

# Alameda – Contra Costa Transit District FY 2022-23 Recommended Budget



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Alameda-Contra Costa Transit District  
California**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director

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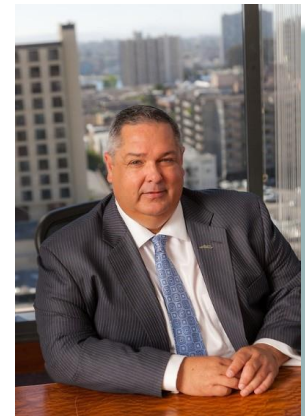
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# General Manager's Message

June 8, 2022

I am pleased to present the Alameda-Contra Costa Transit District (AC Transit) Fiscal Year 2022-23 Recommended Budget. As the Bay Area recovers from the economic downturn caused by COVID-19, AC Transit is focused on restoring bus service to accommodate growing rider demand, particularly among the transit dependent and disadvantaged in our community. This budget supports the need for increased service while maintaining financial and operational stability over the long-term.



The FY 2022-23 Operating Budget is comprised of \$547.0 million in revenues and expenses. The budget was developed to allow for 100% service recovery by March 2023, which means approximately 2.1 million revenue service hours and 1,380 bus operators for a total of 2,332 full-time employees. We are fortunate to have surpassed 50% of pre-pandemic ridership levels and continue to see ridership growth but struggle to overcome lagging farebox revenues.

The FY 2022-23 Capital Budget includes \$165.2 million in spending and is composed of \$148.0 million in grant funds and \$17.2 million in District Capital funds. The Capital Budget includes 5 new and 45 continuing projects for a total of 50 projects.

The Operating Budget includes \$61.5 million in funding from the American Rescue Plan (ARP) Act to allow the District to work towards restoring service, crucial to our communities, while keeping our budgets balanced and our assets in a state of good repair.

Recruiting, hiring, and training new bus operators remain the greatest challenge for the District as we recover. Staff continues to address the evolving public health concerns as we all try to figure out the “new” normal after the setbacks of COVID-19.

Despite the challenges, I am confident that the District can continue to meet the needs of our riders while maintaining operational and financial stability.

Sincerely,

A handwritten signature in blue ink, which appears to read "Michael Hursh". The signature is written in a cursive, flowing style.

Michael Hursh,  
General Manager

**ALAMEDA-CONTRA COSTA TRANSIT DISTRICT  
RESOLUTION NO. 22-023**

**A RESOLUTION ADOPTING THE GENERAL FUND OPERATING AND CAPITAL BUDGETS FOR  
FISCAL YEAR 2022-23**

**WHEREAS**, the Board of Directors reviewed and established the Calendar, adoption of the FY 2022-23 budget, and approved Budget Goals for the Development of the General Fund Operating and Capital Budgets for FY 2022-23 during Budget meetings held during March 2022, April 2022, and May 2022; and

**WHEREAS**, the General Manager has developed the General Fund Operating and Capital Budgets for FY 2022-23 based on prevailing economic conditions; and

**WHEREAS**, the Board of Directors has received and reviewed the General Manager's Proposed General Fund Operating and Capital Budgets for FY 2022-23 during the Board meeting held May 11, 2022.

**NOW THEREFORE**, the Board of Directors of the Alameda-Contra Costa Transit District does resolve as follows:

**Section 1.** Approves the Recommended General Fund Operating and Capital Budgets for Fiscal Year 2022-23 in the amount of \$547.0 million with the expenses and transfers identified below and incorporated by reference as Attachments 2 and 3 of the Staff Report 22-158c:

a. Total Operating Revenues:	547.0M
b. Total Operating Expenses:	547.0M
c. Transfer to/(from) Unrestricted Net Assets:	0.0M
e. District Funded Capital:	17.2M
f. Transfer to/(from) General Fund:	(17.2M)
g. Total Capital Program Contribution:	165.2M

**Section 2.** Approves a 3.0 percent increase to base salary for all unrepresented employees, excluding Board Officers.

**Section 3.** Directs the General Manager to return to the Board at a later date to obtain approval to implement any changes to district employees' wages and benefits not already negotiated or approved.

**Section 4.** This resolution shall become effective immediately upon its passage by four affirmative votes of the Board of Directors.

**PASSED AND ADOPTED** this 8th day of June 2022.

Elsa Ortiz, President

Attest:

Linda A. Nemeroff, District Secretary

I, Linda A. Nemeroff, District Secretary for the Alameda-Contra Costa Transit District, do hereby certify that the foregoing Resolution was passed and adopted at a regular meeting of the Board of Directors held on the 8th day of June, 2022, by the following roll call vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Linda A. Nemeroff, District Secretary

Approved as to Form and Content:

Jill A. Sprague, General Counsel



# About AC Transit

## Our Vision

*AC Transit is valued as a leader that helps the Bay Area thrive by connecting East Bay communities to each other and to regional destinations*

## Our Mission

*We deliver safe, reliable, sustainable transit service that responds to the needs of our customers and communities.*

The Alameda-Contra Costa Transit District (AC Transit) is a special transit district under state law based in Oakland, California. Voters created AC Transit in 1956 and subsequently approved a \$16,500,000 bond issue in 1959, enabling the District to buy out the failing, privately owned Key System Transit Lines. AC Transit's service began operating in October 1960. The new district built up its bus fleet with 250 new "transit liner" buses, extended service into new neighborhoods, created an intercity express bus network, and increased Bay Bridge bus operations.

In the 60 years that AC Transit has been in operation, the District has increased its service area, expanded the types of services it offers, and became a leader in the use of hydrogen fuel cell buses.

AC Transit is the third-largest public bus system in California, serving 13 cities and adjacent unincorporated areas in Alameda and Contra Costa counties.

AC Transit has a seven-member elected Board of Directors that sets policy and hires the General Manager and General Counsel. Five of the directors represent specific wards within the service area and two are elected at-large. The General Manager leads the executive teams to implement Board policies.

There are 2,223 approved staff positions at seven facilities, of which 86 percent are within the Operations Department. Most employees are represented by one of the three bargaining units: Amalgamated Transit Union (ATU); American Federation of State, County, and Municipal Employees (AFSCME); and International Brotherhood of Electrical Workers (IBEW).





# Passenger and Service Portrait

Updated May 2022

## Service Area

- 364 square miles
- 13 cities plus adjacent unincorporated communities including service to downtown San Francisco via the Bay Bridge and Foster City and San Mateo via the San Mateo Bridge

## Service Levels

- 130 bus lines (as of May 2022)
- Serving 25 BART stations
- Approximately 5,400 bus stops
- 635 Buses
- 16.7 million revenue service miles driven annually

## Passenger Trips

- 21.3 million trips annually (FY 2020-21)
- 63,000 passengers each weekday (FY 2019-20)

## Demographics

- 11% under 20 years of age
- 30% between the ages of 20-29
- 22% between the ages of 30-39
- 15% between the ages of 40-49
- 11% between the ages of 50-59
- 11% over 60 years of age

## Demographics

- 42% don't own automobiles
- 42% of all trips are work related
- 9% of all trips are school related

## Fare Structure

### Local (Effective January 1, 2020)

#### Cash Fare

Adults	
Single Ride	\$2.50
Day Pass	\$5.50
Youth (5-18) / Senior / Disabled	
Single Ride	\$1.25
Day Pass	\$2.75

#### Clipper Cash / AC Transit Mobile

Adults	
Single Ride	\$2.25
Day Pass	\$5.00
Youth (5-18) / Senior / Disabled	
Single Ride	\$1.12
Day Pass	\$2.50

### Local Clipper/ACT Mobile Transit Passes

Clipper/ACT 31-Day Pass	
Adult	\$84.60
Youth (5-18)/ Senior / Disabled	\$34.00
ACT Mobile 7-Day Pass	
Adult	\$22.50
Youth (5-18) / Senior / Disabled	\$11.25

### Transbay (Effective January 1, 2020)

#### Cash Fare Single Ride

Adults	\$6.00
Local to Transbay Upgrade	\$3.50
Youth (5-18) / Senior / Disabled	\$3.00
Local to Transbay Upgrade	\$1.88

#### Transbay Clipper Passes

Adult 31-Day	\$216.00
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### Fixed Route Accessibility

All coaches are equipped with:

- Passenger ramps/lifts and kneeling features. Operator protection barriers and PPE dispensers during COVID
- Priority seating for seniors and individuals with a disability
- Two (2) wheelchair securement areas on every bus.
- Stanchions (handrails) throughout the bus and on every seat
- Internal Text Messaging signs and Automatic Voice Announcements (AVA)
- Reduced fares for seniors and individuals with a disability.
- 14-member Accessibility Advisory Committee appointed by the Board of Directors.

### Americans with Disabilities Act (ADA) Mandated Paratransit

- Shared-ride Paratransit service is available from the East Bay Paratransit Consortium (BART and AC Transit) for persons who are prevented from using regular bus or train service.
- 16-Member Service Review Advisory Committee represents individuals with a disability, seniors and health and human services organizations
- Website: [www.eastbayparatransit.org](http://www.eastbayparatransit.org). Phone number: 510-287-5000

### Information for Hearing or Visually Impaired

- Public Information is available in accessible formats including Braille, audio tape, computer diskettes, and large print.
- "711" through the California Relay Service is available for route information and to make service comments.  
Website: [www.actransit.org](http://www.actransit.org)

### Regional Transit Connection

AC Transit connects with the following fixed route services in the Bay Area:

- San Francisco Bay Area Rapid Transit District Rail Service (BART)
- Dumbarton Bridge Bus Service (Dumbarton Express)
- Union City Transit
- San Francisco Municipal Railway (MUNI)
- San Mateo County Transit District (SamTrans)
- Santa Clara Valley Transportation Authority
- SolTrans
- Western Contra Costa Transit Authority (WCCTA) and Martinez Link
- Capital Corridor/Amtrak
- Altamont Commuter Express (ACE)
- Golden Gate Transit
- Caltrain
- Fairfield and Suisun Transit (FAST)
- Emery Go Round
- San Leandro LINKS
- San Francisco Bay Ferry (from Alameda, Oakland & Richmond to San Francisco/South San Francisco)

## Locations

AC Transit has eight facilities, seven of which are operating facilities and one (\*) of which offer customer services to the public, including Clipper and pass sales and trip-planning assistance.

General Office/Customer Service  
1600 Franklin Street  
Oakland, California

Training and Education Center  
20234 Mack Street  
Hayward, California

Emeryville Operating Division (#2)  
1177 47<sup>th</sup> Street  
Emeryville, California

Richmond Division (#3)  
2016 MacDonald Avenue  
Richmond, CA 94801-3356

East Oakland Operating Division (#4)  
1100 Seminary Avenue  
Oakland, California

Central Maintenance Facility and Stores Facility (#5)  
10626 East 14th Street  
Oakland, California

Hayward Operating Division (#6)  
1758 Sabre Street  
Hayward, California

Salesforce Transit Center  
Transbay Terminal  
First and Missions Streets  
San Francisco, CA 94105

## Important Telephone Numbers / Contact Information

Customer Relations	(510) 891-4700
Ticket Office	(510) 891-4706
District Secretary	(510) 891-7284
Main	(510) 891-4777
Media Relations	(510) 891-4745
Telephone Device for the Deaf (TDD)	Dial "711" (through the California Relay Service)
Transit Information	Dial "511"
Website	<a href="http://www.actransit.org">www.actransit.org</a>
Customer Feedback:	<a href="http://www.actransit.org/feedback">www.actransit.org/feedback</a>

# Financial Structure, Policy, and Process

## Budget Development Process

The District recognizes the importance and urgency of improving the budget development process to better serve the needs of the Agency today and in the foreseeable future. To that extent, the District's staff implemented an approach that emphasizes goals and objective on-the-basis of sustainable long-term strategy and is therefore strategically and financially sound.

## Overview of the FY 2022-23 Budget Development Process

- The CFO, in coordination with the General Manager, led the process change by designing and implementing conceptual framework developed by Budget Staff. Executive Staff validated new approach and adopted it for roll-out on a progressive schedule.
- Existing systems platform was configured to allow departmental managers to plan their allocations.
- Development and discussion of the assumptions for the microeconomic and macroeconomic environment, determining revenue and expenditure line items to be used in the development of the operating budget.
- Development, presentation, and discussion of the Mid-Year Budget, including 10-Year projections based on the SRTP. Determination of the districtwide goals and objectives.
- Coordination and close communication with department managers to build their operating budget under a performance-based budget approach.
- Validation of allocations in conjunction with the General Manager and the Executive Staff by review of departmental and line-item budgets, assurance of the funding of the key strategic initiatives and determination of priorities for adjustments, changes, or modifications of programs.
- Definition of the priorities for inclusion in the District Funded Capital Program, prioritizing projects of high impact primarily related to health, safety, maintenance, and technology considering those that have been postponed in previous years.
- In the event the Board of the Directors do not adopt the District Budget by June 30th, the Board of Directors may adopt a continuing appropriations resolution until such time as the District Budget is adopted. A continuing appropriations resolution allows payment for services performed on behalf of the District to continue until such time as a district Budget is adopted.
- All unexpended and unencumbered appropriations lapse at the end of the fiscal year.

## Budget Calendar

Board Policy 311 (Budget Policy) requires that the Board of Directors approve a budget calendar no later than November 30<sup>th</sup> of each year which will include tentative dates for Board Workshop(s), public review, and Board approval of the budget. The Budget Policy provides for the Board of Directors to adopt a resolution by June 30<sup>th</sup> of each fiscal year approving a balanced District Budget for the following fiscal year, including the revision and approval of the corresponding Fiscal Year Goals, Objectives, and Performance Metric Targets.

The economic disruption caused by the COVID-19 pandemic and timing of a recovery is constantly changing and shaping how AC Transit responds. Additional financial analysis will be made available that takes into consideration evolving service level plans as well as changes in the level of revenue sources.

The Recommended budget calendar is as follows:

<b>Date</b>	<b>Description</b>
November 10, 2021	Approval of the budget development process and calendar, pending review and discussion.
March 23, 2022	Presentation of Draft FY 2022-23 Operating Budget Goals
April 13, 2022	Presentation of Draft FY 2022-23 Operating Budget, including an overview of the major assumptions and drivers to the Operating Revenues, Subsidies and Operating Expenses.
May 11, 2022	Presentation of the Proposed Operating and Capital FY 2022-23 Budget including review of any adjustments to the Draft budgets.
June 8, 2022	Presentation of the FY 2022-23 Recommended Budget including any adjustments to the proposed budget. Staff presents resolution for the Board to adopt the FY 2022-23 Operating and Capital Budgets.
July 1, 2022	The Adopted FY 2022-23 Budget becomes effective.

The advantage of the Board adopting a budget development calendar is that it helps all District staff understand the timeline and requirements for adopting a balanced budget for the coming fiscal year. There are no significant disadvantages.

## Budgetary Control

The District Budget includes all operating, capital and interest expense requirements of the District for a fiscal year. The District Budget also includes District's contribution to the AC Transit Retirement Plan as determined by the Board following review of an actuarial study prepared no less often than every two years.

In addition, the District budget includes an analysis of the underlying assumptions for revenue and expense projections; the number of authorized positions by department; and, the revenue service hours and miles on which the District Budget is based. Any change in revenue services hours or miles during the fiscal year requires prior approval by the General Manager.

The Board of Directors approves an amended appropriations resolution when necessary to authorize the receipt and expenditure of funds unanticipated in the District Budget and reallocation of funds necessary for the efficient operation of the District. Budgetary control is maintained at the department level for each operating department and at the project level for each capital project. Any expenditure more than the approved Capital Budget requires prior approval by the Board of Directors.

Revenue and expense results for the fiscal year are presented for Board review no less often than bi-monthly. If there are significant variations between the results and the District budget, recommendations are made to the Board for alternative strategies to achieve a balanced budget by fiscal year end, which are formalized during the Mid-Year budget review process.

The General Manager is authorized to exceed budgetary control limitations for expenditures when an unforeseen combination of circumstances calls for immediate action with inadequate time for prior Board approval. The action must be made to avert or alleviate damage to property, to protect the health, safety and welfare of the community, or to repair or restore damaged or destroyed property of the District in order to ensure that the facilities of the District are available to serve the transportation needs of the general public.

Within 30 days of the emergency, the General Manager must submit to the Board of Directors for confirmation, a report explaining the necessity of the action, a listing of expenditures made under these emergency powers and any recommended future actions.

## Basis of Presentation of Funds and Fund Structure

The District presents its general-purpose financial information in two funds: the enterprise fund and the pension trust fund. Separate financial statements are presented for each fund category. However, only the enterprise fund is presented in the budget reports.

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private businesses. An enterprise fund includes a set of self-balancing accounts that comprises the District's assets, liabilities, net assets, revenues, and expenses. Only revenues and expenses are budgeted for each fiscal year.

Enterprise funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with an enterprise fund's principal ongoing operations. The principal operating revenues of the District's enterprise fund are passenger fares. Operating expenses include the cost of services, administrative expenses, and depreciation on capital assets and equipment. All revenues and expenses not meeting these definitions are reported as non-operating revenues and expenses.

The District's general-purpose (non-budgetary) financial statements include all financial activities controlled by or dependent upon actions taken by the District's Board of Directors. This includes: the financial activities of the District's Special Transit Service Districts No. 1 and No. 2 and other areas which the District has contracted to provide transit service; the financial activities of the AC Transit Financing Corporation, a nonprofit public benefit corporation formed to provide financial assistance to the District; and the financial activities of the District's pension plan and the deferred compensation plan.

Resources associated with these financial activities are allocated to funds based upon their purpose and how the spending is controlled.

## Basis of Budgeting

The District's fiscal policies establish the framework for the management and control of the District's resources to ensure that the District remains fiscally sound. The District's policies are approved by the Board of Directors and determine where and how District resources should be dedicated. For this reason, District goals, objectives, short and long-range planning and performance analyses are incorporated into the budget development process.

It is the policy of the District that the Board of Directors approve a balanced annual budget prior to the beginning of each fiscal year. The budget is developed using a modified accrual basis of accounting. However, there are certain differences between the Generally Accepted Accounting Principles (GAAP) based financial statement and the report under the budgetary basis as follows:

- Perspective differences resulting from the AC Transit Financial Corporation not budgeted.
- Encumbrances for supplies and services ordered but not received are reported in the year the order is placed for budgetary purposes, but in the year the supplies are received for financial reporting purposes.
- Transfers from Equity / Net Assets are outflows of budgetary resources but are not expenses for financial reporting purposes.
- Capital outlay funded by District operations are reported as outflows of budgetary resources but are not expenses for financial reporting purposes.
- Depreciation on fixed assets funded by District operations is not budgeted, as it is not an outflow of budgetary resources.

# Macroeconomic Assumptions

Pending Update

## District Status

TBD for Adopted Budget Book

## Overall Economy

TBD for Adopted Budget Book

## Population Growth and Pandemic

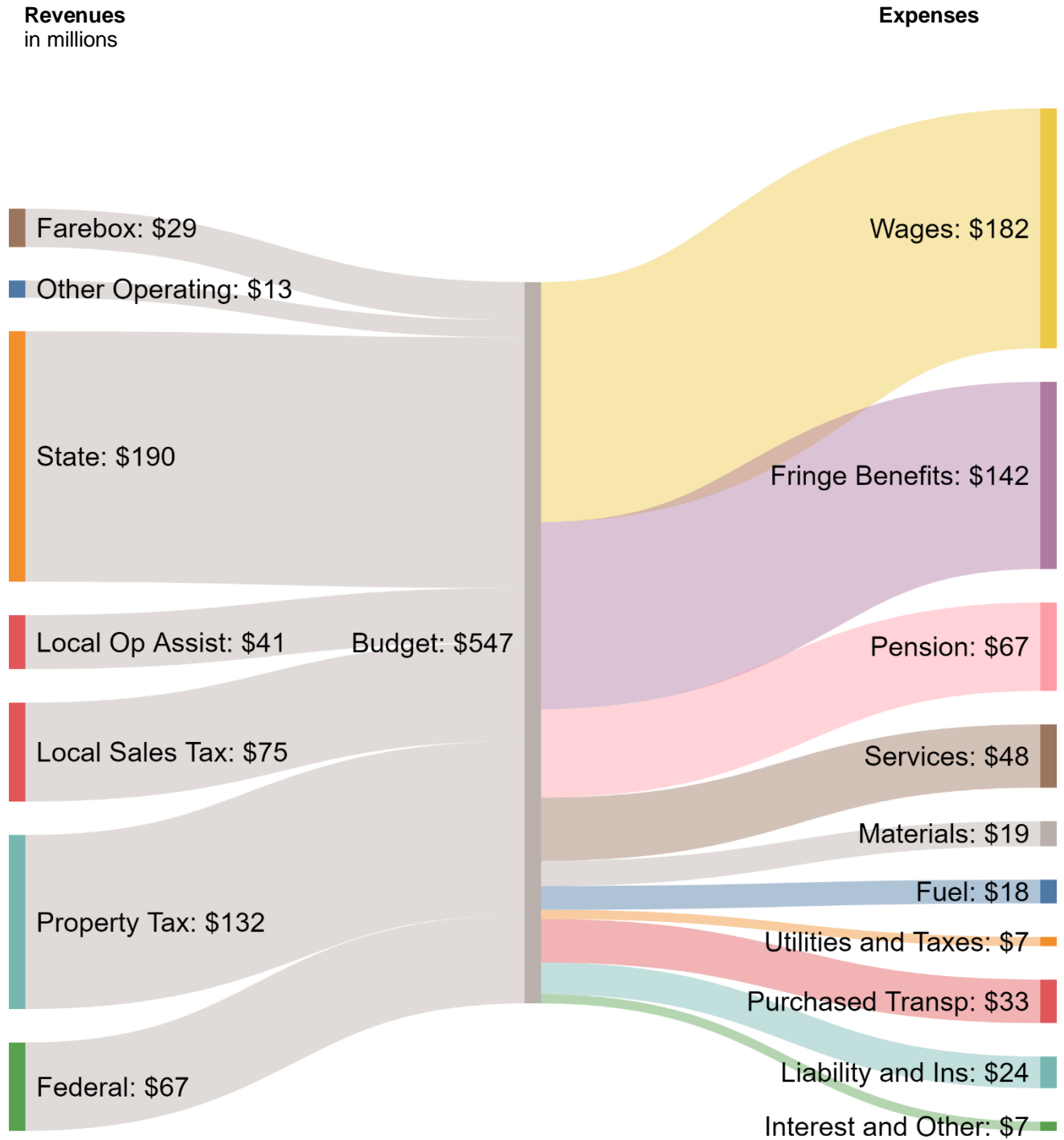
TBD for Adopted Budget Book

PENDING



# Budget Summary

Resolution 22-023 was adopted on June 8, 2022 by the Alameda-Contra Costa Transit District Board of Directors approving \$547.0 million and \$17.2 million in the General Fund Operating and Capital Budgets, respectively.



# Operating Revenues

## **Operating: Passenger Fares**

Fare revenue is gradually increasing as service levels are being restored after falling from an average 4.57 million riders per month before the pandemic, to just under 2.5 million riders per month during FY 2021-22. Normally closer to 13% of the revenue budget, passenger fares are projected to make up 5% of the total revenue budget.

On March 23, 2022, the Board voted to defer the implementation of the July 1, 2022 Local and Trans Bay fare increases by one-year to July 1, 2023. This is expected to cost the District \$3.0 million in FY 2022-23 in reduced fare revenue.

## **Operating: Contract Services**

The budget includes the continuation of revenue associated with Easy Pass agreements with Stanford, UC Berkeley, and others. This budget also includes expected bus bridge service for BART to support unexpected outages and continued BART Early Bird service. Contract Services are expected to increase by \$0.8 million due to changes in the operating agreement with BART.

## **Operating: BART Transfer**

The Adopted Operating budget includes revenues from an assumed extension of the existing BART Feeder Service Agreement, which is currently under review. We are projecting a reduction of \$2.6 million from the FY2021-22 budget.

## **Operating: Investment Income**

The Investment income revenue budget is projected to stay flat from the FY 2021-22 budget but may need to be increased during the FY2022-23 Mid-Year Budget if the surge in interest rates continues.

## **Operating: Advertising**

Advertising revenues come primarily from Buses. These revenues are projected to remain flat from the previous year's budget.

## **Operating: Other Revenue**

This category includes a variety of other small categories of operating revenues such as parking citations and miscellaneous reimbursements. Parking citation revenue is expected to remain flat.

## **Operating: Real Estate**

The District's revenue income comes from Newark and 66<sup>th</sup> Avenue properties as well Salesforce Transit Center bus bay rentals. Rental revenues are projected to remain flat from the prior fiscal year budget.

## **Sales Tax-based Subsidies: Transportation Development Act (TDA)**

The TDA subsidy has long been a cornerstone of transit funding and is the largest source of subsidy revenue for the District. State law allows each county to charge a ¼ cent sales tax to finance various transit services. The Adopted Operating budget reflects a \$29.2 million (40%) increase from prior year budget that is due to expected increases in sales taxes and a MTC estimate change to the FY 2021-22 TDA funding amount that will be applied to FY 2022-23.

## **Sales Tax-based Subsidies: AB1107**

The AB1107 subsidy is a ½ cent sales tax with a portion that is shared between the District, BART and the San Francisco Municipal Transit Agency. The projected revenue for FY 2022-23 reflects an increase of \$8.5 million (21%) from prior fiscal year budget and is based on the MTC fund estimate.

## **Sales Tax-based Subsidies: Measure B**

In 2000, nearly 82% of Alameda County voters approved Measure B which is a ½ cent transportation sales tax. Alameda CTC administers Measure B funds to deliver essential transportation services and improvements. Measure B sunsets on March 2022 and the full one-cent sales tax authority by Measure BB began April 2022. The projected FY 2022-23 revenues of \$0.0 reflect the reduction of Measure B sales taxes.

## **Sales Tax-based Subsidies: Measure BB**

In November 2014, the voters of Alameda County approved an additional ½ cent transportation sales tax in addition to Measure B to fund a comprehensive 30-year transportation plan. Measure B sales tax ended March 2022 and the full one-cent sales tax authority by Measure BB began April 2022. The projected revenues for FY 2022-23 reflect the reduction of Measure B and the increase in Measure BB sales taxes. An increase of \$26.4 million (61%) over the FY 2021-22 budget is projected.

## **Sales Tax-based Subsidies: Measure J**

Measure J is a ½ cent transportation sales tax to support essential transportation services and improvements for Contra Costa County. The projected revenues for FY 2022-23 reflect an increase of \$200,000 (4%) from the prior fiscal year budget.

## **Property Taxes**

The District receives a fixed portion of property taxes collected within its service area. Property taxes are based on assessed valuations and any effects from a recession are delayed as reduced sale prices work their way through the real estate market. This revenue and its different timing than sales taxes help the District fare better during a recession. The estimate for FY 2022-23 is \$6.1 million (5%) more than FY 2021-22 budget.

## **Parcel Taxes: Measure VV**

The Measure VV/C1 Parcel Tax subsidy is the continuation of a \$96.00 per parcel in the area designated as Special District #1 that was passed in November 2016. As a flat tax based on the number of parcels, it is one of the least volatile of the District's revenue streams. Revenue from Parcel Taxes is assumed to be flat from the previous budget.

## **State Transportation Assistance (STA)**

STA funding is generated from the sales tax on diesel fuel, and the amount of money can fluctuate based on the direction of fuel prices. Funds are distributed by the MTC based on population and transit agencies' revenues. The projected revenues for FY 2022-23 reflect an increase of \$7.2 million (32%) from the prior fiscal year budget primarily due to a MTC estimate change to the prior year funding amount that will be applied to FY 2022-23.

## **Regional Measure 2**

The District receives funding from Regional Measure 2 for Rapid Bus, Owl (late-night), and Regional Express Bus service. The District also receives funding to run the Dumbarton Express service on behalf of the Dumbarton Regional Operations Consortium. Funding amounts are normally fixed for the non-Dumbarton revenues, and the Dumbarton revenue is based on the cost of service operated. Revenues are expected to be flat from the prior year budget amount.

## **ADA Federal**

Projected revenues from Federal ADA assistance reflect an increase of \$600,000 (11%).

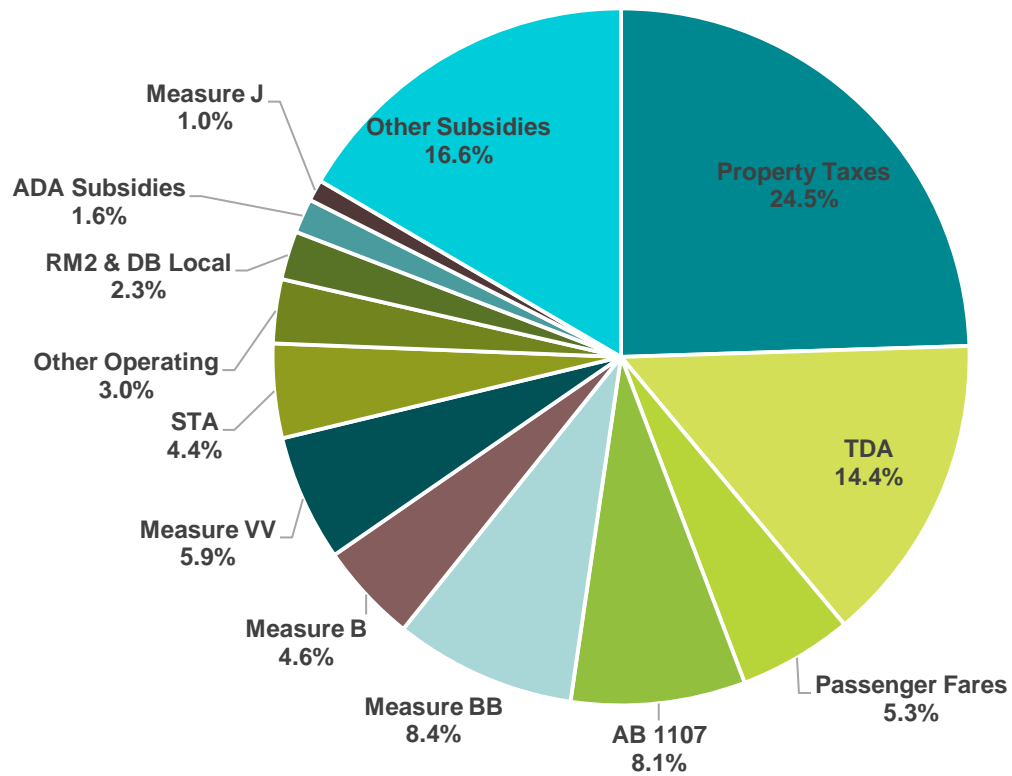
## **Other Federal, State & Local**

Other federal funds for operating assistance are determined through the MTC Lifeline program. State funds include Cap & Trade Low Carbon Transit Operations Program and operating funds for Tempo BRT service. Local funds include funding for the Transit Information Display program and the Regional Transit Card program. The American Rescue Plan (ARP) Act funding of \$61.5 million is included in the FY 2022-23 budget. Any remaining ARP Act funding after FY 2022-23 will be used to increase service and reduce deficits in future years.

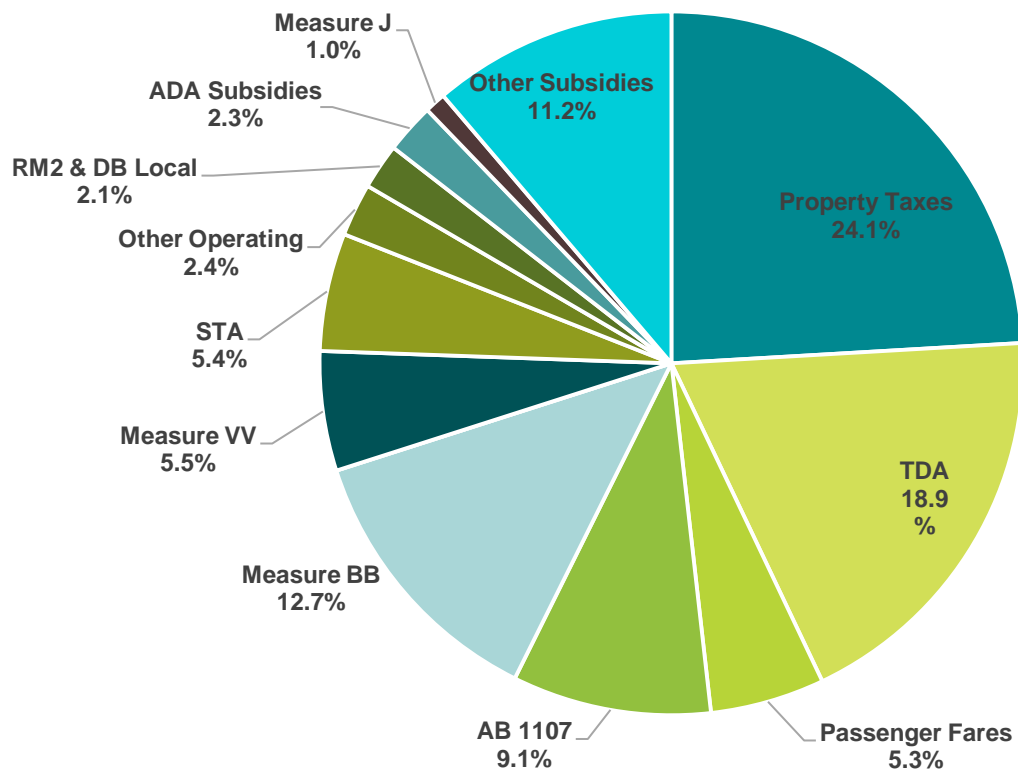
**AC TRANSIT**  
**FY 2022-23 PROPOSED OPERATING REVENUE AND SUBSIDIES**  
**BUDGET**  
**(\$ IN THOUSANDS)**

	FY 2020-21	FY 2021-22	FY 2022-23
	ACTUALS	BUDGET	RECOMMENDED BUDGET
<b>REVENUE &amp; SUBSIDIES</b>			
<b>Line</b>	<b>Operating</b>		
1	Passenger Fares	12,548	28,750
2	Contract Services	8,156	6,996
3	BART Transfers	3,666	2,700
4	Advertising	1,262	1,050
5	Other Revenue	366	368
6	Real Estate	2,113	2,079
7	Interest Income	40	100
8	<b>Total Operating Revenues</b>	<b>28,151</b>	<b>42,043</b>
<b>Unrestricted Subsidies</b>			
9	State - TDA	71,931	103,220
10	State - AB1107, Sales Tax	43,121	50,000
11	Local Sales Taxes - Measure B	34,026	-
12	Local Sales Taxes - Measure BB	37,802	69,604
13	Local Sales Taxes - Measure J	5,593	5,290
14	Property Taxes	129,229	131,698
15	Parcel Taxes - Measure VV	30,054	30,054
16	State - STA	21,836	29,636
17	State - AB2972, OUSD	1,500	-
18	RM2 and DB Service	9,134	11,437
19	ADA Federal	5,385	5,985
20	ADA State and Local	5,462	6,547
21	Other Federal	90,361	61,481
22	Other Local	2,853	-
23	<b>Total Unrestricted Subsidies</b>	<b>488,286</b>	<b>504,951</b>
24	<b>TOTAL ALL REVENUE &amp; SUBSIDIES</b>	<b>516,437</b>	<b>546,995</b>

## FY 2021-22 Revenue Budget

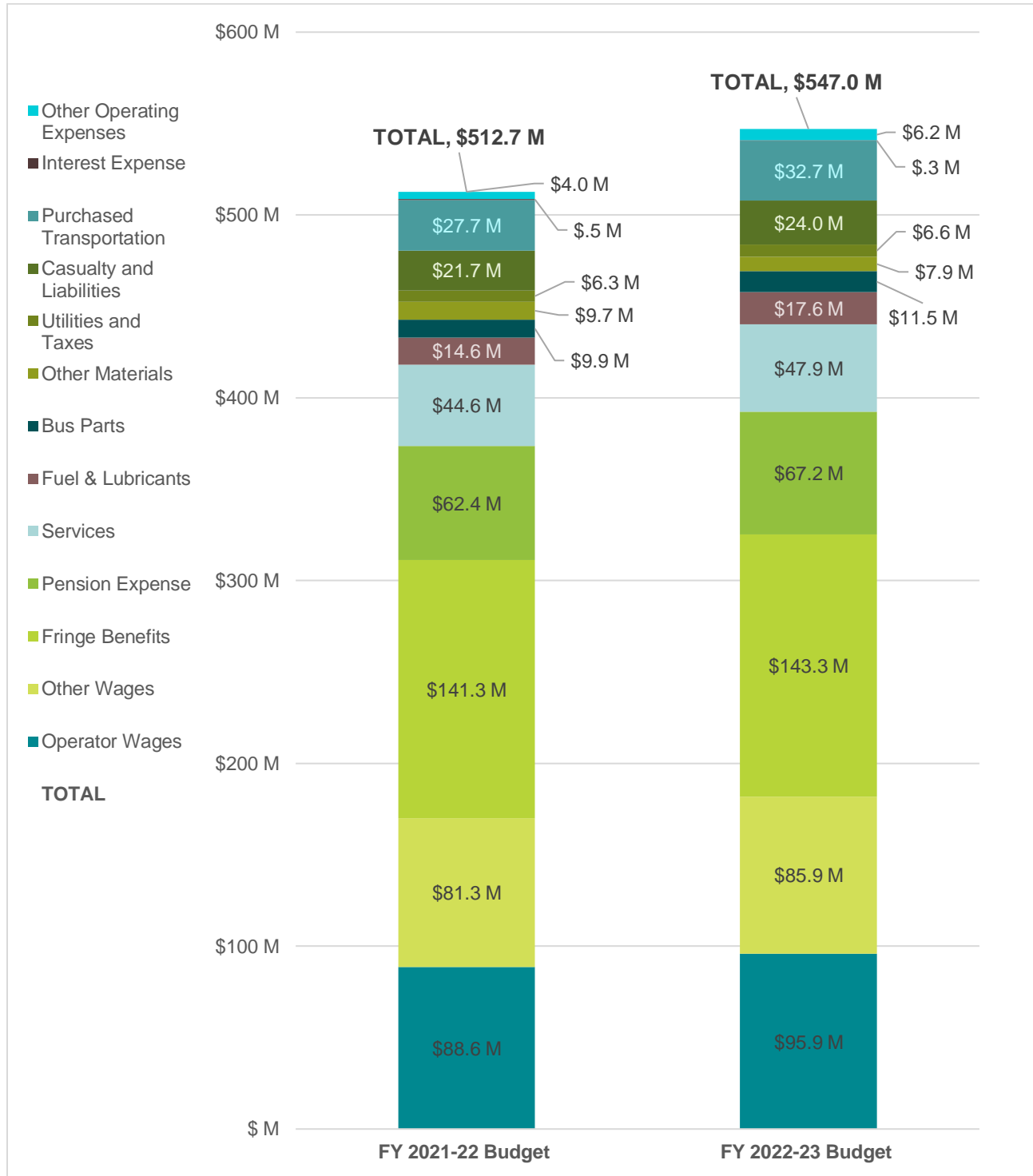


## FY 2022-23 Revenue Budget



# Operating Expense

AC Transit's Operating Expenses consist of eight categories: Labor, Services, Fuel and Lubricants, Office/Printing Supplies, Bus Parts, Other Materials, Purchased Transportation, Utilities and Taxes, Casualty and Liabilities, Interest, and Other.





**AC TRANSIT**  
**FY 2022-23 RECOMMENDED OPERATING BUDGET**  
**(\$ IN THOUSANDS)**

		FY 2020-21	FY 2021-22	FY 2022-23
		ACTUALS	BUDGET	RECOMMENDED BUDGET
Line	REVENUES & SUBSIDIES			
1	Operating	28,151	42,391	42,043
2	Unrestricted Subsidies	488,286	470,295	504,951
3	TOTAL REVENUES & SUBSIDIES	516,437	512,686	546,995
OPERATING EXPENSES				
Labor				
4	Operator Wages	75,776	88,647	95,911
5	Other Wages	73,680	81,316	85,911
6	Fringe Benefits	127,933	141,277	143,288
7	Pension Expense	60,429	62,351	67,175
8	TOTAL LABOR COSTS	337,819	373,590	392,284
Non-Labor				
9	Services	30,161	44,600	47,878
10	Fuel & Lubricants	8,796	14,636	17,572
11	Bus Parts	8,909	9,924	11,456
12	Other Materials	7,286	9,707	7,937
13	Utilities and Taxes	5,861	6,284	6,586
14	Casualty and Liabilities	11,496	21,707	24,037
15	Purchased Transportation	20,585	27,731	32,725
16	Interest Expense	468	532	344
17	Other Operating Expenses	5,036	3,974	6,175
18	TOTAL NON-LABOR	98,598	139,095	154,711
19	TOTAL OPERATING EXPENSES	436,417	512,686	546,995
20	NET OPERATING SURPLUS/(DEFICIT)	80,020	-	-
21	RESTRICTED PM	-	-	-
22	OPEB FUND CONTRIBUTION	2,000	2,000	2,000
23	DISTRICT CAPITAL CONTRIBUTION	15,868	9,293	17,232
24	NET OF NON-OPERATING ITEMS	62,151	(11,293)	(19,232)

## Labor

Labor of \$392.3 million is an increase of 5.0% over the FY 2021-22 budget, primarily due to contractual salary increases and the planned hiring of operator positions needed to restore service to 100% of pre-pandemic levels. To achieve 100% service recovery in March 2023, the budget must support a plan to build up the active bus operator workforce. The labor budget includes costs for a gradual increase of bus operator count by 101 by March 2023 for a total bus operator position count of 1,380, up from the current authorized 1,279.

In addition to adding bus operators to fulfill the targeted service recovery, the Recommended FY 2022-23 budget includes an additional \$2.2 million in labor expenses to account for eight new non-operator administrative positions (see table below).

- Salaries and Wages of \$181.8 million, a \$12.0 million (7.0%) increase based on a combination of the below factors:
  - Restoring service levels.
  - Increasing wages per Union Collective Bargaining Agreements and 3% for Unrepresented employees.
  - Increasing operator count by 101 by March 2023
  - Hiring 8 new non-operator administrative positions
- Fringe Benefits of \$143.3 million, a \$1.9 million (1.4%) increase over FY 2021-22 budget, primarily due to an increase in bus operator staffing levels.
- Pension contribution of \$67.2 million, a preliminary estimated \$4.8 million (7.7%) increase from the FY 2021-22 budget.

### Recommended New Non-Operator Positions

Department	New Non-Operator Positions	FY22-23 Recommended Positions
External Affairs, Marketing & Communications	Market Research Manager	1
Finance	Principal Capital Planning Specialist	1
General Manager	Assistant Graphic Designer	1
Human Resource	Executive Administrative Assistant	1
	HR Leave Management Manager	1
Legal	Program Specialist	1
Planning and Engineering	Project Manager	1
	Senior Project Manager	1
<b>Grand Total</b>		<b>8</b>

## Non-Labor

The FY 2022-23 Proposed budget adds \$14.6 million (10.4%) in non-labor expenses, the bulk of which is attributed to Paratransit Services (\$5.0 million), Professional & Technical Services (\$3.3 million), Fuel (\$2.9 million), and Casualty & Liability (\$2.3 million).

### Services

Services Expense of \$47.9 million, a \$3.3 million (7.4%) increase from the FY 2021-22 budget. Despite more than \$1.8 million in reduced department requests, FY 2022-23 includes several new and large professional & technical service expenses. The largest ticket items include:

- Bus Rapid Transit (BRT) Tempo-related operating & maintenance costs for delegated maintenance and fiber optics (\$1.4 million),
- Software licensing for vendors such as Oracle, Microsoft and Giro (\$2.0 million),
- Redesign of the District's service network (\$1.0 million)
- Rider Survey (\$800,000),
- Bus Shelter Contract (\$650,000),
- Several service planning implementation and engineering projects that were held up by pandemic-related restrictions and threat of losing federal aid by the PEPR court challenge. There is a backlog of work that has been carried forward from FY 2021-22 and earlier years.

### Fuels and Lubricants

Fuel and Lubricants of \$17.6 million, a \$2.9 million (20.1%) increase from FY 2021-22 budget. Staff is watching fuel prices closely and expects to adjust the budget, if necessary, at the mid-year since geopolitical and federal actions are in flux.

### Bus Parts

Bus Parts of \$11.5 million, a \$1.5 million (15.4%) increase from FY 2021-22 budget is mainly driven by a projected increase of maintenance cost for vehicles past their warranty period.

## **Other Materials**

Other Materials of \$7.9 million, a \$1.8 million (18.2%) decrease from FY 20021-22 budget is mainly due to a reduced need for Personal Protection Equipment (PPE).

## **ADA Consortium and Dumbarton Bridge Purchased Transportation Costs**

Paratransit and Purchased Transportation of \$32.7 million, a \$5.0 million (18.0%) increase over FY 2021 - 22 budget. Fuel prices are a major factor in the cost increase for paratransit and ridership is expected to gradually increase commensurate with increases in service.

## **Utilities and Taxes**

Utilities and Taxes \$6.6 million, a \$0.3 million (4.8%) increase due to supply chain disruptions and inflation driving up the price of goods.

## **Casualty and Liability Costs**

Casualty and Liability of \$24.0 million, a \$2.3 million (10.7%) increase over FY 2021-22 budget due to anticipated insurance premium increases.

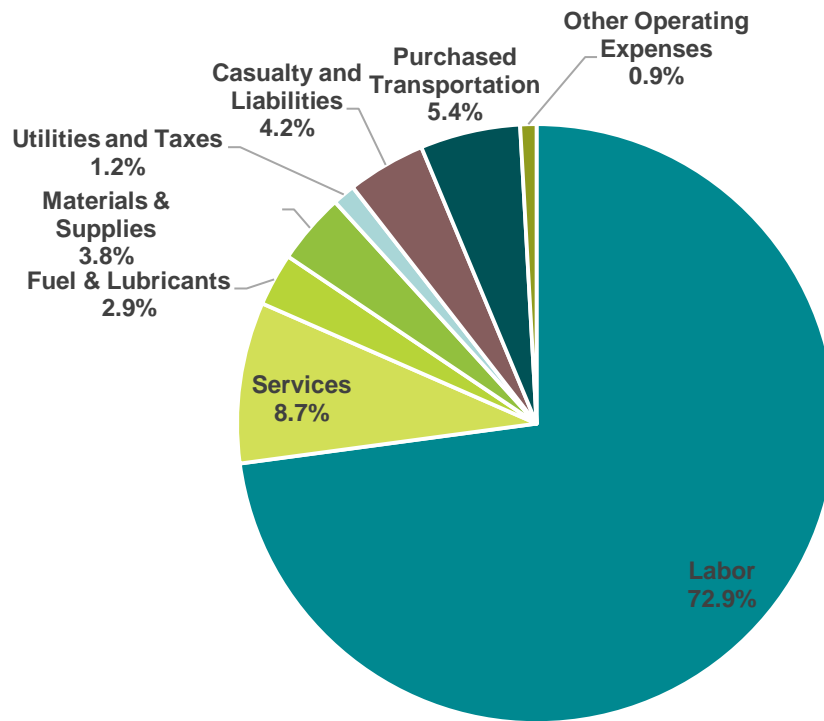
## **Interest Expense**

Interest expense of \$0.3 million will decrease by \$0.2 million (35.3%) versus FY 2021-22 Budget. If interest rates continue to surge these expenses may need to be reevaluated during the FY 2022-23 Mid-Year Budget.

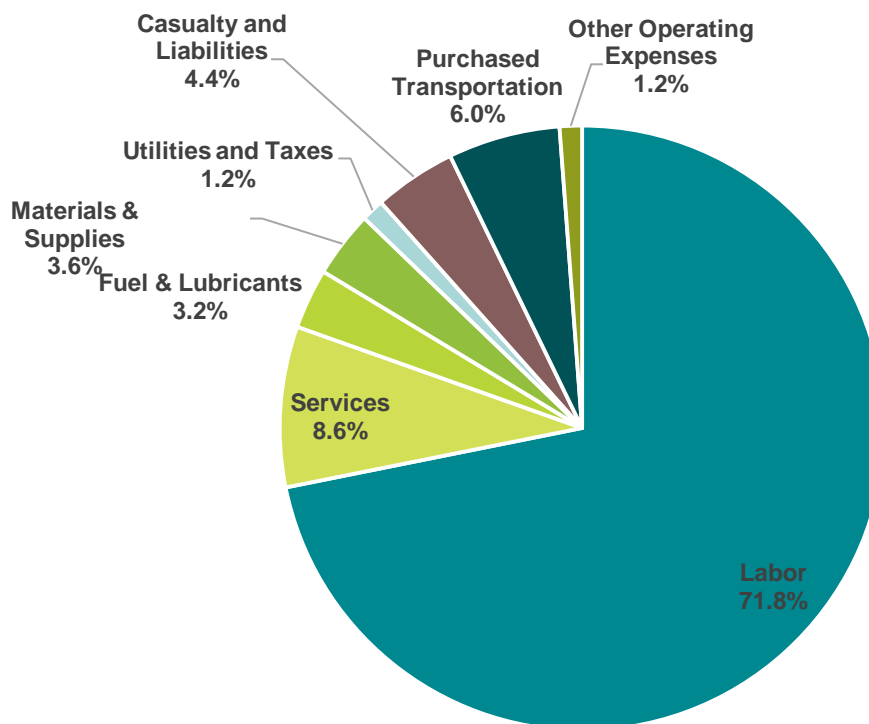
## **Other Operating Expenses**

Other category of \$6.2 million, a \$2.2 million (55.4%) increase primarily due to a higher cost for elections and a high number of Election of Directors. November of 2022 will include four elections: three wards and one at-large position.

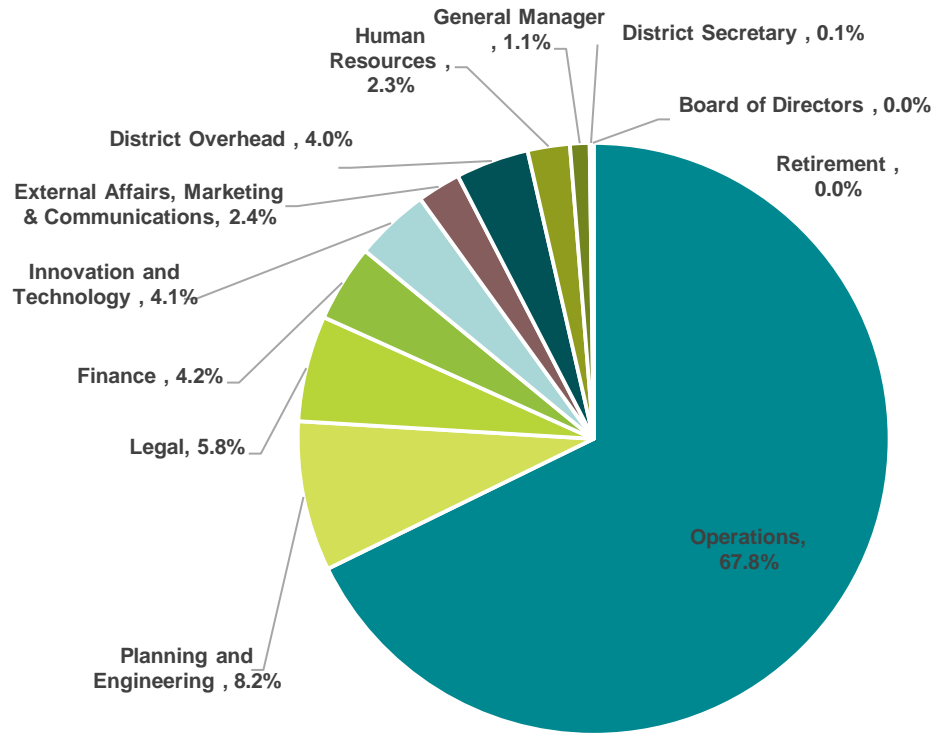
### FY 2021-22 Budget



### FY 2022-23 Budget

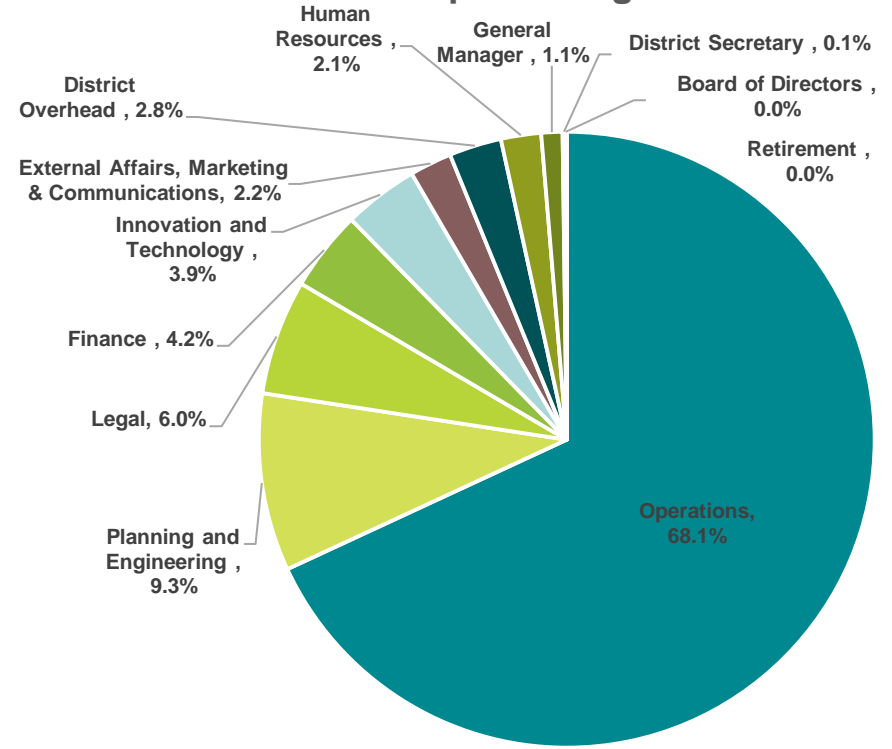


## FY 21-22 Adopted Budget



Department	FY 21-22 Adopted Budget	% of Total
Operations	\$347,407,273	67.8%
Planning and Engineering	\$41,974,619	8.2%
Legal	\$29,672,440	5.8%
Finance	\$21,616,235	4.2%
Innovation and Technology	\$20,966,952	4.1%
External Affairs, Marketing & Communications	\$12,156,021	2.4%
District Overhead	\$20,488,753	4.0%
Human Resources	\$11,822,630	2.3%
General Manager	\$5,482,424	1.1%
District Secretary	\$744,247	0.1%
Board of Directors	\$254,329	0.0%
Retirement	\$99,795	0.0%
<b>TOTAL</b>	<b>\$512,685,716</b>	<b>100.0%</b>

## FY 22-23 Adopted Budget



Department	FY 22-23 Adopted Budget	% of Total
Operations	\$372,471,251	68.1%
Planning and Engineering	\$51,014,162	9.3%
Legal	\$33,015,841	6.0%
Finance	\$23,061,296	4.2%
Innovation and Technology	\$21,509,693	3.9%
External Affairs, Marketing & Communications	\$12,092,008	2.2%
District Overhead	\$15,045,577	2.8%
Human Resources	\$11,540,961	2.1%
General Manager	\$6,076,466	1.1%
District Secretary	\$788,475	0.1%
Board of Directors	\$272,418	0.0%
Retirement	\$106,618	0.0%
<b>TOTAL</b>	<b>\$546,994,765</b>	<b>100.0%</b>

# District Funded Capital Program

The Recommended FY 2022-23 Capital Budget includes 5 new and 45 continuing projects, for a total of 50 projects. These projects have a total estimated spending for the fiscal year of \$165.2 million, composed of \$148.0 million in grant funds and \$17.2 million in District Capital funds.

For the Recommended Capital Budget, a new project to repair the roof at the 66<sup>th</sup> Avenue Warehouse was added to support the emergency declaration ratified by the Board on May 11, 2022. This project adds \$500,000 of District Capital funds to the FY 2022-23 capital\_budget.



# FY22-23 Year End Variance

Pending update/Insert chart below

# Strategic Plan and Goals

The AC Transit strategic plan consist of several elements, each of which focuses in more detail on how the organization should conduct its business. The primary elements of the strategic plan are a Vision Statement, Mission Statement, Goals, and Initiatives to organize the direction of the District's work efforts. The overall approach of this Strategic Plan is to focus bus transit resources on the services that AC Transit can provide best, the services which will continue to be needed by transit-dependent people, and the services that help East Bay cities meet their land use and environmental goals now and in the future.

**Vision:** AC Transit is valued as a leader that helps the Bay Area thrive by connecting East Bay communities to each other and to regional destinations.

**Mission:** We deliver safe, reliable, sustainable transit service that responds to the needs of our customers and communities.

Budget Goals	Budget Description	District Goal Aligned With
Safe Working Environment	Follow the safety guidelines and parameters set by the counties, state and Centers for Disease Control (CDC) and work aggressively toward providing the safety of our employees and riders. Ensure the District has adequate PPE and manage transition to post-COVID world and service requirements.	Safe and Secure Operations
Sufficient Operations	Use public input to understand the changing needs of our ridership population. Plan for changes in ridership demand and restore bus service to prioritize the updated needs of essential workers, students, transit dependent riders and our most vulnerable populations while taking into consideration current and projected financial and operational issues.	Convenient and Reliable Service
Financially Resilient	Achieve a balanced budget that reduces costs and builds a sustainable future revenue stream. Advocate for additional operating support at local, regional, and state levels to enable the District to build back service. Plan and prepare for the end of emergency COVID funding as well as potential economic disruptions that may negatively impact operations.	Financial Stability and Resiliency
High Performing Flexible Workforce	Prepare for in-office and remote work environments that support inclusion, greater worker flexibility, and higher productivity. Fund the acquisition of tools and technology that support a hybrid work infrastructure.	High-Performing Workforce
Strong Stakeholder, Policymaker and Public Communications	Maintain a positive and active position in the community as an essential service for our most vulnerable riders. Plan for the initiatives started out of the Blue Ribbon Transit Recovery Task Force and Fare Integration Task Force. Support funding initiatives essential for necessary capital improvements as well as on-going operational funding.	Strong Public and Policymaker Support
Environmental Sustainability	Advance cost-effective sustainability practices and provide environmentally friendly transit to people in our community. Further sustainability efforts by supporting the transition of our fleet and operations to zero emissions.	Environmental Improvement

# Financial Challenges and Strategy

Pending Update

## Department Budgets

## Board of Directors

The Alameda-Contra Costa Transit District is governed by a seven-member Board of Directors independently elected by the voters of the district. Five directors represent specific geographic areas known as wards and two represent the entire district at-large. The Board of Directors is, by statute, a policy-making body. Under California law, the Board shall supervise and regulate every transit facility owned and operated by the district; including the fixing of rates, rentals, charges, and classifications, and the making and enforcement of rules, regulations, contracts, practices, and schedules, for or in connection with any transit facility owned or controlled by the District. The Board of Directors regularly holds business meetings that are open to the public and appoints the District's three officers: The General Manager, General Counsel and District Secretary, who serve at the pleasure of the Board.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Fringe Benefits	-	171,829	-	184,218
<b>Labor Total</b>	-	<b>171,829</b>	-	<b>184,218</b>
<b>Non-Labor</b>				
Outside Professional Services	-	10,750	-	11,500
Materials & Supplies	-	1,500	-	5,700
Utilities and Taxes	-	-	-	-
Miscellaneous	-	70,250	-	71,000
<b>Non-Labor Total</b>	-	<b>82,500</b>	-	<b>88,200</b>
<b>Grand Total</b>	-	<b>254,329</b>	-	<b>272,418</b>

*See Appendix for more detail.*

## District Secretary

The Office of the District Secretary is a service department on which the Board of Directors, district departments, and the public rely for information regarding the legislative history of the District. The District Secretary provides administrative support to the Board of Directors and is the custodian of all books, records, and proceedings of the Board and its committees. As one of the key staffs for Board of Directors meetings, the District Secretary prepares agendas, verifies that legal notices have been posted or published, makes the necessary arrangements to facilitate effective meetings, and is entrusted with the responsibility of recording the decisions which constitute the record of the Board's proceedings. Additionally, the District Secretary is the District's elections official, serves as the District's filing officer under its Conflict of Interest Code, and provides a wide variety of administrative functions and services.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Salaried	4	349,429	4	396,915
Fringe Benefits	-	327,618	-	365,560
Temp Help	-	-	-	-
<b>Labor Total</b>	<b>4</b>	<b>677,047</b>	<b>4</b>	<b>762,475</b>
<b>Non-Labor</b>				
Outside Professional Services	-	56,000	-	13,500
Materials & Supplies	-	4,000	-	3,500
Miscellaneous	-	7,200	-	9,000
<b>Non-Labor Total</b>	<b>-</b>	<b>67,200</b>	<b>-</b>	<b>26,000</b>
<b>Grand Total</b>	<b>4</b>	<b>744,247</b>	<b>4</b>	<b>788,475</b>

*See Appendix for more detail.*

## General Manager

The Office of the General Manager provides overall management, leadership, and direction in the implementation of the policies, goals and objectives established by the Board of Directors. The General Manager also oversees other functional areas including Marketing, Internal Audit, Media Relations, Safety, Drug and Alcohol, Compliance & Diversity - Contracts, and Compliance & Diversity – Equal Employment Opportunity.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Salaried	20	2,192,949	21	2,461,248
Fringe Benefits		2,192,546		2,554,033
Clerical	1	81,873	1	177,519
<b>Labor Total</b>	<b>21</b>	<b>4,467,369</b>	<b>22</b>	<b>5,192,800</b>
<b>Non-Labor</b>				
Outside Professional Services		917,293		795,916
Miscellaneous		47,500		55,700
Materials & Supplies		38,262		23,050
Utilities and Taxes		12,000		9,000
<b>Non-Labor Total</b>		<b>1,015,055</b>		<b>883,666</b>
<b>Grand Total</b>	<b>21</b>	<b>5,482,424</b>	<b>22</b>	<b>6,076,466</b>

*See Appendix for more detail.*



## Legal

The Legal Department is responsible for providing legal counsel, advice, and litigation services to the District's Board of Directors and to the internal departments of the District. The General Counsel also oversees other functional areas as approved by the District's Board of Directors.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Salaried	22	2,363,283	23	2,664,074
Fringe Benefits		2,263,077		2,745,617
<b>Labor Total</b>	<b>22</b>	<b>4,626,359</b>	<b>23</b>	<b>5,409,692</b>
<b>Non-Labor</b>				
Casualty and Liabilities		22,067,000		24,397,011
Outside Professional Services		2,926,280		3,116,378
Miscellaneous		39,750		82,460
Materials & Supplies		13,050		10,300
<b>Non-Labor Total</b>		<b>25,046,080</b>		<b>27,606,149</b>
<b>Grand Total</b>	<b>22</b>	<b>29,672,440</b>	<b>23</b>	<b>33,015,841</b>

*See Appendix for more detail.*

## Operations

Operations supports the District by providing safe, clean, and reliable public transportation service to the East Bay and other communities in our service area. Functions within Operations include Transportation, Maintenance, Training and Education, Operations Control Center, Service Supervision, Technical Services and Protective Services departments. The Operations Team provides leadership direction to nearly 2,000 front line employees and oversee operations and maintenance of a 632 bus fleet, 150 non-revenue vehicles, 46 BRT platforms, and 7 facilities located across the East Bay. Goals and Objectives that are aligned with the District's Strategic Plan provide focus areas for team members. Key Performance Indicators (KPI's) monitor progress and provide valuable data that guides our strategic decision process geared toward achieving optimal performance.

The Transportation Department covers almost 364 square miles. Coaches are dispatched from four regional Divisions which include: Emeryville Division (D2), 1177 47th Street; Richmond Division (D3), 2016 MacDonald Avenue; East Oakland Division (D4) 1100 Seminary Avenue; and the Hayward Division (D6), 1758 Sabre Street. Each Division has its own in-house maintenance facility. OCC (Operations Control Center) is a 24/7 operation which supports the Bus Operators, Trainers, Maintenance, Dispatchers, and other departments of AC Transit. There are over 1500 employees that report to the Transportation including Bus Operators, Dispatchers, Timekeepers, Clerks, Transportation Office Managers, Assistant Transportation Superintendents and Transportation Superintendents. The department monitors performance of the District's service using Key Performance Indicators and focuses on continual safe improvements of the service provided to our customers.

The Maintenance Department is responsible for the effective maintenance, repair, servicing, cleaning, and timely availability of the District's fleet and facility. The Director of Maintenance develops functionally integrated business plans to direct and coordinate the maintenance activities of the District's four Operating Divisions, Central Maintenance Facility, and the Facilities Maintenance departments. This is accomplished through a team of approximately 420 employees.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Fringe Benefits		156,890,152		167,123,109
Operators	1,279	88,646,565	1,380	95,910,602
Maintenance	419	27,537,869	419	27,544,958
Salaried	168	16,569,072	168	16,686,629
Clerical	42	3,760,133	42	3,407,392
New Operator Training	-	1,694,755	-	3,666,269
<b>Labor Total</b>	<b>1,908</b>	<b>295,098,546</b>	<b>2,009</b>	<b>314,338,960</b>
<b>Non-Labor</b>				
Outside Professional Services		17,509,421		18,075,949
Materials & Supplies		15,301,122		17,224,278
Fuel & Lubricants		14,636,304		17,571,695
Leases & Rentals		4,154,290		3,859,280
Utilities and Taxes		2,965,005		3,110,840
Miscellaneous		242,585		290,250
Expense Reclass		(2,500,000)		(2,000,000)
<b>Non-Labor Total</b>		<b>52,308,727</b>		<b>58,132,292</b>
<b>Grand Total</b>	<b>1,908</b>	<b>347,407,273</b>	<b>2,009</b>	<b>372,471,251</b>

See Appendix for more detail.

## Planning & Engineering

The Planning & Engineering Department is comprised of and responsible for the supervision, administration, operational guidance and resource support of 3 functional groups and the Bus Rapid Transit Program. The Bus Rapid Transit group is responsible for the administration, management and implementation of the design, construction, service launch and project completion of the District's TEMPO service. The Service Development & Planning group is responsible for all activities associated with Service Planning, Schedule Development, Long-Range Planning, Accessible Services and the management of the ADA Paratransit Consortia Program. The Capital Projects group is responsible for prioritization, coordination, initiation, execution, management and administration of all non-fleet and non-IT related capital projects including Zero Emission Bus infrastructure, projects that enhance or rehabilitate real property, as well as Environmental Engineering / Compliance. The Project Controls and Systems Analysis group is responsible for analysis and statistical reporting on enterprise bus operations as well as developing the analysis and operational controls for the scope, schedule and cost elements of all District projects and initiatives engaged in Enterprise Asset Management, Capital Improvement Program, and Safety Management Systems.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Salaried	45	4,743,699	47	5,204,508
Maintenance	-	-	-	-
Clerical	6	522,104	6	585,155
Fringe Benefits	-	5,371,377	-	6,200,380
Temp Help	-	-	-	-
<b>Labor Total</b>	<b>51</b>	<b>10,637,179</b>	<b>53</b>	<b>11,990,043</b>
<b>Non-Labor</b>				
Outside Professional Services	-	3,334,290	-	6,011,925
Materials & Supplies	-	85,495	-	104,245
Utilities and Taxes	-	110,500	-	110,700
Purchased Transportation	-	27,730,590	-	32,724,998
Miscellaneous	-	76,565	-	72,250
<b>Non-Labor Total</b>	<b>-</b>	<b>31,337,440</b>	<b>-</b>	<b>39,024,118</b>
<b>Grand Total</b>	<b>51</b>	<b>41,974,619</b>	<b>53</b>	<b>51,014,162</b>

See Appendix for more detail.

## Innovation & Technology

The Department of Innovation and Technology (IT) is a one-stop-shop for providing Information Technology services to the District, including, but not limited to, design, implementation, and maintenance of all mission-critical technology and data systems. The IT Department builds and maintains AC Transit's data centers and voice and data networks; maintains public and private Cloud infrastructure, manages all wired, cellular, and wireless telecommunications services; deploys and supports enterprise and desktop computer hardware and software; maintains Big Data and data analytics platforms; designs mobile apps and websites, develops custom integration framework and application software; and maintains and monitors the cybersecurity of the District. Major teams within the department include Desktop Services, Software Engineering, Network Engineering, Cybersecurity, Telecommunications, and Project Management.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Fringe Benefits		4,983,208		5,408,039
Salaried	42	4,862,801	42	4,986,850
Clerical	-		-	59,904
<b>Labor Total</b>	<b>42</b>	<b>9,846,009</b>	<b>42</b>	<b>10,454,793</b>
<b>Non-Labor</b>				
Outside Professional Services		9,172,920		9,169,100
Utilities and Taxes		1,423,200		1,530,000
Materials & Supplies		472,823		294,400
Miscellaneous		52,000		61,400
<b>Non-Labor Total</b>		<b>11,120,943</b>		<b>11,054,900</b>
<b>Grand Total</b>	<b>42</b>	<b>20,966,952</b>	<b>42</b>	<b>21,509,693</b>

See Appendix for more detail.

## Human Resources

The Human Resources Department is responsible for developing a high performing and engaged AC Transit workforce to support the District's mission. To achieve this vision, the department attracts and hires highly qualified talent, provides development programs and opportunities to sustain and enhance staff knowledge, skills and abilities, provides effective performance management systems to support successful employee performance outcomes, leverages classification and compensation practices to ensure competitive total compensation, administers the agreements between the District and its represented employee base and manages the grievance process, and provides healthcare benefits, wellness, leave and return to work programs to promote health, welfare and safety for all staff. The HR Department is comprised of the following groups: Labor and Employee Relations, Staffing, Classification and Compensation, Learning and Development, Benefits and Wellness, Worker's Compensation, Leave Management, and HR Information Systems.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Salaried	32	2,824,066	34	3,383,119
Operators	-	-	-	-
Clerical	4	373,332	4	316,449
Fringe Benefits	-	4,208,366	-	3,599,503
Temp Help	-	-	-	-
<b>Labor Total</b>	<b>36</b>	<b>7,405,764</b>	<b>38</b>	<b>7,299,071</b>
<b>Non-Labor</b>				
Outside Professional Services	-	4,088,919	-	3,853,500
Materials & Supplies	-	159,648	-	205,400
Miscellaneous	-	168,300	-	182,990
<b>Non-Labor Total</b>	<b>-</b>	<b>4,416,866</b>	<b>-</b>	<b>4,241,890</b>
<b>Grand Total</b>	<b>36</b>	<b>11,822,630</b>	<b>38</b>	<b>11,540,961</b>

See Appendix for more detail.

## External Affairs, Marketing and Communications

The External Affairs, Marketing & Communications department informs and communicates with key stakeholders. The goals of the department are to: communicate key information to riders and non-riders; promote AC Transit and its services, advocate on behalf of District to federal, state, and local entities; develop and maintain relationships with elected officials, community-based organization, businesses, environmental justice organizations, faith-based organization, educational organizations, and others; provide excellent customer services; and develop and produce materials. The department is responsible for: Legislative Affairs, Community Relations, Government Relations, Marketing, Communications, Customer Service, Print Shop, and Graphic Services.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Fringe Benefits		3,880,098		4,126,559
Salaried	30	3,210,455	31	3,267,410
Clerical	5	352,465	5	364,378
Maintenance	4	252,910	4	245,118
<b>Labor Total</b>	<b>39</b>	<b>7,695,929</b>	<b>40</b>	<b>8,003,466</b>
<b>Non-Labor</b>				
Outside Professional Services		2,826,712		2,636,278
Miscellaneous		1,436,929		947,214
Materials & Supplies		451,450		345,050
Leases & Rentals		195,000		160,000
Expense Reclass		(450,000)		-
<b>Non-Labor Total</b>		<b>4,460,091</b>		<b>4,088,542</b>
<b>Grand Total</b>	<b>39</b>	<b>12,156,021</b>	<b>40</b>	<b>12,092,008</b>

See Appendix for more detail.

## Finance

The Finance Department is responsible for oversight of the financial operations of the agency including all aspects of financial accounting and reporting, operating and capital budget development and administration, grant applications and management, preparation of long-term and short-term financial plans, cash management and debt financing structure, financial compliance reporting, payroll administration, procurement and materials management, and real estate management.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Fringe Benefits		8,249,021		9,321,878
Salaried	56	5,590,886	57	6,226,849
Maintenance	34	2,197,529	34	2,104,458
Clerical	6	437,639	6	558,739
Temp Help		-		-
<b>Labor Total</b>	<b>96</b>	<b>16,475,075</b>	<b>97</b>	<b>18,211,923</b>
<b>Non-Labor</b>				
Outside Professional Services		4,290,155		4,027,165
Materials & Supplies		677,220		617,500
Miscellaneous		171,185		202,108
Utilities and Taxes		2,600		2,600
Fuel & Lubricants		-		-
<b>Non-Labor Total</b>		<b>5,141,160</b>		<b>4,849,373</b>
<b>Grand Total</b>	<b>96</b>	<b>21,616,235</b>	<b>97</b>	<b>23,061,296</b>

See Appendix for more detail.

## District Overhead

District Overhead is a grouping of administrative expenses not associated with any single program or department and which are incurred in the day-to-day operation of the District, i.e., Retiree Health and Welfare, Election of Directors, Grant Labor Reclass to Capital, Use Tax, Life Insurance Plans, and interest, among other various and miscellaneous accounts.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Fringe Benefits		14,548,789		8,239,018
Temp Help		500,000		1,144,620
Clerical	-	247,304	-	-
Salaried	-	215,710	-	-
Maintenance	-	9,851	-	-
<b>Labor Total</b>	-	<b>15,521,654</b>	-	<b>9,383,638</b>
<b>Non-Labor</b>				
Miscellaneous		2,522,544		3,500,000
Materials & Supplies		2,435,000		560,000
Utilities and Taxes		1,770,000		1,823,100
Interest Expense		531,635		343,758
Leases & Rentals		12,900		25,000
Casualty and Liabilities		(360,000)		(360,000)
Outside Professional Services		(544,980)		167,000
Expense Reclass		(1,400,000)		(396,919)
<b>Non-Labor Total</b>		<b>4,967,099</b>		<b>5,661,939</b>
<b>Grand Total</b>	-	<b>20,488,753</b>	-	<b>15,045,577</b>

See Appendix for more detail.



## Retirement

The AC Transit Employees' Retirement System provides retirement, disability, and death benefits to former employees of AC Transit and their beneficiaries. The Retirement Plan is administered by the Retirement Board, an independent public entity responsible for the general management of the Plan. The daily operations are administered by the Retirement System Manager.

Category	FY21-22 Positions	FY21-22 Budget	FY22-23 Positions	FY22-23 Recommended Budget
<b>Labor</b>				
Salaried	4	425,624	4	457,947
Fringe Benefits	-	541,921	-	595,023
Temp Help	-	-	-	-
<b>Labor Total</b>	<b>4</b>	<b>967,545</b>	<b>4</b>	<b>1,052,971</b>
<b>Non-Labor</b>				
Outside Professional Services	-	1,300	-	-
Materials & Supplies	-	1,300	-	-
Expense Reclass	-	(870,350)	-	(946,353)
<b>Non-Labor Total</b>	<b>-</b>	<b>(867,750)</b>	<b>-</b>	<b>(946,353)</b>
<b>Grand Total</b>	<b>4</b>	<b>99,795</b>	<b>4</b>	<b>106,618</b>

See Appendix for more detail.

# Capital Budget

Project ID	Project Title	FY2021-22 & Prior	Total (FY2023)	Grant Funds (FY2023)	District Capital (FY2023)	Total Project Cost
<b>Corridor</b>						
2164	Rapid Corridor Improvements	4,003,690	8,538,132	8,538,132	-	12,541,822
2165	Southside Transit Lanes	72,614	266,254	266,254	-	338,868
2179	Dumbarton IDEA	1,127,558	3,083,515	2,821,426	262,089	4,211,073
2205	Quick Build Projects	-	1,739,065	1,651,065	88,000	1,739,065
2206	Tempo BRT Lane Delineation	-	400,000	300,000	100,000	400,000
NEW/606	Mission Boulevard TSP	-	1,881,663	1,631,663	250,000	1,881,663
<b>Subtotal</b>		<b>5,203,862</b>	<b>15,908,629</b>	<b>15,208,540</b>	<b>700,089</b>	<b>21,112,491</b>

<b>Safety and Environmental</b>						
2188	D2- Replace Undergnd Storage Tank	29,040	920,960	920,960	-	950,000
3038	CMF - Replace 2 single-wall USTs	28,320	1,853,763	1,853,763	-	1,882,083
2189	D4-Ent./Exit Gate & Guard Shk	14,801	965,199	965,199	-	980,000
2150	D6 Security Enhancements Phase 2	20,267	936,319	936,319	-	956,585
YRLY	Environmental Remediation		200,000		200,000	200,000
<b>Subtotal</b>		<b>92,428</b>	<b>4,876,241</b>	<b>4,676,241</b>	<b>200,000</b>	<b>4,968,669</b>

<b>Facilities</b>						
2064	Richmond Parkway TC Rehab	553,250	2,466,038	2,466,038	-	3,019,287
2088	66th Avenue Warehouse Roof		500,000		500,000	500,000
2097	Bus Washer Maintenance Repairs	2,226,966	608,162	608,162	-	2,835,128
2094	Lift & Hoist Replacement	62,747	300,000	300,000	-	362,747
2123	Facilities Assessment	323,126	100,000	80,000	20,000	423,126
2157	GO Roof Repair	220,258	1,264,155	1,013,866	250,289	1,484,413
2160	D4-Transp HVAC Repair	173,640	501,360	-	501,360	675,000
2174	BART Restrooms	348,145	477,187	-	477,187	825,332
2182	D2 Re-roofing	134,009	1,903,564	1,903,564	-	2,037,573
2183	D2 Charging Infrastructure	129,472	7,245,528	7,245,528	-	7,375,000
2184	D4 Charging Facility	229,357	12,095,643	12,095,643	-	12,325,000
2207	Design & Sketch 9th Flr Mod	-	30,000	-	30,000	30,000

Project ID	Project Title	FY2021-22 & Prior	Total (FY2023)	Grant Funds (FY2023)	District Capital (FY2023)	Total Project Cost
3062	Replace Old Forklifts	-	834,000	834,000	-	834,000
2211	D4 Hydrogen Station Upgrade	-	9,100,000	9,100,000	-	9,100,000
YRLY	BRT Capital Maintenance FY23		100,000		100,000	100,000
YRLY	Emergency Facility Repair FY23		200,000		200,000	200,000
YRLY	Facilities Equipment Repl FY23		50,000		50,000	50,000
YRLY	Maintenance Equipment Repl FY23		50,000		50,000	50,000
<b>Subtotal</b>		<b>4,400,970</b>	<b>37,825,637</b>	<b>35,646,800</b>	<b>2,178,837</b>	<b>42,226,607</b>

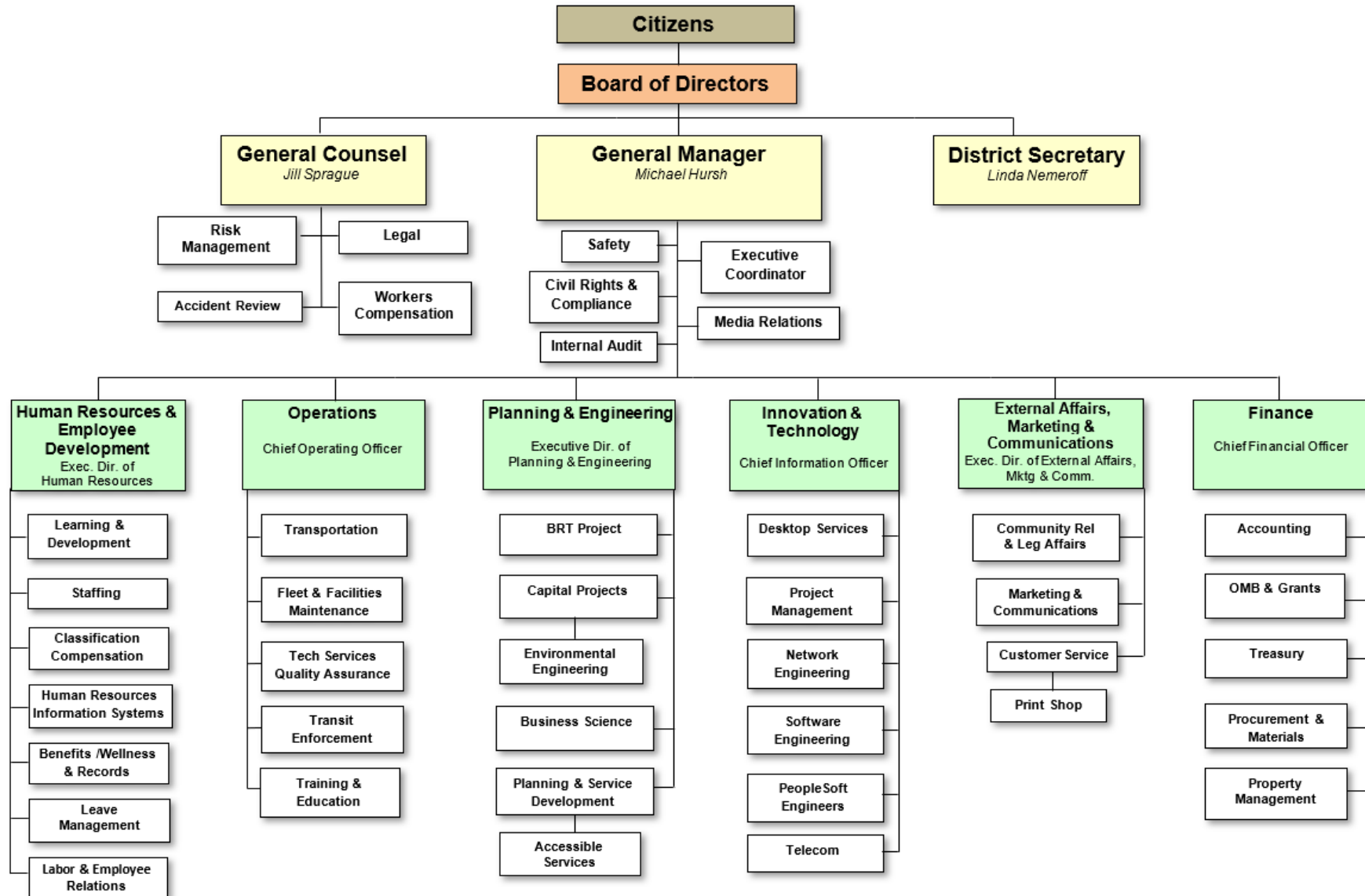
<b>IT</b>						
1861	CAD/AVL Real Time Bus Comm	23,612,196	5,292,580	3,711,935	1,580,645	28,904,776
2199	GO Emergency Operations Center	34,350	315,650	252,520	63,130	350,000
3065	Expansion and Upgrade of APC	-	1,093,000	-	1,093,000	1,093,000
2208	Hastus Upgrade to latest version	-	2,906,598	1,400,000	1,506,598	2,906,598
2209	ZEB Data Integr, Mgmt, Analytics Pltfrm	-	340,000	-	340,000	800,000
2197	IT-Equipment Repl FY23		130,000		130,000	130,000
<b>Subtotal</b>		<b>23,646,547</b>	<b>10,077,828</b>	<b>5,364,455</b>	<b>4,713,373</b>	<b>34,184,374</b>

<b>Vehicles</b>						
2166	Buses funded with AHSC Grants	2,725,557	1,463,812	1,463,812	-	4,189,369
2185	40 Zero Emission Buses	12,131,046	33,941,202	33,941,202	-	46,072,248
2177	36 MCI Coach buses	842,197	27,503,492	25,880,387	1,623,105	28,345,689
2178	Bus Operator Security Shields	-	2,177,792	53,516	2,124,276	2,177,792
3014	Non Revenue Fleet Repl SGR	-	1,000,000	1,000,000	-	1,000,000
2190	BRT Maintenance Trucks	-	200,000		200,000	200,000
2191	50 40-ft Diesel buses (2022)	-	27,377,972	23,346,099	4,031,873	27,377,972
NEW	Replace (10) 30ft Diesel Buses		<i>contract issuance only</i>			5,230,000
NEW	Replace (9) FC Articulated Buses		<i>contract issuance only</i>			13,857,015
NEW	Replace (50) 40-ft Diesel Buses		<i>contract issuance only</i>			27,700,000
3101	Transbay buses - 5 DD, 14 MCI		<i>contract issuance only</i>			16,019,200

Project ID	Project Title	FY2021-22 & Prior	Total (FY2023)	Grant Funds (FY2023)	District Capital (FY2023)	Total Project Cost
YRLY	Non-revenue Fleet Replacement FY23		450,000		450,000	450,000
<b>Subtotal</b>		<b>15,698,799</b>	<b>94,114,270</b>	<b>85,685,016</b>	<b>8,429,254</b>	<b>172,619,284</b>
<b>Other</b>						
3011	STC Capital Contribution	500,000	500,000	-	500,000	1,000,000
2204	TEC Modernization	-	1,937,253	1,437,253	500,000	17,000,000
2198	Finance Equipment Repl FY23	-	10,000	-	10,000	10,000
<b>Subtotal</b>		<b>500,000</b>	<b>2,447,253</b>	<b>1,437,253</b>	<b>1,010,000</b>	<b>18,010,000</b>
<b>TOTAL</b>		<b><u>49,542,606</u></b>	<b><u>165,249,858</u></b>	<b><u>148,018,304</u></b>	<b><u>17,231,553</u></b>	<b><u>293,121,425</u></b>

# Appendix

# District Organization Chart



# Position Titles by Department

Positions	FY20-21 Positions	FY21-22 Positions	FY22-23 Recommended Positions
<b>District Secretary</b>			
Administrative Specialist	1	2	2
Assistant District Secretary	1	1	1
District Secretary	1	1	1
<b>District Secretary Total</b>	<b>3</b>	<b>4</b>	<b>4</b>
<b>External Affairs, Marketing &amp; Communications</b>			
Administrative Coordinator	3	3	3
Assistant Graphic Designer	1	2	2
Bindery Worker	1	1	1
Customer Service Clerk	4	4	4
Customer Services Manager	1	1	1
Customer Services Supervisor	1	1	1
Digital Communications Spec	1	1	1
Dir of Legis Aff & Comm Rel	1	1	1
Exec Dir External Affairs, Marketing, & Communications	1	1	1
Executive Administrative Asst.	1	1	1
External Affairs Rep	4	4	4
Graphic Arts/Computer Typesetter	1	1	1
Lead Customer Service Clerk	1	1	1
Marketing Administrator	4	4	4
Mktg/Communications Manager	2	2	2
Marketing & Communications Director	1	1	1
Print Shop Supervisor	1	1	1
Printer	1	1	1
Printing Press Operator	1	1	1
Public Info Systems Coord	1	1	1
Public Information Systems Asst	1	1	1
Social Media Coordinator	2	3	3
Sr. Marketing Representative	2	2	2
Market Research Manager	0	0	1
<b>External Affairs, Marketing &amp; Communications Total</b>	<b>37</b>	<b>39</b>	<b>40</b>
<b>Finance</b>			
Administrative Coordinator	1	1	1

<b>Positions</b>	<b>FY20-21 Positions</b>	<b>FY21-22 Positions</b>	<b>FY22-23 Recommended Positions</b>
Assistant Contracts Specialist	2	2	2
Asst Dir of Procurement & Materials	1	1	1
Asst Materials Superintendent	1	2	2
Budget Manager	1	1	1
Buyer	2	2	2
Capital Planning & Grants Manager	1	1	1
Chief Financial Officer	1	1	1
Contracts Services Manager	1	1	1
Contracts Specialist	4	5	5
Controller	1	1	1
Deputy Chief Financial Officer	1	1	1
Director of Management and Budget	1	1	1
Director of Revenue Management	1	1	1
Executive Administrative Asst.	1	1	1
Finance Administrator	2	2	2
Financial Analyst	1	1	1
Inventory Control Clerk	5	5	5
Mail Clerk	1	1	1
Mail Messenger	1	1	1
Management Analyst	1	1	1
Materials Superintendent	1	1	1
Materials Supervisor	1	0	0
Parts Clerk	27	27	27
Payroll Administrator	2	2	2
Payroll Manager	1	1	1
Payroll Specialist	4	4	4
Principal Financial Analyst	1	1	1
Procurement & Materials Director	1	1	1
Project Manager	1	1	1
Purchasing Manager	1	1	1
Real Estate Manager	1	1	1
Senior Account Clerk	3	3	3
Senior Administrative Asst.	1	1	1
Senior Capital Planning Spec.	2	2	2
Senior Clerk	1	1	1
Senior Contracts Specialist	1	1	1
Senior Financial Analyst	2	2	2
Senior Payroll Specialist	2	2	2
Senior Project Manager	0	0	0
Shipping/Receiving Clerk	2	2	2
Sr Fin Analyst-Budget	1	1	1
Sr Fin Analyst-Fin Reporting	3	3	3



Positions	FY20-21 Positions	FY21-22 Positions	FY22-23 Recommended Positions
Sr Fin Analyst-Fixed Asset Grants	1	1	1
Sr. Buyer	3	3	3
Treasury Administrator	1	1	1
Principal Capital Planning Specialist	0	0	1
<b>Finance Total</b>	<b>95</b>	<b>96</b>	<b>97</b>
<b>General Manager</b>			
Assistant Graphic Designer	0	0	1
Assistant Program Specialist	1	1	1
Associate Management Analyst	1	1	1
Contracts Compliance Admin	1	1	1
Dir of Civil Rights & Compliance	1	1	1
EEO Program Administrator	1	1	1
Executive Coordinator	1	1	1
General Manager	1	1	1
Human Resources Administrator	1	1	1
Internal Audit Manager	1	1	1
Internal Auditor	1	1	1
Media Affairs Manager	1	1	1
Program Manager	1	1	1
Program Specialist	1	1	1
Safety Administrator	1	1	1
Safety Manager	1	1	1
Safety Representative	1	1	1
Senior Administrative Clerk	1	1	1
Senior Management Analyst	0	0	0
Senior Program Specialist	1	1	1
Title VI Program Administrator	1	1	1
Transportation Supervisor	2	2	2
<b>General Manager Total</b>	<b>21</b>	<b>21</b>	<b>22</b>
<b>Human Resource</b>			
Exec Dir of Human Resources	1	1	1
Human Resources Analyst	4	5	5
Human Resources Assistant	2	2	2
Human Resources Manager	4	4	4
Labor & Employee Relations Manager	1	1	1
Labor Relations Representative	1	1	1
Labor Relations Administrator	1	1	1
Management Analyst	1	1	1
Project Manager	1	1	1
Senior Administrative Asst.	3	3	2

Positions	FY20-21 Positions	FY21-22 Positions	FY22-23 Recommended Positions
Senior Administrative Clerk	3	3	3
Senior Human Resources Analyst	4	4	4
Senior Program Specialist	0	0	1
Senior Typist Clerk	1	1	1
Sr HR Info Systems Analyst	2	2	2
Sr Human Resources Admin	3	3	3
Sr. Employee Development Rep	1	1	1
Wellness Coordinator	1	1	0
Director of Human Resources	0	1	1
Human Resource Coordinator	0	0	1
Executive Administrative Assistant	0	0	1
HR Manager	0	0	1
<b>Human Resource Total</b>	<b>34</b>	<b>36</b>	<b>38</b>
<b>Innovation and Technology</b>			
Chief Information Officer	1	1	1
Computer Ops Administrator	1	1	1
Database Administrator	5	5	5
Dir of Sys and Software Dev	1	1	1
Enterprise Network Engineer	1	1	1
Enterprise Software Engineer	2	2	2
Executive Administrative Asst.	1	1	1
Information Technology Manager	1	1	1
Network Security Engineer	2	2	2
Network Server Administrator	1	1	1
Network/PC Analyst	6	6	6
Network/Server Engineer	3	3	3
Project Coordinator	1	1	1
Project Manager	1	1	1
Senior PeopleSoft Engineer	5	5	5
Senior Project Manager	2	2	2
Software Engineer	3	3	3
Sr. Network/PC Analyst	1	1	1
Telecomm Administrator	1	1	1
Telecommunications Coord.	2	2	2
Firewall Engineer	0	1	1
<b>Innovation and Technology Total</b>	<b>41</b>	<b>42</b>	<b>42</b>
<b>Legal</b>			
Assistant General Counsel	1	1	1
Assistant Legal Secretary	1	1	1
Attorney II	1	1	1

Positions	FY20-21 Positions	FY21-22 Positions	FY22-23 Recommended Positions
Attorney III	1	1	1
Claims and Liability Analyst	1	1	1
Claims and Liability Assistant	1	1	1
Claims and Liability Manager	1	1	1
Executive Coordinator	1	1	1
General Counsel	1	1	1
Human Resources Analyst	1	1	1
Human Resources Assistant	1	1	1
Human Resources Manager	1	1	1
Incident Review Administrator	1	1	1
Incident Review Specialist	1	1	1
Program Administrator	1	1	1
Program Specialist	0	0	1
Senior Attorney	2	2	2
Senior Legal Assistant	2	2	2
Sr Claims & Liability Analyst	2	2	2
Sr Human Resources Admin	1	1	1
<b>Legal Total</b>	<b>22</b>	<b>22</b>	<b>23</b>
<b>Operations</b>			
Administrative Assistant	1	1	1
Administrative Coordinator	2	2	2
Apprentice Mechanic	21	21	21
Apprentice Mentor	1	1	1
Assistant Dir of Maintenance	1	1	1
Assistant Director of Transportation	1	1	1
Asst Transportation Superintendent	10	10	10
Body/Frame Mechanic	3	3	3
BRT Platform Agent	4	6	6
Bus Operator	1,280	1,279	1,380
Bus Stop Maintenance Worker	10	10	10
Chief Dispatcher	4	4	4
Chief Operating Officer	1	1	1
Director of Maintenance	1	1	1
Director of Transportation	1	1	1
Dispatcher	21	21	21
Div Senior Clerk/Maintenance	5	5	5
Division Clerk	4	4	4
Electrician	5	5	5
Electronic Support Worker	1	1	1
Electronic Systems Supervisor	1	1	1
Executive Administrative Asst.	1	1	1

<b>Positions</b>	<b>FY20-21 Positions</b>	<b>FY21-22 Positions</b>	<b>FY22-23 Recommended Positions</b>
Facilities Maintenance Manager	1	1	1
Facilities Maintenance Supervisor	4	4	4
Facilities Maintenance Trainer	1	1	1
Facilities Systems Technician	2	2	2
Frame/Body Mechanic	1	1	1
HVAC Technician	2	2	2
Janitor	26	26	26
Journey Facilities Maintenance Mechanic	12	12	12
Journey Level Mechanic	147	147	147
Lead Timekeeper	1	1	1
Lift Mechanic	2	2	2
Machinist	4	4	4
Maintenance Superintendent	5	5	5
Maintenance Supervisor	26	26	26
Maintenance Technical Supervisor	4	4	4
Maintenance Trainer	5	5	5
Mechanic A / Unit Room	8	8	8
Painter A	3	3	3
Protective Services Manager	1	1	1
Senior Administrative Asst.	2	2	2
Senior Administrative Clerk	1	1	1
Senior Body Mechanic	28	28	28
Senior Electronic Technician	23	23	23
Senior Maintenance Supervisor	4	4	4
Senior Typist Clerk	1	1	1
Service Employee	95	95	95
Small & Med Duty Vehicle Mechanic	4	4	4
Sr. Transportation Supervisor	4	4	4
Technical Services Manager	1	1	1
Timekeeper	3	3	3
Training & Education Asst Manager	2	2	2
Training And Education Manager	1	1	1
Training Instructor	13	16	16
Transit Office Manager	4	4	4
Transit Projects Supervisor	1	1	1
Transportation Superintendent	4	4	4
Transportation Supervisor	58	58	58
Transportation Supervisor Asst	8	8	8
Upholsterer A	6	6	6
Waste Clean Up Worker	1	1	1
Welder/Sheetmetal Mechanic A	1	1	1
Welder/Sheetmetal Mechanic AA	1	1	1

Positions	FY20-21 Positions	FY21-22 Positions	FY22-23 Recommended Positions
Yard Scrubber Equipment Operator	1	1	1
Assistant Facilities Maintenance Manager	0	1	1
Bus Operator Mentor	0	1	1
ZEB Program Administrator	0	1	1
<b>Operations Total</b>	<b>1,901</b>	<b>1,908</b>	<b>2,009</b>
<b>Planning and Engineering</b>			
Accessible Services Manager	1	1	1
Administrative Coordinator	1	1	1
Asst Transportation Planner	1	1	1
Dir of Project Control & System Analysis	1	1	1
Director of Bus Rapid Transit	1	1	1
Director of Capital Projects	1	1	1
Director of Service Development & Planning	1	1	1
Environmental Compliance Spec	2	2	2
Exec Director of Planning & Engr	1	1	1
Executive Administrative Asst.	1	1	1
Manager of Systems Analysis	1	1	1
Ops Data Syst Administrator	2	2	2
Planning Data Administrator	2	2	2
Project Controls Administrator	1	1	1
Project Coordinator	2	2	2
Project Manager	3	3	2
Scheduling Data Administrator	1	1	1
Senior Administrative Asst.	2	2	2
Senior Administrative Clerk	1	1	1
Senior Management Analyst	1	1	1
Senior Program Specialist	1	1	1
Senior Project Manager	4	4	6
Senior Schedule Analyst	5	5	5
Senior Transportation Planner	5	5	5
Service Planning Manager	1	1	1
Statistical Data& Info Analyst	1	1	1
Traffic & Schedules Admin.	1	1	1
Traffic Engineer	1	1	1
Transit Schedules Manager	1	1	1
Transportation Planner	3	3	3
Transportation Planning Manager	1	1	1
Project Coordinator - Capital Projects	0	0	1
<b>Planning and Engineering Total</b>	<b>51</b>	<b>51</b>	<b>53</b>

Positions	FY20-21 Positions	FY21-22 Positions	FY22-23 Recommended Positions
<b>Retirement</b>			
Retirement Sys Administrator	1	1	1
Retirement System Analyst	1	1	1
Retirement System Assistant	1	1	1
Retirement System Manager	1	1	1
<b>Retirement Total</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Grand Total</b>	<b>2,209</b>	<b>2,223</b>	<b>2,332</b>

## Department Budget Detail

## Board of Directors

Account	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
<b>Labor</b>			
Fringe Benefits	183,774	171,829	184,218
(50201) FICA	8,681	534	592
(50211) AFSCME and Unrep Pension	0	876	835
(50214) PEPR/AB340 Expense	0	204	214
(50215) Medical Plan - Kaiser	50,569	42,691	36,139
(50216) Medical Plan - Health Net	0	0	7,982
(50217) Medical Opt Out Program	3,060	4,800	5,632
(50220) Vision Care Insurance	1,323	1,768	1,866
(50230) Dental Insurance - Metlife	6,197	7,179	6,994
(50235) Life Insurance Plans	7,710	5,374	15,647
(50236) Life and AD&D Insurance - ATU	16	0	0
(50237) Deferred Compensation	0	2,184	2,100
(50270) Other Fringe Benefits	106,218	106,218	106,218
<b>Labor Total</b>	<b>183,774</b>	<b>171,829</b>	<b>184,218</b>
<b>Non-Labor</b>			
Outside Professional Services	3,420	10,750	11,500
(50308) Professional and Technical Services	3,420	10,000	10,000
(50360) Printing Services	0	750	1,500
Materials & Supplies	824	1,500	5,700
(50460) Stationery Supplies	237	500	1,200
(50461) Office Furniture and Equipment <\$5,000	587	1,000	4,500
(50495) Miscellaneous Supplies	0	0	0
Utilities and Taxes	-410	0	0
(50501) Telephone	-410	0	0
Miscellaneous	9,331	70,250	71,000
(50901) Dues and Subscriptions	703	750	1,000
(50905) Travel and Meetings	8,628	69,500	70,000
<b>Non-Labor Total</b>	<b>13,165</b>	<b>82,500</b>	<b>88,200</b>
<b>Grand Total</b>	<b>196,939</b>	<b>254,329</b>	<b>272,418</b>



## District Secretary

Account	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
<b>Labor</b>			
Salaried	329,215	349,429	396,915
(50130) Salaried Regular Time	329,215	349,429	396,915
<b>Fringe Benefits</b>			
(50201) FICA	28,485	26,511	34,187
(50211) AFSCME and Unrep Pension	75,243	64,818	69,992
(50214) PEPR/AB340 Expense	12,090	9,284	11,982
(50215) Medical Plan - Kaiser	38,127	32,018	36,139
(50216) Medical Plan - Health Net	36,721	40,300	50,229
(50217) Medical Opt Out Program	0	0	592
(50220) Vision Care Insurance	1,066	1,200	1,599
(50230) Dental Insurance - Metlife	6,288	6,402	7,243
(50235) Life Insurance Plans	3,326	2,076	8,337
(50236) Life and AD&D Insurance - ATU	7	9	8
(50237) Deferred Compensation	42,610	936	1,119
(50245) Workers Compensation Insurance	0	33,233	49,186
(50250) Sick Leave	0	16,209	18,493
(50258) Holiday Pay	6,673	10,655	13,583
(50260) Vacation	46,973	24,614	28,083
(50262) Senior Management General Leave	24,549	15,599	15,599
(50263) Management Leave	1,567	3,945	5,603
(50264) Other Paid Absences	24,712	8,160	13,583
(50270) Other Fringe Benefits	0	31,650	0
<b>Temp Help</b>			
(50340) Temporary Help	0	0	0
<b>Labor Total</b>	<b>677,652</b>	<b>677,047</b>	<b>762,475</b>
<b>Non-Labor</b>			
Outside Professional Services	883	56,000	13,500
(50308) Professional and Technical Services	883	53,500	11,500
(50360) Printing Services	0	2,500	2,000
<b>Materials &amp; Supplies</b>			
(50460) Stationery Supplies	1,873	2,500	2,500
(50461) Office Furniture and Equipment <\$5,000	0	1,000	1,000
(50462) Postage	8	500	0

Account	FY20-21 Actuals	FY21-22 Budget	FY22-23
			Recommended Budget
Miscellaneous	2,807	7,200	9,000
(50901) Dues and Subscriptions	1,345	1,200	2,000
(50905) Travel and Meetings	1,462	6,000	7,000
Non-Labor Total	5,570	67,200	26,000
Grand Total	683,222	744,247	788,475

## External Affairs, Marketing & Communications

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
Labor			
Operators			
(50101) Operators Regular Time	0	0	0
(50105) Operators Premium Time	0	0	0
<b>Operators Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
Maintenance			
(50110) Maintenance Regular Time	248,968	235,233	229,195
(50115) Maintenance Overtime	8,543	13,258	11,800
(50116) Maintenance Holiday Time	0	4,419	4,123
<b>Maintenance Total</b>	<b>257,511</b>	<b>252,910</b>	<b>245,118</b>
Clerical			
(50120) Clerical Regular Time	274,308	305,027	312,720
(50125) Clerical Overtime	6,235	37,985	41,885
(50126) Clerical Holiday Time	0	9,454	9,773
<b>Clerical Total</b>	<b>280,543</b>	<b>352,465</b>	<b>364,378</b>
Salaried			
(50130) Salaried Regular Time	2,521,093	3,130,488	3,168,858
(50135) Salaried Overtime	1,658	68,714	82,589
(50136) Salaried Holiday Time	0	11,253	15,963
<b>Salaried Total</b>	<b>2,522,751</b>	<b>3,210,455</b>	<b>3,267,410</b>
Fringe Benefits	3,012,907	3,880,098	4,126,559
Temp Help			
(50340) Temporary Help	347,697	0	0
<b>Temp Help Total</b>	<b>347,697</b>	<b>0</b>	<b>0</b>
<b>Labor Total</b>	<b>6,421,409</b>	<b>7,695,929</b>	<b>8,003,466</b>
Non-Labor			
Outside Professional Services			
(50301) Management Service Fees	185,000	185,000	185,000
(50305) Advertising Production Costs	14,262	145,000	105,000
(50308) Professional and Technical Services	457,203	861,200	1,640,200
(50309) Software Licenses	36,553	91,875	98,500
(50341) Temporary Help - Additional	142,645	735,191	457,000
(50342) Outside Repair Services	3,201	15,000	16,000
(50345) Contract Maintenance Services	0	12,000	2,000

	FY20-21	FY21-22	FY22-23
Category	Actuals	Budget	Recommended Budget
(50355) Security Services	9,241		3,535
(50357) Outside Training Services	3,515	61,000	58,500
(50360) Printing Services	3,353	182,250	70,543
(50375) Laundry	0	0	0
(50390) Other Services	405,479	534,700	0
<b>Outside Professional Services Total</b>	<b>1,260,452</b>	<b>2,826,712</b>	<b>2,636,278</b>
<b>Materials &amp; Supplies</b>			
(50424) Body Parts	74	0	0
(50443) Hardware	74,656	50,600	39,600
(50444) Shop Materials	253	0	0
(50445) Cleaning and Painting Supplies	1,645	0	0
(50450) Building Supplies	1,452	0	2,500
(50460) Stationery Supplies	18,833	30,900	24,500
(50461) Office Furniture and Equipment <\$5,000	841	13,900	20,000
(50462) Postage	2,871	22,450	17,350
(50463) Printing Supplies	182,446	186,000	165,000
(50468) Timetables	64,045	75,300	10,300
(50474) Safety and Medical Supplies	320	0	0
(50475) Coveralls and Coats	38	400	400
(50480) Computer Related Equipment	0	7,000	1,500
(50495) Miscellaneous Supplies	56,740	64,900	63,900
<b>Materials &amp; Supplies Total</b>	<b>404,213</b>	<b>451,450</b>	<b>345,050</b>
<b>Utilities and Taxes</b>			
(50715) Use Tax	0	0	0
<b>Utilities and Taxes Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Miscellaneous</b>			
(50901) Dues and Subscriptions	207,718	231,300	247,125
(50905) Travel and Meetings	3,126	31,000	25,300
(50910) BART Tickets	0	500	500
(50930) Employee Incentive	260	6,000	9,000
(50945) Cash Over and Short	0	1,000	1,000
(50960) Advertisement and Promotion Media Fees	212,334	656,500	662,289
(50990) Other Miscellaneous Expenses	120	0	2,000
(50991) Miscellaneous Marketing Expenses	197,919	510,629	0
<b>Miscellaneous Total</b>	<b>621,477</b>	<b>1,436,929</b>	<b>947,214</b>
<b>Expense Reclass</b>			
(51002) Functional Expense Reclassifications	0	-450,000	0
<b>Expense Reclass Total</b>	<b>0</b>	<b>-450,000</b>	<b>0</b>

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
Leases & Rentals			
(51201) Leases and Rentals	94,512	195,000	160,000
<b>Leases &amp; Rentals Total</b>	<b>94,512</b>	<b>195,000</b>	<b>160,000</b>
Non-Labor Total	2,380,655	4,460,091	4,088,542
<b>Grand Total</b>	<b>8,802,063</b>	<b>12,156,021</b>	<b>12,092,008</b>

## Finance

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
Labor			
Maintenance			
(50110) Maintenance Regular Time	2,119,306	2,046,618	1,969,013
(50115) Maintenance Overtime	186,134	113,183	100,385
(50116) Maintenance Holiday Time	37,558	37,728	35,059
<b>Maintenance Total</b>	<b>2,342,998</b>	<b>2,197,529</b>	<b>2,104,458</b>
Clerical			
(50120) Clerical Regular Time	349,145	381,063	481,873
(50125) Clerical Overtime	32,985	45,301	62,884
(50126) Clerical Holiday Time	2,696	11,275	13,982
<b>Clerical Total</b>	<b>384,826</b>	<b>437,639</b>	<b>558,739</b>
Salaried			
(50130) Salaried Regular Time	4,884,959	5,449,950	6,096,354
(50135) Salaried Overtime	63,975	121,068	108,802
(50136) Salaried Holiday Time	3,065	19,868	21,693
<b>Salaried Total</b>	<b>4,951,999</b>	<b>5,590,886</b>	<b>6,226,849</b>
Fringe Benefits	7,032,391	8,249,021	9,321,878
Temp Help			
(50340) Temporary Help	61,623	0	0
<b>Temp Help Total</b>	<b>61,623</b>	<b>0</b>	<b>0</b>
<b>Labor Total</b>	<b>14,773,836</b>	<b>16,475,075</b>	<b>18,211,923</b>
Non-Labor			
Outside Professional Services			
(50307) Clipper Expenses	197,599	1,680,000	1,500,000
(50308) Professional and Technical Services	392,147	1,262,860	1,191,868
(50309) Software Licenses	160,525	0	0
(50335) Audit Fees	254,496	445,392	310,000
(50341) Temporary Help - Additional	530,489	721,903	695,400
(50342) Outside Repair Services	0	400	400
(50357) Outside Training Services	12,786	69,650	153,397
(50360) Printing Services	500	7,950	18,100
(50390) Other Services	78,750	102,000	158,000
<b>Outside Professional Services Total</b>	<b>1,627,292</b>	<b>4,290,155</b>	<b>4,027,165</b>

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
Materials & Supplies			
(50401) Front Axle	1,348	0	0
(50402) Rear Axle	-6,633	0	0
(50404) Brakes	-19,040	0	0
(50405) Clutch	0	0	0
(50406) Cooling System	-78	0	0
(50407) Electrical	2,296	0	0
(50408) Engine	3,747	0	0
(50412) Fuel System	6,518	0	0
(50414) Air Suspension	1,626	0	0
(50416) Steering	282	0	0
(50417) Transmission	1,363	0	0
(50418) Propeller Shaft	0	0	0
(50419) Wheel Bearings	205	0	0
(50424) Body Parts	7,961	0	0
(50426) Air Conditioning	-63,262	0	0
(50430) Air Brake and Door Control	12,131	0	0
(50436) Flex Lines and Fitting	11	0	0
(50440) Miscellaneous Automotive	183	0	0
(50442) Tires and Tubes - Non-Revenue Vehicles	0	0	0
(50443) Hardware	445	0	0
(50444) Shop Materials	5,208	0	0
(50445) Cleaning and Painting Supplies	-1,822	0	0
(50450) Building Supplies	1,500	0	0
(50451) GFI Genfare Farebox Materials	147	0	0
(50453) Electronic Destination Sign Materials	0	0	0
(50455) Bus Lift Materials	0	0	0
(50456) Trans ISS Mach Materials	0	0	0
(50457) Radio Parts	7,360	0	0
(50460) Stationery Supplies	41,760	64,550	54,150
(50461) Office Furniture and Equipment <\$5,000	189,570	469,200	434,800
(50462) Postage	47,192	92,020	31,700
(50463) Printing Supplies	3,708	-12,500	10,000
(50468) Timetables	0	0	0
(50470) Price Variance Expense	1,054,001	0	0
(50471) Inventory Adjustment	-713,576	0	0
(50474) Safety and Medical Supplies	-1,572	0	0
(50475) Coveralls and Coats	1,557	0	0
(50480) Computer Related Equipment	338	3,950	26,850
(50490) Standard Price Postings	-593,773	0	0
(50495) Miscellaneous Supplies	29,307	0	0
(50498) Transfers Tickets	19,475	60,000	60,000

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
(50499) Warranties	0	0	0
<b>Materials &amp; Supplies Total</b>	<b>39,486</b>	<b>677,220</b>	<b>617,500</b>
Fuel & Lubricants			
(50437) Gasoline	986	0	0
(50438) Diesel Fuel	963	0	0
(50439) Motor Oil	-3,175	0	0
(50447) Lubricants	0	0	0
<b>Fuel &amp; Lubricants Total</b>	<b>-1,226</b>	<b>0</b>	<b>0</b>
Utilities and Taxes			
(50705) Vehicle License and Registration	499	2,000	2,000
(50725) Permits	100	600	600
<b>Utilities and Taxes Total</b>	<b>599</b>	<b>2,600</b>	<b>2,600</b>
Miscellaneous			
(50901) Dues and Subscriptions	10,310	27,885	37,800
(50905) Travel and Meetings	-4,684	17,100	37,000
(50915) Bridge, Tunnel, Highway Tolls	0	0	300
(50930) Employee Incentive	42	200	0
(50960) Advertisement and Promotion Media Fees	2,656	15,000	20,000
(50970) Bank Charges	41,975	111,000	107,008
<b>Miscellaneous Total</b>	<b>50,300</b>	<b>171,185</b>	<b>202,108</b>
<b>Non-Labor Total</b>	<b>1,716,450</b>	<b>5,141,160</b>	<b>4,849,373</b>
<b>Grand Total</b>	<b>16,490,287</b>	<b>21,616,235</b>	<b>23,061,296</b>



## General Manager

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
Labor			
Clerical			
(50120) Clerical Regular Time	42,574	72,034	165,136
(50125) Clerical Overtime	0	7,878	10,076
(50126) Clerical Holiday Time	0	1,961	2,306
<b>Clerical Total</b>	<b>42,574</b>	<b>81,873</b>	<b>177,519</b>
Salaried			
(50130) Salaried Regular Time	2,072,736	2,150,621	2,417,648
(50135) Salaried Overtime	7,743	36,378	36,190
(50136) Salaried Holiday Time	605	5,951	7,410
<b>Salaried Total</b>	<b>2,081,084</b>	<b>2,192,949</b>	<b>2,461,248</b>
Fringe Benefits	1,736,319	2,192,546	2,554,033
Temp Help			
(50340) Temporary Help	0	0	0
<b>Temp Help Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Labor Total</b>	<b>3,859,978</b>	<b>4,467,369</b>	<b>5,192,800</b>
Non-Labor			
Outside Professional Services			
(50305) Advertising Production Costs	-5,922	5,000	5,000
(50308) Professional and Technical Services	450,591	512,558	550,821
(50309) Software Licenses	0	7,000	2,000
(50335) Audit Fees	0	60,000	60,000
(50341) Temporary Help - Additional	40,406	228,795	128,795
(50357) Outside Training Services	34,393	49,390	47,300
(50360) Printing Services	5,467	54,550	2,000
<b>Outside Professional Services Total</b>	<b>524,936</b>	<b>917,293</b>	<b>795,916</b>
Materials & Supplies			
(50445) Cleaning and Painting Supplies	0	2,400	0
(50460) Stationery Supplies	3,001	4,400	5,850
(50461) Office Furniture and Equipment <\$5,000	-5,291	9,500	3,000
(50462) Postage	0	200	100
(50463) Printing Supplies	0	1,000	3,000
(50474) Safety and Medical Supplies	5,141	15,862	9,100
(50475) Coveralls and Coats	67	0	0
(50480) Computer Related Equipment	0	1,200	0

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23
			Recommended Budget
(50495) Miscellaneous Supplies	1,516	3,700	2,000
<b>Materials &amp; Supplies Total</b>	<b>4,433</b>	<b>38,262</b>	<b>23,050</b>
Utilities and Taxes			
(50725) Permits	675	12,000	9,000
<b>Utilities and Taxes Total</b>	<b>675</b>	<b>12,000</b>	<b>9,000</b>
Miscellaneous			
(50901) Dues and Subscriptions	24,543	23,300	25,000
(50905) Travel and Meetings	-1,174	17,000	20,500
(50930) Employee Incentive	1,000	6,100	10,100
(50960) Advertisement and Promotion Media Fees	0	1,000	0
(50990) Other Miscellaneous Expenses	96	100	100
<b>Miscellaneous Total</b>	<b>24,464</b>	<b>47,500</b>	<b>55,700</b>
<b>Non-Labor Total</b>	<b>554,508</b>	<b>1,015,055</b>	<b>883,666</b>
<b>Grand Total</b>	<b>4,414,486</b>	<b>5,482,424</b>	<b>6,076,466</b>

## Human Resources

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
<b>Labor</b>			
Operators			
(50105) Operators Premium Time	0	0	0
(50106) Operators Holiday Time	0	0	0
<b>Operators Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
Clerical			
(50120) Clerical Regular Time	313,996	332,864	252,253
(50125) Clerical Overtime	3,740	32,403	50,035
(50126) Clerical Holiday Time	488	8,065	14,161
<b>Clerical Total</b>	<b>318,224</b>	<b>373,332</b>	<b>316,449</b>
Salaried			
(50130) Salaried Regular Time	2,470,696	2,785,857	3,329,013
(50135) Salaried Overtime	28	32,830	44,900
(50136) Salaried Holiday Time	0	5,379	9,206
<b>Salaried Total</b>	<b>2,470,725</b>	<b>2,824,066</b>	<b>3,383,119</b>
Fringe Benefits	5,330,288	4,208,366	3,599,503
Temp Help			
(50340) Temporary Help	212,045	0	0
<b>Temp Help Total</b>	<b>212,045</b>	<b>0</b>	<b>0</b>
<b>Labor Total</b>	<b>8,331,282</b>	<b>7,405,764</b>	<b>7,299,071</b>
<b>Non-Labor</b>			
Outside Professional Services			
(50301) Management Service Fees	6,048	39,000	39,000
(50308) Professional and Technical Services	367,690	758,800	1,297,400
(50309) Software Licenses	0	31,200	6,200
(50320) Physicals	0	0	0
(50330) Non-Lawyer Legal	30,388	75,000	84,000
(50341) Temporary Help - Additional	1,941,160	2,931,219	1,800,000
(50357) Outside Training Services	812	149,500	138,000
(50360) Printing Services	0	54,200	48,900
(50365) Help Wanted Advertisement	28,411	50,000	440,000
<b>Outside Professional Services Total</b>	<b>2,374,508</b>	<b>4,088,919</b>	<b>3,853,500</b>
Materials & Supplies			

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
(50443) Hardware	0	3,000	8,000
(50445) Cleaning and Painting Supplies	1,428	0	0
(50460) Stationery Supplies	3,493	6,300	10,500
(50461) Office Furniture and Equipment <\$5,000	3,691	24,600	15,200
(50462) Postage	33	5,800	4,800
(50463) Printing Supplies	147	8,500	11,000
(50474) Safety and Medical Supplies	6,654	102,000	142,000
(50480) Computer Related Equipment	415	2,500	7,500
(50495) Miscellaneous Supplies	3,008	6,948	6,400
<b>Materials &amp; Supplies Total</b>	<b>18,869</b>	<b>159,648</b>	<b>205,400</b>
Miscellaneous			
(50901) Dues and Subscriptions	8,263	12,800	13,040
(50905) Travel and Meetings	5,150	60,500	74,950
(50930) Employee Incentive	31,317	95,000	95,000
<b>Miscellaneous Total</b>	<b>44,730</b>	<b>168,300</b>	<b>182,990</b>
<b>Non-Labor Total</b>	<b>2,438,107</b>	<b>4,416,866</b>	<b>4,241,890</b>
<b>Grand Total</b>	<b>10,769,389</b>	<b>11,822,630</b>	<b>11,540,961</b>

## Innovation & Technology

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
<b>Labor</b>			
Clerical			
(50120) Clerical Regular Time	0	0	59,904
<b>Clerical Total</b>	<b>0</b>	<b>0</b>	<b>59,904</b>
Salaried			
(50130) Salaried Regular Time	4,500,798	4,744,313	4,857,776
(50135) Salaried Overtime	15,219	101,825	107,463
(50136) Salaried Holiday Time	0	16,663	21,610
<b>Salaried Total</b>	<b>4,516,017</b>	<b>4,862,801</b>	<b>4,986,850</b>
Fringe Benefits	4,140,710	4,983,208	5,408,039
Temp Help			
(50340) Temporary Help	189,972	0	0
<b>Temp Help Total</b>	<b>189,972</b>	<b>0</b>	<b>0</b>
<b>Labor Total</b>	<b>8,846,698</b>	<b>9,846,009</b>	<b>10,454,793</b>
<b>Non-Labor</b>			
Outside Professional Services			
(50308) Professional and Technical Services	1,080,849	2,247,920	1,601,800
(50309) Software Licenses	2,691,527	4,908,145	6,393,800
(50341) Temporary Help - Additional	469,615	550,905	670,000
(50345) Contract Maintenance Services	917,336	1,452,950	478,500
(50357) Outside Training Services	250	12,500	25,000
(50360) Printing Services	0	500	0
<b>Outside Professional Services Total</b>	<b>5,159,576</b>	<b>9,172,920</b>	<b>9,169,100</b>
Materials & Supplies			
(50406) Cooling System	124	0	0
(50408) Engine	256	0	0
(50443) Hardware	0	0	0
(50445) Cleaning and Painting Supplies	907	0	0
(50460) Stationery Supplies	2,636	12,000	34,000
(50461) Office Furniture and Equipment <\$5,000	4,051	17,000	20,000
(50462) Postage	144	400	400
(50474) Safety and Medical Supplies	124	0	0
(50480) Computer Related Equipment	310,817	443,423	240,000
(50495) Miscellaneous Supplies	256	0	0
<b>Materials &amp; Supplies Total</b>	<b>319,315</b>	<b>472,823</b>	<b>294,400</b>

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
Utilities and Taxes			
(50501) Telephone	1,449,465	1,423,200	1,530,000
<b>Utilities and Taxes Total</b>	<b>1,449,465</b>	<b>1,423,200</b>	<b>1,530,000</b>
Miscellaneous			
(50901) Dues and Subscriptions	24,195	30,000	30,000
(50905) Travel and Meetings	195	19,500	29,000
(50910) BART Tickets	0	500	400
(50930) Employee Incentive	808	2,000	2,000
<b>Miscellaneous Total</b>	<b>25,198</b>	<b>52,000</b>	<b>61,400</b>
<b>Non-Labor Total</b>	<b>6,953,554</b>	<b>11,120,943</b>	<b>11,054,900</b>
<b>Grand Total</b>	<b>15,800,253</b>	<b>20,966,952</b>	<b>21,509,693</b>

## Legal

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
<b>Labor</b>			
Salaried			
(50130) Salaried Regular Time	2,324,146	2,314,036	2,620,022
(50135) Salaried Overtime	0	42,307	36,558
(50136) Salaried Holiday Time	1,049	6,939	7,494
<b>Salaried Total</b>	<b>2,325,195</b>	<b>2,363,283</b>	<b>2,664,074</b>
Fringe Benefits			
	1,853,921	2,263,077	2,745,617
Temp Help			
(50340) Temporary Help	0	0	0
<b>Temp Help Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Labor Total</b>	<b>4,179,116</b>	<b>4,626,359</b>	<b>5,409,692</b>
<b>Non-Labor</b>			
Outside Professional Services			
(50308) Professional and Technical Services	127,586	206,000	200,800
(50309) Software Licenses	71,375	67,500	67,786
(50315) Claims Administration	2,345,455	1,681,200	1,576,292
(50317) Outside Attorney	274,814	950,000	1,170,000
(50330) Non-Lawyer Legal	1,058	7,500	17,000
(50341) Temporary Help - Additional	0	0	3,000
(50357) Outside Training Services	2,386	14,000	81,500
(50360) Printing Services	0	80	0
<b>Outside Professional Services Total</b>	<b>2,822,674</b>	<b>2,926,280</b>	<b>3,116,378</b>
Materials & Supplies			
(50445) Cleaning and Painting Supplies	0	500	4,100
(50460) Stationery Supplies	2,644	5,200	4,300
(50461) Office Furniture and Equipment <\$5,000	3,661	5,000	0
(50462) Postage	370	1,700	1,700
(50463) Printing Supplies	24	200	200
(50474) Safety and Medical Supplies	0	450	0
(50475) Coveralls and Coats	0	0	0
(50495) Miscellaneous Supplies	0	0	0
<b>Materials &amp; Supplies Total</b>	<b>6,699</b>	<b>13,050</b>	<b>10,300</b>
Casualty and Liabilities			
(50601) Insurance Premium	12,231,555	13,567,000	15,897,011
(50602) Public Liability and Other Expenses	409,660	300,000	300,000

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23
			Recommended Budget
(50641) Casualty and Liability Costs	6,810,000	7,250,000	7,250,000
(50642) Property Damage	900,000	950,000	950,000
<b>Casualty and Liabilities Total</b>	<b>20,351,215</b>	<b>22,067,000</b>	<b>24,397,011</b>
Utilities and Taxes			
(50702) Workers Compensation Assessment Fee	0	0	0
<b>Utilities and Taxes Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
Miscellaneous			
(50901) Dues and Subscriptions	26,665	14,750	43,044
(50905) Travel and Meetings	1,020	10,000	24,416
(50920) Fines and Penalties	70,000	15,000	15,000
<b>Miscellaneous Total</b>	<b>97,685</b>	<b>39,750</b>	<b>82,460</b>
<b>Non-Labor Total</b>	<b>23,278,273</b>	<b>25,046,080</b>	<b>27,606,149</b>
<b>Grand Total</b>	<b>27,457,389</b>	<b>29,672,440</b>	<b>33,015,841</b>



## Operations

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
Labor			
Operators			
(50101) Operators Regular Time	61,317,513	72,289,415	77,333,864
(50105) Operators Premium Time	12,514,693	14,196,947	16,077,340
(50106) Operators Holiday Time	1,943,962	2,160,203	2,499,398
<b>Operators Total</b>	<b>75,776,169</b>	<b>88,646,565</b>	<b>95,910,602</b>
Maintenance			
(50110) Maintenance Regular Time	23,962,958	25,605,876	25,791,847
(50115) Maintenance Overtime	1,376,178	1,470,542	1,305,246
(50116) Maintenance Holiday Time	387,297	461,450	447,866
<b>Maintenance Total</b>	<b>25,726,433</b>	<b>27,537,869</b>	<b>27,544,958</b>
Clerical			
(50120) Clerical Regular Time	3,295,906	3,165,414	2,928,367
(50125) Clerical Overtime	566,717	502,464	389,090
(50126) Clerical Holiday Time	95,236	92,255	89,935
<b>Clerical Total</b>	<b>3,957,859</b>	<b>3,760,133</b>	<b>3,407,392</b>
Salaried			
(50130) Salaried Regular Time	13,713,440	15,441,724	15,610,578
(50135) Salaried Overtime	994,036	992,095	895,406
(50136) Salaried Holiday Time	158,966	135,254	180,644
<b>Salaried Total</b>	<b>14,866,443</b>	<b>16,569,072</b>	<b>16,686,629</b>
New Operator Training			
(50140) NBO Training Regular Time	201,706	1,693,556	3,647,805
(50145) NBO Training Overtime	103	1,198	16,035
(50146) NBO Training Holiday Time	0	0	2,430
<b>New Operator Training Total</b>	<b>201,809</b>	<b>1,694,755</b>	<b>3,666,269</b>
Fringe Benefits	146,857,364	156,890,152	167,123,109
<b>Labor Total</b>	<b>267,386,075</b>	<b>295,098,546</b>	<b>314,338,960</b>
Non-Labor			
Outside Professional Services			
(50308) Professional and Technical Services	86,479	152,950	62,500
(50309) Software Licenses	15,821	46,500	46,500
(50342) Outside Repair Services	751,052	1,370,859	1,423,442
(50345) Contract Maintenance Services	929,382	1,210,725	1,403,576

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
(50350) Custodial Services	499,916	679,448	667,494
(50355) Security Services	13,048,541	13,473,625	14,033,587
(50357) Outside Training Services	22,343	197,000	59,700
(50360) Printing Services	266	29,750	17,150
(50375) Laundry	127,751	146,564	160,000
(50380) Towing	130,332	200,000	200,000
(50390) Other Services	-110,245	2,000	2,000
<b>Outside Professional Services Total</b>	<b>15,501,638</b>	<b>17,509,421</b>	<b>18,075,949</b>

<b>Materials &amp; Supplies</b>			
(50401) Front Axle	42,794	36,000	73,598
(50402) Rear Axle	131,582	204,000	221,700
(50404) Brakes	640,958	678,000	735,000
(50405) Clutch	9,444	4,500	13,500
(50406) Cooling System	335,597	422,000	499,500
(50407) Electrical	723,246	697,000	888,600
(50408) Engine	1,833,614	2,198,000	2,672,000
(50411) Frame	3,923	14,200	16,500
(50412) Fuel System	1,188,968	1,436,400	1,490,000
(50414) Air Suspension	183,563	173,700	263,200
(50416) Steering	150,211	154,000	188,500
(50417) Transmission	1,640,703	1,864,500	1,948,000
(50418) Propeller Shaft	72,785	129,000	131,000
(50419) Wheel Bearings	29,409	18,700	22,250
(50421) Passenger Seats	569	0	0
(50424) Body Parts	913,146	943,000	1,153,000
(50426) Air Conditioning	355,495	287,500	407,500
(50430) Air Brake and Door Control	512,318	346,000	440,000
(50432) Other Bearings	2,129	4,700	5,500
(50435) Fuel, Oil, Water Elements	10,168	25,000	28,200
(50436) Flex Lines and Fitting	12,037	13,200	16,300
(50440) Miscellaneous Automotive	86,281	155,000	108,700
(50441) Tires and Tubes - Revenue Vehicles	2,772,605	2,682,280	3,149,792
(50442) Tires and Tubes - Non-Revenue Vehicles	16,196	17,500	17,000
(50443) Hardware	286,962	380,000	412,400
(50444) Shop Materials	88,841	122,650	114,200
(50445) Cleaning and Painting Supplies	533,765	516,610	560,150
(50446) Manufacturing Equipment and Tools <\$5,000	27,118	336,230	292,500
(50450) Building Supplies	200,456	93,250	94,750
(50451) GFI Genfare Farebox Materials	41,442	64,500	78,500
(50453) Electronic Destination Sign Materials	15,290	29,000	43,000
(50455) Bus Lift Materials	76,724	120,000	133,000

	FY20-21	FY21-22	FY22-23
Category	Actuals	Budget	Recommended Budget
(50456) Trans ISS Mach Materials	74,749	83,000	99,200
(50457) Radio Parts	126,397	140,000	127,000
(50460) Stationery Supplies	73,069	86,150	104,596
(50461) Office Furniture and Equipment <\$5,000	12,238	66,050	60,750
(50462) Postage	1,422	4,200	3,500
(50463) Printing Supplies	432	800	500
(50468) Timetables	740	10,750	5,000
(50474) Safety and Medical Supplies	276,200	282,950	95,050
(50475) Coveralls and Coats	42,449	30,800	30,742
(50480) Computer Related Equipment	6,243	45,500	33,500
(50495) Miscellaneous Supplies	458,356	424,502	446,100
(50499) Warranties	-55,500	-40,000	500
<b>Materials &amp; Supplies Total</b>	<b>13,955,133</b>	<b>15,301,122</b>	<b>17,224,278</b>
<b>Fuel &amp; Lubricants</b>			
(50437) Gasoline	195,940	247,500	251,000
(50438) Diesel Fuel	7,057,282	12,370,304	14,557,195
(50439) Motor Oil	228,624	340,000	400,000
(50447) Lubricants	253,759	254,500	263,500
(50448) Hydrogen Fuel	1,061,121	1,424,000	2,100,000
<b>Fuel &amp; Lubricants Total</b>	<b>8,796,726</b>	<b>14,636,304</b>	<b>17,571,695</b>
<b>Utilities and Taxes</b>			
(50505) Electric and Gas	1,914,606	1,929,250	2,122,500
(50510) Water	389,401	498,400	489,750
(50520) Waste Management	396,682	515,000	480,000
(50701) Property Taxes	5,760	10,000	10,000
(50705) Vehicle License and Registration	10,934	12,355	8,590
<b>Utilities and Taxes Total</b>	<b>2,717,383</b>	<b>2,965,005</b>	<b>3,110,840</b>
<b>Miscellaneous</b>			
(50901) Dues and Subscriptions	4,326	27,106	25,150
(50905) Travel and Meetings	7,540	49,250	66,800
(50910) BART Tickets	0	6,000	0
(50915) Bridge, Tunnel, Highway Tolls	5,408	12,000	12,000
(50930) Employee Incentive	3,818	144,229	151,300
(50945) Cash Over and Short	-75	0	0
(50990) Other Miscellaneous Expenses	0	4,000	35,000
<b>Miscellaneous Total</b>	<b>21,017</b>	<b>242,585</b>	<b>290,250</b>
<b>Expense Reclass</b>			
(51001) Remanufactured Inventory	-2,067,624	-2,500,000	-2,000,000

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
<b>Expense Reclass Total</b>	<b>-2,067,624</b>	<b>-2,500,000</b>	<b>-2,000,000</b>
Leases & Rentals			
(51201) Leases and Rentals	5,416,010	4,154,290	3,859,280
<b>Leases &amp; Rentals Total</b>	<b>5,416,010</b>	<b>4,154,290</b>	<b>3,859,280</b>
<b>Non-Labor Total</b>	<b>44,340,284</b>	<b>52,308,727</b>	<b>58,132,292</b>
<b>Grand Total</b>	<b>311,726,359</b>	<b>347,407,273</b>	<b>372,471,251</b>

## Planning & Engineering

Account	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
<b>Labor</b>			
Maintenance	2,312	0	0
(50110) Maintenance Regular Time	0	0	0
(50115) Maintenance Overtime	1,911	0	0
(50116) Maintenance Holiday Time	401	0	0
<b>Clerical</b>	443,452	522,104	585,155
(50120) Clerical Regular Time	422,806	458,554	517,061
(50125) Clerical Overtime	19,936	50,886	55,527
(50126) Clerical Holiday Time	710	12,665	12,567
<b>Salaried</b>	4,402,595	4,743,699	5,204,508
(50130) Salaried Regular Time	4,366,686	4,694,042	5,159,086
(50135) Salaried Overtime	35,909	42,661	38,210
(50136) Salaried Holiday Time	0	6,996	7,212
<b>Fringe Benefits</b>	4,324,744	5,371,377	6,200,380
(50201) FICA	422,737	442,569	493,060
(50210) ATU Pension	172,153	197,296	161,964
(50211) AFSCME and Unrep Pension	1,720,321	1,768,940	2,048,385
(50212) Retiree Health and Welfare - ATU	1,912	0	0
(50214) PEPPRA/AB340 Expense	22,278	18,532	34,808
(50215) Medical Plan - Kaiser	314,232	367,467	376,871
(50216) Medical Plan - Health Net	664,049	764,652	840,571
(50217) Medical Opt Out Program	17,930	18,975	20,525
(50218) ATU Dependent Care Trust	96	924	926
(50220) Vision Care Insurance	14,319	22,581	19,751
(50222) Retiree Health and Welfare - AFSCME	5,930	0	0
(50230) Dental Insurance - Metlife	84,796	101,048	103,996
(50235) Life Insurance Plans	59,510	31,281	75,262
(50236) Life and AD&D Insurance - ATU	103	143	108
(50237) Deferred Compensation	55,868	14,898	15,426
(50245) Workers Compensation Insurance	46,020	518,235	690,493
(50250) Sick Leave	155,432	274,960	322,100
(50258) Holiday Pay	198,166	166,347	192,339
(50260) Vacation	390,122	417,550	489,138
(50262) Senior Management General Leave	0	12,670	13,441
(50263) Management Leave	88,879	92,126	110,020
(50264) Other Paid Absences	80,925	129,530	191,197
(50266) Work Clothing Allowance	164	0	0
(50270) Other Fringe Benefits	-191,197	10,653	0

Account	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
Temp Help	58,598	0	0
(50340) Temporary Help	58,598	0	0
<b>Labor Total</b>	<b>9,231,701</b>	<b>10,637,179</b>	<b>11,990,043</b>
<b>Non-Labor</b>			
Outside Professional Services	767,723	3,334,290	6,011,925
(50308) Professional and Technical Services	586,877	1,813,855	4,421,600
(50309) Software Licenses	0	23,185	25,240
(50342) Outside Repair Services	46,575	93,250	63,250
(50345) Contract Maintenance Services	4,641	1,000,700	1,000,700
(50357) Outside Training Services	24,300	119,200	209,300
(50360) Printing Services	10	70,800	9,500
(50370) Hazardous Waste	105,320	213,300	282,335
Materials & Supplies	33,311	85,495	104,245
(50443) Hardware	0	600	600
(50445) Cleaning and Painting Supplies	101	0	0
(50451) GFI Genfare Farebox Materials	7,156	0	0
(50455) Bus Lift Materials	0	50	400
(50460) Stationery Supplies	7,530	16,550	20,750
(50461) Office Furniture and Equipment <\$5,000	1,095	12,200	20,250
(50462) Postage	108	495	645
(50468) Timetables	0	1,500	1,500
(50474) Safety and Medical Supplies	0	0	2,000
(50475) Coveralls and Coats	92	0	0
(50480) Computer Related Equipment	1,273	14,000	17,800
(50495) Miscellaneous Supplies	15,956	40,100	40,300
Utilities and Taxes	75,278	110,500	110,700
(50720) Hazardous Waste Tax	6,413	11,000	11,000
(50725) Permits	68,865	99,500	99,700
Purchased Transportation	20,584,634	27,730,590	32,724,998
(50802) Purchased Transportation - ADA Consortium	17,654,582	23,862,160	28,569,965
(50803) ADA Consortium - Other	169,108	191,000	155,033
(50804) Paratransit Miscellaneous Expenses	232,512	700,000	600,000
(50806) Dumbarton Purchased Transportation	2,528,433	2,977,430	3,400,000
Miscellaneous	8,488	76,565	72,250
(50901) Dues and Subscriptions	6,690	19,300	16,650
(50905) Travel and Meetings	1,798	12,015	14,350

Account	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
(50960) Advertisement and Promotion Media Fees	0	45,000	41,000
(50990) Other Miscellaneous Expenses	0	50	50
Non-Labor Total	21,469,433	31,337,440	39,024,118
Grand Total	30,701,134	41,974,619	51,014,162

## District Overhead

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
<b>Labor</b>			
<b>Maintenance</b>			
(50110) Maintenance Regular Time	0	9,851	0
<b>Maintenance Total</b>	<b>0</b>	<b>9,851</b>	<b>0</b>
<b>Clerical</b>			
(50120) Clerical Regular Time	102	247,304	0
<b>Clerical Total</b>	<b>102</b>	<b>247,304</b>	<b>0</b>
<b>Salaried</b>			
(50130) Salaried Regular Time	0	215,710	0
<b>Salaried Total</b>	<b>0</b>	<b>215,710</b>	<b>0</b>
Fringe Benefits	13,077,015	14,548,789	8,239,018
<b>Temp Help</b>			
(50340) Temporary Help	0	500,000	1,144,620
<b>Temp Help Total</b>	<b>0</b>	<b>500,000</b>	<b>1,144,620</b>
<b>Labor Total</b>	<b>13,077,118</b>	<b>15,521,654</b>	<b>9,383,638</b>
<b>Non-Labor</b>			
<b>Interest Expense</b>			
(51105) Interest Expense	342,110	440,000	340,425
(51125) Bank Credit Line Interest	126,226	91,635	3,333
<b>Interest Expense Total</b>	<b>468,335</b>	<b>531,635</b>	<b>343,758</b>
<b>Outside Professional Services</b>			
(50301) Management Service Fees	159,947	167,000	167,000
(50308) Professional and Technical Services	-41,894	-711,980	0
(50309) Software Licenses	0	0	0
(50341) Temporary Help - Additional	0	0	0
<b>Outside Professional Services Total</b>	<b>118,053</b>	<b>-544,980</b>	<b>167,000</b>
<b>Materials &amp; Supplies</b>			
(50407) Electrical	168	0	0
(50408) Engine	214	0	0
(50412) Fuel System	29	0	0
(50426) Air Conditioning	3,447	0	0
(50445) Cleaning and Painting Supplies	0	0	0



Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
(50460) Stationery Supplies	112	0	0
(50462) Postage	-167	0	0
(50471) Inventory Adjustment	0	0	0
(50474) Safety and Medical Supplies	0	1,350,000	475,000
(50480) Computer Related Equipment	171,508	0	0
(50495) Miscellaneous Supplies	1,175,350	1,000,000	0
(50497) Freight-In	59,730	85,000	85,000
<b>Materials &amp; Supplies Total</b>	<b>1,410,390</b>	<b>2,435,000</b>	<b>560,000</b>
<b>Casualty and Liabilities</b>			
(50605) Loss Recoveries	-431,305	-360,000	-360,000
(50641) Casualty and Liability Costs	-7,244,335	0	0
(50642) Property Damage	-1,179,310	0	0
<b>Casualty and Liabilities Total</b>	<b>-8,854,950</b>	<b>-360,000</b>	<b>-360,000</b>
<b>Utilities and Taxes</b>			
(50505) Electric and Gas	-45,994	0	0
(50510) Water	2,050	0	0
(50520) Waste Management	0	0	0
(50710) Fuel and Lubricant Taxes	115,813	170,000	175,100
(50715) Use Tax	1,546,436	1,600,000	1,648,000
(50725) Permits	0	0	0
<b>Utilities and Taxes Total</b>	<b>1,618,305</b>	<b>1,770,000</b>	<b>1,823,100</b>
<b>Miscellaneous</b>			
(50901) Dues and Subscriptions	140,729	318,000	300,000
(50920) Fines and Penalties	0	0	0
(50930) Employee Incentive	1,058	0	0
(50940) Election of Directors	1,461,116	2,204,544	3,200,000
(50945) Cash Over and Short	0	0	0
(50955) Vendor Discounts	1,396	0	0
(50990) Other Miscellaneous Expenses	0	0	0
<b>Miscellaneous Total</b>	<b>1,604,299</b>	<b>2,522,544</b>	<b>3,500,000</b>
<b>Expense Reclass</b>			
(51005) Grant Labor Reclass to Capital	0	-1,400,000	-396,919
<b>Expense Reclass Total</b>	<b>0</b>	<b>-1,400,000</b>	<b>-396,919</b>
<b>Leases &amp; Rentals</b>			
(51201) Leases and Rentals	0	12,900	25,000
<b>Leases &amp; Rentals Total</b>	<b>0</b>	<b>12,900</b>	<b>25,000</b>
<b>Non-Labor Total</b>	<b>-3,635,569</b>	<b>4,967,099</b>	<b>5,661,939</b>
<b>Grand Total</b>	<b>9,441,549</b>	<b>20,488,753</b>	<b>15,045,577</b>

## Retirement

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Recommended Budget
Labor			
Salaried			
(50130) Salaried Regular Time	385,686	416,261	446,976
(50135) Salaried Overtime	0	8,043	9,104
(50136) Salaried Holiday Time	0	1,320	1,868
<b>Salaried Total</b>	<b>385,686</b>	<b>425,624</b>	<b>457,947</b>
Fringe Benefits	464,420	541,921	595,023
Temp Help			
(50340) Temporary Help	0	0	0
<b>Temp Help Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Labor Total</b>	<b>850,106</b>	<b>967,545</b>	<b>1,052,971</b>
Non-Labor			
Outside Professional Services			
(50360) Printing Services	0	1,300	1,300
<b>Outside Professional Services Total</b>	<b>0</b>	<b>1,300</b>	<b>1,300</b>
Materials & Supplies			
(50460) Stationery Supplies	0	300	300
(50461) Office Furniture and Equipment <\$5,000	0	700	700
(50462) Postage	164	300	300
<b>Materials &amp; Supplies Total</b>	<b>164</b>	<b>1,300</b>	<b>1,300</b>
Expense Reclass			
(51002) Functional Expense Reclassifications	-916,227	-870,350	-948,953
<b>Expense Reclass Total</b>	<b>-916,227</b>	<b>-870,350</b>	<b>-946,353</b>
<b>Non-Labor Total</b>	<b>-916,063</b>	<b>-867,750</b>	<b>-946,353</b>
<b>Grand Total</b>	<b>-65,957</b>	<b>99,795</b>	<b>106,618</b>

