

Alameda – Contra Costa Transit District

FY 2022-23 Adopted Budget



1600 Franklin Street
Oakland, CA 94612
Phone: 510-891-4777
actransit.org



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**Alameda-Contra Costa Transit District
California**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards.

Table of Contents

GENERAL MANAGER'S MESSAGE	3
ABOUT AC TRANSIT	8
OUR VISION	8
OUR MISSION	8
PASSENGER AND SERVICE PORTRAIT	9
FINANCIAL STRUCTURE, POLICY, AND PROCESS	12
BUDGET DEVELOPMENT PROCESS	12
OVERVIEW OF THE FY 2022-23 BUDGET DEVELOPMENT PROCESS	12
BUDGET CALENDAR	12
BUDGETARY CONTROL	13
BASIS OF PRESENTATION OF FUNDS AND FUND STRUCTURE	14
BASIS OF BUDGETING	14
MACROECONOMIC CONDITIONS AND DISTRICT STRATEGY	15
CURRENT SITUATION	15
DISTRICT CHALLENGES	15
FINANCIAL STRATEGY	16
POPULATION GROWTH AND PANDEMIC	16
BUDGET SUMMARY	17
DISTRICT ORGANIZATION CHART	18
POSITION COUNT BY DEPARTMENT	19
OPERATING REVENUES	20
OPERATING: PASSENGER FARES	20
OPERATING: CONTRACT SERVICES	20
OPERATING: BART TRANSFER	20
OPERATING: INVESTMENT INCOME	20
OPERATING: ADVERTISING	20
OPERATING: OTHER REVENUE	20
OPERATING: REAL ESTATE	20
SALES TAX-BASED SUBSIDIES: TRANSPORTATION DEVELOPMENT ACT (TDA)	21
SALES TAX-BASED SUBSIDIES: AB1107	21
SALES TAX-BASED SUBSIDIES: MEASURE B	21
SALES TAX-BASED SUBSIDIES: MEASURE BB	21
SALES TAX-BASED SUBSIDIES: MEASURE J	21
PROPERTY TAXES	21
PARCEL TAXES: MEASURE VV	22
STATE TRANSPORTATION ASSISTANCE (STA)	22
REGIONAL MEASURE 2	22
ADA FEDERAL	22
OTHER FEDERAL, STATE & LOCAL	22
OPERATING EXPENSE	25
LABOR	27
NON-LABOR	29
SERVICES	29
FUELS AND LUBRICANTS	30
BUS PARTS	30
OTHER MATERIALS	31
PURCHASED TRANSPORTATION COSTS	31
UTILITIES AND TAXES	32
CASUALTY AND LIABILITY COSTS	32
INTEREST EXPENSE	33
OTHER OPERATING EXPENSES	33
FY 2021-22 YEAR END VARIANCE	36

DISTRICT FUNDED CAPITAL PROGRAM	38
STRATEGIC PLAN AND GOALS	39
STRATEGIC PLAN INITIATIVES AND ACCOMPLISHMENTS	41
DEPARTMENT BUDGETS	44
BOARD OF DIRECTORS	45
DISTRICT SECRETARY	46
GENERAL MANAGER.....	47
LEGAL	48
OPERATIONS	49
PLANNING & ENGINEERING	50
INNOVATION & TECHNOLOGY.....	51
HUMAN RESOURCES	52
EXTERNAL AFFAIRS, MARKETING AND COMMUNICATIONS	53
FINANCE	54
DISTRICT OVERHEAD.....	55
RETIREMENT	56
CAPITAL BUDGET	57
APPENDIX	60
DISTRICT ORGANIZATION CHART	61
AC TRANSIT DISTRICT BOARD OF DIRECTORS	62
OFFICE OF THE DISTRICT SECRETARY	63
OFFICE OF GENERAL MANAGER	64
OFFICE OF GENERAL COUNSEL	65
OPERATIONS	66
PLANNING AND ENGINEERING	67
INNOVATION AND TECHNOLOGY	68
HUMAN RESOURCES & EMPLOYEE DEVELOPMENT	69
EXTERNAL AFFAIRS, MARKETING & COMMUNICATIONS.....	70
FINANCE	71
RETIREMENT ORGANIZATION.....	72
POSITION TITLES BY DEPARTMENT	73
POSITIONS BY TITLE	81
DEPARTMENT BUDGET DETAIL	87
BOARD OF DIRECTORS	88
DISTRICT SECRETARY	89
EXTERNAL AFFAIRS, MARKETING & COMMUNICATIONS.....	91
FINANCE	94
GENERAL MANAGER.....	97
HUMAN RESOURCES	99
INNOVATION & TECHNOLOGY.....	101
LEGAL	103
OPERATIONS	105
PLANNING & ENGINEERING	109
DISTRICT OVERHEAD.....	112
RETIREMENT	114
FINANCIAL POLICIES	115
DEBT OBLIGATIONS.....	134
CONSOLIDATED SALARY SCHEDULE	144
CAPITAL DEFINITION.....	157
GLOSSARY	158



Alameda-Contra Costa Transit District

Mike Hursh, General Manager

June 8, 2022

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

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

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

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael Hursh', is written over a light blue horizontal line.

Michael Hursh,
General Manager



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

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

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

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

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

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


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

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

Section 2. Directs the General Manager to return to the Board at a later date to obtain approval to implement any changes to district employees' wages and benefits not already negotiated or approved.

Section 3. This resolution shall become effective immediately upon its passage by four affirmative votes of the Board of Directors.

PASSED AND ADOPTED this 8th day of June 2022.



Elsa Ortiz, President

Attest:



Linda A. Nemeroff, District Secretary

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

AYES: PRESIDENT ORTIZ, VICE PRESIDENT YOUNG, DIRECTORS BECKLES, WALSH,
MCCALLEY, SHAW, AND PEEPLES

NOES: NONE

ABSENT: NONE

ABSTAIN: NONE



Linda A. Nemeroff, District Secretary

Approved as to Form and Content:



Jill A. Sprague, General Counsel

**ALAMEDA-CONTRA COSTA TRANSIT DISTRICT
RESOLUTION NO. 22-029**

**A RESOLUTION ESTABLISHING THE APPROPRIATIONS LIMIT FOR FISCAL YEAR 2022-23
PURSUANT TO ARTICLE XIII B OF THE CONSTITUTION OF THE STATE OF CALIFORNIA**

WHEREAS, Article XIII B to the Constitution of the State of California places appropriations limitations on the fiscal powers of the State and each local government; and

WHEREAS, Government Code Section 7910 provides that each year the governing body of each jurisdiction shall establish its Appropriations Limit pursuant to Article XIII B at a regularly scheduled meeting or special meeting; and

WHEREAS, the Board of Directors on July 13, 2022, adopted Resolution 22-029 providing notice to the public, as required by Government Code Section 7910, that the Board of Directors would establish the Appropriations Limit for Fiscal Year 2022-23 at its regularly scheduled meeting on August 10, 2022; and


WHEREAS, no public comment was received regarding the District's appropriation limit for Fiscal Year 2022-23.

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

Section 1. The Board of Directors hereby establishes the Appropriations Limit for Fiscal Year 2022-23 for the Alameda-Contra Costa Transit District at \$625,563,311 as documented in Exhibits A and B attached hereto and incorporated by reference.

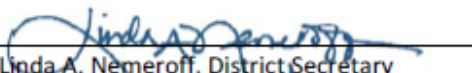
Section 2. This resolution shall become effective immediately upon its passage by four affirmative votes of the Board of Directors.

PASSED AND ADOPTED this 10th day of August 2022.



Elsa Ortiz, President

Attest:



Linda A. Nemeroff, District Secretary

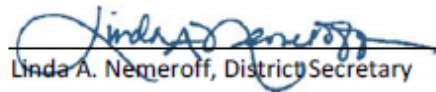
I, Linda A. Nemeroff, District Secretary for the Alameda-Contra Costa Transit District, do hereby certify that the foregoing Resolution was passed and adopted at a regular meeting of the Board of Directors held on the 10th day of August 2022, by the following roll call vote:

AYES: DIRECTORS SHAW, MCCALLEY, BECKLES, WALSH, PEEPLES, VICE PRESIDENT
YOUNG, and PRESIDENT ORTIZ

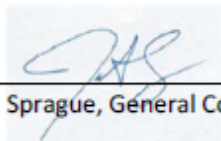
NOES: NONE

ABSENT: NONE

ABSTAIN: NONE


Linda A. Nemeroff, District Secretary

Approved as to Form and Content:


Jill A. Sprague, General Counsel

About AC Transit

Our Vision

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

Our Mission

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

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

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

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

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

There are 2,332 approved staff positions at seven facilities, of which 86 percent are within the Operations Department. Most employees are represented by one of the three bargaining units: Amalgamated Transit Union (ATU); American Federation of State, County, and Municipal Employees (AFSCME); and International Brotherhood of Electrical Workers (IBEW).



Updated August 2022

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

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

- 28.9 million trips annually (FY21-22)
- 91,000 passengers each weekday (FY21-22)

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

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

Adults	
Single Ride	\$2.50
Day Pass	\$5.00
Youth (5-18) / Senior / Disabled	
Single Ride	\$1.25
Day Pass	\$2.75

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

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

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

Adult 31-Day	\$216.00
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Fixed Route Accessibility

All coaches are equipped with:

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

Americans with Disabilities Act (ADA) Mandated Paratransit

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

Information for Hearing or Visually Impaired

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

Regional Transit Connection

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

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

Locations

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

General Office/Customer Service
1600 Franklin Street
Oakland, California

Training and Education Center
20234 Mack Street
Hayward, California

Emeryville Operating Division (#2)
1177 47th Street
Emeryville, California

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

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

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

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

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

Important Telephone Numbers / Contact Information

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

Financial Structure, Policy, and Process

Budget Development Process

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

Overview of the FY 2022-23 Budget Development Process

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

Budget Calendar

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

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

The Recommended budget calendar is as follows:

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

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

Budgetary Control

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

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

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

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

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

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

Basis of Presentation of Funds and Fund Structure

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

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

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

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

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

Basis of Budgeting

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

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

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

See Appendix for [Financial Policies](#)

Macroeconomic Conditions and District Strategy

Current Situation

AC Transit has faced turmoil and uncertainty resulting from the COVID pandemic over the last two and a half years. The pandemic has impacted everything from how and where employees work to how much service the District is able to provide. A tight labor market, spikes in COVID cases, and general slowing of population in the Bay Area have made hiring operators and increasing service levels very difficult. Supply chain problems and the war in Ukraine are causing sharp increases in the price of fuel and other goods.

High inflation is increasing the price of many goods and services, and the initial hopes for “transitory” inflation have been crushed. Federal Reserve officials are adamant that inflation will be brought under control. However, the tools proposed by the Federal Reserve to curb inflation could potentially cause a recession and result in the reduction of many of the District’s revenue sources.

A significant amount of federal emergency operating funds supported the District and allowed for the continuation of bus service, albeit at a lower level compared to pre-pandemic. Unfortunately, this operating support will not continue, and the District may be heading toward financial deficits once all these funds are exhausted.

The District must decide how best to move forward and balance restoration of service with the high possibility of deficits that could require once again reducing service.

District Challenges

There is still significant uncertainty about the long-term economic impacts of the pandemic and how inflation and a possible recession will play out in the near-term. The District received federal funding to deal with the pandemic. A total of \$286 million has been allocated to the District over the past two and half years. Funding from the third measure, the American Rescue Plan (ARP) Act is very likely the last significant amount of federal operating support. Once the ARP Act funding is spent, regular sources of subsidy and farebox revenues may not be enough to match the District’s projected expenses.

While some revenue subsidies have already reached pre-pandemic levels, farebox revenues are still depressed and may well take years to return to prior levels, if at all. Reduced ridership overall is the primary culprit, and in Transbay service in particular, but the District’s farebox recovery ratio has also been reduced which means less revenue for the same ridership. The District is fortunate to have seen other subsidy levels return, but their decline during the pandemic caused them to lose ground compared to expenses. This has further thrown off the delicate balance of revenues and expenses the District needs to maintain to have a balanced budget.

The war in Ukraine, supply chain issues, and COVID lockdowns in China have caused inflationary pressures on prices. Fuel costs have reduced somewhat recently but are still very high after increasing 90% during FY 2021-22. These increased supply costs are placing additional pressure on the budget and forcing the District to use up more of our ARP funding sooner than staff planned.

Restoring service is a high priority for the District. The communities in our service area rely on us for their transportation needs, and that need will only increase as more people go back to work and commute. The primary obstacle to increasing service is the challenge we face hiring and training new operators at a rate above normal attrition. Hiring challenges are a nationwide problem for transit agencies, and particularly in the Bay Area as we are competing with many other transit agencies in the same labor pool. So far, recruiting operators has not been easy due to a very tight labor market.

Financial Strategy

The District projections that even under an optimal economic outlook it is likely that expenses will surpass “regular” revenues once federal emergency funding is used up. The District believes controlling deficits will require strong cost control, managing the remaining federal emergency funding, and building up cash reserves. Controlling expenses now will increase the ARP Act funding available to reduce deficits in later years. Once ARP funding is used up cash reserves can help the District continue operating. How well cash reserves mitigate potential deficits will depend on whether there is an economic downturn and how severe it is.

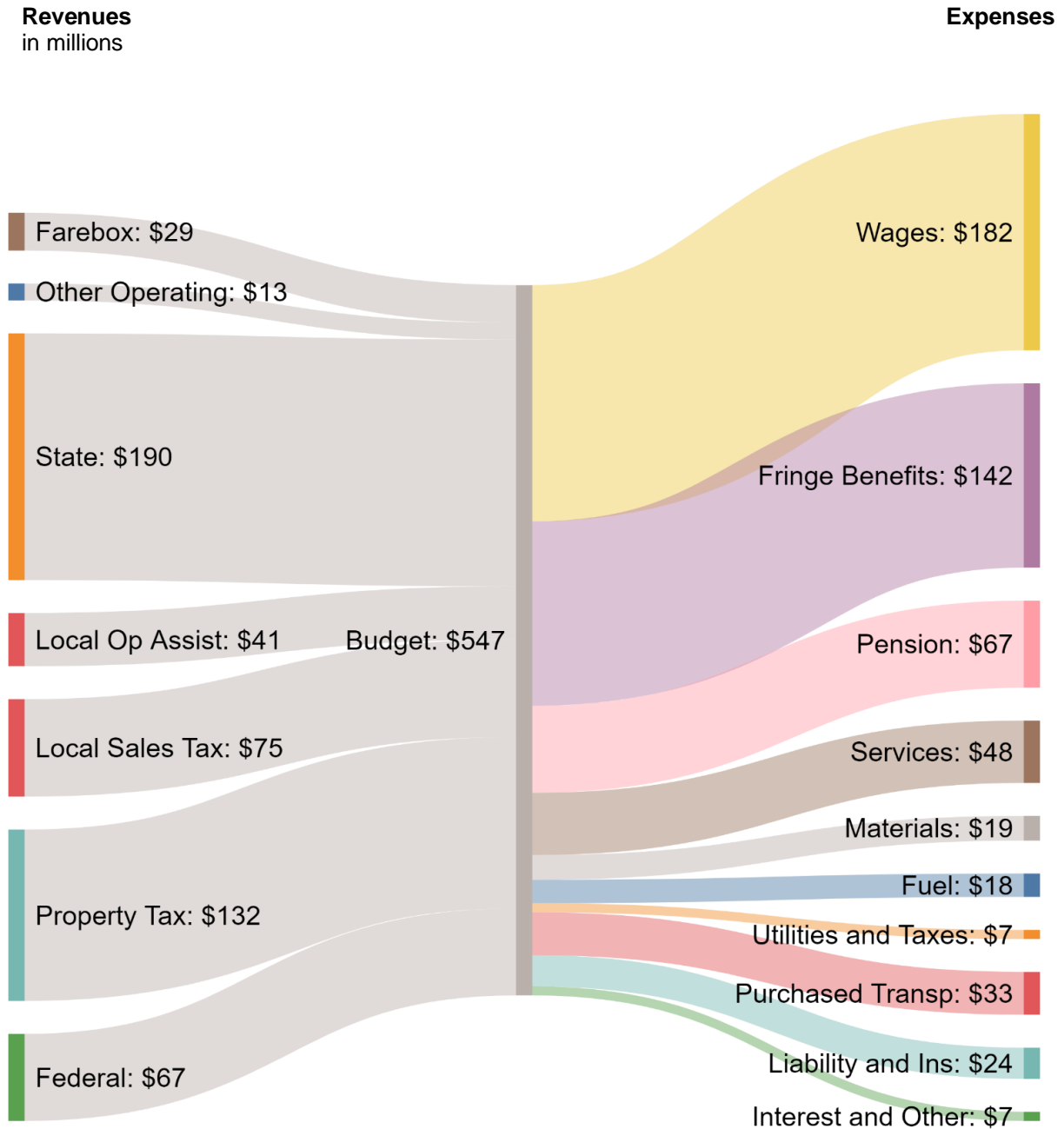
Population Growth and Pandemic

Based on the 2020 census data, the San Francisco-Oakland-Berkeley Metropolitan Statistical Area ranks 13 in the nation for population size, however, is growing at the slowest rate since the 1930s. Before the pandemic began, the rate of population growth in the East Bay and California overall was already slowing. The latest statistical data show the Bay Area population shrinking at a faster rate than overall California trends. The primary reasons cited include a reduced rate of births and an increase in deaths (related to ongoing pandemic cases).

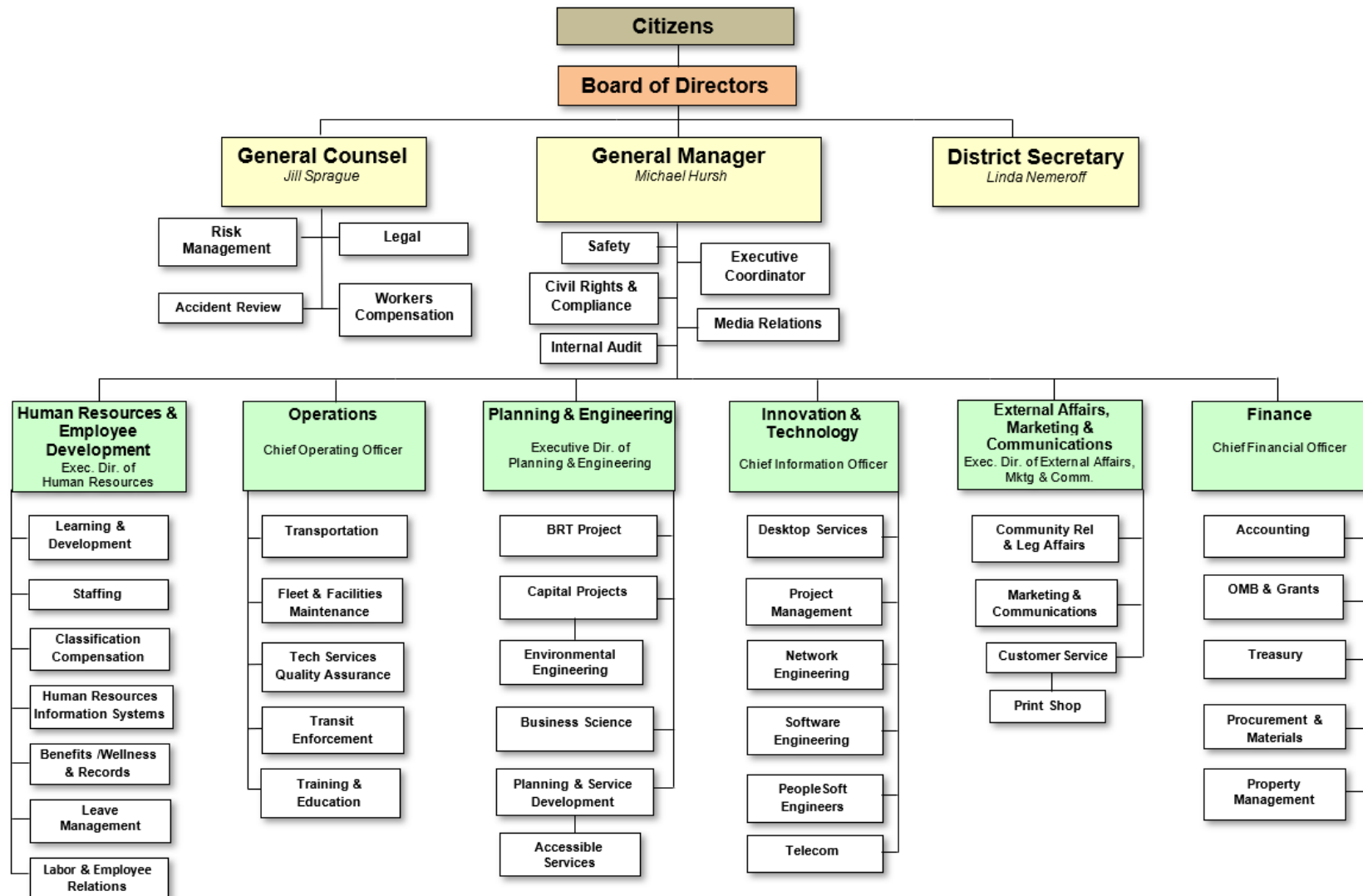
Other possible factors that are said to have influenced out-migrations is soaring housing prices (which increased more than 15% from the prior year), the threat of wildfires in wooded areas, and the departure of high-profile corporations such as Hewlett Packard, Oracle, and Tesla. The State Finance Department also reported changes in immigration policies as influencing the decrease. Still, experts say that near-term population declines could be temporary. The only certainty is the need to watch and adapt to changes in population and public health trends.

Budget Summary

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



District Organization Chart



As of July 1, 2022

Position Count By Department

Positions	FY20-21 Adopted Positions	FY21-22 Adopted Position	FY22-23 Adopted Positions
District Secretary	3	4	4
External Affairs, Marketing & Communications	37	39	40
Finance	95	96	97
General Manager	21	21	22
Human Resource	34	36	38
Innovation and Technology	41	42	42
Legal	22	22	23
Operations	1,901	1,908	2,009
Planning and Engineering	51	51	53
Retirement	4	4	4
Grand Total	2,209	2,223	2,332

Operating Revenues

Operating: Passenger Fares

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

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

Operating: Contract Services

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

Operating: BART Transfer

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

Operating: Investment Income

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

Operating: Advertising

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

Operating: Other Revenue

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

Operating: Real Estate

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

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

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

Sales Tax-based Subsidies: AB1107

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

Sales Tax-based Subsidies: Measure B

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

Sales Tax-based Subsidies: Measure BB

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

Sales Tax-based Subsidies: Measure J

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

Property Taxes

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

Parcel Taxes: Measure VV

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

State Transportation Assistance (STA)

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

Regional Measure 2

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

ADA Federal

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

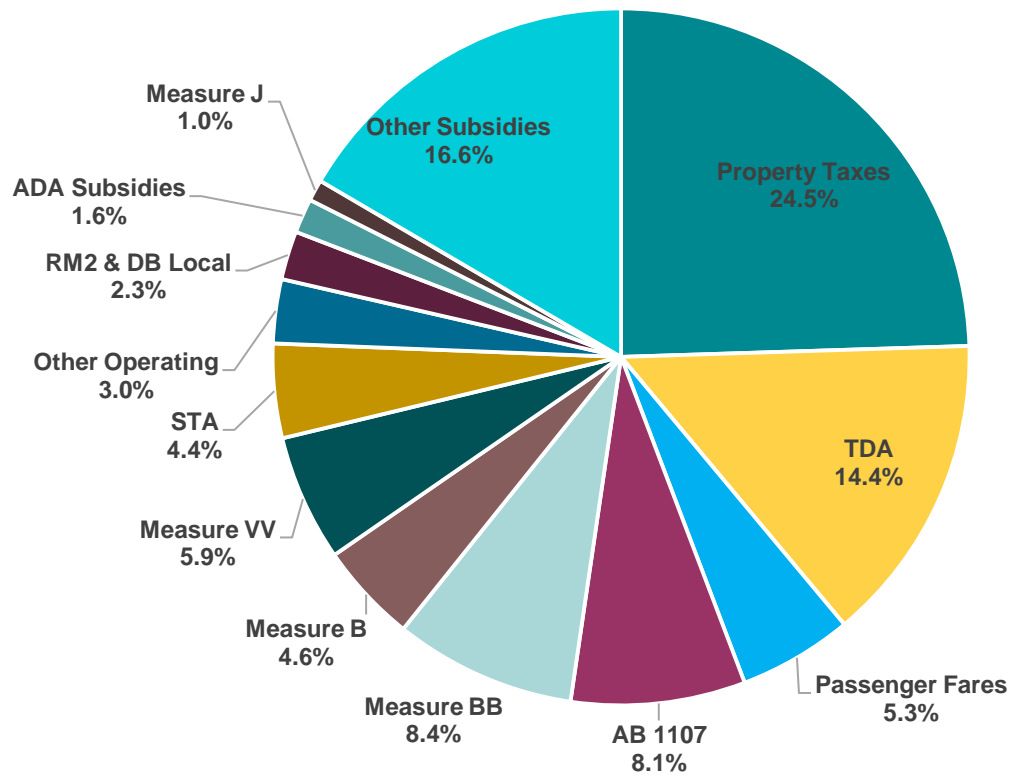
Other Federal, State & Local

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

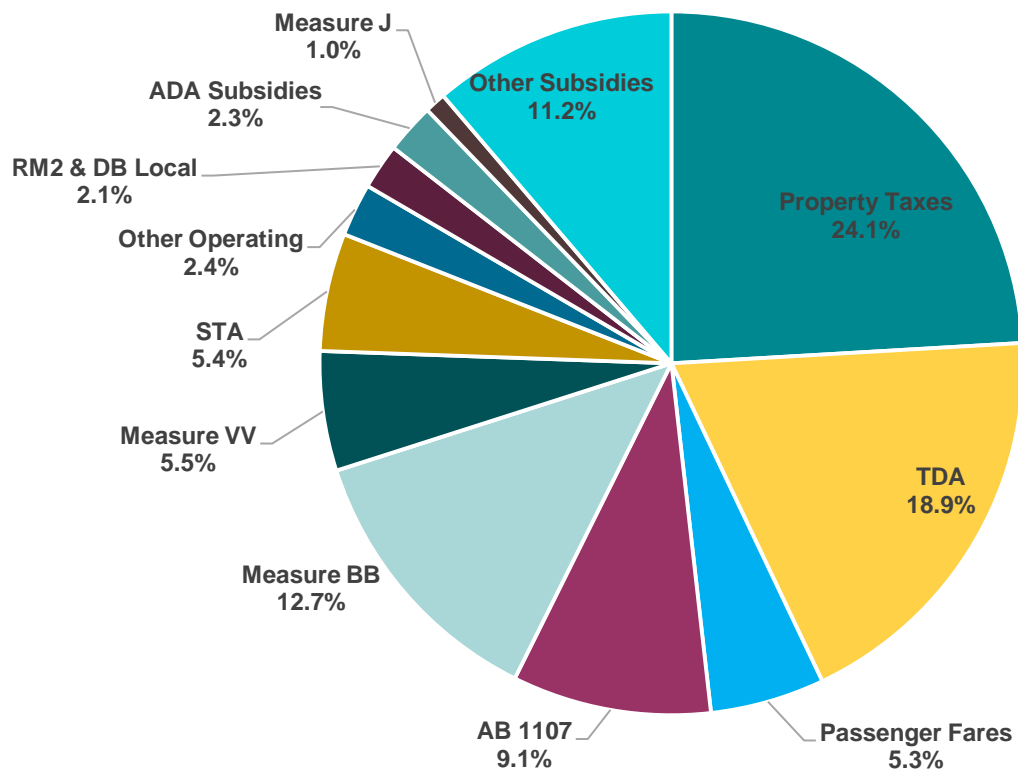
AC TRANSIT
FY 2022-23 ADOPTED OPERATING REVENUE AND SUBSIDIES BUDGET
(\$ IN THOUSANDS)

		FY 2020-21	FY 2021-22	FY 2022-23
		ACTUALS	BUDGET	ADOPTED BUDGET
	REVENUE & SUBSIDIES			
Line	<u>Operating</u>			
1	Passenger Fares	12,548	27,156	28,750
2	Contract Services	8,156	6,248	6,996
3	BART Transfers	3,666	5,318	2,700
4	Advertising	1,262	1,080	1,050
5	Other Revenue	366	519	368
6	Real Estate	2,113	1,928	2,079
7	Interest Income	40	143	100
8	Total Operating Revenues	28,151	42,391	42,043
	<u>Unrestricted Subsidies</u>			
9	State - TDA	71,931	74,002	103,220
10	State - AB1107, Sales Tax	43,121	41,500	50,000
11	Local Sales Taxes - Measure B	34,026	23,745	-
12	Local Sales Taxes - Measure BB	37,802	43,181	69,604
13	Local Sales Taxes - Measure J	5,593	5,072	5,290
14	Property Taxes	129,229	125,594	131,698
15	Parcel Taxes - Measure VV	30,054	30,100	30,054
16	State - STA	21,836	22,411	29,636
17	State - AB2972, OUSD	1,500	500	-
18	RM2 and DB Service	9,134	11,562	11,437
19	ADA Federal	5,385	5,385	5,985
20	ADA State and Local	5,462	2,788	6,547
21	Other Federal	90,361	83,954	61,481
22	Other Local	2,853	500	-
23	Total Unrestricted Subsidies	488,286	470,295	504,951
24	TOTAL ALL REVENUE & SUBSIDIES	516,437	512,686	546,995

FY 2021-22 Revenue Budget

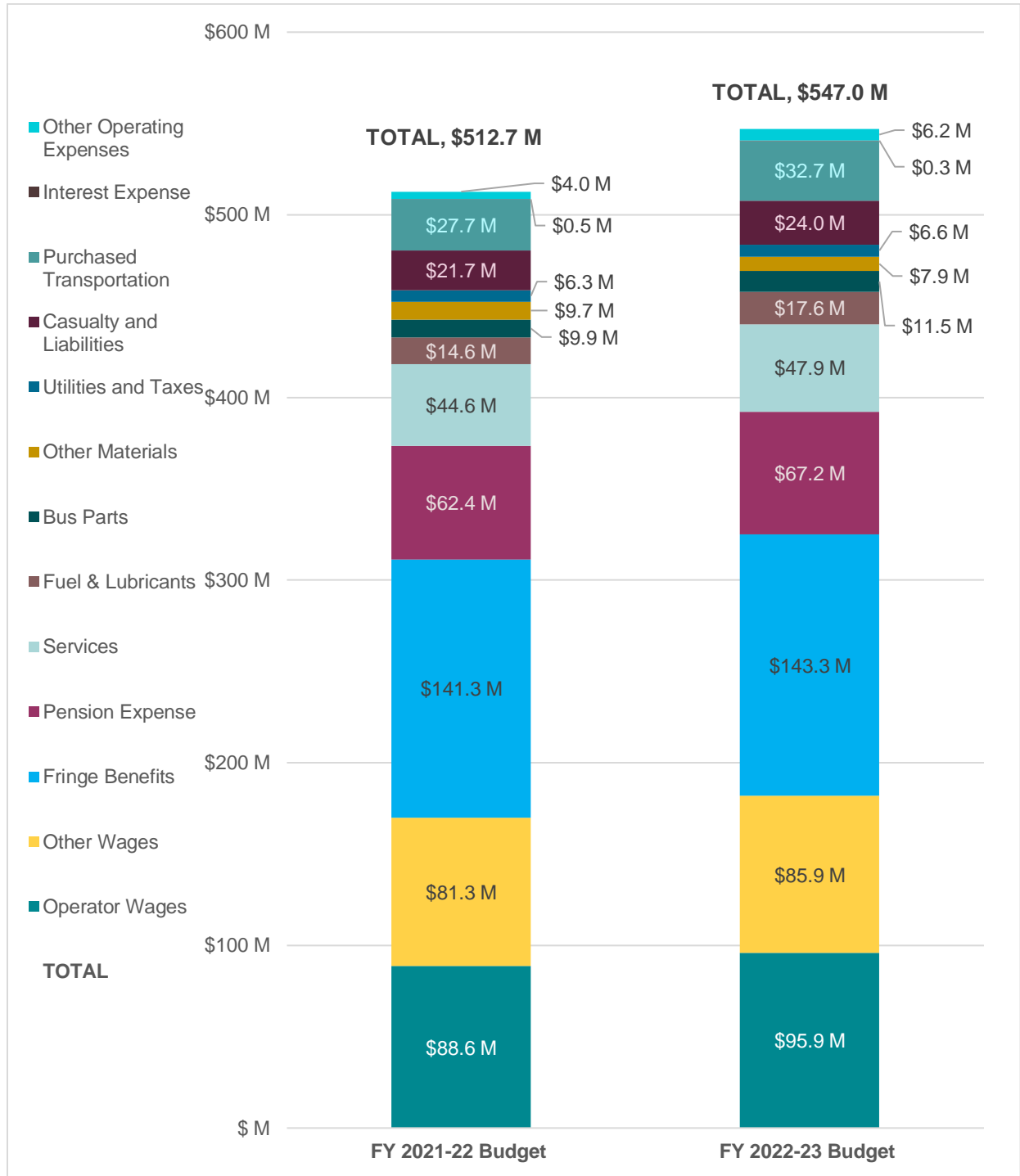


FY 2022-23 Revenue Budget



Operating Expense

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



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

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

Labor

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

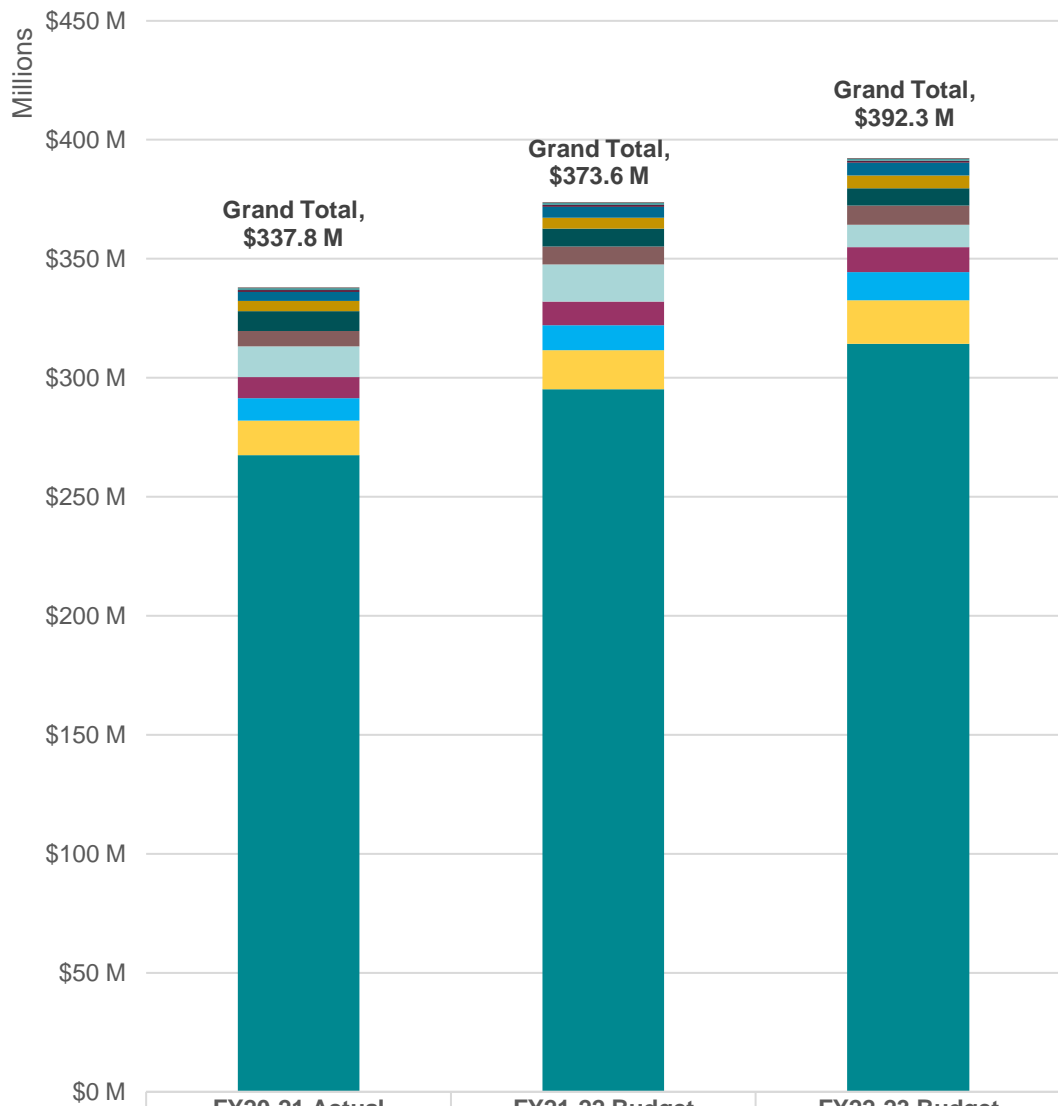
In addition to adding bus operators to fulfill the targeted service recovery, the Recommended FY 2022-23 budget includes an additional \$2.2 million in labor expenses to account for eight new non-operator administrative positions (see table below).

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

Recommended New Non-Operator Positions

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

Labor Expense by Department



	FY20-21 Actual	FY21-22 Budget	FY22-23 Budget
■ Board of Directors	\$0.2 M	\$0.2 M	\$0.2 M
■ District Secretary	\$0.7 M	\$0.7 M	\$0.8 M
■ Retirement	\$0.9 M	\$1.0 M	\$1.1 M
■ General Manager	\$3.9 M	\$4.5 M	\$5.2 M
■ Legal	\$4.2 M	\$4.6 M	\$5.4 M
■ HR	\$8.3 M	\$7.4 M	\$7.3 M
■ External Affairs	\$6.4 M	\$7.7 M	\$8.0 M
■ Overhead	\$13.1 M	\$15.5 M	\$9.4 M
■ IT	\$8.8 M	\$9.8 M	\$10.5 M
■ Planning	\$9.2 M	\$10.6 M	\$12.0 M
■ Finance	\$15 M	\$16 M	\$18 M
■ Operations	\$267.4 M	\$295.1 M	\$314.3 M
Grand Total	\$337.8 M	\$373.6 M	\$392.3 M

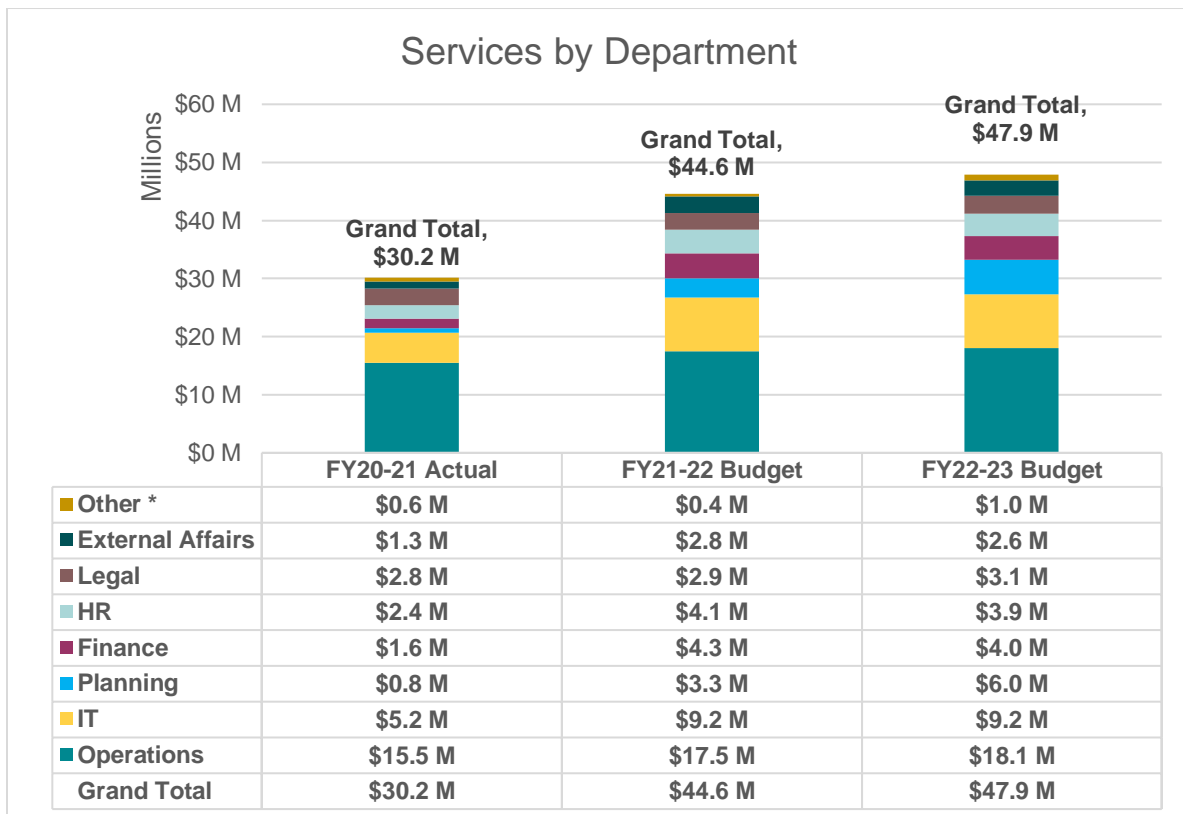
Non-Labor

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

Services

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

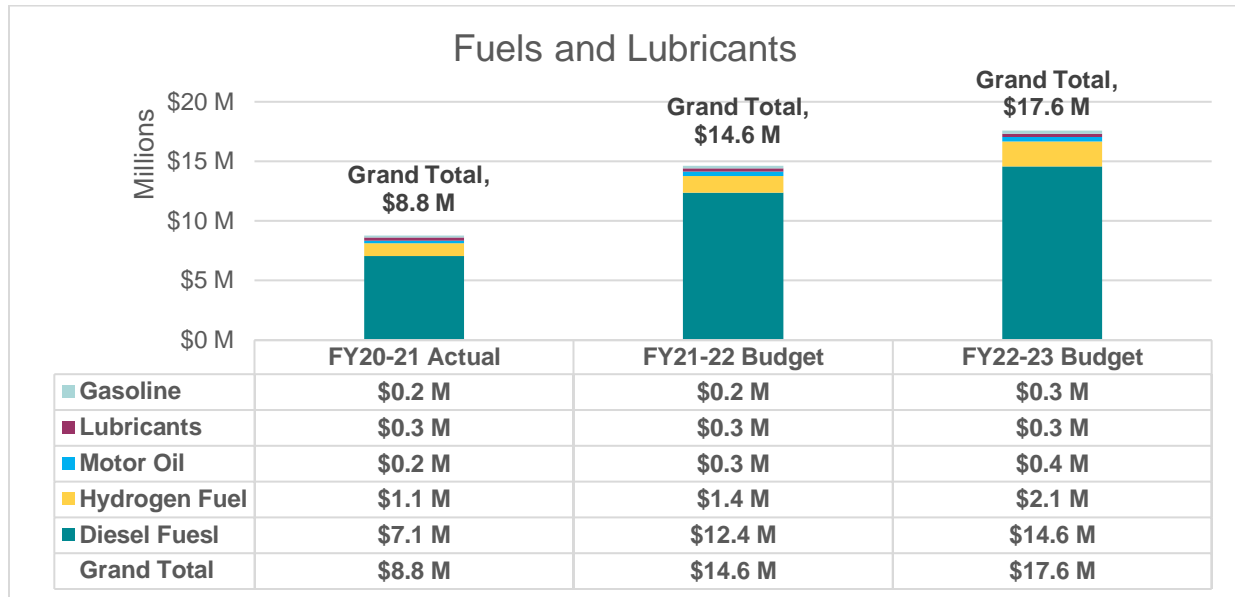
- Bus Rapid Transit (BRT) Tempo-related operating & maintenance costs for delegated maintenance and fiber optics (\$1.4 million),
- Software licensing for vendors such as Oracle, Microsoft and Giro (\$2.0 million),
- Redesign of the District's service network (\$1.0 million)
- Rider Survey (\$800,000),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



* Other Departments includes General Manager, Overhead, District Secretary, Board of Directors, Retirement

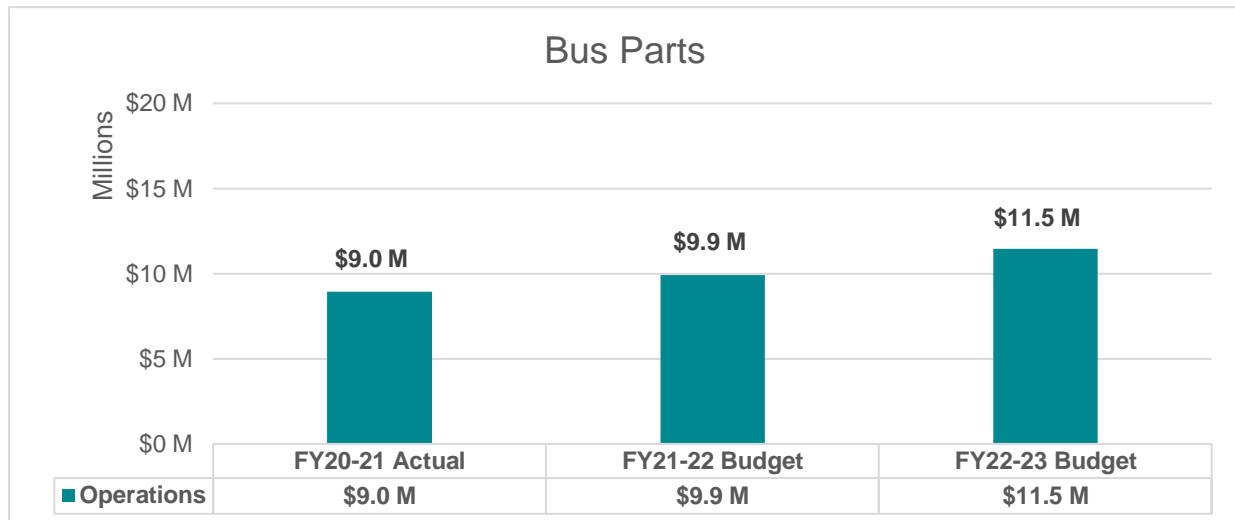
Fuels and Lubricants

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



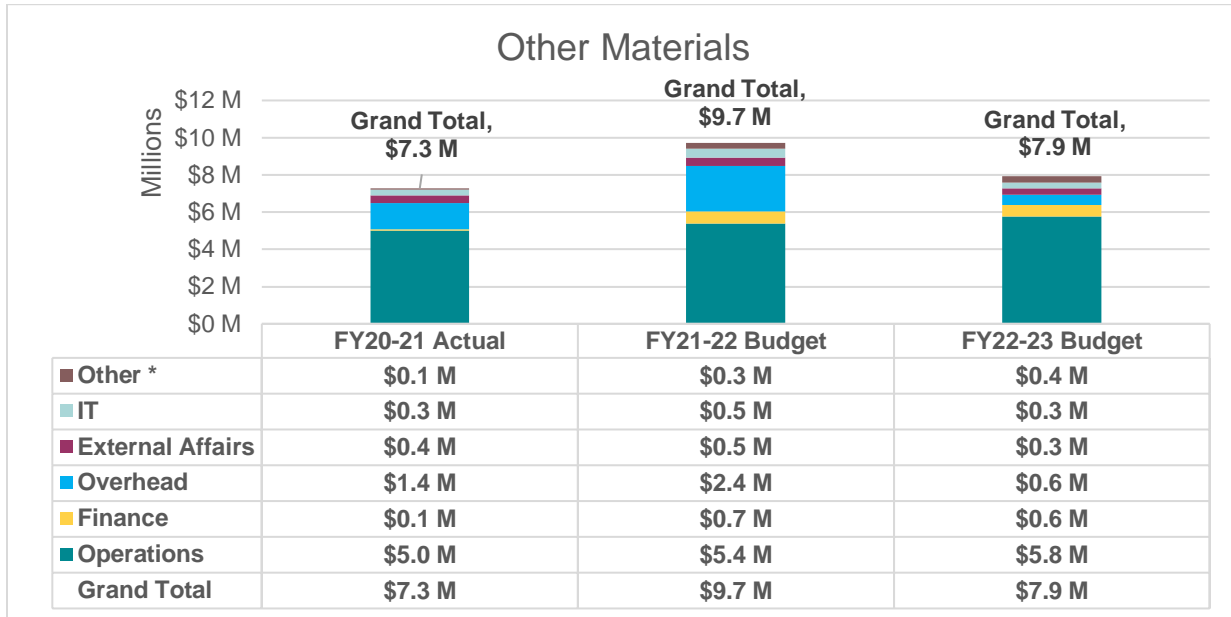
Bus Parts

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



Other Materials

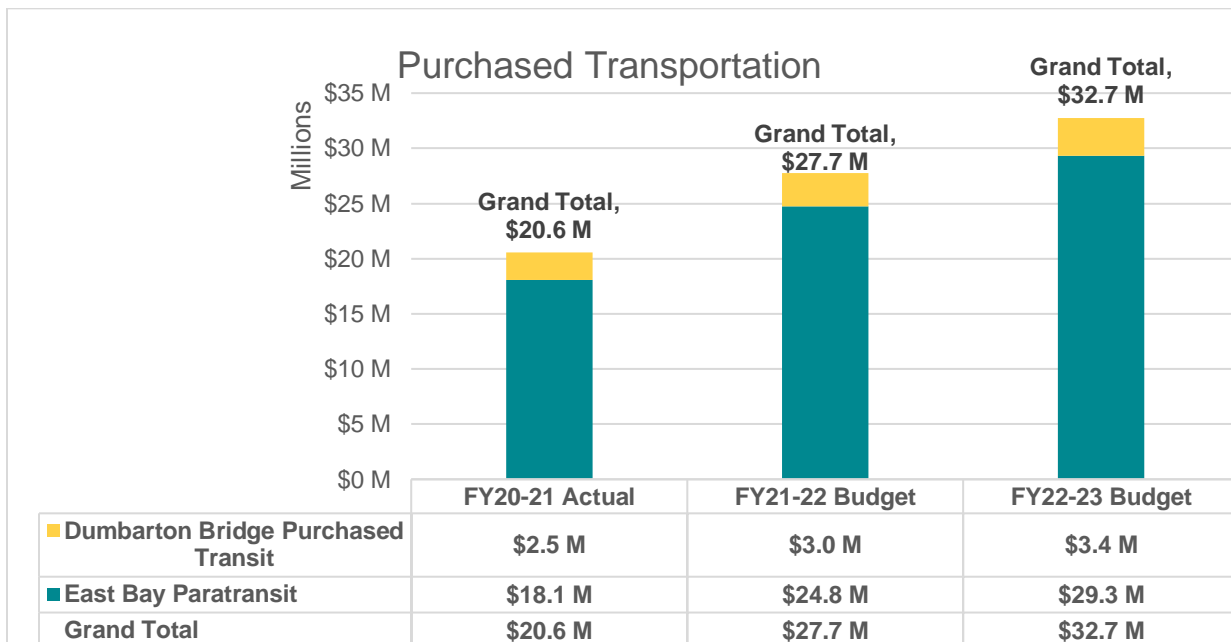
Other Materials of \$7.9 million, a \$1.8 million (18.2%) decrease from FY 20021-22 budget is mainly due to a reduced need for Personal Protection Equipment (PPE).



*Other Departments includes HR, Planning, Legal, General Manager, Board of Directors, District Secretary, and Retirement

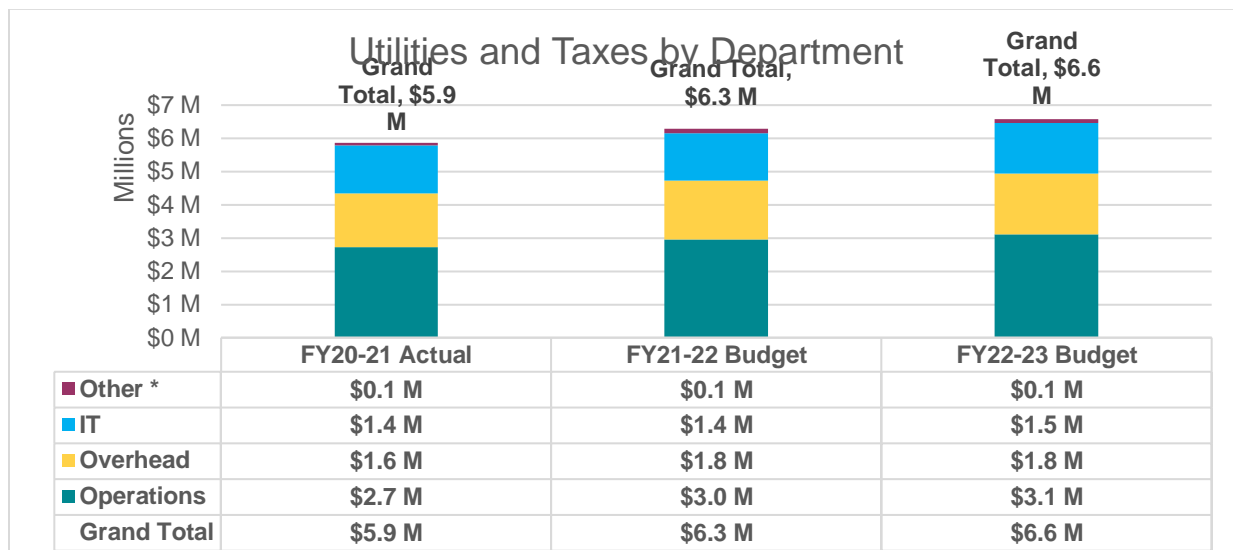
Purchased Transportation Costs

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



Utilities and Taxes

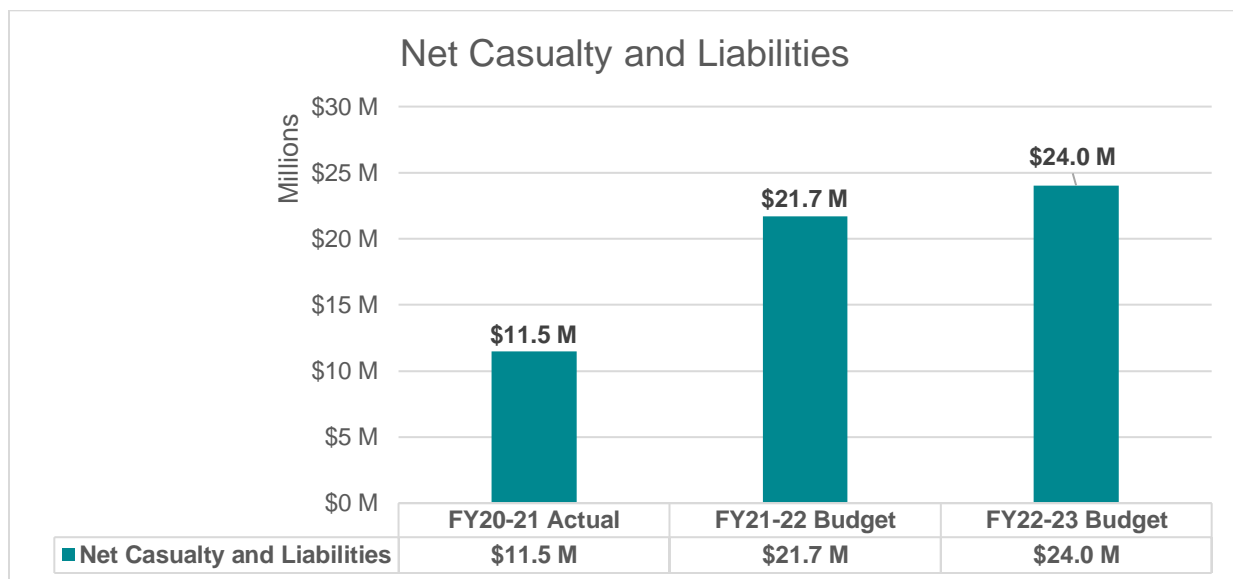
Utilities and Taxes \$6.6 million, a \$0.3 million (4.8%) increase due to supply chain disruptions and inflation driving up the price of goods.



*Other includes Property Taxes, Vehicle License and Registration, Fuel and Lubricant Taxes, Hazardous Waste Tax, and Permits

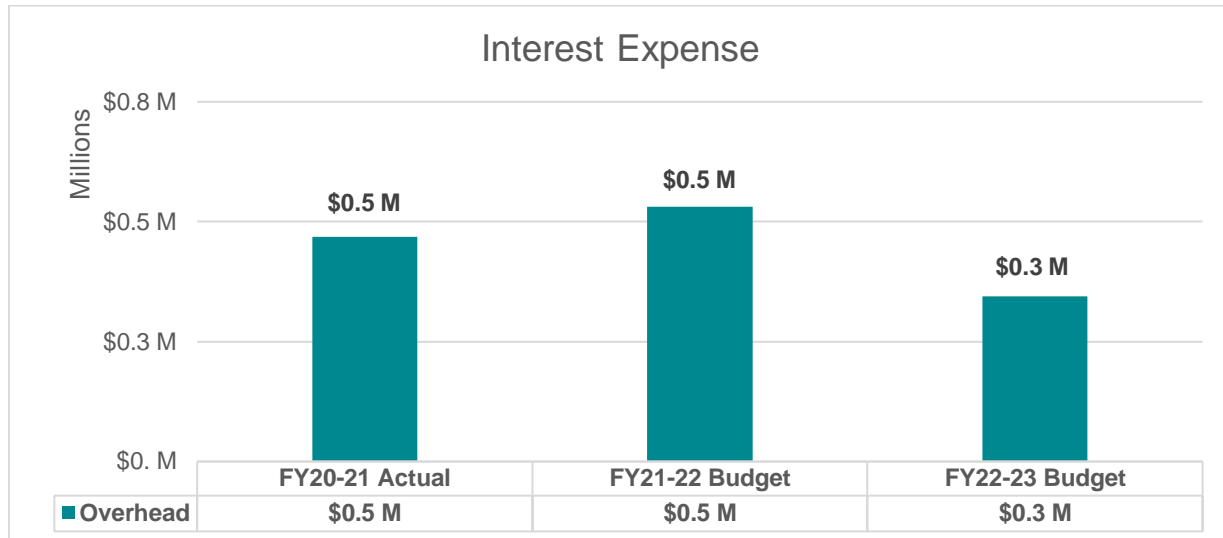
Casualty and Liability Costs

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



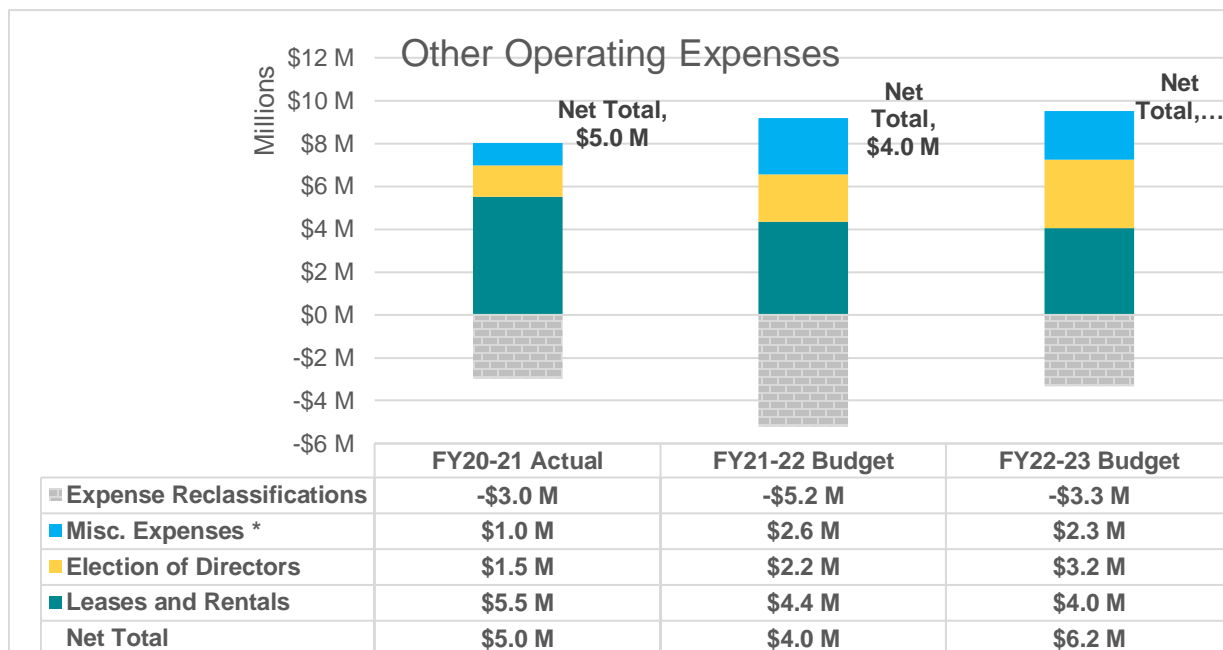
Interest Expense

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



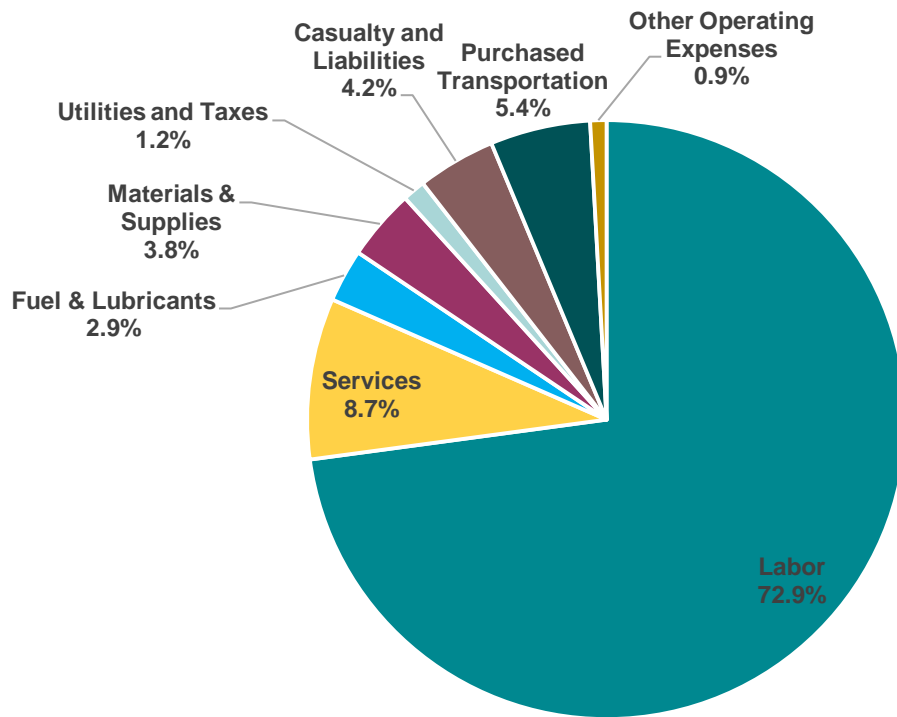
Other Operating Expenses

Other category of \$6.2 million, a \$2.2 million (55.4%) increase primarily due to a \$1.0 million higher cost for elections and a high number of Election of Directors. November of 2022 will include four elections: three wards and one at-large position. Lower expense reclassifications of \$1.9 million, primarily due to grant labor capital and remanufactured inventory, is having a YOY increase effect on expenses. A net decrease of \$0.7 million in leases, rentals, dues, subscriptions, and other miscellaneous expenses offset the increases.

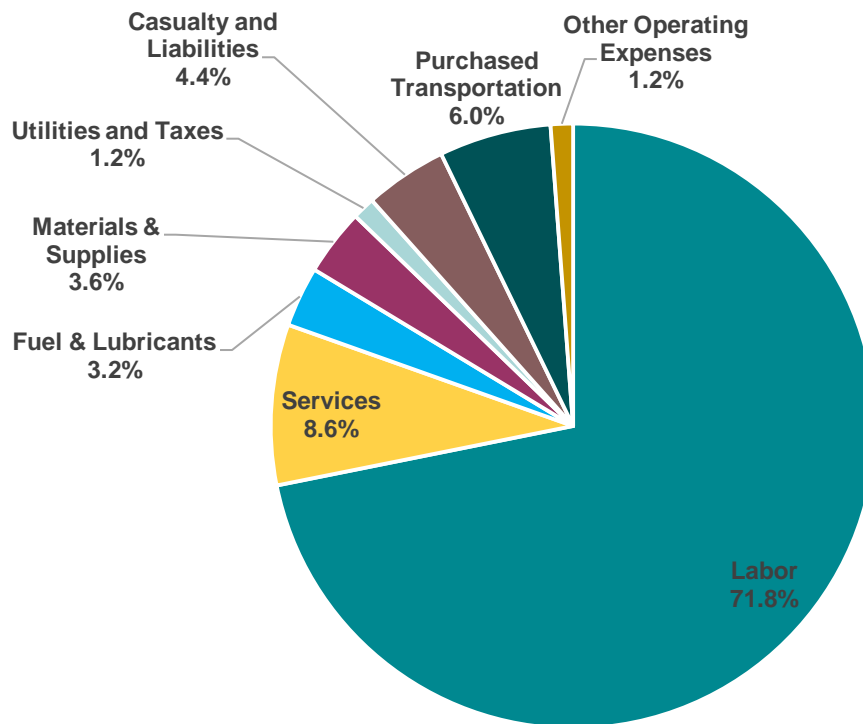


*Misc. Expenses includes Dues and Subscriptions, Advertisement and Promotion Media Fees, Travel and Meetings, Employee Incentive, Bank Charges, and several other expenses that are in total less than \$70 thousand in FY22-23

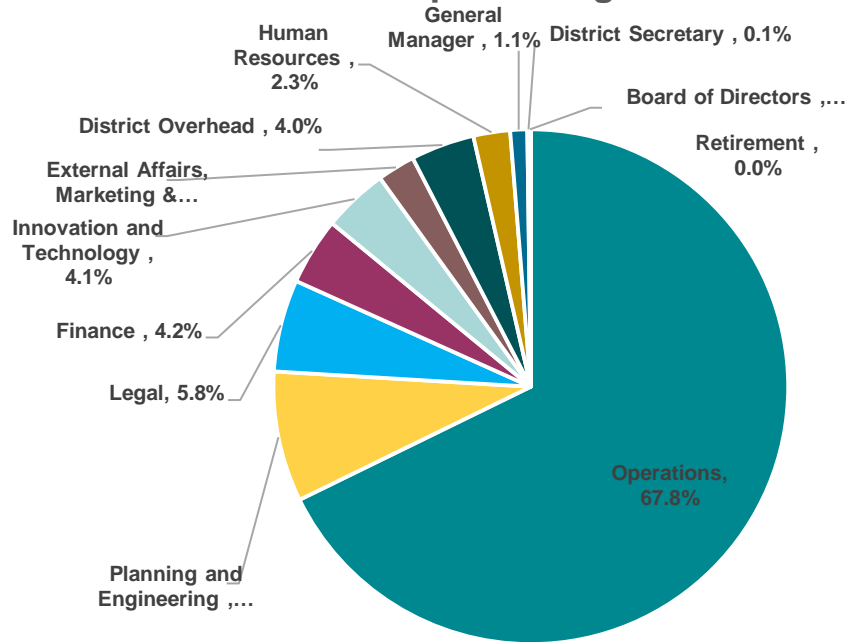
FY 2021-22 Budget



FY 2022-23 Budget

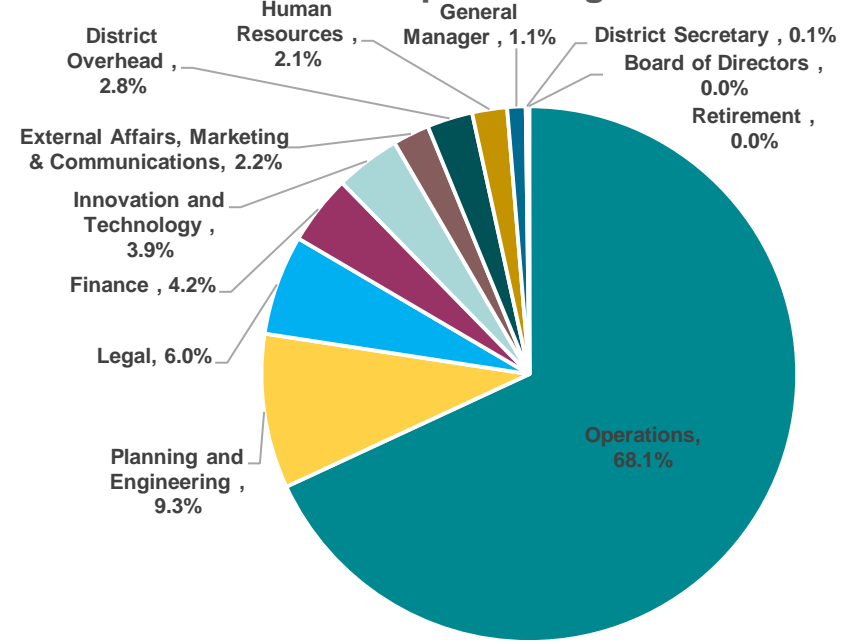


FY 21-22 Adopted Budget



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

FY 22-23 Adopted Budget



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

FY 2021-22 Year End Variance

(unaudited)

Operating Revenues

The District Total Operating Revenue was \$5.6 million lower than budget mainly due to lower BART Transfers and Passenger Fares. Higher revenues in State – AB1107 Sales Tax, Local Sales Taxes – Measure B and BB, and Property Taxes, were partially offset by lower Other Federal revenue and resulted in Total Unrestricted Subsidies revenues of \$22.8 million above budget. For FY 2021-22 the District was above Total Unrestricted Revenue by \$17.2 million. Note: fiscal year-end actuals for FY 2021-22 are unaudited at the time of this publication.

\$ in thousands	FY 2021-22 Adopted Budget	FY 2021-22 Mid-Year Budget (a)	FY 2021-22 Year Ending Actuals (b)	(b-a) Variance Fav/(UnF)
Revenues and Subsidies			unaudited	
Operating				
Passenger Fares	27,156	27,156	24,591	(2,565)
Contract Services	5,300	6,248	7,638	1,390
BART Transfers	5,318	5,318	724	(4,594)
Advertising	1,080	1,080	1,479	399
Other Revenue	519	519	401	(117)
Real Estate	1,928	1,928	1,865	(63)
Interest Income	143	143	48	(95)
Total Operating Revenues	41,443	42,391	36,746	(5,645)
Unrestricted Subsidies				
State - TDA	73,970	74,002	74,002	-
State - AB1107, Sales Tax	41,500	41,500	51,789	10,289
Local Sales Taxes - Measure B	23,745	23,745	28,539	4,794
Local Sales Taxes - Measure BB	43,181	43,181	50,370	7,188
Local Sales Taxes - Measure J	5,072	5,072	5,651	579
Property Taxes	124,258	125,594	136,155	10,561
Parcel Taxes - Measure VV	28,907	30,100	29,838	(262)
State - STA	23,890	22,411	23,504	1,093
State - AB2972, OUSD	1,843	500	500	-
RM2 and DB Service	9,134	11,437	11,437	0
ADA Federal	5,385	5,385	5,975	590
ADA State and Local	944	2,788	2,788	0
Other Federal	75,222	84,009	71,334	(12,674)
Other Local	500	500	1,186	686
Total Unrestricted Subsidies	457,552	470,225	493,067	22,843
TOTAL UNRESTRICTED	498,995	512,616	529,814	17,198

Operating Expenses

Labor Costs reflected 16 new positions and a budget to reach 90% of pre-pandemic service levels, however the hiring cadence was slower than anticipated resulting in an overall surplus at year-end. Total Non-Labor Costs also ended in surplus. Services are under budget by \$13.1 million due to timing of payments for Protective Services contracts and continued lower spending activity due to pandemic-related restrictions and the threat of losing federal aid earlier in the fiscal year. Higher diesel fuel costs drove \$2.1 million in unfavorable expenses. Materials & Supplies is under budget by \$1.8 million due to lower than anticipated purchases of Safety and Medical Supplies. Casualty and Liabilities is below budget by \$1.5 million due to a true-up reducing expenses in previous years. Other Operating Expenses is under budget due to timing of invoices for additional temporary employee help, dues and subscriptions, and advertisements. In addition, travel and meetings were lower in cost due to COVID-related travel postponements. Note: fiscal year-end actuals for FY 2021-22 are unaudited at the time of this publication.

\$ in thousands	FY 2021-22 Adopted Budget	FY 2021-22 Mid-Year Budget (a)	FY 2021-22 Year Ending Actuals (b)	(a-b) Variance Fav/(UnF)
OPERATING EXPENSES			unaudited	
<u>Labor</u>				
Operator Wages	88,647	88,647	83,527	5,119
Other Wages	79,190	81,316	80,889	426
Fringe Benefits	133,654	139,866	124,360	15,507
Pension Expense	62,351	62,351	59,007	3,344
TOTAL LABOR COSTS	363,842	372,179	347,783	24,397
<u>Non-Labor</u>				
Services	37,126	39,542	26,406	13,135
Fuel and Lubricants	12,766	14,636	16,717	(2,080)
Office/Printing Supplies	1,202	1,684	1,093	590
Materials & Supplies	18,061	17,126	15,371	1,754
Purchased Transportation	28,100	27,731	28,787	(1,056)
Utilities and Taxes	6,281	6,789	6,958	(170)
Casualty and Liabilities	21,707	21,707	20,243	1,464
Interest Expense	532	532	440	91
Other Operating Expenses	9,379	10,941	8,341	2,601
TOTAL NON-LABOR	135,153	140,436	124,357	16,329
TOTAL OPERATING EXPENSES	498,995	512,616	472,140	40,476

District Funded Capital Program

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

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

Strategic Plan and Goals

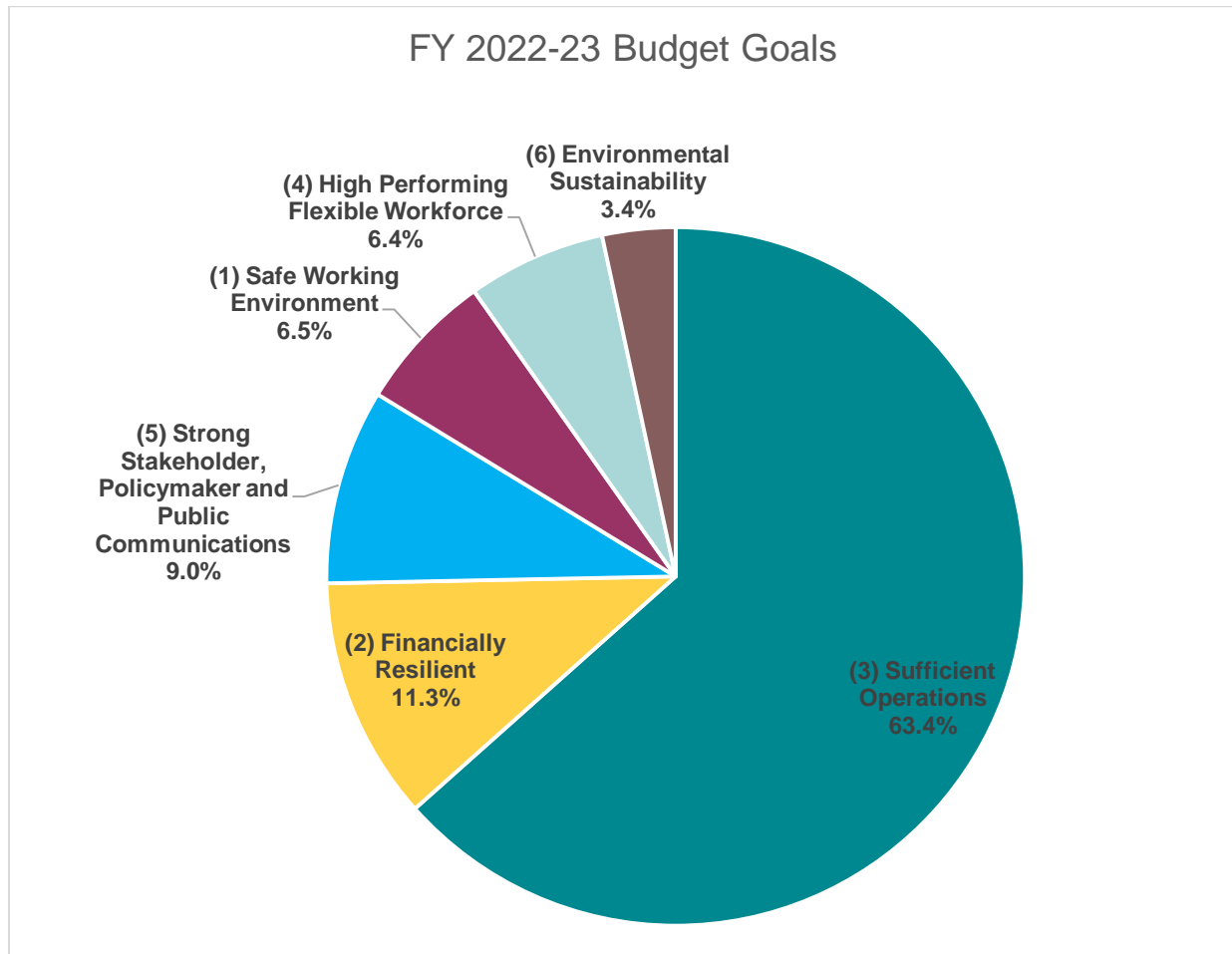
The AC Transit strategic plan consist of several elements, each of which focuses in more detail on how the organization should conduct its business. The primary elements of the strategic plan are a Vision Statement, Mission Statement, Goals, and Initiatives to organize the direction of the District's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

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

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

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

Department requested expenses have been identified with the six budget goals. Results are reflected in the following piechart.



Strategic Plan Initiatives and Accomplishments

Initiatives are organized collaborative activities to solve complicated problems. The following initiatives have been created to organize the direction of the District work efforts and to achieve the District goals:

- Service Quality
- Infrastructure Modernization
- Employee Recruitment, Training & Retention
- Zero Emission Programs
- Financial Efficiency & Revenue Maximization
- Internal and External Diversity, Equity, Inclusion & Accessibility Programs and Priorities

Examples of departmental initiatives and accomplishments:

Finance

Initiative: Financial Efficiency & Revenue Maximization

- Completed implementation of electronic funds transfers for employee expense reimbursement and garnishment payments, enabling secure and contactless payments for employees and wage garnishments.

Initiative: Zero Emission Programs

- AC Transit won a \$4.6 million California Energy Commission Zero-Emission Transit Fleet Infrastructure Deployment grant to upgrade the hydrogen station at Division 4.
- The District hired a firm to help manage the Low-Carbon Fuel Standard (LCFS) credits generated by the Zero-Emission Bus (ZEB) program, which has produced nearly \$144K in clean fuel credits to date.

External Affairs, Marketing & Communications

Initiative: Employee Recruitment, Training & Retention

- Developing and implementing new recruitment campaign to promote AC Transit as the employer of choice for bus operators and mechanics. Marketing and promotional tactics will include radio, social media, on and in bus advertising, out of home advertising including billboards, collateral development, visibility at community events, and more throughout the fiscal year. Operator targets will include new drivers and those with experience in other driving industries.

Initiative: Service Quality

- Initiated and advocated for AB 917, which was signed into law and allows California transit agencies to use vehicle-mounted cameras to discourage illegal parking in bus-only lanes and bus stops. This law will reduce disruptions and delays caused by vehicles parked illegally in transit-only zones and improve system accessibility, safety and reliability while advancing equity for transit riders.
- Significantly upgraded and simplified the District's System Overview Map to provide riders with clear understanding of the color-coded frequency of all-day, occasional, and limited stop service. Simplified iconography notes connections to other transit and places of interest.

Initiative: Financial Efficiency & Revenue Maximization

- Updated and secured Board approval of the District's 2022 Advocacy Programs that will guide the District's advocacy activities in Washington, D.C. and Sacramento. 2022's programs emphasize the need to secure the funding necessary to provide transit services now and into the future as technology, climate change, and the COVID-19 pandemic continue to transform mobility.
- Continued to expand the District's fare program clients via the EasyPass and Pay-Per-Ride pilot programs, generating more than \$5.4 million dollars in fare revenue.

Human Resources

Initiative: Safety

- In partnership with key District Departments, HR led the implementation of the AR 203A - COVID-19 Vaccination Requirements to create a safer and healthier workplace for all District employees and ensure vaccine compliance.

Initiative: Employee Recruitment, Training & Retention

- Hired 144 Bus Operators through successful Talent Acquisition strategies to address the continued demand for critical front-line workforce.
- Implemented the final phase of Public Employees' Pension Reform Act (PEPRA) with Represented employees.
- Through internal and external partnerships with District subject matter experts and learning vendor - LearnIt, delivered over 20 professional development and technical trainings to front-line and supervisory level staff.
- Piloting a core competency development initiative for operational leadership within the Transportation and Maintenance Departments by utilizing a foundational leadership framework with the continued goal of implementing it District-wide in FY2023 and beyond.

Innovation and Technology

Initiative: Infrastructure Modernization

- Implemented virtual desktop infrastructure and built resilience in the District's firewall infrastructure and increased the District's internet bandwidth at the GO to avoid any performance degradation when staff used VPN.
- Activated HASTUS Daily Project, which includes Operator payroll (timekeeping system) and dispatching with bus availability and schedules fully implemented on October 17th, 2021.
- Installed the Point Richmond Operator rest stop network infrastructure to provide secure badge access for our operators.

Operations

Initiative: Service Quality

- Achieved the on-time performance goal of 72% with an average of 73.46% during the fiscal year and peaked at 74.44% during the last quarter.
- Improved passenger safety and rider experience by surpassing the passenger falls per 100,000 miles goal of 3.25 (less is better) with an average of 1.55 during the fiscal year.

Initiative: Employee Recruitment, Training & Retention

- Provided training for 13 New Bus Operator classes that certified 92 Professional Bus Operators.

Initiative: Infrastructure Modernization

- Invested \$75,000 for automatic scrubber cleaning machines to efficiently and effectively clean floors saving time and increasing productivity over traditional mopping procedures.

Planning and Engineering

Initiative: Zero Emission Programs

- Released Zero Emission Transit Bus Technology Analysis (ZETBTA) study – also known internally as the 5X5 Study.

Initiative: Service Quality

- Launched BidWeb general sign-up to allow Operators to access bids through their mobile device or PC kiosk to select assignments with an additional launch coming in the summer of 2022, BidWeb vacation bid.

Initiative: Infrastructure Modernization

- To improve personnel safety and maintain District Division 2 (D2 – Emeryville) facility, successfully removed over 20,000 linear feet of outdated yard striping and replaced it with high durability, wet reflective nighttime visibility yard striping material.

General Manager

Initiative: Internal and External Diversity, Equity, Inclusion & Accessibility Programs and Priorities

- 2022 Federal Transit Administration (FTA) Equal Opportunity Employment (EEO) Program submitted to FTA.
- 2022 Department of Fair Employment and Housing (DFEH) Harassment and Bullying Training completed for all non-supervisory staff.

Initiative: Service Quality

- California Highway Patrol (CHP) Special Audit completed as satisfactory for our Drug and Alcohol unit.
- Department of Motor Vehicle Credential Program passed all scheduled division audits from the CHP.

District Secretary

Initiative: Internal and External Diversity, Equity, Inclusion & Accessibility Programs and Priorities

- Implemented improvements to the district's public meetings webpage to provide individuals with visual impairments with greater access to meeting information and opportunities for civic engagement.

Department Budgets

Board of Directors

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

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

See Appendix for more detail.

District Secretary

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

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

See Appendix for more detail.

General Manager

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

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

See Appendix for more detail.

Legal

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

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

See Appendix for more detail.

Operations

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

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

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

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

See Appendix for more detail.

Planning & Engineering

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

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

See Appendix for more detail.

Innovation & Technology

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

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

See Appendix for more detail.

Human Resources

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

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

See Appendix for more detail.

External Affairs, Marketing and Communications

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

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

See Appendix for more detail.

Finance

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

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

See Appendix for more detail.

District Overhead

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

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

See Appendix for more detail.

Retirement

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

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

See Appendix for more detail.

Capital Budget

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

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

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

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

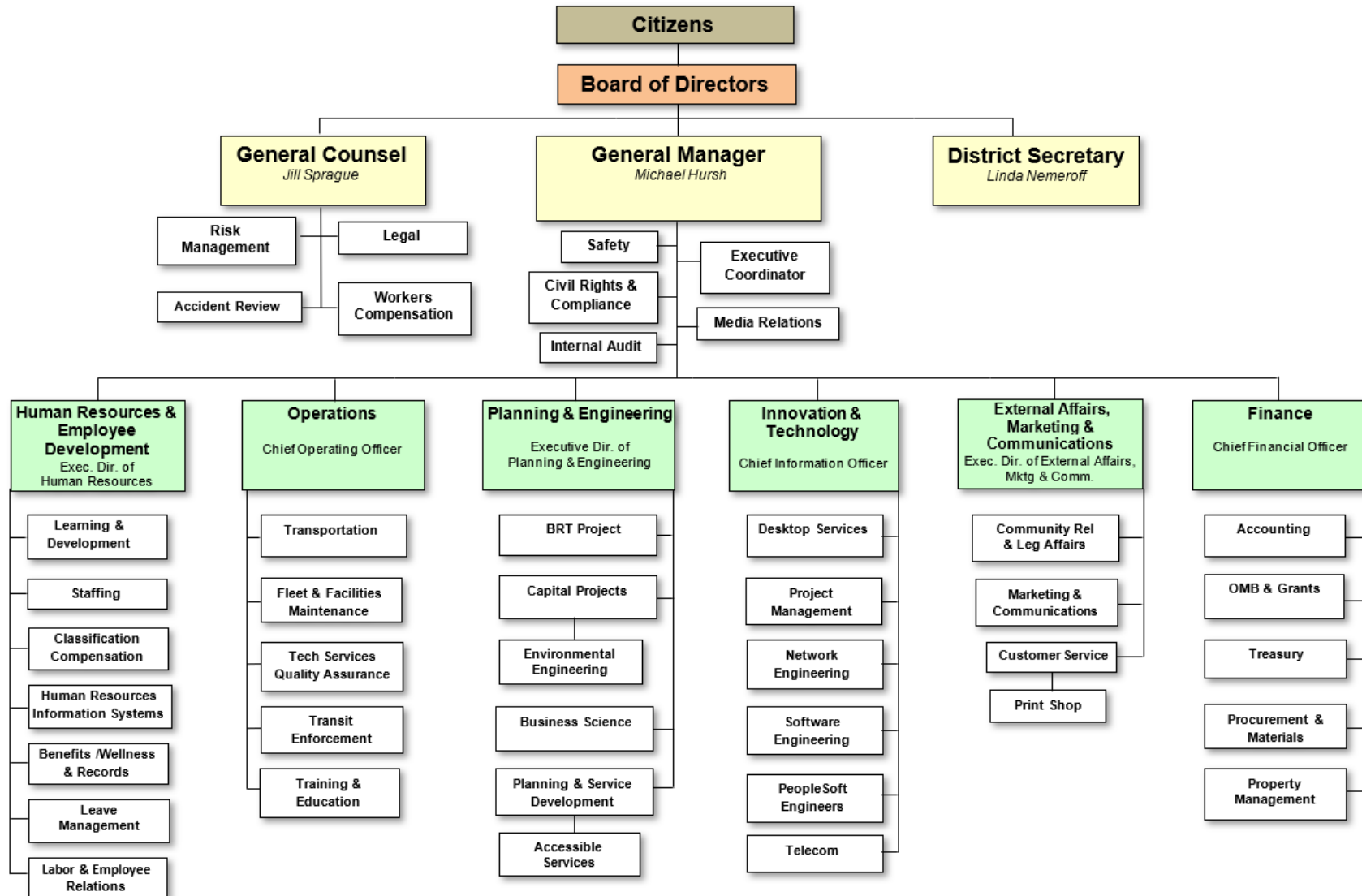
IT						
1861	CAD/AVL Real Time Bus Comm	23,612,196	5,292,580	3,711,935	1,580,645	28,904,776
2199	GO Emergency Operations Center	34,350	315,650	252,520	63,130	350,000
3065	Expansion and Upgrade of APC	-	1,093,000	-	1,093,000	1,093,000
2208	Hastus Upgrade to latest version	-	2,906,598	1,400,000	1,506,598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

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

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

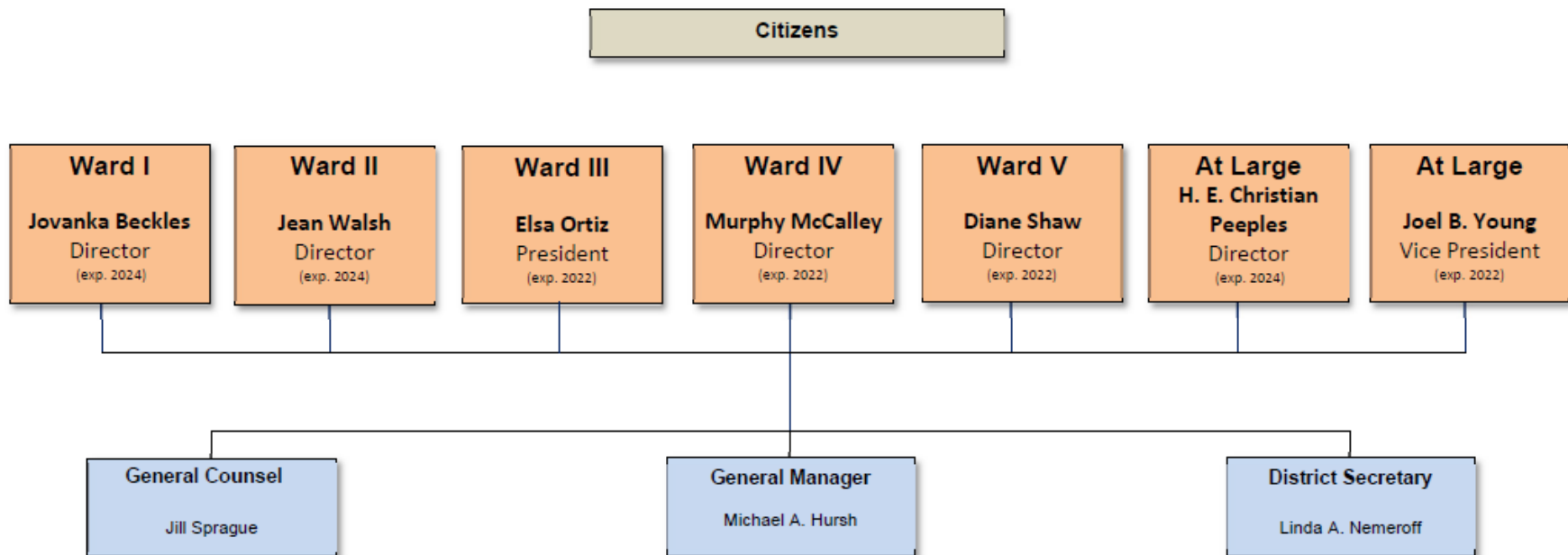
Appendix

District Organization Chart



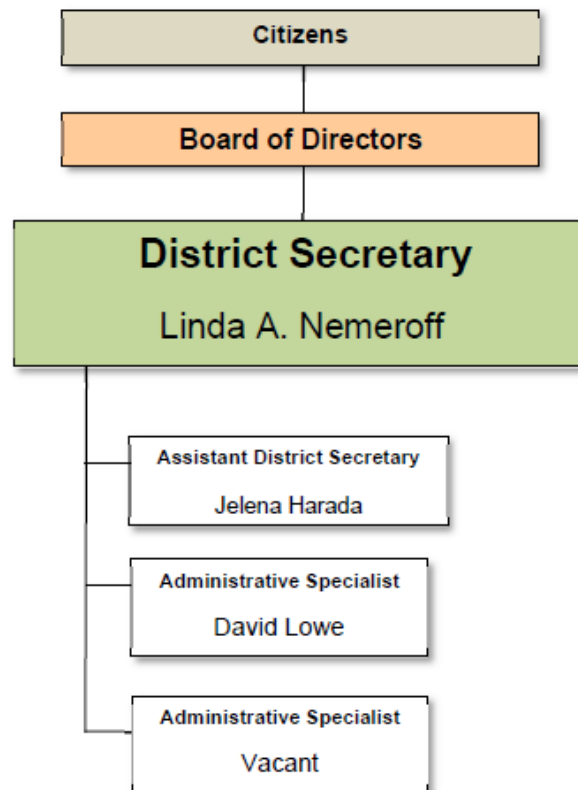
As of July 1, 2022

AC Transit District Board of Directors



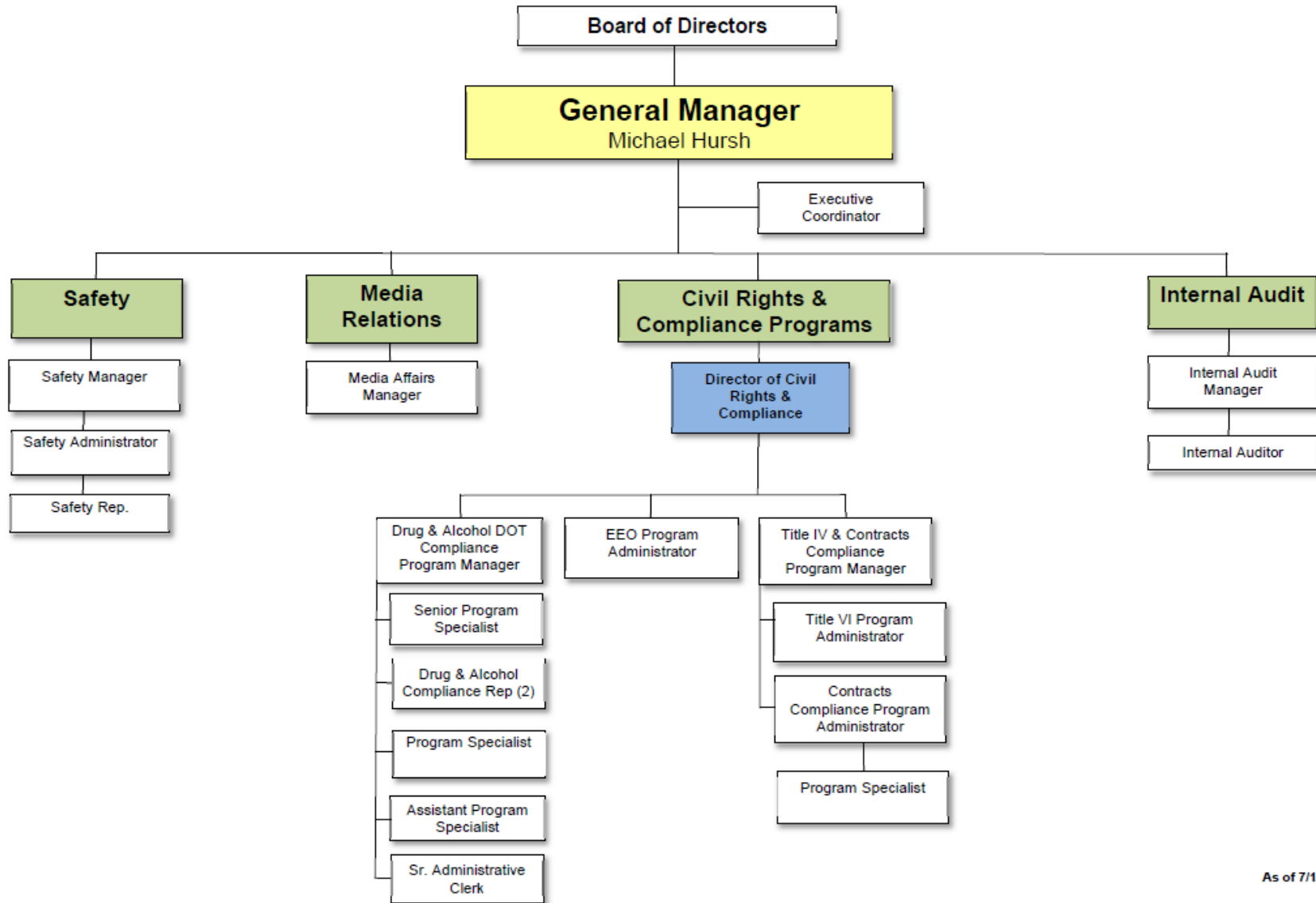
As of July 1, 2022

Office of the District Secretary



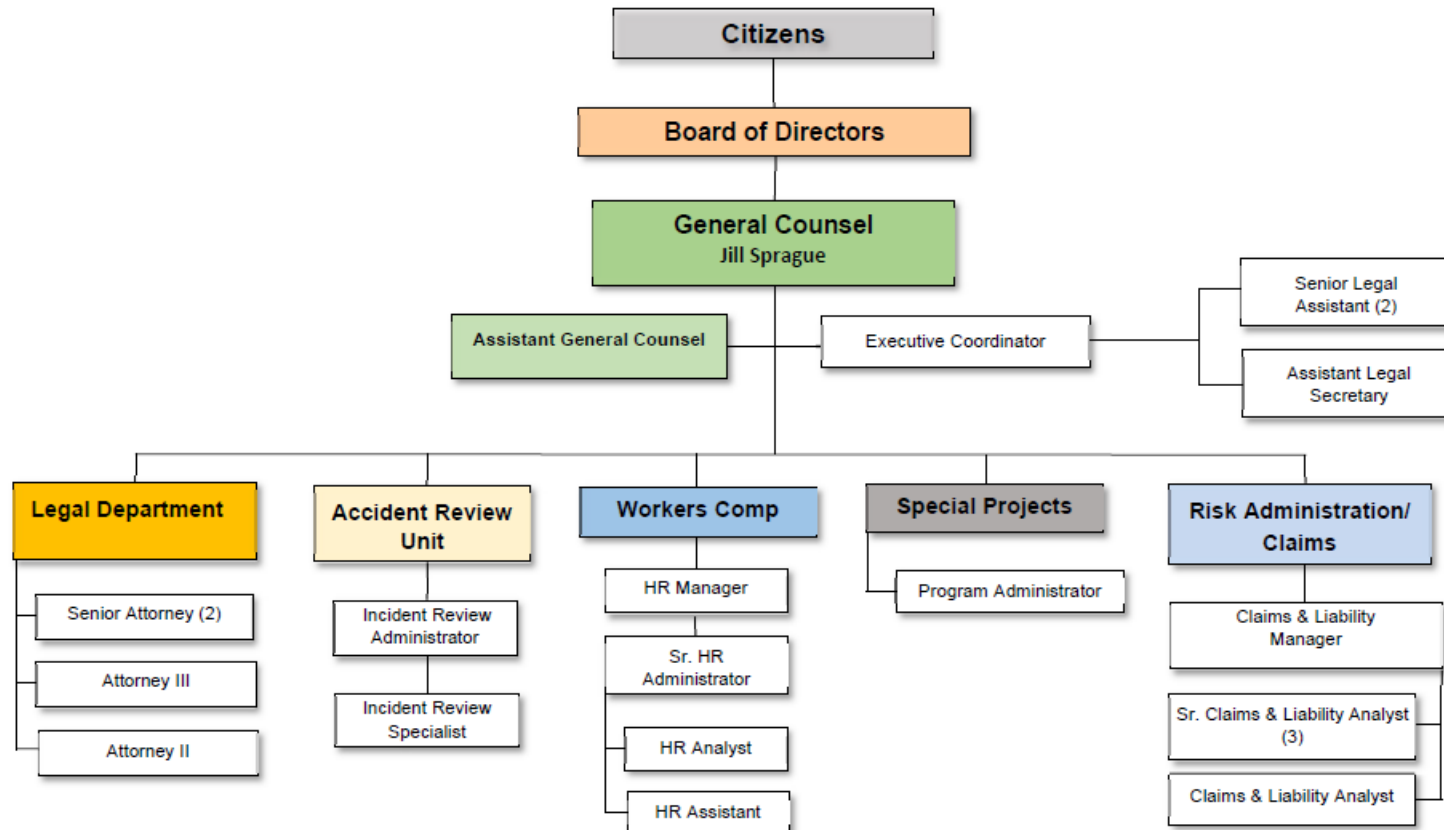
As of July 1, 2022

Office of General Manager



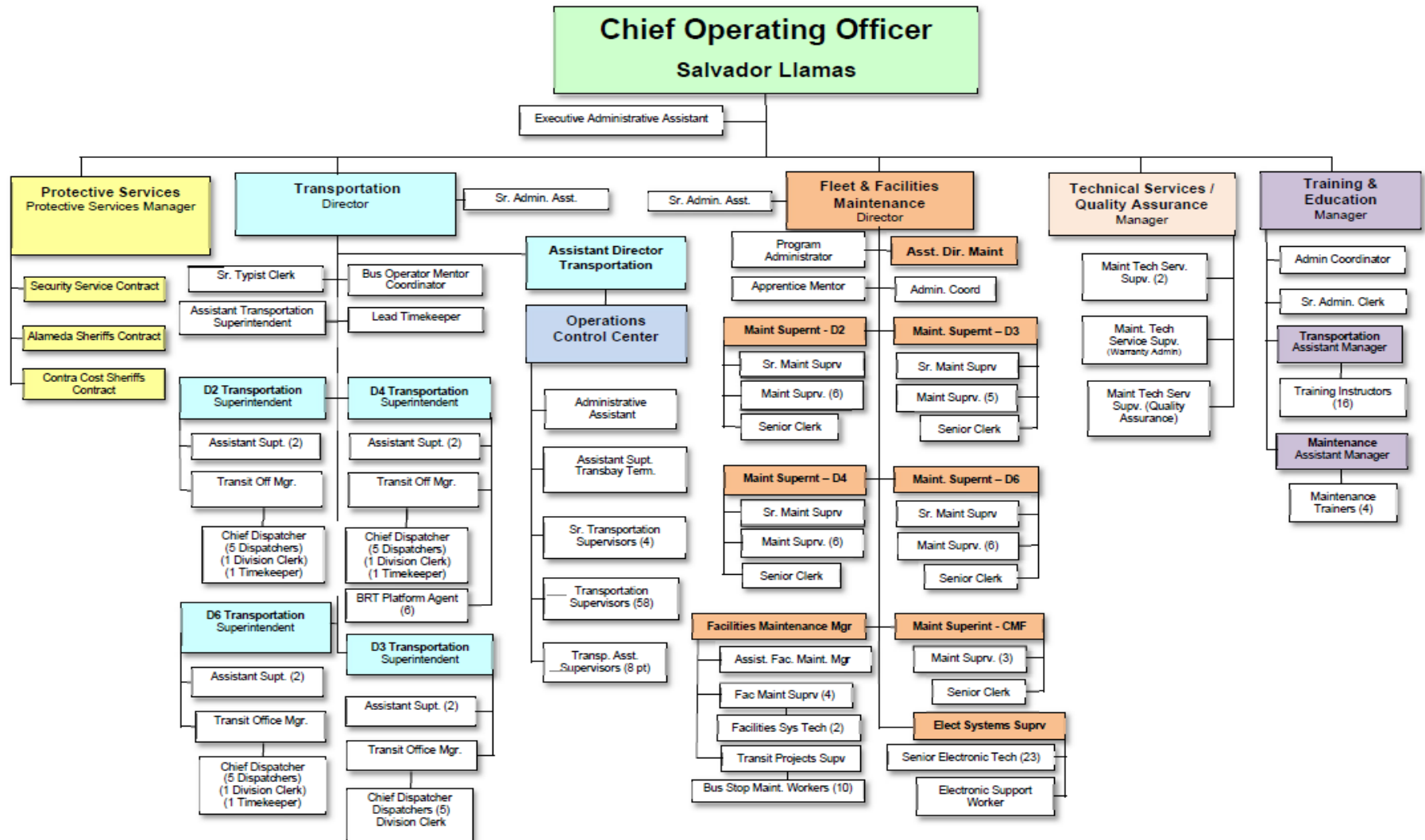
As of 7/1/2022

Office of General Counsel



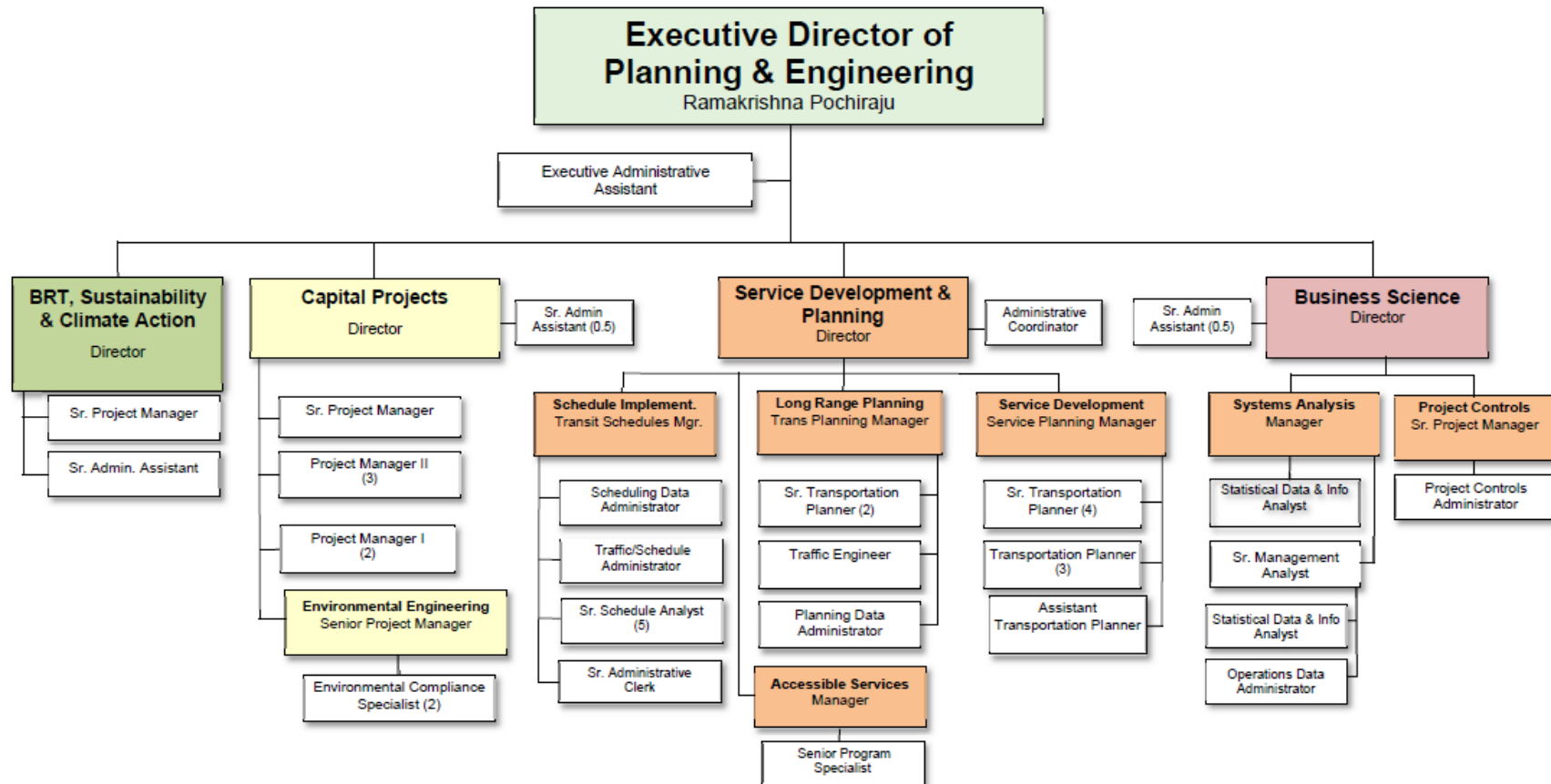
As of July 1, 2022

Operations



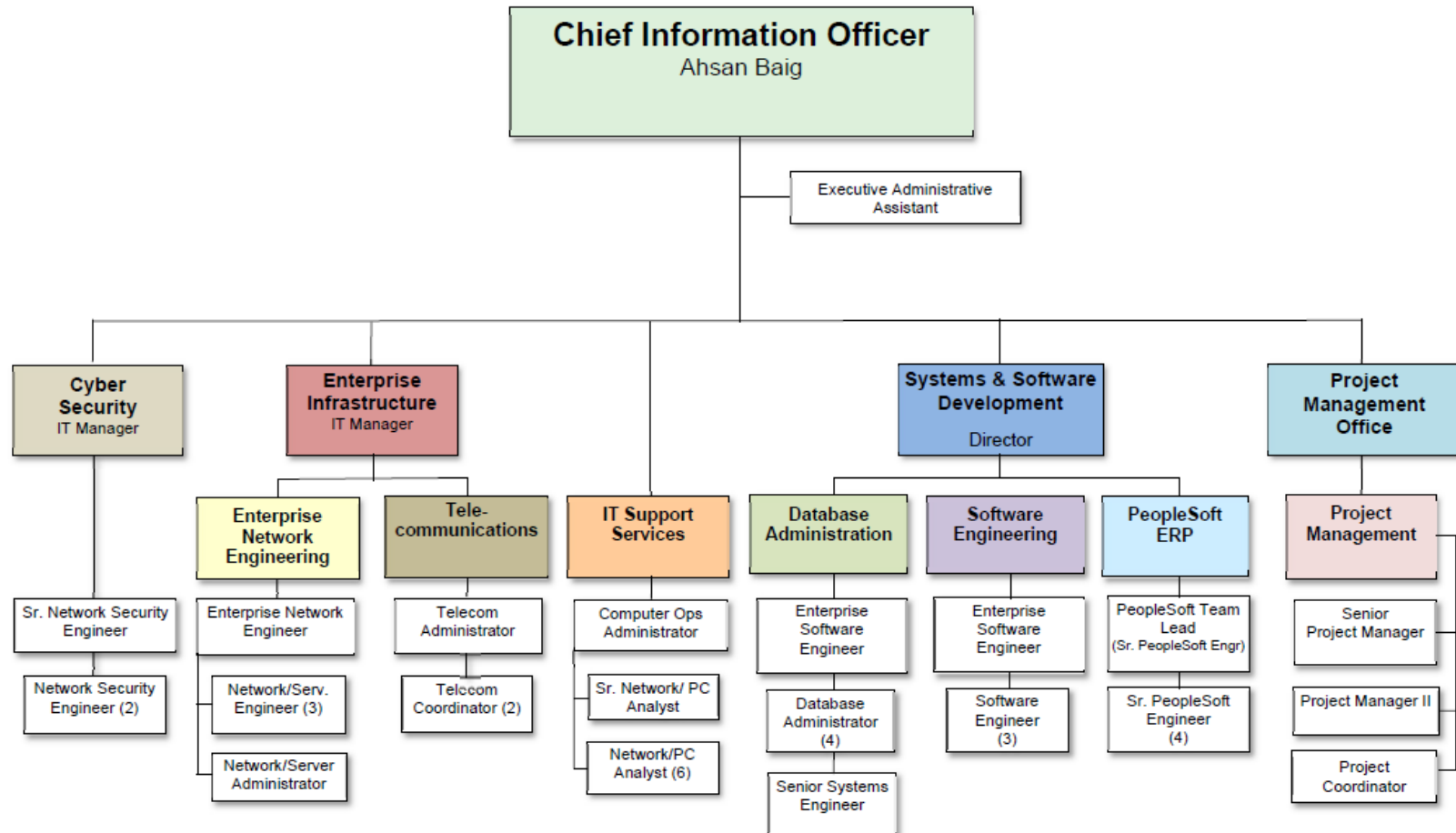
As of July 1, 2022

Planning and Engineering



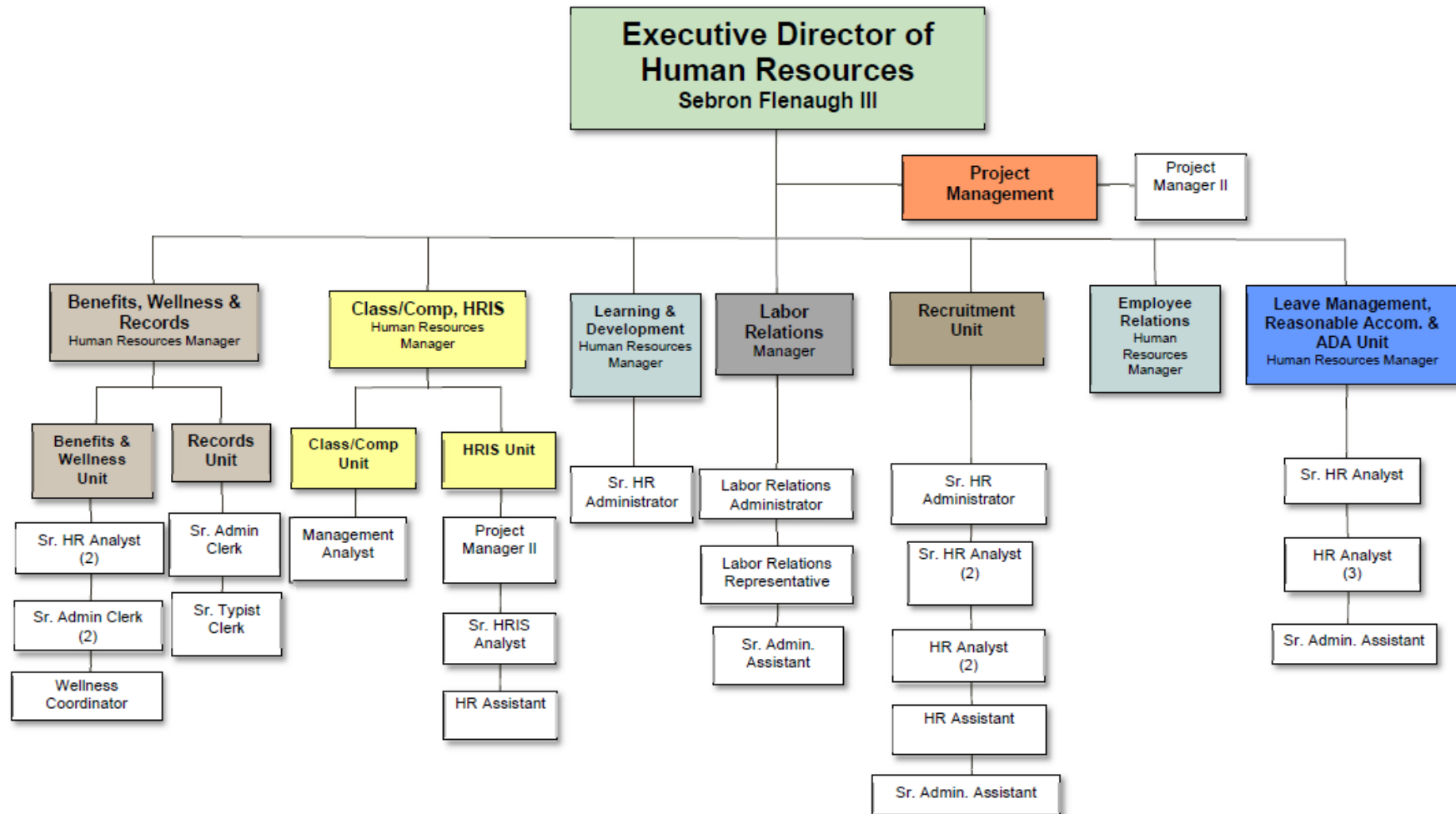
As of July 1, 2022

Innovation and Technology



As of July 1, 2022

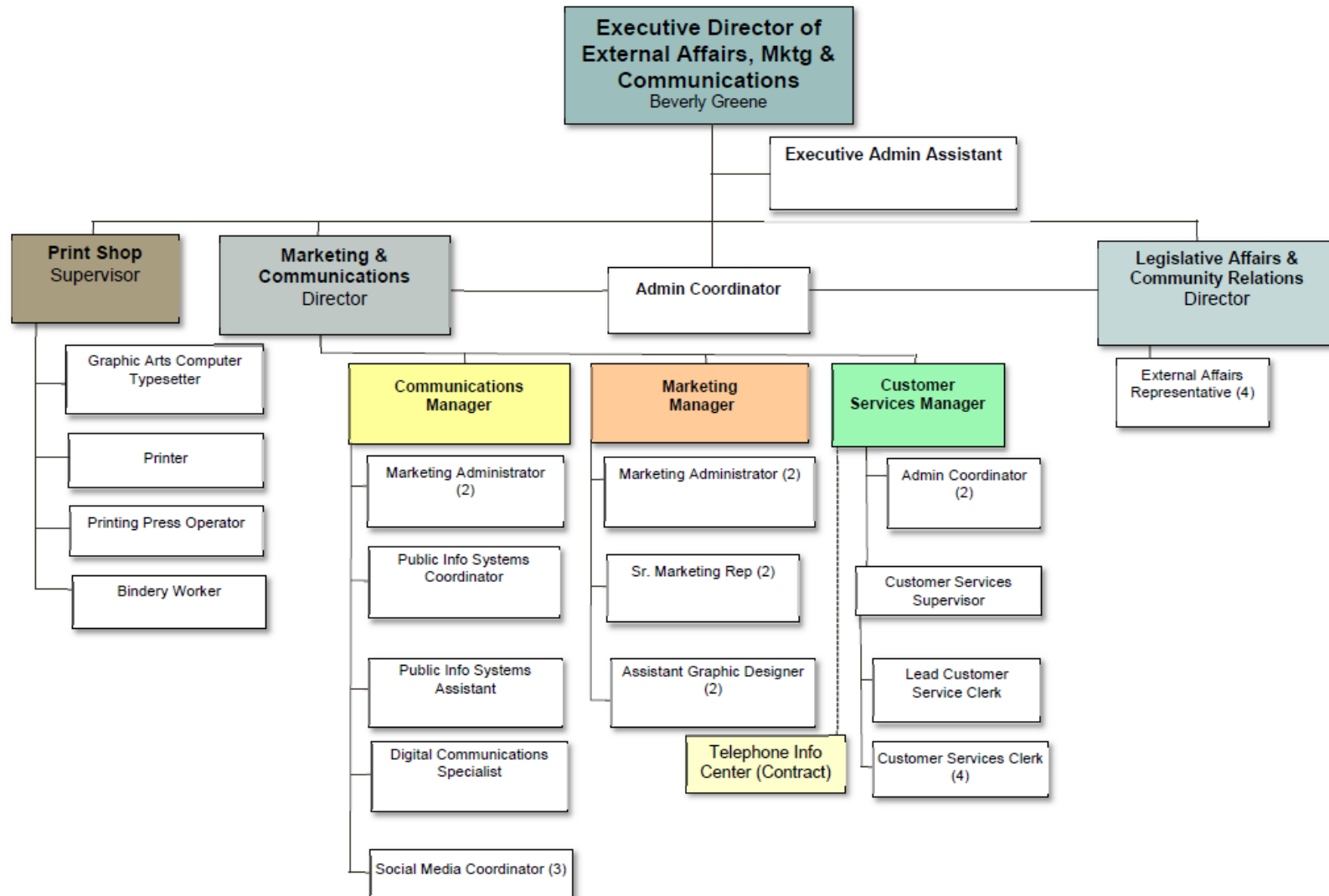
Human Resources & Employee Development



**Director of Human Resources is vacant being recruited for currently. The position will be added at time of hire.*

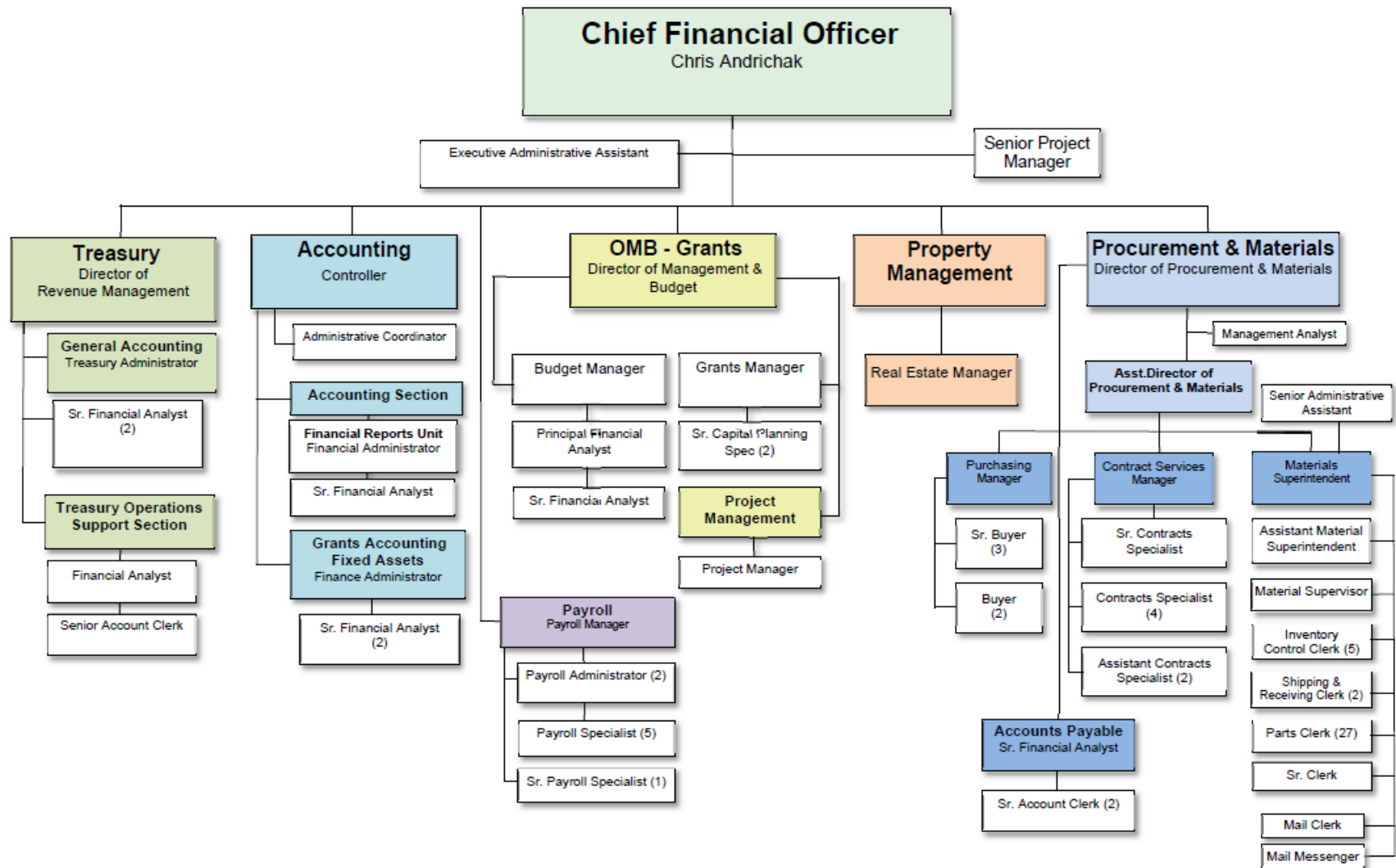
As of July 1, 2022

External Affairs, Marketing & Communications



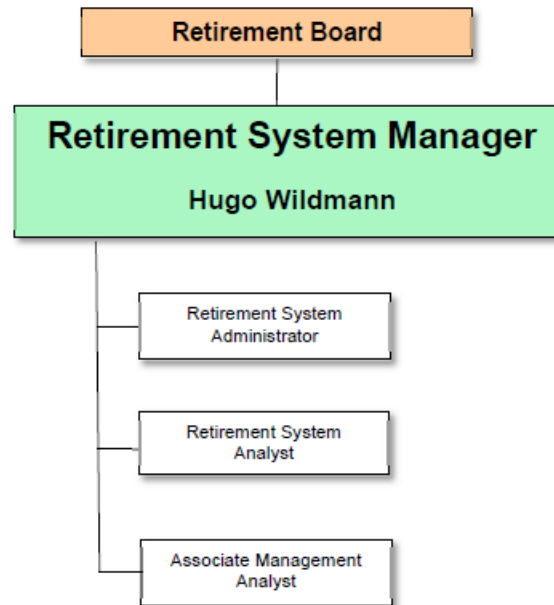
As of July 1, 2022

Finance



As of July 1, 2022

Retirement Organization



As of July 1, 2022

Position Titles by Department

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

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

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

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

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

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

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

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

Positions by Title

Positions	FY20-21 Positions	FY21-22 Position	FY22-23 Adopted Positions
Accessible Services Manager	1	1	1
Administrative Assistant	1	1	1
Administrative Coordinator	7	7	7
Administrative Specialist	1	2	2
Apprentice Mechanic	21	21	21
Apprentice Mentor	1	1	1
Assistant Contracts Specialist	2	2	2
Assistant Dir of Maintenance	1	1	1
Assistant Director of Transp	1	1	1
Assistant District Secretary	1	1	1
Assistant Facilities Maintenance Manager	0	1	1
Assistant General Counsel	1	1	1
Assistant Graphic Designer	1	2	3
Assistant Legal Secretary	1	1	1
Assistant Program Specialist	1	1	1
Associate Management Analyst	1	1	1
Asst Dir of Procurement&Matrls	1	1	1
Asst Materials Superintendent	1	2	2
Asst Transp Superintendent	10	10	10
Asst Transportation Planner	1	1	1
Attorney II	1	1	1
Attorney III	1	1	1
Bindery Worker	1	1	1
Body/Frame Mechanic	3	3	3
BRT Platform Agent	4	6	6
Budget Manager	1	1	1
Bus Operator	1,280	1,279	1,380
Bus Operator Mentor	0	1	1
Bus Stop Maintenance Worker	10	10	10
Buyer	2	2	2
Capital Planning & Grants Mgr	1	1	1
Chief Dispatcher	4	4	4
Chief Financial Officer	1	1	1
Chief Information Officer	1	1	1
Chief Operating Officer	1	1	1
Claims and Liability Analyst	1	1	1
Claims and Liability Assistant	1	1	1
Claims and Liability Manager	1	1	1
Computer Ops Administrator	1	1	1

Positions	FY20-21 Positions	FY21-22 Position	FY22-23 Adopted Positions
Contracts Compliance Admin	1	1	1
Contracts Services Manager	1	1	1
Contracts Specialist	4	5	5
Controller	1	1	1
Customer Service Clerk	4	4	4
Customer Services Manager	1	1	1
Customer Services Supervisor	1	1	1
Database Administrator	5	5	5
Deputy Chief Financial Officer	1	1	1
Digital Communications Spec	1	1	1
Dir of Civil Rights&Compliance	1	1	1
Dir of Legis Aff & Comm Rel	1	1	1
Dir of Prj Ctrl & Sys Analysis	1	1	1
Dir of Sys and Software Dev	1	1	1
Director of Bus Rapid Transit	1	1	1
Director of Capital Projects	1	1	1
Director of Human Resources	0	1	1
Director of Maintenance	1	1	1
Director of Mgmt and Budget	1	1	1
Director of Revenue Management	1	1	1
Director of Srvc Devl&Planning	1	1	1
Director of Transportation	1	1	1
Dispatcher	21	21	21
District Secretary	1	1	1
Div Senior Clerk/Maintenance	5	5	5
Division Clerk	4	4	4
EEO Program Administrator	1	1	1
Electrician	5	5	5
Electronic Support Worker	1	1	1
Electronic Systems Supervisor	1	1	1
Enterprise Network Engineer	1	1	1
Enterprise Software Engineer	2	2	2
Environmental Compliance Spec	2	2	2
Exec Dir ExtrnAffrs,Mktg,Commn	1	1	1
Exec Dir of Human Resources	1	1	1
Exec Director of Planning&Engr	1	1	1
Executive Administrative Assistant	0	0	1
Executive Administrative Asst.	5	5	5
Executive Coordinator	2	2	2
External Affairs Rep	4	4	4
Facilities Maintenance Manager	1	1	1
Facilities Maintenance Suprvsr	4	4	4

Positions	FY20-21 Positions	FY21-22 Position	FY22-23 Adopted Positions
Facilities Maintenance Trainer	1	1	1
Facilities Systems Technician	2	2	2
Finance Administrator	2	2	2
Financial Analyst	1	1	1
Firewall Engineer	0	1	1
Frame/Body Mechanic	1	1	1
General Counsel	1	1	1
General Manager	1	1	1
Graphic Arts/Comput Typesetter	1	1	1
HR Manager	0	0	1
Human Resource Coordinator	0	0	1
Human Resources Administrator	1	1	1
Human Resources Analyst	5	6	6
Human Resources Assistant	3	3	3
Human Resources Manager	5	5	5
HVAC Technician	2	2	2
Incident Review Administrator	1	1	1
Incident Review Specialist	1	1	1
Information Technology Manager	1	1	1
Internal Audit Manager	1	1	1
Internal Auditor	1	1	1
Inventory Control Clerk	5	5	5
Janitor	26	26	26
Journey Facil Mtce Mechanic	12	12	12
Journey Level Mechanic	147	147	147
Labor & Employee Relations Mgr	1	1	1
Labor Relations Representative	1	1	1
Labor Relatns Administrator	1	1	1
Lead Customer Service Clerk	1	1	1
Lead Timekeeper	1	1	1
Lift Mechanic	2	2	2
Machinist	4	4	4
Mail Clerk	1	1	1
Mail Messenger	1	1	1
Maintenance Superintendent	5	5	5
Maintenance Supervisor	26	26	26
Maintenance Technical Supervsr	4	4	4
Maintenance Trainer	5	5	5
Management Analyst	2	2	2
Manager of Systems Analysis	1	1	1
Market Research Manager	0	0	1
Marketing Administrator	4	4	4

Positions	FY20-21 Positions	FY21-22 Position	FY22-23 Adopted Positions
Materials Superintendent	1	1	1
Materials Supervisor	1	0	0
Mechanic A / Unit Room	8	8	8
Media Affairs Manager	1	1	1
Mktg/Communications Manager	2	2	2
Mrkt'g & Communicatns Director	1	1	1
Network Security Engineer	2	2	2
Network Server Administrator	1	1	1
Network/PC Analyst	6	6	6
Network/Server Engineer	3	3	3
Ops Data Syst Administrator	2	2	2
Painter A	3	3	3
Parts Clerk	27	27	27
Payroll Administrator	2	2	2
Payroll Manager	1	1	1
Payroll Specialist	4	4	4
Planning Data Administrator	2	2	2
Principal Capital Planning Specialist	0	0	1
Principal Financial Analyst	1	1	1
Print Shop Supervisor	1	1	1
Printer	1	1	1
Printing Press Operator	1	1	1
Procurement & Matrls Director	1	1	1
Program Administrator	1	1	1
Program Manager	1	1	1
Program Specialist	1	1	2
Project Controls Administrator	1	1	1
Project Coordinator	3	3	3
Project Manager	6	6	6
Protective Services Manager	1	1	1
Public Info Systems Coord	1	1	1
Public Information SystemsAsst	1	1	1
Purchasing Manager	1	1	1
Real Estate Manager	1	1	1
Retirement Sys Administrator	1	1	1
Retirement System Analyst	1	1	1
Retirement System Assistant	1	1	1
Retirement System Manager	1	1	1
Safety Administrator	1	1	1
Safety Manager	1	1	1
Safety Representative	1	1	1
Scheduling Data Administrator	1	1	1

Positions	FY20-21 Positions	FY21-22 Position	FY22-23 Adopted Positions
Senior Account Clerk	3	3	3
Senior Administrative Asst.	8	8	7
Senior Administrative Clerk	6	6	6
Senior Attorney	2	2	2
Senior Body Mechanic	28	28	28
Senior Capital Planning Spec.	2	2	2
Senior Clerk	1	1	1
Senior Contracts Specialist	1	1	1
Senior Electronic Technician	23	23	23
Senior Financial Analyst	2	2	2
Senior Human Resources Analyst	4	4	4
Senior Legal Assistant	2	2	2
Senior Maintenance Supervisor	4	4	4
Senior Management Analyst	1	1	1
Senior Payroll Specialist	2	2	2
Senior PeopleSoft Engineer	5	5	5
Senior Program Specialist	2	2	3
Senior Project Manager	6	6	8
Senior Schedule Analyst	5	5	5
Senior Transportation Planner	5	5	5
Senior Typist Clerk	2	2	2
Service Employee	95	95	95
Service Planning Manager	1	1	1
Shipping/Receiving Clerk	2	2	2
Small & Med Duty Veh Mechanic	4	4	4
Social Media Coordinator	2	3	3
Software Engineer	3	3	3
Sr Claims & Liability Analyst	2	2	2
Sr Fin Analyst-Budget	1	1	1
Sr Fin Analyst-Fin Reporting	3	3	3
Sr Fin Analyst-FixedAssetGrnts	1	1	1
Sr HR Info Systems Analyst	2	2	2
Sr Human Resources Admin	4	4	4
Sr. Buyer	3	3	3
Sr. Employee Development Rep	1	1	1
Sr. Marketing Representative	2	2	2
Sr. Network/PC Analyst	1	1	1
Sr. Transportation Supervisor	4	4	4
Statistical Data& Info Analyst	1	1	1
Technical Services Manager	1	1	1
Telecomm Administrator	1	1	1
Telecommunications Coord.	2	2	2

Positions	FY20-21 Positions	FY21-22 Position	FY22-23 Adopted Positions
Timekeeper	3	3	3
Title VI Program Administrator	1	1	1
Traffic & Schedules Admin.	1	1	1
Traffic Engineer	1	1	1
Training & Education Asst Mgr	2	2	2
Training And Education Mgr	1	1	1
Training Instructor	13	16	16
Transit Office Manager	4	4	4
Transit Projects Supervisor	1	1	1
Transit Schedules Manager	1	1	1
Transportation Planner	3	3	3
Transportation Planning Mgr	1	1	1
Transportation Superintendent	4	4	4
Transportation Supervisor	60	60	60
Transportation Supervisor Asst	8	8	8
Treasury Administrator	1	1	1
Upholsterer A	6	6	6
Waste Clean Up Worker	1	1	1
Welder/Sheetmetal Mechanic A	1	1	1
Welder/Sheetmetal Mechanic AA	1	1	1
Wellness Coordinator	1	1	0
Yard Scrubber Equipt Operator	1	1	1
ZEB Program Adminstrator	0	1	1
Grand Total	2,209	2,223	2,332

Department Budget Detail

Board of Directors

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

District Secretary

Account	FY20-21 Actuals	FY21-22 Budget	FY22-23 Adopted Budget
Labor			
Salaried	329,215	349,429	396,915
(50130) Salaried Regular Time	329,215	349,429	396,915
Fringe Benefits	348,437	327,618	365,560
(50201) FICA	28,485	26,511	34,187
(50211) AFSCME and Unrep Pension	75,243	64,818	69,992
(50214) PEPPRA/AB340 Expense	12,090	9,284	11,982
(50215) Medical Plan - Kaiser	38,127	32,018	36,139
(50216) Medical Plan - Health Net	36,721	40,300	50,229
(50217) Medical Opt Out Program	0	0	592
(50220) Vision Care Insurance	1,066	1,200	1,599
(50230) Dental Insurance - Metlife	6,288	6,402	7,243
(50235) Life Insurance Plans	3,326	2,076	8,337
(50236) Life and AD&D Insurance - ATU	7	9	8
(50237) Deferred Compensation	42,610	936	1,119
(50245) Workers Compensation Insurance	0	33,233	49,186
(50250) Sick Leave	0	16,209	18,493
(50258) Holiday Pay	6,673	10,655	13,583
(50260) Vacation	46,973	24,614	28,083
(50262) Senior Management General Leave	24,549	15,599	15,599
(50263) Management Leave	1,567	3,945	5,603
(50264) Other Paid Absences	24,712	8,160	13,583
(50270) Other Fringe Benefits	0	31,650	0
Temp Help	0	0	0
(50340) Temporary Help	0	0	0
Labor Total	677,652	677,047	762,475
Non-Labor			
Outside Professional Services	883	56,000	13,500
(50308) Professional and Technical Services	883	53,500	11,500
(50360) Printing Services	0	2,500	2,000
Materials & Supplies	1,880	4,000	3,500
(50460) Stationery Supplies	1,873	2,500	2,500
(50461) Office Furniture and Equipment <\$5,000	0	1,000	1,000
(50462) Postage	8	500	0

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

External Affairs, Marketing & Communications

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

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Adopted Budget
(50309) Software Licenses	36,553	91,875	98,500
(50341) Temporary Help - Additional	142,645	735,191	457,000
(50342) Outside Repair Services	3,201	15,000	16,000
(50345) Contract Maintenance Services	0	12,000	2,000
(50355) Security Services	9,241		3,535
(50357) Outside Training Services	3,515	61,000	58,500
(50360) Printing Services	3,353	182,250	70,543
(50375) Laundry	0	0	0
(50390) Other Services	405,479	534,700	0
Outside Professional Services Total	1,260,452	2,826,712	2,636,278
Materials & Supplies			
(50424) Body Parts	74	0	0
(50443) Hardware	74,656	50,600	39,600
(50444) Shop Materials	253	0	0
(50445) Cleaning and Painting Supplies	1,645	0	0
(50450) Building Supplies	1,452	0	2,500
(50460) Stationery Supplies	18,833	30,900	24,500
(50461) Office Furniture and Equipment <\$5,000	841	13,900	20,000
(50462) Postage	2,871	22,450	17,350
(50463) Printing Supplies	182,446	186,000	165,000
(50468) Timetables	64,045	75,300	10,300
(50474) Safety and Medical Supplies	320	0	0
(50475) Coveralls and Coats	38	400	400
(50480) Computer Related Equipment	0	7,000	1,500
(50495) Miscellaneous Supplies	56,740	64,900	63,900
Materials & Supplies Total	404,213	451,450	345,050
Utilities and Taxes			
(50715) Use Tax	0	0	0
Utilities and Taxes Total	0	0	0
Miscellaneous			
(50901) Dues and Subscriptions	207,718	231,300	247,125
(50905) Travel and Meetings	3,126	31,000	25,300
(50910) BART Tickets	0	500	500
(50930) Employee Incentive	260	6,000	9,000
(50945) Cash Over and Short	0	1,000	1,000
(50960) Advertisement and Promotion Media Fees	212,334	656,500	662,289
(50990) Other Miscellaneous Expenses	120	0	2,000
(50991) Miscellaneous Marketing Expenses	197,919	510,629	0

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Adopted Budget
Miscellaneous Total	621,477	1,436,929	947,214
Expense Reclass			
(51002) Functional Expense Reclassifications	0	-450,000	0
Expense Reclass Total	0	-450,000	0
Leases & Rentals			
(51201) Leases and Rentals	94,512	195,000	160,000
Leases & Rentals Total	94,512	195,000	160,000
Non-Labor Total	2,380,655	4,460,091	4,088,542
Grand Total	8,802,063	12,156,021	12,092,008

Finance

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

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

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

General Manager

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

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

Human Resources

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

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

Innovation & Technology

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

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

Legal

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

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

Operations

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

Category	FY20-21 Actuals	FY21-22 Budget	FY22-23 Adopted Budget
(50350) Custodial Services	499,916	679,448	667,494
(50355) Security Services	13,048,541	13,473,625	14,033,587
(50357) Outside Training Services	22,343	197,000	59,700
(50360) Printing Services	266	29,750	17,150
(50375) Laundry	127,751	146,564	160,000
(50380) Towing	130,332	200,000	200,000
(50390) Other Services	-110,245	2,000	2,000
Outside Professional Services Total	15,501,638	17,509,421	18,075,949
Materials & Supplies			
(50401) Front Axle	42,794	36,000	73,598
(50402) Rear Axle	131,582	204,000	221,700
(50404) Brakes	640,958	678,000	735,000
(50405) Clutch	9,444	4,500	13,500
(50406) Cooling System	335,597	422,000	499,500
(50407) Electrical	723,246	697,000	888,600
(50408) Engine	1,833,614	2,198,000	2,672,000
(50411) Frame	3,923	14,200	16,500
(50412) Fuel System	1,188,968	1,436,400	1,490,000
(50414) Air Suspension	183,563	173,700	263,200
(50416) Steering	150,211	154,000	188,500
(50417) Transmission	1,640,703	1,864,500	1,948,000
(50418) Propeller Shaft	72,785	129,000	131,000
(50419) Wheel Bearings	29,409	18,700	22,250
(50421) Passenger Seats	569	0	0
(50424) Body Parts	913,146	943,000	1,153,000
(50426) Air Conditioning	355,495	287,500	407,500
(50430) Air Brake and Door Control	512,318	346,000	440,000
(50432) Other Bearings	2,129	4,700	5,500
(50435) Fuel, Oil, Water Elements	10,168	25,000	28,200
(50436) Flex Lines and Fitting	12,037	13,200	16,300
(50440) Miscellaneous Automotive	86,281	155,000	108,700
(50441) Tires and Tubes - Revenue Vehicles	2,772,605	2,682,280	3,149,792
(50442) Tires and Tubes - Non-Revenue Vehicles	16,196	17,500	17,000
(50443) Hardware	286,962	380,000	412,400
(50444) Shop Materials	88,841	122,650	114,200
(50445) Cleaning and Painting Supplies	533,765	516,610	560,150
(50446) Manufacturing Equipment and Tools			
<\$5,000	27,118	336,230	292,500
(50450) Building Supplies	200,456	93,250	94,750
(50451) GFI Genfare Farebox Materials	41,442	64,500	78,500
(50453) Electronic Destination Sign Materials	15,290	29,000	43,000
(50455) Bus Lift Materials	76,724	120,000	133,000

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

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

Planning & Engineering

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

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

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

District Overhead

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

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

Retirement

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

Financial Policies



Board Policy No. 311

Budgets

ADOPTED: 1/1992

RECENT AMENDMENT:
9/27/2017

SEE ALSO: 360

SUBJECT CATEGORY: SECTION 300, FINANCE

SUBSECTION: OPERATING BUDGET, RESERVES,
REVENUE AND CAPITAL

CONTROL DEPARTMENT: FINANCE

I. PURPOSE

The purpose of the Budget Policy is to specify the baseline requirements for the District's operating and capital budgets. The Policy sets forth the actions, responsibilities, and guidelines for staff and the Board of Directors in the creation and amendment of the budgets; and also covers the special circumstance for hiring and retaining Operators, Maintenance, and Service employees.

II. PERSONS AFFECTED

The Finance Department has primary responsibility for creation and amendment of the budgets, but all departments are affected by this Policy. All departments are required to assist in the creation and amendment of, to be aware of the status of, and to follow the requirements for spending and managing their budget.

III. DEFINITIONS

"Debt Service" means a payment required to cover the repayment of interest and principal on a debt for a particular period.

"Enterprise Budget" means a listing of all anticipated revenues and expenses for the Enterprise Fund.

"Enterprise Fund" means a government-specific fund that establishes a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services.

"FTE – Full Time Equivalent" means the ratio of the total number of paid hours during a period by the number of working hours in that period. In other words, one FTE is equivalent to one employee working full-time.

"Restricted Funds" means funds, often in the form of grants, which are limited to a specific purpose or scope.

IV. POLICY

A. Fiscal Year

1. The District's Fiscal Year is July 1 to June 30.

B. District Budget

1. A Budget calendar shall guide the creation of the District Budget.
2. The District Budget shall be prepared in such a way as to implement the District's Annual Fiscal Year(s) Goals, Objectives and Performance Metric targets to be achieved during the period. The Budget shall be in alignment with the District's Long Term Strategic Planning Goals and Objectives included in the Short Range Transit Plan which are subject to revision and approval by the Board.
3. The District Budget shall reflect all activities reported under the Enterprise Fund, including not only activities funded by unrestricted general funds, but also activities funded by restricted funds. The activities include all operating as well as capital programs reported under the Enterprise Fund structure. It is desirable that the Recommended budget documents include charts illustrating five-year trends for revenue versus expenditures, ridership, cost per passenger, number and character of employees, wages and salaries, and benefit costs.
4. A balanced budget exists when total revenue is greater than or equal to total expenditures. Total revenue shall include all revenues and subsidies reported in the Enterprise Fund, consisting of revenues and subsidies allocated to fund operating and/or capital programs. Total expenditures shall include all operating expenses and investments in fixed assets as reported in the Enterprise Fund that are required to perform operating and/or capital programs. Total expenditures would also include the net transfer from reserves or unrestricted net assets of the amount necessary to bring total expenditures equal to or less than total revenues. Any year-end surplus will be used to maintain reserve levels with the balance available for capital projects and/or one- time-only expenditures.
5. If a balanced budget is not adopted by June 30, a continuing appropriations resolution would provide that payments for services performed on behalf of the District and authorization to award contracts would continue until such time as a District Budget is adopted.
6. The District Budget shall control disbursements of the agency in accordance with California Transit District Law; adopted policies; Mission Statement; District Goals, Objectives, and Performance Metric targets; and other relevant measures and methods that assure the Financial, Environmental, and Social Sustainability of the District's operations.
7. The District Budget shall include all operating, capital and the interest expense component of debt service requirements of the District for the following fiscal year. The District Budget shall also include the District's contribution to the AC Transit Retirement Plan as provided in Board Policy No. 360.
8. The District Budget shall include an analysis of the assumptions underlying revenue and expense projections, the number and job classification of authorized positions by department, and the platform and revenue hours and miles upon which the District Budget is based. Any change in authorized FTE levels or platform and revenue hours or miles during the fiscal year shall require prior approval by the General Manager.

9. Staff will attempt to publish the final budget document including the contents and resolution for the Adopted Budget for public distribution within 60 days from the beginning of the fiscal year.
10. Budgetary control is maintained at the managing departmental level for each operating department and at the project level for each capital project.
11. All unexpended and unencumbered operating appropriations lapse at the end of the fiscal year.
12. All capital projects and programs that have been started need to be assessed for their stage of development and progress. All necessary encumbrances and appropriations that transfer into the following fiscal year must be approved by the Board of Directors.
13. A Mid-Year Budget review, or Quarterly review if necessary, will allow for authorization of the receipt and expenditure of funds and the reallocation of funds necessary for the operation of the District unanticipated in prior District Budget approvals.

C. District Budget Status and Review

1. Bi-monthly budget status reports shall include a comparison of year-to-date actual expenditure and revenue generations to the adopted budget, as well as a report on the progress towards achievement of the District's Goal, Objectives and Performance Metric targets for the period.
2. The final budgetary review of any given fiscal year resulting in a budget amendment will occur as part of the Mid-Year Budget Review process in the Third Quarter after the accounting close of December.

D. Hiring Above Budgeted Levels

1. When there are an exceptional number of Operators and/or Service Employees absent for extended periods, it may be necessary for the District to hire above the amount approved through the annual budget process to maintain approved service levels.
2. Operators absent from work for a period equal to or greater than six (6) months and maintenance (service) employees absent from work for more than 30 days may be assigned to a Special Status program.
3. The return to work by employees assigned to a Special Status program may result in the number of filled positions exceeding the authorized level. This situation shall be handled through normal attrition and shall not result in any automatic reduction in work force except in the case where a temporary maintenance employee may be laid off.

V. AUTHORITY

A. Board Authority

1. The Board of Directors shall approve a Budget calendar no later than November 30.
2. The Board of Directors shall adopt Annual Fiscal Year(s) Goals, Objectives and Performance Metric targets to be used in guiding the creation of the District Budget.
3. The Board of Directors shall adopt a resolution by June 30 of each fiscal year approving a balanced District Budget for the following fiscal year. In the event that the Board of Directors does not adopt the District Budget by June 30, the Board of Directors may adopt a continuing appropriations resolution until such time as the District Budget is adopted.
4. The Board of Directors is required to approve any increase in expenditures or decrease in revenues that would cause the District Budget to become imbalanced, to authorize the receipt and expenditure of funds unanticipated in the District Budget approved as of June 30, with the exception of the situation covered in Section IV.D. of this policy.
5. The Board of Directors shall approve an amended appropriations resolution at the Mid- Year review, or Quarterly, if necessary.
6. The Board of Directors shall approve all encumbrances requested and other adjustments that transfer or commit budgets from one fiscal year to the next.
7. Any expenditure in excess of the authorized total District budget shall require prior approval by the Board of Directors and be reported in the bi-monthly status review reports.

B. General Manager's Authority

1. The General Manager shall prepare and submit to the Board of Directors a Budget calendar by November 30 of each year which includes tentative dates for Board review, public review, and Board approval.
2. The General Manager shall prepare and submit to the Board of Directors Annual Fiscal Year(s) Goals, Objectives and Performance Metric targets to be used in guiding creation of the District Budget, before presenting a budget to the Board of Directors for adoption.
3. The General Manager shall prepare and submit to the Board of Directors a Recommended District Budget for the following fiscal year(s) by May 31 of each year. The District Budget shall include Fiscal Year(s) Goals, Objectives and Performance Metric targets.
4. The General Manager shall submit revenue and expenditure status reports to the Board of Directors on a bi-monthly basis unless there are changes in budget projections that significantly impact the financial outlook of the District, in which case the Board of Directors will be informed at the next Regular or Special Meeting of the Board.

5. The General Manager shall establish procedures to ensure that proper controls are implemented for all District expenditures.
6. The General Manager and Chief Financial Officer may approve budgetary transfers that result in no net change in the total Enterprise Budget, which includes Operating and Capital Budgets.
7. The General Manager and Chief Financial Officer may approve expenditures in excess of an approved Department Budget or approved Capital Project Budget that do not result in a change to the total Enterprise Budget.
8. The General Manager may exceed the budgetary control limitations included in the policy by \$500,000 for emergency expenditures which call for immediate action due to an unforeseen combination of circumstances with inadequate time for prior Board approval. Immediate action is taken to avert or alleviate damage to property, to protect the health, safety and welfare of the community and District's employees, or to repair or restore damaged or destroyed property of the District. Such action is deemed to ensure that the facilities of the District are available to serve the transportation needs of the general public. The General Manager shall submit to the Board of Directors for confirmation, within 30 days of the emergency, a report explaining the necessity for the action, a listing of expenditures made under these emergency powers, and any recommended future actions.
9. The General Manager may authorize the hiring of:
 - a. Operators in excess of the number annually authorized through the budget process in an amount not to exceed the number of employees absent from work for a period equal to or greater than six (6) months.
 - b. Maintenance (service) employees in excess of the number annually authorized through the budget process in an amount not to exceed the number of employees absent from work for a period equal to or greater than 30 days.
10. The General Manager may authorize the transfer of corresponding fringe benefit budgetary expenses to a Special Status program budget.



Board Policy No. 314 **CAPITAL PLAN AND PROJECTS POLICY**

ADOPTED: 4/92

RECENT

10/25/2017

SEE ALSO: N/A

AMENDMENT:

SUBJECT CATEGORY: SECTION 300 - FINANCE

SUBSECTION: OPERATING BUDGET, RESERVES,
REVENUE AND CAPITAL

CONTROL DEPARTMENT: FINANCE

I. PURPOSE

The purpose of Board Policy 314 is to establish a process for submission and approval of capital projects and a Capital Improvement Plan (CIP) by the General Manager and then by the Board. This policy also outlines the District's 5-year CIP which shall be updated every two years.

II. PERSONS AFFECTED

All District Board members, staff and members of the public are affected since capital improvements are regularly needed and District assets must be maintained in a State of Good Repair.

III. DEFINITIONS

For the purposes of this Policy, the following definitions are applicable:

"Capital Project" – A capital project consists of an expense or related group of expenses with a value of \$5,000 or more and a life expectancy of one year or more.

"Preventative Maintenance (PM)" - Systematic inspection and maintenance that is regularly performed on equipment or asset to lessen the likelihood of it failing. PM is an eligible use of Federal Transit Administration capital funds.

"State of Good Repair (SGR)" - SGR is a condition in which assets are fit for the purpose for which they were intended.

"Capital Improvement Plan (CIP)" - A short-range plan, usually four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule, and identifies options for funding the plan.

IV. POLICY

Beginning in FY 2017-18, a five-year CIP will be developed by staff, reviewed by the General Manager, and adopted by the Board. The CIP shall be updated every two years and have a five- year planning horizon.

Capital Programming Committee

The Capital Programming Committee reviews and prioritizes capital project requests. The Committee shall consist of the Executive Director of Planning & Engineering, the Chief Operating Officer, the Chief Financial Officer, the Chief Information Officer, the Chief of Safety,

Security, and Training, the Director of Maintenance, the Director of Project Controls and Systems Analysis, the Director of Management and Budget, and the Manager of Capital Planning & Grants. The Committee shall periodically review the scope, timing, and eligibility of capital project requests for programming into the CIP. As part of that review, the Capital Planning and Grants Manager shall verify that the request is consistent with the District's adopted Short Range Transit Plan (S RTP), and identify if grant funds are available for the request. Approved requests are then eligible for programming.

State of Good Repair

As a Federal Transit Administration (FTA) grantee, the District is required to program FTA funds based on the District's Transit Asset Management (TAM) plan. Notwithstanding the rest of the policy, the District shall program and prioritize in accordance with FTA regulations.

Capital Project Request

Capital Project Requests are the building blocks of the CIP. AC Transit Department Directors and Managers initiate and submit requests for capital projects. The Capital Programming Committee will periodically review submitted requests to determine whether they are appropriate for programming.

Capital Project Programming

During a CIP update, the Capital Programming Committee will submit to the General Manager a list of Recommended modifications, deferrals/cancellations, and additions. The CIP must identify funding that will be used and whether it is committed, fully/partially funded or planned. Projects with planned funding may move up in priority if funding becomes available. Off-cycle programming of projects based on need or funding opportunity shall also be approved by the Capital Programming Committee and General Manager.

Approval Process

The Capital Programming Committee shall submit to the General Manager a prioritized list of capital project requests for review and approval. The General Manager will submit to the Board of Directors a list of approved capital project requests for programming into the CIP on a two-year cycle or as-needed basis.

Capital Project Approval Criteria

In the preparation of the CIP, the Capital Programming Committee shall evaluate all capital and preventive maintenance projects based upon, but not limited to, the following criteria:

- 1) Benefit to the District, including the effect on safety, future operating costs and revenues.
- 2) FTA asset management requirements.
- 3) Effects on service delivery.
- 4) Consequences of not funding the projects.
- 5) The useful life of the asset.
- 6) The total project cost and schedule for completion.
- 7) The sources of funding. For each funding source, the capital projects proposal shall clearly indicate whether the source is an existing source, or a new source requiring District approval.

Capital Project Eligible Costs

Eligible costs for capital projects shall consist of only of hard and soft implementation costs, operating, administrative, maintenance and interest expenses incurred prior to close out of the

project. Exceptions to this include standard and customary warranty and maintenance costs that are included in the purchase contracts for capital assets.

Capital Budget

The Capital Budget is the portion of the CIP that corresponds to the current District budget period (currently a single fiscal year). The CIP is a program of projects over a five-year horizon, so the Capital Budget for a given fiscal year is the projected spending of all projects for that year. The District Budget for a fiscal year shall include the general fund budget (otherwise known as District Capital) projected to be spent on Capital Projects within that fiscal year.

Reporting

The General Manager shall provide to the District Board an annual Capital Projects Report. The report should summarize the status of ongoing capital projects, including District-funded, grant-funded and preventive maintenance capital projects.

V. AUTHORITY

A. Board Authority

1. The District's General Manager shall submit to the AC Transit District Board every two years a Recommended five-year CIP that identifies all capital projects, their scope, estimated costs, priority, and planned funding sources for the Board's approval.
2. Scope increases to capital projects that exceed twenty percent (20%) of total project cost.
3. Changes in funding source allocations that exceed twenty percent (20%) of total project cost.

B. General Manager's Authority

1. All AC Transit capital projects, previously approved by the Board, regardless of fund source and prior to initiation.
2. All bond issuances for AC Transit capital projects, subject to previous Board approval or, when required voter approval.
3. Addition of capital projects to the CIP that do not exceed \$100,000 and are a routine part of District business.
4. Scope increases to capital projects that do not exceed twenty percent (20%) of total project cost.
5. Changes in fund source allocations that do not exceed twenty percent (20%) of total project cost.

VI. ATTACHMENTS

None

AC Transit

Reg. No. 313

**ADMINISTRATIVE
REGULATION**

**Category: FINANCIAL
MATTERS**

BUDGET, OPERATING TRANSFERS

I. PURPOSE

The District's budget establishes operating and capital expenditure limits and corresponding revenue projections for the period from July 1 through June 30 of each year. During the year, the actual cost of operations may vary from the amounts budgeted for those purposes. This Administrative Regulation sets forth parameters for the transfer of funds within and between expense categories during the year.

II. PARAMETERS FOR TRANSFERRING OF FUNDS

- ▶ Funds may not be transferred between the operating and the capital budget.
- ▶ Except as provided herein, Assistant General Manager's may transfer budgeted amounts between reporting departments.
- ▶ Except as provided herein, amounts budgeted in any expense category may be used to cover any expense within that category.
- ▶ Except as provided herein, no more than 10% of the amount budgeted in any expense category may be transferred to another expense category.
- ▶ Upon prior approval by the General Manager, amounts budgeted for salaries in excess of salary requirements may be used to offset temporary help expenses. (Funds will not be transferred)

Adopted: 11/92

III. PROCESSES

The attached Operating Expense Transfer Form shall be used by Departments for the transfer of budgeted amounts.

FORM DESCRIPTION: (1-11 Department Fill Out)

1. Date Submitted Current Date.
2. Department Name of Department requesting transfer.
3. Organization Code Department organization code (org code).
4. AGM Assistant General Manager's signature is required.
5. Department Manager(s) Department Manager's signature is required. If funds are being transferred between Departments, each Department Manager's signature is required.
6. Transfer From:

 Organization Code The org code of the line item expense.

 Account Code The account code of the line item expense as listed in the Account Index.

 Description Description of line item expense.

 Annual Budget Current year annual budget of line item expense.

 YTD Expenses Amount expensed year to date from line item expense account (from most recent variance report).
7. Transfer To:

 Organization Code The org code of the line item expense.

 Account Code The account code of the line item expense as listed in the Account Index.

 Description Description of line item expense.

BUDGET, OPERATING TRANSFERS

ADMINISTRATIVE REGULATION NO. 313

	Annual Budget	Current year annual budget of line item expense.
	YTD Expenses	Amount expensed year to date from line item expense account (from most recent variance report).
8.	Explanation - Transfer from	Explanation as to why budgeted amount is no longer needed in this account, i.e. how will a year end deficit be avoided if budgeted amount is reduced.
9.	Explanation - Transfer to	Explanation as to how or for what the transferred amount transferred will be spent.
10.	Preparer	Name of employee who completed form.
11.	Budget Supervisor	Budget Supervisor's signature is required.
12.	Manager, Budget, Grants, and Contracts	Manager, Budget, Grants and Contracts's signature is required.
13.	Chief Financial Officer	Chief Financial Officer's signature is required.
14.	General Manager	General Manager's signature is required if transfer is in excess of \$10,000.

BUDGET, OPERATING TRANSFERS

ADMINISTRATIVE REGULATION NO. 313

**ALAMEDA - CONTRA A TRANSIT DISTRICT
DEPARTMENTAL
OPERATING BUDGET TRANSFER FORM***

FISCAL YEAR: _____

DATE SUBMITTED: _____

DEPARTMENT: _____

ORG. CODE: _____

AGM: _____

DEPT. MANAGER: _____

RECLASS ADJUSTMENT
PREPARED BY: _____

APPROVAL/DATE: _____

BUDGET DEPARTMENT: _____

CHIEF FINANCIAL OFFICER: _____
(up to \$10,000)

GENERAL MANAGER: _____
(over \$10,000)

TRANSFER FROM: _____

TRANSFER TO: _____

ORG. CODE	ACCOUNT CODE	LINE ITEM TO BE REDUCED	ANNUAL BUDGET	ORG. CODE	ACCOUNT CODE	LINE ITEM TO BE INCREASED	AMOUNT	ADJUSTED ANNUAL BUDGET
TOTAL				TOTAL				

JUSTIFICATION FOR ITEM REDUCTION (WITHOUT A RESULTING DEFICIT): _____

JUSTIFICATION FOR INCREASE (HOW FUNDS WILL BE SPENT): _____

REQUESTING DEPARTMENT MANAGER: _____ RECEIVING DEPARTMENT MANAGER: _____

* Transfers cannot be made between capital projects without prior Board approval per fiscal policies.
FORM 801 TRANSFER WE 300



Board Policy No. 322 **Reserve Policies**

ADOPTED: 04/1992

RECENT
04/12/17

AMENDMENT:

SEE ALSO: N/A

SUBJECT CATEGORY: SECTION 300, FINANCE

SUBSECTION: OPERATING BUDGET, RESERVES,
REVENUE AND CAPITAL

CONTROL DEPARTMENT: FINANCE

I. PURPOSE

The purpose of this Policy is to establish a comprehensive level of District reserves in order to ensure that the District can withstand national, regional and local major economic disruptions, as well as unanticipated expenditure demands due to natural disasters, insurance loss and the like, and meet the need for other non-recurring expenses. Reserve balances shall be accounted for as specifically reserved or restricted net position on the balance sheet.

II. PERSONS AFFECTED

The Finance Department has primary responsibility for maintaining an appropriate level of reserves.

III. DEFINITIONS

“Capital Improvement Costs” means expenditures on capital projects such as major building improvements, construction, or major facility maintenance.

“Self-Insurance” means Insurance of one’s interests by maintaining a fund to cover possible losses rather than by purchasing an insurance policy.

IV. POLICY

A. Reserve for Operations:

Funded through annual budgeted appropriation (until such time as maximum reserve balance is achieved) to meet unexpected decreases of more than ten percent in the levels of Total Revenues and subsidies, as well as unexpected increases of more than ten percent in total operating costs such as unanticipated and unbudgeted increases in fuel costs, additional major pension fund contributions due to sudden portfolio underperformance, or emergency funds for use in the event of major calamity, this reserve will be maintained at a maximum of 20 percent of the annual operating budget, with a minimum reserve of five percent. These

levels are expressed as goal ranges to recognize that fund balances may fluctuate from year-to-year due to the normal course of District operations.

All available carryover funds may be allocated to this Contingency Reserve Fund annually until the reserve reaches the maximum twenty percent (20 percent) of adopted budget operating appropriations.

Whenever contingency reserve funds are used, the reserve shall be replenished as soon as possible.

B. Reserve for District Share of Capital Improvement Costs:

Funded through annual budgeted appropriation, this reserve is to provide funding for high priority capital improvement projects which are designated to be funded by District capital funds.

C. Reserve for Self-Insurance:

Funded through annual budgeted appropriation, the rate will be determined and budgeted annually. An actuarial study will be performed every two years to determine the rate as a percentage of operating budget to be established in a liability account to pay for expenses incurred for the following:

1. Workers' Compensation Reserve for Claims Incurred and Claims Incurred, But Not Reported.
2. Public Liability Reserve for Claims Incurred and Claims Incurred, But Not Reported.

D. Additional Reserves

The District will evaluate the need and plan to fund additional reserves for potential operating liabilities and claims against the District not included in items 1 and 2 above.

E. Reserve for Debt Service:

Funded through bond proceeds equal to highest year debt service obligation of District, reserve funds for Debt Service will be held by trustee for payment of related debt service, as required.

V. ATTACHMENTS

None.



Board Policy No. 324 **Revenues and Grants**

ADOPTED: 4/1992

RECENT

6/26/2019

SEE ALSO: 461, 462

AMENDMENT:

SUBJECT CATEGORY: SECTION 300, FINANCE

SUBSECTION: OPERATING BUDGET, RESERVES,
REVENUE AND CAPITAL

CONTROL DEPARTMENT: FINANCE

I. PURPOSE

This purpose of this policy is to document the requirements for acquiring, administering, and expending revenues and grants. The District's primary sources of revenue are all either sales taxes, parcel and property taxes, or inter-governmental grants and payments. It is essential that the District follow the proper application, reporting, accounting, and expenditure eligibility requirements of its revenue and grant funds.

II. PERSONS AFFECTED

The Finance Department has primary responsibility for the processing of revenues and grants, but all departments are affected by this policy. Staff of any department working on projects or initiatives funded by specific revenue sources must be aware of the requirements and restrictions of that funding source.

III. DEFINITIONS

None

IV. POLICY

A. One-Time Revenues:

The District shall avoid dependence on bond financing to fund on-going operations. One-time revenues shall be used only for one-time expenses or to fund District Reserves, or to repay outstanding debt. When fund balances are greater than budget estimates, it should be considered one-time resources and shall not be used to fund on-going expenses.

B. Investments:

Investments made by the District are covered under Board Policy No. 349. If a revenue or grant has specific investment requirements, they will take precedence over District policies if there is a conflict.

C. Inter-Governmental Grants:

Inter-governmental grants shall be used for only the projects or initiatives covered in the scope of the grant. Capital grants in particular shall be used to finance only those capital improvements consistent with the Capital

Improvement Plan and Short-Range Transit Plan as approved or amended by the Board of Directors.

D. Board Approved Grant Applications:

To ensure that grant funding is consistent with the priorities and financial capabilities of the District, the Board of Directors must approve all grant applications through the agenda process. Staff reports for grant applications must include a discussion of what project alternatives staff considered for the grant funds.

E. Grant Management:

The Chief Financial Officer and the Grant Manager shall maintain a system of grant control to ensure that the District maintains a proper grant inventory and associated information records. The system should establish a strategy to align the short-term and long-term capital priority process with grant cycles.

F. Current Expenditures are Budgeted with Current Revenues:

The District shall not budget recurring expenses in excess of revenues it expects in the same fiscal year. Any increase in expenditures or decrease in revenues that results in a budget imbalance will require cost cutting and/or revenue enhancement. The District shall avoid expending inappropriate surpluses or designated reserves to support ongoing operations.

G. Revenue Projections:

The District shall use an objective and analytical process to make revenue projections. In cases of economic uncertainty, conservative projections will be utilized. It is fiscally prudent to budget revenues conservatively, using the lower end of the expected range.

H. Maintain a Diversified and Stable Revenue Base:

To the extent possible, the District shall pursue a diverse and stable revenue base. It is in the District's best interest to have economic development policies that encourage a more diverse revenue base.

I. Pass-Through Funding Agreements:

The following rules shall guide the Board in entering into pass-through agreements:

1. Agreements for the pass-through of funding for projects or programs should prioritize the use of State and Local funds rather than the use of Federal Transit Administration funds to limit administrative burden.
2. Federal Transit Administration funds can be considered in special

cases with limited funding options, but only upon staff confirmation that the sub-recipient agency is fully able to comply with federal regulations.

3. Projects covered shall not compete with or oppose existing or planned District projects. Services covered shall not be operated by others if the District can operate the service.
4. The pass-through funding for projects and programs should be prioritized as follows to limit District liability:
 - a. Government agencies, such as cities and counties, shall be considered on a case- by-case basis for pass-through funding agreements.
 - b. Non-profit organizations are not eligible for pass-through funding.
 - c. Private organizations are not eligible for pass-through funding.
5. The District shall request up to 10% of the funding to offset the administrative costs of the agreement.
6. Staff will provide consideration for administration of the pass-through funding by other governmental agencies with existing resources and systems in place, such as Alameda County Transportation Commission or Contra Costa Transportation Authority.
7. Staff shall provide a legal analysis of pass-through agreements prior to submission for Board approval. All agreements shall contain non-negotiable terms that indemnify the District from: all legal liabilities associated with the project; covering project cost overruns; and providing funding in lieu of the original funding source.
8. Staff shall provide assurances to the Board that the responsibilities associated with administering the agreement are within the capability of current resources.

V. AUTHORITY

A. Board Authority

The Board of Directors has the authority to:

- Approve the application for revenues and grants. All applications must go through the regular agenda process prior to submittal.
- Approve the signing of pass-through funding agreements.

B. General Manager's Authority

- The General Manager has the authority to sign and execute grant

applications and funding agreements approved by the Board of Directors, and to assign signature authority to specific staff as necessary and prudent.

- The General Manager shall ensure that all grant applications go through the Board agenda process prior to submittal as defined in Administrative Regulation 101A.

VI. ATTACHMENTS

None

Debt Obligations



Board Policy No. 316 Debt Management Policy

ADOPTED: 4/1992

RECENT AMENDMENT:
6/26/2019

SEE ALSO: 461, 462

SUBJECT CATEGORY: SECTION 300, FINANCE

SUBSECTION: OPERATING BUDGET, RESERVES,
REVENUE AND CAPITAL

CONTROL DEPARTMENT: FINANCE

I. PURPOSE

The Debt Management Policy provides guidelines to ensure the prudent management of the debt and capital financing needs of the District and to reflect changes in tax law, government accounting practices, regulatory rules and the debt markets.

This Debt Management Policy is intended to comply with California Senate Bill (SB) 1029 which requires state and local agencies to adopt a comprehensive debt policy before any new debt can be issued starting in January 2017. This Debt Management Policy incorporates the relevant best practices as recommended by the Government Finance Officers Association (GFOA). The District hereby recognizes that a fiscally prudent debt policy is required in order to:

- Maintain the District's sound financial position.
- Ensure the District has the flexibility to respond to changes in future service priorities, revenue levels, and operating expenses.
- Protect the District's credit-worthiness and maintain good standing with credit rating agencies.
- Ensure that all debt is structured in order to minimize financial risk to the District.
- Ensure that the District's debt is consistent with the District's planning goals and objectives and capital improvement program or budget, as applicable.

II. PERSONS AFFECTED

Board of Directors and relevant staff members.

III. DEFINITIONS

"Capital Equipment" means all tangible personal property that has a useful life of more than one (1) year and an acquisition cost of \$5,000 or more per unit. This

definition includes rolling stock and other tangible (movable) property used in the provision of public transit service.

“Bank Loans” means the direct placement loans negotiated with a commercial bank.

“Bond Anticipation Notes” (BANs) means short-term notes that are repaid with the proceeds of a long-term bond issuance.

“Certificates of Participation” (COP) means lease revenue bonds, and lease-purchase transactions which are payable solely by base rental payments made from the general fund.

“Conduit Issuer” means a joint powers authority created by the state, the County of Alameda, or other local governmental entities for the purpose of facilitating the issuance of debt instruments on behalf of governmental agencies such as the District.

“Commercial Paper” means a short-term instrument with maturity not longer than 270 days, often backed by a letter of credit or stand-by liquidity facility.

“Debt Service Coverage” means the ratio of net pledged revenues divided by the annual debt service due in a fiscal year.

“Direct Line of Credit” means an alternative to other short-term borrowing options. They are often structured as a short-term agreement with a financial institution, such as a commercial bank, providing a line of credit, including a revolving line of credit.

“General Obligation Bonds” (GO Bonds) means publicly voted debt that are payable from ad valorem taxes levied on properties located within the District. GO bonds are subject to approval by two-thirds vote of the voters of the debt proposition.

“Grant Anticipation Notes” (GANs) means short-term notes that are repaid with the proceeds of State or Federal grants of any type.

“Rating Agency” means Moody’s, Standard & Poor’s, and/or Fitch, and any other rating agency designated by the District.

“Refunding Obligation” means any instrument used to refinance an existing financial obligation.

“State Revolving Loan Funds” means direct loans from the state government.

“Tax and Revenue Anticipation Notes” (TRANS) means short-term notes for the purposes of funding cash flow needs and are secured and repaid with future anticipated taxes or other types of revenues, usually within the same fiscal year.

“Useful Life” means the date the asset is placed in service and continues until it is removed from service, or for real property, when the District no longer has beneficial use of such facility.

IV. POLICY

A. Purposes for Which Debt May Be Issued

1. Long-Term Debt.

- a. Long-term debt (generally 5 years or longer) may be issued to finance the construction, acquisition, and rehabilitation of capital improvements and facilities, equipment and land to be owned and operated by the District. Long-term debt financings are appropriate when the following conditions exist:

- When the project to be financed is necessary to provide basic services.
- When the project to be financed will provide benefit to the District over multiple years.
- When total debt does not constitute an unreasonable burden to the District. *(See Section C below.)*
- When the debt is used to refinance outstanding debt in order to produce debt service savings or to realize the benefits of a debt restructuring. *(See Section D below.)*

- b. Long-term debt financings will not be considered appropriate for current operating expenses and routine maintenance expenses. The District may use long-term debt financings subject to the following conditions:

- The project to be financed must be approved by the District’s Board.
- The weighted average maturity of the debt (or the portion of the debt allocated to the project) will not exceed the approximate average useful life of the project to be financed.
- The District estimates that sufficient revenues will be available to service the debt through its maturity.
- The District determines that the issuance of the debt will comply with the applicable state and federal law.

2. Short-term debt or Interim Financing. Short-term debt (generally less than

5 years) may be issued to provide financing for the District's operational cash flows in order to maintain a steady and even cash flow balance. Short-term debt can be issued to address operating cash flow issues in situations where there is an assurance that grants or tax receipts will be available for repayment during the same fiscal period. Short-term debt may also be used to finance short-lived capital projects, or to provide bridge financing for capital project completion that will later be substituted, or refinanced, with an appropriate long-term financing instrument.

3. Capital Equipment Financing. Lease obligations are a routine and appropriate means of financing capital equipment by public transit agencies. Equipment/vehicle vendor financing is commonly utilized by transit agencies. The useful life of the capital equipment, the terms and conditions of the lease, the direct impact on debt capacity and budget flexibility will be evaluated prior to the implementation of a lease program. *(Also see Section D below.)*

B. Types of Debt

1. The following types of debt are allowable under this Debt Policy:

- General obligation bonds (GO Bonds)
- Bond or grant anticipation notes (BANs or GANs)
- Certificates of participation (COPs), lease revenue bonds, lease-purchase agreements, and capital equipment financing transactions
- Other revenue bonds
- Tax and revenue anticipation notes (TRANs)
- Commercial paper
- Refunding Obligations
- State Revolving Loan Funds
- Lines of Credit (including a revolving line), or Bank Loans

The District's Board may from time to time find that other forms of debt would be beneficial to further its public purposes and may approve such debt without an amendment of this Debt Management Policy. Debt shall be issued as fixed rate debt unless the District makes a specific determination as to why a variable rate issue would be beneficial to the District in a specific circumstance.

The District may issue certain types of debt via a Conduit Issuer such as through a joint powers authority created by the state, the County of Alameda, or other local governmental agencies.

C. Relationship of Debt to Capital Improvement Program and Budget

The District is committed to long-term capital planning. The District intends to issue debt for the purposes stated in this Debt Management Policy and to implement policy decisions incorporated in the District's capital budget and the capital improvement plan.

The District shall strive to fund the upkeep and maintenance of its infrastructure and facilities due to normal wear and tear through the expenditure of available operating revenues.

The District shall integrate its debt issuances with the goals of its capital improvement program by timing the issuance of debt to ensure that projects are available when needed in furtherance of the District's public purposes.

The District shall seek to issue debt in a timely manner to avoid having to make unplanned expenditures for capital improvements or equipment from its general fund.

The District shall not incur additional debt if the aggregate annual debt service for any future fiscal year (adjusted for the Recommended new debt) will exceed 5% of the District's Total Operating Expenses as reflected in its most recent audited financial statements.

D. Policy Goals Related to Planning Goals and Objectives

The District is committed to long-term financial planning, maintaining appropriate reserves levels and employing prudent practices in governance, management and budget administration. The District intends to issue debt for the purposes stated in this Debt Management Policy and to implement policy decisions incorporated in the District's annual operations budget and capital improvement program.

It is a policy goal of the District to utilize conservative financing methods and techniques so as to obtain the highest practical credit ratings (if applicable) and the lowest practical borrowing costs. Consistent with this approach, interest rate swaps are prohibited under this Debt Management Policy.

When refinancing debt, it shall be the policy goal of the District to realize, whenever possible, and subject to any overriding non-financial policy considerations, (1) minimum net present value debt service savings equal to or greater than 3.0% of the refunded principal amount, and (2) present value debt service savings shall take into account any escrow fund negative arbitrage.

E. Internal Control Procedures

When issuing debt, in addition to complying with the terms of this Debt Management Policy, the District shall comply with any other applicable policies regarding initial bond disclosure, continuing disclosure, post-issuance compliance, and investment of bond proceeds. Without limiting the foregoing, the District will periodically review the requirements of and will remain in compliance with the following:

- Any continuing disclosure undertakings entered into by the District in accordance with SEC Rule 15c2-12, as amended.
- Any federal tax compliance requirements, including, without limitation, arbitrage and rebate compliance.
- The District's investment policies as they relate to the use and investment of bond proceeds.

Proceeds of debt will be held either (a) by a third-party trustee or fiscal agent, which will disburse such proceeds to or upon the order of the District upon the submission of one or more written requisitions by the General Manager of the District (or his or her written designee), or (b) by the District, to be held and accounted for in a separate fund or account, the expenditure of which will be carefully documented by the District.

V. AUTHORITY

The Debt Management Policy may be amended and updated by the Board as it deems appropriate.

ALAMEDA-CONTRA COSTA TRANSIT DISTRICT
Unaudited Debt Obligation
June 30, 2022

Summary of Long Term Debt for the year ending June 30, 2022

(in thousands)

Unaudited

	<u>Original Issues Amount</u>	<u>Balance June 30, 2021</u>	<u>Additions</u>	<u>Retirements</u>	<u>Balance June 30, 2022</u>	<u>Amount Due Within One Year</u>
Direct Placements	\$ 11,655	\$ 11,655	\$ -	\$ -	\$11,220	\$ 435
2019 Refunding COP						
2.195%-3.326%						
August 1, 2034						
Rated A+						

Certificates of Participation: On December 11, 2019, the Corporation issued Refunding Certificates of Participation Series 2019 (2019 COPS). The proceeds (less \$408,000 of issuance costs and underwriter fees) from the issuance of the \$11.66 million were used to refund and retire the 2009A COPS. In connection with this transaction, the Corporation incurred a deferred loss on refunding that is reported as a deferred outflow of resources in the amount of \$583,000 which is recognized as a component of interest expense over the remaining life of the debt. Interest on the 2019 COPS is payable semi-annually on February 1 and August 1 of each year through the year 2034. There is no right under any circumstances to accelerate the payments or otherwise declare any payments not then in default to be immediately due and payable.

Debt Limit: Board policy on debt management (as defined by Board Policy 316) states that "total annual debt service expenses shall not exceed ten percent of operating revenue (including subsidies) provided that in no event shall such indebtedness exceed twenty percent of assessed value of all real and personal property within the District." As of June 30, 2022, the District's legal annual debt service limit is approximately \$51 million (\$513 million operating revenue x 10%). The District's debt limit is approximately \$578 million (\$2.9 billion assessed value of all real and personal property x 20%).

(Continued)

ALAMEDA-CONTRA COSTA TRANSIT DISTRICT
Unaudited Debt Obligation
June 30, 2022

\$11,655,000

Alameda-Contra Costa Transit District - Rated A+

2019 Refunding Certificates of Participation (Federally Taxable)

Due (August 1)	Principal Amount	Interest Rate	Price†	CUSIP‡ (010851)
2022	\$435,000	2.20%	100.00%	CQ4
2023	800,000	2.321	100.00	CR2
2024	820,000	2.421	100.00	CS0
2025	840,000	2.659	100.00	CT8
2026	865,000	2.709	100.00	CU5
2027	885,000	2.826	100.00	CV3
2028	915,000	2.926	100.00	CW1
2029	940,000	3.026	100.00	CX9
2030	970,000	3.126	100.00	CY7
2031	995,000	3.176	100.00	CZ4
2032	1,030,000	3.226	100.00	DA8
2033	1,065,000	3.276	100.00	DB6
2034	1,095,000	3.326	100.00	DC4

\$11,655,000

† Prices provided by the Underwriter. The District takes no responsibility therefor.

‡ CUSIP® is a registered trademark of the American Bankers Association. CUSIP Global Services (CGS) is managed on behalf of the American Bankers Association by S&P Capital IQ. Copyright© 2019 CUSIP Global Services. All rights reserved. CUSIP® data herein is provided by CUSIP Global Services. This data is not intended to create a database and does not serve in any way as a substitute for the CGS database. CUSIP® numbers are provided for convenience of reference only. None of the District, the Underwriter, or their agents or counsel assumes responsibility for the accuracy of such numbers.

(Continued)

ALAMEDA-CONTRA COSTA TRANSIT DISTRICT
Unaudited Debt Obligation
June 30, 2022

Interest Payment Date	Principal Component	Interest Component	Total Lease Payments	Monthly
2/1/2020	-	\$47,281	\$47,281	
8/1/2020	-	170,212	170,212	28,369
2/1/2021	-	170,212	170,212	28,369
8/1/2021	-	170,212	170,212	28,369
2/1/2022	-	170,212	170,212	28,369
8/1/2022	\$435,000	170,212	605,212	28,369
2/1/2023	-	165,438	165,438	27,573
8/1/2023	800,000	165,438	965,438	27,573
2/1/2024	-	156,154	156,154	26,026
8/1/2024	820,000	156,154	976,154	26,026
2/1/2025	-	146,228	146,228	24,371
8/1/2025	840,000	146,228	986,228	24,371
2/1/2026	-	135,060	135,060	22,510
8/1/2026	865,000	135,060	1,000,060	22,510
2/1/2027	-	123,344	123,344	20,557
8/1/2027	885,000	123,344	1,008,344	20,557
2/1/2028	-	110,839	110,839	18,473
8/1/2028	915,000	110,839	1,025,839	18,473
2/1/2029	-	97,452	97,452	16,242
8/1/2029	940,000	97,452	1,037,452	16,242
2/1/2030	-	83,230	83,230	13,872
8/1/2030	970,000	83,230	1,053,230	13,872
2/1/2031	-	68,069	68,069	11,345
8/1/2031	995,000	68,069	1,063,069	11,345
2/1/2032	-	52,268	52,268	8,711
8/1/2032	1,030,000	52,268	1,082,268	8,711
2/1/2033	-	35,655	35,655	5,942
8/1/2033	1,065,000	35,655	1,100,655	5,942
2/1/2034	-	18,210	18,210	3,035
8/1/2034	1,095,000	18,210	1,113,210	3,035
Total	\$11,655,000	\$3,282,238	\$14,937,238	

Consolidated Salary Schedule

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
346	Administrative Assistant *	AFCSME	7/1/22	02	\$70,684.00	\$72,774.00	\$74,961.00	\$77,244.00	\$79,527.00	\$81,933.00	\$84,376.00	
232	Assistant Buyer	AFCSME	7/1/22	03	\$76,230.00	\$78,544.00	\$80,857.00	\$83,329.00	\$85,802.00	\$88,401.00	\$90,999.00	
340	Assistant Legal Secretary	AFCSME	7/1/22	03	\$76,230.00	\$78,544.00	\$80,857.00	\$83,329.00	\$85,802.00	\$88,401.00	\$90,999.00	
041	Retirement System Assistant	AFCSME	7/1/22	03	\$76,230.00	\$78,544.00	\$80,857.00	\$83,329.00	\$85,802.00	\$88,401.00	\$90,999.00	
347	Senior Administrative Assistant *	AFCSME	7/1/22	03	\$76,230.00	\$78,544.00	\$80,857.00	\$83,329.00	\$85,802.00	\$88,401.00	\$90,999.00	
349	Administrative Coordinator	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
622	Assistant Payroll Specialist	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
284	Assistant Program Specialist *	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
069	Associate Management Analyst	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
235	Buyer	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
258	Claims and Liability Assistant	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
411	Help Desk Coordinator	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
306	Human Resources Assistant	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
341	Legal Secretary	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
176	Marketing Representative	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
104	Public Information Systems Assistant	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
353	Senior Legal Assistant	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
643	Social Media Coordinator	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
381	Transportation Supervisor Assistant (Part Time)	AFCSME	7/1/22	04	\$82,253.00	\$84,661.00	\$87,198.00	\$89,858.00	\$92,488.00	\$95,279.00	\$98,163.00	
170	Assistant Contracts Specialist	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	
642	Assistant Graphic Designer	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
355	Assistant Transportation Planner	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	
256	Claims and Liability Analyst	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	
628	Financial Analyst	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	
307	Human Resources Analyst	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	
420	Network/PC Analyst	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	
623	Payroll Specialist	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	
233	Procurement Systems Coordinator	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	
285	Program Specialist *	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	
308	Wellness Coordinator	AFCSME	7/1/22	05	\$88,813.00	\$91,475.00	\$94,139.00	\$96,991.00	\$99,907.00	\$102,887.00	\$105,992.00	
362	Accessible Services Specialist	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
339	Customer Services Supervisor	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
177	Digital Communications Specialist	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
147	Drug and Alcohol Compliance Representative	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
557	Materials Supervisor	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
370	Planning Data Analyst	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
455	Project Coordinator	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
105	Public Information Systems Coordinator	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
293	Retirement System Analyst	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
149	Safety Representative	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
234	Senior Buyer	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
184	Senior Employee Development Representative	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
321	Senior Human Resources Analyst *	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
003	Senior Marketing Representative	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
017	Senior Network/PC Analyst	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
624	Senior Payroll Specialist	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
095	Systems Administrator	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
203	Telecommunications Coordinator	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
275	Training Instructor	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
501	Transit Office Manager	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
103	Transit Schedules Specialist	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
359	Transportation Planner	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
380	Transportation Supervisor	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
482	Treasury Services Coordinator	AFCSME	7/1/22	06	\$96,008.00	\$98,925.00	\$101,873.00	\$104,946.00	\$108,082.00	\$111,318.00	\$114,643.00	
172	Contracts Specialist	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
782	Facilities Maintenance Supervisor	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
144	Incident Review Specialist	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
795	Maintenance Supervisor	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
791	Maintenance Technical Supervisor	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
204	Network-Server Administrator	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
131	Print Shop Supervisor	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
259	Senior Claims and Liability Analyst	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
629	Senior Financial Analyst	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
630	Senior Financial Analyst - Budget*	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
627	Senior Financial Analyst - Financial Reporting	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
626	Senior Financial Analyst - Fixed Assets & Grants	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
298	Senior Program Specialist *	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
409	Transit Projects Supervisor	AFCSME	7/1/22	07	\$103,616.00	\$106,753.00	\$109,922.00	\$113,187.00	\$116,580.00	\$120,066.00	\$123,680.00	
559	Assistant Materials Superintendent	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
185	Assistant Transportation Superintendent	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
798	Electronic Systems Supervisor	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
292	Environmental Compliance Specialist	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
186	Learning and Development Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
108	Marketing Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
004	Network/Server Engineer	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
094	Operations Data Systems Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
371	Planning Data Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
360	Planning Operations Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
632	Principal Financial Analyst*	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
317	Project Controls Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
457	Project Manager I	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
154	Safety Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
372	Scheduling Data Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
319	Senior Human Resources Info Systems Analyst	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
792	Senior Maintenance Supervisor	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
358	Senior Transportation Planner	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
142	Senior Transportation Supervisor	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
410	Statistical Data and Information Analyst	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
202	Telecommunications Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
071	Training and Education Assistant Manager	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
102	Transit Schedules Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
698	Treasury Administrator	AFCSME	7/1/22	08	\$111,825.00	\$115,184.00	\$118,640.00	\$122,222.00	\$125,867.00	\$129,670.00	\$133,567.00	
TBD	Assistant Facilities Maintenance Manager	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
062	Claims & Liability Administrator	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
201	Computer Operations Administrator	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
291	Contracts Compliance Administrator	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
010	External Affairs Representative	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
697	Finance Administrator	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
143	Incident Review Administrator	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
205	Network Security Engineer	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
295	Program Administrator *	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
051	Retirement System Administrator	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
107	Senior Capital Planning Specialist	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
174	Senior Contracts Specialist	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
209	Systems Engineer	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
294	Title VI Program Administrator	AFCSME	7/1/22	09	\$120,761.00	\$124,344.00	\$128,084.00	\$131,920.00	\$135,851.00	\$139,971.00	\$144,122.00	
363	Accessible Services Manager	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
297	Customer Services Manager	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
012	Database Administrator	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
005	Information Services Project Manager	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
633	Marketing/Communications Manager	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
558	Materials Superintendent	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
027	Peoplesoft Engineer	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
208	Senior Network Security Engineer	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
210	Senior Systems Engineer	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
029	Software Engineer	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
159	Technical Services Manager	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
76	Traffic Engineer	AFCSME	7/1/22	10	\$130,461.00	\$134,391.00	\$138,417.00	\$142,570.00	\$146,850.00	\$151,286.00	\$155,816.00	
025	Enterprise Network Engineer	AFCSME	7/1/22	11	\$140,952.00	\$145,137.00	\$149,544.00	\$153,981.00	\$158,608.00	\$163,363.00	\$168,275.00	
026	Enterprise Software Engineer	AFCSME	7/1/22	11	\$140,952.00	\$145,137.00	\$149,544.00	\$153,981.00	\$158,608.00	\$163,363.00	\$168,275.00	
160	Facilities Maintenance Manager	AFCSME	7/1/22	11	\$140,952.00	\$145,137.00	\$149,544.00	\$153,981.00	\$158,608.00	\$163,363.00	\$168,275.00	
237	Purchasing Manager	AFCSME	7/1/22	11	\$140,952.00	\$145,137.00	\$149,544.00	\$153,981.00	\$158,608.00	\$163,363.00	\$168,275.00	
028	Senior Peoplesoft Engineer	AFCSME	7/1/22	11	\$140,952.00	\$145,137.00	\$149,544.00	\$153,981.00	\$158,608.00	\$163,363.00	\$168,275.00	
098	Transit Schedules Manager	AFCSME	7/1/22	11	\$140,952.00	\$145,137.00	\$149,544.00	\$153,981.00	\$158,608.00	\$163,363.00	\$168,275.00	
725	Typist Clerk	ATU - Clerical	7/1/22	03	\$30.92	\$31.54	\$32.17					
755	Data Entry Clerk	ATU - Clerical	7/1/22	04	\$31.54	\$32.17	\$32.92					
571	Mail Clerk	ATU - Clerical	7/1/22	05	\$31.74	\$32.37	\$33.13					
650	Senior Account Clerk	ATU - Clerical	7/1/22	08	\$32.92	\$33.61	\$34.38					
655	Senior Clerk	ATU - Clerical	7/1/22	08	\$32.92	\$33.61	\$34.38					
670	Senior Typist Clerk	ATU - Clerical	7/1/22	08	\$32.92	\$33.61	\$34.38					
635	Customer Service Clerk	ATU - Clerical	7/1/22	10	\$31.27	\$32.91	\$34.56					
470	Assistant Schedule Analyst	ATU - Clerical	7/1/22	11	\$33.61	\$34.38	\$35.27					
658	Lead Customer Service Clerk	ATU - Clerical	7/1/22	12 A	\$36.29							
385	Schedule Analyst	ATU - Clerical	7/1/22	14	\$34.79	\$36.20	\$37.08					
671	Senior Administrative Clerk	ATU - Clerical	7/1/22	15	\$36.20	\$37.08	\$38.18					

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
325	Senior Schedule Analyst	ATU - Clerical	7/1/22	17	\$37.08	\$38.18	\$39.13					
600	Mail Messenger	ATU - Transport	7/1/22	02	\$33.13							
535	Division Clerk	ATU - Transport	7/1/22	03	\$33.42	\$34.20						
545	Timekeeper	ATU - Transport	7/1/22	03	\$33.42	\$34.20						
990	Bus Operator (30 Month Progression)	ATU - Transport	7/1/22	05A				\$35.68				
991	Bus Operator (42 Month Progression)	ATU - Transport	7/1/22	05B							\$35.68	
992	Bus Operator (48 Month Progression) Training Rate	ATU - Transport	7/1/22	05D	\$22.92							
992	Bus Operator (48) (64% of Top Wage)	ATU - Transport	7/1/22	05D	\$24.98							
992	Bus Operator (48) Bus Operator (48) Next six (6) months (1 - 1.5 Yr)	ATU - Transport	7/1/22	05D	\$26.76							
992	Bus Operator (48) Bus Operator (48) Next six (6) months (1.5 - 2 Yr)	ATU - Transport	7/1/22	05D	\$28.54							
992	Bus Operator (48) Bus Operator (48) Next twelve (12) months (2 - 3 Yr)	ATU - Transport	7/1/22	05D	\$30.33							
992	Bus Operator (48) Bus Operator (48) Next twelve (12) months (3 - 4 Yr)	ATU - Transport	7/1/22	05D	\$32.11							
992	Bus Operator (48) Bus Operator (48) Training Completed (Up to 1st year)	ATU - Transport	7/1/22	05D	\$35.68							
551	BRT Platform Agent	ATU - Transport	7/1/22	08	\$37.57							
550	Lead Timekeeper	ATU - Transport	7/1/22	08	\$37.57							
530	Dispatcher	ATU - Transport	7/1/22	09	\$39.43							
505	Chief Dispatcher	ATU - Transport	7/1/22	10	\$45.34							

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
993	Bus Operator Mentor Coordinator	ATU - Transport	7/1/22		\$48.70	Note 35% above max Bus Op Rate.						
866	Janitor	ATU Maintenance	7/1/22	01	\$22.77	\$23.92						
864	Service Employee	ATU Maintenance	7/1/22	02	\$25.21	\$26.58	\$28.00	\$29.36	\$30.76			
745	Division Senior Clerk/Maintenance	ATU Maintenance	7/1/22	04	\$33.42	\$34.20						
814	Waste Clean Up Worker	ATU Maintenance	7/1/22	07	\$36.90							
813	Yard Scrubber Equipment Operator	ATU Maintenance	7/1/22	07	\$36.90							
801	Apprentice Facilities Maintenance Mechanic	ATU Maintenance	7/1/22	08A	\$35.12	\$36.82	\$39.70					
901	Apprentice Mechanic Level 1-8	ATU Maintenance	7/1/22	09	\$25.50	\$27.49	\$29.52	\$31.59	\$33.63	\$35.68	\$37.73	\$39.73
812	Bus Stop Maintenance Worker	ATU Maintenance	7/1/22	10	\$39.79							
849	Painter A	ATU Maintenance	7/1/22	10	\$39.79							
882	Upholsterer A	ATU Maintenance	7/1/22	10	\$39.79							
854	Painter AA	ATU Maintenance	7/1/22	11	\$40.25							
881	Upholsterer AA	ATU Maintenance	7/1/22	11	\$40.25							
802	Journey Facilities Maintenance Mechanic	ATU Maintenance	7/1/22	12	\$41.79							
834	Lift Mechanic	ATU Maintenance	7/1/22	12	\$41.79							
963	Senior Body Mechanic	ATU Maintenance	7/1/22	12	\$41.79							
778	Small and Medium Duty Vehicle Mechanic	ATU Maintenance	7/1/22	12	\$41.79							
837	Unit Room Mechanic	ATU Maintenance	7/1/22	12	\$41.79							
909	Journey Level Mechanic	ATU Maintenance	7/1/22	13	\$38.71	\$40.86	\$43.01					
817	Welder/Sheet metal Mechanic A	ATU Maintenance	7/1/22	14	\$45.56							

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
966	Body Frame Mechanic *	ATU Maintenance	7/1/22	15	\$45.98							
974	Frame/Body Mechanic *	ATU Maintenance	7/1/22	15	\$45.98							
819	Welder/Sheet Metal Mechanic AA	ATU Maintenance	7/1/22	15	\$45.98							
815	Machinist	ATU Maintenance	7/1/22	16	\$47.40							
951	Facilities Maintenance Trainer	ATU Maintenance	7/1/22	18	\$53.77							
947	Maintenance Trainer	ATU Maintenance	7/1/22	18	\$53.77							
949	Apprentice Mentor **	ATU Maintenance	7/1/22	19	\$55.91							
636	Bindery Worker	ATU Materials	7/1/22	01	\$30.97							
610	Parts Clerk	ATU Materials	7/1/22	02	\$34.31	\$34.78						
690	Shipping & Receiving Clerk	ATU Materials	7/1/22	04	\$34.77	\$35.44						
638	Graphic Arts/Computer Typesetter	ATU Materials	7/1/22	05	\$34.31	\$35.57						
639	Printer	ATU Materials	7/1/22	05	\$34.31	\$35.57						
560	Inventory Control Clerk	ATU Materials	7/1/22	07	\$36.26							
637	Printing Press Operator	ATU Materials	7/1/22	08	\$40.67							
440	Electronic Support Worker	IBEW	1/1/22	01	\$33.50							
438	Apprentice Senior Electronic Technician	IBEW	1/1/22	02	\$37.21	\$39.52	\$41.85	\$44.16	\$46.48			
439	Pre-Apprentice Sr Electronic Technician	IBEW	1/1/22	02	\$37.21	\$39.52	\$41.85	\$44.16	\$46.48			
810	Electrician	IBEW	1/1/22	03	\$43.07	\$47.85						
435	Facilities Systems Technician	IBEW	1/1/22	03	\$43.07	\$47.85						
441	HVAC Technician	IBEW	1/1/22	03	\$43.07	\$47.85						
437	Senior Electronic Technician	IBEW	1/1/22	03	\$43.07	\$47.85						
Intern	Intern	Intern	7/1/18	Intern	\$15.00	\$16.00	\$17.00	\$18.00	\$19.00			
346	Administrative Assistant *	Unrepresented	7/1/22	02	\$70,482.00	\$72,602.00	\$74,814.00	\$77,023.00	\$79,356.00	\$81,720.00	\$84,172.00	
347	Senior Administrative Assistant *	Unrepresented	7/1/22	03	\$76,070.00	\$78,313.00	\$80,708.00	\$83,100.00	\$85,619.00	\$88,136.00	\$90,780.00	

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
284	Assistant Program Specialist *	Unrepresented	7/1/22	04	\$81,996.00	\$84,453.00	\$87,030.00	\$89,578.00	\$92,279.00	\$95,073.00	\$97,925.00	
348	Executive Administrative Assistant	Unrepresented	7/1/22	04	\$81,996.00	\$84,453.00	\$87,030.00	\$89,578.00	\$92,279.00	\$95,073.00	\$97,925.00	
285	Program Specialist *	Unrepresented	7/1/22	05	\$88,595.00	\$91,175.00	\$93,937.00	\$96,762.00	\$99,648.00	\$102,656.00	\$105,736.00	
342	Administrative Specialist	Unrepresented	7/1/22	06	\$95,810.00	\$98,666.00	\$101,643.00	\$104,681.00	\$107,815.00	\$111,035.00	\$114,366.00	
067	Management Analyst	Unrepresented	7/1/22	06	\$95,810.00	\$98,666.00	\$101,643.00	\$104,681.00	\$107,815.00	\$111,035.00	\$114,366.00	
321	Senior Human Resources Analyst *	Unrepresented	7/1/22	06	\$95,810.00	\$98,666.00	\$101,643.00	\$104,681.00	\$107,815.00	\$111,035.00	\$114,366.00	
354	Executive Coordinator	Unrepresented	7/1/22	07	\$103,393.00	\$106,464.00	\$109,625.00	\$112,909.00	\$116,285.00	\$119,786.00	\$123,380.00	
088	Internal Auditor	Unrepresented	7/1/22	07	\$103,393.00	\$106,464.00	\$109,625.00	\$112,909.00	\$116,285.00	\$119,786.00	\$123,380.00	
280	Labor Relations Representative	Unrepresented	7/1/22	07	\$103,393.00	\$106,464.00	\$109,625.00	\$112,909.00	\$116,285.00	\$119,786.00	\$123,380.00	
630	Senior Financial Analyst - Budget*	Unrepresented	7/1/22	07	\$103,393.00	\$106,464.00	\$109,625.00	\$112,909.00	\$116,285.00	\$119,786.00	\$123,380.00	
298	Senior Program Specialist *	Unrepresented	7/1/22	07	\$103,393.00	\$106,464.00	\$109,625.00	\$112,909.00	\$116,285.00	\$119,786.00	\$123,380.00	
351	Assistant District Secretary	Unrepresented	7/1/22	08	\$111,558.00	\$114,905.00	\$118,374.00	\$121,905.00	\$125,589.00	\$129,363.00	\$133,244.00	
188	Human Resources Administrator	Unrepresented	7/1/22	08	\$111,558.00	\$114,905.00	\$118,374.00	\$121,905.00	\$125,589.00	\$129,363.00	\$133,244.00	
620	Payroll Administrator	Unrepresented	7/1/22	08	\$111,558.00	\$114,905.00	\$118,374.00	\$121,905.00	\$125,589.00	\$129,363.00	\$133,244.00	
632	Principal Financial Analyst*	Unrepresented	7/1/22	08	\$111,558.00	\$114,905.00	\$118,374.00	\$121,905.00	\$125,589.00	\$129,363.00	\$133,244.00	
035	Equal Employment Opportunity (EEO) Program Administrator	Unrepresented	7/1/22	09	\$120,431.00	\$124,053.00	\$127,768.00	\$131,574.00	\$135,567.00	\$139,586.00	\$143,774.00	
281	Labor Relations Administrator	Unrepresented	7/1/22	09	\$120,431.00	\$124,053.00	\$127,768.00	\$131,574.00	\$135,567.00	\$139,586.00	\$143,774.00	
295	Program Administrator *	Unrepresented	7/1/22	09	\$120,431.00	\$124,053.00	\$127,768.00	\$131,574.00	\$135,567.00	\$139,586.00	\$143,774.00	
190	Senior Human Resources Administrator	Unrepresented	7/1/22	09	\$120,431.00	\$124,053.00	\$127,768.00	\$131,574.00	\$135,567.00	\$139,586.00	\$143,774.00	
090	Senior Management Analyst	Unrepresented	7/1/22	09	\$120,431.00	\$124,053.00	\$127,768.00	\$131,574.00	\$135,567.00	\$139,586.00	\$143,774.00	
227	Attorney I	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	
087	Internal Audit Manager	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	
156	Maintenance Superintendent	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
092	Manager of Systems Analysis	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	
106	Media Affairs Manager	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	
083	Operations Control Center Manager	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	
240	Payroll Manager	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	
350	Principal Transportation Planner	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	
063	Project Manager II	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	
065	Real Estate Manager	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	
164	Transportation Superintendent	Unrepresented	7/1/22	10	\$130,160.00	\$134,061.00	\$138,083.00	\$142,227.00	\$146,526.00	\$150,914.00	\$155,441.00	
228	Attorney II	Unrepresented	7/1/22	11	\$140,569.00	\$144,836.00	\$149,134.00	\$153,615.00	\$158,220.00	\$162,978.00	\$167,867.00	
173	Contracts Services Manager	Unrepresented	7/1/22	11	\$140,569.00	\$144,836.00	\$149,134.00	\$153,615.00	\$158,220.00	\$162,978.00	\$167,867.00	
082	Human Resources Manager	Unrepresented	7/1/22	11	\$140,569.00	\$144,836.00	\$149,134.00	\$153,615.00	\$158,220.00	\$162,978.00	\$167,867.00	
299	Program Manager	Unrepresented	7/1/22	11	\$140,569.00	\$144,836.00	\$149,134.00	\$153,615.00	\$158,220.00	\$162,978.00	\$167,867.00	
109	Protective Services Manager	Unrepresented	7/1/22	11	\$140,569.00	\$144,836.00	\$149,134.00	\$153,615.00	\$158,220.00	\$162,978.00	\$167,867.00	
064	Senior Project Manager	Unrepresented	7/1/22	11	\$140,569.00	\$144,836.00	\$149,134.00	\$153,615.00	\$158,220.00	\$162,978.00	\$167,867.00	
097	Service Planning Manager	Unrepresented	7/1/22	11	\$140,569.00	\$144,836.00	\$149,134.00	\$153,615.00	\$158,220.00	\$162,978.00	\$167,867.00	
072	Training and Education Manager	Unrepresented	7/1/22	11	\$140,569.00	\$144,836.00	\$149,134.00	\$153,615.00	\$158,220.00	\$162,978.00	\$167,867.00	
356	Transportation Planning Manager	Unrepresented	7/1/22	11	\$140,569.00	\$144,836.00	\$149,134.00	\$153,615.00	\$158,220.00	\$162,978.00	\$167,867.00	
043	Assistant Director of Maintenance	Unrepresented	7/1/22	12	\$151,531.00	\$156,043.00	\$160,716.00	\$165,519.00	\$170,483.00	\$175,609.00	\$180,877.00	
084	Assistant Director of Procurement and Materials Management	Unrepresented	7/1/22	12	\$151,531.00	\$156,043.00	\$160,716.00	\$165,519.00	\$170,483.00	\$175,609.00	\$180,877.00	
011	Assistant Director of Transportation	Unrepresented	7/1/22	12	\$151,531.00	\$156,043.00	\$160,716.00	\$165,519.00	\$170,483.00	\$175,609.00	\$180,877.00	
206	Budget Manager	Unrepresented	7/1/22	12	\$151,531.00	\$156,043.00	\$160,716.00	\$165,519.00	\$170,483.00	\$175,609.00	\$180,877.00	
313	Capital Planning & Grants Manager	Unrepresented	7/1/22	12	\$151,531.00	\$156,043.00	\$160,716.00	\$165,519.00	\$170,483.00	\$175,609.00	\$180,877.00	
257	Claims & Liability Manager	Unrepresented	7/1/22	12	\$151,531.00	\$156,043.00	\$160,716.00	\$165,519.00	\$170,483.00	\$175,609.00	\$180,877.00	
192	Information Technology Manager	Unrepresented	7/1/22	12	\$151,531.00	\$156,043.00	\$160,716.00	\$165,519.00	\$170,483.00	\$175,609.00	\$180,877.00	

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
279	Labor & Employee Relations Manager	Unrepresented	7/1/22	12	\$151,531.00	\$156,043.00	\$160,716.00	\$165,519.00	\$170,483.00	\$175,609.00	\$180,877.00	
153	Safety Manager	Unrepresented	7/1/22	12	\$151,531.00	\$156,043.00	\$160,716.00	\$165,519.00	\$170,483.00	\$175,609.00	\$180,877.00	
251	Attorney III	Unrepresented	7/1/22	13	\$163,617.00	\$168,547.00	\$173,577.00	\$178,799.00	\$184,151.00	\$189,660.00	\$195,350.00	
238	Controller	Unrepresented	7/1/22	13	\$163,617.00	\$168,547.00	\$173,577.00	\$178,799.00	\$184,151.00	\$189,660.00	\$195,350.00	
314	Director of Capital Projects	Unrepresented	7/1/22	13	\$163,617.00	\$168,547.00	\$173,577.00	\$178,799.00	\$184,151.00	\$189,660.00	\$195,350.00	
089	Director of Management and Budget	Unrepresented	7/1/22	13	\$163,617.00	\$168,547.00	\$173,577.00	\$178,799.00	\$184,151.00	\$189,660.00	\$195,350.00	
207	Director of Revenue Management	Unrepresented	7/1/22	13	\$163,617.00	\$168,547.00	\$173,577.00	\$178,799.00	\$184,151.00	\$189,660.00	\$195,350.00	
191	Director of Systems and Software Development	Unrepresented	7/1/22	13	\$163,617.00	\$168,547.00	\$173,577.00	\$178,799.00	\$184,151.00	\$189,660.00	\$195,350.00	
634	Marketing & Communications Director	Unrepresented	7/1/22	13	\$163,617.00	\$168,547.00	\$173,577.00	\$178,799.00	\$184,151.00	\$189,660.00	\$195,350.00	
086	Director of Procurement and Materials Management	Unrepresented	7/1/22	14	\$176,640.00	\$181,895.00	\$187,376.00	\$192,981.00	\$198,816.00	\$204,779.00	\$210,922.00	
296	Director of Civil Rights and Compliance Programs	Unrepresented	7/1/22	14	\$176,640.00	\$181,895.00	\$187,376.00	\$192,981.00	\$198,816.00	\$204,779.00	\$210,922.00	
TBD	Director of Human Resources	Unrepresented	7/1/22	14	\$176,640.00	\$181,895.00	\$187,376.00	\$192,981.00	\$198,816.00	\$204,779.00	\$210,922.00	
033	Director of Legislative Affairs & Community Relations	Unrepresented	7/1/22	14	\$176,640.00	\$181,895.00	\$187,376.00	\$192,981.00	\$198,816.00	\$204,779.00	\$210,922.00	
034	Director of Project Controls & Systems Analysis	Unrepresented	7/1/22	14	\$176,640.00	\$181,895.00	\$187,376.00	\$192,981.00	\$198,816.00	\$204,779.00	\$210,922.00	
024	Director of Service Development and Planning	Unrepresented	7/1/22	14	\$176,640.00	\$181,895.00	\$187,376.00	\$192,981.00	\$198,816.00	\$204,779.00	\$210,922.00	
253	Senior Attorney	Unrepresented	7/1/22	14	\$176,640.00	\$181,895.00	\$187,376.00	\$192,981.00	\$198,816.00	\$204,779.00	\$210,922.00	
263	Assistant General Counsel	Unrepresented	7/1/22	15	\$190,790.00	\$196,463.00	\$202,362.00	\$208,422.00	\$214,676.00	\$221,122.00	\$227,756.00	
038	Director of Bus Rapid Transit	Unrepresented	7/1/22	15	\$190,790.00	\$196,463.00	\$202,362.00	\$208,422.00	\$214,676.00	\$221,122.00	\$227,756.00	
696	Director of Maintenance	Unrepresented	7/1/22	15	\$190,790.00	\$196,463.00	\$202,362.00	\$208,422.00	\$214,676.00	\$221,122.00	\$227,756.00	
009	Director of Transportation	Unrepresented	7/1/22	15	\$190,790.00	\$196,463.00	\$202,362.00	\$208,422.00	\$214,676.00	\$221,122.00	\$227,756.00	

Job Code	Classification Title	Union Affiliation	Effective Date	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
030	Board Administrative Officer/District Secretary	Unrepresented	1/1/22	Board Officer	\$364,111.00	\$364,111.00						
002	General Counsel/Chief Legal Officer	Unrepresented	1/1/22	Board Officer	\$270,034.03	\$270,034.03						
001	General Manager/Chief Executive Officer	Unrepresented	1/1/22	Board Officer	\$208,089.00	\$208,089.00						
014	Chief Financial Officer	Unrepresented	7/1/22	Chief	\$215,973.00	\$275,966.00						
075	Chief Information Officer	Unrepresented	7/1/22	Chief	\$215,973.00	\$275,966.00						
015	Chief Operating Officer	Unrepresented	7/1/22	Chief	\$215,973.00	\$275,966.00						
049	Executive Director of External Affairs, Marketing & Communications	Unrepresented	7/1/22	Executive	\$203,976.00	\$251,970.00						
045	Executive Director of Human Resources	Unrepresented	7/1/22	Executive	\$203,976.00	\$251,970.00						
044	Executive Director of Planning & Engineering	Unrepresented	7/1/22	Executive	\$203,976.00	\$251,970.00						
046	Executive Director of Safety, Security & Training	Unrepresented	7/1/22	Executive	\$203,976.00	\$251,970.00						
042	Retirement System Manager	Unrepresented	1/1/20	Retirement Board Officer	\$195,000.00	\$195,000.00						

* Some positions in this classification may be either represented or unrepresented depending upon area to which assigned.

Capital Definition

Capital costs are those expenses related to purchasing capital equipment and financing capital projects. They are large, expenditures that are depreciated over several years. A capital asset is coded to account "10501" is associated with an Asset Profile number and usually has a unit value of \$5,000.00 or more.

11101-Rolling Stock/Revenue Vehicle. This category contains all funds spent on any of the following items: rolling stock for replacement or for fleet expansion; labor and inventory used; funds expended on a contractor for the rehabilitation or remanufacture of revenue service vehicles; acquisition of major components for inventory; acquisition of major components for use in the rehabilitation or remanufacture of revenue vehicles. The cost for these vehicles will include the invoice or contract price, minus a discount, if any, plus freight, excise taxes, insurance in transit, unloading costs and other expenses incurred in obtaining delivery of the vehicle upon the premises of the AC transit.

11102-Revenue Vehicle-Reconditioning: Rebuilding of revenue vehicle rolling stock to original specifications of the manufacturer. This may include some new components but has less emphasis on structural restoration than would be the case in a remanufacturing operation, focusing on mechanical systems and vehicle interiors. Remanufacture: The structural restoration of revenue service rolling stock in addition to installation of new or rebuilt major components to extend service life.

11103-Service Vehicles. The floating and rolling stock used in connection with keeping revenue vehicles in operation. Service Vehicles includes the body and chassis and all fixtures and appliances inside or attached to the body or chassis, except revenue vehicle movement control equipment (radios). For rubber-tired vehicles, it includes the cost of one set of tires and tubes to make the vehicle operational, if the tires and tubes are owned by AC transit. The cost of these vehicles shall include the invoice or contract price, less discount, if any, plus freight, excise taxes, insurance in transit, unloading costs and other expenses incurred in obtaining delivery of the vehicles upon the premises of the transit agency. If repairable are accounted for as property items, this account will include the cost of spare engines or other major components carried on hand for the purpose of temporarily replacing such units taken into the shop for overhauling or repairing.

Trucks: The rubber-tired automotive equipment other than passenger cars used for purposes other than revenue passenger service. Automobiles: The passenger cars, up to and including station wagons and minivans, used for purposes other than revenue passenger service. Other Service Vehicles: The vehicles other than those listed above used for servicing transit system facilities (e.g., fuel barges, crane barges, mobile cranes).

11104-Transit Way Facilities: The buildings and constructions (e.g., tunnels, bridges, elevated structures, track, bus loops) with all attached fixtures, located along the routes where passenger service is offered. Transit Way Equipment: This refers to the installed and portable equipment used along transit routes, except that used for wayside power distribution and revenue vehicle movement control. All cost related to the BRT project is coded to this profile.

11106-Passenger Stations: The buildings and shelters, with all attached fixtures used as passenger station facilities. Additional passenger services are frequently available in these stations, (e.g., ticket/token sales, transit malls, transfer facilities, intermodal terminals, depots, terminals, and HOV facilities). This covers major terminals, wayside stations, passenger shelters, benches, and stop signs along transit ways. Passenger Parking Facilities: This category includes parking garages and pavement and parking control buildings with attached fixtures, used for parking passengers' automobiles.

Glossary

Term	Explanation
AB 664	An Assembly Bill that was passed in July 1977 to allocated bridge tolls collected on the San Francisco-Oakland Bay, Dumbarton, and San Mateo-Hayward Bridges to further the development of public transportation near these toll bridges. Allocation of these funds is currently governed by the Bridge Toll Allocation Policy established in MTC Resolution No. 2004, Revised
Association of Bay Area Governments (ABAG)	A voluntary association of counties and cities that services as the land-use planning agency for the nine-county San Francisco Bay Area. ABAG also provides demographic, financial, administration, training, and conference services to local governments and businesses.
Accessible Service	Buses operating in regular service with passenger lifts or other devices that permit disabled passengers, including those in wheelchairs, to use the service with minimal difficulty.
Actuarial Analysis	Analysis completed and submitted by an individual versed in the collection and interpretation of numerical data (especially someone who uses statistics to calculate insurance premiums).
Americans with Disabilities Act (ADA)	Federal civil rights legislation passed in 1990 that requires public transportation services to be accessible to, and usable by, persons with disabilities. In compliance, AC Transit operates a bus fleet equipped with passenger lifts and wheelchair tie-downs, and also operates parallel paratransit service for those who cannot use the fixed-route bus system.
American Federation of State, County, and Municipal Employees (AFSCME)	AFSCME LOCAL 3916 is a union who represents 321 workers at AC Transit.
Apprenticeship Training Program	A program negotiated in 1989 between the ATU (Amalgamated Transit Union) and AC Transit to improve the skills of mechanics. The program, the only one of its kind in the transit industry, has been operating since 1991. It offers a four-year program of eight modules with a work program of 920 hours. Since 1991, 154 apprentices have reached the status of journey mechanics.
Arterial Street	A signalized roadway that primarily services through-traffic and secondarily provides access to abutting properties. Signals are generally less than 2 miles apart
Articulated Bus	Also see “slinky” Bus – Refers to a 60-foot three-axle bus. These buses have an “accordion” section in the middle that allows the bus to bend and flex (articulate). The articulated bus has more passenger capacity than

Term	Explanation
	standard 40-foot buses. Current models used by AC Transit carry 60 seated passengers.
Amalgamated Transit Union (ATU)	ATU Local 192 is a union who represents 1,868 workers at AC Transit
Average Speed	Also see BRT – Refers to the total miles of revenue service divided by the total hours of revenue service. Average speed includes time traveling and time waiting for passengers plus any other delays. Operating without vehicle traffic, heavy rail generally has the fastest average speed. Light rail usually operates in some vehicle traffic. Urban buses are the slowest. The average speed of an AC Transit bus is 11 miles per hour. Bus Rapid Transit systems are faster
Base Service	The number of buses that remain in service on a line for the entire day. This does not include buses that only operate during school and commute hour service. Base service is determined by the frequency of buses that must run from the beginning to the end of a line to adequately service riders during off-peak periods (mid-day and evenings).
Bell Schedule	The start and end of class times for schools. The bell schedule is used to determine when special school buses run; buses arrive 15 minutes before and 5 to 7 minutes after the start and end of class time bell.
Block	Also see Run – Refers to a vehicle schedule, the daily assignment for an individual bus. One or more runs can work a block. A driver schedule is known as a “run”.
Block Number	Also see Headway sheet and SatCom – Refers to the actual number (also known as the schedule number) that is displayed in the windshield by the front door on every bus in service. On Headway Sheets, the same block number identifies all scheduled trips operated daily by a single bus and enables supervisors and the automated SatCom dispatching system to correctly identify each bus in service according to its corresponding schedule.
Blocking Trips	Refers to how bus schedule work is put together to represent one trip. Creating a schedule operated by one bus must meet the union contract for layovers, and the planned requirements of the Recommended schedule.
Boarding Riders	The number of passengers boarding a particular line on any one day. One passenger round trip equals two riders. The number of boarding riders is used to help determine the frequency of buses on the line.
Budget	

Term	Explanation
	A plan of financial operations for a given period including Recommended expenditures and revenues, and authorized staffing levels.
Bus Bunching	A condition that occurs when buses operating on the same route in the same direction converge on each other, thus traveling in “a bunch” along the route.
Bus Class	Also see Articulated Bus and “Slinky” Bus – Refers to a vehicle type of bus: high floor, low floor, over the road coach, vans, or an articulated bus. Bus class can also refer to size: 30-foot, 35-foot, 40-foot, 45-foot, and 60-foot. Sometimes the two terms are used together, for example, “30-foot low floor.” Vans are used for ADA (Americans with Disability Act) riders and riders who live in less accessible areas of the city, such as the hills. High capacity buses (articulated and 40-foot low floors) are assigned to run on heavily populated lines.
Bus Rapid Transit (BRT)	Also see LRT – Refers to a new concept that seeks to achieve a high-quality transit service like light rail but at a lower cost using buses. BRT vehicles are generally low-floor, high capacity, and low emission buses, with exclusive rights-of-way, rapid fare collection, and infrastructure development.
Bus Shelter	A shelter for riders to wait for the bus, a 13'x4' canopy area with bench seating for three people. In addition, the shelter includes a display case with bus information for AC riders and a trash receptacle. Revenue from advertising in some of the shelters allows the vendor to fabricate, install, and maintain bus shelters at no cost to AC Transit or other Participating Entities. This program started at AC Transit in 1999 and the first bus shelter was installed August 2000.
Annual Comprehensive Financial Report (ACFR)	A report containing financial statements and statistical data that provides full disclosure of all material financial operations of AC Transit in conformity with generally accepted accounting principles.
Catchment Area	Geographic areas that are convenient to transit service. Also known as Commute Sheds.
CDL 1-4	Also see CDL 5 and VTT – Refers to eight hours of required yearly classroom and/or behind-the-wheel training conducted by AC Transit that enables bus drivers to renew their licenses. A CDL 1-4 is valid for the first four years of issuance and changes to CDL 5 in its final fifth year. To drive a bus, operators must obtain and document a minimum of eight hours of training per year. If they have met these requirements, following their fifth year of documented training the California Department of Motor Vehicles issues operators a VTT (Verification of Transit Training), which is valid for another five-year period.
CDL 5	

Term	Explanation
	Also see CDL 1-4 and VTT – Refers to eight hours of classroom training for bus operators who are in their final year of license validity. The CDL class covers many of the same subjects as the CDL 1-4 and includes preparation for license renewal. This satisfies the California Department of Motor Vehicle's requirement for eight hours of classroom training for the final year of license validity.
Central Dispatch	The operations center located at Division 2 in Emeryville where Central Dispatchers facilitate telephone communications between bus operators, operations supervisors, dispatchers, maintenance department, division management, PBX (Private Branch Exchange), Communication and Farebox technicians, security and the Alameda and Contra Costa County Sheriff Departments.
Chief Dispatch	The person who pre-assigned bus operators to work the Day Extra Board and the Night Extra Board. Pre-assignments are made on a daily basis. The Chief Dispatcher usually completes the Detail by 1PM each day for posting. The pre-assignment is for the following day.
Clipper	Clipper is an all-in-one transit card that keeps track of any passes, discount tickets, ride books and cash value that you load onto it, while applying all applicable fares, discounts and transfer rules. This lets you customize your card for your own transit needs. The Clipper card can hold multiple passes, ride books or tickets (which are specific to the transit system being used), as well as up to \$300 in cash value at one time. Cash value on your Clipper card can be used to ride any participating transit system. Clipper can be used now on Muni, BART, AC Transit, VTA, SamTrans, Caltrain and Golden Gate Transit and Ferry.
Clock headways	The scheduled headway between vehicle trips that can be divided into sixty (60) evenly (e.g. 60, 30, 20, 15, 10, or 5)
Consumer Price Index (CPI)	A measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services.
Comprehensive Service Plan (SP)	A plan to restructure the grid route network into a multi-destination, multipurpose route network with the goal to increase per capital transit ridership in the East Bay.
California Transportation Commission (CTC)	Refers to a state-level version of MTC that sets state spending priorities for highways and transit and allocates funds. The governor appoints its nine members.
Deadhead operation	Non-revenue time when a bus is not carrying passengers, usually a trip from, to, or between lines or garages. Usually this refers to the trip

Term	Explanation
	between the home division garage to the point where the bus enters or leaves its route.
Density	The number of persons within a prescribed area, usually square mile or census tract, reflected as an absolute number (e.g. 10,000 per square mile). See also "Employment Density."
Detail	Also see Extra Board – Refers to a list of assignments for Extra Boards. The Detail also list miscellaneous information, such as training assignments, vacations, and assignments of qualifies bus operators to other job positions that may need to be filled on a temporary basis. Posted in Gillie rooms, the detail is viewed by bus operators and other District personnel.
Diesel fuel	Fuel composed of petroleum distillates that has a boiling point and specific gravity higher than gasoline. Currently all AC Transit buses use ultra-low sulfur fuel that is defined as 15 parts per million or less as mandated by the California Air Resources Board. Approximately half of the AC Transit bus fleet will use "soot Filers" in 2003 to further decrease the release of harmful particulates into the air.
Dispatcher	An individual who combines bus operators, run assignments, and buses that provide transportation service to passengers. Dispatchers are based at each of the four division.
Districts 1 and 2	A service division for administrative purposes: Special Transit Service District No. 1 includes Alameda, Albany, Berkeley, El Cerrito, Emeryville, Hayward, Oakland, Piedmont, Richmond, San Leandro and San Pablo, plus unincorporated communities of Ashland, Castro Valley, El Sobrante, Kensington and San Lorenzo. Special Transit Service District No. 2, which joined AC Transit in 1974, includes Fremont and Newark in Southern Alameda County.
Division	The garage and year facility where buses are stored, maintained, and dispatched into service. Before August 28, 2011, the district had four operating division: Division 2, Emeryville; Division 3, Richmond; Division 4 and Paratransit Division 8, East Oakland; and Division 6, Hayward. Division 3 was temporarily closed due to budgetary issues effective FY 2011-12.
DL170	Certain test required by the California Department of Motor Vehicles and conducted by training Instructors for trainees to qualify for a commercial driver license. Also refers to the DMV form that is submitted by AC Transit to the DMV (department of Motor Vehicles) indicating that a trainee has passed the required Pre-Trip, Skills and Road tests.

Term	Explanation
DL260	Also see CDL 1-4, CDL 5 and VTT – Refers to the DMV (Department of Motor Vehicles) form used to document the annual training hours received by a bus operator through the CDL 1-4 and CDL 5 courses. The completed DL 260 is submitted to the DMV in the final year of an employee's driver license and VTT (verification of Transit Training), validity, enabling the employee to receive a VTT and license renewal. Drivers committee-Refers to a join labor/management committee that was formed in August 1994 by the District and the Local 192 of the Amalgamated Transit Union to begin involving bus operators in developing policy changes and service improvements to the overall operation of AC Transit
East Bay Paratransit Consortium	The East Bay Paratransit Consortium that was formed in 1994 by AC Transit and BART in a joint exercise of powers agreement (JPA) to provide paratransit service mandated by the federal Americans with Disabilities Act (ADA0. While external funding covers less than 30 percent of cost (rising to about 50 percent in FY 2002-03), AC Transit covers 69 percent and Bart 31 percent of the remainder in areas served by both transit districts.
Enhanced Bus	Also see BRT – Refers to an option for improving existing bus service at a lower cost than either BRT or LRT (bus rapid transit or light rail transit). Enhanced bus service uses low-floor, low-emission buses, but without dedicated bus lanes. Stops are planned at greater distances than existing bus service.
End of Line (EOL)	The ending point of a line.
Euro Bus	Also see Van Hool bus – A low floor Van Hool designed bus, three doors on 40-foot buses, and four doors on 60 foot articulated buses, that offer large windows on all four sides, with multi-colored LED (light emitting diode) signs on at least three, and possible four sides of the bus. ADA wheelchair accessibility is available through a middle door.
Extra Board	Also see Point – Refers to operators who have no specific run but are used to cover unassigned runs or runs left open because of an absence of assigned operators. Unassigned or extra board work is posted in the Gillie Room and rotates on a daily basis.
Farebox Recovery Ratio	The ratio of passenger fares (including inter-agency agreements related to fares) to total operating costs.
Feeder Line	Also see Trunk line – A bus line that services neighborhoods and crosses trunk lines offering transfer opportunities.
Fixed Assets	Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Term	Explanation
Flex Service	AC Transit Flex is a new demand responsive service that will operate from bus stop to bus stop with an automated scheduling, dispatch, and reservations system. Passengers will request pick-up and drop-offs from and to their nearest bus stop by phone, web, or mobile device. The service will allow the District to increase frequency at major transfer points like BART stations while serving demand where and when it occurs, reducing wait times and making for a more efficient use of operational resources.
Four-Point Securement System	An onboard securement system for wheelchairs, three-wheel and four-wheel scooters. The system incorporates four seatbelt type straps that attach to the frame of a mobility device as a way to keep it from moving or rolling while on the bus.
Fragment (Frag)	A driver's daily work assignment, usually five hours or less and typically during peak hours. An a.m. and a p.m. "frag" may be put together to form one complete run.
Frequency	Also see Headway – Refers to the quantity of service on a route, usually described in terms of the numbers of buses per hour or the elapsed time between consecutive buses. The latter measure is also called the headway. The term high frequency denotes many buses per hour, or small headways.
Federal Transit Administration (FTA)	The Federal agency responsible for Federal transit policy and programs.
Full-Time Employee (FTE) Position	A way to measure a worker's productivity and/or involvement. An FTE of 1.0 means that the person is equivalent to a full-time worker. An FTE of 0.5 signals that the worker is only half-time, i.e. works only 1,040 of the 2,080 base work hours per year.
Fuel Cell	A fuel cell employs a chemical process to convert hydrogen and oxygen into electricity that power a motor. Since there is no combustion, the bus does not emit smog-producing exhaust—just water vapor.
Fuel cell program	Refers to a unique AC Transit partnership program to evaluate fuel cell electric propulsion systems with the objective of commercializing the technology for the transit industry.
Fiscal Year (FY)	A 12-month period used for calculating annual financial reports and results of operations. The AC Transit fiscal year begins July 1 and ends June 30 of the following calendar year.
Gillie room	The location in a division with tables and chairs where bus drivers congregate and pick up their daily assignment from dispatchers.

Term	Explanation
Gillig	A manufacturer of transit buses. AC Transit has Gillig buses as part of its fleet (2800 series). The Gillig Corporation is located in Hayward, California.
Goal	A generalized statement of an idealized end state; the end toward which effort is directed (intention). In business strategy, it usually includes a measurable parameter of success to monitor advancement towards it.
Grid Network	A type of route structure. In a typical grid network, high frequency routes operate along the length of east-west and north-south corridors, intersecting each other to form a grid pattern. This allows a passenger to travel between two points with one transfer. Ideally, routes are spaced ½ miles apart so that riders can easily walk and transfer to any line.
Group Relief	A type of run assignment that involves a bus operator working the regular days off of another bus operator. Group Relief is created to operate a bus run on regular driver day(s) off. Group Relief schedules are created through the combined efforts of the Drivers Committee and the Schedule department.
Headsign	The sign above the front windshield of a bus describing the line number or letter (only for Transbay buses), its line name, and destination.
Headway	<i>Also see Frequency</i> – Refers to time intervals between vehicles moving in the same direction on a particular route. Headway can change on a line during the day as rider demand changes.
Headway Sheet	<i>Also see Paddle</i> – Refers to a list of all trips, produced with each sign-up, which summarizes all schedules for every block on each line. Headway sheets serve as the basis of the paddle that is distributed to each driver on a daily basis for a single line.
Heavy Rail Transit	High-frequency rail transit on a completely grade-separated right-of-way with high platform loading and usually a third-rail power source. BART is an example of a heavy rail system.
High Occupancy Vehicle (HOV)	High occupancy vehicle lanes (carpool lanes), which are lanes reserved for people who share a ride in carpools, vanpools, and/or buses, or who drive a motorcycle. These lanes are marked with a diamond symbol and HOV signs.
Hybrid bus	A bus that runs on hybrid propulsion (fossil fuel combined with electric power). An onboard generator powered by an internal combustion engine or fuel cell supplies electricity.

Term	Explanation
Incident	Any event occurring on a bus, other than mechanical failure, in which a driver must call for assistance.
Interlining	The practice of combining two routes end-to-end. If two routes share the same frequency and have one end in common, they may be combined for either passenger convenience or because this permits a more cost-effective operation. Interlined routes usually retain their separate numbers to avoid confusion.
Kiss and Ride	An area within a station where commuters are driven by private car and dropped off to board a public transit vehicle.
Key Performance Indicator (KPI)	A metric that measures and analyzes performance in terms of quantity, effectiveness, or efficiency.
Kneeling Bus	Also see Passenger lift – A feature that lowers the floor to the curb or to near-curb level to make it easier for passengers to board, especially for seniors and persons with disabilities. AC Transit provides special “Flash Cards” upon request to allow riders to quickly request this assistance when boarding.
Layover time (also known as Spot Time)	Also see Timed Transfer – The time built into a schedule between arrival and departure for bus drivers to rest; minimum times are set by union contract. Layovers normally occur at each end of a route to allow for a driver's break and schedule recovery, but they may be scheduled at other points to allow for timed transfer connections
Layover Zone	A designated stopover points at or near the end of the line for bus drivers to rest between trips.
Limited Stop Service	Also see Trunk Line – Refers to a route segment where designated buses stop only at transfer points or major activity centers, usually about every ½ mile. Limited stop service is usually provided on major trunk lines, in addition to local service that makes all stops.
Line Instructor	A bus operator who is certified by AC Transit's Training and Education Department to train new bus operators in bus operations and customer service. Line instructors also provide training to veteran bus operators on new routes, and on new buses and equipment.
Linked/Unlinked Trip	A trip where a rider may transfer between types of vehicles (e.g., AC Transit and BART), or multiple stops, such as stopping at a daycare center or store along a commute trip. An unlinked trip is a passenger trip taken on a single vehicle, such as a single bus ride.

Term	Explanation
Light Rail Transit (LRT)	A rail transit line that can operate in a variety of settings including private right-of-way, subway, or mixed on-street traffic. LRT usually relies on overhead wires for power. Light rail is designed for heavily traveled corridors where the stop needs do not support heavy rail transit. San Francisco Muni and Santa Clara County Transit both operate light rail lines.
Load Factor	The ratio of passengers on board a bus to the number of seats. The load factor is generally shown as an average over a period of time, usually 60 minutes.
Loop	The portion of a bus line where the driver operates a segment in one direction only. Passengers may only board on one side of the loop. Loops are sometimes required due to lack of pavement accessibility, or when no off-street turn-around is available.
Level of Service (LOS)	A measure of congestion that compares actually or projected traffic volume with the maximum capacity of the intersection of road in question. LOS is rated from A (free-flowing traffic) to F (gridlock).
Low-Floor Vehicle	A bus that does not have steps. Building a bus floor at one level between the front to rear doors allows passengers to enter and exit more quickly. The addition of steps usually adds boarding and alighting time, especially for passengers with limited mobility.
Maximum Load Point	Refers to a point on a bus route where the maximum numbers of passengers are on the bus.
Motor Coach industries (MCI)	A manufacturer of the 45-foot commuter buses with a seating capacity of 57 and a standing capacity of 13. The headquarters of MCI is in Schaumburg, Illinois. AC transit has MCIs in its fleet (6100 series).
Measure AA	Voters in the cities and unincorporated areas encompassing the AC Transit District in Alameda and Contra Costa counties except for the cities of Newark and Fremont passed Measure AA by two-thirds majority vote to support a \$24 per parcel tax on property to support the operation and maintenance of AC Transit bus services.
Measure B	A 1986 ordinance that provided for the creation of the Alameda County Transportation Authority (ACTA). The measure authorized ACTA to collect and distribute a ½ cent transactions and use tax within Alameda County for a county-wide highway and public transportation improvements. In 2000, Measure B was re-authorized so that approximately 23 percent of all collected annual revenues will be allocated to AC Transit for operating fixed rate and Paratransit Service.

Term	Explanation
Measure BB	<p>In the November 2014 election, Measure BB was passed by the Alameda County voters with 70.76% approval. Measure Bb extended the existing tax to 2045 and increased the sales tax by 0.5% to a total of 1%. The incremental tax revenue was recognized by the District in April 2015 and is projected to increase revenues for the District by \$30 million per year. A portion of the tax is dedicated to Paratransit funding with the majority of the remainder reserved for operations and maintenance investments, such as reinstating canceled bus service as a result of the Great Recession or new service expansion and a smaller portion dedicated to funding capital projects.</p>
Measure C / Measure J	<p>Measure C was a 1988 Contra Costa County ordinance that authorized the Contra Costa Transportation Authority (CCTA) to collect and distribute a ½ cent transaction and use tax within Contra Costa County for a county-wide improvement of public transit and paratransit services. As one of four bus transit operators in Contra Costa County for a county-wide improvement of public transit and paratransit services. As one of four bus transit operators in Contra Costa County, AC Transit is an eligible applicant for Measure C funds and submits project proposals to CCTA. The authorization of Measure J became effective on April 1, 2009 upon the expiration of the prior authorization under Measure C and continues through March 31, 2034.</p>
Measure VV	<p>An annual parcel tax of ninety-six dollars (\$96.00) per each parcel of taxable land within Special Transit District Number One for a period of ten years, beginning July 1, 2009. The District currently levies a parcel tax assessment of forty-eight dollars (448.00) per parcel of taxable land, which is authorized through 2013. This measure extends the special tax to June 30, 2019 and would increase the levy by forty-eight dollars (\$48.00) for a total of ninety-six dollars (\$96.00) per parcel of taxable land. The allocation of the funding revenue is to be used for the operation and maintenance of bus services provided by the District. This measure was approved with 71.6% of the vote. Measure VV will be on the November 2016 ballot for renewal of the existing tax extending it to June 30, 2039.</p>
Mechanical Roadcall	<p>The removal of a bus from revenue service due to mechanical failure.</p>
Metropolitan Transportation Commission (MTC)	<p>Refers to the transportation planning, financing and coordinating agency for the nine counties that touch San Francisco Bay. MTC supports Transitinfo.org. that provides online access to transit information for agencies throughout this area, including AC Transit.</p>
Multimodal	<p>Refers to the availability of multiple transportation options, especially within a system or corridor. A multimodal approach to transportation planning focuses on the most efficient way of getting people or goods from place to place by means other than privately owned vehicles; by bus trolley, light rail, streetcar, cable car, and / or ferry systems.</p>

Term	Explanation
North American Bus Industries (NABI)	A manufacturer of transit buses. Corporate NABI headquarters is located in Anniston, Alabama. AC Transit has 40-foot high floor NABI buses in its fleet (2900, 3000, 3100) series.
New Flyer	A manufacturer of transit buses. Corporate NABI headquarters is in Winnipeg, Manitoba, Canada, and the assembly plant is located in Crookston, Minnesota. AC Transit has 60-foot articulated high floor buses in its fleet (1800, 1900) series.
National Transit Database (NTD)	A database consisting of financial and operational information for over 600 U.S. transit agencies that receive FTA Section 5307 grants.
Nodes	Also see Time Point – Refers to a term used by schedulers to define the actual time a bus arrives at a designated stop or time point.
Objective	A specific statement of a desired end product; the means by which goals are achieved. An objective identifies measurable ends.
Optical Signal priority	Also see BRT – Refers to systems on rapid buses that use a coded, infrared signal; the system gives any authorized vehicle – emergency or transit – the exclusive advantage of a green light to get through traffic. Components include emitters, detectors, phase selectors and accessories.
Outlate	The late departure of a bus from the division to begin revenue service; a late pull-out.
Owl service	Also see Timed Transfer – Refers to the schedule for each bus showing all trips in a day, including arrival and departure times. Usually printed in 8 ½" by 11" format, the paddle is laminated for each schedule.
Paddle	Also see Pouch – Refers to the schedule for each bus showing all trips in a day, including arrival and departure times. Usually printed in 8 ½" by 11" format, the paddle is laminated for each schedule. Bus operators use the paddle to help maintain their schedule.
Paratransit	Also see EBPC – Refers to scheduled service for people who cannot use regular fixed-route bus service. AC Transit partners with BART as the East Bay Paratransit Consortium to provide this service in compliance with a federal mandate throughout west Contra Costa and Alameda counties.
Park and Ride	A mode of operation in which an intending bus passenger drives a car to a transit line or station, then parks and continues the trip by transit. (See also "Kiss-and-Ride.")

Term	Explanation
Park and Ride Lot	A facility designed for or used by Park and Ride patrons.
Passenger Lift	Also see Kneeling bus – A mechanical device, either a lift or ramp, which allows wheelchair or scooter users, as well as other mobility-impaired passengers, to board a bus without climbing the steps. By law, passenger lifts must be capable of lifting at least 600 pounds.
PBX	The telephone information center (PBX) that used to be located at the General Office was outsourced and the services are now provided by a third-party call center. As in the past, customers can connect with the call center for information about routes schedules, and services. Customers can also call to file commendations and complaints about service and/or employees.
Peak Service	Weekday A.M. and P.M. service during commute hours to carry a maximum number of passengers. Commute or peak hours are defined as time between 6 and 9 A.M. in the morning, and between 4 and 7 P.M. at night.
Performance Indicators	Specific quantitative and qualitative measure of work performed as an objective of specific departments or programs.
Performance Measures	Data collected to determine how effective or efficient a department or program is achieving its objective.
Platform Hours	The total scheduled time a bus spends from pull-out to pull-in at the division. Platform hours are used as a benchmark to calculate the efficiency of service by comparing “pay to platform” hours.
Point	Also see Extra board – Refers to a type of assignment for Extra Board bus operators. The operator is assigned 24-hours in advance a specific time to report to the Division for standby status. The “point” person provides coverage or open assignment and extra service.
Pouch	Also see Gillie Room, Paddle – Refers to the naugahyde pouch carried by all bus drivers, picked up in the morning in the Gillie Room and usually containing the paddle with accident cards, courtesy cards, and emergency transfers in addition to a block number and a head sign code block. A separate sheet also indicates any stops that must be called out to passengers.
Proof of Payment	Open fare collection system that requires that passengers display proof of payment (i.e. validated ticket, prepaid pass, valid transfer) while on board the transit vehicle or in other designated fare paid areas. Enforced through random checking either onboard or in paid area.

Term	Explanation
Pull-in	The time a bus is scheduled to return to the division.
Pull-out	The time a bus is scheduled to leave the division.
Radial Network	A route network that focuses on serving only one or a few major destinations, as opposed to a multi-destination network.
Recovery Time	Time allowed at the end of a one-way trip at a specified layover point to provide a break for the bus operator and to ensure an on-time departure for the next revenue service trip (Note: The District considers recovery, layover, and spot time as synonymous terms).
Report Time	The 10 minutes before a bus is due to leave a division. During this time, drivers pick up their pouch and prepare a bus for departure.
Revenue service Hours (RSH)	All scheduled time a bus spends serving passengers, which can also be defined as platform hour minus deadhead and layover time.
Revenue Trip	Also see Linked/Unlinked Trip – Refers to any linked or unlinked trip that generates revenue by cash payment, use of a pass, and/or any other means of payment.
Revenue Vehicle Hours (RSVH)	Total number of scheduled hours that a vehicle is in service. Exclude hours spent traveling to and from storage facilities and on other non-service travel.
Revenue Vehicle Miles	Total miles traveled by a revenue vehicle used to provide public transportation. Exclude miles spent traveling to and from storage facilities and on other non-service travel.
Round Trip	Also known as a cycle – refers to one inbound, plus one outbound trip (unless a loop route), equals one round trip or cycle.
Route Spacing	The physical distance between bus routes or lines, usually indicated in miles or fractions thereof (e.g. ½ mile).
Run	Also see Block – Refers to a driver's daily work assignment. One or more runs can work a single block. Runs can also work on multiple blocks. A driver's schedule is primarily determined for each sign-up period through the run-cut process where bus schedules are integrated with driver assignments.

Term	Explanation
Run-cut	The process normally performed four times a year, of generating daily bus driver work assignments in a cost-efficient manner to meet all contract requirements negotiated between the union and district. Run-cutting software is used to generate assignments that may be reset until they fulfill the requirements of all participating parties.
Running Time	Time allowed between any two points, such as from time point to time point, or from end-of-line to end-of-line.
Run Relief point	A list of locations where bus operators begin their respective run assignments when scheduled to relieve an operator who is already in service on a route. Each Division has specific location for its routes.
SatCom	A computer aided dispatching and automatic vehicle location system (CAD/AVL) that uses global positioning satellite and state of the art radio communications technologies. SatCom enhances bus operation by improving communication options (audio and text) and allows dispatchers to see where a bus is located on a computer map display.
Service Standards	A set of policies, approved by the Board of Directors, setting forth the goals for transit service. See also "Goal," "Objective," and "Standard."
Service Expansion Plan (SEP)	The Service Expansion Plan aims to significantly improve transit service for new and existing bus riders. Span and frequency on both weekdays and weekends will improve reliability through simpler route design and schedules that better match current traffic conditions. In addition, it will develop a Frequent Network of routes at 13 minutes frequency that provides new and existing riders with more opportunities to get to multiple destination within a reasonable timeframe.
Short Rest	Pay given to any driver who has less than 10 hours off between assignments.
Short Range Transit Plan (S RTP)	A capital and operating plan produced biennially with a 10-year horizon, prepared to qualify for federal, state, and local funding.
Short turn	A trip that doesn't go to the furthest point of the line, due to passenger load and schedule adherence.
"Slinky" Bus	Also see Articulated bus – Refers to a nickname used by many passengers for the articulated bus.
Smart Card	Also see Clipper – Refers to a technology used by Clipper to add and deduct value from an electronically encoded card.

Term	Explanation
Social Value	The benefit provided to the community or the environment by an activity performed by the District considering the cost and the productivity of that activity. For example, the social value of the former in-house PBX call center was negative because the social benefit provided was low compared to the cost and productivity of the activity as performed by the District.
Span of Service	The total revenue hours during which transit service is operated.
Spot Time	Also see Layover time – The amount of time a bus sits at the end of line, usually defined by union contract.
Spread Time	Also see Frag – The total time from the start of a driver assignment to its end, whether a bus is in service or not.
Social Rate of Return over Investment (SROI)	Social Rate of Return over Investment. In a Sustainable, Triple-Bottom Line, social enterprise value system, it is the opportunity cost to all stakeholders of funding a social program versus funding the next best alternative social program. For all practical matters, it is the cost of capital equal to the current average yield for long-term bonds of similar credit risk in the agencies' locality or region/state.
State Transit Assistance (STA)	A state program authorized in 1979 to expand the revenue base for public transit operations. Funds for the program are derived from statewide sales tax on gasoline and diesel fuel.
State Transportation Improvement Program (STIP)	Also see CTC – Refers to what the CTC (California Transportation Commission) ends up with after combing various RTIP's (Regional Transportation Improvement Program) as well as a list of specific projects Recommended by Caltrans. Covering a four-year span and updated every two years, the STIP determines when and if transportation projects will be funded by the state.
Sustainability	In the general form, it means Meeting the needs of the present without compromising the ability to meet the needs of the future. In business strategy, it means the ability to create shared value for all stakeholders on a long-term framework, assigning similar weight to the delivery of financial and economic profits, environmental benefits, and socially and community-oriented benefits.
Synopsis	An overview of all run assignments within a Division. The synopsis includes starting and ending times and locations, platform hours, and pay hours. The synopsis is posted in respective Gillie Rooms and is used by bus operators, and other Division personnel.

Term	Explanation
Transportation Development Act (TDA)	Also see MTC – A State law enacted in 1971 that makes funds available for the nine-county area served by MTC for transit, pedestrian/bicycle, community transit service, street/road purposes, and operations. TDA funds are generated from a tax of ¼ of one percent on all retail sales in each county; used for transit, special transit for disabled person, and bicycle and pedestrian purposes. Funds are collected by the state and allocated by MTC to fund transit operations and programs. AC Transit receives TDA funds from both Alameda and Contra Cost counties.
TFCA Grant	Transportation Fund for Clean Air Act.
Time Point	Also, see Nodes – Refers to a location on a bus route assigned a fixed scheduled time that is part of a larger line schedule.
Time Transfer	A system of scheduling transit so that connecting routes come together at the same time. This allows passengers convenient no-wait transfer between bus lines. Timed transfers are frequently used with owl (late-night) service.
Transit Improvement Program (TIP)	Also see MTC – Refers to a program operated by MTC whereby Recommended capital projects are ranked according to criteria developed by a task force of regional transit operators.
Transit Oriented Development (TOD)	A mixed-use residential or commercial area designed to maximize access to public transport, and often incorporates features to encourage transit ridership.
Transfer Point	A point where bus lines intersect, and passengers can transfer to another line.
Transit Center	A facility designed to accommodate several buses at one time, for the purposes of transferring. These facilities are usually located off-street and have amenities for passenger and driver convenience.
Transit Police	Units of the Alameda and Contra Costa County Sheriff Departments that are specifically assigned to provide law enforcement services (protection of life and property) on District property and to incidents occurring aboard District vehicles.
Transit Advertising	Ads posted on the exterior and interior of most buses.
Transportation Safety Institute (TSI)	A Federal Transit Administration-sponsored institute that conducts a full range of training programs in rail and bus safety and accident investigation. Its headquarters is in Oklahoma City.

Term	Explanation
Transportation System Management (TSM)	Any number of techniques designed to make better use of a transportation facility. In AC Transit's case the term refers to projects designed to increase the speed of buses, thereby reducing costs and increasing ridership.
Travel Time	Paid time that allows a bus driver to travel from relief point to garage or from garage to relief point.
Trippers	A pay term that describes a short piece of work on a bus, normally less than 3 hours. A tripper is a short block made up of one or two trips, and usually serves only one peak period. Also, any assignment of work to a driver, which is not long enough to qualify as a run or as a full day's work.
Trunkline	Also see Feeder Line and Headway – A route operating along a major corridor that carries a large number of passengers and operates at headway frequencies of 15 minutes or less, like AC Transit's 82, 72, 51, and 40/43 lines.
Ticket Reading and Issuing Machine (TRiM)	A machine that is attached to the farebox where magnetic fare media can be both issued and read. All paper tickets and monies go into the farebox; all magnetic passes/transfers go into the TRiM. A patron who boards the bus places a pass or transfer into the TRiM where the magnetic strip is read, similar to a credit card, and validates that the media is valid. The TRiM issues an audible sound. It beeps for a valid pass/transfer or warbles for a non-valid one, for example, a pass that's being used after its expiration date.
Turn-in Time	Also see Pouch – Refers to the five minutes allotted to all bus drivers after pull-in time to park the bus, and to walk-through the bus for a final spot check, including closing windows, and to finally turn in the pouch.
Unit Cost	The annual operating costs divided by a unit of service delivery such as annual vehicle hours, annual vehicle miles, or annual passenger boarding.
Unscheduled Absence	Any time an employee is absent from work other than cases where the employee is entitled to be off, such as vacation, floating holidays, military leave, jury duty, union business, or funeral leave.
Van Hool Bus	See Euro Bus – Refers to a Euro-style bus manufactured in Belgium, Netherlands.

Term	Explanation
Vehicle Miles Traveled (VMT)	The numbers of cars that are on the road at the same time in the same area. The greater the number, the worse the congestion will be. Reducing the growth of VMT can help ease traffic congestion and improve air quality.
Verification of Transit Training Certificate (VTT)	Also see CDL 1-4, and CDL5 – Refers to a certificate issued by the California Department of Motor Vehicles. The certificate indicates that certain training requirements have been met for new and veteran bus operators. To meet the legal standards for operating a transit bus, the operator must possess a VTT, a valid medical certificate and a commercial driver license.

