April 24, 2019

## Fiscal Year 2019/2020 Budget Projected Five Year Capital Budget

## **Regional Transit Authority**



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### SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY VISION STATEMENT, VISION ELEMENTS, MISSION STATEMENT AND STRATEGIC DIRECTION

#### <u>VISION</u>

The RTA of the future is an integral part of the "SLO lifestyle." From the vineyards in North County, to the secluded beach towns on the North Coast, to multi-faceted communities in the South County, residents and visitors use public transportation rather than relying on their cars.

#### Vision Elements

- Continue successful partnerships with jurisdictions, county, other public agencies, businesses and schools.
- Provide excellent, reliable, sustainable seamless service that is effective in getting residents and visitors where they want to travel.
- Secure reliable funding.
- Implement an Intelligent Transportation Systems (ITS) program to improve service quality and provide efficiencies.
- Develop a well-executed image-building campaign with a single face for public transportation.

#### MISSION

The Mission of RTA is to provide safe, reliable and efficient transportation services that improve and enhance the quality of life for the citizens and visitors of San Luis Obispo County.

#### STRATEGIC DIRECTION

- Stabilize and grow funding.
- Continue to improve service quality: On-time performance, scheduling and routing, customer amenities on our vehicles and at our bus stops, operating procedures.
- Consolidate and streamline operations to improve efficiency and effectiveness of public transportation throughout the county.
- Include public transportation as part of the lifestyle evolution needed to confront climate change.
- Reduce Vehicle Miles Traveled.
- Embrace technological improvements that will positively impact efficiency and quality of service.

#### SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY VALUES

#### **Commitment to Serve**

Provide valuable services to the public and direct our energies in strengthening our relationships with our customers and the community while maintaining responsible ethical fiscal management.

#### Leadership

Be trustworthy, credible, confident, progressive and influential in all we do.

#### Teamwork

Work together with trust, support and mutual cooperation and respect. Provide an environment that fosters frank and open communication. Have Fun in our daily activities and keep issues in perspective. Have pride in our accomplishments while taking on our challenges with spirit and vigor.

#### Integrity

Promote honesty, loyalty, dignity, respect, decency, fairness, courtesy, responsibility, and character.

#### Human Development

Provide the appropriate resources and environment for employees to be successful, motivate individuals to take initiative and to be creative in all of our efforts.

#### SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY MAY 1, 2019 STAFF REPORT

AGENDA ITEM:	B-1
TOPIC:	Fiscal Year 2019-20 Operating and Capital Budget
PRESENTED BY:	Tania Arnold, Deputy Director/CFO
STAFF RECOMMENDATION:	Adopt Fiscal Year 2019-20 Budget as Presented
RTAC RECOMMENDATION:	Adopt

#### BACKGROUND/DISCUSSION:

We are pleased to present a fiscally constrained Fiscal Year 2019-20 operating budget, and an advisory FY20-21 operating plan. In addition, we are presenting a five-year capital program.

We appreciate the Board's support and leadership. The budget presentation assumes the same core levels of service miles and hours for fixed-route services that are currently being operated, with the exception of the elimination of express trips during the week of Christmas and New Year's. The elimination of these trips does not fall within the threshold of the RTA's service change policy. In accordance with the adopted RTA Strategic Business Plan (SBP), the RTA will make consistent efforts to explore new service and service delivery options as well as work with regional efficiencies in the delivery of transportation to the jurisdictions. Also, as noted in the SBP, recommended changes to seasonal or lifeline services (i.e., the County-funded Shandon Dial-A-Ride) will include target productivity standards that must be met in order to qualify for continued funding. These SBP items were developed to support the RTA *Short Range Transit Plan* language in Chapter 4 Goals and Objectives. The hours and miles for fixed-route services are calculated using our automated GPS-based Intelligent Transportation System.

Runabout hours and miles are assumed to hold steady based on current ridership trends. Staff will continue to monitor the Runabout service, including the premium fare charged to Tri-Counties Regional Center starting in January 2018 and the functional assessments as part of the certification and recertification process. Should service demands change significantly during the fiscal year, a budget amendment will be presented to the Board for consideration, which will include options such as taxicab service as noted in the budget assumptions.

Route 14 service will continue to operate during peak academic year travel periods between downtown San Luis Obispo and the main Cuesta College campus, our highest

trip generators in the regional system. The Route 15 service along the North Coast will continue to operate as a deviated fixed-route service to conserve limited resources.

In May 2014, the RTA adopted a reserve policy – one for cash flow purposes, and one for capital projects. As noted during the budget assumptions presentation in March 2019, revisions to this policy to address self-insured retention requirements have been delayed due to staffing shortages but is being carried forward to ensure this item is addressed.

No Local Transit Fund (LTF) is required for local match for any of the proposed capital projects in the current fiscal year, but the advisory FY20-21 budget does include the use of LTF as an advisory number at this time. Although these funds needed to fund construction of the long-term Bus Maintenance Facility would be generated from financing, the amount is included for planning purposes. The FY19-20 RTA operating budget is proposed at \$9,759,330 and the capital budget is proposed at \$1,443,530. With the additional State Transit Assistance (STA) funds made available through the new Senate Bill 1 – Road Repair and Accountability Act of 2017 (SB1 Augmentation) fund, the LTF request has remained relatively flat.

It should be noted that staff continues to present separate columns in the revenue and expense tables for Paso Robles Express fixed-route and dial-a-ride services, as well as for the County-funded (SLOCAT) transit services. This separation is presented so that readers can easily distinguish between core RTA services and those operated under contract for our partner agencies. As South County Transit consolidation discussions continue, information would be presented as a separate column should consolidation occur, as well.

In summary, RTA staff has done a tremendous job of holding the line on expenses. The major increases in this year's operating budget are costs for the wage adjustments programmed and projected in the Collective Bargaining Agreement for covered employees, and costs associated with employee benefits.

The budget packet contains the following items:

- Our Vision and Mission statements,
- Budget Assumptions adopted by the Board at its March 6, 2019 meeting,
- Fiscally constrained FY19-20 operating and capital budgets,
- Fiscally unconstrained FY20-21 operating budget, and
- Fiscally unconstrained FY20-21 through FY23-24 capital budgets.

Lastly, we have broken each fixed-route service into weekday, Saturday and Sunday sections to better understand the financial commitment necessary to operate these distinct services should service reductions become necessary due to funding or other constraints.

#### **Revised Revenue Assumptions**

We are predicating the revenue stream for the FY19-20 budget on the latest information that we have available on Local Transportation Funds (LTF) and State Transit Assistance (STA) funding for the region. The amount included for Rural Transit Funds (RTF) is based on feedback provided by SLOCOG staff and is similar to prior years allocations.

For FY20-21, staff estimates a roughly 4.8% increase in operating costs, with a significant portion of the increase for wages as identified in the Collective Bargaining Agreement (CBA). As a result, early projections for FY20-21 the RTA need for LTF for operations up over 41% at \$4,690,010. Note, staff typically starts with a high projection and works the number down as the project year draws near. In comparison, this is a 21% increase from the LTF request in FY18-19 and in line with the request made in FY17-18. There are other significant assumptions, including the continued use of STA for operations due to the STA SB1 Augmentation. Staff will provide updates to the Board during future funding presentations. This is also impacted by the need to fund construction of the long-term Bus Maintenance Facility, which has an additional advisory amount of LTF of \$5,729,717 in FY20-21; as noted previously, it is a projection of what will need to be financed for construction of the garage project beginning in FY20-21.

Federal funding apportionments were favorable to the region, and staff will work with SLOCOG and the City of San Luis Obispo to cooperatively program the funds for FY20-21. Staff was pleased with the allocations from the FTA Section 5307 Small Transit Intensive Cities program, which has helped fund significant capital projects that will need to be considered in the region.

#### Administration and Operations Expenses

Workers compensation insurance provided by CSAC Excess Insurance Authority is projected to be in line with FY15-16 levels, with a notable reduction from the current fiscal years, especially in times of increasing wages. The reduction in premiums has provided a welcome relief – especially with the realization that worker's compensation for transit services is especially challenging statewide as loss development trends for the state are not favorable. We continue to work with our employee committee that has evaluated workplace safety and has initiated a proactive program to reduce the number and severity of claims.

The overall Administration Expense for RTA core services is relatively flat compared to last fiscal year. Marketing and Reproduction has increased for the addition of wifi service on all fixed route buses and staff anticipating conducting a customer perception survey in March 2020. Labor costs have declined slightly, most notably due to staff turnover and hiring of junior employees at slightly lower salary levels that occurred in FY18-19.

The RTA is working to fill the Grants/Finance Manager position vacated due to the promotion of Omar McPherson to the Operations Manager position in March 2019. The

recruitment will be conducted for a Grants Administrator and a Grants/Finance Manager with the aim to fill the Grants/Finance Manager position and leave the Grants Administrator position unfunded and unfilled. Should the RTA find a candidate that does not meet the requirements of the Grants/Finance Manager position but is well suited to the position of Grants Administrator staff will then leave the Grants/Finance Manager position unfilled and unfunded. The job descriptions for the Grants Administrator and Grants/Finance Manager, in addition to the positions filled during the FY18-19, are included in the consent agenda for reference.

The proposed service delivery cost is up by roughly 5% from what was identified in the FY18-19 budget. The primary reasons for this increase are described below.

As included in the budget assumptions that your Board accepted in March 2019, the new 4-year CBA was ratified in November 2017, with new wage scales that began January 1, 2018. The FY19-20 budget includes significant changes in wages and benefits, primarily due to the California Legislature's recent minimum wage hike to \$15.00 per hour by 2021 will result in wage compression issues. The RTA's current average hourly wage for Bus Operators is \$18.53 per hour, with a current starting wage rate of \$15.60 per hour. An annual inflationary adjustment for non-union employees (excluding Operations Supervisors) of 3.2% will be implemented in July 2019. The Operations Supervisor classification CPI increase adjustment will be implemented in January 2020, to coincide with Bus Operator wage scale adjustments identified in the CBA. Employees within the salary range for their position will be eligible for a step merit increase subject to performance assessments. The wage scales for non-CBA employees is presented in tabular format at the end of this budget document.

Staff will be evaluating options for consolidating insurance coverage between the RTA and SoCo Transit, which would reduce duplicative administrative charges, both for general liability and workers compensation.

Finally, due to the unrest in North Africa and the Middle East, as well as increased domestic oil output, fuel prices have continued to swing wildly over the past few years, and noticeably in the last few weeks there have been significant increases. Staff has tried to budget fuel somewhat conservatively, but we may need to adjust it if fuel prices change significantly during the fiscal year. Due to our limited infrastructure, we are unable to purchase fuel in bulk to realize economies of scale. It should be noted that diesel-powered buses manufactured after 2009 also require the use of Diesel Exhaust Fluid (DEF) to meet emissions requirements. DEF costs more than diesel fuel, and it is used at a roughly 5% ratio DEF to diesel; its use is included in the fuel line item.

#### **Fixed-Route Ridership Patterns**

The 2016 *Short Range Transit Plan* includes a number of service improvements to meet current and projected future demand for regional transit services. In particular, new midday express runs on Routes 9 and 10, as well as later evening services, were recommended for FY17-18. However, those improvements have not been implemented due to a lack of funding and will remain financially-unconstrained until or unless new operating funds can be secured.

#### Capital Program

The focus of our capital program will continue to be development and implementation of the new Bus Maintenance Facility on Elks Lane, as well as vehicle replacements for both fixed-route and Runabout services. We have also programmed the following minor capital projects:

- \$89,460 for specialized maintenance equipment to improve efficiencies;
- Bus stop improvements; and
- Miscellaneous computer equipment, including an update to the computer used to manage the fixed route fare collection system.

In FY18-19, funding of \$388,880 was included from the STA SB1 State of Good Repair program to keep the planned new Bus Maintenance Facility moving forward. The project is currently at the Schematic Design (30%) phase, and it was submitted to the City of San Luis Obispo Architecture Review Commission on March 29, 2019 to begin the formal development and permitting process. To be conservative, we did not assume the same level of funding in FY19-20, but we included \$400,000 as placeholder funding in FY20-21.

It should be noted that a portion of the FY18-19 capital funds for fully funded projects, such as the design and engineering for the Bus Maintenance Facility, bus stop improvements, and bus rehabilitation has not been carried over to the draft FY19-20 budget. This carryover will have no financial impact to local jurisdictions because the funding has been fully secured.

Also included is a projected five-year capital improvement program as part of the budget plan. While only the first year is financially constrained, the projects identified in the ensuing four years provide a snapshot of future capital needs and potential cost levels. It should be noted that staff has only identified replacement projects and easily identifiable on-going projects (i.e., computer needs and bus stop improvements) in the capital improvement program. No expansion vehicles are included in the base budget. It should be noted that the two recent SLOCOG SB1 Congested Corridor grant proposals include expansion buses; should funding be granted, staff will present a budget amendment for consideration. The capital program also includes the March 29, 2019 Schematic Design estimated construction cost for the Bus Maintenance Facility project. These numbers will be revised during refinement of the project. Also of note is the significant amount included in FY22-23 for 40' fixed-route bus replacements. No LTF funds are currently programed for capital projects in FY19-20, but do include the advisory number for FY20-21.

#### **Conclusion and Staff Recommendation**

Fiscal Year 2019-20 will be another challenging year, including financial barriers and the need to implement the long-planned facility related capital project. We look forward to working with our customers, the Board and other stakeholders in providing the highest quality of transportation services to residents of and visitors to our community. We believe that this budget reflects the path set by your Board in previous years and, although we would like to do more, we believe that this budget provides the optimum levels of service within the confines of existing limited resources.

The Staff recommends that the Board adopt the FY19-20 budget as presented.

#### SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY MARCH 6, 2019 STAFF REPORT

AGENDA ITEM:	B-1
TOPIC:	Fiscal Year 2019-20 Budget Assumptions
ACTION:	Approve Budget Assumptions
PRESENTED BY:	Tania Arnold, Deputy Director/CFO
STAFF RECOMMENDATION:	Approve Budget Assumptions to Enable Staff to Begin Development of Operating and Capital Budgets

#### BACKGROUND/DISCUSSION:

The following report outlines staff's recommended budget assumptions for the RTA's Fiscal Year 2019-20 Operating and Capital Budget, and it is the first step in the development of our operating budget and operating program. It should be noted that the RTA is again developing a two-year operating budget and five-year capital budget. As in past years, only the first year would be financially-constrained, while the out-years should be considered advisory. Upon the Board's guidance and approval of these assumptions, staff will prepare a detailed report along with preliminary budget numbers for presentation to the Executive Committee at their April 10<sup>th</sup> meeting prior to the final draft budget presentation to the Board in May.

#### KEY ISSUES

- 1. Address SoCo Transit's request to consolidate with the RTA.
- State Transit Assistance (STA) funds are projected to be flat to the region but they are higher than FY17-18 due to the Senate Bill 1 – Road Repair and Accountability Act (SB-1) funds, which included augmented STA funds and State of Good Repair funds.
- 3. Local Transportation Funds (LTF) used for operating purposes are projected to be flat to the region.
- 4. Liability costs continue to escalate, despite the RTA's good safety record, especially general liability costs.
- 5. We continue to focus on Runabout costs, which had been escalating in recent years but have leveled off.
- 6. Address staffing and retention, in particularly in the Bus Operator classification.

7. Fuel costs continue to remain low; this also results in declining ridership and fares.

#### Mission Statement

The Mission of the RTA is to provide safe, reliable and efficient transportation services that improve and enhance the quality of life for the citizens of and visitors to San Luis Obispo County.

#### **Objectives and Revenue Impacts**

- 1) Maintain service levels and hours of service that meet the standards of productivity and demand of our customers and communities through the effective and efficient delivery of RTA Fixed-Route and Runabout core services.
  - a) RTA received \$1,304,500 for RTA core services in STA funding, which includes \$517,450 in SB-1 State of Good Repair funding being used to fund the new RTA Bus Maintenance Facility project at 253 Elks Lane. Staff will work with SLOCOG staff to determine a realistic estimate for FY18-19.
  - b) Continue to monitor the results and impacts on ridership and fare revenue from the December 31, 2017 fare increase, both on RTA Fixed-Route and on the Runabout service, which included the establishment of a Runabout premium service fare.
  - c) The FY18-19 budget adopted in May 2018 included \$3,883,400 in LTF operating revenues. At that same meeting, the advisory FY19-20 LTF amount was \$4,598,870. Staff is still developing estimated annual FY18-19 expenses, which impacts the carryover amount that could reasonably be identified for the FY19-20 budget.
  - d) Federal Transit Administration (FTA) Sections 5307, 5311 and 5339 operating funding and capital funding for FY19-20 will be presented in the same format as previously presented in May 2018, taking into account preliminary projected revenues identified in the Fixing America's Surface Transportation (FAST) Act. Should the actual annual authorizations for FTA programs increase or decrease for any of these programs, staff would adjust these assumptions accordingly.
  - e) FTA Section 5307 operating funding from the Santa Maria Urbanized Area for RTA Route 10 will be budgeted based on commitments with Santa Barbara County Association of Governments (SBCAG) and the City of Santa Maria. This amount is likely to be lower than what was included in the projection for FY18-19 and staff continues discussions with SBCAG officials for Santa Maria UZA funding for RTA Route 10 operations.
  - f) Detailed miles/hours and span of service for each RTA core Fixed-Route and Runabout will be provided with the draft budget. For context, detailed budgets

based on miles/hours and span of service will also be provided separately for SLO County Services and North County Local Services. As a consolidation date is reviewed for SoCo Transit, staff will present a mock consolidated budget for review. Assuming consolidation is ultimately adopted, staff will present a budget amendment for adoption by the Board.

- g) Productivity of service during holiday time periods will be presented to the Board as part of the draft budget, specifically associated with the service provided the weeks of Christmas and New Years to determine if service levels should be reduced.
- h) Staff will continue to research and evaluate new revenue resources should any potential shortfall in operating revenues arise. If we are unable to secure funding, staff would recommend that the Board consider adjusting the TDA allocation from the RTA jurisdictions and/or adjust service levels.
- i) Due to changes in self-insured retention requirements, staff will review and provide recommendations regarding the RTA reserve policy, which was originally adopted in May 2014. Note: this item is being carried over to the FY19-20 due to staffing shortfalls during the current fiscal year not allowing adequate time to address this item.
- 2) Work with SLOCOG and our transit agency partners in the region to evaluate regionwide service efficiencies.
  - a) Transit agencies across the country have experienced ridership declines due to the relatively low price of fuel and increasing private automobile ownership rates, which are affecting farebox recovery ratios. Other factors also include increasing costs due to the California minimum wage. These issues have caused farebox recovery ratios to decline for most transit agencies.
  - b) Review the tasks and financial impacts included in the SoCo Transit contract for administrative, financial, marketing, maintenance and dispatch services, and evaluate efficiencies with the RTA – including SoCo Transit's request to consolidate into the RTA.
  - c) The RTA will work with SLOCOG staff and other transit providers to evaluate efficiencies in the provision of service throughout the county.
  - d) Staff will use the 2018-20 RTA Strategic Business Plan as well as the 2016 Short Range Transit Plan to evaluate potential efficiencies, and with Board concurrence, implement efficiencies.

- 3) Evaluate options and provide analysis on the 5-year capital improvement program and methods to fund these needs.
  - a) Staff will continue to work with SLOCOG to prioritize capital projects using the State of Good Repair STA portion of SB-1 funds. For FY17-18 and FY18-19, the RTA received funding for the design and engineering of the new RTA Bus Maintenance Facility on Elks Lane, as well as approximately \$59,000 that has been added to capital replacement reserves to match federal funds for three low floor Gillig buses to be delivered in the summer of 2020. These new SB-1 funds are an important source of revenues for the RTA and the other transit operators in our region. It directly impacts the RTA need for LTF to fund operations and the local match for capital projects by reducing local match needed for federal funds, and interest when financing for capital projects is needed.
  - b) Staff will complete the design, engineering, and permitting process for the longterm RTA Bus Maintenance Facility in late 2019. Assuming sufficient funding can be identified, the RTA will then conduct the construction services procurement in spring 2020, with construction mobilization to begin in late summer 2020.
- 4) Address projected changes in demand for Runabout service.
  - a) Runabout service hours and miles are projected to remain flat based on recent demand trends, particularly with the shift in Tri-Counties Regional Center ridership that began in February 2017. In FY13-14, the burgeoning demand would have required significant Runabout service level increases but, with a variety of measures implemented at the Board's direction, Runabout demand has decreased.
  - b) To ensure that only those persons truly eligible for Runabout service are initially registered or re-registered, staff will continue to conduct functional assessments as part of the Runabout application process. This process was added in early 2016. Staff will also provide mobility training for disabled persons who are able to use Fixed-Route services for some or all of their travel needs. Staff continue to work with groups such as the Paso Robles Independent Skills Program that have completed the RTA travel training review process and are now able to assist their clients with travel training.
  - c) Staff does not foresee needing to move forward with using supplemental taxicab services, but should future service expansions be required or if staffing shortages persist, staff will revisit this option.

#### **Expenses Impacts**

1) Fuel consumption and price will be budgeted conservatively; diesel fuel will be budgeted at \$3.30 per gallon. Included in the fuel line item will be diesel exhaust

fluid (DEF), used to lower diesel exhaust emissions on the newer Fixed-Route vehicles.

- 2) Insurance Expenses:
  - a) CalTIP liability insurance premiums are projected to increase. The exact amount is not known at this time, as CalTIP actuaries are still working on May 1, 2019 through April 30, 2020 rates. Estimates will be available from CalTIP in time to include in the RTA April 2019 draft budget. Although the number of RTA losses based on mileage has been lower than the pool average, the pool has experienced significant negative claims development, and the pool is working to ensure the stability of the pool and ensure equity between all members by conducting an actuarial study on the application and formulas used in applying and calculating each agencies experience modification factor. More importantly, the California liability market continues to contract, which also increases costs.
  - b) CalTIP vehicle physical damage will increase minimally due to the added asset value of newer vehicles in the fleet, namely the six new 40-foot buses and eight new cutaway vehicles that RTA received in replacement for vehicles that had exceeded their useful life during the FY18-19.
  - c) Our annual Employment Risk Management Authority premium is estimated at \$27,000, with a \$50,000 self-insured retention. This self-insured retention does not currently have a reserve in place to cover it should a loss develop. As noted previously, staff hopes to bring a revised reserve policy to the Board in FY19-20 to address this reserve need.
  - d) Workers compensation premiums through the CSAC Excess Insurance Authority are projected to increase, with the realization that workers compensation for transit services is especially challenging statewide as loss development trends in the state are not favorable. Staff will obtain a more refined estimate in early March. We continue to work with our employee committee that has evaluated workplace safety and has initiated a proactive program to address the number of claims and severity of the claims. The decline in FY18-19 was a result of these efforts, and although premiums are expected to rise, a significant portion of that increase is attributable to the increase in wages identified in the collective bargaining agreement that are triggered by the changes in the California minimum wage.
  - e) Property insurance will increase due to the significant losses in the property insurance market, namely the wildfires in California.
  - f) For budget-making purposes, staff is assuming a 6% annual increase for healthcare costs for each of the next two fiscal years.

- 3) Staffing Expenses:
  - a) The new 4-year Collective Bargaining Agreement (CBA) was ratified in November 2017, with new wage scales that began January 1, 2018. The FY19-20 budget will include significant changes in wages and benefits, primarily due to the effects of changes to the California minimum wage program. Should the January 2020 minimum wage change be delayed by the Governor, staff would bring a budget amendment to the Board. The draft budget will assume the minimum wage change will be implemented as planned.
  - b) The number of FY19-20 budgeted full-time equivalent (FTE) positions will remain the same as in FY18-19. As a reminder, the number of budgeted training department positions in FY18-19 was increased by 0.5 FTEs. It was in an effort to address Bus Operator staff shortages. This effort has proved helpful, even though staff hiring and retention continues to be a critical issue.
  - c) For FY19-20, the overall number of budgeted positions for the North County and SLO County services will remain the same. It should be noted that the marginal costs and revenues the services will be treated in the budget the same way as prior years: as separate and distinct columns.
  - d) An annual inflationary adjustment based on the December 2017 to December 2018 of 3.2% will be implemented in July 2019. The Operations Supervisor classification CPI increase adjustment will be implemented in January 2020, to coincide with Bus Operator wage scale adjustments identified in the CBA. Employees within the salary range for their position will be eligible for a step merit increase subject to performance assessments.

#### **Proposed Budget Calendar**

February 6	Detailed budget assumptions and revenue forecasts presented to Executive Committee
March 6	Obtain Board concurrence on proposed draft budget assumptions
March 6	Provide mid-year FY18-19 Budget data to Board (no additional budget amendments are being requested)
March 31	Based on feedback from Executive Committee, develop FY19-20 Budget
April 10	Present draft FY19-20 Budget to Executive Committee
April 17	Present final draft FY19-20 Budget to RTAC
May 1	Final Board Budget presentation; Board adoption of FY19-20 Budget

#### Staff Recommendation

Approve the budget assumptions and budget calendar so that a detailed work plan and budget may be developed.

# SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY PROPOSED OPERATING REVENUE BUDGET FOR 2019/2020

	2017/2018 COMBINED ACTUAL	2018/2019 ADOPTED OPERATING BUIDGET	2018/2019 ADOPTED SLOCAT	2018/2019 ADOPTED N. COUNTY BUIDGET	2019/2020 PROPOSED OPERATING PUIDGET	2019/2020 PROPOSED SLOCAT	2019/2020 PROPOSED N. COUNTY PUIDGET	2020/2021 PROJECTED OPERATING BUDGET	2020/2021 PROJECTED SLOCAT	2020/2021 PROJECTED N. COUNTY BUIDGET
FUNDING SOURCES:					הסמרי		PODDE		2000	מסמרי
GENERAL RESERVES	2,357,470	1,747,520	143,078	174,480	2,502,930	100,900	163,890	1,648,570	111,070	174,300
E I ESTIMATED FUND BALANCE	2,357,470	1,747,520	143,078	174,480	2,502,930	100,900	163,890	1,648,570	111,070	174,300
2. LESS REQUIRED RESERVES FOR FISCAL YEAR										
CASH FLOW REQUIREMENTS PER TDA	1,551,680	1,558,790	100,900	163,890	1,648,570	111,070	174,300	1,777,780	120,110	199,090
TOTAL	1,551,680	1,558,790	100,900	163,890	1,648,570	111,070	174,300	1,777,780	120,110	199,090
	805,790	188,730	42,178	10,590	854,360	(10,170)	(10, 410)	(129,210)	(9,040)	(24,790)
NON TDA SOURCES										
FARES	1,437,854	1,263,280	33,320	104,090	1,228,770	49,450	106,170	1,253,350	50,440	108,290
SCT MANAGEMENT CONTRACT	119,270	124,660	1	•	122,650	•	•	126,660	I	•
COUNTY MANAGEMENT CONTRACT	85,230	90,130	I	T	88,680	•	•	91,580	1	1
NORTH COUNTY MANAGEMENT CONTRACT	41,850	43,740	1	'	43,030	•	'	44,440	I	'
INTEREST	19,636	12,150	490	•	52,360		1	52,360		
STATE TRANSIT ASSISTANCE (STA) INCLUDING SB1	418,547	399,080	109,170	'	601,700	206,000	160,810	601,700	206,000	166,000
RURAL TRANSIT FUND (Administration)	30,000	30,000	1	'	30,000	•	•	30,000	1	'
KUKAL I KANSI I FUND (Operating Funds) FEDFRAI TRANSIT ADM (FTA) (Sertion 5307) - San Luis Obison	300,000 546 990	402,460 574 340			300,000			400,000 633 210		
FEDERAL TRANSIT ADM (FTA) (Section 5311) - Operating	000/010	503.200	•	'	534,305	'	'	534,310	1	'
FEDERAL TRANSIT ADM (FTA) (Section 5307-N. County) - Operatin	1,076,610	878,400	'	249,540	919,820	•	262,021	963,310	1	275,120
FEDERAL TRANSIT ADM (FTA) (Section 5307-SM) - Operating	349,490	366,960		1	385,310	1	1	404,580	1	1
FEDERAL TRANSIT ADM (FTA) (Section 5307) - S. County Operating	513,050	536,200	1	1	560,510	1	1	586,040	1	1
CUESTA CONTRIBUTION ROUTE 12	68,080	75,220	1	1	84,670	•	1	89,990	1	•
CUESTA CONTRIBUTION NORTH COUNTY	40,580	1	1	40,580	'	1	40,580		1	•
SPECIAL EVENTS REVENUE/OTHER	136,551	'	'	'	'	ı	'			'
SUB TOTAL	5,183,738	5,299,820	142,980	394,210	5,554,865	255,450	569,581	5,811,530	256,440	549,410
5. TOTAL FUND BALANCE & NON TDA FUNDING	5,989,528	5,488,550	185,158	404,800	6,409,225	245,280	559,171	5,682,320	247,400	524,620
	_	_	_	-	-	-	-		_	_

2017/2018 COMBINED ACTUAL	2018/2019 ADOPTED OPERATING BUDGET	2018/2019 ADOPTED SLOCAT BUDGET	2018/2019 ADOPTED N. COUNTY BUDGET	2019/2020 PROPOSED OPERATING BUDGET	2019/2020 PROPOSED SLOCAT BUDGET	2019/2020 PROPOSED N. COUNTY BUDGET	2020/2021 PROJECTED OPERATING BUDGET	2020/2021 PROJECTED SLOCAT BUDGET	2020/2021 PROJECTED N. COUNTY BUDGET
226,679	227,552	1	1	203,346		'	273,489	ı	'
394,767	396,446 177 409			353,596			475,567		
137.073	138.076			119,235			160.365	'	'
969,332	407,287	I	558,480	358,273	1	456,909	481,858	I	558,760
104,588	105,809	I	1	93,465	1	1	125,705	1	'
/83,153 2,485,857	/89,588 2,149,434	371,232		699,194 1,903,361	369,330		940,378 2,559,917	- 407,970	
5,272,720	4,386,600	371,232	558,480	3,884,410	369,330	456,909	5,224,320	407,970	558,760
(498,210)	(503,200)			(534,305)		'	(534,310)		
4,774,510	3,883,400	371,232	558,480	3,350,105	369,330	456,909	4,690,010	407,970	558,760
10,764,038	9,371,950	556,390	963,280	9,759,330	614,610	1,016,080	10,372,330	655,370	1,083,380
1,658,049	1,569,260	7,500	107,920	1,633,470	7,500	117,250	1,688,380	7,870	121,670
246,350	124,660	90,130	43,740	122,650	88,680	43,030	126,660	91,580	44,440
7,889,800	7,573,670	436,910 21 850	800,240 11 380	7,907,710	493,740 74 690	843,950 11 850	8,454,450	530,880 75 040	904,660 12 610
9,813,448	9,371,950	556,390	963,280	9,759,330	614,610	1,016,080	10,372,330	655,370	1,083,380

TDA REQUIRED

FUNDING SOURCES:

		Population 5 1	Based			18%	49%	
CITY OF ARROYO GRANDE	CITY OF ATASCADERO	CITY OF GROVER BEACH	CITY OF MORRO BAY	CITY OF PASO ROBLES	CITY OF PISMO BEACH	CITY OF SAN LUIS OBISPO	COUNTY OF SAN LUIS OBISPO	

TDA REQUIREMENTS BEFORE 5311 EXCHANGE LESS: RURAL TRANST FUND/5311 EXCHANGE 6. NET TDA REQUIREMENTS

## 7. TOTAL FUNDING SOURCES

8. FUNDING USES:

ADMINISTRATION INTEREST EXPENSE MAMAGEMENT CONTRACTS SERVICE DELIVERY CONTINGENCY 9. TOTAL FUNDING USES

					0-0- (o					
FUNDING SOURCES:	2017/2018 COMBINE ACTUAL	2018/2019 AMENDED CAPITAL BUDGET	2018/2019 ADOPTED SLOCAT BUDGET	2018/2019 ADOPTED N, COUNTY BUDGET	2019/2020 PROPOSED CAPITAL BUDGET	2019/2020 PROPOSED SLOCAT BUDGET	2019/2020 PROPOSED N. COUNTY BUDGET	2020/2021 PROJECTED CAPITAL BUDGET	2020/2021 PROJECTED SLOCAT BUDGET	2020/2021 PROJECTED N. COUNTY BUDGET
CAPITAL PROJECTS RESERVE	870,593 870,593	656,950 656,950	119,330	235,630 235,630	530,800 530,800	119,330 119,330	342,580 342,580	512,610 512,610	119,330 119,330	5,320 5,320
2. LESS REQUIRED RESERVES FOR FISCAL YEAR										
CAPITAL PROJECTS RESERVE TOTAL	AL 900,023	530,800	119,330	342,580 342,580	512,610 512,610	119,330 119,330	5,320 5,320	470,457 470,457	5,430 5,430	5,320 5,320
3. FUND BALANCE AVAILABLE	(29,430)	126,150	I	(106,950)	18,190		337,260	42,153	113,900	1
NON TDA SOURCES										
STATE TRANSIT ASSISTANCE (STA) WITH SB1 AUGMENTATION LOW CARBON TRANSIT OPERATIONS PROGRAM (LCTOP) PROPOSITION 1B FUNDING - SAFELY & SECURITY	306,422 268,770 178,110	505,040 - 134,990	39,050 - -	106,950 - -	492,160 - -		5,190 - -	492,160 - -		
STA SB1 AUGMENTATION (Prior Years) & STATE OF GOOD REPAIR PROPOSITION 115 FUNDIG = BUS REPLACEMENT CONCETTION MITTO ATTONI NULL AND ATTO ATTONIAND	11	1,195,000 683,170 206,000	1 1	1.1			11	400,000 -		
EURALTITATIVITATION AND AND AND AND AND AND AND AND AND AN	3,054 13,229	1,314,240			- 290,640		11	- 263,520		
FEDERAL TRANSIT ADM (FTA) (Section 5309) - State of Good Repair FEDERAL TRANSIT ADM (FTA) (Section 5339) - Bus and Bus Facilities FEDERAL TRANSIT ADM (FTA) (Section 5337-North County)	- 45,038 572,098	- 939,520 777,250	- 65,220 -		351,900		- - 538,250	- 6,285,000 294,150		
FEDERAL TRANSIT ADM (FTA) (Section 5307-South County)	13,229	1,166,240	1	•	290,640			263,520	1	1
4. 5. TOTAL FUND BALANCE & NON TDA FUNDING	AL 1,399,951	7,111,450 7,237,600	104,270 104,270	106,950 -	1,425,340 1,443,530	1	543,440 880,700	7,998,350 8,040,503	113,900	
6. NET TDA REQUIREMENTS			ı		'	'		5,729,717	1	,
7. TOTAL FUNDING SOURCES	1,370,521	7,237,600	104,270	ı	1,443,530		880,700	13,770,220	113,900	
8. FUNDING USES:										
CAPITAL LOAN PAYDOWN	1,169,926 200.595	7,025,930 211.670	104,270 -	1 1	1,443,530 -		880,700 -	13,770,220 -	113,900 -	
9. TOTAL FUNDING USES	1,370,521	7,237,600	104,270	•	1,443,530	I	880,700	13,770,220	113,900	•

SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY PROPOSED CAPITAL REVENUE BUDGET FOR 2019/2020

B-1-18

Administration and Service Delivery Totals		Actual Combined FY2017-18	Adopted Operating Budget FY 2018-19	Proposed Operating Budget FY 2019-20	Projected Operating Budget FY2020-21
	Hours Miles	71,076 1,592,889	72,080 1,624,850	70,210 1,563,240	70,210 1,563,240
Administration: Labor Labor - Administration Workers Comp	operations cost operations cost	910,006 66,631	894,050 65,150	879,630 51,300	908,410 52,980
Office Space Rental Property Insurance Professional Technical Services	operations cost operations cost operations cost	433,799 17,200 77,984	458,500 19,780 98,480	476,920 20,710 112,860	496,080 21,980 127,450
Professional Development Operating Expense	operations cost	37,234 271,349	46,270 265,450	44,970 292,950	47,900 307,100
Marketing and Reproduction North County Management Contract County Management Contract	hourly operations cost operations cost	90,196 (41,850) (85,230)	95,530 (43,740) (90,130)	133,240 (43,030) (88,680) (132,550)	118,700 (44,440) (91,580)
July management contract Total Administration		1,658,049	1,684,680	1,758,220	1,817,920
Service Delivery: Labor - Operations Labor - Operations Workers Comp	yhuod Yhuod	3,945,608 450,826	4,556,490 440,830	5,086,120 347,120	5,475,320 373,680
Labor - Maintenance Labor - Maintenance Workers Comp Fuel	hourty hourty miles	966,370 131,938 951,945	1,033,450 129,010 991,560	1,121,220 101,580 1,048,730	1,207,690 109,410 1,048,730
Insurance (Lablity, Physical Damage, Employment Practices miles Special Transportation (for SLOCAT) Abla Trolley Mainteanance Areas cundiaes materials)	s miles n/a miles	639,240 45,834 51,973 570,676	720,500 43,900 61,750 703,460	677,570 44,900 63,590 628,670	724,970 48,340 68,460 705 700
Maintenance Contract Costs Total Operations		7,889,800	8,810,820	125,900 9,245,400	9,889,990 9,889,990
Contingency	hourly	ı	125,950	132,040	140,490
Interest Expense	operations cost	19,249	11,640		
Management Contracts		246,350	258,530	254,360	262,680
TOTAL FUNDING USES	1 11	9,813,448	10,891,620	11,390,020	12,111,080

Capital Expenditures	Actual Capital Expenditures FY 2017-18	Amended Capital Budget FY 2018-19	Projected Capital Budget FY 2019-20	Projected Capital Budget FY 2020-21	Projected Capital Budget FY 2021-22	Projected Capital Budget FY 2022-23	Projected Capital Budget FY 2023-24
Capital/Studies: Computer System Maintenance/Upgrades Miscellaneous Capital	40,183	43,830	46,020	48,320	50,740	53,280	55,940
Facility Improvements	17,452	- r	'	'	'	1	T
Maintenance Equipment Rotary Lift/Wireless Lift	16,/UI -	25,310 -			1 1	1 1	
Passenger Protection 1300 buses	1	ı	1	1	1	1	I
Specialized Maintenance Tools	1 4	85,200	89,460	1	1	1	I
Desks and Office Equipment Radios	4,4/2	- - 1000/01		6,600			
Vehicle ITS/Camera System	102,138	61,370			1		
Bus Stop Improvements/Bus Stop Solar Lighting Bus Rehabilitation	90,747	240,820	252,860	265,500 -	- 278,780		307,360
RouteMatch Dispatching Software/Call Back System			•	1			
Support Vehicles	1	18,000	•	56,700	63,000	'	I
40' Coaches		3,140,380		631,800	1,326,700	4,875,600	1
Irolley replacement vehicles Cutaway and Dial A Ride Vehicles		- 81,520	- 880,700	- 113,900	1 1	253,300 133,000	1 1
Runabout Vehicles	,	729,320	555,200	261,300	316,600	1	1
Total Capital Outlay	271,693	4,435,750	1,824,240	1,384,120	2,035,820	5,607,900	363,300
Loan Pay down	200,595	211,670		'	I	I	I
Short Range Transit Plans - Nipomo Elks Lane Project Deseo Pronter Trunchements	- 48,596 840 637	22,750 2,671,700 -	499,990	- 12,500,000 -	12,500,000		
	100/010						
TOTAL FUNDING USES	1,370,521	7,341,870	2,324,230	13,884,120	14,535,820	5,607,900	363,300

ay Total Projected sed Proposed Budget 9-20 FY 2019-20 FY 2020-21	450         13,710         13,710           12,960         363,430         363,430	<b>11,510 341,580</b> 352,870	946,320	2	620 18,900 20,360 8,520 239,000 239,000	154,050	<b>4,970 139,270</b> 156,330 <b>990 27,880</b> 28,290	<b>60,620 1,798,620 </b> 1,921,770	<b>10,620 315,110</b> 5,087,620	<b>700 21,200</b> 22,540	•	83,450 2,476,510 7,384,800	<b>72,830 2,161,400</b> 2,297,180
Saturday Sunday Proposed Proposed Budget Budget FY 2019-20 FY 2019-20	670 19,170 12,	17,110 11,	m		60	8,130 5,			15,780 10,	1,040	ı	124,010 83,	108,230 72,
Weekday Proposed Budget FY 2019-20	0 <b>12,590</b>	312,960	8		0 17,360 0 217,870		0 126,950 0 25,420	1,6	0 288,710	19,460	0	0 2,269,050	0 1,980,340
Total Adopted Budget FY 2018-19	13,870 376,810	323,920	839,420	81,210 190,380	225.330	163,980	156,180 28.830	1,709,100	2,380,190	20,030	2,510	4,435,750	2,055,560
											s cost		
	Hours Miles	Instructor: Total Administration (Net of Contracts)			Labor - Maintenance Workers Comp hourly miles		Maintenance (parts, supplies, materials) miles Maintenance Contract Costs	Total Operations	Total Capital Outlay	hourly	operations cost	FOTAL FUNDING USES	TOTAL NON-CAPITAL EXPENDITURES

Route 10		Total Adopted Budget FY 2018-19	Weekday Proposed Budget FY 2019-20	Saturday Proposed Budget FY 2019-20	Sunday Proposed Budget FY 2019-20	Total Proposed Budget FY 2019-20	Projected Budget FY 2020-21
H M	Hours Miles	11,670 371,440	10,230 323,240	620 19,690	370 11,870	11,220 354,800	11,220 354,800
Total Administration (Net of Contracts)		288,250	270,110	16,400	9,820	296,330	305,830
	hourly	706,270	706,110	42,790	25,540	774,440	833,710
	hourly hourly	68,330 160,190	48,190 155,660	2,920 9,430	1,740 5,630	52,850 170,720	56,900 183,890
Labor - Maintenance Workers Comp Fuel	nourly miles	19,990 222,120	14,100 212,570	850 12,950	510 7,810	15,460 233,330	16,660 233,330
Insurance Maintenance (narts sunnlies materials) m	miles miles	161,630 153 960	137,020 123 860	8,350	5,030	135,400	160,910
	miles	28,420	24,800	1,510	910	27,220	27,610
Total Operations	I	1,520,910	1,422,310	86,340	51,720	1,560,370	1,665,620
Capital/Studies: Total Capital Outlay		2,118,120	249,180	15,130	9,060	273,370	4,409,490
<b>Contingency</b> he	hourly	16,850	15,810	960	570	17,340	18,450
Interest Expense	operations cost	2,120			·		
TOTAL FUNDING USES		3,946,250	1,957,410	118,830	71,170	2,147,410	6,399,390
TOTAL NON-CAPITAL EXPENDITURES		1,828,130	1,708,230	103,700	62,110	1,874,040	1,989,900

Route 12, 14 and 15		Total Adopted Budget FY 2018-19	Weekday Proposed Budget FY 2019-20	Saturday Proposed Budget FY 2019-20	Sunday Proposed Budget FY 2019-20	Total Proposed Budget FY 2019-20	Projected Budget FY 2020-21
. Molinicherstrum	Hours Miles	11,330 320,820	9,570 273,270	530 12,260	390 10,580	10,490 296,110	10,490 296,110
Total Administration (Net of Contracts)	ts)	268,360	244,160	12,680	9,790	266,630	275,350
Service Delivery: Labor - Operations I ahor - Onerations Workers Comp	hourly hourty	685,710 66 340	660,560 45 080	36,580	26,920 1 840	724,060	779,470
Labor - Maintenance Workers Comp Labor - Maintenance Workers Comp	hourly	155,520	13.190	8,060	5,930	159,610	171,930
Fuel	miles	191,850	179,710	8,060	6,960	194,730	194,730
Insurance Maintenance (parts, supplies, materials)	miles	132,970	104,710 104,710	4,700	4,480	113,460	124,300 127,370
Maintenance contract costs Total Operations	nns Dns	1,415,970	1,285,670	940 66,770	51,530	1,403,970	1,499,630
Capital/Studies: Total Capital Outlay	lay	1,971,960	225,240	11,700	020'6	245,970	3,970,060
Contingency	hourly	16,370	14,790	820	600	16,210	17,250
Interest Expense	operations cost	2,050	,	,	,	•	
TOTAL FUNDING USES		3,674,710	1,769,860	91,970	70,950	1,932,780	5,762,290
TOTAL NON-CAPITAL EXPENDITURES		1,702,750	1,544,620	80,270	61,920	1,686,810	1,792,230

ed Projected t Budget -20 FY 2020-21	<b>27,120</b> 27,120 <b>450,870</b> 450,870	<b>597,220</b> 618,320	871,930 2,015,170 127,750 137,530 412,660 444 480		<b>191,120</b> 204,480	<b>172,770</b> 193,940 <b>34,600</b> 35,090	<b>,720</b> 3,367,460	<b>609,080</b> 303,130	<b>41,910</b> 44,590		<b>,930</b> 4,333,500	<b>,850</b> 4,030,370	
Total Proposed Budget FY 2019-20	27 450	597	1,871,930 127,750 417,660	37	191	172 34	3,144,720	609	41		4,392,930	3,783,850	
Total Adopted Budget FY 2018-19	27,330 453,750	554,860	1,654,040 160,030 375 150	46,830	2/1,340 197,460	188,080 34,720	2,927,650	790,020	39,470	4,960	4,316,960	3,526,940	
	Hours Miles	s)	hourly hourly hourly	hourly	miles	miles miles	IS	,	hourly	operations cost			
Runabout	a de la contra de la	Administration: Total Administration (Net of Contracts)	Service Delivery: Labor - Operations Labor - Operations Workers Comp Labor - Maintenance	Labor - Maintenance Workers Comp	Fuel Insurance	Maintenance (parts, supplies, materials) Maintenance Contract Costs	Total Operations	Capital/Studies: Total Capital Outlay	Contingency	Interest Expense	TOTAL FUNDING USES	TOTAL NON-CAPITAL EXPENDITURES	

d Projected : Budget 2020-21	<b>80</b> 99,450	50 258,310 80 17,630 56,980 5,160 20,20,700	D		<b>30</b> 25,040	<b>50</b> 769,270	<b>60</b> 655,370
Total Proposed Budget FY 2019-20	96,180	239,950 16,380 52,900 4,790 20,700	14,940 44,900 63,590 29,660 5,940 493,750		23,530 - -	613,460	613,460
Adopted Budget FY 2018-19	97,630	194,140 18,780 44,030 5,500 19,900	13,410 43,900 61,750 29,970 5,530 436,910	81,520	21,850 22,750 -	660,660	556,390
	cts)	hourly hourly hourly miles			nourly operations cost		
County Services	Administration: Total Administration (Net of Contracts)	Service Delivery: Labor - Operations Labor - Operations Workers Comp Labor - Mantenance Labor - Mantenance Workers Comp Fuel	Insurance Special Transit (Senior Vans, Incentives, etc) Avita Trailey Maintenance (parts, supplies, materials) Maintenance Contract Costs Total Operations	Capital/Studies: Total Capital Outlay	Contingency Short Range Transit Plans - Nipomo Interest Expense	TOTAL FUNDING USES	TOTAL NON-CAPITAL EXPENDITURES

#### **RTA Staff Salary Schedule**

#### Effective July 1, 2019

SLORTA POSITION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
Administrative Assistant	\$43,049.03	\$45,201.50	\$47,461.58	\$49,834.65	\$51,828.04	\$53,382.89	\$54,450.54
Accounting Technician	\$45,201.50	\$47,461.58	\$49,834.65	\$52,326.38	\$54,419.44	\$56,052.02	\$57,173.06
Transit Training Instructor	\$49,834.65	\$52,326.38	\$54,942.70	\$57,689.84	\$59,997.42	\$61,797.35	\$63,033.29
Transit Training Instructor/Mobility Specialist	\$49,834.65	\$52,326.38	\$54,942.70	\$57,689.84	\$59,997.42	\$61,797.35	\$63,033.29
Lead Supervisor	\$60,574.33	\$63,603.04	\$66,783.19	\$70,122.36	\$72,927.25	\$75,115.07	\$76,617.37
Human Resources Officer	\$62,088.68	\$65,193.12	\$68,452.77	\$71,875.41	\$74,750.44	\$76,992.95	\$78,532.80
Grants Administrator	\$62,088.68	\$65,193.12	\$68,452.77	\$71,875.41	\$74,750.44	\$76,992.95	\$78,532.80
Maintenance Supervisor	\$70,122.36	\$73,628.46	\$77,309.89	\$81,175.38	\$84,422.41	\$86,955.07	\$88,694.17
Manager, Marketing and Community Relations	\$71,875.41	\$75,469.17	\$79,242.64	\$83,204.77	\$86,532.97	\$89,128.94	\$90,911.52
Manager, Grants	\$71,875.41	\$75,469.17	\$79,242.64	\$83,204.77	\$86,532.97	\$89,128.94	\$90,911.52
Manager, Safety and Training	\$71,875.41	\$75,469.17	\$79,242.64	\$83,204.77	\$86,532.97	\$89,128.94	\$90,911.52
Manager, Maintenance and Facilities	\$85,234.16	\$89,495.87	\$93,970.66	\$98,669.20	\$102,615.96	\$105,694.44	\$107,808.34
Manager, Operations	\$98,669.20	\$103,602.66	\$108,782.78	\$114,221.92	\$118,790.80	\$122,354.52	\$124,801.61
Deputy Director/CFO	\$119,933.03	\$125,929.68	\$132,226.16	\$138,837.48	\$144,390.98	\$148,722.71	\$151,697.16

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