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Palos Verdes Peninsula Transit Authority

Santa Clarita Transit

Santa Monica's Big Blue Bus

Torrance Transit

### MISSION & VISION

#### Mission

Access Services promotes access to all modes of transportation and provides quality and safe ADA paratransit service on behalf of public transit agencies in Los Angeles County.

#### Vision

Access Services serves the community as the leader in promoting accessible and innovative transportation solutions.

#### We accomplish this vision by:

- > Providing quality, efficient, safe and dependable ADA paratransit service.
- > Leading the national dialogue as an advocate for universal access to transportation.
- > Partnering with other entities to secure alternate funding sources and legislation that expands transportation options.

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### **ABOUT ACCESS**

Access Services, a local public entity, is the Los Angeles County Consolidated Transportation Services Agency ("CTSA") and administers the Los Angeles County Coordinated Paratransit Plan ("Plan") on behalf of the County's 46 public fixed route operators (i.e., bus and rail). Pursuant to the Plan, Access facilitates the provision of complementary ADA paratransit services to certain persons with disabilities as required by 42 U.S.C. §12143 under the name "Access Paratransit." Paratransit is an alternative mode of flexible passenger transportation that does not follow fixed routes or schedules. Typically, vans or mini-buses are used to provide paratransit service, but shared taxis are also important providers as a form of transportation. Complementary ADA paratransit is a federally mandated civil right for persons with disabilities who cannot ride the accessible public fixed route buses and trains.

Access Services facilitates Access Paratransit service by entering into and administering federally funded regional contracts with independent private transit providers, who, in turn, supply the reservation taking and transportation service in conformance with the Plan, applicable law and the contract. Access Services also leases vehicles to the regional providers at \$1 per month to help facilitate the provision of service under the contracts. In total, the Access Paratransit system provides more than 2.8 million trips per year to over 103,000 qualified disabled riders in a service area of over 1,950 square miles. Access Services receives its funding for these services from the Proposition C sales tax, Federal 5310 grants, Measure M sales tax and fare box revenue.

In its role as the Consolidated Transportation Services Agency (CTSA), Access Services acts as a state mandated facilitator charged with the development and implementation of regional coordination of social service transportation to seniors, persons with disabilities, the young, and the low-income disadvantaged.

### SERVICE AREA

As required by applicable regulations, Access Paratransit service is available for any ADA paratranist eligible individual for any purpose to or from any location within ¾ of a mile of any fixed-route bus operated by the Los Angeles County public fixed-route bus operators and within ¾ of a mile around Metro Rail stations during the hours that the systems are operational.

The service area is divided into six regions and extends into portions of the surrounding counties of San Bernardino, Orange and Ventura that are served by Los Angeles County fixed-route bus lines. The transit providers for each of the regions are as follows:

- > Eastern Region San Gabriel Transit
- > West Central Region California Transit Inc.
- > Northern Region MV Transportation
- > Southern Region Global Paratransit
- > Santa Clarita Region City of Santa Clarita
- > Antelope Valley Region First Transit



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# EXECUTIVE SUMMARY



### **EXECUTIVE SUMMARY**

Access' FY24 projected ridership is expected to continue its recovery from the COVID-19 pandemic. The FY24 ridership projection will still be 16% less than what was budgeted for FY20. Access is proposing a \$272.7 million budget to transport approximately 3.8 million passengers. The FY24 proposed

budget reflects a 8.2% increase in operating expenses (FY23 vs FY24), primarily due to projected ridership increases. Access continues to seek innovative ways to increase efficiency while providing high-quality paratransit service.

	<b>22/23</b> -	<b>-23/24</b> -
Administration	10.7	11.9
Contract Operations & Management	195.0	210.1
CTSA Function	0.6	0.4
Eligibility	11.8	13.6
Operating Expense	218.1	235.9
Capital Expenditures	33.8	36.8
Total Expenditures	251.9	272.7



### 22/23 OVERVIEW

### FY 2022/23 ACCOMPLISHMENTS

#### **Customer Service**

- > Implemented the new Customer Service Contract.
- > Introduced and distributed the new Access Flex Coupon.
- > Implemented the use of a TNC service, Uber, as a backup provider.
- > Enhanced the Contact Us and Coupon pages on Access' webpage.
- > Facilitated a new CAC Subcommittee dedicated to discussing and enhancing Customer Service functions.
- > Assisted with successfully facilitating two community meetings.

#### Eligibility

> Developed scope of work for eligibility services for pending release in FY24.

#### **Facilities**

> Entered into agreement with the City of Lancaster for the purchase of land to build operating facility in the Antelope Valley region.

#### **Finance**

- > Worked with Medical Care Providers (Medi-Cal) to establish a reimbursement process.
- > In conjunction with the planning department, obtained close to \$19 million in reimbursements from FEMA for work performed during the pandemic.
- > Updated Access' accounting manual's operating procedures to incorporate new federal language to comply with FTA requirements.
- > Updated Capital Planning process.
- > Successfully passed three (3) audits.

#### **Government Affairs & Outreach**

> Returned to in-person outreach meetings at local, state, and federal levels.

### FY22/23 CONT'D.

#### **Information Technology**

- > Concluded FTA Mobility for All grant project. The enhanced accessible mobile app provides comprehensive features that improve the rider experience. These features will be gradually introduced to Access riders.
- > Concluded FTA Transit Bus Automation Strategic Partnership grant project. The purpose-built accessible Society of Automotive Engineers (SAE) Level 4 autonomous vehicle was completed and showcased at various transit conferences.
- > Implemented ESRI ArcGIS to enable in-depth layer data integration for better service area planning.
- > Implemented Atlassian IT Ticketing System to improve IT services performance.
- > Assisted and partnered with the City of Santa Clarita Transit Department on FTA Low/ No Emission grant application.
- > Completed IT Disaster Recovery plan and conducted IT Incident Response tabletop exercises with all six regional services providers, MTM and Alta Resources.
- > Implemented Northern region's online reservation via WMR mobile app.

#### **Mobility Management**

> Assisted with Metro's outreach for the LIFE Program.

#### **Operations**

- > Implemented the agency's first comprehensive system safety plan to meet federal requirements the Public Transportation Agency Safety Plan (PTASP).
- > Developed and facilitated procedures to properly allocate, track, and report expenditures related to the American Rescue Plan funding for high mileage vehicle repairs.
- > Developed relationships with machine shops and parts suppliers to manufacture parts no longer available from vehicle manufacturers to help maintain a safe reliable fleet.
- > Implemented new SmartDrive reporting and tracking procedures that have boosted camera operational compliance.
- > Implemented an aftermarket passenger occupant detection system in new vehicles (SeatLink), provided feedback on the design, and carried out vehicle reprogramming campaigns to facilitate the changes.

### FY22/23 CONT'D.

- > Finalized new vehicle designs for both the large and small Ram ProMasters to replace Class A cutaways and the discontinued low floor Caravan. The first new vehicles were received in May 2023.
- > Located available Ford chassis and designed new Turtle Top Class B and C cutaways. The vehicle build started in May 2023.
- > Met the majority of the contractual performance standards despite significant operational challenges stemming from the COVID-19 pandemic.
- > Responded to COVID-19 related incidents in support of the agency, riders, contractors, and the community.
- > Completed 100% driver file compliance and annual continuous training audits for all six operating contracts.
- > Implemented a new audit of Access' Lost and Found Program to ensure proper cataloging and rider communication related to items left in vehicles.
- > Implemented safety bulletins to help the contractors focus on safety trends such as proper vehicle positioning and opening vehicle doors into traffic.
- > Activated Access' Emergency Operations Center (EOC) in February 2023 in response to severe weather in the Antelope Valley that impacted transfer trips; coordinated alternate transportation for stranded riders.
- > Hosted mental health awareness training offered by the Los Angeles County Department of Mental Health to better understand the diverse needs of the rider community; the training was well-attended by Access and contractor staff.
- > Prepared an updated scope-of-work for the Eastern Region and issued a Request for Proposal for a new contract.
- > Supported community events with Road Safety Inspectors including the Abilities Expo, MS Walk, and Los Angeles Marathon.
- > Worked with the Community Advisory Committee (CAC) and subcommittees to improve service quality.
- > Completed stand sign inventory, ordered new signs where needed, and distributed signs to property owners for final installation.

### FY22/23 CONT'D.

#### **Planning**

- > Obligated a \$5 million grant award from FTA's American Rescue Plan (ARP) to fund a program for preventive maintenance, major component repairs and rehabilitation of ADA accessible vehicles that have exceeded their useful life.
- > Obligated \$561,000 in lapsing funds from Metro for use in Access' Enhanced Transfer Trip Program.
- > Launched a new Travel Training program with additional one-on-one trainings, group trainings and Orientation & Mobility (O&M) trainings for persons with visual impairments.
- > Completed a Travel Mode Survey to determine other transportation services that Access customers use throughout the County.
- > Coordinated FTA Triennial Reviews with Access member agencies to address questions related to ADA Complementary Paratransit services. Access did not have any findings.
- > Working with the HR department, implemented DEI staff training through the NeoGov platform.
- > Work with various CAC subcommittees to improve service for customers.
- > Implemented social media campaigns to advertise driver openings at Access' contractor facilities.
- > Implemented new designs for the Where's My Ride app.

### **OVERALL SYSTEM STATS**

		21/22 Actual	22/23 Budget	23/24 Budget
Pe	Eligibility Determinations	55,881	55,308	69,234
erform	Passengers	2,959,020	3,440,699	3,827,146
nanc	Contract Revenue Miles	21,675,397	25,601,272	29,412,279
Ce	Number of Trips	2,339,891	2,711,515	3,103,552
	Average Trip Distance	9.26	9.44	9.48
Pu	Cost per Trip	\$59.65	\$66.02	\$62.31
Purchased	Cost per Passenger	\$47.17	\$52.03	\$50.22
sed	Cost per Contract Revenue Mile	\$6.44	\$6.99	\$6.57

Cost

### GOALS/PERFORMANCE **STANDARDS**

		— Standard —	FY22	— FY23*
Operations & Safety	On Time Performance	≥ 91%	89.8%	91.0
	Excessively Late Trips	≤ 0.10%	0.14%	0.05
atic	Excessively Long Trips	≤ 5%	3.6%	3.8
ns	Missed Trips	≤ 0.75%	0.59%	0.46
χο	Denials	≤ 0	6	4
	Access to Work On Time Performance	≥ 94%	95.6%	95.0
	Average Hold Time (Reservations)	≤ 120	66	61
	Calls On Hold > 5 Min (Reservations)	≤ 5%	3.2%	2.4
	Calls On Hold > 5 Min (ETA)	≤ 10%	2.8%	2.0
	Complaints Per 1,000 Trips	≤ 4.0	3.2	2.8
	Preventable Incident Rate (per 100,000 miles)	≤ 0.25	0.2	0.19
	Preventable Collision Rate (per 100,000 miles)	≤ 0.75	0.74	0.86
	Miles Between Road Calls	≥ 25,000	58,758	40,333
င်	Average Initial Hold Time	≤ 180 sec	124	3.4
Isto	Calls on Hold > 5 Min	≤ 10%	14.8	2.4
Customer	Abandoned Calls	≤ 10%	4.2	0.9
0	Average Initial Hold Time	≤ 180 sec	83	47
Operations	Calls on Hold > 5 Min	≤ 10%	8.5%	3.5%
atio	Abandoned Calls	≤ 10%	6.1%	3.8%
Operations			*	Through April 2



### FY 2023/24 BUDGET

## PLANNED FY 2023/24 INITIATIVES

#### **Customer Service**

- > Implement the Text to Chat feature in our Customer Service call center to expand our communication portals for customers.
- > Expand sales outlets of Access Fare coupons to other regions within Access' service area.
- > Initiate a new RFP for call center translation services and implement the new contract.

#### Eligibility

- > Issue Request For Proposals for eligibility services and prepare for contract transition in June 2024.
- > Prepare for change of eligibility term from 3 years to 5 years.

#### **Facilities**

- > Complete Antelope Valley operating facility architectural design phase.
- > Develop scope of work for construction services in the Antelope Valley.

#### **Finance**

- > Develop additional audit procedures and tools covering base operational contracts as well as recent program enhancements.
- > Partner with our IT Department in developing financial analysis tools to streamline trip audits for all six (6) regional providers.
- > Develop the FTA reimbursement process for the \$5 million 5307 ARPA vehicle maintenance grant covering repairs on the 300+ vehicles with over 250,000 miles.
- > Continue to work with Medi-Cal to establish additional revenue sources.

#### **Government Affairs & Outreach**

- > Return to 2-community meetings annually (virtually).
- > Secure briefings with new Board of Supervisors and City Council member offices.
- > Serve on host committee for the 2024 CalAct Conference (Pasadena).
- > Serve on volunteer committee for the 2023 COMTO National Conference (Los Angeles).
- > Work with Metro Staff on 2028 Olympics and Paralympics planning.

### FY23/24 CONT'D.

#### Information Technology

- > Conduct accessible Society of Automotive Engineers (SAE) Level 4 autonomous vehicle operational demonstration at Rancho Los Amigos National Rehabilitation Center.
- > Implement StarLink Satellite backup connection for all sites.
- > Enable eWallet function for all riders via WMR mobile app.
- > Assist with TNC pilot project technical implementation.
- > Migrate local Mitel Voice over Internet Protocol (VoIP) system to Azure cloud.
- > Assist with electric vehicle pilot project.
- > Assist Fleet in selecting next generation fleet/asset management solution.
- > Assist Fleet in evaluating next generation in-vehicle camera system.
- > Help City of Santa Clarita Transit Department to implement online reservations.
- > Implement Mobile Device Management (MDM) solution to govern mobile devices.
- > Apply for technology related grants.

#### **Mobility Management**

- > Assist with development of driver outreach programs.
- > Re-establish network of in-person Mobility Management outreach events.

#### **Operations**

- > Implement the Transportation Network Company (TNC) Pilot Program to add resource capacity to the operation.
- > Develop an electric vehicle pilot program and place into service at least three electric vehicles.
- > Implement a vehicle-based video camera system upgrade to include a new ramp-view camera.
- > Continue supporting contractors with vehicle maintenance support for vehicles exceeding 250,000 miles.
- > Accept and place into service new vehicles including 159 small Ram ProMasters.
- > Streamline the Taxi Management database to create updated report functions.
- > Implement a new service contract in the Eastern Region.

### FY23/24 CONT'D.

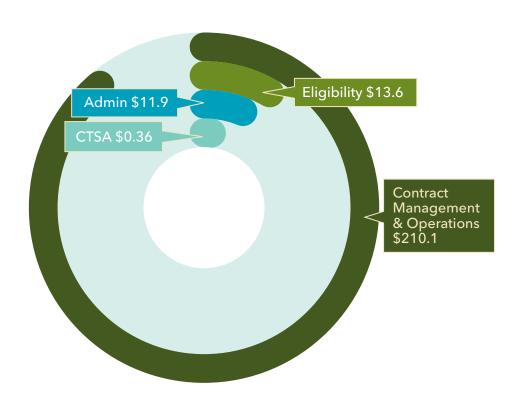
- > Prepare an updated scope-of-work for the West Central Region.
- > Evaluate transfer trip operations and consider possible improvements.
- > Continue to build emergency preparedness by conducting at least one tabletop exercise with staff and contractors.
- > Work with Cal State University Dominguez Hills to install stand signs at prominent pick-up and drop-off locations on campus.

#### **Planning**

- > Work with the Federal Emergency Management Agency (FEMA) to secure additional reimbursement for eligible COVID-19 expenses.
- > Update Grantee Management Plan.
- > Gradually transition CTSA Extension classes from virtual to in-person.
- > Update applicable policies and procedures as Access becomes a 5307 program recipient.
- > Work with Metro staff to transition Metro lapsing grant funds into an Access obligated project.
- > Introduce new policies and procedures for transitioning the Access to Work Program from federal to locally funded program.
- > Continue annual DEI training for staff.
- > Conduct the bi-annual Customer Satisfaction Survey of Access customers.

### FY 2023/24 BUDGET SUMMARY

		FY2023/24 Budget	% of Total Budget	% of —— Operating —— Costs
Depa	Contract Management & Operations	\$210,061,137	77.0%	89.0%
partment	Eligibility	\$13,583,483	5.0%	5.8%
ent	CTSA	\$363,099	0.1%	0.2%
	Administration	\$11,903,864	4.4%	5.0%
	Operating Expense	\$235,911,583	86.5%	
	Capital Expense	\$36,744,581	13.5%	
	Total Operating & Capital Expenses	\$272,656,164		



### **FUNDING**

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	FY24	% of Total
	Budget	Funding
Local Funds	\$126,943,438	46.6%
Measure M	\$17,700,000	6.5%
Federal Section 5307	\$80,000,000	29.3%
Passenger Revenues	\$8,844,435	3.2%
ARPA – High Mileage Vehicles	\$2,000,000	0.7%
Federal Section 5317	\$147,244	0.1%
Miscellaneous Revenue	\$276,466	0.1%
Total Operating Funds	\$235,911,583	86.5%
Capital	\$33,744,581	12.4%
Building Fund	\$3,000,000	1.1%
Total Funding	\$272,656,164	100.0%

### **ADMINISTRATION**

	Expenses —	% of Total Budget	% of —— Operating — Costs
Salaries & Related Expense	\$6,652,490	2.4%	2.8%
Professional Services	\$1,911,748	0.7%	0.8%
Network & Telecom Maintenance	\$1,683,723	0.6%	0.7%
Office Rent	\$343,392	0.1%	0.1%
Insurance	\$343,068	0.1%	0.1%
Communications	\$313,080	0.1%	0.1%
Other Expense	\$125,292	0.0%	0.1%
Travel & Conference	\$100,008	0.0%	0.0%
Other Related Employee Expense	\$93,600	0.0%	0.0%
Promotions/Events	\$35,784	0.0%	0.0%
Temporary Personnel	\$66,600	0.0%	0.0%
Business Meetings & Meals	\$57,600	0.0%	0.0%
Postage/Mailing	\$45,540	0.0%	0.0%
Board Compensation	\$43,176	0.0%	0.0%
Office/Kitchen Supplies	\$43,008	0.0%	0.0%
Repair & Maintenance	\$32,004	0.0%	0.0%
Printed Materials	\$13,752	0.0%	0.0%
Administration Total	\$11,903,864	4.4%	5.0%

### **CTSA**

	Expenses —	% of Total Budget	% of —— Operating —— Costs
Salaries & Related Expense	\$268,355	0.1%	0.1%
Other Expense	\$37,600	0.0%	0.0%
Communications	\$21,600	0.0%	0.0%
Office Rent	\$16,932	0.0%	0.0%
Postage/Mailing	\$6,600	0.0%	0.0%
Promotions/Events	\$5,280	0.0%	0.0%
Office/Kitchen Supplies	\$2,172	0.0%	0.0%
Travel & Conference	\$2,004	0.0%	0.0%
Insurance	\$1,356	0.0%	0.0%
Business Meetings & Meals	\$1,200	0.0%	0.0%
CTSA Total	\$363,099	0.1%	0.2%

### **ELIGIBILITY**

	Expenses —	% of Total Budget	% of —— Operating —— Costs
Eligibility & Appeals	\$7,252,173	2.7%	3.1%
Purchased Transportation	\$4,138,679	1.5%	1.8%
Office Rent	\$565,260	0.2%	0.2%
Printed Materials	\$474,000	0.2%	0.2%
Salaries & Related Expense	\$467,192	0.2%	0.2%
Postage/Mailing	\$242,004	0.1%	0.1%
Communications	\$163,480	0.1%	0.1%
Insurance	\$98,580	0.0%	0.0%
Tether Pilot Program	\$95,355	0.0%	0.0%
Promotions/Events	\$47,568	0.0%	0.0%
Repair & Maintenance	\$24,000	0.0%	0.0%
Office/Kitchen Supplies	\$7,176	0.0%	0.0%
Network & Telecom Maintenance	\$4,200	0.0%	0.0%
Travel & Conference	\$2,496	0.0%	0.0%
Business Meetings & Meals	\$720	0.0%	0.0%
Other Expense	\$600	0.0%	0.0%
Eligibility Total	\$13,583,483	5.0%	5.8%

### CONTRACT OPERATIONS

	Expenses —	% of Total Budget	% of —— Operating —— Costs
Purchased Transportation	\$190,744,667	70.0%	80.9%
Insurance	\$8,191,092	3.0%	3.5%
Contracted Customer Service	\$3,209,262	1.2%	1.4%
Salaries & Related Expense	\$1,050,773	0.4%	0.4%
Network & Telecom Maintenance	\$701,972	0.3%	0.3%
Communications	\$222,440	0.1%	0.1%
Security	\$200,000	0.1%	0.1%
Professional Services	\$155,700	0.1%	0.1%
Vehicle Costs	\$60,000	0.0%	0.0%
Office Rent	\$59,256	0.0%	0.0%
Promotions/Events	\$35,004	0.0%	0.0%
Printed Materials	\$13,752	0.0%	0.0%
Office/Kitchen Supplies	\$10,344	0.0%	0.0%
Travel & Conference	\$2,004	0.0%	0.0%
Contract Operations Total	\$204,656,267	75.1%	86.8%

### CONTRACT MANAGEMENT

	Expenses —	% of Total Budget	% of —— Operating —— Costs
Salaries & Related Expense	\$2,918,025	1.1%	1.2%
Travel Training	\$1,278,349	0.5%	0.5%
Promotions/Events	\$462,556	0.2%	0.2%
Printed Materials	\$206,400	0.1%	0.1%
Office Rent	\$156,612	0.1%	0.1%
Communications	\$154,400	0.1%	0.1%
Vehicle Costs	\$112,596	0.0%	0.0%
Insurance	\$47,316	0.0%	0.0%
Postage/Mailing	\$28,596	0.0%	0.0%
Other Related Employee Expense	\$18,000	0.0%	0.0%
Office/Kitchen Supplies	\$9,336	0.0%	0.0%
Travel and Conference	\$8,004	0.0%	0.0%
Other Expense	\$4,200	0.0%	0.0%
Business Meetings & Meals	\$480	0.0%	0.0%
Contract Management Total	\$5,404,870	2.0%	2.3%

## TOTAL OPERATING & CAPITAL BUDGET

	Expenses —	% of Total _ Budget
Total Operating Budget	\$235,911,583	86.5%
Capital – Federal	\$25,137,781	9.2%
Capital – Local	\$8,606,800	3.2%
Capital – Building	\$3,000,000	1.1%
Total Capital	\$36,744,581	13.5%
Total Operating & Capital Budget	\$272,656,164	



### FLEET DETAIL

Access plans to procure 246 replacement revenue vehicles in FY24. The planned purchase includes a combination of Ram ProMaster low floor vans, a smaller number of larger cutaway vehicles, Access' first electric vehicles, and 10 non-revenue vehicles. Many of the vehicles were previously ordered in FY21, 22 and 23, but orders were delayed due to pandemic and supply chain challenges. The new CalAct/MBTA pricing schedule has been updated, and staff will place additional vehicle orders for vehicles not ordered in previous years.

After several challenging years, the vehicle procurement environment is starting to turn positive. Access has on order 159 small low floor Ram ProMasters. That build started in May 2023 and is expected to be completed by December 2023. Eleven large low floor Ram ProMasters were delivered in June 2023. A build of 14 Turtle Top cutaways started May 15, 2023, and will be delivered by August 2023. An additional two StarCraft Cutaways were delivered May 2023 to the Antelope Valley contractor. An additional 60 revenue vehicles will be ordered in early FY24 depending on chassis availability.

Due to delays in vehicle deliveries, Access applied for and was granted a \$5 million federal grant through the American Rescue Plan Act (ARPA) to help refurbish existing revenue service vehicles to lengthen their useful life. Of that \$5 million, approximately \$1.5 million has been spent refurbishing the current fleet.

		Number of Vehicles
Εe	Access-provided fleet	724
et	Contractor-provided fleet	131
	Subcontract fleet	464
	Total	1,319

		Number of Access Provided Vehicles
	Minivan	496
	MV-1	117
ı	Cutaway	90
-	ProMaster Low Floor CNG	21
	Total	724

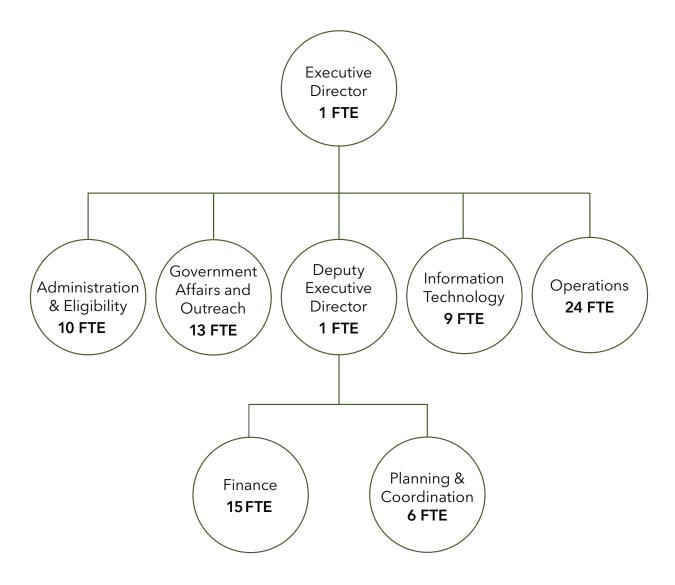
### FLEET DETAIL CONT'D.

Region

	Number of Access Provided Vehicles
Southern	234
Eastern	182
Northern	136
West Central	119
Antelope Valley	42
Santa Clarita	11
Total	724

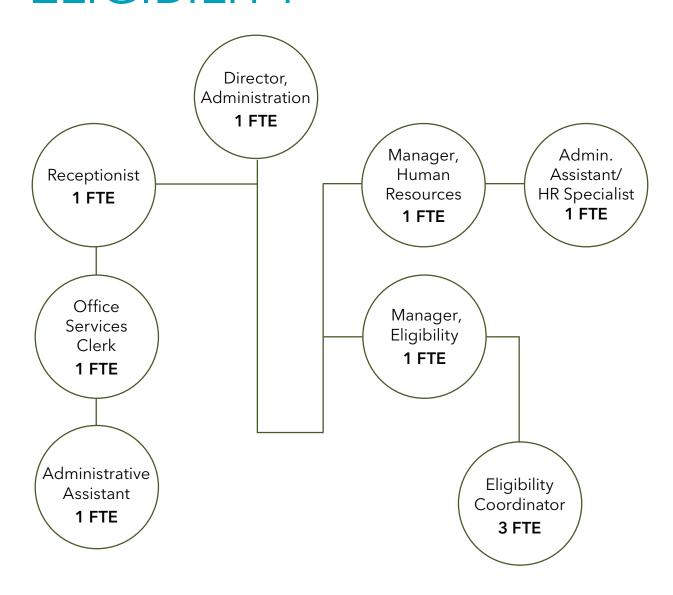


#### FTE SUMMARY



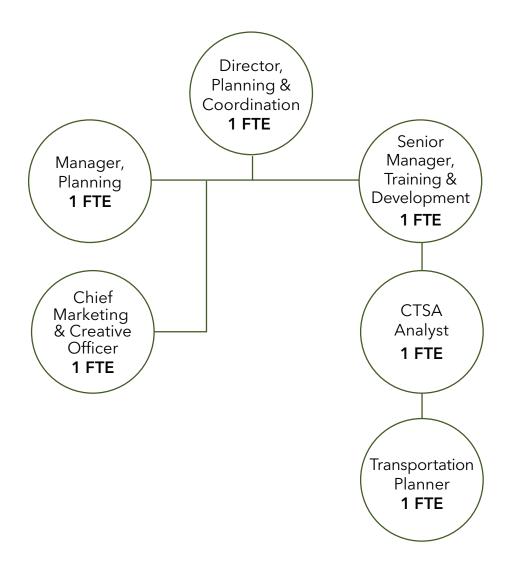
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### ADMINISTRATION & ELIGIBILITY



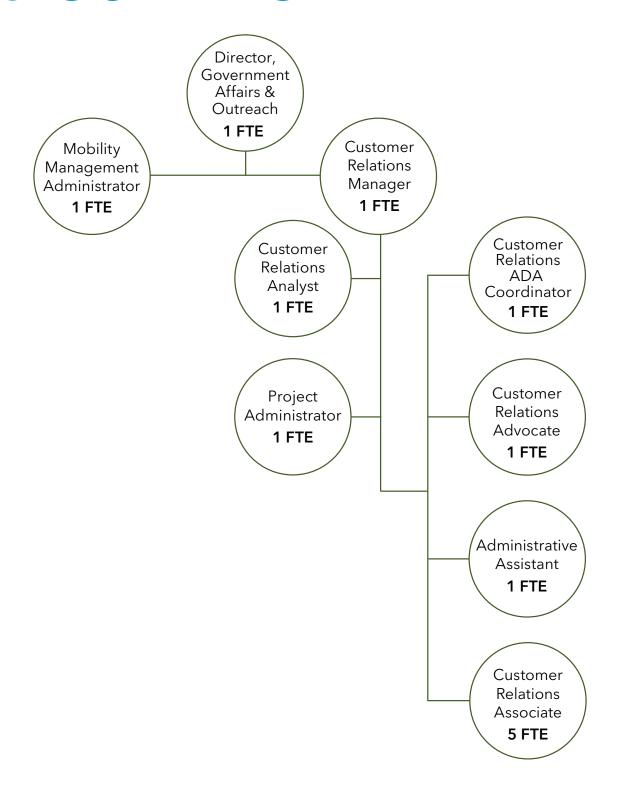
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# PLANNING & COORDINATION



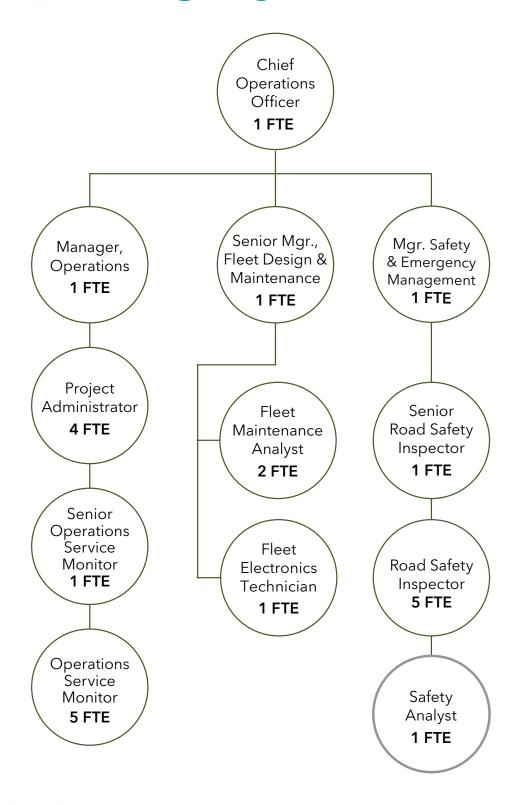
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# GOVERNMENT AFFAIRS & OUTREACH



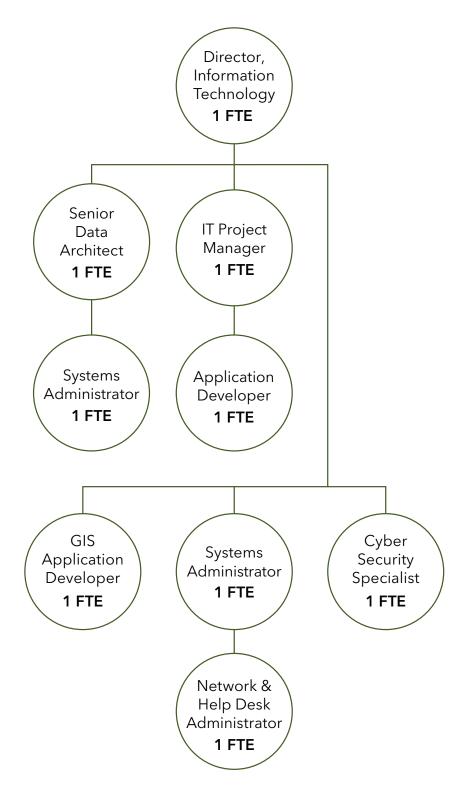
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#### **OPERATIONS**



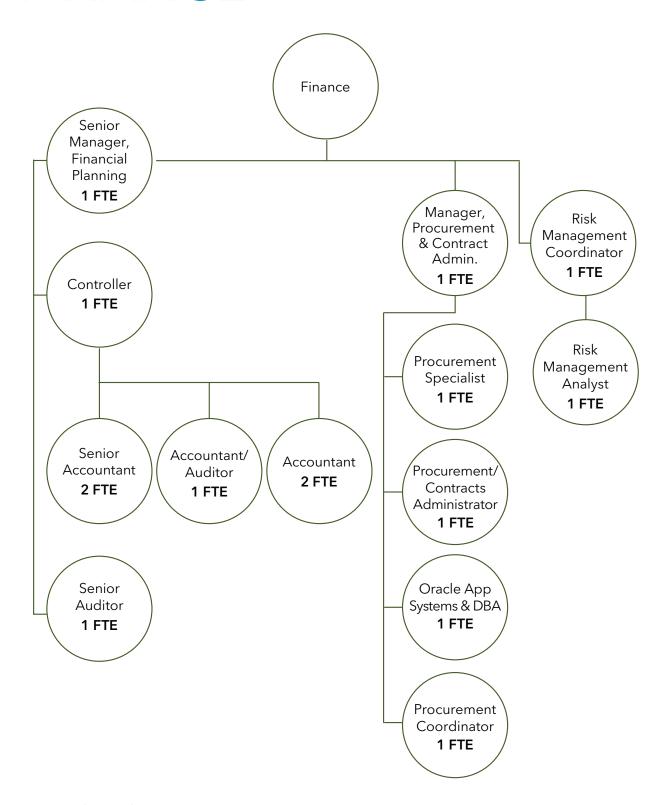
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#### INFORMATION TECHNOLOGY



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#### **FINANCE**



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#### ANNUAL PAY SCHEDULE

		— Minimum —	— Midpoint —	— Maximum –
1	Assistant Administrative Analyst Receptionist Office Services Clerk	\$36,036	\$50,920	\$65,804
2	Accounting Clerk Administrative Assistant Assistant Procurement Specialist Auditor GIS Analyst Assistant	\$47,003	\$64,159	\$81,314
3	Communications Coordinator Compliance Specialist Customer Relations Associate Eligibility Coordinator Human Resources Specialist Mobility Management Counselor Operations Service Monitor Risk Management Coordinator Road Safety Inspector Senior Auditor Senior Customer Relations Associate Senior Mobility Mgmt. Counselor	\$56,403	\$77,555	\$98,706
4	Accountant Accountant/Auditor Customer Relations Advocate Business Analyst Procurement Specialist Safety Analyst Senior Operations Service Monitor Senior Road Safety Inspector	\$58,056	\$84,478	\$110,898
5	Customer Relations ADA Coordinator Community Liaison CTSA Analyst Customer Relations Analyst Fleet Maintenance Analyst Network & Helpdesk Analyst Procurement Coordinator Risk Management Analyst Senior Accountant Strategic Planner Systems Administrator Transportation Planner	\$70,677	\$103,610	\$136,544

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		— Minimum —	— Midpoint —	— Maximum —
6	Accounting Supervisor Application Developer Chief Marketing and Creative Officer Customer Relations Administrator Cyber Security Specialist Emergency Management Coordinator Fleet Electronics Technician GIS Application Developer IT Project Administrator Mobility Management Administrator Oracle App. System & DBA Procurement/Contracts Administrator Project Administrator Senior Application Developer Senior Database Architect	\$78,250	\$121,735	\$165,218
7	Controller (Accounting) Manager, Customer Relations Manager, Human Resources Manager, Eligibility Manager, Operations Manager, Planning Mgr. Procurement & Contracts Admin. Mgr. Safety & Emergency Mgmt Project Manager, IT Sr. Mgr., Fin., Planning & Analysis Sr. Mgr., Fleet Design & Maintenance Sr. Mgr., Operations Sr. Mgr., Training & Development	\$103,493	\$151,703	\$199,914
8	Director, Administration Director, Government Affairs & Outreach Director, Planning and Coordination	\$129,996	\$185,947	\$241,896
9	Chief Operations Officer Director, Information Tech. Deputy Executive Director	\$162,811	\$225,781	\$288,750
10	Executive Director	\$214,557	\$283,416	\$352,275

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Access Services PO Box 5728 El Monte, CA 91734 accessla.org





#### Proposed Budget Detail Fiscal Year 2023/2024

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#### Access Services Budget Comparison by Cost Center Fiscal Year Ending June 30, 2024

	Expenses	% of Total Budget	% of Oper Costs
ADMINISTRATION			
Salaries & Related Expense	\$6,652,490	2.4%	2.8%
Professional Services	\$1,911,748	0.7%	0.8%
Network & Telecom Maintenance	\$1,683,723	0.6%	0.7%
Office Rent	\$343,392	0.1%	0.1%
Insurance	\$343,068	0.1%	0.1%
Communications	\$313,080	0.1%	0.1%
Other Expense	\$125,292	0.0%	0.1%
Travel and Conference	\$100,008	0.0%	0.0%
Other Related Employee Expense	\$93,600	0.0%	0.0%
Promotions/Events	\$35,784	0.0%	0.0%
Temporary Personnel	\$66,600	0.0%	0.0%
Business Meetings & Meals	\$57,600	0.0%	0.0%
Postage/Mailing	\$45,540	0.0%	0.0%
Board Compensation	\$43,176	0.0%	0.0%
Office/Kitchen Supplies	\$43,008	0.0%	0.0%
Repair & Maintenance	\$32,004	0.0%	0.0%
Printed Materials	\$13,752	0.0%	0.0%
ADMINISTRATION Total	\$11,903,864	4.4%	5.0%
CTSA			
Salaries & Related Expense	\$268,355	0.1%	0.1%
Other Expense	\$37,600	0.0%	0.0%
Communications	\$21,600	0.0%	0.0%
Office Rent	\$16,932	0.0%	0.0%
Postage/Mailing	\$6,600	0.0%	0.0%
Promotions/Events	\$5,280	0.0%	0.0%
Office/Kitchen Supplies	\$2,172	0.0%	0.0%
Travel and Conference	\$2,004	0.0%	0.0%
Insurance	\$1,356	0.0%	0.0%
Business Meetings & Meals	\$1,200	0.0%	0.0%
CTSA Total	\$363,099	0.1%	0.2%

#### Access Services Budget Comparison by Cost Center Fiscal Year Ending June 30, 2024

	Expenses	% of Total Budget	% of Oper Costs
ELIGIBILITY			
Eligibility and Appeals	\$7,252,173	2.7%	3.1%
Purchased Transportation	\$4,138,679	1.5%	1.8%
Office Rent	\$565,260	0.2%	0.2%
Printed Materials	\$474,000	0.2%	0.2%
Salaries & Related Expense	\$467,192	0.2%	0.2%
Postage/Mailing	\$242,004	0.1%	0.1%
Communications	\$163,480	0.1%	0.1%
Insurance	\$98,580	0.0%	0.0%
Tether Pilot Program	\$95,355	0.0%	0.0%
Promotions/Events	\$47,568	0.0%	0.0%
Repair & Maintenance	\$24,000	0.0%	0.0%
Office/Kitchen Supplies	\$7,176	0.0%	0.0%
Network & Telecom Maintenance	\$4,200	0.0%	0.0%
Travel and Conference	\$2,496	0.0%	0.0%
Business Meetings & Meals	\$720	0.0%	0.0%
Other Expense	\$600	0.0%	0.0%
ELIGIBILITY To	tal \$13,583,483	5.0%	5.8%
CONTRACT OPERATIONS			
Purchased Transportation	\$190,744,667	70.0%	80.9%
Insurance	\$8,191,092	3.0%	3.5%
Contracted Customer Service	\$3,209,262	1.2%	1.4%
Salaries & Related Expense	\$1,050,773	0.4%	0.4%
Network & Telecom Maintenance	\$701,972	0.3%	0.3%
Communications	\$222,440	0.1%	0.1%
Security	\$200,000	0.1%	0.1%
Professional Services	\$155,700	0.1%	0.1%
Vehicle Costs	\$60,000	0.0%	0.0%
Office Rent	\$59,256	0.0%	0.0%
Promotions/Events	\$35,004	0.0%	0.0%
Printed Materials	\$13,752	0.0%	0.0%
Office/Kitchen Supplies	\$10,344	0.0%	0.0%
Travel and Conference	\$2,004	0.0%	0.0%
CONTRACT OPERATIONS To	tal \$204,656,267	75.1%	86.8%

#### Access Services Budget Comparison by Cost Center Fiscal Year Ending June 30, 2024

	Expenses	% of Total Budget	% of Oper Costs
CONTRACT MANAGEMENT			
Salaries & Related Expense	\$2,918,025	1.1%	1.2%
Travel Training	\$1,278,349	0.5%	0.5%
Promotions/Events	\$462,556	0.2%	0.2%
Printed Materials	\$206,400	0.1%	0.1%
Office Rent	\$156,612	0.1%	0.1%
Communications	\$154,400	0.1%	0.1%
Vehicle Costs	\$112,596	0.0%	0.0%
Insurance	\$47,316	0.0%	0.0%
Postage/Mailing	\$28,596	0.0%	0.0%
Other Related Employee Expense	\$18,000	0.0%	0.0%
Office/Kitchen Supplies	\$9,336	0.0%	0.0%
Travel and Conference	\$8,004	0.0%	0.0%
Other Expense	\$4,200	0.0%	0.0%
Business Meetings & Meals	\$480	0.0%	0.0%
CONTRACT MANAGEMENT Total	\$5,404,870	2.0%	2.3%
Total Operating Budget	\$235,911,583	86.5%	100.0%
Capital			
Capital - Federal	\$25,137,781	9.2%	
Capital - Local	\$8,606,800	3.2%	
Capital - Building	\$3,000,000		
Capital Total	\$36,744,581	13.5%	
Total Operating and Capital Budget	\$272,656,164	100.00%	

#### **Access Services**

#### Budget Comparison by Expenditure Fiscal Year Ending June 30, 2024

Category	FY23 Projection	FY23 Budget	FY24 Budget
Purchased Transportation	\$179,608,780	\$181,516,334	\$194,883,346
Salaries & Related Expense	\$10,089,565	\$10,457,526	\$11,356,836
Insurance	\$8,093,870	\$7,861,608	\$8,681,412
Eligibility and Appeals	\$5,657,216	\$6,234,443	\$7,252,173
Contracted Customer Service	\$2,637,059	\$2,161,406	\$3,209,262
NW & Telecom Maintenance	\$2,006,847	\$2,347,069	\$2,389,895
Professional Services	\$1,318,395	\$1,860,464	\$2,067,448
Office Rent	\$1,076,133	\$1,080,408	\$1,141,452
Travel Training	\$973,738	\$946,978	\$1,278,349
Communications	\$811,925	\$846,480	\$875,000
Printed Materials	\$686,571	\$598,008	\$707,904
Promotions/Events	\$391,302	\$556,192	\$586,192
Postage/Mailing	\$301,223	\$293,400	\$322,740
Security	\$200,000	\$200,000	\$200,000
Vehicle Costs	\$178,969	\$447,996	\$172,596
Other Expense	\$162,230	\$126,680	\$167,692
Travel and Conference	\$111,747	\$84,516	\$114,516
Tether Program	\$75,710	\$93,739	\$95,355
Other Related Employee Expense	\$70,195	\$111,600	\$111,600
Repair & Maintenance	\$49,200	\$56,200	\$56,004
Office/Kitchen Supplies	\$41,430	\$48,016	\$72,036
Board Compensation	\$22,603	\$36,900	\$43,176
Temporary Personnel	\$29,611	\$66,600	\$66,600
Business Meetings & Meals	\$9,607	\$60,000	\$60,000
TOTAL OPERATING EXPENDITURES	\$214,603,925	\$218,092,562	\$235,911,583
Year over Year Percent Change	42.4%	44.7%	8.2%
Capital			
Federal		\$11,743,857	\$25,137,781
Local	\$302,000	\$22,038,470	\$8,606,800
Facilities	, ,	, ,,	\$3,000,000
CAPITAL EXPENDITURES	\$302,000	\$33,782,327	\$36,744,581
TOTAL OPERATING & CAPITAL EXPENDITURES	\$214,905,925	\$251,874,890	\$272,656,164
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	FY2022/23	FY2023/24
Income		
LA County Prop C Funds	\$67,234,813	\$124,465,498
Federal Section 5310/5307	\$73,000,000	\$80,000,000
ARPA High Mileage Vehicles	\$50,010,201	\$2,000,000
Measure M	\$15,500,000	\$17,700,000
Passenger Revenues	\$8,621,636	\$8,844,435
Prior Yr Operating - Prop C	\$2,387,803	\$2,477,940
Federal Section 5317	\$576,000	\$0
Misc Revenue	\$614,866	\$276,466
Federal Section 5317 - SAE	\$147,244	\$147,244
Income Total	\$218,092,562	\$235,911,583
Facilities Fund		\$3,000,000
Federal 5310 (Current)		\$14,749,200
Federal 5310/16 (Carryover)	\$12,553,710	\$10,388,581
Prop C - New	\$21,836,007	\$1,317,000
Prop C - Carryover	\$202,463	\$7,289,800
Capital Total	\$34,592,180	\$36,744,581
Total Funding	\$251,874,890	\$272,656,164

	FY2022/23	FY2023/24
ADMINISTRATION		
Salaries & Related Expense		
Salaries	\$4,588,702	\$4,939,096
CalPERS Retirement Contribution-Employer	\$506,994	\$607,920
Health	\$468,920	\$601,672
CalPERS Retirement Pickup	\$163,795	\$173,537
Worker's Compensation	\$128,860	\$142,662
Medicare	\$63,880	\$68,501
Dental	\$33,012	\$45,553
Life/LTD	\$25,904	\$30,329
Qualified Transportation	\$15,264	\$20,000
CA Unemployment Tax	\$16,492	\$17,794
Vision	\$4,504	\$5,425
Educational Assistance	\$20,000	
Salaries & Related Expense Total	\$6,036,327	\$6,652,490
Professional Services		
Consulting - Other	\$1,134,672	\$1,272,492
Legal Fees	\$429,996	\$494,496
Other Professional Services	\$128,000	\$140,800
Interpretation/Translation	\$3,600	\$3,960
Professional Services Total	\$1,696,268	\$1,911,748
NW & Telecom Maintenance		
Network Support	\$550,919	\$1,125,719
Computer - Soft License/Maintenance	\$428,000	\$240,000
Network Support - Consulting	\$342,000	\$175,000
Computer - Supplies/Exp Equip	\$126,008	\$110,004
Computer - Website Development	\$141,000	\$30,000
Telephone System Consulting/Maintenance	\$0	\$3,000
NW & Telecom Maintenance Total	\$1,587,927	\$1,683,723
Office Rent		
Office/Storage Rent	\$343,392	\$343,392
Office Rent Total	\$343,392	\$343,392
Insurance		
Ins - Directors & Officers	\$146,244	\$199,500
Ins - Cyber Liability	\$25,512	\$50,616
Ins - Coml Genl Liab	\$25,596	\$31,716
Ins - Umb & Bus Auto	\$27,252	\$31,092
Ins - Earthquake Coverage	\$12,480	\$16,416
Ins - Prof Liab	\$11,268	\$13,728
Insurance Total	\$248,352	\$343,068
Communications		

	FY2022/23	FY2023/24
Telephone	\$132,000	\$160,000
Communications	\$36,000	\$70,000
Telephone - Cell Phone/Pagers	\$82,680	\$64,000
Frame Relay/T1 - Expense	\$18,000	\$14,880
800 Line Service	\$4,200	\$4,200
Communications Total	\$272,880	\$313,080
Other Expense		
Miscellaneous	\$24,000	\$36,000
Interest Expense		\$25,000
Banking Fees	\$24,000	\$24,000
Professional Memberships	\$17,592	\$17,592
Equipment/Other Rental	\$8,488	\$12,500
Mileage and Parking	\$9,600	\$9,600
Public Notice Advertising Expenses	\$600	\$600
Other Expense Total	\$84,280	\$125,292
Travel and Conference		
Travel and Conference	\$70,008	\$100,008
Travel and Conference Total	\$70,008	\$100,008
Other Related Employee Expense		
Empl Dev/Training/Appreciation	\$45,000	\$45,000
Payroll Processing Services	\$40,000	\$40,000
Recruitment Advertising & Fees	\$8,000	\$8,000
Subscription/References	\$600	\$600
Other Related Employee Expense Total	\$93,600	\$93,600
Temporary Personnel		
Salaries - Temp	\$66,600	\$66,600
Temporary Personnel Total	\$66,600	\$66,600
Business Meetings & Meals		
Annual Meeting	\$36,000	\$36,000
Business Meetings & Meals	\$21,600	\$21,600
Business Meetings & Meals Total	\$57,600	\$57,600
Postage/Mailing		
Postage/Mailing/Courier	\$41,400	\$45,540
Postage/Mailing Total	\$41,400	\$45,540
Board Compensation		
Board and Advisory Committee Compensation	\$36,900	\$43,176
Board Compensation Total	\$36,900	\$43,176
Office/Kitchen Supplies		
Office Supplies	\$23,500	\$38,004
Kitchen Supplies	\$3,336	\$5,004
Office/Kitchen Supplies Total	\$26,836	\$43,008

	FY2022/23	FY2023/24
Promotions/Events		
Metro Studio/Design	\$19,284	\$23,784
Promotional Activities	\$12,000	\$12,000
Driver Incentive Program		\$0
Promotions/Events Total	\$31,284	\$35,784
Repair & Maintenance		
Office Facilities	\$2,400	\$28,404
Office Equipment	\$3,600	\$3,600
Repair & Maintenance Total	\$6,000	\$32,004
Printed Materials		
Pub/Prtng/Cpng	\$12,504	\$13,752
Printed Materials Total	\$12,504	\$13,752
Provision For Income Tax		
Provision for Income Tax	\$0	\$0
Provision For Income Tax Total	\$0	\$0
ADMINISTRATION Total	\$10,712,158	\$11,903,864

	FY2022/23	FY2023/24
CONTRACT MANAGEMENT		
Salaries & Related Expense		
Salaries	\$1,829,834	\$2,110,544
Health	\$280,289	\$309,400
CalPERS Retirement Contribution-Employer	\$206,630	\$259,419
Worker's Compensation	\$63,099	\$72,829
CalPERS Retirement Pickup	\$58,155	\$69,031
Medicare	\$25,361	\$28,894
Dental	\$13,416	\$15,774
Educational Assistance		\$15,000
Life/LTD	\$10,284	\$12,793
Qualified Transportation	\$9,328	\$11,500
CA Unemployment Tax	\$9,548	\$9,982
Vision	\$3,637	\$2,859
Salaries & Related Expense Total	\$2,509,581	\$2,918,025
Travel Training		
Travel Training	\$946,978	\$1,278,349
Travel Training Total	\$946,978	\$1,278,349
Promotions/Events		
Driver Incentive Program	\$249,996	\$289,996
Metro Studio/Design	\$87,852	\$108,360
Community Meeting	\$37,200	\$37,200
Promotional Activities	\$67,000	\$24,000
PAX - Compli Fares/Misc Reimb	\$5,004	\$3,000
Promotions/Events Total	\$447,052	\$462,556
Printed Materials		
Pub/Prtng/Cpng	\$168,000	\$206,400
Printed Materials Total	\$168,000	\$206,400
Office Rent		
Office/Storage Rent	\$156,612	\$156,612
Office Rent Total	\$156,612	\$156,612
Communications		
Telephone - Cell Phone/Pagers	\$123,120	\$129,600
Frame Relay/T1 - Expense	\$30,000	\$24,800
Communications Total	\$153,120	\$154,400
Vehicle Costs		
Veh - Staff - Gas/Car Wash	\$30,000	\$57,600
R & M/Other	\$54,996	\$54,996
Vehicle Costs Total	\$84,996	\$112,596
Insurance		
Ins - Umb & Bus Auto	\$41,472	\$47,316

	FY2022/23	FY2023/24
Insurance Total	\$41,472	\$47,316
Postage/Mailing		
Postage/Mailing/Courier	\$26,004	\$28,596
Postage/Mailing Total	\$26,004	\$28,596
Other Related Employee Expense		
Emergency Supplies	\$18,000	\$18,000
Other Related Employee Expense Total	\$18,000	\$18,000
Office/Kitchen Supplies		
Office Supplies	\$5,004	\$6,672
Kitchen Supplies	\$1 <i>,</i> 776	\$2,664
Office/Kitchen Supplies Total	\$6,780	\$9,336
Travel and Conference		
Travel and Conference	\$8,004	\$8,004
Travel and Conference Total	\$8,004	\$8,004
Other Expense		
Professional Memberships	\$4,200	\$4,200
Other Expense Total	\$4,200	\$4,200
Business Meetings & Meals		
Business Meetings & Meals	\$480	\$480
Business Meetings & Meals Total	\$480	\$480
Professional Services		
Consulting - Other	\$21,996	\$0
Professional Services Total	\$21,996	\$0
CONTRACT MGMT Total	\$4,593,275	\$5,404,870

CONTRACT OPERATIONS           Purchased Transportation         \$172,341,404         \$183,851,585           R & M/Other         \$2,598,000           Fuel         \$948,173         \$2,411,768           Free Fare Programs         \$2,500,000         \$1,500,000           Backup Services - Others         \$38,250         \$17,700           Purchased Transportation - AWC         \$0         \$0           Purchased Transportation - PWD         \$0         \$0           Vehicle Lease - AWC         \$0         \$0           Purchased Transportation - ATW         \$152,754         \$0           Vehicle Lease - ATW         \$1,380         \$1,308           Vehicle Lease - Regular         \$178,056,559         \$190,744,667           Insurance         \$178,056,559         \$190,744,667           Insurance         \$1,378,056,559         \$190,744,667           Insurance         \$1,380         \$1,308           Ins - Umb & Bus Auto         \$5,082,552         \$5,473,764           Ins - Pa         \$342,432         \$2,297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406		FY2022/23	FY2023/24
Purchased Transportation         \$172,341,404         \$183,851,585           R & M/Other         \$2,598,000           Fuel         \$948,173         \$2,411,768           Free Fare Programs         \$2,500,000         \$1,500,000           Backup Services - Others         \$38,250         \$17,700           Purchased Transportation - AWC         \$0         \$0           Purchased Transportation - PWD         \$0         \$0           Vehicle Lease - AWC         \$0         \$0           Purchased Transportation - ATW         \$152,754         \$0           Vehicle Lease - ATW         \$1,380         \$1,380           Vehicle Lease - Regular         \$7,488         \$67,488           Purchased Transportation Total         \$178,056,559         \$190,744,667           Insurance         \$178,056,559         \$190,744,667           Insurance         \$1,977,336         \$2,307,76           Ins - Umb & Bus Auto         \$5,082,552         \$5,473,764           Ins - Bus Auto/SIR         \$1,977,336         \$2,307,764           Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$8,4072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092 <t< td=""><td>CONTRACT OPERATIONS</td><td></td><td></td></t<>	CONTRACT OPERATIONS		
R & M/Other         \$2,598,000           Fuel         \$948,173         \$2,411,768           Free Fare Programs         \$2,500,000         \$1,500,000           Backup Services - Others         \$38,250         \$17,700           Purchased Transportation - AWC         \$0           Purchased Transportation - PWD         \$0           Vehicle Lease - AWC         \$0         \$0           Purchased Transportation - ATW         \$152,754         \$0           Vehicle Lease - ATW         \$1,380         \$1,308           Vehicle Lease - Regular         \$7,488         \$67,488           Purchased Transportation Total         \$178,056,559         \$190,744,667           Insurance         Insurance         \$190,744,667           Insurance         Insurance         \$190,744,667           Insurance         \$190,744,667           Insurance         \$190,744,667           Insurance         \$190,744,667           Insurance         \$190,773,36         \$2,307,276           Insurance         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$34,072         \$113,052           Insurance Total         \$2,161,406         \$3,209,262           Contracted Customer Service         \$2,161,4	Purchased Transportation		
Fuel         \$948,173         \$2,411,768           Free Fare Programs         \$2,500,000         \$1,500,000           Backup Services - Others         \$38,250         \$17,700           Purchased Transportation - AWC         \$0         \$0           Purchased Transportation - PWD         \$0         \$0           Vehicle Lease - AWC         \$0         \$0           Purchased Transportation - ATW         \$152,754         \$0           Vehicle Lease - ATW         \$1,380         \$1,308           Vehicle Lease - Regular         \$178,056,559         \$190,744,667           Insurance         \$178,056,559         \$190,744,667           Insurance         \$178,056,559         \$190,744,667           Insurance         \$1,977,336         \$2,307,276           Ins - Umb & Bus Auto         \$5,082,552         \$5,473,764           Ins - Bus Auto/SIR         \$1,977,336         \$2,307,276           Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,110,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,20	Purchased Transportation	\$172,341,404	\$183,851,585
Free Fare Programs         \$2,500,000         \$1,500,000           Backup Services - Others         \$38,250         \$17,700           Purchased Transportation - AWC         \$0         \$0           Purchased Transportation - PWD         \$0         \$0           Vehicle Lease - AWC         \$0         \$0           Purchased Transportation - ATW         \$152,754         \$0           Vehicle Lease - ATW         \$152,754         \$0           Vehicle Lease - Regular         \$7,808         \$67,488           Purchased Transportation Total         \$178,056,559         \$190,744,667           Insurance         Insurance         Insurance Total         \$5,082,552         \$5,473,764           Ins - Bus Auto/SIR         \$1,977,336         \$2,307,276         Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052         Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262         Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262         Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense	R & M/Other		\$2,598,000
Backup Services - Others         \$38,250         \$17,700           Purchased Transportation - AWC         \$0           Purchased Transportation - PWD         \$0           Vehicle Lease - AWC         \$0         \$0           Purchased Transportation - ATW         \$152,754         \$0           Vehicle Lease - ATW         (\$1,380)         (\$1,308)           Vehicle Lease - Regular         (\$7,488)         (\$7,488)           Purchased Transportation Total         \$178,056,559         \$190,744,667           Insurance         Ins - Umb & Bus Auto         \$5,082,552         \$5,473,764           Ins - Umb & Bus Auto (\$1,877,336)         \$2,307,276         \$13,977,336         \$2,307,276           Ins - TPA         \$342,432         \$297,000         \$13,052           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$2,161,406         \$3,209,262           Salaries & Retirement Contribution-Employer         \$78,243         \$90,663           Worker's Compensation         \$19,563 <td>Fuel</td> <td>\$948,173</td> <td>\$2,411,768</td>	Fuel	\$948,173	\$2,411,768
Purchased Transportation - PWD         \$0           Purchased Transportation - PWD         \$0           Vehicle Lease - AWC         \$0         \$0           Purchased Transportation - ATW         \$152,754         \$0           Vehicle Lease - ATW         (\$1,380)         (\$1,380)         (\$1,380)           Vehicle Lease - Regular         (\$7,488)         (\$7,488)         (\$7,488)           Purchased Transportation Total         \$178,056,559         \$190,744,667           Insurance         Insurance         \$1,977,336         \$2,307,276           Ins - Umb & Bus Auto         \$5,082,552         \$5,473,764         Insurance           Ins - Bus Auto/SIR         \$1,977,336         \$2,307,276         Insurance Total         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052         Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262         \$3,209,262         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262         \$3,209,262         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262         \$3,209,262         \$3,213,202         \$3,213,202         \$3,213,202 <th< td=""><td>Free Fare Programs</td><td>\$2,500,000</td><td>\$1,500,000</td></th<>	Free Fare Programs	\$2,500,000	\$1,500,000
Purchased Transportation - PWD         \$0           Vehicle Lease - AWC         \$0         \$0           Purchased Transportation - ATW         \$152,754         \$0           Vehicle Lease - ATW         \$152,754         \$0           Vehicle Lease - Regular         \$1,380         \$1,380           Purchased Transportation Total         \$178,056,559         \$190,744,667           Insurance         Insurance         \$1,977,336         \$2,307,276           Ins - Bus Auto/SIR         \$1,977,336         \$2,307,276           Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$2,161,406         \$3,209,262 <t< td=""><td>Backup Services - Others</td><td>\$38,250</td><td>\$17,700</td></t<>	Backup Services - Others	\$38,250	\$17,700
Vehicle Lease - AWC         \$0         \$0           Purchased Transportation - ATW         \$152,754         \$0           Vehicle Lease - ATW         (\$1,380)         (\$1,308)           Vehicle Lease - Regular         (\$7,488)         (\$7,488)           Purchased Transportation Total         \$178,056,559         \$190,744,667           Insurance         Insurance         \$178,056,559         \$190,744,667           Ins - Umb & Bus Auto         \$5,082,552         \$5,473,764           Ins - Bus Auto/SIR         \$1,977,336         \$2,307,276           Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$2,161,406         \$3,209,262           Calpers Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           Calpers Retirement Pickup         \$27,31         \$20,99	Purchased Transportation - AWC	\$0	
Purchased Transportation - ATW         \$152,754         \$0           Vehicle Lease - ATW         (\$1,380)         (\$1,308)           Vehicle Lease - Regular         (\$7,488)         (\$7,488)           Purchased Transportation Total         \$178,056,559         \$190,744,667           Insurance         Insurance         \$1,977,336         \$2,307,276           Ins - Umb & Bus Auto / SIR         \$1,977,336         \$2,307,276           Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,702           Qualified Transportation	Purchased Transportation - PWD		\$0
Vehicle Lease - ATW         (\$1,380)         (\$1,380)           Vehicle Lease - Regular         (\$7,488)         (\$7,488)           Purchased Transportation Total         \$178,056,559         \$190,744,667           Insurance         Insurance           Ins - Umb & Bus Auto (SIR)         \$5,082,552         \$5,473,764           Ins - Bus Auto/SIR         \$1,977,336         \$2,307,276           Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$48,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$676,802         \$739,522           Salaries & Related Expense         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           Calpers Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$1,500           Medicare         \$9,443	Vehicle Lease - AWC	\$0	\$0
Vehicle Lease - Regular         (\$7,488)         (\$7,488)           Purchased Transportation Total Insurance         \$178,056,559         \$190,744,667           Ins - Umb & Bus Auto         \$5,082,552         \$5,473,764           Ins - Bus Auto/SIR         \$1,977,336         \$2,307,276           Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,553         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,	Purchased Transportation - ATW	\$152,754	\$0
Purchased Transportation Total Insurance         \$178,056,559         \$190,744,667           Ins - Umb & Bus Auto         \$5,082,552         \$5,473,764           Ins - Bus Auto/SIR         \$1,977,336         \$2,307,276           Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340	Vehicle Lease - ATW	(\$1,380)	(\$1,308)
Insurance	Vehicle Lease - Regular	(\$7,488)	(\$7,488)
Ins - Umb & Bus Auto         \$5,082,552         \$5,473,764           Ins - Bus Auto/SIR         \$1,977,336         \$2,307,276           Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340 <tr< td=""><td>Purchased Transportation Total</td><td>\$178,056,559</td><td>\$190,744,667</td></tr<>	Purchased Transportation Total	\$178,056,559	\$190,744,667
Ins - Bus Auto/SIR         \$1,977,336         \$2,307,276           Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$2,161,406         \$3,209,262           Salaries Retirement         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Rela	Insurance		
Ins - TPA         \$342,432         \$297,000           Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Ra	Ins - Umb & Bus Auto	\$5,082,552	\$5,473,764
Ins - 3rd Pty Empl Prac         \$84,072         \$113,052           Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$676,802         \$739,522           Salaries         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Rad	Ins - Bus Auto/SIR	\$1,977,336	\$2,307,276
Insurance Total         \$7,486,392         \$8,191,092           Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Radio Frequency Lease         \$24,000         \$26,500	Ins - TPA	\$342,432	\$297,000
Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Radio Frequency Lease         \$24,000         \$26,500	Ins - 3rd Pty Empl Prac	\$84,072	\$113,052
Contracted Customer Service         \$2,161,406         \$3,209,262           Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Radio Frequency Lease         \$24,000         \$26,500	Insurance Total	\$7,486,392	\$8,191,092
Contracted Customer Service Total         \$2,161,406         \$3,209,262           Salaries & Related Expense         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Radio Frequency Lease         \$24,000         \$26,500	Contracted Customer Service		
Salaries & Related Expense           Salaries         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Radio Frequency Lease         \$24,000         \$26,500	Contracted Customer Service	\$2,161,406	\$3,209,262
Salaries         \$676,802         \$739,522           Health         \$124,062         \$128,828           CalPERS Retirement Contribution-Employer         \$78,243         \$90,463           Worker's Compensation         \$19,563         \$21,382           CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Radio Frequency Lease         \$24,000         \$26,500	Contracted Customer Service Total	\$2,161,406	\$3,209,262
Health       \$124,062       \$128,828         CalPERS Retirement Contribution-Employer       \$78,243       \$90,463         Worker's Compensation       \$19,563       \$21,382         CalPERS Retirement Pickup       \$27,731       \$20,998         Educational Assistance       \$15,000         Medicare       \$9,443       \$9,965         Dental       \$8,014       \$9,702         Qualified Transportation       \$4,240       \$5,000         Life/LTD       \$3,829       \$4,412         CA Unemployment Tax       \$4,340       \$4,340         Vision       \$1,301       \$1,162         Salaries & Related Expense Total       \$957,568       \$1,050,773         NW & Telecom Maintenance       \$667,942       \$674,272         Radio Frequency Lease       \$24,000       \$26,500	Salaries & Related Expense		
CalPERS Retirement Contribution-Employer       \$78,243       \$90,463         Worker's Compensation       \$19,563       \$21,382         CalPERS Retirement Pickup       \$27,731       \$20,998         Educational Assistance       \$15,000         Medicare       \$9,443       \$9,965         Dental       \$8,014       \$9,702         Qualified Transportation       \$4,240       \$5,000         Life/LTD       \$3,829       \$4,412         CA Unemployment Tax       \$4,340       \$4,340         Vision       \$1,301       \$1,162         Salaries & Related Expense Total       \$957,568       \$1,050,773         NW & Telecom Maintenance       \$667,942       \$674,272         Radio Frequency Lease       \$24,000       \$26,500	Salaries	\$676,802	\$739,522
Worker's Compensation       \$19,563       \$21,382         CalPERS Retirement Pickup       \$27,731       \$20,998         Educational Assistance       \$15,000         Medicare       \$9,443       \$9,965         Dental       \$8,014       \$9,702         Qualified Transportation       \$4,240       \$5,000         Life/LTD       \$3,829       \$4,412         CA Unemployment Tax       \$4,340       \$4,340         Vision       \$1,301       \$1,162         Salaries & Related Expense Total       \$957,568       \$1,050,773         NW & Telecom Maintenance       \$667,942       \$674,272         Radio Frequency Lease       \$24,000       \$26,500	Health	\$124,062	\$128,828
CalPERS Retirement Pickup         \$27,731         \$20,998           Educational Assistance         \$15,000           Medicare         \$9,443         \$9,965           Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Radio Frequency Lease         \$24,000         \$26,500	CalPERS Retirement Contribution-Employer	\$78,243	\$90,463
Educational Assistance       \$15,000         Medicare       \$9,443       \$9,965         Dental       \$8,014       \$9,702         Qualified Transportation       \$4,240       \$5,000         Life/LTD       \$3,829       \$4,412         CA Unemployment Tax       \$4,340       \$4,340         Vision       \$1,301       \$1,162         Salaries & Related Expense Total       \$957,568       \$1,050,773         NW & Telecom Maintenance       \$667,942       \$674,272         Radio Frequency Lease       \$24,000       \$26,500	Worker's Compensation	\$19,563	\$21,382
Medicare       \$9,443       \$9,965         Dental       \$8,014       \$9,702         Qualified Transportation       \$4,240       \$5,000         Life/LTD       \$3,829       \$4,412         CA Unemployment Tax       \$4,340       \$4,340         Vision       \$1,301       \$1,162         Salaries & Related Expense Total       \$957,568       \$1,050,773         NW & Telecom Maintenance       \$667,942       \$674,272         Radio Frequency Lease       \$24,000       \$26,500	CalPERS Retirement Pickup	\$27,731	\$20,998
Dental         \$8,014         \$9,702           Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Radio Frequency Lease         \$24,000         \$26,500	Educational Assistance		\$15,000
Qualified Transportation         \$4,240         \$5,000           Life/LTD         \$3,829         \$4,412           CA Unemployment Tax         \$4,340         \$4,340           Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Radio Frequency Lease         \$24,000         \$26,500	Medicare	\$9,443	\$9,965
Life/LTD       \$3,829       \$4,412         CA Unemployment Tax       \$4,340       \$4,340         Vision       \$1,301       \$1,162         Salaries & Related Expense Total       \$957,568       \$1,050,773         NW & Telecom Maintenance       \$667,942       \$674,272         Radio Frequency Lease       \$24,000       \$26,500	Dental	\$8,014	\$9,702
CA Unemployment Tax       \$4,340       \$4,340         Vision       \$1,301       \$1,162         Salaries & Related Expense Total       \$957,568       \$1,050,773         NW & Telecom Maintenance       Computer - Soft License/Maintenance       \$667,942       \$674,272         Radio Frequency Lease       \$24,000       \$26,500	Qualified Transportation	\$4,240	\$5,000
Vision         \$1,301         \$1,162           Salaries & Related Expense Total         \$957,568         \$1,050,773           NW & Telecom Maintenance         \$667,942         \$674,272           Radio Frequency Lease         \$24,000         \$26,500	Life/LTD	\$3,829	\$4,412
Salaries & Related Expense Total\$957,568\$1,050,773NW & Telecom Maintenance\$667,942\$674,272Radio Frequency Lease\$24,000\$26,500	CA Unemployment Tax	\$4,340	\$4,340
NW & Telecom Maintenance  Computer - Soft License/Maintenance \$667,942 \$674,272  Radio Frequency Lease \$24,000 \$26,500	Vision	\$1,301	\$1,162
Computer - Soft License/Maintenance\$667,942\$674,272Radio Frequency Lease\$24,000\$26,500	Salaries & Related Expense Total	\$957,568	\$1,050,773
Radio Frequency Lease \$24,000 \$26,500	NW & Telecom Maintenance		
	Computer - Soft License/Maintenance	\$667,942	\$674,272
Telephone System Consulting/Maintenance \$63,000 \$1,200	Radio Frequency Lease	\$24,000	\$26,500
	Telephone System Consulting/Maintenance	\$63,000	\$1,200

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NW & Telecom Maintenance Total	\$754,942	\$701,972
Communications		
800 Line Service	\$131,400	\$131,400
Frame Relay/T1 - Expense	\$84,000	\$69,440
Telephone - Cell Phone/Pagers	\$20,520	\$21,600
Communications Total	\$235,920	\$222,440
Security		
Security Contract	\$200,000	\$200,000
Security Total	\$200,000	\$200,000
Professional Services		
Interpretation/Translation	\$120,000	\$148,500
Consulting - Other	\$7,200	\$7,200
Professional Services Total	\$127,200	\$155,700
Vehicle Costs		
Consulting	\$48,000	\$48,000
Decaling	\$75,000	\$12,000
R & M/Other	\$240,000	
Vehicle Costs Total	\$363,000	\$60,000
Office Rent		
Office/Storage Rent	\$59,256	\$59,256
Office Rent Total	\$59,256	\$59,256
Promotions/Events		
Driver Incentive Program	\$35,004	\$35,004
Promotions/Events Total	\$35,004	\$35,004
Printed Materials		
Pub/Prtng/Cpng	\$12,504	\$13,752
Printed Materials Total	\$12,504	\$13,752
Office/Kitchen Supplies		
Office Supplies	\$5,004	\$6,672
Kitchen Supplies	\$2,448	\$3,672
Office/Kitchen Supplies Total	\$7,452	\$10,344
Travel and Conference		
Travel and Conference	\$2,004	\$2,004
Travel and Conference Total	\$2,004	\$2,004
Temporary Personnel		
Salaries - Temp	\$0	
Temporary Personnel Total	\$0	
CONTRACT OPERATIONS Total	\$190,459,207	\$204,656,267

Salaries & Related Expense   \$343,252   \$189,540     Health		FY2022/23	FY2023/24
Salaries         \$343,252         \$189,540           Health         \$55,230         \$35,498           CalPERS Retirement Contribution-Employer         \$39,670         \$23,548           CalPERS Retirement Pickup         \$13,473         \$6,572           Worker's Compensation         \$9,922         \$5,497           Medicare         \$4,935         \$2,603           Dental         \$2,873         \$1,795           Life/LTD         \$2,001         \$1,153           Qualified Transportation         \$1,696         \$1,000           CA Unemployment Tax         \$1,736         \$868           Vision         \$434         \$221           Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Orfosanal Memberships         \$600         \$600           Ofter Expense Total         \$37,600         \$37,600           Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office/Storage Rent         \$16,932         \$16,932           Office/St	CTSA		
Health	Salaries & Related Expense		
CalPERS Retirement Pickup         \$33,473         \$6,572           CalPERS Retirement Pickup         \$13,473         \$6,572           Worker's Compensation         \$9,922         \$5,497           Medicare         \$4,935         \$2,603           Dental         \$2,873         \$1,795           Life/LTD         \$2,001         \$1,153           Qualified Transportation         \$1,696         \$1,000           CA Unemployment Tax         \$1,696         \$1,000           CA Unemployment Tax         \$1,736         \$868           Vision         \$434         \$281           Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mail	Salaries	\$343,252	\$189,540
CalPERS Retirement Pickup         \$13,473         \$6,572           Worker's Compensation         \$9,922         \$5,497           Medicare         \$4,935         \$2,603           Dental         \$2,873         \$1,795           Life/LTD         \$2,001         \$1,153           Qualified Transportation         \$1,696         \$1,000           CA Unemployment Tax         \$1,736         \$868           Vision         \$434         \$281           Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events Tot	Health	\$55,230	\$35,499
Worker's Compensation         \$9,922         \$5,497           Medicare         \$4,935         \$2,603           Dental         \$2,873         \$1,795           Life/LTD         \$2,001         \$1,153           Qualified Transportation         \$1,696         \$1,000           CA Unemployment Tax         \$1,736         \$868           Vision         \$434         \$281           Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         Office Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932         \$16,932           Postage/Mailing Total         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events Total         \$4,284         \$5,280<	CalPERS Retirement Contribution-Employer	\$39,670	\$23,548
Medicare         \$4,935         \$2,603           Dental         \$2,873         \$1,795           Life/LTD         \$2,001         \$1,153           Qualified Transportation         \$1,696         \$1,000           CA Unemployment Tax         \$1,736         \$868           Vision         \$434         \$281           Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         \$30,000         \$30,000           CTSA - Educ/Training Seminars         \$30,000         \$7,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Ofther Expense Total         \$37,600         \$30,000           Communications         \$20,520         \$21,600           Communications         \$20,520         \$21,600           Office Rent         Office Rent         \$16,932         \$16,932           Office Rent         \$16,932         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932         \$16,932           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280	CalPERS Retirement Pickup	\$13,473	\$6,572
Dental         \$2,873         \$1,795           Life/LTD         \$2,001         \$1,153           Qualified Transportation         \$1,696         \$1,000           CA Unemployment Tax         \$1,736         \$868           Vision         \$434         \$281           Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         Telephone - Cell Phone/Pagers         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office/Storage Rent         \$16,932         \$16,932           Office/Storage Rent         \$16,932         \$16,932           Postage/Mailing         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Office Supplies         \$1,500         \$2,004     <	Worker's Compensation	\$9,922	\$5,497
Life/LTD         \$2,001         \$1,153           Qualified Transportation         \$1,696         \$1,000           CA Unemployment Tax         \$1,736         \$868           Vision         \$434         \$281           Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$1,500         \$2,004           Kit	Medicare	\$4,935	\$2,603
Qualified Transportation         \$1,696         \$1,000           CA Unemployment Tax         \$1,736         \$868           Vision         \$434         \$281           Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$16,932         \$16,932           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$1,608         \$2,172 <tr< td=""><td>Dental</td><td>\$2,873</td><td>\$1,795</td></tr<>	Dental	\$2,873	\$1,795
CA Unemployment Tax         \$1,736         \$868           Vision         \$434         \$281           Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         ***         ***           CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         **         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         **         \$16,932         \$16,932           Office Rent         \$16,932         \$16,932         \$16,932           Office Mailling         **         \$6,000         \$6,600           Postage/Mailling/Courier         \$6,000         \$6,600           Postage/Mailling Total         \$6,000         \$6,600           Promotions/Events         **         **           Metro Studio/Design         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,	Life/LTD	\$2,001	\$1,153
Vision         \$434         \$281           Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         **** CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         ***         ***           Telephone - Cell Phone/Pagers         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         ***         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932         \$16,932           Postage/Mailing/Courier         \$6,000         \$6,600           Promations/Events         ***         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Office Supplies         \$1,500         \$2,004           Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference	Qualified Transportation	\$1,696	\$1,000
Salaries & Related Expense Total         \$475,222         \$268,355           Other Expense         CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         Telephone - Cell Phone/Pagers         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         0ffice/Storage Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932         \$16,932           Postage/Mailing/Courier         \$6,000         \$6,600         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Office/Kitchen Supplies         \$1,500         \$2,004           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference         \$2,004         \$2,004           Insurance         I	CA Unemployment Tax	\$1,736	\$868
Other Expense         \$30,000         \$30,000           CTSA - Educ/Training Seminars         \$30,000         \$7,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office/Storage Rent         \$16,932         \$16,932           Office/Storage Rent         \$16,932         \$16,932           Postage/Mailing         \$16,932         \$16,932           Postage/Mailing/Courier         \$6,000         \$6,600           Postage/Mailing/Courier         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and	Vision	\$434	\$281
CTSA - Educ/Training Seminars         \$30,000         \$30,000           CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$16,932         \$16,932           Postage/Mailing/Courier         \$6,000         \$6,600           Postage/Mailing/Courier         \$6,000         \$6,600           Promotions/Events         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Office/Kitchen Supplies         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference         \$2,004         \$2,004           Insurance <td>Salaries &amp; Related Expense Total</td> <td>\$475,222</td> <td>\$268,355</td>	Salaries & Related Expense Total	\$475,222	\$268,355
CTSA - Paratransit Scholarship         \$7,000         \$7,000           Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$16,932         \$16,932           Postage/Mailing/Courier         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Other Expense		
Professional Memberships         \$600         \$600           Other Expense Total         \$37,600         \$37,600           Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$6,000         \$6,600           Postage/Mailing/Courier         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	CTSA - Educ/Training Seminars	\$30,000	\$30,000
Other Expense Total         \$37,600         \$37,600           Communications         Telephone - Cell Phone/Pagers         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         Office Rent Total         \$16,932         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         Postage/Mailing Total         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         Metro Studio/Design         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	CTSA - Paratransit Scholarship	\$7,000	\$7,000
Communications         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office/Storage Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$16,932         \$16,932           Postage/Mailing Total         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$1,08         \$1,68           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Professional Memberships	\$600	\$600
Telephone - Cell Phone/Pagers         \$20,520         \$21,600           Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Other Expense Total	\$37,600	\$37,600
Communications Total         \$20,520         \$21,600           Office Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Communications		
Office Rent         \$16,932         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932         \$16,932           Postage/Mailing         \$6,000         \$6,600           Postage/Mailing/Courier         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         **         **           Metro Studio/Design         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Telephone - Cell Phone/Pagers	\$20,520	\$21,600
Office/Storage Rent         \$16,932         \$16,932           Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Communications Total	\$20,520	\$21,600
Office Rent Total         \$16,932         \$16,932           Postage/Mailing         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$6,000         \$6,600           Promotions/Events         \$1,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Office Rent		
Postage/Mailing         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Office/Storage Rent	\$16,932	\$16,932
Postage/Mailing/Courier         \$6,000         \$6,600           Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         ***         ***           Metro Studio/Design         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Office Rent Total	\$16,932	\$16,932
Postage/Mailing Total         \$6,000         \$6,600           Promotions/Events         \$4,284         \$5,280           Metro Studio/Design         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Postage/Mailing		
Promotions/Events         \$4,284         \$5,280           Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Postage/Mailing/Courier	\$6,000	\$6,600
Metro Studio/Design       \$4,284       \$5,280         Promotions/Events Total       \$4,284       \$5,280         Office/Kitchen Supplies       \$1,500       \$2,004         Kitchen Supplies       \$108       \$168         Office/Kitchen Supplies Total       \$1,608       \$2,172         Travel and Conference       \$2,004       \$2,004         Travel and Conference Total       \$2,004       \$2,004         Insurance       \$1,188       \$1,356	Postage/Mailing Total	\$6,000	\$6,600
Promotions/Events Total         \$4,284         \$5,280           Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Promotions/Events		
Office/Kitchen Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Metro Studio/Design	\$4,284	\$5,280
Office Supplies         \$1,500         \$2,004           Kitchen Supplies         \$108         \$168           Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference         \$2,004         \$2,004           Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Promotions/Events Total	\$4,284	\$5,280
Kitchen Supplies       \$108       \$168         Office/Kitchen Supplies Total       \$1,608       \$2,172         Travel and Conference       \$2,004       \$2,004         Travel and Conference Total       \$2,004       \$2,004         Insurance       \$1,188       \$1,356	Office/Kitchen Supplies		
Office/Kitchen Supplies Total         \$1,608         \$2,172           Travel and Conference	Office Supplies	\$1,500	\$2,004
Travel and Conference       \$2,004       \$2,004         Travel and Conference Total       \$2,004       \$2,004         Insurance       \$1,188       \$1,356	··	\$108	\$168
Travel and Conference       \$2,004       \$2,004         Travel and Conference Total       \$2,004       \$2,004         Insurance       \$1,188       \$1,356	Office/Kitchen Supplies Total	\$1,608	\$2,172
Travel and Conference Total         \$2,004         \$2,004           Insurance         \$1,188         \$1,356	Travel and Conference		
Insurance         \$1,188         \$1,356	Travel and Conference	\$2,004	\$2,004
Ins - Umb & Bus Auto \$1,188 \$1,356	Travel and Conference Total	\$2,004	\$2,004
	Insurance		
Insurance Total \$1,188 \$1,356	Ins - Umb & Bus Auto	\$1,188	\$1,356
	Insurance Total	\$1,188	\$1,356

	FY2022/23	FY2023/24
Business Meetings & Meals		
Business Meetings & Meals	\$1,200	\$1,200
Business Meetings & Meals Total	\$1,200	\$1,200
CTSA Total	\$566,558	\$363,099

	FY2022/23	FY2023/24
ELIGIBILITY		
Eligibility and Appeals		
Eligibility Interview	\$5,404,025	\$6,298,320
Appeal Interview	\$830,419	\$953,852
Eligibility and Appeals Total	\$6,234,443	\$7,252,173
Purchased Transportation		
Certification	\$3,459,775	\$4,138,679
Purchased Transportation Total	\$3,459,775	\$4,138,679
Office Rent		
Office/Storage Rent	\$476,712	\$515,760
Office Rent - Utilities	\$27,504	\$49,500
Office Rent Total	\$504,216	\$565,260
Printed Materials		
ID Badges	\$315,000	\$375,000
Pub/Prtng/Cpng	\$90,000	\$99,000
Printed Materials Total	\$405,000	\$474,000
Salaries & Related Expense		
Salaries	\$330,363	\$339,018
CalPERS Retirement Contribution-Employer	\$40,176	\$44,941
Health	\$61,440	\$34,207
CalPERS Retirement Pickup	\$24,906	\$25,647
Worker's Compensation	\$9,516	\$9,799
Medicare	\$4,399	\$4,609
Dental	\$2,379	\$2,785
Life/LTD	\$1,784	\$2,041
Qualified Transportation	\$1,696	\$2,000
CA Unemployment Tax	\$1,736	\$1,736
Vision	\$434	\$408
Salaries & Related Expense Total	\$478,828	\$467,192
Postage/Mailing		
Postage/Mailing/Courier	\$219,996	\$242,004
Postage/Mailing Total	\$219,996	\$242,004
Communications		
800 Line Service	\$98,400	\$98,400
Telephone - Cell Phone/Pagers	\$41,040	\$43,200
Frame Relay/T1 - Expense	\$24,600	\$21,880
Communications Total	\$164,040	\$163,480
Insurance		
Ins - Prof Liab	\$33,816	\$41,196
Ins - Umb & Bus Auto	\$25,284	\$26,304
Ins - 3rd Pty Empl Prac	\$14,832	\$19,956

	FY2022/23	FY2023/24
Ins - Bus Auto/SIR	\$10,272	\$11,124
Insurance Total	\$84,204	\$98,580
Tether Pilot Program		
Tether Strap Project	\$75 <i>,</i> 831	\$76,538
Tether Trips	\$17,908	\$18,817
Tether Pilot Program Total	\$93,739	\$95,355
Promotions/Events		
Metro Studio/Design	\$38,568	\$47,568
Promotions/Events Total	\$38,568	\$47,568
Repair & Maintenance		
Office Facilities	\$24,000	\$24,000
Office Equipment	\$26,200	\$0
Repair & Maintenance Total	\$50,200	\$24,000
Office/Kitchen Supplies		
Office Supplies	\$5,004	\$6,672
Kitchen Supplies	\$336	\$504
Office/Kitchen Supplies Total	\$5,340	\$7,176
NW & Telecom Maintenance		
Computer - Soft License/Maintenance	\$4,200	\$4,200
NW & Telecom Maintenance Total	\$4,200	\$4,200
Travel and Conference		
Travel and Conference	\$2,496	\$2,496
Travel and Conference Total	\$2,496	\$2,496
Business Meetings & Meals		
Business Meetings & Meals	\$720	\$720
Business Meetings & Meals Total	\$720	\$720
Other Expense		
Professional Memberships	\$600	\$600
Other Expense Total	\$600	\$600
Professional Services		
Interpretation/Translation	\$15,000	
Professional Services Total	\$15,000	
ELIGIBILITY Total	\$11,761,365	\$13,583,483

PAX by Region	J	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	TOTAL
Southern		105,389	105,204	109,832	108,634	105,666	106,156	106,316	100,742	106,310	113,085	113,405	112,260	1,292,99
Eastern		87,969	97,435	83,473	91,631	85,808	81,947	84,372	80,166	85,920	85,781	98,963	80,044	1,043,50
Northern		47,997	45,823	48,448	46,631	44,390	45,377	44,243	42,637	46,245	48,364	48,427	47,421	556,00
Nest/ Central		58,431	56,712	59,778	57,880	55,238	55,648	55,368	53,907	58,720	60,916	61,410	59,674	693,68
Antelope Valley		16,519	16,850	17,171	16,889	15,863	15,818	16,079	16,604	17,456	17,334	17,736	17,468	201,78
Santa Clarita		3,466	3,183	3,177	3,456	2,830	3,398	2,978	3,097	3,475	3,149	3,654	3,063	38,92
Backup <b>Total</b>		20 <b>319,791</b>	20 <b>325,227</b>	20 <b>321,898</b>	20 <b>325,142</b>	19 <b>309,814</b>	19 <b>308,363</b>	19 <b>309,376</b>	18 <b>297,172</b>	20 <b>318,147</b>	20 <b>328,650</b>	21 <b>343,616</b>	20 <b>319,951</b>	23 3,827,14
Total		010,701	020,221	021,000	020,142	000,014	000,000	000,070	207,112	010,141	020,000	040,010	010,001	0,027,14
Trips by Region	J	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	TOTAL
Southern		88,178	88,026	91,827	90,844	88,406	88,808	88,940	84,361	88,935	94,500	94,762	93,830	1,081,41
Eastern/Cert		69,824	77,337	66,255	72,730	68,108	65,044	66,968	63,630	68,197	68,087	78,549	63,533	828,26
Northern		39,014	37,247	39,381	37,904	36,082	36,885	35,964	34,658	37,591	39,313	39,364	38,547	451,95
West/ Central		46,136	44,779	47,199	45,701	43,615	43,939	43,718	42,564	46,364	48,098	48,488	47,117	547,71
Antelope Valley		13,343	13,611	13,870	13,643	12,814	12,777	12,988	13,412	14,101	14,002	14,327	14,110	162,999
Santa Clarita		2,757	2,532	2,528	2,750	2,251	2,703	2,369	2,464	2,765	2,505	2,907	2,437	30,968
Backup		20	20	20	20	19	19	19	18	20	20	21	20	230
Total		259,273	263,552	261,080	263,591	251,295	250,175	250,966	241,108	257,972	266,525	278,419	259,594	3,103,552
Contract RevMiles		2,458,330	2,501,076	2,473,723	2,498,686	2,382,777	2,369,923	2,378,438	2,283,318	2,443,413	2,525,146	2,639,714	2,457,735	29,412,279
Contract RevHrs		130,299	132,032	131,392	132,289	126,161	125,774	126,041	121,145	129,650	134,063	139,625	130,713	1,559,184
Fare Revenue	\$	738,869												8,844,437
Variable Costs by Region	J	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	TOTAL
Southern	\$	2,903,233	\$ 2,897,364	\$ 3,136,812	3,097,859	\$ 3,001,289	\$ 3,017,259	3,022,450	\$ 2,841,118	\$ 3,022,251	\$ 3,242,655	\$ 3,753,037	\$ 3,717,567 \$	37,652,893
Eastern	\$	3,169,668	3,478,609	\$ 2,992,859	3,294,071	\$ 3,071,601	\$ 2,939,571	3,034,215	\$ 2,902,087	\$ 3,086,992	\$ 3,454,239	\$ 3,985,025	\$ 3,223,184 \$	38,632,120
Northern	\$	1,777,927	1,832,301	\$ 1,938,039	1,863,463	\$ 1,778,326								22,130,009
		1,777,927	1,032,301	φ 1,950,059 (	1,003,403	\$ 1,770,320 ·	\$ 1,813,725	1,771,594	\$ 1,725,185	\$ 1,853,443	\$ 1,937,108	\$ 1,937,990	\$ 1,900,909 \$	22,130,003
West/ Central	\$	1,980,212		\$ 2,026,088							\$ 1,937,108 \$ 2,154,792		\$ 1,900,909 \$ \$ 2,111,148 \$	
	•		1,921,387		1,959,042	\$ 1,953,413		1,957,193		\$ 2,077,641	\$ 2,154,792	\$ 2,168,804		24,199,089
Antelope Valley	\$	1,980,212 646,037	1,921,387 659,003	\$ 2,026,088 \$ \$ 671,529 \$	1,959,042 660,520	\$ 1,953,413 \$ 620,397	\$ 1,964,398 \$ \$ 618,635 \$	1,957,193 628,862	\$ 1,924,972 \$ 649,412	\$ 2,077,641 \$ 682,734	\$ 2,154,792 \$ 677,939	\$ 2,168,804 \$ 721,203	\$ 2,111,148 \$ \$ 710,266 \$	24,199,089 7,946,537
Antelope Valley Santa Clarita	\$ \$ \$	1,980,212 646,037 177,024	1,921,387 659,003 167,260	\$ 2,026,088 \$ 671,529 \$ 167,148 \$	5 1,959,042 6 660,520 181,440	\$ 1,953,413 \$ 620,397 \$ 149,623	\$ 1,964,398 \$ \$ 618,635 \$ \$ 178,393 \$	1,957,193 628,862 157,374	\$ 1,924,972 \$ 649,412 \$ 165,649	\$ 2,077,641 \$ 682,734 \$ 183,587	\$ 2,154,792 \$ 677,939 \$ 166,780	\$ 2,168,804 \$ 721,203 \$ 192,593	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$	24,199,089 7,946,537 2,049,204
Antelope Valley Santa Clarita Backup	\$ \$	1,980,212	1,921,387 5 659,003 5 167,260 5 1,500	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$	1,959,042 660,520 181,440 1,500	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425	\$ 1,964,398 \$ 618,635 \$ 178,393 \$ \$ 1,425 \$	1,957,193 6 628,862 157,374 6 1,425	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$	24,199,089 7,946,537 2,049,204 17,700
Antelope Valley Santa Clarita Backup Eastern - CERT	\$ \$ \$ \$	1,980,212	1,921,387 5 659,003 5 167,260 5 1,500 5 335,243	\$ 2,026,088 \$ 671,529 \$ 167,148 \$	1,959,042 660,520 181,440 1,500 336,985	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028	\$ 1,964,398 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$	1,957,193 628,862 5157,374 51,425 5318,958	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672	\$ 2,111,148 \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$	24,199,089 7,946,537 2,049,204 17,700 3,991,407
West/ Central Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT Total	\$ \$ \$ \$ \$ \$ \$	1,980,212	1,921,387 5 659,003 5 167,260 5 1,500 5 335,243 5 12,573	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ \$ 321,826 \$	1,959,042 660,520 181,440 1,500 336,985 12,743	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129	\$ 1,964,398 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$	5 1,957,193 6 628,862 5 157,374 6 1,425 6 318,958 6 11,808	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$	24,199,089 7,946,537 2,049,204 17,700 3,991,407 147,273
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT	\$ \$ \$ \$ \$ \$ \$	1,980,212	1,921,387 5 659,003 5 167,260 5 1,500 5 335,243 5 12,573	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ 321,826 \$ 11,978 \$	1,959,042 660,520 181,440 1,500 336,985 12,743	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129	\$ 1,964,398 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$ 10,534 \$	5 1,957,193 6 628,862 5 157,374 6 1,425 6 318,958 6 11,808	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$	24,199,085 7,946,537 2,049,204 17,700 3,991,407
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT <b>Total</b>	\$ \$ \$ \$ \$	1,980,212 646,037 177,024 1,500 330,429 12,403 10,998,432	\$ 1,921,387 \$ 659,003 \$ 167,260 \$ 1,500 \$ 335,243 \$ 12,573 \$ 11,305,240	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ 321,826 \$ 11,978 \$ 11,267,779 \$	1,959,042 660,520 6 181,440 6 1,500 6 336,985 6 12,743 6 11,407,622	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129 \$ 10,892,231	\$ 1,964,398 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$ 10,534 \$ 10,837,702 \$ \$ Dec-23	1,957,193 6 628,862 5 157,374 6 1,425 6 318,958 7 11,808 7 10,903,879	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743 \$ 10,560,934	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252 \$ 11,269,549	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233 \$ 11,998,580	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866 \$ 13,148,764	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$ \$ 12,175,521 \$	24,199,085 7,946,537 2,049,204 17,700 3,991,407
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT Total	\$ \$ \$ \$ \$	1,980,212	\$ 1,921,387 \$ 659,003 \$ 167,260 \$ 1,500 \$ 335,243 \$ 12,573 \$ 11,305,240	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ \$ 321,826 \$ \$ 11,978 \$ 11,267,779 \$	1,959,042 660,520 6 181,440 6 1,500 6 336,985 6 12,743 6 11,407,622	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129 \$ 10,892,231	\$ 1,964,398 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$ 10,534 \$ 10,837,702 \$ \$ Dec-23	1,957,193 6 628,862 5 157,374 6 1,425 6 318,958 7 11,808 7 10,903,879	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743 \$ 10,560,934	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252 \$ 11,269,549	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233 \$ 11,998,580	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866 \$ 13,148,764	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$ \$ 12,175,521 \$	24,199,085 7,946,537 2,049,204 17,700 3,991,407 147,273 136,766,232
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT Total  Fixed Costs by Region Southern	\$ \$ \$ \$ \$ \$ \$	1,980,212 646,037 177,024 1,500 330,429 12,403 10,998,432	\$ 1,921,387 \$ 659,003 \$ 167,260 \$ 1,500 \$ 335,243 \$ 12,573 \$ 11,305,240 \$ 1,299,539	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ 321,826 \$ 11,978 \$ 11,267,779 \$ \$ Sep-23 \$ 1,274,672 \$ \$	0 1,959,042 0 660,520 0 181,440 0 1,500 0 336,985 0 12,743 0 11,407,622	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129 \$ 10,892,231 \$ Nov-23 \$ 1,274,672	\$ 1,964,398 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$ 10,534 \$ 10,837,702 \$	1,957,193 6 628,862 6 157,374 6 1,425 6 318,958 6 11,808 6 10,903,879 Jan-24 6 1,274,672	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743 <b>\$ 10,560,934</b> Feb-24 \$ 1,274,672	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252 \$ 11,269,549 Mar-24 \$ 1,274,672	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233 <b>\$ 11,998,580</b> <b>Apr-24</b> \$ 1,274,672	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866 \$ 13,148,764 May-24 \$ 1,274,672	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$ \$ 12,175,521 \$  Jun-24 \$ 1,274,672 \$	24,199,085 7,946,537 2,049,204 17,700 3,991,407 147,273 136,766,232
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT Total  Fixed Costs by Region Southern Eastern	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,980,212	\$ 1,921,387 \$ 659,003 \$ 167,260 \$ 1,500 \$ 335,243 \$ 12,573 <b>\$ 11,305,240</b> <b>Aug-23</b> \$ 1,299,539 \$ 961,575	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ 321,826 \$ 11,978 \$ 11,267,779 \$ \$ Sep-23 \$ 1,274,672 \$ \$	0 1,959,042 0 660,520 0 181,440 0 1,500 0 336,985 0 12,743 0 11,407,622 Oct-23 0 1,274,672 0 961,575	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129 \$ 10,892,231 \$ Nov-23 \$ 1,274,672 \$ 961,575	\$ 1,964,398 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$ 10,534 \$ 10,837,702 \$ <b>Dec-23</b> \$ 1,274,672 \$ 961,575 \$	1,957,193 6 628,862 6 157,374 6 1,425 6 318,958 7 11,808 7 10,903,879 8 1,274,672 961,575	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743 <b>\$ 10,560,934</b> Feb-24 \$ 1,274,672	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252 \$ 11,269,549 Mar-24 \$ 1,274,672 \$ 961,575	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233 <b>\$ 11,998,580</b> <b>Apr-24</b> \$ 1,274,672 \$ 964,204	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866 <b>\$ 13,148,764</b> <b>May-24</b> \$ 1,274,672 \$ 964,204	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$ \$ 12,175,521 \$  Jun-24 \$ 1,274,672 \$	24,199,085 7,946,537 2,049,204 17,700 3,991,407 147,273 136,766,232  TOTAL 15,345,803
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT Total  Fixed Costs by Region Southern Eastern Northern	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,980,212	\$ 1,921,387 \$ 659,003 \$ 167,260 \$ 1,500 \$ 335,243 \$ 12,573 <b>\$ 11,305,240</b> <b>Aug-23</b> \$ 1,299,539 \$ 961,575 \$ 950,839	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ 321,826 \$ 11,978 \$ 11,267,779 \$ \$ 12,274,672 \$ 961,575 \$ 950,839 \$ \$	0 1,959,042 6 660,520 6 181,440 6 1,500 6 336,985 7 12,743 6 11,407,622 0 Ct-23 6 1,274,672 9 961,575 9 950,839	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129 \$ 10,892,231 \$ 1,274,672 \$ 961,575 \$ 950,839	\$ 1,964,398 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$ 10,534 \$ 10,837,702 \$ <b>Dec-23</b> \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 5	1,957,193 628,862 5157,374 51,425 5318,958 511,808 510,903,879 51,274,672 6961,575 950,839	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743 <b>\$ 10,560,934</b> <b>Feb-24</b> \$ 1,274,672 \$ 961,575 \$ 950,839	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252 \$ 11,269,549 Mar-24 \$ 1,274,672 \$ 961,575 \$ 950,839	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233 <b>\$ 11,998,580</b> <b>Apr-24</b> \$ 1,274,672 \$ 964,204 \$ 950,839	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866 <b>\$ 13,148,764</b> <b>May-24</b> \$ 1,274,672 \$ 964,204 \$ 950,839	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$ \$ 12,175,521 \$  Jun-24 \$ 1,274,672 \$ \$ 964,204 \$	24,199,085 7,946,537 2,049,204 17,700 3,991,407 147,273 136,766,232  TOTAL 15,345,803 11,546,787 11,340,236
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT Total  Fixed Costs by Region Southern Eastern Northern West/ Central	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,980,212	\$ 1,921,387 \$ 659,003 \$ 167,260 \$ 1,500 \$ 335,243 \$ 12,573 <b>\$ 11,305,240</b> <b>Aug-23</b> \$ 1,299,539 \$ 961,575 \$ 950,839 \$ 585,982	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ 321,826 \$ 11,978 \$ 11,267,779 \$ \$ 12,274,672 \$ 961,575 \$ 950,839 \$ \$	0 1,959,042 6 660,520 6 181,440 6 1,500 6 336,985 7 12,743 7 11,407,622 0 Ct-23 6 1,274,672 9 961,575 6 950,839 6 585,982	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129 \$ 10,892,231 \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596	\$ 1,964,398 \$ 618,635 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$ 10,534 \$ 10,837,702 \$ <b>Dec-23</b> \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ \$	1,957,193 628,862 5157,374 51,425 5318,958 511,808 510,903,879 51,274,672 961,575 950,839 611,596	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743 <b>\$ 10,560,934</b> <b>Feb-24</b> \$ 1,274,672 \$ 961,575 \$ 950,839	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252 \$ 11,269,549 Mar-24 \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233 <b>\$ 11,998,580</b> <b>Apr-24</b> \$ 1,274,672 \$ 964,204 \$ 950,839 \$ 611,596	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866 <b>\$ 13,148,764</b> <b>May-24</b> \$ 1,274,672 \$ 964,204 \$ 950,839 \$ 611,596	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$ \$ 12,175,521 \$  Jun-24 \$ 1,274,672 \$ \$ 964,204 \$ \$ 950,839 \$ \$ 611,596 \$	24,199,085 7,946,537 2,049,204 17,700 3,991,407 147,273 136,766,232  TOTAL 15,345,803 11,546,787 11,340,236 7,236,700
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT Total  Fixed Costs by Region Southern Eastern Northern West/ Central Antelope Valley	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,980,212	\$ 1,921,387 \$ 659,003 \$ 167,260 \$ 1,500 \$ 335,243 \$ 12,573 \$ 11,305,240 Aug-23 \$ 1,299,539 \$ 961,575 \$ 950,839 \$ 585,982 \$ 429,622	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ 321,826 \$ 11,978 \$ 11,267,779 \$ \$ 12,274,672 \$ 961,575 \$ 950,839 \$ 585,982 \$ \$	0 1,959,042 6 660,520 6 181,440 6 1,500 6 336,985 7 12,743 7 11,407,622 0 0 1,274,672 9 9 1,575 9 9 50,839 6 585,982 6 429,622	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129 \$ 10,892,231 \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622	\$ 1,964,398 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$ 10,534 \$ 10,837,702 \$ \$ 12,74,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622 \$ \$	1,957,193 628,862 5157,374 51,425 5318,958 511,808 510,903,879 51,274,672 961,575 950,839 511,596 429,622	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743 <b>\$ 10,560,934</b> <b>Feb-24</b> \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252 \$ 11,269,549 Mar-24 \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233 <b>\$ 11,998,580</b> <b>Apr-24</b> \$ 1,274,672 \$ 964,204 \$ 950,839 \$ 611,596 \$ 429,622	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866 <b>\$ 13,148,764</b> <b>May-24</b> \$ 1,274,672 \$ 964,204 \$ 950,839 \$ 611,596 \$ 489,311	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$ \$ 12,175,521 \$  Jun-24 \$ 1,274,672 \$ \$ 964,204 \$ \$ 950,839 \$ \$ 611,596 \$ \$ 489,311 \$	24,199,085 7,946,537 2,049,204 17,700 3,991,407 147,273 136,766,232  TOTAL 15,345,803 11,546,787 11,340,236 7,236,700 5,274,842
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT Total  Fixed Costs by Region Southern Eastern Northern West/ Central Antelope Valley Santa Clarita	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,980,212	\$ 1,921,387 \$ 659,003 \$ 167,260 \$ 1,500 \$ 335,243 \$ 12,573 \$ 11,305,240 Aug-23 \$ 1,299,539 \$ 961,575 \$ 950,839 \$ 585,982 \$ 429,622 \$ 46,041	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ 321,826 \$ 11,978 \$ 11,267,779 \$ \$ 12,274,672 \$ 961,575 \$ 950,839 \$ 585,982 \$ 429,622 \$ \$	0 1,959,042 6 660,520 6 181,440 6 1,500 6 336,985 7 12,743 7 11,407,622 0 0 1,274,672 9 9 1,575 9 9 50,839 6 585,982 6 429,622 6 65,025	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129 \$ 10,892,231 \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025	\$ 1,964,398 \$ 618,635 \$ 618,635 \$ 178,393 \$ 1,425 \$ 293,762 \$ 10,534 \$ 10,837,702 \$ \$ 12,74,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025 \$ \$	1,957,193 628,862 157,374 1,425 318,958 11,808 10,903,879 Jan-24 1,274,672 961,575 950,839 611,596 429,622 65,025	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743 <b>\$ 10,560,934</b> <b>Feb-24</b> \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252 \$ 11,269,549 Mar-24 \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233 <b>\$ 11,998,580</b> <b>Apr-24</b> \$ 1,274,672 \$ 964,204 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866 <b>\$ 13,148,764</b> <b>May-24</b> \$ 1,274,672 \$ 964,204 \$ 950,839 \$ 611,596 \$ 489,311 \$ 65,025	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$ \$ 12,175,521 \$  Jun-24 \$ 1,274,672 \$ \$ 964,204 \$ \$ 950,839 \$ \$ 611,596 \$ \$ 489,311 \$	24,199,088 7,946,537 2,049,204 17,700 3,991,407 147,273 136,766,232  TOTAL 15,345,803 11,546,787 11,340,236 7,236,700 5,274,842 754,975
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,980,212	\$ 1,921,387 \$ 659,003 \$ 167,260 \$ 1,500 \$ 335,243 \$ 12,573 \$ 11,305,240 Aug-23 \$ 1,299,539 \$ 961,575 \$ 950,839 \$ 585,982 \$ 429,622 \$ 46,041 \$ 4,273,599	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ 321,826 \$ 11,978 \$ 11,267,779 \$ \$ 11,267,779 \$ \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 585,982 \$ 429,622 \$ 64,025 \$ 4,266,716 \$ \$	0 1,959,042 660,520 181,440 1,500 336,985 12,743 11,407,622 0 1,274,672 961,575 950,839 585,982 429,622 65,025 4,267,716	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129 <b>\$ 10,892,231</b> <b>Nov-23</b> \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025 <b>\$ 4,293,330</b>	\$ 1,964,398 \$ 618,635 \$ 618,635 \$ 178,393 \$ 1,425 \$ \$ 293,762 \$ \$ 10,534 \$ 10,837,702 \$ \$ 10,837,702 \$ \$ 1,274,672 \$ \$ 961,575 \$ \$ 950,839 \$ \$ 611,596 \$ \$ 429,622 \$ 65,025 \$ 4,293,330 \$ \$	1,957,193 6 628,862 157,374 1,425 318,958 11,808 10,903,879  Jan-24 1,274,672 961,575 950,839 611,596 429,622 65,025 4,293,330	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743 \$ 10,560,934 Feb-24 \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025 \$ 4,293,330	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252 \$ 11,269,549 Mar-24 \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025 \$ 4,293,330	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233 <b>\$ 11,998,580</b> <b>Apr-24</b> \$ 1,274,672 \$ 964,204 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025 <b>\$ 4,295,959</b>	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866 <b>\$ 13,148,764</b> May-24 \$ 1,274,672 \$ 964,204 \$ 950,839 \$ 611,596 \$ 489,311 \$ 65,025 <b>\$ 4,355,648</b>	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$ \$ 12,175,521 \$   Jun-24  \$ 1,274,672 \$ \$ 964,204 \$ \$ 950,839 \$ \$ 611,596 \$ \$ 489,311 \$ \$ 65,025 \$ \$ 4,355,648 \$	24,199,089 7,946,537 2,049,204 17,700 3,991,407 147,273 136,766,232  TOTAL 15,345,803 11,546,787 11,340,236 7,236,700 5,274,842 754,979 51,499,347
Antelope Valley Santa Clarita Backup Eastern - CERT Antelope Valley - CERT  Total  Fixed Costs by Region Southern Eastern Northern West/ Central Antelope Valley Santa Clarita  Total	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,980,212	\$ 1,921,387 \$ 659,003 \$ 167,260 \$ 1,500 \$ 335,243 \$ 12,573 \$ 11,305,240 Aug-23 \$ 1,299,539 \$ 961,575 \$ 950,839 \$ 429,622 \$ 46,041 \$ 4,273,599 \$ 225,500	\$ 2,026,088 \$ 671,529 \$ 167,148 \$ 1,500 \$ 321,826 \$ 11,978 \$ 11,267,779 \$ \$ 12,274,672 \$ 961,575 \$ 950,839 \$ 585,982 \$ 429,622 \$ 64,025 \$ \$	0 1,959,042 660,520 181,440 1,500 336,985 12,743 11,407,622 0 1,274,672 961,575 950,839 585,982 429,622 65,025 4,267,716	\$ 1,953,413 \$ 620,397 \$ 149,623 \$ 1,425 \$ 305,028 \$ 11,129 \$ 10,892,231 Nov-23 \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025 \$ 4,293,330 \$ 225,500	\$ 1,964,398 \$ 618,635 \$ 618,635 \$ 178,393 \$ 1,425 \$ \$ 293,762 \$ \$ 10,534 \$ \$ 10,837,702 \$ \$ 10,837,702 \$ \$ 1,274,672 \$ \$ 961,575 \$ 950,839 \$ \$ 611,596 \$ \$ 429,622 \$ 65,025 \$ 4,293,330 \$ \$ 225,500 \$ \$	1,957,193 6 628,862 157,374 1,425 318,958 11,808 11,808 10,903,879  Jan-24 1,274,672 961,575 950,839 611,596 429,622 6 65,025 4,293,330 225,500	\$ 1,924,972 \$ 649,412 \$ 165,649 \$ 1,350 \$ 338,419 \$ 12,743 <b>\$ 10,560,934</b> Feb-24 \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025 <b>\$ 4,293,330</b> \$ 225,500	\$ 2,077,641 \$ 682,734 \$ 183,587 \$ 1,500 \$ 348,149 \$ 13,252 <b>\$ 11,269,549</b> <b>Mar-24</b> \$ 1,274,672 \$ 961,575 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025 <b>\$ 4,293,330</b>	\$ 2,154,792 \$ 677,939 \$ 166,780 \$ 1,500 \$ 351,335 \$ 12,233 \$ 11,998,580 Apr-24 \$ 1,274,672 \$ 964,204 \$ 950,839 \$ 611,596 \$ 429,622 \$ 65,025 \$ 4,295,959 \$ 225,500	\$ 2,168,804 \$ 721,203 \$ 192,593 \$ 1,575 \$ 374,672 \$ 13,866 <b>\$ 13,148,764</b>	\$ 2,111,148 \$ \$ 710,266 \$ \$ 162,335 \$ \$ 1,500 \$ \$ 336,601 \$ \$ 12,011 \$  \$ 12,175,521 \$  Jun-24 \$ 1,274,672 \$ \$ 964,204 \$ \$ 950,839 \$ \$ 611,596 \$ \$ 489,311 \$ \$ 65,025 \$	24,199,088 7,946,537 2,049,204 17,700 3,991,407 147,273 136,766,232  TOTAL 15,345,803 11,546,787 11,340,236 7,236,700 5,274,842 754,975

#### FY24 Budgeted Salaries by Department

			CONTRACT			
Access Salary Detail by Department	ADMINISTRATION	CONTRACT MGMT	OPERATIONS	CTSA	ELIGIBILITY	BUDGET TOTAL
Salaries	\$4,939,096	\$2,110,544	\$739,522	\$189,540	\$339,018	\$8,317,719
Health	\$601,672	\$309,400	\$128,828	\$35,499	\$34,207	\$1,109,606
CalPERS Retirement Contribution-Employer	\$607,920	\$259,419	\$90,463	\$23,548	\$44,941	\$1,026,290
CalPERS Retirement Pickup	\$173,537	\$69,031	\$20,998	\$6,572	\$25,647	\$295,785
Worker's Compensation	\$142,662	\$72,829	\$21,382	\$5,497	\$9,799	\$252,169
Medicare	\$68,501	\$28,894	\$9,965	\$2,603	\$4,609	\$114,573
Dental	\$45,553	\$15,774	\$9,702	\$1,795	\$2,785	\$75,610
Life/LTD	\$30,329	\$12,793	\$4,412	\$1,153	\$2,041	\$50,728
Qualified Transportation	\$20,000	\$11,500	\$5,000	\$1,000	\$2,000	\$39,500
CA Unemployment Tax	\$17,794	\$9,982	\$4,340	\$868	\$1,736	\$34,720
Educational Assistance		\$15,000	\$15,000			\$30,000
Vision	\$5,425	\$2,859	\$1,162	\$281	\$408	\$10,135
Salaries & Related Expense Total	\$6,652,490	\$2,918,025	\$1,050,773	\$268,355	\$467,192	\$11,356,836