

2011 Department Budgets

Finance & Administration Division

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DIVISION SUMMARY

FINANCE & ADMINISTRATION

Loretta Kirk, Deputy General Manager

Mission Statement

As an integrated group of professions, the Finance and Administration Division contributes to the organizational success by managing the financial resources of the Authority efficiently and in strict compliance with government regulations, generally accepted financial management principles and Authority policies and by providing timely delivery of administrative services to internal and external customers.

General Description

The Finance and Administration Division is responsible for the Authority's financial management and critical support functions. Performs financial management functions, accounting, financial reporting, cash management, debt management and passenger fare collection and processing. Performs critical support functions, such as purchasing, contract administration, information technology, grants management, records management, mail, reproduction services, administrative services and outreach efforts for DBE contracting opportunities with the GCRTA.

2010 Achievements

- Supported development of short and long-range Information Technology (IT) Strategic plans and updated IT policies and procedures
- Completed upgrade and replacement of distributed network and client server applications
- Monitored and improved procurement acquisition process to reduce procurement turnaround time
- Progressed on implementation of new Fare Collection system
- Completed implementation of proof-of-payment fare collection on Heavy Rail and BRT systems
- Continued improvements and enhancements to Disadvantaged Business Enterprise (DBE) programs
- Continued assisting departments in reducing the Authority's overall administration costs
- Continued assistance with Energy Risk Management program

DIVISION SUMMARY

FINANCE & ADMINISTRATION

Loretta Kirk, Deputy General Manager

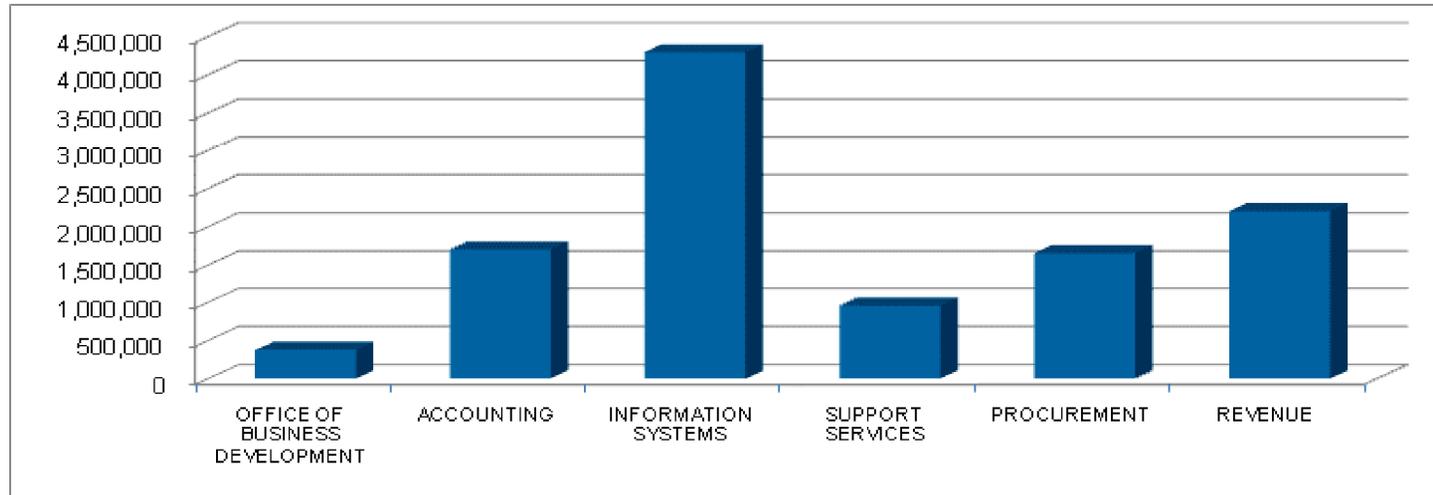
2011 Priorities

- Continue to upgrade, maintain, and replace distributed network and client server applications
- Support telecommunications services, including audio, video, and data
- Support Disaster Recovery implementation
- Support development of short and long-range Information Technology (IT) Strategic plans and updated IT policies and procedures
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure
- Monitor procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures
- Prepare Comprehensive Annual Financial Report (CAFR), conforming to the requirements outlines by the Government Finance Officers Association (GFOA)
- Complete implementation of new Fare Collection system
- Maintain and improve cash handling processes, fare collection security, and vaulting process
- Administer the Authority's Disadvantaged Business Enterprise (DBE) program to include certification of firms as a DBE contractor, establishing DBE goals on contracts, and ensuring compliance with federal regulations
- Rollout updated regulations for Disadvantaged Business Enterprises
- Assist departments in minimizing the Authority's overall administration costs
- Oversee Records Management function for the Authority
- Assist with Energy Risk Management program
- Administer 2011 Capital Grant Application process
- Sell General Obligation (GO) Bonds to finance capital improvement projects
- Implement upgrade to Oracle computer systems
- Implement Finance & Administration Division Sustainability plan
- Implement process improvements

2011 OPERATING BUDGET SUMMARY

Division 2 – Finance & Administration

Total Budgets by Department



Total

DIV: 2 - FINANCE AND ADMINISTRATION		2008 Actual	2009 Actual	2010 Estimate	2011 Budget	2012 Budget	2013 Budget
DEPT #	DESCRIPTION						
10	OFFICE OF BUSINESS DEVELOPMENT	430,505.67	393,147.14	324,871.96	373,472.00	374,008.86	376,387.95
60	ACCOUNTING	1,523,537.00	1,603,658.42	1,635,059.05	1,702,112.00	1,710,245.81	1,718,420.29
61	INFORMATION SYSTEMS	4,103,735.10	3,588,266.88	3,992,491.51	4,298,332.00	4,404,499.70	4,514,665.24
62	SUPPORT SERVICES	1,275,267.67	1,046,180.19	874,707.81	955,497.00	991,817.42	995,489.28
64	PROCUREMENT	1,890,396.76	1,654,540.48	1,559,334.98	1,654,960.00	1,659,809.80	1,670,222.90
65	REVENUE	2,266,683.03	2,346,067.05	2,140,877.34	2,202,251.00	2,262,049.01	2,275,713.00
DIVISION TOTALS		11,490,125.23	10,631,860.16	10,527,342.65	11,186,624.00	11,402,430.59	11,550,898.66

Staffing by Department

FINANCE & ADMINISTRATION	2008	2009	2010	2011	Variance
					2011 - 2010
OFFICE OF BUSINESS DEVELOPMENT	5	5	4	4	0
ACCOUNTING	23	22	22	22	0
INFORMATION TECHNOLOGY	24	23	23	23	0
SUPPORT SERVICES	10	8	8	7	(1)
PROCUREMENT	22	20	18	17	(1)
REVENUE	25	20	20	18	(2)
TOTALS	109	98	95	91	(4)

2011 OPERATING BUDGET SUMMARY

Department 10 – Office of Business Development

STEVEN SIMS, DIRECTOR

The mission of the Office of Business Development is to engage, support, and assist the local disadvantaged business community, and help ensure fair and representative participation in procurement opportunities at GCRTA and within the community at-large.

OBJECT					
CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501300	LABOR - SALARIED EMPLOYEES	320,356.30	286,323.41	260,060.11	260,000.00
501310	OVERTIME - SALARIED EMPLOYEES	0.00	0.00	0.00	0.00
502000	FRINGE BENEFITS	104,360.30	102,919.08	60,914.69	107,372.00
503111	SERVICES	0.00	0.00	0.00	0.00
503020	ADVERTISING FEES	221.40	557.35	505.49	1,100.00
504111	MATERIAL & SUPPLIES	542.40	15.00	442.27	500.00
509111	MISCELLANEOUS EXPENSES	5,025.27	3,332.30	2,949.40	4,500.00
	DEPT TOTAL	430,505.67	393,147.14	324,871.96	373,472.00

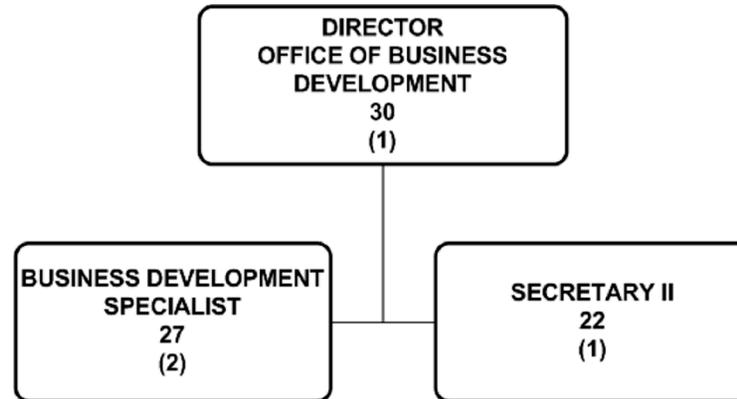
2011 BUDGET IMPLEMENTATION

Department 10 – Office of Business Development

- “ Administer the Authority’s Disadvantaged Business (DBE) Program to include certification of firms as a DBE contractor, establishing DBE goals on contracts, and ensuring compliance with federal regulations.
- “ Encourage strong business relationships between RTA and women and minority owned firms by supporting avenues to communicate procurement opportunities.
- “ Work to increase the number of businesses and overall spending that women and minority owned firms represent in all procurement opportunities including small purchases.
- “ Assist and support women and minority owned firms through sponsoring topic-oriented workshops, training and information sessions.
- “ Encourage and monitor the utilization of women and minority workers on RTA construction projects to ensure that required participation levels are reached.
- “ Actively seek to identify and certify DBE firms.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Conduct on site construction compliance reviews	32	16	16	16
Host contract informational sessions for DBE and prime contractors regarding RTA procurements	2	2	2	2
Sponsor and support business focused workshops and training sessions for women and minority business owners	3	4	4	4
Conduct DBE certification workshops	2	2	2	2

STAFFING LEVEL COMPARISONS



DEPARTMENT: 10 - OFFICE OF BUSINESS DEVELOPMENT					
JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011
22	SECRETARY II	1	1	1	1
27	BUSINESS DEVELOPMENT SPECIALIST	3	3	2	2
30	DIRECTOR - OFFICE OF BUSINESS DEVELOPMENT	1	1	1	1
DEPARTMENT TOTALS		5	5	4	4

2011 OPERATING BUDGET SUMMARY

Department 60 - Accounting

GLENN HENDRIX, DIRECTOR

The mission of the Accounting Department is to maintain accurate and timely accounting records of the Authority, process accurate voucher and payroll checks for both our internal and external customers, and develop, monitor, and maintain an effective internal control system that safeguards the Authority's financial assets.

OBJECT CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501300	LABOR - SALARIED EMPLOYEES	1,100,004.78	1,159,215.64	1,126,455.73	1,144,000.00
501310	OVERTIME - SALARIED EMPLOYEES	38,567.17	18,071.29	19,745.22	25,000.00
502000	FRINGE BENEFITS	344,299.90	390,480.96	460,781.00	482,762.00
503111	SERVICES	24,993.23	11,694.69	7,139.79	25,250.00
503049	TEMPORARY HELP	0.00	0.00	0.00	0.00
504111	MATERIAL & SUPPLIES	10,225.23	16,435.87	14,885.12	16,900.00
509111	MISCELLANEOUS EXPENSES	5,446.69	7,759.97	6,052.19	8,200.00
	DEPT TOTAL	1,523,537.00	1,603,658.42	1,635,059.05	1,702,112.00

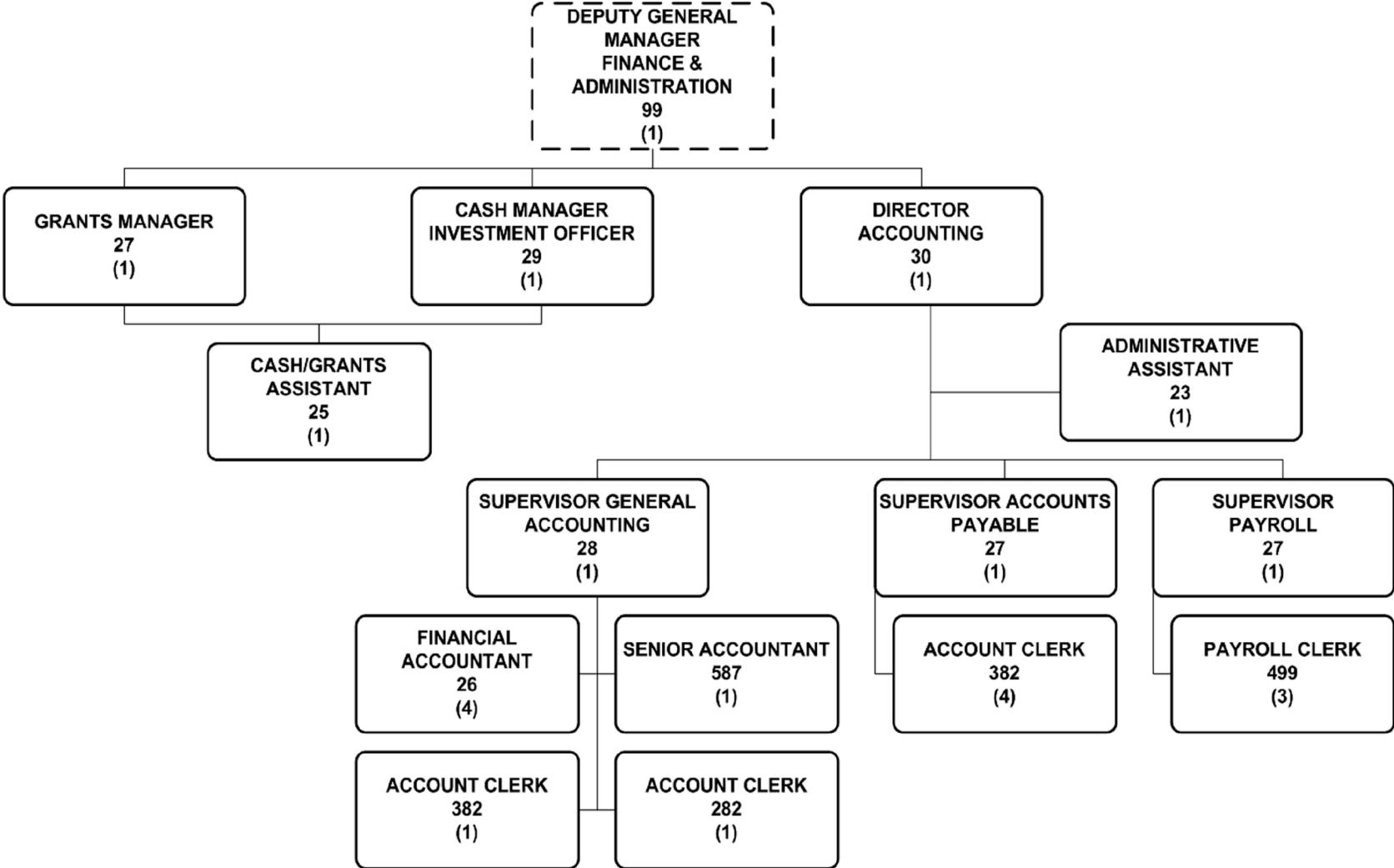
2011 BUDGET IMPLEMENTATION

Department 60 - Accounting

- “ Reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- “ Prepare Comprehensive Annual Financial Report, conforming to the requirements outlined by the Government Finance Officers Association.
- “ Improve department performance to eliminate audit citations and expedite workflow.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Number Of Days To Process Cash Disbursement Reports	1	1	1	1
Number Of Days To Complete Month-End Closings	5	5	5	5
Average Days To Process Invoices	5	5	5	5

STAFFING LEVEL COMPARISONS



STAFFING LEVEL COMPARISONS

DEPARTMENT: 60 - ACCOUNTING					
JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011
282	ACCOUNT CLERK	1	1	1	1
301	ADMINISTRATIVE ASSISTANT	1	1	1	0
382	ACCOUNT CLERK	5	5	5	5
499	PAYROLL CLERK	3	3	3	3
587	SENIOR ACCOUNTANT	1	1	1	1
23	ADMINISTRATIVE ASSISTANT	1	1	1	1
25	CASH / GRANTS ASSISTANT	0	0	0	1
26	PAYROLL ADMINISTRATOR	1	0	0	0
26	FINANCIAL ACCOUNTANT	4	4	4	4
27	SUPERVISOR - ACCOUNTS PAYABLE	1	1	1	1
27	SUPERVISOR - PAYROLL	1	1	1	1
27	GRANTS MANAGER	1	1	1	1
28	SUPERVISOR - GENERAL ACCOUNTING	1	1	1	1
29	CASH MANAGER / INVESTMENT OFFICER	1	1	1	1
30	DIRECTOR - ACCOUNTING	1	1	1	1
DEPARTMENT TOTALS		23	22	22	22

2011 OPERATING BUDGET SUMMARY

Department 61 – Information Technology

HAMID MANTEGHI, DIRECTOR

The mission of the Information Technology Department is to deliver reliable Information Technology services to the entire Authority based on business requirements established by departments and divisions in a cost-effective manner. Its focus is on the effective use of technology solutions through IT planning, procurement, business process improvements, and maintaining the enterprises software, hardware, and infrastructure.

OBJECT CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501300	LABOR - SALARIED EMPLOYEES	1,386,616.18	1,366,862.00	1,388,916.91	1,436,000.00
501310	OVERTIME - SALARIED EMPLOYEES	450.00	808.53	1,635.22	2,700.00
502000	FRINGE BENEFITS	456,209.73	493,906.22	559,370.00	594,139.00
503111	SERVICES	1,231,516.11	1,251,814.12	1,416,793.83	1,546,803.00
504111	MATERIAL & SUPPLIES	29,657.31	22,253.11	3,869.90	111,000.00
505111	UTILITIES	498,395.70	449,914.05	546,269.65	549,000.00
509111	MISCELLANEOUS EXPENSES	498,395.70	2,708.85	3,748.00	7,750.00
512111	LEASES & RENTALS	2,494.37	0.00	71,888.00	50,940.00
DEPT TOTAL		4,103,735.10	3,588,266.88	3,992,491.51	4,298,332.00

2011 BUDGET IMPLEMENTATION

Department 61 – Information Technology

- “ Upgrade, maintain and replace distributed network and client server applications.

“ Support telecommunications services, including audio, video and data.

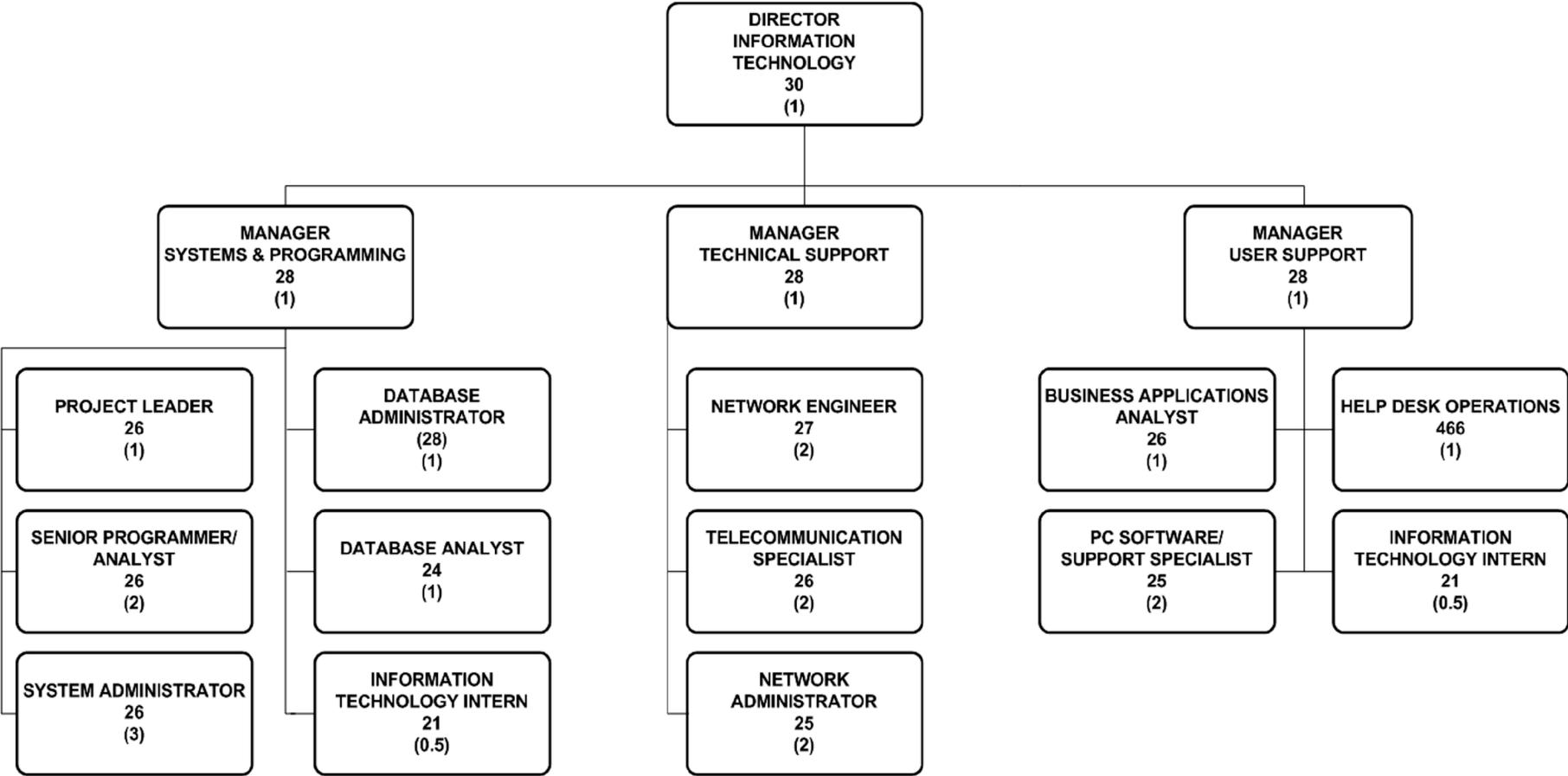
“ Support Disaster Recovery Implementation.
- “ Support development of short and long range Information Technology (IT) Strategic Plans and update IT Policies and Procedures.

“ Support daily operations and office automations.

“ Provide Help Desk support and users technical training.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
<u>IT Projects (Percent Of Project Completed)</u>				
Kronos Upgrade	20%	100%	100%	100%
Fare Collection (Infrastructure)	90%	100%	70%	100%
ECTP Infrastructure	90%	100%	100%	100%
Oracle Products Implementation	90%	95%	98%	100%
Oracle Version Upgrade R12	-	0%	5%	100%
Operator Time & Attendance Replacement	-	0%	5%	30%
Communication Infrastructure Enhancement	-	0%	10%	100%
Data Center Renovation	60%	85%	90%	100%
Trapeze Product Upgrade	50%	75%	85%	100%
<u>User Support</u>				
Printers Supported	200	250	250	240
Users Supported	1,250	1,225	1,200	1200
RTA Locations Supported	18	18	18	17
Personal Computers	1,000	1,000	970	930
Telephone/Voice Mail Boxes	1,900	1,850	700	670
911 Call Box	220	279	285	290

STAFFING LEVEL COMPARISONS



STAFFING LEVEL COMPARISONS

DEPARTMENT: 61 - INFORMATION TECHNOLOGY					
JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011
X	INFORMATION TECHNOLOGY INTERN	0	0	0	1
466	HELP DESK OPERATOR	1	1	1	1
596	COORDINATOR - USER SUPPORT	1	0	0	0
24	DATABASE ANALYST	1	1	1	1
25	NETWORK ADMINISTRATOR	4	2	2	2
25	PC SOFTWARE/SUPPORT SPECIALIST	2	2	2	2
26	TELECOMMUNICATION SPECIALIST	2	2	2	2
26	BUSINESS APPLICATIONS ANALYST	1	1	1	1
26	SYSTEM ADMINISTRATOR	2	2	3	3
26	SENIOR PROGRAMMER / ANALYST	2	2	2	2
26	SUPERVISOR - HARDWARE OPERATIONS	1	1	1	0
26	PROJECT LEADER	2	2	1	1
27	NETWORK ENGINEER	0	2	2	2
28	MANAGER - USER SUPPORT	1	1	1	1
28	MANAGER - TECHNICAL SUPPORT	1	1	1	1
28	DATABASE ADMINISTRATOR	1	1	1	1
28	MANAGER - SYSTEMS AND PROGRAMMING	1	1	1	1
30	DIRECTOR - INFORMATION SYSTEMS	1	1	1	1
DEPARTMENT TOTALS		24	23	23	23

2011 OPERATING BUDGET SUMMARY

Department 62 – Support Services

EDDINE F. DALTON, MANAGER

Support Services provides high-tech duplicating services, mail management, and mail and supplies delivery to our facilities and other business establishments, high-speed offset printing at our Print Shop, vending machine services, office furniture, recycling services, and a Records Management Program.

OBJECT					
CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501200	HOURLY EMPLOYEES PAYROLL	47,933.20	49,742.31	49,878.07	52,000.00
501210	OVERTIME - HOURLY EMPLOYEES	321.61	657.94	362.82	750.00
501300	LABOR - SALARIED EMPLOYEES	465,532.79	388,731.72	276,108.75	313,000.00
501310	OVERTIME - SALARIED EMPLOYEES	6,300.06	3,171.08	7,135.73	3,000.00
502000	FRINGE BENEFITS	169,627.37	161,009.10	134,096.00	152,283.00
503111	SERVICES	79,634.35	69,888.34	72,358.06	80,514.00
504111	MATERIAL & SUPPLIES	92,931.13	65,806.03	88,722.09	88,300.00
504051	POSTAGE EXPENSE	120,559.78	52,489.56	87,084.84	95,000.00
504052	DUPLICATING MATERIAL & SUPPLIES	119,020.65	113,859.21	117,014.29	120,000.00
509111	MISCELLANEOUS EXPENSES	1,579.08	2,395.48	1,640.00	2,650.00
512111	LEASES & RENTALS	171,827.65	138,429.42	40,307.16	48,000.00
DEPT TOTAL		1,275,267.67	1,046,180.19	874,707.81	955,497.00

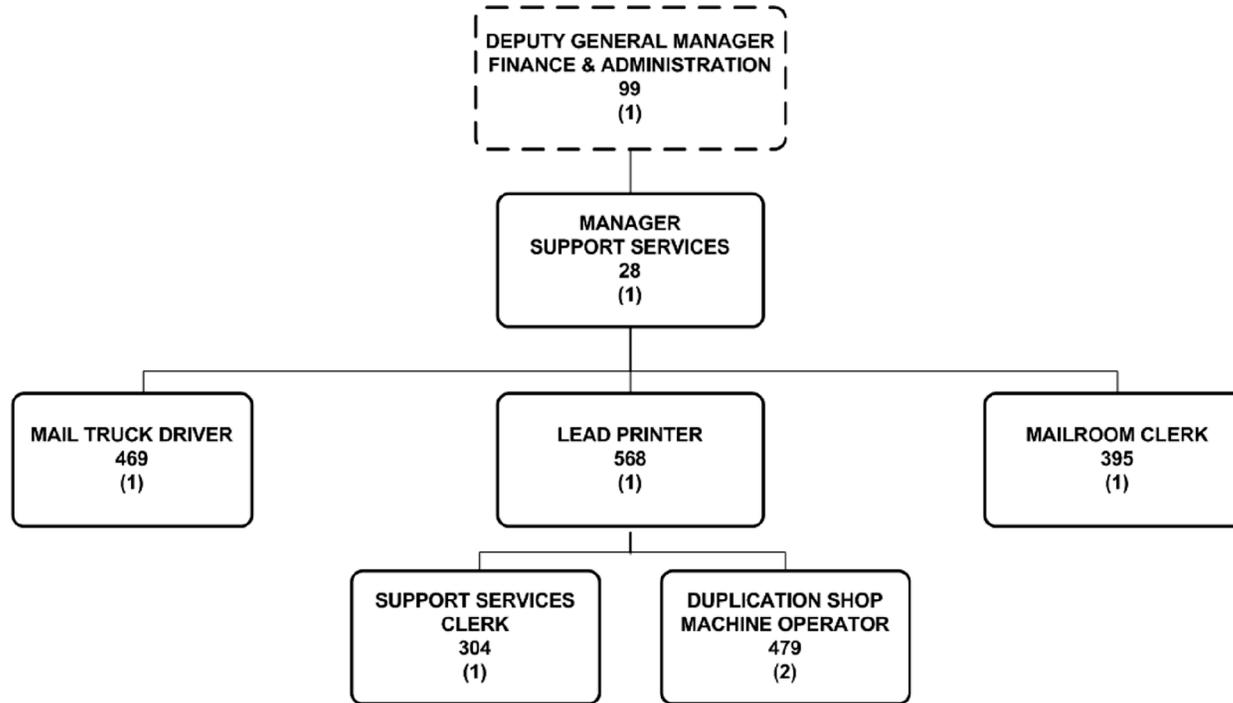
2011 BUDGET IMPLEMENTATION

Department 62 – Support Services

- “ Offset printing at the Print Shop.
 - “ High-tech duplicating.
 - “ Mail Management.
 - “ Mail and supplies distribution to our facilities.
 - “ Commercial delivery service.
 - “ Provide and operate audio-visual equipment for Board Room meetings.
 - “ Manage recycling.
- “ Provide cost-effective paper usage and postage techniques.
 - “ Manage copying and printing equipment leases.
 - “ Manage vending machines.
 - “ Manage Records Management Program.
 - “ Manage office supplies.
 - “ Manage office design and furniture.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Print & Distribute Timetables	10,000,000	10,000,000	10,000,000	10,000,000
Duplicate Copies	12,000,000	11,500,000	11,500,000	11,500,000

STAFFING LEVEL COMPARISONS



DEPARTMENT: 62 - SUPPORT SERVICES					
JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011
304	SUPPORT SERVICES CLERK	1	1	1	1
395	MAILROOM CLERK	1	1	1	1
469	MAIL TRUCK DRIVER	1	1	1	1
479	DUPLICATION SHOP MACHINE OPERATOR	2	2	2	2
496	SENIOR MAIL CLERK / WORK UNIFORM COORDINATOR	1	0	0	0
568	LEAD PRINTER	1	1	1	1
569	PRODUCTION COORDINATOR	1	1	1	0
27	MANAGER - RECORDS	1	0	0	0
28	MANAGER - BUILDING SUPPORT SERVICES	1	1	1	1
DEPARTMENT TOTALS		10	8	8	7

2011 OPERATING BUDGET SUMMARY

Department 64 – Procurement

FRANK POLIVKA, DIRECTOR

The mission of the Procurement Department is to efficiently procure the Authority's goods, services, and capital improvements in a manner consistent with GCRTA Board Policy, Federal Regulations, State Law, and Generally Accepted Business Practices, and to effectively administer all purchases and service contracts.

OBJECT CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501300	LABOR - SALARIED EMPLOYEES	1,394,179.75	1,190,507.19	1,093,091.42	1,138,000.00
501310	OVERTIME - SALARIED EMPLOYEES	0.00	0.00	0.00	0.00
502000	FRINGE BENEFITS	455,967.50	436,664.24	439,760.00	469,960.00
503111	SERVICES	3,950.00	4,345.00	5,569.99	5,700.00
503020	ADVERTISING FEES	8,904.26	11,483.33	14,877.37	22,500.00
503049	TEMPORARY HELP	0.00	0.00	0.00	0.00
504111	MATERIAL & SUPPLIES	7,428.07	5,102.39	3,807.00	5,400.00
509111	MISCELLANEOUS EXPENSES	19,967.18	6,438.33	2,229.20	13,400.00
DEPT TOTAL		1,890,396.76	1,654,540.48	1,559,334.98	1,654,960.00

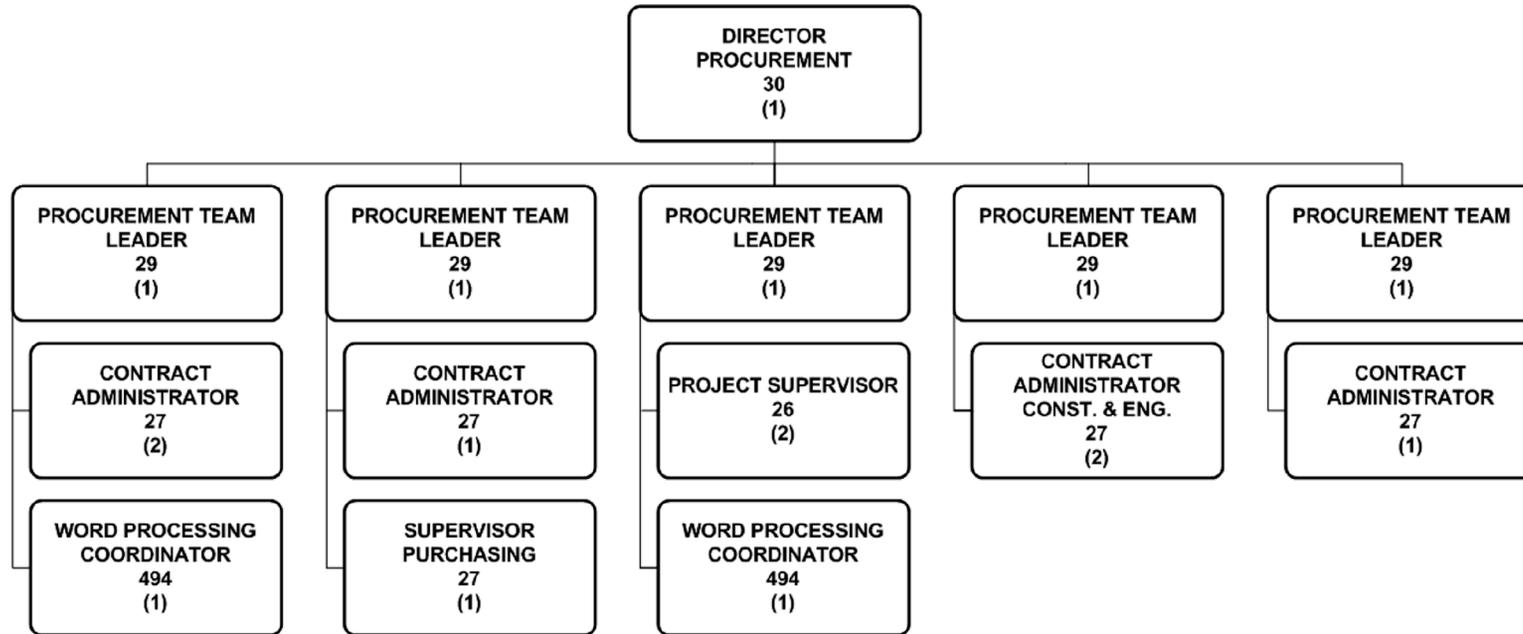
2011 BUDGET IMPLEMENTATION

Department 64 – Procurement

- Implement, monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Implement procurement processes to reduce processing time of purchase requisitions and reduce inventory-carrying cost.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Number Of Work Days To Complete Purchases Under 100K- this category was 25K prior 2009	3	10	10	10
Number Of Work Days To Complete Bids Over 100K	60	60	60	60
Number Of Work Days To Process Proposals Over 100K	90	90	90	90

STAFFING LEVEL COMPARISONS



DEPARTMENT: 64 - PROCUREMENT					
JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011
281	MATERIALS CLERK	1	1	1	1
494	WORD PROCESSING COORDINATOR	3	3	2	1
688	PROCUREMENT SPECIALIST	1	1	0	0
26	ASSISTANT CONTRACT ADMINISTRATOR	1	0	0	0
26	PRODUCTS AND SERVICES SPECIFICATION WRITER	1	0	0	0
26	PROJECT SUPERVISOR	2	2	2	2
27	SUPERVISOR - PURCHASING	1	1	1	1
27	CONTRACT ADMINISTRATOR	4	4	4	4
27	CONTRACT ADMIN. - CONSTRUCTION & ENGINEERING	2	2	2	2
29	PROCUREMENT TEAM LEADER	5	5	5	5
30	DIRECTOR - PROCUREMENT	1	1	1	1
DEPARTMENT TOTALS		22	20	18	17

2011 OPERATING BUDGET SUMMARY

Department 65 – Revenue

SCOTT UHAS, DIRECTOR

The mission of the Revenue Department is to maximize, collect, and safeguard passenger revenues from fareboxes, retail outlets, and automated fare collection machines. Other responsibilities include administering sales of farecards and passes, generating ridership reports, oversight of all vending equipment, and the review and integration of new fare policies and collection techniques as they are adopted.

OBJECT CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501300	LABOR - SALARIED EMPLOYEES	996,061.62	1,020,058.05	931,981.06	952,000.00
501310	OVERTIME - SALARIED EMPLOYEES	44,594.99	45,885.38	43,866.46	35,000.00
502000	FRINGE BENEFITS	339,734.05	384,452.29	392,108.00	407,601.00
503111	SERVICES	596,574.09	608,611.21	490,150.07	497,000.00
504111	MATERIAL & SUPPLIES	285,238.02	284,608.32	280,221.05	307,900.00
509111	MISCELLANEOUS EXPENSES	4,480.26	2,451.80	2,550.70	2,750.00
DEPT TOTAL		2,266,683.03	2,346,067.05	2,140,877.34	2,202,251.00

2011 BUDGET IMPLEMENTATION

Department 65 – Revenue

- “ Continue working with the vendor to successfully implement and improve the proof of payment system in place on both the Red Line and the Health Line.

“ Work towards the implementation of smart card use for payment of fares system wide.

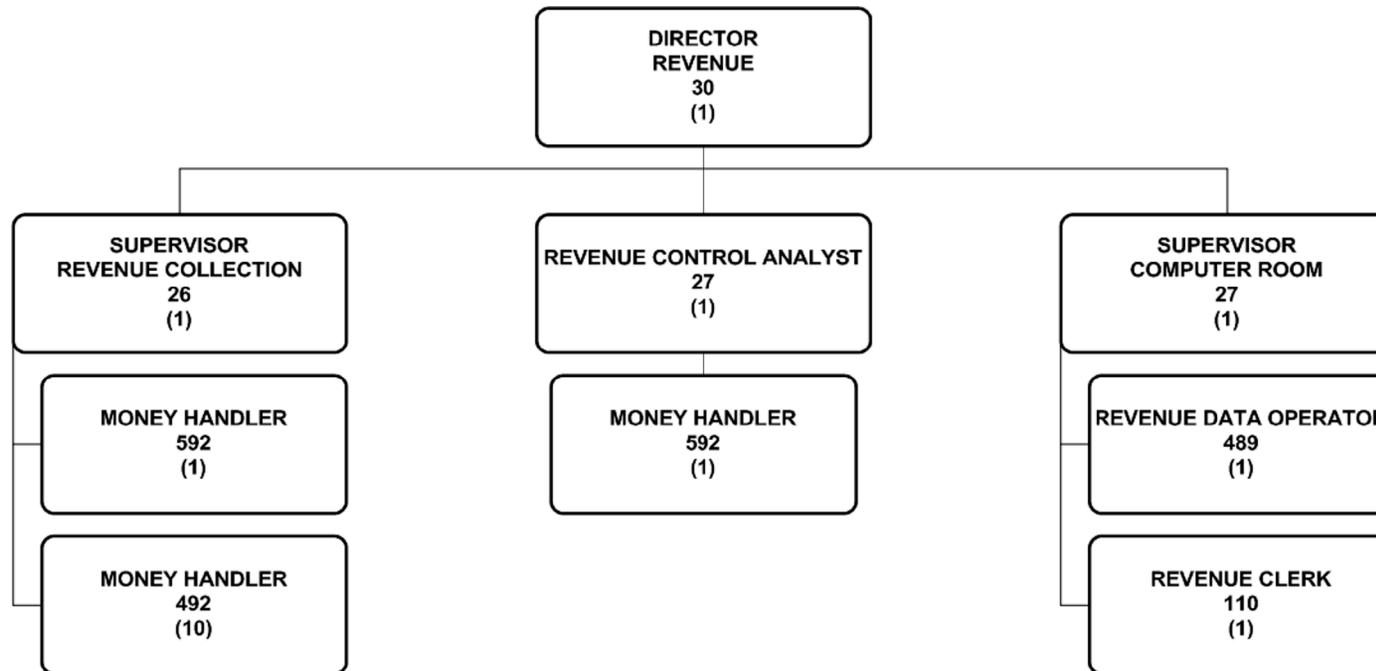
“ Ensure that farecards and passes are available for distribution to outlets and the general public.
- “ Improve ridership reporting using the Transit Stat process and the new APC system.

“ Maintain and improve cash handling processes, fare collection equipment security and the vaulting process.

“ Direct implementation of fare policies and continue to seek ways to improve public education.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Number of Ticket and Pass Outlets	210	240	260	250
Percentage Increase in Total Revenue	5.0%	8%	9%	<2%>
Average Number of Passes Sold Monthly				
Monthly Passes	10,500	11,000	11,500	10,000
Seven Day Passes	56,500	38,000	40,000	35,000
Average Number of Farecards Sold Monthly	230,000	240,000	245,000	240,000
Average Monthly On-line Fare Sales in Dollars	24,000	27,000	32,000	30,000
Farebox Revenue Sources by Percentage				
Cash On Board				
“ Single Fare	18%	16%	18%	14%
“ Day Passes	30%	32%	26%	29%
Farecards	12%	13%	20%	18%
Passes (Weekly and Monthly combined)	40%	39%	36%	39%

STAFFING LEVEL COMPARISONS



DEPARTMENT: 65 - REVENUE		APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011
JOB CLASS	JOB TITLE				
110	REVENUE CLERK	2	1	1	1
290	ASSISTANT MONEY HANDLER	2	0	0	0
489	REVENUE DATA OPERATOR	1	1	1	1
492	MONEY HANDLER	14	12	12	10
592	MONEY HANDLER	2	2	2	2
26	SUPERVISOR - REVENUE COLLECTION	1	1	1	1
27	REVENUE CONTROL ANALYST	1	1	1	1
27	SUPERVISOR - COMPUTER ROOM	1	1	1	1
30	DIRECTOR - REVENUE COLLECTION	1	1	1	1
DEPARTMENT TOTALS		25	20	20	18

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