

**AGENDA**  
**Green Mountain Transit Board of Commissioners**  
**November 21<sup>st</sup> 2017, 7:30 a.m.**  
**15 Industrial Pkwy, Burlington, VT 05401**

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*The mission of GMT is to promote and operate safe, convenient, accessible, innovative, and sustainable public transportation services in northwest and central Vermont that reduce congestion and pollution, encourage transit oriented development, and enhance the quality of life for all.*

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- 7:30 a.m. 1. Open Meeting
- 7:31 a.m. 2. Adjustment of the Agenda
- 7:36 a.m. 3. Public Comment
- 7:40 a.m. 4. Consent Agenda\*
- October 17<sup>th</sup>, 2017 Board Meeting Minutes (pages 3-5)
  - Check Register (pages 6-9)
  - Finance and Project Development Report (pages 10-18)
  - Maintenance and Planning Report (pages 19-20)
  - Operations Report (page 21)
  - Marketing Report (page 22)
  - IT Support, & Human Resources Report (page 23)
  - Ridership Reports
    - ADA (page 24)
    - GMT (pages 25-26)
- 7:43 a.m. 5. NextGen Update
- 8:00 a.m. 6. Strategic Goals (pages 27-29)
- 8:20 a.m. 7. FY18 Operating and Capital Adjustment\* (pages 30-37)
- 8:35 a.m. 8. FY19 Operating and Capital First Review (pages 38-46)
- 9:05 a.m. 9. Board Survey (pages 47-56)

9:20 a.m. 10. GM & Committee reports

- *General Manager Update*
- *Finance Committee: Next scheduled meeting is December 12<sup>th</sup> @ 9 am.*
- *Leadership Committee: Next scheduled meeting is December 14<sup>th</sup> @ 9am.*
- *Operations Committee: Next scheduled meeting is December 4<sup>th</sup>, in Berlin @ 9 am.*
- *Strategy Committee: Next schedules meeting is December 11<sup>th</sup> @ 8 am.*
- *Commissioner Comments*

9:30 a.m. 11. Adjourn

Next GMT Board meeting date: December 19<sup>th</sup>, 2017 @ 7:30 am.

NOTES:

- \* Indicates an action agenda item.
- Persons with disabilities who require assistance or special arrangements to participate in programs or activities are encouraged to contact Alma Hebib at 802-540-2537 at least 48 hours in advance so that proper arrangements can be made. Hearing disabled patrons can contact GMT through the Vermont Relay Service (711).
- Free transportation to and from GMT Board Meetings is available within the GMT service area. To make advance arrangements, please call GMT's Customer Service Representatives at 802-864-GMT or 802-864-2282.
- Municipal Clerks: Please post this public meeting notice pursuant to Act 78 of the Acts of the 1979 Vermont Legislature. Thank you.

## Green Mountain Transit Board Minutes

Date: October 17th, 2017

Time: 7:30 am

Place: GMT Board Room

15 Industrial Parkway, Burlington, VT 05401

### **Present:**

Chapin Kaynor, Chair, Williston

Tom Chittenden, Vice Chair, South Burlington

Denis Barton, Secretary, Shelburne

Catherine Dimitruk, Treasurer, Franklin County (via Phone)

John Sharrow, Commissioner, Milton

Chapin Spencer, Commissioner, Burlington

Robert Moore, Commissioner, Lamoille County (via Phone)

Bob Buermann, Commissioner, Grand Isle County

Phil Pouech, Commissioner, Hinesburg

Bonnie Waninger, Commissioner, Washington County

Amy Brewer, Alt. Commissioner, Williston

Mark A. Sousa, General Manager

Trish Redalieu, Director of Human Resources

Bob Young, Director of Operations

Jon Moore, Director of Maintenance and Planning

Michelle Daley, Director of Finance

Jamie Smith, Marketing and Public Affairs Manager

David Armstrong, Planning Manager

Jordan Nelle, Controller

Jordan Posner, MPA

Alain Hirsch, Transit Planner

Alma Hebib, Executive Assistant

### **Members of the Public:**

Ross McDonald, VTrans

### **Not Present:**

Raghu Acharya, Commissioner, Winooski

Katherine Miles, Commissioner, Burlington

### **1. Open Meeting**

Chair Kaynor opened the meeting at 7:33 am. A quorum of the Board was present.

### **2. Adjustment on the Agenda**

The Board requested to review the APTA Exposition discussion after the consent agenda. This was added as item 5 to the Agenda

### **3. Public Comment**

No public comment.

Commissioner Spencer entered at 7:40 am.

#### **4. Consent Agenda**

Chairman Kaynor made a motion to hold the minutes from the Consent Agenda and was seconded by Commissioner Buermann. All were in favor and the minutes were held from the Consent Agenda. The Board discussed grammatical errors in the minutes and with those changes, a motion to approve the Consent Agenda was made by Vice Chair Chittenden and seconded by Commissioner Waninger. All were in favor and the Consent Agenda was approved with the changes made to the minutes.

#### **5. APTA Expo Discussion**

The Board and staff presented information gathered from the APTA Exposition that was held last week in Atlanta, GA. There were over 13,000 attendees and over 1,000 vendors. The Board and staff reviewed new funding methods, overall system improvements and important transit information, etc. that was discussed at the APTA Exposition.

#### **6. NextGen Update**

Mr. Moore, Director of Maintenance discussed NextGen updates with the Board. He reviewed the work of the consultant team, Nelson Nygaard and how they have gathered useful data. By doing this NextGen project, and new recommendations for future plans. There was also a brief discussion on scenarios, improving service, increasing revenue, and building up ridership. The NextGen project is moving forward with plans to review service gap analysis, ridership analysis and developing a transit development plan that will be more long term.

#### **7. Capital Shuttle Increase**

After discussion with the Board, the Capital Shuttle increase is not an action item. There was a review of the FTA regulations. GMT is not violating any charters.

#### **8. Stowe Service Increase**

After reanalyzing policies, there was a determination that changes in Stowe and Capital Shuttle services will not be necessitate public hearings. Mr. Moore discussed improving and expanding services in Stowe, He is working with Stowe officials to determine the nextg steps for scheduling changes.

#### **9. Sugarbush Service Update**

The Board discussed the new adaptations for the Sugarbush Service Update, this includes:

1. The Montepplier to Sugarbush- Service will be stopped.
2. The loop around Rt 17 (Waitsfield to Sugarbush) will have a route change.

Commissioner Sharrow made a motion to approve the new adaptation: Secretary Barton seconded and the changes were approved.

#### **10. Strategic Goals**

Secretary Barton discussed the new draft of the Strategic Goals with the Board. He requested feedback from the Board on the goals and objectives and possible modifications.

#### **11. GM & Committee Reports**

The Finance Committee met. Discussed the annual audit and reviewed financial statements from FY17 and FY18. There was also a brief discussion of the FY19 funding plan. The Board will receive drafts of the final audit in December.

The Leadership Committee met and discussed the APTA Exposition, the strategic plan and Board Survey. Chairman Kaynor stated that he has received 14 out of 20 surveys and will work with the Board to receive feedback from the rest of the surveys that need completion.

The Operations Committee met in September. There was a discussion of the performance improvement plan, including HR, Safety, Operations and Maintenance sections of the PIP. Mr. Sousa discussed training methods in use for drivers and maintenance employees and how that is helping with job performance. There was also a brief discussion on energy efficiency and ways we can research the data from our buses and methods to be more energy efficient.

The Strategy Committee has not met since the last Board meeting.

## **12. Adjourn**

Chair Kaynor made a motion to adjourn and was seconded by Commissioner Waninger. All were in favor and the meeting adjourned at 9:53 am.

Respectfully Submitted,

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Denis Barton, Secretary

Document Date	Vendor ID	Vendor Name	Document #	Document Amount	
10/23/2017	V1467	Charles Schwab	V1467 2017 1023	16,007.00	Retirement
10/23/2017	V265	ICMA	V265 2017 1023	1,519.83	Retirement
10/23/2017	V266	IRS - EFTPS	V266 2017 1023	98,250.01	Federal Taxes
10/23/2017	V364	Vermont Dept of Ta	V364 2017 1023	12,018.82	State Taxes
10/27/2017	V1423	Alling, Andrew	83235	24.08	
10/27/2017	V1025	Alter, Charles	83236	188.89	Volunteer
10/27/2017	V1480	Andrews-Ford, Sher	83237	183.52	Volunteer
10/27/2017	V156	Anthony, Peter	83238	858.79	Volunteer
10/27/2017	V1539	Bates, Christal	83239	263.28	Volunteer
10/27/2017	V1135	Blanchard, Thomas	83240	10.70	
10/27/2017	V935	Bourbeau, Brittany	83241	149.02	Volunteer
10/27/2017	V1583	Burnell, Samantha	83242	486.00	Volunteer
10/27/2017	V1482	Cady, Duane	83243	120.93	Volunteer
10/27/2017	V1436	Cameron, Darwin	83244	363.31	Volunteer
10/27/2017	V471	Constantine, Julia	83245	524.39	Volunteer
10/27/2017	V1573	Fairbanks, Dori	83246	85.07	
10/27/2017	V168	Fay, Carol	83247	48.15	
10/27/2017	V1194	Joseph, Ben	83248	42.80	
10/27/2017	V203	Ladd, Joyce	83249	35.86	
10/27/2017	V175	LeBlanc, Richard	83250	203.33	Volunteer
10/27/2017	V1397	McGinnis, Devan	83251	438.22	Volunteer
10/27/2017	V181	Owen, Helen	83252	1,332.32	Volunteer
10/27/2017	V1324	Wales, David	83253	46.02	
10/27/2017	V1549	Ware, Michael	83254	73.83	
10/27/2017	V1561	Webber, Rebecca	83255	85.60	
10/27/2017	V944	Woodward, Patricia	83256	489.58	Volunteer
10/27/2017	V1563	Young, Louis	83257	115.39	Volunteer
10/27/2017	V1487	Chamberlin, Justin	83258	192.32	DCAP Reimbursement
10/27/2017	V107	Costes, Chris	83259	346.46	FSA Rebursement
10/27/2017	V1285	Loyer, Chris	83260	41.52	
10/27/2017	V1354	Mischke, Katie	83261	25.00	
10/27/2017	V127	Omanovic, Nezim	83262	44.00	
10/27/2017	V1307	Sevene, Valerie	83263	39.66	

10/27/2017 V1146	Sousa, Mark	83264	77.96	
10/27/2017 V279	ABC Bus Companies	83265	1,407.67	2 Part Invoices
10/27/2017 V415	Amazon	83266	776.60	
10/27/2017 V399	Axle Tech Internatio	83267	412.90	
10/27/2017 V1571	Bloomfire, Inc.	83268	450.00	
10/27/2017 V225	Burlington Electric C	83269	5,946.69	6 electric Bills
10/27/2017 V228	C.I.D.E.R., Inc.	83270	21,939.78	E and D 3 Invoices
10/27/2017 V851	Champlain Medical	83271	695.00	
10/27/2017 V220	Class C Solutions Gr	83272	214.20	
10/27/2017 V600	Cody Chevrolet	83273	624.82	
10/27/2017 V238	Crystal Rock Bottled	83274	211.11	
10/27/2017 V239	Cummins Northeast	83275	3,985.05	8 Part Invoices
10/27/2017 V245	DRIVE	83276	42.00	
10/27/2017 V246	Duffy Waste & Recy	83277	57.52	
10/27/2017 V250	Fisher Auto Parts	83278	546.85	
10/27/2017 V252	FleetPride, Inc	83279	365.69	
10/27/2017 V1347	Foley Distributing C	83280	307.98	
10/27/2017 V257	Gillig Corp.	83281	206.12	
10/27/2017 V258	Gordon Stamp & En	83282	12.95	
10/27/2017 V259	Grainger	83283	593.82	
10/27/2017 V260	Green Mountain Ker	83284	906.36	
10/27/2017 V1183	Harlaine D Miller Tr	83285	936.36	
10/27/2017 V446	Janek Corporation, I	83286	950.00	
10/27/2017 V267	Lincoln Financial Gr	83287	10.21	
10/27/2017 V273	MCI	83288	78.21	
10/27/2017 V275	McNeil Leddy & Sh	83289	277.50	
10/27/2017 V1475	Miller, Brian	83290	300.00	
10/27/2017 V329	Minuteman Press	83291	143.70	
10/27/2017 V278	Mohawk Mfg. & Sup	83292	165.95	
10/27/2017 V280	Mutual of Omaha In	83293	118.77	
10/27/2017 V283	Neopart LLC	83294	815.94	
10/27/2017 V284	New G.H. Berlin Oil	83295	4,740.03	4 Part Invoices
10/27/2017 V544	NorthEast Passenge	83296	300.00	
10/27/2017 V660	Panurgy, Vermont Ir	83297	1,036.00	Training Class for It

10/27/2017 V289	People's United Bus 83298	2,227.07	5 Credit cards
10/27/2017 V545	Pitney Bowes - Leas 83299	75.00	
10/27/2017 V408	Pitney Bowes - Purc 83300	100.00	
10/27/2017 V854	S2Technology 83301	108.75	
10/27/2017 V686	Shearer Chevrolet 83302	2,187.36	1 Part Invoice
10/27/2017 V301	Sovernet 83303	1,013.47	It invoice
10/27/2017 V303	SSTA 83304	1,057.80	Tilley Drive
10/27/2017 V311	Teamsters Local 597 83305	7,680.00	Union Dues
10/27/2017 V186	Tech Group, The 83306	617.50	
10/27/2017 V313	Travelers 83307	133,156.50	Insurance
10/27/2017 V1030	UniFirst Corporation 83308	54.44	
10/27/2017 V315	United Parcel Servic 83309	358.76	
10/27/2017 V351	Vantage Press 83310	307.24	
10/27/2017 V535	VAS Tools, LLC 83311	179.95	
10/27/2017 V876	Vehicle Maintenance 83312	980.62	
10/27/2017 V391	Verizon Wireless 83313	2,614.38	3 invoices for tablets on the buses
10/27/2017 V1459	Vermont Informatio 83314	1,620.00	Background checks
10/27/2017 V1564	Vt Back & Body Car 83315	190.00	
10/27/2017 V336	W.B Mason Co., Inc. 83316	653.79	
10/27/2017 V1497	Yawkey Family Inn 83317	60.00	
10/27/2017 V796	Yipes Auto Accessor 83318	983.88	
10/27/2017 V153	Alburgh Taxi EFT000000012545	2,287.55	Volunteer
10/27/2017 V974	Baker, Kristina EFT000000012546	291.14	Volunteer
10/27/2017 V55	Boudreau, James EFT000000012547	728.83	Volunteer
10/27/2017 V1007	Bova, Wendy EFT000000012548	701.97	Volunteer
10/27/2017 V1150	Bruley SR, Mark EFT000000012549	666.21	Volunteer
10/27/2017 V1448	Buckley, Barbara EFT000000012550	453.23	Volunteer
10/27/2017 V548	Burnor, David EFT000000012551	661.89	Volunteer
10/27/2017 V1291	Callan, Linda EFT000000012552	125.23	Volunteer
10/27/2017 V1377	Cleary, Diane EFT000000012553	50.83	
10/27/2017 V1575	Dudley, Myron EFT000000012554	569.87	Volunteer
10/27/2017 V60	Farr, Delores EFT000000012555	658.13	Volunteer
10/27/2017 V1491	Gamelin, Roger EFT000000012556	277.22	Volunteer
10/27/2017 V1434	Giuffre, Martin EFT000000012557	186.74	Volunteer



10/27/2017 V1097	Graham JR., Lewis	EFT000000012558	880.80	Volunteer
10/27/2017 V1117	Hall, John	EFT000000012559	371.29	Volunteer
10/27/2017 V170	Hertz, Kenneth	EFT000000012560	395.99	Volunteer
10/27/2017 V174	Langlois, Paulette	EFT000000012561	920.75	Volunteer
10/27/2017 V1420	Lawyer, Ronald	EFT000000012562	364.43	Volunteer
10/27/2017 V70	LeClair, Raymond	EFT000000012563	464.43	Volunteer
10/27/2017 V74	Markham, Laurel	EFT000000012564	351.03	Volunteer
10/27/2017 V75	Martin, Ronald	EFT000000012565	498.15	Volunteer
10/27/2017 V1440	Menard, Leighanne	EFT000000012566	107.56	Volunteer
10/27/2017 V1018	Metivier, Shelli	EFT000000012567	706.20	Volunteer
10/27/2017 V1570	Murphy Sandra	EFT000000012568	272.36	Volunteer
10/27/2017 V82	Parah, Donna	EFT000000012569	275.56	Volunteer
10/27/2017 V83	Parah, Maurice	EFT000000012570	1,041.23	Volunteer
10/27/2017 V86	Pike, Gail	EFT000000012571	1,168.79	Volunteer
10/27/2017 V771	Sammons, Chandra	EFT000000012572	208.69	Volunteer
10/27/2017 V89	Sayers, Gail	EFT000000012573	628.17	Volunteer
10/27/2017 V1236	Sayers, James	EFT000000012574	496.53	Volunteer
10/27/2017 V93	Timm, Marta	EFT000000012575	724.48	Volunteer
10/27/2017 V522	Turcotte, S Jeanette	EFT000000012576	230.61	Volunteer
10/27/2017 V712	Ward, Jacqueline	EFT000000012577	37.46	
10/27/2017 V97	Yandow, Dennis	EFT000000012578	475.69	Volunteer
10/27/2017 V11	Asper, Sheryl	EFT000000012579	110.00	FSA Rebursement
10/27/2017 V14	Bruce, Judith	EFT000000012580	79.70	
10/27/2017 V1182	Charissakis, John	EFT000000012581	15.00	
10/27/2017 V19	Delphia, Pam	EFT000000012582	385.13	FSA Rebursement
10/27/2017 V42	Duma, William	EFT000000012583	75.07	
10/27/2017 V25	Frechette, Normand	EFT000000012584	100.00	FSA Rebursement
10/27/2017 V49	Lyford, Frank	EFT000000012585	443.61	FSA Rebursement
10/27/2017 V35	McDonald, Pam	EFT000000012586	130.00	FSA Rebursement
10/27/2017 V38	Moore, Jon	EFT000000012587	346.01	Dcap and Meal Reibursement
10/27/2017 V747	Nassau II, Jason	EFT000000012588	979.25	FSA Rebursement
10/27/2017 V17	Smith, Jamie L	EFT000000012589	1,243.30	DCAP Reimbursement
10/27/2017 V1474	Whitaker, Cheryl	EFT000000012590	815.00	FSA Rebursement

To: GMT Board of Commissioners  
 From: Michelle Daley, Director of Finance  
 Date: November 16, 2017  
 RE: Finance/Grants/Capital Projects/ADA/Broker Services



We are still expecting to receive a draft set of financial statements from the auditors the week of Thanksgiving. To date we have not heard of any issues with the financial statements or the auditors' field work that lead us to believe that the draft will be delayed or that we will have any audit findings. We are expecting a clean audit report. The final audit report needs to be completed by mid-December in order to calculate GMT's FY19 indirect cost rate, which needs to be submitted to the FTA for approval by December 31st. Our approved indirect cost rate for FY18 is 9.865%. For comparison, in FY17 the rate was 9.55%.

Now that the audit is complete staff in the Finance Department has begun to look forward to tasks for FY18 in earnest. Staff has already accomplished tracking staff CTO time in the accounting software and implemented printing staff CTO time to pay stubs. We have also generated and mailed a dual purpose letter to all of our vendors to receive updated W-9 information and to provide them with our Contract Clauses, required by the FTA, and in accordance with our procurement policy, to be distributed to all vendors we make purchases from. We have also started to generate packets to be distributed to all employees related to our Section 125 plan. Staff will begin to focus on more fully documenting departmental processes in FY18, to include updating old procedures and identifying those that need to be documented.

We have received the official notice from the Federal Transit Administration for our FY18 Comprehensive Review (previously called the Triennial Review). This is the first step of the review process. We need to send them our policies, procedures, and other requested documentation. They will follow up with a site visit to go over the review areas in depth and review additional documentation. In past years, the site visit has been in the summer.

The Grants Department is working on September billing. We also continue to work on the annual National Transit Database (NTD) report. A draft of the new purchasing policy presentation is complete. We will finalize it and start re-training staff in the coming month.

Attached are the September 30, 2017 financials for your review. The total reconciled balance of the operating cash balance for the month ended August 31, 2017 is \$2,287,869. A large portion of this cash balance is directly attributable to several drawdowns and deposits from the State of Vermont for grant funding, as well as payments received from Member Communities Assessments.

The aged trade Accounts Receivable balance for September 30, 2017 was \$2,716,513. This balance is broken out as \$2,267,926 attributable to the Urban Program and \$448,587 attributable to the Rural Program. (For comparison, the aged trade Accounts Receivable balance on 8/31/17 was \$3,681,135.) The combined aging details are as follows:

	<b><i>Current Month</i></b>	<b><i>As of 8/31/17</i></b>
Current	\$2,565,038	3,666,308
30-60 Days	142,803	3,948
61-90 Days	837	2,498
91 and Over	7,835	8,381

As of the date of this memo, we have collected 23.28% in subsequent payments on the aged receivables in the 61 days and over categories. We are in communication with the Villa Rehab in St. Albans and currently we are not expecting any collection issues. The Villa Rehab receivable is currently the only outstanding balance older than 61 days as of the date of this memo:

Villa Rehab	6,652.72
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As we review the revenues and expenses for the month ended September 30, 2017, we use a benchmark to determine how well we are following our budget. We calculate this benchmark as the percentage of the budget that we'd expect to be earned/spent if all revenues and expenses were spent/earned equally over twelve months. Therefore we would expect to see budgets at 25% for the Fiscal Year to date September 30, 2017. It is important to note that the budget used in this comparison is not the final budget for FY18. An adjusted budget is being presented to the board for this month's meeting. Once the adjusted budget has been approved, this information will be updated in the accounting software and the next report will reflect the approved adjusted budget for FY18.

The Federal, State and Local Revenues for the Urban system are tracking within the budgeted revenues. The urban operating budget is adjusted at the end of each month to reflect a net of zero, which is due to our Federal Urban Formula Grant which, at best allow us to breakeven. Other State grants for the Urban system appear low because we have not executed the grant with the State and therefore have not billed much so far for FY18.

The rural operating budget does not have a similar grant, and since the rural grants are prepaid, each month we recognize the revenue as it is earned based on the earnings percentages from the previous year, "catching up" when the actual billing is reported. The trend for Rural grants has typically been lower earnings at the beginning of the fiscal year, with higher earnings in the winter months, which is perfectly aligned with what these statements are reflecting. We expect these revenues to come in line with the benchmark the closer we get to the end of the fiscal year.

Areas of note for the Operating Revenues include:

- Fares are trending slightly below the benchmark in both the Urban and Rural System. This is not considered unusual as warmer weather in the summer months mean more people going out on foot or using other recreational modes of transportations (bikes, etc.).
- Advertising, Interest and Miscellaneous revenue are all trending below the benchmark for the urban system. This is due to timing issues and the unpredictability of these types of revenues.
- Medicaid Purchase of Service – This rural revenue is below our budgeted benchmark due to a change in the way we are reimbursed for Medicaid rides. This change occurred subsequent to the creation of this budget. The budgeted amount will be changed in the adjusted budget to reflect this.
- Planning Revenue – For the Rural system this revenue is exceeding the benchmark due to requesting reimbursement for expenses related to the Complete Service Analysis. We were anticipating the costs associated with this project to be incurred early in the fiscal year, so it is not surprising that the associated revenue is high as well.
- Warranty Revenue is well exceeding its budget. This is due to losses sustained on Bus #282 and the insurance proceeds received.

For the operating expenses, most of the variances are timing issues since many expenses are not evenly spent throughout the year. While we recognize that there are several variances from the benchmark of 25% in the expense categories of the attached report, our focus below will be those of note, rather than those solely due to timing:

- Recruiting Expenses – This is low for the urban system and high for the rural system. Urban drivers are fully staffed currently so our recruiting needs have been low. For the Rural system we are actively recruiting for the Mountain season currently. Once this season begins we expect to see this expense align more closely with the benchmark.
- Dues and Subscriptions – While these are timing issues we wanted to draw attention to them as the variances from the benchmark are so high. In the Urban system we generally incur the majority of the dues expense at the beginning of the fiscal year, including our annual APTA dues of \$20,304 which make up the vast majority of the budget. For the Rural system our dues are typically invoiced more heavily toward the end of the fiscal year, so we expect this expense to trend below the benchmark for the majority of the fiscal year.
- Travel and Meetings, Computer Services Expense and Legal Fees – These are as needed expenses and due to the nature of them they are difficult to budget and anticipate spending throughout the fiscal year.
- Audit Fees - Since audit field work began in October, this is when the expenses will start to appear. We have paid one invoice so far to RHR Smith in October 2017.
- Consulting Fees – This line item will be removed in the adjusted budget. We did not use this line item in FY17 and we do not anticipate using it in FY18 either, so we will be reallocating those funds to cover our needs elsewhere.
- Drug & Alcohol Testing – Subsequent to setting the budget for this expense category we determined that there would be cost savings in joining the State of Vermont's Drug & Alcohol Program. Our drivers are now tested as part of the larger State Driver Pool and the State incurs the expense. We were the only Transit Agency in the State of Vermont that was funding our own Drug & Alcohol Program. We will utilize the experience in expense during FY18 to assist in budgeting for the FY19 adjusted budget.
- Employee Recruitment Program – This is a variable expense incurred as current employees recommend new employees who are hired and subsequently are retained for certain lengths of time. We are at a pretty full level of staffing currently so there has not been as much need for this program so far in FY18. Timing of expenses incurred is variable based on recruitment needs and the length of time the employees stay on. This has proven to be a valuable recruitment tool for GMT.
- Driver's Uniforms – A large order for uniforms has been placed and payment will be made once these are received.
- Other Planning Expenses and MPO Planning Expenses are high compared to their budgets due to the Comprehensive Service Analysis (CSA) discussed in the revenue section above. This project is carrying over from FY17 and is anticipated to be completed in FY18.
- Maintenance Expenses – The budget for maintenance accounts was heavily scrutinized for accuracy and represents the area of the adjusted budget with the most changes. Due to this, it is not surprising that there are wide budget variances in this category. It makes sense to wait to scrutinize them until after the adjusted budget is entered. However of particular interest:
  - Parts Expense – These expenses are due to timing and need for parts, as well as mid-life engine overhauls required on aging buses. Since we have finally worked out our capital grant award with the State and there are funds awarded to maintenance for parts we will be able to reclassify some of these expenses to capital parts. The maintenance department has given us a list of parts to reclassify in October, which will help bring these line items more in line with budget benchmarks.

- Marketing Expenses are below the budget benchmark due to the focus of the marketing department at the end of FY17 and the beginning of FY18 being on our rebrand. We have capital funds set aside for the projects associated with the rebrand, so operating marketing expenses have not been the focus of their spending. These will come in line with the benchmark as new bus map & guides are issued and focus shifts to other marketing campaigns.
- Debt Service – This expense is complete for the year. We make a yearly payment on 7/1 for the 12 year capital lease. The FY18 payment is the fifth payment on this lease. This expense is a component of the Member Assessment formula.

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

- ☆ **Passenger Shelters:** The solar lighting project has been completed and a final punch list created.
- ☆ **Downtown Transit Center:**
  - Working with PC Construction to transfer O&M documentation for the transit center for use in assisting Maintenance with the development of a maintenance plan for the DTC. The warranty period for the DTC expired on 10/4, and we are still ironing out the last remaining warranty items that came up prior to the expiration date. Getting quotes for installing two higher BTU heating units to test on the platform over the winter. Still working with Enseicom to update the bike storage shelter design.
  - Continuing to work with VHB on disposing the remainder of soil from St. Paul Street that was designated for Clinton County. Some soil testing is being performed to confirm quantity and location of soil to be removed. Once the testing is completed, transport of any soil that needs to be disposed will be arranged.
- ☆ **Industrial Parkway Driveway Ramp:**
  - A draft design of the ramp has been completed and will be reviewed with staff within the next week. Working with VHB and VT Department of Environmental Conservation in the preparation of a storm water permit for the project as well as coordination of existing storm water permits at 15 Industrial Pkwy. Project is on track for construction in spring 2018.
- ☆ **GMTA Facility Renovation:**
  - Hazardous materials testing has been completed both in the 3-bay garage and the main office building. The Mechanical, Electrical, and Plumbing (MEP) design subcontractor has performed walk-throughs of the facility and is working on the design for lighting, HVAC, and bathroom renovations to be incorporated into the design package. Recently completed a 30% design review of the security upgrades with staff. The security design will also be incorporated into the final design package. Currently working toward having construction budget estimates completed by November. The estimates will be reviewed with staff and VTrans to determine how well they line up with available funding and to prioritize renovation areas if necessary. Working toward a construction start date in July 2018.
- ☆ **Decommissioning of Former Cherry Street Terminal:**
  - Continuing to work with Peterson Consulting to find another firm to complete the lead-safe prep work. The amount of rain this summer has delayed many painting contractor's schedules and the contractors that we have spoken to are not taking on new work at this time. This project is delayed until the spring.

- ☆ **Facility Security Upgrades:**

- We have received the 60% designs. Staff has started to order the hardware for the project, and we expected this work to be completed by the end of January 2018.

☆ **Big Bus Buy:**

- Bus build is on schedule and all build questions have been addressed at this time. We have selected a resident inspector for the build, and we have a staff member heading to the plant the first week of December for an on-site inspection. The first bus is set to be delivered on 12/5/2017.

ADA paratransit update: This past week we held an ADA Town Hall style meeting. The meeting was well attended, and we heard from our community some concerns about the paratransit transportation in Chittenden County. Jordan Posner spoke with each of them after the meeting and was able to assist them with strategies to help them understand how best to schedule their trips with SSTA. We have started the ADA study with Steadman Hill and Associates to help us understand how best to deliver services in the future. We expect the results of this study by the end of February 2018.

Broker services update: The broker services team completed a three week customer service training with Dale Carnegie. Early indicators are very positive and each person felt the training provided them additional tools to carry out their day to day work when speaking with our passengers. Routematch was onsite this week to assist with the Go-Live for the rural fixed route module and all seems to running well.

Chittenden County Transportation Authority  
Statement of Net Assets  
As of 9/30/2017

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	As Of 2017	As Of 2016
<b>ASSETS</b>		
Current Assets:		
Cash and Investments	2,786,022.90	3,486,013.26
Receivables:		
Grant	4,484,074.56	4,149,411.51
Other	2,813,725.88	2,854,451.13
Deferred Cost Pool	(232,084.74)	(75,674.25)
Inventories	638,778.78	638,289.65
Prepaid Expenses	410,899.58	393,841.52
Total Current Assets	<u>10,901,416.96</u>	<u>11,446,332.82</u>
Noncurrent Assets:		
Land, Structures And		
Equipment - net of accumulated depreciation	<u>27,325,217.16</u>	<u>28,830,528.88</u>
<b>TOTAL ASSETS</b>	<u><u>38,226,634.12</u></u>	<u><u>40,276,861.70</u></u>

**LIABILITIES AND FUND EQUITY**

Current Liabilities:		
Accounts Payable	416,879.27	673,956.03
Accrued Payroll Expenses	152,669.57	335,499.91
Other Accrued Expenses	104,638.82	97,639.97
Deferred Revenue	5,888,423.99	6,210,400.61
Total Current Liabilities	<u>6,562,611.65</u>	<u>7,317,496.52</u>
Long-Term Liabilities:		
Accrued Compensated Absences	802,739.93	705,803.21
Total Long-Term Liabilities	<u>802,739.93</u>	<u>705,803.21</u>
<b>Total Liabilities</b>	<u>7,365,351.58</u>	<u>8,023,299.73</u>
Fund Equity:		
Invested in capital assets, net of related debt	28,031,330.04	29,537,091.88
Restricted	1,547,481.95	1,484,414.58
Unrestricted	2,220,486.83	1,999,581.05
Current Year Change in Net Assets	(938,016.28)	(767,525.54)
Total Fund Equity	<u>30,861,282.54</u>	<u>32,253,561.97</u>
<b>TOTAL LIABILITIES AND FUND EQUITY</b>	<u><u>38,226,634.12</u></u>	<u><u>40,276,861.70</u></u>

Chittenden County Transportation Authority  
and CCTA dba Green Mountain Transit  
Urban Rural Budget Vs. Actuals  
For the Three Months Ending Saturday, September 30, 2017

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	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Prior Yr Actuals Total
	Current Fiscal Year To Date			FY18 Budget Approved December 2016			Budget Variance			
<b>REVENUES</b>										
<b>FEDERAL, STATE AND LOCAL REVENUE</b>										
Municipal Member Assessments	597,289.20	0.00	\$597,289.20	2,243,235.00	0.00	\$2,243,235.00	26.63%	0.00%	26.63%	2,182,179.99
Municipal Paratransit Assessments	156,976.98	0.00	156,976.98	627,908.00	0.00	627,908.00	25.00%	0.00%	25.00%	691,231.00
Local Operating Assistance	20,762.52	56,367.79	77,130.31	85,050.00	402,656.00	487,706.00	24.41%	14.00%	15.81%	469,209.40
Federal Urban Formula Grant	894,582.19	0.00	894,582.19	2,579,902.00	0.00	2,579,902.00	34.68%	0.00%	34.68%	2,298,273.00
Federal Rural Operating Grant	0.00	224,200.00	224,200.00	0.00	1,326,000.00	1,326,000.00	0.00%	16.91%	16.91%	1,220,850.57
State Regular Subsidy Operating Grant	609,403.00	171,000.00	780,403.00	2,337,179.00	900,000.00	3,237,179.00	26.07%	19.00%	24.11%	3,237,179.00
E&D Grants and Local Match	0.00	177,640.28	177,640.28	0.00	1,237,022.00	1,237,022.00	0.00%	14.36%	14.36%	1,192,836.10
Other State Grants	5,191.00	0.00	5,191.00	89,050.00	18,000.00	107,050.00	5.83%	0.00%	4.85%	121,649.71
Other Federal Grants	638,107.00	133,020.00	771,127.00	2,629,330.00	389,994.00	3,019,324.00	24.27%	34.11%	25.54%	3,479,637.07
Fund Balance Reserves	0.00	0.00	0.00	0.00	30,000.00	30,000.00	0.00%	0.00%	0.00%	0.00
Capital Reserve Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00%	0.00%	310,671.00
<b>Total Federal, State and Local Revenues</b>	<b>2,922,311.89</b>	<b>762,228.07</b>	<b>3,684,539.96</b>	<b>10,591,654.00</b>	<b>4,303,672.00</b>	<b>14,895,326.00</b>	<b>27.59%</b>	<b>17.71%</b>	<b>24.74%</b>	<b>15,203,716.84</b>
<b>OPERATING REVENUE</b>										
Passenger Revenue	528,744.08	24,212.66	552,956.74	2,501,300.00	148,500.00	2,649,800.00	21.14%	16.30%	20.87%	2,340,516.14
Paratransit Passenger Fares	23,745.00	0.00	23,745.00	115,000.00	0.00	115,000.00	20.65%	0.00%	20.65%	99,511.25
Advertising Revenue	13,749.00	0.00	13,749.00	200,000.00	50,000.00	250,000.00	6.87%	0.00%	5.50%	158,671.35
Planning Revenue	94,315.48	14,463.42	108,778.90	362,106.00	30,000.00	392,106.00	26.05%	48.21%	27.74%	371,918.18
Interest Earnings	181.97	818.89	1,000.86	3,000.00	4,000.00	7,000.00	6.07%	20.47%	14.30%	5,326.42
Miscellaneous Revenue	1,673.96	(36.00)	1,637.96	19,000.00	0.00	19,000.00	8.81%	0.00%	8.62%	14,886.24
Sales Of Equipment	0.00	0.00	0.00	11,000.00	3,000.00	14,000.00	0.00%	0.00%	0.00%	16,165.15
Medicaid Purchase Of Svc	0.00	296,334.54	296,334.54	0.00	1,770,000.00	1,770,000.00	0.00%	16.74%	16.74%	1,564,826.44
Purchase of Service	13,672.13	77,511.10	91,183.23	43,844.00	273,000.00	316,844.00	31.18%	28.39%	28.78%	252,992.12
Warranty Revenue	5,310.00	0.00	5,310.00	2,000.00	2,000.00	4,000.00	265.50%	0.00%	132.75%	1,911.39
<b>Operating Revenue</b>	<b>681,391.62</b>	<b>413,304.61</b>	<b>1,094,696.23</b>	<b>3,257,250.00</b>	<b>2,280,500.00</b>	<b>5,537,750.00</b>	<b>20.92%</b>	<b>18.12%</b>	<b>19.77%</b>	<b>4,826,724.68</b>
<b>Total Revenue</b>	<b>3,603,703.51</b>	<b>1,175,532.68</b>	<b>4,779,236.19</b>	<b>13,848,904.00</b>	<b>6,584,172.00</b>	<b>20,433,076.00</b>	<b>26.02%</b>	<b>17.85%</b>	<b>23.39%</b>	<b>20,030,441.52</b>
<b>EXPENSES</b>										
<b>SALARIES AND WAGES</b>										
Other Wages	380,540.39	219,250.17	599,790.56	1,716,313.00	942,741.00	2,659,054.00	22.17%	23.26%	22.56%	2,633,587.32
Driver/Operator Wages	1,006,848.62	282,039.63	1,288,888.25	4,245,469.00	1,411,165.00	5,656,634.00	23.72%	19.99%	22.79%	5,503,191.45
Vehicle Repair Wages	203,426.75	32,589.16	236,015.91	929,067.00	137,544.00	1,066,611.00	21.90%	23.69%	22.13%	998,243.36
<b>Salaries and Wages</b>	<b>1,590,815.76</b>	<b>533,878.96</b>	<b>2,124,694.72</b>	<b>6,890,849.00</b>	<b>2,491,450.00</b>	<b>9,382,299.00</b>	<b>23.09%</b>	<b>21.43%</b>	<b>22.65%</b>	<b>9,135,022.13</b>
<b>PERSONNEL TAXES AND BENEFITS</b>										
Payroll Taxes (FICA/MC)	123,075.41	40,856.32	163,931.73	527,150.00	190,596.00	717,746.00	23.35%	21.44%	22.84%	688,868.02
Unemployment Tax Exp	5,257.89	2,748.70	8,006.59	22,000.00	20,000.00	42,000.00	23.90%	13.74%	19.06%	38,274.06
Medical Insurance/HRA	400,506.49	160,132.51	560,639.00	1,509,708.00	547,509.00	2,057,217.00	26.53%	29.25%	27.25%	2,050,012.08
Pension Plan Expenses	65,148.95	14,805.89	79,954.84	280,044.00	74,744.00	354,788.00	23.26%	19.81%	22.54%	334,839.35
Other Employee Benefits	88,236.31	36,273.10	124,509.41	312,670.00	122,390.00	435,060.00	28.22%	29.64%	28.62%	399,784.52
<b>Personnel Taxes and Benefits</b>	<b>682,225.05</b>	<b>254,816.52</b>	<b>937,041.57</b>	<b>2,651,572.00</b>	<b>955,239.00</b>	<b>3,606,811.00</b>	<b>25.73%</b>	<b>26.68%</b>	<b>25.98%</b>	<b>3,511,778.03</b>
<b>GENERAL AND ADMIN EXPENSES</b>										
Admin Supplies and Expenses	11,471.86	2,777.69	14,249.55	43,740.00	21,600.00	65,340.00	26.23%	12.86%	21.81%	62,382.75
Recruiting Expenses	1,946.17	4,105.83	6,052.00	18,400.00	12,000.00	30,400.00	10.58%	34.22%	19.91%	33,990.27
Dues and Subscriptions	20,878.00	636.00	21,514.00	27,788.00	8,928.00	36,716.00	75.13%	7.12%	58.60%	33,714.72
Travel and Meetings	479.57	73.61	553.18	3,500.00	3,500.00	7,000.00	13.70%	2.10%	7.90%	7,386.53
Communications	12,040.61	7,273.53	19,314.14	45,344.00	29,536.00	74,880.00	26.55%	24.63%	25.79%	77,450.70
Computer Service Exp	5,769.25	1,785.78	7,555.03	111,440.00	51,644.00	163,084.00	5.18%	3.46%	4.63%	72,851.40
Legal Fees	596.00	0.00	596.00	20,000.00	3,000.00	23,000.00	2.98%	0.00%	2.59%	7,987.44
Insurance	210,367.30	86,673.26	297,040.56	785,817.00	353,998.00	1,139,815.00	26.77%	24.48%	26.06%	1,221,595.65
Audit Fees	0.00	0.00	0.00	17,850.00	7,650.00	25,500.00	0.00%	0.00%	0.00%	27,750.00
Consulting Fees	0.00	0.00	0.00	3,000.00	3,000.00	6,000.00	0.00%	0.00%	0.00%	2,109.75
<b>General and Admin Expenses</b>	<b>263,548.76</b>	<b>103,325.70</b>	<b>366,874.46</b>	<b>1,076,879.00</b>	<b>494,856.00</b>	<b>1,571,735.00</b>	<b>24.47%</b>	<b>20.88%</b>	<b>23.34%</b>	<b>1,547,219.21</b>



Chittenden County Transportation Authority  
and CCTA dba Green Mountain Transit  
Urban Rural Budget Vs. Actuals  
For the Three Months Ending Saturday, September 30, 2017

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	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Prior Yr Actuals Total
	Current Fiscal Year To Date			FY18 Budget Approved December 2016			Budget Variance			
<b><u>OPERATIONS EXPENSES</u></b>										
Background Checks	700.00	1,844.00	2,544.00	1,900.00	8,325.00	10,225.00	36.84%	22.15%	24.88%	11,028.60
Drug & Alcohol Testing	158.00	31.00	189.00	13,755.00	7,898.00	21,653.00	1.15%	0.39%	0.87%	19,884.25
DOT Testing	1,775.00	965.00	2,740.00	5,850.00	7,920.00	13,770.00	30.34%	12.18%	19.90%	12,454.70
Employment Recruitment Program	0.00	0.00	0.00	2,000.00	2,000.00	4,000.00	0.00%	0.00%	0.00%	600.00
Driver's Uniforms	1,955.96	1,012.49	2,968.45	24,996.00	20,170.00	45,166.00	7.83%	5.02%	6.57%	77,788.32
Safety Expense	137.53	0.00	137.53	2,450.00	2,000.00	4,450.00	5.61%	0.00%	3.09%	3,636.21
Misc. Operating Exp	1,118.61	56.17	1,174.78	6,700.00	2,375.00	9,075.00	16.70%	2.37%	12.95%	8,128.47
<b>Operations Expenses</b>	<b>5,845.10</b>	<b>3,908.66</b>	<b>9,753.76</b>	<b>57,651.00</b>	<b>50,688.00</b>	<b>108,339.00</b>	<b>10.14%</b>	<b>7.71%</b>	<b>9.00%</b>	<b>133,520.55</b>
<b><u>PLANNING EXPENSES</u></b>										
Other Planning Expenses	0.00	32,898.24	32,898.24	0.00	60,000.00	60,000.00	0.00%	54.83%	54.83%	53,666.06
MPO Planning Expenses	39,916.85	0.00	39,916.85	100,000.00	0.00	100,000.00	39.92%	0.00%	39.92%	96,577.94
<b>Planning Expenses</b>	<b>39,916.85</b>	<b>32,898.24</b>	<b>72,815.09</b>	<b>100,000.00</b>	<b>60,000.00</b>	<b>160,000.00</b>	<b>39.92%</b>	<b>54.83%</b>	<b>45.51%</b>	<b>150,244.00</b>
<b><u>VEHICLE/BUILDING MAINTENANCE EXP (15 Industrial)</u></b>										
Parts Expense - Non-Revenue Vehicles	2,365.11	51.37	2,416.48	11,000.00	9,500.00	20,500.00	21.50%	0.54%	11.79%	11,738.07
Parts Expense - Revenue Vehicles	261,566.04	78,790.79	340,356.83	276,740.00	185,844.00	462,584.00	94.52%	42.40%	73.58%	807,595.18
Tires	27,279.90	7,843.00	35,122.90	68,504.00	39,718.00	108,222.00	39.82%	19.75%	32.45%	117,176.85
Facility Maintenance	10,341.96	11,834.82	22,176.78	90,000.00	62,200.00	152,200.00	11.49%	19.03%	14.57%	151,435.35
Passenger Facility Expenses	7,388.00	0.00	7,388.00	47,988.00	2,000.00	49,988.00	15.40%	0.00%	14.78%	38,182.23
Cleaning Expense	5,000.00	1,937.42	6,937.42	10,100.00	15,137.00	25,237.00	49.50%	12.80%	27.49%	35,568.49
Repeater Fees	7,128.00	5,400.00	12,528.00	20,736.00	15,552.00	36,288.00	34.38%	34.72%	34.52%	34,074.00
Light, Heat and Water	28,470.68	4,882.80	33,353.48	140,000.00	55,000.00	195,000.00	20.34%	8.88%	17.10%	184,036.52
Fuel - Vehicles	184,423.64	58,506.27	242,929.91	802,162.00	314,992.00	1,117,154.00	22.99%	18.57%	21.75%	1,011,873.97
Maintenance Tools/Supplies/Uniforms	30,662.09	6,086.37	36,748.46	79,660.00	12,600.00	92,260.00	38.49%	48.30%	39.83%	90,163.85
Misc Maint Expenses and fees	1,157.06	13.26	1,170.32	3,876.00	3,500.00	7,376.00	29.85%	0.38%	15.87%	5,221.27
<b>Vehicle/Building Maintenance Exp</b>	<b>565,782.48</b>	<b>175,346.10</b>	<b>741,128.58</b>	<b>1,550,766.00</b>	<b>716,043.00</b>	<b>2,266,809.00</b>	<b>36.48%</b>	<b>24.49%</b>	<b>32.69%</b>	<b>2,487,065.78</b>
<b><u>CONTRACTOR EXPENSES</u></b>										
ADA/SSTA Paratransit	285,025.34	0.00	285,025.34	1,192,093.00	0.00	1,192,093.00	23.91%	0.00%	23.91%	1,156,939.31
Partner Local Share	0.00	0.00	0.00	19,833.00	0.00	19,833.00	0.00%	0.00%	0.00%	19,833.00
Functional Assessment Costs	2,383.91	0.00	2,383.91	25,000.00	0.00	25,000.00	9.54%	0.00%	9.54%	9,274.56
Volunteer Drivers	0.00	129,828.91	129,828.91	0.00	621,500.00	621,500.00	0.00%	20.89%	20.89%	575,416.34
Other Transportation (incl Cabs)	3,483.00	76,336.48	79,819.48	21,331.00	677,556.00	698,887.00	16.33%	11.27%	11.42%	824,032.68
<b>Contractor Expenses</b>	<b>290,892.25</b>	<b>206,165.39</b>	<b>497,057.64</b>	<b>1,258,257.00</b>	<b>1,299,056.00</b>	<b>2,557,313.00</b>	<b>23.12%</b>	<b>15.87%</b>	<b>19.44%</b>	<b>2,585,495.89</b>
<b><u>MARKETING EXPENSE</u></b>										
Bus Tickets/Fare Media	4,557.08	120.70	4,677.78	20,000.00	2,400.00	22,400.00	22.79%	5.03%	20.88%	14,583.92
Marketing Expense	8,732.18	3,702.27	12,434.45	52,000.00	45,840.00	97,840.00	16.79%	8.08%	12.71%	50,567.84
Public Information	5,365.50	4,052.06	9,417.56	37,000.00	23,000.00	60,000.00	14.50%	17.62%	15.70%	63,836.36
<b>Marketing Expense</b>	<b>18,654.76</b>	<b>7,875.03</b>	<b>26,529.79</b>	<b>109,000.00</b>	<b>71,240.00</b>	<b>180,240.00</b>	<b>17.11%</b>	<b>11.05%</b>	<b>14.72%</b>	<b>128,988.12</b>
<b><u>OTHER EXPENSES</u></b>										
Debt Service/Capital Reserve	46,442.51	0.00	46,442.51	50,000.00	0.00	50,000.00	92.89%	0.00%	92.89%	46,442.51
Capital Match	113,482.50	23,900.00	137,382.50	453,930.00	95,600.00	549,530.00	25.00%	25.00%	25.00%	651,542.00
<b>Other Expenses</b>	<b>159,925.01</b>	<b>23,900.00</b>	<b>183,825.01</b>	<b>503,930.00</b>	<b>95,600.00</b>	<b>599,530.00</b>	<b>31.74%</b>	<b>25.00%</b>	<b>30.66%</b>	<b>697,984.51</b>
<b>TOTAL EXPENSES</b>	<b>3,617,606.02</b>	<b>1,342,114.60</b>	<b>4,959,720.62</b>	<b>14,198,904.00</b>	<b>6,234,172.00</b>	<b>20,433,076.00</b>	<b>25.48%</b>	<b>21.53%</b>	<b>24.27%</b>	<b>20,377,318.22</b>
Current Year Deferred Costs	(51,565.85)	0.00	(51,565.85)	0.00	0.00	0.00	0.00%	0.00%	0.00%	(61,937.58)
ALLOCATIONS BETWEEN PROGRAMS	65,468.36	(65,468.36)	0.00	350,000.00	(350,000.00)	0.00	18.71%	18.71%	0.00%	0.00
<b>Balance Of Operating Budget</b>	<b>(0.00)</b>	<b>(232,050.28)</b>	<b>(232,050.28)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>(408,814.28)</b>

Chittenden County Transportation Authority  
and CCTA dba Green Mountain Transit  
Urban Rural Budget Vs. Actuals  
For the Three Months Ending Saturday, September 30, 2017

18

	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Prior Yr Actuals Total
	Current Fiscal Year To Date			FY18 Budget Approved December 2016			Budget Variance			
<b>Capital Revenue</b>										
Federal Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00%	0.00%	3,154,183.69
State Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00%	0.00%	460,196.29
Paratransit Lease Revenue	0.00	3,735.60	3,735.60	0.00	0.00	0.00	0.00%	0.00%	0.00%	55,056.77
Local Match Revenue	113,482.50	23,900.00	137,382.50	0.00	0.00	0.00	0.00%	0.00%	0.00%	340,871.00
<b>Total Capital Revenue</b>	<b>113,482.50</b>	<b>27,635.60</b>	<b>141,118.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>4,010,307.75</b>
<b>Capital Expenses</b>										
Vehicles	58,892.00	37,356.00	96,248.00	0.00	0.00	0.00	0.00%	0.00%	0.00%	890,164.41
Maintenance Parts and Equipment	11,077.65	0.00	11,077.65	0.00	0.00	0.00	0.00%	0.00%	0.00%	347,679.83
Passenger Amenities	16,924.99	300.00	17,224.99	0.00	0.00	0.00	0.00%	0.00%	0.00%	373,703.52
Facility Repairs and Improvements	7,717.65	8,702.93	16,420.58	0.00	0.00	0.00	0.00%	0.00%	0.00%	1,678,378.39
<b>Total Capital Expenses</b>	<b>94,612.29</b>	<b>46,358.93</b>	<b>140,971.22</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>3,289,926.15</b>
Balance of Capital Budget	18,870.21	(18,723.33)	146.88	0.00	0.00	0.00	0.00%	0.00%	0.00%	720,381.60
Transfer of Purchases to Fixed Assets	59,490.00	8,702.93	68,192.93	0.00	0.00	0.00	0.00%	0.00%	0.00%	1,795,589.03
Deferred Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00%	0.00%	883.00
Depreciation Expense	(617,570.24)	(156,735.57)	(774,305.81)	0.00	0.00	0.00	0.00%	0.00%	0.00%	(3,329,828.04)
Subtotal	(558,080.24)	(148,032.64)	(706,112.88)	0.00	0.00	0.00	0.00%	0.00%	0.00%	(1,533,356.01)
<b>Current Change in Net Assets</b>	<b>(539,210.03)</b>	<b>(398,806.25)</b>	<b>(938,016.28)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>(1,221,788.69)</b>

To: Board Chair Chapin Kaynor and the CCTA Board of Commissioners  
 From: Jon Moore, Director of Maintenance & Planning  
 Justin Town, Maintenance Supervisor  
 David Armstrong, Planning Manager  
 Date: November 21, 2017  
 Re: GMT Maintenance & Planning Report

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### **Maintenance Report:**

- The Burlington location provided 109.5 hours in rural maintenance services for the month of October.
- The Burlington location performed 49 urban Preventative Maintenance “B” brake inspections in the month of October.
- The Burlington location performed 4 Rural and 20 Urban Preventive Maintenance “C” inspections in the month of October
- The Berlin location performed 11 “C” inspections and 4 “D” inspection in the month of October
- The Burlington location performed 3 major road calls in the month of October
- Twelve new Gillig buses will be delivered in December and 10 RTS buses will be disposed of as they are past their useful life.

### **Planning Report:**

- GMT Comprehensive Service Analysis: The GMT Next Gen Transit Plan is making good progress. The website [www.ridegmt.com/nextgen/](http://www.ridegmt.com/nextgen/) continues to be updated with the live blog feature, draft reports, and service scenarios. The crux of these scenarios lies in their improvements to GMT’s existing services through increased frequencies, reduced route/trip variants, and expanded weekend service, among other things. As these scenarios are presented to the Advisory Committee, general public, Planning Commissions and various other entities, edits will be made to form final Recommendations. These Recommendations will be presented to the GMT Board of Commissioners in January 2018, edited, and presented for final approval at the February, 2018 Board meeting. Implementation will then begin as soon as June, 2018.

- Customer Service Survey: The Urban on-board customer service survey has been completed. Results will be written up and presented at the December GMT Board meeting.
- Meetings:
  - CCRPC TAC Nextgen presentation
  - CVRPC TAC Nextgen presentation
  - Lamoille County Stakeholder Nextgen presentation
  - Jeffersonville Commuter Stakeholder Nextgen presentation
  - Stowe Selectboard Nextgen presentation
  - Jericho Selectboard Nextgen presentation
  - CVRPC Board Nextgen presentation
  - CCRPC Nextgen presentation
  - McAuley Square NextGen presentation/discussion
    - Residents wish to convey the need for continued service to M.S. front door, rather than initial scenario posed by Nelson Nygaard to keep bus on Prospect St. only. Residents have been quite vocal about this need, and have also submitted signed petitions to GMT citing the need for continued front-door service by the City Loop route.
  - Autonomous Vehicle presentation/discussion
  - CVMC Health Shuttle meeting
    - Met with CVMC to discuss the CVMC route, ridership, operational issues
      - Follow up meeting Nov 20
  - Montpelier school tripper discussion with School Board and Mayor
- Route updates: Seasonal services (Stowe and Mad River Valley) are being finalized. Stowe service begins Friday November 23, while Mad River Valley service begins Dec 9. Significant time has been dedicated to Stowe Mountain Road signage and route improvements.

To: GMT Board of Commissioners  
From: Bob Young, Director of Operations  
Date: 11/12/17  
RE: GMT Operations Report

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The staffing and training has continued at a favorable pace for preparing the seasonal mountain operations in Stowe and Sugarbush to be successful. Training and HR have worked closely with Operations to support the success of this action.

Training from RouteMatch for their application use was initiated last week for Rural Operations. However, some Urban personnel were involved with the training as well to help with the planning of improving present usage. RouteMatch will have a crew on site this week as we implement the “Go Live” with RouteMatch for the Rural locations.

Also, a representative for RouteMatch from the Hardware and Integrated Technologies division will be present this week to install the beacons at the Burlington Downtown Transit Center (DTC). While here they will be recording and testing results and the behavior of the dynamic bay sign solution at the DTC.

Operations has been and will continue to stay involved with our Downtown Burlington Neighbors. We have a member of our team attend meetings held by the Church Street Marketplace, various retail stores, Howard Outreach, and Burlington Police Department as they discuss numerous actions that evolve in the area for safety and security reasons.

To: GMT Board of Commissioners  
 From: Jamie L. Smith, Marketing and Public Affairs Manager  
 Date: November 15, 2017  
 Re: Marketing and Public Affairs Report

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- The outreach event in Franklin County went very well. Franklin County Community Action was thrilled with the winter clothing donations. Teamster 597 graciously donated \$500 worth of new winter clothing items for the drive.

The winter clothing drive continues through November 15<sup>th</sup>, and marketing staff will collect remaining items and deliver next week.



- The seasonal marketing campaigns for Stowe and MRV ski service kicked off at the beginning of November. A series of ads announcing the start of service, route improvements, etc., are running through the start of December in Stowe Reporter, News and Citizen, and The Valley Reporter.

The Central Vermont bus map and guide, featuring the Mountain Road Shuttle schedule, will arrive November 16<sup>th</sup>. Ski service in Stowe begins November 24<sup>th</sup>. The Mad River Valley seasonal bus map and guide will arrive in-house for distribution on the last week of November and service begins December 9<sup>th</sup>.

- Marketing for the NextGen public meetings (all scheduled for December) has begun. We have reserved advertising space in local papers, one print ad will run the week prior in each region. In addition, we will send dates and times out via Front Porch Forum posts and social media. Jamie Smith will connect with each board member regarding public meetings in your individual region.
- Marketing campaigns for Central and FGI regions are being developed to announce RouteShout 2.0. We will likely start that campaign after the new Berlin bid begins on November 20, once we are confident that the app is fully functional.

To: GMT Board of Commissioners

From: Trish Redalieu, Director of Human Resources

Date: November 21, 2017

RE: IT Support, Administrative Support, Training, and HR

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### **Human Resources and Training**

Monday November 6<sup>th</sup>, GMT conducted the seasonal Kick-off meeting for new and returning operators in Stowe and Sugarbush. The meeting was well attended and included training in diversity and inclusion, RouteMatch, winter driving, as well as many necessary “housekeeping” topics. Two new seasonal Operators, Glenn Howland and Tom Barnes, have successfully passed their skills (road) test and received their CDL B with Passenger endorsement. Glenn will work in Sugarbush and Tom, in Stowe. Congratulations to both! Five more are scheduled for their skills tests this month, including newly hired Operators Maeghan Farnham, Michy Howe, and Steven Cerri.

Two of three sessions of the Dale Carnegie Customer Service training have been completed. Training topics included conversation linkage, personalities, relationship maps and managing stress.

### **IT Support**

IT has provided support for the RouteMatch training in the Burlington and Berlin, and has been coordinating the testing of the DTC bays signs with RouteMatch staff. Smart screen replacements have been installed.

### **Administrative Support**

The new CSR Manual (DTC) has been distributed to our Customer Service Representatives for the final review and feedback.

## ADA Ridership Report (by Town) : FY18

Update 11/14/17

CITY/TOWN	July	August	September	October	Totals
BURLINGTON	116	1,229.00	1,170	1,275	3,790
COLCHESTER	288	103.00	97	107	595
ESSEX	9	288.00	278	317	892
OTHER	252	9.00	4	6	271
SHELBURNE	963	276.00	229	261	1,729
SO. BURLINGTON	96	1,092.00	1,091	1,204	3,483
WILLISTON	392	101.00	75	62	630
WINOOSKI		456.00	449	439	1,344
TOTAL	3,398	3,554.00	3,393	3,671	14,016
Cost to Members	84,904.23	89,416.24	\$ 86,067.45	\$ 93,902.23	\$ 354,290.16
Cost/Trip	\$ 24.99	25.16	\$ 25.36617978	\$ 25.57946886	\$ 24.99

## ADA Ridership Report (by Town) : change from FY 17 to date to FY18 to date

	July	August	Sept.	Oct.	Totals
BURLINGTON	(12)	(161)	(61)	10	(224)
	-0.93%	-11.58%	-4.96%	0.79%	-4.32%
COLCHESTER	54	15	29	34	(0)
	87.10%	17.05%	42.65%	46.58%	-0.06%
ESSEX	46	(21)	(84)	(40)	(99)
	19.01%	-6.80%	-23.20%	-11.20%	-0.03%
OTHER	(15)	(22)	(9)	(10)	(0)
	-62.50%	-70.97%	-69.23%	-62.50%	-0.26%
SHELBURNE	(5)	10	13	14	32
	-1.95%	3.76%	6.02%	5.67%	3.25%
SO. BURLINGTON	14	65	(42)	(62)	(25)
	1.48%	6.33%	-3.71%	-4.90%	-0.57%
WILLISTON	(26)	(9)	(54)	(30)	(119)
	-21.31%	-8.18%	-41.86%	-32.61%	-26.27%
WINOOSKI	(54)	(58)	(57)	8	(161)
	-12.1%	-11.3%	-11.3%	1.9%	-8.49%
TOTAL	2	(181)	(265)	(76)	(520)
	0.06%	-4.85%	-7.24%	-2.03%	-3.58%

## ADA Ridership Report (by Town): FY17

CITY/TOWN	July	August	Sept.	Oct.	Totals
BURLINGTON	1,294	1,390	1,231	1,265	14,398
COLCHESTER	62	88	68	73	1,037
ESSEX	242	309	362	357	3,751
OTHER	24	31	13	16	207
SHELBURNE	257	266	216	247	3,271
SO. BURLINGTON	949	1,027	1,133	1,266	13,829
WILLISTON	122	110	129	92	1,126
WINOOSKI	446	514	506	431	5,761
TOTAL	3,396	3,735	3,658	3,747	43,380



FY18 GMT Urban Ridership by Month

Number of Service Days														FY18 YTD		FY17 YTD				FY16 YTD		
Saturday		5	4	5	4									18		18				17		
Sunday		5	4	4	5									18		18				17		
Weekday		20	23	20	22									85		85				87		
School Days		0	2	20	21									43		41				44		
																Difference (FY18-FY17)				Difference (FY18-FY16)		
#	Route Name	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY18 YTD		FY17 YTD	riders	%		FY16 YTD	riders	%
1	Williston-Wal-Mart	29,831	35,096	39,027	40,942									144,896		148,736	-3,840	-2.58%		163,971	-19,075	-11.63%
1V	Williston Village	1,365	1,506	1,482	1,588									5,941		5,112	829	16.22%		5,926	15	0.25%
10	Williston-Amtrak	1,618	1,734	1,387	1,474									6,213		6,065	148	2.44%		10,954	-4,741	-43.28%
2	Essex Junction	34,294	38,164	40,729	43,229									156,416		162,381	-5,965	-3.67%		173,157	-16,741	-9.67%
3	Lakeside Commuter	127	150	164	208									649		674	-25	-3.71%		595	54	9.08%
4	Essex Center	1,207	1,464	1,537	1,666									5,874		6,295	-421	-6.69%		7,817	-1,943	-24.86%
5	Pine Street	8,708	8,992	8,914	10,184									36,798		36,849	-51	-0.14%		42,310	-5,512	-13.03%
6	Shelburne Rd.	19,641	20,337	19,741	20,749									80,468		80,127	341	0.43%		87,949	-7,481	-8.51%
7	North Avenue	17,665	18,518	21,141	24,047									81,371		82,293	-922	-1.12%		88,606	-7,235	-8.17%
8	City Loop	4,638	5,149	5,841	6,454									22,082		20,974	1,108	5.28%		22,341	-259	-1.16%
9	Riverside/Winooski	8,808	10,004	10,335	10,984									40,131		41,207	-1,076	-2.61%		47,620	-7,489	-15.73%
11	College Street Shuttle	16,832	18,605	16,120	13,289									64,846		69,303	-4,457	-6.43%		74,051	-9,205	-12.43%
12	UMall/Airport	4,466	4,351	5,477	6,287									20,581		26,170	-5,589	-21.36%		30,266	-9,685	-32.00%
16	Hannaford's	108	258	80	242									688		768	-80	-10.42%		814	-126	-15.48%
19	Price Chopper #1	200	288	248	310									1,046		992	54	5.44%		1,130	-84	-7.43%
20	Price Chopper #2	98	80	90	136									404		642	-238	-37.07%		550	-146	-26.55%
21	School Trippers	0	1,111	15,964	19,364									36,439		41,825	-5,386	-12.88%		44,591	-8,152	0.00%
18	Sunday Service	495	332	376	479									1,682		2,043	-361	-17.67%		1,945	-263	-13.52%
26	Other	7,856	0	0	0									7,856		7,674	182	2.37%		5,818	2,038	35.03%
56	Milton Commuter	1,120	1,466	1,361	1,438									5,385		5,604	-219	-3.91%		6,040	-655	-10.84%
76	Middlebury Link	1,010	1,183	1,148	1,136									4,477		4,899	-422	-8.61%		6,268	-1,791	-28.57%
86	Montpelier Link	8,545	10,024	9,444	10,671									38,684		40,531	-1,847	-4.56%		42,355	-3,671	-8.67%
96	St. Albans Link	1,172	1,302	1,284	1,397									5,155		5,387	-232	-4.31%		5,887	-732	-12.43%
46	116 Commuter	277	337	359	321									1,294		1,338	-44	-3.29%		1,325	-31	-2.34%
36	Jeffersonville Commuter	716	770	708	818									3,012		2,921	91	3.12%		3,777	-765	-20.25%
SUBTOTAL		170,797	181,221	202,957	217,413	0	0	0	0	0	0	0	0	772,388		800,810	-28,422	-3.55%		876,063	-103,675	-11.83%
ADA Paratransit		3,444	3,571	3,393										10,408		10,789	-381	-3.53%		12,915	-2,507	-19.41%
TOTAL		174,241	184,792	206,350	217,413	0	0	0	0	0	0	0	0	782,796		811,599	-28,803	-3.55%		888,978	-106,182	-11.94%

FY18 GMT Rural Ridership by Month

Number of Service Days														FY18 YTD	FY17 YTD	FY16 YTD				
Saturday														18	18	17				
Sunday														18	18	17				
Weekday														85	85	87				
School Days														43	43	45				
														Difference (FY18-FY17)				Difference (FY18-FY16)		
#	Route Name	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	FY18 YTD	FY17 YTD	Riders	%	FY16 YTD	Riders	%
79	CVMC Barre Health Shuttle	182	193	132	145									652	709	(57)	-8.0%	770	(118)	-15.3%
80	City Route Mid-day	2,105	2,366	2,249	2,167									8,887	9,167	(280)	-3.1%	9,148	(261)	-2.9%
81	Barre Hospital Hill	2,337	2,579	2,536	2,470									9,922	9,037	885	9.8%	11,029	(1,107)	-10.0%
82	Montpelier Hospital Hill	1,725	1,930	1,853	1,962									7,470	7,244	226	3.1%	7,824	(354)	-4.5%
83	Waterbury Commuter	945	924	884	940									3,693	3,815	(122)	-3.2%	3,606	87	2.4%
84	US 2 Commuter	617	712	616	670									2,615	2,565	50	1.9%	3,163	(548)	-17.3%
85	Hannaford Shopping Special	207	255	228	245									935	946	(11)	-1.2%	934	1	0.1%
87	Northfield Shuttle	81	122	65	113									381	300	81	27.0%	459	(78)	-17.0%
88	Capital Shuttle	0	0	150	290									440	0	440	0.0%	0	440	0.0%
89	City Commuter	2,886	3,439	3,089	3,507									12,921	13,463	(542)	-4.0%	12,660	261	2.1%
90	Plainfield Shuttle	35	104	47	50									236	259	(23)	-8.9%	311	(75)	-24.1%
91	Hospital Hill Demand Response	106	146	89	117									458	204	254	124.5%	547	(89)	-16.3%
92	Montpelier Circulator	1,392	1,320	1,279	1,750									5,741	5,289	452	8.5%	6,294	(553)	-8.8%
93	Northfield Commuter	529	591	721	655									2,496	2,097	399	19.0%	2,059	437	21.2%
100	Route 100 Commuter	568	590	650	745									2,553	2,883	(330)	-11.4%	3,888	(1,335)	-34.3%
108	Mountain Road Shuttle	0	0	0	0									0	0	0	0.0%	0	0	0.0%
102	Morrisville Loop	340	392	339	413									1,484	1,491	(7)	-0.5%	1,705	(221)	-13.0%
103	Morrisville Shopping Shuttle	218	209	324	412									1,163	1,285	(122)	-9.5%	1,284	(121)	-9.4%
109	Tuesday Shopping Shuttle (FGI)	52	65	59	73									249	251	(2)	-0.8%	328	(79)	-24.1%
110	St.Albans DT Shuttle	1,838	1,989	1,917	1,759									7,503	7,155	348	4.9%	7,222	281	3.9%
115	Alburg-Georgia Commuter	467	606	446	431									1,950	2,198	(248)	-11.3%	3,001	(1,051)	-35.0%
116	Richford-St.Albans Commuter	488	742	642	673									2,545	2,330	215	9.2%	3,093	(548)	-17.7%
120	Valley Floor	0	0	0	0									0	0	0	0.0%	0	0	0.0%
121	Valley Evening Service	0	0	0	0									0	0	0	0.0%	0	0	0.0%
122	Mount Ellen	0	0	0	0									0	0	0	0.0%	0	0	0.0%
124	Mountain Condos	0	0	0	0									0	0	0	0.0%	0	0	0.0%
125	Access Road	0	0	0	0									0	0	0	0.0%	0	0	0.0%
126	SnowCap Commuter	0	0	0	0									0	0	0	0.0%	0	0	0.0%
99	Special Services	2,384	0	0	0									2,384	1,392	992	71.3%	2,242	142	6.3%
SUBTOTAL		19,320	19,081	18,183	19,442	0	0	0	0	0	0	0	0	76,678	74,080	2,598	3.5%	81,567	(4,889)	-6.0%

10/11/2017

**DRAFT 2018 GREEN MOUNTAIN TRANSIT STRATEGIC PLAN**

**Goal 1: Improved Financial Stability (Finance Committee)**

**Objectives:**

- A. Balanced budget
  - 1. Capital asset management plan (October 2018)
  - 2. Labor cost containment strategies
- B. New and sustainable revenue streams (grants, advertising revenue, possible legislative changes)
- C. Montpelier Transit Center plan

**Measures:**

**GOAL 2: Enhance User Friendliness (Strategy Committee)**

**Objectives:**

- A. Digital signage for transit system
  - 1. Implement Route Shout
- B. Expanded wireless connectivity along routes and near stops
  - 1. Implement Route Shout
  - 2. Audit site/routes
- C. Amenity oriented transit centers and stops
- D. Improved public communication (Phase II ITS)
  - 1. Voice
  - 2. Mobile Ticketing
  - 3. Automated Passenger Counter Signal Prioritization

**Measures:**

**Goal 3: Increased Ridership (Operations Committee/Strategy?)**

**Objectives:**

- A. Measure and achieve 90% on-time performance
- B. Implement marketing and public affairs plan
- C. Improved passenger amenities, ITS (information technology systems), parking, and public communication
- D. Improved multi modal connections

**Measures:**

**Goal 4: Operational  
(Operations Committee)**

**Excellence, Efficiency, and Safety**

**Objectives:**

- A. Implement new updated training programs for Operations and Maintenance including prevention and safety topics
- B. Provide reliable fleet
  - 1. reduce roads call
  - 2. Increase % of PMs completed on time
  - 3. reduce average age of fleet)
- C. Improved customer service (complaints/compliments)
  - 1. Quarterly customer surveys
  - 2. CSR training Manual
  - 3. On line customer feedback
- D. Maintain positive labor & employee relationships
- E. Analyze current Performance Improvement Plan (PIP) metrics and recommend changes

**Measures:**

**Goal 5: Board is Engaged with GMT and Informed on Public Transit  
Issues(Leadership)**

**Objectives:**

- A. Attendance and participation in assigned committee meetings
- B. Participation in Board training events (external and internal)
- C. Informed ridership experiences

**Measures:**

**Goal 6: Operate Efficient and Accessible Paratransit and Medicaid Services  
(Operations/Strategy)**

**Objectives:**

- A. Analysis of current services including rural ADA and recommend changes
- B. Evaluation of Non-Emergency Medical Transportation (NEMT aka Medicaid) contract services
- C. Review Charter to include name change and community assessments ???

**Measures:**

**Goal 7: Improve energy efficiency (Operations)**

**Objectives:**

- A. Energy efficiency Plan

1. Complete third party consultant review and recommendations
- B. Improved fleet efficiency
  1. Add electric buses to GMT's fleet (pending grant approval)
- C. Improved facility efficiency
- D. Plan with Vtrans and RPCs to meet state energy goals
- E. Implement recommended fuel changes

**Measures:**

- Unit of energy consumed by facilities and fleet
- Cost of energy for facilities and fleet

**Goal 7: GMT will be an asset to the community (Strategy/Leadership)****Objectives:**

- A. Productive relationships with VTRANS and the FTA
- B. Understand community/customer needs and priorities
- C. Coordination with regional planning commissions
- D. Established public policy priorities with state and federal legislative representatives

**Measures:****Goal 8: Improved systemwide delivery effectiveness and efficiency (Operations/Strategy)****Objectives:**

- A. Completed Comprehensive Service Analysis (CSA) and NextGen Study Report
- B. Completed fare and fare media analysis
- C. Prioritization for implementation
- D. Improved service structure based on recommendations
- E. Improved inter-regional connectivity based on CSA results

**Measures:****Goal 9: Upgraded and improved GMT facilities (Operations)****Objectives:**

- A. 1 Industrial Ave.
- B. 15 Industrial
- C. Downtown Transit Center
- D. Berlin Facility
- E. St. Albans
- F. Stowe Garage

**Measures:**



## FY18 Adjusted Capital and Operating Budget

### Explanation of Changes

Each budget cycle, the staff sit down together to discuss the projects that we would need to consider for that fiscal year. These discussions help shape the conversations with VTRANS during the application process in late spring for the upcoming fiscal year. For FY18, staff had put forth a plan for capital. Unfortunately from the time we did our budget planning until the time we received our grant agreements the leadership for the State needed to balance a budget and as a result they took back approximately 1.2 million in State funds previously awarded that were unspent at the close of FY17 virtually eliminating most carryover projects.

For the urban and rural capital budgets, there was no funding for vehicles and for us to receive federal funds we had to commit to matching the full 20% instead of the traditional 10% from prior years.

Urban Capital Plan/budget	Originally approved	Proposed Adjusted	
7 - Replacement 35' Buses (\$470,000/each) <i>PPI waived if order placed by 12/31/17</i>	3,290,000	-	We were not awarded ANY vehicle funds in FY18
2 - Replacement SSTA** ADA*** Cutaway	167,000	-	
2 - Replacement SSTA** E&D*** Cutaway	167,000	-	
1 - Replacement E&D Cutaway for Essex Van	68,300	-	
One Industrial Renovations/Equipment/Design	500,000	500,000	No State Matching funds
2 - Replacement Lifts	329,600	-	After a second opinion we were assured the lifts didn't need to be replaced
Engine, Transmission, Facility PM	160,000	160,000	No State Matching funds
Spare parts, miscellaneous support equipment	160,000	160,000	No State Matching funds
Bucket Truck for Maintenance	100,000	-	Not needed
Office Equipment & furnishings (copier, cash vault, computer equip, etc)	-	60,000	No State Matching funds
Tablets for SSTA		3,000	For the SSTA volunteer base that serves the E&D program
	4,941,900	883,000	

Rural Capital Plan/budget	Originally approved	Proposed Adjusted	
10 - Replacement Cutaway Buses @ Capitol District @ \$80,000 each	800,000	-	We were not awarded ANY vehicle funds in FY18
Misc Support Equipment: Pressure Washers, Battery Chargers, etc.	11,000	11,000	No State Matching funds
Facility PM for Stowe and Berlin (Garage Doors, Lifts, HVAC)	15,000	15,000	No State Matching funds
Replacement Office Equipment at Berlin (computers, copier, coin counter, cash vault, etc)	70,000	70,000	
			We were not awarded ANY vehicle funds in FY18
2 - Service Vehicle Replacement (SUV)	60,000	-	Tablets will be distributed to our volunteer base to facilitate a better form of communication of cancellations and reporting for those that want to move to the technology.
Additional Tablets	-	8,000	
	956,000	104,000	

The fiscal year 2018 grant agreement left our grants level funded with the exceptions of the additional funds for the increased service in Stowe for the upcoming season. We also received additional funding to operate the capital shuttle year round to help with the parking issues in downtown Montpelier. While we set a budget in December, this well before we know what our grant awards will be for that fiscal year. We then adjust the budgeted expenses based on the prior year actuals as well as current year needs. The following budget has done that.

For FY18, in order to balance the lack of funding we are finding ourselves in the position of needing to use both unrestricted fund balance as well as the funds from the local capital match fund balance to cover the match for capital this fiscal year. We recognize this is not a sustainable model, however this will provide us the time to review our service costs to develop a list for service cuts in FY19 if the funding climate continues to remain level or reduced funding.

PROPOSED FY18		\$ Changes between FY18			
URBAN	RURAL	Adjusted	Approved	URBAN	RURAL
<b>FEDERAL, STATE AND LOCAL REVENUES</b>					
Municipal Member Assessments	2,279,715	-	36,480	-	Increase is due to an increase in service on the neighborhood special trips.

	PROPOSED FY18		\$ Changes between FY18		
	URBAN	RURAL	Adjusted URBAN	Approved RURAL	
Local Operating Assistance	78,050	421,725	(7,000)	19,069	decrease on the urban side from National Life questioning whether or not they will contribute. Increase on the rural side from Stowe Mountain for the increased service.
Federal Urban Formula Grant	2,706,098	-	126,196	-	The grant adjustments are based on the finalized grant agreement with VTRANS, the total increases in grant funds are urban 116,798 and rural 167,700. On the urban side this is the increase in the federal 5307 allocations and on the rural side this is increase in funds for the stowe service and increase in service for the capital commuter route to a year round service.
Federal Rural Operating Grant	-	1,180,000	-	(146,000)	
State Reg Subsidy Operating Grant	2,437,612	900,000	100,433	-	
E&D Grants and Cash Match	-	1,117,698	-	(119,324)	
Other Federal/State Grants	2,608,549	871,118	(109,831)	433,124	
Fund Balance Reserves	-	148,614	-	118,614	Expected expense deficit at year end to be funding by unrestricted fund balance reserves.
Capital Reserve Revenue	176,300	20,000	176,300	20,000	To fund the capital budget for FY18 we will need to utilize the local capital fund balance reserves.

**OPERATING REVENUE**

Passenger Revenue	2,320,000	123,000	(181,300)	(25,500)	Based on trending actuals
Planning Revenue	362,106	30,000	-	30,000	In the grant agreement, we received funds from Vtrans for the CSA study.
Medicaid Purchase of Service	-	1,540,000	-	(230,000)	Revenues based on the VPTA contract and funding model which is on a cost sharing basis rather than the PMPW.
Misc. Purchase of Service	43,844	225,716	-	(47,284)	Based on trending actuals

**SALARIES AND WAGES**

Other Wages	1,714,621	984,255	(1,693)	41,514	Based on trending actuals.
Driver Wages	4,226,302	1,499,979	(19,167)	88,814	
Mechanic Wages	960,901	163,784	31,834	26,240	

**PERSONNEL TAXES AND BENEFITS**

Payroll Taxes FICA/MC (7.65% of Wage)	527,990	202,573	840	11,977	7.65% calculation of total salary and wages
Medical Insurance	1,519,767	557,226	10,059	9,717	Based on projections and current trends. We received notification on the premium increase for calendar year 2018 and it is an overall increase of only 3%.
Retirement ER Contributions	287,116	60,904	7,072	(13,840)	4% of calculation of total salary and wages

	PROPOSED FY18		\$ Changes between FY18		
	URBAN	RURAL	Adjusted URBAN	Approved RURAL	
Employee Development	31,000	28,000	(4,000)	2,000	Moved out the GM training to a separate line and the board development to a separate line.
Leadership Training (GM)	4,500	4,500	4,500	4,500	This is the training designated for the GM as recommended by the board.
Employee Benefits	250,406	92,030	(27,264)	(4,360)	Same as the medical insurance explanation. This is where the dental, vision, life and disability benefits are combined.

**GENERAL AND ADMIN EXPENSES**

Dues and Subscriptions	27,838	10,033	50	1,105	Based on trending actuals
Communications	58,880	28,336	13,536	(1,200)	Increased costs for the DTC phone system and wifi systems.
Computer Services	124,320	57,164	12,880	5,520	Increased costs here for the licensing fees for the maintenance fleet management system left out of the original budget.
Board Development	2,000	2,000	2,000	2,000	Board Training costs budget for board development.
Legal Fees	10,000	3,000	(10,000)	-	Based on trending actuals
Insurance	758,412	305,132	(27,405)	(48,867)	Based on recent insurance binder and expected savings for workers compensation. The staff has done a great job reducing the number of worker compensation claims and has reduced our experience rating from 1.35 in 2017 down to .97. This drop should impact the premiums.
Audit Fees	19,425	8,325	1,575	675	The original budget did not tie with the current contract, so was adjusted.
Consulting Fees	-	-	(3,000)	(3,000)	We have not spent this in the past couple of years, so we zeroed out to align the budget for FY18.

**OPERATIONS EXPENSES**

Recruitment Referral Prog.	800	400	(1,200)	(1,600)	Adjusted based on FY17 actuals
Safety Expense	2,050	1,700	(400)	(300)	
Misc. Operating Expenses	7,100	2,675	400	300	

**PLANNING EXPENSES**

CCTA Planning	150,000	-	50,000	-	Additional costs allocated for the study for the ADA services provided in Chittenden County.
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**VEHICLE/BUILDING MAINTENANCE EXP**

Parts Expense - Non-Revenue Vehicle	7,000	4,800	(4,000)	(4,700)	The original budget was insufficient and our new Maintenance Director has gone through each category in full detail and made the appropriate adjustments based on prior year actuals and current year needs.
Parts Expense - Revenue Vehicles	408,394	191,000	131,654	5,156	
Tires	90,000	30,000	21,496	(9,718)	
Facility Maintenance	70,000	79,200	(20,000)	17,000	
Passenger Facility Expense	42,988	1,000	(5,000)	(1,000)	
Cleaning Expense	58,000	7,200	47,900	(7,937)	
Repeater Fees	21,600	16,200	864	648	
Light, Heat and Water	115,000	55,000	(25,000)	-	



	PROPOSED FY18		\$ Changes between FY18		
	URBAN	RURAL	Adjusted & URBAN	Approved RURAL	
Fuel -Vehicles	971,584	313,408	169,423	(1,583)	
Maintenance Tools/Supplies/Uniforms	91,075	12,544	11,415	(56)	
Misc. Maintenance Expenses and fees	5,000	1,350	1,124	(2,150)	

**CONTRACTED EXPENSES**

ADA/SSTA PARATRANSIT	1,266,006	-	73,913	-	Increase based on current year trends including the increase in the seat charge approved for SSTA.
Functional Assessment Expenses	10,000	-	(15,000)	-	Based on trending actuals.
Volunteer Drivers	-	600,000	-	(21,500)	Allignment of the external expenses by type for the E&D and Medicaid programs
Other Transportation Svcs	21,331	700,000	-	22,444	

**OTHER EXPENSES**

Capital Match Fund	176,300	20,000	(277,630)	(75,600)	Local match for the years capital plan/budget
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Awarded Urban Capital									
Prio	Item	Description	100%	80% Federal	10% State	10% Local	From Local Capital Match	Federal Funds Awarded by Vtrans	Federal Funds Awarded by FTA
1	A	7 - Replacement 35' Buses (\$450K/each)	\$ -	\$0	\$0	\$0	\$0	\$0	
1	B	One Industrial Renovations/Equipment/Design	\$ 500,000	\$400,000	\$0	\$100,000	\$100,000		\$400,000
1	C	2 - Replacement SSTA** ADA*** Cutaway	\$ -	\$0	\$0	\$0		\$0	
1	D	2 - Replacement SSTA** E&D*** Cutaway	\$ -	\$0	\$0	\$0		\$0	
1	E	1 - Replacement E&D Cutaway for Essex Van	\$ -	\$0	\$0	\$0		\$0	
2	F	Office Equipment and Furnishings (including copier, cash vault and ergonomic office furniture)	\$ 60,000	\$48,000	\$0	\$12,000	\$12,000	\$48,000	
1	G	Facility PM (such as front steps/Handicap entrance, replace tile flooring, etc)	\$ 160,000	\$128,000	\$0	\$32,000	\$32,000	\$128,000	
1	H	Spare parts, miscellaneous support equipment	\$ 160,000	\$128,000	\$0	\$32,000	\$32,000	\$128,000	
2	I	Routematch Tablets for SSTA	\$ 3,000	\$2,400	\$300	\$300	\$300	\$2,400	
Total			\$ 883,000	\$ 706,400	\$ 300	\$ 176,300	\$ 176,300	\$ 306,400	\$ 400,000
** Special Services Transportation Agency *** Elders and Persons With Disabilities Program.									

Rural Capital								
Prio rity	Item	Description	100%	80% Federal	10% State	10% Local	From Local Capital Match	Federal Funds Awarded by Vtrans
1	AA	10 - Replacement Cutaway Buses* @ Capitol District @ \$83,500 each	\$ -	\$0	\$0	\$0	\$0	\$0
1	AB	Spare Parts, Misc. Suppoort Equipt, etc	\$ 11,000	\$8,800	\$0	\$2,200	\$2,200	\$8,800
1	AC	Facility PM for Stowe and Berlin (Garage Doors, Lifts, HVAC)	\$ 15,000	\$12,000	\$0	\$3,000	\$3,000	\$12,000
2	AE	Replacement Office Equipment at Berlin (computers, copier, coin counter, cash vault, etc.)	\$ 70,000	\$56,000	\$0	\$14,000	\$14,000	\$56,000
2	AF	Additional Tablets	\$ 8,000	\$6,400	\$800	\$800	\$800	\$6,400
<b>Total</b>			<b>\$ 104,000</b>	<b>\$ 83,200</b>	<b>\$ 800</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 83,200</b>
* Cut Away Bus = Truck/Van Front/Bus Body								

Fiscal Year Ending June 30,

A	B	C	D	E	F	G	H	I	J	K	L
PROPOSED Adjusted FY18			Approved FY18 (Dec2016)			\$ Changes between FY18 Approved & FY18 proposed adjustments			% Changes		
URBAN	RURAL	Total	URBAN	RURAL	Total	URBAN	RURAL	Total	URBAN	RURAL	Total
2,279,715	0	2,279,715	2,243,235	0	2,243,235	36,480	0	36,480	2%		2%
627,908	0	627,908	627,908	0	627,908	0	0	0	0%		0%
78,050	421,725	499,775	85,050	402,656	487,706	(7,000)	19,069	12,069	-8%		2%
2,706,098	0	2,706,098	2,579,902	0	2,579,902	126,196	0	126,196	5%		5%
0	1,180,000	1,180,000	0	1,326,000	1,326,000	0	(146,000)	(146,000)		-11%	-11%
2,437,612	900,000	3,337,612	2,337,179	900,000	3,237,179	100,433	0	100,433	4%	0%	3%
0	1,117,698	1,117,698	0	1,237,022	1,237,022	0	(119,324)	(119,324)		-10%	-10%
2,608,549	871,118	3,479,667	2,718,380	437,994	3,156,374	(109,831)	433,124	323,293	-4%	99%	10%
0	148,614	148,614	0	30,000	30,000	0	118,614	118,614			
176,300	20,000	196,300	0	0	0	176,300	20,000	196,300			
10,914,232	4,659,155	15,573,387	10,591,654	4,333,672	14,925,327	322,578	325,483	648,061	3%	8%	4%
2,320,000	123,000	2,443,000	2,501,300	148,500	2,649,800	(181,300)	(25,500)	(206,800)	-7%	-17%	-8%
115,000	0	115,000	115,000	0	115,000	0	0	0	0%		0%
200,000	50,000	250,000	200,000	50,000	250,000	0	0	0	0%	0%	0%
362,106	30,000	392,106	362,106	0	362,106	0	30,000	30,000	0%		8%
3,000	4,000	7,000	3,000	4,000	7,000	0	0	0	0%	0%	0%
19,000	0	19,000	19,000	0	19,000	0	0	0	0%		0%
11,000	3,000	14,000	11,000	3,000	14,000	0	0	0	0%	0%	0%
0	1,540,000	1,540,000	0	1,770,000	1,770,000	0	(230,000)	(230,000)		-13%	-13%
43,844	225,716	269,560	43,844	273,000	316,844	0	(47,284)	(47,284)	0%	-17%	-15%
2,000	2,000	4,000	2,000	2,000	4,000	0	0	0	0%	0%	0%
3,075,950	1,977,716	5,053,666	3,257,250	2,250,500	5,507,750	(181,300)	(272,784)	(454,084)	-6%	-12%	-8%
13,990,182	6,636,871	20,627,053	13,848,904	6,584,172	20,433,077	141,278	52,699	193,977	1%	1%	1%
68%	32%		68%	32%							
1,714,621	984,255	2,698,876	1,716,313	942,741	2,659,054	(1,693)	41,514	39,821	0%	4%	1%
4,226,302	1,499,979	5,726,281	4,245,469	1,411,165	5,656,634	(19,167)	88,814	69,647	-1%	9%	3%
960,901	163,784	1,124,685	929,067	137,544	1,066,611	31,834	26,240	58,074	3%	2%	1%
6,901,824	2,648,018	9,549,842	6,890,849	2,491,450	9,382,299	10,975	156,568	167,543	1%	114%	16%
527,990	202,573	730,563	527,150	190,596	717,746	840	11,977	12,817	0%	6%	2%
22,000	20,000	42,000	22,000	20,000	42,000	0	0	0	0%	0%	0%
1,519,767	557,226	2,076,993	1,509,708	547,509	2,057,217	10,059	9,717	19,776	1%	2%	1%
287,116	60,904	348,020	280,044	74,744	354,788	7,072	(13,840)	(6,768)	3%	-19%	-2%
31,000	28,000	59,000	35,000	26,000	354,788	(4,000)	2,000	(295,788)	-11%	8%	-83%
4,500	4,500	9,000	0	0	0	4,500	4,500	9,000	#DIV/0!	#DIV/0!	#DIV/0!
250,406	92,030	342,436	277,670	96,390	435,060	(27,264)	(4,360)	(92,624)	-10%	-5%	-21%
2,642,779	965,233	3,608,012	2,651,572	955,239	3,606,811	(8,793)	9,994	1,201	0%	1%	0%
43,740	21,600	65,340	43,740	21,600	65,340	0	0	0	0%	0%	0%
18,400	12,000	30,400	18,400	12,000	30,400	0	0	0	0%	0%	0%

A	B	C	D	E	F	G	H	I	J	K	L
PROPOSED			Approved FY18 (Dec2016)			\$ Changes between FY18 Approved & FY18 proposed adjustments			% Changes		
Adjusted FY18											
URBAN	RURAL	Total	URBAN	RURAL	Total	URBAN	RURAL	Total	URBAN	RURAL	Total
27,838	10,033	37,871	27,788	8,928	36,716	50	1,105	1,155	0%	12%	3%
3,500	3,500	7,000	3,500	3,500	7,000	0	0	0	0%	0%	0%
58,880	28,336	87,216	45,344	29,536	74,880	13,536	(1,200)	12,336	30%	-4%	16%
124,320	57,164	181,484	111,440	51,644	163,084	12,880	5,520	18,400	12%	11%	11%
2,000	2,000	4,000	0	0	0	2,000	2,000	4,000	100%	100%	100%
10,000	3,000	13,000	20,000	3,000	23,000	(10,000)	0	(10,000)	-50%	0%	-43%
758,412	305,132	1,063,544	785,817	353,998	1,139,815	(27,405)	(48,867)	(76,272)	-3%	-14%	-7%
19,425	8,325	27,750	17,850	7,650	25,500	1,575	675	2,250	9%	9%	9%
0	0	0	3,000	3,000	6,000	(3,000)	(3,000)	(6,000)	-100%	-100%	-100%
1,066,515	451,090	1,517,605	1,076,879	494,857	1,571,736	(10,364)	(43,767)	(54,131)	-1%	-9%	-3%
1,900	8,325	10,225	1,900	8,325	10,225	0	0	0	0%	0%	0%
13,755	7,898	21,653	13,755	7,898	21,653	0	0	0	0%	0%	0%
5,850	7,920	13,770	5,850	7,920	13,770	0	0	0	0%	0%	0%
800	400	1,200	2,000	2,000	4,000	(1,200)	(1,600)	(2,800)	-60%	-80%	-70%
24,996	20,170	45,166	24,996	20,170	45,166	0	0	0	0%	0%	0%
2,050	1,700	3,750	2,450	2,000	4,450	(400)	(300)	(700)	-16%	-15%	-16%
7,100	2,675	9,775	6,700	2,375	9,075	400	300	700	6%	13%	8%
56,451	49,088	105,539	57,651	50,688	108,339	(1,200)	(1,600)	(2,800)	-2%	-3%	-3%
0	60,000	60,000	0	60,000	60,000	0	0	0	0%	0%	0%
150,000	0	150,000	100,000	0	100,000	50,000	0	50,000	50%	0%	50%
150,000	60,000	210,000	100,000	60,000	160,000	50,000	0	50,000	50%	0%	31%
7,000	4,800	11,800	11,000	9,500	20,500	(4,000)	(4,700)	(8,700)	-36%	-49%	-42%
408,394	191,000	599,394	276,740	185,844	462,585	131,654	5,156	136,810	48%	3%	30%
90,000	30,000	120,000	68,504	39,718	108,222	21,496	(9,718)	11,778	31%	-24%	11%
70,000	79,200	149,200	90,000	62,200	152,200	(20,000)	17,000	(3,000)	-22%	27%	-2%
42,988	1,000	43,988	47,988	2,000	49,988	(5,000)	(1,000)	(6,000)	-10%	-50%	-12%
58,000	7,200	65,200	10,100	15,137	25,237	47,900	(7,937)	39,963	474%	-52%	158%
21,600	16,200	37,800	20,736	15,552	36,288	864	648	1,512	4%	4%	4%
115,000	55,000	170,000	140,000	55,000	195,000	(25,000)	0	(25,000)	-18%	0%	-13%
971,584	313,408	1,284,992	802,160	314,991	1,117,151	169,423	(1,583)	167,841	21%	-1%	15%
91,075	12,544	103,619	79,660	12,600	92,260	11,415	(56)	11,359	14%	0%	12%
5,000	1,350	6,350	3,876	3,500	7,376	1,124	(2,150)	(1,026)	29%	-61%	-14%
1,880,641	711,702	2,592,344	1,550,765	716,043	2,266,808	329,876	(4,340)	325,536	21%		

Fiscal Year Ending June 30,

		A	B	C	D	E	F	G	H	I	J	K	L
		PROPOSED Adjusted FY18			Approved FY18 (Dec2016)			\$ Changes between FY18 Approved & FY18 proposed adjustments			% Changes		
		URBAN	RURAL	Total	URBAN	RURAL	Total	URBAN	RURAL	Total	URBAN	RURAL	Total
103	Public Information	37,000	23,000	60,000	37,000	23,000	60,000	0	0	0	0%	0%	0%
104	MARKETING EXPENSE	109,000	71,240	180,240	109,000	71,240	180,240	0	0	0	0%	0%	0%
105													
106	OTHER EXPENSES												
107	Debt Service/Capital Reserve	50,000	0	50,000	50,000	0	50,000	0	0	0	0%	0%	0%
108	Capital Match Fund	176,300	20,000	196,300	453,930	95,600	549,530	(277,630)	(75,600)	(353,230)	-61%	-79%	-64%
109	OTHER EXPENSES	226,300	20,000	246,300	503,930	95,600	599,530	(277,630)	(75,600)	(353,230)	-55%	-79%	-59%
110													
111	Total Expenses	14,350,681	6,276,371	20,627,053	14,198,905	6,234,172	20,433,077	192,394	163,395	1,001	1%	3%	0%
112													
113	Cost Allocations	360,500	(360,500)	0	350,000	(350,000)	0	(10,500)	10,500	0			
114													
115	Balance	0	0	1	(0)	0	(0)	(61,617)	(100,196)	192,976			

## FY19 CAPITAL AND OPERATING BUDGET FIRST DRAFT



*CCTA's mission is to promote and operate safe, convenient, accessible, innovative and sustainable public transportation services in the northwest and central Vermont region that reduce congestion and pollution, encourage transit oriented development and enhance the quality of life for all.*

The fiscal year 2019 budget has been challenging. As staff was negotiating the FY18 grants in the Spring we learned that the leadership at Vtrans "recouped" all the carryover state funds to help balance the State's budget. During these discussions she prepared us that for FY19 would be more of the same or possibly worse insinuating there could be a cut in funding.

For the capital budgets we started out by putting together the list of all our needs for FY19. For the urban system that budget was \$6,448,500 with a capital match obligation at 10% equalling \$387,250. This budget included 6 vehicles, 4 of which are the electric vehicles. Roof replacement including the HVAC system replacement. After careful consideration of the resources we have available that budget was cut down to \$5,418,500 100% funds with a capital match obligation of \$281,250. The following table describes each line item budgeted for capital.

Urban Capital Plan/budget	100% funds	GMT Local Match	
4 - Electric Vehicles (expansion)	2,800,000	61,250	We are working with BED/Vtrans to purchase 4 Electric Vehicles. This venture is an exciting accomplishment for all three organizations.
One Industrial Renovations/Equipment/Design	150,000	30,000	This allocates the remaining federal funds from our direct grants to improve the 1 Industrial building for bus storage.
4 - Replacement SSTA** ADA*** Cutaway (\$83,500)	334,000	-	Vehicles needed for SSTA & Essex. GMT does not pay the local match that is covered by the lease agreement on the vehicles.
6 - Replacement SSTA** E&D*** Cutaway (\$83,500)	501,000	-	
1 - Replacement E&D Cutaway for Essex Van	83,500	-	
Replace Roof and HVAC @ 15 Industrial	1,200,000	120,000	The roof at 15 Industrial parkway is going on 20 years and is in need of replacement. We have experienced number of leaks and breakdown of the HVAC equipment in the recent couple of years.
Office Equipment and Furnishings (including copier, cash vault and ergonomic office furniture)	30,000	6,000	A copier needs to be replaced in Burlington that has reached its useful life and has broken down a number of times. As well as purchasing ergonomic office desks and the replacement of the cash vault in the bus barn.
Facility PM (such as front steps/Handicap entrance, replace tile flooring, etc)	160,000	32,000	Both of these line items help to offset the costs that would be charged to the operating budget. We have assumed we will need to come up with the full 20% match on these budget lines.
Spare parts, miscellaneous support equipment	160,000	32,000	

The rural capital budget started off with 28 replacement cutaways in the plan based on our replacement schedule, after consideration and review of the funding for match we quickly concluded it would be unlikely we would be able to get all 28 vehicles awarded for FY19.

Rural Capital Plan/budget	100% funds	GMT Local Match	
10 - Replacement Cutaway Buses @ Capitol District @ \$83,500 each	835,000	83,500	Based on the replacement schedule
2 - CIDER E&D Cutaways	167,000	-	Based on the replacement schedule
Facility PM for Stowe and Berlin (Garage Doors, Lifts, HVAC)	15,000	1,500	Both of these line items help to offset the costs that would be charged to the operating budget. We have assumed we will need to come up with the full 20% match on these budget lines.
Spare Parts, Misc. Support Equip, etc	35,000	3,500	
Replacement Office Equipment at Berlin (computers, copier, coin counter, cash vault, etc.)	15,000	1,500	This is for the replacement of computers and tablets as well as ergonomic furnishings if needed.
Renovations/upgrades to the Berlin Facility including maintenance	1,000,000	100,000	The plans and bid should be done by early spring, Vtrans has asked that we not proceed until FY19 with construction, based on early estimates we expect the project to cost approximately 1.2 million. This will be combined with carryover balances.

The following Chittenden County Transportation Authority dba Green Mountain Transit (GMT) Fiscal Year 2019 projected Operating budget was prepared using the following set of assumptions.

- Level funding from federal and state sources as awarded and reflected in the FY18 Adjusted Budget
- 3% increases for the member operating assessments
- The total paratransit assessment estimated cost was the same as FY18, but applied based on ridership
- Level funding from local municipalities contributions for the rural system, as adjusted in FY18 Budget
- Assumption that there will be some recommendation for a fare increase from the CSA study.
- No new service to be added
- Workers compensation insurance decreases

- Fuel at \$2.40/gallon for delivery to our tanks & \$2.60 at the pump

Below is a snapshot of the proposed FY19 budget with the changes from the FY18 Adjusted budget and the explanations for each line and/or section.

	PROPOSED FY19		Changes between Proposed and FY18		
	URBAN	RURAL	URBAN	RURAL	
<b><u>FEDERAL, STATE AND LOCAL REVENUES</u></b>					
Municipal Member Assessments	2,300,970	-	21,255	-	Assessments for the fixed routes increased by 3%, the paratransit assessment was based off the same amount as FY18 applied to the ridership changes.
Municipal Paratransit Assessments	637,765	-	9,857	-	
Local Operating Assistance	96,661	421,725	18,611	-	Based on FY18 adjusted budget, plus a 3% increase on the urban communities which are not members
Federal Urban Formula Grant	2,678,726	-	(27,372)	-	Assumed level funding in line with the FY18 awards. In the FY18 budget we are expecting to over draw the 5307 grant.
Federal Rural Operating Grant	-	1,180,000	-	-	
State Regular Subsidy Operating Grant	2,437,612	900,000	-	-	
E&D Grants and Cash Match	-	1,117,698	-	-	
Other Federal/State Grants	2,608,549	871,118	-	-	
Fund Balance Reserves	-	-	-	(148,614)	The goal of this budget is to not rely on the fund balance reserves, although for the capital budgets we are expecting to draw from the capital reserve match fund.
Capital Reserve Revenue	281,250	190,000	104,950	170,000	

**OPERATING REVENUE**

Passenger Revenue	2,389,600	125,200	69,600	2,200	Expect the CSA to recommend a fare increase across the system no increases assumed
Paratransit Fare	115,000	-	-	-	
Advertising Revenue	200,000	50,000	-	-	
Planning Revenue	362,106	30,000	-	-	
Interest Earnings	3,000	4,000	-	-	
Miscellaneous Revenue	19,000	-	-	-	will have some vehicles to sell from the rural system if replaced early indications are that vpta will be able to get an increase in the contract
Sales of Equipment	11,000	5,000	-	2,000	
Medicaid Purchase of Service	-	1,611,771	-	71,771	
Misc. Purchase of Service	43,844	225,716	-	-	no changes assumed
Warranty Revenue	2,000	2,000	-	-	

**SALARIES AND WAGES**

Other Wages	1,718,852	980,931	4,232	(3,324)	if the funding comes in the same as fy18, we will need to look at potential service cuts.
Driver Wages	4,242,344	1,472,643	16,042	(27,336)	
Mechanic Wages	989,794	169,445	28,893	5,661	

**PERSONNEL TAXES AND BENEFITS**

Payroll Taxes FICA/MC (7.65% of Wages)	531,751	200,661	3,761	(1,912)	based on wage assumptions
Unemployment Tax Exp	7,000	22,000	(15,000)	2,000	
Medical Insurance	1,571,720	570,016	51,953	12,790	budgeted to increase only 3% same as fy18
Retirement ER Contributions	289,161	60,329	2,045	(575)	
Employee Development	31,000	28,000	-	-	based on wage assumptions
GM Development/training	4,500	4,500	-	-	
Employee Benefits	255,666	94,063	5,260	2,033	bugeted to increase only 3% same as fy18

**GENERAL AND ADMIN EXPENSES**

Admin Supplies and Expenses	43,740	21,600	-	-	no changes assumed
Recruiting Expenses	18,400	12,000	-	-	
Dues and Subscriptions	27,838	10,033	-	-	
Travel and meetings	3,500	3,500	-	-	
Communications	58,880	28,336	-	-	
Computer Services	124,320	57,164	-	-	
Board Development	-	-	(2,000)	(2,000)	with the expectation of flat revenues cut the board development
Legal Fees	10,000	3,000	-	-	no changes assumed
Insurance	769,771	317,850	11,359	12,718	modest increase budgeted, assumption that wc will come in low with the reduction of the experience rating.
Audit Fees	19,425	8,325	-	-	no changes assumed
Consulting Fees	-	-	-	-	

**OPERATIONS EXPENSES**

Employee New Hire/Background Checks	1,900	8,325	-	-	no changes assumed
Drug & Alcohol Testing	-	-	(13,755)	(7,898)	based on inclusion of the state contract
DOT Testing	5,850	7,920	-	-	no changes assumed
Employment Recruitment Referral Program	800	400	-	-	
Drivers' Uniforms	25,746	20,170	750	-	adjusted to include the supervisor uniforms
Safety Expense	2,300	1,700	250	-	
Misc. Operating Expenses	7,100	2,675	-	-	no changes assumed

**PLANNING EXPENSES**

Other Planning Expense (CVRPC)	-	25,000	-	(35,000)	Reduced expenses back down to pre CSA levels.
CCTA Planning	100,000	-	(50,000)	-	

PROPOSED FY19		Changes between Proposed and FY18	
URBAN	RURAL	URBAN	RURAL

**VEHICLE/BUILDING MAINTENANCE EXP**

Parts Expense - Non-Revenue Vehicle	7,000	4,500	-	(300)	flat budgeted expenses or reduced based on additional vehicles and award of the capital grant requests.
Parts Expense - Revenue Vehicles	408,394	166,823	(0)	(24,177)	
Tires	90,000	25,000	-	(5,000)	
Facility Maintenance	70,000	57,200	-	(22,000)	
Passenger Facility Expense	42,988	-	-	(1,000)	
Cleaning Expense	58,000	7,200	-	-	
Repeater Fees	21,600	16,200	-	-	
Light, Heat and Water	153,000	55,000	38,000	-	fuel is expected to increase in cost per gallon based on actuals for fy18 and expected work needing to be done.
Fuel -Vehicles	1,036,308	333,235	64,724	19,827	
Maintenance Tools/Supplies/Uniforms	90,075	14,744	(1,000)	2,200	
Misc. Maintenance Expenses and fees	6,000	2,000	1,000	650	

**CONTRACTED EXPENSES**

ADA/SSTA PARATRANSIT	1,215,000	-	(51,006)	-	Staff is actively reviewing the ada program in hopes to find some efficiencies to help save costs.
Partner Local Share (ACTR)	19,833	-	-	-	No changes assumed
Functional Assessment Expenses	10,000	-	-	-	
Volunteer Drivers	-	600,000	-	-	Tilly drive costs continue to decrease each year.
Other Transportation Svcs	17,776	700,000	(3,555)	-	

**MARKETING EXPENSE**

Bus Tickets/Fare Media	20,000	2,400	-	-	no changes assumed
Marketing Exp	52,000	45,840	-	-	
Public Information	37,000	23,000	-	-	

**OTHER EXPENSES**

Debt Service/Capital Reserve	50,000	-	-	-	no changes assumed
Capital Match Fund	281,250	190,000	104,950	170,000	Ties to the capital budget local obligation budgeted.

The following pages are the full spreadsheets showing the details of the member assessments, including how the ADA assessments have been calculated this year. As well as the Full Operating and Capital budget details.



## FY19 Capital Budget

### Awarded Urban Capital

Prio rity	Item	Description	100%	80% Federal	10% State	10% Local	From GMT Local Capital Match	From Non- GMT local Funds	Federal Funds Awarded by Vtrans	Federal Funds Awarded by FTA
1	A	0 - Replacement 40' Buses (\$500K/each)	\$ -	\$0	\$0	\$ -	\$ -		\$0	
1	A	4 - Electric Vehicles (expansion)	\$ 2,800,000	\$2,240,000	\$61,250	\$ 498,750	\$61,250	\$ 437,500	\$2,240,000	
1	B	One Industrial Renovations/Equipment/Design	\$ 150,000	\$120,000	\$0	\$ 30,000	\$ 30,000			\$120,000
1	C	4 - Replacement SSTA** ADA*** Cutaway (\$83,500)	\$ 334,000	\$267,200	\$33,400	\$ 33,400	\$ -	\$33,400	\$267,200	
1	D	6 - Replacement SSTA** E&D*** Cutaway (\$83,500)	\$ 501,000	\$400,800	\$50,100	\$ 50,100	\$ -	\$50,100	\$400,800	
1	E	1 - Replacement E&D Cutaway for Essex Van	\$ 83,500	\$66,800	\$8,350	\$ 8,350	\$ -	\$8,350	\$66,800	
1	F	Replace Roof and HVAC @ 15 Industrial	\$ 1,200,000	\$960,000	\$120,000	\$ 120,000	\$ 120,000		\$960,000	
2	G	Office Equipment and Furnishings (including copier, cash vault and ergonomic office furniture)	\$ 30,000	\$24,000	\$0	\$ 6,000	\$ 6,000		\$24,000	
2	H	Facility PM (such as front steps/Handicap entrance, replace tile flooring, etc)	\$ 160,000	\$128,000	\$0	\$ 32,000	\$ 32,000		\$128,000	
2	I	Spare parts, miscellaneous support equipment	\$ 160,000	\$128,000	\$0	\$ 32,000	\$ 32,000		\$128,000	
<b>Total</b>			<b>\$ 5,418,500</b>	<b>\$ 4,334,800</b>	<b>\$ 273,100</b>	<b>\$ 810,600</b>	<b>\$ 281,250</b>		<b>\$ 4,214,800</b>	<b>\$ 120,000</b>

\*\* Special Services Transportation Agency

\*\*\* Elders and Persons With Disabilities Program.

### Rural Capital

Prio rity	Item	Description	100%	80% Federal	10% State	10% Local	From GMT Local Capital Match	From Non GMT Local Funds	Federal Funds Awarded by Vtrans	Federal Funds Awarded by FTA
1	AA	10 - Replacement Cutaway Buses @ Capitol District @ \$83,500 each	\$ 835,000	\$668,000	\$83,500	\$ 83,500	\$ 83,500		\$668,000	
1	AA	2 - CIDER E&D Cataways	\$ 167,000	\$133,600	\$16,700	\$ 16,700	\$ -	\$16,700		
1	AB	Spare Parts, Misc. Suppoort Equipt, etc	\$ 35,000	\$28,000	\$3,500	\$ 3,500	\$ 3,500		\$28,000	
1	AC	Facility PM for Stowe and Berlin (Garage Doors, Lifts, HVAC)	\$ 15,000	\$12,000	\$1,500	\$ 1,500	\$ 1,500		\$12,000	
2	AE	Replacement Office Equipment at Berlin (computers, copier, coin counter, cash vault, etc.)	\$ 15,000	\$12,000	\$1,500	\$ 1,500	\$ 1,500		\$12,000	
2	AF	Renovations/upgrades to the Berlin Facility including maintenance	\$ 1,000,000	\$800,000	\$100,000	\$ 100,000	\$ 100,000		\$800,000	
<b>Total</b>			<b>\$ 2,067,000</b>	<b>\$ 1,653,600</b>	<b>\$ 206,700</b>	<b>\$ 206,700</b>	<b>\$ 190,000</b>		<b>\$ 1,520,000</b>	

\* Cut Away Bus = Truck/Van Front/Bus Body

\*\* Champlain Islands Developing Essential Resources - CIDER pays a one time lease fee that helps us meet our the local match obligation.

	A	B	C	D	E	F	G	H	I
	PROPOSED FY19			Adjusted FY18			\$ Changes between FY17 Approved & Proposed FY18		
	URBAN	RURAL	Total	URBAN	RURAL	Total	URBAN	RURAL	Total
<b>1 Revenues</b>									
<b>2</b>									
<b>3 <u>FEDERAL, STATE AND LOCAL REVENUES</u></b>									
4 Municipal Member Assessments	2,300,970	0	2,300,970	2,279,715	0	2,279,715	21,255	0	21,255
5 Municipal Paratransit Assessments	637,765	0	637,765	627,908	0	627,908	9,857	0	9,857
6 Local Operating Assistance	96,661	421,725	518,386	78,050	421,725	499,775	18,611	0	18,611
7 Federal Urban Formula Grant	2,678,726	0	2,678,726	2,706,098	0	2,706,098	(27,372)	0	(27,372)
8 Federal Rural Operating Grant	0	1,180,000	1,180,000	0	1,180,000	1,180,000	0	0	0
9 State Regular Subsidy Operating Grant	2,437,612	900,000	3,337,612	2,437,612	900,000	3,337,612	0	0	0
10 E&D Grants and Cash Match	0	1,117,698	1,117,698	0	1,117,698	1,117,698	0	0	0
11 Other Federal/State Grants	2,608,549	871,118	3,479,667	2,608,549	871,118	3,479,667	0	0	0
12 Fund Balance Reserves	0	0	0	0	148,614	148,614	0	(148,614)	(148,614)
13 Capital Reserve Revenue	281,250	190,000	471,250	176,300	20,000	196,300	104,950	170,000	274,950
14 <b>Total Federal, State and Local Revenues</b>	11,041,533	4,680,541	15,722,075	10,914,232	4,659,155	15,573,387	127,301	21,386	148,687
15							22,351	0	22,351
<b>16 <u>OPERATING REVENUE</u></b>									
17 Passenger Revenue	2,389,600	125,200	2,514,800	2,320,000	123,000	2,443,000	69,600	2,200	71,800
18 Paratransit Fare (pass thru from SSTA)	115,000	0	115,000	115,000	0	115,000	0	0	0
19 Advertising Revenue	200,000	50,000	250,000	200,000	50,000	250,000	0	0	0
20 Planning Revenue	362,106	30,000	392,106	362,106	30,000	392,106	0	0	0
21 Interest Earnings	3,000	4,000	7,000	3,000	4,000	7,000	0	0	0
22 Miscellaneous Revenue	19,000	0	19,000	19,000	0	19,000	0	0	0
23 Sales of Equipment	11,000	5,000	16,000	11,000	3,000	14,000	0	2,000	2,000
24 Medicaid Purchase of Service Revenue	0	1,611,771	1,611,771	0	1,540,000	1,540,000	0	71,771	71,771
25 Misc. Purchase of Service	43,844	225,716	269,560	43,844	225,716	269,560	0	0	0
26 Warranty Revenue	2,000	2,000	4,000	2,000	2,000	4,000	0	0	0
27 <b>Operating Revenues</b>	3,145,550	2,053,687	5,199,237	3,075,950	1,977,716	5,053,666	69,600	75,971	145,571
28									
29 <b>TOTAL REVENUES</b>	14,187,083	6,734,229	20,921,312	13,990,182	6,636,871	20,627,053	219,253	97,357	316,610
30	68%	32%		68%	32%				
<b>31 Expenses</b>									
<b>32 <u>SALARIES AND WAGES</u></b>									
33 Other Wages	1,718,852	980,931	2,699,783	1,714,621	984,255	2,698,876	4,232	(3,324)	908
34 Driver Wages	4,242,344	1,472,643	5,714,987	4,226,302	1,499,979	5,726,281	16,042	(27,336)	(11,294)
35 Mechanic Wages	989,794	169,445	1,159,239	960,901	163,784	1,124,685	28,893	5,661	34,554
36 <b>SALARIES AND WAGES</b>	6,950,991	2,623,019	9,574,009	6,901,824	2,648,018	9,549,842	49,167	(24,999)	24,167
37									
<b>38 <u>PERSONNEL TAXES AND BENEFITS</u></b>									
39 Payroll Taxes FICA/MC (7.65% of Wages)	531,751	200,661	732,412	527,990	202,573	730,563	3,761	(1,912)	1,849
40 Unemployment Tax Exp	7,000	22,000	29,000	22,000	20,000	42,000	(15,000)	2,000	(13,000)
41 Medical Insurance	1,571,720	570,016	2,141,736	1,519,767	557,226	2,076,993	51,953	12,790	64,743
42 Retirement ER Contributions	289,161	60,329	349,490	287,116	60,904	348,020	2,045	(575)	1,470
43 Employee Development	31,000	28,000	59,000	31,000	28,000	59,000	0	0	0
44 GM Development/training	4,500	4,500	9,000	4,500	4,500	9,000	0	0	0
45 Employee Benefits	255,666	94,063	349,729	250,406	92,030	342,436	5,260	2,033	7,293
46 <b>PERSONNEL TAXES AND BENEFITS</b>	2,690,798	979,569	3,670,367	2,642,779	965,233	3,608,012	48,019	14,336	62,355
47									
<b>48 <u>GENERAL AND ADMIN EXPENSES</u></b>									
49 Admin Supplies and Expenses	43,740	21,600	65,340	43,740	21,600	65,340	0	0	0
50 Recruiting Expenses	18,400	12,000	30,400	18,400	12,000	30,400	0	0	0
51 Dues and Subscriptions	27,838	10,033	37,871	27,838	10,033	37,871	0	0	0
52 Travel and meetings	3,500	3,500	7,000	3,500	3,500	7,000	0	0	0

## 106 OTHER EXPENSES

		A	B	C				D	E	F				G	H	I
		PROPOSED FY19			Adjusted FY18						\$ Changes between FY17 Approved & Proposed FY18					
		URBAN	RURAL	Total	URBAN	RURAL	Total	URBAN	RURAL	Total	URBAN	RURAL	Total	URBAN	RURAL	Total
107	Debt Service/Capital Reserve	50,000	0	50,000	50,000	0	50,000	0	0	0	0	0	0	0	0	0
108	Capital Match Fund	281,250	190,000	471,250	176,300	20,000	196,300	104,950	170,000	274,950	104,950	170,000	274,950	104,950	170,000	274,950
109	OTHER EXPENSES	331,250	190,000	521,250	226,300	20,000	246,300	104,950	170,000	274,950	104,950	170,000	274,950	104,950	170,000	274,950
110																
111	Total Expenses	14,547,583	6,373,728	20,921,311	14,350,681	6,276,371	20,627,053	240,691	54,514	295,206	240,691	54,514	295,206	240,691	54,514	295,206
112																
113	Cost Allocations	360,500	(360,500)	0	360,500	(360,500)	0	0	0	0	0	0	0	0	0	0
114																
115	Balance	0	0	0	0	0	1	(21,438)	42,843	21,404	(21,438)	42,843	21,404	(21,438)	42,843	21,404

**GMT Urban Paratransit Assessment Worksheet**  
**FY19 budget**

Month	Burlington	So. Burl	Winooski	Shelburne	Colchester	Essex	Williston	Total	Other
Total Rides FY17 (do not include UVM rides)	14,398	13,829	5,761	3,271	1,038	3,751	1,126	43,381	207
Total Rides FY16	17,922	12,791	6,369	3,390	1,060	4,904	1,999	48,748	313
difference	-20%	8%	-10%	-4%	-2%	-24%	-44%	-11%	-34%
Actual % Share FY17	33.19%	31.88%	13.28%	7.54%	2.39%	8.65%	2.60%	100.00%	0.48%
Actual % Share FY16	36.76%	26.24%	13.07%	6.95%	2.17%	10.06%	4.10%	100.00%	0.72%
Budgeted % Share FY19	33.19%	31.88%	13.28%	7.54%	2.39%	8.65%	2.60%	100.00%	0.48%
FY19 Budget	Burlington	So. Burl	Winooski	Shelburne	Colchester	Essex	Williston	Total	Other
% Share by Town based on FY16 Rides	33.19%	31.88%	13.28%	7.54%	2.39%	8.65%	2.60%	100%	
Local Subsidy Paratransit @ 100%	\$419,300	\$402,729	\$167,772	\$95,258	\$30,229	\$109,237	\$32,791	<b>\$ 1,263,345</b>	\$8,083.00
Member Discount rate @ 50%	209,649.92	201,364.69	83,886.18	47,629.18	-	54,618.48	16,395.74	\$613,544	
Total Paratransit Assessment	209,649.92	201,364.69	83,886.18	47,629.18	30,228.73	54,618.48	16,395.74	\$643,773	
Share by Town after discount	32.57%	31.28%	13.03%	7.40%	4.70%	8.48%	2.55%	100.00%	
Member Towns' FY16 rides	14,398	13,829	5,761	3,271	1,038	3,751	1,126	43,174	
% rebate by Town based on FY16 Rides of member towns	33.19%	31.88%	13.28%	7.54%	2.39%	8.65%	2.60%	99.52%	
Colchester Rebate divided up amongst rest of Members	\$5,016	\$4,818	\$2,007	\$1,140		\$1,307	\$392	\$14,681	
Total FY19 Paratransit Assessment after rebate	\$204,634	\$196,547	\$81,879	\$46,490	\$30,229	\$53,312	\$16,003	<b>\$629,092</b>	
College St Fare Free Zone FY17	<b>\$ 8,673</b>								
Total Paratransit Assessment (after rebate and w/CSS)	\$213,307	\$196,547	\$81,879	\$46,490	\$30,229	\$53,312	\$16,003	<b>\$637,765</b>	

3.00% Fixed Route Increase (change this to adjust fixed route assessment)

FIXED ROUTE FORMULA ASSESSMENT	Total	Burlington	So. Burl.	Essex	Winooski	Shelburne	Williston	Milton	Hinesburg	Colchester
FY19 Fixed Route Formula Assessment	\$ 2,013,977	\$ 1,063,674	\$ 288,137	\$ 197,517	\$ 100,975	\$ 57,076	\$ 186,284	\$ 31,665	\$ 42,248	\$ 46,401
FY18 Fixed Route Formula Assessment	\$ 1,955,318	\$ 1,032,693	\$ 279,745	\$ 191,764	\$ 98,034	\$ 55,414	\$ 180,858	\$ 30,743	\$ 41,017	\$ 45,050
FY17 Fixed Route Formula Assessment	\$ 1,898,429	\$ 1,002,615	\$ 271,597	\$ 186,179	\$ 95,179	\$ 53,800	\$ 175,590	\$ 29,848	\$ 39,822	\$ 43,799
FY16 Fixed Route Formula Assessment	\$ 1,843,136	\$ 973,413	\$ 263,686	\$ 180,756	\$ 92,407	\$ 52,233	\$ 170,476	\$ 28,979	\$ 38,662	\$ 42,524
FY19/FY18 Change \$	\$ 58,659	\$ 30,981	\$ 8,392	\$ 5,753	\$ 2,941	\$ 1,662	\$ 5,426	\$ 922	\$ 1,231	\$ 1,351
% of Fixed Route Excluding Colchester	100.00%	54.06%	14.64%	10.04%	5.13%	2.90%	9.47%	1.61%	2.15%	0.00%
% of Fixed Route Including Colchester	100.00%	52.81%	14.31%	9.81%	5.01%	2.83%	9.25%	1.57%	2.10%	2.30%

Capital Match/Debt Reserve	Total	Burlington	So. Burl.	Essex	Winooski	Shelburne	Williston	Milton	Hinesburg	Colchester
FY19 Capital Match/Debt Reserve repayment	\$ 50,000	\$ 27,030	\$ 7,322	\$ 5,019	\$ 2,566	\$ 1,450	\$ 4,734	\$ 805	\$ 1,074	\$ -
FY18 Capital Match/Debt Reserve repayment	\$ 50,000	\$ 27,030	\$ 7,322	\$ 5,019	\$ 2,566	\$ 1,450	\$ 4,734	\$ 805	\$ 1,074	\$ -
FY17 Capital Match/Debt Reserve repayment	\$ 50,000	\$ 27,030	\$ 7,322	\$ 5,019	\$ 2,566	\$ 1,450	\$ 4,734	\$ 805	\$ 1,074	\$ -
FY16 Capital Match/Debt Reserve repayment	\$ 50,000	\$ 27,030	\$ 7,322	\$ 5,019	\$ 2,566	\$ 1,450	\$ 4,734	\$ 805	\$ 1,074	\$ -
FY19/FY18 Change \$	\$ -	\$ 0	\$ (0)	\$ 0	\$ (0)	\$ (0)	\$ 0	\$ (0)	\$ 0	\$ -

PARATRANSIT ASSESSMENT	Total	Burlington	So. Burl.	Essex	Winooski	Shelburne	Williston	Milton	Hinesburg	Colchester
FY19 Paratransit Assessment	\$ 637,765	\$ 213,307	\$ 196,547	\$ 53,312	\$ 81,879	\$ 46,490	\$ 16,003	\$ -	\$ -	\$ 30,229
FY18 Paratransit Assessment	\$ 627,908	\$ 234,578	\$ 158,001	\$ 60,577	\$ 78,673	\$ 41,875	\$ 26,830	\$ -	\$ -	\$ 27,374
FY17 Paratransit Assessment	\$ 691,229	\$ 274,304	\$ 183,977	\$ 58,133	\$ 77,626	\$ 46,823	\$ 26,848	\$ -	\$ -	\$ 23,520
FY16 Paratransit Assessment	\$ 678,748	\$ 278,589	\$ 179,754	\$ 54,859	\$ 62,697	\$ 50,374	\$ 24,812	\$ -	\$ -	\$ 27,663
FY19/FY18 Change \$	\$ 9,857	\$ (21,271)	\$ 38,545	\$ (7,265)	\$ 3,206	\$ 4,614	\$ (10,826)	\$ -	\$ -	\$ 2,855

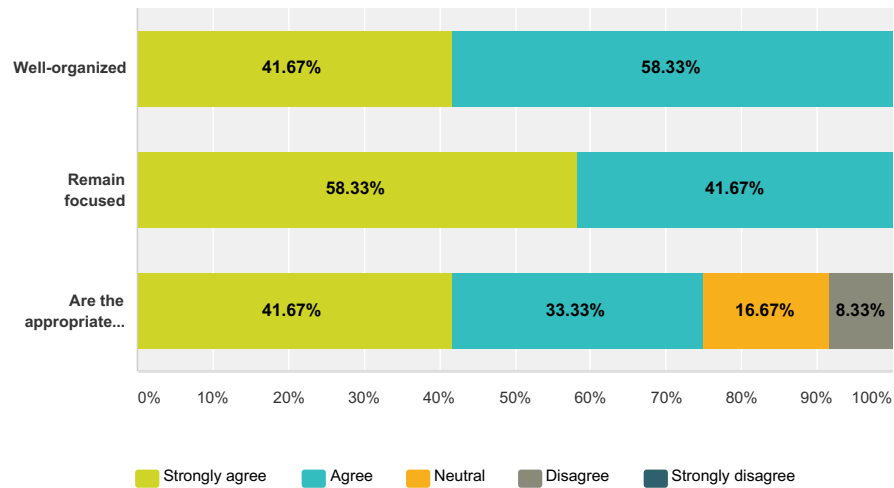
NON-FARE SERVICES	Total	Burlington	So. Burl.	Essex	Winooski	Shelburne	Williston	Milton	Hinesburg	Colchester
FY19 Non-Fare Services	\$ 246,914	\$ 246,914								
FY18 Non-Fare Services	\$ 282,967	\$ 282,967								
FY17 Non-Fare Services	\$ 277,550	\$ 277,550								
FY16 Non-Fare Services	\$ 277,483	\$ 277,483								
FY19/FY18 Change \$	\$ (36,053)	\$ (36,053)								

NEW SERVICES OR SPECIAL ASSESSMENTS	Total	Burlington	So. Burl.	Essex	Winooski	Shelburne	Williston	Milton	Hinesburg	Colchester
FY19 New Service/Special Assessments	\$ 39,105	\$ 36,480	\$ 2,625							
FY18 New Service/Special Assessments	\$ 39,105	\$ 36,480	\$ 2,625							
FY17 New Service/Special Assessments	\$ 2,625		\$ 2,625							
FY16 New Service/Special Assessments	\$ 2,625		\$ 2,625							

TOTAL ASSESSMENTS	Total	Burlington	So. Burl.	Essex	Winooski	Shelburne	Williston	Milton	Hinesburg	Colchester
FY19 Total Assessments	\$ 2,987,761	\$ 1,587,405	\$ 494,631	\$ 255,848	\$ 185,420	\$ 105,016	\$ 207,021	\$ 32,470	\$ 43,322	\$ 76,630
FY18 Total Assessments	\$ 2,955,298	\$ 1,613,748	\$ 447,694	\$ 257,360	\$ 179,273	\$ 98,740	\$ 212,422	\$ 31,548	\$ 42,091	\$ 72,424
FY17 Total Assessments	\$ 2,919,833	\$ 1,581,499	\$ 465,522	\$ 249,331	\$ 175,370	\$ 102,073	\$ 207,171	\$ 30,653	\$ 40,896	\$ 67,319
FY16 Total Assessments	\$ 2,851,992	\$ 1,556,515	\$ 453,387	\$ 240,634	\$ 157,670	\$ 104,057	\$ 200,022	\$ 29,784	\$ 39,736	\$ 70,187
FY19/FY18 Change \$	\$ 32,464	\$ (26,343)	\$ 46,937	\$ (1,512)	\$ 6,147	\$ 6,276	\$ (5,400)	\$ 922	\$ 1,231	\$ 4,206

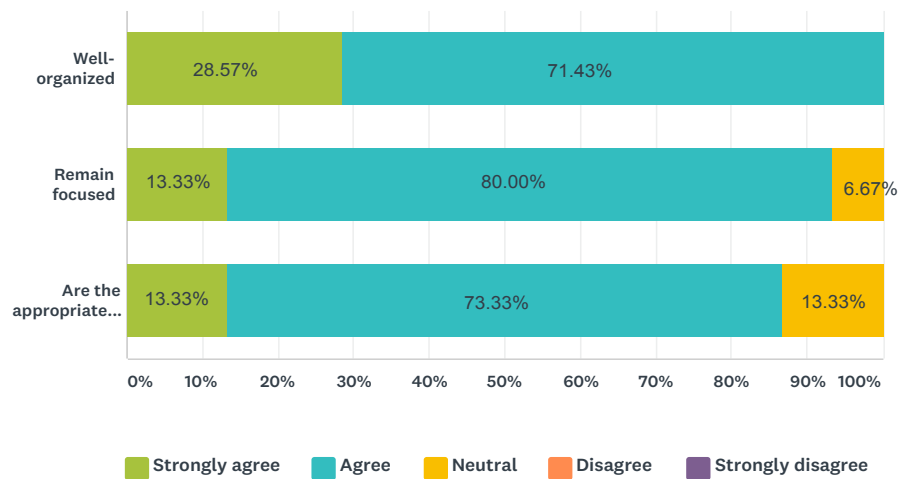
Subsidy	\$ 2,300,970	FY18 Subsidy	\$ 2,288,285	\$ 2,243,235 Amount w/o Colchester
E&D Local Match	\$ 2,625	FY18 E&D	\$ 39,105	
Paratransit Revenue	\$ 637,765	FY18 Para Rev	\$ 627,908	

GMT 2016 Board Survey



	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Well-organized	41.67% 5	58.33% 7	0.00% 0	0.00% 0	0.00% 0	12
Remain focused	58.33% 7	41.67% 5	0.00% 0	0.00% 0	0.00% 0	12
Are the appropriate length	41.67% 5	33.33% 4	16.67% 2	8.33% 1	0.00% 0	12

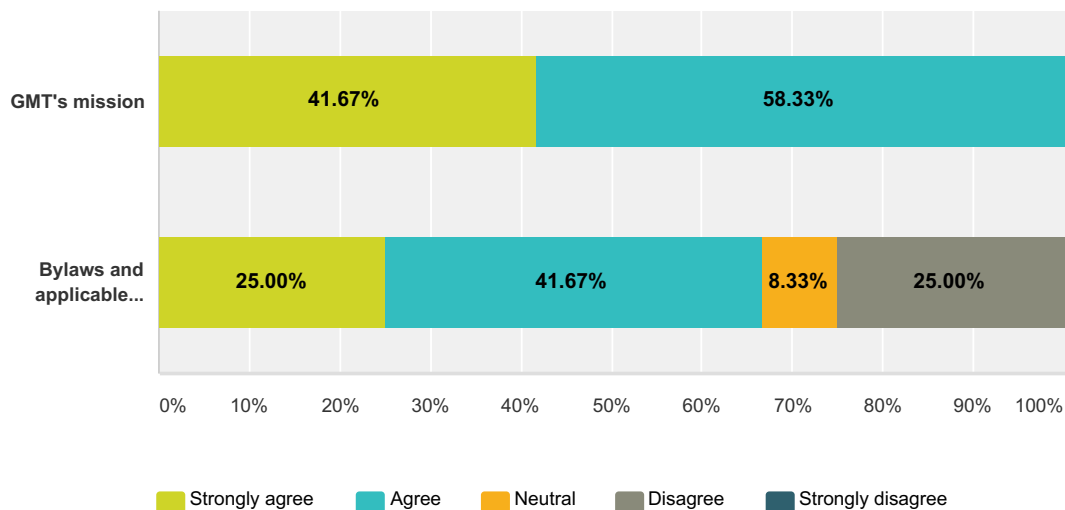
GMT 2017 Board Survey



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
Well-organized	28.57% 4	71.43% 10	0.00% 0	0.00% 0	0.00% 0	14
Remain focused	13.33% 2	80.00% 12	6.67% 1	0.00% 0	0.00% 0	15
Are the appropriate length	13.33% 2	73.33% 11	13.33% 2	0.00% 0	0.00% 0	15

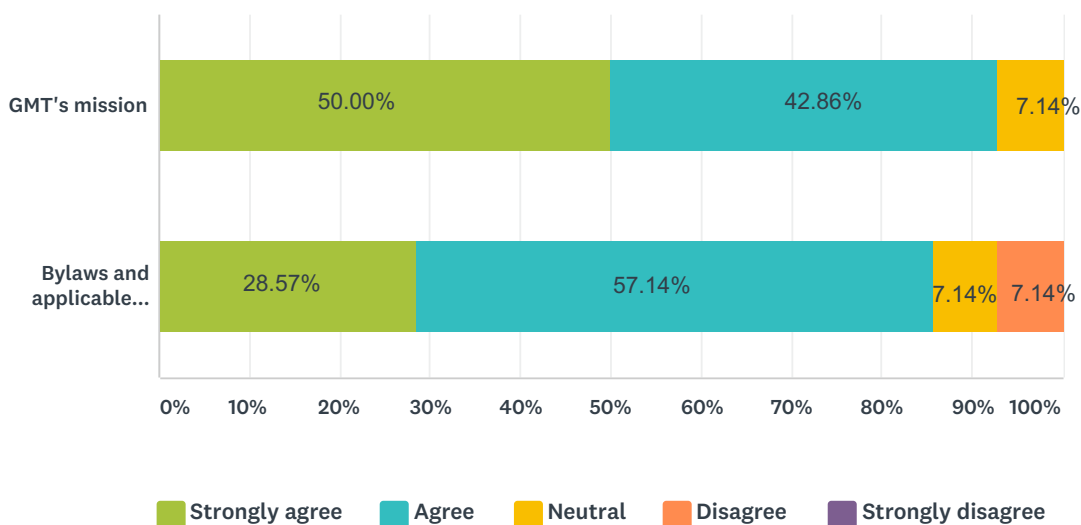
## Q2 I have access to and understand

GMT 2016 Board Survey



	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
GMT's mission	41.67% 5	58.33% 7	0.00% 0	0.00% 0	0.00% 0	12
Bylaws and applicable governance laws	25.00% 3	41.67% 5	8.33% 1	25.00% 3	0.00% 0	12

GMT 2017 Board Survey



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
GMT's mission	50.00% 7	42.86% 6	7.14% 1	0.00% 0	0.00% 0	14
Bylaws and applicable governance laws	28.57% 4	57.14% 8	7.14% 1	7.14% 1	0.00% 0	14



### Q3 The Board's job is clearly defined and understood

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	16.67% 2	66.67% 8	8.33% 1	0.00% 0	8.33% 1	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	14.29% 2	64.29% 9	21.43% 3	0.00% 0	0.00% 0	14

### Q4 I review and understand the finances of the organization

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	25.00% 3	50.00% 6	16.67% 2	8.33% 1	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	7.14% 1	64.29% 9	28.57% 4	0.00% 0	0.00% 0	14

### Q5 I understand the range of services that GMT provides

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	50.00% 6	41.67% 5	8.33% 1	0.00% 0	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	35.71% 5	57.14% 8	7.14% 1	0.00% 0	0.00% 0	14

### Q6 The Board is able to identify what information or advice it needs in order to make good decisions

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	41.67% 5	25.00% 3	25.00% 3	8.33% 1	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	28.57% 4	71.43% 10	0.00% 0	0.00% 0	0.00% 0	14

### Q7 The board recognizes and takes on critical issues

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	25.00% 3	66.67% 8	0.00% 0	8.33% 1	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	26.67% 4	60.00% 9	6.67% 1	6.67% 1	0.00% 0	15

### Q8 New Board members are trained and mentored

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	8.33% 1	25.00% 3	50.00% 6	16.67% 2	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	7.14% 1	42.86% 6	42.86% 6	7.14% 1	0.00% 0	14

### Q9 Key issues are highlighted for members by staff

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	16.67% 2	83.33% 10	0.00% 0	0.00% 0	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	35.71% 5	64.29% 9	0.00% 0	0.00% 0	0.00% 0	14

### Q10 The Board fosters a culture of constructive problem-solving, teamwork, and mutual respect among Board members and staff

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	58.33% 7	33.33% 4	0.00% 0	8.33% 1	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	50.00% 7	50.00% 7	0.00% 0	0.00% 0	0.00% 0	14

### Q11 Staff and the Board understand each other's roles and responsibilities

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	45.45% 5	36.36% 4	9.09% 1	9.09% 1	0.00% 0	11
2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	14.29% 2	64.29% 9	21.43% 3	0.00% 0	0.00% 0	14

### Q12 I work to ensure the financial protection of GMT and the investment of member communities

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	41.67% 5	58.33% 7	0.00% 0	0.00% 0	0.00% 0	12
2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	50.00% 7	42.86% 6	7.14% 1	0.00% 0	0.00% 0	14

### Q13 Board decisions are fully discussed and result in appropriate action within a reasonable time frame

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	36.36% 4	63.64% 7	0.00% 0	0.00% 0	0.00% 0	11
2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	40.00% 6	46.67% 7	6.67% 1	6.67% 1	0.00% 0	15

### Q14 The Board sets yearly priorities and a work plan and strives to meet them

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	41.67% 5	58.33% 7	0.00% 0	0.00% 0	0.00% 0	12
2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	28.57% 4	64.29% 9	7.14% 1	0.00% 0	0.00% 0	14

### Q15 The Board is clear on which decisions it should make and when to ask committees to give recommendations

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	36.36% 4	63.64% 7	0.00% 0	0.00% 0	0.00% 0	11

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	21.43% 3	78.57% 11	0.00% 0	0.00% 0	0.00% 0	14

### Q16 Committees meet regularly and get their work done

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	33.33% 4	58.33% 7	0.00% 0	8.33% 1	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	20.00% 3	73.33% 11	6.67% 1	0.00% 0	0.00% 0	15

### Q17 Committee Chairs understand their roles

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	41.67% 5	41.67% 5	8.33% 1	8.33% 1	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	35.71% 5	64.29% 9	0.00% 0	0.00% 0	0.00% 0	14

### Q18 I have ridden at least one GMT bus in the past year

2016	Yes	No	Total
	91.67% 11	8.33% 1	12

2017	YES	NO	TOTAL
	73.33% 11	26.67% 4	15

### Q19 I attend at least 75% of all regularly scheduled Board meetings

Q19	Yes	No	Total
	100.00% 12	0.00% 0	12

2017	YES	NO	TOTAL
	85.71% 12	14.29% 2	14

### Q20 I prepare in advance and participate in all Board meetings

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	41.67% 5	50.00% 6	8.33% 1	0.00% 0	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	28.57% 4	57.14% 8	7.14% 1	0.00% 0	7.14% 1	14

### Q21 I attend and participate in regularly scheduled Committee Meetings

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	33.33% 4	58.33% 7	8.33% 1	0.00% 0	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	35.71% 5	35.71% 5	28.57% 4	0.00% 0	0.00% 0	14

### Q22 I act as an informed spokesperson for the organization with my appointing community and its officials on GMT's goals, new services, programs, and other activities

2016	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	8.33% 1	66.67% 8	16.67% 2	8.33% 1	0.00% 0	12

2017	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
	21.43% 3	57.14% 8	21.43% 3	0.00% 0	0.00% 0	14

## Q23 Is there any type of training or development opportunity that you think is necessary or advantageous for this board?

2016

Answer Choices	Responses
No	50.00% 6
Yes, the following:	50.00% 6
<b>Total</b>	<b>12</b>

#	Yes, the following	Date
1	futurists thinking on transit in the 21st century. Not german to the question, but future surveys should have a comment box at each question	11/6/2016 8:25 PM
2	Easy access to industry newsfeed or periodicals (electronic or paper)	11/4/2016 2:48 PM
3	trends for public transit in region or nation	10/31/2016 3:59 PM
4	Board policies need to be on website-- and then reviewed by Board members.	10/30/2016 5:38 PM
5	It would be helpful for the Board to review Committee charters at least once a year.	10/29/2016 2:53 PM
6	I would love to attend a public transit trade show to get a better handle on industry standard bearer and emerging forward thinking opportunities.	10/29/2016 9:50AM

2017

Answer Choices	Responses
No	57.14% 8
Yes, the following:	42.86% 6
<b>Total</b>	<b>14</b>

#	Yes, the following
1	Commissioners should go to more training opportunities.
2	Knowledge of the practices and policies of other public transit authorities of similar size and mission; review of Roberts Rules of Order
3	Meet more employees of GMT
4	We could use help on strategic planning -- and help on regional funding campaign
5	1) Role of Board versus role of staff, and 2) differences between rural and urban transit operations, management, and policy approach.
6	Attendance at industry conventions (APTA, SUN, etc)

## Q24 What do you see as the top three priority issues for GMT in this upcoming<sup>55</sup> year?

2016

Answer Choices	Responses
1	100.00% 12
2	83.33% 10
3	83.33% 10

#	1	
1	Implementing new technologies recently acquired	
2	Inclusivity of all stakeholders in decision making	
3	Follow-through on started projects (Route Analysis, Bridj Pilot, #1 Industrial...)	
4	route analysis and planning	
5	Reverse ridership decline	
6	Expand service in Grand Isle County	
7	Integrate urban/rural image and systems	
8	Tilley Drive (I'm a broken record)	
9	See Strategic goals	
10	stabilizing after years of big projects	
11	One Industrial Parkway	
12	Extend services to rural areas and more.	
#	2	
1	increasing ridership in light of low fuel prices	
2	Evaluating and updating routes	
3	After several years of rapid change... support GM in staff development and stable internal relationships for a sustainable future	
4	energy conservation and operational efficiency	
5	Develop 10 year capital plan	
6	Improve Funding model	
7	Create a long-term strategic/management plan that focuses our approach for filling the match gap (organizational sustainability)	
8	Ridership - the declining numbers are concerning	
9	addressing local match	
10	Safety of passengers and drivers.	
#	3	
1	staying on budget	
2	Evaluating success of DTC	
3	Nurturing external relationships, particularly new State leaders	
4	external relationships	
5	Continue to support and develop GMT GM in supporting and developing GMT staff	
6	Increase Ridership	
7	Define a long-term capital plan	
8	Complete System Analysis on all current and possible route offerings.	
9	identifying ways to expand services where needed	
10	Add more assets/ extension of services.	

Answer Choices	Responses	56
1	100.00%	13
2	100%	13
3	100%	13

#	1	
1	Funding	
2	Revise and add routes	
3	Route updates/modernization	
4	Increased engagement with local communities for planning and communications	
5	improve funding model	
6	Increase ridership	
7	Push for solid long-term funding. Use energy efficiency and support for low income people as justification.	
8	Increase Ridership	
9	long term sustainable funding source for local share	
10	Ridership.	
11	Need for regional and local regulations to foster transit oriented development.	
12	Stronger integration of rural and urban policy and politics	
13	Making good use of NextGen analysis; complete RouteMatch implementation (rural).	

#	2	
1	Capital Equipment	
2	Meet financial obligations	
3	Strengthening financial situation in difficult times	
4	Innovative approaches to increase ridership and improve services	
5	increase ridership	
6	Seek alternate funding sources	
7	Pursue elimination of fees	
8	Solidify Sustainable Revenue	
9	successful completion of Next Gen	
10	More flexible on-demand service to compete with the convenience and price of Uber and Ride share	
11	Develop plan to advance regional funding solution.	
12	Funding sustainability	
13	Figuring out how to increase ridership and deal with changing trends	

#	3	
1	Electric Bus Purchase	
2	Keep morale high	
3	Ensuring continued positive staff relations	
4	Addressing the recommendations from current studies/plans in process	
5	expand service to Grand Isle County	
6	Prepare for future funding cuts	
7	Coordinate with all statewide transportation organizations	
8	Keep Expenses below Revenue	
9	completing long term capital planning	
10	Funding.	
11	Implementing the comprehensive service analysis (CSA) recommendations.	
12	Organizational energy planning	
13	Making good us Evaluate/anticipate future vehicle needs including piloting electric buses and considering more use of truck buses e of NextGen analysis; complete RouteMatch implementation (rural).	