



To: GMT Board of Commissioners

From: Nick Foss, Director of Finance
Kim Wall, Grants Manager
Debbie Coppola, Senior Accountant
Matt Kimball, Capital Projects Manager

Date: March 9, 2020

RE: Finance/Grants/Capital Projects

With the passage of the FY21 Budget and the completion of the FY19 Audit, the Finance & Grants Department will be shifting its focus to a whole new line of priorities, which are shown in no specific order below:

- State Grant Application
- Internal Controls Review
- Volunteer Driver Recruitment
- Procurement Policy Update
- Next phase of the company's payroll rollout (Scheduling/HR)
- Alternative sites analysis (Berlin)
- ADA/Paratransit RFP for Chittenden County
- Submission/approval of FY21 FTA Indirect Rate
- Retirement plan review for the Finance Committee and larger Board of Commissioners.
- Management of the Encore Roof Solar Project
- Update to the Finance Department Web Page
- Company employee benefits analysis

You may have noticed one item missing from the preceding list – new accounting software. As much as I agree with our Auditor that there is indeed better software currently available, I am hesitant to add that to the short-term priority list. GMT is still in the early/mid stage of its implementation of PayData's payroll software, and this by no means was a small change to the way the company previously operated. Therefore, to ensure GMT receives the maximum return on investment (ROI) from adopting PayData's services, I believe management's full focus should remain on payroll before taking on an even more complicated task such as accounting software.

Truthfully, a change in accounting software is likely to be an even more arduous project to analyze from an ROI standpoint than most. Any new software is almost certainly going to be more expensive than what we currently support, and, combined with the probable scenario of no operational savings will likely make the



project unattractive from a risk/reward standpoint. However, there would clearly be increased functionality and other benefits gained by staff, management, and the Board if we were to switch software. And, although this would be difficult to evaluate from a savings perspective, there would certainly be value unlocked by providing higher quality, more in-depth, financial information both internally to management, as well as the Board.

Payroll continues to be a challenge to implement, but so far has gone smoothly – knock on wood. It is never easy to change old habits, but in this ever changing world organizations like GMT must adapt to the times. I've previously spoken about the efficiencies from a staff perspective that we will gain from this implementation and those assumptions still remain true. In addition to the benefits of streamlining payroll to the Finance Department, the Human Resources Department will also be able to benefit from the ability to move to a paper-less new hire process. This should allow for efficiencies gained in terms of document retention, as well as a simpler overall hiring process.

Finally, I continue to be optimistic as we move into the second half of FY20 both on a financial and non-financial basis. I feel lucky every day to have the staff that I do, as they have certainly taught me far more than I have them, which will hopefully balance out at some point. But either way, we continue to work hard up here in the Finance & Grants Department to provide you with timely, accurate, and useful financial information.

Financial Summary

Attached are the December financials for your review along with the preliminary January expenses. As we review the expenses for January 31, 2020, we use a benchmark to determine how well we are following our budget. We calculate this benchmark as the percentage of the budget that would be expected to be earned/spent if all revenues and expenses were spent/earned equally over twelve months. Therefore we would expect to see budgets at 50% for December and 58% for January.

The December financials currently show a total surplus of \$293.3K, with a surplus of \$280.9K for Rural and a surplus of roughly \$12.4K for Urban. Please note that the large surplus on the rural side of the business is partially to do with two factors: (1) the methodology and timing of how we recognize grant revenues, which is a temporary factor; (2) the lower general and administrative expenses that we've witnessed over the past year – this has led to a lower amount of overhead costs being shifted to the rural side of the business from the urban side than has historically been the case.

Please find the following explanations for specific areas of interest.



Revenues were reviewed based on the activity through December 31st.....

- **Federal Urban operating grant finished at 52.7%** - this is slightly over where we would like to be at this point, so we will continue to monitor this line item closely for the remainder of the year.
- **Advertising revenue** came in at above benchmark for both systems. This year's advertising revenue estimates were adjusted to more realistic budget figures. Staff is happy to see this area trending higher and is very excited about all the new initiatives the Marketing Department has come up with to bring in new revenues.

Expenses were reviewed based on the activity through January 31st.....

- **Salaries and Wages** came in under benchmark for both systems. As mentioned during the Budget Adjustment presentation a slight buffer was built into these line items to account for future CTO payouts. Another concern on the rural side is the beginning of seasonal service, which due to labor constraints could lead to large increases in driver compensation.
- **Pension Plan Expenses** came in over benchmark on the urban side. This line item is budgeted based off historical participation information. Therefore, because wages are not over budget, this clearly means more employees are taking advantage of the company's retirement plan benefits.
- **Other Employee Benefits** is currently over the benchmark. During the budgeting process additional life insurance benefits provided to employees was not included in the budget. Going forward these expenses will be captured.
- **Legal fees** came in over budget due to unforeseen circumstances.
- **Dues and Subscriptions** are over the benchmark due to the timing of a VPTA invoice for 2019 dues on both Rural and Urban.
- **Travel and Meetings**- the rural side came in over budget at 152.4%. This is strictly made up of mileage, and should level out with the arrival of our new non-revenue vehicles that employees can use.
- **Computer Services**- The urban side came in over budget at 67.9%. This is mainly due to the timing of two large invoices - Thingtech (\$19K) and CSched (\$47K).



- **Audit Fees** are over the benchmark due to the timing of invoices. In short, there was a FY19 invoice that did not get captured in FY19, but instead got pushed into FY20. The Finance Department will do a better job in FY20 of ensuring we accrue invoices that come towards the end of a fiscal year.
- **Background Checks** are over the benchmark on the rural side due to gearing up for seasonal service.
- **DOT Testing** is over the benchmark at 65.5% on the rural side due to physicals required by the DOT.
- **Employment Recruitment Program** is over the benchmark at 100% on the urban side due to employee referrals.
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Vehicle/Building Maintenance – The condition of our fleet, especially on the urban side continues to punish the operating budget with high maintenance costs. As we move forward the objective of the Finance Department will be to present budgets that are not only conservative in practice, but do not sacrifice capital investment as a means to float the company's operations. Overall, we are over where we would like to be on the urban side in aggregate, but remain under benchmark on the rural side.



- **Parts Expense** for the urban system is higher than we would have hoped. The hope is now that other line items will come in under budget to offset this variance, or that costs will grow slower in the remaining quarters.
- **Tires expense** for the urban system is over budget, but much of this is timing and the unpredictable nature of this line item.
- **Passenger Facility Expenses** is over budget due to timing of invoices.
- **Misc. Maintenance Expenses and Fees** is above benchmark on the rural side coming in at 86.4%. This is the result of a large amount of vehicle registrations this year. Going forward, the Finance Department will do a better job at matching the forecast for vehicle registration expenses with upcoming vehicle purchases.

The following is an update of the ongoing capital projects staff continue to work on:

☆ **Passenger Shelters:**

- Working with Enseicom to schedule the installation of a glass shelter at the Larkin Terrace property, the conversion of a shelter to covered bike storage on Cherry Street, and the removal of two shelters on Cherry Street. Continuing to work with Planning to identify bus stops to prioritize the installation of shelters and benches over the summer.



☆ **Electric Bus Buy/Charging Station Installation:**

- Continuing to work with Proterra to ensure that all contract requirements are met with respect to the programmability of the charging stations and that all maintenance equipment is being provided.
- Charging stations have been operational throughout the training period. The fence has been installed around the transformer. The only outstanding project item is seeding and mulching of the stabilized areas which will need to take place in the spring.

☆ **31 Queen City Park Road (Formerly 1 Industrial Parkway)**

- Continuing to work on value engineering with Wiemann-Lamphere to reduce the scope of the body shop renovations as much as feasible to bring the anticipated cost within budget. Would likely need to defer building envelope improvements while staff explores other grant opportunities.

☆ **Montpelier Transit Center:**

- GMT staff and the City of Montpelier are nearing completion of the Operating Agreement for GMT's operation of the Transit Center.
- Working with Norris, Inc. to finalize punch list items and prepare for final commissioning of the system. Integration of the front entrance ADA door opener with the system is still on hold until the City's contractor can complete the installation of ADA opener paddles. Have not received an update on when this will be completed.

☆ **15 Industrial Pkwy Roof Replacement:**

- Installation of the roof membrane and metal fascia are 100% complete. Due to winter conditions, the final inspection with the roofing material manufacturer will need to be delayed until the spring. Will coordinate with roofing manufacturer in advance of future solar project to ensure that warranty conditions are met.

☆ **Electric Small Bus Procurement**

- Reviewing specification edits from VEIC as well as specifications from a similar procurement used by another Agency in the development of an electric small bus specification. Will work with VTrans and VEIC to finalize an RFP in the near future.

☆ **DTC Air Conditioning Improvements**

- Per the recommendation of the MEPF engineer, a fan will be installed in the exhaust vent in the server room at the DTC. This will more effectively draw conditioned air into the room from the adjacent hallway to maintain a temperature of 70-75°. We will likely explore design for a split system A/C for the server room if this method does not prove effective. This would be a much higher cost solution than the fan installation, so it is in the Agency's best interest to see if the fan will be effective at cooling the space. Also awaiting a scope of design from the engineer for the expansion of the current HVAC system in the building to provide climate control in the ticket booth.



☆ **GMTA Facility Renovation:**

- Working with VTrans and neighbors to line up funding for 4" sewer line along Route 12. VTrans' earmark grant for the project will only cover what is needed for the GMT facility (2" line). Cost difference needs to be picked up by others which will be part of ongoing discussions with the State, Town of Berlin, and neighbor properties.

Green Mountain Transit Authority
Budget v. Actual Report
For the Six Months Ending Tuesday, December 31, 2019

REVENUES

FEDERAL, STATE AND LOCAL REVENUE

	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural
	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019	
Municipal Member Assessments	1,204,855.23		\$1,204,855.23	2,400,146.00		\$2,400,146.00	50.20%	0.00%	50.20%	1,150,485.06	
Municipal Paratransit Assessments	337,092.63		337,092.63	683,749.00		683,749.00	49.30%	0.00%	49.30%	318,883.50	
Local Operating Assistance	47,198.22	181,515.38	228,713.60	94,396.00	430,360.00	524,756.00	50.00%	42.18%	43.58%	45,330.54	179,138.90
Federal Urban Formula Grant	1,389,486.51		1,389,486.51	2,635,398.00		2,635,398.00	52.72%	0.00%	52.72%	1,607,103.00	
Federal Rural Operating Grant		611,529.43	611,529.43		1,214,000.00	1,214,000.00	0.00%	50.37%	50.37%		520,326.96
State Regular Subsidy Operating Grant	1,131,096.00	407,177.22	1,538,273.22	2,317,192.00	1,045,000.00	3,362,192.00	48.81%	38.96%	45.75%	1,123,893.00	399,077.68
E&D Grants and Local Match		679,974.63	679,974.63		1,318,807.00	1,318,807.00	0.00%	51.56%	51.56%		595,877.50
Other State Grants	50,106.83	19,981.83	70,088.66	107,061.00	77,600.00	184,661.00	46.80%	25.75%	37.96%	42,528.92	25,502.90
Other Federal Grants	1,799,444.60	478,070.08	2,277,514.68	3,426,846.00	1,103,880.00	4,530,726.00	52.51%	43.31%	50.27%	1,639,438.24	555,154.19
Fund Balance Reserves							0.00%	0.00%	0.00%		
Capital Reserve Revenue							0.00%	0.00%	0.00%		
Total Federal, State and Local Revenues	5,959,280.02	2,378,248.57	8,337,528.59	11,664,788.00	5,189,647.00	16,854,435.00	51.09%	45.83%	49.47%	5,927,662.26	2,275,078.13

OPERATING REVENUE

Passenger Revenue	1,126,076.18	68,298.15	1,194,374.33	2,332,641.00	126,700.00	2,459,341.00	48.27%	53.91%	48.56%	1,074,988.70	64,609.50
Paratransit Passenger Fares	50,321.25		50,321.25	102,102.00		102,102.00	49.29%	0.00%	49.29%	48,737.50	
Advertising Revenue	90,386.50	22,500.00	112,886.50	150,000.00	25,000.00	175,000.00	60.26%	90.00%	64.51%	78,450.51	13,500.00
Interest Earnings	373.12	10,070.16	10,443.28	700.00	9,000.00	9,700.00	53.30%	111.89%	107.66%	370.56	4,905.87
Miscellaneous Revenue	5,295.88	52.02	5,347.90	31,595.00		31,595.00	16.76%	0.00%	16.93%	3,327.28	60.03
Sales Of Equipment	3,947.00	3,507.00	7,454.00	4,097.00	6,507.00	10,604.00	96.34%	53.90%	70.29%		
Medicaid Purchase Of Svc		1,050,666.08	1,050,666.08		2,156,960.00	2,156,960.00	0.00%	48.71%	48.71%		1,078,993.59
Purchase of Service	22,349.56	45,884.62	68,234.18	38,920.00	83,906.00	122,826.00	57.42%	54.69%	55.55%	24,111.72	33,384.87
Warranty Revenue							0.00%	0.00%	0.00%		3,318.26
Operating Revenue	1,298,749.49	1,200,978.03	2,499,727.52	2,660,055.00	2,408,073.00	5,068,128.00	48.82%	49.87%	49.32%	1,229,986.27	1,198,772.12
Total Revenue	7,258,029.51	3,579,226.60	10,837,256.11	14,324,843.00	7,597,720.00	21,922,563.00	50.67%	47.11%	49.43%	7,157,648.53	3,473,850.25

EXPENSES

SALARIES AND WAGES

Other Wages	738,782.15	461,066.03	1,199,848.18	1,486,310.00	943,116.00	2,429,426.00	49.71%	48.89%	49.39%	851,632.07	419,298.73
Driver/Operator Wages	2,332,686.66	880,149.36	3,212,836.02	4,605,711.00	2,019,420.00	6,625,131.00	50.65%	43.58%	48.49%	2,120,468.48	941,636.13
Vehicle Repair Wages	452,774.31	82,792.52	535,566.83	980,472.00	170,894.00	1,151,366.00	46.18%	48.45%	46.52%	444,049.55	74,006.10
Salaries and Wages	3,524,243.12	1,424,007.91	4,948,251.03	7,072,493.00	3,133,430.00	10,205,923.00	49.83%	45.45%	48.48%	3,416,150.10	1,434,940.96

PERSONNEL TAXES AND BENEFITS

Payroll Taxes (FICA/MC)	275,174.85	108,264.45	383,439.30	541,046.00	239,707.00	780,753.00	50.86%	45.17%	49.11%	265,649.45	104,690.59
Unemployment Tax Exp	(142.25)	5,360.58	5,218.33	20,000.00		37,000.00	-0.71%	31.53%	14.10%	18,682.78	3,597.11
Medical Insurance/HRA	930,803.33	260,031.11	1,190,834.44	1,871,164.00	561,066.00	2,432,230.00	49.74%	46.35%	48.96%	923,733.15	254,291.95
Pension Plan Expenses	157,749.95	33,128.47	190,878.42	289,972.00	72,069.00	362,041.00	54.40%	45.97%	52.72%	142,933.09	32,593.46
Employee Development	7,033.58	3,373.21	10,406.79	22,000.00	18,000.00	40,000.00	31.97%	18.74%	26.02%	22,574.52	5,806.25
Other Employee Benefits	68,106.51	27,654.30	95,760.81	118,101.00	42,630.00	160,731.00	57.67%	64.87%	59.58%	68,112.66	22,917.63
Personnel Taxes and Benefits	1,438,725.97	437,812.12	1,876,538.09	2,862,283.00	950,472.00	3,812,755.00	50.26%	46.06%	49.22%	1,441,685.65	423,896.99

GENERAL AND ADMIN EXPENSES

Admin Supplies and Expenses	21,666.47	6,982.10	28,648.57	48,032.00	21,424.00	69,456.00	45.11%	32.59%	41.25%	20,894.23	7,102.41
Recruiting Expenses	4,271.50	3,057.98	7,329.48	12,400.00	7,000.00	19,400.00	34.45%	43.69%	37.78%	4,140.18	9,958.05
Dues and Subscriptions	4,050.00	3,252.00	7,302.00	5,100.00	4,787.00	9,887.00	79.41%	67.93%	73.85%	22,814.62	5,354.50
Travel and Meetings	309.44	2,188.60	2,498.04	2,500.00	1,500.00	4,000.00	12.38%	145.91%	62.45%	1,280.21	484.15
Board Development							0.00%	0.00%	0.00%		
Communications	18,182.99	13,294.36	31,477.35	43,692.00	52,680.00	96,372.00	41.62%	25.24%	32.66%	17,285.45	20,591.16

Green Mountain Transit Authority
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	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural
	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019	
Computer Service Exp	59,133.79	25,224.31	84,358.10	87,098.00	71,608.00	158,706.00	67.89%	35.23%	53.15%	75,650.06	32,094.68
Legal Fees	19,461.52	5,582.08	25,043.60	15,000.00	3,000.00	18,000.00	129.74%	186.07%	139.13%	21,075.58	
Insurance	475,715.81	208,078.51	683,794.32	963,990.00	428,205.00	1,392,195.00	49.35%	48.59%	49.12%	470,364.71	204,406.25
Audit Fees	15,435.00	6,615.00	22,050.00	16,450.00	7,050.00	23,500.00	93.83%	93.83%	93.83%	6,300.00	2,700.00
Consulting Fees	4,042.00	4,042.00	8,084.00	12,000.00	12,000.00	24,000.00	33.68%	33.68%	33.68%	2,529.00	1,681.00
General and Admin Expenses	622,268.52	278,316.94	900,585.46	1,206,262.00	609,254.00	1,815,516.00	51.59%	45.68%	49.60%	642,334.04	284,372.20
OPERATIONS EXPENSES											
Background Checks	806.00	10,026.00	10,832.00	2,400.00	11,500.00	13,900.00	33.58%	87.18%	77.93%	767.00	9,576.00
Drug & Alcohol Testing							0.00%	0.00%	0.00%	316.00	31.00
DOT Testing	3,060.00	3,526.00	6,586.00	6,500.00	6,270.00	12,770.00	47.08%	56.24%	51.57%	2,478.00	4,975.26
Employment Recruitment Program	800.00		800.00	800.00	400.00	1,200.00	100.00%	0.00%	66.67%		
Driver's Uniforms	9,580.18	4,941.13	14,521.31	20,000.00	10,000.00	30,000.00	47.90%	49.41%	48.40%	9,182.44	5,081.31
Safety Expense	328.35		328.35	800.00	500.00	1,300.00	41.04%	0.00%	25.26%	277.50	
Misc. Operating Exp	987.13	131.30	1,118.43	6,125.00	3,675.00	9,800.00	16.12%	3.57%	11.41%	322.25	
Operations Expenses	15,561.66	18,624.43	34,186.09	36,625.00	32,345.00	68,970.00	42.49%	57.58%	49.57%	13,343.19	19,663.57
PLANNING EXPENSES											
Other Planning Expenses		1,873.40	1,873.40		25,000.00	25,000.00	0.00%	7.49%	7.49%		3,053.03
MPO Planning Expenses	16,514.72		16,514.72	100,000.00		100,000.00	16.51%	0.00%	16.51%	34,090.64	
Planning Expenses	16,514.72	1,873.40	18,388.12	100,000.00	25,000.00	125,000.00	16.51%	7.49%	14.71%	34,090.64	3,053.03
VEHICLE/BUILDING MAINTENANCE EXP (15 Industrial)											
Parts Expense - Non-Revenue Vehicles	2,392.24	299.48	2,691.72	7,000.00	3,000.00	10,000.00	34.17%	9.98%	26.92%	3,379.64	695.25
Parts Expense - Revenue Vehicles	301,983.76	58,713.43	360,697.19	431,157.00	125,662.00	556,819.00	70.04%	46.72%	64.78%	294,324.34	168,340.28
Tires	47,916.14	14,349.31	62,265.45	70,000.00	30,000.00	100,000.00	68.45%	47.83%	62.27%	24,398.43	22,905.43
Facility Maintenance	31,307.86	27,540.84	58,848.70	72,000.00	68,151.00	140,151.00	43.48%	40.41%	41.99%	39,121.29	30,488.75
Passenger Facility Expenses	16,182.37		16,182.37	28,666.00		28,666.00	56.45%	0.00%	56.45%	12,939.76	
Security Expenses							0.00%	0.00%	0.00%		
Cleaning Expense	5,940.00	5,897.30	11,837.30	24,000.00	12,000.00	36,000.00	24.75%	49.14%	32.88%	9,385.76	5,117.30
Repeater Fees	10,044.00	8,208.00	18,252.00	20,088.00	16,416.00	36,504.00	50.00%	50.00%	50.00%	9,936.25	8,514.00
Light, Heat and Water	67,489.30	19,552.27	87,041.57	177,476.00	60,955.00	238,431.00	38.03%	32.08%	36.51%	67,129.61	18,828.12
Fuel - Vehicles	451,664.03	178,727.77	630,391.80	936,000.00	536,780.00	1,472,780.00	48.25%	33.30%	42.80%	460,070.03	143,680.02
Maintenance Tools/Supplies/Uniforms	43,364.93	11,528.67	54,893.60	86,250.00	20,580.00	106,830.00	50.28%	56.02%	51.38%	46,298.59	7,429.96
Misc Maint Expenses and fees	1,094.91	2,847.23	3,942.14	6,680.00	3,320.00	10,000.00	16.39%	85.76%	39.42%	1,794.68	68.51
Vehicle/Building Maintenance Exp	979,379.54	327,664.30	1,307,043.84	1,859,317.00	876,864.00	2,736,181.00	52.67%	37.37%	47.77%	968,778.38	406,067.62
CONTRACTOR EXPENSES											
ADA/SSTA Paratransit	606,444.10		606,444.10	1,251,215.00		1,251,215.00	48.47%	0.00%	48.47%	609,787.37	
Partner Local Share				19,833.00		19,833.00	0.00%	0.00%	0.00%		
Functional Assessment Costs	3,213.72		3,213.72	10,000.00		10,000.00	32.14%	0.00%	32.14%	3,915.41	
Volunteer Drivers		325,389.20	325,389.20		570,151.00	570,151.00	0.00%	57.07%	57.07%		244,700.67
Other Transportation (incl Cabs)	3,096.00	411,730.93	414,826.93	10,972.00	952,398.00	963,370.00	28.22%	43.23%	43.06%	5,289.00	452,411.89
Contractor Expenses	612,753.82	737,120.13	1,349,873.95	1,292,020.00	1,522,549.00	2,814,569.00	47.43%	48.41%	47.96%	618,991.78	697,112.56
MARKETING EXPENSE											
Bus Tickets/Fare Media	7,170.11	519.68	7,689.79	20,000.00	2,400.00	22,400.00	35.85%	21.65%	34.33%	7,938.35	896.58
Marketing Expense	9,717.28	8,551.84	18,269.12	26,320.00	30,140.00	56,460.00	36.92%	28.37%	32.36%	14,403.33	20,243.86
Public Information	12,010.92	4,887.38	16,898.30	22,000.00	11,000.00	33,000.00	54.60%	44.43%	51.21%	12,076.00	3,277.21
Marketing Expense	28,898.31	13,958.90	42,857.21	68,320.00	43,540.00	111,860.00	42.30%	32.06%	38.31%	34,417.68	24,417.65

Green Mountain Transit Authority
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	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural
	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019	
OTHER EXPENSES											
Allowance for Doubtful Accounts							0.00%	0.00%	0.00%		
Debt Service/Capital Reserve	46,442.51		46,442.51	46,443.00		46,443.00	100.00%	0.00%	100.00%	46,442.51	
Bond Interest							0.00%	0.00%	0.00%		
Capital Match	53,350.00	38,800.00	92,150.00	106,700.00	77,600.00	184,300.00	50.00%	50.00%	50.00%	47,112.00	105,217.50
Other Expenses	99,792.51	38,800.00	138,592.51	153,143.00	77,600.00	230,743.00	65.16%	50.00%	60.06%	93,554.51	105,217.50
TOTAL EXPENSES	7,338,138.17	3,278,178.13	10,616,316.30	14,650,463.00	7,271,054.00	21,921,517.00	50.09%	45.09%	48.43%	7,263,345.97	3,398,742.08
Current Year Deferred Costs	72,355.30		72,355.30				0.00%	0.00%	0.00%	(78,260.56)	
OH Admin Allocation	113,147.24	(113,147.24)		326,120.00	(326,120.00)		34.69%	34.69%	0.00%	219,363.59	(219,363.59)
Urban Shop Allocation	51,339.21	(51,339.21)					0.00%	0.00%	0.00%	79,416.67	(79,416.67)
Rural Link Cost Allocation	(144,294.10)	144,294.10					0.00%	0.00%	0.00%	(133,422.78)	133,422.78
ALLOCATIONS BETWEEN PROGRAMS	20,192.35	(20,192.35)		326,120.00	(326,120.00)		6.19%	6.19%	0.00%	165,357.48	(165,357.48)
Balance Of Operating Budget	12,438.99	280,856.12	293,295.11	500.00	546.00	1,046.00	2487.80%	51438.85%	28039.69%	(18,600.52)	(90,249.31)
Capital Revenue											
Federal Revenue	1,073,362.72	1,181,131.82	2,254,494.54				0.00%	0.00%	0.00%	589,335.33	12,440.93
State Revenue	104,521.92	43,644.57	148,166.49				0.00%	0.00%	0.00%	73,393.21	1,555.11
Paratransit Lease Revenue	214,166.00		214,166.00				0.00%	0.00%	0.00%		
Local Match Revenue	53,350.00	38,800.00	92,150.00				0.00%	0.00%	0.00%	47,112.00	105,217.50
Total Capital Revenue	1,445,400.64	1,263,576.39	2,708,977.03	0.00	0.00	0.00	0.00%	0.00%	0.00%	709,840.54	119,213.54
Capital Expenses											
Vehicles	427,098.00	1,260,020.00	1,687,118.00				0.00%	0.00%	0.00%		
Maintenance Parts and Equipment	274,292.88	6,510.46	280,803.34				0.00%	0.00%	0.00%	198,067.16	30,354.45
Passenger Amenities	2,316.25		2,316.25				0.00%	0.00%	0.00%	42,871.50	
Facility Repairs and Improvements	532,288.80	88,064.76	620,353.56				0.00%	0.00%	0.00%	503,405.52	7,956.99
Total Capital Expenses	1,235,995.93	1,354,595.22	2,590,591.15	0.00	0.00	0.00	0.00%	0.00%	0.00%	744,344.18	38,311.44
Balance of Capital Budget	209,404.71	(91,018.83)	118,385.88	0.00	0.00		0.00%	0.00%	0.00%	(34,503.64)	80,902.10
Transfer of Purchases to Fixed Assets	940,416.87	1,329,517.27	2,269,934.14				0.00%	0.00%	0.00%	454,665.30	331.62
Deferred Costs							0.00%	0.00%	0.00%		
Depreciation Expense	(1,461,997.53)	(408,769.69)	(1,870,767.22)				0.00%	0.00%	0.00%	(1,447,719.98)	(289,364.01)
Subtotal	(521,580.66)	920,747.58	399,166.92	0.00	0.00		0.00%	0.00%	0.00%	(993,054.68)	(289,032.39)
Current Change in Net Assets	(299,736.96)	1,110,584.87	810,847.91	500.00	546.00	1,046.00	-59947.39%	203403.82%	77518.92%	(1,046,158.84)	(298,379.60)

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REVENUES

FEDERAL, STATE AND LOCAL REVENUE

	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural
	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019	
Municipal Member Assessments	1,404,867.49		\$1,404,867.49	2,400,146.00		\$2,400,146.00	58.53%	0.00%	58.53%	1,342,232.57	
Municipal Paratransit Assessments	394,071.68		394,071.68	683,749.00		683,749.00	57.63%	0.00%	57.63%	372,030.75	
Local Operating Assistance	55,064.59	234,735.22	289,799.81	94,396.00	430,360.00	524,756.00	58.33%	54.54%	55.23%	53,385.63	231,100.67
Federal Urban Formula Grant	1,389,486.51		1,389,486.51	2,635,398.00		2,635,398.00	52.72%	0.00%	52.72%	1,737,988.00	
Federal Rural Operating Grant		611,529.43	611,529.43		1,214,000.00	1,214,000.00	0.00%	50.37%	50.37%		655,683.69
State Regular Subsidy Operating Grant	1,319,612.00	407,177.22	1,726,789.22	2,317,192.00	1,045,000.00	3,362,192.00	56.95%	38.96%	51.36%	1,311,209.00	514,980.99
E&D Grants and Local Match		680,193.38	680,193.38		1,318,807.00	1,318,807.00	0.00%	51.58%	51.58%		702,725.56
Other State Grants	50,106.83	19,981.83	70,088.66	107,061.00	77,600.00	184,661.00	46.80%	25.75%	37.96%	49,238.65	28,361.79
Other Federal Grants	1,915,918.31	478,070.08	2,393,988.39	3,426,846.00	1,103,880.00	4,530,726.00	55.91%	43.31%	52.84%	1,877,416.66	709,548.13
Fund Balance Reserves							0.00%	0.00%	0.00%		
Capital Reserve Revenue							0.00%	0.00%	0.00%		
Total Federal, State and Local Revenues	6,529,127.41	2,431,687.16	8,960,814.57	11,664,788.00	5,189,647.00	16,854,435.00	55.97%	46.86%	53.17%	6,743,501.26	2,842,400.83

OPERATING REVENUE

Passenger Revenue	1,344,668.00	79,715.94	1,424,383.94	2,332,641.00	126,700.00	2,459,341.00	57.65%	62.92%	57.92%	1,272,987.28	78,336.85
Paratransit Passenger Fares	59,913.75		59,913.75	102,102.00		102,102.00	58.68%	0.00%	58.68%	56,762.50	
Advertising Revenue	96,296.50	22,500.00	118,796.50	150,000.00	25,000.00	175,000.00	64.20%	90.00%	67.88%	85,850.51	15,500.00
Interest Earnings	435.16	12,149.03	12,584.19	700.00	9,000.00	9,700.00	62.17%	134.99%	129.73%	432.68	8,162.28
Miscellaneous Revenue	20,868.80	58.02	20,926.82	31,595.00		31,595.00	66.05%	0.00%	66.23%	4,634.08	76.03
Sales Of Equipment	3,947.00	3,707.00	7,654.00	4,097.00	6,507.00	10,604.00	96.34%	56.97%	72.18%		
Medicaid Purchase Of Svc		1,240,322.42	1,240,322.42		2,156,960.00	2,156,960.00	0.00%	57.50%	57.50%		1,242,752.62
Purchase of Service	25,296.60	54,146.22	79,442.82	38,920.00	83,906.00	122,826.00	65.00%	64.53%	64.68%	26,563.76	38,690.56
Warranty Revenue							0.00%	0.00%	0.00%		3,318.26
Operating Revenue	1,551,425.81	1,412,598.63	2,964,024.44	2,660,055.00	2,408,073.00	5,068,128.00	58.32%	58.66%	58.48%	1,447,230.81	1,386,836.60
Total Revenue	8,080,553.22	3,844,285.79	11,924,839.01	14,324,843.00	7,597,720.00	21,922,563.00	56.41%	50.60%	54.40%	8,190,732.07	4,229,237.43

EXPENSES

SALARIES AND WAGES

Other Wages	879,339.50	538,024.35	1,417,363.85	1,486,310.00	943,116.00	2,429,426.00	59.16%	57.05%	58.34%	968,135.85	482,611.97
Driver/Operator Wages	2,662,416.64	1,047,352.73	3,709,769.37	4,605,711.00	2,019,420.00	6,625,131.00	57.81%	51.86%	56.00%	2,428,803.66	1,116,625.05
Vehicle Repair Wages	471,482.20	87,558.70	559,040.90	980,472.00	170,894.00	1,151,366.00	48.09%	51.24%	48.55%	504,708.69	87,158.20
Salaries and Wages	4,013,238.34	1,672,935.78	5,686,174.12	7,072,493.00	3,133,430.00	10,205,923.00	56.74%	53.39%	55.71%	3,901,648.20	1,686,395.22

PERSONNEL TAXES AND BENEFITS

Payroll Taxes (FICA/MC)	313,370.26	127,380.89	440,751.15	541,046.00	239,707.00	780,753.00	57.92%	53.14%	56.45%	303,391.17	123,517.15
Unemployment Tax Exp	(189.31)	6,437.76	6,248.45	20,000.00		37,000.00	-0.95%	37.87%	16.89%	21,047.93	4,367.33
Medical Insurance/HRA	1,095,478.55	306,070.71	1,401,549.26	1,871,164.00	561,066.00	2,432,230.00	58.55%	54.55%	57.62%	1,081,431.42	302,147.68
Pension Plan Expenses	180,034.54	39,721.01	219,755.55	289,972.00	72,069.00	362,041.00	62.09%	55.12%	60.70%	169,842.99	39,082.50
Employee Development	8,402.23	3,723.21	12,125.44	22,000.00	18,000.00	40,000.00	38.19%	20.68%	30.31%	23,617.12	8,596.99
Other Employee Benefits	81,413.50	33,314.91	114,728.41	118,101.00	42,630.00	160,731.00	68.94%	78.15%	71.38%	77,138.11	27,150.82
Personnel Taxes and Benefits	1,678,509.77	516,648.49	2,195,158.26	2,862,283.00	950,472.00	3,812,755.00	58.64%	54.36%	57.57%	1,676,468.74	504,862.47

GENERAL AND ADMIN EXPENSES

Admin Supplies and Expenses	26,882.31	10,173.18	37,055.49	48,032.00	21,424.00	69,456.00	55.97%	47.48%	53.35%	23,668.12	9,405.16
Recruiting Expenses	4,271.50	3,209.69	7,481.19	12,400.00	7,000.00	19,400.00	34.45%	45.85%	38.56%	4,515.18	9,998.05
Dues and Subscriptions	4,067.45	3,252.00	7,319.45	5,100.00	4,787.00	9,887.00	79.75%	67.93%	74.03%	23,519.62	5,354.50
Travel and Meetings	746.89	2,286.24	3,033.13	2,500.00	1,500.00	4,000.00	29.88%	152.42%	75.83%	1,280.21	484.15
Board Development							0.00%	0.00%	0.00%		
Communications	19,063.21	15,380.23	34,443.44	43,692.00	52,680.00	96,372.00	43.63%	29.20%	35.74%	20,577.19	24,072.97

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	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural
	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019	
Computer Service Exp	58,783.28	25,415.09	84,198.37	87,098.00	71,608.00	158,706.00	67.49%	35.49%	53.05%	76,896.70	32,515.60
Legal Fees	22,306.54	5,881.38	28,187.92	15,000.00	3,000.00	18,000.00	148.71%	196.05%	156.60%	21,098.00	
Insurance	554,860.40	242,865.53	797,725.93	963,990.00	428,205.00	1,392,195.00	57.56%	56.72%	57.30%	546,071.12	237,341.42
Audit Fees	18,795.00	8,055.00	26,850.00	16,450.00	7,050.00	23,500.00	114.26%	114.26%	114.26%	7,280.00	3,120.00
Consulting Fees	4,042.00	4,042.00	8,084.00	12,000.00	12,000.00	24,000.00	33.68%	33.68%	33.68%	2,529.00	1,681.00
General and Admin Expenses	713,818.58	320,560.34	1,034,378.92	1,206,262.00	609,254.00	1,815,516.00	59.18%	52.62%	56.97%	727,435.14	323,972.85

OPERATIONS EXPENSES

Background Checks	925.00	11,317.00	12,242.00	2,400.00	11,500.00	13,900.00	38.54%	98.41%	88.07%	767.00	9,576.00
Drug & Alcohol Testing							0.00%	0.00%	0.00%	316.00	93.00
DOT Testing	3,855.00	4,116.00	7,971.00	6,500.00	6,270.00	12,770.00	59.31%	65.65%	62.42%	3,288.00	4,975.26
Employment Recruitment Program	800.00		800.00	800.00	400.00	1,200.00	100.00%	0.00%	66.67%		
Driver's Uniforms	9,830.12	4,941.13	14,771.25	20,000.00	10,000.00	30,000.00	49.15%	49.41%	49.24%	13,441.65	6,609.97
Safety Expense	328.35		328.35	800.00	500.00	1,300.00	41.04%	0.00%	25.26%	277.50	
Misc. Operating Exp	987.13	131.30	1,118.43	6,125.00	3,675.00	9,800.00	16.12%	3.57%	11.41%	322.25	
Operations Expenses	16,725.60	20,505.43	37,231.03	36,625.00	32,345.00	68,970.00	45.67%	63.40%	53.98%	18,412.40	21,254.23

PLANNING EXPENSES

Other Planning Expenses		7,789.40	7,789.40		25,000.00	25,000.00	0.00%	31.16%	31.16%		3,053.03
MPO Planning Expenses	26,548.72		26,548.72	100,000.00		100,000.00	26.55%	0.00%	26.55%	50,455.18	
Planning Expenses	26,548.72	7,789.40	34,338.12	100,000.00	25,000.00	125,000.00	26.55%	31.16%	27.47%	50,455.18	3,053.03

VEHICLE/BUILDING MAINTENANCE EXP (15 Industrial)

Parts Expense - Non-Revenue Vehicles	2,577.62	299.48	2,877.10	7,000.00	3,000.00	10,000.00	36.82%	9.98%	28.77%	4,880.41	695.25
Parts Expense - Revenue Vehicles	372,882.61	65,185.92	438,068.53	431,157.00	125,662.00	556,819.00	86.48%	51.87%	78.67%	311,704.86	210,387.97
Tires	51,282.63	16,019.76	67,302.39	70,000.00	30,000.00	100,000.00	73.26%	53.40%	67.30%	26,185.79	24,952.85
Facility Maintenance	37,520.14	31,689.34	69,209.48	72,000.00	68,151.00	140,151.00	52.11%	46.50%	49.38%	46,822.99	36,332.84
Passenger Facility Expenses	20,575.64		20,575.64	28,666.00		28,666.00	71.78%	0.00%	71.78%	15,789.85	
Security Expenses							0.00%	0.00%	0.00%		
Cleaning Expense	5,940.00	6,496.76	12,436.76	24,000.00	12,000.00	36,000.00	24.75%	54.14%	34.55%	10,382.42	6,816.76
Repeater Fees	11,718.00	9,576.00	21,294.00	20,088.00	16,416.00	36,504.00	58.33%	58.33%	58.33%	9,936.25	8,514.00
Light, Heat and Water	85,143.62	25,884.81	111,028.43	177,476.00	60,955.00	238,431.00	47.97%	42.47%	46.57%	86,893.52	29,060.16
Fuel - Vehicles	519,490.84	228,313.29	747,804.13	936,000.00	536,780.00	1,472,780.00	55.50%	42.53%	50.78%	536,174.07	198,070.38
Maintenance Tools/Supplies/Uniforms	47,051.99	12,585.42	59,637.41	86,250.00	20,580.00	106,830.00	54.55%	61.15%	55.82%	50,113.99	10,021.61
Misc Maint Expenses and fees	1,625.74	2,869.33	4,495.07	6,680.00	3,320.00	10,000.00	24.34%	86.43%	44.95%	2,485.20	81.77
Vehicle/Building Maintenance Exp	1,155,808.83	398,920.11	1,554,728.94	1,859,317.00	876,864.00	2,736,181.00	62.16%	45.49%	56.82%	1,101,369.35	524,933.59

CONTRACTOR EXPENSES

ADA/SSTA Paratransit	719,908.68		719,908.68	1,251,215.00		1,251,215.00	57.54%	0.00%	57.54%	707,924.94	
Partner Local Share	9,916.50		9,916.50	19,833.00		19,833.00	50.00%	0.00%	50.00%		
Functional Assessment Costs	3,732.78		3,732.78	10,000.00		10,000.00	37.33%	0.00%	37.33%	4,859.30	
Volunteer Drivers		384,458.33	384,458.33		570,151.00	570,151.00	0.00%	67.43%	67.43%		289,823.36
Other Transportation (incl Cabs)	3,612.00	440,671.97	444,283.97	10,972.00	952,398.00	963,370.00	32.92%	46.27%	46.12%	5,908.20	527,822.38
Contractor Expenses	737,169.96	825,130.30	1,562,300.26	1,292,020.00	1,522,549.00	2,814,569.00	57.06%	54.19%	55.51%	718,692.44	817,645.74

MARKETING EXPENSE

Bus Tickets/Fare Media	9,356.56	1,013.75	10,370.31	20,000.00	2,400.00	22,400.00	46.78%	42.24%	46.30%	10,428.84	860.15
Marketing Expense	9,717.28	8,607.27	18,324.55	26,320.00	30,140.00	56,460.00	36.92%	28.56%	32.46%	14,678.33	21,037.96
Public Information	11,275.91	4,887.38	16,163.29	22,000.00	11,000.00	33,000.00	51.25%	44.43%	48.98%	12,592.00	3,793.21
Marketing Expense	30,349.75	14,508.40	44,858.15	68,320.00	43,540.00	111,860.00	44.42%	33.32%	40.10%	37,699.17	25,691.32

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	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural
	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019	
OTHER EXPENSES											
Allowance for Doubtful Accounts							0.00%	0.00%	0.00%		
Debt Service/Capital Reserve	46,442.51		46,442.51	46,443.00		46,443.00	100.00%	0.00%	100.00%	46,442.51	
Bond Interest							0.00%	0.00%	0.00%		
Capital Match	62,241.67	45,266.67	107,508.34	106,700.00	77,600.00	184,300.00	58.33%	58.33%	58.33%	54,964.00	122,753.75
Other Expenses	108,684.18	45,266.67	153,950.85	153,143.00	77,600.00	230,743.00	70.97%	58.33%	66.72%	101,406.51	122,753.75
TOTAL EXPENSES	8,480,853.73	3,822,264.92	12,303,118.65	14,650,463.00	7,271,054.00	21,921,517.00	57.89%	52.57%	56.12%	8,333,587.13	4,030,562.20
Current Year Deferred Costs	57,362.31		57,362.31				0.00%	0.00%	0.00%	(111,221.57)	
OH Admin Allocation	139,160.92	(139,160.92)		326,120.00	(326,120.00)		42.67%	42.67%	0.00%	262,377.90	(262,377.90)
Urban Shop Allocation	55,329.13	(55,329.13)					0.00%	0.00%	0.00%	103,248.41	(103,248.41)
Rural Link Cost Allocation	(169,094.65)	169,094.65					0.00%	0.00%	0.00%	(158,103.26)	158,103.26
ALLOCATIONS BETWEEN PROGRAMS	25,395.40	(25,395.40)		326,120.00	(326,120.00)		7.79%	7.79%	0.00%	207,523.05	(207,523.05)
Balance Of Operating Budget	(317,542.80)	(3,374.53)	(320,917.33)	500.00	546.00	1,046.00	-63508.56%	-618.05%	-30680.43%	(46,553.58)	(8,847.82)
Capital Revenue											
Federal Revenue	1,073,362.72	1,252,935.82	2,326,298.54				0.00%	0.00%	0.00%	617,835.33	12,440.93
State Revenue	104,521.92	43,644.57	148,166.49				0.00%	0.00%	0.00%	73,393.21	1,555.11
Paratransit Lease Revenue	214,166.00		214,166.00				0.00%	0.00%	0.00%		
Local Match Revenue	62,241.67	45,266.67	107,508.34				0.00%	0.00%	0.00%	54,964.00	122,753.75
Total Capital Revenue	1,454,292.31	1,341,847.06	2,796,139.37	0.00	0.00		0.00%	0.00%	0.00%	746,192.54	136,749.79
Capital Expenses											
Vehicles	481,500.60	1,260,020.00	1,741,520.60				0.00%	0.00%	0.00%	38.16	
Maintenance Parts and Equipment	288,361.53	6,510.46	294,871.99				0.00%	0.00%	0.00%	231,929.45	35,000.00
Passenger Amenities	2,316.25		2,316.25				0.00%	0.00%	0.00%	42,871.50	
Facility Repairs and Improvements	664,893.97	97,936.78	762,830.75				0.00%	0.00%	0.00%	505,276.84	13,791.99
Total Capital Expenses	1,437,072.35	1,364,467.24	2,801,539.59	0.00	0.00		0.00%	0.00%	0.00%	780,115.95	48,791.99
Balance of Capital Budget	17,219.96	(22,620.18)	(5,400.22)	0.00	0.00		0.00%	0.00%	0.00%	(33,923.41)	87,957.80
Transfer of Purchases to Fixed Assets	1,128,397.67	1,337,017.27	2,465,414.94				0.00%	0.00%	0.00%	454,665.30	331.62
Deferred Costs							0.00%	0.00%	0.00%		
Depreciation Expense	(1,701,869.39)	(477,953.67)	(2,179,823.06)				0.00%	0.00%	0.00%	(1,687,129.48)	(333,131.73)
Subtotal	(573,471.72)	859,063.60	285,591.88	0.00	0.00		0.00%	0.00%	0.00%	(1,232,464.18)	(332,800.11)
Current Change in Net Assets	(873,794.56)	833,068.89	(40,725.67)	500.00	546.00	1,046.00	-174758.91%	152576.72%	-3893.47%	(1,312,941.17)	(253,690.13)