



BOARD OF DIRECTORS REPORT

MEETING DATE: OCTOBER 19, 2021 **AGENDA ITEM: #9**

DEPARTMENT: FINANCE

TYPE: INFORMATIONAL ITEM

PREPARED BY: BRAD DAVIS _____
Signature

REVIEWED BY: GENERAL MANAGER _____
Signature

SUBJECT: FISCAL YEAR 2020-21 YEAREND FINANCIAL REVIEW

DISCUSSION:

Staff will present to the Board the financial results for the fiscal year ended June 30, 2021.

ATTACHMENT:

- FY20-21 Yearend Financial Review Report
- FY20-21 Detailed Operating Expenses Tables



Fiscal Year 2020-21 Financial Review

October 19, 2021

Executive Summary

The financial results for fiscal year 2020-21 (FY20-21), ended last June 30, encompassed the first full year since the advent of the Covid-19 pandemic and MTD's resulting responses. Consequently, many operating budget outcomes vary considerably from the past. These fiscal effects were anticipated and integrated into the adopted budget. In brief, these budget assumptions included a steep decline in fare revenue and subsidies, partially offset by service suspensions; and a resultant sizeable operating deficit balanced with federal relief funding. The outcome was for the most part in line with this forecast. In the end, the decline in income was less than projected while a number of operating costs were well under budget. As a result, the predicted \$8 million deficit came in considerably less at \$5.6 million. While the extent of the operating shortfall was still unprecedented for MTD, federal economic relief from CARES Act funding was used to fully offset the funding gap.

Operating Summary FY 2020-21 Financial Results (\$ thousands)

	FY 20-21	FY 20-21	Variance		FY 19-20	Variance	
	Actual	Budget	Amt	%	Actual	Amt	%
<i>Revenues</i>							
Fare Revenue	\$400	\$168	\$232	138%	\$5,276	(\$4,875)	-92%
Grants & Subsidies	18,517	17,505	1,012	6%	19,209	(692)	-4%
Other Income	358	399	(41)	-10%	1,517	(1,159)	-76%
	<u>\$19,275</u>	<u>\$18,072</u>	<u>\$1,203</u>	7%	<u>\$26,002</u>	<u>(\$6,727)</u>	-26%
<i>Expenses</i>							
Route Operations	\$14,780	\$15,740	(\$960)	-6%	\$16,676	(\$1,896)	-11%
Vehicle Maintenance	5,078	5,103	(25)	0%	5,761	(683)	-12%
Passenger Accommodations	1,489	1,640	(151)	-9%	1,501	(12)	-1%
General Overhead	3,541	3,619	(78)	-2%	3,373	168	5%
	<u>\$24,888</u>	<u>\$26,103</u>	<u>(\$1,214)</u>	-5%	<u>\$27,311</u>	<u>(\$2,422)</u>	-9%
Operating Deficit	<u>(\$5,614)</u>	<u>(\$8,031)</u>			<u>(\$1,309)</u>		
OPEB Liability Adjustment *	\$167	\$0			(\$26)		
Net Deficit	<u>(\$5,780)</u>	<u>(\$8,031)</u>			<u>(\$1,283)</u>		

* Although part of the net deficit, the retiree health benefits liability adjustment is not included in the operating budget.

The above table provides an overview of the year's operating results. Expanding on the basic assumptions from above, following are some key points and takeaways for the FY20-21 financial results:

- With fare collection suspended through most of the year, nearly 25% of the District's operating revenue was eliminated. Federal relief funding avoided the necessity of layoffs and larger service cutbacks.
- Operating reserves were available to delay or reduce the extent of such measures without relief funding, although similar actions to protect MTD's future financial condition would have been fiscally prudent.
- With less demand for transit services due to school closures, lower employment, and stay-home practices, revenue service was reduced; this also served to lessen operating costs, shrinking the deficit.
- Due to a shortage of bus operators, it was necessary to pare transit services more than planned. The 173,000 revenue hours provided in FY20-21 were down over 20% compared to pre-pandemic levels.
- The resurgence in sales tax receipts early in FY20-21 did much to alleviate expected further operating revenue losses. Sales tax revenue received by MTD during the year actually exceeded that in FY19-20.

Federal Relief Funding

The District has been allocated federal economic relief funding through the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and the American Rescue Plan Act of 2021 (ARPA). These funds were made available to reimburse operating and capital expenses incurred and revenues lost as a result of the pandemic. In FY20-21, MTD required \$5.8 million in CARES Act allocations to balance the operating budget and \$700,000 for fleet improvements to reduce coronavirus exposure. Although appropriated to MTD, these funds are for the support of all South Coast public transit including ADA paratransit service from Easy Lift and SBCAG's Clean Air Express commuter service. Neither Easy Lift nor SBCAG claimed federal relief funding for FY20-21. SBCAG is still eligible for reimbursement of Covid-19 losses from the last quarter of FY20-21 per the recently established federal subrecipient agreement between MTD and SBCAG. If provided, the funds would be recognized in FY21-22.

Operating Revenue

Total operating revenue of \$19.3 million—excluding the budget balancing Care Act funding—exceeded budget projections by 7%. However, this comparison is to a drastically reduced revenue budget. Relative to the prior year, operating income experienced a 26% reduction. Again, this is chiefly due to the suspension of fares during most of the year. Further details on revenue sources are reviewed below.

Fare Revenue – At the outset of FY20-21, it was assumed that fare collection would resume at midyear, including contract fare revenue for SBCC and UCSB students. With the continued severity of the pandemic, the fare suspension was extended into May 2021. With the elimination of the Downtown-Waterfront Shuttle for the year, the \$1.2 million fare subsidy from the City of Santa Barbara was also absent. Thus, fare revenue was limited to \$400,000 in FY20-21. This compares to fares of \$5.3 million in FY19-20, although that year included more than three months of no fare collection. In FY18-19, the last year unaffected by the pandemic, fare income was \$7.2 million. On a positive note, with the resumption of fares in the final two months of FY20-21, cash fares and pass sales exceeded the budget projection by a wide margin. This has continued into the new year.

Operating Revenue Detail FY 2020-21 Financial Results (\$ thousands)

	FY 20-21	FY 20-21	Variance		FY 19-20	Variance	
	Actual	Budget	Amt	%	Actual	Amt	%
<u>Farebox Revenue</u>							
Cash Fares	\$214	\$79	\$134	169%	\$1,358	(\$1,144)	-84%
Pass Sales	186	83	102	123%	1,453	(1,267)	-87%
Contract Fares	0	0	0	n/a	2,379	(2,379)	-100%
Other Fare Programs	1	5	(4)	-89%	86	(85)	-99%
	<u>\$400</u>	<u>\$168</u>	<u>\$232</u>	<u>138%</u>	<u>\$5,276</u>	<u>(\$4,875)</u>	<u>-92%</u>
<u>Grants & Subsidies</u>							
LTF Sales Tax Revenue	\$8,471	\$7,977	\$493	6%	\$8,074	\$396	5%
FTA Operating Assistance	5,814	5,813	2	0%	6,250	(435)	-7%
Measure A Sales Tax	2,398	2,202	197	9%	2,217	182	8%
Other State/Local Subsidies	383	100	283	283%	1,283	(900)	-70%
Property Tax Revenue	1,451	1,413	38	3%	1,385	65	5%
	<u>\$18,517</u>	<u>\$17,505</u>	<u>\$1,012</u>	<u>6%</u>	<u>\$19,209</u>	<u>(\$692)</u>	<u>-4%</u>
<u>Other Income</u>							
Advertising on Buses	\$287	\$300	(\$13)	-4%	\$398	(\$111)	-28%
Interest on Investments	57	64	(7)	-11%	222	(164)	-74%
Other Operating Revenue	14	35	(21)	-61%	898	(884)	-98%
	<u>\$358</u>	<u>\$399</u>	<u>(\$41)</u>	<u>-10%</u>	<u>\$1,517</u>	<u>(\$1,159)</u>	<u>-76%</u>
Total Operating Revenue	<u>\$19,275</u>	<u>\$18,072</u>	<u>1,203</u>	<u>7%</u>	<u>\$26,002</u>	<u>(6,727)</u>	<u>-26%</u>

Sales Tax Revenue– The most encouraging news on the funding front was the strength of sales tax revenue. From initial projections of a steep decline in economic activity due to the pandemic, overall sales tax receipts instead rose 6% from FY19-20. This includes combined sales tax from the state Local Transportation Fund (LTF) and Santa Barbara County’s Measure A, with the latter local source growing 8% for the year. While sales tax revenue did decrease considerably in the early stages of the pandemic in late FY19-20, it quickly turned around with an upturn in economic activity for consumer staples, building and construction, and automobile purchases.

Federal Assistance–This section is limited to MTD’s annual federal subsidies and does not address special relief funding. MTD was allocated \$5.8 million in FTA Section 5307 operating assistance for FY20-21, which matched that of the prior year. As there was no surface transportation reauthorization bill after the Fixing America’s Surface Transportation (FAST) Act that ended in FY19-20, a continuing appropriations bill in 2020 provided a one-year extension at the same funding levels. (FY19-20 formula funds of \$6.2 million exceeded that year’s \$5.8 million appropriation because it included carryover §5307 funds from the previous fiscal year.)

Other State/Local Subsidies–Other subsidies are for the most part funding received for the provision of specific transit services. UCSB provides the majority of the subsidies for the Line 28 serving the UCSB community and the expanded express service on the interconnected Lines 12 and 24. Additionally, SBCAG covers the cost of operating the “first-last mile” service serving the Amtrak commuter train. Because of the lack of service demand and bus operators, only the expanded UCSB express service operated in FY20-21 limiting total service subsidies to less than \$400,000. While removed from the budget, originally slated for the year was the introduction of non-fixed route microtransit service to be funded by the state’s Low Carbon Transit Operations Program (LCTOP). This service was deferred because of delays in the production of the microtransit vans although given the de facto service limits, it would almost certainly have been suspended as well.

Property Tax Revenue–With the continued escalation in real property values, District property tax revenue of \$1.5 million reflected 5% growth from the previous fiscal year. To date, this source of revenue has remained impervious to the ill effects of the coronavirus on the local economy.

Other Income–As anticipated, advertising income was down significantly in FY20-21 owing to reduced private sector expenditures. The 28% descent was not as extreme as expected at the year’s outset but was nonetheless another divergence from the District’s revenue stream. The sharp drop in interest rates continued throughout the fiscal year toppling interest income from the previous year. The rate of return on the state Local Agency Investment Fund (LAIF), where cash reserves are held, fell to 0.25% from a high of 2.45% in FY19-20. Including interest from working capital and a CD, such revenue was a quarter of the \$222,000 earned in the prior year.

Operating Expenses

Total operating expenses of \$24.9 million were 5% under budget in FY20-21 while down 9% from the prior year. With respect to the budget, this is mainly reflective of reduced driver overtime and workers’ compensation costs in addition to the lack of an expected reimbursement to Easy Lift for paratransit pandemic-related losses. The reduced service and employment levels along with the lower workers’ compensation outlays account for the majority of the \$2.4 million expenditure decline from FY19-20. Further details on these and other notable expense aberrations are reviewed below.

Service Level–With many route services remaining suspended throughout FY20-21 and the shortage of bus operators, the service level was limited to 173,000 revenue hours. This compares to 209,000 hours in the previous year and is responsible for a \$1.9 million decline in the direct costs of transit service including those for driver wages and benefits, fuel, lubricants, tire leasing, and other variable costs.

Employment Level–MTD experienced a significant loss of drivers in FY20-21 through attrition and retirements exacerbated by the inability to hire new operators due to the DMV’s suspension of Class B license testing. With the cost of many driver fringe benefits based on the employment level (e.g., pension and health costs), this further brought down operating expenses. Similar challenges continued in filling vacant mechanic positions. For most of the year, the approved employment level was down 25%. Increased overtime made up for a part of the shortage and the lower service level also eased the workload. This likewise provided the opportunity to catch up on non-safety related deferred maintenance and the performance of more in-house capital maintenance (e.g., engine overhauls), reducing costs and providing training opportunities for less experienced personnel.

Operating Expense Detail
FY 2020-21 Financial Results
(\$ thousands)

	FY 20-21	FY 20-21	Variance		FY 19-20	Variance	
	Actual	Budget	Amt	%	Actual	Amt	%
<i><u>Route Operations</u></i>							
Drivers	\$10,450	\$10,662	(\$212)	-2%	\$11,733	(\$1,283)	-11%
Dispatch & Supervision	735	681	54	8%	746	(11)	-1%
Hiring & Training	296	376	(80)	-21%	348	(52)	-15%
Risk & Safety	2,298	2,653	(355)	-13%	2,877	(579)	-20%
Transportation Subsidies	1,002	1,368	(366)	-27%	972	30	3%
	<u>\$14,780</u>	<u>\$15,740</u>	<u>(\$960)</u>	-6%	<u>\$16,676</u>	<u>(\$1,896)</u>	-11%
<i><u>Vehicle Maintenance</u></i>							
Mechanics	\$1,103	\$1,119	(\$16)	-1%	\$1,212	(\$109)	-9%
Cleaners & Fuelers	759	775	(17)	-2%	802	(43)	-5%
Supervision	753	740	13	2%	790	(36)	-5%
Vehicle Consumables	1,567	1,580	(12)	-1%	2,107	(540)	-26%
Bus Parts & Supplies	740	700	40	6%	856	(116)	-14%
Vendor Services	83	55	28	51%	10	73	695%
Risk & Safety	72	134	(61)	-46%	(16)	89	538%
	<u>\$5,078</u>	<u>\$5,103</u>	<u>(\$25)</u>	0%	<u>\$5,761</u>	<u>(\$683)</u>	-12%
<i><u>Passenger Accommodations</u></i>							
Passenger Facilities	\$634	\$645	(\$12)	-2%	\$532	\$102	19%
Transit Development	379	489	(110)	-23%	342	37	11%
Marketing & Community Rela	193	211	(18)	-8%	279	(86)	-31%
Fare Revenue Collection	284	295	(11)	-4%	349	(65)	-19%
	<u>\$1,489</u>	<u>\$1,640</u>	<u>(\$151)</u>	-9%	<u>\$1,501</u>	<u>(\$12)</u>	-1%
<i><u>General Overhead</u></i>							
Finance	\$541	\$535	\$6	1%	\$526	\$15	3%
Personnel	191	225	(34)	-15%	189	2	1%
Utilities & Communication	267	265	3	1%	251	16	6%
Operating Facilities	390	425	(35)	-8%	408	(18)	-4%
District Administration	2,152	2,170	(18)	-1%	1,998	154	8%
	<u>\$3,541</u>	<u>\$3,619</u>	<u>(\$78)</u>	-2%	<u>\$3,373</u>	<u>\$168</u>	5%
Total Operating Expenses	<u>\$24,888</u>	<u>\$26,103</u>	<u>(\$1,214)</u>	-5%	<u>\$27,311</u>	<u>(\$2,422)</u>	-9%

Risk & Safety—There was a substantial reduction in workers' compensation outlays and claim reserves relative to both the budget and FY19-20. While perhaps affected by the lower employment level, the expense was 26% (\$340,000) under budget and 35% (\$519,000) less than the previous fiscal year. The predominant factors were low claim reserves for the current year and a downward adjustment in reserves for incidents prior to FY20-21. Liability claim costs were also less than estimated and the year earlier.

Other Expenses—Some additional notable expenditures and variations from expectations include the following:

- The budget included a placeholder of \$366,000 for support of Easy Lift for potential increased outlays and lost revenue resulting from pandemic. (The additional cost was to be funded by the CARES Act.) Easy Lift was able to mitigate the effects through the paring of service and the ability to continue collecting fares.
- While the lower service level was partially responsible for the 27% decrease in Bus Fuel costs, the larger factor was a new renewable diesel contract that went into effect midway through the year. At \$1.65 per gallon, the contract price was markedly lower than the \$2.24 paid during the first five months of FY20-21.
- For tracking purposes, General Overhead includes costs incurred directly in response to Covid-19. A large portion of the \$324,000 in such outlays was for the daily disinfection of buses, facilities, and service vehicles.

The purchase of personal protective equipment accounted for most of the remaining outlays. Otherwise administrative service expenditures were down substantially due to reduced onsite staff, lower general counsel and other professional service fees, and the virtual elimination of travel for conferences and training.

- The Transit Development budget for FY20-21 included \$113,000 in professional services for the preparation of the Short Range Transit Plan (SRTP). With planning resources dedicated to developing multiple service scenarios in response to the pandemic, the SRTP was deferred to FY21-22.

Capital Budget

Projects—The District’s capital outlays for fixed assets was limited to \$2.6 million for the year, well below the approved budget. Prominent budgeted items included the four New Flyer electric buses, three microtransit vans, the fleet renewal campaign, recommissioning of the Overpass facility, and expanded EV charging facilities. While all of these projects began in FY20-21, deliverables and construction will occur in the ensuing fiscal year when most of the \$10 million budget allocation for these projects will be expended.

**Capital Projects Summary
FY 2021-22
(\$ thousands)**

Project Category	FY 20-21	FY 20-21	Variance	
	Actual	Budget	Amt	%
Bus Acquisitions	\$526	\$5,989	(\$5,463)	-91%
Bus Improvements	889	2,575	(1,686)	-65%
Operating Facilities	215	3,135	(2,920)	-93%
Passenger Facilities	699	985	(286)	-29%
ITS Projects	26	125	(99)	-79%
Information Systems	121	150	(29)	-19%
Other Equipment	130	189	(59)	-31%
Total Capital Projects	\$2,607	\$13,148	(\$10,541)	-80%

Property, plant and equipment acquisitions and improvements during FY20-21 included completion of the Transit Center renovation, and final acceptance and payment for the eight BYD 30’ electric buses. Also notable were actions to reduce the risk of driver and passenger exposure to Covid-19 with the installation of driver protective barriers and heating/air conditioning antiviral filtration kits into the fleet.

Capital Funding—Key capital revenue sources used in FY20-21 included Measure A, State Transit Assistance, and federal funding. The local sales tax support from Measure A was just over one million dollars; STA funds from diesel fuel sales tax and vehicle license fees contributed \$864,000; and federal support was from CARES Act funding of some \$700,000, which was allocated to the fleet virus mitigation measures.

Route Operations Detail FY 2020-21 Financial Results

	FY 2020-21	FY 2020-21	Variance		FY 2019-20	Variance	
	Actual	Budget	Amount	%	Actual	Amount	%
DRIVERS							
Scheduled	\$5,900,904	\$5,839,999	\$60,905	1%	6,755,825	(\$854,921)	-13%
Scheduled Overtime	303,010	381,421	(78,411)	-21%	510,729	(207,719)	-41%
Unscheduled Pay	111,983	161,711	(49,728)	-31%	256,135	(144,152)	-56%
Driver Lite Duty	0	4,152	(4,152)	-100%	0	0	n/a
FICA	547,508	559,803	(12,295)	-2%	637,596	(90,088)	-14%
Pension	830,387	877,239	(46,852)	-5%	868,363	(37,976)	-4%
Health	1,839,448	1,865,123	(25,675)	-1%	1,793,521	45,927	3%
Sick Pay	170,119	173,686	(3,567)	-2%	125,652	44,467	35%
Vacation Pay	463,862	523,515	(59,653)	-11%	459,253	4,609	1%
Holiday Pay	225,981	205,520	20,461	10%	235,258	(9,277)	-4%
Other Pay	26,777	27,679	(902)	-3%	51,647	(24,870)	-48%
Unemployment Insurance	19,274	27,108	(7,834)	-29%	22,182	(2,908)	-13%
Uniforms	10,729	15,500	(4,771)	-31%	17,081	(6,352)	-37%
<i>Drivers Subtotal</i>	<i>\$10,449,982</i>	<i>\$10,662,456</i>	<i>(\$212,474)</i>	<i>-2%</i>	<i>\$11,733,242</i>	<i>(\$1,283,260)</i>	<i>-11%</i>
DISPATCH & SUPERVISION							
Supervisors	\$255,356	\$235,660	\$19,696	8%	\$299,363	(\$44,007)	-15%
Staff	197,537	184,621	12,916	7%	188,807	8,730	5%
FICA	38,137	38,090	47	0%	40,216	(2,079)	-5%
Pension	45,633	35,295	10,338	29%	47,036	(1,403)	-3%
Health	96,551	108,568	(12,017)	-11%	98,702	(2,151)	-2%
Sick Pay	39,371	12,050	27,321	227%	7,418	31,953	431%
Vacation Pay	40,223	38,493	1,730	4%	35,878	4,345	12%
Holiday Pay	15,744	13,245	2,499	19%	17,054	(1,310)	-8%
Other Pay	5,613	13,842	(8,229)	-59%	10,575	(4,962)	-47%
Unemployment Insurance	680	954	(274)	-29%	856	(176)	-21%
<i>Dispatch & Supe. Subtotal</i>	<i>\$734,845</i>	<i>\$680,818</i>	<i>\$54,027</i>	<i>8%</i>	<i>\$745,905</i>	<i>(\$11,060)</i>	<i>-1%</i>
HIRING & TRAINING							
Staff	\$39,224	39,245	(\$21)	0%	\$38,691	\$533	1%
Student Drivers	115,441	155,930	(40,489)	-26%	137,552	(22,111)	-16%
Existing Drivers/Supers	29,661	66,853	(37,192)	-56%	43,400	(13,739)	-32%
FICA	11,288	21,117	(9,829)	-47%	12,589	(1,301)	-10%
Pension	11,605	11,476	129	1%	12,348	(743)	-6%
Health	32,085	30,470	1,615	5%	33,051	(966)	-3%
Sick Pay	3,133	2,053	1,080	53%	2,120	1,013	48%
Vacation Pay	5,096	7,737	(2,641)	-34%	5,842	(746)	-13%
Holiday Pay	3,983	3,479	504	14%	4,162	(179)	-4%
Other Pay	1,941	747	1,194	160%	1,614	327	20%
Unemployment Insurance	245	88	157	178%	285	(40)	-14%
Medical Exams & License Fees	28,624	22,000	6,624	30%	31,919	(3,295)	-10%
Employment Advertising	11,010	10,000	1,010	10%	19,803	(8,793)	-44%
Training, Travel & Meetings	2,604	5,000	(2,396)	-48%	4,742	(2,138)	-45%
<i>Hiring & Training Subtotal</i>	<i>\$295,940</i>	<i>\$376,195</i>	<i>(\$80,255)</i>	<i>-21%</i>	<i>\$348,118</i>	<i>(\$52,178)</i>	<i>-15%</i>

Route Operations Detail FY 2020-21 Financial Results

	FY 2020-21	FY 2020-21	Variance		FY 2019-20	Variance	
	Actual	Budget	Amount	%	Actual	Amount	%
<i>RISK & SAFETY</i>							
<u>Wages & Benefits</u>							
Staff	\$164,652	\$159,079	\$5,573	4%	\$133,245	\$31,407	24%
Supervisors	313,295	310,732	2,563	1%	320,684	(7,389)	-2%
Driver Accident Pay	881	1,938	(1,057)	-55%	1,628	(747)	-46%
FICA	40,964	41,350	(386)	-1%	38,207	2,757	7%
Pension	45,528	48,544	(3,016)	-6%	38,173	7,355	19%
Health	114,401	123,372	(8,971)	-7%	94,569	19,832	21%
Sick Pay	7,250	15,485	(8,235)	-53%	7,605	(355)	-5%
Vacation Pay	27,563	33,232	(5,669)	-17%	29,918	(2,355)	-8%
Holiday Pay	15,432	15,584	(152)	-1%	14,495	937	6%
Other Pay	7,352	4,472	2,880	64%	7,155	197	3%
Unemployment Insurance	703	1,087	(384)	-35%	1,040	(337)	-32%
Wages & Benefits Subtotal	\$738,021	\$754,875	(\$16,854)	-2%	\$686,719	\$51,302	7%
<u>Public Liability</u>							
Professional Services	\$106,461	\$164,823	(\$58,362)	-35%	\$105,021	\$1,440	1%
Insurance	447,659	416,574	31,085	7%	323,696	123,963	38%
Current Year Incident Payouts	2,446	50,000	(47,554)	-95%	21,143	(18,697)	-88%
Current Year Incident Reserve	124,111	100,000	24,111	24%	250,000	(125,889)	-50%
Prior Years Incident Payouts	240,879	25,000	215,879	864%	8,436	232,443	2755%
Change in Prior Years Reserves	(250,000)	(25,000)	(225,000)	900%	(14,000)	(236,000)	1686%
Public Liability Subtotal	\$671,556	\$731,397	(\$59,841)	-8%	\$694,296	(\$22,740)	-3%
<u>Workers' Compensation</u>							
Professional Services	\$282,171	\$303,040	(\$20,869)	-7%	\$337,747	(\$55,576)	-16%
Insurance	166,187	143,917	22,270	15%	114,619	51,568	45%
Current Year Incident Payouts	20,761	50,000	(29,239)	-58%	100,439	(79,678)	-79%
Current Year Incident Reserves	38,982	250,000	(211,018)	-84%	608,239	(569,257)	-94%
Prior Years Incident Payouts	464,141	400,000	64,141	16%	593,158	(129,017)	-22%
Change in Prior Years Reserves	(99,716)	0	(99,716)	n/a	(275,759)	176,043	-64%
Miscellaneous Risk & Safety	15,796	20,000	(4,204)	-21%	17,439	(1,643)	-9%
Workers' Comp Subtotal	\$888,322	\$1,166,957	(\$278,635)	-24%	\$1,495,882	(\$607,560)	-41%
<i>Risk & Safety Subtotal</i>	<u>\$2,297,899</u>	<u>\$2,653,229</u>	<u>(\$355,330)</u>	-13%	<u>\$2,876,897</u>	<u>(\$578,998)</u>	-20%
<i>TRANSPORTATION SUBSIDIES</i>							
ADA Paratransit Service	\$1,001,560	\$1,001,560	\$0	0%	\$971,634	\$29,926	3%
Pandemic-Related Loss Relief	0	366,000	(366,000)	-100%	0	0	n/a
Transportation Subsidies Sbtl	\$1,001,560	\$1,367,560	(\$366,000)	-27%	\$971,634	\$29,926	3%
<i>Total Route Operations</i>	<u>\$14,780,226</u>	<u>\$15,740,258</u>	<u>(\$960,032)</u>	-6%	<u>\$16,675,796</u>	<u>(\$1,895,570)</u>	-11%

Vehicle Maintenance Detail FY 2020-21 Financial Results

	FY 2020-21	FY 2020-21	<u>Variance</u>		FY 2019-20	<u>Variance</u>	
	Actual	Budget	Amount	%	Actual	Amount	%
MECHANICS							
Mechanics	\$613,109	\$652,443	(\$39,334)	-6%	\$711,828	(\$98,719)	-14%
Less Mechanic Capital Labor	(31,026)	(31,165)	139	0%	(38,112)	7,086	-19%
Mechanics-OT	89,381	57,788	31,593	55%	55,866	33,515	60%
FICA	60,726	61,059	(333)	-1%	67,499	(6,773)	-10%
Pension	72,027	80,765	(8,738)	-11%	87,018	(14,991)	-17%
Health	173,313	178,431	(5,118)	-3%	186,702	(13,389)	-7%
Sick Pay	22,669	13,713	8,956	65%	20,742	1,927	9%
Vacation Pay	45,634	50,420	(4,786)	-9%	52,863	(7,229)	-14%
Holiday Pay	25,355	22,426	2,929	13%	29,730	(4,375)	-15%
Other Paid Leave	2,047	1,371	676	49%	5,399	(3,352)	-62%
Unemployment Insurance	1,789	1,925	(136)	-7%	2,424	(635)	-26%
Uniforms	16,330	18,000	(1,670)	-9%	19,360	(3,030)	-16%
Tool Allowance	12,100	12,100	0	0%	11,000	1,100	10%
<i>Mechanics Subtotal</i>	<u>\$1,103,454</u>	<u>\$1,119,276</u>	<u>(\$15,822)</u>	<u>-1%</u>	<u>\$1,212,319</u>	<u>(\$108,865)</u>	<u>-9%</u>
CLEANERS & FUELERS							
Service Workers	407,006	\$430,371	(\$23,365)	-5%	\$421,396	(\$14,390)	-3%
FICA	34,961	38,460	(3,499)	-9%	37,174	(2,213)	-6%
Pension	57,904	64,810	(6,906)	-11%	64,564	(6,660)	-10%
Health	179,302	158,155	21,147	13%	191,803	(12,501)	-7%
Sick Pay	14,179	12,915	1,264	10%	17,301	(3,122)	-18%
Vacation Pay	35,739	40,200	(4,461)	-11%	36,823	(1,084)	-3%
Holiday Pay	14,769	17,034	(2,265)	-13%	17,160	(2,391)	-14%
Other Paid Leave	134	2,229	(2,095)	-94%	1,944	(1,810)	-93%
Unemployment Insurance	1,444	1,778	(334)	-19%	1,698	(254)	-15%
Uniforms	8,446	6,240	2,206	35%	9,774	(1,328)	-14%
Medical Exams & License Fees	4,672	3,000	1,672	56%	2,233	2,439	109%
<i>Cleaners & Fuelers Subtotal</i>	<u>\$758,556</u>	<u>\$775,192</u>	<u>(\$16,636)</u>	<u>-2%</u>	<u>\$801,870</u>	<u>(\$43,314)</u>	<u>-5%</u>
SUPERVISION							
Staff	\$457,380	\$451,142	\$6,238	1%	\$474,646	(\$17,266)	-4%
FICA	41,408	39,403	2,005	5%	42,649	(1,241)	-3%
Pension	54,022	51,147	2,875	6%	55,813	(1,791)	-3%
Health	124,084	123,411	673	1%	125,482	(1,398)	-1%
Sick Pay	16,315	12,949	3,366	26%	10,850	5,465	50%
Vacation Pay	31,807	31,297	510	2%	37,485	(5,678)	-15%
Holiday Pay	19,982	15,539	4,443	29%	18,101	1,881	10%
Other Paid Leave	5,706	4,144	1,562	38%	9,654	(3,948)	-41%
Unemployment Insurance	985	1,057	(72)	-7%	1,068	(83)	-8%
Training, Travel & Meetings	1,401	10,000	(8,599)	-86%	13,752	(12,351)	-90%
<i>Supervision Subtotal</i>	<u>\$753,090</u>	<u>\$740,089</u>	<u>\$13,001</u>	<u>2%</u>	<u>\$789,500</u>	<u>(\$36,410)</u>	<u>-5%</u>

Vehicle Maintenance Detail FY 2020-21 Financial Results

	FY 2020-21		Variance		FY 2019-20		Variance	
	Actual	Budget	Amount	%	Actual	Amount	%	
VEHICLE CONSUMABLES								
Bus Fuel	\$1,237,734	\$1,242,565	(\$4,831)	0%	\$1,703,118	(\$465,384)	-27%	
Oil & Lubricants	155,077	128,779	26,298	20%	178,135	(23,058)	-13%	
Electric Vehicle Power	32,035	60,000	(27,965)	-47%	52,416	(20,381)	-39%	
Tire Lease	129,519	139,098	(9,579)	-7%	163,387	(33,868)	-21%	
Tire Mounting	12,953	9,120	3,833	42%	10,310	2,643	26%	
<i>Vehicle Consumables Subtotal</i>	<u>\$1,567,318</u>	<u>\$1,579,562</u>	<u>(\$12,244)</u>	-1%	<u>\$2,107,366</u>	<u>(\$540,048)</u>	-26%	
VEHICLE PARTS & SUPPLIES								
Bus Parts Issued	642,061	\$587,100	\$54,961	9%	\$612,160	\$29,901	5%	
Obsolete Parts Write Down	0	0	0	n/a	129,734	(129,734)	-100%	
Shop Supplies	81,770	77,250	4,520	6%	87,933	(6,163)	-7%	
Bus Servicing Supplies	4,977	15,450	(10,473)	-68%	4,234	743	18%	
Hazmat Disposal & Compliance	11,410	20,600	(9,190)	-45%	21,887	(10,477)	-48%	
<i>Veh. Parts & Supplies Subtotal</i>	<u>\$740,218</u>	<u>\$700,400</u>	<u>\$39,818</u>	6%	<u>\$855,948</u>	<u>(\$115,730)</u>	-14%	
VENDOR BUS REPAIRS								
Vandalism Repairs	\$1,471	\$5,000	(\$3,529)	-71%	\$3,597	(\$2,126)	-59%	
Accident Damage Repairs	15,218	5,000	10,218	204%	227	14,991	6604%	
Accident Claim Collections	(1,649)	(15,000)	13,351	-89%	(31,271)	29,622	-95%	
Other Vendor Repairs	67,896	60,000	7,896	13%	37,875	30,021	79%	
<i>Vendor Bus Repairs Subtotal</i>	<u>\$82,936</u>	<u>\$55,000</u>	<u>\$27,936</u>	51%	<u>\$10,428</u>	<u>\$72,508</u>	695%	
RISK & SAFETY								
Workers' Comp Services	\$16,469	\$15,949	\$520	3%	\$8,971	\$7,498	84%	
Workers' Comp Insurance	8,747	7,575	1,172	15%	6,115	2,632	43%	
Current Year Incident Payouts	0	10,000	(10,000)	-100%	1,446	(1,446)	-100%	
Current Year Incident Reserve	0	25,000	(25,000)	-100%	0	0	n/a	
Prior Years Incident Payouts	17,133	50,000	(32,867)	-66%	9,203	7,930	86%	
Change in Prior Years Reserves	29,904	25,000	4,904	20%	(42,213)	72,117	171%	
<i>Risk & Safety Subtotal</i>	<u>\$72,253</u>	<u>\$133,524</u>	<u>(\$61,271)</u>	-46%	<u>(\$16,478)</u>	<u>\$88,731</u>	538%	
Total Vehicle Maintenance	<u><u>\$5,077,825</u></u>	<u><u>\$5,103,043</u></u>	<u><u>(\$25,218)</u></u>	0%	<u><u>\$5,760,953</u></u>	<u><u>(\$683,128)</u></u>	-12%	

Passenger Accommodations Detail FY 2020-21 Financial Results

	FY 2020-21	FY 2020-21	<u>Variance</u>		FY 2019-20	<u>Variance</u>	
	Actual	Budget	Amount	%	Actual	Amount	%
PASSENGER FACILITIES							
<u>Wages & Benefits</u>							
Supervisors	\$163,201	\$160,249	\$2,952	2%	171,013	(\$7,812)	-5%
TC Advisors	105,145	114,599	(9,454)	-8%	91,579	13,566	15%
Bus Stop Maintenance	46,789	41,532	5,257	13%	34,857	11,932	34%
FICA	27,394	26,939	455	2%	26,483	911	3%
Pension	20,128	27,470	(7,342)	-27%	19,815	313	2%
Health	110,773	115,769	(4,996)	-4%	99,657	11,116	11%
Sick Pay	9,959	4,708	5,251	112%	19,490	(9,531)	-49%
Vacation Pay	20,934	16,484	4,450	27%	17,950	2,984	17%
Holiday Pay	10,684	12,394	(1,710)	-14%	9,621	1,063	11%
Other Paid Leave	3,570	2,174	1,396	64%	3,578	(8)	0%
Unemployment Insurance	1,024	1,286	(262)	-20%	1,479	(455)	-31%
Wages & Benefits Subtotal	\$519,601	\$523,604	(\$4,003)	-1%	\$495,522	\$24,079	5%
<u>Buildings & Grounds</u>							
TC Contract Maintenance	\$87,524	\$98,200	(\$10,676)	-11%	\$27,557	\$59,967	218%
TC Repairs/Supplies	8,357	5,000	3,357	67%	5,394	2,963	55%
Bus Stop Repairs/Supplies	5,312	5,000	312	6%	1,833	3,479	190%
TC Property Insurance	12,979	13,534	(555)	-4%	1,313	11,666	888%
Buildings & Grounds Subtotal	\$114,172	\$121,734	(\$7,562)	-6%	\$36,097	\$78,075	216%
Passenger Facilities Subtotal	\$633,773	\$645,338	(\$11,565)	-2%	\$531,619	\$102,154	19%
TRANSIT DEVELOPMENT							
Staff	\$222,445	\$226,187	(\$3,742)	-2%	\$201,656	\$20,789	10%
FICA	19,861	19,570	291	1%	17,776	2,085	12%
Pension	25,269	25,582	(313)	-1%	23,452	1,817	8%
Health	70,564	66,528	4,036	6%	63,128	7,436	12%
Sick Pay	2,808	3,179	(371)	-12%	6,913	(4,105)	-59%
Vacation Pay	15,955	15,260	695	5%	15,867	88	1%
Holiday Pay	9,481	8,609	872	10%	7,923	1,558	20%
Other Paid Leave	11,924	2,583	9,341	362%	4,447	7,477	168%
Unemployment Insurance	515	613	(98)	-16%	483	32	7%
Training, Travel & Meetings	190	3,000	(2,810)	-94%	0	190	n/a
Planning Services & Supplies	0	118,000	(118,000)	-100%	415	(415)	-100%
Transit Development Subtotal	\$379,012	\$489,111	(\$110,099)	-23%	\$342,060	\$36,952	11%
MARKETING & COMMUNITY RELATIONS							
<u>Wages & Benefits</u>							
Staff	\$84,847	\$68,609	\$16,238	24%	\$97,902	(\$13,055)	-13%
FICA	7,339	6,306	1,033	16%	8,104	(765)	-9%
Pension	9,884	8,243	1,641	20%	10,548	(664)	-6%
Health	23,239	21,981	1,258	6%	20,238	3,001	15%
Sick Pay	2,234	4,952	(2,718)	-55%	1,790	444	25%
Vacation Pay	4,172	5,975	(1,803)	-30%	5,012	(840)	-17%
Holiday Pay	2,566	3,128	(562)	-18%	3,954	(1,388)	-35%
Other Paid Leave	2,617	2,082	535	26%	1,156	1,461	126%
Unemployment Insurance	447	351	96	27%	361	86	24%
Wages & Benefits Subtotal	\$137,345	\$121,627	\$15,718	13%	\$149,065	(\$11,720)	-8%

Passenger Accommodations Detail FY 2020-21 Financial Results

	FY 2020-21	FY 2020-21	Variance		FY 2019-20	Variance	
	Actual	Budget	Amount	%	Actual	Amount	%
<i>MARKETING & COMMUNITY RELATIONS (cont'd)</i>							
<u>Outside Services</u>							
Media Ad Placement	\$600	\$5,000	(4,400)	-88%	\$11,949	(11,349)	-95%
Brochures & Publications	531	5,000	(4,469)	-89%	383	148	39%
Market Research	414	2,500	(2,086)	-83%	558	(144)	-26%
Promotional Giveaways	0	5,000	(5,000)	-100%	5,242	(5,242)	-100%
Bus/Shuttle Decorations	0	1,500	(1,500)	-100%	205	(205)	-100%
Other Promotions	19,079	25,000	(5,921)	-24%	65,830	(46,751)	-71%
Route Schedules & Information	34,681	42,000	(7,319)	-17%	39,113	(4,432)	-11%
Training, Travel & Meetings	91	3,000	(2,909)	-97%	6,314	(6,223)	-99%
Outside Services Subtotal	\$55,396	\$89,000	(\$33,604)	-38%	\$129,594	(\$74,198)	-57%
<i>Marketing & Comm. Relations</i>	<i>\$192,741</i>	<i>\$210,627</i>	<i>(\$17,886)</i>	<i>-8%</i>	<i>\$278,659</i>	<i>(\$85,918)</i>	<i>-31%</i>
<i>FARE REVENUE COLLECTION</i>							
<u>Wages & Benefits</u>							
Staff	\$120,644	\$121,132	(\$488)	0%	\$125,846	(\$5,202)	-4%
FICA	11,211	11,209	2	0%	10,876	335	3%
Pension	14,768	14,652	116	1%	14,349	419	3%
Health	58,943	58,446	497	1%	56,415	2,528	4%
Sick Pay	5,919	5,328	591	11%	1,585	4,334	273%
Vacation Pay	14,676	12,071	2,605	22%	8,987	5,689	63%
Holiday Pay	5,315	5,328	(13)	0%	5,161	154	3%
Other Paid Leave	1,886	2,664	(778)	-29%	2,405	(519)	-22%
Unemployment Insurance	294	350	(56)	-16%	322	(28)	-9%
Wages & Benefits Subtotal	\$233,656	\$231,180	\$2,476	1%	\$225,946	\$7,710	3%
<u>Outside Services</u>							
Bank Processing Fees	\$39,616	\$43,800	(\$4,184)	-10%	\$65,191	(\$25,575)	-39%
Farebox Parts & Repairs	10,525	15,000	(4,475)	-30%	25,869	(15,344)	-59%
Tickets, Tokens & Transfers	0	5,000	(5,000)	-100%	31,562	(31,562)	-100%
Outside Services Subtotal	\$50,141	\$63,800	(\$13,659)	-21%	\$122,622	(\$72,481)	-59%
<i>Fare Revenue Collection Sbtl</i>	<i>\$283,797</i>	<i>\$294,980</i>	<i>(\$11,183)</i>	<i>-4%</i>	<i>\$348,568</i>	<i>(\$64,771)</i>	<i>-19%</i>
<i>Total Pssnger Accommodations</i>	<i>\$1,489,323</i>	<i>\$1,640,056</i>	<i>(\$150,733)</i>	<i>-9%</i>	<i>\$1,500,906</i>	<i>(\$11,583)</i>	<i>-1%</i>

General Overhead Detail FY 2020-21 Financial Results

	FY 2020-21	FY 2020-21	Variance		FY 2019-20	Variance	
	Actual	Budget	Amount	%	Actual	Amount	%
FINANCE							
Staff	\$300,419	\$297,602	\$2,817	1%	\$286,573	\$13,846	5%
FICA	25,851	25,606	245	1%	25,550	301	1%
Pension	34,885	33,472	1,413	4%	32,730	2,155	7%
Health	93,100	93,501	(401)	0%	73,680	19,420	26%
Sick Pay	1,166	4,275	(3,109)	-73%	3,619	(2,453)	-68%
Vacation Pay	21,896	21,444	452	2%	21,611	285	1%
Holiday Pay	12,665	7,931	4,734	60%	12,667	(2)	0%
Other Paid Leave	5,922	3,470	2,452	71%	3,154	2,768	88%
Unemployment Insurance	572	613	(41)	-7%	587	(15)	-3%
Financial Audit Services	44,540	47,200	(2,660)	-6%	65,990	(21,450)	-33%
<i>Finance Subtotal</i>	<u>\$541,016</u>	<u>\$535,114</u>	<u>\$5,902</u>	<u>1%</u>	<u>\$526,161</u>	<u>\$14,855</u>	<u>3%</u>
PERSONNEL							
Staff	\$126,659	\$138,521	(\$11,862)	-9%	\$115,722	\$10,937	9%
FICA	10,764	12,023	(1,259)	-10%	9,780	984	10%
Pension	11,077	9,669	1,408	15%	12,924	(1,847)	-14%
Health	25,841	45,455	(19,614)	-43%	35,274	(9,433)	-27%
Sick Pay	519	1,545	(1,026)	-66%	1,331	(812)	-61%
Vacation Pay	8,220	6,555	1,665	25%	6,859	1,361	20%
Holiday Pay	4,829	7,025	(2,196)	-31%	4,833	(4)	0%
Other Paid Leave	2,487	3,512	(1,025)	-29%	2,054	433	21%
Unemployment Insurance	336	438	(102)	-23%	242	94	39%
<i>Personnel Subtotal</i>	<u>\$190,732</u>	<u>\$224,743</u>	<u>(\$34,011)</u>	<u>-15%</u>	<u>\$189,019</u>	<u>\$1,713</u>	<u>1%</u>
UTILITIES							
Phone & Data Communications	\$98,362	\$89,600	\$8,762	10%	\$92,541	\$5,821	6%
Power, Water & Refuse	149,844	160,000	(10,156)	-6%	149,984	(140)	0%
Two-Way Radios	19,001	15,000	4,001	27%	8,909	10,092	113%
<i>Utilities Subtotal</i>	<u>\$267,207</u>	<u>\$264,600</u>	<u>\$2,607</u>	<u>1%</u>	<u>\$251,434</u>	<u>\$15,773</u>	<u>6%</u>
OPERATING FACILITIES							
<u>Wages & Benefits</u>							
Staff	\$63,619	\$61,512	\$2,107	3%	\$59,474	\$4,145	7%
FICA	5,489	5,312	177	3%	5,337	152	3%
Pension	7,238	6,943	295	4%	7,037	201	3%
Health	10,224	10,952	(728)	-7%	10,539	(315)	-3%
Sick Pay	811	979	(168)	-17%	813	(2)	0%
Vacation Pay	5,260	4,006	1,254	31%	5,537	(277)	-5%
Holiday Pay	2,664	2,671	(7)	0%	2,593	71	3%
Other Paid Leave	540	267	273	102%	2,078	(1,538)	-74%
Unemployment Insurance	147	175	(28)	-16%	161	(14)	-9%
<i>Wages & Benefits Subtotal</i>	<u>\$95,992</u>	<u>\$92,817</u>	<u>\$3,175</u>	<u>3%</u>	<u>\$93,569</u>	<u>\$2,423</u>	<u>3%</u>

General Overhead Detail FY 2020-21 Financial Results

	FY 2020-21		Variance		FY 2019-20		Variance	
	Actual	Budget	Amount	%	Actual	Amount	Amount	%
<i>OPERATING FACILITIES (cont'd)</i>								
<u>Service Vehicles</u>								
Parts & Repairs	\$23,295	\$15,000	\$8,295	55%	\$21,913	\$1,382	6%	
Fuel	38,238	40,000	(1,762)	-4%	58,878	(20,640)	-35%	
Service Vehicles Subtotal	\$61,533	\$55,000	\$6,533	12%	\$80,791	(\$19,258)	-24%	
<u>Buildings & Grounds</u>								
Contract Maintenance	\$95,937	\$107,680	(\$11,743)	-11%	\$105,944	(\$10,007)	-9%	
Overpass Site Maintenance	9,567	10,000	(433)	-4%	4,600	4,967	108%	
B&G Repairs/Supplies	72,576	100,000	(27,424)	-27%	72,609	(33)	0%	
Property Insurance	54,418	59,420	(5,002)	-8%	50,412	4,006	8%	
Buildings & Grounds Subtotal	\$232,498	\$277,100	(\$44,602)	-16%	\$233,565	(\$1,067)	0%	
Operating Facilities Subtotal	\$390,023	\$424,917	(\$34,894)	-8%	\$407,925	(\$17,902)	-4%	
<i>DISTRICT ADMINISTRATION</i>								
<u>Wages & Benefits</u>								
Staff	\$668,997	\$651,679	\$17,318	3%	\$601,858	\$67,139	11%	
FICA	55,751	58,883	(3,132)	-5%	51,840	3,911	8%	
Pension	88,925	91,431	(2,506)	-3%	97,317	(8,392)	-9%	
Health	190,133	181,809	8,324	5%	155,673	34,460	22%	
Sick Pay	37,446	11,296	26,150	231%	16,038	21,408	133%	
Vacation Pay	67,509	73,171	(5,662)	-8%	55,281	12,228	22%	
Holiday Pay	28,563	25,819	2,744	11%	24,360	4,203	17%	
Other Paid Leave	12,229	7,746	4,483	58%	10,046	2,183	22%	
Unemployment Insurance	1,362	1,339	23	2%	1,534	(172)	-11%	
Wages & Benefits Subtotal	\$1,150,915	\$1,103,173	\$47,742	4%	\$1,013,947	\$136,968	14%	
<u>Administrative Services</u>								
Directors Fees	\$7,860	\$10,000	(\$2,140)	-21%	\$8,520	(\$660)	-8%	
Public Officials Insurance	88,477	88,845	(368)	0%	71,544	16,933	24%	
Legal Counsel	41,127	75,000	(33,873)	-45%	75,229	(34,102)	-45%	
Pension Administration	0	3,000	(3,000)	-100%	4,261	(4,261)	-100%	
Office Equipment Maintenance	256,499	215,000	41,499	19%	232,707	23,792	10%	
Miscellaneous Services	72,200	100,000	(27,800)	-28%	264,054	(191,854)	-73%	
Office & Computer Supplies	27,470	35,000	(7,530)	-22%	38,202	(10,732)	-28%	
Dues & Subscriptions	50,926	55,000	(4,074)	-7%	55,232	(4,306)	-8%	
Conferences, Meetings, Training	1,274	5,000	(3,726)	-75%	16,917	(15,643)	-92%	
Employee Relations	23,413	30,000	(6,587)	-22%	29,890	(6,477)	-22%	
Retiree Health Insurance	68,116	70,000	(1,884)	-3%	0	68,116	n/a	
Mandated Fees & Permits	28,447	40,000	(11,553)	-29%	32,661	(4,214)	-13%	
Bus Ad Revenue Program	0	0	0	n/a	7,408	(7,408)	-100%	
Misc. Expenses & Losses	11,090	30,000	(18,910)	-63%	40,510	(29,420)	-73%	
Bad Debts	0	10,000	(10,000)	-100%	0	0	n/a	
Covid-19 Expenses	324,314	300,000	24,314	8%	107,383	216,931	202%	
Admin. Services Subtotal	\$1,001,213	\$1,066,845	(\$65,632)	-6%	\$984,518	\$16,695	2%	
District Admin. Subtotal	\$2,152,128	\$2,170,018	(\$17,890)	-1%	\$1,998,465	\$153,663	8%	
Total General Overhead	\$3,541,106	\$3,619,392	(\$78,286)	-2%	\$3,373,004	\$168,102	5%	