



RTD

RTD/Foothill Transit Zone

**Review of
Marginal Cost Analysis Approach**

July, 1991



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for Business™**

**RTD/FOOTHILL TRANSIT ZONE
REVIEW OF MARGINAL COST ANALYSIS APPROACH**

SUPPLEMENTAL INFORMATION

The "RTD/Foothill Transit Zone -- Review of Marginal Cost Analysis Approach" report, (Coopers & Lybrand [C&L], July 3, 1991), reviewed the marginal cost analysis of Southern California Rapid Transit District (SCRTD) and Foothill Transit Zone (FTZ) costs of operating the lines that SCRTD turned over to FTZ in fiscal years 1989 and 1990. The period of analysis of costs was fiscal year 1990. This analysis was prepared by SCRTD and reviewed by C&L.

The basic premise of the report was that the modified fully-allocated costing technique utilized by Ernst & Young (E&Y) under Los Angeles County Transportation Commission guidelines was an inappropriate costing methodology in this case and that marginal, or avoidable costing, is the generally accepted costing methodology for this type of decision. The report discusses this point in more detail.

However, while it is our position that fully allocated costing is not the proper methodology for an outsourcing decision, the facts are that the Commission has adopted fully allocated costing as the standard that it will apply. Therefore, we have examined the fully allocated costings that the Commission has produced.

The first important point is that the costing required by the Commission is not fully allocated costing, as that term is used by the accounting profession or the Urban Mass Transportation Administration. The Commission methodology, for example, does not consider capital cost or costs incurred by other agencies on behalf of the new operator. (Capital costs are generally those costs related to assets used over an extended period of time, such as buses, which generally have 12-year useful lives, or maintenance facilities, which have useful lives of approximately 30 years.) These exclusions have the impact of making the SCRTD appear to be more costly, in relationship to FTZ, than would the use of a more "standard" application of fully allocated costing.

The Commission methodology also ignores the many environmental differences between the SCRTD's and the FTZ's operations. For example, the oldest FTZ buses used in the study period had no more than 19 months of service (this would be for the buses placed in service in early December of 1988, measured at the end of June 1990) and all were under manufacturer's warranty during the entire period of the study. The average SCRTD bus was approximately seven years of age (well into middle age for buses, which are generally accepted to have a 12-year life) and less than 20% were under warranty during FY90.

In response to this requirement, the District also did our own analysis of fully allocated costs of SCRTD and FTZ for the lines

under discussion. We utilized a more standard definition of fully allocated costs that included capital costs. The line-by-line costing was done using the same basic model that was utilized for the marginal cost study. The difference was, of course, that all costs, not just marginal costs, were included. We also made the same adjustments for costs incurred by others, differences in operating environments, etc., that were made for the marginal cost analysis.

Finally, we made an additional computation of FTZ's costs. FTZ and other local governmental entities have incurred a large amount of one-time, start-up expenses related to the organization, formation, and commencement of service of FTZ. In our marginal cost analysis report, and in our fully allocated cost analysis discussed above, we ignored all such one-time and start-up costs. However, these costs are real cash costs to the taxpayers and should be considered in any rational analysis of the relative costs of SCRTD and FTZ services.

While we have not been able to identify all of these costs, we have been able to identify over \$3 million to date and we believe that the total is almost certainly in excess of \$4 million. The two biggest components of these start-up costs have been legal costs and the lease costs of buses that FTZ has no current use for.

From FTZ's FY90 audited financial statements, we know that FTZ's FY90 legal expenses were \$410,959. Since the Superior Court trial took place entirely during FY89, it is likely that the FY90 costs are only a fairly small portion of FTZ's total start-up legal costs. (The then-Executive Director of FTZ was quoted in a local newspaper as stating that their start-up legal expenses were in excess of \$20 million, but we believe this to be incorrect.) We have heard estimates of legal costs of \$2 million from various sources, which we believe to be a reasonable estimate based on facts known to us. In addition, SCRTD has incurred approximately \$250,000 of additional legal costs to date in this matter.

FTZ entered into a lease agreement for buses to bring their total fleet size to 102 vehicles, a number sufficient to operate all routes that they planned to take over. However, when the Superior and Supreme Courts did not turn over several routes to FTZ as they had anticipated, FTZ had no use for these buses. FTZ failed to include any provisions in the lease agreement that would allow them to not accept the buses in such an event and therefore they were forced to accept delivery. They have sub-leased at least some of these buses to other operators for periods of time. For FY91, the depreciation and interest on buses leased by FTZ but not utilized for FTZ transit service appeared to be \$1,653,903 (not reflecting any possible revenues from sub-leases to other operators). The net expense for FY90, after deducting sub-lease income of \$40,942, was \$541,457. The FY92 net cost will depend primarily upon the pace of turnover of lines to FTZ.

When the FY90 allocation of start-up costs are added to the FTZ on-going costs, the differences in cost are as represented on the enclosed schedule. While the E&Y report (July 1991) shows a cost savings per vehicle service hour of 43% (fully allocated, not including one-time, start-up costs), our analysis produces a cost savings of 18.62% under this methodology. The cost savings are far lower under all other methodologies and, in fact, when marginal costs, including start-up costs are compared, FTZ was 21.69% more expensive.

The allocation of start-up costs in this manner should not be used to imply that FTZ's on-going costs in future years will be at this level. There are various methodologies that could be considered appropriate for analysis of start-up costs, and the methodology utilized is only one of them.

If the marginal cost differences for FY90 between SCRTD and FTZ continue into future years, it appears highly doubtful that future operating cost savings, if any, will recoup the investment in start-up costs in less than a period of many years or decades, if ever.

LEAD SCHEDULE
SUMMARY OF COSTS BY COSTING METHODOLOGY
SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT
AND FOOTHILL TRANSIT ZONE
YEAR ENDED JUNE 30, 1990

COSTS PER HOUR

	Foothill Transit Zone		
	-----	-----	Southern
	Including	Not	California
	Start-Up	Including	Rapid
	Costs	Start-Up	Transit
	-----	-----	District
	-----	-----	-----
Fully Allocated Cost	\$98.74	\$80.47	\$98.88
Marginal Cost	\$98.74	\$80.47	\$81.14

PERCENTAGE CHANGE
FROM SCRTRD COSTS

Fully Allocated Cost	-0.14%	-18.62%
Marginal Cost	21.69%	-0.83%

SCHEDULE 10
 FOOTHILL TRANSIT ZONE
 MARGINAL COSTS INCLUDING START-UP COSTS
 YEAR ENDED JUNE 30, 1990

		Notes -----
Marginal Cost Per Hour	\$80.47 -----	1
FY90 Known Start-Up Costs	1,082,490 -----	2
E&Y Zone Evaluation Study Divided By: Three-Year Term of Study	348,986 3 -----	2
FY90 Allocation of E&Y Study Cost	116,329 -----	Calculation
Total FY90 Start-Up Costs Divided By: FY90 FTZ Service Hours	1,198,818 65,609 -----	Calculation 1
FY90 Start-Up Costs Per Hour of Service	18.27 -----	Calculation
Total FY90 Cost Per Hour	\$98.74 =====	

NOTES

- 1 Per Schedule 1
- 2 Per Exhibit B

SCHEDULE 11
SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT
AVOIDABLE COSTS OF TRANSFER OF TRANSIT SERVICE TO FTZ
YEAR ENDED JUNE 30, 1990

LINE	REV. OPERATED BY FTZ (NOTE 1)	HOUR OPERATING COST/HOUR (NOTE 2)	EXTENSION	NOTES
178	8,907	\$82.47	\$734,560	
185	9,904	86.70	858,677	
274/276	14,577	81.75	1,191,670	
280	12,295	78.09	960,117	
495	9,425	148.37	1,398,387	
498	10,501	148.15	1,555,723	
Totals	65,609		6,699,134	Calculation
Divided By Revenue Hours			65,609	3
Average Cost Per Revenue Hour			102.11	Calculation
Interest Revenue			(4,985,986)	4
Divided By: SCRTD Total Revenue Hours for FY90			6,953,650	5
Interest Revenue Per Hour			(0.72)	Calculation
Graffiti/Vandalism Adjustment			(0.96)	6
Bus Warranty Adjustment			(1.55)	7
Fully Allocated Cost Per Hour			\$98.88	Calculation

NOTES

- 1 E&Y report, Worksheet 4
- 2 Per Schedule 12 (Includes Depreciation, Amortization, and Interest Expense; does not include Interest Revenue)
- 3 Per Schedule 1
- 4 SCRTD General Ledger, Final June 1990
- 5 SCRTD Section 15 Report, Form 406
- 6 As Per Schedule 9
- 7 As Per Schedule 10

July 3, 1991

Mr. Thomas A. Rubin
Controller-Treasurer
Southern California Rapid Transit District
425 South Main Street
Los Angeles, California 90013

Dear Mr. Rubin:

As requested, we have performed the analysis of alternative methods of measuring the impacts of route changes to the Southern California Rapid Transit District (SCRTD) cost structure. In this connection, we provided you with our letter of understanding dated May 31, 1991, which outlined the scope of the engagement. The overall objective of our consulting project was to provide you with our evaluation of the assumptions you utilized to prepare the analysis based on marginal cost concepts and to provide you with adjustments we deemed appropriate, under the circumstances.

The scope of our work included the following major work steps:

• Preparing a summary level report explaining the objectives and uses of "marginal cost analysis" and how the techniques are used to identify the impacts of alternative courses of action.

• Reviewing the report prepared by Ernst & Young, in order to gain an understanding of their approach, methodology and analysis so that we could review their conclusions.

• Reviewing the report prepared by you as part of the overall analysis by the SCRTD of the impact of the Foothill Transit Zone changes.

• Meeting with you to gain an understanding of the assumptions used in your report and the basis of your calculations and subsequent analysis. Summarizing the assumptions for analysis and including them in our final report.

• Reviewing your report and verifying sources of data to appropriate underlying official books and records of the SCRTD.

Mr. Thomas A. Rubin
July 3, 1991
Page 2

Testing each assumption and resulting calculation of the impact on cost structures at SCRTD, based upon the principles of marginal cost analysis.

Evaluating the application of marginal cost concepts and the analysis of the impacts of route changes. Determining areas of analysis, or SCRTD calculations, with which we do not concur. Discussing these differences with you and assisting you in adjusting the presentation of analysis.

Determining and making adjustments to your analysis which we deemed to be appropriate in order to be consistent with marginal cost analysis concepts.

Because our review and analysis procedures were necessarily limited, they do not constitute an audit made in accordance with generally accepted auditing standards; accordingly, we do not express an opinion on any of the historical financial statements or any financial or other data included in the accompanying report, which also sets forth our comments and findings. Had we performed additional procedures or had we made an audit of the financial statements in accordance with generally accepted auditing standards, other matters might have come to our attention that would have been reported to you.

In addition, because the procedures described above do not constitute an audit of the unit volumes, depreciation, interest expense, overhead, warranty, and other operating characteristics in accordance with standards established by the American Institute of Certified Public Accountants ("AICPA"), we do not express an opinion as to whether such operating characteristics included in this report, with our comments and findings, are presented in conformity with AICPA presentation and measurement guidelines for prospective financial information, or as to whether the underlying assumptions provide a reasonable basis for their presentation. Our review also did not include an independent verification of data and estimates provided to us by the SCRTD. Had we performed additional procedures or had made an audit of the projected operating characteristics in accordance with AICPA standards, other matters might have come to our attention that would have been reported to you.

After you and your associates have had an opportunity to review this report, we will be pleased to answer any questions you may have. Please contact Mr. James G. McCoy at (213) 482-6224.

Very truly yours,

Coopers & Lybrand

SCRTD/Foothill Transit Zone
Cost Analysis

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SCRTD/Foothill Transit Zone
Cost Analysis

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Southern California Rapid Transit District

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I. Executive Summary

A marginal cost analysis comparing the operating costs of the Foothill Transit Zone (FTZ) and the Southern California Rapid Transit District (SCRTD) resulted in comparative Net Marginal Cost Per Revenue Hour of \$80.47 and \$81.14, respectively. This represents a difference of approximately 0.8% in marginal operating costs. The analysis was prepared by the SCRTD and reviewed by Coopers & Lybrand for accuracy, consistency with marginal cost principles, and reasonableness of assumptions and estimates.

The Foothill Transit Zone was established under the Los Angeles County Transportation Commission (LACTC) guidelines to operate several bus routes that had previously been operated by the Southern California Rapid Transit District. In this connection, a report was prepared, as required by the LACTC guidelines, that compares the operating costs of the FTZ for the fiscal year ending June 30, 1990, to the estimated cost for the SCRTD to operate the same bus services. The LACTC guidelines require an analysis that is a variation of the Urban Mass Transit Administration (UMTA) full absorption cost requirements, excluding capital costs and costs incurred by other agencies.

The basis used for the comparative evaluation of the Foothill Transit Zone commissioned by LACTC did not incorporate specific normal operating costs, such as expected maintenance. In addition, the report did not account for certain economies and efficiencies existing in the SCRTD operations, including a higher number of revenue service hours per bus. As a result, the SCRTD prepared an analysis comparing operating costs of the SCRTD and the FTZ for FTZ bus lines operated. The SCRTD analysis utilizes a marginal costing approach to compare costs. The marginal cost basis used includes other normal costs of operating that were not part of the initial FTZ operating costs. In addition, "cost per revenue hour" was used as a basis for comparative measure.

This review evaluates the marginal cost analysis basis used by SCRTD to compare the FTZ and SCRTD normal operating costs on a consistent basis. It is recognized that the SCRTD analysis is not intended to be a fully allocated cost model, and, as such, does not fulfill the reporting requirements established by the LACTC Guidelines. However, a marginal cost or incremental cash basis analysis can be a useful alternate approach for evaluating the initial 3 to 5 year changes in operational costs.

The marginal cost approach in this analysis is to compare the current variable cost for SCRTD to operate the bus lines currently operated by the Foothill Transit Zone against the known and imputed costs associated with FTZ operations. In this connection, the marginal operational cost of FTZ is the current total operational cost adjusted for marginal costs associated with stable longer-term operations. The marginal operational cost of the SCRTD includes the overall SCRTD marginal cost to operate adjusted for differences in the FTZ area.

- (1) Overall SCRTD Marginal Cost To Operate
- (2) ± Adjustments for Differences in FTZ Operating Conditions

SCRTD Marginal Cost To Operate FTZ Routes

=====

- (3) FTZ Operating Costs
- (4) ± Adjustments of FTZ Costs for Stable Operations

FTZ Marginal Cost To Operate FTZ Routes

=====

See Exhibit A, SCRTD/FTZ Comparative Summary Analysis, for a summary of the cost components included in the marginal cost analysis.

EXHIBIT A
 SCRTD/FTZ COMPARATIVE SUMMARY ANALYSIS

YEAR ENDED JUNE 30, 1990

RTD COSTS	MARG. COST/ REV. HOUR	FTZ COSTS	MARG. COST/ REV. HOUR
Overall Marginal Cost (marginal portion of all costs, including costs for bus operation and maintenance, labor and supplies, management, advertising, insurance and other overhead).	\$79.80	Transit operation (contractor charges for bus operation and maintenance, labor and supplies, and contractor overhead/profit). Management service contract SCRTD charges (includes El Monte Busway related fees, charges for Stops and Zones work; does not include "2LA-RIDE" costs). Office costs Charges for Los Angeles County services Advertising costs Joint Powers Authority Board costs Insurance costs	\$52.40 \$4.57 \$1.35 \$0.55 \$0.60 \$0.24 \$0.07 \$0.04
Police costs removed.	(\$0.67)	(Police services provided by local communities at no cost to FTZ).	-
Sub-total	\$79.13	Sub-total	\$59.83
(N/A)	-	Imputed interest cost of FTZ's interest free loan from the LACTC added.	\$3.19
(Costs reflect operation of "2LA-RIDE" customer service function).	-	Cost of FTZ's portion of "2LA-RIDE" customer service function added.	\$2.20
(Maintenance costs reflect cost of unit rebuilds).	-	Amortized cost of unit rebuilds added.	\$0.99
Graffiti costs reduced.	(\$0.96)	(Maintenance costs reflect lower incidence of graffiti).	-
Maintenance costs reduced as if all buses under warranty.	(\$1.55)	(Maintenance costs reflect fact that all buses are under warranty).	-
Depreciation associated with equivalent bus service on FTZ routes	\$4.41	Depreciation associated with (capital lease) buses actually utilized	\$8.95
Net of: all interest expense, and all interest revenue	\$0.11	Net of: interest expense for (capital lease) buses actually utilized, and all interest revenue	\$5.31
Net Marginal Cost per Revenue Hour	\$81.14	Net Marginal Cost per Revenue Hour	\$80.47

There are four categories in the analysis where assumptions are used in the SCRTD Marginal Cost Approach, as follows:

1) Overall SCRTD Marginal Cost To Operate

- Percentage estimates were used to separate bus costs from total SCRTD costs.
- Line item costs were allocated among fixed and variable cost categories.
- Unit costs were multiplied by the unit volumes incurred by the SCRTD when they operated the routes, rather than by unit volumes incurred by the FTZ.
- Bus depreciation costs were the only depreciated costs considered to be variable.
- Bus depreciation for the SCRTD is allocated on the basis of Revenue Hours.

2) Adjustments for Differences in FTZ Operating Conditions

- An estimated percentage (33%) was used to lower graffiti costs for the FTZ area.
- The transit operator serving the FTZ area does not need to provide its own police service because local service is utilized.

3) FTZ Operating Costs (including imputed costs)

- The FTZ is partially funded by an interest-free loan against which a cost of capital was charged -- 8.7%. This represents the actual average rate of 8.7% that could have been earned by the County in the "Short-Term (Investment) Pool" for 1990.
- The FTZ was charged for the "2LA-RIDE" computerized customer information service operated by the SCRTD for the Foothill Transit Zone.
- FTZ's costs only included the capital costs of buses actually used in service.

4) Adjustment of FTZ Costs For Stable Operations

- The FTZ will have unit rebuild costs sometime during the life of their buses. The FTZ's unit rebuild costs are expected to approximate the SCRTD costs.
- The FTZ is not expected to incur mid-life rebuild costs.
- SCRTD repair costs were adjusted as if all SCRTD buses were under warranty.

Based on the analysis of the SCRTD approach and underlying assumptions, specific assumptions were modified and adjustments were incorporated into the marginal cost model. Although it would have been preferable to adjust specific normal operating costs to the "FTZ Operating Costs," detailed operating information was not

available. In these instances, adjustments were made to the "SCRTD Marginal Cost to Operate."

The approach and analysis performed by the SCRTD was found not to be unreasonable as a basis for comparison. Although the cost allocation method used to determine the SCRTD marginal cost to operate was based on percentage estimates, these estimates were also found not to be unreasonable. In this connection, the marginal cost approach and the "cost per revenue hour" do provide a basis for comparative measure.

II. Background

The Los Angeles County Transportation Commission (LACTC) was formed by the California State Legislature to oversee and coordinate transportation in Los Angeles County. In 1986, the LACTC established Transportation Zone Guidelines (Guidelines) that allowed for the establishment of local transportation zones in "those areas where the Southern California Rapid Transit District (SCRTD) or the included municipal operators cannot otherwise provide adequate and responsive local transportation in a cost-effective manner."

According to the Guidelines, the operating costs of a new transit zone must be at least 15-25% lower (using one of several measurement criteria) than the operating costs of the existing provider. The Guidelines specify that a modification of the Urban Mass Transit (UMTA) fully allocated costing procedure be used when comparing operating costs of two competing services.

The Foothill Transit Zone (FTZ) was established under the LACTC Guidelines to assume responsibility for several bus routes that were being operated by the Southern California Rapid Transit District (SCRTD). In this connection, a report was prepared, as required by the LACTC guidelines, that compares the operating costs of the FTZ for the fiscal year ending June 30, 1990, to the estimated cost for the SCRTD to operate the same bus services. The LACTC guidelines use an analysis based on UMTA requirements that requires the use of full absorption cost analysis.

The Competitive Services Board was established by the Urban Mass Transportation Administration (UMTA) and the American Public Transit Association (APTA) as a forum for a broad section of public and private sector interests to consider issues related to the competitive provision of transit services. This board has established principles on cost comparisons in competitive bidding that call for the use of a fully allocated costing procedure. These principles specify: "Fully allocated costs include all direct and shared costs of capital, operations, and administration attributable to

the services under consideration for competition. Fully allocated cost comparisons in competitive bidding require that all public-sector costs be shown with an explanation of what is attributable and what is not. Such cost comparisons will provide the information necessary for decision makers to assess both the short-run and long-run cost implications of public versus private-sector transit operations. In the evaluation of the bids, however, decision makers should take into account the fact that upon contracting out existing service, some or all of the shared public-sector costs may not produce cost savings for the public agency, and the fact that public operators bidding on new services under fully allocated costs may not actually incur some of the costs identified."

The basis used for the comparative evaluation of the Foothill Transit Zone commissioned by LACTC did not incorporate specific normal operating costs, such as expected maintenance. In addition, the report did not account for certain economies and efficiencies existing in the SCRTD operations, including a higher number of revenue service hours per bus. As a result, the SCRTD prepared an analysis comparing operating costs of the SCRTD and the FTZ for FTZ bus lines operated. The SCRTD analysis utilizes a marginal costing approach to compare costs. The marginal cost basis used includes other normal costs of operating that were not part of the initial FTZ operating costs. In addition, "cost per revenue hour" was used as a basis for comparative measure.

This review evaluates the marginal cost analysis basis used by SCRTD to compare the FTZ and SCRTD normal operating costs on a consistent basis. It is recognized that the SCRTD analysis is not intended to be a fully allocated cost model, and, as such, does not fulfill the reporting requirements established by the LACTC Guidelines. However, a marginal cost or incremental cash basis analysis can be a useful alternate approach for evaluating the initial 3 to 5 year changes in operational costs. As time goes by the cost savings will tend to move from the original marginal cost towards the fully allocated costs.

III. Approach

A. Review of Available Documentation

To provide a current understanding of the issues involving the SCRTD/FTZ operating cost analysis, known pertinent documentation was reviewed:

1. Cost Reporting Guidelines:

- Fully Allocated Cost Analysis, Guidelines for Public Transit Providers, (UMTA)
- Transportation Zone Guidelines, (LACTC)
- Transit Performance Measurement (TPM) Program, (LACTC)
- How to Complete the Three-Variable Cost Allocation Worksheets, (SCRTD notes for LACTC specified report)

2. Financial and Statistical Reports:

- Evaluation of the Foothill Transit Zone, Fiscal Year 1990 Report to the Los Angeles County Transportation Commission, (Ernst & Young, draft version dated 5/20/91)
- Foothill Transit Zone (A Joint Powers Authority), Financial Statements for the Years Ended June 30, 1989 and 1990 with Independent Auditors' Report Thereon, (Miranda, Strabala & Associates)

- Southern California Rapid Transit District, Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 1990, (Coopers & Lybrand)
- Southern California Rapid Transit District, (UMTA) Section 15 Report for Fiscal Year 1990, (SCRTD)
- Southern California Rapid Transit District, (UMTA) Section 15 Report for Fiscal Year 1989, (SCRTD)

3. SCRTD Marginal Cost Analysis and Related Documents:

- Southern California Rapid Transit District and Foothill Transit Zone Marginal Cost Analysis, and all supporting schedules and sub-models
- Various letters from the SCRTD management regarding cost analysis methodology in the Ernst & Young report and in the SCRTD marginal cost analysis

B. Analysis of Marginal Cost Approach and Model

The SCRTD marginal cost analysis approach was analyzed to verify the accuracy of calculations, consistency of assumptions and marginal cost principles used to derive the final Cost per Revenue Hour figures for the SCRTD and FTZ. In addition, each numerical figure in the calculations was traced back to either published financial statements or statistical reports, or to assumptions. Each assumption was documented and reviewed for its reasonableness based on the availability of information. The analysis process included informational interviews with the Controller-Treasurer of the SCRTD. In addition, we interviewed the Senior Planner at the SCRTD responsible for SCRTD unit cost sub-model. As a result of the detailed review, certain assumptions were modified and presentation of financial information

was adjusted. The data in the SCRTD marginal cost analysis was compared against audited financial statements and was found to reconcile.

IV. Objectives and Uses of Marginal Cost Analysis

The basis of the marginal or incremental cost approach is to evaluate the additional costs associated with increases or decreases in service levels or operations from an existing base. The marginal cost of added service levels is the difference between the cost of producing between smaller and larger levels of output. The marginal cost is generally associated with the variable costs of producing "n-units," assuming fixed costs remain the same. If, however, fixed costs must be increased; e.g., through the addition of a new plant and equipment, then these costs should be considered marginal costs. In this connection, fixed costs have long-term implications and do not increase or decrease in the short-term as a result of increasing or decreasing service levels.

Fully-allocated cost analyses implicitly assume that all costs are directly related to the level of service provided. Many of SCRTD's fixed and administrative costs are more influenced by governing boards and Federal policy, organizational structure and fixed capital plant than by service levels. The fully-allocated cost model assumes that such costs are directly related to the quantity of service levels provided, and thus projects pro rata savings based on reduced service levels.

Long-term financial forecasts, and the fully allocated cost projections upon which they are based assume that the SCRTD has the ability to modify quickly the structure that was assembled to operate the pre-privatized service. This includes a large administrative staff and significant fixed assets that may be less efficiently deployed as a result of reducing service levels. SCRTD's net in-house cost to operate include "retained functions." Retained functions include various operations and administrative functions that SCRTD continues to provide regardless of whether or not it operated the routes allocated to FTZ. Many of these functions represent system-wide responsibilities that could not be economically privatized or that SCRTD was specifically mandated to perform.

The theoretical argument of using full absorption cost accounting is to provide a measure of idle capacity and not cost of service levels. The use of marginal or incremental costs for comparative purposes relates more closely to operational efficiencies for incremental services provided. In this connection, excess capacity or administrative costs are not included with the efficient marginal cost of production. As such, an entity that is required to maintain retained functions and significant fixed overhead can be more fairly compared against a privatized operation through the marginal cost basis. Thus for purposes of analyzing the actual costs associated with adding new service levels or actual costs avoided, the marginal cost approach is a more appropriate fit. The first several years after operational or service level changes, marginal cost analysis is a better forecaster of actual cash costs. After several years, the fully allocated cost basis becomes a better basis for measuring the impact of changes in operations and service levels.

Additional other costs that are typically evaluated during the marginal cost analysis approach include imputed and sunk costs. As an example, imputed costs would include interest charges as related to the loan provided by the County to the FTZ. Sunk costs would include the costs associated with start-up of an operation, including litigation, feasibility studies, and unused buses (unused capacity). Other sunk costs would involve the idle capacity of the SCRTD operations remaining after the bus line routes are reduced. The following standard definitions pertain to imputed and sunk costs and the basis for their consideration in the SCRTD's marginal cost evaluation:

Imputed Costs

The imputed costs represent the cost or value of a resource measured by its use value. Imputed costs do not involve actual cash outlay nor are they recorded on the books. Interest on invested capital, rental value of company-owned properties or services are types of imputed costs.

There are no direct financial reporting requirements that require inclusion of imputed costs; however, in making comparisons and in reaching a decision, the inclusion of imputed costs is relevant and important.

Sunk Costs

Sunk costs are the irrecoverable costs in a given situation. The expenditure having been made in the past, or being required to be made in the future, its chances for recovery are almost nil. Sunk costs can play a part in reaching the decision to abandon or continue operations. The essential feature of sunk costs in making managerial decisions is the implications of historical costs on the cash flows of new proposed operations.

Although imputed costs can be calculated and included as part of a model to evaluate and compare marginal costs, sunk costs cannot be included as an element of the model. Sunk costs are more closely associated with the overall cost of doing business and of putting assets in place for production. However, the one time sunk costs may be enough to keep a business from entering into new operations or abandoning existing plant and equipment.

The following exhibit (See Exhibit B, FTZ Start-up and One Time Costs) was prepared by SCRTD based on various sources as outlined in the supporting notes on the exhibit. This exhibit identifies costs exceeding \$1.6 million associated with the start-up of the FTZ. While such costs are already sunk costs for the FTZ, start-up costs or irrecoverable costs should be identified and included as part of the total cash flow requirements of any planned new business operations.

EXHIBIT B
 FTZ START-UP AND ONE TIME COSTS

YEAR ENDED JUNE 30, 1990

		NOTES
FY90 Known Start-up Costs		
Legal Costs	\$410,959	1
Depreciation on Vehicles Not Utilized for FTZ Service	263,416	2
Interest on Vehicles Not Utilized for FTZ Service	318,983	3
Prepayment Penalty on Conversion of Lease	55,074	4
SCRTD Legal Costs	75,000	5
Less: Lease Revenue on Vehicles Not Utilized for FTZ Service	(40,942)	1

Total FY90 Known Start-up Costs	1,082,490	Calculation

Non-FY90 Known Start-up Costs		
Non-FY1990 SCRTD Legal Costs	150,000	5
E&Y Zone Evaluation Study	348,986	6
SCRTD Cost of Transfer of Lines to FTZ	50,000	7

Total Non-FY90 Known Start-up Costs	548,986	Calculation

Total Known Costs	\$1,631,476	Calculation

Plus Other Start-up Costs		
Non-FY90 FTZ Legal Costs	<i>Estimated ></i> \$500,000	8
Zone Pre-Application Studies	<i>Estimated ></i> 100,000	9
Non-FY90 Depreciation and Interest on Buses Not Utilized for FTZ Service	<i>Estimated ></i> 1,620,303	10
Value of Foregone FY89 Interest	<i>Estimated ></i> 108,594	11
Value of Foregone FY91 Interest	<i>Estimated ></i> 195,862	11
LACTC Staff and Internal Costs	?	12
Los Angeles County Staff and Internal Costs	?	12
Local Police Costs	?	12

Total Other Start-up Costs	?	

Total Start-up Costs	\$1,631,476 + ?	

NOTES		
1	MS&A, Note J	
2	Total FTZ FY90 Depreciation (MS&A, Balance Sheet)	\$850,513
	Less: Depreciation on Buses Utilized for FTZ Service (Schedule 2)	587,097

	Depreciation on Vehicles Not Utilized for FTZ Service	\$263,416

(Notes continued on Page 2)		

NOTES - continued

3	Total FTZ FY90 Interest Expense (MS&A, Balance Sheet)	\$744,925
	Less Interest on Buses Utilized for FTZ Service (Schedule 3)	425,942

	Interest on Vehicles Not Utilized for FTZ Service	\$318,983

4	MS&A, Statements of Income and Retained Earnings	
5	SCRTD Legal Department	
6	LACTC Meeting Minutes of August 22, 1990	
7	SCRTD Transportation and Maintenance Departments (NOTE: SCRTD has billed LACTC approximately \$155,000 for these costs. The amount shown is SCRTD estimate of what LACTC will actually pay, disregarding amounts in dispute.)	
8	Total amount unknown. However, since FY90 FTZ legal costs exceeded \$400,000, and the largest amount of legal work to date would appear to have incurred during FY89 when the Zone trial was conducted, it appears that total non-FY90 FTZ legal costs probably exceed \$500,000 to date.	
9	Amount unknown, but believed to be well in excess of \$100,000.	
10	Total depreciation & interest amount will not be known until final outcome of Zone litigation. Estimate assumes no additional routes will be transferred to FTZ during FY91.	
	Total FTZ Buses (MS&A, Notes C & D)	102
	Less: Buses Utilized in FTZ Service (SCRTD Estimate)	45

	Buses Not Utilized For FTZ Service	57
	Times: Depreciation Per Year Per Bus (Schedule 2)	\$15,025

	Depreciation on Buses Not Utilized for FTZ Service	\$856,439

	FY91 Bus Lease Interest (MS&A, Note C)	\$1,259,154
	Times: Portion of Buses Not Utilized for FTZ Service	57/90

	Interest on Buses Not Utilized for FTZ Service	\$797,464

	Less: Lease Revenues for Buses Not Utilized for FTZ Service	
	Buses Leased (Note 12)	2
	Times: Months Leased in FY91 (Note 12)	6
	Times: Monthly Lease Rate Per Month (MS&A, Note F)	\$2,800

	Lease Revenues for Buses Not Utilized	\$33,600

	Net Depreciation and Interest Costs on Buses Not Utilized for FTZ Service	\$1,620,303

(Notes continued on Page 3)

NOTES - continued

11	FY89 Imputed Interest Cost	
	County Purchased 12 Buses in October 1987	\$1,782,529
	Number of Months Buses Used in 1988/89	7/12

	Average Maintenance & Administrative 1988/89	\$1,039,809
	Balance for December thru June 30.	130,381

		1,170,190
	Average 1989 Interest Earned in County Investment Pool	9.28%

	FY89 Imputed Interest Calculation	\$108,594

	FY91 Imputed Interest Cost	
	Balance, June 30, 1990 -- MS&A, Balance Sheet	\$2,504,633
	Average 1991 Interest Earned in County Investment Pool	7.82%

	FY91 Imputed Interest Calculation	\$195,862

12 Amount Unknown

13 According to Note F of the FTZ financial statements on page 62 of the E&Y report, FTZ leased out 2 (two) buses from 2/22/90 to 12/31/90 for \$2800 per month per bus. Note F in the original MS&A report does not mention how many buses were leased out. However, the reported FY90 lease income of \$40,942 for those dates and that lease rate calculates to 3.4 buses. Two (2) buses were used for this cost estimate. Using 3.4 buses would lower net depreciation and interest costs to \$1.503 MM.

V. Analysis of SCRTD/FTZ Marginal Cost Model

- A. Cost per Revenue Hour as Basis of Measure
- B. SCRTD Marginal Cost Approach
- C. Discussion of Assumptions
- D. SCRTD Marginal Cost Model

A. Cost per Revenue Hour as Basis of Measure

The basis used for comparing operating costs in this analysis is Cost per Revenue Hour. Revenue Hours, also called Vehicle Service Hours, are defined in the Transit Performance Measurement (TPM) Program guidelines as "The total hours of travel that a transit service vehicle is in revenue service, including layover. Excludes hours consumed while traveling to and from storage facilities and during other deadhead travel." Revenue Hours must be tracked and reported to the Urban Mass Transportation Administration (UMTA) on UMTA Section 15 Form 406.

Cost per Revenue Hour is a widely used performance measurement. It must be reported to the LACTC under the TPM program, and it is one of the zone performance measurement criteria specified in the LACTC Zone Guidelines. Cost per Revenue Hour was also chosen by Ernst & Young in the Evaluation of the Foothill Transit Zone to "complete each of the cost comparisons required to evaluate the success of the Zone."

Cost per Revenue Hour is calculated by dividing total costs by Revenue Hours. While Revenue Hours are clearly defined and tracked, the type of analysis desired (fully allocated cost, marginal cost, or some variation thereof) drives what types of costs are included in "total costs." For the purposes of this analysis marginal costs are used.

The use of marginal costs is the major difference between the SCRTD marginal cost analysis and the Ernst & Young Evaluation of the Foothill Transit Zone report, which utilized a subset of the UMTA fully allocated costing methodology. As discussed above, a marginal cost analysis provides a more realistic measure of the short and medium term cost savings associated with the SCRTD transferring operation of the bus routes in question to the SCRTD. The short and medium term cost savings also represent the costs that would be incurred by the SCRTD if they resumed service on those routes.

B. SCRTD Marginal Cost Approach

The marginal cost approach in this analysis is to compare the current variable cost for SCRTD to operate the Foothill Transit Zone bus lines against the known and imputed costs associated with FTZ operations. In this connection, the marginal operational cost of FTZ is the current total operational cost adjusted for variable costs associated with stable longer-term operations. The marginal operational cost of the SCRTD includes the overall SCRTD marginal cost to operate adjusted for differences in the FTZ area.

- (1) Overall SCRTD Marginal Cost To Operate
- (2) ± Adjustments for Differences in FTZ Operating Conditions

SCRTD Marginal Cost To Operate FTZ Routes

=====

- (3) FTZ Operating Costs
- (4) ± Adjustments of FTZ Costs for Stable Operations

FTZ Marginal Cost To Operate FTZ Routes

=====

Notes:

- (1) Overall SCRTD Marginal Cost To Operate -- These are variable costs associated with adding or eliminating service levels based on the SCRTD operations. SCRTD developed estimated percentages for allocation of variable and fixed costs to separate bus and light rail operations.
- (2) Adjustments For Differences in FTZ Operating Conditions -- Police and graffiti costs were added or subtracted from the SCRTD marginal cost to establish a basis of SCRTD marginal cost to operate FTZ routes

- (3) FTZ Operating Costs (including imputed costs) -- All costs incurred during the 1990 operating year plus imputed costs such as depreciation, interest and 2LA-RIDE costs.
- (4) Adjustments of FTZ Costs for Stable Operations -- This includes unit rebuild costs that will be required sometime during the life of a bus.

C. Discussion of Assumptions

There are four categories in the analysis where assumptions are used in the SCRTD Marginal Cost Approach.

- 1) Overall SCRTD Marginal Cost To Operate: identification of costs to be included in overall SCRTD marginal cost.
- 2) Adjustments for Differences in FTZ Operating Conditions: adjustments to overall SCRTD marginal costs to account for difference in operating conditions between the FTZ area and the SCRTD operations.
- 3) FTZ Operating Costs (including imputed costs): identification of the total FTZ cost of operations, including the cost of items for which FTZ does not pay (imputed costs).
- 4) Adjustment of FTZ Costs For Stable Operations: adjustments to FTZ's initial operating costs to reflect longer-term stable operations.

The assumptions and adjustments were made to establish a common basis for comparison.

1) Overall SCRTD Marginal Cost To Operate

The overall SCRTD marginal cost calculation consolidates a detailed listing of all SCRTD expenses by department and accounts into fixed and variable expense categories associated with providing bus service.

- a. Assumption: Percentage estimates were used to separate bus and capital costs from total SCRTD costs.

Because the SCRTD operates both bus and rail services and incurs extensive capital charges, the model first removes costs associated with providing rail services and procurement of capital assets from the listing of all SCRTD expenses. Approximately \$13.5 plus other related costs were deducted for getting the rail service ready. Certain departments are dedicated exclusively to rail, bus service or to capital projects. However, for those departments that assist with both bus and rail projects, there is no objective way to calculate what percentage of work is associated with providing bus service. Therefore, SCRTD management has estimated the percentage of bus-related work performed by each department. These percentages are multiplied by the costs incurred by the departments to determine the cost of providing bus service. A detailed listing of departments and accounts with the bus percentage estimates is presented in Appendix A.

- b. Assumption: Line item costs were allocated among the fixed and variable cost categories.

Each line item cost on the detailed expense listing is assigned to one of five expense categories:

- fixed costs associated with providing bus service,
- costs that vary based on the number of peak buses,
- costs that vary based on the number of bus hours,
- costs that vary based on the number of bus miles, and
- costs that vary based on the number of bus passengers.

Certain costs are clearly fixed costs: the cost of renting the SCRTD headquarters building does not vary with small changes in the number of buses operated. Likewise, certain costs are clearly variable: fuel expense is directly proportional to the number of miles driven. However, many costs are partially fixed and partially variable, and those costs that are variable are not driven exclusively by one factor. Therefore, assigning costs among the fixed and variable cost categories is based upon assumptions and approximations by SCRTD management. A detailed listing of departments and accounts with the fixed/variable cost assumptions is presented in Appendix A.

- c. Assumption: SCRTD unit costs were multiplied by the unit volumes scheduled by the SCRTD when they operated the routes, rather than by the unit volumes incurred by the FTZ.

The Cost per Revenue Hour for the SCRTD is calculated by multiplying unit costs by unit volumes to obtain total costs, which are then divided by Revenue Hours to obtain Cost per Revenue Hour. An alternate approach would be to multiply the SCRTD unit costs by the unit volumes actually incurred by the FTZ to determine the SCRTD's equivalent costs. However, this ignores an important operating efficiency of the SCRTD: The FTZ operated such that 74.9% of total hours were revenue hours, whereas the SCRTD had operated those routes such that 88.2% of total hours were revenue hours. While utilizing FTZ unit volumes would provide an approximation of what it would cost the SCRTD to operate the routes as they were operated by the FTZ, such a calculation would ignore SCRTD's more efficient revenue hour/total hour ratio.

Therefore, the unit volumes used for the calculation are the unit volumes scheduled by the SCRTD when they last operated the routes, with one exception. Because passenger counts do not directly reflect operating efficiency and because the counts have increased since that time, actual counts from the FTZ -- adjusted for a full year of operation -- were used for the passenger counts in developing the SCRTD's equivalent cost. The routes have not changed significantly since the SCRTD last operated them, thus SCRTD's scheduled volumes from that time should be a reasonable indicator of the volumes the SCRTD would incur if they were still operating the routes. Actual hours and miles are not tracked on a route by route basis, but scheduled total miles were within 1% of actual total miles for the SCRTD in FY90. Therefore, scheduled volumes should be a very close approximation of actual volumes incurred by the SCRTD. Scheduled Total Miles, Total Hours, Revenue Hours and Peak Buses as stated on the SCRTD 4-24 report (dated 6/26/89 for routes 178, 185, 274/276 and 280, and 9/11/88 for routes 495 and 498) were used as the unit volumes in the SCRTD marginal Cost per Revenue Hour calculations.

- d. Assumption: Bus depreciation was the only depreciation cost considered to be variable.

Depreciation is the only expense not covered in the fixed/variable cost analysis contained in Appendix A. For depreciation costs, all depreciation except for buses (Revenue Vehicles) was considered to be fixed. The total bus depreciation was divided by total SCRTD Revenue Hours to add to the overall SCRTD marginal cost per revenue hour. While depreciation for such items as buildings and office equipment are clearly fixed, there may be a portion of service vehicle depreciation that could be considered variable.

- e. Assumption: Bus depreciation for the SCRTD is allocated by Revenue Hours.

Bus depreciation costs for the SCRTD are calculated by taking total SCRTD bus depreciation costs and dividing by Revenue Hours to obtain depreciation Cost per Revenue Hour. An alternate method, utilized in the Ernst & Young Evaluation of the Foothill Transit Zone report, takes total bus depreciation costs and divides by the number of peak buses. For that method, the depreciation per peak bus is multiplied by the number of peak buses required to operate the bus routes in question, summed, then divided by the Revenue Hours for the zone to obtain a depreciation Cost per Revenue Hour. The SCRTD operates their buses such that they get more revenue hours per peak bus than the FTZ. Allocating depreciation by peak bus ignores this operating efficiency of the SCRTD. Furthermore, since Cost per Revenue Hour is the measure that is being utilized for comparison, it is logical to take total depreciation costs and divide by Revenue Hours to allocate depreciation cost per hour.

2) Adjustments for Differences in FTZ Operating Conditions

- a. Assumption: An estimated percentage was used to lower total graffiti costs for the FTZ area.

Because the SCRTD operates buses in areas with unusually high graffiti problems, their overall marginal cost reflects a high level of graffiti clean up costs. Within the SCRTD system, certain areas are significantly worse for graffiti than others. Therefore, averaging graffiti costs over the entire system will overstate costs for some areas, and understate costs for other areas. The overall SCRTD marginal cost includes the

graffiti costs averaged over the entire system. It is generally agreed that graffiti is less of a problem in the FTZ operating area than for the average of the entire SCRTD system, which means that the overall SCRTD marginal cost should be adjusted downward for considering operations in the FTZ area. However, there is no objective way of determining exactly how much lower the costs for the FTZ area would be than the SCRTD system average. Therefore, the graffiti adjustment to the SCRTD's marginal cost is based on an SCRTD Maintenance Department estimate of lower graffiti levels in the FTZ area.

- b. Assumption: The transit operator serving the FTZ area does not need to provide its own police service.

The FTZ does not provide an internal police service; police requirements are handled by the local police departments. The SCRTD has an internal police service that provides police assistance on its routes. In practice, SCRTD police service is not distributed evenly throughout the SCRTD system; some more active police patrol areas have much higher coverage than others. The FTZ area has required less police coverage than many of the areas in the SCRTD system that require a more extensive police presence. Thus, if the SCRTD were to resume operation of the FTZ lines, this area would incur less police cost than the SCRTD system average. Since the FTZ does not provide any police coverage, for comparing the SCRTD and FTZ, internal police costs have been removed from the SCRTD marginal costs.

3) FTZ Operating Costs (including imputed costs)

- a. Assumption: The FTZ is partially funded by an interest-free loan against which a cost of capital was charged -- 8.7%.

FTZ is operating with an interest-free loan from Los Angeles County. While Los Angeles County is not charging the FTZ interest, this cost of capital subsidy should be included when calculating FTZ's operating costs. This approach is specified in UMTA guidelines: "Some public operators use without charge the services or facilities of other government or agency units (for example, legal or clerical services, or parking lots). Because these contributions are real costs to the taxpayer, they should be included in cost comparisons at their actual cost to the relevant government or agency unit." The 8.7% figure represents the actual average rate that could have been earned by the County in the "Short-Term (Investment) Pool" for 1990.

- b. Assumption: The FTZ was charged for the "2LA-RIDE" computerized customer information service operated by the SCRTD.

The SCRTD operates a computerized phone service that provides customers with route information for all bus transit operators in the Los Angeles area. Because the cost of the service is paid by the LACTC and the City of Los Angeles, the SCRTD does not charge other transit operators for this service, although it is clearly a benefit to the transit operators. Thus the FTZ portion of the "2LA-RIDE" costs should be included when calculating FTZ's operating costs. The FTZ portion has been calculated by taking the total "2LA-RIDE" costs (operating and capital) and multiplying by the percentage of calls requesting information on FTZ routes. In addition, FTZ was among the first users

brought onto the service and thus generated a higher percentage of calls for the year; this capital cost adjustment was taken into account.

- c. Assumption: FTZ's operating costs only included the capital costs of buses actually used in service.

FTZ entered into lease arrangements for a total of 90 buses; the County purchased the first 12 buses for a total of 102 buses. Because of the litigation surrounding the formation of the FTZ, the FTZ has not been able to operate all of the expected bus lines and has only used approximately 41 (SCRTD estimate based on data in Ernst and Young report) of the 102 buses for regular service. Total FTZ depreciation and interest costs have been prorated for the buses actually used in service.

The percentage of depreciation (69%) attributed to the 41 of 102 buses operated initially appears to be higher than expected. However, buses were apparently delivered continually throughout fiscal year 1990 thus making total annual depreciation lower than expected. The amount of depreciation attributable to the 41 buses appears reasonable.

4) Adjustments of FTZ Costs for Stable Operations

- a. Assumption: The FTZ will have unit rebuild costs during the life of their buses. The FTZ's unit rebuild costs are expected to approximate the SCRTD cost.

Sometime during the life of the FTZ buses, it will be necessary to perform unit rebuilds of the engines, transmissions, etc. Given the

above assumption that maintenance costs should be amortized evenly over the life of the bus for comparison purposes, an estimate of the amortized unit rebuild cost has been added to the FTZ's FY90 operating costs. Because the FTZ has not yet performed any unit rebuilds, the SCRTD average amortized unit rebuild cost per bus was used as the estimate. Because the buses utilized for FTZ service are all nearly the same age, it is likely that most of the unit rebuilds will have to be performed at nearly the same time.

The amount used for the FTZ unit rebuild cost is based on the Total Unit Rebuild Cost for SCRTD divided by the Total Number of SCRTD Buses. This amount is equivalent to an annual amortized portion of total unit rebuild costs during the life of a bus.

b. Assumption: The FTZ is not expected to incur mid-life rebuild costs.

The SCRTD has a mid-life rebuild program to overhaul the exterior and interior of their buses. This is an optional program to extend bus life, and is partially due to the SCRTD's high level of vandalism of bus windows, body panels, etc. Also, the SCRTD frequently operates buses well past the 12 year life utilized for depreciation purposes. Because not all transit operators have such a mid-life rebuild program, it is assumed for the purposes of this model that the FTZ will not perform such mid-life rebuilds. However, since this is a regular operating program of the SCRTD, mid-life rebuild costs have been included in the SCRTD marginal cost figures. The cost of the SCRTD mid-life rebuild program is estimated to be \$0.93 per Revenue Hour.

- c. Assumption: SCRTD repair costs were adjusted as if all SCRTD buses were under warranty.

Because all of the FTZ buses were under warranty during FY90, the FTZ's operating costs do not reflect the cost of performing bus repairs. After the bus warranties expire, FTZ will incur repair costs during the remaining operating life of the buses. Given the above assumption that repair costs should be amortized evenly over the life of the bus for comparison purposes, an estimate of the amortized total repair cost should be added to the FTZ's FY90 operating costs. However, the SCRTD did not feel that they could develop an accurate estimate of FTZ's repair costs. Since all of the FTZ buses were under warranty, to maintain an equal comparison, SCRTD repair costs were adjusted as if all of the SCRTD buses had also been under warranty. This was performed by assigning the average warranty billings for SCRTD buses that were under warranty in FY90 to each of the remaining SCRTD buses.

An alternate method of estimating the FTZ's average repair costs would be to develop an estimate based on the costs incurred by the SCRTD over the life of their buses. The average life-time bus maintenance and repair costs, less unit rebuild, mid-life rebuild and routine maintenance costs, divided by 12 bus years would provide an estimate of the amortized repair costs. However, because it is difficult to separate routine maintenance costs from repair costs, and FTZ's cost of performing repairs could be higher or lower than the SCRTD's cost of performing the same repairs, such an approach was not attempted.

D. SCRTD Marginal Cost Model

1. FTZ Marginal Cost per Revenue Hour

- Schedule 1 presents the components and calculations that result in the FTZ Marginal Cost per Revenue Hour. In this exhibit, the total operating costs of the FTZ are divided by the Revenue Hours to determine the FTZ's Marginal Cost per Revenue Hour. Included in the total operating costs of the FTZ are line items for operating costs identified on their FY90 Statement of Income and Expense, additional operating costs that were incurred by other agencies on behalf of the FTZ, and adjustments for normal operations for comparison purposes. The supporting calculations for the line items in Schedule 1 are presented in Schedules 2 through 6. Each figure in these exhibits can be traced back to published financial statements and statistical reports, or assumptions. Assumptions are discussed in the previous section of this report.
- Schedule 2 shows the calculation that separates bus depreciation costs for buses actually used by the FTZ from their total bus depreciation cost. Only depreciation for buses that were actually used by the FTZ were included in their operating costs.
- Schedule 3 calculates the imputed interest on the FTZ loan from the Los Angeles County.
- Schedule 4 calculates the portion of the total bus lease interest incurred by buses actually used for FTZ operation.

SCHEDULE 1
 FOOTHILL TRANSIT ZONE
 AVOIDABLE COST PER HOUR
 YEAR ENDED JUNE 30, 1990

		NOTES
TOTAL OPERATING COSTS BEFORE DEPRECIATION	\$3,925,270	1
DEPRECIATION FOR BUSES UTILIZED FOR FTZ SERVICE	587,097	2
INTEREST:		
LEASE INTEREST FOR BUSES UTILIZED FOR FTZ SERVICE	425,942	3
IMPUTED INTEREST COST ON LOS ANGELES COUNTY LOAN	209,178	4
CUSTOMER INFORMATION ("2LA-RIDE") SERVICE COSTS	144,322	5
LESS: INTEREST REVENUE	(77,671)	1

TOTAL COST OF PROVIDING SERVICE	5,214,138	Calculation
DIVIDED BY: HOURS OF SERVICE OPERATED	65,609	6

COST PER REVENUE HOUR	\$79.47	Calculation
AJUSTMENT FOR UNIT REBUILD EXPENSES	\$0.99	7

TOTAL COST PER REVENUE HOUR	\$80.47	Calculation
	=====	

NOTES

- 1 Miranda, Strabala & Associates, Independent Auditors' Report, Foothill Transit Zone, as of June 30, 1989 and 1990 and for the years then ended, Statements of Income and Retained Earnings
- 2 As per Schedule 2
- 3 As per Schedule 3
- 4 As per Schedule 4
- 5 As per Schedule 5
- 6 Ernst & Young, "Evaluation of the Foothill Transit Zone," Fiscal Year 1990, Draft Report, April 24, 1991, Worksheet 4
- 7 As per Schedule 6.

SCHEDULE 2
 FOOTHILL TRANSIT ZONE
 DEPRECIATION EXPENSE
 YEAR ENDED JUNE 30, 1990

Depreciation Per Bus Per Year:		Notes
First 12 Buses:		
Cost (E&Y, Page 36, Note 4)	\$1,782,529	1
Divided By: Number of Buses	12	1

Cost Per Bus	148,544	Calculation
Divided By: Useful Life of a Bus	12	2

Annual Depreciation Per Bus	\$12,379	Calculation

Remaining Vehicles:		
Cost of All Buses (MS&A, Balance Sheet)	\$18,009,792	3
Less: Cost of First 12 Buses	(1,782,529)	1

Cost of Remaining Buses	16,227,263	Calculation
Divided By: Number of Buses	90	4

Cost Per Bus	180,303	Calculation
Divided By: Useful Life of a Bus	12	2

Annual Depreciation Per Bus	\$15,025	Calculation

Line	Date of Transfer (NOTE 5)	Peak Bus Required (NOTE 5)	Total Bus Required (NOTE 6)	Portion of of FY90 (CALC)	Depr./ Bus/Year (ABOVE)	Total Depreciation (CALC)	Total FTE Buses (CALC)
495	12/08/88	12					
498	12/19/88	12					
	Total	24	12.00	100%	\$12,379	\$148,544	12.00
			15.12	100%	15,025	227,182	15.12
178	8/21/89	3	3.39	314/365	15,025	43,819	2.92
185	8/28/89	4	4.52	307/365	15,025	57,122	3.80
274/6	9/5/89	5	5.65	299/365	15,025	69,542	4.63
280	9/11/89	3	3.39	293/365	15,025	40,888	2.72
	Total FTE Buses (Calculation)						41.19
	Total FY90 Depreciation Expense for Vehicles Utilized for FTZ Service					587,097	Calculation
	Divided By: FTZ FY90 Revenue Service Hours					65,609	(NOTE 7)
	FTZ FY90 Depreciation Per Revenue Service Hour					\$8.95	Calculation

NOTES

- 1 E&Y report, Page 36, Note 4
- 2 Industry standard for bus depreciation life (as listed in UMTA guidelines)
- 3 MS&A, Balance Sheet

(Notes continued on Page 2)

SCHEDULE 2
FOOTHILL TRANSIT ZONE
DEPRECIATION EXPENSE
YEAR ENDED JUNE 30, 1990

Page 2 of 2

NOTES - continued

- 4 MS&A, Note C (15 + 75 = 90 total leased buses)
- 5 E&Y report, Page 13
- 6 Total Buses Required = Peak Buses Required x Spare Ratio Factor
1.13 Spare Ratio Factor: E&Y, Page 35, Note 3
- 7 E&Y report, Worksheet 4

SCHEDULE 3
 FOOTHILL TRANSIT ZONE
 LEASE INTEREST FOR BUSES UTILIZED FOR FTZ SERVICE
 YEAR ENDED JUNE 30, 1990

		NOTES
Total Bus Lease Interest	\$744,925	1

Total Full Time Equivalent Buses FY90	41.19	2
Less: Purchased Buses Utilized FY90	12.00	3

FTE Lease Buses Utilized FY90	29.19	
FTE Lease Buses FY90	51.05	4

Depreciation for Buses Utilized for FTZ Service as a Percentage of Total Bus Depreciation	57.18%	Calculation

Bus Lease Interest for Buses Utilized for FTZ Service	\$425,942	Calculation
	=====	

NOTES

1 MS&A, Statements of Income and Retained Earnings		
2 As per Schedule 2		
3 MS&A, Note D		Notes
4 FY90 Lease Payments	\$1,220,032	(5)
Full Year Lease Payments	2,150,802	(5)

FY90 Lease Payments as a Percentage a Percentage of Full Year Lease Payments	56.72%	
Times: Full Lease Fleet	90.00	

FY90 FTE Lease Buses	51.05	
	=====	
5 MS&A, Note C		

SCHEDULE 4
 FOOTHILL TRANSIT ZONE
 INTEREST ON LOAN FROM COUNTY OF LOS ANGELES
 YEAR ENDED JUNE 30, 1990

		NOTES
Balance, June 30, 1989	\$2,304,054	1
Balance, June 30, 1990	2,504,633	1

Total	4,808,687	Calculation
Divided By 2:	2	Calculation

Average Balance	2,404,344	Calculation
Times: Interest Rate	8.70%	2

Value of Forgone Interest	\$209,178	Calculation

NOTES

- 1 MS&A, Balance Sheet
- 2 SCRTD estimates that the County would have earned 8.7% interest during FY90 on the value of the cash it loaned to the Zone at no interest if the sum had been invested as the County normally invests idle cash balances. See report for a detailed discussion of assumptions.

- Schedule 5 calculates the FTZ's share of the costs associated with operating the "2LA-RIDE" customer service phone line. This is a customer service function performed by the SCRTD on behalf of all transit operators in the Los Angeles area, and is a cost associated with providing service by the FTZ.
- Schedule 6 shows the calculation that amortizes unit rebuild costs over the life of the buses. This is a normal and expected cost of doing business that would otherwise not be reflected in the FTZ's FY90 operating expenses since they are operating with new buses.

2. SCRTD Marginal Cost per Revenue Hour

- Schedule 7 presents the components and calculations that result in the SCRTD Marginal Cost per Revenue Hour. In this exhibit, the SCRTD's Cost per Revenue Hour for each bus route, excluding depreciation and interest, is multiplied by the corresponding number of Revenue Hours actually incurred by the FTZ to determine the SCRTD's total equivalent cost. The total cost figure is divided by the actual total number of Revenue Hours incurred by the FTZ to determine the SCRTD's marginal Cost per Revenue Hour for the entire zone. The SCRTD's depreciation and interest cost per hour are then added, and adjustments are made for differences between the FTZ operating environment and the overall SCRTD operating environment. The supporting calculations for the line items in Schedule 7 are presented in Schedules 8 through 10 and in Appendix A. Each figure in these exhibits can be traced back to published financial statements and statistical reports, or assumptions. Assumptions are discussed in the previous section of this report.

SCHEDULE 5
FOOTHILL TRANSIT ZONE
CUSTOMER INFORMATION SERVICES
YEAR ENDED JUNE 30, 1990

		NOTES
FY90 FTZ customer information transactions	110,937	1
Divided by FY90 total "2LA-RIDE" customer information transactions	587,447	1

FY90 FTZ transactions as % of total	18.88%	Calculation
Times sum of:		
FY90 Customer information transaction fees	\$317,959	1
FY90 Telephone line charges (net of start-up costs)	\$63,896	1
FY90 Labor costs	\$271,550	1

Sum of "2LA-RIDE" operating costs	\$653,405	Calculation
FTZ share of "2LA-RIDE" operating costs	<u>\$123,393</u>	Calculation
"2LA-RIDE" capital expenditures	\$674,179	1
Divided by useful life	5	2

Annual depreciation	\$134,836	Calculation
Jan-April 1991 FTZ customer information transactions	57,821	3
Jan-April 1991 total customer information transactions	372,516	3

Times FTZ expected transactions percentage	15.52%	Calculation
FTZ share of annual "2LA-RIDE" capital costs	<u>\$20,929</u>	Calculation
Total FTZ "2LA-RIDE" costs	<u>\$144,322</u>	Calculation

NOTES

- 1 SCRTD Customer Services Department Data
- 2 SCRTD Management Information System Department Estimate.
See report for a detailed discussion of assumptions.
- 3 SCRTD Customer Services Department Data -
FTZ was the first non-RTD transit service provider to be phased into "2LA-RIDE" service during FY90. Therefore, their share of the FY90 transactions is higher than expected on an annual basis. Transaction data for Jan-April 1991 (when all transit service providers had been phased in) is used to estimate FTZ's expected annual share, which is used to allocate capital costs.

SCHEDULE 6
 FOOTHILL TRANSIT ZONE
 UNIT REBUILD COST ADJUSTMENT CALCULATION
 YEAR ENDED JUNE 30, 1990

UNIT REBUILD COST ADJUSTMENT		NOTES
FY90 ENGINE AND TRANSMISSION REBUILD COSTS	\$6,911,590	1
DIVIDED BY FY90 REVENUE HOURS	6,953,650	2

UNIT REBUILD COST PER REVENUE HOUR (NOTE 3)	\$0.99	Calculation
	=====	

NOTES

- 1 SCRTD Equipment Maintenance Department
Year To Date Cost Roll Up on Selected Items
(engine and transmission rebuilds)
- 2 SCRTD Section 15 Report, Form 406
- 3 The RTD unit rebuild cost per revenue hour is the estimate
used for the FTZ amortized unit rebuild cost. See
report for a detailed discussion of assumptions.

SCHEDULE 7
SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT
AVOIDABLE COSTS OF TRANSFER OF TRANSIT SERVICE TO FTZ
YEAR ENDED JUNE 30, 1990

LINE	REV. HOURS OPERATED BY FTZ (NOTE 1)	SCRTD OPERATING COST/HOUR (NOTE 2)	EXTENSION	NOTES
178	8,907	\$64.29	\$572,602	
185	9,904	67.53	668,819	
274/276	14,577	64.00	932,995	
280	12,295	61.24	752,908	
495	9,425	113.07	1,065,701	
498	10,501	114.17	1,198,934	
Totals	65,609		5,191,960	Calculation
Divided By Revenue Hours			65,609	1
Average Cost Per Revenue Hour			79.13	Calculation
Bus Depreciation			30,656,112	3
Interest Expense			5,749,338	3
Less: Interest Revenue			(4,985,986)	3
Net Interest & Depr. Expense			31,419,464	Calculation
Divided By: SCRTD Total Revenue Hours for FY90			6,953,650	4
Net Int. & Depr. Cost/Rev. Hour			4.52	Calculation
Graffiti/Vandalism Adjustment			(0.96)	5
Bus Warranty Adjustment			(1.55)	6
Total Avoidable Cost Per Hour			\$81.14	Calculation

Percentage Difference Between SCRTD and FTZ Average Costs Per Hour:				
(SCRTD Cost - FTZ Cost)			\$81.14 - \$80.47	
-----			-----	0.83%
SCRTD Cost			\$81.14	
NOTES				
1 E&Y report, Worksheet 4				
2 As per Schedule 8 (does not include interest or depreciation costs)				
3 SCRTD General Ledger, Final June 1990				
4 SCRTD Section 15 Report, Form 406				
5 As Per Schedule 9				
6 As Per Schedule 10				

- Appendix A contains the calculations supporting the SCRTD unit cost figures that are based on the approved fully allocated cost basis. The unit costs are the overall marginal costs for the SCRTD to add service, excluding depreciation and interest costs. The unit costs are obtained by first breaking the total operating costs of the SCRTD into two categories: costs associated with providing bus service, and costs associated with providing rail service. Obviously, only bus costs are utilized in the bus marginal cost calculation. Then, bus costs are divided into fixed and variable components. Variable costs are divided into four categories: costs that vary based on the number of miles, passengers, hours, and peak buses. The total costs in each category are divided by the total SCRTD unit volume (number of miles, passengers, hours and peak buses) to determine a unit cost. The detailed listing of SCRTD expenses by department and account that shows how costs were divided between bus and rail, and among the fixed and variable categories is included in Appendix A.
- Schedule 8 is the supporting exhibit showing the SCRTD's Cost per Revenue Hour by bus route. The annual unit volumes for each bus route, as incurred by the SCRTD when they last operated the bus routes, are multiplied by the SCRTD unit costs, and summed to obtain a total equivalent cost per bus route. The total cost for each route is then divided by the corresponding annual Revenue Hours, as incurred by the SCRTD when they last operated the bus routes, to obtain the Cost per Revenue Hour for each bus line. These are the Cost per Revenue Hour figures used in the calculations in Schedule 7.
- Schedule 9 shows the calculation of the Graffiti/Vandalism Adjustment factor. Since graffiti levels are lower in the FTZ area than in the overall SCRTD area, the overall SCRTD marginal graffiti cost is higher than the SCRTD marginal cost of providing service in the FTZ area.

SCHEDULE 8
 SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT
 RTD OPERATING COST PER REVENUE HOUR PER BUS ROUTE
 YEAR ENDED JUNE 30, 1990

<u>Service Levels by Bus Route</u>						
Bus Route	178	185	274/276	280	495	498
Peak Buses (NOTE 1)	3	4	5	3	10	10
Hours (NOTE 1)	10,889	12,546	18,488	15,539	11,858	17,162
Miles (NOTE 1)	182,376	218,561	311,967	242,468	324,921	464,636
Passengers (NOTE 2)	382,742	325,257	279,452	518,852	289,819	351,463
<u>Multiplied by RTD Unit Costs (NOTE 3)</u>						
Peak Buses	\$24,234					
Hours	\$32.1276					
Miles	\$1.3294					
Passengers	\$0.0101					
<u>Equals Operating Cost by Bus Route (CALCULATION ROUNDED TO NEAREST INTEGER)</u>						
Bus Route	178	185	274/276	280	495	498
Peak Buses	72,703	96,938	121,172	72,703	242,345	242,345
Hours	349,822	403,073	593,960	499,231	380,953	551,358
Miles	242,458	290,564	414,742	322,348	431,964	617,706
Passengers	3,856	3,277	2,815	5,227	2,920	3,541
Total Cost	668,840	793,852	1,132,689	899,510	1,058,181	1,414,950
<u>Divided by Revenue Hours by Bus Route (NOTE 1)</u>						
Revenue Hours	10,404	11,756	17,697	14,689	9,359	12,393
<u>Equals Operating Cost per Revenue Hour per Bus Route (CALCULATION)</u>						
Cost/Rev. Hr	\$64.29	\$67.53	\$64.00	\$61.24	\$113.07	\$114.17

NOTES

- 1 SCRTD, Report 4-24, dated 6/26/89 (routes 178, 185, 274/276 and 280).
 SCRTD, Report 4-24, dated 9/11/88 (routes 495 and 498). Peak Bus/Total Hours/Total Miles/Revenue Hours: Annual service levels scheduled by RTD when the RTD operated the routes. (Weekly*255 + Sat*52 + Sun&Holiday*58 = Annual service level). See report for a detailed discussion of assumptions.
- 2 Passenger count used is actual passengers carried by FTZ during FY90 adjusted for a full year. Full year count = (FY90 Count / # days operated) * 365 days. Number of days operated taken from Schedule 2.
- 3 SCRTD Unit Cost Sub-model, See Appendix A.

SCHEDULE 9
 SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT
 RTD GRAFFITI/VANDALISM ADJUSTMENT CALCULATION
 YEAR ENDED JUNE 30, 1990

FY90 RTD graffiti/vandalism costs	\$10,000,000	1
Divided by FY90 RTD total revenue hours	6,953,650	2

RTD system-wide average graffiti/ vandalism cost per hour	\$1.44	Calculation
Times FTZ area adjustment factor (% of system-wide level)	33.00%	1

FTZ area avg. graffiti/vandalism cost per hour	\$0.47	Calculation

Reduction from RTD system-wide cost per hour	\$0.96	Calculation
	=====	

NOTES

1 Estimate by SCRTD Equipment Maintenance Department.
 See report for a detailed discussion of assumptions.

2 SCRTD Section 15 Report Form 406

- Schedule 10 calculates the Bus Warranty Adjustment factor. This factor considers the issue that since the FTZ is operating with new buses under warranty, their FY90 operating costs do not reflect normal operations. The Bus Warranty Adjustment factor adjusts SCRTD's costs to provide an even comparison.

SCHEDULE 10
 SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT
 RTD WARRANTY COST ADJUSTMENT FACTOR
 YEAR ENDED JUNE 30, 1990

FY90 SCRTD WARRANTY BILLINGS	\$2,724,000	1
DIVIDED BY NUMBER OF FULL-TIME EQUIVALENT BUSES UNDER WARRANTY	508.5	2
WARRANTY BILLINGS PER FTE WARRANTY BUS	\$5,357	Calculation
SCRTD TOTAL ACTIVE BUSES FY90	2,518	3
LESS FTE WARRANTY BUSES	(508.5)	2
FTE BUSES NOT UNDER WARRANTY	2,009.5	Calculation
WARRANTY BILLINGS PER FTE WARRANTY BUS TIMES # OF FTE BUSES NOT UNDER WARRANTY	\$10,764,755	Calculation
DIVIDED BY SCRTD TOTAL REVENUE HOURS	6,953,650	4
WARRANTY ADJUSTMENT FACTOR	\$1.55	Calculation

NOTES

- 1 SCRTD Equipment Maintenance Department
- 2 Full-time equivalent buses under warranty during FY90:
(SCRTD Equipment Maintenance Department)

Bus Fleet	Delivery Date	Number of Buses	Portion of FY90 Under Warranty	FTE Buses Under Warranty
NEOPLAN	6/87	30	0.042	1.250
	7/87	29	0.125	3.625
	8/87	15	0.208	3.125
	9/87	7	0.292	2.042
	10/87	2	0.375	0.750
TMC	11/88	95	1.000	95.000
CA-90-	12/88	22	1.000	22.000
X120	2/89	3	1.000	3.000
TMC	11/88	90	1.000	90.000
CA-90-	12/88	26	1.000	26.000
X181	2/89	30	1.000	30.000
	11/89	1	0.625	0.625
FLX	11/90	1	0.625	0.625
CA-90-	12/90	2	0.542	1.083
X283	1/90	8	0.458	3.667
	2/90	46	0.375	17.250
	3/90	11	0.292	3.208
TMC	1/90	60	0.458	27.500
CA-90-	3/90	32	0.292	9.333
X329	4/90	11	0.208	2.292
FLX	10/88	52	1.000	52.000
CA-90	11/88	42	1.000	42.000
X222	12/88	52	1.000	52.000
	2/89	4	1.000	4.000
TMC MET	7/89	1	0.958	0.958
CA-90-	8/89	3	0.875	2.625
X181	10/89	10	0.708	7.083
	11/89	4	0.625	2.500
	1/90	2	0.458	0.917
	3/90	7	0.292	2.042
TOTALS		698		508.5

3 SCRTD Section 15 Report Form 003
 4 SCRTD Section 15 Report Form 406

VI. Conclusions

Based on the analysis of the SCRTD approach and underlying assumptions, specific assumptions were modified and adjustments were incorporated into the marginal cost model. Although it would have been preferable to adjust specific normal operating costs to the "FTZ Operating Costs," detailed operating information was not available. In these instances, adjustments were made to the "SCRTD Marginal Cost to Operate."

The approach and analysis performed by the SCRTD was found not to be unreasonable as a basis for comparison. Although the cost allocation method used to determine the SCRTD marginal cost to operate was based on percentage estimates, these estimates were also found not to be unreasonable. In this connection, the marginal cost approach and the "cost per revenue hour" do provide a basis for comparative measure.

Appendix A

SCRTD Unit Cost Sub-Model

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
(SCRTD Accounting Departments and Accounts)							
This column is the percent of cost attributable to bus operations ---^							
This column is the SCRTD FY90 actual costs -----^							
This column is the portion of actual costs attributable to bus operations -----^							
This column defines how costs are allocated among fixed/variable categories -----^							
990	NON-DEPT-NON-LABOR A	5020	FRINGES UTU, OPERATORS	N/A	\$67,940,086	\$0	ACCT 5010
990	NON-DEPT-NON-LABOR A	5020	FRINGES UTU, NONOPERATO	N/A	\$1,240,086	\$0	ACCT 5011
990	NON-DEPT-NON-LABOR A	5020	FRINGES TPO	N/A	\$757,604	\$0	ACCT 5012
990	NON-DEPT-NON-LABOR A	5020	FRINGES NONCONTRACT	N/A	\$15,270,992	\$0	ACCT 5013
990	NON-DEPT-NON-LABOR A	5020	FRINGES IBT	N/A	\$235,260	\$0	ACCT 5014
990	NON-DEPT-NON-LABOR A	5020	FRINGES ATU, REV EQ MECH	N/A	\$14,845,034	\$0	ACCT 5015
990	NON-DEPT-NON-LABOR A	5020	FRINGES ATU, REV EQ NONM	N/A	\$5,073,697	\$0	ACCT 5016
990	NON-DEPT-NON-LABOR A	5020	FRINGES ATU, NONREV EQ	N/A	\$1,930,156	\$0	ACCT 5017
990	NON-DEPT-NON-LABOR A	5020	FRINGES TCU	N/A	\$5,169,426	\$0	ACCT 5018
Category Total					\$112,462,341	\$0	

Fringe costs allocated to wage accounts as shown in Allocation column.

Fringe costs distributed among fixed/variable expense categories in same ratios as corresponding wage account.

990	NON-DEPT-NON-LABOR A	510	EXPENSE TRANSFER	100%	(\$15,150,743)	(\$15,150,743)	HOURS
3201	TRANSP OPER DIV 1	5021	UNIFORMS, TRAINING, ETC	100%	\$52,301	\$52,301	HOURS
3201	TRANSP OPER DIV 1	5010	UTU, OPERATOR WAGES	100%	\$12,868,037	\$12,868,037	HOURS
3203	TRANSP OPER DIV 3	5021	UNIFORMS, TRAINING, ETC	100%	\$58,162	\$58,162	HOURS
3203	TRANSP OPER DIV 3	5010	UTU, OPERATOR WAGES	100%	\$14,375,483	\$14,375,483	HOURS
3205	TRANSP OPER DIV 5	5021	UNIFORMS, TRAINING, ETC	100%	\$70,021	\$70,021	HOURS
3205	TRANSP OPER DIV 5	5010	UTU, OPERATOR WAGES	100%	\$17,459,989	\$17,459,989	HOURS
3206	TRANSP OPER DIV 6	5010	UTU, OPERATOR WAGES	100%	\$3,754,050	\$3,754,050	HOURS
3206	TRANSP OPER DIV 6	5021	UNIFORMS, TRAINING, ETC	100%	\$19,250	\$19,250	HOURS
3207	TRANSP OPER DIV 7	5021	UNIFORMS, TRAINING, ETC	100%	\$48,864	\$48,864	HOURS
3207	TRANSP OPER DIV 7	5010	UTU, OPERATOR WAGES	100%	\$13,130,929	\$13,130,929	HOURS
3208	TRANSP OPER DIV 8	5010	UTU, OPERATOR WAGES	100%	\$12,831,172	\$12,831,172	HOURS
3208	TRANSP OPER DIV 8	5021	UNIFORMS, TRAINING, ETC	100%	\$45,163	\$45,163	HOURS
3209	TRANSP OPER DIV 9	5021	UNIFORMS, TRAINING, ETC	100%	\$59,796	\$59,796	HOURS
3209	TRANSP OPER DIV 9	5010	UTU, OPERATOR WAGES	100%	\$14,798,948	\$14,798,948	HOURS
3210	TRANSP OPER DIV 10	5010	UTU, OPERATOR WAGES	100%	\$18,259,120	\$18,259,120	HOURS
3210	TRANSP OPER DIV 10	5021	UNIFORMS, TRAINING, ETC	100%	\$72,620	\$72,620	HOURS
3212	TRANSP OPER DIV 12	5021	UNIFORMS, TRAINING, ETC	100%	\$37,525	\$37,525	HOURS
3212	TRANSP OPER DIV 12	5010	UTU, OPERATOR WAGES	100%	\$9,667,032	\$9,667,032	HOURS
3215	TRANSP OPER DIV 15	5021	UNIFORMS, TRAINING, ETC	100%	\$69,540	\$69,540	HOURS
3215	TRANSP OPER DIV 15	5010	UTU, OPERATOR WAGES	100%	\$17,580,466	\$17,580,466	HOURS
3216	TRANSP OPER DIV 16	5010	UTU, OPERATOR WAGES	100%	\$7,626,960	\$7,626,960	HOURS
3216	TRANSP OPER DIV 16	5021	UNIFORMS, TRAINING, ETC	100%	\$31,645	\$31,645	HOURS
3218	TRANSP OPER DIV 18	5010	UTU, OPERATOR WAGES	100%	\$17,489,838	\$17,489,838	HOURS
3218	TRANSP OPER DIV 18	5021	UNIFORMS, TRAINING, ETC	100%	\$67,176	\$67,176	HOURS
3296	OPERTNS CNTRL & SVCS	5021	UNIFORMS, TRAINING, ETC	90%	\$34,387	\$30,948	HOURS
3296	OPERTNS CNTRL & SVCS	5013	NONCONTRACT SALARIES	90%	\$9,498,257	\$8,548,431	HOURS

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
3296	OPERTNS CNTRL & SVCS	5010	UTU, OPERATOR WAGES	90%	\$12,938	\$11,644	HOURS
3900	SCHEDULING	5021	UNIFORMS, TRAINING, ETC	90%	\$10,576	\$9,518	HOURS
3900	SCHEDULING	5011	UTU, NONOPERATOR WAGES	90%	\$2,946,422	\$2,651,780	HOURS
3900	SCHEDULING	5017	ATU, NONREV EQ WAGES	90%	\$0	\$0	HOURS
9350	MAINTENANCE BUS OPER	5017	ATU, NONREV EQ WAGES	100%	(\$5)	(\$5)	HOURS
9350	MAINTENANCE BUS OPER	5016	ATU, REV EQ NONMECH WAG	100%	\$13,438,960	\$13,438,960	HOURS
9630	ELECTRONIC/ELECTRICAL	50404	LUBRICANTS, NONREV EQ	90%	\$1,881	\$1,693	HOURS
Category Total					\$171,266,760	\$170,016,314	
Total Hours						7,613,432	
Cost per Hour						\$22.33	
Fringe Cost per Hour						\$9.80	
Total Cost per Hour						\$32.13	
990	NON-DEPT-NON-LABOR A	50602	RECOVERIES OF PD	100%	\$0	\$0	MILES
990	NON-DEPT-NON-LABOR A	50705	FUEL & LUBE TAX, REV EQ	100%	\$1,610,067	\$1,610,067	MILES
998	NON-DEPT-WORK COMP	50605	PROV FOR UNINSURED PL/PD	100%	\$31,365,659	\$31,365,659	MILES
998	NON-DEPT-WORK COMP	50602	RECOVERIES OF PD	100%	(\$353,862)	(\$353,862)	MILES
998	NON-DEPT-WORK COMP	50606	PAYOUTS FOR INSURED PL/P	100%	\$6,000	\$6,000	MILES
998	NON-DEPT-WORK COMP	50607	RECOVERIES OF PL/PD	100%	(\$367,900)	(\$367,900)	MILES
9304	MAINTENANCE DIVISION 4	50403	LUBE, REV EQ	100%	\$10,904	\$10,904	MILES
9314	MAINTENANCE SOUTH PA	50403	LUBE, REV EQ	100%	\$0	\$0	MILES
9314	MAINTENANCE SOUTH PA	5015	ATU, REV EQ MECH WAGES	100%	\$0	\$0	MILES
9314	MAINTENANCE SOUTH PA	50407	PARTS & SUPP, REV EQ	100%	\$1,735	\$1,735	MILES
9314	MAINTENANCE SOUTH PA	5016	ATU, REV EQ NONMECH WAG	100%	\$0	\$0	MILES
9314	MAINTENANCE SOUTH PA	50412	TOOLS & EXP EQ	100%	\$154	\$154	MILES
9314	MAINTENANCE SOUTH PA	5021	UNIFORMS, TRAINING, ETC	100%	\$140	\$140	MILES
9314	MAINTENANCE SOUTH PA	510	EXPENSE TRANSFERS	100%	(\$339,561)	(\$339,561)	MILES
9330	CENTRAL MAINTENACE FA	50407	PARTS & SUPP, REV EQ	100%	\$15,535,609	\$15,535,609	MILES
9330	CENTRAL MAINTENACE FA	5015	ATU, REV EQ MECH WAGES	100%	\$12,060,349	\$12,060,349	MILES
9330	CENTRAL MAINTENACE FA	50403	LUBE, REV EQ	100%	\$46,686	\$46,686	MILES
9330	CENTRAL MAINTENACE FA	5016	ATU, REV EQ NONMECH WAG	100%	\$487,916	\$487,916	MILES
9330	CENTRAL MAINTENACE FA	50412	TOOLS & EXP EQ	100%	\$355,412	\$355,412	MILES
9330	CENTRAL MAINTENACE FA	510	EXPENSE TRANSFERS	100%	(\$11,950)	(\$11,950)	MILES
9330	CENTRAL MAINTENACE FA	5021	UNIFORMS, TRAINING, ETC	100%	\$86,602	\$86,602	MILES
9350	MAINTENANCE BUS OPER	510	EXPENSE TRANSFERS	100%	(\$3,370)	(\$3,370)	MILES
9350	MAINTENANCE BUS OPER	5015	ATU, REV EQ MECH WAGES	100%	\$32,420,071	\$32,420,071	MILES
9350	MAINTENANCE BUS OPER	50405	TIRES & TUBES, REV EQ	100%	\$6,071,374	\$6,071,374	MILES
9350	MAINTENANCE BUS OPER	50403	LUBE, REV EQ	100%	\$704,352	\$704,352	MILES
9398	EQUIPMENT ENGINEERIN	5015	ATU, REV EQ MECH WAGES	0%	\$0	\$0	MILES
9398	EQUIPMENT ENGINEERIN	503	SERVICES	0%	\$2,255	\$0	MILES
9398	EQUIPMENT ENGINEERIN	50410	OFFICE SUPP & STATIONERY	0%	\$35	\$0	MILES
9399	MAINTENANCE GENERAL	50401	FUEL, REV EQ	100%	\$19,115,103	\$19,115,103	MILES
9399	MAINTENANCE GENERAL	5016	ATU, REV EQ NONMECH WAG	100%	(\$35)	(\$35)	MILES
9399	MAINTENANCE GENERAL	50403	LUBE, REV EQ	100%	\$753	\$753	MILES
9399	MAINTENANCE GENERAL	50405	TIRES & TUBES, REV EQ	100%	\$152	\$152	MILES
9399	MAINTENANCE GENERAL	50407	PARTS & SUPP, REV EQ	100%	\$1,126,859	\$1,126,859	MILES
9399	MAINTENANCE GENERAL	5015	ATU, REV EQ MECH WAGES	100%	\$1,145,978	\$1,145,978	MILES

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
9630	ELECTRONIC/ELECTRICAL	504	OTHER MATERIALS & SUPPLI	90%	\$223,766	\$201,389	MILES
9630	ELECTRONIC/ELECTRICAL	50403	LUBRICANTS, REV EQ	90%	\$695	\$626	MILES
9699	ENGG & ADM SERVICES	50407	PARTS & SUPP, REV EQ	90%	\$14,002	\$12,602	MILES
9699	ENGG & ADM SERVICES	50403	LUBRICANT, REV EQ	90%	\$0	\$0	MILES
			Category Total		\$121,315,950	\$121,289,814	
			Total Miles			102,253,616	
			Cost per Mile			\$1.19	
			Fringe Cost per Mile			\$0.14	
			Total Cost per Mile			\$1.33	
1800	TRANSIT POLICE	5012	TPO, PAX SECURITY WAGES	Rmvd	\$3,680,352	\$0	PASSENGERS
1800	TRANSIT POLICE	5021	UNIFORMS, TRAINING, ETC	Rmvd	\$182,659	\$0	PASSENGERS
4800	CUSTOMER RELATIONS	5021	UNIFORMS, TRAINING, ETC	80%	\$19,821	\$15,857	PASSENGERS
4800	CUSTOMER RELATIONS	5018	TCU WAGES	80%	\$3,985,482	\$3,188,386	PASSENGERS
			Category Total		\$7,868,314	\$3,204,242	
			Total Passengers			406,192,892	
			Cost per Passenger			\$0.0079	
			Fringe Cost per Passenger			\$0.0022	
			Total Cost per Passenger			\$0.0101	
990	NON-DEPT-NON-LABOR A	505	UTILITIES	100%	\$668,239	\$668,239	PEAK BUSES
1800	TRANSIT POLICE	5014	IBT, SECURITY GUARD WAGE	Rmvd	\$1,132,725	\$0	PEAK BUSES
3201	TRANSP OPER DIV 1	50409	BUILD & GROUNDS	100%	\$0	\$0	PEAK BUSES
3201	TRANSP OPER DIV 1	50407	PARTS & SUPP, REV EQ	100%	\$32	\$32	PEAK BUSES
3201	TRANSP OPER DIV 1	504	OTHER MATERIALS & SUPPLI	100%	\$2	\$2	PEAK BUSES
3201	TRANSP OPER DIV 1	5011	UTU, NONOPERATOR WAGES	100%	\$0	\$0	PEAK BUSES
3201	TRANSP OPER DIV 1	50410	OFFICE SUPP & STATIONERY	100%	\$13,882	\$13,882	PEAK BUSES
3201	TRANSP OPER DIV 1	509	MISCELLANEOUS EXPENSES	100%	\$13,410	\$13,410	PEAK BUSES
3201	TRANSP OPER DIV 1	5018	TCU WAGES	100%	\$33,607	\$33,607	PEAK BUSES
3201	TRANSP OPER DIV 1	5013	NONCONTRACT SALARIES	100%	\$994,018	\$994,018	PEAK BUSES
3203	TRANSP OPER DIV 3	5018	TCU WAGES	100%	\$27,275	\$27,275	PEAK BUSES
3203	TRANSP OPER DIV 3	5013	NONCONTRACT SALARIES	100%	\$861,660	\$861,660	PEAK BUSES
3203	TRANSP OPER DIV 3	5011	UTU, NONOPERATOR WAGES	100%	\$0	\$0	PEAK BUSES
3203	TRANSP OPER DIV 3	50410	OFFICE SUPP & STATIONERY	100%	\$11,546	\$11,546	PEAK BUSES
3203	TRANSP OPER DIV 3	509	MISCELLANEOUS EXPENSES	100%	\$13,524	\$13,524	PEAK BUSES
3203	TRANSP OPER DIV 3	50407	PARTS & SUPP, REV EQ	100%	\$0	\$0	PEAK BUSES
3203	TRANSP OPER DIV 3	510	EXPENSE TRANSFERS	100%	(\$2,245)	(\$2,245)	PEAK BUSES
3203	TRANSP OPER DIV 3	50409	BUILD & GROUNDS	100%	\$0	\$0	PEAK BUSES
3203	TRANSP OPER DIV 3	504	OTHER MATERIALS & SUPPLI	100%	\$0	\$0	PEAK BUSES
3203	TRANSP OPER DIV 3	503	SERVICES	100%	(\$713)	(\$713)	PEAK BUSES
3205	TRANSP OPER DIV 5	5013	NONCONTRACT SALARIES	100%	\$1,203,103	\$1,203,103	PEAK BUSES
3205	TRANSP OPER DIV 5	510	EXPENSE TRANSFERS	100%	\$0	\$0	PEAK BUSES
3205	TRANSP OPER DIV 5	50410	OFFICE SUPP & STATIONERY	100%	\$16,261	\$16,261	PEAK BUSES
3205	TRANSP OPER DIV 5	5011	UTU, NONOPERATOR WAGES	100%	\$1,444	\$1,444	PEAK BUSES
3205	TRANSP OPER DIV 5	50409	BUILD & GROUNDS	100%	\$0	\$0	PEAK BUSES
3205	TRANSP OPER DIV 5	5018	TCU WAGES	100%	\$46,887	\$46,887	PEAK BUSES
3205	TRANSP OPER DIV 5	509	MISCELLANEOUS EXPENSES	100%	\$14,311	\$14,311	PEAK BUSES
3205	TRANSP OPER DIV 5	504	OTHER MATERIALS & SUPPLI	100%	\$368	\$368	PEAK BUSES
3205	TRANSP OPER DIV 5	50412	TOOLS & EXP EQ	100%	\$0	\$0	PEAK BUSES
3206	TRANSP OPER DIV 6	50407	PARTS & SUPP, REV EQ	100%	\$122	\$122	PEAK BUSES

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
3206	TRANSP OPER DIV 6	50410	OFFICE SUPP & STATIONERY	100%	\$6,176	\$6,176	PEAK BUSES
3206	TRANSP OPER DIV 6	50409	BUILD & GROUNDS	100%	\$0	\$0	PEAK BUSES
3206	TRANSP OPER DIV 6	5018	TCU WAGES	100%	\$32,067	\$32,067	PEAK BUSES
3206	TRANSP OPER DIV 6	504	OTHER MATERIALS & SUPPLI	100%	\$179	\$179	PEAK BUSES
3206	TRANSP OPER DIV 6	5013	NONCONTRACT SALARIES	100%	\$449,965	\$449,965	PEAK BUSES
3206	TRANSP OPER DIV 6	5011	UTU, NONOPERATOR WAGES	100%	\$0	\$0	PEAK BUSES
3206	TRANSP OPER DIV 6	509	MISCELLANEOUS EXPENSES	100%	\$5,852	\$5,852	PEAK BUSES
3207	TRANSP OPER DIV 7	50409	BUILD & GROUNDS	100%	\$40	\$40	PEAK BUSES
3207	TRANSP OPER DIV 7	509	MISCELLANEOUS EXPENSES	100%	\$10,465	\$10,465	PEAK BUSES
3207	TRANSP OPER DIV 7	50410	OFFICE SUPP & STATIONERY	100%	\$14,810	\$14,810	PEAK BUSES
3207	TRANSP OPER DIV 7	5011	UTU, NONOPERATOR WAGES	100%	\$0	\$0	PEAK BUSES
3207	TRANSP OPER DIV 7	50407	PARTS & SUPP, REV EQ	100%	\$100	\$100	PEAK BUSES
3207	TRANSP OPER DIV 7	504	OTHER MATERIALS & SUPPLI	100%	\$34	\$34	PEAK BUSES
3207	TRANSP OPER DIV 7	5013	NONCONTRACT SALARIES	100%	\$955,283	\$955,283	PEAK BUSES
3207	TRANSP OPER DIV 7	5018	TCU WAGES	100%	\$27,353	\$27,353	PEAK BUSES
3208	TRANSP OPER DIV 8	50409	BUILD & GROUNDS	100%	\$64	\$64	PEAK BUSES
3208	TRANSP OPER DIV 8	509	MISCELLANEOUS EXPENSES	100%	\$12,679	\$12,679	PEAK BUSES
3208	TRANSP OPER DIV 8	50412	TOOLS & EXP EQ	100%	\$1	\$1	PEAK BUSES
3208	TRANSP OPER DIV 8	50410	OFFICE SUPP & STATIONERY	100%	\$18,859	\$18,859	PEAK BUSES
3208	TRANSP OPER DIV 8	504	OTHER MATERIALS & SUPPLI	100%	\$294	\$294	PEAK BUSES
3208	TRANSP OPER DIV 8	50407	PARTS & SUPP, REV EQ	100%	\$662	\$662	PEAK BUSES
3208	TRANSP OPER DIV 8	503	SERVICES	100%	\$0	\$0	PEAK BUSES
3208	TRANSP OPER DIV 8	5018	TCU WAGES	100%	\$32,433	\$32,433	PEAK BUSES
3208	TRANSP OPER DIV 8	5011	UTU, NONOPERATOR WAGES	100%	\$0	\$0	PEAK BUSES
3208	TRANSP OPER DIV 8	5013	NONCONTRACT SALARIES	100%	\$887,717	\$887,717	PEAK BUSES
3208	TRANSP OPER DIV 8	510	EXPENSE TRANSFERS	100%	(\$911)	(\$911)	PEAK BUSES
3209	TRANSP OPER DIV 9	50409	BUILD & GROUNDS	100%	\$10	\$10	PEAK BUSES
3209	TRANSP OPER DIV 9	509	MISCELLANEOUS EXPENSES	100%	\$16,778	\$16,778	PEAK BUSES
3209	TRANSP OPER DIV 9	5011	UTU, NONOPERATOR WAGES	100%	\$161	\$161	PEAK BUSES
3209	TRANSP OPER DIV 9	50410	OFFICE SUPP & STATIONERY	100%	\$17,834	\$17,834	PEAK BUSES
3209	TRANSP OPER DIV 9	5013	NONCONTRACT SALARIES	100%	\$1,073,615	\$1,073,615	PEAK BUSES
3209	TRANSP OPER DIV 9	5018	TCU WAGES	100%	\$41,802	\$41,802	PEAK BUSES
3209	TRANSP OPER DIV 9	50407	PARTS & SUPP, REV EQ	100%	\$299	\$299	PEAK BUSES
3209	TRANSP OPER DIV 9	504	OTHER MATERIALS & SUPPLI	100%	\$358	\$358	PEAK BUSES
3210	TRANSP OPER DIV 10	510	EXPENSE TRANSFERS	100%	(\$571)	(\$571)	PEAK BUSES
3210	TRANSP OPER DIV 10	509	MISCELLANEOUS EXPENSES	100%	\$15,822	\$15,822	PEAK BUSES
3210	TRANSP OPER DIV 10	50410	OFFICE SUPP & STATIONERY	100%	\$14,389	\$14,389	PEAK BUSES
3210	TRANSP OPER DIV 10	5013	NONCONTRACT SALARIES	100%	\$976,931	\$976,931	PEAK BUSES
3210	TRANSP OPER DIV 10	5018	TCU WAGES	100%	\$37,736	\$37,736	PEAK BUSES
3210	TRANSP OPER DIV 10	5011	UTU, NONOPERATOR WAGES	100%	(\$23)	(\$23)	PEAK BUSES
3212	TRANSP OPER DIV 12	509	MISCELLANEOUS EXPENSES	100%	\$10,036	\$10,036	PEAK BUSES
3212	TRANSP OPER DIV 12	50410	OFFICE SUPP & STATIONERY	100%	\$13,481	\$13,481	PEAK BUSES
3212	TRANSP OPER DIV 12	504	OTHER MATERIALS & SUPPLI	100%	\$208	\$208	PEAK BUSES
3212	TRANSP OPER DIV 12	5018	TCU WAGES	100%	\$22,493	\$22,493	PEAK BUSES
3212	TRANSP OPER DIV 12	5013	NONCONTRACT SALARIES	100%	\$806,147	\$806,147	PEAK BUSES
3212	TRANSP OPER DIV 12	5011	UTU, NONOPERATOR WAGES	100%	\$0	\$0	PEAK BUSES
3215	TRANSP OPER DIV 15	509	MISCELLANEOUS EXPENSES	100%	\$17,697	\$17,697	PEAK BUSES
3215	TRANSP OPER DIV 15	50410	OFFICE SUPP & STATIONERY	100%	\$19,241	\$19,241	PEAK BUSES
3215	TRANSP OPER DIV 15	50409	BUILD & GROUNDS	100%	\$18	\$18	PEAK BUSES
3215	TRANSP OPER DIV 15	50407	PARTS & SUPP, REV EQ	100%	\$136	\$136	PEAK BUSES

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
3215	TRANSP OPER DIV 15	5013	NONCONTRACT SALARIES	100%	\$802,518	\$802,518	PEAK BUSES
3215	TRANSP OPER DIV 15	5018	TCU WAGES	100%	\$36,839	\$36,839	PEAK BUSES
3215	TRANSP OPER DIV 15	504	OTHER MATERIALS & SUPPLI	100%	\$90	\$90	PEAK BUSES
3215	TRANSP OPER DIV 15	5011	UTU, NONOPERATOR WAGES	100%	\$0	\$0	PEAK BUSES
3216	TRANSP OPER DIV 16	5011	UTU, NONOPERATOR WAGES	100%	\$0	\$0	PEAK BUSES
3216	TRANSP OPER DIV 16	509	MISCELLANEOUS EXPENSES	100%	\$12,554	\$12,554	PEAK BUSES
3216	TRANSP OPER DIV 16	5013	NONCONTRACT SALARIES	100%	\$571,709	\$571,709	PEAK BUSES
3216	TRANSP OPER DIV 16	504	OTHER MATERIALS & SUPPLI	100%	\$202	\$202	PEAK BUSES
3216	TRANSP OPER DIV 16	5018	TCU WAGES	100%	\$30,780	\$30,780	PEAK BUSES
3216	TRANSP OPER DIV 16	50410	OFFICE SUPP & STATIONERY	100%	\$13,696	\$13,696	PEAK BUSES
3218	TRANSP OPER DIV 18	510	EXPENSE TRANSFERS	100%	(\$618)	(\$618)	PEAK BUSES
3218	TRANSP OPER DIV 18	509	MISCELLANEOUS EXPENSES	100%	\$15,235	\$15,235	PEAK BUSES
3218	TRANSP OPER DIV 18	50410	OFFICE SUPP & STATIONERY	100%	\$16,557	\$16,557	PEAK BUSES
3218	TRANSP OPER DIV 18	50409	BUILD & GROUNDS	100%	\$83	\$83	PEAK BUSES
3218	TRANSP OPER DIV 18	5018	TCU WAGES	100%	\$34,842	\$34,842	PEAK BUSES
3218	TRANSP OPER DIV 18	504	OTHER MATERIALS & SUPPLI	100%	\$114	\$114	PEAK BUSES
3218	TRANSP OPER DIV 18	50407	PARTS & SUPP, REV EQ	100%	\$2	\$2	PEAK BUSES
3218	TRANSP OPER DIV 18	5011	UTU, NONOPERATOR WAGES	100%	\$0	\$0	PEAK BUSES
3218	TRANSP OPER DIV 18	5013	NONCONTRACT SALARIES	100%	\$982,877	\$982,877	PEAK BUSES
3297	TRANSPORTATION INSTR	5010	UTU, OPERATOR WAGES	100%	\$263,642	\$263,642	PEAK BUSES
3297	TRANSPORTATION INSTR	5021	UNIFORMS, TRAINING, ETC	100%	\$29,522	\$29,522	PEAK BUSES
3900	SCHEDULING	5010	UTU, OPERATOR WAGES	90%	\$42,775	\$38,498	PEAK BUSES
9304	MAINTENANCE DIVISION 4	50412	TOOLS & EXP EQ	100%	\$11,670	\$11,670	PEAK BUSES
9304	MAINTENANCE DIVISION 4	50407	PARTS & SUPP, REV EQ	100%	\$247,876	\$247,876	PEAK BUSES
9304	MAINTENANCE DIVISION 4	5021	UNIFORMS, TRAINING, ETC	100%	\$8,795	\$8,795	PEAK BUSES
9304	MAINTENANCE DIVISION 4	5018	TCU WAGES	100%	\$102,539	\$102,539	PEAK BUSES
9304	MAINTENANCE DIVISION 4	5015	ATU, REV EQ MECH WAGES	100%	\$1,261,268	\$1,261,268	PEAK BUSES
9304	MAINTENANCE DIVISION 4	5016	ATU, REV EQ NONMECH WAG	100%	\$369,624	\$369,624	PEAK BUSES
9350	MAINTENANCE BUS OPER	503	SERVICES	100%	\$5,579	\$5,579	PEAK BUSES
9350	MAINTENANCE BUS OPER	509	MISCELLANEOUS EXPENSES	100%	\$21,571	\$21,571	PEAK BUSES
9350	MAINTENANCE BUS OPER	50412	TOOLS & EXP EQ	100%	\$205,104	\$205,104	PEAK BUSES
9350	MAINTENANCE BUS OPER	50407	PARTS & SUPP, REV EQ	100%	\$12,441,037	\$12,441,037	PEAK BUSES
9350	MAINTENANCE BUS OPER	504	OTHER MATERIALS & SUPPLI	100%	\$244,798	\$244,798	PEAK BUSES
9350	MAINTENANCE BUS OPER	5021	UNIFORMS, TRAINING, ETC	100%	\$256,682	\$256,682	PEAK BUSES
9350	MAINTENANCE BUS OPER	50409	BUILD & GROUNDS	100%	\$866,597	\$866,597	PEAK BUSES
9350	MAINTENANCE BUS OPER	5018	TCU WAGES	100%	\$2,543,474	\$2,543,474	PEAK BUSES
9350	MAINTENANCE BUS OPER	5013	NONCONTRACT SALARIES	100%	\$4,541,876	\$4,541,876	PEAK BUSES
9350	MAINTENANCE BUS OPER	512	LEASES & RENTALS	100%	\$3,983	\$3,983	PEAK BUSES
9630	ELECTRONIC/ELECTRICAL	50409	BUILD & GROUNDS	90%	\$393,265	\$353,939	PEAK BUSES
9630	ELECTRONIC/ELECTRICAL	5021	UNIFORMS, TRAINING, ETC	90%	\$96,601	\$86,941	PEAK BUSES
9630	ELECTRONIC/ELECTRICAL	5017	ATU, NONREV EQ WAGES	90%	\$2,414,771	\$2,173,294	PEAK BUSES
9630	ELECTRONIC/ELECTRICAL	5016	ATU, REV EQ NONMECH WAG	90%	\$1,718,685	\$1,546,817	PEAK BUSES
9630	ELECTRONIC/ELECTRICAL	5015	ATU, REV EQ MECH WAGES	90%	(\$28)	(\$25)	PEAK BUSES
9699	ENGG & ADM SERVICES	50412	TOOLS & EXP EQ	90%	\$38,668	\$34,801	PEAK BUSES
9699	ENGG & ADM SERVICES	50409	BUILD & GROUNDS	90%	\$44,337	\$39,903	PEAK BUSES
			Category Total		\$41,280,369	\$39,672,736	
			Total Peak Buses			1875	
			Cost per Peak Bus			\$21,158.79	
			Fringe Cost per Peak Bus			\$3,075.68	
			Total Cost per Peak Bus			\$24,234.45	

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
990	NON-DEPT-NON-LABOR A	505	UTILITIES	100%	\$6,014,147	\$6,014,147	FIXED
990	NON-DEPT-NON-LABOR A	50409	BUILD & GROUNDS	100%	\$1,010	\$1,010	FIXED
990	NON-DEPT-NON-LABOR A	509	MISCELLANEOUS EXPENSES	100%	\$604,257	\$604,257	FIXED
990	NON-DEPT-NON-LABOR A	50799	OTHER TAXES	100%	\$142,026	\$142,026	FIXED
990	NON-DEPT-NON-LABOR A	50706	FUEL & LUBE TAX, NONREV E	100%	\$92,126	\$92,126	FIXED
990	NON-DEPT-NON-LABOR A	512	LEASES & RENTALS	100%	\$6,052,026	\$6,052,026	FIXED
990	NON-DEPT-NON-LABOR A	50410	OFFICE SUPP & STATIONERY	100%	\$57,896	\$57,896	FIXED
990	NON-DEPT-NON-LABOR A	503	SERVICES	100%	\$246,141	\$246,141	FIXED
990	NON-DEPT-NON-LABOR A	50402	FUEL, NONREV EQ	100%	\$681,971	\$681,971	FIXED
990	NON-DEPT-NON-LABOR A	50401	FUEL, REV EQ	100%	\$3,161	\$3,161	FIXED
990	NON-DEPT-NON-LABOR A	504	OTHER MATERIALS & SUPPLI	100%	(\$17,616)	(\$17,616)	FIXED
990	NON-DEPT-NON-LABOR A	511	INTEREST EXPENSE	100%	\$5,749,338	\$5,749,338	FIXED
990	NON-DEPT-NON-LABOR A	5021	UNIFORMS, TRAINING, ETC	100%	\$0	\$0	FIXED
991	NON-DEPT-INDEFINITE LV	5012	TPO WAGES	100%	\$47,973	\$47,973	FIXED
991	NON-DEPT-INDEFINITE LV	509	MISCELLANEOUS EXPENSES	100%	\$1,650	\$1,650	FIXED
991	NON-DEPT-INDEFINITE LV	5018	TCU WAGES	100%	\$42,422	\$42,422	FIXED
991	NON-DEPT-INDEFINITE LV	5010	UTU, OPERATOR WAGES	100%	\$1,005,202	\$1,005,202	FIXED
991	NON-DEPT-INDEFINITE LV	5011	UTU, NONOPERATOR WAGES	100%	\$9,565	\$9,565	FIXED
991	NON-DEPT-INDEFINITE LV	5021	UNIFORMS, TRAINING, ETC	100%	\$2,025	\$2,025	FIXED
991	NON-DEPT-INDEFINITE LV	5013	NONCONTRACT SALARIES	100%	\$460,443	\$460,443	FIXED
991	NON-DEPT-INDEFINITE LV	5017	ATU, NONREV EQ WAGES	100%	\$23,082	\$23,082	FIXED
991	NON-DEPT-INDEFINITE LV	5015	ATU, REV EQ MECH WAGES	100%	\$0	\$0	FIXED
991	NON-DEPT-INDEFINITE LV	5014	IBT WAGES	100%	\$25,039	\$25,039	FIXED
991	NON-DEPT-INDEFINITE LV	5016	ATU, REV EQ NONMECH WAG	100%	\$10,921	\$10,921	FIXED
993	NON-DEPT-SPECIAL ASST	5010	UTU, OPERATOR WAGES	100%	\$153,303	\$153,303	FIXED
993	NON-DEPT-SPECIAL ASST	5021	UNIFORMS, TRAINING, ETC	100%	\$0	\$0	FIXED
993	NON-DEPT-SPECIAL ASST	5018	TCU WAGES	100%	(\$2,485)	(\$2,485)	FIXED
993	NON-DEPT-SPECIAL ASST	5016	ATU, REV EQ NONMECH WAG	100%	\$8,070	\$8,070	FIXED
993	NON-DEPT-SPECIAL ASST	5013	NONCONTRACT SALARIES	100%	\$554,953	\$554,953	FIXED
993	NON-DEPT-SPECIAL ASST	5011	UTU, NONOPERATOR WAGES	100%	\$0	\$0	FIXED
993	NON-DEPT-SPECIAL ASST	5015	ATU, REV EQ MECH WAGES	100%	\$11,640	\$11,640	FIXED
998	NON-DEPT-WORK COMP	50410	OFFICE SUPPLY & STATIONER	100%	\$3,168	\$3,168	FIXED
998	NON-DEPT-WORK COMP	50608	PREM FOR OTHER CORP INS	100%	\$11,485	\$11,485	FIXED
998	NON-DEPT-WORK COMP	50603	PREMIUMS FOR PL & PD	100%	\$1,428,281	\$1,428,281	FIXED
998	NON-DEPT-WORK COMP	50601	PREMIUMS FOR PD	100%	\$916,225	\$916,225	FIXED
998	NON-DEPT-WORK COMP	503	SERVICES	100%	\$9,262,411	\$9,262,411	FIXED
1000	BOARD OF DIRECTORS	503	SERVICES	90%	\$60,262	\$54,236	FIXED
1000	BOARD OF DIRECTORS	50410	OFFICE SUPP & STATIONERY	90%	\$95	\$86	FIXED
1000	BOARD OF DIRECTORS	50411	PROMO & INFO MATERIALS	90%	\$3,300	\$2,970	FIXED
1000	BOARD OF DIRECTORS	509	MISCELLANEOUS EXPENSES	90%	\$32,532	\$29,279	FIXED
1100	GENERAL MANAGER	503	SERVICES	90%	\$38,716	\$34,844	FIXED
1100	GENERAL MANAGER	504	OTHER MATERIALS & SUPPLI	90%	\$3,980	\$3,582	FIXED
1100	GENERAL MANAGER	5021	UNIFORMS, TRAINING, ETC	90%	\$4,469	\$4,022	FIXED
1100	GENERAL MANAGER	50410	OFFICE SUPP & STATIONERY	90%	\$2,083	\$1,875	FIXED
1100	GENERAL MANAGER	5013	NONCONTRACT SALARIES	90%	\$278,461	\$250,615	FIXED
1100	GENERAL MANAGER	509	MISCELLANEOUS EXPENSES	90%	\$31,807	\$28,626	FIXED
1200	OFFICE OF THE DIST SEC	509	MISCELLANEOUS EXPENSES	90%	\$51,992	\$46,793	FIXED
1200	OFFICE OF THE DIST SEC	5013	NONCONTRACT SALARIES	90%	\$291,605	\$262,445	FIXED
1200	OFFICE OF THE DIST SEC	5021	UNIFORMS, TRAINING, ETC	90%	\$4,274	\$3,647	FIXED

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
1200	OFFICE OF THE DIST SEC	503	SERVICES	90%	\$4,373	\$3,936	FIXED
1200	OFFICE OF THE DIST SEC	50410	OFFICE SUPP & STATIONERY	90%	\$5,454	\$4,909	FIXED
1400	GOVT & PRESS RELATION	5013	NONCONTRACT SALARIES	90%	\$408,300	\$367,470	FIXED
1400	GOVT & PRESS RELATION	510	EXPENSE TRANSFERS	90%	(\$15,110)	(\$13,599)	FIXED
1400	GOVT & PRESS RELATION	5021	UNIFORMS, TRAINING, ETC	90%	\$1,411	\$1,270	FIXED
1400	GOVT & PRESS RELATION	504	OTHER MATERIALS & SUPPLI	90%	\$0	\$0	FIXED
1400	GOVT & PRESS RELATION	50410	OFFICE SUPP & STATIONERY	90%	\$5,854	\$5,269	FIXED
1400	GOVT & PRESS RELATION	50411	PROMO & INFO MATERIALS	90%	\$0	\$0	FIXED
1400	GOVT & PRESS RELATION	509	MISCELLANEOUS EXPENSES	90%	\$30,149	\$27,134	FIXED
1400	GOVT & PRESS RELATION	503	SERVICES	90%	\$215,108	\$193,597	FIXED
1800	TRANSIT POLICE	50408	PARTS & SUPP, NONREV EQ	Rmvd	\$1,820	\$0	FIXED
1800	TRANSIT POLICE	50407	PARTS & SUPP, REV EQ	Rmvd	\$65	\$0	FIXED
1800	TRANSIT POLICE	505	UTILITIES	Rmvd	\$0	\$0	FIXED
1800	TRANSIT POLICE	509	MISCELLANEOUS EXPENSES	Rmvd	\$42,236	\$0	FIXED
1800	TRANSIT POLICE	5013	NONCONTRACT SALARIES	Rmvd	\$787,656	\$0	FIXED
1800	TRANSIT POLICE	50412	TOOLS & EXP EQ	Rmvd	\$85	\$0	FIXED
1800	TRANSIT POLICE	50410	OFFICE SUPP & STATIONERY	Rmvd	\$26,410	\$0	FIXED
1800	TRANSIT POLICE	50411	PROMO & INFO MATERIALS	Rmvd	\$3,126	\$0	FIXED
1800	TRANSIT POLICE	503	SERVICES	Rmvd	\$587,283	\$0	FIXED
1800	TRANSIT POLICE	510	EXPENSE TRANSFERS	Rmvd	(\$1,198,050)	\$0	FIXED
1800	TRANSIT POLICE	512	LEASES AND RENTALS	Rmvd	\$16,959	\$0	FIXED
1800	TRANSIT POLICE	504	OTHER MATERIALS & SUPPLI	Rmvd	\$7,427	\$0	FIXED
2200	LEGAL	50410	OFFICE SUPP & STATIONERY	90%	\$3,735	\$3,362	FIXED
2200	LEGAL	503	SERVICES	90%	\$382,809	\$344,528	FIXED
2200	LEGAL	504	OTHER MATERIALS & SUPPLI	90%	\$316	\$284	FIXED
2200	LEGAL	5013	NONCONTRACT SALARIES	90%	\$657,265	\$591,539	FIXED
2200	LEGAL	50412	TOOLS & EXP EQ	90%	\$1	\$1	FIXED
2200	LEGAL	509	MISCELLANEOUS EXPENSES	90%	\$32,358	\$29,122	FIXED
2200	LEGAL	510	EXPENSE TRANSFERS	90%	(\$87,562)	(\$78,806)	FIXED
2200	LEGAL	5021	UNIFORMS, TRAINING, ETC	90%	\$7,958	\$7,162	FIXED
2300	EMPLOYEE RELATIONS	509	MISCELLANEOUS EXPENSES	90%	\$7,790	\$7,011	FIXED
2300	EMPLOYEE RELATIONS	50410	OFFICE SUPP & STATIONERY	90%	\$6,724	\$6,052	FIXED
2300	EMPLOYEE RELATIONS	504	OTHER MATERIALS & SUPPLI	90%	\$2,478	\$2,230	FIXED
2300	EMPLOYEE RELATIONS	503	SERVICES	90%	\$46,176	\$41,558	FIXED
2300	EMPLOYEE RELATIONS	5021	UNIFORMS, TRAINING, ETC	90%	\$220	\$198	FIXED
2300	EMPLOYEE RELATIONS	5013	NONCONTRACT SALARIES	90%	\$281,242	\$253,118	FIXED
2700	OFFICE OF INSP GENERAL	510	EXPENSE TRANSFERS	90%	(\$450,797)	(\$405,717)	FIXED
2700	OFFICE OF INSP GENERAL	504	OTHER MATERIALS & SUPPLI	90%	\$888	\$799	FIXED
2700	OFFICE OF INSP GENERAL	50410	OFFICE SUPP & STATIONERY	90%	\$4,657	\$4,371	FIXED
2700	OFFICE OF INSP GENERAL	5021	UNIFORMS, TRAINING, ETC	90%	\$8,021	\$7,219	FIXED
2700	OFFICE OF INSP GENERAL	5013	NONCONTRACT SALARIES	90%	\$979,203	\$881,283	FIXED
2700	OFFICE OF INSP GENERAL	503	SERVICES	90%	\$267,030	\$240,327	FIXED
2700	OFFICE OF INSP GENERAL	509	MISCELLANEOUS EXPENSES	90%	\$10,328	\$9,295	FIXED
3099	ASST GM FOR OPERATION	503	SERVICES	90%	\$5,797	\$5,217	FIXED
3099	ASST GM FOR OPERATION	5013	NONCONTRACT SALARIES	90%	\$783,228	\$704,905	FIXED
3099	ASST GM FOR OPERATION	5021	UNIFORMS, TRAINING, ETC	90%	\$8,292	\$7,463	FIXED
3099	ASST GM FOR OPERATION	509	MISCELLANEOUS EXPENSES	90%	\$14,703	\$13,233	FIXED
3099	ASST GM FOR OPERATION	50412	TOOLS & EXP EQ	90%	\$1,735	\$1,562	FIXED
3099	ASST GM FOR OPERATION	510	EXPENSE TRANSFERS	90%	(\$81,217)	(\$73,095)	FIXED
3099	ASST GM FOR OPERATION	512	LEASES & RENTALS	90%	\$1,854	\$1,669	FIXED

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
3099	ASST GM FOR OPERATION	50410	OFFICE SUPP & STATIONERY	90%	\$10,426	\$9,383	FIXED
3099	ASST GM FOR OPERATION	504	OTHER MATERIALS & SUPPLI	90%	\$52	\$47	FIXED
3296	OPERTNS CNTRL & SVCS	509	MISCELLANEOUS EXPENSES	90%	\$8,410	\$7,569	FIXED
3296	OPERTNS CNTRL & SVCS	50412	TOOLS & EXP EQ	90%	\$3	\$3	FIXED
3296	OPERTNS CNTRL & SVCS	50409	BUILD & GROUNDS	90%	\$8	\$7	FIXED
3296	OPERTNS CNTRL & SVCS	50410	OFFICE SUPP & STATIONERY	90%	\$50,628	\$45,565	FIXED
3296	OPERTNS CNTRL & SVCS	504	OTHER MATERIALS & SUPPLI	90%	\$57	\$51	FIXED
3296	OPERTNS CNTRL & SVCS	503	SERVICES	90%	\$0	\$0	FIXED
3296	OPERTNS CNTRL & SVCS	5018	TCU WAGES	90%	\$308,443	\$277,599	FIXED
3296	OPERTNS CNTRL & SVCS	50407	PARTS & SUPP, REV EQ	90%	\$972	\$875	FIXED
3296	OPERTNS CNTRL & SVCS	50408	PARTS & SUPP, NONREV EQ	90%	\$24	\$22	FIXED
3296	OPERTNS CNTRL & SVCS	50404	LUBRICANT, NONREV EQ	90%	\$5	\$5	FIXED
3297	TRANSPORTATION INSTR	5018	TCU WAGES	100%	\$31,697	\$31,697	FIXED
3297	TRANSPORTATION INSTR	504	OTHER MATERIALS & SUPPLI	100%	\$439,358	\$439,358	FIXED
3297	TRANSPORTATION INSTR	50407	PARTS & SUPP, REV EQ	100%	\$6	\$6	FIXED
3297	TRANSPORTATION INSTR	5013	NONCONTRACT SALARIES	100%	\$1,765,762	\$1,765,762	FIXED
3297	TRANSPORTATION INSTR	503	SERVICES	100%	\$615	\$615	FIXED
3297	TRANSPORTATION INSTR	509	MISCELLANEOUS EXPENSES	100%	\$42,090	\$42,090	FIXED
3297	TRANSPORTATION INSTR	50410	OFFICE SUPP & STATIONERY	100%	\$27,607	\$27,607	FIXED
3297	TRANSPORTATION INSTR	50409	BUILD & GROUNDS	100%	\$32	\$32	FIXED
3299	TRANSPORTATION-GENE	50410	OFFICE SUPP & STATIONERY	90%	\$17,315	\$15,584	FIXED
3299	TRANSPORTATION-GENE	50408	PARTS & SUPP, NONREV EQ	90%	\$346	\$311	FIXED
3299	TRANSPORTATION-GENE	503	SERVICES	90%	\$9,916	\$8,924	FIXED
3299	TRANSPORTATION-GENE	50412	TOOLS & EXP EQ	90%	\$1,148	\$1,033	FIXED
3299	TRANSPORTATION-GENE	510	EXPENSE TRANSFERS	90%	(\$179,100)	(\$161,190)	FIXED
3299	TRANSPORTATION-GENE	50407	PARTS & SUPP, REV EQ	90%	\$5	\$5	FIXED
3299	TRANSPORTATION-GENE	504	OTHER MATERIALS & SUPPLI	90%	(\$2,260)	(\$2,034)	FIXED
3299	TRANSPORTATION-GENE	5021	UNIFORMS, TRAINING, ETC	90%	\$28,063	\$25,257	FIXED
3299	TRANSPORTATION-GENE	5018	TCU WAGES	90%	\$7,034	\$6,331	FIXED
3299	TRANSPORTATION-GENE	5013	NONCONTRACT SALARIES	90%	\$1,168,301	\$1,051,471	FIXED
3299	TRANSPORTATION-GENE	509	MISCELLANEOUS EXPENSES	90%	\$258,308	\$232,477	FIXED
3900	\$CHEDULING	509	MISCELLANEOUS EXPENSES	90%	\$82,890	\$74,601	FIXED
3900	\$CHEDULING	504	OTHER MATERIALS & SUPPLI	90%	\$38,233	\$34,410	FIXED
3900	\$CHEDULING	503	SERVICES	90%	\$604,359	\$543,923	FIXED
3900	\$CHEDULING	50407	PARTS & SUPP, REV EQ	90%	\$628	\$565	FIXED
3900	\$CHEDULING	50410	OFFICE SUPP & STATIONERY	90%	\$1,220,061	\$1,098,055	FIXED
3900	\$CHEDULING	510	EXPENSE TRANSFERS	90%	(\$152,769)	(\$137,492)	FIXED
3900	\$CHEDULING	50404	LUBRICANT, NONREV EQ	90%	\$506	\$455	FIXED
3900	\$CHEDULING	5018	TCU WAGES	90%	\$916,757	\$825,081	FIXED
3900	\$CHEDULING	5013	NONCONTRACT SALARIES	90%	\$2,172,860	\$1,955,574	FIXED
3900	\$CHEDULING	50412	TOOLS & EXP EQ	90%	(\$456)	(\$410)	FIXED
4099	ASST GM FOR PLNNG&CO	5021	UNIFORMS, TRAINING, ETC	90%	\$3,581	\$3,223	FIXED
4099	ASST GM FOR PLNNG&CO	50410	OFFICE SUPP & STATIONERY	90%	\$288	\$259	FIXED
4099	ASST GM FOR PLNNG&CO	509	MISCELLANEOUS EXPENSES	90%	\$5,985	\$5,387	FIXED
4099	ASST GM FOR PLNNG&CO	5013	NONCONTRACT SALARIES	90%	\$113,770	\$102,393	FIXED
4099	ASST GM FOR PLNNG&CO	503	SERVICES	90%	\$32	\$29	FIXED
4100	LOCAL GOVT & COMM AFF	504	OTHER MATERIALS & SUPPLI	80%	\$832	\$666	FIXED
4100	LOCAL GOVT & COMM AFF	50411	PROMO & INFO MATERIALS	80%	\$140,942	\$112,754	FIXED
4100	LOCAL GOVT & COMM AFF	50410	OFFICE SUPP & STATIONERY	80%	\$6,726	\$5,381	FIXED
4100	LOCAL GOVT & COMM AFF	510	EXPENSE TRANSFERS	80%	(\$96,613)	(\$77,290)	FIXED

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4100	LOCAL GOVT & COMM AFF	503	SERVICES	80%	\$49,593	\$39,674	FIXED
4100	LOCAL GOVT & COMM AFF	5021	UNIFORMS, TRAINING, ETC	80%	\$5,272	\$4,218	FIXED
4100	LOCAL GOVT & COMM AFF	5013	NONCONTRACT SALARIES	80%	\$650,217	\$520,174	FIXED
4100	LOCAL GOVT & COMM AFF	509	MISCELLANEOUS EXPENSES	80%	\$39,059	\$31,247	FIXED
4200	PLANNING	5021	UNIFORMS, TRAINING, ETC	95%	\$9,924	\$9,428	FIXED
4200	PLANNING	5018	TCU WAGES	95%	\$71,267	\$67,704	FIXED
4200	PLANNING	5013	NONCONTRACT SALARIES	95%	\$2,259,201	\$2,146,241	FIXED
4200	PLANNING	503	SERVICES	95%	\$114,481	\$108,757	FIXED
4200	PLANNING	512	LEASES & RENTALS	95%	\$484	\$460	FIXED
4200	PLANNING	504	OTHER MATERIALS & SUPPLI	95%	\$9,146	\$8,689	FIXED
4200	PLANNING	50410	OFFICE SUPP & STATIONERY	95%	\$31,165	\$29,607	FIXED
4200	PLANNING	50411	PROMO & INFO MATERIALS	95%	\$153	\$145	FIXED
4200	PLANNING	509	MISCELLANEOUS EXPENSES	95%	\$31,487	\$29,913	FIXED
4200	PLANNING	510	EXPENSE TRANSFERS	95%	(\$459,149)	(\$436,192)	FIXED
4400	MARKTG & COMMUNICATI	50411	PROMO & INFO MATERIALS	90%	\$282,337	\$254,103	FIXED
4400	MARKTG & COMMUNICATI	50410	OFFICE SUPP & STATIONERY	90%	\$23,714	\$21,343	FIXED
4400	MARKTG & COMMUNICATI	510	EXPENSE TRANSFERS	90%	(\$246,474)	(\$221,827)	FIXED
4400	MARKTG & COMMUNICATI	503	SERVICES	90%	\$1,061,363	\$955,227	FIXED
4400	MARKTG & COMMUNICATI	5021	UNIFORMS, TRAINING, ETC	90%	\$5,316	\$4,784	FIXED
4400	MARKTG & COMMUNICATI	504	OTHER MATERIALS & SUPPLI	90%	\$8,385	\$7,547	FIXED
4400	MARKTG & COMMUNICATI	5013	NONCONTRACT SALARIES	90%	\$725,134	\$652,621	FIXED
4400	MARKTG & COMMUNICATI	509	MISCELLANEOUS EXPENSES	90%	\$32,043	\$28,839	FIXED
4800	CUSTOMER RELATIONS	50409	BUILD & GROUNDS	80%	\$1,730	\$1,384	FIXED
4800	CUSTOMER RELATIONS	50412	TOOLS & EXP EQ	80%	\$3,788	\$3,030	FIXED
4800	CUSTOMER RELATIONS	50410	OFFICE SUPP & STATIONERY	80%	\$54,704	\$43,763	FIXED
4800	CUSTOMER RELATIONS	509	MISCELLANEOUS EXPENSES	80%	\$8,217	\$6,574	FIXED
4800	CUSTOMER RELATIONS	504	OTHER MATERIALS & SUPPLI	80%	\$570,354	\$456,283	FIXED
4800	CUSTOMER RELATIONS	503	SERVICES	80%	\$1,698,982	\$1,359,186	FIXED
4800	CUSTOMER RELATIONS	5013	NONCONTRACT SALARIES	80%	\$1,549,095	\$1,239,276	FIXED
4800	CUSTOMER RELATIONS	510	EXPENSE TRANSFERS	80%	(\$3,317)	(\$2,654)	FIXED
6099	ASST GM FOR EQUAL OPP	504	OTHER MATERIALS & SUPPLI	40%	\$0	\$0	FIXED
6099	ASST GM FOR EQUAL OPP	50412	TOOLS & EXP EQ	40%	\$4	\$2	FIXED
6099	ASST GM FOR EQUAL OPP	5013	NONCONTRACT SALARIES	40%	\$157,339	\$62,936	FIXED
6099	ASST GM FOR EQUAL OPP	5021	UNIFORMS, TRAINING, ETC	40%	\$3,608	\$1,443	FIXED
6099	ASST GM FOR EQUAL OPP	503	SERVICES	40%	\$1,877	\$751	FIXED
6099	ASST GM FOR EQUAL OPP	50410	OFFICE SUPP & STATIONERY	40%	\$6,971	\$2,788	FIXED
6099	ASST GM FOR EQUAL OPP	509	MISCELLANEOUS EXPENSES	40%	\$10,411	\$4,164	FIXED
6099	ASST GM FOR EQUAL OPP	510	EXPENSE TRANSFERS	40%	(\$14,947)	(\$5,979)	FIXED
6100	EQUAL EMPLOYMT OPPTN	503	SERVICES	40%	\$63	\$25	FIXED
6100	EQUAL EMPLOYMT OPPTN	504	OTHER MATERIALS & SUPPLI	40%	\$249	\$100	FIXED
6100	EQUAL EMPLOYMT OPPTN	509	MISCELLANEOUS EXPENSES	40%	\$2,682	\$1,073	FIXED
6100	EQUAL EMPLOYMT OPPTN	5021	UNIFORMS, TRAINING, ETC	40%	\$748	\$299	FIXED
6100	EQUAL EMPLOYMT OPPTN	5013	NONCONTRACT SALARIES	40%	\$185,301	\$74,120	FIXED
6100	EQUAL EMPLOYMT OPPTN	510	EXPENSE TRANSFERS	40%	(\$28,129)	(\$11,252)	FIXED
6100	EQUAL EMPLOYMT OPPTN	50410	OFFICE SUPP & STATIONERY	40%	\$1,671	\$668	FIXED
6200	CONTRACT COMPLIANCE	509	MISCELLANEOUS EXPENSES	40%	\$463	\$185	FIXED
6200	CONTRACT COMPLIANCE	510	EXPENSE TRANSFERS	40%	(\$118,316)	(\$47,326)	FIXED
6200	CONTRACT COMPLIANCE	50410	OFFICE SUPP & STATIONERY	40%	\$3,795	\$1,518	FIXED
6200	CONTRACT COMPLIANCE	5013	NONCONTRACT SALARIES	40%	\$209,150	\$83,660	FIXED
6200	CONTRACT COMPLIANCE	503	SERVICES	40%	\$0	\$0	FIXED

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
6300	EMPLOYEE ED, TRAIN, & DE	50410	OFFICE SUPP & STATIONERY	40%	\$4,324	\$1,730	FIXED
6300	EMPLOYEE ED, TRAIN, & DE	510	EXPENSE TRANSFERS	40%	(\$4,447)	(\$1,779)	FIXED
6300	EMPLOYEE ED, TRAIN, & DE	509	MISCELLANEOUS EXPENSES	40%	\$882	\$353	FIXED
6300	EMPLOYEE ED, TRAIN, & DE	50412	TOOLS & EXP EQ	40%	\$241	\$96	FIXED
6300	EMPLOYEE ED, TRAIN, & DE	503	SERVICES	40%	\$75	\$30	FIXED
6300	EMPLOYEE ED, TRAIN, & DE	504	OTHER MATERIALS & SUPPLI	40%	\$52	\$21	FIXED
6300	EMPLOYEE ED, TRAIN, & DE	5021	UNIFORMS, TRAINING, ETC	40%	\$291,486	\$116,594	FIXED
6300	EMPLOYEE ED, TRAIN, & DE	50409	BUILD & GROUNDS	40%	\$73	\$29	FIXED
6300	EMPLOYEE ED, TRAIN, & DE	5013	NONCONTRACT SALARIES	40%	\$270,478	\$108,191	FIXED
6400	DBE/WBE	509	MISCELLANEOUS EXPENSES	40%	\$1,266	\$506	FIXED
6400	DBE/WBE	50410	OFFICE SUPP & STATIONERY	40%	\$2,602	\$1,041	FIXED
6400	DBE/WBE	503	SERVICES	40%	(\$3,665)	(\$1,466)	FIXED
6400	DBE/WBE	510	EXPENSE TRANSFERS	40%	(\$147,973)	(\$59,189)	FIXED
6400	DBE/WBE	5021	UNIFORMS, TRAINING, ETC	40%	\$1,488	\$595	FIXED
6400	DBE/WBE	5013	NONCONTRACT SALARIES	40%	\$216,969	\$86,788	FIXED
7099	CONTROLLER/TREASURE	503	SERVICES	90%	\$37,176	\$33,458	FIXED
7099	CONTROLLER/TREASURE	5021	UNIFORMS, TRAINING, ETC	90%	\$5,358	\$4,822	FIXED
7099	CONTROLLER/TREASURE	509	MISCELLANEOUS EXPENSES	90%	\$27,581	\$24,823	FIXED
7099	CONTROLLER/TREASURE	5013	NONCONTRACT SALARIES	90%	\$341,568	\$307,411	FIXED
7099	CONTROLLER/TREASURE	50410	OFFICE SUPP & STATIONERY	90%	\$4,609	\$4,148	FIXED
7100	ACCOUNTING & FISCAL	50409	BUILD & GROUNDS	90%	\$1,492	\$1,343	FIXED
7100	ACCOUNTING & FISCAL	504	OTHER MATERIALS & SUPPLI	90%	\$2,722	\$2,450	FIXED
7100	ACCOUNTING & FISCAL	50410	OFFICE SUPP & STATIONERY	90%	\$76,356	\$68,720	FIXED
7100	ACCOUNTING & FISCAL	50412	TOOLS & EXP EQ	90%	\$425	\$383	FIXED
7100	ACCOUNTING & FISCAL	50407	PARTS & SUPP, REV EQ	90%	\$0	\$0	FIXED
7100	ACCOUNTING & FISCAL	510	EXPENSE TRANSFERS	90%	(\$62,381)	(\$56,143)	FIXED
7100	ACCOUNTING & FISCAL	503	SERVICES	90%	\$357,117	\$321,405	FIXED
7100	ACCOUNTING & FISCAL	5021	UNIFORMS, TRAINING, ETC	90%	\$18,608	\$16,747	FIXED
7100	ACCOUNTING & FISCAL	5018	TCU WAGES	90%	\$1,614,191	\$1,452,772	FIXED
7100	ACCOUNTING & FISCAL	5013	NONCONTRACT SALARIES	90%	\$1,430,319	\$1,287,287	FIXED
7100	ACCOUNTING & FISCAL	509	MISCELLANEOUS EXPENSES	90%	\$2,829,205	\$2,546,285	FIXED
7200	DATA PROCESSING	512	LEASES & RENTALS	90%	\$15,014	\$13,513	FIXED
7200	DATA PROCESSING	504	OTHER MATERIALS & SUPPLI	90%	\$4,012	\$3,611	FIXED
7200	DATA PROCESSING	50412	TOOLS & EXP EQ	90%	\$62	\$56	FIXED
7200	DATA PROCESSING	50410	OFFICE SUPP & STATIONERY	90%	\$217,460	\$195,714	FIXED
7200	DATA PROCESSING	510	EXPENSE TRANSFERS	90%	(\$142,582)	(\$128,324)	FIXED
7200	DATA PROCESSING	503	SERVICES	90%	\$2,556,450	\$2,300,805	FIXED
7200	DATA PROCESSING	5021	UNIFORMS, TRAINING, ETC	90%	\$43,175	\$38,858	FIXED
7200	DATA PROCESSING	5018	TCU WAGES	90%	\$708,706	\$637,835	FIXED
7200	DATA PROCESSING	5013	NONCONTRACT SALARIES	90%	\$4,077,644	\$3,669,880	FIXED
7200	DATA PROCESSING	509	MISCELLANEOUS EXPENSES	90%	\$13,822	\$12,440	FIXED
7500	PERSONNEL	504	OTHER MATERIALS & SUPPLI	85%	\$5,852	\$4,974	FIXED
7500	PERSONNEL	503	SERVICES	85%	\$996,526	\$847,047	FIXED
7500	PERSONNEL	5013	NONCONTRACT SALARIES	85%	\$1,920,995	\$1,632,846	FIXED
7500	PERSONNEL	50407	PARTS & SUPP, REV EQ	85%	\$0	\$0	FIXED
7500	PERSONNEL	50409	BUILD & GROUNDS	85%	\$0	\$0	FIXED
7500	PERSONNEL	5021	UNIFORMS, TRAINING, ETC	85%	\$15,327	\$13,028	FIXED
7500	PERSONNEL	509	MISCELLANEOUS EXPENSES	85%	\$231,003	\$196,353	FIXED
7500	PERSONNEL	50410	OFFICE SUPP & STATIONERY	85%	\$114,363	\$97,209	FIXED
7500	PERSONNEL	510	EXPENSE TRANSFERS	85%	(\$98,316)	(\$83,569)	FIXED

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7500	PERSONNEL	5018	TCU WAGES	85%	\$469,146	\$398,774	FIXED
7700	MANAGEMENT & BUDGET	509	MISCELLANEOUS EXPENSES	80%	\$3,975	\$3,180	FIXED
7700	MANAGEMENT & BUDGET	5021	UNIFORMS, TRAINING, ETC	80%	\$1,045	\$836	FIXED
7700	MANAGEMENT & BUDGET	50410	OFFICE SUPP & STATIONERY	80%	\$10,256	\$8,205	FIXED
7700	MANAGEMENT & BUDGET	510	EXPENSE TRANSFERS	80%	(\$38,537)	(\$30,830)	FIXED
7700	MANAGEMENT & BUDGET	503	SERVICES	80%	\$8,018	\$6,414	FIXED
7700	MANAGEMENT & BUDGET	5013	NONCONTRACT SALARIES	80%	\$696,548	\$557,238	FIXED
7900	RISK MANAGEMENT	50412	TOOLS & EXP EQ	95%	\$6,483	\$6,159	FIXED
7900	RISK MANAGEMENT	510	EXPENSE TRANSFERS	95%	(\$42,903)	(\$40,758)	FIXED
7900	RISK MANAGEMENT	509	MISCELLANEOUS EXPENSES	95%	\$27,522	\$26,146	FIXED
7900	RISK MANAGEMENT	5018	TCU WAGES	95%	\$0	\$0	FIXED
7900	RISK MANAGEMENT	5021	UNIFORMS, TRAINING, ETC	95%	\$10,845	\$10,303	FIXED
7900	RISK MANAGEMENT	50411	PROMO & INFO MATERIALS	95%	\$5,809	\$5,519	FIXED
7900	RISK MANAGEMENT	50410	OFFICE SUPP & STATIONERY	95%	\$9,212	\$8,751	FIXED
7900	RISK MANAGEMENT	5013	NONCONTRACT SALARIES	95%	\$1,311,620	\$1,246,039	FIXED
7900	RISK MANAGEMENT	503	SERVICES	95%	\$57,051	\$54,198	FIXED
7900	RISK MANAGEMENT	504	OTHER MATERIALS & SUPPLI	95%	\$11,642	\$11,060	FIXED
8099	ASST GM FOR TR SYS DEV	509	MISCELLANEOUS EXPENSES	0%	\$2,536	\$0	FIXED
8099	ASST GM FOR TR SYS DEV	50410	OFFICE SUPP & STATIONERY	0%	\$0	\$0	FIXED
8099	ASST GM FOR TR SYS DEV	5021	UNIFORMS, TRAINING, ETC	0%	\$3,069	\$0	FIXED
8099	ASST GM FOR TR SYS DEV	510	EXPENSE TRANSFERS	0%	(\$90,041)	\$0	FIXED
8099	ASST GM FOR TR SYS DEV	5013	NONCONTRACT SALARIES	0%	\$125,990	\$0	FIXED
8100	TRANSIT SYSTEMS DEVT	503	SERVICES	0%	\$7,297	\$0	FIXED
8100	TRANSIT SYSTEMS DEVT	5021	UNIFORMS, TRAINING, ETC	0%	\$10,197	\$0	FIXED
8100	TRANSIT SYSTEMS DEVT	5018	TCU WAGES	0%	\$2,591	\$0	FIXED
8100	TRANSIT SYSTEMS DEVT	50409	BUILD & GROUNDS	0%	\$0	\$0	FIXED
8100	TRANSIT SYSTEMS DEVT	5013	NONCONTRACT SALARIES	0%	\$6,583,320	\$0	FIXED
8100	TRANSIT SYSTEMS DEVT	50412	TOOLS & EXP EQ	0%	\$111	\$0	FIXED
8100	TRANSIT SYSTEMS DEVT	510	EXPENSE TRANSFERS	0%	(\$5,341,642)	\$0	FIXED
8100	TRANSIT SYSTEMS DEVT	509	MISCELLANEOUS EXPENSES	0%	\$8,574	\$0	FIXED
9099	AGM - EQUIPT & FACILIT	503	SERVICES	80%	\$803	\$642	FIXED
9099	AGM - EQUIPT & FACILIT	50410	OFFICE SUPP & STATIONERY	80%	\$1,427	\$1,142	FIXED
9099	AGM - EQUIPT & FACILIT	5021	UNIFORMS, TRAINING, ETC	80%	\$3,629	\$2,903	FIXED
9099	AGM - EQUIPT & FACILIT	509	MISCELLANEOUS EXPENSES	80%	\$41	\$33	FIXED
9099	AGM - EQUIPT & FACILIT	5013	NONCONTRACT SALARIES	80%	\$155,211	\$124,169	FIXED
9200	BUS FACILITIES ENGG	5013	NONCONTRACT SALARIES	100%	\$1,692,808	\$1,692,808	FIXED
9200	BUS FACILITIES ENGG	5021	UNIFORMS, TRAINING, ETC	100%	\$18,431	\$18,431	FIXED
9200	BUS FACILITIES ENGG	510	EXPENSE TRANSFERS	100%	(\$1,129,341)	(\$1,129,341)	FIXED
9200	BUS FACILMES ENGG	503	SERVICES	100%	\$286,469	\$286,469	FIXED
9200	BUS FACILMES ENGG	504	OTHER MATERIALS & SUPPLI	100%	\$64	\$64	FIXED
9200	BUS FACILMES ENGG	50407	PARTS & SUPP, REV EQ	100%	\$632	\$632	FIXED
9200	BUS FACILITIES ENGG	50408	PARTS & SUPP, NONREV EQ	100%	\$12	\$12	FIXED
9200	BUS FACILMES ENGG	50409	BUILD & GROUNDS	100%	\$12	\$12	FIXED
9200	BUS FACILITIES ENGG	50410	OFFICE SUPP & STATIONERY	100%	\$55,641	\$55,641	FIXED
9200	BUS FACILITIES ENGG	50412	TOOLS & EXP EQ	100%	\$400	\$400	FIXED
9200	BUS FACILMES ENGG	509	MISCELLANEOUS EXPENSES	100%	\$22,665	\$22,665	FIXED
9200	BUS FACILMES ENGG	512	LEASES & RENTALS	100%	\$0	\$0	FIXED
9304	MAINTENANCE DIVISION 4	50404	LUBE, NONREV EQ	100%	\$1,580	\$1,580	FIXED
9304	MAINTENANCE DIVISION 4	50405	TIRES & TUBES, REV EQ	100%	\$0	\$0	FIXED
9304	MAINTENANCE DIVISION 4	5013	NONCONTRACT SALARIES	100%	\$199,768	\$199,768	FIXED

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
9304	MAINTENANCE DIVISION 4	510	EXPENSE TRANSFERS	100%	\$0	\$0	FIXED
9304	MAINTENANCE DIVISION 4	509	MISCELLANEOUS EXPENSES	100%	\$3,723	\$3,723	FIXED
9304	MAINTENANCE DIVISION 4	5017	ATU, NONREV EQ WAGES	100%	\$3,179	\$3,179	FIXED
9304	MAINTENANCE DIVISION 4	503	SERVICES	100%	\$120,199	\$120,199	FIXED
9304	MAINTENANCE DIVISION 4	50410	OFFICE SUPP & STATIONERY	100%	\$4,222	\$4,222	FIXED
9304	MAINTENANCE DIVISION 4	50409	BUILD & GROUNDS	100%	\$19,284	\$19,284	FIXED
9304	MAINTENANCE DIVISION 4	50408	PARTS & SUPP, REV EQ	100%	\$574,053	\$574,053	FIXED
9304	MAINTENANCE DIVISION 4	512	LEASES & RENTALS	100%	\$0	\$0	FIXED
9304	MAINTENANCE DIVISION 4	504	OTHER MATERIALS & SUPPLI	100%	\$8,385	\$8,385	FIXED
9304	MAINTENANCE DIVISION 4	50406	TIRES & TUBES, NONREV EQ	100%	\$13,420	\$13,420	FIXED
9314	MAINTENANCE SOUTH PA	50408	PARTS & SUPP, NONREV	100%	\$0	\$0	FIXED
9314	MAINTENANCE SOUTH PA	5018	TCU WAGES	100%	\$0	\$0	FIXED
9314	MAINTENANCE SOUTH PA	503	SERVICES	100%	\$0	\$0	FIXED
9314	MAINTENANCE SOUTH PA	504	OTHER MATERIALS & SUPPLI	100%	(\$24)	(\$24)	FIXED
9314	MAINTENANCE SOUTH PA	50404	LUBE, NONREV EQ	100%	\$0	\$0	FIXED
9314	MAINTENANCE SOUTH PA	5017	ATU, NONREV EQ WAGES	100%	\$0	\$0	FIXED
9314	MAINTENANCE SOUTH PA	50409	BUILD & GROUNDS	100%	\$147	\$147	FIXED
9314	MAINTENANCE SOUTH PA	50410	OFFICE SUPP & STATIONERY	100%	\$274	\$274	FIXED
9314	MAINTENANCE SOUTH PA	509	MISCELLANEOUS EXPENSES	100%	\$0	\$0	FIXED
9314	MAINTENANCE SOUTH PA	5013	NONCONTRACT SALARIES	100%	\$0	\$0	FIXED
9330	CENTRAL MAINTENANCE FA	50410	OFFICE SUPP & STATIONERY	100%	\$41,960	\$41,960	FIXED
9330	CENTRAL MAINTENANCE FA	509	MISCELLANEOUS EXPENSES	100%	\$21,570	\$21,570	FIXED
9330	CENTRAL MAINTENANCE FA	50409	BUILD & GROUNDS	100%	\$190,525	\$190,525	FIXED
9330	CENTRAL MAINTENANCE FA	503	SERVICES	100%	\$4,440	\$4,440	FIXED
9330	CENTRAL MAINTENANCE FA	50408	PARTS & SUPP, NONREV	100%	\$1,516	\$1,516	FIXED
9330	CENTRAL MAINTENANCE FA	5018	TCU WAGES	100%	\$144,439	\$144,439	FIXED
9330	CENTRAL MAINTENANCE FA	504	OTHER MATERIALS & SUPPLI	100%	\$236,783	\$236,783	FIXED
9330	CENTRAL MAINTENANCE FA	5013	NONCONTRACT SALARIES	100%	\$1,631,647	\$1,631,647	FIXED
9330	CENTRAL MAINTENANCE FA	5017	ATU, NONREV EQ WAGES	100%	\$567,406	\$567,406	FIXED
9330	CENTRAL MAINTENANCE FA	50404	LUBE, NONREV EQ	100%	\$1,575	\$1,575	FIXED
9350	MAINTENANCE BUS OPER	50404	LUBE, NONREV EQ	100%	\$56,993	\$56,993	FIXED
9350	MAINTENANCE BUS OPER	50406	TIRES & TUBES, NONREV EQ	100%	\$0	\$0	FIXED
9350	MAINTENANCE BUS OPER	50408	PARTS & SUPP, NONREV	100%	\$19,734	\$19,734	FIXED
9350	MAINTENANCE BUS OPER	50410	OFFICE SUPP & STATIONERY	100%	\$94,446	\$94,446	FIXED
9398	EQUIPMENT ENGINEERIN	510	EXPENSE TRANSFERS	0%	\$0	\$0	FIXED
9398	EQUIPMENT ENGINEERIN	5013	NONCONTRACT SALARIES	0%	\$0	\$0	FIXED
9398	EQUIPMENT ENGINEERIN	50407	PARTS & SUPP, REV EQ	0%	\$1	\$0	FIXED
9398	EQUIPMENT ENGINEERIN	509	MISCELLANEOUS EXPENSES	0%	\$389	\$0	FIXED
9399	MAINTENANCE GENERAL	509	MISCELLANEOUS EXPENSES	100%	\$86,275	\$86,275	FIXED
9399	MAINTENANCE GENERAL	512	LEASES & RENTALS	100%	\$96,724	\$96,724	FIXED
9399	MAINTENANCE GENERAL	510	EXPENSE TRANSFERS	100%	(\$793,783)	(\$793,783)	FIXED
9399	MAINTENANCE GENERAL	503	SERVICES	100%	\$381,252	\$381,252	FIXED
9399	MAINTENANCE GENERAL	50412	TOOLS & EXP EQ	100%	\$54,960	\$54,960	FIXED
9399	MAINTENANCE GENERAL	504	OTHER MATERIALS & SUPPLI	100%	\$1,340,015	\$1,340,015	FIXED
9399	MAINTENANCE GENERAL	50409	BUILD & GROUNDS	100%	\$12,306	\$12,306	FIXED
9399	MAINTENANCE GENERAL	50408	PARTS & SUPP, NONREV EQ	100%	\$2,021	\$2,021	FIXED
9399	MAINTENANCE GENERAL	5013	NONCONTRACT SALARIES	100%	\$4,361,116	\$4,381,116	FIXED
9399	MAINTENANCE GENERAL	50406	TIRES & TUBES, NONREV EQ	100%	\$3	\$3	FIXED
9399	MAINTENANCE GENERAL	5017	ATU, NONREV EQ WAGES	100%	\$2,648	\$2,648	FIXED
9399	MAINTENANCE GENERAL	5018	TCU WAGES	100%	\$540,266	\$540,266	FIXED

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
9399	MAINTENANCE GENERAL	5021	UNIFORMS, TRAINING, ETC	100%	\$535,709	\$535,709	FIXED
9399	MAINTENANCE GENERAL	50410	OFFICE SUPP & STATIONERY	100%	(\$27,871)	(\$27,871)	FIXED
9400	CONTR/PROCUMNT/MATE	50412	TOOLS & EXP EQ	95%	\$33,962	\$32,264	FIXED
9400	CONTR/PROCUMNT/MATE	510	EXPENSE TRANSFERS	95%	(\$456,165)	(\$433,357)	FIXED
9400	CONTR/PROCUMNT/MATE	512	LEASES & RENTALS	95%	(\$1,900)	(\$1,805)	FIXED
9400	CONTR/PROCUMNT/MATE	509	MISCELLANEOUS EXPENSES	95%	\$81,833	\$77,741	FIXED
9400	CONTR/PROCUMNT/MATE	50408	PARTS & SUPP, NONREV EQ	95%	(\$3,483)	(\$3,309)	FIXED
9400	CONTR/PROCUMNT/MATE	50411	PROMO & INFO MATERIALS	95%	\$0	\$0	FIXED
9400	CONTR/PROCUMNT/MATE	50410	OFFICE SUPP & STATIONERY	95%	\$86,912	\$82,566	FIXED
9400	CONTR/PROCUMNT/MATE	5021	UNIFORMS, TRAINING, ETC	95%	\$61,422	\$58,351	FIXED
9400	CONTR/PROCUMNT/MATE	5013	NONCONTRACT SALARIES	95%	\$2,636,147	\$2,504,340	FIXED
9400	CONTR/PROCUMNT/MATE	503	SERVICES	95%	\$205,758	\$195,470	FIXED
9400	CONTR/PROCUMNT/MATE	504	OTHER MATERIALS & SUPPLI	95%	\$1,606,280	\$1,525,966	FIXED
9400	CONTR/PROCUMNT/MATE	50403	LUBRICANT, REV EQ	95%	\$117,692	\$111,807	FIXED
9400	CONTR/PROCUMNT/MATE	50409	BUILD & GROUNDS	95%	\$29,334	\$27,867	FIXED
9400	CONTR/PROCUMNT/MATE	5018	TCU WAGES	95%	\$4,513,938	\$4,288,241	FIXED
9400	CONTR/PROCUMNT/MATE	50404	LUBRICANT, NONREV EQ	95%	(\$444)	(\$422)	FIXED
9400	CONTR/PROCUMNT/MATE	50407	PARTS & SUPP, REV EQ	95%	(\$303,608)	(\$288,428)	FIXED
9610	GENERAL SERVICES	509	MISCELLANEOUS EXPENSES	90%	\$4,959	\$4,463	FIXED
9610	GENERAL SERVICES	50412	TOOLS & EXP EQ	90%	\$702	\$632	FIXED
9610	GENERAL SERVICES	5021	UNIFORMS, TRAINING, ETC	90%	\$19,402	\$17,462	FIXED
9610	GENERAL SERVICES	5015	ATU, REV EQ MECH WAGES	90%	\$0	\$0	FIXED
9610	GENERAL SERVICES	5017	ATU, NONREV EQ WAGES	90%	\$0	\$0	FIXED
9610	GENERAL SERVICES	5013	NONCONTRACT SALARIES	90%	\$275,256	\$247,730	FIXED
9610	GENERAL SERVICES	5018	TCU WAGES	90%	\$2,109,752	\$1,898,777	FIXED
9610	GENERAL SERVICES	5016	ATU, REV EQ NONMECH WAG	90%	\$0	\$0	FIXED
9610	GENERAL SERVICES	510	EXPENSE TRANSFERS	90%	(\$193)	(\$174)	FIXED
9610	GENERAL SERVICES	50410	OFFICE SUPP & STATIONERY	90%	\$257,314	\$231,583	FIXED
9610	GENERAL SERVICES	50409	BUILD & GROUNDS	90%	\$257,422	\$231,680	FIXED
9610	GENERAL SERVICES	50408	PARTS & SUPP, NONREV EQ	90%	\$28	\$25	FIXED
9610	GENERAL SERVICES	50407	PARTS & SUPP, REV EQ	90%	\$16,088	\$14,479	FIXED
9610	GENERAL SERVICES	50403	LUBRICANT, REV EQ	90%	\$49	\$44	FIXED
9610	GENERAL SERVICES	504	OTHER MATERIALS & SUPPLI	90%	\$28,603	\$25,743	FIXED
9610	GENERAL SERVICES	503	SERVICES	90%	\$63,774	\$57,397	FIXED
9620	BLDG & GRNDS MAINT	509	MISCELLANEOUS EXPENSES	90%	\$2,644	\$2,380	FIXED
9620	BLDG & GRNDS MAINT	50410	OFFICE SUPP & STATIONERY	90%	\$10,482	\$9,434	FIXED
9620	BLDG & GRNDS MAINT	510	EXPENSE TRANSFERS	90%	(\$171,373)	(\$154,236)	FIXED
9620	BLDG & GRNDS MAINT	512	LEASES & RENTALS	90%	\$0	\$0	FIXED
9620	BLDG & GRNDS MAINT	50412	TOOLS & EXP EQ	90%	\$66,113	\$59,502	FIXED
9620	BLDG & GRNDS MAINT	503	SERVICES	90%	\$369,828	\$332,845	FIXED
9620	BLDG & GRNDS MAINT	5021	UNIFORMS, TRAINING, ETC	90%	\$36,914	\$33,223	FIXED
9620	BLDG & GRNDS MAINT	504	OTHER MATERIALS & SUPPLI	90%	\$22,880	\$20,592	FIXED
9620	BLDG & GRNDS MAINT	5013	NONCONTRACT SALARIES	90%	\$336,897	\$303,207	FIXED
9620	BLDG & GRNDS MAINT	5018	TCU WAGES	90%	\$52,261	\$47,035	FIXED
9620	BLDG & GRNDS MAINT	5017	ATU, NONREV EQ WAGES	90%	\$2,402,112	\$2,161,901	FIXED
9620	BLDG & GRNDS MAINT	50409	BUILD & GROUNDS	90%	\$613,403	\$552,063	FIXED
9620	BLDG & GRNDS MAINT	50408	PARTS & SUPP, NONREV EQ	90%	\$8,183	\$7,365	FIXED
9620	BLDG & GRNDS MAINT	50403	LUBRICANTS, REV EQ	90%	\$1,938	\$1,744	FIXED
9620	BLDG & GRNDS MAINT	50404	LUBRICANTS, NONREV EQ	90%	\$1,458	\$1,312	FIXED
9620	BLDG & GRNDS MAINT	50407	PARTS & SUPP, REV EQ	90%	\$74,251	\$66,826	FIXED

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
9620	BLDG & GRNDS MAINT	5016	ATU, REV EQ NONMECH WAG	90%	\$34,975	\$31,478	FIXED
9630	ELECTRONIC/ELECTRICAL	50408	PARTS & SUPP, NONREV EQ	90%	\$121,087	\$108,978	FIXED
9630	ELECTRONIC/ELECTRICAL	50412	TOOLS & EXP EQ	90%	\$25,524	\$22,972	FIXED
9630	ELECTRONIC/ELECTRICAL	509	MISCELLANEOUS EXPENSES	90%	\$14,717	\$13,245	FIXED
9630	ELECTRONIC/ELECTRICAL	50410	OFFICE SUPP & STATIONERY	90%	\$24,219	\$21,797	FIXED
9630	ELECTRONIC/ELECTRICAL	510	EXPENSE TRANSFERS	90%	(\$176,030)	(\$158,427)	FIXED
9630	ELECTRONIC/ELECTRICAL	5018	TCU WAGES	90%	\$90,601	\$81,541	FIXED
9630	ELECTRONIC/ELECTRICAL	5013	NONCONTRACT SALARIES	90%	\$990,136	\$891,122	FIXED
9630	ELECTRONIC/ELECTRICAL	50407	PARTS & SUPP, REV EQ	90%	\$229,626	\$206,663	FIXED
9630	ELECTRONIC/ELECTRICAL	503	SERVICES	90%	\$103,578	\$93,220	FIXED
9660	STOPS AND ZONES	509	MISCELLANEOUS EXPENSES	90%	\$1,068	\$961	FIXED
9660	STOPS AND ZONES	5018	TCU WAGES	90%	\$21,821	\$19,639	FIXED
9660	STOPS AND ZONES	50412	TOOLS & EXP EQ	90%	\$16,007	\$14,406	FIXED
9660	STOPS AND ZONES	50410	OFFICE SUPP & STATIONERY	90%	\$3,100	\$2,790	FIXED
9660	STOPS AND ZONES	50409	BUILD & GROUNDS	90%	\$82,659	\$74,393	FIXED
9660	STOPS AND ZONES	50408	PARTS & SUPP, NONREV EQ	90%	\$5,928	\$5,335	FIXED
9660	STOPS AND ZONES	50407	PARTS & SUPP, REV EQ	90%	\$4,241	\$3,817	FIXED
9660	STOPS AND ZONES	504	OTHER MATERIALS & SUPPLI	90%	\$1,765	\$1,589	FIXED
9660	STOPS AND ZONES	510	EXPENSE TRANSFERS	90%	(\$1,757)	(\$1,581)	FIXED
9660	STOPS AND ZONES	5021	UNIFORMS, TRAINING, ETC	90%	\$7,329	\$6,596	FIXED
9660	STOPS AND ZONES	503	SERVICES	90%	\$261	\$235	FIXED
9660	STOPS AND ZONES	5017	ATU, NONREV EQ WAGES	90%	\$677,336	\$609,602	FIXED
9660	STOPS AND ZONES	5016	ATU, REV EQ NONMECH WAG	90%	\$1,901	\$1,711	FIXED
9660	STOPS AND ZONES	5015	ATU, REV EQ MECH WAGES	90%	\$0	\$0	FIXED
9660	STOPS AND ZONES	5013	NONCONTRACT SALARIES	90%	\$370,152	\$333,137	FIXED
9670	SCREEN SHOP	50409	BUILD & GROUNDS	90%	\$2,871	\$2,584	FIXED
9670	SCREEN SHOP	50412	TOOLS & EXP EQ	90%	\$184	\$166	FIXED
9670	SCREEN SHOP	504	OTHER MATERIALS & SUPPLI	90%	\$77,961	\$70,165	FIXED
9670	SCREEN SHOP	509	MISCELLANEOUS EXPENSES	90%	\$102	\$92	FIXED
9670	SCREEN SHOP	510	EXPENSE TRANSFERS	90%	(\$580)	(\$522)	FIXED
9670	SCREEN SHOP	50407	PARTS & SUPP, REV EQ	90%	\$7,129	\$6,416	FIXED
9670	SCREEN SHOP	50410	OFFICE SUPP & STATIONERY	90%	\$763	\$687	FIXED
9670	SCREEN SHOP	5021	UNIFORMS, TRAINING, ETC	90%	\$1,127	\$1,014	FIXED
9670	SCREEN SHOP	5017	ATU, NONREV EQ WAGES	90%	\$18,295	\$16,468	FIXED
9670	SCREEN SHOP	5015	ATU, REV EQ MECH WAGES	90%	\$122,608	\$110,347	FIXED
9670	SCREEN SHOP	5013	NONCONTRACT SALARIES	90%	\$60,953	\$54,858	FIXED
9670	SCREEN SHOP	503	SERVICES	90%	(\$125)	(\$113)	FIXED
9699	ENGG & ADM SERVICES	504	OTHER MATERIALS & SUPPLI	90%	\$21,406	\$19,265	FIXED
9699	ENGG & ADM SERVICES	5018	TCU WAGES	90%	\$176	\$158	FIXED
9699	ENGG & ADM SERVICES	5021	UNIFORMS, TRAINING, ETC	90%	\$26,274	\$23,847	FIXED
9699	ENGG & ADM SERVICES	503	SERVICES	90%	\$97,188	\$87,469	FIXED
9699	ENGG & ADM SERVICES	505	UTILITIES	90%	(\$30,141)	(\$27,127)	FIXED
9699	ENGG & ADM SERVICES	50404	LUBRICANT, NONREV EQ	90%	\$0	\$0	FIXED
9699	ENGG & ADM SERVICES	50408	PARTS & SUPP, NONREV EQ	90%	\$8,877	\$7,989	FIXED
9699	ENGG & ADM SERVICES	50410	OFFICE SUPP & STATIONERY	90%	\$23,966	\$21,569	FIXED

Dept. #	Department Name	Account	Expense Item	Adj. Factor	FY90 Expense	Bus-related Expense	Allocation
9699	ENGG & ADM SERVICES	509	MISCELLANEOUS EXPENSES	90%	\$18,437	\$16,593	FIXED
9699	ENGG & ADM SERVICES	510	EXPENSE TRANSFERS	90%	(\$300,508)	(\$270,457)	FIXED
9699	ENGG & ADM SERVICES	5013	NONCONTRACT SALARIES	90%	\$1,197,973	\$1,078,176	FIXED
9699	ENGG & ADM SERVICES	512	LEASES & RENTALS	90%	\$0	\$0	FIXED
Category Total					\$109,309,542	\$101,033,205	

Fixed costs are not considered in a marginal cost analysis.

3280	LIGHT RAIL OPERATIONS	5010	UTU, OPERATOR WAGES	0%	\$715,219	\$0	HRS-RAIL
9380	RAIL MAINTENANCE	50403	LUBE, REV EQ	0%	\$1,086	\$0	MLS-RAIL
3280	LIGHT RAIL OPERATIONS	50410	OFFICE SUPP & STATIONERY	0%	\$0	\$0	PEAK CARS
3280	LIGHT RAIL OPERATIONS	510	EXPENSE TRANSFERS	0%	(\$1,268,798)	\$0	PEAK CARS
3280	LIGHT RAIL OPERATIONS	5018	TCU WAGES	0%	\$384	\$0	PEAK CARS
3280	LIGHT RAIL OPERATIONS	5013	NONCONTRACT SALARIES	0%	\$1,164,063	\$0	PEAK CARS
9380	RAIL MAINTENANCE	50412	TOOLS & EXP EQ	0%	\$462	\$0	PEAK CARS
9380	RAIL MAINTENANCE	50409	BUILD & GROUNDS	0%	\$5,435	\$0	PEAK CARS
9380	RAIL MAINTENANCE	50407	PARTS & SUPP, REV EQ	0%	\$3,081	\$0	PEAK CARS
9380	RAIL MAINTENANCE	504	OTHER MATERIALS & SUPPLI	0%	\$2,478	\$0	PEAK CARS
9380	RAIL MAINTENANCE	5013	NONCONTRACT SALARIES	0%	\$687,095	\$0	PEAK CARS
9380	RAIL MAINTENANCE	5021	UNIFORMS, TRAINING, ETC	0%	\$2,589	\$0	PEAK CARS
9680	RAIL FACILITIES	5017	ATU, NONREV EQ WAGES	0%	\$4,977	\$0	PEAK CARS
9680	RAIL FACILITIES	5021	UNIFORMS, TRAINING, ETC	0%	\$660	\$0	PEAK CARS
9680	RAIL FACILITIES	50412	TOOLS & EXP EQ	0%	\$496	\$0	PEAK CARS
9680	RAIL FACILITIES	50409	PARTS & SUPP, NONREV EQ	0%	\$511	\$0	PEAK CARS
3100	RAIL ACTIVATION	5013	NONCONTRACT SALARIES	0%	\$217,377	\$0	FIXED-RAIL
3100	RAIL ACTIVATION	5021	UNIFORMS, TRAINING, ETC	0%	\$267	\$0	FIXED-RAIL
3100	RAIL ACTIVATION	510	EXPENSE TRANSFERS	0%	(\$234,519)	\$0	FIXED-RAIL
3100	RAIL ACTIVATION	509	MISCELLANEOUS EXPENSES	0%	\$2,223	\$0	FIXED-RAIL
3100	RAIL ACTIVATION	50407	PARTS & SUPP, REV EQ	0%	\$2	\$0	FIXED-RAIL
3100	RAIL ACTIVATION	50410	OFFICE SUPP & STATIONERY	0%	\$1,364	\$0	FIXED-RAIL
9380	RAIL MAINTENANCE	50404	LUBE, NONREV EQ	0%	\$5,147	\$0	FIXED-RAIL
9380	RAIL MAINTENANCE	50408	PARTS & SUPP, NONREV	0%	\$37	\$0	FIXED-RAIL
9380	RAIL MAINTENANCE	510	EXPENSE TRANSFERS	0%	(\$559,954)	\$0	FIXED-RAIL
9380	RAIL MAINTENANCE	50410	OFFICE SUPP & STATIONERY	0%	\$3,062	\$0	FIXED-RAIL
9680	RAIL FACILITIES	5013	NONCONTRACT SALARIES	0%	\$1,135,477	\$0	FIXED-RAIL
9680	RAIL FACILITIES	510	EXPENSE TRANSFERS	0%	(\$994,478)	\$0	FIXED-RAIL
9680	RAIL FACILITIES	503	SERVICES	0%	\$89	\$0	FIXED-RAIL
9680	RAIL FACILITIES	504	OTHER MATERIALS & SUPPLI	0%	\$191	\$0	FIXED-RAIL
9680	RAIL FACILITIES	50407	PARTS & SUPP, REV EQ	0%	\$10,582	\$0	FIXED-RAIL
9680	RAIL FACILITIES	50410	OFFICE SUPP & STATIONERY	0%	\$6,349	\$0	FIXED-RAIL
9680	RAIL FACILITIES	509	MISCELLANEOUS EXPENSES	0%	\$10,755	\$0	FIXED-RAIL
Category Total					\$923,709	\$0	

This category of costs is assigned entirely to providing rail service, and thus does not enter any bus cost calculations.