2027 PROPOSED ANNUAL BUDGET

access

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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 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*


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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.

Department	FY2026	FY2027
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
Total Expenditures	**368.1**	**377.6**


Center
Operation:

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
Performance			
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
Purchased Transportation Cost			
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

Operations & Safety

	Standard	FY2025	FY2026*
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

	Standard	FY2025	FY2026*
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

	Standard	FY2025	FY2026*
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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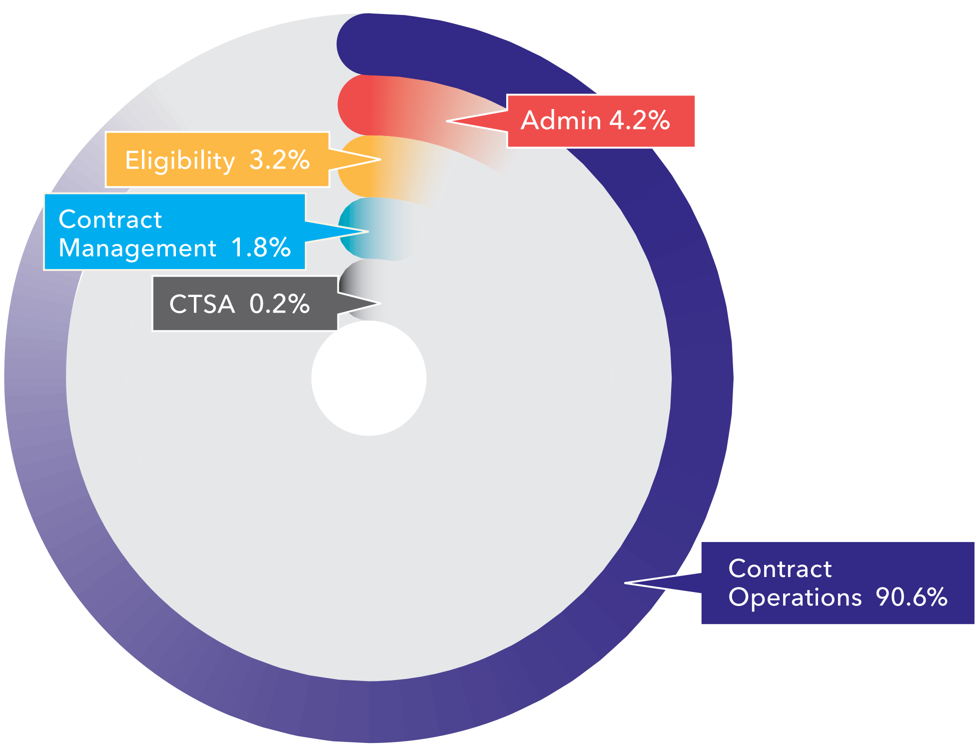
FY2027 BUDGET SUMMARY

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

	FY2027 Budget	% of Total Funding
Operating Funds		
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%
Total Operating	**$346,910,016**	**91.9%**
Capital Funds		
Capital (including carryover of $4.3MM)	22,748,072	6.0%
Building Fund	8,000,000	2.1%
Total FY27 Budget	**$377,658,088**	

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%
Administration Total	**$14,585,941**	**3.9%**	**4.2%**

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%
Contract Management Total	**$6,317,534**	**1.7%**	**1.8%**

CONTRACT OPERATIONS

	Expenses	% of Total Budget	% of Operating Costs
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%
Contract Operations Total	**$314,534,824**	**83.3%**	**90.6%**

CTSA

	Expenses	% of Total Budget	% of Operating Costs
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%
CTSA Total	**$540,108**	**0.1%**	**0.2%**

ELIGIBILITY

	Expenses	% of Total Budget	% of Operating Costs
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%
Eligibility Total	**$10,931,610**	**2.9%**	**3.2%**

TOTAL OPERATING & CAPITAL BUDGET

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

FLEET DETAIL

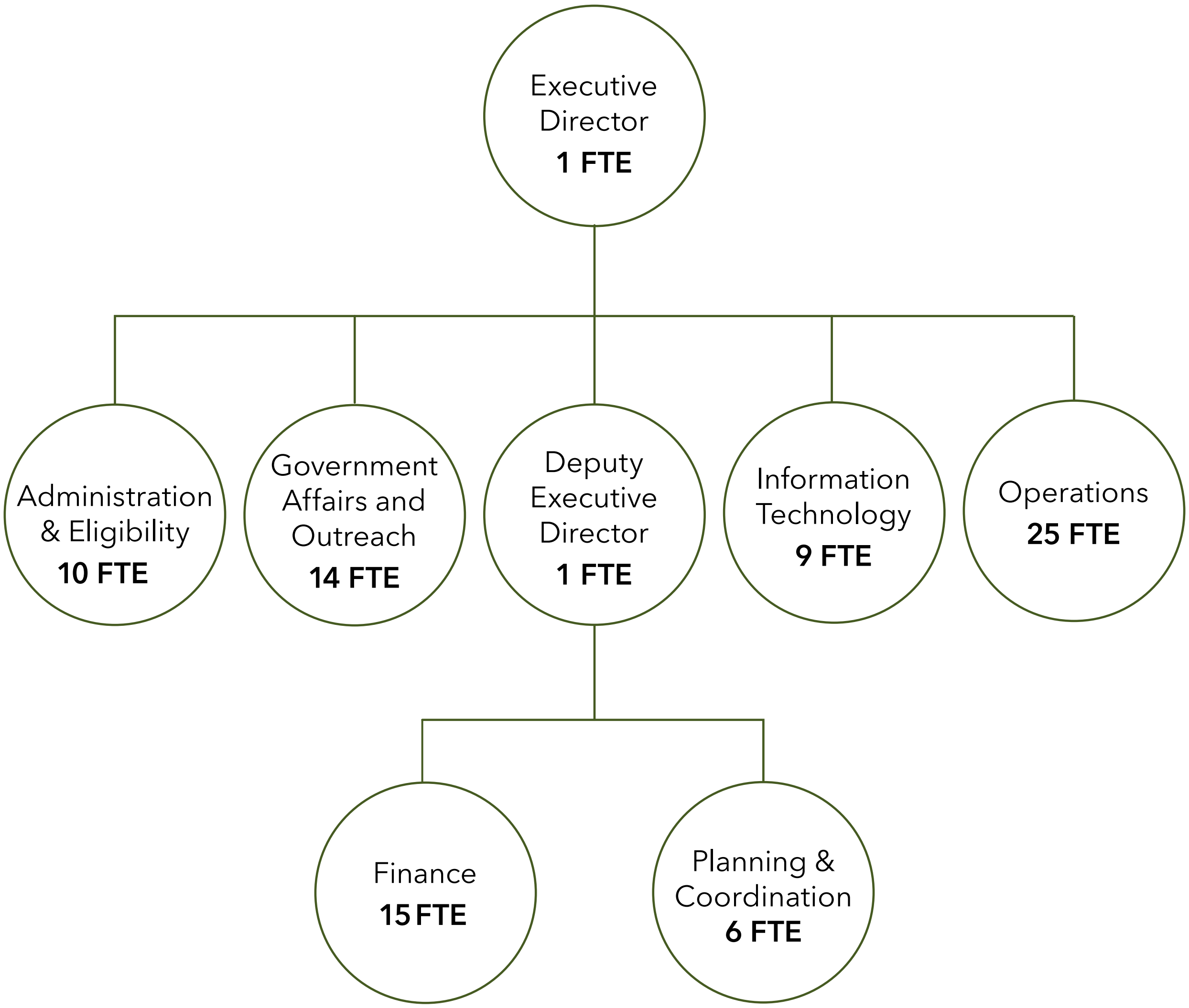
Access will continue to replace vehicles in FY27. The planned deliveries include a combination of Turtle Top cutaways, Braun Voyagers, Ford Transit Vans, and "136" Pro Masters.

Fleet		Number of Vehicles
	Access-provided fleet	770
	Contractor-provided fleet	299
	Subcontract fleet	836
	Total	**1,905**

Vehicle Type		Access Provided Vehicles
	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
	Total	**770**

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

FTE SUMMARY



Executive Director
1 FTE
Administration & Eligibility
10 FTE
Government Affairs and Outreach
14 FTE
Deputy Executive Director
1 FTE
Information Technology
9 FTE
Operations
25 FTE
Finance
15 FTE
Planning & Coordination
6 FTE

ANNUAL PAY SCHEDULE

		Minimum	Midpoint	Maximum
1	Assistant Administrative Analyst Receptionist Office Services Clerk	$39,603	$55,961	$72,318
2	Administrative Assistant Assistant Procurement Specialist Auditor	$51,656	$70,510	$89,364
3	Account 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 Management Counselor	$61,987	$85,232	$108,477
4	Accountant Accountant/Auditor Customer Relations Advocate Business Analyst Procurement Specialist Safety Analyst Senior Operations Service Monitor Senior Road Safety Inspector	$63,803	$92,840	$121,876
5	Customer Relations ADA Coordinator CTSA Analyst Customer Relations Analyst Fleet Maintenance Analyst Network & Helpdesk Analyst Risk Management Analyst Senior Accountant Strategic Planner Systems Administrator Transportation Planner	$77,673	$113,867	$150,061
6	Application Developer Chief Marketing and Creative Officer Customer Relations Administrator Cyber Security Analyst Data Scientist Application Developer Chief Marketing and Creative Officer Customer Relations Administrator	$85,996	$133,785	$181,573

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

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