

**MTA 2020 BUDGET AND 2020-2023 FINANCIAL PLAN
ADOPTION MATERIALS**

**MTA Finance Committee
MTA Board**

**December 16, 2019
December 18, 2019**



Metropolitan Transportation Authority

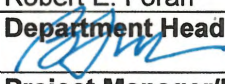
MTA 2020 Budget and 2020-2023 Financial Plan Adoption Materials

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**I. Staff Summary MTA Consolidated
2020 Budget and 2020-2023
Financial Plan**

Staff Summary

| |
|--|
| Subject MTA 2020 Budget and 2020-2023 Financial Plan |
| Department Chief Financial Officer |
| Department Head Name Robert E. Foran |
| Department Head Signature  |
| Project Manager/Division Head David E. Keller |

| |
|----------------------------------|
| Date December 16, 2019 |
| Vendor Name |
| Contract Number |
| Contract Manager Name |
| Table of Contents Ref # |

| Board Action | | | | | |
|--------------|---------------|-------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | Finance Comm. | 12/16 | | | |
| 2 | Board | 12/18 | | | |
| | | | | | |
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| Internal Approvals | | | |
|--------------------|----------------|-------|----------|
| Order | Approval | Order | Approval |
| 1 | Legal | | |
| 2 | Chief of Staff | | |
| 3 | Chairman/CEO | | |
| | | | |

Purpose:

The MTA Board is required to adopt a balanced budget. The purpose of this staff summary is to secure MTA Board (i) adoption of the accompanying **2020 Final Proposed Budget and the Four-Year Financial Plan 2020-2023 (“November Plan” or “Plan”)**, which includes approving the 2019 November Forecast and Plan Adjustments (items below the baseline), and (ii) authorization of Budget and Plan adjustments, including MTA policy actions, as set forth below in this Staff Summary.

Discussion:

This document summarizes the **November Plan** presented to the Board for information purposes at the November Board meeting, which projects ending cash balances of \$143 million in 2019, \$11 million in 2020 and \$33 million in 2021, with projected cash deficits of \$212 million in 2022 and \$426 million in 2023 (see attachment A). Since 2010, MTA financial plans – which are developed in a disciplined, consistent, and transparent process – have included the impact of our continuous pursuit of operational efficiencies and recurring cost reductions and containments which are used to minimize the amount of revenues needed from biennial fare and toll increases and governmental subsidies, and provide funding for the capital program and enhanced maintenance. The Plans have added service when sustainable while also addressing long-term costs such as pensions, health care, paratransit, and debt service previously considered “uncontrollable.”

The November Plan captures the major assumptions that were first identified in the July Plan, and has been updated to reflect stakeholder input and the impact of new developments and risks. It includes the implementation of the Transformation Plan to streamline MTA internal processes, no budget-driven service cuts, the maintenance of improvements from the Subway Action Plan, and projected biennial fare and toll increases that generate a four percent net increase in farebox and toll revenue. The Plan permanently captures savings from currently vacant Administrative positions that will be eliminated and reflects the fiscal impact of actions being taken to reduce fare evasion and constrain “controllable” overtime. The Plan also assumes a renegotiation with the City of New York for a more equitable sharing of Paratransit net operating deficits. To bridge the transition period until the Transformation Plan is fully implemented and related savings are realized, the Plan uses several actions to balance the budget.

MTA’s finances are structurally imbalanced, with expenses surpassing revenues. Beginning with 2017, annual budgets have been balanced with a variety of “one-shot” actions. While the MTA has aggressively, since 2010, identified and acted on an extensive array of recurring cost reduction actions and containments resulting in annualized savings of \$2.5 billion through 2019, it has become increasingly difficult to identify and implement

additional savings initiatives. In this November Plan, Agency re-estimates of prior Budget Reduction Program (BRP) items have reduced previously identified savings by \$317 million over the Plan period.

The use of one-shots and additional recurring savings are insufficient to eliminate systemic budgetary shortfalls. To address this situation, the 2019-2020 New York State Enacted Budget included a series of MTA reforms, including the legislated requirement to develop an organizational restructuring plan to remedy institutional constraints. With an eye on streamlining the organization to more effectively provide safe, reliable, cost efficient service, the MTA procured the services of AlixPartners, a management consulting firm, to aid in the first step of this undertaking. The firm presented its report to the MTA earlier this year, and initial fiscal impacts of the report's recommendations were included in the July Financial Plan. Since the release of the recommendations, the MTA, with the assistance of a management consulting firm, has developed a functional reorganization plan that builds on the AlixPartners report and has created the Transformation Management Office, which will guide the MTA through the transformation process.

In addition to the Transformation savings, the **July Plan** was based on three key inter-related elements: (i) fare and toll price increases which net 4% yield in annual revenue in both 2021 and 2023; (ii) annually recurring cost reduction and containment targets that result in annual savings of \$2.7 billion per year by 2023; and (iii) maintaining major on-going initiative investments for the Long Island Rail Road "Forward" plan, the "Bus Plans" at New York City Transit and MTA Bus, the Metro-North Railroad "Way Ahead" plan, and the Subway Action Plan for New York City Transit.

The 2019 Mid-Year Forecast was balanced with the use of one-shot actions, including the release of the \$160 million General Reserve for 2018 at the end of 2018, the freeing up of \$40 million in excess fuel hedge collateral, and a reduction in 2019 Committed to Capital of \$64 million. The July Plan also included a fare evasion deterrence program for New York City Transit, which is partially funded by a grant from the Manhattan District Attorney. Lastly, the July Plan included funding for the replacement of New York City Transit's capital accounting system, the rollout of Kronos timekeeping throughout the MTA, and the expenses associated with State-mandated employee training. The 2019 July Plan projected cash balances of \$61 million in 2019 and \$55 million in 2020, with deficits of \$26 million in 2020, \$281 million in 2021 and \$433 million in 2022. The balances reflect significant favorable impacts from \$1.8 billion in estimated savings over the July Plan period initially identified in the AlixPartners report; without those savings, the 2023 deficit would grow to almost \$1 billion.

Changes from the July Plan

There have been revenue and expense re-estimates, and other changes, since the July Plan:

Changes and re-estimates improving financial results over the Plan period (2019-2023):

- Higher farebox revenues due to increased ridership (\$253 million)
- Higher real estate transaction taxes (\$203 million)
- Additional administrative vacancy control savings in 2019 (\$28 million)

Changes and re-estimates worsening financial results over the Plan period (2019-2023):

- Higher NYCT and MTA Bus wage adjustments (\$207 million)
- Changes in rates for energy, health & welfare, and pensions (\$145 million)
- Lower Payroll Mobility Tax receipt forecasts (\$144 million)
- Higher NYCT public liability and workers compensation (\$108 million)
- Higher paratransit service expenses (\$41 million)
- Lower toll revenue (\$24 million)

In total, these re-estimates, as well as other changes, are \$467 million unfavorable for the 2019 through 2023 Plan period.

Highlights of the November Plan

The November Plan continues to follow a similar approach to those reflected in earlier plans and incorporates additional actions necessary to achieve budget balance in the near-term and significantly reduce out-year deficits.

Implement the Transformation Plan to streamline MTA internal processes. The MTA is fundamentally changing the way business is conducted to more effectively deliver to our customers the modern, efficient system they deserve. This historic transformation includes the centralization of all operating support functions and focuses the operating agencies on core service delivery. Among the steps being taken that are reflected in the Plan are:

- The hiring of the Chief Transformation Officer, who will report directly to the MTA Board, to lead the transformation of the MTA.
- Through the Transformation Request for Proposals, outside experts will assist with the top-to-bottom restructuring of the MTA, re-engineering all major business processes, and implementing the transformation “roadmap”.
- The Transformation Management Office will support the Chief Transformation Officer with managing the outside experts and the Transformation effort, to ensure the changes are delivered effectively and successfully. Alongside the office, the MTA will onboard senior leadership positions, including the Chief Engineering Officer, the Director of Research and Development, the Chief People Officer, and the Chief Technology Officer.

As previously disclosed, the AlixPartners report recommends the reduction of up to 2,700 primarily administrative positions, with a focus on attrition, among other options, to meet this goal. Transformation net savings over the Plan period are estimated at \$1.6 billion.

No budget-driven service cuts. Service-related cuts that were proposed in 2018 and in the July Plan because of fiscal constraints are not being implemented. Adjustments based on Board-approved service guidelines, as well as those necessary for the scheduling of capital work, remain.

Maintain prior plan investments. The Plan maintains major on-going investment initiatives, including the Long Island Rail Road “Forward” plan, the “Bus Plans” at New York City Transit and MTA Bus, and the Metro-North Railroad “Way Ahead” plan. The Plan also sustains and expands upon the improvements of the Subway Action Plan, which was jump-started with funding jointly provided by New York State and New York City, and is now funded from the initial phase of congestion pricing, using revenues from the for-hire vehicle surcharge.

Hold projected fare/toll increases to 4% in 2021 and 2023. The Plan continues to project net 4% biennial fare/toll increases (the equivalent of 2% per year) which is lower than the projected two-year inflation rates of 4.9% and 4.7% in 2021 and 2023, respectively. Consistent with recent Plans, a March 1st implementation is assumed for both the 2021 and 2023 increases. The annualized yield of these increases is projected to be \$326 million and \$341 million, respectively.

Reduce Fare Evasion. Recently updated surveys estimate revenue loss from subway and bus fare evasion is approximately \$300 million annually. The renewed emphasis by MTA to gain significant control of and reduce fare evasion includes a series of actions designed to deter, rather than fine, fare evaders. MTA has completed the deployment of 500 officers to support these efforts, with MTA Police Department officers deployed in the subway and on bus routes, MTA Bridges and Tunnels officers deployed on bus routes, and New York Police Department officers deployed in the subway. NYCT has deployed “Eagle Team” special inspectors on bus routes. Enforcement has been focused on the top 50 subway stations and 50 bus routes where elevated levels of fare evasion and assaults occur. Further, 10 monitors providing customer images as a deterrent have been installed near fare arrays in a pilot project, and subway station exit gates are being redesigned to mitigate instances of fare avoidance. Initial analysis from a limited sample of locations indicate that the presence of police officers at fare arrays eliminates fare evasion when officers are present, and MTA is using these initial findings

and review of other actions to adjust the fare evasion mitigation strategy accordingly. These actions are estimated to cost \$62 million over the Plan period, which is being partially covered by a \$40 million grant from the Manhattan District Attorney's forfeiture fund.

Renegotiate with New York City for an "equitable" sharing of Paratransit costs. Since signing an agreement with the City of New York in 1993, New York City Transit has assumed the City's responsibility for providing paratransit service. Since then, registrants and ridership have significantly increased, with the net operating deficit growing from \$11 million in 1994 to \$549 million in 2019. The current agreement provides that the City will pay one-third of the net operating deficit, but it is limited to no more than a 20% increase over the City's payment in the prior year. Based on the 2019 projected net operating deficit, the City will only pay \$176 million, leaving NYCT to pay the remaining balance of \$372 million, which is more than twice as much as the City's share. MTA is proposing a renegotiation of the terms of the Paratransit Service agreement to provide a more equitable sharing of costs. An equal share of the net operating deficit would reduce NYCT's cost by over \$100 million a year.

Capture savings from the elimination of vacant Administrative positions. The MTA will permanently eliminate non-represented Administrative positions that became vacant through the third quarter of 2019 and have not been filled due to MTA policy which restricted new hiring.

Cost avoidance through fiscal constraints placed on "controllable" overtime. In response to the recommendations in the Morrison and Foerster overtime report, the MTA has convened an Overtime Task Force Working Group, and constraints are being implemented as part of a continuing effort to better utilize "controllable" overtime so its usage is fiscally responsible.

Address new maintenance requirements. Replace, upgrade or extend the useful life of critical components for the Metro-North and MTA Bus fleets, and cover additional right-of-way and station maintenance at the Long Island Rail Road.

Hiring of additional MTA police officers. Augment the MTA Police Department with the hiring of 500 new police officers in support of safety and security.

Fortify technology networks. Institute technology enhancements by fortifying operational technology networks and increasing risk management activities and controls.

Achieve annually recurring savings targets. The Plan reflects Agency re-estimates of prior Budget Reduction Program items, reducing previously identified savings by \$317 million over the Plan period. As noted in prior Plans, it has become more difficult to identify recurring savings actions, but MTA remains committed to identifying actions to replace the savings that remain to be achieved. Through 2019, the MTA has implemented initiatives with annualized savings of \$2.5 billion. These programs will result in annual savings of \$2.7 billion by 2023. Together with the savings from the Transformation Plan, the annual savings will increase to \$3.1 billion by 2023.

Other MTA Actions. To balance the budget for the remainder of 2019 and for 2020, several "one-shot" actions are being taken. At the end of 2018, a favorable year-end balance of \$372 million – mostly timing related – was carried over into 2019. In the July Plan, the \$64 million that had been earmarked for 2019 Committed to Capital was pulled back for use in covering 2019 operating expenses. Similarly, \$30 million of the 2020 Committed to Capital is being pulled back to help cover 2020 operating expenses. The July Plan also assumed the \$165 million 2019 General Reserve, a contingency fund set at approximately one percent of the operating expense budget, would not be required to cover 2019 expenses and will be carried over to cover 2020 expenses. Lastly, it is projected that 2019 will end with a favorable balance of \$143 million, which will carry over into 2020.

The "Bottom Line"

The above noted changes, combined with Agency baseline projections, result in a net improvement to MTA's financial forecast over the Plan period. Even with biennial 4% fare and toll increases, substantial cost reductions

and Transformation savings, the Plan remains out of balance in the later years, with the 2023 deficit reaching \$426 million. The Plan, however, becomes unmanageable without the Transformation Plan.

Significant Risks Remain

There are many risks to the 2020 Budget and the 2020-2023 Financial Plan:

Achieve the revised Transformation Plan savings targets assumed in the Plan. Without the savings from the Transformation Plan, the November Plan would worsen by \$1.6 billion over the 2019 through 2023 Plan period.

Maintain cost reductions. The MTA must remain focused on existing cost control efforts to avoid backsliding, as the MTA cannot afford to “give back” any of the savings that Headquarters and the Agencies have achieved to date.

Renegotiate the paratransit contract with the City of New York to achieve equitable cost sharing. The MTA is covering two-thirds of the paratransit net operating deficit, and the current financial sharing relationship is unsustainable.

Reduce fare evasion losses. The revenue uncollected because of fare evasion has a detrimental effect on the MTA’s bottom line, and the result is less available funds for maintenance and operations. Regaining control of fare collection will help address budgetary imbalance and the out-year deficits.

Maintain fiscal discipline over “controllable” overtime. While overtime can be a cost-effective and efficient means for addressing certain assignments, a consistent approach to managing and overseeing overtime usage is necessary. The Morrison and Foerster report emphasized specific recommendations to address existing deficiencies, and the MTA is diligently putting those recommendation in place.

Negotiate affordable labor contracts. Most collective bargaining agreements with represented employees expired earlier this year, and MTA is currently engaged in negotiations with labor representatives on both wages and work rules. An agreement that is fair to labor and provides management with the flexibility needed to operate and maintain the MTA transportation network is critical for fiscal stability.

Respond to developing economic environment. The finances of the MTA are highly influenced by economic factors. Passenger and toll revenues, dedicated taxes and subsidies (including real estate transaction revenue), debt service, pensions and energy costs are all impacted by the health of the economy. If the economic assumptions reflected in the Plan are unrealized, the November Plan’s projected results would be adversely affected.

Recommendation:

It is recommended that the Board:

- Adopt the 2020 Final Proposed Budget and Four-Year Financial Plan 2020-2023 (November Plan), which includes approving the 2019 November Forecast and Plan Adjustments (items below the baseline). The approval of this Plan will supersede prior Board Plan approvals for this period. Note that the projected 2021 and 2023 fare/toll increase proposals will require separate Board actions in advance of those dates.
- Authorize staff, under the guidance and direction of the Chairman/CEO, Chief Financial Officer, or their designees to take actions to implement the policy actions set forth in the Plan.
- Authorize staff to draw down the unexpended 2019 general reserve (\$165 million), which will be used to help balance the 2020 budget.

- Authorize technical adjustments to MTA budgets and forecasts of a non-material nature in the 2020 February Plan.
- Authorize adjustment of MTA budgets and forecasts to reflect labor settlements approved from time to time by the Board.
- Authorize staff, under the guidance and direction of the Chairman/CEO, the Chief Financial Officer, or their designees (including the MTA Treasurer) to take additional budget and cash management actions, as has been done in past budgets, to draw on the general reserve and/or make budget adjustments to respond to unexpected expenses or revenue/subsidy shortfalls, and other actions described below:

Advance of Bridges and Tunnels Operating Surplus

The Board is requested to authorize Bridges and Tunnels to advance to MTA and NYC Transit, to the extent funds are available, all or part of the estimated operating surplus for the year 2019.

Uses of MTA MRT-2 Corporate Account Monies

Unlike many other forms of intergovernmental aid, these subsidy monies, by statute, can be allocated at the Board's discretion. It is recommended that the Board authorize that these funds be used as set forth in the Plan, authorize staff to administer these funds in a manner consistent with the Plan, and to temporarily help stabilize cash-flow requirements. As in the past, the advance of funds to the MTA and its affiliates and subsidiaries to stabilize cash-flow requirements may be made, provided they are repaid prior to the end of the fiscal year in which made.

Uses of Payroll Mobility Tax (and Replacement Funds) and MTA Aid

Like the MRT-2 Corporate Account moneys, these subsidy monies, by statute, can be allocated at the Board's discretion. It is recommended that the Board authorize that the revenues from the PMT (and Replacement Funds) be released as needed: (i) for pledged revenues by MTA to secure and be applied to the payment of bonds to be issued in the future, to fund capital projects of MTA, its subsidiaries, and MTA New York City Transit and its subsidiary and (ii) to pay capital costs, including debt service of MTA, its subsidiaries, and MTA New York City Transit and its subsidiary. It is further recommended that the Board authorize that subject to the provisions of any such pledge, or in the event there is no such pledge, the PMT Revenues be used by MTA to pay for costs, including operating and capital costs of MTA, its subsidiaries and MTA New York City Transit and its subsidiary.

Further, it is recommended that the Board authorize that the revenues in the MTA Aid Trust Account (derived from four fees and taxes imposed in the Metropolitan Commuter Transportation District – a supplemental motor vehicle license fee, a supplemental motor vehicle registration fee, a tax on medallion taxicab rides, and a supplemental tax on passenger car rentals) be released as needed and used as pledged revenues by MTA or pledged to the Triborough Bridge and Tunnel Authority to secure debt of MTA Bridges and Tunnels. Further, subject to the provisions of such pledge, or in the event there is no such pledge, the Board authorizes the release of these funds to be used by MTA for the payment of operating and capital costs of the MTA and its subsidiaries, and New York City Transit, and its subsidiary.

Inter-Agency Loans

The Board is requested to authorize staff acting under Section 1266 (6-a) of the Public Authorities Law, to enter into inter-agency loan agreements among the MTA and its affiliates and subsidiaries. This authorization would allow the temporary movement of funds among agencies to meet cash flow requirements for operating or capital purposes resulting from a mismatch between the receipt of subsidies and other monies and cash flow needs. The statute requires that any such inter-agency loans be repaid no later than the end of the next succeeding calendar year.

Use of Stabilization Reserve: Provision for Prompt Payment of Contractual Obligations

In 1996, the Board approved the establishment of a Stabilization Reserve, to be held by the MTA Treasurer (the "Treasurer"), to stabilize MTA Agencies' cash flow requirements. The fund consists of two accounts, the MTA New York City Transit Account (the "Transit Account") and the MTA Commuter Railroad Account (the "Commuter Railroad Account"). The Board is requested to authorize the use of any balances in such accounts, plus any amounts authorized to be transferred to such accounts, to meet the cash flow requirements of MTA New York City Transit and the MTA Commuter Railroads and to authorize MTA New York City Transit to pay to the Treasurer for deposit in the Transit Account such amounts as it deems necessary to accomplish the purpose thereof, consistent with this Plan; and the Treasurer to pay into the Commuter Railroad Account, such amounts as are deemed necessary to accomplish the purpose thereof, consistent with this Plan. The Treasurer, upon request of MTA New York City Transit, shall pay to NYCT such amounts as are necessary to meet cash flow requirements of NYCT and shall transfer from the Commuter Railroad Account such amounts as are necessary to meet the cash flow requirements of MTA Commuter Railroads. The Treasurer shall also use such funds as from time to time may be necessary or convenient to timely make debt service payments on MTA bonds.

METROPOLITAN TRANSPORTATION AUTHORITY
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

Attachment A

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|-----------------|------------------------------|-------------------------------------|------------------|------------------|------------------|
| Non-Reimbursable | | | | | | |
| Operating Revenues | | | | | | |
| Farebox Revenue | \$6,155 | \$6,346 | \$6,436 | \$6,427 | \$6,439 | \$6,448 |
| Toll Revenue | 1,976 | 2,078 | 2,118 | 2,126 | 2,125 | 2,127 |
| Other Revenue | 643 | 689 | 682 | 708 | 724 | 739 |
| Capital and Other Reimbursements | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenues | \$8,774 | \$9,113 | \$9,237 | \$9,261 | \$9,288 | \$9,314 |
| Operating Expenses | | | | | | |
| Labor: | | | | | | |
| Payroll | \$5,211 | \$5,334 | \$5,525 | \$5,610 | \$5,744 | \$5,833 |
| Overtime | 1,066 | 978 | 896 | 917 | 937 | 959 |
| Health and Welfare | 1,230 | 1,342 | 1,452 | 1,530 | 1,626 | 1,721 |
| OPEB Current Payments | 604 | 655 | 719 | 784 | 856 | 935 |
| Pension | 1,336 | 1,495 | 1,467 | 1,481 | 1,425 | 1,373 |
| Other Fringe Benefits | 881 | 898 | 940 | 986 | 1,027 | 1,062 |
| Reimbursable Overhead | (528) | (490) | (431) | (415) | (417) | (410) |
| Total Labor Expenses | \$9,799 | \$10,211 | \$10,568 | \$10,893 | \$11,198 | \$11,471 |
| Non-Labor: | | | | | | |
| Electric Power | \$482 | \$452 | \$481 | \$495 | \$530 | \$559 |
| Fuel | 185 | 176 | 172 | 170 | 169 | 172 |
| Insurance | (29) | 7 | 8 | 12 | 14 | 14 |
| Claims | 438 | 418 | 413 | 403 | 409 | 417 |
| Paratransit Service Contracts | 455 | 488 | 489 | 521 | 550 | 585 |
| Maintenance and Other Operating Contracts | 678 | 815 | 758 | 786 | 781 | 802 |
| Professional Services Contracts | 544 | 588 | 677 | 633 | 582 | 577 |
| Materials and Supplies | 637 | 632 | 676 | 672 | 683 | 689 |
| Other Business Expenses | 221 | 229 | 229 | 217 | 227 | 229 |
| Total Non-Labor Expenses | \$3,611 | \$3,805 | \$3,901 | \$3,909 | \$3,945 | \$4,045 |
| Other Expense Adjustments: | | | | | | |
| Other | \$129 | \$158 | \$86 | \$41 | \$28 | \$29 |
| General Reserve | 0 | 165 | 170 | 175 | 180 | 185 |
| Total Other Expense Adjustments | \$129 | \$323 | \$256 | \$216 | \$208 | \$214 |
| Total Expenses Before Non-Cash Liability Adjs. | \$13,539 | \$14,339 | \$14,725 | \$15,019 | \$15,352 | \$15,730 |
| Depreciation | \$2,805 | \$2,777 | \$2,843 | \$2,909 | \$2,977 | \$3,052 |
| GASB 75 OPEB Expense Adjustment | 1,048 | 1,457 | 1,628 | 1,749 | 1,823 | 1,898 |
| GASB 68 Pension Expense Adjustment | (373) | (221) | (272) | (343) | (318) | (242) |
| Environmental Remediation | 106 | 6 | 6 | 6 | 6 | 6 |
| Total Expenses After Non-Cash Liability Adjs. | \$17,124 | \$18,359 | \$18,930 | \$19,339 | \$19,840 | \$20,444 |
| Conversion to Cash Basis: Non-Cash Liability Adj. | (\$3,585) | (\$4,020) | (\$4,205) | (\$4,320) | (\$4,488) | (\$4,714) |
| Debt Service (excludes Service Contract Bonds) | 2,541 | 2,664 | 2,837 | 3,140 | 3,457 | 3,848 |
| Total Expenses with Debt Service | \$16,079 | \$17,003 | \$17,561 | \$18,158 | \$18,808 | \$19,578 |
| Dedicated Taxes and State/Local Subsidies | \$7,177 | \$7,286 | \$7,454 | \$7,637 | \$7,887 | \$8,067 |
| Net Surplus/(Deficit) After Subsidies and Debt Service | (\$128) | (\$603) | (\$871) | (\$1,261) | (\$1,633) | (\$2,197) |
| Conversion to Cash Basis: GASB Account | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Conversion to Cash Basis: All Other | 379 | 302 | 60 | 136 | 122 | 170 |
| Cash Balance Before Prior-Year Carryover | \$251 | (\$301) | (\$811) | (\$1,125) | (\$1,511) | (\$2,027) |
| Adjustments | \$0 | \$73 | \$679 | \$1,146 | \$1,266 | \$1,601 |
| Prior Year Carryover Balance | 121 | 372 | 143 | 11 | 33 | 0 |
| Net Cash Balance | \$372 | \$143 | \$11 | \$33 | (\$212) | (\$426) |

METROPOLITAN TRANSPORTATION AUTHORITY
November Financial Plan 2020 - 2023
Plan Adjustments
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|----------------|------------------------------|-------------------------------------|------------------|------------------|------------------|
| Cash Balance Before Prior-Year Carryover | \$251 | (\$301) | (\$811) | (\$1,125) | (\$1,511) | (\$2,027) |
| Fare and Toll Increases: | | | | | | |
| <i>Fare and Toll Increase on 3/1/21 (4% Yield)</i> | | \$0 | \$0 | \$278 | \$326 | \$326 |
| <i>Fare and Toll Increase on 3/1/23(4% Yield)</i> | | 0 | 0 | 0 | 0 | 289 |
| <i>Subsidy Impacts of 2021/2023 Fare/Toll Increase</i> | | <u>0</u> | <u>0</u> | <u>(7)</u> | <u>(9)</u> | <u>(17)</u> |
| Subtotal | | \$0 | \$0 | \$270 | \$317 | \$599 |
| Policy Actions: | | | | | | |
| July 2019 Financial Plan: | | | | | | |
| <i>Reduction in Committed to Capital (2019)</i> | | 64 | \$0 | \$0 | \$0 | \$0 |
| <i>Fare Evasion Deterrence</i> | | (13) | (12) | (11) | (10) | (10) |
| <i>Fare Evasion Deterrence - Manhattan DA Forfeiture Fund</i> | | 11 | 11 | 10 | 9 | 0 |
| <i>Drawdown 2019 General Reserve</i> | | 0 | 165 | 0 | 0 | 0 |
| <i>MTA Transformation Plan</i> | | 11 | 230 | 488 | 535 | 538 |
| November 2019 Financial Plan: | | | | | | |
| <i>MTA Transformation Plan - Re-estimates</i> | | 0 | 18 | (26) | (63) | (63) |
| <i>Paratransit Subsidy - 50/50 Share with the City</i> | | 0 | 47 | 99 | 103 | 111 |
| <i>Improved Overtime Spending Controls</i> | | 0 | 44 | 44 | 44 | 44 |
| <i>Additional revenue Achieved from Fare Evasion Initiatives</i> | | 0 | 50 | 50 | 50 | 50 |
| <i>State Aid for the 2015-19 Capital Plan</i> | | 0 | 29 | 145 | 202 | 251 |
| <i>Reduction in Committed to Capital (2020)</i> | | 0 | 30 | 0 | 0 | 0 |
| <i>Debt Service Resulting from Reduction in Committed to Capital</i> | | <u>0</u> | <u>(7)</u> | <u>(7)</u> | <u>(7)</u> | <u>(7)</u> |
| Subtotal | | \$73 | \$606 | \$792 | \$864 | \$915 |
| MTA Re-Estimates | | | | | | |
| <i>Vacancy Savings</i> | | <u>\$0</u> | <u>\$74</u> | <u>\$83</u> | <u>\$85</u> | <u>\$87</u> |
| Subtotal | | \$0 | \$74 | \$83 | \$85 | \$87 |
| TOTAL ADJUSTMENTS | | \$73 | \$679 | \$1,146 | \$1,266 | \$1,601 |
| <i>Prior Year Carryover Balance</i> | \$121 | \$372 | \$143 | \$11 | \$33 | \$0 |
| Net Cash Surplus/(Deficit) | \$372 | \$143 | \$11 | \$33 | (\$212) | (\$426) |

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**II. Agencies' Staff Summaries
2020 Budget and 2020-2023
Financial Plan**

Bridges and Tunnels

Staff Summary

| |
|---|
| Subject B&T 2020 Budget and 2020-2023 Financial Plan Adoption |
| Department Office of the Chief Financial Officer |
| Department Head Name Dore Abrams |
| Department Head Signature |
| Project Manager Name Dore Abrams |

| |
|---------------------------------|
| Date December 5, 2019 |
| Vendor Name |
| Contract Number |
| Contract Manager Name |
| Table of Contents Ref # |

| Board Action | | | | | |
|--------------|-------------------|----------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | B&T Committee | 12/16/19 | X | | |
| 2 | Finance Committee | 12/16/19 | X | | |
| 3 | MTA Board | 12/18/19 | X | | |
| | | | | | |

| Internal Approvals | | | |
|--------------------|---------------------------|-------|----------------------------------|
| Order | Approval | Order | Approval |
| 3 | President | 1 | VP & Chief Financial Officer |
| 2 | Senior Vice President | | VP Procurement & Materials |
| | General Counsel | | VP Labor Relations |
| | VP Operations | | VP & Chief Engineer |

| Internal Approvals (cont.) | | | | | | | |
|----------------------------|-----------------------------|-------|-------------------------------------|-------|----------|-------|----------|
| Order | Approval | Order | Approval | Order | Approval | Order | Approval |
| | VP Safety & Health | | VP & Chief of Staff | | | | Other |
| | VP & Chief Security Officer | | VP Maintenance & Operations Support | | | | |

PURPOSE:

To secure MTA Board adoption of the MTA Bridges and Tunnels' (B&T) 2019 November Forecast, 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023.

DISCUSSION

The 2020 Final Proposed Budget, which is consistent with information presented to the Board in November, provides sufficient funding to maintain B&T's planned service levels, as well as MTA's commitment to provide safe, reliable and efficient transportation service to the metropolitan New York region. The baseline projections exclude the estimated impacts from projected toll increases, and MTA policy actions. These impacts will be presented as part of MTA consolidated materials.

B&T estimates that \$3,152.8 million will be provided in baseline net operating income for 2019 and 2020 combined.

2019 NOVEMBER FORECAST- BASELINE

The 2019 November Forecast projects nearly \$2,101.7 million in non-reimbursable revenues, of which \$2,078.1 million is from Toll Revenue. Total non-reimbursable expenses before depreciation and other post-employment benefits are projected to be over \$527.3 million, consisting of nearly \$254.1 million in labor expenses and nearly \$273.3 million in non-labor expenses. Total Support to Mass Transit is projected to be \$1,117.3 million. Reimbursable revenue and expenses are both forecast at \$22.3 million. Total end-of-year positions are budgeted at 1,498, including 1,411 non-reimbursable positions and 87 reimbursable positions.

2020 FINAL PROPOSED BUDGET- BASELINE

The 2020 Final Proposed Budget projects nearly \$2,138.2 million in non-reimbursable revenues, of which \$2,118.0 million is from Toll Revenue. Total non-reimbursable expenses before depreciation and other post-employment benefits are projected to be over \$559.7 million, consisting of \$282.7 million in labor expenses and \$277.0 million in non-labor expenses. Total Support to Mass Transit is projected to be \$1,152.2 million. Reimbursable revenue and expenses are both forecast at \$22.8 million. Total end-of-year positions are currently budgeted at 1,504 including 1,417 non-reimbursable positions and 87 reimbursable positions. These levels are expected to be reduced as part of the MTA Transformation.

MAJOR PROGRAMMATIC INITIATIVES

- **Cashless Tolling** has transformed the customer experience of crossing B&T's facilities. All facilities have been operational since September 30, 2017 and civil work (roadway paving, improved signage, etc.) continued into 2019. Barrier-free tolling zones have enabled system-wide safety improvements and reduced travel times for B&T's customers.
- In April 2019, Governor Andrew M. Cuomo and the New York State Legislature authorized B&T to establish the **Central Business District (CBD) Tolling Program**, the first program of its kind in the nation. The program includes design, development and installation, as well as operations and maintenance of the roadway toll system and infrastructure to toll vehicles entering or remaining in the CBD, defined as the area south and inclusive of 60th Street in Manhattan. The Program also includes upgrades to the back office Customer Service Center. B&T has been and will continue to work closely with the New York City Department of Transportation on design and installation of the infrastructure. A six-member Traffic Mobility Review Board will be established to advise on tolls and potential exemptions and credits. Decisions will ultimately be made by the B&T Board based on recommendations from the Traffic Mobility Review Board. The implementation date will not be before December 31, 2020. The CBD Tolling Program is expected to generate net revenues sufficient to fund \$15 billion in capital funding, which will be dedicated to mass transit infrastructure needs.
- On June 16th, Governor Andrew M. Cuomo and MTA Chairman and CEO Patrick Foye announced the creation of a **Fare Enforcement Task Force**. B&T's areas of patrol and responsibility have been legislatively extended to include operating participation in this critical effort. Due to the success of Cashless Tolling, management has been able to deploy a significant number of our Bridge and Tunnel Officers (BTOs) for fare evasion and worker safety on MTA buses while continuing to maintain our seven bridges and two tunnels without increasing BTO headcount.

IMPACT ON FUNDING

The 2019 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan 2020-2023, which are presented in the attached tables, are consistent with the proposed MTA Financial Plan.

RECOMMENDATION

It is recommended that the MTA Board adopt the 2019 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023 for MTA Bridges and Tunnels.

MTA BRIDGES AND TUNNELS
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| <u>Non-Reimbursable</u> | | | | | | |
| Operating Revenue | | | | | | |
| Toll Revenue | \$1,975.663 | \$2,078.076 | \$2,118.012 | \$2,125.639 | \$2,125.372 | \$2,126.849 |
| Other Operating Revenue | 23.921 | 20.936 | 18.936 | 18.936 | 18.936 | 18.936 |
| Capital and Other Reimbursements | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Investment Income | 2.603 | 2.640 | 1.240 | 1.240 | 1.240 | 1.240 |
| Total Revenues | \$2,002.186 | \$2,101.653 | \$2,138.188 | \$2,145.816 | \$2,145.549 | \$2,147.026 |
| Operating Expense | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$119.588 | \$118.762 | \$141.500 | \$143.926 | \$146.859 | \$150.129 |
| Overtime | 23.676 | 27.347 | 27.895 | 28.455 | 29.026 | 29.606 |
| Health and Welfare | 26.866 | 27.451 | 32.092 | 33.391 | 34.896 | 36.474 |
| OPEB Current Payments | 21.672 | 22.837 | 24.387 | 25.500 | 26.783 | 27.685 |
| Pension | 36.465 | 46.427 | 43.037 | 43.643 | 40.992 | 37.480 |
| Other Fringe Benefits | 21.175 | 18.955 | 21.687 | 21.873 | 23.080 | 23.628 |
| Reimbursable Overhead | (6.328) | (7.720) | (7.874) | (8.032) | (8.192) | (8.356) |
| Total Labor Expenses | \$243.114 | \$254.058 | \$282.726 | \$288.755 | \$293.442 | \$296.646 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$4.474 | \$4.774 | \$4.941 | \$5.066 | \$5.250 | \$5.559 |
| Fuel | 1.960 | 1.931 | 1.879 | 1.852 | 1.841 | 1.870 |
| Insurance | 11.755 | 11.254 | 11.875 | 12.579 | 13.192 | 13.859 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 152.519 | 165.242 | 163.633 | 171.739 | 180.454 | 176.386 |
| Professional Services Contracts | 39.620 | 37.334 | 39.908 | 40.346 | 41.794 | 43.880 |
| Materials and Supplies | 4.550 | 3.744 | 3.821 | 3.900 | 3.993 | 4.091 |
| Other Business Expenses | 43.273 | 48.974 | 50.960 | 52.242 | 52.762 | 53.284 |
| Total Non-Labor Expenses | \$258.150 | \$273.253 | \$277.018 | \$287.725 | \$299.285 | \$298.929 |
| <u>Other Expense Adjustments:</u> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$501.265 | \$527.312 | \$559.743 | \$576.480 | \$592.728 | \$595.575 |
| Depreciation | \$148.686 | \$151.977 | \$158.779 | \$169.848 | \$181.689 | \$194.355 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 41.265 | 40.094 | 33.900 | 36.023 | 38.150 | 38.814 |
| GASB 68 Pension Expense Adjustment | (8.968) | (17.838) | (13.597) | (13.153) | (9.456) | (4.896) |
| Environmental Remediation | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses After Depreciation and GASB Adjs. | \$682.247 | \$701.545 | \$738.826 | \$769.198 | \$803.110 | \$823.848 |
| Less: Depreciation | 148.686 | 151.977 | 158.779 | 169.848 | 181.689 | 194.355 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Exp Adjustment | 41.265 | 40.094 | 33.900 | 36.023 | 38.150 | 38.814 |
| GASB 68 Pension Exp Adjustment | (8.968) | (17.838) | (13.597) | (13.153) | (9.456) | (4.896) |
| Total Expenses | \$501.265 | \$527.312 | \$559.743 | \$576.480 | \$592.728 | \$595.575 |
| Net Surplus/(Deficit) | \$1,500.922 | \$1,574.341 | \$1,578.445 | \$1,569.336 | \$1,552.821 | \$1,551.451 |

MTA BRIDGES AND TUNNELS
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|-----------------|------------------------------|-------------------------------------|-----------------|-----------------|-----------------|
| Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Toll Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | 21.175 | 22.345 | 22.826 | 23.317 | 23.817 | 24.328 |
| Investment Income | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Revenues | \$21.175 | \$22.345 | \$22.826 | \$23.317 | \$23.817 | \$24.328 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$8.816 | \$8.676 | \$8.850 | \$9.027 | \$9.208 | \$9.392 |
| Overtime | 0.330 | 0.827 | 0.868 | 0.909 | 0.952 | 0.995 |
| Health and Welfare | 2.144 | 1.867 | 1.905 | 1.943 | 1.982 | 2.021 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 2.342 | 2.221 | 2.272 | 2.323 | 2.376 | 2.430 |
| Other Fringe Benefits | 1.215 | 1.034 | 1.058 | 1.083 | 1.108 | 1.134 |
| Reimbursable Overhead | 6.328 | 7.720 | 7.874 | 8.032 | 8.192 | 8.356 |
| Total Labor Expenses | \$21.175 | \$22.345 | \$22.826 | \$23.317 | \$23.817 | \$24.328 |
| Non-Labor: | | | | | | |
| Electric Power | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Professional Services Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Materials and Supplies | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Business Expenses | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Non-Labor Expenses | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$21.175 | \$22.345 | \$22.826 | \$23.317 | \$23.817 | \$24.328 |
| Net Surplus/(Deficit) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA BRIDGES AND TUNNELS
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| <u>Non-Reimbursable / Reimbursable</u> | | | | | | |
| Page 1 of 2 | | | | | | |
| Operating Revenue | | | | | | |
| Toll Revenue | \$1,975.663 | \$2,078.076 | \$2,118.012 | \$2,125.639 | \$2,125.372 | \$2,126.849 |
| Other Operating Revenue | 23.921 | 20.936 | 18.936 | 18.936 | 18.936 | 18.936 |
| Capital and Other Reimbursements | 21.175 | 22.345 | 22.826 | 23.317 | 23.817 | 24.328 |
| Investment Income | 2.603 | 2.640 | 1.240 | 1.240 | 1.240 | 1.240 |
| Total Revenues | \$2,023.362 | \$2,123.998 | \$2,161.014 | \$2,169.132 | \$2,169.366 | \$2,171.353 |
| Operating Expense | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$128.404 | \$127.438 | \$150.350 | \$152.953 | \$156.067 | \$159.521 |
| Overtime | 24.007 | 28.174 | 28.763 | 29.364 | 29.977 | 30.601 |
| Health and Welfare | 29.010 | 29.318 | 33.997 | 35.334 | 36.877 | 38.496 |
| OPEB Current Payments | 21.672 | 22.837 | 24.387 | 25.500 | 26.783 | 27.685 |
| Pension | 38.807 | 48.648 | 45.309 | 45.966 | 43.367 | 39.910 |
| Other Fringe Benefits | 22.390 | 19.989 | 22.745 | 22.955 | 24.188 | 24.761 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenses | \$264.290 | \$276.404 | \$305.552 | \$312.072 | \$317.260 | \$320.974 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$4.474 | \$4.774 | \$4.941 | \$5.066 | \$5.250 | \$5.559 |
| Fuel | 1.960 | 1.931 | 1.879 | 1.852 | 1.841 | 1.870 |
| Insurance | 11.755 | 11.254 | 11.875 | 12.579 | 13.192 | 13.859 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 152.519 | 165.242 | 163.633 | 171.739 | 180.454 | 176.386 |
| Professional Services Contracts | 39.620 | 37.334 | 39.908 | 40.346 | 41.794 | 43.880 |
| Materials and Supplies | 4.550 | 3.744 | 3.821 | 3.900 | 3.993 | 4.091 |
| Other Business Expenses | 43.273 | 48.974 | 50.960 | 52.242 | 52.762 | 53.284 |
| Total Non-Labor Expenses | \$258.150 | \$273.253 | \$277.018 | \$287.725 | \$299.285 | \$298.929 |
| <u>Other Expense Adjustments:</u> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$522.440 | \$549.657 | \$582.570 | \$599.797 | \$616.545 | \$619.903 |
| Depreciation | \$148.686 | \$151.977 | \$158.779 | \$169.848 | \$181.689 | \$194.355 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 41.265 | 40.094 | 33.900 | 36.023 | 38.150 | 38.814 |
| GASB 68 Pension Expense Adjustment | (8.968) | (17.838) | (13.597) | (13.153) | (9.456) | (4.896) |
| Environmental Remediation | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses After Depreciation and GASB Adjs. | \$703.423 | \$723.891 | \$761.652 | \$792.515 | \$826.927 | \$848.176 |
| Less: Depreciation | 148.686 | 151.977 | 158.779 | 169.848 | 181.689 | 194.355 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Exp Adjustment | 41.265 | 40.094 | 33.900 | 36.023 | 38.150 | 38.814 |
| GASB 68 Pension Exp Adjustment | (8.968) | (17.838) | (13.597) | (13.153) | (9.456) | (4.896) |
| Total Expenses | \$522.440 | \$549.657 | \$582.570 | \$599.797 | \$616.545 | \$619.903 |
| Net Surplus/(Deficit) | \$1,500.922 | \$1,574.341 | \$1,578.445 | \$1,569.336 | \$1,552.821 | \$1,551.451 |

MTA BRIDGES AND TUNNELS
November Financial Plan 2020 - 2023
Accrual Statement of Operations by Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| Non-Reimbursable / Reimbursable | | | | | | |
| Page 2 of 2 | | | | | | |
| Net Surplus/(Deficit) | \$1,500.922 | \$1,574.341 | \$1,578.445 | \$1,569.336 | \$1,552.821 | \$1,551.451 |
| <u>Deductions from Income:</u> | | | | | | |
| Less: Capitalized Assets | \$9.684 | \$25.000 | \$29.090 | \$27.465 | \$27.997 | \$28.535 |
| B&T Capital Reserves | (0.793) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 45 Reserves | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Adjusted Net Surplus/(Deficit) | \$1,492.031 | \$1,549.341 | \$1,549.355 | \$1,541.871 | \$1,524.824 | \$1,522.916 |
| Less: Debt Service | \$667.808 | \$670.196 | \$711.586 | \$747.371 | \$783.120 | \$914.058 |
| Less: Contribution to the Capital Program | 119.664 | 132.981 | 56.623 | 13.878 | 0.000 | 0.000 |
| Income Available for Distribution | \$704.559 | \$746.164 | \$781.146 | \$780.622 | \$741.704 | \$608.858 |
| <u>Distributable To:</u> | | | | | | |
| MTA - Investment Income | \$2.603 | \$2.640 | \$1.240 | \$1.240 | \$1.240 | \$1.240 |
| MTA - Distributable Income | 411.822 | 429.436 | 448.410 | 447.730 | 426.021 | 365.142 |
| NYCT - Distributable Income | 290.135 | 314.088 | 331.496 | 331.652 | 314.443 | 242.475 |
| Total Distributable Income | \$704.559 | \$746.164 | \$781.146 | \$780.622 | \$741.704 | \$608.858 |
| <u>Actual Cash Transfers:</u> | | | | | | |
| MTA - Investment Income - Prior Year | \$1.477 | \$2.603 | \$2.640 | \$1.240 | \$1.240 | \$1.240 |
| MTA - Cash Surplus Transfer | 404.229 | 456.759 | 446.512 | 447.798 | 428.192 | 371.230 |
| NYCT - Cash Surplus Transfer | 287.811 | 325.912 | 329.756 | 331.636 | 316.164 | 249.672 |
| Total Cash Transfers | \$693.517 | \$785.273 | \$778.908 | \$780.674 | \$745.596 | \$622.142 |
| SUPPORT TO MASS TRANSIT: | | | | | | |
| Total Revenue | \$2,023.362 | \$2,123.998 | \$2,161.014 | \$2,169.132 | \$2,169.366 | \$2,171.353 |
| Total Expenses Before Non-Cash Liability Adjs. | 522.440 | 549.657 | 582.570 | 599.797 | 616.545 | 619.903 |
| Net Operating Income | \$1,500.922 | \$1,574.341 | \$1,578.445 | \$1,569.336 | \$1,552.821 | \$1,551.451 |
| <u>Deductions from Operating Income:</u> | | | | | | |
| B&T Debt Service | \$282.391 | \$299.110 | \$340.517 | \$378.493 | \$426.002 | \$527.905 |
| Contribution to the Capital Program | 119.664 | 132.981 | 56.623 | 13.878 | 0.000 | 0.000 |
| Capitalized Assets | 9.684 | 25.000 | 29.090 | 27.465 | 27.997 | 28.535 |
| B&T Capital Reserves | (0.793) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB Reserves | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Deductions from Operating Income | \$410.946 | \$457.091 | \$426.230 | \$419.836 | \$453.999 | \$556.441 |
| Total Support to Mass Transit | \$1,089.975 | \$1,117.250 | \$1,152.215 | \$1,149.500 | \$1,098.822 | \$995.010 |

MTA BRIDGES AND TUNNELS
November Financial Plan 2020 - 2023
Traffic Volume (Utilization)
(in millions)

| | Actual | November Forecast | Final Proposed Budget | | | |
|--|---------------|--------------------------|------------------------------|-------------|-------------|-------------|
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |

TRAFFIC VOLUME

Total Traffic Volume

| | | | | | | |
|--|---------|---------|---------|---------|---------|---------|
| | 322.289 | 329.293 | 331.172 | 332.923 | 333.350 | 333.957 |
|--|---------|---------|---------|---------|---------|---------|

TOLL REVENUE

Toll Revenue

| | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| | \$1,975.663 | \$2,078.076 | \$2,118.012 | \$2,125.639 | \$2,125.372 | \$2,126.849 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|

MTA BRIDGES AND TUNNELS
November Financial Plan 2020-2023
2019 Budget Reduction Plan (BRPs) Summary
(\$ in millions)

| | Favorable/(Unfavorable) | | | | | | | | | |
|--|-------------------------|-----------------|----------|-----------------|----------|-----------------|----------|-----------------|----------|-----------------|
| | Pos. | 2019 | Pos. | 2020 | Pos. | 2021 | Pos. | 2022 | Pos. | 2023 |
| Non-Reimbursable BRP | | | | | | | | | | |
| <u>Administration</u> | | | | | | | | | | |
| Building Services (July Plan) | - | 1.096 | - | 1.096 | - | 1.096 | - | 1.096 | - | 1.096 |
| Subtotal Administration | - | 1.096 | - | 1.096 | - | 1.096 | - | 1.096 | - | 1.096 |
| <u>Service/Platform/Svc.Suppt/Customer Convenience</u> | | | | | | | | | | |
| Cashless Tolling (July Plan) | - | 7.534 | - | 7.534 | - | 7.534 | - | 7.534 | - | 7.534 |
| Subtotal Service/Platform/Svc.Suppt/Customer Convenience | - | 7.534 | - | 7.534 | - | 7.534 | - | 7.534 | - | 7.534 |
| <u>Maintenance/Operations</u> | | | | | | | | | | |
| Major Maintenance (July Plan) | - | 6.423 | - | 6.423 | - | 6.423 | - | 6.423 | - | 6.423 |
| Routine Maintenance (July Plan) | - | 2.247 | - | 2.247 | - | 2.247 | - | 2.247 | - | 2.247 |
| Subtotal Maintenance/Operations | - | 8.670 | - | 8.670 | - | 8.670 | - | 8.670 | - | 8.670 |
| <u>Revenue Enhancement</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Revenue Enhancement | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Safety/Security</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Safety/Security | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Other</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Other | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Total Non-Reimbursable BRPs | - | \$17.300 | - | \$17.300 | - | \$17.300 | - | \$17.300 | - | \$17.300 |
| Reimbursable BRP | | | | | | | | | | |
| <u>Capital Program</u> | | | | | | | | | | |
| Capital and & Other Reimbursements Reduction (July Plan) | | (1.701) | | (1.701) | | (1.701) | | (1.701) | | (1.701) |
| Reimbursable Overtime/Fringe (July Plan) | - | 1.701 | - | 1.701 | - | 1.701 | - | 1.701 | - | 1.701 |
| Total Reimbursable BRPs | - | \$0.000 | - | \$0.000 | - | \$0.000 | - | \$0.000 | - | \$0.000 |
| Total Non-Reimbursable and Reimbursable BRPs | - | \$17.300 | - | \$17.300 | - | \$17.300 | - | \$17.300 | - | \$17.300 |

MTA BRIDGES & TUNNELS
November Financial Plan 2020-2023
Total Positions by Function and Department
Non-Reimbursable/Reimbursable and Full-time/Full-time Equivalents

| FUNCTION/DEPARTMENT | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|------------------------------------|----------------|------------------------------|----------------------------------|--------------|--------------|--------------|
| Administration | | | | | | |
| Executive | 8 | 10 | 10 | 10 | 10 | 10 |
| Law ⁽¹⁾ | 13 | 17 | 17 | 17 | 17 | 17 |
| CFO ⁽²⁾ | 23 | 27 | 27 | 27 | 27 | 27 |
| Administration | 34 | 40 | 40 | 40 | 40 | 40 |
| EEO | 1 | 2 | 2 | 2 | 2 | 2 |
| Total Administration | 79 | 96 | 96 | 96 | 96 | 96 |
| Operations | | | | | | |
| Revenue Management | 35 | 42 | 42 | 42 | 42 | 42 |
| Operations (Non-Security) | 52 | 60 | 60 | 60 | 60 | 60 |
| Total Operations | 87 | 102 | 102 | 102 | 102 | 102 |
| Maintenance | | | | | | |
| Maintenance | 249 | 227 | 227 | 227 | 227 | 233 |
| Operations - Maintainers | 161 | 168 | 168 | 168 | 168 | 168 |
| Total Maintenance | 410 | 395 | 395 | 395 | 395 | 401 |
| Engineering/Capital | | | | | | |
| Engineering & Construction | 149 | 192 | 192 | 192 | 192 | 192 |
| Health & Safety | 9 | 10 | 10 | 10 | 10 | 10 |
| Law ⁽¹⁾ | 18 | 22 | 22 | 22 | 22 | 22 |
| Planning & Budget Capital | 26 | 31 | 37 | 37 | 37 | 37 |
| Total Engineering/Capital | 202 | 255 | 261 | 261 | 261 | 261 |
| Public Safety | | | | | | |
| Operations (Security) | 575 | 605 | 605 | 605 | 605 | 605 |
| Internal Security - Operations | 35 | 45 | 45 | 45 | 45 | 45 |
| Total Public Safety | 610 | 650 | 650 | 650 | 650 | 650 |
| Total Positions | 1,388 | 1,498 | 1,504 | 1,504 | 1,504 | 1,510 |
| <i>Non-Reimbursable</i> | 1,301 | 1,411 | 1,417 | 1,417 | 1,417 | 1,423 |
| <i>Reimbursable</i> | 87 | 87 | 87 | 87 | 87 | 87 |
| <i>Total Full-Time</i> | 1,388 | 1,498 | 1,504 | 1,504 | 1,504 | 1,510 |
| <i>Total Full-Time Equivalents</i> | 0 | 0 | 0 | 0 | 0 | 0 |

(1) Includes Legal and Procurement staff.

(2) Includes Controller and Operating Budget staff

(3) Includes Human Resources and Administration staff.

MTA BRIDGES AND TUNNELS
November Financial Plan 2020 - 2023
Total Positions by Function and Occupational Group
Non-Reimbursable and Reimbursable

| FUNCTION / OCCUPATIONAL GROUP | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|----------------|------------------------------|-------------------------------------|--------------|--------------|--------------|
| Administration | | | | | | |
| Managers/Supervisors | 30 | 33 | 33 | 33 | 33 | 33 |
| Professional/Technical/Clerical | 49 | 63 | 63 | 63 | 63 | 63 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Administration Headcount | 79 | 96 | 96 | 96 | 96 | 96 |
| Operations | | | | | | |
| Managers/Supervisors | 53 | 64 | 64 | 64 | 64 | 64 |
| Professional/Technical/Clerical | 34 | 38 | 38 | 38 | 38 | 38 |
| Operational Hourlies (1) | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Operations Headcount | 87 | 102 | 102 | 102 | 102 | 102 |
| Maintenance | | | | | | |
| Managers/Supervisors | 20 | 31 | 31 | 31 | 31 | 31 |
| Professional/Technical/Clerical | 17 | 21 | 21 | 21 | 21 | 27 |
| Operational Hourlies (2) | 373 | 343 | 343 | 343 | 343 | 343 |
| Total Maintenance Headcount | 410 | 395 | 395 | 395 | 395 | 401 |
| Engineering / Capital | | | | | | |
| Managers/Supervisors | 47 | 62 | 62 | 62 | 62 | 62 |
| Professional/Technical/Clerical | 155 | 193 | 199 | 199 | 199 | 199 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Engineering Headcount | 202 | 255 | 261 | 261 | 261 | 261 |
| Public Safety | | | | | | |
| Managers/Supervisors | 161 | 187 | 187 | 187 | 187 | 187 |
| Professional/Technical/Clerical | 27 | 35 | 35 | 35 | 35 | 35 |
| Operational Hourlies (3) | 422 | 428 | 428 | 428 | 428 | 428 |
| Total Public Safety Headcount | 610 | 650 | 650 | 650 | 650 | 650 |
| Total Positions | | | | | | |
| Managers/Supervisors | 311 | 377 | 377 | 377 | 377 | 377 |
| Professional/Technical/ Clerical | 282 | 350 | 356 | 356 | 356 | 362 |
| Operational Hourlies | 795 | 771 | 771 | 771 | 771 | 771 |
| Total Positions | 1,388 | 1,498 | 1,504 | 1,504 | 1,504 | 1,510 |

(1) Represents Bridge and Tunnel Officers. These positions are paid annually, not hourly.

(2) Represents maintenance personnel. These positions are paid annually, not hourly.

(3) Represents Bridge and Tunnel Officers performing public safety. These positions are paid annually, not hourly.

Capital Construction Company

Staff Summary



| |
|--|
| Subject MTACC 2020 Budget and 2020-2023 Financial Plan Adoption |
| Department Office of Chief Administrative Officer <i>Shawn Moore</i> |
| Department Head Name Shawn Moore |
| Department Head Signature <i>Shawn Moore</i> |
| Project Manager Name Adam Rosenbloom |

| |
|--------------------------------------|
| Date November 22, 2019 |
| Vendor Name NA |
| Contract Number NA |
| Contract Manager Name NA |
| Table of Contents Ref # NA |

| Board Action | | | | | |
|--------------|-------------------|----------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | Finance Committee | 12/16/19 | X | | |
| 2 | MTA Board | 12/18/19 | X | | |

| Internal Approvals | | | |
|--------------------|------------------------------|-------|----------|
| Order | Approval | Order | Approval |
| | President MTACC | | |
| | Chief Administrative Officer | | |

Purpose:

To secure MTA Board adoption of the MTA Capital Construction’s (MTACC) 2019 November Forecast, 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023.

Discussion:

MTACC costs are 100 percent reimbursable from the MTA Capital Program. The Financial Plan contains costs that are non-project specific and are for the provision of company-wide construction support from specialty contractors and oversight agencies. Based on MTACC’s current management portfolio, annual staffing levels are projected at 162 through 2023. These positions provide support to capital projects (such as East Side Access, Second Avenue Subway Phase 2, Canarsie Line Reconstruction, LIRR Concourse Train Hall) and agency-wide.

2019 November Forecast - Baseline:

MTACC projects 2019 expenses to be \$38.7 million. Labor are projected at \$25.6 million, while Non-Labor costs are projected at \$13.1 million. Approximately \$4.0 million of Non-Labor expenses are required funding for MTA shared services, office space at 2 Broadway and All-Agency Protective Liability (AAPL) insurance. The remainder of the Non-Labor projections are predominately comprised of reimbursement to NYCT for administrative staff support services, program management consulting and independent compliance monitoring services. In addition, the Forecast includes funds for the East Side Access project’s IT network migration and support costs. The network was brought in-house under the MTA IT department on July 1, 2019.

2020 Final Proposed Budget - Baseline:

MTACC projects 2020 expenses a total of \$43.6 million with \$32.7 million in Labor costs. Of the \$10.9 million projected Non-Labor costs, \$4.1 million are required funding for MTA shared services, office space and AAPL insurance. Similar to the November Forecast, the 2020 Budget includes reimbursement to MTA IT for managing the East Side Access project’s IT network, program management consulting services and reimbursement of NYCT administrative staff support services.

Impact on Funding:

The 2019 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023, which are presented in the attached tables, are consistent with the proposed MTA Financial Plan.

Recommendation:

It is recommended that the MTA Board adopt the 2019 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023 for the MTA Capital Construction Company.

MTA CAPITAL CONSTRUCTION
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|-----------------|------------------------------|-------------------------------------|-----------------|-----------------|-----------------|
| Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | 36.900 | 38.748 | 43.570 | 44.632 | 45.900 | 47.252 |
| Total Revenues | \$36.900 | \$38.748 | \$43.570 | \$44.632 | \$45.900 | \$47.252 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$17.219 | \$18.276 | \$22.444 | \$22.888 | \$23.341 | \$23.803 |
| Overtime | 0.017 | 0.020 | 0.020 | 0.020 | 0.020 | 0.020 |
| Health and Welfare | 2.615 | 3.090 | 4.028 | 4.197 | 4.404 | 4.621 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 2.305 | 2.359 | 3.657 | 3.846 | 4.048 | 4.260 |
| Other Fringe Benefits | 1.615 | 1.866 | 2.507 | 2.581 | 2.658 | 2.735 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenses | \$23.772 | \$25.610 | \$32.655 | \$33.532 | \$34.471 | \$35.439 |
| Non-Labor: | | | | | | |
| Electric Power | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 |
| Insurance | 0.000 | 0.038 | 0.043 | 0.050 | 0.058 | 0.067 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 3.552 | 3.001 | 2.914 | 2.977 | 3.081 | 3.188 |
| Professional Services Contracts | 9.323 | 9.745 | 7.549 | 7.673 | 7.884 | 8.145 |
| Materials and Supplies | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Business Expenses | 0.252 | 0.352 | 0.406 | 0.398 | 0.404 | 0.411 |
| Total Non-Labor Expenses | \$13.128 | \$13.138 | \$10.915 | \$11.099 | \$11.428 | \$11.813 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation | \$36.900 | \$38.748 | \$43.570 | \$44.632 | \$45.900 | \$47.252 |
| Net Surplus/(Deficit) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA CAPITAL CONSTRUCTION
November Financial Plan 2020 - 2023
Cash Receipts and Expenditures
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|-----------------|------------------------------|-------------------------------------|-----------------|-----------------|-----------------|
| Cash Receipts and Expenditures | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | \$36.900 | \$38.748 | \$43.570 | \$44.632 | \$45.900 | \$47.252 |
| Total Receipts | \$36.900 | \$38.748 | \$43.570 | \$44.632 | \$45.900 | \$47.252 |
| Expenditures | | | | | | |
| Labor: | | | | | | |
| Payroll | \$17.219 | \$18.276 | \$22.444 | \$22.888 | \$23.341 | \$23.803 |
| Overtime | 0.017 | 0.020 | 0.020 | 0.020 | 0.020 | 0.020 |
| Health and Welfare | 2.615 | 3.090 | 4.028 | 4.197 | 4.404 | 4.621 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 2.305 | 2.359 | 3.657 | 3.846 | 4.048 | 4.260 |
| Other Fringe Benefits | 1.615 | 1.866 | 2.507 | 2.581 | 2.658 | 2.735 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$23.772 | \$25.610 | \$32.655 | \$33.532 | \$34.471 | \$35.439 |
| Non-Labor: | | | | | | |
| Electric Power | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 |
| Insurance | 0.000 | 0.038 | 0.043 | 0.050 | 0.058 | 0.067 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 3.552 | 3.001 | 2.914 | 2.977 | 3.081 | 3.188 |
| Professional Services Contracts | 9.323 | 9.745 | 7.549 | 7.673 | 7.884 | 8.145 |
| Materials and Supplies | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Business Expenses | 0.252 | 0.352 | 0.406 | 0.398 | 0.404 | 0.411 |
| Total Non-Labor Expenditures | \$13.128 | \$13.138 | \$10.915 | \$11.099 | \$11.428 | \$11.813 |
| Other Expenditure Adjustments: | | | | | | |
| Other | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | \$36.900 | \$38.748 | \$43.570 | \$44.632 | \$45.900 | \$47.252 |
| Net Cash Balance | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA CAPITAL CONSTRUCTION
November Financial Plan 2020 - 2023
Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|----------------|------------------------------|-------------------------------------|----------------|----------------|----------------|
| Cash Flow Adjustments | | | | | | |
| Receipts | | | | | | |
| Capital and Other Reimbursements | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Receipts | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Expenditures | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Overtime | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Health and Welfare | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Fringe Benefits | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$0.000 | \$0.000 | 0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Professional Services Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Materials and Supplies | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Business Expenses | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Non-Labor Expenditures | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| <u>Other Expenditure Adjustments:</u> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expenditure Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Cash Conversion Adjustments before Depreciation | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Depreciation | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 68 Pension Expense Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Environmental Remediation | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Cash Conversion Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA CAPITAL CONSTRUCTION
November Financial Plan 2020-2023
Total Positions by Function and Department
Non-Reimbursable/Reimbursable and Full-Time/Full-Time Equivalents

| FUNCTION/DEPARTMENT | 2018 Actual | 2019 November Forecast | 2020 Final Proposed Budget | 2021 | 2022 | 2023 |
|------------------------------------|----------------|------------------------------|-------------------------------------|------------|------------|------------|
| Administration | | | | | | |
| MTACC | 18 | 19 | 19 | 19 | 19 | 19 |
| Engineering/Capital | | | | | | |
| MTACC | 38 | 75 | 75 | 75 | 75 | 75 |
| East Side Access | 24 | 31 | 31 | 31 | 31 | 31 |
| Security Program | 4 | 2 | 2 | 2 | 2 | 2 |
| Second Avenue Subway | 16 | 12 | 12 | 12 | 12 | 12 |
| Lower Manhattan Project | 8 | 3 | 3 | 3 | 3 | 3 |
| 7 Line Extension | 6 | 1 | 1 | 1 | 1 | 1 |
| Penn Station Access | 5 | 5 | 5 | 5 | 5 | 5 |
| LIRR 3rd Track | 6 | 7 | 7 | 7 | 7 | 7 |
| Canarsie Line Reconstruction | | 4 | 4 | 4 | 4 | 4 |
| LIRR Concourse Train Hall | | 3 | 3 | 3 | 3 | 3 |
| Total Engineering/Capital | 107 | 143 | 143 | 143 | 143 | 143 |
| Total Baseline Positions | 125 | 162 | 162 | 162 | 162 | 162 |
| <i>Non-Reimbursable</i> | - | - | - | - | - | - |
| <i>Reimbursable</i> | 125 | 162 | 162 | 162 | 162 | 162 |
| <i>Total Full-Time</i> | 125 | 162 | 162 | 162 | 162 | 162 |
| <i>Total Full-Time Equivalents</i> | - | - | - | - | - | - |

MTA CAPITAL CONSTRUCTION
November Financial Plan 2020 - 2023
Total Positions by Function and Occupational Group
Non-Reimbursable and Reimbursable

| FUNCTION / OCCUPATIONAL GROUP | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|----------------|------------------------------|-------------------------------------|------------|------------|------------|
| Administration | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/Clerical | 18 | 19 | 19 | 19 | 19 | 19 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Administration Headcount | 18 | 19 | 19 | 19 | 19 | 19 |
| Operations | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/Clerical | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Operations Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Maintenance | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/Clerical | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Maintenance Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Engineering / Capital | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/Clerical | 107 | 143 | 143 | 143 | 143 | 143 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Engineering Headcount | 107 | 143 | 143 | 143 | 143 | 143 |
| Public Safety | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/Clerical | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Public Safety Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Positions | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/ Clerical | 125 | 162 | 162 | 162 | 162 | 162 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Positions | 125 | 162 | 162 | 162 | 162 | 162 |

Long Island Rail Road



Long Island Rail Road

| |
|--|
| Subject LIRR 2020 Budget & 2020-2023 Financial Plan Adoption |
| Department Office of Management & Budget |
| Department Head Name Francis Landers |
| Department Head Signature |
| Project Manager Name |

| |
|---------------------------------|
| Date December 4, 2019 |
| Vendor Name |
| Contract Number |
| Contract Manager Name |
| Table of Contents Ref # |

| Board Action | | | | | |
|--------------|----------------------|----------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | MNR & LIRR Committee | 12/16/19 | X | | |
| 2 | Finance Committee | 12/16/19 | X | | |
| 3 | MTA Board | 12/18/19 | X | | |

| Internal Approvals | | | |
|--------------------|---------------------|-------|-----------------------------|
| Order | Approval | Order | Approval |
| 3 | President | | VP Svc Ping Tech & CPM |
| | Exec Vice President | | VP Mkt Dev & Public Affairs |
| | Sr. VP Operations | | General Counsel |
| | VP Labor Relations | 2 | VP & CFO |

| Internal Approvals (cont.) | | | | | | | |
|----------------------------|------------------------|-------|----------|-------|----------|-------|----------|
| Order | Approval | Order | Approval | Order | Approval | Order | Approval |
| 1 | Exec Dir Mgmt & Budget | | | | | | |

Purpose

To secure MTA Board adoption of the MTA Long Island Rail Road's (LIRR) 2019 November Forecast, 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020 – 2023.

Discussion

The 2020 Final Proposed Budget, which is consistent with information presented to the Board in November, provides sufficient funding to maintain the Long Island Rail Road's commitment to provide safe, secure and reliable transportation and first-class customer service to the metropolitan New York region. The 2020 Final Proposed Budget continues funding initiatives in support of these goals. The LIRR projections do not include the estimated impacts from projected fare increases and MTA policy actions. These impacts will be presented as part of MTA consolidated materials.

The LIRR's financial plan contains funding to support the LIRR's ongoing safety initiatives, asset maintenance efforts and system expansion projects. It reflects the full integration of the LIRR Forward philosophy into how the LIRR manages every day. Particular attention is being paid to customer communication and operational resiliency. The financial plan focuses on Reliability Centered Maintenance (RCM) for rolling stock to ensure maximum fleet availability and on maintenance of the right-of way to maintain a state of good repair. This is particularly important as many components will enter critical maintenance stages. Funding and resources also are included to maintain the new Positive Train Control (PTC) system, both onboard trains and along the right of way. The financial plan also reflects ramp-up costs for East Side Access (ESA) readiness efforts and other operating budget impacts including Moynihan Station, Belmont Park and Main Line Expansion.

Achieving an efficient operation remains a priority. The baseline projections outlined below reflect both continued financial savings from past non-service related budget reduction initiatives and new or enhanced reduction initiatives. The LIRR continues to subject all areas of the budget to intensive review.

2019 November Forecast - Baseline

Non-Reimbursable/Reimbursable expenses for the 2019 November Forecast before non-cash liability adjustments total \$1,973.8 million. This is comprised of \$1,544.8 million of Non-Reimbursable expenses and \$429.0 million of Reimbursable expenses. Total Non-Reimbursable/Reimbursable revenue for the 2019 November Forecast is \$1,241.9 million. This is comprised of \$812.9 million of Non-Reimbursable revenue and \$429.0 million of Reimbursable revenue. Total positions are 7,682.

The Non-Reimbursable revenue for the 2019 November Forecast of \$812.9 million includes Farebox Revenue projections of \$771.1 million. This is based on a projected annual ridership of 91.3 million customers, which is a 1.5 million increase over 2018. The Forecast also assumes \$41.8 million in other revenue from advertising, rental fees, freight and other miscellaneous revenue.

Excluding non-cash liability adjustments, Non-Reimbursable expenses for the 2019 November Forecast totals \$1,544.8 million. Including non-cash liability adjustments, total Non-Reimbursable expenses for the 2019 November Forecast increases to \$2,029.7 million. The cash adjustments for non-cash items and timing of expenses/receipts total \$486.2 million. The resulting Net Cash Deficit is projected to be \$730.6 million in 2019.

Total Non-Reimbursable positions is 6,561 positions. Total Reimbursable positions is 1,121.

2020 Final Proposed Budget - Baseline

Non-Reimbursable/Reimbursable expenses for the 2020 Final Proposed Budget before non-cash liability adjustments are \$2,161.8 million, comprised of \$1,775.4 million of Non-Reimbursable expenses and \$386.5 million of Reimbursable expenses. The total Non-Reimbursable/Reimbursable revenue for the 2020 Final Proposed Budget is \$1,203.9 million, comprised of \$817.5 million of Non-Reimbursable revenue and \$386.5 million of Reimbursable revenue.

The Non-Reimbursable revenue for the 2020 Final Proposed Budget of \$817.5 million includes Passenger Revenue projections of \$781.4 million and \$36.1 million in other revenue from advertising and rental fees. The Farebox revenue is based on a projected annual ridership of 91.8 million passengers, which is a 0.6% increase over 2019. Excluding non-cash liability adjustments, Non-Reimbursable expenses for the 2020 Final Proposed Budget totals \$1,775.4 million. Including non-cash liability adjustments, total Non-Reimbursable expenses for the 2020 Final Proposed Budget increases to \$2,220.4 million. Cash adjustments for non-cash items and timing of expenses/receipts total \$431.6 million. The resulting Net Cash Deficit is projected to be \$971.3 million in 2020.

The Non-Reimbursable expense budget, before non-cash liability adjustments, of \$1,775.4 million is comprised of \$1,284.0 million in labor expenses (payroll and benefits), which represent 72.1% of total expenses. The balance of the expenses is non-payroll and are related to the operation and maintenance of the fleet and infrastructure, with expenses allocated for electric power and fuel of \$116.4 million, materials & supplies of \$188.9.0 million, professional and maintenance services contracts of \$136.6 million and all other costs of \$49.5 million.

Total Non-Reimbursable headcount is 6,668 positions. Total Reimbursable headcount is 1,222 positions. The Total Non-Reimbursable/Reimbursable headcount is 7,891, of which 90.5 percent are in the operating departments.

Budget Reduction Initiatives

Tighter management control and increased oversight of non-payroll budgets, reduced fleet maintenance costs, improved efficiency of right of way maintenance and train service support functions, operating efficiencies within core operations/ESA, LIRR Forward reductions, crew book efficiencies and reduced administrative positions result in savings of \$200 million and 201 operating positions over the financial plan.

Impact on Funding

The 2019 November Forecast, 2020 Final Proposed Budget and the Four-Year Financial Plan 2020 – 2023, which are presented in the attached tables, are consistent with the proposed MTA Financial Plan.

Recommendation

It is recommended that the MTA Board adopt the 2019 November Forecast, the 2020 Final Proposed Budget and the Four-Year Financial Plan for 2020 – 2023 for the MTA Long Island Rail Road.

MTA LONG ISLAND RAIL ROAD
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|----------------------|------------------------------|-------------------------------------|----------------------|----------------------|----------------------|
| Non-Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$740.477 | \$771.110 | \$781.384 | \$785.778 | \$793.424 | \$802.571 |
| Other Operating Revenue | 49.206 | 41.819 | 36.076 | 37.059 | 37.518 | 37.697 |
| Capital and Other Reimbursements | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Revenues | \$789.683 | \$812.929 | \$817.460 | \$822.837 | \$830.942 | \$840.268 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$536.064 | \$572.367 | \$634.918 | \$662.983 | \$675.231 | \$696.093 |
| Overtime | 151.021 | 153.440 | 151.226 | 163.893 | 171.779 | 175.302 |
| Health and Welfare | 107.952 | 114.640 | 134.091 | 147.419 | 157.212 | 167.181 |
| OPEB Current Payments | 61.676 | 63.893 | 74.468 | 78.101 | 82.312 | 87.391 |
| Pension | 123.361 | 135.488 | 141.703 | 150.642 | 145.629 | 145.045 |
| Other Fringe Benefits | 151.612 | 144.422 | 157.663 | 166.344 | 172.351 | 177.727 |
| Reimbursable Overhead | (54.575) | (38.721) | (10.054) | (13.994) | (26.315) | (24.061) |
| Total Labor Expenses | \$1,077.111 | \$1,145.529 | \$1,284.015 | \$1,355.388 | \$1,378.200 | \$1,424.679 |
| Non-Labor: | | | | | | |
| Electric Power | \$88.946 | \$83.783 | \$95.970 | \$99.580 | \$118.547 | \$123.486 |
| Fuel | 21.068 | 20.569 | 20.380 | 19.791 | 19.668 | 20.095 |
| Insurance | 19.880 | 20.494 | 23.088 | 25.585 | 27.917 | 30.540 |
| Claims | 13.505 | 6.894 | 4.546 | 4.612 | 4.682 | 4.755 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 73.056 | 66.864 | 88.997 | 100.639 | 99.693 | 105.889 |
| Professional Services Contracts | 46.658 | 37.928 | 47.610 | 44.700 | 34.949 | 36.071 |
| Materials and Supplies | 136.464 | 142.775 | 188.924 | 183.366 | 186.448 | 193.683 |
| Other Business Expenses | 14.178 | 19.998 | 21.822 | 22.375 | 21.917 | 22.225 |
| Total Non-Labor Expenses | \$413.753 | \$399.306 | \$491.336 | \$500.647 | \$513.821 | \$536.745 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$1,490.865 | \$1,544.836 | \$1,775.351 | \$1,856.035 | \$1,892.021 | \$1,961.424 |
| Depreciation | \$362.333 | \$397.085 | \$397.510 | \$401.806 | \$405.783 | \$409.799 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 133.232 | 99.584 | 52.144 | 39.059 | 20.663 | 0.452 |
| GASB 68 Pension Expense Adjustment | (5.492) | (13.800) | (6.600) | (37.400) | (29.000) | 2.500 |
| Environmental Remediation | 1.936 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 |
| Total Expenses | \$1,982.875 | \$2,029.705 | \$2,220.405 | \$2,261.500 | \$2,291.467 | \$2,376.175 |
| Net Surplus/(Deficit) | (\$1,193.192) | (\$1,216.776) | (\$1,402.945) | (\$1,438.663) | (\$1,460.525) | (\$1,535.907) |
| Cash Conversion Adjustments | | | | | | |
| Depreciation | \$362.333 | \$397.085 | \$397.510 | \$401.806 | \$405.783 | \$409.799 |
| Operating/Capital | (19.188) | (16.534) | (23.600) | (13.667) | (12.274) | (13.167) |
| Other Cash Adjustments | 149.808 | 105.354 | 57.734 | 0.005 | (9.027) | 3.841 |
| Total Cash Conversion Adjustments | \$492.953 | \$485.905 | \$431.644 | \$388.145 | \$384.481 | \$400.473 |
| Net Cash Surplus/(Deficit) | (\$700.239) | (\$730.871) | (\$971.302) | (\$1,050.518) | (\$1,076.044) | (\$1,135.434) |

MTA LONG ISLAND RAIL ROAD
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|------------------|------------------------------|-------------------------------------|------------------|------------------|------------------|
| Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | 510.390 | 428.961 | 386.456 | 351.738 | 350.466 | 332.424 |
| Total Revenues | \$510.390 | \$428.961 | \$386.456 | \$351.738 | \$350.466 | \$332.424 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$138.072 | \$131.468 | \$138.978 | \$133.389 | \$129.876 | \$124.209 |
| Overtime | 67.694 | 45.804 | 51.012 | 46.198 | 43.038 | 37.516 |
| Health and Welfare | 34.846 | 31.373 | 28.320 | 26.726 | 25.693 | 24.044 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 50.993 | 46.651 | 46.012 | 43.423 | 41.744 | 39.066 |
| Other Fringe Benefits | 37.428 | 32.199 | 28.959 | 27.330 | 26.273 | 24.587 |
| Reimbursable Overhead | 54.575 | 38.721 | 10.054 | 13.994 | 26.315 | 24.061 |
| Total Labor Expenses | \$383.608 | \$326.217 | \$303.334 | \$291.061 | \$292.938 | \$273.482 |
| Non-Labor: | | | | | | |
| Electric Power | \$1.299 | \$0.596 | \$0.268 | \$0.268 | \$0.268 | \$0.268 |
| Fuel | 0.052 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | 8.478 | 8.124 | 9.975 | 9.341 | 9.218 | 9.611 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 34.502 | 25.074 | 16.679 | 13.037 | 12.941 | 12.801 |
| Professional Services Contracts | 8.473 | 1.762 | 1.044 | 0.682 | 0.696 | 0.709 |
| Materials and Supplies | 72.519 | 66.419 | 54.763 | 36.979 | 34.050 | 35.219 |
| Other Business Expenses | 1.459 | 0.768 | 0.393 | 0.370 | 0.356 | 0.333 |
| Total Non-Labor Expenses | \$126.782 | \$102.744 | \$83.122 | \$60.677 | \$57.528 | \$58.941 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation | \$510.390 | \$428.961 | \$386.456 | \$351.738 | \$350.466 | \$332.424 |
| Net Surplus/(Deficit) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA LONG ISLAND RAIL ROAD
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|----------------------|------------------------------|-------------------------------------|----------------------|----------------------|----------------------|
| Non-Reimbursable / Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$740.477 | \$771.110 | \$781.384 | \$785.778 | \$793.424 | \$802.571 |
| Other Operating Revenue | 49.206 | 41.819 | 36.076 | 37.059 | 37.518 | 37.697 |
| Capital and Other Reimbursements | 510.390 | 428.961 | 386.456 | 351.738 | 350.466 | 332.424 |
| Total Revenues | \$1,300.073 | \$1,241.889 | \$1,203.916 | \$1,174.575 | \$1,181.408 | \$1,172.692 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$674.137 | \$703.835 | \$773.896 | \$796.372 | \$805.107 | \$820.301 |
| Overtime | 218.715 | 199.245 | 202.237 | 210.092 | 214.817 | 212.818 |
| Health and Welfare | 142.798 | 146.013 | 162.411 | 174.145 | 182.904 | 191.226 |
| OPEB Current Payments | 61.676 | 63.893 | 74.468 | 78.101 | 82.312 | 87.391 |
| Pension | 174.354 | 182.139 | 187.715 | 194.065 | 187.373 | 184.111 |
| Other Fringe Benefits | 189.039 | 176.621 | 186.622 | 193.674 | 198.624 | 202.314 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenses | \$1,460.720 | \$1,471.746 | \$1,587.350 | \$1,646.449 | \$1,671.138 | \$1,698.161 |
| Non-Labor: | | | | | | |
| Electric Power | \$90.245 | \$84.379 | \$96.238 | \$99.848 | \$118.815 | \$123.754 |
| Fuel | 21.120 | 20.569 | 20.380 | 19.791 | 19.668 | 20.095 |
| Insurance | 28.358 | 28.618 | 33.063 | 34.925 | 37.135 | 40.151 |
| Claims | 13.505 | 6.894 | 4.546 | 4.612 | 4.682 | 4.755 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 107.558 | 91.939 | 105.675 | 113.676 | 112.634 | 118.691 |
| Professional Services Contracts | 55.130 | 39.690 | 48.654 | 45.382 | 35.645 | 36.780 |
| Materials and Supplies | 208.983 | 209.195 | 243.687 | 220.345 | 220.497 | 228.902 |
| Other Business Expenses | 15.637 | 20.767 | 22.214 | 22.745 | 22.273 | 22.558 |
| Total Non-Labor Expenses | \$540.536 | \$502.050 | \$574.458 | \$561.324 | \$571.350 | \$595.686 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$2,001.255 | \$1,973.796 | \$2,161.808 | \$2,207.773 | \$2,242.488 | \$2,293.847 |
| Depreciation | \$362.333 | \$397.085 | \$397.510 | \$401.806 | \$405.783 | \$409.799 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 133.232 | 99.584 | 52.144 | 39.059 | 20.663 | 0.452 |
| GASB 68 Pension Expense Adjustment | (5.492) | (13.800) | (6.600) | (37.400) | (29.000) | 2.500 |
| Environmental Remediation | 1.936 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 |
| Total Expenses | \$2,493.266 | \$2,458.665 | \$2,606.862 | \$2,613.238 | \$2,641.933 | \$2,708.599 |
| Net Surplus/(Deficit) | (\$1,193.192) | (\$1,216.776) | (\$1,402.945) | (\$1,438.663) | (\$1,460.525) | (\$1,535.907) |
| Cash Conversion Adjustments | | | | | | |
| Depreciation | \$362.333 | \$397.085 | \$397.510 | \$401.806 | \$405.783 | \$409.799 |
| Operating/Capital | (19.188) | (16.534) | (23.600) | (13.667) | (12.274) | (13.167) |
| Other Cash Adjustments | 149.808 | 105.354 | 57.734 | 0.005 | (9.027) | 3.841 |
| Total Cash Conversion Adjustments | \$492.953 | \$485.905 | \$431.644 | \$388.145 | \$384.481 | \$400.473 |
| Net Cash Surplus/(Deficit) | (\$700.239) | (\$730.871) | (\$971.302) | (\$1,050.518) | (\$1,076.044) | (\$1,135.434) |

MTA LONG ISLAND RAIL ROAD
November Financial Plan 2020 - 2023
Cash Receipts and Expenditures
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|--------------------|------------------------------|-------------------------------------|----------------------|----------------------|----------------------|
| Cash Receipts and Expenditures | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$763.083 | \$781.755 | \$797.384 | \$801.778 | \$809.424 | \$818.571 |
| Other Operating Revenue | 31.130 | 32.504 | 24.475 | 24.705 | 24.857 | 24.737 |
| Capital and Other Reimbursements | 491.745 | 417.225 | 362.398 | 337.542 | 337.654 | 318.708 |
| Total Receipts | \$1,285.958 | \$1,231.484 | \$1,184.257 | \$1,164.025 | \$1,171.935 | \$1,162.016 |
| Expenditures | | | | | | |
| Labor: | | | | | | |
| Payroll | \$668.506 | \$694.887 | \$767.513 | \$789.845 | \$798.435 | \$813.478 |
| Overtime | 215.582 | 199.245 | 202.237 | 210.092 | 214.817 | 212.818 |
| Health and Welfare | 149.992 | 131.471 | 162.411 | 174.145 | 182.904 | 191.226 |
| OPEB Current Payments | 65.568 | 59.799 | 74.468 | 78.101 | 82.312 | 87.391 |
| Pension | 169.624 | 179.857 | 187.715 | 194.065 | 187.373 | 184.111 |
| Other Fringe Benefits | 180.524 | 179.864 | 185.622 | 192.674 | 197.624 | 201.314 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$1,449.797 | \$1,445.123 | \$1,579.966 | \$1,638.922 | \$1,663.465 | \$1,690.338 |
| Non-Labor: | | | | | | |
| Electric Power | \$91.115 | \$84.379 | \$96.238 | \$99.848 | \$118.814 | \$123.755 |
| Fuel | 21.386 | 20.569 | 20.380 | 19.790 | 19.668 | 20.095 |
| Insurance | 27.511 | 28.481 | 32.742 | 34.572 | 37.796 | 39.752 |
| Claims | 2.599 | 5.723 | 1.822 | 1.837 | 1.852 | 1.867 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 94.825 | 108.055 | 105.675 | 113.676 | 112.634 | 118.691 |
| Professional Services Contracts | 36.223 | 37.730 | 38.155 | 34.357 | 24.069 | 24.625 |
| Materials and Supplies | 226.430 | 196.453 | 239.605 | 229.975 | 228.531 | 236.836 |
| Other Business Expenses | 16.460 | 22.982 | 24.976 | 25.566 | 25.150 | 25.491 |
| Total Non-Labor Expenditures | \$516.549 | \$504.372 | \$559.593 | \$559.621 | \$568.514 | \$591.112 |
| Other Expenditure Adjustments: | | | | | | |
| Other | \$16.711 | \$16.000 | \$16.000 | \$16.000 | \$16.000 | \$16.000 |
| Total Other Expense Adjustments | \$16.711 | \$16.000 | \$16.000 | \$16.000 | \$16.000 | \$16.000 |
| Total Expenditures | \$1,983.058 | \$1,965.495 | \$2,155.559 | \$2,214.543 | \$2,247.979 | \$2,297.450 |
| Net Cash Balance | (\$697.100) | (\$734.011) | (\$971.302) | (\$1,050.518) | (\$1,076.044) | (\$1,135.434) |
| Cash Timing and Availability Adjustment | (3.139) | 3.139 | (0.000) | (0.000) | (0.000) | (0.000) |
| Net Cash Balance after Cash Timing & Availability Adj | (\$700.239) | (\$730.871) | (\$971.302) | (\$1,050.518) | (\$1,076.044) | (\$1,135.434) |

MTA LONG ISLAND RAIL ROAD
November Financial Plan 2020 - 2023
Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|-------------------|------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| Cash Flow Adjustments | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$22.606 | \$10.645 | \$16.000 | \$16.000 | \$16.000 | \$16.000 |
| Other Operating Revenue | (18.076) | (9.314) | (11.601) | (12.354) | (12.661) | (12.960) |
| Capital and Other Reimbursements | (18.645) | (11.736) | (24.058) | (14.196) | (12.812) | (13.716) |
| Total Receipts | (\$14.116) | (\$10.405) | (\$19.659) | (\$10.550) | (\$9.473) | (\$10.676) |
| Expenditures | | | | | | |
| Labor: | | | | | | |
| Payroll | \$5.630 | \$8.948 | \$6.383 | \$6.527 | \$6.672 | \$6.823 |
| Overtime | 3.133 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Health and Welfare | (7.195) | 14.542 | 0.000 | 0.000 | 0.000 | 0.000 |
| OPEB Current Payments | (3.892) | 4.094 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 4.730 | 2.282 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Fringe Benefits | 8.516 | (3.243) | 1.000 | 1.000 | 1.000 | 1.000 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$10.923 | \$26.623 | \$7.384 | \$7.527 | \$7.673 | \$7.823 |
| Non-Labor: | | | | | | |
| Electric Power | (\$0.870) | \$0.000 | 0.000 | \$0.000 | \$0.001 | (\$0.001) |
| Fuel | (0.266) | 0.000 | 0.000 | 0.001 | 0.000 | 0.000 |
| Insurance | 0.847 | 0.137 | 0.321 | 0.353 | (0.661) | 0.399 |
| Claims | 10.906 | 1.171 | 2.724 | 2.775 | 2.830 | 2.888 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 12.733 | (16.116) | 0.000 | 0.000 | 0.000 | 0.000 |
| Professional Services Contracts | 18.907 | 1.960 | 10.500 | 11.025 | 11.576 | 12.155 |
| Materials and Supplies | (17.448) | 12.742 | 4.082 | (9.630) | (8.034) | (7.934) |
| Other Business Expenses | (0.823) | (2.215) | (2.762) | (2.821) | (2.877) | (2.933) |
| Total Non-Labor Expenditures | \$23.986 | (\$2.322) | \$14.865 | \$1.703 | \$2.836 | \$4.574 |
| Other Expenditure Adjustments: | | | | | | |
| Other Expense Adjustments | (\$16.711) | (\$16.000) | (\$16.000) | (\$16.000) | (\$16.000) | (\$16.000) |
| Total Other Expenditure Adjustments | (\$16.711) | (\$16.000) | (\$16.000) | (\$16.000) | (\$16.000) | (\$16.000) |
| Total Expenditures | \$18.198 | \$8.301 | \$6.249 | (\$6.771) | (\$5.491) | (\$3.602) |
| Total Cash Conversion Adjustments before Depreciation | \$4.082 | (\$2.103) | (\$13.410) | (\$17.321) | (\$14.964) | (\$14.278) |
| Depreciation | \$362.333 | \$397.085 | \$397.510 | \$401.806 | \$405.783 | \$409.799 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 133.232 | 99.584 | 52.144 | 39.059 | 20.663 | 0.452 |
| GASB 68 Pension Expense Adjustment | (5.492) | (13.800) | (6.600) | (37.400) | (29.000) | 2.500 |
| Environmental Remediation | 1.936 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 |
| Cash Timing and Availability Adjustment | (3.139) | 3.139 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Cash Conversion Adjustments | \$492.953 | \$485.905 | \$431.644 | \$388.145 | \$384.481 | \$400.473 |

MTA LONG ISLAND RAIL ROAD
November Financial Plan 2020 - 2023
Ridership (Utilization)
(in millions)

| | Actual | November Forecast | Final Proposed Budget | | | |
|--|--------|----------------------|-----------------------------|------|------|------|
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |

RIDERSHIP

| | | | | | | |
|-------------------|--------|--------|--------|--------|--------|--------|
| Monthly Ridership | 48.731 | 48.032 | 48.470 | 48.531 | 49.258 | 50.374 |
| Weekly Ridership | 2.101 | 2.445 | 2.456 | 2.467 | 2.472 | 2.471 |

| | | | | | | |
|--------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Total Commutation | 50.832 | 50.478 | 50.927 | 50.998 | 51.730 | 52.845 |
|--------------------------|---------------|---------------|---------------|---------------|---------------|---------------|

| | | | | | | |
|-------------------|--------|--------|--------|--------|--------|--------|
| One-way Full Fare | 9.258 | 10.019 | 10.003 | 10.076 | 10.157 | 10.154 |
| One-way Off-Peak | 18.638 | 19.107 | 19.184 | 19.321 | 19.477 | 19.473 |
| All Other | 11.044 | 11.647 | 11.664 | 11.760 | 11.916 | 11.913 |

| | | | | | | |
|------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Total Non-Commutation | 38.941 | 40.773 | 40.850 | 41.157 | 41.549 | 41.540 |
|------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|

| | | | | | | |
|------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Total Ridership | 89.773 | 91.250 | 91.777 | 92.155 | 93.279 | 94.385 |
|------------------------|---------------|---------------|---------------|---------------|---------------|---------------|

FAREBOX REVENUE

| | | | | | | |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Baseline Total Farebox Revenue | \$740.477 | \$771.110 | \$781.384 | \$785.778 | \$793.424 | \$802.571 |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|

MTA LONG ISLAND RAIL ROAD
November Financial Plan 2020-2023
2019 Budget Reduction Summary
(\$ in millions)

| | Favorable/(Unfavorable) | | | | | | | | | |
|--|-------------------------|----------------|------------|-----------------|------------|-----------------|------------|-----------------|------------|-----------------|
| | Pos. | 2019 | Pos. | 2020 | Pos. | 2021 | Pos. | 2022 | Pos. | 2023 |
| Administration | | | | | | | | | | |
| Eliminate Administration Positions (July Plan) | - | 0.000 | 12 | 2.059 | 12 | 2.100 | 12 | 2.143 | 12 | 2.193 |
| <i>Subtotal Administration</i> | - | 0.000 | 12 | 2.059 | 12 | 2.100 | 12 | 2.143 | 12 | 2.193 |
| Customer Convenience/Amenities | | | | | | | | | | |
| Reduce Customer Support through efficiencies. (July Plan) | - | 0.000 | 3 | 0.301 | 3 | 0.307 | 3 | 0.313 | 3 | 0.320 |
| Reduce/Eliminate Ticket Office Hours (July Plan) | - | 0.000 | 4 | 0.722 | 4 | 0.730 | 4 | 0.736 | 4 | 0.691 |
| Do not accept cash on board trains (MTA Pilot) (July Plan) | - | 0.000 | 10 | 1.184 | 10 | 1.238 | 10 | 1.268 | 10 | 1.304 |
| Do not accept cash on board trains (December Budget Adoption) | - | 0.000 | (10) | (1.184) | (10) | (1.238) | (10) | (1.268) | (10) | (1.304) |
| <i>Subtotal Customer Convenience/Amenities</i> | - | 0.000 | 6 | 1.024 | 6 | 1.037 | 6 | 1.049 | 6 | 1.011 |
| Maintenance | | | | | | | | | | |
| LIRR Forward Reductions (July Plan) | - | 0.000 | 15 | 2.164 | 15 | 2.210 | 15 | 2.258 | 15 | 2.315 |
| Fleet Maintenance Initiatives (July Plan) | - | 0.000 | 5 | 9.093 | 5 | 9.089 | 5 | 9.087 | 5 | 9.079 |
| Enterprise Asset Management (July Plan) | - | 0.000 | - | 0.180 | - | 0.180 | - | 0.180 | - | 0.180 |
| Right of Way Maintenance Support Efficiencies (July Plan) | - | 0.000 | 5 | 0.844 | 6 | 1.013 | 6 | 1.108 | 6 | 1.133 |
| Reduction in budgeted overtime hours based on more efficient use of resources (July Plan) | - | 0.000 | - | 0.542 | - | 0.554 | - | 0.565 | - | 0.577 |
| Employee Facility Cleaning (July Plan) | - | 0.000 | 1 | 0.053 | 1 | 0.058 | 1 | 0.061 | 1 | 0.064 |
| Improve efficiency of right of way maintenance (July Plan) | - | 0.000 | 5 | 0.601 | 11 | 1.333 | 20 | 2.485 | 26 | 3.302 |
| Operating Efficiencies within Core Operations/East Side Access (July Plan) | - | 0.000 | 83 | 20.762 | 83 | 20.762 | 83 | 20.762 | 83 | 20.762 |
| Tighter Control and Prioritization of Non Payroll Funds to Core Mission Initiatives (July Plan) | - | 0.000 | - | 5.009 | - | 3.840 | - | 2.343 | - | 1.262 |
| Tighter Control and Prioritization of Non Payroll Funds to Core Mission Initiatives (December Budget Adoption) | - | 0.000 | - | 1.184 | - | 1.238 | - | 1.268 | - | 1.304 |
| <i>Subtotal Maintenance</i> | - | 0.000 | 114 | 40.433 | 121 | 40.276 | 130 | 40.117 | 136 | 39.978 |
| Revenue Enhancement | | | | | | | | | | |
| Fare Evasion Strategy - Debit/Credit Card (July Plan) | - | 0.000 | - | 0.500 | - | 0.500 | - | 0.500 | - | 0.500 |
| <i>Subtotal Revenue Enhancement</i> | - | 0.000 | - | 0.500 | - | 0.500 | - | 0.500 | - | 0.500 |
| Safety | | | | | | | | | | |
| <i>Subtotal Safety</i> | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Security | | | | | | | | | | |
| <i>Subtotal Security</i> | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Service | | | | | | | | | | |
| Service Adjustments Within Guidelines (July Plan) | - | 0.000 | 5 | 1.600 | 5 | 1.611 | 5 | 1.620 | 5 | 1.634 |
| <i>Subtotal Service</i> | - | 0.000 | 5 | 1.600 | 5 | 1.611 | 5 | 1.620 | 5 | 1.634 |
| Service Support | | | | | | | | | | |
| Crew Book Efficiencies (July Plan) | - | 0.000 | 24 | 2.855 | 24 | 2.913 | 24 | 2.975 | 24 | 3.047 |
| Train Service Support Efficiencies (July Plan) | - | 0.000 | 8 | 1.273 | 8 | 1.300 | 8 | 1.327 | 8 | 1.360 |
| <i>Subtotal Service Support</i> | - | 0.000 | 32 | 4.129 | 32 | 4.213 | 32 | 4.302 | 32 | 4.407 |
| Other | | | | | | | | | | |
| Homeless Outreach Bowery Residences' Committee (BRC) (July Plan) | - | 0.000 | - | 0.256 | - | 0.263 | - | 0.269 | - | 0.276 |
| <i>Subtotal Other</i> | - | 0.000 | - | 0.256 | - | 0.263 | - | 0.269 | - | 0.276 |
| Total Non-Reimbursable BRP | - | \$0.000 | 169 | \$50.000 | 176 | \$50.000 | 185 | \$50.000 | 191 | \$50.000 |
| Reimbursable BRP | | | | | | | | | | |
| Capital Program | | | | | | | | | | |
| Capital and & Other Reimbursements Reduction (July Plan) | - | \$0.000 | - | (\$23.278) | 160 | (\$23.278) | 160 | (\$23.278) | 160 | (\$23.278) |
| Reimbursable Expense Reduction (July Plan) | - | 0.000 | - | 23.278 | - | 23.278 | - | 23.278 | - | 23.278 |
| Total Reimbursable BRP | - | \$0.000 | - | \$0.000 | 160 | \$0.000 | 160 | \$0.000 | 160 | \$0.000 |
| Total Non-Reimbursable and Reimbursable BRP | - | \$0.000 | 169 | \$50.000 | 336 | \$50.000 | 345 | \$50.000 | 351 | \$50.000 |

MTA LONG ISLAND RAIL ROAD
November Financial Plan 2020-2023
Total Positions by Function and Department
Non-Reimbursable/Reimbursable and Full-Time/Full Time Equivalents

| FUNCTION/DEPARTMENT | 2018 Actual | 2019 November Forecast | 2020 Final Proposed Budget | 2021 | 2022 | 2023 |
|--|----------------|------------------------------|-------------------------------------|--------------|--------------|--------------|
| Administration | | | | | | |
| Executive VP | 2 | 2 | 2 | 2 | 2 | 2 |
| Enterprise Asset Management | 6 | 7 | 7 | 7 | 7 | 7 |
| Sr Vice President - Engineering | 2 | 2 | 2 | 8 | 8 | 14 |
| Labor Relations | 18 | 18 | 18 | 18 | 18 | 18 |
| Procurement & Logistics (excl. Stores) | 64 | 75 | 71 | 68 | 66 | 64 |
| Human Resources | 34 | 39 | 39 | 39 | 39 | 39 |
| Sr VP Administration | 2 | 2 | 2 | 2 | 2 | 2 |
| Strategic Investments | 18 | 15 | 15 | 15 | 15 | 15 |
| President | 6 | 10 | 9 | 9 | 9 | 9 |
| VP & CFO | 2 | 3 | 3 | 3 | 3 | 3 |
| Information Technology | 0 | 0 | 0 | 0 | 0 | 0 |
| Controller | 44 | 45 | 44 | 45 | 45 | 45 |
| Management and Budget | 16 | 18 | 18 | 18 | 18 | 18 |
| BPM, Controls, & Compliance | 5 | 6 | 5 | 5 | 5 | 5 |
| Market Dev. & Public Affairs | 71 | 71 | 70 | 70 | 70 | 70 |
| Gen. Counsel & Secretary | 32 | 32 | 30 | 31 | 31 | 31 |
| Diversity Management | 3 | 3 | 3 | 3 | 3 | 3 |
| Security | 10 | 14 | 17 | 17 | 17 | 17 |
| System Safety | 36 | 42 | 46 | 46 | 46 | 42 |
| Training | 65 | 69 | 69 | 68 | 68 | 68 |
| Service Planning | 26 | 31 | 30 | 28 | 28 | 22 |
| Rolling Stock Programs | 10 | 17 | 17 | 17 | 17 | 17 |
| Sr Vice President - Operations | 1 | 2 | 2 | 2 | 2 | 2 |
| Total Administration | 473 | 523 | 519 | 521 | 519 | 513 |
| Operations | | | | | | |
| Train Operations | 2,314 | 2,340 | 2,406 | 2,449 | 2,432 | 2,374 |
| Customer Service | 306 | 311 | 316 | 403 | 403 | 403 |
| Total Operations | 2,620 | 2,651 | 2,722 | 2,852 | 2,835 | 2,777 |
| Maintenance | | | | | | |
| Engineering | 2,056 | 2,022 | 2,103 | 2,168 | 2,138 | 2,151 |
| Equipment | 2,140 | 2,164 | 2,225 | 2,281 | 2,326 | 2,389 |
| Procurement (Stores) | 94 | 95 | 95 | 95 | 111 | 111 |
| Total Maintenance | 4,290 | 4,281 | 4,423 | 4,544 | 4,575 | 4,651 |
| Engineering/Capital | | | | | | |
| Department of Program Management | 134 | 152 | 152 | 152 | 151 | 150 |
| Special Projects/East Side Access | 41 | 61 | 61 | 60 | 60 | 49 |
| Positive Train Control | 13 | 14 | 14 | 3 | 3 | 3 |
| Total Engineering/Capital | 188 | 227 | 227 | 215 | 214 | 202 |
| Total Baseline Positions | 7,571 | 7,682 | 7,891 | 8,132 | 8,143 | 8,143 |
| <i>Non-Reimbursable</i> | 6,498 | 6,561 | 6,668 | 7,076 | 7,126 | 7,184 |
| <i>Reimbursable</i> | 1,073 | 1,121 | 1,222 | 1,056 | 1,017 | 959 |
| <i>Total Full-Time</i> | 7,571 | 7,682 | 7,891 | 8,132 | 8,143 | 8,143 |
| <i>Total Full-Time Equivalents</i> | - | - | - | - | - | - |

MTA LONG ISLAND RAIL ROAD
November Financial Plan 2020-2023
Total Positions by Function and Occupation
Non-Reimbursable/Reimbursable and Full-Time/Full Time Equivalents

| FUNCTION/OCCUPATIONAL GROUP | 2018 Actual | 2019 November Forecast | 2020 Final Proposed Budget | 2021 | 2022 | 2023 |
|-----------------------------------|----------------|------------------------------|-------------------------------------|-------|-------|-------|
| Administration | | | | | | |
| Managers/Supervisors | 248 | 278 | 281 | 286 | 286 | 283 |
| Professional, Technical, Clerical | 121 | 141 | 135 | 132 | 114 | 111 |
| Operational Hourlies | 104 | 104 | 103 | 103 | 119 | 119 |
| Total Administration | 473 | 523 | 519 | 521 | 519 | 513 |
| Operations | | | | | | |
| Managers/Supervisors | 306 | 325 | 342 | 358 | 350 | 347 |
| Professional, Technical, Clerical | 104 | 104 | 112 | 121 | 121 | 121 |
| Operational Hourlies | 2,210 | 2,222 | 2,268 | 2,373 | 2,364 | 2,309 |
| Total Operations | 2,620 | 2,651 | 2,722 | 2,852 | 2,835 | 2,777 |
| Maintenance | | | | | | |
| Managers/Supervisors | 772 | 882 | 923 | 858 | 846 | 861 |
| Professional, Technical, Clerical | 237 | 293 | 315 | 347 | 345 | 363 |
| Operational Hourlies | 3,281 | 3,106 | 3,185 | 3,339 | 3,384 | 3,427 |
| Total Maintenance | 4,290 | 4,281 | 4,423 | 4,544 | 4,575 | 4,651 |
| Engineering/Capital | | | | | | |
| Managers/Supervisors | 127 | 157 | 157 | 150 | 149 | 136 |
| Professional, Technical, Clerical | 61 | 70 | 70 | 65 | 65 | 66 |
| Operational Hourlies | - | - | - | - | - | - |
| Total Engineering/Capital | 188 | 227 | 227 | 215 | 214 | 202 |
| Public Safety | | | | | | |
| Managers/Supervisors | - | - | - | - | - | - |
| Professional, Technical, Clerical | - | - | - | - | - | - |
| Operational Hourlies | - | - | - | - | - | - |
| Total Public Safety | - | - | - | - | - | - |
| Total Baseline Positions | | | | | | |
| Managers/Supervisors | 1,453 | 1,642 | 1,703 | 1,652 | 1,631 | 1,627 |
| Professional, Technical, Clerical | 523 | 608 | 632 | 665 | 645 | 661 |
| Operational Hourlies | 5,595 | 5,432 | 5,556 | 5,815 | 5,867 | 5,855 |
| Total Baseline Positions | 7,571 | 7,682 | 7,891 | 8,132 | 8,143 | 8,143 |

Metro-North Railroad



Staff Summary

| |
|---|
| Subject MNR 2020 Budget and 2020-2023 Financial Plan Adoption |
| Department Budget |
| Department Head Name Steven Weiss |
| Department Head Signature |
| Project Manager Name |

| |
|---------------------------------|
| Date December 5, 2019 |
| Vendor Name |
| Contract Number |
| Contract Manager Name |
| Table of Contents Ref# |

| Board Action | | | | | |
|--------------|---------------------|------------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | MNR&LIRR Comm. Mtg. | 12/16/2019 | | | |
| 2 | MTA Fin. Comm. | 12/16/2019 | | | |
| 3 | MTA Board Mtg. | 12/18/2019 | | | |

| Internal Approvals | | | |
|--------------------|---------------|-------|---------------------|
| Order | Approval | Order | Approval |
| 3 | President | 1 | Budget |
| | VP Operations | | VP Capital Programs |
| 2 | VP Finance | | Engr/Const |
| | Controller | | Project Reporting |

| Internal Approvals (cont.) | | | | | | | |
|----------------------------|---------------------------|-------|----------------------------|-------|-----------------|-------|-----------------|
| Order | Approval | Order | Approval | Order | Approval | Order | Approval |
| | VP Planning & Development | | Corporate & Public Affairs | | Labor Relations | | General Counsel |
| | Press | | VP Human Resources | | Human Resources | | Other |

Purpose
To secure MTA Board adoption of the MTA Metro-North Railroad’s (MNR) 2019 November Forecast, 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023.

Discussion:
The 2020 Final Proposed Budget, which is consistent with information presented to the Board in November, maintains funding of key initiatives which directly improve the reliability and safe delivery of service and enhance the customer experience. Metro-North projections do not include the estimated impacts from projected fare increases in New York State, and MTA policy actions. These impacts will be presented as part of MTA consolidated materials.

Our Strategic Plan: Our Railroad, Our Vision, Our Future
In June of 2016, we launched a new five-year Metro-North Strategic Plan. Our mission is to be a safe, reliable and efficient railroad providing regional mobility and excellent service to our customers.

Through the three priorities of Our Customers, Our Infrastructure and Our People, an engaged workforce will continue to progress Metro-North Railroad towards fulfilling Our Mission.

- *Our Customers – Consistently meet customer expectations by ensuring safe, reliable, accessible and comfortable service, and by providing timely, accurate and open communication.*
- *Our Infrastructure – Ensure that all assets are in a state of good repair.*
- *Our People – Be an engaged, accountable and high performing workforce.*

The November Financial Plan focuses on resources to continue the support of Metro-North’s Strategic Plan. October 2018 saw the launch of Metro-North’s “Way Ahead” Program, which lays out how Metro-North will continue to set the standard for safety, reliability and innovation in the delivery of excellent customer service.

Over the past year, Metro-North has realized key aspects of its vision. Significant accomplishments include completion of inward and outward facing camera installations in all train cabs, the implementation of numerous station improvements, and the upgrading of many grade crossings to LED lighting. The new SMARTRACK program has enabled our crews to

The legal name of MTA Metro-North Railroad is Metro-North Commuter Railroad Company

accelerate the completion of critical infrastructure work by strategically shutting down continuous segments of track. And in Grand Central Terminal (GCT), Metro-North has replaced many of the departure boards and installed 138 new Advertising screens as well as a new “Big Board”.

New investments that are included in the November Financial Plan focus on ensuring reliability of rolling stock, resources to maintain both the Positive Train Control and On-Board Camera systems, provide internal infrastructure enhancements to ensure safe operations, and begin the first phase of hiring to support East Side Access (ESA) Operations.

2019 Budget Reduction Initiatives

The Plan includes approximately \$32 million per year of Non-Reimbursable budget reductions beginning in 2020 as part of the MTA’s 2019 Budget Reduction Program (BRP). Operating efficiencies were identified through the elimination of 69 vacant administrative positions, consolidating office space, extending several fleet maintenance cycles, and rightsizing non-labor expenses. In addition, a revenue-generating initiative includes improving onboard fare collection practices. Metro-North also reduced its MTA Five-Year Capital budget by \$82.3 million and 65 positions over the course of the Plan. Reductions included scaling back or eliminating Maintenance of Way Track Department production gangs, Procurement Design-Build Positions, and reducing various projects in the 2015-2019 and anticipated 2020-2024 Capital Programs.

2019 November Forecast-Baseline

The 2019 Non-Reimbursable forecast reflects revenues totaling \$824.6 million, including \$764.3 million of Farebox Revenues and \$60.3 million in Other Operating Revenue. Total Operating Expense projections of \$1,682.9 million consist of labor costs of \$940.2 million, non-labor costs of \$401.6 million and non-cash liability adjustments of \$341.0 million. After including cash adjustments of \$262.3 million, the projected net cash deficit is \$596.0 million, of which \$465.1 million represents the MTA share and \$130.9 million the CDOT share. Total Reimbursable expense projections of \$330.6 million are fully offset by capital reimbursements. Total end-of-year authorized positions are projected at 7,149 and include 6,487 Non-Reimbursable positions and 662 Reimbursable positions.

2020 Final Proposed Budget-Baseline

The 2020 final proposed Non-Reimbursable budget reflects revenues totaling \$838.5 million. Farebox Revenue of \$775.9 million reflects the full year impact of the 2019 rate increase, a 0.7% ridership increase, and improved on-board fare collection practices. Other Operating Revenue of \$62.6 million reflects GCT net retail revenues, advertising, and outlying station & parking revenue. Total Operating Expense projections of \$1,635.0 million consist of labor costs of \$949.7 million, non-labor costs of \$391.6 million and non-cash liability adjustments of \$293.7 million. After including cash adjustments of \$168.4 million, the projected net cash deficit is \$628.1 million, of which \$495.6 million represents the MTA share and \$132.5 million the CDOT share. Total Reimbursable expense projections of \$347.6 million are fully offset by capital reimbursements. Total end-of-year authorized positions are projected at 7,140 and include 6,369 Non-Reimbursable positions and 771 Reimbursable positions.

Impact on Funding: The 2019 November Forecast, the 2020 Final Proposed Budget and the Four-Year Financial Plan for 2020-2023, which are presented in the attached tables, are consistent with the proposed MTA Financial Plan.

Recommendation: It is recommended that the MTA Board adopt the 2019 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023 for MTA Metro-North Railroad.

MTA METRO-NORTH RAILROAD
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| <u>Non-Reimbursable</u> | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$740.271 | \$764.320 | \$775.873 | \$779.903 | \$781.286 | \$785.150 |
| Other Operating Revenue | 52.577 | 60.296 | 62.649 | 68.132 | 66.252 | 68.460 |
| Capital and Other Reimbursements | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Revenues | \$792.848 | \$824.615 | \$838.522 | \$848.036 | \$847.538 | \$853.610 |
| Operating Expense | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$527.238 | \$529.985 | \$539.727 | \$551.173 | \$563.315 | \$571.704 |
| Overtime | 100.996 | 95.419 | 96.306 | 98.232 | 100.196 | 102.200 |
| Health and Welfare | 108.999 | 111.132 | 113.499 | 115.608 | 117.930 | 119.285 |
| OPEB Current Payments | 36.416 | 39.000 | 36.000 | 37.000 | 38.000 | 39.000 |
| Pension | 104.896 | 111.098 | 108.722 | 106.939 | 97.238 | 89.929 |
| Other Fringe Benefits | 124.338 | 127.391 | 129.471 | 131.821 | 134.376 | 136.228 |
| Reimbursable Overhead | (59.971) | (73.781) | (74.009) | (70.730) | (62.043) | (55.740) |
| Total Labor Expenses | \$942.912 | \$940.245 | \$949.716 | \$970.042 | \$989.013 | \$1,002.606 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$75.264 | \$73.226 | \$71.938 | \$73.697 | \$76.320 | \$80.045 |
| Fuel | 21.736 | 20.157 | 19.633 | 19.723 | 19.810 | 20.197 |
| Insurance | 17.480 | 16.300 | 18.672 | 21.011 | 23.106 | 25.504 |
| Claims | 5.162 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 108.310 | 118.348 | 106.957 | 111.311 | 113.461 | 116.340 |
| Professional Services Contracts | 36.983 | 43.040 | 38.243 | 38.539 | 39.646 | 39.463 |
| Materials and Supplies | 95.223 | 101.631 | 107.431 | 101.862 | 96.827 | 102.953 |
| Other Business Expenses | 32.024 | 27.938 | 27.699 | 19.830 | 28.299 | 28.314 |
| Total Non-Labor Expenses | \$392.182 | \$401.641 | \$391.573 | \$386.973 | \$398.469 | \$413.817 |
| <u>Other Expense Adjustments:</u> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$1,335.093 | \$1,341.886 | \$1,341.289 | \$1,357.015 | \$1,387.483 | \$1,416.423 |
| Depreciation | \$230.485 | \$246.507 | \$246.507 | \$246.507 | \$246.507 | \$246.507 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 97.599 | 94.200 | 39.700 | 33.800 | 26.900 | 26.000 |
| GASB 68 Pension Expense Adjustment | 3.770 | (3.700) | 3.500 | (14.800) | (6.000) | 17.000 |
| Environmental Remediation | 17.351 | 4.000 | 4.000 | 4.000 | 4.000 | 4.000 |
| Total Expenses | \$1,684.299 | \$1,682.892 | \$1,634.996 | \$1,626.522 | \$1,658.889 | \$1,709.930 |
| Net Surplus/(Deficit) | (\$891.451) | (\$858.277) | (\$796.474) | (\$778.486) | (\$811.351) | (\$856.319) |
| Cash Conversion Adjustments | | | | | | |
| Depreciation | \$230.485 | \$246.507 | \$246.507 | \$246.507 | \$246.507 | \$246.507 |
| Operating/Capital | (59.998) | (67.369) | (90.961) | (33.242) | (15.043) | (16.804) |
| Other Cash Adjustments | 169.717 | 83.181 | 12.863 | 22.585 | 16.965 | 38.894 |
| Total Cash Conversion Adjustments | \$340.204 | \$262.319 | \$168.409 | \$235.849 | \$248.429 | \$268.597 |
| Net Cash Surplus/(Deficit) | (\$551.247) | (\$595.958) | (\$628.065) | (\$542.637) | (\$562.922) | (\$587.723) |

MTA METRO-NORTH RAILROAD
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|------------------|------------------------------|-------------------------------------|------------------|------------------|------------------|
| Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| <i>MNR - MTA</i> | <i>129.157</i> | <i>152.861</i> | <i>162.920</i> | <i>141.563</i> | <i>134.363</i> | <i>138.759</i> |
| <i>MNR - CDOT</i> | <i>110.977</i> | <i>135.444</i> | <i>164.762</i> | <i>139.169</i> | <i>120.033</i> | <i>111.654</i> |
| <i>MNR - Other</i> | <i>12.304</i> | <i>42.288</i> | <i>19.946</i> | <i>12.101</i> | <i>12.786</i> | <i>12.655</i> |
| Capital and Other Reimbursements | 252.438 | 330.593 | 347.628 | 292.833 | 267.181 | 263.067 |
| Total Revenues | \$252.438 | \$330.593 | \$347.628 | \$292.833 | \$267.181 | \$263.067 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$46.791 | \$52.146 | \$61.275 | \$62.475 | \$63.951 | \$63.974 |
| Overtime | 26.791 | 29.501 | 29.406 | 30.537 | 32.375 | 33.587 |
| Health and Welfare | 16.514 | 17.883 | 20.379 | 20.868 | 21.552 | 21.762 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 11.515 | 12.883 | 14.571 | 14.924 | 15.410 | 15.559 |
| Other Fringe Benefits | 12.632 | 13.929 | 15.739 | 16.119 | 16.651 | 16.813 |
| Reimbursable Overhead | 57.309 | 69.637 | 71.239 | 68.900 | 61.260 | 55.110 |
| Total Labor Expenses | \$171.552 | \$195.978 | \$212.609 | \$213.823 | \$211.199 | \$206.804 |
| Non-Labor: | | | | | | |
| Electric Power | \$0.188 | \$0.002 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | 4.238 | 3.331 | 4.109 | 4.154 | 3.695 | 3.355 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 28.077 | 57.069 | 42.613 | 16.300 | 16.238 | 16.635 |
| Professional Services Contracts | 21.107 | 31.414 | 32.409 | 22.917 | 21.728 | 22.180 |
| Materials and Supplies | 26.931 | 41.969 | 55.120 | 35.535 | 14.214 | 13.985 |
| Other Business Expenses | 0.346 | 0.829 | 0.767 | 0.103 | 0.106 | 0.108 |
| Total Non-Labor Expenses | \$80.886 | \$134.615 | \$135.018 | \$79.010 | \$55.982 | \$56.263 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation | \$252.438 | \$330.593 | \$347.628 | \$292.833 | \$267.181 | \$263.067 |
| Net Surplus/(Deficit) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA METRO-NORTH RAILROAD
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| <u>Non-Reimbursable / Reimbursable</u> | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$740.271 | \$764.320 | \$775.873 | \$779.903 | \$781.286 | \$785.150 |
| Other Operating Revenue | 52.577 | 60.296 | 62.649 | 68.132 | 66.252 | 68.460 |
| MNR - MTA | 129.159 | 152.861 | 162.920 | 141.563 | 134.363 | 138.759 |
| MNR - CDOT | 110.977 | 135.444 | 164.762 | 139.169 | 120.033 | 111.654 |
| MNR - Other | <u>12.302</u> | <u>42.288</u> | <u>19.946</u> | <u>12.101</u> | <u>12.786</u> | <u>12.655</u> |
| Capital and Other Reimbursements | 252.438 | 330.593 | 347.628 | 292.833 | 267.181 | 263.067 |
| Total Revenues | \$1,045.286 | \$1,155.208 | \$1,186.150 | \$1,140.869 | \$1,114.719 | \$1,116.678 |
| Operating Expense | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$574.029 | \$582.131 | \$601.002 | \$613.648 | \$627.267 | \$635.678 |
| Overtime | 127.786 | 124.920 | 125.712 | 128.769 | 132.571 | 135.787 |
| Health and Welfare | 125.513 | 129.015 | 133.878 | 136.476 | 139.482 | 141.046 |
| OPEB Current Payments | 36.416 | 39.000 | 36.000 | 37.000 | 38.000 | 39.000 |
| Pension | 116.411 | 123.981 | 123.293 | 121.863 | 112.648 | 105.489 |
| Other Fringe Benefits | 136.969 | 141.320 | 145.210 | 147.939 | 151.027 | 153.041 |
| Reimbursable Overhead | (2.662) | (4.145) | (2.770) | (1.830) | (0.783) | (0.631) |
| Total Labor Expenses | \$1,114.463 | \$1,136.223 | \$1,162.325 | \$1,183.865 | \$1,200.213 | \$1,209.410 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$75.451 | \$73.228 | \$71.938 | \$73.697 | \$76.320 | \$80.045 |
| Fuel | 21.736 | 20.157 | 19.633 | 19.723 | 19.810 | 20.197 |
| Insurance | 21.718 | 19.631 | 22.781 | 25.165 | 26.802 | 28.859 |
| Claims | 5.162 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 136.387 | 175.417 | 149.570 | 127.611 | 129.699 | 132.976 |
| Professional Services Contracts | 58.090 | 74.454 | 70.652 | 61.456 | 61.374 | 61.642 |
| Materials and Supplies | 122.154 | 143.601 | 162.551 | 137.398 | 111.042 | 116.939 |
| Other Business Expenses | 32.370 | 28.767 | 28.466 | 19.934 | 28.405 | 28.423 |
| Total Non-Labor Expenses | \$473.068 | \$536.256 | \$526.592 | \$465.983 | \$454.451 | \$470.080 |
| <u>Other Expense Adjustments:</u> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$1,587.531 | \$1,672.479 | \$1,688.917 | \$1,649.848 | \$1,654.664 | \$1,679.490 |
| Depreciation | \$230.485 | \$246.507 | \$246.507 | \$246.507 | \$246.507 | \$246.507 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 97.599 | 94.200 | 39.700 | 33.800 | 26.900 | 26.000 |
| GASB 68 Pension Expense Adjustment | 3.770 | (3.700) | 3.500 | (14.800) | (6.000) | 17.000 |
| Environmental Remediation | 17.351 | 4.000 | 4.000 | 4.000 | 4.000 | 4.000 |
| Total Expenses | \$1,936.737 | \$2,013.485 | \$1,982.623 | \$1,919.355 | \$1,926.070 | \$1,972.997 |
| Net Surplus/(Deficit) | (\$891.451) | (\$858.277) | (\$796.474) | (\$778.486) | (\$811.351) | (\$856.319) |
| Cash Conversion Adjustments | | | | | | |
| Depreciation | \$230.485 | \$246.507 | \$246.507 | \$246.507 | \$246.507 | \$246.507 |
| Operating/Capital | (59.998) | (67.369) | (90.961) | (33.242) | (15.043) | (16.804) |
| Other Cash Adjustments | 169.717 | 83.181 | 12.863 | 22.585 | 16.965 | 38.894 |
| Total Cash Conversion Adjustments | \$340.204 | \$262.319 | \$168.409 | \$235.849 | \$248.429 | \$268.597 |
| Net Cash Surplus/(Deficit) | (\$551.247) | (\$595.958) | (\$628.065) | (\$542.637) | (\$562.922) | (\$587.723) |

MTA METRO-NORTH RAILROAD
November Financial Plan 2020 - 2023
Cash Receipts and Expenditures
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| Cash Receipts and Expenditures | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$726.616 | \$748.708 | \$760.044 | \$763.742 | \$764.927 | \$768.589 |
| Other Operating Revenue | 125.503 | 108.748 | 90.816 | 94.486 | 93.191 | 95.995 |
| MNR - MTA | 135.709 | 146.714 | 167.866 | 145.161 | 134.208 | 137.547 |
| MNR - CDOT | 112.768 | 135.444 | 164.762 | 139.169 | 120.033 | 111.654 |
| MNR - Other | 15.191 | 43.857 | 19.946 | 12.101 | 12.786 | 12.655 |
| Capital and Other Reimbursements | 263.668 | 326.015 | 352.575 | 296.431 | 267.027 | 261.856 |
| Total Receipts | \$1,115.787 | \$1,183.471 | \$1,203.435 | \$1,154.659 | \$1,125.145 | \$1,126.439 |
| Expenditures | | | | | | |
| Labor: | | | | | | |
| Payroll | \$569.675 | \$581.082 | \$611.772 | \$606.559 | \$620.892 | \$628.894 |
| Overtime | 125.615 | 127.480 | 130.459 | 128.910 | 132.665 | 135.863 |
| Health and Welfare | 144.002 | 140.393 | 145.827 | 148.436 | 151.452 | 153.152 |
| OPEB Current Payments | 36.423 | 39.000 | 36.000 | 37.000 | 38.000 | 39.000 |
| Pension | 118.967 | 124.481 | 123.243 | 121.643 | 112.243 | 105.043 |
| Other Fringe Benefits | 133.889 | 143.309 | 145.017 | 143.483 | 146.802 | 148.772 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$1,128.571 | \$1,155.746 | \$1,192.317 | \$1,186.030 | \$1,202.053 | \$1,210.724 |
| Non-Labor: | | | | | | |
| Electric Power | \$79.229 | \$75.495 | \$73.819 | \$75.622 | \$78.291 | \$82.063 |
| Fuel | 22.654 | 19.667 | 19.134 | 19.214 | 19.291 | 19.667 |
| Insurance | 20.949 | 21.593 | 23.545 | 25.428 | 28.102 | 29.154 |
| Claims | 19.154 | 19.912 | 2.166 | 1.146 | 1.146 | 1.146 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 146.040 | 212.373 | 206.461 | 149.614 | 138.043 | 134.458 |
| Professional Services Contracts | 64.401 | 79.340 | 80.598 | 61.927 | 61.434 | 61.695 |
| Materials and Supplies | 144.239 | 149.119 | 176.868 | 139.566 | 111.867 | 118.127 |
| Other Business Expenses | 41.797 | 46.185 | 56.591 | 38.749 | 47.840 | 57.127 |
| Total Non-Labor Expenditures | \$538.463 | \$623.684 | \$639.182 | \$511.266 | \$486.014 | \$503.438 |
| Other Expenditure Adjustments: | | | | | | |
| Other | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | \$1,667.034 | \$1,779.430 | \$1,831.499 | \$1,697.295 | \$1,688.067 | \$1,714.162 |
| Net Cash Balance | (\$551.247) | (\$595.958) | (\$628.065) | (\$542.637) | (\$562.922) | (\$587.723) |
| Subsidies | | | | | | |
| MTA | \$439.182 | \$465.086 | \$495.564 | \$412.927 | \$422.547 | \$442.523 |
| CDOT | 129.830 | 130.872 | 132.501 | 129.709 | 140.375 | 145.200 |
| Total Subsidies | \$569.012 | \$595.958 | \$628.065 | \$542.637 | \$562.922 | \$587.723 |

MTA METRO-NORTH RAILROAD
November Financial Plan 2020 - 2023
Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|-------------------|------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| Cash Flow Adjustments | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | (\$13.655) | (\$15.611) | (\$15.829) | (\$16.161) | (\$16.359) | (\$16.562) |
| Other Operating Revenue | 72.926 | 48.452 | 28.167 | 26.354 | 26.940 | 27.535 |
| <i>MNR - MTA</i> | <i>6.550</i> | <i>(6.147)</i> | <i>4.947</i> | <i>3.598</i> | <i>(0.154)</i> | <i>(1.212)</i> |
| <i>MNR - CDOT</i> | <i>1.791</i> | <i>0.000</i> | <i>0.000</i> | <i>0.000</i> | <i>0.000</i> | <i>0.000</i> |
| <i>MNR - Other</i> | <i>2.889</i> | <i>1.569</i> | <i>0.000</i> | <i>0.000</i> | <i>0.000</i> | <i>0.000</i> |
| Total Capital and Other Reimbursements | \$11.230 | (\$4.578) | \$4.947 | \$3.598 | (\$0.154) | (\$1.212) |
| Total Receipts | \$70.501 | \$28.263 | \$17.285 | \$13.790 | \$10.426 | \$9.762 |
| Expenditures | | | | | | |
| <i>Labor:</i> | | | | | | |
| Payroll | \$4.354 | \$1.048 | (\$10.770) | \$7.089 | \$6.375 | \$6.784 |
| Overtime | 2.171 | (2.559) | (4.747) | (0.141) | (0.094) | (0.076) |
| Health and Welfare | (18.489) | (11.378) | (11.949) | (11.960) | (11.969) | (12.105) |
| OPEB Current Payments | (0.007) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | (2.556) | (0.500) | 0.050 | 0.220 | 0.405 | 0.446 |
| Other Fringe Benefits | 3.080 | (1.989) | 0.193 | 4.457 | 4.226 | 4.269 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | (2.662) | (4.145) | (2.770) | (1.830) | (0.783) | (0.631) |
| Total Labor Expenditures | (\$14.108) | (\$19.522) | (\$29.992) | (\$2.165) | (\$1.841) | (\$1.314) |
| <i>Non-Labor:</i> | | | | | | |
| Electric Power | (\$3.778) | (\$2.267) | (1.881) | (\$1.926) | (\$1.971) | (\$2.018) |
| Fuel | (0.918) | 0.490 | 0.499 | 0.509 | 0.520 | 0.530 |
| Insurance | 0.769 | (1.962) | (0.764) | (0.263) | (1.300) | (0.296) |
| Claims | (13.992) | (18.912) | (1.166) | (0.146) | (0.146) | (0.146) |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | (9.653) | (36.955) | (56.891) | (22.002) | (8.344) | (1.483) |
| Professional Services Contracts | (6.311) | (4.886) | (9.946) | (0.472) | (0.059) | (0.053) |
| Materials and Supplies | (22.085) | (5.518) | (14.317) | (2.168) | (0.826) | (1.188) |
| Other Business Expenses | (9.427) | (17.418) | (28.125) | (18.815) | (19.436) | (28.704) |
| Total Non-Labor Expenditures | (\$65.395) | (\$87.429) | (\$112.590) | (\$45.282) | (\$31.563) | (\$33.358) |
| <i>Other Expenditure Adjustments:</i> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expenditure Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | (\$79.503) | (\$106.951) | (\$142.582) | (\$47.447) | (\$33.403) | (\$34.672) |
| Total Cash Conversion Adjustments before Depreciation | (\$9.002) | (\$78.688) | (\$125.298) | (\$33.657) | (\$22.978) | (\$24.910) |
| Depreciation | \$230.485 | \$246.507 | \$246.507 | \$246.507 | \$246.507 | \$246.507 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 97.599 | 94.200 | 39.700 | 33.800 | 26.900 | 26.000 |
| GASB 68 Pension Expense Adjustment | 3.770 | (3.700) | 3.500 | (14.800) | (6.000) | 17.000 |
| Environmental Remediation | 17.351 | 4.000 | 4.000 | 4.000 | 4.000 | 4.000 |
| Total Cash Conversion Adjustments | \$340.204 | \$262.319 | \$168.409 | \$235.849 | \$248.429 | \$268.597 |

MTA METRO-NORTH RAILROAD
November Financial Plan 2020 - 2023
Ridership (Utilization)
(in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|----------------|------------------------------|-------------------------------------|------|------|------|
|--|----------------|------------------------------|-------------------------------------|------|------|------|

RIDERSHIP

| | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <i>Harlem Line Ridership - Commutation</i> | 16.643 | 16.584 | 16.729 | 16.807 | 16.820 | 16.885 |
| <i>Harlem Line Ridership - Non-Commutation</i> | <u>10.808</u> | <u>11.090</u> | <u>11.187</u> | <u>11.239</u> | <u>11.248</u> | <u>11.291</u> |
| Total Harlem Line | 27.451 | 27.673 | 27.916 | 28.046 | 28.068 | 28.176 |
| <i>Hudson Line Ridership - Commutation</i> | 9.418 | 9.432 | 9.532 | 9.596 | 9.621 | 9.670 |
| <i>Hudson Line Ridership - Non-Commutation</i> | <u>7.743</u> | <u>7.921</u> | <u>8.005</u> | <u>8.059</u> | <u>8.080</u> | <u>8.121</u> |
| Total Hudson Line | 17.161 | 17.353 | 17.538 | 17.655 | 17.702 | 17.792 |
| <i>New Haven Line Ridership - Commutation</i> | 22.086 | 21.996 | 22.091 | 22.133 | 22.120 | 22.213 |
| <i>New Haven Line Ridership - Non-Commutation</i> | <u>18.213</u> | <u>18.436</u> | <u>18.516</u> | <u>18.551</u> | <u>18.540</u> | <u>18.619</u> |
| Total New Haven Line | 40.299 | 40.432 | 40.607 | 40.684 | 40.660 | 40.832 |
| Total Commutation Ridership | 48.146 | 48.011 | 48.352 | 48.536 | 48.562 | 48.769 |
| Total Non-Commutation Ridership | <u>36.764</u> | <u>37.447</u> | <u>37.708</u> | <u>37.849</u> | <u>37.868</u> | <u>38.031</u> |
| Total East of Hudson Ridership | 84.911 | 85.459 | 86.061 | 86.385 | 86.430 | 86.800 |
| West of Hudson Ridership | 1.642 | 1.617 | 1.630 | 1.649 | 1.661 | 1.672 |
| Total Ridership | 86.553 | 87.075 | 87.691 | 88.035 | 88.091 | 88.472 |

FAREBOX REVENUE

| | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <i>Harlem Line - Commutation Revenue</i> | 111.605 | 114.097 | 116.201 | 116.949 | 117.214 | 117.724 |
| <i>Harlem Line - Non-Commutation Revenue</i> | <u>99.382</u> | <u>105.503</u> | <u>107.448</u> | <u>108.140</u> | <u>108.385</u> | <u>108.857</u> |
| Total Harlem Line Revenue | \$210.988 | \$219.601 | \$223.649 | \$225.089 | \$225.599 | \$226.581 |
| <i>Hudson Line - Commutation Revenue</i> | 73.751 | 75.640 | 77.200 | 77.858 | 78.176 | 78.626 |
| <i>Hudson Line - Non-Commutation Revenue</i> | <u>87.230</u> | <u>92.305</u> | <u>94.209</u> | <u>95.012</u> | <u>95.400</u> | <u>95.949</u> |
| Total Hudson Line Revenue | \$160.981 | \$167.946 | \$171.410 | \$172.870 | \$173.576 | \$174.575 |
| <i>New Haven Line - Commutation Revenue</i> | 158.018 | 161.037 | 162.782 | 163.200 | 163.224 | 164.016 |
| <i>New Haven Line - Non-Commutation Revenue</i> | <u>195.673</u> | <u>201.107</u> | <u>203.286</u> | <u>203.808</u> | <u>203.838</u> | <u>204.827</u> |
| Total New Haven Line Revenue | \$353.691 | \$362.143 | \$366.068 | \$367.007 | \$367.062 | \$368.843 |
| Total Commutation Revenue | \$343.374 | \$350.774 | \$356.183 | \$358.007 | \$358.614 | \$360.366 |
| Total Non-Commutation Revenue | <u>382.286</u> | <u>398.915</u> | <u>404.943</u> | <u>406.960</u> | <u>407.623</u> | <u>409.633</u> |
| Total East of Hudson Revenue | \$725.660 | \$749.690 | \$761.126 | \$764.967 | \$766.238 | \$769.998 |
| West of Hudson Revenue | \$14.611 | \$14.630 | \$14.747 | \$14.937 | \$15.049 | \$15.152 |
| Total Farebox Revenue | \$740.271 | \$764.320 | \$775.873 | \$779.903 | \$781.286 | \$785.150 |

Notes: West of Hudson total ridership is both Pascack Valley and Port Jervis lines.

MTA Metro-North Railroad
November Financial Plan 2020 - 2023
2019 Budget Reduction Plan Summary
(\$ in millions)

| <u>Non-Reimbursable BRP</u> | Favorable/(Unfavorable) | | | | | | | | | | |
|--|-------------------------|----------------|-------------|-----------------|-------------|-----------------|-------------|-----------------|-------------|-----------------|-------------|
| | <u>Administration</u> | <u>Pos.</u> | <u>2019</u> | <u>Pos.</u> | <u>2020</u> | <u>Pos.</u> | <u>2021</u> | <u>Pos.</u> | <u>2022</u> | <u>Pos.</u> | <u>2023</u> |
| Elimination of Administrative Positions (July Plan) | - | 0.000 | 59 | 8.253 | 59 | 8.253 | 63 | 8.923 | 63 | 8.923 | |
| Elimination of Administrative Positions (Revised Nov Plan) | - | 0.000 | (5) | (0.087) | (5) | (0.075) | (5) | (0.061) | (5) | (0.048) | |
| Administrative Office Space Reconfiguration (July Plan) | - | <u>0.000</u> | - | <u>3.852</u> | - | <u>3.942</u> | - | <u>4.038</u> | - | <u>4.135</u> | |
| <i>Subtotal Administration</i> | - | <u>0.000</u> | <u>54</u> | <u>12.018</u> | <u>54</u> | <u>12.120</u> | <u>58</u> | <u>12.899</u> | <u>58</u> | <u>13.010</u> | |
| <u>Customer Convenience/Amenities</u> | | | | | | | | | | | |
| Remove MNR Responsibility of Hudson Rail Link Service (July Plan) | - | 0.000 | - | 2.508 | - | 2.839 | - | 2.908 | - | 2.978 | |
| Restore MNR Responsibility of Hudson Rail Link Service Eliminated (Nov Plan) | - | 0.000 | - | (2.508) | - | (2.839) | - | (2.908) | - | (2.978) | |
| Eliminate Rockland County Transportation Subsidy (July Plan) | - | 0.000 | - | 0.000 | - | 0.524 | - | 0.537 | - | 0.550 | |
| Eliminate Holiday Shopper Special Trains (July Plan) | - | <u>0.000</u> | - | <u>0.202</u> | - | <u>0.206</u> | - | <u>0.210</u> | - | <u>0.215</u> | |
| <i>Subtotal Customer Convenience/Amenities</i> | - | <u>0.000</u> | - | <u>0.202</u> | - | <u>0.731</u> | - | <u>0.747</u> | - | <u>0.764</u> | |
| <u>Maintenance/Operations</u> | | | | | | | | | | | |
| Fleet Maintenance Initiatives (July Plan) | - | 0.000 | - | 3.104 | - | 5.943 | - | 8.207 | - | 7.843 | |
| Enterprise Asset Management (July Plan) | - | 0.000 | 11 | 1.743 | 11 | 1.745 | 11 | 1.748 | 11 | 1.636 | |
| Reduction in Budgeted Overtime Hours (July Plan) | - | 0.000 | - | 1.595 | - | 1.627 | - | 1.659 | - | 1.693 | |
| Reduce Annual Vehicle Replacement Program Funding (July Plan) | - | <u>0.000</u> | - | <u>2.241</u> | - | <u>2.293</u> | - | <u>0.000</u> | - | <u>0.000</u> | |
| <i>Subtotal Maintenance/Operations</i> | - | <u>0.000</u> | <u>11</u> | <u>8.683</u> | <u>11</u> | <u>11.608</u> | <u>11</u> | <u>11.614</u> | <u>11</u> | <u>11.172</u> | |
| <u>Revenue Enhancement</u> | | | | | | | | | | | |
| Improve On-Board Fare Collection Practices (July Plan) | - | 0.000 | - | 1.000 | - | 1.000 | - | 1.000 | - | 1.000 | |
| Parking Fee Modifications (July Plan) | - | 0.000 | - | 0.997 | - | 0.997 | - | 0.997 | - | 0.997 | |
| Parking Fee Modifications (December Budget Adoption) | - | <u>0.000</u> | - | <u>(0.997)</u> | - | <u>(0.997)</u> | - | <u>(0.997)</u> | - | <u>(0.997)</u> | |
| <i>Subtotal Revenue Enhancement</i> | - | <u>0.000</u> | - | <u>1.000</u> | - | <u>1.000</u> | - | <u>1.000</u> | - | <u>1.000</u> | |
| <u>Safety/Security</u> | | | | | | | | | | | |
| None | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | |
| <i>Subtotal Safety</i> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | |
| <u>Service</u> | | | | | | | | | | | |
| None | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | |
| <i>Subtotal Service</i> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | |
| <u>Service Support</u> | | | | | | | | | | | |
| None | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | |
| <i>Subtotal Service Support</i> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | - | <u>0.000</u> | |
| <u>Other</u> | | | | | | | | | | | |
| Elimination of Long-Term Lease Expense of Grand Central Terminal and Harlem/Hudson Lines (July Plan) | - | 0.000 | - | 2.062 | - | 2.062 | - | 2.062 | - | 2.062 | |
| Tighter Control and Prioritization of Non-Payroll Expenses (July Plan) | - | 0.000 | - | 1.118 | - | 0.474 | - | 0.779 | - | 0.499 | |
| Tighter Control and Prioritization of Non-Payroll Expenses (Nov Plan) | - | 0.000 | - | 2.132 | - | 2.625 | - | 2.042 | - | 2.705 | |
| Tighter Control and Prioritization of Non-Payroll Expenses (December Budget Adoption) | - | 0.000 | - | 0.997 | - | 0.997 | - | 0.997 | - | 0.997 | |
| Overhead Rates to applied to Amtrak PRIIA Billing for Propulsion (Nov Plan) | - | <u>0.000</u> | - | <u>0.500</u> | - | <u>0.500</u> | - | <u>0.500</u> | - | <u>0.500</u> | |
| <i>Subtotal Other</i> | - | <u>0.000</u> | - | <u>6.808</u> | - | <u>6.657</u> | - | <u>6.380</u> | - | <u>6.763</u> | |
| Total Non-Reimbursable BRP | - | \$0.000 | 65 | \$28.711 | 65 | \$32.117 | 69 | \$32.641 | 69 | \$32.709 | |
| <u>Reimbursable BRP</u> | | | | | | | | | | | |
| <u>Capital Program</u> | | | | | | | | | | | |
| Capital and Other Reimbursements Reduction (July Plan) | - | 0.000 | - | (34.102) | - | (18.044) | - | (13.097) | - | (17.097) | |
| Total Reimbursable Capital Expenses (July Plan) | - | <u>0.000</u> | <u>13</u> | <u>34.102</u> | <u>23</u> | <u>18.044</u> | <u>65</u> | <u>13.097</u> | <u>65</u> | <u>17.097</u> | |
| Total Reimbursable BRP | - | \$0.000 | 13 | \$0.000 | 23 | \$0.000 | 65 | \$0.000 | 65 | \$0.000 | |
| Total Non-Reimbursable & Reimbursable BRP | - | \$0.000 | 78 | \$28.711 | 88 | \$32.117 | 134 | \$32.641 | 134 | \$32.709 | |

MTA METRO-NORTH RAILROAD
November Financial Plan 2020 - 2023
Total Positions by Function and Department
Non-Reimbursable/Reimbursable and Full-Time/Full-Time Equivalents

| FUNCTION/DEPARTMENT | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|--------------|-------------------|-----------------------|--------------|--------------|--------------|
| | Actual | November Forecast | Final Proposed Budget | | | |
| Administration | | | | | | |
| President | 3 | 3 | 3 | 3 | 3 | 3 |
| Labor Relations | 14 | 20 | 19 | 19 | 19 | 19 |
| Safety | 55 | 66 | 75 | 85 | 85 | 85 |
| Security | 24 | 26 | 23 | 23 | 23 | 23 |
| Office of the Executive VP | 9 | 10 | 10 | 10 | 10 | 10 |
| Corporate & Public Affairs | 16 | 19 | 15 | 15 | 15 | 15 |
| Customer Service | 61 | 69 | 65 | 65 | 65 | 65 |
| Legal | 12 | 20 | 15 | 15 | 15 | 15 |
| Claims | 12 | 14 | 12 | 12 | 12 | 12 |
| Environmental Compliance & Svce | 7 | 0 | 0 | 0 | 0 | 0 |
| VP Human Resources | 46 | 51 | 44 | 44 | 44 | 44 |
| Training | 86 | 101 | 96 | 96 | 96 | 96 |
| Employee Relations & Diversity | 5 | 7 | 6 | 6 | 6 | 6 |
| VP Planning | 2 | 2 | 2 | 2 | 2 | 2 |
| Operations Planning & Analysis | 21 | 22 | 23 | 23 | 19 | 19 |
| Capital Planning & Programming | 13 | 18 | 17 | 17 | 11 | 11 |
| Long Range Planning | 8 | 8 | 7 | 7 | 6 | 6 |
| VP Finance & Info Systems | - | 2 | 1 | 1 | 1 | 1 |
| Controller | 72 | 82 | 77 | 77 | 77 | 77 |
| Information Technology & Project Mgmt | 0 | 0 | 0 | 0 | 0 | 0 |
| Budget | 17 | 23 | 22 | 22 | 22 | 22 |
| Procurement & Material Management | 25 | 39 | 33 | 33 | 33 | 33 |
| Corporate | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Administration | 508 | 602 | 565 | 575 | 564 | 564 |
| Operations | | | | | | |
| Operations Support | 73 | 108 | 98 | 98 | 98 | 98 |
| Transportation | 1,639 | 1,687 | 1,686 | 1,695 | 1,695 | 1,695 |
| Customer Service | 268 | 403 | 396 | 396 | 396 | 396 |
| Metro-North West | 31 | 44 | 44 | 44 | 44 | 44 |
| Corporate | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Operations | 2,011 | 2,242 | 2,224 | 2,233 | 2,233 | 2,233 |
| Maintenance | | | | | | |
| Maintenance of Equipment | 1,652 | 1,724 | 1,779 | 1,779 | 1,779 | 1,779 |
| Maintenance of Way | 2,162 | 2,304 | 2,300 | 2,290 | 2,255 | 2,255 |
| Procurement & Material Management | 123 | 141 | 139 | 139 | 139 | 139 |
| Corporate | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Maintenance | 3,937 | 4,169 | 4,218 | 4,208 | 4,173 | 4,173 |
| Engineering/Capital | | | | | | |
| Construction Management | 36 | 42 | 41 | 41 | 41 | 41 |
| Engineering & Design | 78 | 94 | 92 | 92 | 92 | 92 |
| Total Engineering/Capital | 114 | 136 | 133 | 133 | 133 | 133 |
| Total Positions | 6,570 | 7,149 | 7,140 | 7,149 | 7,103 | 7,103 |
| <i>Non-Reimbursable</i> | 6,064 | 6,487 | 6,369 | 6,392 | 6,355 | 6,367 |
| <i>Reimbursable</i> | 507 | 662 | 771 | 757 | 748 | 736 |
| <i>Total Full-Time</i> | 6,570 | 7,148 | 7,139 | 7,148 | 7,102 | 7,102 |
| <i>Total Full-Time-Equivalents</i> | | 1 | 1 | 1 | 1 | 1 |

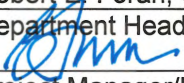

MTA METRO-NORTH RAILROAD
November Financial Plan 2020 - 2023
Total Positions by Function and Occupational Group
Non-Reimbursable and Reimbursable

| FUNCTION / OCCUPATIONAL GROUP | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|----------------|------------------------------|-------------------------------------|--------------|--------------|--------------|
| Administration | | | | | | |
| Managers/Supervisors | 172 | 198 | 186 | 186 | 181 | 181 |
| Professional/Technical/Clerical | 336 | 404 | 379 | 389 | 383 | 383 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Administration Headcount | 508 | 602 | 565 | 575 | 564 | 564 |
| Operations | | | | | | |
| Managers/Supervisors | 243 | 260 | 257 | 257 | 257 | 257 |
| Professional/Technical/Clerical | 173 | 252 | 243 | 243 | 243 | 243 |
| Operational Hourlies | 1,595 | 1,730 | 1,724 | 1,733 | 1,733 | 1,733 |
| Total Operations Headcount | 2,011 | 2,242 | 2,224 | 2,233 | 2,233 | 2,233 |
| Maintenance | | | | | | |
| Managers/Supervisors | 644 | 691 | 690 | 690 | 690 | 690 |
| Professional/Technical/Clerical | 501 | 521 | 516 | 516 | 516 | 516 |
| Operational Hourlies | 2,792 | 2,957 | 3,012 | 3,002 | 2,967 | 2,967 |
| Total Maintenance Headcount | 3,937 | 4,169 | 4,218 | 4,208 | 4,173 | 4,173 |
| Engineering / Capital | | | | | | |
| Managers/Supervisors | 47 | 53 | 52 | 52 | 52 | 52 |
| Professional/Technical/Clerical | 67 | 83 | 81 | 81 | 81 | 81 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Engineering Headcount | 114 | 136 | 133 | 133 | 133 | 133 |
| Public Safety | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/Clerical | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Public Safety Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Positions | | | | | | |
| Managers/Supervisors | 1,107 | 1,202 | 1,185 | 1,185 | 1,180 | 1,180 |
| Professional/Technical/ Clerical | 1,077 | 1,260 | 1,219 | 1,229 | 1,223 | 1,223 |
| Operational Hourlies | 4,387 | 4,687 | 4,736 | 4,735 | 4,700 | 4,700 |
| Total Positions | 6,570 | 7,149 | 7,140 | 7,149 | 7,103 | 7,103 |

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MTA Headquarters

Staff Summary

| |
|---|
| Subject MTA HQ 2020 Budget and 2022-2023 Financial Plan Adoption |
| Department Chief Financial Officer |
| Department Head Name Robert E. Foran, Chief Financial Officer |
| Department Head Signature  |
| Project Manager/Division Head Andrew A Ritchel  |

| |
|--------------------------|
| Date December 3, 2019 |
| Vendor Name |
| Contract Number |
| Contract Manager Name |
| Table of Contents Ref # |

| Board Action | | | | | |
|--------------|---------------|-------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | Finance Comm. | 12/16 | X | | |
| 2 | Board | 12/18 | X | | |
| | | | | | |
| | | | | | |

| Internal Approvals | | | |
|--------------------|----------------|-------|---|
| Order | Approval | Order | Approval |
| 1 | Legal | |  |
| 2 | Chief of Staff | |  |
| | | | |
| | | | |

Purpose:

To secure MTA Board adoption of the MTA Headquarters 2019 November Forecast, 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023.

Discussion:

The 2020 Final Proposed Budget, which is consistent with information presented to the Board in November, provides sufficient funding to maintain current MTA Headquarters' operations, which includes Policy and Oversight, Consolidated Functions, the Business Service Center (BSC), and MTA Security and Police. MTA Headquarters is leading the effort of streamlining operations and maximizing efficiencies by providing support in this plan for the MTA Transformation and centralization of certain administrative functions. Funding is included for additional police officers to improve safety and security across the MTA system for both our customers and employees.

In addition to the above, Headquarters continues to support high priority initiatives which began in previous plans and focus on increasing efficiencies, safety, communications, and improving the customer experience:

- Grade crossing initiatives and other safety management projects;
- Personnel and support for the development and roll-out of the OMNY (One Metro New York) fare payment system;
- Upgrade and installation of attendance and timekeeping systems;
- Information Technology (IT) initiatives and upgrades to support business and Agency needs; and
- Support of Central Business District Tolling.

2019 November Forecast – Baseline:

The 2019 November Forecast baseline deficit of \$790.8 million in the November Financial Plan includes non-reimbursable operating revenues of \$53.1 million and expenses before depreciation and other post-employment benefits of \$775.0 million, consisting of \$416.6 million in labor expenses and \$358.4 million in non-labor expenses. End-of-year non-reimbursable positions are projected to be 3,007 positions.

Total reimbursable expenses are projected to be \$155.5 million consisting of labor expenses of \$74.4 million and non-labor expenses of \$81.1 million. End-of-year reimbursable positions are projected to be 126 positions.

Cash adjustments are projected at \$110.5 million with a baseline cash deficit of \$680.4 million. Total end-of-year positions are projected to be 3,133.

2020 Final Proposed Budget – Baseline:

The 2020 Final Proposed Budget baseline deficit of \$982.9 million in the November Financial Plan includes non-reimbursable operating revenues of \$54.4 million and expenses before depreciation and non-cash items of \$940.8 million, consisting of \$492.6 million in labor expenses and \$448.2 million in non-labor expenses. End-of-year non-reimbursable positions are projected to be 3,549 positions.

Total reimbursable expenses are projected to be \$151.2 million, with reimbursable labor expenses of \$74.8 million and non-labor expenses of \$76.4 million. End-of-year reimbursable positions are projected to be 126 positions.

Cash adjustments are projected at \$208.1 million with a baseline cash deficit of \$774.7 million. Total end-of-year positions are projected to be 3,675.

Impact on Funding:

The 2019 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan 2020-2023, which are presented in the attached tables, are consistent with the proposed MTA Financial Plan.

Recommendation(s):

It is recommended that the MTA Board adopt the 2019 November Forecast, the 2020 Final Proposed Budget and the Four-Year Financial Plan for 2020-2023 for MTA Headquarters.

MTA HEADQUARTERS
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|----------------------|
| Non-Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$0.001 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| <i>Other Operating Revenue:</i> | | | | | | |
| Rental Income | 47.815 | 46.278 | 46.889 | 48.778 | 50.744 | 52.787 |
| Advertising | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other | <u>(10.072)</u> | <u>6.805</u> | <u>7.543</u> | <u>7.710</u> | <u>7.879</u> | <u>6.456</u> |
| Other Operating Revenue | 37.743 | 53.083 | 54.432 | 56.488 | 58.623 | 59.243 |
| Capital and Other Reimbursements | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Revenues | \$37.744 | \$53.083 | \$54.432 | \$56.488 | \$58.623 | \$59.243 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$285.033 | \$283.229 | \$334.367 | \$350.342 | \$360.913 | \$373.147 |
| Overtime | 27.582 | 24.473 | 16.027 | 14.074 | 14.351 | 14.624 |
| Health and Welfare | 55.080 | 56.452 | 66.855 | 73.073 | 76.861 | 80.715 |
| OPEB Current Payments | 15.643 | 15.768 | 16.415 | 17.203 | 18.029 | 18.894 |
| Pension | 72.481 | 66.016 | 80.565 | 86.261 | 86.499 | 87.683 |
| Other Fringe Benefits | 29.257 | 31.507 | 39.347 | 41.307 | 42.885 | 44.559 |
| Reimbursable Overhead | (55.866) | (60.831) | (60.997) | (61.904) | (62.949) | (63.920) |
| Total Labor Expenses | \$429.211 | \$416.615 | \$492.579 | \$520.356 | \$536.590 | \$555.703 |
| Non-Labor: | | | | | | |
| Electric Power | \$5.865 | \$6.297 | \$6.891 | \$6.867 | \$7.069 | \$7.662 |
| Fuel | 0.923 | 0.913 | 0.991 | 1.023 | 1.042 | 1.153 |
| Insurance | 1.824 | 2.628 | 2.067 | 2.362 | 2.767 | 3.120 |
| Claims | 3.720 | 1.300 | 2.142 | 2.356 | 2.592 | 2.592 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 80.115 | 99.022 | 84.433 | 84.382 | 87.215 | 89.463 |
| Professional Services Contracts | 193.519 | 226.864 | 324.346 | 305.299 | 256.790 | 245.553 |
| Materials and Supplies | 0.515 | 0.586 | 0.356 | 0.365 | 0.376 | 0.387 |
| <i>Other Business Expenses</i> | | | | | | |
| MTA Internal Subsidy | 15.700 | 12.548 | 12.851 | 12.851 | 12.851 | 12.851 |
| Other | <u>7.803</u> | <u>8.261</u> | <u>14.109</u> | <u>8.338</u> | <u>8.561</u> | <u>8.783</u> |
| Other Business Expenses | 23.503 | 20.809 | 26.960 | 21.189 | 21.412 | 21.634 |
| Total Non-Labor Expenses | \$309.985 | \$358.419 | \$448.186 | \$423.843 | \$379.261 | \$371.561 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$739.196 | \$775.034 | \$940.765 | \$944.199 | \$915.851 | \$927.264 |
| Depreciation | \$39.653 | \$37.330 | \$45.539 | \$45.532 | \$45.526 | \$45.526 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 24.405 | 31.801 | 49.002 | 59.727 | 69.806 | 79.136 |
| GASB 68 Pension Expense Adjustment | (11.072) | (0.249) | 1.991 | (3.709) | (0.410) | 7.689 |
| Environmental Remediation | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses | \$792.183 | \$843.917 | \$1,037.296 | \$1,045.749 | \$1,030.773 | \$1,059.615 |
| Net Surplus/(Deficit) | (\$754.439) | (\$790.833) | (\$982.863) | (\$989.260) | (\$972.150) | (\$1,000.372) |

MTA HEADQUARTERS
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|------------------|------------------------------|-------------------------------------|------------------|------------------|------------------|
| Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | 156.588 | 155.511 | 151.224 | 143.851 | 145.983 | 147.984 |
| Total Revenues | \$156.588 | \$155.511 | \$151.224 | \$143.851 | \$145.983 | \$147.984 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$4.497 | \$5.736 | \$7.441 | \$7.569 | \$7.698 | \$7.830 |
| Overtime | 4.162 | 5.473 | 2.771 | 2.727 | 2.681 | 2.681 |
| Health and Welfare | 0.723 | 1.142 | 1.804 | 1.828 | 1.915 | 2.006 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 0.610 | 0.670 | 0.928 | 0.962 | 0.998 | 1.034 |
| Other Fringe Benefits | 0.387 | 0.555 | 0.894 | 0.922 | 0.951 | 0.979 |
| Reimbursable Overhead | 55.866 | 60.831 | 60.997 | 61.904 | 62.949 | 63.920 |
| Total Labor Expenses | \$66.246 | \$74.406 | \$74.836 | \$75.912 | \$77.193 | \$78.453 |
| Non-Labor: | | | | | | |
| Electric Power | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.001 | 0.001 |
| Professional Services Contracts | 90.306 | 81.019 | 76.338 | 67.886 | 68.734 | 69.474 |
| Materials and Supplies | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Business Expenses | | | | | | |
| MTA Internal Subsidy | <u>0.000</u> | <u>0.000</u> | <u>0.000</u> | <u>0.000</u> | <u>0.000</u> | <u>0.000</u> |
| Other | <u>0.037</u> | <u>0.087</u> | <u>0.050</u> | <u>0.052</u> | <u>0.055</u> | <u>0.057</u> |
| Other Business Expenses | 0.037 | 0.087 | 0.050 | 0.052 | 0.055 | 0.057 |
| Total Non-Labor Expenses | \$90.342 | \$81.105 | \$76.388 | \$67.939 | \$68.790 | \$69.532 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation | \$156.588 | \$155.511 | \$151.224 | \$143.851 | \$145.983 | \$147.984 |
| Net Surplus/(Deficit) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA HEADQUARTERS
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|----------------------|
| Non-Reimbursable / Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$0.001 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| <i>Other Operating Revenue:</i> | | | | | | |
| Rental Income | 47.815 | 46.278 | 46.889 | 48.778 | 50.744 | 52.787 |
| Advertising | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other | <u>(10.072)</u> | <u>6.805</u> | <u>7.543</u> | <u>7.710</u> | <u>7.879</u> | <u>6.456</u> |
| Other Operating Revenue | 37.743 | 53.083 | 54.432 | 56.488 | 58.623 | 59.243 |
| Capital and Other Reimbursements | 156.588 | 155.511 | 151.224 | 143.851 | 145.983 | 147.984 |
| Total Revenues | \$194.332 | \$208.595 | \$205.656 | \$200.339 | \$204.605 | \$207.227 |
| Operating Expense | | | | | | |
| <i>Labor:</i> | | | | | | |
| Payroll | \$289.530 | \$288.965 | \$341.809 | \$357.911 | \$368.612 | \$380.977 |
| Overtime | 31.744 | 29.946 | 18.798 | 16.801 | 17.032 | 17.306 |
| Health and Welfare | 55.804 | 57.594 | 68.659 | 74.901 | 78.776 | 82.722 |
| OPEB Current Payments | 15.643 | 15.768 | 16.415 | 17.203 | 18.029 | 18.894 |
| Pension | 73.092 | 66.686 | 81.493 | 87.224 | 87.498 | 88.718 |
| Other Fringe Benefits | 29.644 | 32.062 | 40.241 | 42.229 | 43.836 | 45.539 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenses | \$495.457 | \$491.021 | \$567.415 | \$596.268 | \$613.783 | \$634.155 |
| <i>Non-Labor:</i> | | | | | | |
| Electric Power | \$5.865 | \$6.297 | \$6.891 | \$6.867 | \$7.069 | \$7.662 |
| Fuel | 0.923 | 0.913 | 0.991 | 1.023 | 1.042 | 1.153 |
| Insurance | 1.824 | 2.628 | 2.067 | 2.362 | 2.767 | 3.120 |
| Claims | 3.720 | 1.300 | 2.142 | 2.356 | 2.592 | 2.592 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 80.115 | 99.022 | 84.433 | 84.382 | 87.215 | 89.463 |
| Professional Services Contracts | 283.825 | 307.883 | 400.684 | 373.185 | 325.524 | 315.027 |
| Materials and Supplies | 0.515 | 0.586 | 0.356 | 0.365 | 0.376 | 0.387 |
| <i>Other Business Expenses</i> | | | | | | |
| MTA Internal Subsidy | 15.700 | 12.548 | 12.851 | 12.851 | 12.851 | 12.851 |
| Other | <u>7.840</u> | <u>8.348</u> | <u>14.159</u> | <u>8.391</u> | <u>8.616</u> | <u>8.840</u> |
| Other Business Expenses | 23.539 | 20.895 | 27.010 | 21.242 | 21.467 | 21.691 |
| Total Non-Labor Expenses | \$400.327 | \$439.524 | \$524.574 | \$491.782 | \$448.050 | \$441.093 |
| <i>Other Expense Adjustments:</i> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$895.784 | \$930.546 | \$1,091.989 | \$1,088.050 | \$1,061.833 | \$1,075.248 |
| Depreciation | \$39.653 | \$37.330 | \$45.539 | \$45.532 | \$45.526 | \$45.526 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 24.405 | 31.801 | 49.002 | 59.727 | 69.806 | 79.136 |
| GASB 68 Pension Expense Adjustment | (11.072) | (0.249) | 1.991 | (3.709) | (0.410) | 7.689 |
| Environmental Remediation | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses | \$948.771 | \$999.428 | \$1,188.520 | \$1,189.600 | \$1,176.755 | \$1,207.599 |
| Net Surplus/(Deficit) | (\$754.439) | (\$790.833) | (\$982.863) | (\$989.260) | (\$972.150) | (\$1,000.372) |

MTA HEADQUARTERS
November Financial Plan 2020 - 2023
Cash Receipts and Expenditures
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| Cash Receipts and Expenditures | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| <i>Other Operating Revenue:</i> | | | | | | |
| Rental Income | 46.575 | 46.278 | 46.889 | 48.778 | 50.744 | 52.787 |
| Advertising Revenue | 118.219 | 144.865 | 128.419 | 136.421 | 139.732 | 142.962 |
| Other Revenue | <u>(0.280)</u> | <u>6.805</u> | <u>70.043</u> | <u>70.202</u> | <u>7.879</u> | <u>6.456</u> |
| Other Operating Revenue | 164.514 | 197.948 | 245.351 | 255.401 | 198.355 | 202.205 |
| Capital and Other Reimbursements | 141.693 | 155.511 | 151.224 | 143.851 | 145.983 | 147.984 |
| Total Receipts | \$306.207 | \$353.459 | \$396.576 | \$399.252 | \$344.337 | \$350.189 |
| Expenditures | | | | | | |
| Labor: | | | | | | |
| Payroll | \$281.954 | \$282.006 | \$335.309 | \$351.411 | \$362.112 | \$374.477 |
| Overtime | 31.715 | 29.946 | 18.798 | 16.801 | 17.032 | 17.306 |
| Health and Welfare | 54.740 | 57.594 | 68.659 | 74.901 | 78.776 | 82.722 |
| OPEB Current Payments | 20.853 | 20.268 | 20.615 | 21.303 | 22.029 | 22.894 |
| Pension | 73.109 | 64.329 | 81.861 | 87.612 | 87.893 | 89.117 |
| Other Fringe Benefits | 28.967 | 31.248 | 40.241 | 42.229 | 43.836 | 45.539 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$491.338 | \$485.392 | \$565.483 | \$594.256 | \$611.678 | \$632.054 |
| Non-Labor: | | | | | | |
| Electric Power | \$6.350 | \$6.742 | \$6.891 | \$6.867 | \$7.069 | \$7.662 |
| Fuel | 0.947 | 1.092 | 1.091 | 1.119 | 1.042 | 1.153 |
| Insurance | 0.711 | 2.628 | 2.038 | 2.330 | 2.735 | 3.088 |
| Claims | 3.295 | 1.300 | 2.142 | 2.356 | 2.592 | 2.592 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 75.582 | 98.357 | 81.333 | 81.282 | 84.015 | 86.263 |
| Professional Services Contracts | 268.865 | 305.689 | 395.084 | 367.985 | 320.224 | 309.727 |
| Materials and Supplies | 0.040 | 0.448 | 0.356 | 0.365 | 0.376 | 0.387 |
| <i>Other Business Expenses:</i> | | | | | | |
| MTA Internal Subsidy | 15.700 | 12.548 | 12.851 | 12.851 | 12.851 | 12.851 |
| Other | <u>10.071</u> | <u>12.237</u> | <u>13.579</u> | <u>7.811</u> | <u>8.016</u> | <u>8.240</u> |
| Other Business Expenses | 25.771 | 24.785 | 26.430 | 20.662 | 20.867 | 21.091 |
| Total Non-Labor Expenditures | \$381.562 | \$441.043 | \$515.365 | \$482.966 | \$438.919 | \$431.961 |
| Other Expenditure Adjustments: | | | | | | |
| Operating Capital | 52.927 | 107.375 | 90.451 | 57.119 | 33.458 | 23.186 |
| Total Other Expense Adjustments | \$52.927 | \$107.375 | \$90.451 | \$57.119 | \$33.458 | \$23.186 |
| Total Expenditures | \$925.827 | \$1,033.810 | \$1,171.299 | \$1,134.341 | \$1,084.055 | \$1,087.201 |
| Net Cash Balance | (\$619.620) | (\$680.351) | (\$774.724) | (\$735.088) | (\$739.717) | (\$737.012) |

MTA HEADQUARTERS
November Financial Plan 2020 - 2023
Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|-------------------|------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| Cash Flow Adjustments | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | (\$0.001) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| <i>Rent and Utilities</i> | (1.240) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| <i>Advertising</i> | 118.219 | 144.865 | 128.419 | 136.421 | 139.732 | 142.962 |
| <i>Other Revenue</i> | 9.793 | 0.000 | 62.500 | 62.492 | 0.000 | 0.000 |
| Other Operating Revenue | 126.771 | 144.865 | 190.919 | 198.913 | 139.732 | 142.962 |
| Capital and Other Reimbursements | (14.895) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Receipts | \$111.876 | \$144.865 | \$190.919 | \$198.913 | \$139.732 | \$142.962 |
| Expenditures | | | | | | |
| Labor: | | | | | | |
| Payroll | \$7.576 | \$6.958 | \$6.500 | \$6.500 | \$6.500 | \$6.500 |
| Overtime | 0.029 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Health and Welfare | 1.064 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| OPEB Current Payments | (5.210) | (4.500) | (4.200) | (4.100) | (4.000) | (4.000) |
| Pension | (0.018) | 2.357 | (0.368) | (0.388) | (0.395) | (0.399) |
| Other Fringe Benefits | 0.677 | 0.814 | 0.000 | 0.000 | 0.000 | 0.000 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$4.119 | \$5.629 | \$1.932 | \$2.012 | \$2.105 | \$2.101 |
| Non-Labor: | | | | | | |
| Electric Power | (\$0.485) | (\$0.445) | 0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | (0.025) | (0.180) | (0.100) | (0.096) | 0.000 | 0.000 |
| Insurance | 1.113 | 0.000 | 0.029 | 0.032 | 0.032 | 0.032 |
| Claims | 0.425 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 4.533 | 0.665 | 3.100 | 3.100 | 3.200 | 3.200 |
| Professional Services Contracts | 14.960 | 2.194 | 5.600 | 5.200 | 5.300 | 5.300 |
| Materials and Supplies | 0.475 | 0.137 | 0.000 | 0.000 | 0.000 | 0.000 |
| <i>Other Business Expenses</i> | | | | | | |
| <i>MTA Internal Subsidy</i> | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| <i>Other Business Expenses</i> | (2.232) | (3.890) | 0.580 | 0.580 | 0.600 | 0.600 |
| Total Other Business Expenses | (2.232) | (3.890) | 0.580 | 0.580 | 0.600 | 0.600 |
| Total Non-Labor Expenditures | \$18.765 | (\$1.518) | \$9.209 | \$8.816 | \$9.132 | \$9.132 |
| Other Expenditure Adjustments: | | | | | | |
| Operating Capital | (52.927) | (107.375) | (90.451) | (57.119) | (33.458) | (23.186) |
| Total Other Expenditure Adjustments | (\$52.927) | (\$107.375) | (\$90.451) | (\$57.119) | (\$33.458) | (\$23.186) |
| Total Expenditures | (\$30.043) | (\$103.264) | (\$79.310) | (\$46.291) | (\$22.221) | (\$11.953) |
| Total Cash Conversion Adjustments before Depreciation | \$81.833 | \$41.600 | \$111.609 | \$152.622 | \$117.511 | \$131.009 |
| Depreciation | \$39.653 | \$37.330 | \$45.539 | \$45.532 | \$45.526 | \$45.526 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 24.405 | 31.801 | 49.002 | 59.727 | 69.806 | 79.136 |
| GASB 68 Pension Expense Adjustment | (11.072) | (0.249) | 1.991 | (3.709) | (0.410) | 7.689 |
| Environmental Remediation | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Cash Conversion Adjustments | \$134.820 | \$110.483 | \$208.140 | \$254.172 | \$232.433 | \$263.360 |

MTA HEADQUARTERS
November Financial Plan 2020-2023
2019 Budget Reduction Summary
(\$ in millions)

| | Favorable/(Unfavorable) | | | | | | | | | |
|---|-------------------------|----------|------|-----------|------|-----------|------|-----------|------|-----------|
| | Pos. | 2019 | Pos. | 2020 | Pos. | 2021 | Pos. | 2022 | Pos. | 2023 |
| Administration | | | | | | | | | | |
| Reduction in MTA IT expenses (July Plan) | - | - | - | 5.000 | - | 5.000 | - | 5.000 | - | 5.000 |
| Reduced Corporate wide Professional Services (July Plan) | - | - | - | 1.000 | - | 1.000 | - | 1.000 | - | 1.000 |
| Reduced Advertising Expenses (July Plan) | - | - | - | 0.150 | - | 0.150 | - | 0.150 | - | 0.150 |
| Reduced Employee Recruitment Expenses (July Plan) | - | - | - | 0.100 | - | 0.100 | - | 0.100 | - | 0.100 |
| Reduction in Business Service Center expenses (July Plan) | - | 0.500 | - | 0.500 | - | 0.500 | - | 0.500 | - | 0.500 |
| Human Resources (July Plan) | - | 0.263 | - | 0.263 | - | 0.263 | - | 0.263 | - | 0.263 |
| Risk & Insurance Management (July Plan) | - | 0.320 | - | 0.320 | - | 0.320 | - | 0.320 | - | 0.320 |
| Energy Management System (July Plan) | - | 0.500 | - | 0.500 | - | - | - | - | - | - |
| All Other HQ Misc Reductions (July Plan) | - | 0.274 | - | 0.573 | - | 0.281 | - | 0.282 | - | 0.285 |
| Subtotal Administration | \$ - | \$ 1.857 | \$ - | \$ 8.406 | \$ - | \$ 7.614 | \$ - | \$ 7.615 | \$ - | \$ 7.618 |
| Customer Convenience/Amenities | | | | | | | | | | |
| None | - | - | - | - | - | - | - | - | - | - |
| Subtotal Customer Convenience/Amenities | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Service/Service Support | | | | | | | | | | |
| None | - | - | - | - | - | - | - | - | - | - |
| Sub-Total Service/Service Support | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Maintenance/Operations | | | | | | | | | | |
| None | - | - | - | - | - | - | - | - | - | - |
| Subtotal Maintenance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Revenue Enhancement | | | | | | | | | | |
| None | - | - | - | - | - | - | - | - | - | - |
| Subtotal Revenue Enhancement | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Safety/ Security | | | | | | | | | | |
| MTA PD - Contract and Maintenance Reductions (July Plan) | - | 0.618 | - | 0.580 | - | 0.580 | - | 0.580 | - | 0.580 |
| Subtotal Safety | \$ - | \$ 0.618 | \$ - | \$ 0.580 | \$ - | \$ 0.580 | \$ - | \$ 0.580 | \$ - | \$ 0.580 |
| Enterprise Asset Management | | | | | | | | | | |
| None | - | - | - | - | - | - | - | - | - | - |
| Sub-Total Enterprise Asset Management | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| All Other | | | | | | | | | | |
| MTA PD - CapOp Reduction (July Plan) | - | 0.435 | - | 0.440 | - | 0.440 | - | 0.416 | - | 0.424 |
| Reduction to Operating Capital Contingency (July Plan) | - | - | - | 9.675 | - | 11.000 | - | 11.000 | - | 11.000 |
| Subtotal All Other | \$ - | \$ 0.435 | \$ - | \$ 10.115 | \$ - | \$ 11.440 | \$ - | \$ 11.416 | \$ - | \$ 11.424 |
| Agency Submission | \$ - | \$ 2.910 | \$ - | \$ 19.101 | \$ - | \$ 19.634 | \$ - | \$ 19.611 | \$ - | \$ 19.622 |

MTA HEADQUARTERS
November Financial Plan 2020-2023
Total Positions by Function and Department
Non-Reimbursable/Reimbursable and Full-Time/Full-Time Equivalents

| | 2018 Actual | 2019 November Forecast | Final Proposed 2020 | 2021 | 2022 | 2023 |
|--|----------------|------------------------------|---------------------------|------------|------------|------------|
| Administration | | | | | | |
| Office of Chairman | 4 | 6 | 6 | 4 | 4 | 4 |
| Transformation Management Office | 0 | 1 | 1 | 1 | 1 | 1 |
| Agency Operations & Initiative | 1 | 1 | 1 | 1 | 1 | 1 |
| Chief Safety Officer | 7 | 14 | 14 | 14 | 14 | 14 |
| Office of Counselor to the Chairman | 1 | 1 | 1 | 1 | 1 | 1 |
| Office of Chief of Staff | 5 | 3 | 3 | 3 | 3 | 3 |
| Federal Affairs | 1 | 1 | 1 | 1 | 1 | 1 |
| Intergovernmental Relations | 4 | 4 | 4 | 4 | 4 | 4 |
| Spec. Project Develop/Planning | 6 | 8 | 8 | 8 | 8 | 8 |
| Corporate Account | 1 | 50 | 50 | 50 | 50 | 50 |
| Human Resources | 24 | 32 | 32 | 32 | 32 | 32 |
| PCAC | 5 | 5 | 5 | 5 | 5 | 5 |
| Chief Operating Officer | | | | | | |
| Chief Operating Officer | 1 | 1 | 1 | 1 | 1 | 1 |
| New Fare Payment System | 18 | 40 | 40 | 40 | 40 | 40 |
| Chief Operating Officer | 19 | 41 | 41 | 41 | 41 | 41 |
| Labor Relations | | | | | | |
| Office of Labor Relations | 10 | 13 | 13 | 13 | 13 | 13 |
| Labor Relations | 10 | 13 | 13 | 13 | 13 | 13 |
| General Counsel | | | | | | |
| Office of Ded General Counsel | 36 | 46 | 46 | 46 | 46 | 46 |
| Record Management | 2 | 2 | 2 | 2 | 2 | 2 |
| General Counsel | 38 | 48 | 48 | 48 | 48 | 48 |
| Office of Diversity | | | | | | |
| Office of Diversity | 2 | 2 | 2 | 2 | 2 | 2 |
| Office of Civil Rights | 11 | 13 | 13 | 13 | 13 | 13 |
| Office of Diversity | 13 | 15 | 15 | 15 | 15 | 15 |
| Corporate & Internal Communications | | | | | | |
| Office of DED Corp. Affairs and Comm. | 2 | 3 | 3 | 3 | 3 | 3 |
| Marketing | 7 | 8 | 8 | 8 | 8 | 8 |
| Corporate & Internal Communications | 9 | 11 | 11 | 11 | 11 | 11 |
| Chief Financial Officer | | | | | | |
| Office of Chief Financial Officer | 4 | 5 | 5 | 5 | 5 | 5 |
| Comptroller's Office | 19 | 22 | 22 | 22 | 22 | 22 |
| Management & Budget | 20 | 21 | 21 | 21 | 21 | 21 |
| Strategic Initiatives | 4 | 5 | 5 | 5 | 5 | 5 |
| Chief Financial Officer | 47 | 53 | 53 | 53 | 53 | 53 |
| Capital Programs | | | | | | |
| Environmental, Sustainability & Compliance | 4 | 4 | 4 | 4 | 4 | 4 |
| Capital Programs | 4 | 4 | 4 | 4 | 4 | 4 |
| Total MTA HQ, Policy & Oversight | 199 | 311 | 311 | 309 | 309 | 309 |

MTA HEADQUARTERS
November Financial Plan 2020-2023
Total Positions by Function and Department
Non-Reimbursable/Reimbursable and Full-Time/Full-Time Equivalents

| | 2018 Actual | 2019 November Forecast | Final Proposed 2020 | 2021 | 2022 | 2023 |
|--|----------------|------------------------------|---------------------------|--------------|--------------|--------------|
| MTA Consolidated Functions | | | | | | |
| External Communication | 11 | 18 | 18 | 18 | 18 | 18 |
| Audit | 77 | 81 | 81 | 81 | 81 | 81 |
| Office of Diversity - MWDBE/ DBE Contract In | 13 | 15 | 15 | 15 | 15 | 15 |
| Pensions | 55 | 65 | 65 | 65 | 65 | 65 |
| Occupational Health & Safety | 29 | 30 | 30 | 30 | 30 | 30 |
| Chief Operating Officer | | | | | | |
| Procurement | 73 | 93 | 93 | 93 | 93 | 93 |
| Information Technology | 982 | 1,078 | 1,078 | 1,072 | 1,072 | 1,072 |
| Chief Operating Officer | 1,055 | 1,171 | 1,171 | 1,165 | 1,165 | 1,165 |
| General Counsel/Compliance | | | | | | |
| Compliance | 10 | 11 | 11 | 11 | 11 | 11 |
| Chief Financial Officer | | | | | | |
| Director of Finance | 6 | 6 | 6 | 6 | 6 | 6 |
| Treasury | 17 | 17 | 17 | 17 | 17 | 17 |
| Risk and Insurance Management | 19 | 21 | 21 | 21 | 21 | 21 |
| Chief Financial Officer | 42 | 44 | 44 | 44 | 44 | 44 |
| Chief Development Officer | | | | | | |
| Dir. Of Facilities and Support | 4 | 5 | 5 | 5 | 5 | 5 |
| Office Services | 13 | 14 | 14 | 14 | 14 | 14 |
| Transit Oriented Development | 7 | 8 | 8 | 8 | 8 | 8 |
| Real Estate Operations | 36 | 38 | 38 | 38 | 38 | 38 |
| Deputy CDO, Planning | 3 | 4 | 4 | 4 | 4 | 4 |
| Transit Advertising & Media | 1 | 8 | 8 | 8 | 8 | 8 |
| New Technology Implementation | 0 | 1 | 1 | 1 | 1 | 1 |
| GCT Development | 2 | 2 | 2 | 2 | 2 | 2 |
| | 66 | 80 | 80 | 80 | 80 | 80 |
| Capital Programs | | | | | | |
| Office of Capital Programs | 1 | 1 | 1 | 1 | 1 | 1 |
| Construction Oversight | 4 | 5 | 5 | 5 | 5 | 5 |
| Enterprise Asset Management | 8 | 9 | 9 | 9 | 9 | 9 |
| Capital Program Management | 13 | 14 | 14 | 14 | 14 | 14 |
| Capital Program Funding | 10 | 13 | 13 | 13 | 13 | 13 |
| Total Capital Programs | 36 | 42 | 42 | 42 | 42 | 42 |
| Corporate and Internal Communications | | | | | | |
| Market Research | 3 | 3 | 3 | 3 | 3 | 3 |
| MTA Arts & Design | 10 | 10 | 10 | 10 | 10 | 10 |
| Transit Museum Operations | 10 | 12 | 12 | 12 | 12 | 12 |
| Retail Operations | 4 | 5 | 5 | 5 | 5 | 5 |
| Corporate and Internal Communications | 27 | 30 | 30 | 30 | 30 | 30 |
| Total MTA Consolidated Functions | 1,421 | 1,587 | 1,587 | 1,581 | 1,581 | 1,581 |
| Business Service Center | 293 | 317 | 317 | 317 | 317 | 317 |
| Total Administration Positions | 1,913 | 2,215 | 2,215 | 2,207 | 2,207 | 2,207 |
| Public Safety | 843 | 918 | 1,460 | 1,460 | 1,460 | 1,460 |
| Baseline Total Positions | 2,756 | 3,133 | 3,675 | 3,667 | 3,667 | 3,667 |
| <i>Non-Reimbursable</i> | 2,659 | 3,007 | 3,549 | 3,541 | 3,541 | 3,541 |
| <i>Reimbursable</i> | 97 | 126 | 126 | 126 | 126 | 126 |
| <i>Full-Time</i> | 2,756 | 3,133 | 3,675 | 3,667 | 3,667 | 3,667 |
| <i>Full-Time Equivalents</i> | - | - | - | - | - | - |

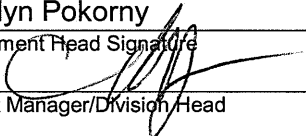
MTA HEADQUARTERS
November Financial Plan 2020 - 2023
Total Positions by Function and Occupational Group
Non-Reimbursable and Reimbursable

| FUNCTION / OCCUPATIONAL GROUP | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|----------------|------------------------------|-------------------------------------|--------------|--------------|--------------|
| Administration | | | | | | |
| Managers/Supervisors | 490 | 653 | 653 | 653 | 653 | 653 |
| Professional/Technical/Clerical | 1,423 | 1,562 | 1,562 | 1,554 | 1,554 | 1,554 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Administration Headcount | 1,913 | 2,215 | 2,215 | 2,207 | 2,207 | 2,207 |
| Operations | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/Clerical | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Operations Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Maintenance | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/Clerical | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Maintenance Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Engineering / Capital | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/Clerical | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Engineering Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Safety | | | | | | |
| Managers/Supervisors | 169 | 176 | 269 | 269 | 269 | 269 |
| Professional/Technical/Clerical | 62 | 76 | 77 | 77 | 77 | 77 |
| Operational Hourlies | 612 | 666 | 1,114 | 1,114 | 1,114 | 1,114 |
| Total Public Safety Headcount | 843 | 918 | 1,460 | 1,460 | 1,460 | 1,460 |
| Total Positions | | | | | | |
| Managers/Supervisors | 659 | 829 | 922 | 922 | 922 | 922 |
| Professional/Technical/ Clerical | 1,485 | 1,638 | 1,639 | 1,631 | 1,631 | 1,631 |
| Operational Hourlies | 612 | 666 | 1,114 | 1,114 | 1,114 | 1,114 |
| Total Positions | 2,756 | 3,133 | 3,675 | 3,667 | 3,667 | 3,667 |

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Inspector General

Staff Summary

| |
|--|
| Subject: MTA IG 2020 Budget & 2020-2023 Financial Plan Adoption |
| Department MTA Inspector General |
| Department Head Name Carolyn Pokorny |
| Department Head Signature  |
| Project Manager/Division Head |

| |
|----------------------------------|
| Date November 27, 2019 |
| Vendor Name |
| Contract Number |
| Contract Manager Name |
| Table of Contents Ref # |

| Board Action | | | | | |
|--------------|---------------|----------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | Finance Comm. | 12/16/19 | X | | |
| 2 | MTA Board | 12/18/19 | X | | |
| | | | | | |

| Internal Approvals | | | |
|--------------------|----------|-------|----------|
| Order | Approval | Order | Approval |
| | | | |
| | | | |

Purpose:

To secure MTA Board adoption of the MTA Inspector General's 2019 November Forecast, 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023.

Discussion:

The 2020 Final Proposed Budget provides sufficient funding to maintain the MTA Inspector General's operations.

2019 November Forecast - Baseline

Total Capital and Other Reimbursements are projected to be \$14.7 million. Total reimbursable labor expenses are \$10.1 million and non-labor expenses are \$4.7 million.

2020 Final Proposed Budget - Baseline

Total Capital and Other Reimbursements are projected to be \$16.8 million. Total reimbursable labor expenses are \$13.1 million and non-labor expenses are \$3.7 million.

Impact on Funding

The 2019 November Forecast, the 2020 Final Proposed Budget and the Four-Year Financial Plan 2020-2023, which are presented in the attached tables, are consistent with the proposed MTA Financial Plan.

Recommendation

It is recommended that the MTA Board adopt the 2020 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023 for the MTA Inspector General.

MTA INSPECTOR GENERAL
November Financial Plan 2020 - 2023
Accrual Statement of Operations by Category
(\$ in millions)

| REIMBURSABLE | | | | | | |
|---|------------------------------|---|---|-----------------|-----------------|-----------------|
| | <u>2018</u> <u>Actual</u> | <u>2019</u> <u>November</u> <u>Forecast</u> | <u>2020</u> <u>Final Proposed</u> <u>Budget</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
| Revenue | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Toll Revenue | - | - | - | - | - | - |
| Other Operating Revenue | - | - | - | - | - | - |
| Capital and Other Reimbursements | 12.210 | 14.742 | 16.820 | 17.146 | 17.578 | 18.047 |
| Total Revenue | \$12.210 | \$14.742 | \$16.820 | \$17.146 | \$17.578 | \$18.047 |
| Expenses | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$6.963 | \$7.608 | \$9.468 | \$9.656 | \$9.847 | \$10.043 |
| Overtime | - | - | - | - | - | - |
| Health and Welfare | 0.800 | 1.145 | 1.881 | 1.884 | 1.976 | 2.072 |
| OPEB Current Payment | - | - | - | - | - | - |
| Pensions | 0.830 | 0.738 | 0.923 | 0.959 | 0.995 | 1.032 |
| Other Fringe Benefits | 0.490 | 0.582 | 0.860 | 0.882 | 0.905 | 0.927 |
| Reimbursable Overhead | - | - | - | - | - | - |
| Total Labor Expenses | \$9.083 | \$10.073 | \$13.132 | \$13.381 | \$13.723 | \$14.074 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.018 | 0.041 | 0.032 | 0.031 | 0.031 | 0.036 |
| Insurance | 0.033 | 0.039 | 0.026 | 0.031 | 0.037 | 0.045 |
| Claims | - | - | - | - | - | - |
| Paratransit Service Contracts | - | - | - | - | - | - |
| Maintenance and Other Operating Contracts | 2.668 | 2.869 | 3.155 | 3.219 | 3.293 | 3.387 |
| Professional Service Contracts | 0.292 | 1.595 | 0.342 | 0.348 | 0.355 | 0.364 |
| Materials & Supplies | - | - | - | - | - | - |
| Other Business Expenses | 0.117 | 0.124 | 0.133 | 0.135 | 0.138 | 0.141 |
| Total Non-Labor Expenses | \$3.128 | \$4.668 | \$3.688 | \$3.764 | \$3.854 | \$3.973 |
| <u>Other Expenses Adjustments:</u> | | | | | | |
| Other | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses before Depreciation | \$12.210 | \$14.742 | \$16.820 | \$17.146 | \$17.578 | \$18.047 |
| Depreciation | | | | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses | \$12.210 | \$14.742 | \$16.820 | \$17.146 | \$17.578 | \$18.047 |
| Net Surplus/(Deficit) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA INSPECTOR GENERAL
November Financial Plan 2020 - 2023
Cash Receipts & Expenditures
(\$ in millions)

| CASH RECEIPTS AND EXPENDITURES | | | | | | |
|--|-----------------|-----------------|-----------------------|-----------------|-----------------|-----------------|
| | 2018 | 2019 | 2020 | | | |
| | Actual | November | Final Proposed | 2021 | 2022 | 2023 |
| | | Forecast | Budget | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Vehicle Toll Revenue | - | - | - | - | - | - |
| Other Operating Revenue | - | - | - | - | - | - |
| Capital and Other Reimbursements | 12.211 | 14.742 | 16.820 | 17.146 | 17.578 | 18.047 |
| Total Receipts | \$12.211 | \$14.742 | \$16.820 | \$17.146 | \$17.578 | \$18.047 |
| Expenditures | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$6.963 | \$7.608 | \$9.468 | \$9.656 | \$9.847 | \$10.043 |
| Overtime | - | - | - | - | - | - |
| Health and Welfare | 0.800 | 1.145 | 1.881 | 1.884 | 1.976 | 2.072 |
| OPEB Current Payment | - | - | - | - | - | - |
| Pensions | 0.830 | 0.738 | 0.923 | 0.959 | 0.995 | 1.032 |
| Other Fringe Benefits | 0.490 | 0.582 | 0.860 | 0.882 | 0.905 | 0.927 |
| GASB Account | - | - | - | - | - | - |
| Reimbursable Overhead | - | - | - | - | - | - |
| Total Labor Expenditures | \$9.083 | \$10.073 | \$13.132 | \$13.381 | \$13.723 | \$14.074 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.018 | 0.041 | 0.032 | 0.031 | 0.031 | 0.036 |
| Insurance | 0.033 | 0.039 | 0.026 | 0.031 | 0.037 | 0.045 |
| Claims | - | - | - | - | - | - |
| Paratransit Service Contracts | - | - | - | - | - | - |
| Maintenance and Other Operating Contracts | 2.668 | 2.869 | 3.155 | 3.219 | 3.293 | 3.387 |
| Professional Service Contracts | 0.292 | 1.595 | 0.342 | 0.348 | 0.355 | 0.364 |
| Materials & Supplies | - | - | - | - | - | - |
| Other Business Expenses | 0.117 | 0.124 | 0.133 | 0.135 | 0.138 | 0.141 |
| Total Non-Labor Expenditures | \$3.128 | \$4.668 | \$3.688 | \$3.764 | \$3.854 | \$3.973 |
| <u>Other Expenditure Adjustments:</u> | | | | | | |
| Other - Operating Capital | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expenditure Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | \$12.211 | \$14.741 | \$16.820 | \$17.145 | \$17.577 | \$18.047 |
| Net Cash Surplus/(Deficit) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA INSPECTOR GENERAL
November Financial Plan 2020 - 2023
Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

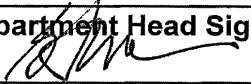
| CASH FLOW ADJUSTMENTS | | | | | | |
|--|----------------|-----------------|-----------------------|----------------|----------------|----------------|
| | 2018 | 2019 | 2020 | | | |
| | <u>Actual</u> | <u>November</u> | <u>Final Proposed</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
| Receipts | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Vehicle Toll Revenue | - | - | - | - | - | - |
| Other Operating Revenue | - | - | - | - | - | - |
| Capital and Other Reimbursements | - | - | - | - | - | - |
| Total Receipts | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Expenditures | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Overtime | - | - | - | - | - | - |
| Health and Welfare | - | - | - | - | - | - |
| OPEB Current Payment | - | - | - | - | - | - |
| Pensions | - | - | - | - | - | - |
| Other Fringe Benefits | - | - | - | - | - | - |
| GASB Account | - | - | - | - | - | - |
| Reimbursable Overhead | - | - | - | - | - | - |
| Total Labor Expenditures | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | - | - | - | - | - | - |
| Insurance | - | - | - | - | - | - |
| Claims | - | - | - | - | - | - |
| Paratransit Service Contracts | - | - | - | - | - | - |
| Maintenance and Other Operating Contracts | - | - | - | - | - | - |
| Professional Service Contracts | - | - | - | - | - | - |
| Materials & Supplies | - | - | - | - | - | - |
| Other Business Expenditures | - | - | - | - | - | - |
| Total Non-Labor Expenditures | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| <u>Other Expenditures Adjustments:</u> | | | | | | |
| Other - Operating Capital | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expenditures Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Cash Conversion Adjustments before Depreciation | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Depreciation | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Cash Conversion Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA INSPECTOR GENERAL
November Financial Plan 2020 - 2023
Total Positions by Function and Department
Non-Reimbursable/Reimbursable and Full-Time Positions/Full Time Equivalents

| FUNCTION/DEPARTMENT | 2018 Actual | 2019 November Forecast | 2020 Final Proposed Budget | 2021 | 2022 | 2023 |
|------------------------------------|------------------------|---------------------------------------|---|-------------|-------------|-------------|
| Administration | | | | | | |
| Office of the Inspector General | 73 | 86 | 96 | 96 | 96 | 96 |
| Total Administration | 73 | 86 | 96 | 96 | 96 | 96 |
| | | | | | | |
| Baseline Total Positions | 73 | 86 | 96 | 96 | 96 | 96 |
| | | | | | | |
| Non-Reimbursable | | | | | | |
| Reimbursable | 73 | 86 | 96 | 96 | 96 | 96 |
| Total | 73 | 86 | 96 | 96 | 96 | 96 |
| | | | | | | |
| Total Full-Time | 73 | 86 | 96 | 96 | 96 | 96 |
| Total Full-Time Equivalents | - | - | - | - | - | - |

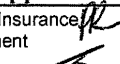

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**First Mutual Transportation Assurance Co.
(FMTAC)**

| |
|---|
| Subject FMTAC 2020 Budget and 2020-2023 Financial Plan Adoption |
| Department Risk and Insurance Management |
| Department Head Name Robert Foran, Chief Financial Officer |
| Department Head Signature  |
| Project Manager Name Phyllis Rachmuth, Director Risk and Insurance Mgmt. |

| |
|---------------------------------------|
| Date November 22, 2019 |
| Vendor Name N/A |
| Contract Number N/A |
| Contract Manager Name N/A |
| Table of Contents Ref # N/A |

| Board Action | | | | | |
|--------------|-------------------|----------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | Finance Committee | 12/16/19 | X | | |
| 2 | Board | 12/18/19 | X | | |
| | | | | | |
| | | | | | |

| Internal Approvals | | | |
|--------------------|--|-------|----------|
| Order | Approval | Order | Approval |
| 1 | Risk and Insurance Management  | | |
| 2 | Legal  | | |
| | | | |
| | | | |

Purpose:

To secure MTA Board adoption of the First Mutual Transportation Assurance Company's (FMTAC) 2019 November Forecast, 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023.

Discussion:

FMTAC generates a net cash deficit of zero and has no impact on MTA cash balances. FMTAC cash reserves are separate and distinct from MTA and are necessary to maintain the appropriate capital and reserve levels pursuant to State of New York Insurance guidelines.

The 2020 Final Proposed Budget, which is consistent with information presented to the Board in November, provides sufficient resources to address the challenges related to insurance and risk management of the MTA. This is accomplished by maximizing the efficiency and flexibility of the insurance programs while minimizing costs to the MTA and its subsidiaries.

2019 November Forecast-Baseline

Total operating revenues are projected at \$18.0 million. Total operating expenses are projected to result in a credit of (\$5.7) million, resulting in a net surplus of \$23.7 million.

2020 Final Proposed Budget-Baseline

Total operating revenues are projected at \$18.4 million. Total operating expenses are projected to result in a credit of (\$5.8) million, resulting in a net surplus of \$24.1 million.

Impact of Funding:

The 2019 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan 2020-2023, which are presented in the attached tables, are consistent with the proposed MTA Financial Plan.

Recommendation:

It is recommended that the MTA Board adopt the 2019 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023 for the MTA First Mutual Transportation Assurance Company.

MTA FIRST MUTUAL TRANSPORTATION ASSURANCE COMPANY
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|-------------------|------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| Non-Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 25.351 | 12.000 | 12.237 | 12.487 | 12.782 | 13.094 |
| Capital and Other Reimbursements | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Investment Income | (12.775) | 6.000 | 6.119 | 6.244 | 6.391 | 6.547 |
| Total Revenues | \$12.576 | \$18.000 | \$18.356 | \$18.731 | \$19.173 | \$19.641 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Overtime | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Health and Welfare | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Fringe Benefits | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenses | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Non-Labor: | | | | | | |
| Electric Power | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | (154.268) | (120.750) | (126.837) | (135.936) | (148.215) | (163.935) |
| Claims | 126.929 | 107.004 | 112.914 | 112.691 | 116.447 | 119.118 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Professional Services Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Materials and Supplies | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Business Expenses | 15.314 | 8.000 | 8.160 | 8.323 | 8.490 | 8.659 |
| Total Non-Labor Expenses | (\$12.025) | (\$5.746) | (\$5.763) | (\$14.922) | (\$23.278) | (\$36.158) |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | (\$12.025) | (\$5.746) | (\$5.763) | (\$14.922) | (\$23.278) | (\$36.158) |
| Depreciation | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 68 Pension Expense Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Environmental Remediation | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses | (\$12.025) | (\$5.746) | (\$5.763) | (\$14.922) | (\$23.278) | (\$36.158) |
| Net Surplus/(Deficit) | \$24.601 | \$23.746 | \$24.119 | \$33.653 | \$42.451 | \$55.799 |

MTA FIRST MUTUAL TRANSPORTATION ASSURANCE COMPANY
November Financial Plan 2020 - 2023
Cash Receipts and Expenditures
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|-------------------|------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| Cash Receipts and Expenditures | | | | | | |
| Receipts | | | | | | |
| Other Operating Revenue | \$25.351 | \$12.000 | \$12.237 | \$12.487 | \$12.782 | \$13.094 |
| Investment Income | (12.775) | 6.000 | 6.119 | 6.244 | 6.391 | 6.547 |
| Total Receipts | \$12.576 | \$18.000 | \$18.356 | \$18.731 | \$19.173 | \$19.641 |
| Expenditures | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Overtime | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Health and Welfare | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Fringe Benefits | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | (154.268) | (120.750) | (126.837) | (135.936) | (148.215) | (163.935) |
| Claims | 126.929 | 95.504 | 100.779 | 100.081 | 102.926 | 104.812 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Professional Services Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Materials and Supplies | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Business Expenses | 15.314 | 8.000 | 8.160 | 8.323 | 8.490 | 8.659 |
| Total Non-Labor Expenditures | (\$12.025) | (\$17.246) | (\$17.898) | (\$27.532) | (\$36.799) | (\$50.464) |
| <u>Other Expenditure Adjustments:</u> | | | | | | |
| Other | \$24.601 | \$35.246 | \$36.254 | \$46.263 | \$55.972 | \$70.105 |
| Total Other Expense Adjustments | \$24.601 | \$35.246 | \$36.254 | \$46.263 | \$55.972 | \$70.105 |
| Total Expenditures | \$12.576 | \$18.000 | \$18.356 | \$18.731 | \$19.173 | \$19.641 |
| Net Cash Balance | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA FIRST MUTUAL TRANSPORTATION ASSURANCE COMPANY

November Financial Plan 2020 - 2023


Cash Conversion (Cash Flow Adjustments)

(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|-------------------|------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| Cash Flow Adjustments | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Investment Income | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Receipts | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Expenditures | | | | | | |
| Labor: | | | | | | |
| Payroll | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Overtime | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Health and Welfare | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Fringe Benefits | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Non-Labor: | | | | | | |
| Electric Power | \$0.000 | \$0.000 | 0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Claims | 0.000 | 11.500 | 12.135 | 12.610 | 13.521 | 14.306 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Professional Services Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Materials and Supplies | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Business Expenses | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Non-Labor Expenditures | \$0.000 | \$11.500 | \$12.135 | \$12.610 | \$13.521 | \$14.306 |
| Other Expenditure Adjustments: | | | | | | |
| Other Expense Adjustments | (\$24.601) | (\$35.246) | (\$36.254) | (\$46.263) | (\$55.972) | (\$70.105) |
| Total Other Expenditure Adjustments | (\$24.601) | (\$35.246) | (\$36.254) | (\$46.263) | (\$55.972) | (\$70.105) |
| Total Expenditures | (\$24.601) | (\$23.746) | (\$24.119) | (\$33.653) | (\$42.451) | (\$55.799) |
| Total Cash Conversion Adjustments before Depreciation | (\$24.601) | (\$23.746) | (\$24.119) | (\$33.653) | (\$42.451) | (\$55.799) |
| Depreciation | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 68 Pension Expense Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Environmental Remediation | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Cash Conversion Adjustments | (\$24.601) | (\$23.746) | (\$24.119) | (\$33.653) | (\$42.451) | (\$55.799) |




New York City Transit

Staff Summary

| |
|---|
| Subject NYCT 2020 Budget and 2020-2023 Financial Plan Adoption |
| Department Office of Management & Budget |
| Department Head Name Aaron Stern |
| Department Head Signature  |
| Project Manager Name |

| |
|------------------------------------|
| Date December 5, 2019 |
| Vendor Name NA |
| Contract Number NA |
| Contract Manager Name NA |
| Table of Contents Ref # |

| Board Action | | | | | |
|--------------|-------------------|----------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | TA Committee | 12/16/19 | X | | |
| 2 | Finance Committee | 12/16/19 | X | | |
| 3 | MTA Board | 12/18/19 | X | | |
| | | | | | |

| Internal Approvals | | | |
|--------------------|--|-------|----------|
| Order | Approval | Order | Approval |
| 1 | OMB – Director  | | |
| 2 | CFO  | | |
| 3 | President  | | |
| 4 | | | |

Purpose

To secure MTA Board adoption of MTA New York City Transit’s 2019 November Forecast, 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023.

Discussion

MTA New York City Transit’s subway system runs 24/7 and serves nearly 5.5 million customers on a typical weekday. The system operates across 24 lines, 665 miles of track, and 472 stations. The system is 115 years old and a substantial portion of the basic infrastructure has never been reconstructed, notably a large proportion of signal equipment is original equipment that is more than 50 years old.

The baseline projections for MTA New York City Transit include new programmatic initiatives and support for current projects. NYCT projections do not include the estimated impacts from projected fare increases and MTA policy actions. These impacts will be presented as part of MTA consolidated materials.

November Financial Plan Highlights are summarized as follows:

- Farebox revenue increased by \$43.3 million in 2019, \$47.8 million in 2020, \$49.3 million in both 2021 and 2022, and \$49.2 million in 2023, based mostly on projected higher ridership.
- The finalization of the 2020 **Subway Action Plan** program, including ongoing efforts to seal subway system leaks and fix additional track defects, and a new initiative to systematically repair power system insulators.
- Funding has been put in place to support the **Fare Evasion Task Force**, which is providing support for the MTA-wide initiative to tighten enforcement and reduce fare evasion.
- Funding is provided to complete the **Kronos Upgrade Project**, under which biometric time-clocks are being installed system-wide.

Baseline Ridership

The November Plan forecast projects subway ridership will rise 0.6 percent and bus ridership 1.8 percent above the July Plan based on an improving ridership trend experienced from April through August 2019. Most importantly, it appears the multi-year decline in subway ridership has ended and has started to grow again, while the decline in bus ridership has significantly narrowed.

NYCT Subway Action Plan

In 2019, many elements of the Subway Action Plan (SAP) shifted to ongoing maintenance of the major gains accomplished during the original 2017-2018 program. These include efforts to seal leaks, clear drains, clean street vents, clean subway track, repair track defects, improve emergency response, repair signals, accelerate car overhauls, and improve station cleaning and elevator/escalator reliability.

NYCT Bus Plan

In 2018, NYCT developed a comprehensive bus plan designed to improve bus service through a series of initiatives, including comprehensive network redesign in all five boroughs, increasing bus speeds by expanding bus lanes and bus lane enforcement cameras, and the installation of onboard technology to improve safety and customer communication.

Budget Reduction Program (Combined July/November Plans). – To reduce operating deficits, this combined plan includes a significant number of non-reimbursable BRP actions that total \$86.3 million in 2019, \$157.7 million in 2020, \$190.0 million in 2021, \$197.6 million in 2022 and \$205.8 million in 2023.

2019 November Forecast-Baseline

Total operating revenues are projected at \$5.054 billion, including \$4.582 billion of farebox revenues. Total operating expenses are projected to be \$8.936 billion, consisting of labor costs of \$6.819 billion and non-labor expenses of \$2.117 billion. Non-cash depreciation expense is projected at \$1.878 billion, GASB 75 other post-employment benefit expenses are projected at \$1.084 billion, and GASB 68 pension expenses are projected as a credit of \$0.296 billion. After including favorable cash adjustments of \$2.925 billion, the projected net cash deficit is \$3.623 billion. Projected reimbursable expenses of \$1.383 billion are fully offset by capital reimbursements. Total end-of-year positions are projected at 50,286, including 44,467 non-reimbursable positions and 5,819 reimbursable positions.

2020 Final Proposed Budget-Baseline

Total operating revenues are projected at \$5.116 billion, including farebox revenues of \$4.647 billion. Total operating expenses are projected to be \$8.977 billion, consisting of labor costs of \$6.913 billion and non-labor expenses of \$2.064 billion. Non-cash depreciation expense is projected at \$1.928 billion, GASB 75 other post-employment benefit expenses are projected at \$1.346 billion, and GASB 68 pension expenses are projected as a credit of \$0.303 billion. After including favorable cash adjustments of \$3.161 billion, the projected net cash deficit is \$3.670 billion. Projected reimbursable expenses of \$1.333 billion are fully offset by capital reimbursements. Total end-of-year positions are projected at 49,401 including 44,116 non-reimbursable positions and 5,285 reimbursable positions.

Impact on Funding

The 2019 November Forecast, the 2020 Final Proposed Budget and the Four-Year Financial Plan for 2020-2023, which are presented in the attached tables, are consistent with the proposed MTA Financial Plan.

Recommendation

It is recommended that the MTA Board adopt the 2019 November Forecast, the 2020 Final Proposed Budget and the Four-Year Financial Plan for 2020-2023 for MTA New York City Transit and the related authorization to draw down Transit Adjudication Bureau (TAB) receipts and interest consistent with this Final Proposed Budget.

MTA NEW YORK CITY TRANSIT
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|----------------------|------------------------------|-------------------------------------|----------------------|----------------------|----------------------|
| Non-Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| <i>Farebox Revenue:</i> | | | | | | |
| Subway | \$3,426.813 | \$3,550.933 | \$3,613.570 | \$3,599.247 | \$3,600.855 | \$3,596.633 |
| Bus | 928.768 | 929.012 | 930.958 | 927.254 | 927.553 | 926.366 |
| Paratransit | 20.547 | 23.453 | 24.199 | 25.409 | 26.679 | 28.013 |
| Fare Media Liability | <u>70.414</u> | <u>78.500</u> | <u>78.500</u> | <u>78.500</u> | <u>78.500</u> | <u>78.500</u> |
| Farebox Revenue | \$4,446.541 | \$4,581.898 | \$4,647.227 | \$4,630.410 | \$4,633.587 | \$4,629.512 |
| <i>Other Operating Revenue:</i> | | | | | | |
| Fare Reimbursement | 84.016 | 84.016 | 84.016 | 84.016 | 84.016 | 84.016 |
| Paratransit Reimbursement | 196.794 | 215.717 | 209.991 | 218.631 | 227.106 | 234.870 |
| Other | <u>165.336</u> | <u>172.383</u> | <u>174.866</u> | <u>182.547</u> | <u>187.397</u> | <u>191.827</u> |
| Other Operating Revenue | \$446.146 | \$472.116 | \$468.873 | \$485.194 | \$498.519 | \$510.713 |
| Capital and Other Reimbursements | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Revenues | \$4,892.687 | \$5,054.014 | \$5,116.100 | \$5,115.604 | \$5,132.106 | \$5,140.225 |
| Operating Expense | | | | | | |
| <i>Labor:</i> | | | | | | |
| Payroll | \$3,422.442 | \$3,516.382 | \$3,557.817 | \$3,584.699 | \$3,661.851 | \$3,714.615 |
| Overtime | <u>684.331</u> | <u>606.158</u> | <u>534.298</u> | <u>539.569</u> | <u>547.064</u> | <u>562.730</u> |
| Total Salaries and Wages | \$4,106.773 | \$4,122.540 | \$4,092.114 | \$4,124.268 | \$4,208.915 | \$4,277.344 |
| Health and Welfare | 855.910 | 951.560 | 1,018.161 | 1,070.598 | 1,144.545 | 1,218.124 |
| OPEB Current Payments | 444.137 | 486.342 | 540.067 | 597.201 | 660.105 | 729.353 |
| Pension | 933.318 | 1,067.967 | 1,023.284 | 1,025.372 | 990.987 | 953.820 |
| Other Fringe Benefits | <u>489.257</u> | <u>498.209</u> | <u>515.545</u> | <u>547.147</u> | <u>574.371</u> | <u>600.087</u> |
| Total Fringe Benefits | \$2,722.621 | \$3,004.078 | \$3,097.057 | \$3,240.319 | \$3,370.009 | \$3,501.384 |
| Reimbursable Overhead | (347.451) | (307.196) | (276.643) | (258.267) | (255.701) | (256.313) |
| Total Labor Expenses | \$6,481.944 | \$6,819.422 | \$6,912.529 | \$7,106.320 | \$7,323.222 | \$7,522.415 |
| <i>Non-Labor:</i> | | | | | | |
| Electric Power | \$301.001 | \$278.491 | \$295.135 | \$303.636 | \$316.291 | \$335.602 |
| Fuel | 112.183 | 107.657 | 102.364 | 100.730 | 100.386 | 102.125 |
| Insurance | 67.313 | 69.486 | 70.489 | 77.397 | 84.990 | 93.553 |
| Claims | 225.666 | 240.864 | 229.142 | 217.836 | 218.059 | 221.777 |
| Paratransit Service Contracts | 455.471 | 488.157 | 488.644 | 520.908 | 550.194 | 585.282 |
| Maintenance and Other Operating Contracts | 233.963 | 312.585 | 277.587 | 277.312 | 264.040 | 279.632 |
| Professional Services Contracts | 197.373 | 195.574 | 179.716 | 162.412 | 165.742 | 169.562 |
| Materials and Supplies | 353.250 | 327.864 | 333.363 | 334.801 | 341.709 | 337.483 |
| Other Business Expenses | 88.095 | 96.348 | 87.781 | 88.126 | 88.931 | 89.575 |
| Total Non-Labor Expenses | \$2,034.316 | \$2,117.026 | \$2,064.220 | \$2,083.158 | \$2,130.342 | \$2,214.591 |
| <i>Other Expense Adjustments:</i> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$8,516.259 | \$8,936.449 | \$8,976.749 | \$9,189.478 | \$9,453.564 | \$9,737.006 |
| Depreciation | \$1,958.127 | \$1,878.062 | \$1,928.062 | \$1,978.062 | \$2,029.359 | \$2,081.986 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 706.078 | 1,083.900 | 1,345.800 | 1,472.300 | 1,557.000 | 1,643.300 |
| GASB 68 Pension Expense Adjustment | (334.779) | (296.398) | (303.171) | (308.944) | (308.944) | (308.944) |
| Environmental Remediation | 84.138 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses | \$10,929.822 | \$11,602.013 | \$11,947.440 | \$12,330.896 | \$12,730.979 | \$13,153.347 |
| Net Surplus/(Deficit) | (\$6,037.135) | (\$6,547.999) | (\$6,831.340) | (\$7,215.292) | (\$7,598.873) | (\$8,013.122) |

MTA NEW YORK CITY TRANSIT
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | 1,491.687 | 1,382.926 | 1,333.489 | 1,246.814 | 1,233.217 | 1,230.474 |
| Total Revenues | \$1,491.687 | \$1,382.926 | \$1,333.489 | \$1,246.814 | \$1,233.217 | \$1,230.474 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$501.541 | \$493.393 | \$529.012 | \$490.264 | \$482.708 | \$479.586 |
| Overtime | <u>214.889</u> | <u>194.264</u> | <u>130.826</u> | <u>126.410</u> | <u>127.960</u> | <u>130.078</u> |
| Total Salaries and Wages | \$716.430 | \$687.657 | \$659.838 | \$616.674 | \$610.668 | \$609.664 |
| Health and Welfare | 24.350 | 22.971 | 27.396 | 27.066 | 28.007 | 29.010 |
| OPEB Current Payments | 9.341 | 11.542 | 12.636 | 13.267 | 14.005 | 14.783 |
| Pension | 38.780 | 45.225 | 44.238 | 43.398 | 40.311 | 37.381 |
| Other Fringe Benefits | <u>226.791</u> | <u>211.529</u> | <u>208.337</u> | <u>193.815</u> | <u>190.973</u> | <u>189.991</u> |
| Total Fringe Benefits | \$299.262 | \$291.266 | \$292.606 | \$277.545 | \$273.296 | \$271.165 |
| Reimbursable Overhead | 347.451 | 307.196 | 276.643 | 258.267 | 255.701 | 256.313 |
| Total Labor Expenses | \$1,363.143 | \$1,286.119 | \$1,229.088 | \$1,152.485 | \$1,139.665 | \$1,137.142 |
| Non-Labor: | | | | | | |
| Electric Power | \$0.373 | \$0.252 | \$0.252 | \$0.252 | \$0.252 | \$0.252 |
| Fuel | 0.255 | 0.097 | 0.194 | (0.023) | (0.023) | (0.023) |
| Insurance | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 48.455 | 37.834 | 41.112 | 33.533 | 33.309 | 33.089 |
| Professional Services Contracts | 12.843 | 15.761 | 9.627 | 9.627 | 9.627 | 9.627 |
| Materials and Supplies | 62.017 | 46.983 | 53.698 | 51.422 | 50.868 | 50.868 |
| Other Business Expenses | 4.602 | (4.120) | (0.482) | (0.482) | (0.482) | (0.482) |
| Total Non-Labor Expenses | \$128.545 | \$96.807 | \$104.401 | \$94.329 | \$93.551 | \$93.331 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation | \$1,491.687 | \$1,382.926 | \$1,333.489 | \$1,246.814 | \$1,233.217 | \$1,230.474 |
| Net Surplus/(Deficit) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA NEW YORK CITY TRANSIT
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|----------------------|------------------------------|-------------------------------------|----------------------|----------------------|----------------------|
| Non-Reimbursable / Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| <i>Farebox Revenue:</i> | | | | | | |
| Subway | \$3,426.813 | \$3,550.933 | \$3,613.570 | \$3,599.247 | \$3,600.855 | \$3,596.633 |
| Bus | 928.768 | 929.012 | 930.958 | 927.254 | 927.553 | 926.366 |
| Paratransit | 20.547 | 23.453 | 24.199 | 25.409 | 26.679 | 28.013 |
| Fare Media Liability | <u>70.414</u> | <u>78.500</u> | <u>78.500</u> | <u>78.500</u> | <u>78.500</u> | <u>78.500</u> |
| Farebox Revenue | \$4,446.541 | \$4,581.898 | \$4,647.227 | \$4,630.410 | \$4,633.587 | \$4,629.512 |
| <i>Other Operating Revenue:</i> | | | | | | |
| Fare Reimbursement | 84.016 | 84.016 | 84.016 | 84.016 | 84.016 | 84.016 |
| Paratransit Reimbursement | 196.794 | 215.717 | 209.991 | 218.631 | 227.106 | 234.870 |
| Other | <u>165.336</u> | <u>172.383</u> | <u>174.866</u> | <u>182.547</u> | <u>187.397</u> | <u>191.827</u> |
| Other Operating Revenue | \$446.146 | \$472.116 | \$468.873 | \$485.194 | \$498.519 | \$510.713 |
| Capital and Other Reimbursements | 1,491.687 | 1,382.926 | 1,333.489 | 1,246.814 | 1,233.217 | 1,230.474 |
| Total Revenues | \$6,384.374 | \$6,436.940 | \$6,449.589 | \$6,362.419 | \$6,365.323 | \$6,370.699 |
| Operating Expense | | | | | | |
| <i>Labor:</i> | | | | | | |
| Payroll | \$3,923.983 | \$4,009.775 | \$4,086.829 | \$4,074.963 | \$4,144.559 | \$4,194.201 |
| Overtime | <u>899.220</u> | <u>800.422</u> | <u>665.124</u> | <u>665.978</u> | <u>675.024</u> | <u>692.807</u> |
| Total Salaries and Wages | \$4,823.203 | \$4,810.197 | \$4,751.953 | \$4,740.942 | \$4,819.583 | \$4,887.009 |
| Health and Welfare | 880.260 | 974.531 | 1,045.557 | 1,097.664 | 1,172.552 | 1,247.134 |
| OPEB Current Payments | 453.477 | 497.884 | 552.703 | 610.468 | 674.110 | 744.136 |
| Pension | 972.098 | 1,113.192 | 1,067.523 | 1,068.770 | 1,031.298 | 991.201 |
| Other Fringe Benefits | <u>716.048</u> | <u>709.738</u> | <u>723.882</u> | <u>740.962</u> | <u>765.344</u> | <u>790.078</u> |
| Total Fringe Benefits | \$3,021.883 | \$3,295.345 | \$3,389.664 | \$3,517.863 | \$3,643.304 | \$3,772.549 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenses | \$7,845.086 | \$8,105.541 | \$8,141.616 | \$8,258.805 | \$8,462.888 | \$8,659.557 |
| <i>Non-Labor:</i> | | | | | | |
| Electric Power | \$301.374 | \$278.743 | \$295.387 | \$303.888 | \$316.543 | \$335.854 |
| Fuel | 112.438 | 107.754 | 102.558 | 100.707 | 100.363 | 102.102 |
| Insurance | 67.313 | 69.486 | 70.489 | 77.397 | 84.990 | 93.553 |
| Claims | 225.666 | 240.864 | 229.142 | 217.836 | 218.059 | 221.777 |
| Paratransit Service Contracts | 455.471 | 488.157 | 488.644 | 520.908 | 550.194 | 585.282 |
| Maintenance and Other Operating Contracts | 282.419 | 350.419 | 318.699 | 310.845 | 297.349 | 312.721 |
| Professional Services Contracts | 210.216 | 211.335 | 189.343 | 172.039 | 175.369 | 179.189 |
| Materials and Supplies | 415.267 | 374.847 | 387.061 | 386.223 | 392.577 | 388.350 |
| Other Business Expenses | 92.697 | 92.228 | 87.299 | 87.645 | 88.449 | 89.094 |
| Total Non-Labor Expenses | \$2,162.860 | \$2,213.833 | \$2,168.621 | \$2,177.487 | \$2,223.893 | \$2,307.922 |
| <i>Other Expense Adjustments:</i> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$10,007.946 | \$10,319.375 | \$10,310.238 | \$10,436.292 | \$10,686.781 | \$10,967.479 |
| Depreciation | \$1,958.127 | \$1,878.062 | \$1,928.062 | \$1,978.062 | \$2,029.359 | \$2,081.986 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 706.078 | 1,083.900 | 1,345.800 | 1,472.300 | 1,557.000 | 1,643.300 |
| GASB 68 Pension Expense Adjustment | (334.779) | (296.398) | (303.171) | (308.944) | (308.944) | (308.944) |
| Environmental Remediation | 84.138 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses | \$12,421.509 | \$12,984.939 | \$13,280.929 | \$13,577.710 | \$13,964.196 | \$14,383.821 |
| Net Surplus/(Deficit) | (\$6,037.135) | (\$6,547.999) | (\$6,831.340) | (\$7,215.292) | (\$7,598.873) | (\$8,013.122) |

MTA NEW YORK CITY TRANSIT
November Financial Plan 2020 - 2023
Cash Receipts and Expenditures
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|----------------------|------------------------------|-------------------------------------|----------------------|----------------------|----------------------|
| Cash Receipts and Expenditures | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$4,490.421 | \$4,582.098 | \$4,647.427 | \$4,630.610 | \$4,633.787 | \$4,629.712 |
| <i>Other Operating Revenue:</i> | | | | | | |
| Fare Reimbursement | 39.052 | 114.016 | 54.016 | 84.016 | 84.016 | 84.016 |
| Paratransit Reimbursement | 150.087 | 218.077 | 210.125 | 218.571 | 227.127 | 234.923 |
| Other Revenue | 97.319 | 66.782 | 67.352 | 68.742 | 70.832 | 72.572 |
| Other Operating Revenue | 286.458 | 398.875 | 331.493 | 371.329 | 381.975 | 391.511 |
| Capital and Other Reimbursements | 1,611.794 | 1,424.554 | 1,343.280 | 1,274.343 | 1,235.101 | 1,230.536 |
| Total Receipts | \$6,388.673 | \$6,405.527 | \$6,322.200 | \$6,276.282 | \$6,250.863 | \$6,251.759 |
| Expenditures | | | | | | |
| <i>Labor:</i> | | | | | | |
| Payroll | \$3,878.017 | \$3,991.293 | \$4,052.462 | \$4,039.335 | \$4,107.765 | \$4,156.202 |
| Overtime | 899.220 | 800.422 | 665.124 | 665.978 | 675.024 | 692.807 |
| Total Salaries & Wages | \$4,777.237 | \$4,791.715 | \$4,717.586 | \$4,705.313 | \$4,782.789 | \$4,849.009 |
| Health and Welfare | 888.766 | 963.071 | 1,034.059 | 1,085.303 | 1,159.265 | 1,232.850 |
| OPEB Current Payments | 453.477 | 497.884 | 552.703 | 610.468 | 674.110 | 744.136 |
| Pension | 974.880 | 1,110.268 | 1,067.523 | 1,068.770 | 1,031.298 | 991.201 |
| Other Fringe Benefits | 517.496 | 528.837 | 533.077 | 538.225 | 555.952 | 573.943 |
| Total Fringe Benefits | \$2,834.619 | \$3,100.059 | \$3,187.360 | \$3,302.766 | \$3,420.625 | \$3,542.129 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$7,611.856 | \$7,891.775 | \$7,904.946 | \$8,008.079 | \$8,203.414 | \$8,391.138 |
| <i>Non-Labor:</i> | | | | | | |
| Electric Power | \$304.395 | \$289.665 | \$306.309 | \$314.810 | \$327.465 | \$346.776 |
| Fuel | 114.654 | 107.754 | 102.558 | 100.707 | 100.363 | 102.102 |
| Insurance | 67.429 | 67.952 | 71.204 | 75.611 | 83.100 | 94.328 |
| Claims | 137.336 | 157.973 | 143.867 | 135.102 | 137.919 | 140.793 |
| Paratransit Service Contracts | 450.203 | 486.157 | 486.644 | 518.908 | 548.194 | 583.282 |
| Maintenance and Other Operating Contracts | 294.500 | 356.801 | 323.368 | 318.039 | 304.543 | 319.915 |
| Professional Services Contracts | 201.881 | 205.335 | 180.343 | 163.039 | 166.369 | 170.189 |
| Materials and Supplies | 412.543 | 373.347 | 385.561 | 384.723 | 391.077 | 386.850 |
| Other Business Expenses | 92.648 | 92.228 | 87.299 | 87.645 | 88.449 | 89.094 |
| Total Non-Labor Expenditures | \$2,075.589 | \$2,137.212 | \$2,087.152 | \$2,098.583 | \$2,147.479 | \$2,233.329 |
| <i>Other Expenditure Adjustments:</i> | | | | | | |
| Other | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | \$9,687.445 | \$10,028.987 | \$9,992.098 | \$10,106.662 | \$10,350.894 | \$10,624.467 |
| Net Cash Balance | (\$3,298.772) | (\$3,623.460) | (\$3,669.898) | (\$3,830.380) | (\$4,100.031) | (\$4,372.708) |

MTA NEW YORK CITY TRANSIT
November Financial Plan 2020 - 2023
Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| Cash Flow Adjustments | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$43.880 | \$0.200 | \$0.200 | \$0.200 | \$0.200 | \$0.200 |
| <i>Other Operating Revenue:</i> | | | | | | |
| Fare Reimbursement | (44.964) | 30.000 | (30.000) | 0.000 | 0.000 | 0.000 |
| Paratransit Reimbursement | (2.973) | 2.360 | 0.134 | (0.060) | 0.021 | 0.053 |
| Other Revenue | (111.751) | (105.601) | (107.514) | (113.805) | (116.565) | (119.255) |
| Other Operating Revenue | (\$159.688) | (\$73.241) | (\$137.380) | (\$113.865) | (\$116.544) | (\$119.202) |
| Capital and Other Reimbursements | 120.107 | 41.628 | 9.791 | 27.529 | 1.884 | 0.062 |
| Total Receipts | \$4.299 | (\$31.413) | (\$127.389) | (\$86.136) | (\$114.460) | (\$118.940) |
| Expenditures | | | | | | |
| <i>Labor:</i> | | | | | | |
| Payroll | \$45.966 | \$18.482 | \$34.367 | \$35.629 | \$36.794 | \$37.999 |
| Overtime | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Salaries and Wages | \$45.966 | \$18.482 | \$34.367 | \$35.629 | \$36.794 | \$37.999 |
| Health and Welfare | (8.506) | 11.460 | 11.498 | 12.361 | 13.288 | 14.284 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | (2.782) | 2.924 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Fringe Benefits | 198.552 | 180.901 | 190.805 | 202.737 | 209.391 | 216.135 |
| Total Fringe Benefits | \$187.264 | \$195.285 | \$202.303 | \$215.097 | \$222.679 | \$230.420 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$233.230 | \$213.767 | \$236.671 | \$250.726 | \$259.473 | \$268.419 |
| <i>Non-Labor:</i> | | | | | | |
| Electric Power | (\$3.021) | (\$10.922) | (10.922) | (\$10.922) | (\$10.922) | (\$10.922) |
| Fuel | (2.216) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | (0.116) | 1.534 | (0.715) | 1.786 | 1.890 | (0.775) |
| Claims | 88.330 | 82.891 | 85.275 | 82.734 | 80.140 | 80.984 |
| Paratransit Service Contracts | 5.268 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 |
| Maintenance and Other Operating Contracts | (12.081) | (6.382) | (4.669) | (7.194) | (7.194) | (7.194) |
| Professional Services Contracts | 8.335 | 6.000 | 9.000 | 9.000 | 9.000 | 9.000 |
| Materials and Supplies | 2.724 | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 |
| Other Business Expenses | 0.049 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Non-Labor Expenditures | \$87.271 | \$76.621 | \$81.469 | \$78.904 | \$76.414 | \$74.593 |
| <i>Other Expenditure Adjustments:</i> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expenditure Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | \$320.501 | \$290.388 | \$318.140 | \$329.630 | \$335.887 | \$343.012 |
| Total Cash Conversion Adjustments before Depreciation | \$324.800 | \$258.975 | \$190.751 | \$243.494 | \$221.427 | \$224.072 |
| Depreciation | \$1,958.127 | \$1,878.062 | \$1,928.062 | \$1,978.062 | \$2,029.359 | \$2,081.986 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 706.078 | 1,083.900 | 1,345.800 | 1,472.300 | 1,557.000 | 1,643.300 |
| GASB 68 Pension Expense Adjustment | (334.779) | (296.398) | (303.171) | (308.944) | (308.944) | (308.944) |
| Environmental Remediation | 84.138 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Cash Conversion Adjustments | \$2,738.363 | \$2,924.539 | \$3,161.442 | \$3,384.912 | \$3,498.842 | \$3,640.414 |

MTA NEW YORK CITY TRANSIT
November Financial Plan 2020 - 2023
Ridership (Utilization)
(in millions)

| | Actual | November Forecast | Final Proposed Budget | | | |
|--|--------|----------------------|-----------------------------|------|------|------|
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |

RIDERSHIP

| | | | | | | |
|-------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Subway | 1,680.060 | 1,686.288 | 1,690.027 | 1,683.541 | 1,684.270 | 1,682.358 |
| Bus | 569.361 | 551.958 | 542.350 | 540.336 | 540.499 | 539.853 |
| Paratransit | 9.867 | 10.933 | 11.516 | 12.092 | 12.696 | 13.331 |

Total Ridership

| | | | | | |
|------------------|------------------|------------------|------------------|------------------|------------------|
| 2,259.289 | 2,249.179 | 2,243.893 | 2,235.969 | 2,237.464 | 2,235.542 |
|------------------|------------------|------------------|------------------|------------------|------------------|

FAREBOX REVENUE (Excluding fare media liability)

| | | | | | | |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Subway | \$3,426.813 | \$3,550.933 | \$3,613.570 | \$3,599.247 | \$3,600.855 | \$3,596.633 |
| Bus | 928.768 | 929.012 | 930.958 | 927.254 | 927.553 | 926.366 |
| Paratransit | 20.547 | 23.453 | 24.199 | 25.409 | 26.679 | 28.013 |

Total Revenue

| | | | | | |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| \$4,376.127 | \$4,503.398 | \$4,568.727 | \$4,551.910 | \$4,555.087 | \$4,551.012 |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|

NEW YORK CITY TRANSIT
November Financial Plan 2020-2023
2019 Budget Reduction Plan Summary
(\$ in millions)

| Administration | Favorable/(Unfavorable) | | | | | | | | | |
|--|-------------------------|------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|
| | Pos. | 2019 | Pos. | 2020 | Pos. | 2021 | Pos. | 2022 | Pos. | 2023 |
| NYCT Reorganization (July Plan) | | | 240 | 33,090 | 240 | 33,090 | 240 | 33,090 | 240 | 33,090 |
| Eliminate Duplication with Transformation - NYCT Reorganization (Nov Plan) | | | (240) | (33,090) | (240) | (33,090) | (240) | (33,090) | (240) | (33,090) |
| Health and Welfare Savings (July Plan) | | 83,000 | | 90,400 | | 97,441 | | 105,031 | | 113,214 |
| Outsource Medical Documentation (July Plan) | | - | | - | | 3,000 | | 3,000 | | 3,000 |
| FMLA Savings (July Plan) | | - | | - | | 0,800 | | 0,800 | | 0,800 |
| OTPS Reductions (July Plan) | | 3,140 | | 8,647 | | 7,807 | | 7,807 | | 7,807 |
| Other Savings (July Plan) | | 1,207 | (20) | 1,471 | | 0,599 | | 0,599 | | 0,599 |
| Eliminate Passenger Environment Survey (July Plan) | - | 0,000 | 8 | 1,099 | 8 | 1,099 | 8 | 1,099 | 8 | 1,099 |
| EAM Consulting Reduction (July Plan) | | | | <u>\$1,636</u> | | <u>\$1,636</u> | | <u>\$1,636</u> | | <u>\$1,636</u> |
| Subtotal Administration | - | 87,347 | (12) | 103,253 | 8 | 112,382 | 8 | 119,972 | 8 | 128,155 |
| <i>% of Total Proposed</i> | | <i>101.2%</i> | | <i>65.5%</i> | | <i>59.1%</i> | | <i>60.7%</i> | | <i>62.3%</i> |
| Customer Convenience/Amenities | | | | | | | | | | |
| Eliminate Bus WiFi Service (July Plan) | - | 0,000 | - | 2,500 | - | 2,500 | - | 2,500 | - | 2,500 |
| Restore Bus WiFi Service (Nov Plan) | - | 0,000 | - | (2,500) | - | (2,500) | - | (2,500) | - | (2,500) |
| Customer & Communication Efficiencies (July Plan) | - | <u>0,000</u> | <u>7</u> | <u>0,898</u> | <u>7</u> | <u>0,898</u> | <u>7</u> | <u>0,898</u> | <u>7</u> | <u>0,898</u> |
| Subtotal Customer Convenience/Amenities | - | 0,000 | 7 | 0,898 | 7 | 0,898 | 7 | 0,898 | 7 | 0,898 |
| <i>% of Total Proposed</i> | | <i>0.0%</i> | | <i>0.6%</i> | | <i>0.5%</i> | | <i>0.5%</i> | | <i>0.4%</i> |
| Maintenance | | | | | | | | | | |
| Shift ROW Maintenance to Overnight/Weekends (July Plan) | - | | 50 | 5,679 | 50 | 5,679 | 50 | 5,679 | 50 | 5,679 |
| Vent Cleaning Efficiencies (July Plan) | - | | 40 | 5,275 | 40 | 5,275 | 40 | 5,275 | 40 | 5,275 |
| AFC Maintenance Reductions (July Plan) | - | | 35 | 4,276 | 35 | 4,276 | 35 | 4,276 | 35 | 4,276 |
| South Channel Hydraulic Efficiency (July Plan) | - | | 11 | 1,214 | 11 | 1,214 | 11 | 1,214 | 11 | 1,214 |
| Electrical Helper Efficiencies (July Plan) | - | | 12 | 1,156 | 12 | 1,156 | 12 | 1,156 | 12 | 1,156 |
| Eliminate Fleet Services (July Plan) | - | | 6 | 0,712 | 6 | 0,712 | 6 | 0,712 | 6 | 0,712 |
| Bus Painting Efficiencies (July Plan) | - | | 13 | 1,589 | 13 | 1,589 | 13 | 1,589 | 13 | 1,589 |
| Bus Maintenance Efficiencies (July Plan) | - | | 39 | 5,784 | 39 | 5,784 | 39 | 5,784 | 39 | 5,784 |
| Supply Chain Technology Saving (July Plan) | - | | - | - | 40 | 4,304 | 40 | 4,304 | 40 | 4,304 |
| Supply Logistics Savings (July Plan) | - | | 21 | 2,282 | 21 | 2,282 | 21 | 2,282 | 21 | 2,282 |
| Adverse Weather Overtime Reduction (July Plan) | - | | - | 3,684 | - | 3,684 | - | 3,684 | - | 3,684 |
| Vacuum Train Efficiencies (July Plan) | - | 0,000 | 30 | 2,967 | 30 | 2,967 | 30 | 2,967 | 30 | 2,967 |
| Bus Material Savings (Nov Plan) | - | <u>1,500</u> | - | <u>3,000</u> | - | <u>3,000</u> | - | <u>3,000</u> | - | <u>3,000</u> |
| Subtotal Maintenance | - | 1,500 | 257 | 37,618 | 297 | 41,922 | 297 | 41,922 | 297 | 41,922 |
| <i>% of Total Proposed</i> | | <i>1.7%</i> | | <i>23.9%</i> | | <i>22.1%</i> | | <i>21.2%</i> | | <i>20.4%</i> |
| Revenue Enhancement | | | | | | | | | | |
| None | - | <u>0,000</u> | - | <u>0,000</u> | - | <u>0,000</u> | - | <u>0,000</u> | - | <u>0,000</u> |
| <i>% of Total Proposed</i> | | <i>0.0%</i> | | <i>0.0%</i> | | <i>0.0%</i> | | <i>0.0%</i> | | <i>0.0%</i> |
| Safety | | | | | | | | | | |
| None | - | <u>0,000</u> | - | <u>0,000</u> | - | <u>0,000</u> | - | <u>0,000</u> | - | <u>0,000</u> |
| <i>% of Total Proposed</i> | | <i>0.0%</i> | | <i>0.0%</i> | | <i>0.0%</i> | | <i>0.0%</i> | | <i>0.0%</i> |
| Security | | | | | | | | | | |
| Fulton Street Transit Center Security Coverage (July Plan) | - | <u>0,000</u> | <u>1</u> | <u>1,033</u> | <u>1</u> | <u>1,033</u> | <u>1</u> | <u>1,033</u> | <u>1</u> | <u>1,033</u> |
| Subtotal Security | - | 0,000 | 1 | 1,033 | 1 | 1,033 | 1 | 1,033 | 1 | 1,033 |
| <i>% of Total Proposed</i> | | <i>0.0%</i> | | <i>0.7%</i> | | <i>0.5%</i> | | <i>0.5%</i> | | <i>0.5%</i> |
| Service | | | | | | | | | | |
| Terminal Supervision Savings (July Plan) | - | 0,000 | 20 | 2,523 | 20 | 2,523 | 20 | 2,523 | 20 | 2,523 |
| Paratransit Carrier Restructuring (July Plan) | - | (8,040) | - | 8,040 | - | 8,040 | - | 8,040 | - | 8,040 |
| Renegotiate Paratransit Carrier Contracts (Nov Plan) | - | <u>5,479</u> | - | <u>3,217</u> | - | <u>0,000</u> | - | <u>0,000</u> | - | <u>0,000</u> |
| Subtotal Service | - | (2,561) | 20 | 13,780 | 20 | 10,563 | 20 | 10,563 | 20 | 10,563 |
| <i>% of Total Proposed</i> | | <i>-3.0%</i> | | <i>8.7%</i> | | <i>5.6%</i> | | <i>5.3%</i> | | <i>5.1%</i> |
| Service Support | | | | | | | | | | |
| Revenue Control Efficiencies (July Plan) | - | <u>0,000</u> | <u>5</u> | <u>1,114</u> | <u>5</u> | <u>1,114</u> | <u>5</u> | <u>1,114</u> | <u>5</u> | <u>1,114</u> |
| Subtotal Service Support | - | 0,000 | 5 | 1,114 | 5 | 1,114 | 5 | 1,114 | 5 | 1,114 |
| <i>% of Total Proposed</i> | | <i>0.0%</i> | | <i>0.7%</i> | | <i>0.6%</i> | | <i>0.6%</i> | | <i>0.5%</i> |
| Other | | | | | | | | | | |
| Subways Operating Savings Program (July Plan) | - | - | - | - | 222 | 22,096 | 222 | 22,096 | 222 | 22,096 |
| Operating Savings Program (July Plan) | - | 0,000 | 83 | 4,415 | 83 | 12,364 | 83 | 12,364 | 83 | 12,364 |
| Operating Savings Program (Nov Plan) | - | <u>0,000</u> | <u>(83)</u> | <u>(4,415)</u> | <u>(83)</u> | <u>(12,364)</u> | <u>(83)</u> | <u>(12,364)</u> | <u>(83)</u> | <u>(12,364)</u> |
| Subtotal Other | - | 0,000 | - | 0,000 | 222 | 22,096 | 222 | 22,096 | 222 | 22,096 |
| <i>% of Total Proposed</i> | | <i>0.0%</i> | | <i>0.0%</i> | | <i>11.6%</i> | | <i>11.2%</i> | | <i>10.7%</i> |
| Agency Submission | - | \$86,286 | 278 | \$157,696 | 560 | \$190,008 | 560 | \$197,598 | 560 | \$205,781 |
| Total Non-Reimbursable BRP | - | \$86,286 | 278 | \$157,696 | 560 | \$190,008 | 560 | \$197,598 | 560 | \$205,781 |
| Reimbursable BRP | | | | | | | | | | |
| Capital Program | | | | | | | | | | |
| Capital & Other Reimbursements Reduction (July Plan) | 3 | <u>(\$0,520)</u> | 167 | <u>(\$38,121)</u> | 164 | <u>(\$38,121)</u> | 164 | <u>(\$37,747)</u> | 164 | <u>(\$37,747)</u> |
| Reimbursable Expense Reduction (July Plan) | | <u>\$0,520</u> | | <u>\$38,121</u> | | <u>\$38,121</u> | | <u>\$37,747</u> | | <u>\$37,747</u> |
| Eliminate Duplication with Transformation (Nov Plan) | | | (140) | <u>(\$17,757)</u> | (140) | <u>(\$17,757)</u> | (140) | <u>(\$17,757)</u> | (140) | <u>(\$17,757)</u> |
| Capital & Other Reimbursements Reduction (Nov Plan) | | | | <u>\$17,757</u> | | <u>\$17,757</u> | | <u>\$17,757</u> | | <u>\$17,757</u> |
| Total Reimbursable BRP | 3 | \$0,000 | 27 | \$0,000 | 24 | \$0,000 | 24 | \$0,000 | 24 | \$0,000 |

MTA New York City Transit
November Financial Plan 2020 - 2023
Total Positions by Function and Department
Non-Reimbursable/Reimbursable and Full-Time/Full-Time Equivalents

| | 2018 | 2019 November Forecast | 2020 Final Proposed Budget | 2021 | 2022 | 2023 |
|--|---------------|------------------------------|----------------------------------|---------------|---------------|---------------|
| Administration | | | | | | |
| Office of the President | 28 | 30 | 32 | 32 | 32 | 32 |
| Law | 280 | 311 | 312 | 312 | 312 | 312 |
| Office of the EVP | 14 | 19 | 19 | 19 | 19 | 19 |
| Human Resources | 242 | 248 | 244 | 244 | 244 | 244 |
| Office of Management and Budget | 40 | 43 | 43 | 43 | 43 | 42 |
| Capital Planning & Budget | 31 | 37 | 37 | 36 | 36 | 36 |
| Strategy & Customer Experience | 196 | 215 | 208 | 206 | 205 | 203 |
| Non-Departmental | - | 9 | 9 | 9 | 9 | 9 |
| Labor Relations | 87 | 100 | 100 | 100 | 100 | 100 |
| Materiel | 247 | 266 | 257 | 244 | 238 | 232 |
| Controller | 115 | 122 | 121 | 120 | 119 | 118 |
| Office of People & Business Transformation | 20 | 25 | 25 | 25 | 25 | 25 |
| Total Administration | 1,300 | 1,425 | 1,407 | 1,390 | 1,382 | 1,372 |
| Operations | | | | | | |
| Subways Service Delivery | 8,696 | 8,687 | 8,383 | 8,394 | 8,353 | 8,289 |
| Subways Operation Support /Admin | 453 | 412 | 412 | 412 | 412 | 412 |
| Subways Stations | 2,589 | 2,724 | 2,638 | 2,632 | 2,632 | 2,632 |
| Subtotal - Subways | 11,738 | 11,823 | 11,433 | 11,438 | 11,397 | 11,333 |
| Buses | 11,211 | 11,094 | 10,816 | 10,847 | 10,847 | 10,847 |
| Paratransit | 200 | 214 | 214 | 214 | 214 | 214 |
| Operations Planning | 383 | 403 | 385 | 383 | 382 | 380 |
| Revenue Control | 610 | 646 | 641 | 641 | 641 | 641 |
| Non-Departmental | (1) | - | 8 | - | - | - |
| Total Operations | 24,141 | 24,180 | 23,497 | 23,523 | 23,481 | 23,415 |
| Maintenance | | | | | | |
| Subways Operation Support /Admin | 118 | 89 | 87 | (144) | (145) | (150) |
| Subways Engineering | 342 | 395 | 359 | 336 | 333 | 301 |
| Subways Car Equipment | 5,156 | 5,006 | 5,107 | 4,956 | 4,937 | 4,652 |
| Subways Infrastructure | 1,838 | 1,965 | 1,819 | 1,741 | 1,738 | 1,702 |
| Subways Elevator & Escalators | 428 | 455 | 467 | 492 | 487 | 487 |
| Subways Stations | 3,349 | 3,466 | 3,488 | 3,492 | 3,477 | 3,476 |
| Subways Track | 3,229 | 3,117 | 3,060 | 3,041 | 3,041 | 3,041 |
| Subways Power | 663 | 670 | 685 | 623 | 609 | 609 |
| Subways Signals | 1,622 | 1,658 | 1,663 | 1,650 | 1,632 | 1,630 |
| Subways Electronics Maintenance | 1,590 | 1,626 | 1,623 | 1,529 | 1,515 | 1,513 |
| Subtotal - Subways | 18,336 | 18,447 | 18,358 | 17,716 | 17,624 | 17,261 |
| Buses | 3,659 | 3,548 | 3,463 | 3,423 | 3,400 | 3,411 |
| Supply Logistics | 588 | 567 | 548 | 508 | 508 | 508 |
| System Safety | 88 | 95 | 93 | 92 | 91 | 90 |
| Non-Departmental | (1) | (111) | (67) | (67) | (67) | (67) |
| Total Maintenance | 22,670 | 22,546 | 22,395 | 21,672 | 21,556 | 21,203 |
| Engineering/Capital | | | | | | |
| Capital Program Management | 1,375 | 1,468 | 1,450 | 1,361 | 1,342 | 1,323 |
| Total Engineering/Capital | 1,375 | 1,468 | 1,450 | 1,361 | 1,342 | 1,323 |
| Public Safety | | | | | | |
| Security | 629 | 667 | 652 | 639 | 639 | 639 |
| Total Public Safety | 629 | 667 | 652 | 639 | 639 | 639 |
| Total Baseline Positions | 50,115 | 50,286 | 49,401 | 48,585 | 48,400 | 47,952 |
| Non-Reimbursable | 45,284 | 44,467 | 44,116 | 43,767 | 43,763 | 43,488 |
| Reimbursable | 4,831 | 5,819 | 5,285 | 4,818 | 4,637 | 4,464 |
| Total Full-Time | 49,905 | 50,078 | 49,197 | 48,381 | 48,196 | 47,748 |
| Total Full-Time Equivalents | 210 | 208 | 204 | 204 | 204 | 204 |

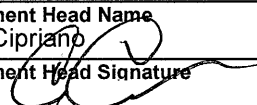
MTA NEW YORK CITY TRANSIT
November Financial Plan 2020 - 2023
Total Positions by Function and Occupational Group
Non-Reimbursable and Reimbursable

| FUNCTION / OCCUPATIONAL GROUP | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|----------------|------------------------------|-------------------------------------|---------------|---------------|---------------|
| Administration | | | | | | |
| Managers/Supervisors | 436 | 540 | 522 | 511 | 508 | 503 |
| Professional/Technical/Clerical | 835 | 849 | 849 | 843 | 838 | 833 |
| Operational Hourlies | 29 | 36 | 36 | 36 | 36 | 36 |
| Total Administration Headcount | 1,300 | 1,425 | 1,407 | 1,390 | 1,382 | 1,372 |
| Operations | | | | | | |
| Managers/Supervisors | 2,771 | 2,854 | 2,798 | 2,792 | 2,789 | 2,770 |
| Professional/Technical/Clerical | 550 | 585 | 578 | 577 | 576 | 574 |
| Operational Hourlies | 20,820 | 20,741 | 20,121 | 20,154 | 20,116 | 20,071 |
| Total Operations Headcount | 24,141 | 24,180 | 23,497 | 23,523 | 23,481 | 23,415 |
| Maintenance | | | | | | |
| Managers/Supervisors | 4,126 | 4,029 | 3,939 | 3,868 | 3,845 | 3,794 |
| Professional/Technical/Clerical | 1,020 | 1,123 | 1,070 | 989 | 964 | 950 |
| Operational Hourlies | 17,524 | 17,394 | 17,386 | 16,815 | 16,747 | 16,459 |
| Total Maintenance Headcount | 22,670 | 22,546 | 22,395 | 21,672 | 21,556 | 21,203 |
| Engineering / Capital | | | | | | |
| Managers/Supervisors | 334 | 379 | 364 | 330 | 316 | 302 |
| Professional/Technical/Clerical | 1,039 | 1,087 | 1,084 | 1,029 | 1,024 | 1,019 |
| Operational Hourlies | 2 | 2 | 2 | 2 | 2 | 2 |
| Total Engineering Headcount | 1,375 | 1,468 | 1,450 | 1,361 | 1,342 | 1,323 |
| Public Safety | | | | | | |
| Managers/Supervisors | 259 | 272 | 270 | 269 | 269 | 269 |
| Professional/Technical/Clerical | 38 | 41 | 41 | 41 | 41 | 41 |
| Operational Hourlies | 332 | 354 | 341 | 329 | 329 | 329 |
| Total Public Safety Headcount | 629 | 667 | 652 | 639 | 639 | 639 |
| Total Positions | | | | | | |
| Managers/Supervisors | 7,926 | 8,074 | 7,893 | 7,770 | 7,727 | 7,638 |
| Professional/Technical/ Clerical | 3,482 | 3,685 | 3,622 | 3,479 | 3,443 | 3,417 |
| Operational Hourlies | 38,707 | 38,527 | 37,886 | 37,336 | 37,230 | 36,897 |
| Total Positions | 50,115 | 50,286 | 49,401 | 48,585 | 48,400 | 47,952 |

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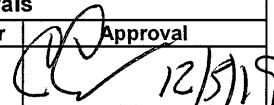
MTA Bus Company

Staff Summary

| |
|---|
| Subject MTA Bus 2020 Budget and 2020-2023 Financial Plan Adoption |
| Department Finance |
| Department Head Name Craig Cipriano |
| Department Head Signature  |
| Project Manager Name Daniel Hom, Acting |

| |
|------------------------------------|
| Date December 5, 2019 |
| Vendor Name NA |
| Contract Number NA |
| Contract Manager Name NA |
| Table of Contents Ref # |

| Board Action | | | | | |
|--------------|-------------------|----------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | NYCT/MTA Bus | 12/16/19 | | | |
| 2 | Finance Committee | 12/16/19 | X | | |
| 3 | MTA Board | 12/18/19 | X | | |

| Internal Approvals | | | |
|--------------------|-----------|-------|--|
| Order | Approval | Order | Approval |
| 1 | President | |  12/15/19 |
| | | | |
| | | | |

Purpose

To secure MTA Board adoption of MTA Bus Company’s 2019 November Forecast, 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023.

Discussion

The 2020 Final Proposed Budget, which is consistent with information presented to the Board in November, provides sufficient funding to support MTA Bus Company’s planned service levels, as well as MTA’s commitment to provide safe, secure, reliable, and cost-efficient transportation service to the metropolitan New York region. The baseline projections that follow for MTA Bus Company include the impact of budget reduction initiatives, and exclude certain items that are captured “below-the-line” in the MTA Consolidated Financial Plan: Fare/Toll increases, and other MTA policy actions. The MTA is reimbursed from the City of New York for the operating deficits of MTA Bus Company (MTABC).

The 2020 Final Proposed Budget includes funding for new and enhanced investments as follows:

Key Programmatic Initiatives

- Election Day Cost - Legislation enacted in April 2019 amended the Election Law to allow employees to take up to three hours of paid leave to vote in any election in NY State. Employees must be allowed time off with pay, without charge to leave accruals, for up to three hours either at the beginning or end of their regularly scheduled work shift.
- Transit Asset Management - FTA requirement to develop an annual Transit Asset Management Plan reporting on asset condition rating and the establishment of performance measures, including condition assessment-based scope for major maintenance interventions, identification of fleet-wide defects, and input into new bus design.

Budget Reduction Initiatives

The Plan provides overall savings of \$22.9 million through 2023, comprised of annual savings of \$0.8 million (2019), and \$5.5 million (2020-2023).

Savings include:

- Workforce Development Reorganization – Workforce reorganization and consolidation of functions.

- Central Maintenance Facility (CMF) Efficiencies – Reduce the number of buses being painted by 75%. The body work and painting would be scheduled separately from the overhaul and based on actual assessment.
- Chief Management Office (CMO) – Eliminate Depot Training program and Field/Fleet unit and reinvest in Superintendent positions.
- Special Investigation Reorganization – Disband and merge three units with Special Investigation to achieve savings.
- Other Than Personnel Services (OTPS) – These savings are based on a review of controllable non-labor categories.
- Renewable Natural Gas Rebate (RNG) – MTABC will commit to sourcing a portion of its CNG requirements in the form of renewable natural gas from qualified vendors in return for a share of the economic incentives earned by the vendor.
- Pick Technology/Automation – Automate the current Bus Operator System Pick.

2019 Final Proposed Budget - Baseline

Total operating revenues are budgeted at \$242.1 million, including farebox revenues of \$221.8 million. Total non-reimbursable expenses before depreciation and GASB adjustments are budgeted to be \$831.7 million in 2019, consisting of labor costs of \$585.9 million and non-labor expenses of \$245.8 million. Non-cash depreciation expense is projected at \$54.3 million, other post-employment benefit expenses are projected at \$100.2 million, and GASB 68 Pension expense adjustment is projected at \$110.7 million. Projected reimbursable expenses of \$5.9 million are fully offset by capital reimbursements. The projected net cash deficit is \$573.9 million after Cash Flow Adjustments.

Total end-of-year positions are projected at 3,956 consisting of 3,916 non-reimbursable positions and 40 reimbursable positions.

2020 Final Proposed Budget - Baseline

Total operating revenues are budgeted at \$245.6 million, including farebox revenues of \$225.2 million. Total non-reimbursable expenses before depreciation and GASB adjustments are budgeted to be \$818.6 million in 2020, consisting of labor costs of \$596.2 million and non-labor expenses of \$222.4 million. Non-cash depreciation expense is projected at \$54.3 million, other post-employment benefit expenses are projected at \$100.2 million, and GASB 68 Pension expense adjustment is projected at \$46.1 million. Projected reimbursable expenses of \$5.6 million are fully offset by capital reimbursements.

The projected net cash deficit is \$515.3 million after Cash Flow Adjustments.

Total end-of-year positions are projected at 3,936 consisting of 3,898 non-reimbursable positions and 38 reimbursable positions.

Impact on Funding

The 2019 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023, which are presented in the attached tables, are consistent with the proposed MTA Financial Plan.

Recommendation

It is recommended that the MTA Board adopt the 2019 November Forecast, the 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023 for MTA Bus Company.

MTA BUS COMPANY
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| <u>Non-Reimbursable</u> | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$220.887 | \$221.848 | \$225.233 | \$224.341 | \$224.419 | \$224.137 |
| Other Operating Revenue | 18.706 | 20.284 | 20.349 | 21.192 | 22.039 | 22.182 |
| Capital and Other Reimbursements | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Revenues | \$239.593 | \$242.132 | \$245.582 | \$245.533 | \$246.458 | \$246.319 |
| Operating Expense | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$296.179 | \$287.719 | \$290.991 | \$291.590 | \$310.229 | \$301.309 |
| Overtime | 74.642 | 68.264 | 67.721 | 70.379 | 72.908 | 72.119 |
| Health and Welfare | 69.674 | 73.864 | 79.632 | 82.978 | 86.954 | 91.042 |
| OPEB Current Payments | 21.592 | 24.404 | 25.062 | 26.481 | 27.761 | 29.106 |
| Pension | 57.555 | 60.467 | 61.821 | 61.126 | 56.526 | 53.038 |
| Other Fringe Benefits | 60.288 | 72.167 | 71.828 | 72.390 | 75.224 | 74.263 |
| Reimbursable Overhead | (2.360) | (1.003) | (0.897) | (0.906) | (0.935) | (0.932) |
| Total Labor Expenses | \$577.570 | \$585.884 | \$596.158 | \$604.038 | \$628.668 | \$619.943 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$1.968 | \$1.764 | \$1.848 | \$1.913 | \$2.000 | \$2.125 |
| Fuel | 27.042 | 24.775 | 26.922 | 26.347 | 25.734 | 26.477 |
| Insurance | 5.557 | 6.307 | 7.351 | 8.067 | 9.199 | 9.723 |
| Claims | 61.798 | 61.336 | 63.035 | 64.711 | 66.356 | 67.988 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 29.637 | 48.755 | 33.557 | 38.044 | 34.279 | 32.195 |
| Professional Services Contracts | 28.468 | 45.786 | 45.623 | 40.848 | 41.895 | 41.771 |
| Materials and Supplies | 44.007 | 51.908 | 39.512 | 46.269 | 51.773 | 48.994 |
| Other Business Expenses | 4.046 | 5.183 | 4.558 | 4.687 | 5.079 | 5.205 |
| Total Non-Labor Expenses | \$202.523 | \$245.815 | \$222.405 | \$230.887 | \$236.314 | \$234.479 |
| <u>Other Expense Adjustments:</u> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$780.093 | \$831.699 | \$818.563 | \$834.926 | \$864.982 | \$854.423 |
| Depreciation | \$53.021 | \$54.341 | \$54.341 | \$54.778 | \$56.163 | \$56.163 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 42.125 | 100.150 | 100.150 | 100.150 | 103.295 | 103.295 |
| GASB 68 Pension Expense Adjustment | (14.107) | 110.700 | 46.100 | 36.300 | 36.600 | 45.500 |
| Environmental Remediation | 0.218 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses | \$861.349 | \$1,096.890 | \$1,019.154 | \$1,026.154 | \$1,061.040 | \$1,059.380 |
| Net Surplus/(Deficit) | (\$621.756) | (\$854.759) | (\$773.572) | (\$780.621) | (\$814.582) | (\$813.061) |

MTA BUS COMPANY
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|----------------|------------------------------|-------------------------------------|----------------|----------------|----------------|
| Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | 6.239 | 5.925 | 5.554 | 5.644 | 5.823 | 5.815 |
| Total Revenues | \$6.239 | \$5.925 | \$5.554 | \$5.644 | \$5.823 | \$5.815 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$3.879 | \$2.586 | \$2.268 | \$2.230 | \$2.301 | \$2.297 |
| Overtime | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Health and Welfare | 0.000 | 1.214 | 1.266 | 1.374 | 1.417 | 1.416 |
| OPEB Current Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Fringe Benefits | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 2.360 | 1.003 | 0.897 | 0.906 | 0.935 | 0.932 |
| Total Labor Expenses | \$6.239 | \$4.803 | \$4.431 | \$4.510 | \$4.653 | \$4.645 |
| Non-Labor: | | | | | | |
| Electric Power | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 0.000 | 0.242 | 0.242 | 0.244 | 0.252 | 0.252 |
| Professional Services Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Materials and Supplies | 0.000 | 0.881 | 0.881 | 0.890 | 0.918 | 0.918 |
| Other Business Expenses | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Non-Labor Expenses | \$0.000 | \$1.122 | \$1.123 | \$1.134 | \$1.170 | \$1.170 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation | \$6.239 | \$5.925 | \$5.554 | \$5.644 | \$5.823 | \$5.815 |
| Net Surplus/(Deficit) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA BUS COMPANY
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| <u>Non-Reimbursable / Reimbursable</u> | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$220.887 | \$221.848 | \$225.233 | \$224.341 | \$224.419 | \$224.137 |
| Other Operating Revenue | 18.706 | 20.284 | 20.349 | 21.192 | 22.039 | 22.182 |
| Capital and Other Reimbursements | 6.239 | 5.925 | 5.554 | 5.644 | 5.823 | 5.815 |
| Total Revenues | \$245.832 | \$248.057 | \$251.136 | \$251.177 | \$252.281 | \$252.134 |
| Operating Expense | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$300.058 | \$290.305 | \$293.259 | \$293.820 | \$312.530 | \$303.606 |
| Overtime | 74.642 | 68.264 | 67.721 | 70.379 | 72.908 | 72.119 |
| Health and Welfare | 69.674 | 75.078 | 80.898 | 84.353 | 88.371 | 92.458 |
| OPEB Current Payments | 21.592 | 24.404 | 25.062 | 26.481 | 27.761 | 29.106 |
| Pension | 57.555 | 60.467 | 61.821 | 61.126 | 56.526 | 53.038 |
| Other Fringe Benefits | 60.288 | 72.167 | 71.828 | 72.390 | 75.224 | 74.263 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenses | \$583.809 | \$590.687 | \$600.590 | \$608.548 | \$633.321 | \$624.589 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | \$1.968 | \$1.764 | \$1.848 | \$1.913 | \$2.000 | \$2.125 |
| Fuel | 27.042 | 24.775 | 26.922 | 26.347 | 25.734 | 26.477 |
| Insurance | 5.557 | 6.307 | 7.351 | 8.067 | 9.199 | 9.723 |
| Claims | 61.798 | 61.336 | 63.035 | 64.711 | 66.356 | 67.988 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 29.637 | 48.996 | 33.799 | 38.288 | 34.531 | 32.447 |
| Professional Services Contracts | 28.468 | 45.786 | 45.623 | 40.848 | 41.895 | 41.771 |
| Materials and Supplies | 44.007 | 52.788 | 40.393 | 47.159 | 52.691 | 49.912 |
| Other Business Expenses | 4.046 | 5.183 | 4.558 | 4.687 | 5.079 | 5.205 |
| Total Non-Labor Expenses | \$202.523 | \$246.937 | \$223.528 | \$232.021 | \$237.484 | \$235.649 |
| <u>Other Expense Adjustments:</u> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$786.332 | \$837.624 | \$824.117 | \$840.570 | \$870.806 | \$860.238 |
| Depreciation | \$53.021 | \$54.341 | \$54.341 | \$54.778 | \$56.163 | \$56.163 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 42.125 | 100.150 | 100.150 | 100.150 | 103.295 | 103.295 |
| GASB 68 Pension Expense Adjustment | (14.107) | 110.700 | 46.100 | 36.300 | 36.600 | 45.500 |
| Environmental Remediation | 0.218 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses | \$867.588 | \$1,102.815 | \$1,024.708 | \$1,031.798 | \$1,066.863 | \$1,065.195 |
| Net Surplus/(Deficit) | (\$621.756) | (\$854.759) | (\$773.572) | (\$780.621) | (\$814.582) | (\$813.061) |

MTA BUS COMPANY
November Financial Plan 2020 - 2023
Cash Receipts and Expenditures
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|--------------------|------------------------------|-------------------------------------|--------------------|--------------------|--------------------|
| Cash Receipts and Expenditures | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$219.831 | \$221.848 | \$225.233 | \$224.341 | \$224.419 | \$224.137 |
| Other Operating Revenue | 19.176 | 20.284 | 20.349 | 21.192 | 22.039 | 22.182 |
| Capital and Other Reimbursements | 6.088 | 11.308 | 10.930 | 11.006 | 11.393 | 11.315 |
| Total Receipts | \$245.095 | \$253.440 | \$256.512 | \$256.539 | \$257.851 | \$257.634 |
| Expenditures | | | | | | |
| Labor: | | | | | | |
| Payroll | \$302.475 | \$291.684 | \$294.797 | \$293.414 | \$312.111 | \$303.187 |
| Overtime | 74.642 | 68.264 | 67.721 | 70.379 | 72.908 | 72.119 |
| Health and Welfare | 70.618 | 80.678 | 80.899 | 84.353 | 88.372 | 92.458 |
| OPEB Current Payments | 23.599 | 24.404 | 25.062 | 26.481 | 27.761 | 29.105 |
| Pension | 57.304 | 60.293 | 61.647 | 60.950 | 56.345 | 52.857 |
| Other Fringe Benefits | 54.625 | 56.990 | 56.651 | 57.211 | 60.040 | 59.079 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$583.262 | \$582.316 | \$586.778 | \$592.787 | \$617.537 | \$608.805 |
| Non-Labor: | | | | | | |
| Electric Power | \$2.019 | \$1.764 | \$1.848 | \$1.913 | \$2.000 | \$2.126 |
| Fuel | 26.964 | 23.352 | 25.499 | 26.348 | 25.734 | 26.477 |
| Insurance | 0.000 | 12.207 | 7.351 | 8.067 | 9.199 | 9.723 |
| Claims | 26.652 | 26.604 | 27.455 | 28.255 | 28.947 | 29.765 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 39.121 | 62.708 | 32.310 | 38.289 | 34.531 | 32.447 |
| Professional Services Contracts | 32.280 | 52.686 | 45.623 | 40.848 | 41.896 | 41.771 |
| Materials and Supplies | 47.396 | 60.489 | 40.393 | 47.159 | 52.691 | 49.912 |
| Other Business Expenses | 4.018 | 5.183 | 4.558 | 4.687 | 5.079 | 5.206 |
| Total Non-Labor Expenditures | \$178.451 | \$244.994 | \$185.036 | \$195.566 | \$200.077 | \$197.427 |
| Other Expenditure Adjustments: | | | | | | |
| Other | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | \$761.713 | \$827.310 | \$771.814 | \$788.354 | \$817.614 | \$806.232 |
| Net Cash Balance | (\$516.618) | (\$573.870) | (\$515.302) | (\$531.815) | (\$559.763) | (\$548.598) |

MTA BUS COMPANY
November Financial Plan 2020 - 2023
Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|------------------|------------------------------|-------------------------------------|------------------|------------------|------------------|
| Cash Flow Adjustments | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | (\$1.056) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.470 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | (0.151) | 5.383 | 5.376 | 5.362 | 5.570 | 5.500 |
| Total Receipts | (\$0.737) | \$5.383 | \$5.376 | \$5.362 | \$5.570 | \$5.500 |
| Expenditures | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | (\$2.417) | (\$1.379) | (\$1.538) | \$0.406 | \$0.419 | \$0.419 |
| Overtime | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Health and Welfare | (0.944) | (5.600) | (0.001) | 0.000 | (0.001) | (0.001) |
| OPEB Current Payments | (2.007) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 0.251 | 0.174 | 0.174 | 0.176 | 0.181 | 0.181 |
| Other Fringe Benefits | 5.663 | 15.177 | 15.177 | 15.179 | 15.184 | 15.184 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$0.547 | \$8.372 | \$13.812 | \$15.761 | \$15.784 | \$15.784 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | (\$0.051) | \$0.000 | 0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.077 | 1.423 | 1.423 | (0.001) | 0.000 | 0.000 |
| Insurance | 5.557 | (5.900) | 0.000 | 0.000 | 0.000 | 0.000 |
| Claims | 35.145 | 34.732 | 35.580 | 36.457 | 37.408 | 38.223 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | (9.484) | (13.712) | 1.489 | (0.001) | 0.000 | 0.000 |
| Professional Services Contracts | (3.812) | (6.900) | 0.000 | 0.000 | 0.000 | 0.000 |
| Materials and Supplies | (3.389) | (7.701) | 0.000 | 0.000 | 0.001 | 0.001 |
| Other Business Expenses | 0.028 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Non-Labor Expenditures | \$24.072 | \$1.943 | \$38.492 | \$36.455 | \$37.408 | \$38.222 |
| <u>Other Expenditure Adjustments:</u> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expenditure Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | \$24.619 | \$10.315 | \$52.304 | \$52.216 | \$53.192 | \$54.006 |
| Total Cash Conversion Adjustments before Depreciation | \$23.881 | \$15.698 | \$57.680 | \$57.578 | \$58.762 | \$59.506 |
| Depreciation | \$53.021 | \$54.341 | \$54.341 | \$54.778 | \$56.163 | \$56.163 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 42.125 | 100.150 | 100.150 | 100.150 | 103.295 | 103.295 |
| GASB 68 Pension Expense Adjustment | (14.107) | 110.700 | 46.100 | 36.300 | 36.600 | 45.500 |
| Environmental Remediation | 0.218 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Cash Conversion Adjustments | \$105.138 | \$280.889 | \$258.271 | \$248.806 | \$254.819 | \$264.463 |

MTA BUS COMPANY
November Financial Plan 2020 - 2023
Ridership (Utilization)
(in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|----------------|------------------------------|-------------------------------------|------|------|------|
|--|----------------|------------------------------|-------------------------------------|------|------|------|

RIDERSHIP

| | | | | | | |
|------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Fixed Route | 121.448 | 119.555 | 119.661 | 119.224 | 119.261 | 119.121 |
| Total Ridership | 121.448 | 119.555 | 119.661 | 119.224 | 119.261 | 119.121 |

FAREBOX REVENUE

| | | | | | | |
|-----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Fixed Route Farebox Revenue | \$220.887 | \$221.848 | \$225.233 | \$224.341 | \$224.419 | \$224.137 |
| Farebox Revenue | \$220.887 | \$221.848 | \$225.233 | \$224.341 | \$224.419 | \$224.137 |

MTA BUS COMPANY
November Financial Plan 2020 - 2023
2019 Budget Reduction Plan Summary
(\$ in millions)

| | Favorable/(Unfavorable) | | | | | | | | | |
|---|-------------------------|----------------|-------------|----------------|-------------|----------------|-------------|----------------|-------------|----------------|
| | <u>Pos.</u> | <u>2019</u> | <u>Pos.</u> | <u>2020</u> | <u>Pos.</u> | <u>2021</u> | <u>Pos.</u> | <u>2022</u> | <u>Pos.</u> | <u>2023</u> |
| Non-Reimbursable BRP | | | | | | | | | | |
| <u>Administration</u> | | | | | | | | | | |
| Workforce Development Reorg (July Plan) | - | 0.000 | 8 | 1.363 | 8 | 1.389 | 8 | 1.417 | 8 | 1.445 |
| Subtotal Administration | - | 0.000 | 8 | 1.363 | 8 | 1.389 | 8 | 1.417 | 8 | 1.445 |
| <u>Customer Convenience/Amenities</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Customer Convenience/Amenities | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Maintenance</u> | | | | | | | | | | |
| Central Mtce. Facility (CMF) Efficiencies (July Plan) | - | 0.000 | 13 | 1.837 | 13 | 1.870 | 13 | 1.907 | 13 | 1.945 |
| Central Management Officer (CMO) Efficiencies (July Plan) | - | 0.000 | 3 | 0.100 | 3 | 0.101 | 3 | 0.104 | 3 | 0.106 |
| Elimination of CMO Efficiencies (Nov Plan) | | 0.000 | (3) | (0.100) | (3) | (0.101) | (3) | (0.104) | (3) | (0.106) |
| Replace CMO Efficiencies with OTPS (Nov Plan) | - | 0.000 | - | 0.100 | - | 0.101 | - | 0.104 | - | 0.106 |
| Subtotal Maintenance | - | 0.000 | 13 | 1.937 | 13 | 1.971 | 13 | 2.011 | 13 | 2.051 |
| <u>Revenue Enhancement</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Revenue Enhancement | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Safety</u> | | | | | | | | | | |
| Special Investigation Reorganization (July Plan) | - | 0.000 | 3 | 0.381 | 3 | 0.389 | 3 | 0.397 | 3 | 0.405 |
| Subtotal Safety | - | 0.000 | 3 | 0.381 | 3 | 0.389 | 3 | 0.397 | 3 | 0.405 |
| <u>Security</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Security | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Service</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Service | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Service Support</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Service Support | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Other</u> | | | | | | | | | | |
| Other Than Personal Services (OTPS) (July Plan) | - | 0.830 | - | 1.334 | - | 1.334 | - | 1.334 | - | 1.334 |
| Renewable Natural Gas (July Plan) | - | 0.000 | - | 0.150 | - | 0.153 | - | 0.157 | - | 0.161 |
| Pick Technology/Automation (July Plan) | - | 0.000 | - | 0.226 | - | 0.230 | - | 0.235 | - | 0.239 |
| Subtotal Other | - | 0.830 | - | 1.710 | - | 1.717 | - | 1.726 | - | 1.733 |
| Total Non-Reimbursable BRP | - | \$0.830 | 24 | \$5.391 | 24 | \$5.467 | 24 | \$5.551 | 24 | \$5.634 |
| Reimbursable BRP | | | | | | | | | | |
| <u>Capital Program</u> | | | | | | | | | | |
| Capital & Other Reimbursements Reduction (July Plan) | - | 0.000 | 2 | (0.316) | 2 | (0.322) | 2 | (0.328) | 2 | (0.336) |
| Reimbursable Expense Reduction (July Plan) | - | 0.000 | - | 0.316 | - | 0.322 | - | 0.328 | - | 0.336 |
| Total Reimbursable BRP | - | 0.000 | 2 | 0.000 | 2 | 0.000 | 2 | 0.000 | 2 | 0.000 |
| Total Non-Reimbursable and Reimbursable BRP | - | (0.830) | (22) | (5.391) | (22) | (5.467) | (22) | (5.551) | (22) | (5.634) |

MTA BUS COMPANY
November Financial Plan 2020 - 2023
Total Positions by Function & Department
Non-Reimbursable/Reimbursable and Full-Time/Full-Time Equivalents

| FUNCTION/DEPARTMENT | 2018 Actual | 2019 November Forecast | 2020 Final Proposed Budget | 2021 | 2022 | 2023 |
|--|----------------|------------------------------|----------------------------------|--------------|--------------|--------------|
| Administration | | | | | | |
| Office of the EVP | 3 | 3 | 3 | 3 | 3 | 3 |
| Human Resources | 21 | 22 | 21 | 21 | 21 | 21 |
| Office of Management and Budget | 15 | 16 | 16 | 16 | 16 | 16 |
| Materiel | 16 | 17 | 17 | 17 | 17 | 17 |
| Controller | 19 | 19 | 19 | 19 | 19 | 19 |
| Office of the President | 4 | 4 | 4 | 4 | 4 | 4 |
| System Safety Administration | 1 | 5 | 5 | 5 | 5 | 5 |
| Law | 23 | 24 | 24 | 24 | 24 | 24 |
| Corporate Communications | - | - | - | - | - | - |
| Strategic Office | 25 | 30 | 23 | 23 | 23 | 23 |
| Labor Relations | - | - | - | - | - | - |
| Non Departmental | - | 3 | 6 | 4 | 9 | 3 |
| Total Administration | 127 | 143 | 138 | 136 | 141 | 135 |
| Operations | | | | | | |
| Buses | 2,313 | 2,338 | 2,332 | 2,332 | 2,332 | 2,332 |
| Office of the Executive Vice President, Regional | 4 | 4 | 4 | 4 | 4 | 4 |
| Safety & Training | 78 | 64 | 65 | 65 | 65 | 65 |
| Road Operations | 124 | 141 | 141 | 141 | 141 | 141 |
| Transportation Support | 25 | 23 | 22 | 22 | 22 | 22 |
| Operations Planning | 33 | 34 | 34 | 34 | 34 | 33 |
| Revenue Control | 6 | 7 | 6 | 6 | 6 | 6 |
| Total Operations | 2,583 | 2,611 | 2,604 | 2,604 | 2,604 | 2,603 |
| Maintenance | | | | | | |
| Buses | 750 | 731 | 731 | 731 | 731 | 731 |
| Maintenance Support/CMF | 262 | 235 | 228 | 205 | 330 | 222 |
| Facilities | 74 | 80 | 83 | 81 | 81 | 81 |
| Supply Logistics | 100 | 104 | 104 | 104 | 104 | 104 |
| Total Maintenance | 1,186 | 1,150 | 1,146 | 1,121 | 1,246 | 1,138 |
| Engineering/Capital | | | | | | |
| Capital Program Management | 27 | 37 | 35 | 35 | 35 | 35 |
| Total Engineering/Capital | 27 | 37 | 35 | 35 | 35 | 35 |
| Public Safety | | | | | | |
| Office of the Senior Vice President | 13 | 15 | 13 | 13 | 13 | 13 |
| Total Public Safety | 13 | 15 | 13 | 13 | 13 | 13 |
| Total Positions | 3,936 | 3,956 | 3,936 | 3,909 | 4,039 | 3,924 |
| Non-Reimbursable | 3,899 | 3,916 | 3,898 | 3,871 | 4,001 | 3,886 |
| Reimbursable | 37 | 40 | 38 | 38 | 38 | 38 |
| Total Full-Time | 3,925 | 3,938 | 3,918 | 3,891 | 4,021 | 3,906 |
| Total Full-Time Equivalents | 11 | 18 | 18 | 18 | 18 | 18 |

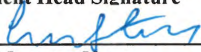
MTA BUS COMPANY
November Financial Plan 2020 - 2023
Total Positions by Function and Occupational Group
Non-Reimbursable and Reimbursable

| FUNCTION / OCCUPATIONAL GROUP | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|----------------|------------------------------|-------------------------------------|--------------|--------------|--------------|
| Administration | | | | | | |
| Managers/Supervisors | 54 | 63 | 57 | 56 | 56 | 56 |
| Professional/Technical/Clerical | 73 | 78 | 76 | 76 | 76 | 76 |
| Operational Hourlies | 0 | 2 | 5 | 4 | 9 | 3 |
| Total Administration Headcount | 127 | 143 | 138 | 136 | 141 | 135 |
| Operations | | | | | | |
| Managers/Supervisors | 309 | 316 | 316 | 316 | 316 | 315 |
| Professional/Technical/Clerical | 50 | 44 | 44 | 44 | 44 | 44 |
| Operational Hourlies | 2,224 | 2,251 | 2,244 | 2,244 | 2,244 | 2,244 |
| Total Operations Headcount | 2,583 | 2,611 | 2,604 | 2,604 | 2,604 | 2,603 |
| Maintenance | | | | | | |
| Managers/Supervisors | 242 | 242 | 241 | 241 | 241 | 241 |
| Professional/Technical/Clerical | 35 | 33 | 34 | 32 | 32 | 32 |
| Operational Hourlies | 909 | 875 | 871 | 848 | 973 | 865 |
| Total Maintenance Headcount | 1,186 | 1,150 | 1,146 | 1,121 | 1,246 | 1,138 |
| Engineering / Capital | | | | | | |
| Managers/Supervisors | 14 | 21 | 21 | 21 | 21 | 21 |
| Professional/Technical/Clerical | 13 | 16 | 14 | 14 | 14 | 14 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Engineering Headcount | 27 | 37 | 35 | 35 | 35 | 35 |
| Public Safety | | | | | | |
| Managers/Supervisors | 7 | 9 | 8 | 8 | 8 | 8 |
| Professional/Technical/Clerical | 6 | 6 | 5 | 5 | 5 | 5 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Public Safety Headcount | 13 | 15 | 13 | 13 | 13 | 13 |
| Total Positions | | | | | | |
| Managers/Supervisors | 626 | 651 | 643 | 642 | 642 | 641 |
| Professional/Technical/ Clerical | 177 | 177 | 173 | 171 | 171 | 171 |
| Operational Hourlies | 3,133 | 3,128 | 3,120 | 3,096 | 3,226 | 3,112 |
| Total Positions | 3,936 | 3,956 | 3,936 | 3,909 | 4,039 | 3,924 |

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


Staten Island Railway

Staff Summary

| |
|---|
| Subject SIR 2020 Budget and 2020 – 2023 Financial Plan Adoption |
| Department Office of Management & Budget |
| Department Head Name Aaron Stern |
| Department Head Signature  |
| Project Manager Name |

| |
|------------------------------------|
| Date December 5, 2019 |
| Vendor Name NA |
| Contract Number NA |
| Contract Manager Name NA |
| Table of Contents Ref # |

| Board Action | | | | | |
|--------------|-------------------|----------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| 1 | TA Committee | 12/16/19 | X | | |
| 2 | Finance Committee | 12/16/19 | X | | |
| 3 | MTA Board | 12/18/19 | X | | |
| | | | | | |

| Internal Approvals | | | |
|--------------------|--|-------|----------|
| Order | Approval | Order | Approval |
| 1 | OMB – Director  | | |
| 2 | CFO  | | |
| 3 | President  | | |
| | | | |

Purpose

To secure MTA Board adoption of MTA Staten Island Railway’s 2019 November Forecast, 2020 Final Proposed Budget, and the Four-Year Financial Plan for 2020-2023.

Discussion

The 2020 Final Proposed Budget, which is consistent with information presented to the Board in November, provides sufficient funding to support MTA Staten Island Railway’s planned service levels, as well as MTA’s commitment to provide safe, reliable and efficient transportation service. The baseline projections that follow for MTA Staten Island Railway include several operational new needs as summarized below. SIR projections do not include the estimated impacts from projected fare increases and MTA policy actions. These impacts are presented as part of MTA consolidated materials.

Important Operational New Need Initiatives:

1. Ensure Track Stability and Safety of Operations

Currently, 25.5 miles (89%) of mainline track has exceeded its expected useful-life due to lack of personnel maintaining track prior to 2018. By the end of 2023, utilizing solely contractor work, 21.8 miles (78%) of the track bed will remain at 0-5 years of remaining useful track life. Funding is being provided to increase MOW operating positions by 20 to augment work done to replace spot ties and panels. It is projected that the entire replacement of SIR track will be completed by 2032.

2. Engineer Availability-Shortage of Three Train Engineers

Currently, SIR has 40 budgeted engineers in Operations. Using the NYCT Availability rate of 4.2, SIR requires an additional three engineers to cover workloads. The cost of three non-reimbursable engineers per year is \$0.319 million.

3. Mainline Track-Capital (reimbursable) project effective July 2019 through 2023 to replace SIR track Phase 1 (to replace 4.3 miles of track utilizing 12 positions) with an approximate annual cost of \$1.7 million.

4. Support for seven Non-Capital Projects. 10 full-time equivalent positions (FTEs) are needed beginning the fourth quarter of 2019 through the second quarter of 2020.

5. Routine Labor Maintenance for Four New Substations built to support the new R211 cars coming into service

. Labor requirements for three non-reimbursable heads per year is \$0.307 million.

2019 Budget Reduction Summary

Savings of \$0.5 million are projected for each plan year, based on assumptions regarding prescription pricing and increased rebates.

2019 November Forecast-Baseline

Total operating revenues are projected at \$9.3 million, including farebox revenues of \$6.9 million. Total operating expenses are projected to be \$64.4 million, consisting of labor costs of \$49.2 million and non-labor expenses of \$15.3 million. Non-cash depreciation expense is projected at \$12.0 million, GASB 75 other post-employment benefit expenses are projected at \$7.5 million and GASB 68 pension expenses are projected at \$0.5 million. After including favorable cash adjustments of \$23.8 million, the projected net cash deficit is \$51.3 million. Projected reimbursable expenses of \$5.2 million are fully offset by capital reimbursements. Total end-of-year positions are projected at 384, including 334 non-reimbursable positions and 50 reimbursable positions.

2020 Final Proposed Budget-Baseline

Total operating revenues are projected at \$9.1 million, including farebox revenues of \$6.7 million. Total operating expenses are projected to be \$62.1 million, consisting of labor costs of \$50.4 million and non-labor expenses of \$11.8 million. Non-cash depreciation expense is projected at \$12.0 million, GASB 75 other post-employment benefit expenses are projected at \$7.5 million, and GASB 68 pension expenses are projected at \$(0.1) million. After including favorable cash adjustments of \$20.3 million, the projected net cash deficit is \$52.1 million. Projected reimbursable expenses of \$7.0 million are fully offset by capital reimbursements. Total end-of-year positions are projected at 383, including 334 non-reimbursable positions and 49 reimbursable positions.

Impact on Funding

The 2019 November Forecast, the 2020 Final Proposed Budget and the Four-Year Financial Plan for 2020-2023, which are presented in the attached tables, are consistent with the proposed MTA Financial Plan.

Recommendation

It is recommended that the MTA Board adopt the 2019 November Forecast, the 2020 Final Proposed Budget and the Four-Year Financial Plan for 2020-2023 for MTA Staten Island Railway.

MTA STATEN ISLAND RAILWAY
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|-------------------|------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| Non-Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$6.861 | \$6.879 | \$6.670 | \$6.644 | \$6.647 | \$6.633 |
| Other Operating Revenue | 2.615 | 2.468 | 2.468 | 2.469 | 2.469 | 2.470 |
| Capital and Other Reimbursements | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Revenues | \$9.476 | \$9.347 | \$9.138 | \$9.113 | \$9.116 | \$9.103 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$24.407 | \$25.515 | \$26.082 | \$24.987 | \$25.474 | \$25.969 |
| Overtime | 3.509 | 2.744 | 2.513 | 1.956 | 1.962 | 1.983 |
| Health and Welfare | 5.731 | 6.612 | 7.376 | 7.000 | 7.412 | 7.803 |
| OPEB Current Payments | 2.544 | 2.584 | 2.723 | 2.802 | 2.949 | 3.094 |
| Pension | 7.876 | 7.616 | 7.738 | 7.377 | 6.782 | 6.296 |
| Other Fringe Benefits | 4.714 | 5.144 | 4.820 | 4.988 | 5.069 | 5.142 |
| Reimbursable Overhead | (1.442) | (1.061) | (0.903) | (0.751) | (0.766) | (0.782) |
| Total Labor Expenses | \$47.339 | \$49.153 | \$50.350 | \$48.359 | \$48.882 | \$49.506 |
| Non-Labor: | | | | | | |
| Electric Power | \$4.375 | \$3.814 | \$3.904 | \$3.955 | \$4.511 | \$4.748 |
| Fuel | 0.292 | 0.277 | 0.279 | 0.275 | 0.278 | 0.273 |
| Insurance | 1.058 | 1.047 | 1.205 | 1.290 | 1.310 | 1.287 |
| Claims | 1.204 | 0.088 | 0.090 | 0.093 | 0.095 | 0.086 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 0.825 | 4.579 | 2.375 | 2.214 | 2.237 | 2.310 |
| Professional Services Contracts | 0.962 | 1.040 | 1.059 | 1.085 | 1.104 | 1.122 |
| Materials and Supplies | 3.072 | 3.168 | 2.146 | 1.701 | 1.711 | 1.192 |
| Other Business Expenses | 0.405 | 1.255 | 0.730 | 0.029 | 0.028 | 0.027 |
| Total Non-Labor Expenses | \$12.193 | \$15.268 | \$11.788 | \$10.642 | \$11.275 | \$11.045 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$59.532 | \$64.421 | \$62.138 | \$59.001 | \$60.157 | \$60.551 |
| Depreciation | \$12.265 | \$12.000 | \$12.000 | \$12.000 | \$12.000 | \$17.500 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 3.042 | 7.500 | 7.500 | 7.500 | 7.500 | 7.500 |
| GASB 68 Pension Expense Adjustment | (2.374) | 0.500 | (0.100) | (1.100) | (1.100) | (1.200) |
| Environmental Remediation | 1.973 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses | \$74.439 | \$84.421 | \$81.538 | \$77.401 | \$78.557 | \$84.351 |
| Net Surplus/(Deficit) | (\$64.963) | (\$75.075) | (\$72.400) | (\$68.288) | (\$69.441) | (\$75.248) |

MTA STATEN ISLAND RAILWAY
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|----------------|------------------------------|-------------------------------------|----------------|----------------|----------------|
| Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | 3.624 | 5.237 | 6.985 | 6.188 | 6.292 | 6.401 |
| Total Revenues | \$3.624 | \$5.237 | \$6.985 | \$6.188 | \$6.292 | \$6.401 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$0.864 | \$2.342 | \$3.897 | \$3.457 | \$3.525 | \$3.597 |
| Overtime | 0.798 | 1.000 | 0.900 | 0.900 | 0.900 | 0.900 |
| Health and Welfare | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| OPEB Current Payments | 0.005 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Fringe Benefits | 0.000 | 0.833 | 1.285 | 1.080 | 1.101 | 1.123 |
| Reimbursable Overhead | 1.443 | 1.061 | 0.903 | 0.751 | 0.766 | 0.782 |
| Total Labor Expenses | \$3.110 | \$5.237 | \$6.985 | \$6.188 | \$6.292 | \$6.401 |
| Non-Labor: | | | | | | |
| Electric Power | \$0.021 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Insurance | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Claims | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Professional Services Contracts | 0.022 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Materials and Supplies | 0.470 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Business Expenses | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Non-Labor Expenses | \$0.513 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation | \$3.624 | \$5.237 | \$6.985 | \$6.188 | \$6.292 | \$6.401 |
| Net Surplus/(Deficit) | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |

MTA STATEN ISLAND RAILWAY
November Financial Plan 2020 - 2023
Accrual Statement of Operations By Category
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|-------------------|------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| Non-Reimbursable / Reimbursable | | | | | | |
| Operating Revenue | | | | | | |
| Farebox Revenue | \$6.861 | \$6.879 | \$6.670 | \$6.644 | \$6.647 | \$6.633 |
| Other Operating Revenue | 2.615 | 2.468 | 2.468 | 2.469 | 2.469 | 2.470 |
| Capital and Other Reimbursements | 3.624 | 5.237 | 6.985 | 6.188 | 6.292 | 6.401 |
| Total Revenues | \$13.100 | \$14.584 | \$16.123 | \$15.300 | \$15.408 | \$15.505 |
| Operating Expense | | | | | | |
| Labor: | | | | | | |
| Payroll | \$25.271 | \$27.857 | \$29.979 | \$28.444 | \$29.000 | \$29.566 |
| Overtime | 4.307 | 3.744 | 3.413 | 2.856 | 2.862 | 2.883 |
| Health and Welfare | 5.731 | 6.612 | 7.376 | 7.000 | 7.412 | 7.803 |
| OPEB Current Payments | 2.549 | 2.584 | 2.723 | 2.802 | 2.949 | 3.094 |
| Pension | 7.876 | 7.616 | 7.738 | 7.377 | 6.782 | 6.296 |
| Other Fringe Benefits | 4.714 | 5.977 | 6.105 | 6.068 | 6.170 | 6.265 |
| Reimbursable Overhead | 0.001 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenses | \$50.450 | \$54.390 | \$57.335 | \$54.547 | \$55.174 | \$55.907 |
| Non-Labor: | | | | | | |
| Electric Power | \$4.397 | \$3.814 | \$3.904 | \$3.955 | \$4.511 | \$4.748 |
| Fuel | 0.292 | 0.277 | 0.279 | 0.275 | 0.278 | 0.273 |
| Insurance | 1.058 | 1.047 | 1.205 | 1.290 | 1.310 | 1.287 |
| Claims | 1.204 | 0.088 | 0.090 | 0.093 | 0.095 | 0.086 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 0.825 | 4.579 | 2.375 | 2.214 | 2.237 | 2.310 |
| Professional Services Contracts | 0.984 | 1.040 | 1.059 | 1.085 | 1.104 | 1.122 |
| Materials and Supplies | 3.542 | 3.168 | 2.146 | 1.701 | 1.711 | 1.192 |
| Other Business Expenses | 0.405 | 1.255 | 0.730 | 0.029 | 0.028 | 0.027 |
| Total Non-Labor Expenses | \$12.706 | \$15.268 | \$11.788 | \$10.642 | \$11.275 | \$11.045 |
| Other Expense Adjustments: | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenses Before Depreciation and GASB Adjs. | \$63.156 | \$69.658 | \$69.123 | \$65.189 | \$66.449 | \$66.952 |
| Depreciation | \$12.265 | \$12.000 | \$12.000 | \$12.000 | \$12.000 | \$17.500 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 3.042 | 7.500 | 7.500 | 7.500 | 7.500 | 7.500 |
| GASB 68 Pension Expense Adjustment | (2.374) | 0.500 | (0.100) | (1.100) | (1.100) | (1.200) |
| Environmental Remediation | 1.973 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Expenses | \$78.062 | \$89.658 | \$88.523 | \$83.589 | \$84.849 | \$90.752 |
| Net Surplus/(Deficit) | (\$64.963) | (\$75.075) | (\$72.400) | (\$68.288) | (\$69.441) | (\$75.248) |

MTA STATEN ISLAND RAILWAY
November Financial Plan 2020 - 2023
Cash Receipts and Expenditures
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---|-------------------|------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| Cash Receipts and Expenditures | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$6.862 | \$6.879 | \$6.670 | \$6.644 | \$6.647 | \$6.633 |
| Other Operating Revenue | 2.323 | 3.469 | 2.468 | 2.469 | 2.469 | 2.470 |
| Capital and Other Reimbursements | 2.560 | 5.791 | 6.984 | 6.188 | 6.293 | 6.401 |
| Total Receipts | \$11.745 | \$16.139 | \$16.122 | \$15.300 | \$15.409 | \$15.505 |
| Expenditures | | | | | | |
| Labor: | | | | | | |
| Payroll | \$24.151 | \$27.862 | \$31.240 | \$28.349 | \$28.901 | \$29.464 |
| Overtime | 3.921 | 3.744 | 3.413 | 2.856 | 2.862 | 2.883 |
| Health and Welfare | 6.250 | 6.612 | 7.376 | 7.000 | 7.412 | 7.803 |
| OPEB Current Payments | 1.103 | 2.584 | 2.723 | 2.802 | 2.949 | 3.094 |
| Pension | 7.876 | 7.616 | 7.738 | 7.377 | 6.782 | 6.296 |
| Other Fringe Benefits | 4.487 | 4.177 | 4.402 | 4.261 | 4.363 | 4.457 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$47.788 | \$52.595 | \$56.892 | \$52.644 | \$53.268 | \$53.998 |
| Non-Labor: | | | | | | |
| Electric Power | \$5.013 | \$3.814 | \$3.904 | \$3.955 | \$4.511 | \$4.748 |
| Fuel | 0.109 | 0.277 | 0.279 | 0.276 | 0.277 | 0.273 |
| Insurance | 0.855 | 1.047 | 1.205 | 1.290 | 1.310 | 1.287 |
| Claims | 0.201 | (0.387) | (0.410) | (0.407) | (0.405) | (0.414) |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | 4.409 | 4.579 | 2.375 | 2.214 | 2.237 | 2.310 |
| Professional Services Contracts | 0.495 | 1.040 | 1.059 | 1.085 | 1.104 | 1.122 |
| Materials and Supplies | 4.117 | 3.168 | 2.146 | 1.701 | 1.711 | 1.193 |
| Other Business Expenses | 0.115 | 1.255 | 0.730 | 0.030 | 0.029 | 0.027 |
| Total Non-Labor Expenditures | \$15.313 | \$14.793 | \$11.288 | \$10.144 | \$10.775 | \$10.546 |
| Other Expenditure Adjustments: | | | | | | |
| Other | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | \$63.101 | \$67.388 | \$68.181 | \$62.788 | \$64.043 | \$64.543 |
| Net Cash Balance | (\$51.356) | (\$51.250) | (\$52.059) | (\$47.488) | (\$48.634) | (\$49.039) |

MTA STATEN ISLAND RAILWAY
November Financial Plan 2020 - 2023
Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

| | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|--|------------------|------------------------------|-------------------------------------|-----------------|-----------------|-----------------|
| Cash Flow Adjustments | | | | | | |
| Receipts | | | | | | |
| Farebox Revenue | \$0.001 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Other Operating Revenue | (0.292) | 1.001 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital and Other Reimbursements | (1.064) | 0.554 | (0.001) | 0.000 | 0.001 | 0.000 |
| Total Receipts | (\$1.354) | \$1.555 | (\$0.001) | \$0.000 | \$0.001 | \$0.000 |
| Expenditures | | | | | | |
| <u>Labor:</u> | | | | | | |
| Payroll | \$1.119 | (\$0.005) | (\$1.261) | \$0.095 | \$0.099 | \$0.102 |
| Overtime | 0.386 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Health and Welfare | (0.519) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| OPEB Current Payments | 1.446 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pension | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Fringe Benefits | 0.227 | 1.800 | 1.703 | 1.807 | 1.807 | 1.808 |
| Contribution to GASB Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Reimbursable Overhead | 0.001 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Labor Expenditures | \$2.662 | \$1.795 | \$0.442 | \$1.902 | \$1.906 | \$1.910 |
| <u>Non-Labor:</u> | | | | | | |
| Electric Power | (\$0.616) | \$0.000 | 0.000 | \$0.000 | \$0.000 | \$0.000 |
| Fuel | 0.183 | 0.000 | 0.000 | (0.001) | 0.001 | 0.000 |
| Insurance | 0.203 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Claims | 1.003 | 0.475 | 0.500 | 0.500 | 0.500 | 0.500 |
| Paratransit Service Contracts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Maintenance and Other Operating Contracts | (3.583) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Professional Services Contracts | 0.489 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Materials and Supplies | (0.575) | 0.000 | 0.000 | 0.000 | 0.000 | (0.001) |
| Other Business Expenses | 0.290 | 0.000 | 0.000 | (0.001) | (0.001) | 0.000 |
| Total Non-Labor Expenditures | (\$2.607) | \$0.475 | \$0.500 | \$0.498 | \$0.500 | \$0.499 |
| <u>Other Expenditure Adjustments:</u> | | | | | | |
| Other Expense Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Other Expenditure Adjustments | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 | \$0.000 |
| Total Expenditures | \$0.054 | \$2.270 | \$0.942 | \$2.400 | \$2.406 | \$2.409 |
| Total Cash Conversion Adjustments before Depreciation | (\$1.300) | \$3.825 | \$0.941 | \$2.400 | \$2.407 | \$2.409 |
| Depreciation | \$12.265 | \$12.000 | \$12.000 | \$12.000 | \$12.000 | \$17.500 |
| OPEB Liability Adjustment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GASB 75 OPEB Expense Adjustment | 3.042 | 7.500 | 7.500 | 7.500 | 7.500 | 7.500 |
| GASB 68 Pension Expense Adjustment | (2.374) | 0.500 | (0.100) | (1.100) | (1.100) | (1.200) |
| Environmental Remediation | 1.973 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Cash Conversion Adjustments | \$13.607 | \$23.825 | \$20.341 | \$20.800 | \$20.807 | \$26.209 |

MTA STATEN ISLAND RAILWAY
November Financial Plan 2020 - 2023
Ridership (Utilization)
(in millions)

| | Actual | November | Final | | | |
|--|---------------|-----------------|-----------------|-------------|-------------|-------------|
| | 2018 | Forecast | Proposed | 2021 | 2022 | 2023 |
| | | 2019 | Budget | | | |
| | | | 2020 | | | |

RIDERSHIP

| | | | | | | |
|-------------|-------|-------|-------|-------|-------|-------|
| Fixed Route | 4.522 | 4.389 | 4.274 | 4.260 | 4.262 | 4.254 |
|-------------|-------|-------|-------|-------|-------|-------|

FAREBOX REVENUE

| | | | | | | |
|-----------------------------|---------|---------|---------|---------|---------|---------|
| Fixed Route Farebox Revenue | \$6.861 | \$6.879 | \$6.670 | \$6.644 | \$6.647 | \$6.633 |
|-----------------------------|---------|---------|---------|---------|---------|---------|

| | | | | | | |
|------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Farebox Revenue | \$6.861 | \$6.879 | \$6.670 | \$6.644 | \$6.647 | \$6.633 |
|------------------------|----------------|----------------|----------------|----------------|----------------|----------------|

**MTA Staten Island Railway
November Financial Plan 2020-2023
2019 Budget Reduction Summary
(\$ in millions)**

| | Favorable/(Unfavorable) | | | | | | | | | |
|---|-------------------------|----------------|------|----------------|------|----------------|------|----------------|------|----------------|
| | Pos. | 2019 | Pos. | 2020 | Pos. | 2021 | Pos. | 2022 | Pos. | 2023 |
| <u>Administration</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Administration | - | 0.000 | - | 0.000 | - | \$0.000 | - | \$0.000 | - | \$0.000 |
| <u>Customer Convenience/Amenities</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Customer Convenience/Amenities | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Maintenance</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Maintenance | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Revenue Enhancement</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Revenue Enhancement | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Safety</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Safety | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Security</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Security | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Service</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Service | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Service Support</u> | | | | | | | | | | |
| None | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| Subtotal Service Support | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 | - | 0.000 |
| <u>Other</u> | | | | | | | | | | |
| Health & Welfare - Prescription Pricing and Increased Rebates (July Plan) | - | 0.500 | - | 0.500 | - | 0.500 | - | 0.500 | - | 0.500 |
| Subtotal Other | - | 0.500 | - | 0.500 | - | 0.500 | - | 0.500 | - | 0.500 |
| Agency Submission | - | \$0.500 | - | \$0.500 | - | \$0.500 | - | \$0.500 | - | \$0.500 |

MTA STATEN ISLAND RAILWAY
November Financial Plan 2020-2023
Total Positions by Function and Department
Non-Reimbursable/Reimbursable and Full-Time/Full Time Equivalents

| FUNCTION/DEPARTMENT | 2018 Actual | 2019 November Forecast | 2020 Final Proposed Budget | 2021 | 2022 | 2023 |
|---------------------------------|----------------|------------------------------|----------------------------------|------------|------------|------------|
| Administration | | | | | | |
| Executive | 9 | 13 | 13 | 13 | 13 | 13 |
| General Office | 15 | 9 | 9 | 9 | 9 | 9 |
| Purchasing/Stores | 4 | 6 | 6 | 6 | 6 | 6 |
| Total Administration | 28 | 28 | 28 | 28 | 28 | 28 |
| Operations | | | | | | |
| Transportation | 110 | 131 | 130 | 123 | 123 | 123 |
| Maintenance | | | | | | |
| Mechanical | 50 | 53 | 53 | 53 | 53 | 53 |
| Electronic/Electrical | 12 | 15 | 15 | 15 | 15 | 15 |
| Power/Signals | 29 | 32 | 32 | 28 | 28 | 28 |
| Maintenance of Way | 69 | 83 | 83 | 67 | 67 | 67 |
| Infrastructure | 31 | 26 | 26 | 26 | 26 | 26 |
| Total Maintenance | 191 | 209 | 209 | 189 | 189 | 189 |
| Engineering/Capital | | | | | | |
| Capital Project Support | 9 | 16 | 16 | 16 | 16 | 16 |
| Public Safety | | | | | | |
| Police | - | | | | | |
| Baseline Total Positions | 338 | 384 | 383 | 356 | 356 | 356 |
| Non-Reimbursable | 329 | 334 | 334 | 314 | 314 | 314 |
| Reimbursable | 9 | 50 | 49 | 42 | 42 | 42 |
| Total Full-Time | 338 | 384 | 383 | 356 | 356 | 356 |
| Total Full-Time Equivalents | | | | | | |

MTA STATEN ISLAND RAILWAY
November Financial Plan 2020 - 2023
Total Positions by Function and Occupational Group
Non-Reimbursable and Reimbursable

| FUNCTION / OCCUPATIONAL GROUP | Actual 2018 | November Forecast 2019 | Final Proposed Budget 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|----------------|------------------------------|-------------------------------------|------------|------------|------------|
| Administration | | | | | | |
| Managers/Supervisors | 15 | 16 | 16 | 16 | 16 | 16 |
| Professional/Technical/Clerical | 13 | 12 | 12 | 12 | 12 | 12 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Administration Headcount | 28 | 28 | 28 | 28 | 28 | 28 |
| Operations | | | | | | |
| Managers/Supervisors | 5 | 11 | 11 | 11 | 11 | 11 |
| Professional/Technical/Clerical | 1 | 3 | 3 | 3 | 3 | 3 |
| Operational Hourlies | 104 | 117 | 116 | 109 | 109 | 109 |
| Total Operations Headcount | 110 | 131 | 130 | 123 | 123 | 123 |
| Maintenance | | | | | | |
| Managers/Supervisors | 24 | 17 | 17 | 14 | 14 | 14 |
| Professional/Technical/Clerical | 5 | 6 | 6 | 6 | 6 | 6 |
| Operational Hourlies | 162 | 186 | 186 | 169 | 169 | 169 |
| Total Maintenance Headcount | 191 | 209 | 209 | 189 | 189 | 189 |
| Engineering / Capital | | | | | | |
| Managers/Supervisors | 3 | 3 | 3 | 3 | 3 | 3 |
| Professional/Technical/Clerical | 0 | 4 | 4 | 4 | 4 | 4 |
| Operational Hourlies | 6 | 9 | 9 | 9 | 9 | 9 |
| Total Engineering Headcount | 9 | 16 | 16 | 16 | 16 | 16 |
| Public Safety | | | | | | |
| Managers/Supervisors | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical/Clerical | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Hourlies | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Public Safety Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Positions | | | | | | |
| Managers/Supervisors | 47 | 47 | 47 | 44 | 44 | 44 |
| Professional/Technical/ Clerical | 19 | 25 | 25 | 25 | 25 | 25 |
| Operational Hourlies | 272 | 312 | 311 | 287 | 287 | 287 |
| Total Positions | 338 | 384 | 383 | 356 | 356 | 356 |

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