

## **CITY OF APPLETON 2017 BUDGET**

### **VALLEY TRANSIT**

**General Manager: Ron C. McDonald**

**Assistant General Manager: Daniel K. Sandmeier**

**Administrative Services Manager: Debra Ebben**

# CITY OF APPLETON 2017 BUDGET VALLEY TRANSIT

## MISSION STATEMENT

Valley Transit provides safe, customer-focused transportation options that connect our communities to enhance the quality of life.

## DISCUSSION OF SIGNIFICANT 2016 EVENTS

### Management Transition

2016 has been a year of management transition for Valley Transit, with the retirement of the General Manager early in the year and the resignation of the Maintenance Supervisor mid-year. A new General Manager has started and recruiting begun for the Maintenance Supervisor position.

### Ridership

Following national transit ridership trends, Valley Transit ridership is slightly down (5.5%) in the first six months of 2016. When gas prices are lower, as they have been in 2016, transit ridership tends to dip.

### Legislative Issues

Valley Transit faces funding challenges every year and has been able to find solutions to keep the system operating without service cuts or major increases in costs to the local funding partners. Staff continues to look for a stable source of local funding to offset the swings in funding at the State and federal level.

Federal Funding— During 2015, congress passed the FAST Act (Fixing America's Surface Transportation) to improve the nation's surface transportation infrastructure. The five-year legislation reforms and strengthens transportation programs and provides long-term certainty and more flexibility for State and local governments. The FAST Act increases dedicated bus funding, provides both stable formula funding and a competitive grant program to address bus and bus facility needs and provides flexibility for recipients in the use of federal funds to maintain facilities and equipment in a state of good repair.

Although the FAST Act has provided more stable funding for Valley Transit, the new legislation, along with Valley Transit's reclassification to a large system and as a direct recipient of Federal Transit Authority (FTA) funds, has increased the amount of administrative time needed to meet our obligations to the FTA. Reporting requirements have increased from annual reports to quarterly reports and new reporting requirements have been developed along with a higher level of scrutiny from the FTA.

State Budget— State funding for transit operations was cut by 10% in 2012 and remained at that lower level until this year when it was increased by 4% as part of the State's biennial budget that was passed in July, 2015.

RTA— Valley Transit's Strategic Plan maintains that the best long-term solution for stable and adequate funding is establishing a Regional Transit Authority (RTA) in the Fox Cities. Valley Transit remains committed to pursuing enabling legislation at the State level.

### Audits

#### Single Financial Audit

Valley Transit received no findings in the 2015 financial audit conducted in early 2016.

### Additional Federal Funds (5310)

"5310" funding provides assistance to programs serving the elderly and persons with disabilities. When the population of the Fox Valley reached 200,000 with the 2010 census, Valley Transit became a direct recipient of this funding. The grant allows 45% of the funds to go to fixed route providers, such as Valley Transit, for senior/disabled services in excess of ADA paratransit requirements and requires a minimum of 55% of the funds to be distributed to non-profit organizations that provide transportation services to senior and disabled populations. Valley Transit and the East Central Wisconsin Regional Planning Commission (ECWRPC) reached an agreement that designates Valley Transit as the recipient of 5310 funds and ECWRPC as the lead on the process to distribute the 55% funds to non-profit organizations. The 2017 proposed budget reflects an award of funds to a non-profit organization.

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

### MAJOR 2017 OBJECTIVES

Valley Transit's Strategic Plan was completed in early 2015. The plan includes recommendations for near-term, three, five and ten years. A near-term action plan and schedule has been developed and is being implemented. The focus of the near-term plan is to make sure the existing services function as efficiently and effectively as possible before adding additional services. In 2015, we put performance measures and tracking mechanisms in place which build on existing strengths of the system and address weaknesses and we dedicated staff resources accordingly. Improving on-time-performance will be a major focus in 2017, as will monitoring subcontractor performance to deal with performance issues. The asset management plan will continue to be fine-tuned for vehicles, facilities and equipment and will identify funding requirements for vehicle and equipment replacements and to maintain facilities in a state of good repair.

Valley Transit will continue to focus on strengthening the partnership with advocacy groups in the Fox Cities and increasing communication with Valley Transit stakeholders. Staff will continue to refine and improve the communication tools used to give potential riders information on how to use the system. As part of the effort to increase ridership, Valley Transit will be working on partnerships with area businesses to increase ridership by their employees.

We will continue to work on establishing an RTA in the Fox Cities and finding alternate/sustainable sources of funding for both fixed route and paratransit services.

Valley Transit is required to complete a Transit Development Plan (TDP) every five years. The 2017 Budget reflects an expense of \$100,000 for the TDP, expected grant revenue of \$80,000 and remaining local match paid for by the fixed route funding partners. Transit system development plans refine and detail the recommendations for transit services set forth in the regional transportation plan. The plan is intended to serve the following four major purposes:

- 1) To evaluate the performance of an existing transit system, including the effectiveness of the existing bus route structure and services and the financial performance of the system and its component bus routes so as to identify areas of effective and efficient transit service operation, along with areas of ineffective and/or inefficient operation;
- 2) To identify the transit service needs of residents that are not being met, or are not being met well, by the existing transit system, including travel which cannot be made within reasonable travel times on the existing system, or cannot be made on the existing system at all;
- 3) To design and evaluate transit system improvement alternatives that address the service problems and deficiencies of the existing system identified in the performance evaluation and the identified unmet transit service needs; and
- 4) To recommend a five year plan of operating and capital improvements that address the service needs and performance deficiencies identified.

DEPARTMENT BUDGET SUMMARY							
Programs		Actual		Budget			%
Unit	Title	2014	2015	Adopted 2016	Amended 2016	2017	Change *
<b>Program Revenues</b>		\$ 8,772,999	\$ 8,605,128	\$ 9,017,550	\$ 9,622,518	\$ 9,344,520	3.63%
<b>Program Expenses</b>							
5810	Administration	1,446,094	1,375,746	1,325,758	1,327,796	1,376,132	3.80%
5820	Vehicle Maint.	688,769	708,178	635,522	1,991,706	667,840	5.09%
5830	Facilities Maint.	143,477	132,553	140,400	250,705	170,945	21.76%
5840	Operations	3,596,626	3,500,639	3,724,277	3,725,380	3,870,436	3.92%
5850	ADA Paratransit	1,875,883	1,726,318	1,938,368	1,938,368	1,904,192	-1.76%
5860	Ancillary Paratransit	1,595,368	1,666,199	1,772,532	1,772,532	1,817,878	2.56%
<b>TOTAL</b>		\$ 9,346,217	\$ 9,109,633	\$ 9,536,857	\$ 11,006,487	\$ 9,807,423	2.84%
<b>Expenses Comprised Of:</b>							
Personnel		3,675,382	3,744,588	3,744,320	3,748,043	3,943,006	5.31%
Administrative Expense		896,178	874,095	858,725	858,725	814,684	-5.13%
Supplies & Materials		1,162,288	717,315	931,862	931,862	928,997	-0.31%
Purchased Services		3,235,742	3,442,336	3,678,382	3,678,382	3,761,739	2.27%
Utilities		105,020	100,395	132,580	132,580	133,500	0.69%
Repair & Maintenance		217,760	214,060	190,988	190,988	208,497	9.17%
Capital Expenditures		53,847	16,844	-	1,465,907	17,000	N/A
<b>Full Time Equivalent Staff:</b>							
Personnel allocated to programs		54.13	54.50	54.13	54.50	55.10	

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**Administration**

**Business Unit 5810**

### PROGRAM MISSION

We will equitably allocate federal, State, and local resources among a variety of transportation services and we will provide management, oversight, planning, and marketing information for and about our services for the benefit of our passengers, employees, and participating governmental units.

### PROGRAM NARRATIVE

#### Link to City Goals:

Implements Key Strategies #1: "Prompt delivery of excellent services"; #2: "Encourage active community participation and involvement"; #4: "Continually assess trends affecting the community and proactively respond"; #6: "Create opportunities and learn from successes and failures"; and #7: "Communicate our successes through stories and testimonials."

#### Objectives:

- To provide administrative support to ensure that local funding from the municipalities and counties is equitable
- To monitor all services to ensure cost effectiveness and efficiency and to avoid duplication of services
- To reach out to riders and non-riders alike to demonstrate that Valley Transit provides low cost, safe, reliable, friendly public transportation that directly improves the quality of life for everyone
- To continue to be a fiscally responsible organization that is accessible and supports a high quality of life in the Fox Cities
- To fund Valley Transit in a manner that promotes stability and resilience and is flexible to accommodate a growing region

#### Major changes in Revenue, Expenditures, or Programs:

Combined State and federal operating assistance is estimated at 57% of eligible expenses in 2017.

The \$100,000 increase in Consulting fees is reflective of the Transit Development Plan (TDP) that Valley Transit is required to complete during 2017. Miscellaneous State Aids reflects expected grant revenue of \$80,000 to off-set the TDP expense.

This budget includes the addition of an Administrative Assistant position (.6 FTE) to provide support to management staff. The position is funded partially in Administration, Operations and ADA Paratransit and will be allocated accordingly.

### PERFORMANCE INDICATORS

	Actual 2014	Actual 2015	Target 2016	Projected 2016	Target 2017
<b>Client Benefits/Impacts</b>					
Regional transit service					
# municipalities served	10	10	10	10	10
<b>Strategic Outcomes</b>					
Regulatory compliance					
Expense per revenue hour	\$ 81.07	\$ 84.78	\$ 85.02	\$ 85.02	\$ 84.05
Expense per revenue mile	\$ 4.43	\$ 4.77	\$ 4.75	\$ 4.75	\$ 4.76
<b>Work Process Outputs</b>					
Contract negotiating & monitoring					
# employee grievances filed	1	5	0	6	0
Public information					
# public presentations	65	45	70	60	70

# CITY OF APPLETON 2017 BUDGET VALLEY TRANSIT

Administration

Business Unit 5810

## PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2014	2015	Adopted 2016	Amended 2016	2017
<b>Revenues</b>					
4210 Federal Grants	\$ 2,928,488	\$ 2,413,009	\$ 2,580,478	\$ 3,185,446	\$ 2,535,591
4224 Miscellaneous State Aids	2,309,629	2,599,326	2,529,679	2,529,679	2,730,141
4230 Miscellaneous Local Aids	420,445	454,669	442,507	442,507	477,408
4710 Interest on Investments	24,464	3,024	12,500	12,500	12,500
4877 Advertising/Promotional	38,419	70,294	55,000	55,000	55,000
5001 Fees & Commissions	5,121	15,783	-	-	-
5005 Sale of City Prop - Tax	1,459	3,177	-	-	-
5006 Gain (Loss) on Asset Disposal	(10,165)	-	-	-	-
5010 Misc Revenue - Nontax	13	14	-	-	-
5020 Donations & Memorials	14,969	-	-	-	-
5035 Other Reimbursements	4,459	3,902	-	-	-
5921 Trans In - General Fund	530,306	585,506	600,573	600,573	673,297
<b>Total Revenue</b>	<b>\$ 6,267,607</b>	<b>\$ 6,148,704</b>	<b>\$ 6,220,737</b>	<b>\$ 6,825,705</b>	<b>\$ 6,483,937</b>
<b>Expenses</b>					
6101 Regular Salaries	\$ 229,266	\$ 239,425	\$ 237,152	\$ 239,190	\$ 234,188
6108 Part Time	4,449	11,469	-	-	-
6150 Fringes	60,212	45,108	64,051	64,051	74,270
6201 Training/Conferences	9,722	20,589	4,746	4,746	3,941
6204 Tuition Fees	1,215	-	-	-	-
6205 Employee Recruitment	1,748	11,115	3,162	3,162	3,200
6206 Parking	110	2	-	-	360
6301 Office Supplies	3,318	3,281	3,109	3,109	3,547
6302 Subscriptions	1,055	950	736	736	495
6303 Memberships & Licenses	3,806	3,757	3,890	3,890	4,514
6304 Postage & Freight	3,386	2,344	3,579	3,579	3,389
6305 Awards & Recognition	169	372	765	765	810
6307 Food & Provisions	1,701	2,649	1,020	1,020	1,080
6316 Miscellaneous Supplies	611	977	700	700	375
6320 Printing & Reproduction	15,750	11,244	24,430	24,430	24,430
6323 Safety Supplies	175	16	500	500	500
6327 Miscellaneous Equipment	7,330	7,157	2,000	2,000	3,200
6401 Accounting/Audit	9,124	9,216	8,826	8,826	9,000
6403 Bank Services	2,806	2,669	3,000	3,000	3,000
6404 Consulting	81,170	4,611	3,000	3,000	100,000
6408 Contractor Fees	285	315	3,580	3,580	3,580
6411 Temporary Help	1,904	8,571	1,000	1,000	3,000
6412 Advertising	25,736	39,797	41,691	41,691	42,000
6413 Utilities	90,457	83,942	105,676	105,676	109,496
6418 Equip Repairs & Maint	-	-	387	387	400
6424 Software Support	50,296	45,716	49,650	49,650	50,600
6429 Interfund Allocations	(1,932)	-	-	-	-
6430 Health Services	1,844	1,015	2,000	2,000	2,100
6501 Insurance	142,248	169,940	113,497	113,497	127,776
6599 Other Contracts/Obligations	965	6	-	-	-
6601 Depreciation Expense	657,913	641,396	643,611	643,611	566,881
6720 Interest Expense	4,175	-	-	-	-
6804 Equipment	35,080	8,097	-	-	-
<b>Total Expense</b>	<b>\$ 1,446,094</b>	<b>\$ 1,375,746</b>	<b>\$ 1,325,758</b>	<b>\$ 1,327,796</b>	<b>\$ 1,376,132</b>

## DETAILED SUMMARY OF 2017 PROPOSED EXPENDITURES > \$15,000

<b>Printing</b>		<b>Advertising</b>	
Fare material	\$ 7,500	Events	\$ 11,400
Riders guides & maps	5,000	Print	9,000
Public Information materials	6,000	Broadcast	7,500
Forms	1,200	Bus Driver ads	1,500
City copy charges	4,730	Rider Survey	10,000
	<u>\$ 24,430</u>	Legal Notices	2,000
<b>Consulting</b>		Trudigital Electronic Signs	600
Transit Development Plan	\$ 100,000		<u>\$ 42,000</u>
	<u>\$ 100,000</u>	<b>Software Support</b>	
		ITS software maintenance fee	\$ 50,600
			<u>\$ 50,600</u>

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**Vehicle Maintenance**

**Business Unit 5820**

### PROGRAM MISSION

We will provide safe, reliable, and environmentally-friendly service by maintaining our vehicle fleet to minimize service delays due to breakdowns and sustain a quality fleet that benefits our bus drivers, passengers and the general public.

### PROGRAM NARRATIVE

**Link to City Goals:**

Implements Key Strategies #3: "Recognize and grow everyone's talents"; #4: "Continually assess trends affecting the community and proactively respond"; #6: "Create opportunities and learn from successes and failures"; and #7: "Communicate our successes through stories and testimonials."

**Objectives:**

- To maintain the vehicle fleet in a manner that will ensure that all service requirements are met
- To maintain the vehicle fleet in a manner that minimizes the number of road calls that require a replacement bus or cause a trip to be significantly delayed or missed
- To maintain the vehicle fleet in a manner that ensures that there are no vehicle accidents due to mechanical failure

**Major changes in Revenue, Expenditures, or Programs:**

Increases in the vehicle and equipment repairs budget reflect the aging of our bus fleet and the more frequent need to replace transmissions and engines, along with routine repairs. \$62,500 of maintenance capital will be supported by 80% reimbursement capital grants.

This budget includes an increase in training and conferences expense due both to turnover in the Maintenance Supervisor position and to the federal DOT requirement for a buyer's representative to be present at bus manufacturers' facilities during bus assembly. The amended 2016 budget includes \$1,355,602 of capital expenditures, primarily for bus acquisition. This planned expenditure reflects the award of federal capital grants for 80% of acquisition. Valley Transit anticipates the award of additional federal 80% capital funding for bus acquisition and expects to order buses late this year or early in 2017, but does not envision taking ownership until 2018. Therefore no capital expenditure is included for 2017 and that included in the 2016 amended budget will be carried over.

### PERFORMANCE INDICATORS

	Actual 2014	Actual 2015	Target 2016	Projected 2016	Target 2017
<b>Customer Benefits/Impacts</b>					
Safe, reliable service					
Miles between road calls	24,741	19,567	20,000	20,000	20,000
<b>Strategic Outcomes</b>					
Vehicles that meet service obligations					
Avg. vehicle age for active fleet - years	11.98	12.98	13.98	13.98	14.98
Avg. vehicle mileage for active fleet	522,783	547,867	594,665	594,665	641,463
Maintenance cost/mile	\$0.79	\$0.83	\$0.70	\$0.72	\$0.79
Spare ratio	22%	22%	22%	22%	22%
Inventory turnover *	1.0	1.30	0.95	0.95	1.00
<b>Work Process Outputs</b>					
Preventive maintenance					
# vehicles maintained	27	27	27	27	27
Miles operated	940,175	939,354	970,414	943,198	943,198
# inspections completed	291	172	300	300	300
Clean buses					
# exterior cleanings	6,240	6,140	6,400	6,400	6,400
# interior cleanings	756	746	800	800	800

\* Excluding fluids

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**Vehicle Maintenance**

**Business Unit 5820**

### PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2014	2015	Adopted 2016	Amended 2016	2017
<b>Revenues</b>					
5011 Misc Revenue - Tax	\$ 680	\$ 180	\$ -	\$ -	\$ -
5030 Damage to City Property	11,197	7,132	-	-	-
	<u>\$ 11,877</u>	<u>\$ 7,312</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Expenses</b>					
6101 Regular Salaries	\$ 301,838	\$ 296,415	\$ 294,248	\$ 294,830	\$ 295,043
6105 Overtime	7,980	11,057	-	-	7,000
6150 Fringes	104,196	108,968	110,418	110,418	112,805
6201 Training/Conferences	414	416	3,900	3,900	5,000
6309 Shop Supplies & Tools	37,353	35,711	30,766	30,766	40,270
6316 Miscellaneous Supplies	36	-	-	-	-
6321 Clothing	341	257	275	275	275
6322 Gas Purchases	4,131	2,736	6,396	6,396	5,000
6326 Vehicle & Equipment Parts	172,518	204,377	162,400	162,400	160,400
6327 Miscellaneous Equipment	-	1,726	-	-	-
6417 Vehicle Repairs & Maint	13,890	10,263	1,500	1,500	10,000
6418 Equip Repairs & Maint	9,907	7,954	3,000	3,000	8,000
6424 Software Support	2,558	3,800	1,000	1,000	1,000
6425 CEA Equipment Rental	-	2,240	2,147	2,147	2,355
6430 Health Services	873	1,596	500	500	525
6451 Laundry Services	2,532	1,783	3,000	3,000	3,050
6501 Insurance	10,435	10,132	15,972	15,972	17,117
6599 Other Contracts/Obligations	1,000	-	-	-	-
6804 Equipment	18,767	8,747	-	1,355,602	-
	<u>\$ 688,769</u>	<u>\$ 708,178</u>	<u>\$ 635,522</u>	<u>\$ 1,991,706</u>	<u>\$ 667,840</u>

### DETAILED SUMMARY OF 2017 PROPOSED EXPENDITURES > \$15,000

#### Shop Supplies & Tools

Janitorial supplies	\$ 7,000
Cleaning supplies & chemicals	4,250
Grease and liquid gases	26,020
Tools and instruments	3,000
	<u>\$ 40,270</u>

#### Vehicle & Equipment Parts

Misc parts (doors, windows, etc.)	\$ 10,000
Brake system parts	22,000
Electrical system parts	7,000
Wheelchair ramp parts	5,000
Heating/cooling system parts	20,000
Transmission parts	30,000
Engine parts	48,900
PM's and oil changes	17,500
	<u>\$ 160,400</u>

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**Facilities Maintenance**

**Business Unit 5830**

### PROGRAM MISSION

We will provide a clean and safe working environment by purchasing, cleaning, maintaining and repairing the Operations and Maintenance facility, the Transit Center and the passenger shelters located throughout the Fox Cities that benefits our passengers, employees, and the general public.

### PROGRAM NARRATIVE

**Link to City Goals:**

Implements Key Strategies #1: "Prompt delivery of excellent services"; #4: "Continually assess trends affecting the community and proactively respond"; and #6: "Create opportunities and learn from successes and failures".

**Objectives:**

- To provide clean, safe shelter for passengers waiting to board the bus
- To provide a clean, safe working environment for employees
- To maintain facilities that enhance the beauty of the community

**Major changes in Revenue, Expenditures, or Programs:**

Increases in the Facilities Maintenance budget is due to the project (\$17,000) to repair the roadway alongside of the Transit Center. Capital funding has been budgeted to cover 80% of the cost (\$13,600).

### PERFORMANCE INDICATORS

	Actual 2014	Actual 2015	Target 2016	Projected 2016	Target 2017
<b>Customer Benefits/Impacts</b>					
Clean, safe protection from the elements					
# claims related to facilities	0	0	0	0	0
Clean, safe working environment for employees					
# workplace injuries	1	1	0	3	0
<b>Strategic Outcomes</b>					
Buildings that enhance beauty of community					
# customer complaints	0	0	0	0	0
<b>Work Process Outputs</b>					
Facilities maintained					
# major facilities	2	2	2	2	2
# minor facilities	41	41	41	41	41
Maintenance schedule					
# cleanings major facilities	565	565	565	565	565
# inspections	12	12	12	12	12



# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**Facilities Maintenance**

**Business Unit 5830**

### PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2014	2015	Adopted 2016	Amended 2016	2017
Revenues					
5015 Facility Rent	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>
Expenses					
6306 Building Maint./Janitorial	\$ -	\$ 476	\$ -	\$ -	\$ -
6308 Landscape Supplies	5,937	4,201	3,000	3,000	3,000
6327 Miscellaneous Equipment	425	450	1,000	1,000	1,000
6407 Collection Services	3,066	3,948	3,100	3,100	4,450
6416 Building Repairs & Maint	1,891	1,669	-	-	-
6420 Facilities charges	99,283	102,481	100,005	100,005	103,059
6440 Snow Removal Services	2,069	1,361	13,500	13,500	15,000
6451 Laundry Services	2,942	2,782	3,000	3,000	3,050
6454 Grounds Repair & Maint.	13,638	8,168	5,000	5,000	5,000
6501 Insurance	14,140	-	11,795	11,795	12,336
6599 Other Contracts/Obligations	86	7,017	-	-	7,050
6803 Buildings	-	-	-	110,305	-
6809 Infrastructure Construction	-	-	-	-	17,000
	<u>\$ 143,477</u>	<u>\$ 132,553</u>	<u>\$ 140,400</u>	<u>\$ 250,705</u>	<u>\$ 170,945</u>

### DETAILED SUMMARY OF 2017 PROPOSED EXPENDITURES > \$15,000

#### Infrastructure Construction

Repair roadway between Transit  
Center and Yellow Ramp

\$ 17,000

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**Operations**

**Business Unit 5840**

### PROGRAM MISSION

Valley Transit provides safe, customer-focused transportation options that connect our communities to enhance the quality of life.

### PROGRAM NARRATIVE

#### Link to City Goals:

Implements Key Strategies #2: "Encourage active community participation and involvement"; #3: "Recognize and grow everyone's talents"; #4: "Continually assess trends affecting the community and proactively respond"; #6: "Create opportunities and learn from successes and failures"; and #7: "Communicate our successes through stories and testimonials."

#### Objectives:

Excellence in customer service is a central value of Valley Transit, so the organization will continuously monitor and exceed customer expectations:

To have transit services in the Fox Cities direct, on-time and easy to use

To have the transportation infrastructure in the Fox Cities improve communities and offer seamless connections for all people traveling to, from, or within the region

To have transit needs in the Fox Cities met efficiently and in a manner that is consistent with our mission

#### Major changes in Revenue, Expenditures, or Programs:

Overtime expense has been relatively high in recent years due to the need to add buses for detours around street construction sites and to the need to cover drivers' shifts for absences due to illness and FMLA leave. Management is working with various scheduling options to control overtime expense.

Contractor fees include Valley Transit's \$17,000 contribution to the cost of security patrol services for areas surrounding and including the Transit Center. Valley Transit partners with Appleton Downtown Inc., the Appleton Public Library and Department of Public Works, and downtown employers Theda Care, Pfefferle, and Thrivent Financial to pay for a neighborhood monitor who is a presence in the Washington Square area to discourage nuisance behaviors.

The high level of customer complaints shown below is the result of inconsistent on-time performance, which results in missed connections, appointments, etc. On-time performance is in turn due to a variety of factors such as detours due to street construction, less experienced drivers (due to retirements of long-time employees) pressing to meet schedules and not focusing on customer service as much as we would like, etc. We are working to address bus on-time performance and are counseling drivers on customer service.

An increase in the price and usage of tires is reflected in the Vehicle & Equipment Parts budget. Those impacts were underestimated in the 2016 budget. The miscellaneous equipment budget includes an on-going program of camera replacement on the buses, as the cameras have exceeded their useful lives and do not provide the quality of image required.

### PERFORMANCE INDICATORS

	Actual 2014	Actual 2015	Target 2016	Projected 2016	Target 2017
<b>Client Benefits/Impacts</b>					
Safe, reliable, convenient service					
Accidents per 100,000 mi	5.70	1.34	0.00	2.42	0.00
On-time performance percentage	87.0%	83.0%	95.0%	84.0%	95.0%
Helpful, friendly employees					
# customer complaints	168	275	100	150	100
<b>Strategic Outcomes</b>					
Cost effective service delivery					
Expense per passenger trip	\$ 5.42	\$ 5.41	\$ 5.29	\$ 5.54	\$ 5.82
Efficient service delivery					
Passengers per revenue hour	18.0	17.8	18.3	17.5	17.5
Passengers per revenue mile	1.19	1.17	1.21	1.15	1.15
Farebox recovery	14.3%	14.3%	15.5%	15.5%	14.9%
<b>Work Process Outputs</b>					
Service Provided					
Hours of service	60,111	59,319	60,111	60,111	60,111
Miles of service	910,802	898,637	910,802	910,802	910,802
Trips taken	1,081,882	1,055,544	1,100,000	1,050,000	1,050,000

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**Operations**

**Business Unit 5840**

### PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2014	2015	Adopted 2016	Amended 2016	2017
<b>Revenues</b>					
4875 Farebox Revenue	\$ 840,575	\$ 809,055	\$ 904,375	\$ 904,375	\$ 904,375
4876 Special Transit Revenues	-	4,267	38,843	38,843	38,843
5085 Cash Short or Over	698	703	-	-	-
	<u>\$ 841,273</u>	<u>\$ 814,025</u>	<u>\$ 943,218</u>	<u>\$ 943,218</u>	<u>\$ 943,218</u>
<b>Expenses</b>					
6101 Regular Salaries	\$ 2,035,260	\$ 2,056,651	\$ 2,059,313	\$ 2,060,416	\$ 2,136,801
6105 Overtime	74,135	118,770	59,112	59,112	61,411
6150 Fringes	779,961	807,922	843,686	843,686	903,510
6201 Training/Conferences	4,230	150	-	-	-
6303 Memberships & Licenses	120	118	-	-	-
6321 Clothing	2,428	3,029	4,300	4,300	4,300
6322 Gas Purchases	585,952	364,556	635,625	635,625	600,000
6326 Vehicle & Equipment Parts	55,512	67,853	46,600	46,600	73,202
6327 Miscellaneous Equipment	-	251	8,100	8,100	6,900
6328 Signs	5,136	4,082	2,000	2,000	2,000
6408 Contractor Fees	14,315	68,324	18,000	18,000	20,000
6411 Temporary Help	-	1,602	-	-	-
6412 Advertising	49	588	-	-	-
6418 Equip Repairs & Maint	371	912	-	-	-
6430 Health Services	6,361	5,217	6,500	6,500	6,460
6451 Laundry Services	-	74	-	-	-
6501 Insurance	31,896	-	40,041	40,041	55,312
6599 Other Contracts/Obligations	900	540	1,000	1,000	540
	<u>\$ 3,596,626</u>	<u>\$ 3,500,639</u>	<u>\$ 3,724,277</u>	<u>\$ 3,725,380</u>	<u>\$ 3,870,436</u>

### DETAILED SUMMARY OF 2017 PROPOSED EXPENDITURES > \$15,000

#### Gas Purchases \*

Non-diesel fuel 15,000 gal. @ \$2.50/gal	\$ 37,500
Diesel fuel 187,500 gal. @ \$3.00/gal	562,500
	<u>\$ 600,000</u>

#### Vehicle & Equipment Parts

Lubricants	\$ 12,000
New tires, retreads and tire repairs	61,202
	<u>\$ 73,202</u>

#### Contractor Fees

Transit Center security	\$ 17,000
Other small contracts	3,000
	<u>\$ 20,000</u>

\* Valley Transit does not pay federal or State fuel taxes and attains bulk purchasing rates. Budgeted fuel cost shown here is based on DOT allowable rates.

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**ADA Paratransit**

**Business Unit 5850**

### PROGRAM MISSION

We will provide specialized curb-to-curb advance reservation demand response transportation for people with disabilities who are unable to use the fixed route bus system.

### PROGRAM NARRATIVE

#### Link to City Goals:

Implements Key Strategies #2: "Encourage active community participation and involvement"; #4: "Continually assess trends affecting the community and proactively respond"; #6: "Create opportunities and learn from successes and failures"; and #7: "Communicate our successes through stories and testimonials".

#### Objectives:

- To comply with the requirements of the Americans with Disabilities Act
- To provide safe, reliable, convenient, and friendly specialized transportation
- To meet the needs of the transit dependent population including outreach efforts to agencies and companies that provide services to seniors and people with disabilities

#### Major changes in Revenue, Expenditures, or Programs:

ADA ridership increased in 2015 and we continue to see a small increase in the first half of 2016. There are more people in the region, both seniors and disabled, who qualify for ADA paratransit services.

The reduction in contractor fees reflects a new three year contract with the service provider at a lower cost per trip.

The increase in the Regular Salaries line item includes an increased allocation of the Paratransit Coordinator for a greater oversight of ADA contracts and to conduct ADA passenger certifications, which have previously been provided under contract by a consultant. It also includes a partial allocation of the Administrative Assistant position discussed in the Administration program.

### PERFORMANCE INDICATORS

	Actual 2014	Actual 2015	Target 2016	Projected 2016	Target 2017
<b>Client Benefits/Impacts</b>					
Safe, reliable, convenient mobility					
% on-time performance	98.7%	98.3%	98.0%	98.0%	98.0%
Helpful, friendly employees					
# customer complaints	126	250	50	75	50
<b>Strategic Outcomes</b>					
Cost effective service delivery					
Cost per trip	\$ 19.85	\$ 17.90	\$ 19.58	\$ 19.79	\$ 18.77
Cost per mile	\$ 4.13	\$ 3.71	\$ 4.21	\$ 4.08	\$ 3.99
Trips per hour	4.1	4.2	4.3	3.9	3.9
<b>Work Process Outputs</b>					
Service Provided					
Hours of service/yr	23,187	23,161	23,000	25,114	26,000
Miles of service/yr	454,361	465,129	460,000	474,965	480,000
Trips taken/yr	94,487	96,437	99,000	97,946	102,000

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**ADA Paratransit**

**Business Unit 5850**

### PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2014	2015	Adopted 2016	Amended 2016	2017
<b>Revenues</b>					
4230 Miscellaneous Local Aids	\$ 329,771	\$ 236,392	\$ 325,955	\$ 325,955	\$ 296,950
4875 Farebox Revenue	436,960	456,831	475,200	475,200	489,600
	<u>\$ 766,731</u>	<u>\$ 693,223</u>	<u>\$ 801,155</u>	<u>\$ 801,155</u>	<u>\$ 786,550</u>
<b>Expenses</b>					
6101 Regular Salaries	\$ 56,382	\$ 35,015	\$ 54,411	\$ 54,411	\$ 88,915
6150 Fringes	21,703	13,788	21,929	21,929	29,063
6201 Training & Conferences	1,839	4,365	1,354	1,354	1,059
6301 Office Supplies	628	751	887	887	953
6302 Subscriptions	-	-	349	349	349
6303 Memberships & Licenses	720	796	1,110	1,110	1,213
6304 Postage\Freight	539	497	1,021	1,021	911
6308 Landscape Supplies	-	891	-	-	-
6316 Miscellaneous Supplies	-	375	-	-	375
6320 Printing & Reproduction	5,310	5,188	3,770	3,770	3,770
6322 Gas Purchases	220,748	580	-	-	-
6401 Accounting/Audit	1,726	1,954	2,344	2,344	2,500
6408 Contractor Fees	1,480,708	1,567,745	1,743,390	1,743,390	1,710,132
6412 Advertising	6,807	8,888	8,309	8,309	8,309
6413 Utilities	14,563	16,453	26,904	26,904	24,004
6418 Equip Repairs & Maint	32	-	111	111	85
6420 Facilities Charges	8,139	11,263	15,688	15,688	14,998
6424 Software Support	17,057	17,862	12,500	12,500	13,000
6430 Health Services	-	-	110	110	115
6440 Snow Removal Services	391	289	-	-	-
6454 Grounds Repair & Maint.	699	1,732	-	-	-
6501 Insurance	650	-	4,181	4,181	4,441
6599 Other Contracts/Obligations	37,242	37,886	40,000	40,000	-
	<u>\$ 1,875,883</u>	<u>\$ 1,726,318</u>	<u>\$ 1,938,368</u>	<u>\$ 1,938,368</u>	<u>\$ 1,904,192</u>

### DETAILED SUMMARY OF 2017 PROPOSED EXPENDITURES > \$15,000

#### Contractor Fees

Purchased transportation:  
Valley Transit II - Disabled,  
102,000 trips

\$ 1,710,132  
\$ 1,710,132

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**Ancillary Paratransit**

**Business Unit 5860**

### PROGRAM MISSION

We will coordinate a broad range of contracted specialized services that maximizes transportation funding and benefits older adults, people with disabilities and participating local governments.

### PROGRAM NARRATIVE

**Link to City Goals:**

Implements Key Strategies #2: "Encourage active community participation and involvement"; #4: "Continually assess trends affecting the community and proactively respond"; #6: "Create opportunities and learn from successes and failures"; and #7: "Communicate our successes through stories and testimonials."

**Objectives:**

- To provide a transportation alternative to older adults for whom fixed route bus service is difficult
- To provide employment transportation and limited Sunday service to people with disabilities
- To coordinate transportation services to maximize the effectiveness of each local dollar spent
- To provide employment transportation for 2nd and 3rd shift workers and those that need to travel to jobs outside the service area

**Major changes in Revenue, Expenditures, or Programs:**

The local share of all ancillary paratransit services other than the Connector is paid by the three counties in which Valley Transit operates (Outagamie, Winnebago and Calumet), the cities of Neenah and Menasha, the town of Menasha, and the Family Care providers. The organizations that are paying for the local share determine what the fare and operating rules will be for each of the services. The local share for the Connector is currently being paid for by donations from and through the Fox Cities United Way and by support from the local municipalities that participate in the fixed route system.

The increase in contractor fees is mostly due to increased costs for the Family Care specialized employment transportation and New Hope employment transportation services.

The 2017 Budget continues to show an expense in Other Contracts/Obligations and a revenue in Federal Grant revenue for administration of the FTA Section 5310 grant funds. The Section 5310 program is a discretionary program designed to improve transportation for seniors and customers with disabilities. Valley Transit is the direct recipient of the funds and uses 45% of the total to support Valley Transit's services. The remaining 55% is awarded to a non-profit organization(s) through an application process conducted in partnership with East Central Wisconsin Regional Planning Commission.

### PERFORMANCE INDICATORS

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Target 2016</u>	<u>Projected 2016</u>	<u>Target 2017</u>
<b>Client Benefits/Impacts</b>					
Safe, reliable, convenient mobility					
Trips taken/yr	94,913	97,821	98,000	98,000	96,080
<b>Strategic Outcomes</b>					
Cost effective Service Delivery					
Cost per trip	\$ 16.81	\$ 17.03	\$ 17.17	\$ 17.17	\$ 17.63
Efficient Service Delivery					
Trips per hour	3.0	3.9	3.2	3.2	3.2
<b>Work Process Outputs</b>					
Service provided					
Hours of service/yr	31,853	24,970	31,000	31,000	31,000
Miles of service/yr	742,123	547,772	675,000	675,000	675,000

# CITY OF APPLETON 2017 BUDGET

## VALLEY TRANSIT

**Ancillary Paratransit**

**Business Unit 5860**

### PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2014	2015	Adopted 2016	Amended 2016	2017
<b>Revenues</b>					
4210 Federal Grants	\$ -	\$ 68,315	\$ 90,000	\$ 90,000	\$ 163,181
4230 Miscellaneous Local Aids	556,058	581,885	615,540	615,540	663,251
4875 Farebox Revenue	217,775	216,061	236,310	236,310	235,730
5020 Donations & Memorials	101,558	69,603	104,590	104,590	62,653
5921 Trans In - General Fund	4,120	-	-	-	-
	<u>\$ 879,511</u>	<u>\$ 935,864</u>	<u>\$ 1,046,440</u>	<u>\$ 1,046,440</u>	<u>\$ 1,124,815</u>
<b>Expenses</b>					
6320 Printing & Reproduction	\$ 534	\$ 1,657	\$ -	\$ -	\$ -
6322 Gas Purchases	42,059	-	-	-	-
6408 Contractor Fees	1,552,775	1,596,227	1,682,532	1,682,532	1,728,128
6599 Other Contracts/Obligations	-	68,315	90,000	90,000	89,750
	<u>\$ 1,595,368</u>	<u>\$ 1,666,199</u>	<u>\$ 1,772,532</u>	<u>\$ 1,772,532</u>	<u>\$ 1,817,878</u>

### DETAILED SUMMARY OF 2017 PROPOSED EXPENDITURES > \$15,000

#### Contractor Fees

##### Purchased transportation:

Valley Transit II - elderly purchased transportation - optional	\$ 78,799
Specialized employment transportation - VP	531,838
Outagamie County - demand response - rural	208,608
Outagamie County - children & family transportation	11,418
Town of Menasha - Dial-a-Ride	27,000
Neenah - Dial-A-Ride	108,000
Heritage	10,530
New Hope Center	181,461
Calumet County - rural service	43,700
Connector late evening service	384,000
Connector service beyond current fixed route service boundaries	112,750
Trolley service - downtown	30,024
	<u>\$ 1,728,128</u>

#### Other Contracts/Obligations

FTA Section 5310 sub-recipient	\$ 89,750
	<u>\$ 89,750</u>

Description	2014 Actual	2015 Actual	2016 YTD Actual	2016 Adopted Budget	2016 Amended Budget	2017 Requested Budget	2017 Adopted Budget
REVENUES							
Intergovernmental Revenues	6,544,393	6,353,595.83	6,343,029	6,584,159	7,189,127	7,010,224	6,866,522
Interest Income	24,464	3,023.90	14,055	12,500	12,500	12,500	12,500
Charges for Services	1,495,310	1,486,214.56	1,020,832	1,654,728	1,654,728	1,668,548	1,668,548
Other Revenues	174,409	176,788.03	120,646	165,590	165,590	123,653	123,653
Transfers In	534,426	585,506.15	2,016,738	600,573	600,573	676,103	673,297
TOTAL REVENUES	8,773,002	8,605,128.47	9,515,300	9,017,550	9,622,518	9,491,028	9,344,520
EXPENSES BY LINE ITEM							
Regular Salaries	2,141,606	2,138,646.69	1,479,213	2,446,338	2,450,061	2,720,972	2,754,632
Labor Pool Allocations	145,913	134,614.39	109,197	197,136	197,136	0	0
Overtime	82,115	129,826.62	98,482	59,112	59,112	68,411	68,411
Part-Time	4,449	11,469.16	5,825	0	0	0	0
Incentive Pay	1,450	315.00	0	1,650	1,650	315	315
Other Compensation	3,233	5,306.07	29,867	0	0	0	0
Sick Pay	71,818	85,639.79	52,329	0	0	0	0
Vacation Pay	174,711	176,095.39	123,613	0	0	0	0
Holiday Pay	84,015	86,889.15	55,065	0	0	0	0
Fringes	966,073	991,055.04	744,325	1,040,084	1,040,084	1,113,708	1,119,648
Unemployment Compensation	0	3,181.41	0	0	0	0	0
Pension Expenses / Revenue	0	18,451.00-	0	0	0	0	0
Salaries & Fringe Benefits	3,675,383	3,744,587.71	2,697,916	3,744,320	3,748,043	3,903,406	3,943,006
Training & Conferences	16,204	25,520.05	7,938	10,000	10,000	10,000	10,000
Tuition Fees	1,215	.00	0	0	0	0	0
Employee Recruitment	1,748	11,114.74	15,389	3,162	3,162	3,200	3,200
Parking Permits	110	2.00	86	0	0	360	360
Office Supplies	3,946	4,032.38	3,613	3,996	3,996	4,500	4,500
Subscriptions	1,055	949.88	537	1,085	1,085	844	844
Memberships & Licenses	4,646	4,670.50	5,133	5,000	5,000	5,727	5,727
Postage & Freight	3,925	2,840.53	1,698	4,600	4,600	4,300	4,300
Awards & Recognition	169	372.38	266	765	765	810	810
Building Maintenance/Janitor.	0	475.60	0	0	0	0	0
Food & Provisions	1,701	2,648.89	1,269	1,020	1,020	1,080	1,080
Insurance	199,369	180,071.96	138,516	185,486	185,486	216,982	216,982
Depreciation Expense	657,913	641,396.03	446,114	643,611	643,611	614,455	566,881
Interest Payments	4,175	.00	0	0	0	0	0
Administrative Expense	896,176	874,094.94	620,559	858,725	858,725	862,258	814,684
Landscape Supplies	5,938	5,092.29	1,176	3,000	3,000	3,000	3,000
Shop Supplies & Tools	37,352	35,711.24	24,713	30,766	30,766	40,270	40,270
Miscellaneous Supplies	647	1,351.62	607	700	700	750	750
Printing & Reproduction	21,595	18,088.68	16,801	28,200	28,200	28,200	28,200
Clothing	2,769	3,286.30	1,421	4,575	4,575	4,575	4,575
Gas Purchases	852,890	367,871.60	211,888	642,021	642,021	605,000	605,000
Safety Supplies	175	16.19	579	500	500	500	500
Vehicle & Equipment Parts	228,030	272,230.67	168,119	209,000	209,000	233,602	233,602
Miscellaneous Equipment	7,755	9,583.74	1,117	11,100	11,100	11,100	11,100
Signs	5,136	4,082.55	222	2,000	2,000	2,000	2,000
Supplies & Materials	1,162,287	717,314.88	426,643	931,862	931,862	928,997	928,997
Accounting/Audit	10,850	11,170.00	11,500	11,170	11,170	11,500	11,500
Bank Services	2,805	2,669.38	1,874	3,000	3,000	3,000	3,000
Consulting Services	81,170	4,611.34	0	3,000	3,000	100,000	100,000
Collection Services	3,066	3,947.70	2,468	3,100	3,100	4,450	4,450
Contractor Fees	3,048,082	3,232,610.13	2,160,894	3,447,502	3,447,502	3,461,840	3,461,840
Temporary Help	1,904	10,173.44	13,517	1,000	1,000	3,000	3,000
Advertising	32,592	49,273.33	29,007	50,000	50,000	50,309	50,309
Interfund Allocations	1,932-	.00	0	0	0	0	0
Health Services	9,078	7,828.00	6,264	9,110	9,110	9,200	9,200
Snow Removal Services	2,460	1,649.72	8,431	13,500	13,500	15,000	15,000
Laundry Services	5,474	4,638.29	2,821	6,000	6,000	6,100	6,100
Other Contracts/Obligations	40,193	113,764.40	25,482	131,000	131,000	136,940	97,34
Purchased Services	3,235,742	3,442,335.73	2,262,258	3,678,382	3,678,382	3,801,339	3,761,739



Description	2014 Actual	2015 Actual	2016 YTD Actual	2016 Adopted Budget	2016 Amended Budget	2017 Requested Budget	2017 Adopted Budget
Electric	53,536	52,790.58	40,769	61,864	61,864	61,900	61,900
Gas	25,159	20,070.99	12,562	38,300	38,300	38,300	38,300
Water	6,223	6,363.75	5,852	7,841	7,841	7,850	7,850
Waste Disposal/Collection	2,212	2,275.32	2,190	2,872	2,872	2,975	2,975
Stormwater	8,051	8,051.08	6,038	8,175	8,175	8,175	8,175
Telephone	4,414	4,507.01	3,529	5,277	5,277	5,300	5,300
Cellular Telephone	5,425	6,336.66	5,845	8,251	8,251	9,000	9,000
Utilities	105,020	100,395.39	76,785	132,580	132,580	133,500	133,500
Building Repair & Maintenance	1,891	1,669.00	2,526	0	0	0	0
Vehicle Repair & Maintenance	13,890	10,262.86	4,682	1,500	1,500	10,000	10,000
Equipment Repair & Maintenance	10,310	8,866.44	5,992	3,498	3,498	8,485	8,485
Facilities Charges	107,422	113,743.78	71,804	115,693	115,693	118,057	118,057
Software Support	69,911	67,378.50	51,299	63,150	63,150	74,600	64,600
CEA Equipment Rental	0	2,239.80	0	2,147	2,147	2,355	2,355
Grounds Repair & Maintenance	14,337	9,900.12	2,543	5,000	5,000	0	5,000
Repair & Maintenance	217,761	214,060.50	138,846	190,988	190,988	213,497	208,497
Buildings	0	.00	0	0	110,305	37,000	0
Machinery & Equipment	53,847	16,843.78	0	0	0	145,000	0
Vehicles	0	.00	0	0	1,355,602	0	0
Infrastructure Construction	0	.00	0	0	0	0	17,000
Capital Expenditures	53,847	16,843.78	0	0	1,465,907	182,000	17,000
TOTAL EXPENSES	9,346,216	9,109,632.93	6,223,007	9,536,857	11,006,487	10,024,997	9,807,423

**CITY OF APPLETON 2017 BUDGET**  
**VALLEY TRANSIT**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS**

	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
<b>Revenues</b>					
Charges for Services	\$ 1,495,310	\$ 1,486,214	\$ 1,709,728	\$ 1,709,728	\$ 1,723,548
Miscellaneous	68,046	107,184	110,590	110,590	68,653
Total Revenues	<u>1,563,356</u>	<u>1,593,398</u>	<u>1,820,318</u>	<u>1,820,318</u>	<u>1,792,201</u>
<b>Expenses</b>					
Operating Expenses	8,688,305	8,468,237	8,893,246	8,893,246	9,223,542
Depreciation	657,913	641,396	643,611	643,611	566,881
Total Expenses	<u>9,346,218</u>	<u>9,109,633</u>	<u>9,536,857</u>	<u>9,536,857</u>	<u>9,790,423</u>
Revenues over (under) Expenses	(7,782,862)	(7,516,235)	(7,716,539)	(7,716,539)	(7,998,222)
<b>Non-Operating Revenues (Expenses)</b>					
Investment Income	24,464	3,024	12,500	12,500	12,500
Gain (Loss) on Sale of Capital Assets	(10,165)	-	-	-	-
Operating & Capital Subsidies	6,621,434	6,423,200	6,512,159	6,512,159	6,802,922
Total Non-Operating	<u>6,635,733</u>	<u>6,426,224</u>	<u>6,524,659</u>	<u>6,524,659</u>	<u>6,815,422</u>
Income (Loss) Before Contributions and Transfers	(1,147,129)	(1,090,011)	(1,191,880)	(1,191,880)	(1,182,800)
<b>Contributions and Transfers in (Out)</b>					
General Fund	534,426	585,506	600,573	600,573	673,297
Capital Projects	-	-	-	-	-
Net Income (Loss)	(612,703)	(504,505)	(591,307)	(591,307)	(509,503)
Capital Contributions	39,485		72,000	160,244	63,600
Change in Net Assets	(573,218)	(504,505)	(519,307)	(431,063)	(445,903)
Total Net Assets - Beginning	<u>5,961,921</u>	<u>6,258,556</u>	<u>5,754,051</u>	<u>5,754,051</u>	<u>5,322,988</u>
Total Net Assets - Ending	<u>\$ 5,388,703</u>	<u>\$ 5,754,051</u>	<u>\$ 5,234,744</u>	<u>\$ 5,322,988</u>	<u>\$ 4,877,085</u>

\* as restated

**SCHEDULE OF CASH FLOWS**

Working Cash - Beginning	\$ 283,766	\$ 408,070
+ Change in Net Assets	(431,063)	(445,903)
+ Depreciation	643,611	566,881
- Fixed Assets	(110,305)	(17,000)
+ F/A Funded by Restricted Cash	22,061	3,400
Working Cash - End of Year	<u>\$ 408,070</u>	<u>\$ 515,448</u>