
Total Fringe Benefits	\$1,874.2	\$1,935.0	(\$60.7)	\$1,994.0	(\$59.0)	\$2,079.7	(\$85.7)	\$2,182.9	(\$103.3)
Reimbursable Overhead	\$0.0	\$0.0	\$0.0	\$0.0	(\$0.0)	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Labor Expenses</b>	<b>\$5,384.4</b>	<b>\$5,485.6</b>	<b>(\$101.2)</b>	<b>\$5,583.4</b>	<b>(\$97.7)</b>	<b>\$5,726.8</b>	<b>(\$143.4)</b>	<b>\$5,904.8</b>	<b>(\$178.1)</b>
Non-Labor:									
Traction and Propulsion Power	\$195.8	\$220.9	(\$25.1)	\$251.5	(\$30.6)	\$283.5	(\$32.0)	\$319.6	(\$36.1)
Fuel for Buses and Trains	\$130.1	\$146.9	(\$16.8)	\$164.4	(\$17.5)	\$177.6	(\$13.3)	\$204.7	(\$27.1)
Insurance	\$55.0	\$58.5	(\$3.5)	\$65.5	(\$7.0)	\$76.5	(\$11.0)	\$87.0	(\$10.5)
Claims	\$76.5	\$78.5	(\$2.0)	\$78.5	\$0.0	\$78.5	\$0.0	\$78.5	\$0.0
Paratransit Service Contracts	\$375.9	\$413.4	(\$37.5)	\$465.9	(\$52.5)	\$547.2	(\$81.3)	\$641.0	(\$93.8)
Mtce. and Other Operating Contracts	\$259.1	\$281.5	(\$22.4)	\$291.7	(\$10.1)	\$307.7	(\$16.0)	\$331.0	(\$23.4)
Professional Service Contracts	\$119.3	\$109.1	\$10.2	\$110.9	(\$1.8)	\$111.8	(\$0.9)	\$109.6	\$2.2
Materials & Supplies	\$381.0	\$391.5	(\$10.5)	\$377.9	\$13.6	\$388.1	(\$10.2)	\$399.5	(\$11.5)
Other Business Expenses	\$46.0	\$48.7	(\$2.7)	\$49.5	(\$0.8)	\$50.1	(\$0.6)	\$50.7	(\$0.5)
<b>Total Non-Labor Expenses</b>	<b>\$1,638.8</b>	<b>\$1,749.0</b>	<b>(\$110.2)</b>	<b>\$1,855.7</b>	<b>(\$106.7)</b>	<b>\$2,021.0</b>	<b>(\$165.3)</b>	<b>\$2,221.7</b>	<b>(\$200.7)</b>
Other Expense Adjustments:									
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expense Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenses before Depreciation</b>	<b>\$7,023.2</b>	<b>\$7,234.7</b>	<b>(\$211.4)</b>	<b>\$7,439.1</b>	<b>(\$204.4)</b>	<b>\$7,747.7</b>	<b>(\$308.6)</b>	<b>\$8,126.5</b>	<b>(\$378.8)</b>
Depreciation	\$1,250.0	\$1,325.0	(\$75.0)	\$1,400.0	(\$75.0)	\$1,475.0	(\$75.0)	\$1,550.0	(\$75.0)
OPEB Obligation	\$1,055.4	\$1,098.9	(\$43.5)	\$1,144.8	(\$45.9)	\$1,191.6	(\$46.8)	\$1,240.3	(\$48.7)
Environmental Remediation	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Expenses</b>	<b>\$9,328.6</b>	<b>\$9,658.6</b>	<b>(\$329.9)</b>	<b>\$9,983.9</b>	<b>(\$325.3)</b>	<b>\$10,414.3</b>	<b>(\$430.4)</b>	<b>\$10,916.8</b>	<b>(\$502.5)</b>
<b>Baseline Net Surplus/(Deficit)</b>	<b>(\$5,035.6)</b>	<b>(\$5,221.8)</b>	<b>(\$186.2)</b>	<b>(\$5,502.4)</b>	<b>(\$280.6)</b>	<b>(\$5,862.7)</b>	<b>(\$360.3)</b>	<b>(\$6,305.8)</b>	<b>(\$443.2)</b>
2010 Program to Eliminate the Gap	\$13.2	\$48.0	\$34.8	\$50.8	\$2.8	\$51.2	\$0.4	\$53.9	\$2.8
Post-2010 Program to Eliminate the GAP	\$0.0	\$0.0	\$0.0	\$61.7	\$61.7	\$123.4	\$61.7	\$185.1	\$61.7
<b>Net Surplus/(Deficit)</b>	<b>(\$5,022.4)</b>	<b>(\$5,173.8)</b>	<b>(\$151.4)</b>	<b>(\$5,389.9)</b>	<b>(\$216.1)</b>	<b>(\$5,688.1)</b>	<b>(\$298.2)</b>	<b>(\$6,066.8)</b>	<b>(\$378.7)</b>

MTA New York City Transit  
July Financial Plan 2010 - 2013  
Year-to-Year Changes by Category - Cash Basis  
(\$ in millions)

	Favorable/(Unfavorable)								
	2009	2010	Change 2010-2009	2011	Change 2011-2010	2012	Change 2012-2011	2013	Change 2013-2012
<b><u>Receipts</u></b>									
Farebox Revenue	\$3,115.3	\$3,233.8	\$118.5	\$3,286.1	\$52.3	\$3,327.3	\$41.2	\$3,354.2	\$26.9
Vehicle Toll Revenue	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other Operating Revenue:									
Fare Reimbursement	\$84.0	\$103.8	\$19.7	\$103.8	\$0.0	\$103.8	\$0.0	\$103.8	\$0.0
Paratransit Reimbursement	\$75.1	\$94.0	\$19.0	\$111.6	\$17.6	\$132.2	\$20.6	\$157.9	\$25.7
Other	\$117.3	\$113.3	(\$4.0)	\$119.7	\$6.4	\$121.1	\$1.5	\$125.2	\$4.1
<b>Total Other Operating Revenue</b>	<b>\$276.4</b>	<b>\$311.1</b>	<b>\$34.7</b>	<b>\$335.0</b>	<b>\$24.0</b>	<b>\$357.1</b>	<b>\$22.0</b>	<b>\$386.9</b>	<b>\$29.8</b>
Capital and Other Reimbursements	\$959.6	\$936.1	(\$23.5)	\$870.6	(\$65.5)	\$869.4	(\$1.2)	\$872.9	\$3.5
<b>Total Receipts</b>	<b>\$4,351.3</b>	<b>\$4,481.0</b>	<b>\$129.7</b>	<b>\$4,491.7</b>	<b>\$10.7</b>	<b>\$4,553.8</b>	<b>\$62.0</b>	<b>\$4,614.0</b>	<b>\$60.2</b>
<b><u>Expenditures</u></b>									
Labor:									
Payroll	\$3,180.6	\$3,219.7	(\$39.1)	\$3,253.4	(\$33.7)	\$3,295.0	(\$41.5)	\$3,372.1	(\$77.1)
Overtime	\$310.9	\$305.1	\$5.8	\$309.1	(\$4.0)	\$314.2	(\$5.1)	\$321.2	(\$7.0)
Total Salaries & Wages	\$3,491.5	\$3,524.8	(\$33.4)	\$3,562.6	(\$37.7)	\$3,609.2	(\$46.6)	\$3,693.3	(\$84.1)
Health and Welfare	\$493.0	\$541.5	(\$48.5)	\$586.1	(\$44.6)	\$636.6	(\$50.5)	\$697.7	(\$61.1)
OPEB Current Payment	\$260.2	\$280.0	(\$19.8)	\$306.5	(\$26.4)	\$335.3	(\$28.8)	\$366.8	(\$31.5)
Pensions	\$738.0	\$757.6	(\$19.6)	\$748.6	\$9.0	\$750.6	(\$2.1)	\$750.9	(\$0.3)
Other Fringe Benefits	\$322.6	\$329.3	(\$6.7)	\$333.1	(\$3.8)	\$338.0	(\$4.9)	\$345.6	(\$7.5)
Total Fringe Benefits	\$1,813.8	\$1,908.4	(\$94.6)	\$1,974.2	(\$65.8)	\$2,060.5	(\$86.3)	\$2,160.9	(\$100.4)
GASB Account	\$41.2	\$42.3	(\$1.1)	\$43.4	(\$1.1)	\$44.3	(\$0.9)	(\$0.1)	\$44.4
Reimbursable Overhead	\$0.0	\$0.0	\$0.0	\$0.0	(\$0.0)	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Labor Expenditures</b>	<b>\$5,346.4</b>	<b>\$5,475.5</b>	<b>(\$129.1)</b>	<b>\$5,580.1</b>	<b>(\$104.6)</b>	<b>\$5,714.0</b>	<b>(\$133.9)</b>	<b>\$5,900.0</b>	<b>(\$186.0)</b>
Non-Labor:									
Traction and Propulsion Power	\$197.8	\$220.9	(\$23.1)	\$251.5	(\$30.6)	\$283.5	(\$32.0)	\$319.6	(\$36.1)
Fuel for Buses and Trains	\$125.9	\$146.9	(\$20.9)	\$164.4	(\$17.5)	\$177.6	(\$13.3)	\$204.7	(\$27.1)
Insurance	\$55.4	\$58.9	(\$3.5)	\$65.8	(\$6.9)	\$80.3	(\$14.5)	\$88.1	(\$7.9)
Claims	\$71.1	\$60.9	\$10.1	\$62.4	(\$1.5)	\$64.0	(\$1.6)	\$65.6	(\$1.6)
Paratransit Service Contracts	\$378.9	\$408.4	(\$29.5)	\$460.9	(\$52.5)	\$542.2	(\$81.3)	\$636.0	(\$93.8)
Mtce. and Other Operating Contracts	\$269.4	\$292.2	(\$22.8)	\$302.4	(\$10.1)	\$318.4	(\$16.0)	\$341.7	(\$23.4)
Professional Service Contracts	\$114.3	\$104.1	\$10.2	\$105.9	(\$1.8)	\$106.8	(\$0.9)	\$104.6	\$2.2
Materials & Supplies	\$373.2	\$393.5	(\$20.3)	\$379.9	\$13.6	\$390.1	(\$10.2)	\$401.5	(\$11.5)
Other Business Expenditures	\$46.0	\$48.7	(\$2.7)	\$49.5	(\$0.8)	\$50.1	(\$0.6)	\$50.7	(\$0.5)
<b>Total Non-Labor Expenditures</b>	<b>\$1,632.0</b>	<b>\$1,734.5</b>	<b>(\$102.5)</b>	<b>\$1,842.6</b>	<b>(\$108.1)</b>	<b>\$2,013.0</b>	<b>(\$170.3)</b>	<b>\$2,212.6</b>	<b>(\$199.6)</b>
Other Expenditure Adjustments:									
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expenditure Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenditures</b>	<b>\$6,978.5</b>	<b>\$7,210.0</b>	<b>(\$231.5)</b>	<b>\$7,422.8</b>	<b>(\$212.8)</b>	<b>\$7,727.0</b>	<b>(\$304.2)</b>	<b>\$8,112.6</b>	<b>(\$385.6)</b>
<b>Baseline Net Cash Deficit</b>	<b>(\$2,627.1)</b>	<b>(\$2,729.0)</b>	<b>(\$101.9)</b>	<b>(\$2,931.0)</b>	<b>(\$202.0)</b>	<b>(\$3,173.2)</b>	<b>(\$242.2)</b>	<b>(\$3,498.6)</b>	<b>(\$325.4)</b>
2010 Program to Eliminate the Gap	\$13.2	\$48.0	\$34.8	\$50.8	\$2.8	\$51.2	\$0.4	\$53.9	\$2.8
Post-2010 Program to Eliminate the GAP	\$0.0	\$0.0	\$0.0	\$61.7	\$61.7	\$123.4	\$61.7	\$185.1	\$61.7
<b>Net Cash Deficit</b>	<b>(\$2,613.9)</b>	<b>(\$2,681.0)</b>	<b>(\$67.1)</b>	<b>(\$2,818.6)</b>	<b>(\$137.5)</b>	<b>(\$2,998.6)</b>	<b>(\$180.1)</b>	<b>(\$3,259.6)</b>	<b>(\$261.0)</b>

MTA New York City Transit  
November Financial Plan 2010 - 2013  
Year-to-Year Changes by Category - Cash Conversion (Cash Flow Adjustments)  
(\$ in millions)

	Favorable/(Unfavorable)								
	2009	2010	Change 2010-2009	2011	Change 2011-2010	2012	Change 2012-2011	2013	Change 2013-2012
<b>Receipts</b>									
Farebox Revenue	\$9.5	\$1.9	(\$7.6)	\$1.9	\$0.0	\$1.9	\$0.0	\$1.9	\$0.0
Vehicle Toll Revenue	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other Operating Revenue:									
Fare Reimbursement	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Paratransit Reimbursement	(\$0.7)	(\$0.2)	\$0.4	(\$0.2)	(\$0.0)	(\$0.4)	(\$0.1)	(\$0.4)	(\$0.0)
Other	\$12.5	\$2.5	(\$10.0)	\$2.5	\$0.0	\$2.5	\$0.0	\$2.5	\$0.0
<b>Total Other Operating Revenue</b>	<b>\$11.8</b>	<b>\$2.3</b>	<b>(\$9.6)</b>	<b>\$2.3</b>	<b>(\$0.0)</b>	<b>\$2.1</b>	<b>(\$0.1)</b>	<b>\$2.1</b>	<b>(\$0.0)</b>
Capital and Other Reimbursements	\$36.9	\$40.0	\$3.1	\$6.1	(\$34.0)	(\$1.9)	(\$8.0)	(\$1.1)	\$0.9
<b>Total Receipt Adjustments</b>	<b>\$58.3</b>	<b>\$44.2</b>	<b>(\$14.0)</b>	<b>\$10.3</b>	<b>(\$34.0)</b>	<b>\$2.1</b>	<b>(\$8.1)</b>	<b>\$3.0</b>	<b>\$0.9</b>
<b>Expenditures</b>									
Labor:									
Payroll	\$17.0	\$23.6	\$6.5	\$24.5	\$0.9	\$34.6	\$10.1	\$26.1	(\$8.5)
Overtime	\$1.7	\$2.2	\$0.6	\$2.3	\$0.1	\$3.3	\$1.0	\$2.5	(\$0.8)
Total Salaries & Wages	\$18.7	\$25.8	\$7.1	\$26.8	\$1.0	\$37.9	\$11.1	\$28.6	(\$9.3)
Health and Welfare	\$10.7	\$3.6	(\$7.2)	\$3.8	\$0.2	\$4.1	\$0.3	\$4.4	\$0.3
OPEB Current Payment	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Pensions	\$26.2	\$2.1	(\$24.1)	(\$4.7)	(\$6.8)	(\$5.5)	(\$0.9)	(\$1.8)	\$3.7
Other Fringe Benefits	\$23.5	\$20.9	(\$2.6)	\$20.6	(\$0.3)	\$20.6	(\$0.0)	\$19.5	(\$1.1)
Total Fringe Benefits	\$60.5	\$26.6	(\$33.9)	\$19.8	(\$6.8)	\$19.1	(\$0.6)	\$22.1	\$2.9
GASB Account	(\$41.2)	(\$42.3)	(\$1.1)	(\$43.4)	(\$1.1)	(\$44.3)	(\$0.9)	(\$45.8)	(\$1.5)
Reimbursable Overhead	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Labor Expenditures</b>	<b>\$38.0</b>	<b>\$10.2</b>	<b>(\$27.8)</b>	<b>\$3.2</b>	<b>(\$6.9)</b>	<b>\$12.8</b>	<b>\$9.5</b>	<b>\$4.9</b>	<b>(\$7.9)</b>
Non-Labor:									
Traction and Propulsion Power	(\$2.0)	\$0.0	\$2.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Fuel for Buses and Trains	\$4.1	\$0.0	(\$4.1)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Insurance	(\$0.3)	(\$0.3)	\$0.0	(\$0.2)	\$0.1	(\$3.7)	(\$3.5)	(\$1.1)	\$2.7
Claims	\$5.5	\$17.5	\$12.1	\$16.0	(\$1.5)	\$14.5	(\$1.6)	\$12.9	(\$1.6)
Paratransit Service Contracts	(\$3.0)	\$5.0	\$8.0	\$5.0	\$0.0	\$5.0	\$0.0	\$5.0	\$0.0
Mtce. and Other Operating Contracts	(\$10.3)	(\$10.7)	(\$0.4)	(\$10.7)	\$0.0	(\$10.7)	\$0.0	(\$10.7)	\$0.0
Professional Service Contracts	\$5.0	\$5.0	\$0.0	\$5.0	\$0.0	\$5.0	\$0.0	\$5.0	\$0.0
Materials & Supplies	\$7.8	(\$2.0)	(\$9.8)	(\$2.0)	\$0.0	(\$2.0)	\$0.0	(\$2.0)	\$0.0
Other Business Expenditures	(\$0.0)	(\$0.0)	\$0.0	\$0.0	\$0.0	\$0.0	(\$0.0)	\$0.0	\$0.0
<b>Total Non-Labor Expenditures</b>	<b>\$6.8</b>	<b>\$14.5</b>	<b>\$7.7</b>	<b>\$13.1</b>	<b>(\$1.4)</b>	<b>\$8.0</b>	<b>(\$5.1)</b>	<b>\$9.1</b>	<b>\$1.1</b>
Other Expenditure Adjustments:									
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expenditure Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenditure Adjustments</b>	<b>\$44.8</b>	<b>\$24.7</b>	<b>(\$20.1)</b>	<b>\$16.3</b>	<b>(\$8.3)</b>	<b>\$20.8</b>	<b>\$4.4</b>	<b>\$13.9</b>	<b>(\$6.8)</b>
<b>Total Cash Conversion Adjustments before Depreciation</b>	<b>\$103.0</b>	<b>\$68.9</b>	<b>(\$34.1)</b>	<b>\$26.6</b>	<b>(\$42.3)</b>	<b>\$22.9</b>	<b>(\$3.7)</b>	<b>\$16.9</b>	<b>(\$6.0)</b>
Depreciation Adjustment	\$1,250.0	\$1,325.0	\$75.0	\$1,400.0	\$75.0	\$1,475.0	\$75.0	\$1,550.0	\$75.0
OPEB Obligation	\$1,055.4	\$1,098.9	\$43.5	\$1,144.8	\$45.9	\$1,191.6	\$46.8	\$1,240.3	\$48.7
Environmental Remediation	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Baseline Total Cash Conversion Adj.</b>	<b>\$2,408.4</b>	<b>\$2,492.8</b>	<b>\$84.4</b>	<b>\$2,571.4</b>	<b>\$78.6</b>	<b>\$2,689.5</b>	<b>\$118.1</b>	<b>\$2,807.2</b>	<b>\$117.7</b>
2010 Program to Eliminate the Gap	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Post-2010 Program to Eliminate the GAP	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Cash Conversion Adjustments</b>	<b>\$2,408.4</b>	<b>\$2,492.8</b>	<b>\$84.4</b>	<b>\$2,571.4</b>	<b>\$78.6</b>	<b>\$2,689.5</b>	<b>\$118.1</b>	<b>\$2,807.2</b>	<b>\$117.7</b>

**MTA New York City Transit  
July Financial Plan 2010-2013  
Summary of Major Plan-to-Plan Changes**

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

**Revenue Changes**

Revenue changes from the February Financial Plan resulted in a decrease of \$80.8 million. Major changes include:

- A re-estimate of farebox revenue based on projected lower employment levels resulting in a reduction of \$48.0 million.
- Lower other operating revenues of \$44.8 million including:
  1. A NYS legislative change resulting in a reduction of student fare reimbursements of \$19.7 million
  2. A \$19.7 million reduction in paratransit Urban taxes (taxes on commercial property transactions) due to real estate market/credit difficulties
  3. A projected underrun in advertising revenues of \$6.2 million due to advertising agency financial difficulties
- An increase in capital reimbursements of \$12.0 million consistent with changes in reimbursable expense levels.

**Expense Changes**

Excluding depreciation expense reestimates, changes from the February Financial Plan result in an increase in expenses of \$15.7 million. Major unfavorable changes include:

- A projected increase in NYCERS pension expenses of \$43.5 million based on the most recent actuarial valuation.
- Paratransit costs are projected to increase by \$15.1 million due to higher vendor contractual costs (trip scheduling), increased ridership and a shortfall in carrier productivity.
- Reimbursable expenses increase by \$12.0 million based on capital project requirements.
- NYS Transportation Payroll Mobility Tax of \$6.3 million based on recent legislation.

Major favorable changes include:

- \$38.5 million due to the effect of revised inflation assumptions primarily involving lower fuel prices.
- A re-estimate of Workers' Compensation expenses resulting in a decrease of \$22.1 million.



## **Cash Adjustments**

Net cash adjustments were favorable by \$6.7 million. Major changes include:

- A favorable cash offset of \$64.8 million to a depreciation expense reestimate
- A favorable \$18.8 million due to the timing of pension payments
- An unfavorable \$56.7 million due to the timing of capital reimbursements
- An unfavorable cash offset of \$22.1 million to a Workers' Compensation expense reestimate

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

### **Revenue Changes**

Revenue changes from the February Financial Plan result in decreases of \$79.1 million in 2010, \$78.7 million in 2011 and \$100.7 million in 2012.

Major changes include:

- Re-estimates of farebox revenue based on projected lower employment levels resulting in a reduction of \$77.0 million in 2010, \$74.9 million in 2011 and \$86.6 million in 2012.
- Lower other operating revenues of \$17.4 million in 2010, \$14.4 million in 2011 and \$19.6 million in 2012 due primarily to reductions in paratransit Urban taxes (taxes on commercial property transactions) caused by real estate market/credit difficulties and lower advertising revenues due to advertising agency financial difficulties.
- Capital reimbursement increases of \$15.3 million in 2010, \$10.6 million in 2011 and \$5.4 million in 2012, consistent with changes in reimbursable expense levels based on capital project requirements.

### **Expense Changes**

Excluding depreciation expense reestimates, changes from the February Financial Plan result in a net decrease of \$3.9 million in 2010 and expense increases of \$8.5 million in 2011 and \$69.1 million in 2012. Major changes include:

- Projected increases in NYCERS pension expenses of \$49.4 million in 2010, \$52.8 million in 2011 and \$43.7 million in 2012 based on the most recent actuarial valuation.
- Paratransit costs are projected to increase by \$8.9 million in 2010, \$16.3 million in 2011 and \$20.7 million in 2012 due to sedan fleet expansion, higher vendor contractual costs (trip scheduling), increased ridership and a shortfall in carrier productivity.

- A reestimate of subways scheduled maintenance work scope requirements and maintenance cycle timing results in projected reductions of \$16.9 million in 2010 and \$15.2 million in 2011 and an increase of \$44.8 million in 2012.
- Reimbursable expenses are projected to increase by \$15.3 million in 2010, \$10.6 million in 2011 and \$5.4 million in 2012 based on capital project requirements.
- NYS Transportation Payroll Mobility Tax of \$11.2 million in 2010, \$11.3 million in 2011 and \$11.4 million in 2012 based on recent legislation.
- Favorable impacts of \$46.1 million in 2010, \$21.6 million in 2011 and an unfavorable impact of \$2.6 million in 2012 result from the effect of revised inflation assumptions (includes primarily fuel, power, insurance, labor and material).
- A reestimate of Workers' Compensation expenses resulting in decreases of \$24.0 million in 2010 and 2011 and \$24.5 million in 2012.
- Direct service normal business adjustments based on projected ridership changes resulting in favorable expense adjustments of \$5.4 million in 2010, \$15.9 million in 2011 and \$18.3 million in 2012.

### **Cash Adjustments**

Cash adjustments are projected to be favorable by \$82.5 million in 2010, \$60.6 million in 2011 and \$67.5 million in 2012.

Major changes include:

- Favorable cash offsets to depreciation expense reestimates of \$58.5 million in 2010, \$78.5 million in 2011 and \$98.5 million in 2012.
- The favorable timing of capital reimbursements of \$34.3 million in 2010, \$1.0 million in 2011 and \$1.1 million in 2012.
- Unfavorable cash offsets to Workers' Compensation reestimates of \$24.0 million in 2010 and 2011 and \$24.5 million in 2012.

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**Summary of Major Plan-to-Plan Changes**  
**Ridership (Utilization)**

The July 2009 Financial Plan baseline ridership forecast assumes that the May 2009 year-to-date trend, which was 1.2% below budget for subway and on budget for bus, will worsen as the year progresses, based on the February 2009 Global Insight forecast of a 3.9% decline in New York City employment in 2009. In 2010, subway and bus ridership is projected to decline by approximately 0.6% based on Global Insight's 2010 employment forecast. The February 2009 plan assumed a 1.4% employment decline in 2009, and a 0.5% increase in 2010. As a result of the lower 2009 and 2010 employment forecasts, ridership (excluding fare increase and service adjustment impacts) is 35.0 million lower than the February Plan in 2009 and 56.8 million lower in 2010.

Working off the revised 2010 projection, 2011-2013 ridership growth forecasts are based on the February 2009 Global Insight employment forecast, which projects a slightly higher employment increase in 2011 than the October 2008 forecast used in the February 2009 Plan, and a smaller employment increase in 2012. The resulting ridership (excluding fare increase and service adjustment impacts) is expected to be 55.2 million lower than the February Plan in 2011 and 63.9 million lower in 2012.

The February 2009 Plan included ridership losses due to budget balancing actions that would have reduced subway and bus service and cancelled the takeover of the X23/24 express bus service from Atlantic Express. The July Plan eliminates all the budget balancing actions except the X23/24 cancellation, resulting in a net ridership gain of 4.2 million over the February Plan in 2009 and 7.8 million in the years 2010 through 2012.

The February 2009 Plan assumed a 23% fare increase on June 1, 2009 that was projected to decrease subway and bus ridership by approximately 1.6%. The July Plan assumes a smaller 10% fare increase on June 28, 2009 and a lower ridership loss, resulting in a net ridership increase over the February Plan of 15.2 million in 2009, 23.9 million in 2010, 24.2 million in 2011 and 24.6 million in 2012.

The resulting total subway and bus ridership forecast is lower than the February 2009 Plan by 15.6 million in 2009, 25.1 million in 2010, 23.2 million in 2011 and 31.5 in 2012.

**MTA New York City Transit  
July Financial Plan 2010-2013  
Summary of Major Plan-to-Plan Changes  
Total Non-reimbursable and Reimbursable Baseline Positions**

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

Total baseline positions are projected to increase by 1,636, due mostly to an increase of 1,539 from the restoration of most of the planned AABB actions and a reimbursable position increase of 59 due to additional project requirements.

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

Total baseline positions are projected to increase by 1,297, due mostly to an increase of 1,403 from the restoration of most of the planned AABB actions and a position decrease of 96 based on the timing of subways scheduled maintenance requirements.

**2011-2012: July Financial Plan vs. February Financial Plan**

Total baseline positions are projected to increase by 1,213 in 2011 and 1,553 in 2012, due mostly to increases of 1,288 in 2011 and 1,179 in 2012 from the restoration of most of the planned AABB actions. Additionally, in 2012, an increase of 452 positions is projected based on the timing of subways scheduled maintenance requirements.

**MTA New York City Transit**  
**July Financial Plan 2010 - 2013**  
**Changes Between Financial Plans by Generic Categories**  
(\$ in millions)

<b>NON-REIMBURSABLE</b>				
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Baseline 2009 February Financial Plan - Cash Deficit</b>	<b>(\$2,220.5)</b>	<b>(\$2,112.8)</b>	<b>(\$2,271.3)</b>	<b>(\$2,410.1)</b>
Restored AABBs	(\$96.4)	(\$182.9)	(\$167.0)	(\$159.7)
Passenger Fare & Toll Revenue in the Baseline-23% Yield	(\$395.7)	(\$670.0)	(\$679.7)	(\$690.2)
Passenger Fare & Toll Revenue - 10% Increase	\$146.4	\$282.2	\$286.9	\$290.6
<b>Revised February 2009 Financial Plan - Cash Deficit</b>	<b>(\$2,566.2)</b>	<b>(\$2,683.5)</b>	<b>(\$2,831.0)</b>	<b>(\$2,969.4)</b>
<b>Baseline Changes</b>				
<b>Revenue</b>				
Farebox Revenue	(\$48.0)	(\$77.0)	(\$74.9)	(\$86.6)
Other Operating Revenue	(\$44.8)	(\$17.4)	(\$14.4)	(\$19.6)
Capital and Other Reimbursement	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Revenue Changes</b>	<b>(\$92.7)</b>	<b>(\$94.4)</b>	<b>(\$89.3)</b>	<b>(\$106.1)</b>
<b>Expenses</b>				
<i>Labor:</i>				
Payroll	(\$2.9)	\$2.5	\$4.3	(\$17.9)
Overtime	\$3.0	\$6.7	\$8.9	\$9.5
Health and Welfare	\$10.3	\$12.1	\$14.1	\$12.2
OPEB Current Payment	\$1.7	\$4.5	\$5.5	\$6.5
Pensions	(\$45.7)	(\$53.7)	(\$57.6)	(\$48.5)
Other Fringe Benefits	\$13.8	\$10.6	\$8.5	\$2.7
Reimbursable Overhead	\$3.9	\$4.8	\$3.1	\$1.4
<b>Total Labor Expense Changes</b>	<b>(\$16.0)</b>	<b>(\$12.6)</b>	<b>(\$13.2)</b>	<b>(\$34.1)</b>
<i>Non-Labor:</i>				
Traction and Propulsion Power	(\$3.0)	\$6.1	(\$8.7)	(\$23.8)
Fuel for Buses and Trains	\$44.2	\$20.8	\$7.5	\$6.1
Insurance	(\$6.1)	(\$2.6)	(\$1.5)	(\$3.0)
Claims	\$0.0	\$0.0	\$0.0	\$0.0
Paratransit Service Contracts	(\$14.6)	(\$2.5)	(\$4.8)	(\$6.2)
Maintenance and Other Operating Contracts	\$5.2	\$3.1	(\$0.3)	(\$7.4)
Professional Service Contracts	(\$8.0)	(\$0.8)	(\$2.3)	(\$4.1)
Materials & Supplies	(\$4.3)	\$9.9	\$27.8	\$11.3
Other Business Expenses	(\$1.1)	(\$2.2)	(\$2.3)	(\$2.4)
<b>Total Non-Labor Expense Changes</b>	<b>\$12.3</b>	<b>\$31.8</b>	<b>\$15.3</b>	<b>(\$29.5)</b>
Depreciation	(\$64.8)	(\$58.5)	(\$78.5)	(\$98.5)
<b>Total Expense Changes</b>	<b>(\$68.5)</b>	<b>(\$39.3)</b>	<b>(\$76.3)</b>	<b>(\$162.1)</b>
<b>Cash Adjustment Changes</b>				
Revenue	\$9.5	\$0.0	\$0.2	\$0.1
Expense	(\$11.0)	(\$10.4)	(\$19.1)	(\$32.2)
Depreciation	\$64.8	\$58.5	\$78.5	\$98.5
<b>Total Cash Adjustment Changes</b>	<b>\$63.4</b>	<b>\$48.2</b>	<b>\$59.6</b>	<b>\$66.4</b>
<b>Total Baseline Changes</b>	<b>(\$97.9)</b>	<b>(\$85.6)</b>	<b>(\$106.0)</b>	<b>(\$201.9)</b>
<b>Baseline 2009 July Financial Plan - Cash Deficit</b>	<b>(\$2,664.1)</b>	<b>(\$2,769.0)</b>	<b>(\$2,937.1)</b>	<b>(\$3,171.3)</b>

**MTA New York City Transit**  
**July Financial Plan 2010 - 2013**  
**Changes Between Financial Plans by Generic Categories**  
(\$ in millions)

REIMBURSABLE				
	2009	2010	2011	2012
<b>Baseline 2009 February Financial Plan - Cash Deficit</b>	<b>\$93.6</b>	<b>\$5.7</b>	<b>\$5.1</b>	<b>(\$3.0)</b>
Restored AABBs	\$0.0	\$0.0	\$0.0	\$0.0
Passenger Fare & Toll Revenue in the Baseline-23% Yield	\$0.0	\$0.0	\$0.0	\$0.0
Passenger Fare & Toll Revenue - 10% Increase	\$0.0	\$0.0	\$0.0	\$0.0
<b>Revised February 2009 Financial Plan - Cash Deficit</b>	<b>\$93.6</b>	<b>\$5.7</b>	<b>\$5.1</b>	<b>(\$3.0)</b>
<b>Baseline Changes</b>				
<b>Revenue</b>				
Farebox Revenue	\$0.0	\$0.0	\$0.0	\$0.0
Other Operating Revenue	\$0.0	\$0.0	\$0.0	\$0.0
Capital and Other Reimbursement	\$12.0	\$15.3	\$10.6	\$5.4
<b>Total Revenue Changes</b>	<b>\$12.0</b>	<b>\$15.3</b>	<b>\$10.6</b>	<b>\$5.4</b>
<b>Expenses</b>				
<i>Labor:</i>				
Payroll	(\$3.6)	(\$6.8)	(\$4.8)	(\$2.6)
Overtime	(\$1.7)	(\$0.7)	(\$0.4)	(\$0.3)
Health and Welfare	\$0.4	\$0.5	\$0.4	\$0.5
OPEB Current Payment	\$0.0	\$0.0	\$0.0	\$0.0
Pensions	(\$0.6)	(\$0.9)	(\$0.7)	(\$0.3)
Other Fringe Benefits	(\$1.7)	(\$2.6)	(\$2.0)	(\$1.2)
Reimbursable Overhead	(\$3.9)	(\$4.8)	(\$3.1)	(\$1.4)
<b>Total Labor Expense Changes</b>	<b>(\$11.2)</b>	<b>(\$15.3)</b>	<b>(\$10.6)</b>	<b>(\$5.4)</b>
<i>Non-Labor:</i>				
Traction and Propulsion Power	\$0.0	\$0.0	\$0.0	\$0.0
Fuel for Buses and Trains	\$0.0	\$0.0	\$0.0	\$0.0
Insurance	\$0.0	\$0.0	\$0.0	\$0.0
Claims	\$0.0	\$0.0	\$0.0	\$0.0
Paratransit Service Contracts	\$0.0	\$0.0	\$0.0	\$0.0
Maintenance and Other Operating Contracts	(\$1.2)	(\$0.1)	(\$0.1)	(\$0.1)
Professional Service Contracts	(\$0.1)	\$0.0	\$0.0	\$0.0
Materials & Supplies	\$0.4	(\$0.0)	(\$0.0)	(\$0.0)
Other Business Expenses	\$0.2	\$0.0	\$0.0	\$0.0
<b>Total Non-Labor Expense Changes</b>	<b>(\$0.8)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>
<b>Total Expense Changes</b>	<b>(\$12.0)</b>	<b>(\$15.3)</b>	<b>(\$10.6)</b>	<b>(\$5.4)</b>
<b>Cash Adjustment Changes</b>				
Capital Reimbursement Timing	(\$56.7)	\$34.3	\$1.0	\$1.1
<b>Total Cash Adjustment Changes</b>	<b>(\$56.7)</b>	<b>\$34.3</b>	<b>\$1.0</b>	<b>\$1.1</b>
<b>Total Baseline Changes</b>	<b>(\$56.7)</b>	<b>\$34.3</b>	<b>\$1.0</b>	<b>\$1.1</b>
<b>Baseline 2009 July Financial Plan - Cash Deficit</b>	<b>\$36.9</b>	<b>\$40.0</b>	<b>\$6.1</b>	<b>(\$1.9)</b>

**MTA New York City Transit**  
**July Financial Plan 2010 - 2013**  
**Changes Between Financial Plans by Generic Categories**  
(\$ in millions)

NON-REIMBURSABLE and REIMBURSABLE				
	2009	2010	2011	2012
<b>Baseline 2009 February Financial Plan - Cash Deficit</b>	<b>(\$2,126.9)</b>	<b>(\$2,107.1)</b>	<b>(\$2,266.2)</b>	<b>(\$2,413.1)</b>
Restored AABBs	(\$96.4)	(\$182.9)	(\$167.0)	(\$159.7)
Passenger Fare & Toll Revenue in the Baseline-23% Yield	(\$395.7)	(\$670.0)	(\$679.7)	(\$690.2)
Passenger Fare & Toll Revenue - 10% Increase	\$146.4	\$282.2	\$286.9	\$290.6
<b>Revised 2009 February Financial Plan - Cash Deficit</b>	<b>(\$2,472.6)</b>	<b>(\$2,677.7)</b>	<b>(\$2,826.0)</b>	<b>(\$2,972.4)</b>
<b>Baseline Changes</b>				
<b>Revenue</b>				
Farebox Revenue	(\$48.0)	(\$77.0)	(\$74.9)	(\$86.6)
Other Operating Revenue	(\$44.8)	(\$17.4)	(\$14.4)	(\$19.6)
Capital and Other Reimbursement	\$12.0	\$15.3	\$10.6	\$5.4
<b>Total Revenue Changes</b>	<b>(\$80.8)</b>	<b>(\$79.1)</b>	<b>(\$78.7)</b>	<b>(\$100.7)</b>
<b>Expenses</b>				
<i>Labor:</i>				
Payroll	(\$6.5)	(\$4.4)	(\$0.5)	(\$20.5)
Overtime	\$1.3	\$6.1	\$8.5	\$9.3
Health and Welfare	\$10.6	\$12.6	\$14.6	\$12.7
OPEB Current Payment	\$1.7	\$4.5	\$5.5	\$6.5
Pensions	(\$46.4)	(\$54.6)	(\$58.3)	(\$48.9)
Other Fringe Benefits	\$12.1	\$8.0	\$6.5	\$1.4
Reimbursable Overhead	\$0.0	\$0.0	(\$0.0)	\$0.0
<b>Total Labor Expense Changes</b>	<b>(\$27.2)</b>	<b>(\$27.9)</b>	<b>(\$23.7)</b>	<b>(\$39.5)</b>
<i>Non-Labor:</i>				
Traction and Propulsion Power	(\$3.0)	\$6.1	(\$8.7)	(\$23.8)
Fuel for Buses and Trains	\$44.2	\$20.8	\$7.5	\$6.1
Insurance	(\$6.1)	(\$2.6)	(\$1.5)	(\$3.0)
Claims	\$0.0	\$0.0	\$0.0	\$0.0
Paratransit Service Contracts	(\$14.6)	(\$2.5)	(\$4.8)	(\$6.2)
Maintenance and Other Operating Contracts	\$4.0	\$3.1	(\$0.4)	(\$7.5)
Professional Service Contracts	(\$8.1)	(\$0.8)	(\$2.3)	(\$4.1)
Materials & Supplies	(\$3.9)	\$9.9	\$27.8	\$11.3
Other Business Expenses	(\$0.9)	(\$2.2)	(\$2.3)	(\$2.4)
<b>Total Non-Labor Expense Changes</b>	<b>\$11.5</b>	<b>\$31.7</b>	<b>\$15.3</b>	<b>(\$29.6)</b>
Depreciation	(\$64.8)	(\$58.5)	(\$78.5)	(\$98.5)
<b>Total Expense Changes</b>	<b>(\$80.5)</b>	<b>(\$54.6)</b>	<b>(\$87.0)</b>	<b>(\$167.6)</b>
<b>Cash Adjustment Changes</b>				
Revenue	\$9.5	\$0.0	\$0.2	\$0.1
Expense	(\$11.0)	(\$10.4)	(\$19.1)	(\$32.2)
Capital Reimbursement Timing	(\$56.7)	\$34.3	\$1.0	\$1.1
Depreciation	\$64.8	\$58.5	\$78.5	\$98.5
<b>Total Cash Adjustment Changes</b>	<b>\$6.7</b>	<b>\$82.5</b>	<b>\$60.6</b>	<b>\$67.5</b>
<b>Total Baseline Changes</b>	<b>(\$154.5)</b>	<b>(\$51.3)</b>	<b>(\$105.1)</b>	<b>(\$200.8)</b>
<b>Baseline 2009 July Financial Plan - Cash Deficit</b>	<b>(\$2,627.1)</b>	<b>(\$2,729.0)</b>	<b>(\$2,931.0)</b>	<b>(\$3,173.2)</b>

**MTA New York City Transit**  
**July Financial Plan 2010 - 2013**  
**Summary of Programmatic Changes Between Financial Plans**  
**(\$ in millions)**

**TOTAL NON-REIMBURSABLE AND REIMBURSABLE**

	2009	2010	2011	2012
<b>Baseline 2009 February Financial Plan - Net Cash Deficit</b>	<b>(\$2,126.9)</b>	<b>(\$2,107.1)</b>	<b>(\$2,266.2)</b>	<b>(\$2,413.1)</b>
Restored AABBs	(\$96.4)	(\$182.9)	(\$167.0)	(\$159.7)
Passenger Fare & Toll Revenue in the Baseline-23% Yield	(\$395.7)	(\$670.0)	(\$679.7)	(\$690.2)
Passenger Fare & Toll Revenue - 10% Increase	\$146.4	\$282.2	\$286.9	\$290.6
<b>Revised 2009 February Financial Plan - Net Cash Deficit</b>	<b>(\$2,472.6)</b>	<b>(\$2,677.7)</b>	<b>(\$2,826.0)</b>	<b>(\$2,972.4)</b>
<b>Baseline Changes:</b>				
<b>Revenue</b>				
Farebox Revenue Re-estimate	(\$48.0)	(\$77.0)	(\$74.9)	(\$86.6)
Other Operating Revenue Re-estimate	(\$44.8)	(\$17.4)	(\$14.4)	(\$19.6)
Capital Reimbursement Revision	\$12.0	\$15.3	\$10.6	\$5.4
<b>Sub-Total Revenue Changes</b>	<b>(\$80.8)</b>	<b>(\$79.1)</b>	<b>(\$78.7)</b>	<b>(\$100.7)</b>
<b>Expenses</b>				
<b>Expense Re-estimates:</b>				
<b>Inflation/Related:</b>				
Bus/Heating Fuel	\$54.9	\$29.8	\$13.6	\$13.2
Insurance	(\$6.3)	(\$2.4)	\$1.2	(\$5.9)
Labor/Material/Other	(\$1.2)	\$14.7	\$23.6	\$27.6
Electric Power	(\$8.8)	\$4.0	(\$16.8)	(\$37.4)
<b>Sub-total Inflation-Related</b>	<b>\$38.5</b>	<b>\$46.1</b>	<b>\$21.6</b>	<b>(\$2.6)</b>
<b>Other Changes/Re-estimates:</b>				
Paratransit Service Support	(\$6.6)	(\$6.2)	(\$7.9)	(\$11.8)
Paratransit Services	(\$8.5)	(\$0.6)	(\$2.5)	(\$1.0)
Paratransit Fleet Plan	\$0.0	(\$2.2)	(\$5.9)	(\$7.9)
Direct Service-Normal Business Adjustments	\$0.0	\$5.4	\$15.9	\$18.3
Subways Scheduled Maintenance Revision	(\$0.5)	\$16.9	\$15.2	(\$44.8)
Excess Bulk Maintainers/Bulkhead Repair	(\$4.4)	\$0.0	\$0.0	\$0.0
Quality Control Vandal Shields	(\$0.5)	(\$3.1)	(\$3.1)	(\$3.1)
NYS Transportation Payroll Mobility Tax	(\$6.3)	(\$11.2)	(\$11.3)	(\$11.4)
Pension Re-estimate	(\$43.5)	(\$49.4)	(\$52.8)	(\$43.7)
Workers' Compensation Accrual Adjustment	\$22.1	\$24.0	\$24.0	\$24.5
Timing of Fulton Street Station Renovation Opening	\$0.0	\$0.0	\$0.0	\$6.8
Rescheduling of Expenses	\$3.5	(\$10.6)	\$0.0	\$0.0
Reimbursable Expenses	(\$12.0)	(\$15.3)	(\$10.6)	(\$5.4)
Other Re-estimates	\$2.6	\$10.0	\$8.9	\$13.3
<b>Sub-Total Other Changes/Re-estimates</b>	<b>(\$54.2)</b>	<b>(\$42.2)</b>	<b>(\$30.1)</b>	<b>(\$66.5)</b>
<b>Sub-Total Expense Changes before Depreciation</b>	<b>(\$15.7)</b>	<b>\$3.9</b>	<b>(\$8.5)</b>	<b>(\$69.1)</b>
Depreciation Re-estimate	(\$64.8)	(\$58.5)	(\$78.5)	(\$98.5)
<b>Sub-Total Expenses Changes</b>	<b>(\$80.5)</b>	<b>(\$54.6)</b>	<b>(\$87.0)</b>	<b>(\$167.6)</b>
<b>Cash Adjustments</b>				
<b>Revenue</b>				
Timing of Capital Reimbursements	(\$56.7)	\$34.3	\$1.0	\$1.1
Other Revenue Timing of Receipts	\$9.5	\$0.0	\$0.2	\$0.1
<b>Expense</b>				
Depreciation Re-estimate-Non Cash Offset	\$64.8	\$58.5	\$78.5	\$98.5
Worker's Compensation-Non Cash Offset	(\$22.1)	(\$24.0)	(\$24.0)	(\$24.5)
Timing of Pension Payments	\$18.8	\$13.5	\$2.6	(\$4.9)
Public Liability (Claims) Additional Payments	(\$11.6)	\$0.0	\$0.0	\$0.0
Health & Welfare Payment Timing	\$7.4	\$0.0	\$0.0	\$0.0
Paratransit Service Contracts Payment Lag Re-estimate	(\$8.0)	\$0.0	\$0.0	\$0.0
Materials and Supplies Payment Timing	\$2.8	\$0.0	\$0.0	\$0.0
Other Cash Adjustments	\$1.6	\$0.2	\$2.4	(\$2.9)
<b>Sub-Total Cash Adjustment Changes</b>	<b>\$6.7</b>	<b>\$82.5</b>	<b>\$60.6</b>	<b>\$67.5</b>
<b>Total Baseline Changes</b>	<b>(\$154.5)</b>	<b>(\$51.3)</b>	<b>(\$105.1)</b>	<b>(\$200.8)</b>
<b>Programs to Eliminate the GAP (PEGS)</b>				
2010 Program	\$13.2	\$48.0	\$50.8	\$51.2
Post-2010 Program-Unspecified	\$0.0	\$0.0	\$61.7	\$123.4
<b>2009 July Financial Plan - Net Cash Deficit</b>	<b>(\$2,613.9)</b>	<b>(\$2,681.0)</b>	<b>(\$2,818.6)</b>	<b>(\$2,998.6)</b>



**MTA New York City Transit**  
**July Financial Plan 2010 - 2013**  
**Ridership/Traffic Volume (Utilization)**  
**(in millions)**

	<b>2008</b>	<b>2009</b>	<b>2010</b>			
	<b>Actuals</b>	<b>Mid-Year</b>	<b>Preliminary</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
		<b>Forecast</b>	<b>Budget</b>			
Subway	1,623.9	1,562.8	1,550.5	1,573.6	1,591.4	1,602.4
Bus	747.0	728.6	720.7	730.8	738.7	743.5
Paratransit	7.2	8.5	9.8	11.2	12.9	14.9
<b>Baseline Total Ridership</b>	<b>2,378.1</b>	<b>2,299.9</b>	<b>2,281.0</b>	<b>2,315.7</b>	<b>2,343.0</b>	<b>2,360.7</b>
Impact of: PEG Program						
<b>Total Ridership</b>	<b>2,378.1</b>	<b>2,299.9</b>	<b>2,281.0</b>	<b>2,315.7</b>	<b>2,343.0</b>	<b>2,360.7</b>

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**Summary of 2010 Program to Eliminate the Gap (PEGs)**  
**(\$ in millions)**

			2009		2010		2011		2012		2013	
			<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>
<b>Administration</b>												
Administrative Efficiencies - Administration						\$0.223		\$0.223		\$0.223		\$0.223
Administrative Efficiencies - Buses			0	\$3.953		\$1.702		\$1.253		\$0.925		\$0.572
Administrative Efficiencies - Corporate				\$0.000		\$0.626		\$0.626		\$0.626		\$0.626
Administrative Efficiencies - EVP			0	\$0.200	4	\$0.639	4	\$0.919	4	\$0.919	4	\$0.919
Administrative Efficiencies - Law			0	\$0.030	2	\$0.773	2	\$0.673	2	\$0.673	2	\$0.673
Administrative Efficiencies - Workforce				\$0.000	6	\$0.522	6	\$0.522	6	\$0.522	6	\$0.522
Normal Replacement Savings			0	\$0.250		\$0.250		\$1.400		\$1.400		\$1.400
Technology Efficiencies			0	\$0.936	2	\$0.474	2	\$0.563	2	\$0.563	2	\$0.563
Sub-Total	Administration		0	\$5.369	14	\$5.209	14	\$6.179	14	\$5.851	14	\$5.498
<b>Customer Convenience/Amenities</b>												
Sub-Total	Customer Convenience/Amenities		0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000
<b>Maintenance</b>												
Employee Facility Rehabilitation Savings - DOB				\$1.300	47	\$5.277	47	\$5.967	47	\$5.967	47	\$5.967
Maintenance Efficiencies - Buses				\$0.000	26	\$4.756	16	\$4.074	6	\$4.966	48	\$7.979
Maintenance Efficiencies - Car Equipment				\$0.000	28	\$1.457	29	\$2.596	29	\$2.596	30	\$2.703
Maintenance Efficiencies - EMD				\$0.929		\$0.916		\$0.559		\$0.320		\$0.320
Maintenance Efficiencies - Infrastructure				\$0.000	7	\$0.580	3	\$0.248	4	\$0.331	4	\$0.331
New Equipment Efficiencies			10	\$0.754	5	\$0.614	5	\$0.407	5	\$0.407	5	\$0.407
Non Bus Material Reduction				\$0.000		\$1.119		\$1.119		\$1.119		\$1.119
Station Cleaning				\$0.000	25	\$1.614	25	\$1.614	25	\$1.614	25	\$1.614
Station Maintenance				\$0.000	22	\$1.829	22	\$1.829	22	\$1.829	22	\$1.829
Station Painting				\$0.000		\$8.800		\$8.800		\$8.800		\$8.800
Supervisory Broad Banding				\$0.000	2	\$0.215	2	\$0.215	2	\$0.215	2	\$0.215
Supply Logistics Efficiencies			2	\$0.279	8	\$0.734	8	\$0.808	8	\$0.808	8	\$0.808
Supply Logistics Pilot Program				\$0.000	4	\$0.432	4	\$0.432	4	\$0.432	4	\$0.432
Terminal Car Cleaning			58	\$1.898	58	\$4.124	58	\$4.124	58	\$4.124	58	\$4.124
Sub-Total	Maintenance		70	\$5.160	232	\$32.467	219	\$32.792	210	\$33.528	253	\$36.648
<b>Other</b>												
Fuel Economies				\$0.950		\$7.627		\$7.627		\$7.627		\$7.627
Random Drug Testing					12	\$0.954	12	\$0.954	12	\$0.954	12	\$0.954
Security Post Reductions				(\$0.170)	15	\$0.557	20	\$1.569	20	\$1.569	20	\$1.569
Sub-Total	Other		0	\$0.780	27	\$9.138	32	\$10.150	32	\$10.150	32	\$10.150
<b>Revenue Enhancement</b>												
Sub-Total	Revenue Enhancement		0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000
<b>Safety</b>												
Sub-Total	Safety		0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000
<b>Security</b>												
Sub-Total	Security		0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**Summary of 2010 Program to Eliminate the Gap (PEGs)**  
**(\$ in millions)**

			<u>2009</u>		<u>2010</u>		<u>2011</u>		<u>2012</u>		<u>2013</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>	<u>Positions</u>	<u>Dollars</u>
<b>Service</b>												
	Sub-Total	Service	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000
<b>Service Support</b>												
Revenue Collection Efficiencies			6	\$0.247	8	\$0.608	8	\$0.608	8	\$0.608	8	\$0.608
Traffic Checking Efficiencies			25	(\$0.002)	28	\$0.379	28	\$0.379	28	\$0.379	28	\$0.379
Uniform Savings				\$1.665		\$0.185		\$0.659		\$0.659		\$0.659
	Sub-Total	Service Support	31	\$1.910	36	\$1.172	36	\$1.646	36	\$1.646	36	\$1.646
			<u>101</u>	<u>\$13.219</u>	<u>309</u>	<u>\$47.986</u>	<u>301</u>	<u>\$50.767</u>	<u>292</u>	<u>\$51.175</u>	<u>335</u>	<u>\$53.942</u>

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010 Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Administration	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	01			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Administrative Efficiencies - Administration				

**Description and Implementation Plan**

The Department of Administration intends to eliminate the Sick Customer Response (SCR) Program. The purpose of the program was to provide faster medical response to sick customers, thereby reducing service delays. After monitoring the impact on on-time performance, it has been determined that the SCR program has not materially reduced delays any more than when NYC's Emergency Response Personnel perform this function.

**Background Details**

The Sick Customer Response Program contracts with a third party vendor to staff six stations (Grand Central, 14th Street, Queens Plaza, 125th Street, 5th Avenue & 53rd Street, Roosevelt Avenue) with an Emergency Medical Technician (EMT). Each of the stations, with the exception of Fulton Street and 14th Street, is staffed by one EMT for three hours during the AM rush (usually 6AM to 9AM) and for three hours during the PM rush (4PM to 7PM). Fulton Street and 14th Street are staffed only during the AM rush.

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>Total Headcount</b>	-	-	-	-	-
<b>Financial Impact</b>	\$0.000	\$0.223	\$0.223	\$0.223	\$0.223

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010 Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Administration	<b>Implementation Date</b>	1/1/09
<b>PEG / New Need ID</b>	02			<b>Savings Date</b>	1/1/09
<b>Program:</b>	Administrative Efficiencies - Buses				

**Description and Implementation Plan**

Through early implementation of scheduled administrative reductions and aggressive salvaging of bus parts from scrapped buses, the Department of Buses (DOB) has achieved significant savings in 2009.

**Background Details**

As a part of administrative reductions included in the Additional Action for Budget Balance (AABB), DOB was to eliminate 64 administrative positions by June 2009. DOB has realized additional savings of \$2.0M in 2009 by holding vacancies prior to the scheduled elimination of these positions. In addition DOB through its Bus Unit Recycling Program has been aggressively salvaging bus units/parts from scrapped buses at the Eastchester facility for re-use. These parts, once deemed reusable, are entered into the material inventory and are being used for bus repairs offsetting maintenance material expenses for the older Nova and Orion fleets. As these fleets are scrapped/replaced with newer model buses these parts will not be reusable and therefore savings are estimated based on the vehicle retirement schedule.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	-	-	-	-
<b>Financial Impact</b>	\$3.953	\$1.702	\$1.253	\$0.925	\$0.572

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010 Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Administration	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	03			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Administrative Efficiencies - Corporate Communications				

**Description and Implementation Plan**

The Department of Corporate Communications has identified several programs where savings can be generated either through the use of technology (e.g., Trip Planner Voice system), changing the way it does business (e.g., Rider Report Card, MetroCard Claims Operations, in-system safety campaign) or by a commitment to reduce expenses (e.g. service change advertising).

**Background Details**

Trip Planner-Voice was introduced in January 2009 to provide travel information by telephone without agent assistance. This application is being moved to the beginning of the telephone menu, increasing customer use for travel itineraries, thereby reducing the number of calls to be answered by a telephone agent. Subway Line Managers will be responsible for the distribution of Rider Report Cards, thereby eliminating contracted distribution costs (savings also reflect lower than expected translation service costs). A new design of the in-system safety campaign will allow for the English message and Spanish translation to be printed on one overhead rack card and poster, thereby eliminating a separate Spanish printing. Corporate Communications has committed to reduce the cost of its MetroCard Claims Operations and service change advertising as well.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	-	-	-	-
<b>Financial Impact</b>	\$0.000	\$0.626	\$0.626	\$0.626	\$0.626

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010 Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Administration	<b>Implementation Date</b>	7/1/09
<b>PEG / New Need ID</b>	04			<b>Savings Date</b>	7/1/09
<b>Program:</b>	Administrative Efficiencies - EVP				

**Description and Implementation Plan**

The Office of the Executive Vice-President has committed to position reductions in the Office of Management and Budget, AFC Program Management & Sales, Materiel and the Controllers Office, as well as a small reduction in unscheduled overtime. In addition, reductions are being taken in refuse and recycling, extended sales network costs, bank fees and copier maintenance costs.

**Background Details**

Position reductions will be achieved with improved productivity of the remaining staff. OTPS reductions will be achieved via rate reductions and lower usage.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	4	4	4	4
<b>Financial Impact</b>	\$0.200	\$0.639	\$0.919	\$0.919	\$0.919

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010 Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Administration	<b>Implementation Date</b>	7/1/09
<b>PEG / New Need ID</b>	05			<b>Savings Date</b>	7/1/09
<b>Program:</b>	Administrative Efficiencies - Law				

**Description and Implementation Plan**

The Law Department is eliminating two analyst positions and downgrading a managerial nurse position to a clerical position. It is also reducing its Westlaw charges as a result of a recent contract renegotiation. The Law Department has also identified several programs to reduce Public Liability expense: increased independent medical examination (IME) cycle for injured-on-duty employees (IOD), greater scrutiny in using neurological exams in torts cases, and participation (for one year) in a law firm graduate program whereby NYCT will receive the services of a recent law school graduate at no cost.

**Background Details**

NYCT is changing the cycle of its IME examinations from four weeks to six weeks for all Workers Compensation claims, thereby reducing medical expenses in this area. The Law Department has instructed its attorneys to conduct neurological examinations only after a specific need for them has been determined on a case-by-case basis.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	2	2	2	2
<b>Financial Impact</b>	\$0.030	\$0.773	\$0.673	\$0.673	\$0.673



**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010 Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Administration	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	06			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Administrative Efficiencies - Workforce Development				

**Description and Implementation Plan**

Workforce Development will eliminate a total of six positions: one in Electrical training, one in Car Equipment training and four positions in Right-to Know and Computer-Based training. The four positions in Right-to-Know and Computer-Based training serve as roving instructors in the classes and will be replaced by lower cost proctors.

**Background Details**

The training work in Electrical and Car Equipment will be absorbed by remaining staff.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	6	6	6	6
<b>Financial Impact</b>	\$0.000	\$0.522	\$0.522	\$0.522	\$0.522

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Administration	<b>Implementation Date</b>	2/1/09
<b>PEG / New Need ID</b>	07			<b>Savings Date</b>	2/1/09
<b>Program:</b>	Normal Replacement Savings				

**Description and Implementation Plan**

Reduce the budget for normal replacement of desktop equipment and servers.

**Background Details**

The replacement policy of desktop equipment has been modified, effective 2/1/09. Desktop PC's will no longer be routinely replaced after five years of service. Instead, all desktop equipment (including PC's, network and personal printers, and laptops) will be upgraded or replaced only when they do not support the user's business functions. Any equipment that cannot be repaired will be evaluated by the Technology and Information Services Division (TIS) to determine whether replacement or upgrade is more cost effective. If a replacement is needed, one with equivalent functionality will be provided. This modification will result in normal replacement savings.

TIS is also implementing several management actions plans (e.g. server consolidation and virtualization) to reduce the server inventory and a reduction in the number of servers to be replaced.

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>Total Headcount</b>	-	-	-	-	-
<b>Financial Impact</b>	\$0.250	\$0.250	\$1.400	\$1.400	\$1.400

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Administration	<b>Implementation Date</b>	1/1/09
<b>PEG / New Need ID</b>	08			<b>Savings Date</b>	1/1/09
<b>Program:</b>	Technology Efficiencies				

**Description and Implementation Plan**

Technology savings are from the delay in contracting out Data Center Mid-range services and award of the PA Canarsie maintenance contract, and performing laptop repair in-house instead of contracting out. In addition, the Division of Technology and Information Services (TIS) has committed to reduce staffing by two positions.

**Background Details**

Move of midrange equipment operations from Livingston Plaza data center to IBM's data center was delayed until May, resulting in four months of savings. Similarly, PA Canarsie maintenance was budgeted for the full-year, however, due to procurement delays, it is expected to be awarded in 8/09. Laptop hardware/software repair was performed by an outside vendor. After monitoring laptop repair statistics, it was determined that performing this function in-house was more cost effective. Position reductions will be achieved with improved productivity of the remaining staff.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	2	2	2	2
<b>Financial Impact</b>	\$0.936	\$0.474	\$0.563	\$0.563	\$0.563

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/09
<b>PEG / New Need ID</b>	09			<b>Savings Date</b>	1/1/09
<b>Program:</b>	Employee Facility Rehabilitation Savings - DOB				

**Description and Implementation Plan**

This proposal eliminates the Employee Facility Rehabilitation Program in the Department of Buses. All current rehabilitation and renovation projects will be completed as scheduled with a percentage of the jobs being completed under the In-House Capital Construction Program. Future upgrades and maintenance will be part of normal business operations within both the operating and capital programs.

**Background Details**

The Employee Facility Rehabilitation Program was created to address facility maintenance backlogs to improve employee amenity locations (i.e., locker rooms, bathrooms, etc.) Of the existing 112 projects currently scheduled in the program 65 have been completed in 2008, 37 will be complete in 2009, and of the 10 remaining projects, 7 will be absorbed under the In-House Capital Construction Program and 3 by the Operating Budget. All future facility maintenance needs will be addressed by either the existing operating budget or through the capital program. To maximize the savings and complete ongoing work, the 20 TA hourly employees will complete current projects by September 1, 2009 and then will be reassigned to the In-House Capital Construction Program. The 19 OA hourly employees will be phased out through 2010. This initiative also reduces 3 Managers, 2 Professional, Technical, & Engineering (P T & E) positions, and 3 Supervisors by end of year 2010.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	47	47	47	47
<b>Financial Impact</b>	\$1.300	\$5.277	\$5.967	\$5.967	\$5.967

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	10			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Maintenance Efficiencies - Buses				

**Description and Implementation Plan**

The Department of Buses is extending the current three-year overhaul schedule to a four-year cycle on many fleets. These scope of work and program efficiencies will reduce overall costs while allowing for reinvestment in other critical maintenance requirements.

**Background Details**

Savings and efficiencies include deferral of many program upgrades from a three-year to four-year cycle, anticipated reduced accident repair requirements, reductions in 1997 and 1998 New Flyer Artic fleet upgrades due to purchase of 90 new Articulated buses and significant shop workscope reductions for the Hybrid bus fleet. Hybrid bus work scope reductions were identified based on a detailed review of bus tear-downs for evaluation of wear and tear on bus components and systems. These deferrals and workscope reductions will allow for the completion and retention of various other programs including, 100% paint and seat inserts, bulkhead repairs on additional 1999 Orion and Nova buses in the 2010 shop overhaul program (note: these vehicles are not addressed in the critical 2009 repair campaign due to less severe bulkhead deterioration), overhauls of the Orion 1999 fleet in 2010, increased engine overhauls, and increased work scopes on the 2000 New Flyer Artic fleet to address fleet aging issues.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	26	16	6	48
<b>Financial Impact</b>	\$0.000	\$4.756	\$4.074	\$4.966	\$7.979

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	11			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Maintenance Efficiencies - Car Equipment				

**Description and Implementation Plan**

Car Inspector position savings will be realized by increasing the inspection cycle for the older fleet (R44 - R68A cars) from 10,000 miles or 66 days to 11,000 miles or 73 days between inspections. In addition, Maintenance Supervisor efficiencies will be realized by increasing the SMS span of control ratio from an average of 7.5 hourlies to 1 supervisor, to 8 hourlies to 1 supervisor.

**Background Details**

There are two initiatives being implemented. First is an increased inspection interval. The current subway car inspection interval for the older fleets of R44 through R68A cars is 10,000 miles or 66 days, whichever comes first. Car Equipment Engineering is currently piloting a change of inspection interval on these car classes to 11,000 miles, or 73 days, and is closely monitoring their performance. The second initiative is an improved span of control during SMS. The current supervisory span of control for the SMS Program is 7.5 hourlies to 1 supervisor. The nature of component repair will allow flexibility in staffing levels for different work and thereby allow for an increase in average span of control.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	28	29	29	30
<b>Financial Impact</b>	\$0.000	\$1.457	\$2.596	\$2.596	\$2.703

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/09
<b>PEG / New Need ID</b>	12			<b>Savings Date</b>	1/1/09
<b>Program:</b>	Maintenance Efficiencies - EMD				

**Description and Implementation Plan**

Strict overtime controls are currently in place at the Electronics Maintenance Division's (EMD) Central Electronic Shop, which will result in overtime savings. In addition, EMD will hold non-reimbursable P&T positions vacant to achieve savings.

**Background Details**

The continuation of strict overtime controls currently in place at the Central Electronic Shop (CES) will yield savings of at least \$0.3M beginning in 2009. Although there will be some impact on CES's turn around time, this will be offset by improved management of the prioritization of repair work. Strict controls on the filling of P&T positions in the Telecommunications subdivision has resulted in an average vacancy rate of 8 positions. A favorable variance of \$0.5M in 2009, \$0.6M in 2010, and \$0.2M in 2011 is projected resulting in savings that are the equivalent of five positions in 2009 and 2010, and two positions in 2011.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	-	-	-	-
<b>Financial Impact</b>	\$0.929	\$0.916	\$0.559	\$0.320	\$0.320

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	13			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Maintenance Efficiencies - Infrastructure				

**Description and Implementation Plan**

This proposal adjusts previously planned Elevator and Escalator headcount increases to maintain new equipment installed through the Capital Program. Positions are added to the budget based on a formula developed by OMB and Infrastructure (0.48 mtr/elevator and 0.65 mtr/escalator) and anticipated beneficial use dates.

**Background Details**

In 2007, based on expected future capital installations and maintenance needs, increased resources were added to the budget. However, taking into account the 2009 headcount increases associated with the approved Elevator and Escalator functional reorganization, the current number of units in-service along with the present roll-out schedule for new units, it has been determined that the planned increases can be adjusted.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	7	3	4	4
<b>Financial Impact</b>	\$0.000	\$0.580	\$0.248	\$0.331	\$0.331



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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/09
<b>PEG / New Need ID</b>	14			<b>Savings Date</b>	1/1/09
<b>Program:</b>	New Equipment Efficiencies				

**Description and Implementation Plan**

The Planer Mill allows for in-house fabrication of guard rail. Once the Planer Mill is placed in service, Track will use existing headcount resources for operation and maintenance.

The Rail Grinder positions are for General Order set-up and to extinguish the many small track fires that occur while the grinder is in operation. Due to manufacturing and delivery delays NYCT has not yet taken possession of the rail grinder. Beneficial use is not expected until mid-2010. The positions will be restored to the budget once the Rail Grinder is operational.

**Background Details**

This proposal reduces the 5 positions added to Track's budget to operate and maintain the new Planer Mill at Linden Shop. The crew consists of 1 supervisory and 4 hourly positions.

This proposal also postpones (until July 2010) the 5 positions added to Track's budget to operate and maintain the new rail grinder that was expected to have already been delivered. The crew consists of one supervisor, 2 Track Equipment Maintainers to operate and maintain the equipment, and 2 Trackworkers to extinguish small track fires.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	10	5	5	5	5
<b>Financial Impact</b>	\$0.754	\$0.614	\$0.407	\$0.407	\$0.407

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	15			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Non-Bus Material Reduction				

**Description and Implementation Plan**

The Department of Buses (DOB) has initiated a program to monitor and reduce consumption of all non-bus material items. This program will closely monitor usage across all DOB facilities and will reduce spending by \$1.1 million per year.

**Background Details**

To achieve these savings, the Department of Buses (DOB) will closely manage usage of non-bus material items such as tools, absorbent pads, cleaners, gloves and towels/rags. Current forecasts supported by the 2009 budget indicate 2009 expense levels of \$9.1M. Actual 2008 expenditures were \$8.0M. DOB will monitor usage of these items to reduce expenses to 2008 levels.

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>Total Headcount</b>	-	-	-	-	-
<b>Financial Impact</b>	\$0.000	\$1.119	\$1.119	\$1.119	\$1.119

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	16			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Station Cleaning				

**Description and Implementation Plan**

This proposal adjusts previous Station Cleaning increases provided to clean stations rehabilitated through the Capital Program. Positions are added to the budget based on anticipated beneficial use at 1 Cleaner/2 subway stations rehabilitated and 1 Cleaner/3 outdoor stations rehabilitated. Additional cleaning resources were required for rehabilitated stations due to the number and complexity of fixtures and finishes installed during the rehabilitations.

**Background Details**

Between 2005 and 2009, 25 cleaners were added based on the number and type of completed station rehabilitations. Efficiencies gained in management and resource allocation since implementing Line General Management through the 2009 Subways' reorganization, allows for this reduction.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	25	25	25	25
<b>Financial Impact</b>	\$0.000	\$1.614	\$1.614	\$1.614	\$1.614

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	17			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Station Maintenance				

**Description and Implementation Plan**

This proposal adjusts previous station maintainer headcount increases to maintain stations rehabilitated through the Capital Program. Positions are added to the budget based on anticipated beneficial use at 1 maintainer/2 subway stations rehabilitated. Additional maintenance resources were required for rehabilitated stations due to the number and complexity of fixtures and finishes installed during the rehabilitations.

**Background Details**

Between 2005 and 2009, 22 maintainers have been added based on the number of completed subway station rehabilitations. Efficiencies gained in management and resource allocation with Line General Management and the 2009 Subways' reorganization, allows for the increases to be eliminated with minimal impact.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	22	22	22	22
<b>Financial Impact</b>	\$0.000	\$1.829	\$1.829	\$1.829	\$1.829

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	9/1/09
<b>PEG / New Need ID</b>	18			<b>Savings Date</b>	9/1/09
<b>Program:</b>	Station Painting				

**Description and Implementation Plan**

This proposal eliminates the operating budget program. Savings assumes that the contracts awarded in 2008/2009 will be completed and that no further contracts will be pursued. The resultant savings are \$8.8M in 2010 and beyond.

**Background Details**

After many years of not having a dedicated painting program, in 2007 operating funds were provided to establish a program that would supplement station painting included in capital projects. The original goal was to paint 35 stations annually over a ten-year period so that, in combination with 118 stations to be addressed by the Capital Program, all 468 stations would be painted over the next ten years. The cost estimate based on prior contracts was \$250K per station or \$8.8 million annually. However, since the program was formulated, a number of factors were identified that combined to increase the cost estimate to approximately \$800K - \$1.1M per station (e.g. lead abatement, increased flagging requirements, general order diversion support and the need for in-house inspection and monitoring). To date 23 stations have been or are in the process of being painted under this initiative.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	-	-	-	-
<b>Financial Impact</b>	\$0.000	\$8.800	\$8.800	\$8.800	\$8.800

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	19			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Supervisory Broad Banding				

**Description and Implementation Plan**

This proposal involves consolidating bus revenue equipment maintenance functions by broadbanding supervisory titles in the Electronics Maintenance Division (EMD). Currently maintenance is provided by two separate units; the Bus Electronics Maintenance Subdivision performs bus electronic component repair and the AFC Maintenance Subdivision performs farebox repair. Since bus depots are geographically dispersed, combining titles and job functions will result in efficiencies.

**Background Details**

In the last Supervisory Agreement, EMD won the right to impose "broad banding" in limited circumstances, i.e. the right to have Operating Supervisors of one discipline (such as Revenue) oversee hourly employees of other disciplines, when necessary. This flexibility provides efficiency in the deployment of supervisors and hourlies. Currently, EMD is evaluating several options for supervisory broadbanding that will allow for reduction of two positions beginning in 2010.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	2	2	2	2
<b>Financial Impact</b>	\$0.000	\$0.215	\$0.215	\$0.215	\$0.215

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	6/1/09
<b>PEG / New Need ID</b>	20			<b>Savings Date</b>	6/1/09
<b>Program:</b>	Supply Logistics Efficiencies				

**Description and Implementation Plan**

Supply Logistics has examined its operations and is reducing its resources in areas that will have a minimal impact on operations.

**Background Details**

Supply Logistics is reducing four positions at its Central Warehouse Operations in Maspeth, one position each in its North & South Field Support storerooms, and two positions in Meredith Avenue Depot (as a result of the decision to cut back maintenance from 7 x 24 to 5 x 24). Meredith Avenue reduction begins June 2009 - all others start January 1, 2010. In addition, Supply Logistics is reducing its OTPS expenditures.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	2	8	8	8	8
<b>Financial Impact</b>	\$0.279	\$0.734	\$0.808	\$0.808	\$0.808

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	21			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Supply Logistics Pilot Program				

**Description and Implementation Plan**

The Division of Supply Logistics will pilot a program to reduce supervisory oversight of satellite storeroom operations by providing part time coverage at eight facilities.

**Background Details**

The pilot program will reduce supervisory coverage from full time to part time at eight satellite storeroom locations. Currently, one supervisor is assigned to each location and is responsible for overseeing all storeroom activity, reviewing records and transactions, and meeting with the customers. The pilot will eliminate four supervisors. Each of the remaining four supervisors will be responsible for operations at two storerooms.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	4	4	4	4
<b>Financial Impact</b>	\$0.000	\$0.432	\$0.432	\$0.432	\$0.432



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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Maintenance	<b>Implementation Date</b>	7/1/09
<b>PEG / New Need ID</b>	22			<b>Savings Date</b>	7/1/09
<b>Program:</b>	Terminal Car Cleaning				

**Description and Implementation Plan**

Terminal Car Cleaning resources are being reduced with no expected impact. Early in 2009, a review of terminal cleaning results indicated that the budgeted resources could be reduced by 20% with no impact on cleaning goals and consequently the program was scaled back by 28 Cleaner positions and 1 Supervisor position. Further reductions in terminal cleaning can be implemented now with a strong line management team in place resultant from the Subways Re-organization.

**Background Details**

A total of 143 positions were added in 2007 to establish a second terminal cleaning operation on the #7 (Flushing) and L (Canarsie) lines, as well as enhance cleaning efforts at the existing terminal location. On the Flushing Line, 63 cleaner and 9 supervisory positions were added at Main Street and the new terminal car cleaning operation at Times Square. On the Canarsie Line, 62 cleaner and 9 supervisory positions were added at Rockaway Parkway and the new terminal car cleaning operation at 8th Avenue/14th Street. During the pilot period, Operations Planning monitored the cleanliness of the stations on a bi-weekly basis. The reports were reviewed and evaluated by the Line Manager for program effectiveness and as a result, resources can be reduced while maintaining cleaning goals.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	58	58	58	58	58
<b>Financial Impact</b>	\$1.898	\$4.124	\$4.124	\$4.124	\$4.124

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Other	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	23			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Fuel Economies				

**Description and Implementation Plan**

This proposal reflects two Department of Buses (DOB) initiatives. First, DOB will replace Ultra Low Sulphur Kerosene #1 as its bus fuel with less expensive and more readily available Ultra Low Sulphur Diesel #2 commencing on September 15th, 2009. In addition, the current alternative fuel excise tax credit that has been available for the last three years is expected to be extended to 2010 and beyond, significantly reducing its Compressed Natural Gas fuel costs for the CNG fleet of buses.

**Background Details**

Savings estimates of \$3.8M annually for switching fuels from USLK#1 to USLD#2 are based on anticipated savings for the 9 warmest months of the year. The Department of Buses (DOB) is evaluating the impact of using USLD#2 in the winter months since extremely low temperatures can affect the flow of fuel in the bus engines.

The CNG Tax Credit had been set to expire in September 2009. Recently the tax credit has been extended for the last quarter of 2009. Based on 2008 annual usage, the tax credit results in an annual savings of \$3.8 million.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	-	-	-	-
<b>Financial Impact</b>	\$0.950	\$7.627	\$7.627	\$7.627	\$7.627

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<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Other	<b>Implementation Date</b>	1/1/10
<b>PEG / New Need ID</b>	24			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Random Drug Testing				

**Description and Implementation Plan**

Random drug testing and post-accident testing will take place at the depots, rather than having bus operators travel to a Medical Assessment Center (MAC) for testing. This will result in 1/4 day of availability improvement by eliminating travel time, and will also eliminate the need for car service contracts used to support current testing procedures. In addition, this program will provide more efficient scheduling of drug tests, while maintaining time-based proportionality of tests.

**Background Details**

Savings anticipated from performing random drug testing at all Depots is nearly \$1.0 million. The program requires 25% testing annually (approximately 50 Bus Operators per week) and that tests are proportionally allocated based on work days and regular-days-off (RDOs). In addition, these tests are scheduled based on a 25% allocation between Pre-Tour (A), 1st Half of Tour (B), 2nd Half of Tour (C) or Post-Shift (D). The program will be piloted in the Bronx Division in 2009, with full roll-out anticipated in January of 2010.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	12	12	12	12
<b>Financial Impact</b>	\$0.000	\$0.954	\$0.954	\$0.954	\$0.954

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010 Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Other	<b>Implementation Date</b>	7/1/09
<b>PEG / New Need ID</b>	26			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Security Post Reductions				

**Description and Implementation Plan**

The Department of Security has identified several locations where current coverage can be reduced or eliminated without adversely affecting the safety and security of employees or NYC Transit property. Current coverage changes are the result of operational changes and/or technological changes (e.g. use of alarm systems/CCTV's and motion detectors).

**Background Details**

The Department of Security will modify security post coverage at 207th Street Yard, Haven Place lot (at East New York), the 239th Street Yard, Fresh Pond Depot, Kingsbridge Depot, Queens Village Depot and the Amsterdam Depot.

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>Total Headcount</b>	-	15	20	20	20
<b>Financial Impact</b>	(\$0.170)	\$0.557	\$1.569	\$1.569	\$1.569

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010 Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Service Support	<b>Implementation Date</b>	6/1/09
<b>PEG / New Need ID</b>	27			<b>Savings Date</b>	6/1/09
<b>Program:</b>	Revenue Collection Efficiencies				

**Description and Implementation Plan**

The Division of Revenue Control will convert six non-reimbursable positions to reimbursable non-capital, corresponding to the Memorandum of Understanding and the billing methodology for collection/processing support to MTA Long Island Railroad, MTA Bus and MTA Bridges and Tunnels. In addition, two positions supporting Select Bus Service collections will be eliminated due to collection efficiencies.

**Background Details**

Conversion of six Collecting Agent (TA) positions to reimbursable can be realized effective 6/1/09. Reduction of two Collecting Agents supporting Select Bus Service can be realized 1/1/10.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	6	8	8	8	8
<b>Financial Impact</b>	\$0.247	\$0.608	\$0.608	\$0.608	\$0.608

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010 Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Service Support	<b>Implementation Date</b>	7/1/09
<b>PEG / New Need ID</b>	28			<b>Savings Date</b>	1/1/10
<b>Program:</b>	Traffic Checking Efficiencies				

**Description and Implementation Plan**

NYCT currently uses Traffic Checkers (part time and full time) to collect information to support schedule changes, monitor on-time performance, estimate the number of riders on bus and subway routes, conduct passenger environmental surveys as well as monitor performance goals for the Cleaning Initiatives enacted during 2007.

**Background Details**

Savings in this initiative (3 full-time / 8 part-time positions) is derived from using MetroCard records to pinpoint which routes to point check (e.g. traffic checker situated at a bus stop) rather than ride check (e.g. traffic checker rides the bus) -- point checks are more efficient and less costly. In addition, there will be no Monday or Friday checks. This initiative also reflects a the conversion of twenty-five full-time traffic checkers to thirty-nine part-time positions, corresponding with actual incumbents.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	25	28	28	28	28
<b>Financial Impact</b>	(\$0.002)	\$0.379	\$0.379	\$0.379	\$0.379

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010 Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Service Support	<b>Implementation Date</b>	1/1/09
<b>PEG / New Need ID</b>	29			<b>Savings Date</b>	1/1/09
<b>Program:</b>	Uniform Savings				

**Description and Implementation Plan**

The budget for uniforms is based on entitled employees ordering the allotted number of garments (shirts, pants, jackets, ties, etc.) at certain intervals (at the time of hire, and then every three or five years depending on whether the garment is for innerwear or outerwear). The projected annual savings adjusts the budget based on historical usage pattern, as well as updated information (entitlement, pricing, etc.) provided by the vendor.

**Background Details**

Uniforms are provided to certain Hourly and Supervisory titles as set forth in union contractual agreements.

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	-	-	-	-
<b>Financial Impact</b>	\$1.665	\$0.185	\$0.659	\$0.659	\$0.659

MTA New York City Transit  
 July Financial Plan 2010-2013  
 Summary of Post-2010 Program to Eliminate the Gap (PEGs)  
 (\$ in millions)

		<u>2009</u>		<u>2010</u>		<u>2011</u>		<u>2012</u>		<u>2013</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>	<u>Positions</u>	<u>Dollars</u>
<b>Other</b>											
	<b>Unspecified</b>					61.700		123.300		185.000	
	Sub-Total      Other	<u>0</u>	<u>\$0.000</u>	<u>0</u>	<u>\$0.000</u>	<u>0</u>	<u>\$61.700</u>	<u>0</u>	<u>\$123.300</u>	<u>0</u>	<u>\$185.000</u>
<b>Total Programs</b>		<u>0</u>	<u>\$ -</u>	<u>0</u>	<u>\$ -</u>	<u>0</u>	<u>\$ 61.700</u>	<u>0</u>	<u>\$ 123.300</u>	<u>0</u>	<u>\$ 185.000</u>



**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**2010-Post Program to Eliminate the Gap (PEGs) Worksheet**  
(\$ in millions)

<b>Business Unit</b>	NYCT	<b>PEG Category</b>	Other	<b>Implementation Date</b>	1/1/11
<b>PEG / New Need ID</b>	30			<b>Savings Date</b>	1/1/11
<b>Program:</b>	Unspecified				

**Description and Implementation Plan**  
Unspecified

**Background Details**  
Unspecified

	<u><b>2009</b></u>	<u><b>2010</b></u>	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>
<b>Total Headcount</b>	-	-	-	-	-
<b>Financial Impact</b>	\$0.000	\$0.000	\$61.700	\$123.300	\$185.000

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**Non-Reimbursable and Reimbursable by Function and Department**  
**Full-Time Positions and Full-Time Equivalents**

		2009	2010			
		Mid-Year	Preliminary			
	2008 Actuals	Forecast	Budget	2011	2012	2013
<b>Administration</b>						
Office of the President	5	5	5	5	5	5
Workforce Development	196	185	185	185	185	185
Law	302	293	291	291	291	291
Office of the EVP	30	31	29	28	28	28
Office of Management and Budget	35	36	36	36	36	36
Capital Planning & Budget	36	35	35	35	35	35
Corporate Communications	276	262	261	261	261	261
AFC Program Management & Sales	62	60	60	60	60	60
Technology & Information Services	558	561	585	556	528	528
Non-Departmental	43	-	30	30	30	30
Administration	448	432	432	432	262	262
Materiel	274	257	255	253	252	252
Controller	230	218	216	160	130	130
Total Administration	2,495	2,375	2,420	2,332	2,103	2,103
<b>Operations</b>						
Subways Group 1 IRT West	*	2,075	2,075	2,075	2,075	2,075
Subways Group 2 IRT East	*	1,466	1,466	1,466	1,466	1,466
Subways Group 4 BMT/IND	*	2,110	2,110	2,110	2,110	2,110
Subways Senior VP - Chief of Staff	*	391	391	391	391	391
Subways RTO	*	3,892	3,788	3,780	3,773	3,743
Subways Stations	*	974	828	716	613	515
Subtotal - Subways	11,470	10,908	10,658	10,538	10,428	10,300
Buses	10,806	10,704	10,649	10,622	10,622	10,622
Paratransit	143	152	152	152	152	152
Operations Planning	434	445	419	419	419	419
Revenue Control	446	451	451	451	451	451
Total Operations	23,299	22,660	22,329	22,182	22,072	21,944
<b>Maintenance</b>						
Subways Group 1 IRT West	*	2,092	2,097	2,097	2,097	2,097
Subways Group 2 IRT East	*	1,333	1,333	1,333	1,333	1,333
Subways Group 4 BMT/IND	*	2,120	2,120	2,120	2,120	2,120
Subways Senior VP - Chief of Staff	*	473	459	455	454	454
Subways Engineering	*	344	322	291	279	279
Subways Car Equipment	*	3,216	3,029	3,111	3,161	3,159
Subways Infrastructure	*	1,448	1,432	1,432	1,437	1,436
Subways Stations	*	1,016	1,011	950	1,028	1,022
Subways Track	*	1,864	1,864	1,863	1,863	1,863
Subways Electrical	*	1,439	1,385	1,319	1,273	1,273
Subways Electronics Maintenance	*	1,420	1,399	1,377	1,377	1,377
Subtotal - Subways	16,497	16,765	16,451	16,348	16,422	16,413
Buses	3,998	3,932	3,982	3,982	3,982	4,091
Revenue Control	137	137	137	137	137	137
Supply Logistics	571	566	566	566	566	566
System Safety	95	93	93	93	93	93
Total Maintenance	21,298	21,493	21,229	21,126	21,200	21,300
<b>Engineering/Capital</b>						
Capital Program Management	1,420	1,438	1,438	1,438	1,438	1,438
Total Engineering/Capital	1,420	1,438	1,438	1,438	1,438	1,438
<b>Public Safety</b>						
Security	497	509	510	510	510	510
Total Public Safety	497	509	510	510	510	510
<b>Baseline Total Positions</b>	<b>49,009</b>	<b>48,475</b>	<b>47,926</b>	<b>47,588</b>	<b>47,323</b>	<b>47,295</b>

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**Non-Reimbursable and Reimbursable by Function and Department**  
**Full-Time Positions and Full-Time Equivalents**

		2009	2010			
		Mid-Year	Preliminary			
	2008 Actuals	Forecast	Budget	2011	2012	2013
Non-Reimbursable	44,166	42,920	42,643	42,564	42,377	42,402
Reimbursable	4,843	5,555	5,283	5,024	4,946	4,893
Total Full-Time	48,760	48,302	47,776	47,438	47,173	47,145
Total Full-Time Equivalents	249	173	150	150	150	150
Impact of:						
2010 Program to Eliminate the Gap	-	(78)	(291)	(283)	(274)	(317)
<b>Total Positions</b>	<b>49,009</b>	<b>48,397</b>	<b>47,635</b>	<b>47,305</b>	<b>47,049</b>	<b>46,978</b>
Non-Reimbursable	44,166	42,842	42,352	42,281	42,103	42,085
Reimbursable	4,843	5,555	5,283	5,024	4,946	4,893
Total Full-Time	48,760	48,201	47,467	47,137	46,881	46,810
Total Full-Time Equivalents	249	196	168	168	168	168

**MTA New York City Transit**  
**July Financial Plan 2010-2013**  
**Non-Reimbursable and Reimbursable by Function and Occupational Group**  
**Full-time Positions and Full-time Equivalents**

<b>FUNCTION/OCCUPATIONAL GROUP</b>	<b>2008 Actual</b>	<b>2009 Mid- Year Forecast</b>	<b>2010 Preliminary Budget</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Administration						
Managers/Supervisors	838	836	825	807	759	759
Professional, Technical, Clerical	1,577	1,501	1,527	1,457	1,278	1,278
Operational Hourlies	80	38	68	68	66	66
Total Administration	2,495	2,375	2,420	2,332	2,103	2,103
Operations						
Managers/Supervisors	2,535	2,469	2,470	2,461	2,459	2,452
Professional, Technical, Clerical	409	374	369	369	369	369
Operational Hourlies	20,355	19,817	19,490	19,352	19,244	19,123
Total Operations	23,299	22,660	22,329	22,182	22,072	21,944
Maintenance						
Managers/Supervisors	3,840	3,890	3,806	3,781	3,784	3,773
Professional, Technical, Clerical	1,187	1,237	1,192	1,147	1,132	1,130
Operational Hourlies	16,271	16,366	16,231	16,198	16,284	16,397
Total Maintenance	21,298	21,493	21,229	21,126	21,200	21,300
Engineering/Capital						
Managers/Supervisors	301	324	324	324	324	324
Professional, Technical, Clerical	1,117	1,112	1,112	1,112	1,112	1,112
Operational Hourlies	2	2	2	2	2	2
Total Engineering/Capital	1,420	1,438	1,438	1,438	1,438	1,438
Public Safety						
Managers/Supervisors	91	91	93	93	93	93
Professional, Technical, Clerical	27	34	34	34	34	34
Operational Hourlies	379	384	383	383	383	383
Total Public Safety	497	509	510	510	510	510
Total Baseline Positions						
Managers/Supervisors	7,605	7,610	7,518	7,466	7,419	7,401
Professional, Technical, Clerical	4,317	4,258	4,234	4,119	3,925	3,923
Operational Hourlies	37,087	36,607	36,174	36,003	35,979	35,971
<b>Total Baseline Positions</b>	<b>49,009</b>	<b>48,475</b>	<b>47,926</b>	<b>47,588</b>	<b>47,323</b>	<b>47,295</b>
Non-Reimbursable	44,166	42,920	42,643	42,564	42,377	42,402
Reimbursable	4,843	5,555	5,283	5,024	4,946	4,893
Total Full-Time	48,760	48,302	47,776	47,438	47,173	47,145
Total Full-Time Equivalents	249	173	150	150	150	150
Impact of Gap Closing Actions:						
Managers/Supervisors	-	(11)	(32)	(33)	(33)	(34)
Professional, Technical, Clerical	-	(1)	(13)	(13)	(13)	(13)
Operational Hourlies	-	(66)	(246)	(237)	(228)	(270)
Program to Eliminate the Gap	-	(78)	(291)	(283)	(274)	(317)
<b>Total Positions</b>	<b>49,009</b>	<b>48,397</b>	<b>47,635</b>	<b>47,305</b>	<b>47,049</b>	<b>46,978</b>
Managers/Supervisors	7,605	7,599	7,486	7,433	7,386	7,367
Professional, Technical, Clerical	4,317	4,257	4,221	4,106	3,912	3,910
Operational Hourlies	37,087	36,541	35,928	35,766	35,751	35,701
	<b>49,009</b>	<b>48,397</b>	<b>47,635</b>	<b>47,305</b>	<b>47,049</b>	<b>46,978</b>

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