

# 2027 PROPOSED ANNUAL BUDGET



access

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- Long Beach Transit
- Los Angeles Department of Transportation (LADOT)
- Los Angeles County Department of Public Works
- Los Angeles County Metropolitan Transportation Authority (Metro)
- Montebello Bus Lines
- Norwalk Transit
- 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.

# VALUES

## To Lead

Develop and implement innovative ideas as part of a nationally recognized team.

## To Succeed

Demonstrate a measured and expert approach to the business at hand.

## To Respond

Be sensitive to the needs of our customers and respond to their requests in a timely manner.

## To Protect

Deliver results that exceed our customers' expectations.

## To Respect

Treat all customers the way we, ourselves, would want to be treated.



# 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 and dedicated transportation network companies (TNCs) are also important providers. 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 4.4 million trips per year to over 121,000 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 5307 and 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 paratransit eligible individual for any purpose to or from any location within  $\frac{3}{4}$  of a mile of any fixed-route bus operated by the Los Angeles County public fixed-route bus operators and within  $\frac{3}{4}$  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*

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# EXECUTIVE SUMMARY

The proposed FY2027 budget is based on demand projections, available funding, existing programs and capital needs. Overall, the operating budget is based on a funding level of \$346.9 million of which Contract Operations represents over 83.3%

of the total operating budget. The budget will provide for delivery of 5.4 million passenger trips and 36.1 million contract revenue miles. Ridership projections estimate a 8.9% increase in actual vehicle trips when compared to the FY2026 budget.

## FY2026 — FY2027

### Department

Administration	13.0	14.6
Contract Management	6.4	6.3
Contract Operations	286.0	314.5
CTSA	0.4	0.5
Eligibility	10.1	11.0
Operating Expense	315.9	346.9
Capital Expenditures	52.2	30.7
<b>Total Expenditures</b>	<b>368.1</b>	<b>377.6</b>





**FY2026**  
*OVERVIEW*

# FY2026 ACCOMPLISHMENTS

## Customer Service

- > Completed a full update and reorganization of Access' Rider's Guide, ensuring content is current, well structured, and written in plain language to improve customer understanding.
- > Enhanced No Show notification and suspension communications to strengthen customer education, promote prevention strategies, which have helped drive the no show rate down to an average of 1.7% since implementation.
- > Collaborated with the Operations department to expand communication tools for international visitors, ensuring effective use of translation services, outbound international calling, and email communication.
- > Collaborated with the CAC Subcommittee to update and enhance Access website's Frequently Asked Questions (FAQ's) page, ensuring content reflects current customer needs and priorities.
- > Completed a Customer Relations department restructuring to improve role clarity, streamline workflows, and enhance overall customer service operations.

## Eligibility

- > Supported LA Marathon athletes by facilitating Access eligibility services, enabling transportation to and from hotels and marathon events.
- > Implemented a mock-up shell of the Ram ProMaster vehicle at the Commerce Eligibility Center to enhance customer assessments.
- > Improved safety and overall appearance of the marking and tethering assessment area at the Commerce Eligibility Center.
- > Updated training materials and developed multiple Standard Operating Procedures (SOPs) to standardize Eligibility Coordinator daily operations.
- > Collaborated at the Abilities Expo alongside the eligibility contractor, successfully marking and tethering 60 mobility devices.
- > Enhanced the R360 database by adding two new fields to improve visibility of customers' preferred spoken and written languages.
- > Delivered retraining sessions for the Appeals Specialists team to reinforce processes and ensure consistency.
- > Participated in a TCRP research focus group on improving inclusion by addressing gaps in disability data within transportation systems, contributing insights to support the development of enhanced data collection practices for transit providers.

## Facilities and Real Estate

- > Submitted plans to the City of Lancaster for the Antelope Valley Region facility in May 2026.
- > Issued the procurement for the design and renovation of the Southern Region (Avalon) facility in April 2026.

## Finance

- > Renegotiated the lease for a portion of the Southern Region Facility (Avalon).
- > Completed the acquisition of the property for the Antelope Valley Region facility.
- > Revised the Self-Insurance Program (SIR) claim coverage.
- > In the second phase of the vendor audit program, the Internal Auditor conducted additional contractor Fixed and Variable Cost Benefits audits.
- > Issued a RFP resulting in the selection of Planful, a best in class Financial Budgeting, Planning & Forecasting software tool to improve efficiency, adapt to change, and grow public trust.
- > Completed the implementation of Planful Budgeting and Forecasting Software.

## Government Affairs & Outreach

- > Served on the Transit Transformation Task Force for Accessible Transportation Funding.
- > Access is a part of the FIFA World Cup Games Enhanced Transit Services (GETS).
- > Served on the LA28 Games Mobility Executive Accessibility Subcommittee.
- > Served on the TCRP research panel to produce a guide to recruit, develop, and retain individuals with disabilities for careers in transportation.
- > Became a member of the ACES Mobility Coalition. A consortium of government, private, and technology innovators joined to help shape the future of Shared Autonomous Mobility.
- > Participated in an autonomous vehicle meeting with the USDOT, FTA, and other municipal agencies to help design sustainable models for the industry.
- > As part of a national coalition, Access developed language that proposed to amend federal drug and alcohol testing laws to make it easier for transit agencies to create supplemental paratransit and microtransit programs using transportation network companies like Uber and Lyft, as well as taxis. This language has been included in the five-year surface transportation reauthorization bill *Building Unrivaled Infrastructure and Long-term Development for America's 250th (BUILD America 250) Act (H.R. 8870)*.
- > Access proposed new language for the transportation reauthorization bill to amend federal law to allow independent paratransit agencies to apply directly for certain federal grant programs. This language has not been included in the current version of the *Build America 250 Act*.

# FY2026 CONT'D.

- > Conducted agency briefings with Access' Congressional delegation to advocate for federal grants.
- > Conducted agency briefings and updates with Metro Board members and other elected officials.
- > Served on the Cal-Act Legislative Committee.
- > Conducted two successful Community Meetings, allowing riders to engage with staff more conveniently.

## Information Technology

- > Implemented StarLink Satellite backup internet connection at the El Monte office.
- > Continued enhancing the Where's My Ride (WMR) mobile app and conducted in-person WMR enhancement discussions with CAC members.
- > Conducted Microsoft Copilot Artificial Intelligence (AI) trainings.
- > Piloted AI testing in Rider 360 with focus on Customer Service agents.
- > Deployed dual cellular connectivity mobile router to all service vehicles in the Lancaster and Santa Clarita regions.
- > Assisted the City of Santa Clarita with its transition from Trapeze to Spare software.
- > Automated daily TripDB data transmission.

## Mobility Management

- > Completed over 60 in-person events throughout the County.
- > Collaborated with Metro's On-The-Move Riders Program outreach and Older Adult Transportation Pop-Up events.
- > Enhanced resource referrals for non-ADA eligible and restricted eligibility individuals.

## Operations

- > Operational quality has been excellent with all KPI standards being met (as of 4/29/26).
- > Worked with the Community Advisory Committee to establish a new subcommittee to focus on vehicle design.
- > Continued to work with the Community Advisory Committee's Operations subcommittee to improve operations including implementation of a revised package policy.
- > Diversified the revenue fleet with several new vehicle types added.
- > Completed design and implementation of a new package storage area for the Ram ProMaster van.
- > Completed the West Central Region RFP process and selected a new contractor for the next 9 years.
- > Developed operational plans for the 2026 FIFA World Cup.

- > Placed two battery electric Ram ProMasters into revenue service.

## **Planning**

- > Led the Agency through a highly competitive, region-wide SCAG Call for Projects for Surface Transportation Block Grant (STBGP) funding, resulting in a \$131.8 million funding recommendation.
- > Secured \$16.6 million through the FTA's Buses and Bus Facilities Program to fully fund construction of the Antelope Valley ADA Paratransit Operations and Maintenance Facility. This award represents the largest competitive federal grant in Agency history.
- > Offered CTSA courses with Continuing Education Units (CEUs) to advance professional development and program capacity.
- > Updated the Disadvantaged Business Enterprise (DBE) Program to align with the latest Interim Final Rule, ensuring regulatory compliance.
- > Enhanced Small Business Enterprise (SBE) outreach, broadening engagement with diverse business partners.
- > Supported regional partner agencies with their FTA Triennial Reviews, achieving zero findings for Access Services.
- > Closed out three (3) FTA grants.
- > Completed the draft Five-Year Strategic Plan.
- > Worked with MMP to assume responsibility for Ride-Info calls previously handled by Access's customer service contractor, ALTA.
- > Completed the Agency's third Biennial Customer Satisfaction Survey, with over 1,400 respondents.
- > Access' Planning Department hosted a temporary team member (Coro Fellow), who conducted a four-week analysis of Access Services' programs.

## **Risk Management**

- > Worked with various internal groups to fully implement new on-board camera system (Samsara).
- > Worked with internal and external groups to ensure the inventory of the fleet remains current.
- > Worked with our insurance broker to provide necessary data to maintain coverage on all of Access' service vehicles.
- > Worked with our insurance broker to provide requested trip data and incident information as requested.

# OVERALL SYSTEM STATS

	FY2025 Actual	FY2026 Budget	FY2027 Budget
<b>Performance</b>			
Eligibility Determinations	46,597	48,406	37,988
Passengers Trips	4,659,421	5,005,228	5,388,255
Contract Revenue Miles	31,166,123	35,129,278	36,144,404
Vehicle Trips	3,765,692	4,030,338	4,390,444
Average Trip Distance	8.28	8.72	8.23
<b>Purchased Transportation Cost</b>			
Cost per Trip	\$63.05	\$64.96	\$65.98
Cost per Passenger	\$50.96	\$52.31	\$53.76
Cost per Contract Revenue Mile	\$7.62	\$7.45	\$8.01

# GOALS/PERFORMANCE STANDARDS

Standard      FY2025      FY2026\*

## Operations & Safety

On Time Performance	≥ 91%	92.8%	91.7%
Excessively Late Trips	≤ 0.10%	0.02%	0.03%
Excessively Long Trips	≤ 5%	3.2%	3.0%
Missed Trips	≤ 0.75%	0.29%	0.29%
Denials	≤ 0	2	0
Access to Work On Time Performance	≥ 94%	96.2%	93.8%
Average Hold Time (Reservations)	≤ 120	56	54
Calls On Hold > 5 Min (Reservations)	≤ 5%	3.0%	2.8%
Calls On Hold > 5 Min (ETA)	≤ 10%	2.9%	3.4%
Complaints Per 1,000 Trips	≤ 4.0	1.9	1.8
Preventable Incident Rate (per 100,000 miles)	≤ 0.25	0.22	0.25
Preventable Collision Rate (per 100,000 miles)	≤ 0.85	0.80	0.75
Mean Miles Between Major Mechanical Failures	≥ 50,000	50,535	74,110

## Customer Service

Average Initial Hold Time	≤ 180 sec	117	99
Calls on Hold > 5 Min	≤ 10%	13.4%	10.9%
Abandoned Calls	≤ 10%	4.2%	3.8%

## Operations Monitoring Center

Average Initial Hold Time	≤ 180 sec	82	71
Calls on Hold > 5 Min	≤ 10%	8.2%	6.8%
Abandoned Calls	≤ 10%	6.2%	6.1%

\*Through April 2026





**FY2027**  
*BUDGET*

# PLANNED FY2027 INITIATIVES

## Customer Service

- > Collaborate with IT to design and integrate an AI agent within the Customer Service phone queue to deliver quick self-service answers to common questions and provide basic customer needs.
- > Develop and expand an AI-enabled internal knowledge database utilizing Copilot to support customer service call center staff with real-time decision support and rapid access to existing process and procedure documents and other reference materials.
- > Implement an interactive voice recognition phone system that allows callers to speak their queue selections or use the keypad.
- > Automate Online Coupon Orders into Rider360 Payments.
- > Explore options to accept credit card payments for Access ID replacements.

## Eligibility

- > Lead the implementation of an online renewal application to improve customer accessibility, streamline processing, and reduce administrative burden.
- > Modernize the safety orientation program by updating the instructional video.
- > Enhance the Eligibility Quality Assurance database to strengthen data accuracy, reporting capabilities, and process oversight.
- > Drive continuous improvement by streamlining and standardizing eligibility department processes to increase efficiency and service consistency.
- > Collaborate with Procurement on the contract action to extend term, adjust funding, and revise rates for ADA Paratransit Eligibility and Mobility Services contract.
- > Continue supporting and participating in the planning and preparation for the 2028 Olympic and Paralympic Games.

## Facilities and Real Estate

- > Begin construction on the Antelope Valley Region Facility.
- > Begin renovation of the Southern Region Facility.
- > Negotiate lease extension for the Commerce Eligibility Facility.

## Finance

- > Implement additional features in Oracle in both the Finance (Balance Sheet) module and the Procurement module.

- > Begin utilizing Planful Budgeting and Forecasting Software to provide monthly, quarterly and annual reports. In addition, Planful will now be utilized to develop and prepare annual budgets.
- > Formalize the vendor audit program, and ensure the Internal Auditor continues to conduct contractor fixed and variable cost audits on a regular basis.

## **Government Affairs and Outreach**

- > Launch Instacart Pilot Program.
- > Continue to pursue private grants/funding opportunities.
- > Brief Congressional delegation and advocate for federal grants.
- > Conduct agency briefings with Metro Board members and elected officials.
- > Participate in the California Transit Association Legislative Committee.
- > Serve on the CalAct Legislative Committee.
- > Serve on TCRP Panel: *Strategies for Implementing Same-Day Paratransit Services*.
- > Conduct two virtual community meetings.

## **Information Technology**

- > Evaluate the implementation of dual-SIM mobile routers for all basin service provider vehicles.
- > Transition Fleet Manager database to Microsoft Dynamics 365.
- > Implement mobile wallet via the Where's My Ride app as a mean of digital payment in conjunction with in-vehicle QR scanner.
- > Transition Mitel VoIP to AT&T Ring Central VoIP.
- > Implement WMR AI capability.

## **Mobility Management**

- > Complete the "Transit Green Book" of optional transit resources.

## **Operations**

- > Continue providing excellent quality service to Access' riders.
- > Continue preparing for the 2028 Olympic and Paralympic Games.
- > Complete the Northern Region RFP process and select a new contractor for the next 9 years.

# FY2027 CONT'D.

## Planning

- > Continue to pursue federal and state funding to support Agency priorities, including facilities, with a focus on increasing Medi-Cal funding to strengthen long-term fiscal sustainability.
- > Continue refining the Agency's paratransit forecasting models to improve financial planning and long-term decision-making.
- > Collaborate with AVTA to effectively manage the Buses and Bus Facilities grant.
- > Review and update the Drug and Alcohol Program to align with evolving regulatory requirements.
- > Prepare and submit a Surface Transportation Block Grant Program (STBGP) application for the next two-year cycle.

## Risk Management

- > Continue to work with internal staff and provider staff to provide training of the new on-board camera system (Samsara).
- > Continue to Work with Operations on the NTD Reporting items to ensure proper reporting.

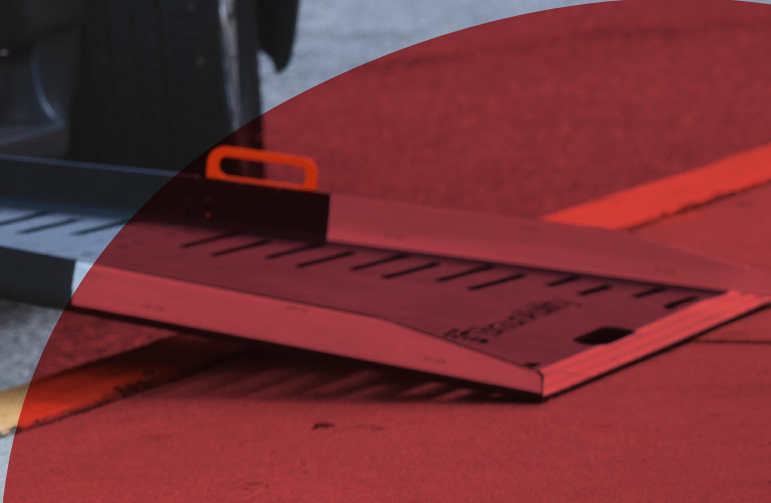


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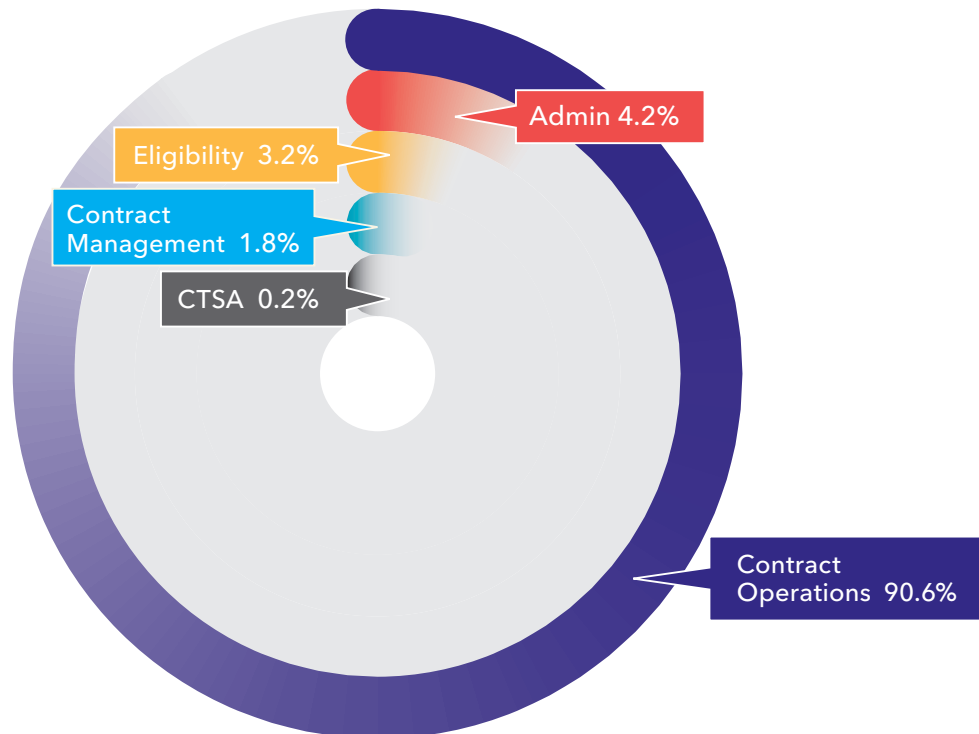
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# FY2027 BUDGET SUMMARY

Department	FY2027 Budget	% of Total Funding	% of Operating Costs
Administration	\$14,585,941	3.9%	4.2%
Contract Management	\$6,317,534	1.7%	1.8%
Contract Operations	\$314,534,824	83.3%	90.6%
CTSA	\$540,108	0.1%	0.2%
Eligibility	\$10,931,610	2.9%	3.2%
Operating Expense	\$346,910,016	91.9%	
Capital Expense	\$30,748,072	8.1%	
Total Operating & Capital Expenses	\$377,658,088		



# FUNDING

	<b>FY2027 Budget</b>	<b>% of Total Funding</b>
<b>Operating Funds</b>		
Local Funds	\$203,640,990	53.9%
Federal Section 5307	108,900,000	28.8%
Measure M	16,000,000	4.2%
Passenger Revenues	12,511,401	3.3%
Local Funds - FY25 Audit Carryover	3,540,014	0.9%
Miscellaneous Revenue	2,281,611	0.6%
Federal Section 5317	36,000	0.0%
<b>Total Operating</b>	<b>\$346,910,016</b>	<b>91.9%</b>

## Capital Funds

Capital (including carryover of \$4.3MM)	22,748,072	6.0%
Building Fund	8,000,000	2.1%
<b>Total FY27 Budget</b>	<b>\$377,658,088</b>	

# ADMINISTRATION

	Expenses	% of Total Budget	% of Operating Costs
Salaries & Related Expense	\$8,036,202	2.1%	2.3%
Professional Services	\$2,399,913	0.6%	0.7%
Network & Telecom Maintenance	\$2,236,796	0.6%	0.6%
Insurance	\$403,656	0.1%	0.1%
Office Rent	\$347,820	0.1%	0.1%
Communications	\$306,450	0.1%	0.1%
Other Expense	\$286,648	0.1%	0.1%
Training/Conference	\$188,004	0.0%	0.1%
Other Related Employee Expense	\$95,772	0.0%	0.0%
Office/Kitchen Supplies	\$51,576	0.0%	0.0%
Business Meetings & Meals	\$48,608	0.0%	0.0%
Postage/Mailing	\$45,540	0.0%	0.0%
Board Compensation	\$42,804	0.0%	0.0%
Promotions/Events	\$35,148	0.0%	0.0%
Repair & Maintenance	\$32,004	0.0%	0.0%
Temporary Personnel	\$18,000	0.0%	0.0%
Printed Materials	\$11,000	0.0%	0.0%
<b>Administration Total</b>	<b>\$14,585,941</b>	<b>3.9%</b>	<b>4.2%</b>

# CONTRACT MANAGEMENT

	Expenses	% of Total Budget	% of Operating Costs
Salaries & Related Expense	\$3,393,432	0.9%	1.0%
Travel Training	\$1,685,969	0.4%	0.5%
Printed Materials	\$333,500	0.1%	0.1%
Promotions/Events	\$328,824	0.1%	0.1%
Communications	\$164,600	0.0%	0.0%
Office Rent	\$156,612	0.0%	0.0%
Vehicle Costs	\$140,004	0.0%	0.0%
Insurance	\$67,644	0.0%	0.0%
Postage/Mailing	\$28,596	0.0%	0.0%
Training/Conference	\$12,000	0.0%	0.0%
Office/Kitchen Supplies	\$3,132	0.0%	0.0%
Other Expense	\$2,316	0.0%	0.0%
Other Related Employee Expense	\$625	0.0%	0.0%
Business Meetings & Meals	\$280	0.0%	0.0%
<b>Contract Management Total</b>	<b>\$6,317,534</b>	<b>1.7%</b>	<b>1.8%</b>

# CONTRACT OPERATIONS

	<b>Expenses</b>	<b>% of Total Budget</b>	<b>% of Operating Costs</b>
Purchased Transportation	\$288,407,723	76.4%	83.1%
Insurance	\$20,010,820	5.3%	5.8%
Contracted Customer Service	\$3,239,169	0.9%	0.9%
Salaries & Related Expense	\$1,331,106	0.4%	0.4%
Network and Telecommunications	\$798,200	0.2%	0.2%
Security	\$263,478	0.1%	0.1%
Communications	\$222,299	0.1%	0.1%
Professional Services	\$179,700	0.0%	0.1%
Office Rent	\$59,256	0.0%	0.0%
Printed Materials	\$11,000	0.0%	0.0%
Office/Kitchen Supplies	\$10,068	0.0%	0.0%
Training/Conference	\$2,004	0.0%	0.0%
<b>Contract Operations Total</b>	<b>\$314,534,824</b>	<b>83.3%</b>	<b>90.6%</b>

# CTSA

	<b>Expenses</b>	<b>% of Total Budget</b>	<b>% of Operating Costs</b>
Salaries & Related Expense	\$406,032	0.1%	0.1%
Other Expense	\$72,336	0.0%	0.0%
Communications	\$22,680	0.0%	0.0%
Office Rent	\$16,932	0.0%	0.0%
Promotions/Events	\$7,140	0.0%	0.0%
Postage/Mailing	\$6,600	0.0%	0.0%
Office/Kitchen Supplies	\$3,756	0.0%	0.0%
Training/Conference	\$2,004	0.0%	0.0%
Insurance	\$1,932	0.0%	0.0%
Business Meetings & Meals	\$696	0.0%	0.0%
<b>CTSA Total</b>	<b>\$540,108</b>	<b>0.1%</b>	<b>0.2%</b>

# ELIGIBILITY

	<b>Expenses</b>	<b>% of Total Budget</b>	<b>% of Operating Costs</b>
Eligibility and Appeals	\$5,001,553	1.3%	1.4%
Purchased Transportation	\$3,475,656	0.9%	1.0%
Office Rent	\$686,472	0.2%	0.2%
Salaries & Related Expense	\$509,603	0.2%	0.2%
Printed Materials	\$448,000	0.1%	0.1%
Postage/Mailing	\$258,504	0.1%	0.1%
Communications	\$192,534	0.1%	0.1%
Insurance	\$155,280	0.0%	0.0%
Promotions/Events	\$64,284	0.0%	0.0%
Repair & Maintenance	\$24,000	0.0%	0.0%
Tether Program	\$24,000	0.0%	0.0%
Office/Kitchen Supplies	\$8,472	0.0%	0.0%
Training/Conference	\$2,496	0.0%	0.0%
Business Meetings & Meals	\$420	0.0%	0.0%
Other Expense	\$336	0.0%	0.0%
<b>Eligibility Total</b>	<b>\$10,931,610</b>	<b>2.9%</b>	<b>3.2%</b>

# TOTAL OPERATING & CAPITAL BUDGET

	Expenses	% of Total Budget
<b>Total Operating Budget</b>	<b>\$346,910,016</b>	<b>91.9%</b>
Capital – Local	\$18,495,800	4.9%
Capital – Facilities Development	\$8,000,000	2.1%
Capital (Prior Year) – Federal	\$4,252,272	1.1%
<b>Total Capital</b>	<b>\$30,748,072</b>	<b>8.1%</b>
<b>Total Operating &amp; Capital Budget</b>	<b>\$377,658,088</b>	

# FLEET DETAIL

Access will continue to replace vehicles in FY27. The planned deliveries include a combination of Turtle Top cutaways, Braun Voyagers, Ford Transit Vans, and "136" Pro Masters.

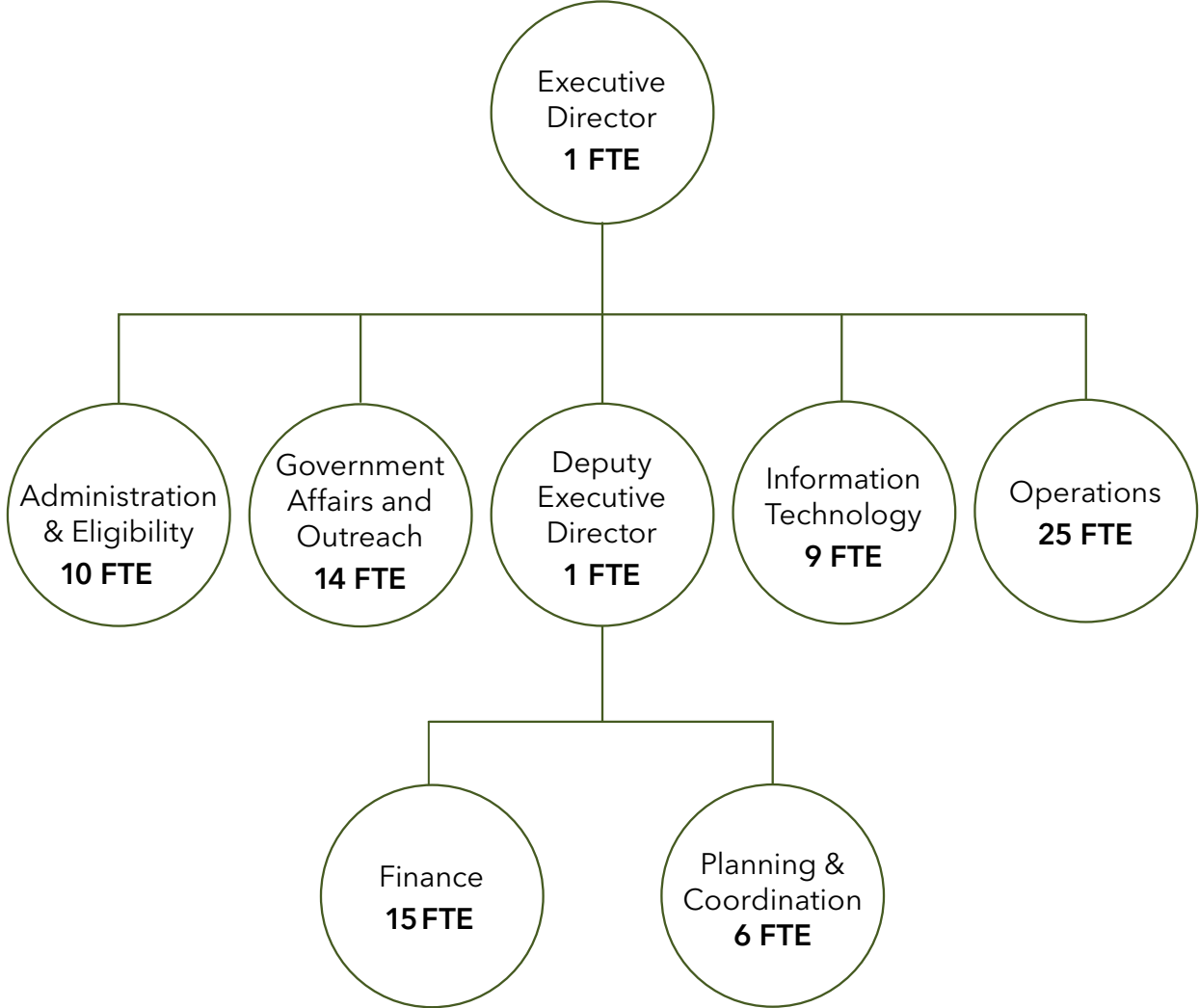
		<b>Number of Vehicles</b>
<b>Fleet</b>	Access-provided fleet	770
	Contractor-provided fleet	299
	Subcontract fleet	836
	<b>Total</b>	<b>1,905</b>

		<b>Access Provided Vehicles</b>
<b>Vehicle Type</b>	Cutaway Class A	34
	Cutaway Class B	37
	Cutaway Class C	12
	Grand Caravan	129
	MV-1	1
	ProMaster 136	488
	ProMaster 159	12
	ProMaster 159 CNG	20
	Voyager	37
	<b>Total</b>	<b>770</b>

	<b>Number of Access Provided Vehicles</b>
<b>Region</b> Southern	246
Eastern	207
Northern	144
West Central	118
Antelope Valley	44
Santa Clarita	11
<b>Total</b>	<b>770</b>



# FTE SUMMARY





		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
6	Cyber Security Analyst			
	Data Scientist			
	Emergency Management Coordinator			
	Facilities Administrator			
	Fleet Administrator			
	Fleet Electronics Technician			
	GIS Application Developer			
	Human Resources Administrator	\$85,996	\$133,785	\$181,573
	IT Project Administrator			
	Lead Application Architect			
	Mobility Management Administrator			
	Oracle Application & System DBA			
	Procurement/Contracts Administrator			
	Project Administrator			
Senior Application Developer				
Senior Database Architect				
7	Controller (Accounting)			
	Manager, Customer Relations			
	Manager, Eligibility			
	Manager, Human Resources			
	Manager, Information Technology			
	Manager, Operations			
	Manager, Strategic Planning			
	Mgr. Procurement & Contracts Admin.	\$113,737	\$166,721	\$219,704
	Mgr. Safety & Emergency Mgmt			
	Project Manager, IT			
	Sr. Mgr., Customer Relations			
	Sr. Mgr., Fin., Planning & Analysis			
Sr. Mgr., Fleet Design & Maintenance				
Sr. Mgr., Operations				
Sr. Mgr., Procurement				
Sr. Mgr., Training & Development				
8	Director, Administration	\$142,865	\$204,354	\$265,842
	Director, Government Affairs & Outreach			
	Director, Planning and Coordination			
9	Chief Administrative and Facilities Development Officer			
	Chief Operations Officer	\$178,928	\$248,131	\$317,334
	Director, Innovation and Technology			
	Deputy Executive Director/Deputy Chief Executive Officer			
10	Executive Director/Chief Executive Officer	\$235,797	\$321,337	\$406,879



**Access Services**  
PO Box 5728  
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**access**



**Budget Detail by Cost Center  
Fiscal Year Ending June 30, 2027**

	<b>Expenses</b>	<b>% of Total Budget</b>	<b>% of Oper Costs</b>
<b>Administration</b>			
Salaries & Related Expense	\$8,036,202	2.1%	2.3%
Professional Services	\$2,399,913	0.6%	0.7%
Network & Telecom Maintenance	\$2,236,796	0.6%	0.6%
Insurance	\$403,656	0.1%	0.1%
Office Rent	\$347,820	0.1%	0.1%
Communications	\$306,450	0.1%	0.1%
Other Expense	\$286,648	0.1%	0.1%
Training/Conference	\$188,004	0.0%	0.1%
Other Related Employee Expense	\$95,772	0.0%	0.0%
Office/Kitchen Supplies	\$51,576	0.0%	0.0%
Business Meetings & Meals	\$48,608	0.0%	0.0%
Postage/Mailing	\$45,540	0.0%	0.0%
Board Compensation	\$42,804	0.0%	0.0%
Promotions/Events	\$35,148	0.0%	0.0%
Repair & Maintenance	\$32,004	0.0%	0.0%
Temporary Personnel	\$18,000	0.0%	0.0%
Printed Materials	\$11,000	0.0%	0.0%
<hr/>			
<b>Administration Total</b>	<b>\$14,585,941</b>	<b>3.9%</b>	<b>4.2%</b>
<b>Contract Management Total</b>			
Salaries & Related Expense	\$3,393,432	0.9%	1.0%
Travel Training	\$1,685,969	0.4%	0.5%
Printed Materials	\$333,500	0.1%	0.1%
Promotions/Events	\$328,824	0.1%	0.1%
Communications	\$164,600	0.0%	0.0%
Office Rent	\$156,612	0.0%	0.0%
Vehicle Costs	\$140,004	0.0%	0.0%
Insurance	\$67,644	0.0%	0.0%
Postage/Mailing	\$28,596	0.0%	0.0%
Training/Conference	\$12,000	0.0%	
Office/Kitchen Supplies	\$3,132	0.0%	0.0%
Other Expense	\$2,316	0.0%	0.0%
Other Related Employee Expense	\$625	0.0%	0.0%
Business Meetings & Meals	\$280	0.0%	0.0%
<hr/>			
<b>Contract Management Total</b>	<b>\$6,317,534</b>	<b>1.7%</b>	<b>1.8%</b>

**Budget Detail by Cost Center  
Fiscal Year Ending June 30, 2027**

	<b>Expenses</b>	<b>% of Total Budget</b>	<b>% of Oper Costs</b>
<b>Contract Operations</b>			
Purchased Transportation	\$288,407,723	76.4%	83.1%
Insurance	\$20,010,820	5.3%	5.8%
Contracted Customer Service	\$3,239,169	0.9%	0.9%
Salaries & Related Expense	\$1,331,106	0.4%	0.4%
Network & Telecom Maintenance	\$798,200	0.2%	0.2%
Security	\$263,478	0.1%	0.1%
Communications	\$222,299	0.1%	0.1%
Professional Services	\$179,700	0.0%	0.1%
Office Rent	\$59,256	0.0%	0.0%
Printed Materials	\$11,000	0.0%	0.0%
Office/Kitchen Supplies	\$10,068	0.0%	0.0%
Training/Conference	\$2,004	0.0%	0.0%
<b>Contract Operations Total</b>	<b>\$314,534,824</b>	<b>83.3%</b>	<b>90.6%</b>
<b>CTSA</b>			
Salaries & Related Expense	\$406,032	0.1%	0.1%
Other Expense	\$72,336	0.0%	0.0%
Communications	\$22,680	0.0%	0.0%
Office Rent	\$16,932	0.0%	0.0%
Promotions/Events	\$7,140	0.0%	0.0%
Postage/Mailing	\$6,600	0.0%	0.0%
Office/Kitchen Supplies	\$3,756	0.0%	0.0%
Training/Conference	\$2,004	0.0%	0.0%
Insurance	\$1,932	0.0%	0.0%
Business Meetings & Meals	\$696	0.0%	0.0%
<b>CTSA Total</b>	<b>\$540,108</b>	<b>0.1%</b>	<b>0.2%</b>

**Budget Detail by Cost Center  
Fiscal Year Ending June 30, 2027**

	Expenses	% of Total Budget	% of Oper Costs
<b>Eligibility</b>			
Eligibility and Appeals	\$5,001,553	1.3%	1.4%
Purchased Transportation	\$3,475,656	0.9%	1.0%
Office Rent	\$686,472	0.2%	0.2%
Salaries & Related Expense	\$589,603	0.2%	0.2%
Printed Materials	\$448,000	0.1%	0.1%
Postage/Mailing	\$258,504	0.1%	0.1%
Communications	\$192,534	0.1%	0.1%
Insurance	\$155,280	0.0%	0.0%
Promotions/Events	\$64,284	0.0%	0.0%
Repair & Maintenance	\$24,000	0.0%	0.0%
Tether Program	\$24,000	0.0%	0.0%
Office/Kitchen Supplies	\$8,472	0.0%	0.0%
Training/Conference	\$2,496	0.0%	0.0%
Business Meetings & Meals	\$420	0.0%	0.0%
Other Expense	\$336	0.0%	0.0%
<b>Eligibility Total</b>	<b>\$10,931,610</b>	<b>2.9%</b>	<b>3.2%</b>
<b>Total Operating Budget</b>	<b>\$346,910,016</b>	<b>91.9%</b>	
<b>Capital</b>			
Capital - Local	\$18,495,800	4.9%	
Capital - Building	\$8,000,000	2.1%	
Prior Yr Capital - Federal	\$4,252,272	1.1%	
<b>Capital Total</b>	<b>\$30,748,072</b>	<b>8.1%</b>	
<b>Total Operating and Capital Budget</b>	<b>\$377,658,088</b>		

**Budget Comparison by Expenditure  
Fiscal Year Ending June 30, 2027**

<b>Category</b>	<b>FY26 Projection</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>	<b>Budget % Change</b>
Purchased Transportation	\$266,600,819	\$263,551,654	\$291,667,378	10.7%
Insurance	\$19,744,122	\$18,755,152	\$20,855,332	11.2%
Salaries & Related Expense	\$12,510,423	\$12,909,215	\$13,756,375	6.6%
Eligibility and Appeals	\$4,581,362	\$5,203,004	\$5,001,553	(3.9%)
Contracted Customer Service	\$3,076,255	\$3,712,524	\$3,239,169	(12.8%)
Network & Telecom Maintenance	\$3,126,789	\$2,534,322	\$3,034,996	19.8%
Professional Services	\$1,757,936	\$2,456,839	\$2,579,617	5.0%
Travel Training	\$1,242,514	\$1,501,385	\$1,685,969	12.3%
Office Rent	\$1,124,446	\$1,179,408	\$1,267,092	7.4%
Communications	\$823,235	\$908,563	\$908,563	
Printed Materials	\$565,024	\$831,609	\$803,500	(3.4%)
Promotions/Events	\$345,205	\$599,992	\$435,396	(27.4%)
Other Expense	\$258,617	\$289,628	\$361,636	24.9%
Postage/Mailing	\$269,874	\$339,240	\$339,240	
Security	\$263,478	\$263,478	\$263,478	
Training/Conference	\$160,679	\$206,508	\$206,508	
Other Related Employee Expense	\$104,112	\$139,000	\$96,397	(30.6%)
Vehicle Costs	\$148,864	\$180,000	\$140,004	(22.2%)
Office/Kitchen Supplies	\$60,147	\$77,004	\$77,004	
Repair & Maintenance	\$116,974	\$56,004	\$56,004	
Business Meetings & Meals	\$28,260	\$60,000	\$50,000	(16.7%)
Board Compensation	\$36,780	\$43,176	\$42,804	(.9%)
Tether Program	\$18,536	\$48,000	\$24,000	(50.0%)
Temporary Personnel	\$3,432	\$24,000	\$18,000	(25.0%)
<b>Total Operating Expenditures</b>	<b>\$316,967,884</b>	<b>\$315,869,705</b>	<b>\$346,910,016</b>	<b>9.8%</b>
<b>Capital</b>				
Federal	\$7,367,608	\$11,619,880		
Local	\$25,488,600	\$25,488,600	\$18,495,800	
Building	\$3,000,000	\$15,150,000	\$8,000,000	
Prior Year Carryover			\$4,252,272	
<b>Total Capital Expenditures</b>	<b>\$35,856,208</b>	<b>\$52,258,480</b>	<b>\$30,748,072</b>	<b>(41.2%)</b>
<b>Total Operating &amp; Capital Expenditures</b>	<b>\$352,824,092</b>	<b>\$368,128,185</b>	<b>\$377,658,088</b>	<b>2.6%</b>

<b>Budget Detail</b>	<b>FY2026</b>	<b>FY2027</b>
<b>Fiscal Year Ending June 30, 2027</b>	<b>Budget</b>	<b>Budget</b>
<b>Income</b>		
LA County Prop C Funds	\$159,272,638	\$203,640,990
Federal Section 5307	\$127,967,389	\$108,900,000
Measure M	\$15,809,250	\$16,000,000
Passenger Revenues	\$11,463,087	\$12,511,401
Audit Carryover - Local Funds		\$3,540,014
Misc Revenue	\$1,321,341	\$2,281,611
Federal Section 5317 - SAE	\$36,000	\$36,000
<b>Income Total</b>	<b>\$315,869,705</b>	<b>\$346,910,016</b>
<b>Capital</b>		
Federal 5310 (Current)	\$11,619,880	
Building - Capital		\$8,000,000
Prop C - New	\$25,488,600	\$18,495,800
Federal 5310/16 (Carryover)	\$15,150,000	\$4,252,272
<b>Capital Total</b>	<b>\$52,258,480</b>	<b>\$30,748,072</b>
<b>Total Funding</b>	<b>\$368,128,185</b>	<b>\$377,658,088</b>

**Budget Detail**  
**Fiscal Year Ending June 30, 2027**

**FY2026**  
**Budget**

**FY2027**  
**Budget**

**Administration**

Board Compensation		
Board and Advisory Committee Compensation	\$43,176	\$42,804
Board Compensation Total	\$43,176	\$42,804
Business Meetings & Meals		
Annual Meeting	\$36,000	\$36,000
Business Meetings & Meals	\$21,600	\$12,608
Business Meetings & Meals Total	\$57,600	\$48,608
Communications		
Telephone	\$149,763	\$149,763
Communications	\$70,000	\$70,000
Telephone - Cell Phone/Pagers	\$65,200	\$65,200
T1 - Expense	\$17,112	\$17,112
800 Line Service	\$4,375	\$4,375
Communications Total	\$306,450	\$306,450
Insurance		
Ins - Directors & Officers	\$217,512	\$210,972
Ins - Coml Genl Liab	\$37,680	\$68,856
Ins - Cyber Liability	\$36,948	\$45,216
Ins - Umb & Bus Auto	\$33,144	\$44,460
Ins - Earthquake Coverage	\$19,176	\$19,176
Ins - Prof Liab	\$14,976	\$14,976
Insurance Total	\$359,436	\$403,656
Network & Telecom Maintenance		
Network Support	\$1,250,719	\$2,008,800
Network Support - Consulting	\$365,000	\$160,000
Computer - Website Development	\$30,000	\$41,000
Computer - Soft License/Maintenance	\$24,000	\$12,000
Computer - Supplies/Exp Equip	\$110,004	\$11,996
Telephone System Consulting/Maintenance	\$3,000	\$3,000
Network & Telecom Maintenance Total	\$1,782,723	\$2,236,796
Office Rent		
Office/Storage Rent	\$362,232	\$347,820
Office Rent Total	\$362,232	\$347,820
Office/Kitchen Supplies		
Office Supplies	\$43,248	\$43,248
Kitchen Supplies	\$8,328	\$8,328
Office/Kitchen Supplies Total	\$51,576	\$51,576
Other Expense		
Miscellaneous	\$16,000	\$80,008
Banking Fees	\$24,000	\$72,000
Interest Expense	\$100,000	\$60,000
Mileage and Parking	\$41,496	\$41,496
Professional Memberships	\$28,044	\$28,044
Equipment/Other Rental	\$4,500	\$4,500
Public Notice Advertising Expenses	\$600	\$600
Other Expense Total	\$214,640	\$286,648
Other Related Employee Expense		
Empl Dev/Training/Appreciation	\$65,000	\$45,772
Payroll Processing Services	\$36,000	\$38,000

**Budget Detail**  
**Fiscal Year Ending June 30, 2027**

**FY2026**  
**Budget**

**FY2027**  
**Budget**

Recruitment Advertising & Fees	\$36,000	\$12,000
Subscription/References	\$0	\$0
Other Related Employee Expense Total	<u>\$137,000</u>	<u>\$95,772</u>
Postage/Mailing		
Postage/Mailing/Courier	\$45,540	\$45,540
Postage/Mailing Total	<u>\$45,540</u>	<u>\$45,540</u>
Printed Materials		
Publishing/Printing/Copying	\$11,004	\$11,000
Printed Materials Total	<u>\$11,004</u>	<u>\$11,000</u>
Professional Services		
Consulting - Other	\$1,345,865	\$1,788,229
Legal Fees	\$429,996	\$429,996
Other Professional Services	\$166,750	\$175,088
Interpretation/Translation	\$6,600	\$6,600
Professional Services Total	<u>\$1,949,211</u>	<u>\$2,399,913</u>
Promotions/Events		
Design	\$28,932	\$32,148
Promotional Activities	\$6,000	\$3,000
Promotions/Events Total	<u>\$34,932</u>	<u>\$35,148</u>
Provision For Income Tax		
Provision For Income Tax	\$0	\$0
Provision For Income Tax Total	<u>\$0</u>	<u>\$0</u>
Repair & Maintenance		
Office Facilities	\$28,404	\$28,404
Office Equipment	\$3,600	\$3,600
Repair & Maintenance Total	<u>\$32,004</u>	<u>\$32,004</u>
Salaries & Related Expense		
Salaries	\$5,634,713	\$6,116,187
CalPERS Retirement Contribution-Employer	\$659,614	\$718,315
Health	\$668,186	\$694,910
CalPERS Retirement Pickup	\$177,794	\$206,841
Worker's Compensation	\$84,213	\$95,276
Medicare	\$77,162	\$85,027
Dental	\$45,355	\$49,975
Life/LTD	\$34,164	\$36,636
CA Unemployment Tax	\$17,360	\$18,228
Qualified Transportation	\$7,566	\$7,748
Vision	\$5,871	\$7,060
Salaries & Related Expense Total	<u>\$7,411,996</u>	<u>\$8,036,202</u>
Temporary Personnel		
Salaries - Temp	\$24,000	\$18,000
Temporary Personnel Total	<u>\$24,000</u>	<u>\$18,000</u>
Training/Conference		
Training/Conference	\$188,004	\$188,004
Training/Conference Total	<u>\$188,004</u>	<u>\$188,004</u>
<b>Administration Total</b>	<b><u>\$13,011,524</u></b>	<b><u>\$14,585,941</u></b>

**Budget Detail**  
**Fiscal Year Ending June 30, 2027**

**FY2026**  
**Budget**

**FY2027**  
**Budget**

**Contract Management**

Business Meetings & Meals		
Business Meetings & Meals	\$480	\$276
Business Meetings & Meals Total	\$480	\$276
Communications		
Telephone - Cell Phone/Pagers	\$136,080	\$136,080
T1 - Expense	\$28,520	\$28,520
Communications Total	\$164,600	\$164,600
Insurance		
Ins - Umb & Bus Auto	\$50,448	\$67,644
Insurance Total	\$50,448	\$67,644
Office Rent		
Office/Storage Rent	\$164,448	\$156,612
Office Rent Total	\$164,448	\$156,612
Office/Kitchen Supplies		
Office Supplies	\$2,088	\$2,088
Kitchen Supplies	\$1,044	\$1,044
Office/Kitchen Supplies Total	\$3,132	\$3,132
Other Expense		
Professional Memberships	\$2,316	\$2,316
Other Expense Total	\$2,316	\$2,316
Other Related Employee Expense		
Emergency Supplies	\$2,000	\$625
Other Related Employee Expense Total	\$2,000	\$625
Postage/Mailing		
Postage/Mailing/Courier	\$28,596	\$28,596
Postage/Mailing Total	\$28,596	\$28,596
Printed Materials		
Publishing/Printing/Copying	\$231,600	\$333,500
Printed Materials Total	\$231,600	\$333,500
Professional Services		
Consulting - Other	\$302,932	\$4
Professional Services Total	\$302,932	\$4
Promotions/Events		
Driver Incentive Program	\$40,000	\$150,000
Design	\$131,784	\$146,424
Community Meeting	\$44,496	\$18,900
Promotional Activities	\$33,000	\$12,000
PAX - Compli Fares/Misc Reimb	\$1,500	\$1,500
Promotions/Events Total	\$250,780	\$328,824
Salaries & Related Expense		
Salaries	\$2,552,004	\$2,478,895
Health	\$427,485	\$407,144
CalPERS Retirement Contribution-Employer	\$299,018	\$295,817
CalPERS Retirement Pickup	\$72,053	\$80,150
Medicare	\$35,035	\$34,598
Worker's Compensation	\$25,354	\$25,770
Dental	\$19,549	\$21,938
Educational Assistance	\$15,000	\$15,000
Life/LTD	\$15,512	\$14,907

**Budget Detail**  
**Fiscal Year Ending June 30, 2027**

	<b>FY2026 Budget</b>	<b>FY2027 Budget</b>
CA Unemployment Tax	\$11,284	\$10,416
Qualified Transportation	\$5,044	\$4,656
Vision	\$3,914	\$4,140
Salaries & Related Expense Total	<u>\$3,481,253</u>	<u>\$3,393,432</u>
Travel Training		
Travel Training	\$1,501,385	\$1,685,969
Travel Training Total	<u>\$1,501,385</u>	<u>\$1,685,969</u>
Vehicle Costs		
Vehicle - Staff - Gas/Car Wash	\$72,000	\$80,004
Repairs & Maintenance/Other	\$108,000	\$60,000
Vehicle Costs Total	<u>\$180,000</u>	<u>\$140,004</u>
Training/Conference		
Training/Conference	\$12,000	\$12,000
Training/Conference Total	<u>\$12,000</u>	<u>\$12,000</u>
<b>Contract Management Total</b>	<b><u>\$6,375,970</u></b>	<b><u>\$6,317,534</u></b>

**Budget Detail**  
**Fiscal Year Ending June 30, 2027**

**FY2026**  
**Budget**

**FY2027**  
**Budget**

**Contract Operations**

Communications		
800 Line Service	\$136,875	\$136,875
T1 - Expense	\$62,744	\$62,744
Telephone - Cell Phone/Pagers	\$22,680	\$22,680
Communications Total	\$222,299	\$222,299
Contracted Customer Service		
Contracted Customer Service	\$3,712,524	\$3,239,169
Contracted Customer Service Total	\$3,712,524	\$3,239,169
Insurance		
Ins - Umb & Bus Auto	\$13,785,952	\$18,687,424
Ins - TPA	\$504,000	\$644,808
Ins - Bus Auto/SIR	\$3,781,776	\$567,864
Ins - 3rd Pty Empl Prac	\$123,252	\$110,724
Insurance Total	\$18,194,980	\$20,010,820
Network & Telecom Maintenance		
Computer - Soft License/Maintenance	\$719,699	\$767,000
Radio Frequency Lease	\$26,500	\$30,000
Telephone System Consulting/Maintenance	\$1,200	\$1,200
Network & Telecom Maintenance Total	\$747,399	\$798,200
Office Rent		
Office/Storage Rent	\$62,220	\$59,256
Office Rent Total	\$62,220	\$59,256
Office/Kitchen Supplies		
Office Supplies	\$6,948	\$6,948
Kitchen Supplies	\$3,120	\$3,120
Office/Kitchen Supplies Total	\$10,068	\$10,068
Printed Materials		
Publishing/Printing/Copying	\$11,004	\$11,000
Printed Materials Total	\$11,004	\$11,000
Professional Services		
Interpretation/Translation	\$197,496	\$172,500
Consulting - Other	\$7,200	\$7,200
Professional Services Total	\$204,696	\$179,700
Promotions/Events		
Promotions/Events	\$249,996	\$0
Promotions/Events Total	\$249,996	\$0
Purchased Transportation		
Purchased Transportation	\$248,590,131	\$280,333,643
Free Fare Programs	\$1,750,000	\$2,000,000
Fuel	\$4,457,284	\$1,571,487
Veh - NonStaff - R & M/Over 250K miles	\$2,497,042	\$994,980
Interest Expense	\$1,094,880	\$933,290
Repairs and Maintenance Facilities Direct	\$600,000	\$600,000
Real Estate Tax - Direct	\$496,944	\$496,944
Mgmt and Admin Exp - Direct	\$433,392	\$433,392
Miscellaneous Fees	\$72,000	\$240,000
Consulting	\$192,000	\$192,000
Utilities and Common Area Maintenance - Direct	\$190,000	\$190,000
Property Insurance Premiums - Direct	\$184,784	\$184,784

**Budget Detail**  
**Fiscal Year Ending June 30, 2027**

	<b>FY2026 Budget</b>	<b>FY2027 Budget</b>
MTA Shuttle	\$36,000	\$108,000
Purchased Transportation - SAE	\$379,327	\$65,004
Backup Services - Others	\$36,000	\$48,000
Decaling	\$24,996	\$24,996
Purchased Transportation - PWD	\$0	\$0
Vehicle Lease - AWC	\$0	\$0
Purchased Transportation - ATW	\$0	\$0
Vehicle Lease - ATW	(\$1,308)	(\$1,308)
Vehicle Lease - Regular	(\$7,488)	(\$7,488)
<b>Purchased Transportation Total</b>	<b>\$261,025,984</b>	<b>\$288,407,723</b>
<b>Salaries &amp; Related Expense</b>		
Salaries	\$902,956	\$908,899
Health	\$134,356	\$198,133
CalPERS Retirement Contribution-Employer	\$100,569	\$110,412
CalPERS Retirement Pickup	\$30,843	\$43,158
Educational Assistance	\$15,000	\$15,000
Dental	\$8,118	\$14,784
Worker's Compensation	\$13,494	\$14,174
Medicare	\$12,365	\$12,690
Life/LTD	\$5,475	\$5,468
CA Unemployment Tax	\$4,774	\$4,340
Vision	\$1,159	\$2,107
Qualified Transportation	\$1,940	\$1,940
<b>Salaries &amp; Related Expense Total</b>	<b>\$1,231,049</b>	<b>\$1,331,106</b>
<b>Security</b>		
Security Contract	\$263,478	\$263,478
<b>Security Total</b>	<b>\$263,478</b>	<b>\$263,478</b>
<b>Training/Conference</b>		
Training/Conference	\$2,004	\$2,004
<b>Training/Conference Total</b>	<b>\$2,004</b>	<b>\$2,004</b>
<b>Contract Operations Total</b>	<b>\$285,937,701</b>	<b>\$314,534,824</b>

**Budget Detail**  
**Fiscal Year Ending June 30, 2027**

**FY2026**  
**Budget**

**FY2027**  
**Budget**

**CTSA**

Business Meetings & Meals		
Business Meetings & Meals	\$1,200	\$696
Business Meetings & Meals Total	\$1,200	\$696
Communications		
Telephone - Cell Phone/Pagers	\$22,680	\$22,680
Communications Total	\$22,680	\$22,680
Insurance		
Ins - Umb & Bus Auto	\$1,440	\$1,932
Insurance Total	\$1,440	\$1,932
Office Rent		
Office/Storage Rent	\$17,784	\$16,932
Office Rent Total	\$17,784	\$16,932
Office/Kitchen Supplies		
Office Supplies	\$2,088	\$2,088
Kitchen Supplies	\$1,668	\$1,668
Office/Kitchen Supplies Total	\$3,756	\$3,756
Other Expense		
CTSA - Educ/Training Seminars	\$60,000	\$48,000
CTSA - Paratransit Scholarship	\$12,000	\$24,000
Professional Memberships	\$336	\$336
Other Expense Total	\$72,336	\$72,336
Postage/Mailing		
Postage/Mailing/Courier	\$6,600	\$6,600
Postage/Mailing Total	\$6,600	\$6,600
Promotions/Events		
Design	\$6,432	\$7,140
Promotions/Events Total	\$6,432	\$7,140
Salaries & Related Expense		
Salaries	\$212,371	\$311,217
CalPERS Retirement Contribution-Employer	\$25,115	\$36,771
Health	\$43,870	\$33,868
CalPERS Retirement Pickup	\$7,320	\$8,182
Worker's Compensation	\$3,172	\$4,839
Medicare	\$2,906	\$4,309
Dental	\$1,795	\$2,653
Life/LTD	\$1,287	\$1,857
CA Unemployment Tax	\$868	\$1,302
Qualified Transportation	\$388	\$582
Vision	\$331	\$452
Salaries & Related Expense Total	\$299,423	\$406,032
Training/Conference		
Training/Conference	\$2,004	\$2,004
Training/Conference Total	\$2,004	\$2,004
<b>CTSA Total</b>	<b>\$433,655</b>	<b>\$540,108</b>

**Budget Detail**  
**Fiscal Year Ending June 30, 2027**

**FY2026**  
**Budget**

**FY2027**  
**Budget**

**Eligibility**

Business Meetings & Meals		
Business Meetings & Meals	\$720	\$420
Business Meetings & Meals Total	\$720	\$420
Communications		
800 Line Service	\$102,500	\$102,500
Telephone - Cell Phone/Pagers	\$45,360	\$45,360
T1 - Expense	\$42,274	\$42,274
Communications	\$2,400	\$2,400
Communications Total	\$192,534	\$192,534
Eligibility and Appeals		
Eligibility Interview	\$5,021,326	\$4,836,162
Appeal Interview	\$181,678	\$165,391
Eligibility and Appeals Total	\$5,203,004	\$5,001,553
Insurance		
Ins - Umb & Bus Auto	\$63,948	\$88,092
Ins - Prof Liab	\$44,916	\$44,916
Ins - 3rd Pty Empl Prac	\$21,756	\$19,536
Ins - Bus Auto/SIR	\$18,228	\$2,736
Insurance Total	\$148,848	\$155,280
Network & Telecom Maintenance		
Computer - Soft License/Maintenance	\$4,200	\$0
Network & Telecom Maintenance Total	\$4,200	\$0
Office Rent		
Office/Storage Rent	\$518,724	\$614,976
Office Rent - Utilities	\$54,000	\$71,496
Office Rent Total	\$572,724	\$686,472
Office/Kitchen Supplies		
Office Supplies	\$7,644	\$7,644
Kitchen Supplies	\$828	\$828
Office/Kitchen Supplies Total	\$8,472	\$8,472
Other Expense		
Professional Memberships	\$336	\$336
Other Expense Total	\$336	\$336
Postage/Mailing		
Postage/Mailing/Courier	\$258,504	\$258,504
Postage/Mailing Total	\$258,504	\$258,504
Printed Materials		
ID Badges	\$457,005	\$327,000
Publishing/Printing/Copying	\$120,996	\$121,000
Printed Materials Total	\$578,001	\$448,000
Promotions/Events		
Design	\$57,852	\$64,284
Promotions/Events Total	\$57,852	\$64,284
Purchased Transportation		
Certification	\$2,507,088	\$3,458,842
Tether Trips	\$18,581	\$16,814
Purchased Transportation Total	\$2,525,669	\$3,475,656
Repair & Maintenance		
Office Facilities	\$24,000	\$24,000

<b>Budget Detail</b>	<b>FY2026</b>	<b>FY2027</b>
<b>Fiscal Year Ending June 30, 2027</b>	<b>Budget</b>	<b>Budget</b>
Repair & Maintenance Total	\$24,000	\$24,000
Salaries & Related Expense		
Salaries	\$372,987	\$394,117
Health	\$31,812	\$121,637
CalPERS Retirement Contribution-Employer	\$44,917	\$46,347
CalPERS Retirement Pickup	\$18,025	\$7,839
Worker's Compensation	\$5,578	\$6,146
Medicare	\$5,111	\$5,505
Dental	\$1,927	\$2,376
Life/LTD	\$2,263	\$2,372
CA Unemployment Tax	\$1,736	\$1,736
Qualified Transportation	\$776	\$776
Vision	\$361	\$753
Salaries & Related Expense Total	\$485,494	\$589,603
Tether Program		
Tether Strap Project	\$48,000	\$24,000
Tether Program Total	\$48,000	\$24,000
Training/Conference		
Training/Conference	\$2,496	\$2,496
Training/Conference Total	\$2,496	\$2,496
<b>Eligibility Total</b>	<b>\$10,110,855</b>	<b>\$10,931,610</b>
<b>Expenses Total</b>	<b>\$315,869,704</b>	<b>\$346,910,016</b>

**Budget Detail**  
**Fiscal Year Ending June 30, 2027**

**FY2026**  
**Budget**

**FY2027**  
**Budget**

**Capital Total**

<b>Capital - Building</b>		
Capital - Current Year	\$15,150,000	\$8,000,000
<b>Capital - Building Total</b>	<b>\$15,150,000</b>	<b>\$8,000,000</b>
<b>Capital - Federal 5310</b>		
Capital - Current Year	\$11,619,880	\$0
<b>Capital - Federal 5310 Total</b>	<b>\$11,619,880</b>	<b>\$0</b>
<b>Capital - Local</b>		
Capital - Current Year	\$25,488,600	\$18,495,800
<b>Capital - Local Total</b>	<b>\$25,488,600</b>	<b>\$18,495,800</b>
<b>Prior Yr Capital - Federal</b>		
Capital - Carryforward	\$0	\$4,252,272
<b>Prior Yr Capital - Federal Total</b>	<b>\$0</b>	<b>\$4,252,272</b>
<b>Capital Total</b>	<b>\$52,258,480</b>	<b>\$30,748,072</b>
<b>Total Operating &amp; Capital Expenditures</b>	<b>\$368,128,184</b>	<b>\$377,658,088</b>

**Purchased Transportation Detail  
Fiscal Year Ending June 30, 2027**

<b>PAX by Region</b>	<b>Jul-26</b>	<b>Aug-26</b>	<b>Sep-26</b>	<b>Oct-26</b>	<b>Nov-26</b>	<b>Dec-26</b>	<b>Jan-27</b>	<b>Feb-27</b>	<b>Mar-27</b>	<b>Apr-27</b>
Southern	154,880	150,756	149,287	153,305	147,389	157,295	155,844	143,479	160,381	154,861
Eastern	129,464	126,016	124,789	128,147	123,202	131,482	130,269	119,934	134,229	129,615
Northern	69,650	67,795	67,135	68,941	66,281	70,736	70,083	64,523	72,214	69,731
West/ Central	74,374	72,393	71,688	73,617	70,777	75,534	74,837	68,899	77,112	74,461
Antelope Valley	20,800	20,246	20,048	20,588	19,794	21,124	20,929	19,268	21,565	20,824
Santa Clarita	4,209	4,097	4,057	4,166	4,005	4,274	4,235	3,899	4,364	4,214
Backup	40	40	40	40	40	40	40	40	40	40
<b>Total</b>	<b>453,417</b>	<b>441,343</b>	<b>437,044</b>	<b>448,804</b>	<b>431,488</b>	<b>460,485</b>	<b>456,237</b>	<b>420,042</b>	<b>469,905</b>	<b>453,746</b>

<b>Trips by Region</b>	<b>Jul-26</b>	<b>Aug-26</b>	<b>Sep-26</b>	<b>Oct-26</b>	<b>Nov-26</b>	<b>Dec-26</b>	<b>Jan-27</b>	<b>Feb-27</b>	<b>Mar-27</b>	<b>Apr-27</b>
Southern	129,265	125,823	124,597	127,950	123,013	131,280	130,069	119,749	134,023	129,416
Eastern/Cert	104,170	101,395	100,408	103,110	99,131	105,793	104,817	96,501	108,004	104,291
Northern	55,502	54,024	53,498	54,937	52,817	56,367	55,847	51,417	57,545	55,567
West/ Central	59,449	57,865	57,302	58,844	56,574	60,376	59,819	55,072	61,637	59,518
Antelope Valley	17,422	16,959	16,793	17,244	16,580	17,694	17,530	16,139	18,063	17,442
Santa Clarita	3,605	3,509	3,474	3,568	3,430	3,660	3,627	3,339	3,737	3,609
Backup	40	40	40	40	40	40	40	40	40	40
<b>Total</b>	<b>369,453</b>	<b>359,615</b>	<b>356,112</b>	<b>365,693</b>	<b>351,585</b>	<b>375,210</b>	<b>371,749</b>	<b>342,257</b>	<b>383,049</b>	<b>369,883</b>

<b>Contract RevMiles</b>	3,041,527	2,960,539	2,931,706	3,010,577	2,894,439	3,088,915	3,060,425	2,817,660	3,153,443	3,045,068
<b>Contract RevHrs</b>	161,112	156,821	155,294	159,473	153,319	163,622	162,113	149,253	167,041	161,300
<b>Fare Revenue</b>	\$ 1,052,828	\$ 1,024,788	\$ 1,014,804	\$ 1,042,112	\$ 1,001,902	\$ 1,069,234	\$ 1,059,371	\$ 975,318	\$ 1,091,576	\$ 1,054,054

<b>Variable Costs by Region</b>	<b>Jul-26</b>	<b>Aug-26</b>	<b>Sep-26</b>	<b>Oct-26</b>	<b>Nov-26</b>	<b>Dec-26</b>	<b>Jan-27</b>	<b>Feb-27</b>	<b>Mar-27</b>	<b>Apr-27</b>
Southern	\$ 5,605,538	\$ 5,456,277	\$ 5,609,032	\$ 5,759,975	\$ 5,537,724	\$ 5,203,602	\$ 5,855,367	\$ 5,390,787	\$ 6,033,366	\$ 5,825,971
Eastern	\$ 4,941,825	\$ 4,810,179	\$ 4,763,356	\$ 4,891,538	\$ 4,702,775	\$ 4,518,820	\$ 4,972,518	\$ 4,578,007	\$ 5,123,710	\$ 5,111,302
Northern	\$ 2,955,836	\$ 2,985,543	\$ 2,955,748	\$ 3,035,454	\$ 2,918,521	\$ 2,813,627	\$ 3,085,200	\$ 2,839,907	\$ 3,178,024	\$ 3,068,853
West/ Central	\$ 2,909,673	\$ 2,832,840	\$ 2,804,691	\$ 2,854,287	\$ 2,776,652	\$ 2,663,254	\$ 2,935,917	\$ 2,702,934	\$ 3,025,144	\$ 2,921,143
Antelope Valley	\$ 941,505	\$ 916,448	\$ 907,480	\$ 931,885	\$ 895,957	\$ 882,973	\$ 947,321	\$ 872,150	\$ 976,128	\$ 942,592
Santa Clarita	\$ 206,530	\$ 201,030	\$ 199,025	\$ 204,410	\$ 196,504	\$ 209,681	\$ 207,791	\$ 191,291	\$ 214,092	\$ 206,759
Backup	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Eastern - CERT	\$ 284,375	\$ 287,081	\$ 279,310	\$ 288,153	\$ 269,675	\$ 263,141	\$ 277,722	\$ 288,907	\$ 294,579	\$ 288,112
Antelope Valley - CERT	\$ 4,596	\$ 6,430	\$ 6,092	\$ 6,476	\$ 5,673	\$ 5,389	\$ 6,023	\$ 6,509	\$ 6,756	\$ 6,248
<b>Total</b>	<b>\$ 17,853,878</b>	<b>\$ 17,499,827</b>	<b>\$ 17,528,733</b>	<b>\$ 17,976,178</b>	<b>\$ 17,307,481</b>	<b>\$ 16,564,487</b>	<b>\$ 18,291,858</b>	<b>\$ 16,874,494</b>	<b>\$ 18,855,798</b>	<b>\$ 18,374,980</b>

<b>Fixed Costs by Region</b>	<b>Jul-26</b>	<b>Aug-26</b>	<b>Sep-26</b>	<b>Oct-26</b>	<b>Nov-26</b>	<b>Dec-26</b>	<b>Jan-27</b>	<b>Feb-27</b>	<b>Mar-27</b>	<b>Apr-27</b>
Southern	\$ 1,537,030	\$ 1,542,923	\$ 1,590,272	\$ 1,590,272	\$ 1,590,272	\$ 1,590,272	\$ 1,590,272	\$ 1,590,272	\$ 1,590,272	\$ 1,590,272
Eastern	\$ 1,156,445	\$ 1,156,445	\$ 1,156,445	\$ 1,156,445	\$ 1,156,445	\$ 1,156,445	\$ 1,156,445	\$ 1,156,445	\$ 1,156,445	\$ 1,210,811
Northern	\$ 1,021,259	\$ 1,059,950	\$ 1,059,950	\$ 1,059,950	\$ 1,059,950	\$ 1,059,950	\$ 1,059,950	\$ 1,059,950	\$ 1,059,950	\$ 1,059,950
West/ Central	\$ 714,744	\$ 714,744	\$ 714,744	\$ 714,744	\$ 1,390,404	\$ 1,390,404	\$ 1,390,404	\$ 1,390,404	\$ 1,390,404	\$ 1,390,404
Antelope Valley	\$ 617,103	\$ 617,103	\$ 617,103	\$ 617,103	\$ 617,103	\$ 617,103	\$ 617,103	\$ 617,103	\$ 617,103	\$ 617,103
Santa Clarita	\$ 51,028	\$ 51,028	\$ 51,028	\$ 51,028	\$ 51,028	\$ 51,028	\$ 51,028	\$ 51,028	\$ 51,028	\$ 51,028
<b>Total</b>	<b>\$ 5,097,609</b>	<b>\$ 5,142,193</b>	<b>\$ 5,189,542</b>	<b>\$ 5,189,542</b>	<b>\$ 5,865,202</b>	<b>\$ 5,865,202</b>	<b>\$ 5,865,202</b>	<b>\$ 5,865,202</b>	<b>\$ 5,865,202</b>	<b>\$ 5,919,568</b>

<b>Misc Expense/R&amp;M &gt; \$250K miles</b>	\$ 361,886	\$ 349,793	\$ 351,386	\$ 355,561	\$ 346,538	\$ 358,305	\$ 341,831	\$ 340,744	\$ 347,033	\$ 348,273
<b>Fuel Surcharge</b>	\$ 332,836	\$ 322,590	\$ 319,444	\$ 274,791	\$ 264,186	\$ 281,942	\$ 279,345	\$ 257,179	\$ 287,833	\$ 277,937

<b>Total Purchased Transportation (not incl FF)</b>	<b>\$ 23,646,209</b>	<b>\$ 23,314,404</b>	<b>\$ 23,389,106</b>	<b>\$ 23,796,072</b>	<b>\$ 23,783,407</b>	<b>\$ 23,069,935</b>	<b>\$ 24,778,236</b>	<b>\$ 23,337,618</b>	<b>\$ 25,355,867</b>	<b>\$ 24,920,759</b>
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**Purchased Transportation Detail  
Fiscal Year Ending June 30, 2027**

<b>PAX by Region</b>	<b>May-27</b>	<b>Jun-27</b>	<b>TOTAL</b>
Southern	156,689	155,897	1,840,063
Eastern	130,976	130,382	1,538,505
Northern	70,463	70,144	827,696
West/ Central	75,243	74,902	883,837
Antelope Valley	21,042	20,947	247,175
Santa Clarita	4,258	4,239	50,017
Backup	40	40	480
<b>Total</b>	<b>458,711</b>	<b>456,551</b>	<b>5,387,773</b>

<b>Trips by Region</b>	<b>May-27</b>	<b>Jun-27</b>	<b>TOTAL</b>
Southern	130,774	130,182	1,536,141
Eastern/Cert	105,386	104,908	1,237,914
Northern	56,150	55,896	659,567
West/ Central	60,143	59,871	706,470
Antelope Valley	17,626	17,545	207,037
Santa Clarita	3,647	3,630	42,835
Backup	40	40	480
<b>Total</b>	<b>373,766</b>	<b>372,072</b>	<b>4,390,444</b>

<b>Contract RevMiles</b>	3,077,022	3,063,085	36,144,404
<b>Contract RevHrs</b>	162,991	162,255	1,914,593
<b>Fare Revenue</b>	\$ 1,065,118	\$ 1,060,296	\$ 12,511,401

<b>Variable Costs by Region</b>	<b>May-27</b>	<b>Jun-27</b>	<b>TOTAL</b>
Southern	\$ 5,887,104	\$ 5,853,080	\$ 68,017,823
Eastern	\$ 5,164,968	\$ 5,141,541	\$ 58,720,539
Northern	\$ 3,101,764	\$ 3,086,839	\$ 36,025,315
West/ Central	\$ 2,951,818	\$ 2,938,469	\$ 34,316,822
Antelope Valley	\$ 1,000,108	\$ 995,543	\$ 11,210,090
Santa Clarita	\$ 208,936	\$ 207,962	\$ 2,454,014
Backup	\$ 4,000	\$ 4,000	\$ 48,000
Eastern - CERT	\$ 301,390	\$ 279,685	\$ 3,402,130
Antelope Valley - CERT	\$ 7,145	\$ 6,189	\$ 73,526
<b>Total</b>	<b>\$ 18,627,235</b>	<b>\$ 18,513,307</b>	<b>\$ 214,268,258</b>

<b>Fixed Costs by Region</b>	<b>May-27</b>	<b>Jun-27</b>	<b>TOTAL</b>
Southern	\$ 1,590,272	\$ 1,590,724	\$ 18,983,122
Eastern	\$ 1,210,811	\$ 1,210,811	\$ 14,040,434
Northern	\$ 1,059,950	\$ 1,059,950	\$ 12,680,714
West/ Central	\$ 1,390,404	\$ 1,390,404	\$ 13,982,210
Antelope Valley	\$ 647,958	\$ 647,958	\$ 7,466,946
Santa Clarita	\$ 51,028	\$ 51,028	\$ 612,335
<b>Total</b>	<b>\$ 5,950,423</b>	<b>\$ 5,950,875</b>	<b>\$ 67,765,761</b>

<b>Misc Expense/R&amp;M &gt; \$250K miles</b>	\$ 339,905	\$ 341,128	\$ 4,182,385
<b>Fuel Surcharge</b>	\$ 280,856	\$ 272,035	\$ 3,450,974

<b>Total Purchased Transportation (not incl FF)</b>	<b>\$ 25,198,419</b>	<b>\$ 25,077,346</b>	<b>\$ 289,667,378</b>
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Summary of Projected Salaries  
Fiscal Year Ending June 30, 2027

Salary Detail by Department	Administration	Contract Management	Contract Operations	CTSA	Eligibility	Total
Salaries	\$6,116,187	\$2,478,895	\$908,899	\$311,217	\$394,117	\$10,209,315
Health	\$694,910	\$407,144	\$198,133	\$33,868	\$121,637	\$1,455,693
CalPERS Retirement Contribution-Employer	\$718,315	\$295,817	\$110,412	\$36,771	\$46,347	\$1,207,662
CalPERS Retirement Pickup	\$206,841	\$80,150	\$43,158	\$8,182	\$7,839	\$346,169
Worker's Compensation	\$95,276	\$25,770	\$14,174	\$4,839	\$6,146	\$146,205
Medicare	\$85,027	\$34,598	\$12,690	\$4,309	\$5,505	\$142,130
Dental	\$49,975	\$21,938	\$14,784	\$2,653	\$2,376	\$91,727
Life/LTD	\$36,636	\$14,907	\$5,468	\$1,857	\$2,372	\$61,240
CA Unemployment Tax	\$18,228	\$10,416	\$4,340	\$1,302	\$1,736	\$36,022
Educational Assistance		\$15,000	\$15,000			\$30,000
Qualified Transportation	\$7,748	\$4,656	\$1,940	\$582	\$776	\$15,702
Vision	\$7,060	\$4,140	\$2,107	\$452	\$753	\$14,511
<b>Salaries &amp; Related Expense Total</b>	<b>\$8,036,202</b>	<b>\$3,393,432</b>	<b>\$1,331,106</b>	<b>\$406,032</b>	<b>\$589,603</b>	<b>\$13,756,375</b>