



Special Called Meeting of the DCTA Board of Directors
For the **DCTA BUDGET WORKSHOP**
July 15, 2019 | 11:00 a.m.
1955 Lakeway Drive, #260, Lewisville, Texas 75057 | Administration Board Room

AGENDA

NOTICE IS HEREBY GIVEN that there will be a special called meeting of the DCTA Board of Directors for the DCTA Budget Workshop at the time and location above.

1) ITEMS FOR DISCUSSION

- a. Discussion of Proposed Fiscal Year 2020 Budget
 - i. Long Range Financial Plan
 - ii. Change in Net Position
 - iii. Capital Improvement Plan

2) EXECUTIVE SESSION

- a. As Authorized by Section 551.071(2) of the Texas Government Code, the Meeting may be Convened into Closed Executive Session for the Purpose of Seeking Confidential Legal Advice from the General Counsel on any Agenda Item Listed Herein.
- b. As Authorized by Texas Government Code Section 551.072 Deliberation regarding Real Property: Discuss acquisition, sale or lease of real property related to long-range service plan within the cities of Denton, Lewisville, Highland Village, or the A-train corridor.

3) RECONVENE OPEN SESSION

- a. Reconvene and Take Necessary Action on Items Discussed during Executive Session.

4) ADJOURN

Board Members:

Dianne Costa, Highland Village, *Vice Chair*
Chris Watts, Denton
TJ Gilmore, Lewisville
Sam Burke, Denton County
Randall Chrisman, Denton County

Non-Voting Board Members:

Tom Winterburn, Allen Harris, Carter Wilson,
Connie White, Mark Miller, Ron Trees, Michael Savoie
Staff Liaison – Marisa Perry, CFO

The Denton County Transportation Authority meeting rooms are wheelchair accessible. Requests for sign interpreters or special services must be received forty-eight (48) hours prior to the meeting time by emailing bpedron@dcta.net or calling Brandy Pedron at 972-221-4600.

This notice was posted on 7/11/2019 at 6:47 PM.

Brandy Pedron, Executive Administrator | Open Records



FY 2020 PROPOSED BUDGET

BUDGET WORKSHOP – JULY 15, 2019

TODAY'S AGENDA

FY20 PROPOSED BUDGET

- Long Range Financial Plan Overview
- Change in Net Position
 - Operating Revenue
 - Operating Expenses
 - Non-Operating Revenue/(Expense)
- Capital Improvement Plan
- Discussion/Review Path Forward

LONG RANGE FINANCIAL PLAN OVERVIEW



LONG RANGE FINANCIAL PLAN OVERVIEW

RESERVE FUND POLICIES

- Fund Balance Reserve
 - Equal to 3 months operating expense
- Sales Tax Stabilization Fund
 - Equal to 3% of annual sales tax
- Fuel Stabilization Fund
 - Equal to \$0.50/gallon of budgeted fuel
- Capital Replacement/Infrastructure Maintenance Fund
 - Provides funding for maintenance of capital assets at sufficient level to protect DCTA's investment and maintain appropriate service levels

FINANCIAL POLICIES

- Maintain Internal Debt Service Coverage Ratio of 1.25X

LONG RANGE FINANCIAL PLAN OVERVIEW

ESCALATION ASSUMPTIONS:

- Bus/Rail Revenues - 1%
- General Inflation - 1.77%
- Sales Tax Growth
 - 2% in FY20
 - 4% 2021 – 2023
 - 3% 2024 forward
- Bus Labor Cost - 4% Increase
- G&A/Rail Labor Cost - 3% Increase
- Health Benefits - 10% Increase
 - (Medical, Life, Dental & Vision)
- Retirement Match – 5% increase
- State Unemployment Tax Act (SUTA)– 5% Increase
- Federal Unemployment Tax Act (FUTA) – 1% Increase

CHANGE IN NET POSITION

CHANGE IN NET POSITION – AGENCY WIDE

Description	FY 2018 Actuals	FY 2019 Working Budget	YTD Actuals May 31, 2019	FY 2020 Proposed Budget	\$ Increase / (Decrease)
OPERATING REVENUE					
Passenger Revenues (Bus Farebox)	552,309	433,249	411,630	624,049	190,800
Passenger Revenues (Rail Farebox)	562,424	447,200	483,985	588,272	141,072
Contract Service Revenue	3,416,001	4,132,383	2,918,649	4,326,160	193,777
Total Operating Revenue	\$ 4,530,734	\$ 5,012,832	\$ 3,814,263	\$ 5,538,481	\$ 525,649
OPERATING EXPENSES					
Salary, Wages and Benefits	11,137,613	12,961,278	8,290,718	13,442,453	481,175
Services	4,348,623	4,663,810	2,001,534	3,488,696	(1,175,114)
Materials and Supplies	2,508,019	3,165,045	1,558,092	3,264,437	99,392
Utilities	439,476	503,723	260,776	527,988	24,265
Insurance, Casualties and Losses	1,707,911	1,808,331	1,130,666	1,884,965	76,634
Purchased Transportation Services	8,980,451	10,342,159	6,305,219	10,628,706	286,547
Miscellaneous	274,071	610,016	165,872	480,437	(129,579)
Leases and Rentals	213,497	234,974	148,982	229,633	(5,341)
Total Operating Expenses	29,609,663	34,289,336	19,861,857	33,947,315	(342,021)
Operating Income / (Loss)	(25,078,928)	(29,276,504)	(16,047,595)	(28,408,834)	867,670
NON-OPERATING REVENUE / (EXPENSE)					
Investment Income	350,924	200,000	388,925	400,000	200,000
Misc. Revenues	860,988	86,761	50,425	52,000	(34,761)
Sales Tax Revenue	27,937,707	28,450,180	18,667,994	29,019,184	569,004
Federal Grants & Reimbursements	7,116,198	6,858,947	2,968,513	10,226,774	3,367,827
State Grants & Reimbursements	-	1,303,696	238,018	780,389	(523,307)
Long Term Debt Interest/Expense	(1,040,262)	(974,984)	(647,673)	(909,480)	65,504
Total Non-Operating Revenue / (Expense)	35,225,555	35,924,600	21,666,202	39,568,867	3,644,267
CHANGE IN NET POSITION	10,146,626	6,648,096	5,618,608	11,160,033	4,511,937

CHANGE IN NET POSITION

OPERATING REVENUE - BUS

PASSENGER REVENUES:

AVG. FARE PER RIDER/PROJECTED RIDERSHIP

- Fixed Route - \$0.95 *(Ridership 490,825)*
- Demand Response - \$2.76 *(Ridership 28,742)*
- Zone (DR) - \$0.95 *(Ridership 61,872)*
- NTX - \$0.69 *(Ridership 11,960)*
- Frisco - \$1.06 *(Ridership 5,864)*
- CCT - \$1.49 *(Ridership 3,000)*

Bus Operations					
	FY 2018		FY 2019		YTD Actuals
	Actual	Working Budget			May 31, 2019
PASSENGER REVENUES					
Fixed Route	\$ 458,261	\$ 338,600	\$ 344,977	\$ 466,900	
Frisco	5,955	5,819	4,894	6,210	
Demand Response	82,360	82,153	55,161	138,262	
CCT	123	453	1,589	4,468	
North Texas Xpress	5,611	6,223	5,008	8,209	
Total Passenger Revenues	\$ 552,309	\$ 433,249	\$ 411,630	\$ 624,049	
CONTRACT SERVICES					
Fixed Route	\$ 57,000	\$ 57,000	\$ 8,000	\$ 57,000	
Frisco	310,575	268,545	215,136	318,790	
UNT	2,432,519	3,038,147	2,230,965	3,042,508	
UNT Fuel (Direct Pass Thru)	280,449	374,621	159,998	342,730	
NCTC	214,294	223,017	149,345	223,034	
NCTC Fuel (Direct Pass Thru)	24,116	46,506	17,223	46,500	
CCT	97,048	124,547	119,736	220,598	
North Texas Xpress	-	-	18,247	75,000	
Total Contract Services	\$ 3,416,001	\$ 4,132,383	\$ 2,918,649	\$ 4,326,160	
Total Bus Operations Revenue	\$ 3,968,310	\$ 4,565,632	\$ 3,330,278	\$ 4,950,209	

CHANGE IN NET POSITION

OPERATING REVENUE - RAIL

		Rail Operations					
		FY 2018		FY 2019		YTD Actuals	
		Actual	Working Budget			May 31, 2019	FY 2020 Budget
Rail Passenger Revenue	\$	562,424	\$	447,200	\$	483,985	\$ 588,272
Total Rail Operations Revenue	\$	562,424	\$	447,200	\$	483,985	\$ 588,272

PASSENGER REVENUES:

- Ridership
 - FY19 385,985
 - FY20 392,182 (1.61% increase over FY19)
- Average Fare per Rider - \$1.50

CHANGE IN NET POSITION

NON-OPERATING REVENUE

- Investment Income
 - Average yield as of May 2019 – 2.2%
 - Assumes 1.5% in long range financial plan beginning in 2021
- Misc. Income
 - Includes Reimbursement from the City of Corinth for the Rail Station Planning Project
- Federal & State Grants
 - Based on current capital project schedules & average operating drawdowns for preventive maintenance & operating assistance
 - FY20 Grant Funded Capital Projects
 - Positive Train Control (PTC) – Federal Railroad Administration (FRA) Consolidated Rail Infrastructure and Safety Improvements program (CRISI) & Federal Transit Administration (FTA)
 - Bus Fleet Replacement – FTA
 - Hike & Bike Trail (Eagle Point) – Texas Department of Transportation (TxDOT)

Non-Operating Revenue				
	FY 2018		FY 2019	
	Actual	Working Budget	YTD Actuals May 31, 2019	FY 2020 Budget
Investment Income	\$ 350,924	\$ 200,000	\$ 388,925	\$ 400,000
Misc. Revenue	860,988	86,761	50,425	52,000
Sales Tax Revenue	27,937,707	28,450,180	18,667,994	29,019,184
Federal Operating Grants	5,484,450	4,351,253	564,538	5,253,753
Federal Capital Grants	1,631,747	2,507,694	2,403,975	4,973,021
State Operating Grants	-	-	-	-
State Capital Grants	-	1,303,696	238,018	780,389
Total Non-Operating Revenue	\$ 36,265,817	\$ 36,899,584	\$ 22,313,875	\$ 40,478,347

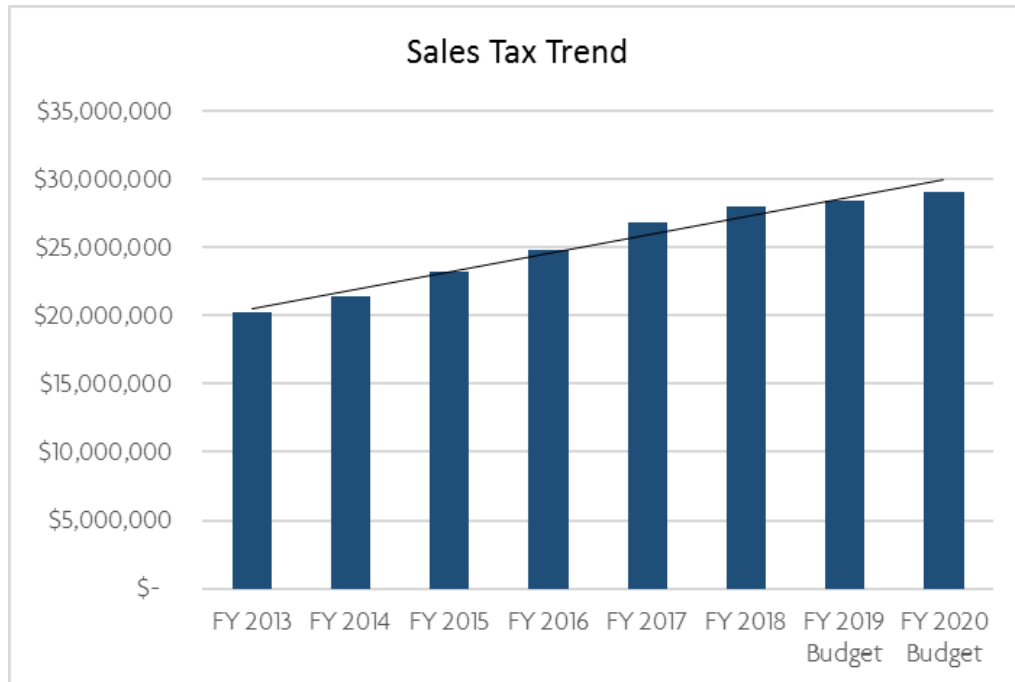
CHANGE IN NET POSITION

NON-OPERATING REVENUE

NON-OPERATING REVENUE:

■ Sales Tax

- Based on a 2% increase of FY19 projection
- Average growth of 5.3% (2013-2020)



Sales Generated in Month of:	Received in Month of:	2018-2019 Year Projection	2019-2020 Year Budget (2% Escalation)
October	December	\$ 2,307,128	\$ 2,353,270
November	January	\$ 2,292,741	\$ 2,338,596
December	February	\$ 2,831,728	\$ 2,888,362
January	March	\$ 2,069,625	\$ 2,111,018
February	April	\$ 2,024,082	\$ 2,064,564
March	May	\$ 2,475,826	\$ 2,525,343
April	June	\$ 2,484,440	\$ 2,534,129
May	July	\$ 2,190,990	\$ 2,234,810
June	August	\$ 2,576,338	\$ 2,627,865
July	September	\$ 2,181,390	\$ 2,225,018
August	October	\$ 2,393,496	\$ 2,441,366
September	November	\$ 2,622,395	\$ 2,674,843
YTD Total		\$ 28,450,180	\$ 29,019,184

BUILDING THE BUS OPERATIONS BUDGETS



BUILDING THE BUS OPERATIONS BUDGET

BUS OPERATIONS DEPARTMENTS

ADMINISTRATIVE

- 500 – Bus Service Administration
- 505 – Bus Operations Management (DCTA staff)
- 570 – Customer Service
- 580 – Supervisors and Dispatchers
- 590 – Maintenance

FIXED ROUTE

- 510 – Fixed Route Service
- 511 – Denton Fixed Route
- 512 – Highland Village Fixed Route
- 513 – Lewisville Fixed Route
- 540 – North Texas Xpress (NTX)

DEMAND RESPONSE

- 530 – Demand Response Service
- 531 – Denton Demand Response
- 532 – Highland Village Demand Response
- 533 – Lewisville Demand Response

CONTRACT SERVICES

- 200 – University of North Texas (UNT)
- 210 – North Central Texas College (NCTC)
- 220 – Frisco
- 230 – Collin County Transit (CCT)
- 240 – Mobility as a Service

BUILDING THE BUS OPERATIONS BUDGET

GLOSSARY OF TERMS - SERVICES

FIXED ROUTE SERVICE

- Services provided on a repetitive, fixed schedule basis along a specific route with vehicles stopping to pick up & deliver passengers to specific locations; each fixed route trip serves the same origins & destinations, such as rail and bus

DEMAND RESPONSE SERVICE

- A transit mode comprised of passenger cars, vans or small buses operating in response to calls from passengers or their agents to the transit operator, who then dispatches a vehicle to pick up the passengers & transport them to their destinations

DIRECTLY OPERATED (DO)

- Transportation service provided directly by a transit agency, using their employees to supply the necessary labor to operate the revenue vehicles. This includes instances where an agency's employees provide purchased transportation (PT) services to the agency through a contractual agreement

PURCHASED TRANSPORTATION (PT)

- Transportation service provided to a public transit agency or governmental unit from a public or private transportation provider based on a written contract. The provider is obligated in advance to operate public transportation services for a public transit agency or governmental unit for a specific monetary consideration, using its own employees to operate revenue vehicles

BUILDING THE BUS OPERATIONS BUDGET

GLOSSARY OF TERMS - METRICS

REVENUE HOURS

- The hours that vehicles travel while in revenue service including revenue service & layover/recovery time

REVENUE MILES

- The miles that vehicles travel while in revenue service

DEADHEAD (MILES AND HOURS)

- The miles & hours that a vehicle travels when out of revenue service including leaving or returning to the garage or yard facility, changing routes, & when there is no expectation of carrying revenue passengers

SERVICE HOURS

- Revenue hours plus applicable deadhead hours

SERVICE MILES

- Revenue miles plus applicable deadhead miles

BUILDING BUDGETS FOR DIRECTLY OPERATED SERVICE



BUILDING BUDGETS FOR DIRECTLY OPERATED SERVICES

OPERATOR WAGES AND FRINGE BENEFITS

1. SERVICE HOURS IDENTIFIED

- Fixed Route based off current actuals with any variance in the months where we expect to see changes
- Demand Response based off current and previous fiscal year reported actuals

2. SERVICE HOURS CONVERTED TO PAY HOURS FOR OPERATOR WAGES AND FRINGE BENEFITS

- Used 1.07 to calculate pay hours
 - 1.07 was calculated by taking the total pay hours, including overtime, and dividing by total service hours for the same period

3. AVERAGE WAGE RATE CALCULATED FOR OPERATORS

- Calculated based on escalated actuals of existing operators and beginning wage rates for open positions
 - Wage rates are figured by using the operator pay schedule provided in Collective Bargaining Agreement (CBA)

4. TOTAL FRINGE BENEFITS COSTS CALCULATED FOR OPERATORS

- FY19 actuals billed plus a 10% increase; weighted average for the open positions

BUILDING BUDGETS FOR DIRECTLY OPERATED SERVICES

OPERATOR WAGES AND FRINGE BENEFITS

- Salary & Wages Regular = Pay Hours * Average Wage Rate
- Salary & Wages Overtime = Salary & Wages Regular * 8%
- Paid Time Off = (Service Hours * 5.5%) * Average Wage Rate
- Fringe Benefits = Allocate total cost of benefits based on Service Hours



BUS FUEL CALCULATION

LARGE BUS (DIESEL = 4 MPG)		SMALL BUS (GASOLINE = 7 MPG)	
Service - Route	Service Miles	Service - Route	Service Miles
Denton Connect Route 1	64,091	Denton Connect Route 4	182,524
Denton Connect Route 2	76,104	Lewisville Connect Route 21	215,412
Denton Connect Route 3	70,637	Lewisville Connect Route 22	210,737
Denton Connect Route 5	53,320	Highland Village Connect Shuttle	74,281
Denton Connect Route 6	65,762	NCTC Campus Shuttle North & South	108,513
Denton Connect Route 7	80,823	Denton Demand Response	126,902
Denton Connect Route 8	52,229	Lewisville Demand Response	86,208
UNT Campus Shuttle Mean Green	36,437	Highland Village Demand Response	17,116
UNT Campus Shuttle North Texan	38,034	Frisco Demand Response	52,278
UNT Campus Shuttle Eagle Point	23,821	Collin County Demand Response	22,143
UNT Campus Shuttle Discovery Park	106,752		
UNT Campus Shuttle Centre Place	108,592		
UNT Campus Shuttle Bernard Street	47,740		
UNT Campus Shuttle Colorado Express	63,594		
UNT Campus Shuttle Mean Green Night Rider	32,012		
TOTAL LARGE BUS SERVICE MILES	919,948	TOTAL SMALL BUS SERVICE MILES	1,096,115

■ Fuel = (Service Miles / MPG) * \$3.00

- Total Gallons = 405k
- Total Bus Fuel Budget = \$1,225,433
 - Bus Services Fuel \$1,159,673
 - NTX Service Fuel \$43,860
 - Maintenance Fuel \$300
 - Supervisor/Dispatch \$21,600



BUILDING BUDGETS FOR BUS OPERATIONS

OPERATING EXPENSES – BUS (\$14.1 MILLION)

KEY BUDGET COMPONENTS:

- Wages & Fringe Benefits: \$9.1M
- Professional Services: \$285k
- General Services & Facilities Maintenance: \$301k
- Passenger Amenities & Outsourced Vehicle Maintenance: \$250k
- Bus Service Fuel: \$1.2M
- Computer/Software: \$311k
- Parts, Tires, Fluids: \$857k
- Utilities: \$176k
- Liability & Property Insurance: \$471k
- Purchased Transportation: \$576k
- Operating Leases: \$102k

BUILDING BUDGETS FOR CONTRACT SERVICES



BUILDING BUDGETS FOR CONTRACT SERVICES

UNT CONTRACT DETAILS

Type of Service	Rate	Billing Metric		Total Revenue
Base Service	\$ 63.91	Base Service Hours	44,122	\$ 2,819,721
Mean Green Night Rider	\$ 54.86	MGNR Revenue Hours	1,899	\$ 104,179
Special Movements	\$ 65.83	Special Movement Revenue Hours	708	\$ 46,608
Lyft Service	Pass-Through Cost			\$ 72,000
Fuel Expense	Pass-Through Cost			\$ 342,730
Access to Connect Service	Flat Rate			\$ 49,000
Total Contract Value				\$ 3,434,238

BUILDING BUDGETS FOR CONTRACT SERVICES

NCTC CONTRACT DETAILS

Type of Service	Rate	Billing Metric		Total Revenue
Base Service	\$ 47.18	Base Service Hours	4,727	\$ 223,034
Fuel Expense	Pass-Through Cost			\$ 46,500
Access to Connect Service	Flat Rate			\$ 8,000
Total Contract Value				\$ 277,534

- Contract has been in place for 10 years (since 2009)
 - Contract can be terminated with a 90 day notice
- NCTC purchases their own vehicle
 - Need to replace 1 vehicle
 - DCTA purchases the vehicles and is reimbursed by NCTC over a five year period
 - Cost of vehicles is not included in the contract rate

BUILDING BUDGETS FOR CONTRACT SERVICES

FRISCO CONTRACT DETAILS

Type of Service	Billing Metric	Total Revenue
Directly Operated Service		\$ 166,931
Fuel Expense	Pass-Through Cost	\$ 22,398
Taxi Service	Pass-Through Cost	\$ 66,504
Lyft Service	Pass-Through Cost	\$ 15,000
Administrative Fee	20%	\$ 54,167
Passenger Fares Retained by DCTA		\$ -6,210
Total Amount Invoiced		\$ 318,790

Total budget is based on task order amount and broken out between directly operated and purchased transportation services

- Taxi Service - takes recent trends in trips taken and overall spend to project service levels and ridership
- Lyft Service - based on Lyft task order amount

BUILDING BUDGETS FOR CONTRACT SERVICES

COLLIN COUNTY TRANSIT CONTRACT DETAILS

Type of Service	Rate	Billing Metric		Total Revenue
Base Service	\$ 50.39	Base Service Hours	1,403	\$ 70,726
Fuel Expense	Pass-Through Cost			\$ 9,490
Taxi Service	Pass-Through Cost + 15% Admin Fee to Taxi Operator			\$ 137,952
Administrative Fee	5% of Taxi Service			\$ 6,898
Passenger Fares Retained by DCTA				\$ -4,468
Total Amount Invoiced				\$ 220,598

Total budget is based on task order amount and broken out between directly operated and purchased transportation services

- Taxi Service - takes recent trends in trips taken and overall spend to project service levels and ridership

BUILDING BUDGETS FOR CONTRACT SERVICES

LYFT SERVICES

- UNT Lyft Service
- Highland Village Lyft Service
- Alliance Lyft Service (Alliance Zip Zone)
 - Billed to Trinity Metro + 20% Admin Fee
 - Annual Task Order \$75k

VANPOOL SERVICE

- Based on the current number of vanpool groups with projected growth
 - Program is grant funded and the budgeted amount is the amount projected to be drawn down

BUILDING BUDGETS FOR RAIL OPERATIONS



BUILDING BUDGETS FOR RAIL OPERATIONS

RAIL OPERATIONS & MAINTENANCE AGREEMENT

CONTRACT DETAIL	UNITS	RATE	FY 2020 TOTAL	FY 2019 TOTAL	
Train Crew Hours	17,000 Hours	\$142.21	\$2,417,570	\$2,345,830	First Transit
Car Miles	494,285 Miles	\$3.50	\$1,729,998	\$1,680,569	
Management/Administration	12 Months	\$149,335	\$1,792,023	\$1,771,081	
Dispatch Operations	12 Months	\$47,557	\$570,682	\$559,535	
Facility Maintenance	12 Months	\$237,255	\$2,847,060	\$2,775,792	
Vehicle Maintenance	Annual Allowance		\$200,000	\$200,000	
Maintenance of Way	Annual Allowance		\$260,000	\$260,000	
Asset Management/Technology	12 Months	\$6,932	\$83,182	\$81,623	
Misc. Crew Costs	90 Hours	\$81.42	\$7,328	\$7,127	
Ticket Vending Machine Maintenance & Revenue Collection			\$38,413	\$36,584	DART ILA
Trinity Mills Platform Maintenance	12 Months	\$1,380	\$16,560	\$16,560	
Trinity Mills Restroom Maintenance			\$5,729	\$5,562	
TOTAL			\$9,968,545	\$9,740,263	

BUILDING BUDGETS FOR RAIL OPERATIONS

OPERATING EXPENSES – RAIL (\$13.6 MILLION)

KEY BUDGET COMPONENTS:

- WAGES & FRINGE BENEFITS \$513k (4 FTEs)
- FUEL
 - Stadler & Non-Revenue Vehicles \$975k
 - Rail @ \$2.75/gallon (350k gallons)
- SERVICES
 - Denton County Sheriff Department Interlocal Agreement \$114k
 - Landscape contract – Rail Stations/Downtown Denton Transit Center/Bus O&M Facility \$97k
- INSURANCE
 - Rail Liability Insurance \$794k
 - Vehicle Insurance \$495k
- PURCHASED TRANSPORTATION \$9.97M

CHANGE IN NET POSITION

OPERATING EXPENSES – AGENCY WIDE

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Miscellaneous	274,071	610,016	165,872	480,437	(129,579)
Leases and Rentals	213,497	234,974	148,982	229,633	(5,341)
Total Operating Expenses	29,609,663	34,289,336	19,861,857	33,947,315	(342,021)
*Rail Easement Payment		+ 100,000		+ 100,000	
Total Operating Budget-Long Range Financial Plan		34,389,336		34,047,315	

CHANGE IN NET POSITION

OPERATING EXPENSES – AGENCY WIDE

DCTA SALARY & BENEFITS:

- 10% increase in health benefit rates

BUS SALARY & BENEFITS:

- Union (Bus Operators) Average Rate: \$18.34/hr.
 - Outlined by Union Contract
 - Previously budgeted at \$18.53/hr.
- 10% increase in health benefit rates

NEW COLLECTIVE BARGAINING AGREEMENT:

*Increase in benefits total \$643k

- Medical
 - Added employer-paid EE only coverage
 - Increased employer subsidy of 80% for all other coverage types
- Vision
 - Added employer-paid EE only coverage
 - Added 50% subsidy for dependent coverage
- Life & Disability
 - Added \$30k coverage for all full-time and seasonal employees

CHANGE IN NET POSITION

OPERATING EXPENSES - STAFFING

DIVISION SUMMARY			
	FY 2019 Working Budget	FY 2020 Proposed Budget	Variance
GENERAL & ADMINISTRATIVE DIVISION			
President/CEO Department	1.00	1.00	-
Administration Department	-	2.00	2.00 (A)
Finance Department	10.00	10.00	-
Strategic Planning & Development Department	6.00	6.00	-
Marketing & Communications Department	9.00	7.00	(2.00) (A)
Transit Operations Department	11.50	1.00	(10.50) (B), (C)
Human Resources Department	1.00	1.50	0.50 (D)
Information Technology Department	-	3.00	3.00 (B)
BUS OPERATIONS DIVISION			
Bus Operations Management Department	-	8.50	8.50 (C), (E)
RAIL OPERATIONS DIVISION			
Rail Development Department	4.00	4.00	-
TOTAL DCTA FTE STAFF	42.50	44.00	1.50
	(F)		
THIRD PARTY CONTRACT OPERATIONS			
Contracted Bus Services (NTMC)	142.50	141.00	(1.50) (G)
TOTAL THIRD PARTY CONTRACT OPERATIONS	142.50	141.00	(1.50)

- (A) Two FTEs moved from Marketing & Communications to Administration department
- (B) Three FTEs moved from Transit Operations to Information Technology department
- (C) Seven and a half (7.5) FTEs moved from Transit Operations to Bus Operations Management department
- (D) Addition of 0.5 FTE - HR Assistant
- (E) Addition of one FTE - Bus Operations Buyer
- (F) The FY19 Working Budget includes the following changes from the original FY19 adopted budget:
- Deletion of the Chief Operating Officer position
 - Addition of a Mobility as a Service Coordinator, Financial Analyst, and Receptionist
 - Conversion of a Construction Inspector 0.75 FTE into a Project Management Specialist 1.0 FTE
 - Conversion of a Community Relations Intern 0.5 FTE into a Community Relations Coordinator 1.0 FTE
 - Three FTEs moved from third party contract bus operations: Service Planner, Operations Analysts (2)
- (G) Three FTEs moved to DCTA Bus Operations Management: Service Planner, Operations Analysts (2); addition of 1.5 FTEs - Recruiter/HR Generalist, Operations Specialist (convert from 0.5 FTE)

CHANGE IN NET POSITION

OPERATING EXPENSES – GENERAL & ADMINISTRATIVE (\$6.3 MILLION)

KEY BUDGET COMPONENTS:

- WAGES & FRINGE BENEFITS \$3.8M
- PROFESSIONAL & LEGAL SERVICES \$1.1M
 - Legislative Services, Records Management, Grant Writing and Support, External Audit, Land and Corridor Planning and Research, IT Consulting, Legal Fees
- PRINTING \$128k
 - Route Guides, Direct Mailers, Rail Cards, Rail Platform and Vehicle Signage
- COMPUTER/SOFTWARE \$454k
 - Financial Software, Rider Alerts/Email Marketing Platform, Transit Tracker, Cybersecurity, IT Support and Equipment
- DUES/REGISTRATIONS/TRAVEL/COMMUNITY INVOLVEMENT \$230k
 - State/Federal Legislative Visits, Industry Associations, Community Partnerships
- OPERATING LEASES \$126k

CHANGE IN NET POSITION

OPERATING EXPENSES - MAJOR PROGRAMS INCLUDED

■ BUS OPERATIONS:

- Bus Operations Buyer \$53,340 (Annual)
- Large Vehicle Repowers \$179,800 (Annual based on Fleet Plan)
- Passenger Amenities \$30k (Total annual budget of \$100k)

■ RAIL OPERATIONS:

- PTC Annual Operating Expense \$100k (Annual)

■ GENERAL & ADMINISTRATIVE:

- HR Assistant – Part Time \$25,190 (Annual)
- Downtown Denton Transit Center (DDTC) Server Room \$30k (One-Time)

CAPITAL IMPROVEMENT PLAN



CAPITAL IMPROVEMENT PLAN

MAJOR PROGRAMS INCLUDED

BUS FLEET REPLACEMENT - \$2,543,600

- Bus Fleet Replacement (2020) \$1,062,600
 - Funded 85% by 5307 grants
 - Based on current Fleet Replacement Plan
 - Includes replacement of:
 - 3 non-revenue vehicles @ \$42k each
 - 8 small low-floor vehicles @ \$116k each
- Bus Fleet Replacement (2019) \$1,481,000 (**Roll-Over from 2019*)
 - 85% grant funded; awaiting Buy America audit

CAPITAL IMPROVEMENT PLAN

MAJOR PROGRAMS INCLUDED

PROFESSIONAL SERVICES/TECHNOLOGY IMPROVEMENTS - \$1,004,472

- Stadler Diagnostic Laptops \$80k
 - Assumes replacement every 5 years in long-range financial plan
- Scheduling Software \$221,875 (**Roll-Over from 2019*)
- Integrated Fare Payment \$600k (**Roll-Over from 2019*)
- Shared Use Mobility Study \$59,507 (**Roll-Over from 2019*)
- Server & Network Infrastructure \$43,090 (**Roll-Over from 2019*)

CAPITAL IMPROVEMENT PLAN

MAJOR PROGRAMS INCLUDED

TRANSIT SAFETY IMPROVEMENTS - \$324,157

- Trail Safety Improvements \$124,157 (**Roll-Over from 2019*)
- Rail Safety Improvements \$200,000 (**Roll-Over from 2019*)

HIKE & BIKE TRAILS - \$923,427

- Lewisville Bike Trail – Eagle Point \$923,427 (*80% grant funded : Roll-Over from 2019*)

CAPITAL IMPROVEMENT PLAN

MAJOR PROGRAMS INCLUDED

MAJOR MAINTENANCE ITEMS: RAIL - \$2,024,826

**Developed in 2019 and incorporated into the long range financial plan*

- Road Crossing Refurbishments \$442,072
- Rail Operations & Maintenance Facility Scheduled Maintenance \$39,532
- Canopy Repairs \$434,683
- Stadler Vehicle OEM Replacement \$1,108,539

MAJOR MAINTENANCE ITEMS: BUS - \$125,000

- Bus Operations & Maintenance Facility Bridge Repair \$125k

CAPITAL IMPROVEMENT PLAN

MAJOR PROGRAMS INCLUDED

POSITIVE TRAIN CONTROL (PTC) - \$3,062,913

- PTC Implementation \$1,282,358 *(80% grant funded : Roll-Over from 2019)*
- PTC Enhancements \$1,780,555
 - Total project cost \$5M (FY20-FY21)
 - Funded 80% by CRISI grant (\$4M)

INFRASTRUCTURE ACQUISITION - \$3,702,568 *(Roll-Over from 2019)*

BROWNFIELD REMEDIATION \$71,210 *(80% grant funded : Roll-Over from 2019)*

CHANGE IN NET POSITION

NON-OPERATING EXPENSE

■ 2009 SALES TAX REVENUE REFUNDING BONDS:

- \$20,890,000 total; \$13,915,000 outstanding at 9/30/19
- Refunded 2008 issuance (5-year term)
- Debt service through 2029
- Proceeds used for A-train regional passenger rail project

	Principal Payment	Interest Expense	Total Debt Service
2009 Issuance	\$ 1,160,000	\$ 555,240	\$ 1,715,240
2011 Issuance	710,000	354,240	1,064,240
	\$ 1,870,000	\$ 909,480	\$ 2,779,480

■ 2011 CONTRACTUAL OBLIGATIONS:

- \$14,390,000 total; \$11,315,000 outstanding at 9/30/19
- Debt service through 2031
- Proceeds used for purchase of rail vehicles and first phase of PTC

MAJOR PROGRAMS FOR CONSIDERATION

- Light-Duty Maintenance Facility
- DDTC Security
- Unresolved Rail Issues*
- Transit-Oriented Development*
- Corridor Development*
- Stakeholder Project Requests

**Executive Session Items*

DISCUSSION/REVIEW PATH FORWARD



DISCUSSION/REVIEW PATH FORWARD

AUGUST

- Proposed FY20 Operating & Capital Budget
- Board Presentation & Public Hearing

SEPTEMBER

- Incorporate Public Hearing Feedback
- Formal Adoption of FY20 Operating & Capital Budget and Long Range Financial Plan

DENTON COUNTY TRANSPORTATION AUTHORITY																					
LONG RANGE FINANCIAL PLAN																					
FY20 PROPOSED BUDGET																					
	FY2019 Working Budget	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY2025	Proposed FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030	Proposed FY2031	Proposed FY2032	Proposed FY2033	Proposed FY2034	Proposed FY2035	FY2019 - FY2035			
Beginning Fund Balance:	\$ 30,688,551	27,142,770	\$ 22,550,630	\$ 22,573,718	\$ 25,246,034	\$ 27,234,166	\$ 28,729,157	\$ 28,783,603	\$ 29,423,212	\$ 30,931,316	\$ 31,732,365	\$ 32,429,535	\$ 32,038,712	\$ 32,812,162	\$ 31,511,965	\$ 32,367,065	\$ 30,106,582	\$ 30,688,551			
OPERATING REVENUES																					
Bus Operating Revenue	4,565,632	4,950,209	4,944,781	5,075,131	5,187,408	5,328,505	5,473,914	5,621,950	5,784,584	5,943,900	5,985,091	6,015,913	6,048,613	6,083,069	6,117,524	6,148,398	6,183,811	95,458,432			
Rail Operating Revenue	447,200	588,272	594,155	600,097	606,098	612,159	618,280	624,463	630,708	637,015	643,385	649,819	656,317	662,880	669,509	676,204	682,966	10,599,526			
Misc. Revenue	86,761	52,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	153,761			
NON-OPERATING REVENUES																					
Sales Tax Revenue	28,450,180	29,019,184	30,179,951	31,387,149	32,328,764	33,298,627	34,297,586	35,326,513	36,386,309	37,477,898	38,602,235	39,760,302	40,953,111	42,181,704	43,447,155	44,750,570	46,093,087	623,940,325			
Operating Grants	4,351,253	5,253,753	5,002,538	7,074,386	6,435,185	5,910,882	5,806,183	5,696,792	6,910,089	6,632,268	7,297,611	5,467,967	7,481,307	4,928,772	7,151,861	5,524,773	5,601,598	102,527,219			
Investment Income	200,000	400,000	338,259	338,606	378,691	408,512	430,937	431,754	441,348	463,970	475,985	486,443	480,581	492,182	472,679	485,506	451,599	7,177,053			
TOTAL REVENUES	38,101,026	40,263,418	41,060,685	44,476,369	44,937,145	45,559,685	46,627,900	47,702,473	50,154,037	51,156,051	53,005,307	52,381,444	55,620,929	54,349,608	57,859,729	57,586,451	59,014,061	839,856,316			
OPERATING EXPENSES																					
Bus Operating Expense	13,314,002	14,053,586	14,420,575	15,188,427	15,765,830	16,458,036	16,953,283	17,642,047	18,614,802	19,493,647	20,275,516	21,289,198	21,999,344	22,938,838	23,935,305	24,784,506	26,098,485	323,225,426			
Rail Operating Expense	13,830,006	13,672,857	14,217,575	14,580,856	15,008,141	15,407,752	16,883,581	16,281,536	16,803,764	17,261,324	17,843,010	18,337,007	18,863,460	19,409,240	19,970,524	20,538,948	21,135,492	290,045,074			
G&A Operating Expense	7,245,328	6,320,872	6,340,825	6,547,488	6,764,342	6,992,117	7,231,608	7,483,679	7,749,270	8,029,408	8,325,208	8,637,886	8,968,770	9,319,307	9,691,075	10,085,797	10,505,355	136,238,336			
TOTAL EXPENSES	34,389,336	34,047,315	34,978,975	36,316,771	37,538,313	38,857,906	41,068,471	41,407,262	43,167,836	44,784,379	46,443,734	48,264,091	49,831,575	51,667,385	53,596,904	55,409,251	57,739,332	749,508,836			
NET INCOME	3,711,690	6,216,103	6,081,710	8,159,598	7,398,832	6,701,779	5,559,429	6,295,211	6,986,201	6,371,672	6,561,573	4,117,353	5,789,354	2,682,222	4,262,825	2,177,200	1,274,729	90,347,481			
CAPITAL OUTLAY & MAJOR MAINTENANCE																					
Bus Capital Expenditure	558,823	-																558,823			
Bus Fleet Replacement Expense	1,360,932	2,543,600	3,761,183	1,606,067	2,358,069	2,974,896	3,098,071	3,226,766	1,799,358	2,126,206	1,343,450	3,495,972	1,127,337	4,130,319	1,514,920	3,429,142	3,338,759	43,235,047			
Professional Services / Technology Improvements	395,969	1,004,472	-	-	-	350,000	80,000	-	-	-	350,000	80,000				350,000	80,000	2,690,441			
Transit Safety Improvements	237,449	324,157	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	3,561,606			
Hike & Bike Trails	1,989,242	923,427	-	-	-													2,912,669			
Major Maintenance Items - Rail	1,929,468	2,024,826	2,124,693	2,062,535	1,798,907	1,099,619	1,420,657	1,616,715	1,636,666	1,662,311	1,983,282	2,274,599	2,649,972	2,962,871	2,780,487	3,173,312	2,824,759	36,025,680			
Major Maintenance Items - Bus	-	125,000	-	179,530	238,264	273,851	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	3,016,645			
Positive Train Control	1,633,887	3,062,913	3,069,445															7,766,245			
Infrastructure Acquisition	24,037	3,702,568																3,726,605			
Brownfield Remediation	174,070	71,210																245,280			
Facilities & Maintenance Plan Capital Expense	-	-	-	-	-	-	283,671	283,671	283,671	283,671	-	-	543,800	-	-	-	-	1,678,483			
TOTAL CAPITAL OUTLAY & MAJOR MAINTENANCE	8,303,877	13,782,173	9,155,321	4,048,132	4,595,240	4,898,366	5,282,399	5,527,151	4,119,694	4,472,188	4,076,733	6,250,571	4,721,110	7,493,190	4,695,407	7,352,453	6,643,518	105,417,524			
CAPITAL SOURCES																					
Capital Grants	3,811,390	5,753,410	5,892,562	1,365,157	2,004,359	2,528,662	2,633,360	2,742,751	1,529,454	1,807,275	1,141,933	2,971,576	958,236	3,510,771	1,287,682	2,914,771	2,837,945	45,691,294			
TOTAL CAPITAL SOURCES	3,811,390	5,753,410	5,892,562	1,365,157	2,004,359	2,528,662	2,633,360	2,742,751	1,529,454	1,807,275	1,141,933	2,971,576	958,236	3,510,771	1,287,682	2,914,771	2,837,945	45,691,294			
DEBT SERVICE																					
2009 Refunding (ST) Debt Service	1,714,697	1,715,240	1,713,925	1,715,845	1,715,771	1,713,701	1,714,637	1,713,378	1,714,924	1,714,077	1,715,835	-	-	-	-	-	-	18,862,030			
2011 Contractual Obligations	1,050,287	1,064,240	1,081,937	1,088,462	1,104,048	1,123,382	1,141,307	1,157,824	1,172,933	1,191,633	1,213,768	1,229,182	1,253,030	-	-	-	-	14,872,033			
TOTAL DEBT SERVICE	2,764,984	2,779,480	2,795,862	2,804,307	2,819,819	2,837,083	2,855,944	2,871,202	2,887,857	2,905,710	2,929,603	1,229,182	1,253,030	-	-	-	-	33,734,063			
Internal Debt Service Coverage:	1.34	2.24	2.18	2.91	2.62	2.36	1.95	2.19	2.42	2.19	2.24	3.35	4.62	N/A	N/A	N/A	N/A				
Outstanding Bond Principal as of September 30th	25,230,000	23,360,000	21,405,000	19,370,000	17,245,000	15,025,000	12,705,000	10,285,000	7,760,000	5,125,000	2,370,000	1,215,000	-	-	-	-	-				
ENDING FUND BALANCE	27,142,770	22,550,630	22,573,718	25,246,034	27,234,166	28,729,157	28,783,603	29,423,212	30,931,316	31,732,365	32,429,535	32,038,712	32,812,162	31,511,965	32,367,065	30,106,582	27,575,738	27,575,738			
Less Required Fund Balance (O&M Reserve Policy):	8,597,334	8,511,829	8,744,744	9,079,193	9,384,578	9,714,476	10,267,118	10,351,816	10,791,959	11,196,095	11,610,933	12,066,023	12,457,894	12,916,846	13,399,226	13,852,313	14,434,833				
Less Sales Tax Stabilization Fund	853,505	870,576	905,399	941,614	969,863	998,959	1,028,928	1,059,795	1,091,589	1,124,337	1,158,067	1,192,809	1,228,593	1,265,451	1,303,415	1,342,517	1,382,793				
Less Fuel Stabilization Fund	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000				
Less Capital/Infrastructure	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000				
NET AVAILABLE FUND BALANCE	\$ 13,241,930	\$ 8,718,225	\$ 8,473,576	\$ 10,775,227	\$ 12,429,725	\$ 13,565,722	\$ 13,037,558	\$ 13,561,601	\$ 14,597,768	\$ 14,961,933	\$ 15,210,535	\$ 14,329,880	\$ 14,675,675	\$ 12,879,667	\$ 13,214,424	\$ 10,461,752	\$ 7,308,113				

DENTON COUNTY TRANSPORTATION AUTHORITY
Change in Net Position - Proposed FY 20 Budget
(Not Including Depreciation)

Description	FY 2018 Actuals	FY 2019 Working Budget	YTD Actuals May 31, 2019	FY 2020 Proposed Budget	\$ Increase / (Decrease)
OPERATING REVENUE					
Passenger Revenues (Bus Farebox)	552,309	433,249	411,630	624,049	190,800
Passenger Revenues (Rail Farebox)	562,424	447,200	483,985	588,272	141,072
Contract Service Revenue	3,416,001	4,132,383	2,918,649	4,326,160	193,777
Total Operating Revenue	\$ 4,530,734	\$ 5,012,832	\$ 3,814,263	\$ 5,538,481	\$ 525,649
OPERATING EXPENSES					
Salary, Wages and Benefits	11,137,613	12,961,278	8,290,718	13,442,453	481,175
Services	4,348,623	4,663,810	2,001,534	3,488,696	(1,175,114)
Materials and Supplies	2,508,019	3,165,045	1,558,092	3,264,437	99,392
Utilities	439,476	503,723	260,776	527,988	24,265
Insurance, Casualties and Losses	1,707,911	1,808,331	1,130,666	1,884,965	76,634
Purchased Transportation Services	8,980,451	10,342,159	6,305,219	10,628,706	286,547
Miscellaneous	274,071	610,016	165,872	480,437	(129,579)
Leases and Rentals	213,497	234,974	148,982	229,633	(5,341)
Total Operating Expenses	29,609,663	34,289,336	19,861,857	33,947,315	(342,021)
Operating Income / (Loss)	(25,078,928)	(29,276,504)	(16,047,595)	(28,408,834)	867,670
NON-OPERATING REVENUE / (EXPENSE)					
Investment Income	350,924	200,000	388,925	400,000	200,000
Misc. Revenues	860,988	86,761	50,425	52,000	(34,761)
Sales Tax Revenue	27,937,707	28,450,180	18,667,994	29,019,184	569,004
Federal Grants & Reimbursements	7,116,198	6,858,947	2,968,513	10,226,774	3,367,827
State Grants & Reimbursements	-	1,303,696	238,018	780,389	(523,307)
Long Term Debt Interest/Expense	(1,040,262)	(974,984)	(647,673)	(909,480)	65,504
Total Non-Operating Revenue / (Expense)	35,225,555	35,924,600	21,666,202	39,568,867	3,644,267
CHANGE IN NET POSITION					
Net Position - Beginning of Year:				27,142,770	
Net Position - End of Year:				38,302,803	
Transfer to Capital Projects				(13,782,173)	
Debt Service Principal				(1,870,000)	
Rail Easement Payment				(100,000)	
Net Position After Capital Project Transfer				22,550,630	

DENTON COUNTY TRANSPORTATION AUTHORITY
FY 2020 Revenue Projections

Bus Operations					
		FY 2018 Actual	FY 2019 Working Budget	YTD Actuals May 31, 2019	FY 2020 Budget
PASSENGER REVENUES					
Fixed Route	\$	458,261	\$ 338,600	\$ 344,977	\$ 466,900
Frisco		5,955	5,819	4,894	6,210
Demand Response		82,360	82,153	55,161	138,262
CCT		123	453	1,589	4,468
North Texas Xpress		5,611	6,223	5,008	8,209
Total Passenger Revenues	\$	552,309	\$ 433,249	\$ 411,630	\$ 624,049
CONTRACT SERVICES					
Fixed Route	\$	57,000	\$ 57,000	\$ 8,000	\$ 57,000
Frisco		310,575	268,545	215,136	318,790
UNT		2,432,519	3,038,147	2,230,965	3,042,508
<i>UNT Fuel (Direct Pass Thru)</i>		<i>280,449</i>	<i>374,621</i>	<i>159,998</i>	<i>342,730</i>
NCTC		214,294	223,017	149,345	223,034
<i>NCTC Fuel (Direct Pass Thru)</i>		<i>24,116</i>	<i>46,506</i>	<i>17,223</i>	<i>46,500</i>
CCT		97,048	124,547	119,736	220,598
North Texas Xpress		-	-	18,247	75,000
Total Contract Services	\$	3,416,001	\$ 4,132,383	\$ 2,918,649	\$ 4,326,160
Total Bus Operations Revenue	\$	3,968,310	\$ 4,565,632	\$ 3,330,278	\$ 4,950,209
Rail Operations					
		FY 2018 Actual	FY 2019 Working Budget	YTD Actuals May 31, 2019	FY 2020 Budget
Rail Passenger Revenue	\$	562,424	\$ 447,200	\$ 483,985	\$ 588,272
Total Rail Operations Revenue	\$	562,424	\$ 447,200	\$ 483,985	\$ 588,272
Non-Operating Revenue					
		FY 2018 Actual	FY 2019 Working Budget	YTD Actuals May 31, 2019	FY 2020 Budget
Investment Income	\$	350,924	\$ 200,000	\$ 388,925	\$ 400,000
Misc. Revenue		860,988	86,761	50,425	52,000
Sales Tax Revenue		27,937,707	28,450,180	18,667,994	29,019,184
Federal Operating Grants		5,484,450	4,351,253	564,538	5,253,753
Federal Capital Grants		1,631,747	2,507,694	2,403,975	4,973,021
State Operating Grants		-	-	-	-
State Capital Grants		-	1,303,696	238,018	780,389
Total Non-Operating Revenue	\$	36,265,817	\$ 36,899,584	\$ 22,313,875	\$ 40,478,347

GENERAL & ADMINISTRATIVE					BUS SERVICES			RAIL SERVICES			TOTAL BUDGET		
		TOTAL FY20 G&A	TOTAL FY19 G&A	G&A Net Change	TOTAL FY20 Bus Services	TOTAL FY19 Bus Services	Bus Services Net Change	TOTAL FY20 Rail Services	TOTAL FY19 Rail Services	Rail Services Net Change	TOTAL FY20 Budget	TOTAL FY19 Budget	TOTAL Net Change
40100	Passenger Revenue	\$ -	\$ -	\$ -	\$ 624,049	\$ 433,249	\$ 190,800	\$ 588,272	\$ 447,200	\$ 141,072	\$ 1,212,321	\$ 880,449	\$ 331,872
40120	Contract Revenue	\$ -	\$ -	\$ -	\$ 4,326,160	\$ 4,132,383	\$ 193,777			\$ -	\$ 4,326,160	\$ 4,132,383	\$ 193,777
TOTAL OPERATING REVENUES		\$ -	\$ -	\$ -	\$ 4,950,209	\$ 4,565,632	\$ 384,577	\$ 588,272	\$ 447,200	\$ 141,072	\$ 5,538,481	\$ 5,012,832	\$ 525,649
Operating Expenses													
50110	S&W - Regular	\$ 2,851,100	\$ 2,869,956	\$ (18,856)	\$ 6,047,443	\$ 5,751,540	\$ 295,903	\$ 392,082	\$ 372,482	\$ 19,600	\$ 9,290,625	\$ 8,993,978	\$ 296,647
50120	S&W - OT	\$ -	\$ -	\$ -	\$ 403,500	\$ 514,662	\$ (111,162)			\$ -	\$ 403,500	\$ 514,662	\$ (111,162)
50130	Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -
50160	Paid Time Off	\$ -	\$ -	\$ -	\$ 181,982	\$ 194,842	\$ (12,860)			\$ -	\$ 181,982	\$ 194,842	\$ (12,860)
50205	ER Medicare & OASDI	\$ 219,530	\$ 219,548	\$ (18)	\$ 610,973	\$ 480,285	\$ 130,688	\$ 29,990	\$ 28,496	\$ 1,494	\$ 860,493	\$ 728,329	\$ 132,164
50210	ER Match - Retirement	\$ 182,375	\$ 177,368	\$ 5,007	\$ 63,972	\$ 28,196	\$ 35,776	\$ 25,511	\$ 23,246	\$ 2,265	\$ 271,858	\$ 228,810	\$ 43,048
50215	Health Insurance	\$ 427,752	\$ 566,832	\$ (139,080)	\$ 1,405,080	\$ 881,329	\$ 523,751	\$ 54,576	\$ 55,056	\$ (480)	\$ 1,887,408	\$ 1,503,217	\$ 384,191
50225	SUTA	\$ 19,334	\$ 31,101	\$ (11,767)	\$ 217,468	\$ 485,997	\$ (268,529)	\$ 2,685	\$ 4,080	\$ (1,395)	\$ 239,487	\$ 521,178	\$ (281,691)
50230	FUTA	\$ -	\$ -	\$ -	\$ 12,812	\$ -	\$ 12,812			\$ -	\$ 12,812	\$ -	\$ 12,812
50231	Life & Disability Insurance	\$ 25,704	\$ 35,340	\$ (9,636)	\$ 130,329	\$ 86,295	\$ 44,034	\$ 3,660	\$ 3,564	\$ 96	\$ 159,693	\$ 125,199	\$ 34,494
50235	Vision	\$ -	\$ -	\$ -	\$ 17,105	\$ 13,941	\$ 3,164			\$ -	\$ 17,105	\$ 13,941	\$ 3,164
50245	Vehicle Allowance	\$ 33,000	\$ 33,000	\$ -	\$ -	\$ -	\$ -			\$ -	\$ 33,000	\$ 33,000	\$ -
50250	Cell Phone Allowance	\$ 14,040	\$ 17,460	\$ (3,420)	\$ 2,160	\$ -	\$ 2,160	\$ 2,160	\$ 2,160	\$ -	\$ 18,360	\$ 19,620	\$ (1,260)
50265	Dental	\$ 19,092	\$ 26,364	\$ (7,272)	\$ 44,326	\$ 55,426	\$ (11,100)	\$ 2,712	\$ 2,712	\$ -	\$ 66,130	\$ 84,502	\$ (18,372)
50301	Management Services	\$ -	\$ -	\$ -	\$ -	\$ 271,248	\$ (271,248)			\$ -	\$ -	\$ 271,248	\$ (271,248)
50302	Advertising	\$ 91,600	\$ 132,100	\$ (40,500)	\$ 9,600	\$ 4,000	\$ 5,600			\$ -	\$ 101,200	\$ 136,100	\$ (34,900)
50305	Towing	\$ -	\$ -	\$ -	\$ 4,800	\$ 4,800	\$ -			\$ -	\$ 4,800	\$ 4,800	\$ -
50306	Uniforms	\$ -	\$ -	\$ -	\$ 45,200	\$ 55,600	\$ (10,400)			\$ -	\$ 45,200	\$ 55,600	\$ (10,400)
50307	Service Fees	\$ 18,000	\$ 19,080	\$ (1,080)	\$ 40,440	\$ 51,070	\$ (10,630)			\$ -	\$ 58,440	\$ 70,150	\$ (11,710)
50308	Credit Card Clearing Fees	\$ 67,920	\$ 70,800	\$ (2,880)	\$ -	\$ -	\$ -			\$ -	\$ 67,920	\$ 70,800	\$ (2,880)
50309	Professional Services	\$ 1,019,479	\$ 1,277,025	\$ (257,546)	\$ 285,000	\$ 276,650	\$ 8,350	\$ 30,000	\$ 567,700	\$ (537,700)	\$ 1,334,479	\$ 2,121,375	\$ (786,896)
50310	General Services	\$ 67,930	\$ 163,322	\$ (95,392)	\$ 121,460	\$ 63,780	\$ 57,680	\$ 120,000	\$ 126,244	\$ (6,244)	\$ 309,390	\$ 353,346	\$ (43,956)
50311	Printing	\$ 128,066	\$ 112,700	\$ 15,366	\$ 17,544	\$ 10,200	\$ 7,344	\$ 3,000	\$ 3,000	\$ -	\$ 148,610	\$ 125,900	\$ 22,710
50312	Community Involvement	\$ 44,600	\$ 38,350	\$ 6,250	\$ -	\$ -	\$ -			\$ -	\$ 44,600	\$ 38,350	\$ 6,250
50313	Computer & Software Maintenance	\$ 406,765	\$ 472,136	\$ (65,371)	\$ 291,550	\$ 253,713	\$ 37,837	\$ 14,500	\$ 92,512	\$ (78,012)	\$ 712,815	\$ 818,361	\$ (105,546)
50315	Legal Fees	\$ 110,000	\$ 84,000	\$ 26,000	\$ -	\$ -	\$ -			\$ -	\$ 110,000	\$ 84,000	\$ 26,000
50316	3rd Party Maintenance	\$ -	\$ -	\$ -	\$ 141,790	\$ 89,437	\$ 52,353	\$ 1,000	\$ 1,500	\$ (500)	\$ 142,790	\$ 90,937	\$ 51,853
50317	Passenger Amenities Maintenance	\$ -	\$ 70,000	\$ (70,000)	\$ 108,400	\$ 58,800	\$ 49,600	\$ 5,000	\$ 10,000	\$ (5,000)	\$ 113,400	\$ 138,800	\$ (25,400)
50318	Facilities Maintenance	\$ 13,200	\$ 9,050	\$ 4,150	\$ 179,240	\$ 152,375	\$ 26,865	\$ 102,612	\$ 122,618	\$ (20,006)	\$ 295,052	\$ 284,043	\$ 11,009
50410	Fuel	\$ -	\$ -	\$ -	\$ 1,225,433	\$ 1,226,984	\$ (1,551)	\$ 975,000	\$ 811,667	\$ 163,333	\$ 2,200,433	\$ 2,038,651	\$ 161,782
50415	Small Tools, Safety & Supplies	\$ -	\$ 1,500	\$ (1,500)	\$ 38,700	\$ 37,200	\$ 1,500	\$ 500	\$ 1,000	\$ (500)	\$ 39,200	\$ 39,700	\$ (500)
50420	Promotional Supplies	\$ 34,500	\$ 35,300	\$ (800)	\$ -	\$ -	\$ -			\$ -	\$ 34,500	\$ 35,300	\$ (800)
50425	Office Supplies	\$ 16,700	\$ 17,800	\$ (1,100)	\$ 27,804	\$ 26,754	\$ 1,050			\$ -	\$ 44,504	\$ 44,554	\$ (50)
50435	Furniture	\$ 7,000	\$ 7,000	\$ -	\$ 2,000	\$ 2,000	\$ -			\$ -	\$ 9,000	\$ 9,000	\$ -
50440	Computer & Software Supplies	\$ 47,200	\$ 62,300	\$ (15,100)	\$ 19,000	\$ 13,000	\$ 6,000			\$ -	\$ 66,200	\$ 75,300	\$ (9,100)
50445	Postage	\$ 8,200	\$ 12,200	\$ (4,000)	\$ 4,800	\$ 3,100	\$ 1,700			\$ -	\$ 13,000	\$ 15,300	\$ (2,300)
50450	Tires	\$ -	\$ -	\$ -	\$ 130,000	\$ 140,000	\$ (10,000)			\$ -	\$ 130,000	\$ 140,000	\$ (10,000)
50455	Parts	\$ -	\$ -	\$ -	\$ 685,600	\$ 710,600	\$ (25,000)	\$ 1,000	\$ 6,000	\$ (5,000)	\$ 686,600	\$ 716,600	\$ (30,000)
50456	Fluids	\$ -	\$ -	\$ -	\$ 41,000	\$ 50,640	\$ (9,640)			\$ -	\$ 41,000	\$ 50,640	\$ (9,640)
50515	Phones	\$ 25,200	\$ 18,000	\$ 7,200	\$ 100,020	\$ 94,020	\$ 6,000	\$ 10,000	\$ 15,000	\$ (5,000)	\$ 135,220	\$ 127,020	\$ 8,200
50520	Water	\$ -	\$ -	\$ -	\$ 24,000	\$ 24,000	\$ -	\$ 84,768	\$ 84,767	\$ 1	\$ 108,768	\$ 108,767	\$ 1
50525	Electricity	\$ 11,600	\$ 11,400	\$ 200	\$ 45,600	\$ 41,300	\$ 4,300	\$ 206,000	\$ 186,000	\$ 20,000	\$ 263,200	\$ 238,700	\$ 24,500
50530	Other Communications	\$ -	\$ -	\$ -	\$ 6,000	\$ 14,440	\$ (8,440)	\$ 14,800	\$ 14,796	\$ 4	\$ 20,800	\$ 29,236	\$ (8,436)
50605	General Liability Insurance	\$ 960	\$ 800	\$ 160	\$ -	\$ -	\$ -	\$ 794,115	\$ 756,300	\$ 37,815	\$ 795,075	\$ 757,100	\$ 37,975
50610	Property Damage Insurance	\$ 720	\$ 960	\$ (240)	\$ 15,360	\$ 21,708	\$ (6,348)	\$ 110,130	\$ 104,886	\$ 5,244	\$ 126,210	\$ 127,554	\$ (1,344)
50615	Vehicle Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 494,709	\$ 471,151	\$ 23,558	\$ 494,709	\$ 471,151	\$ 23,558
50620	Crime Liability Insurance	\$ 4,200	\$ 2,599	\$ 1,601	\$ -	\$ -	\$ -			\$ -	\$ 4,200	\$ 2,599	\$ 1,601
50625	Errors & Omission Liability	\$ 5,160	\$ 6,202	\$ (1,042)	\$ -	\$ -	\$ -			\$ -	\$ 5,160	\$ 6,202	\$ (1,042)
50630	Workers Compensation Insurance	\$ 2,040	\$ 1,940	\$ 100	\$ 132,636	\$ 121,248	\$ 11,388			\$ -	\$ 134,676	\$ 123,188	\$ 11,488
50635	Auto Liability	\$ 240	\$ 205	\$ 35	\$ 322,945	\$ 318,666	\$ 4,279	\$ 1,382	\$ 1,316	\$ 66	\$ 324,567	\$ 320,187	\$ 4,380
50640	Pollution Liability Coverage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 368	\$ 350	\$ 18	\$ 368	\$ 350	\$ 18
50810	Purchased Transportation	\$ -	\$ 158,778	\$ (158,778)	\$ 560,161	\$ 343,118	\$ 217,043	\$ 10,068,545	\$ 9,840,263	\$ 228,282	\$ 10,628,706	\$ 10,342,159	\$ 286,547
50910	Dues & Subscriptions	\$ 75,355	\$ 91,480	\$ (16,125)	\$ 1,100	\$ -	\$ 1,100	\$ 7,899	\$ 7,533	\$ 366	\$ 84,354	\$ 99,013	\$ (14,659)
50915	Registration Fees	\$ 48,295	\$ 61,210	\$ (12,915)	\$ 26,400	\$ 4,500	\$ 21,900	\$ 4,100	\$ 2,400	\$ 1,700	\$ 78,795	\$ 68,110	\$ 10,685
50920	Travel	\$ 61,475	\$ 99,150	\$ (37,675)	\$ 45,900	\$ 18,980	\$ 26,920	\$ 5,853	\$ 4,395	\$ 1,458	\$ 113,228	\$ 122,525	\$ (9,297)
50925	Mileage Reimbursement	\$ 9,500	\$ 9,600	\$ (100)	\$ 3,400	\$ 1,000	\$ 2,400	\$ 200	\$ 300	\$ (100)	\$ 13,100	\$ 10,900	\$ 2,200
50930	Meals - Non Travel	\$ 26,730	\$ 14,950	\$ 11,780	\$ 9,000	\$ 6,000	\$ 3,000	\$ 400	\$ 800	\$ (400)	\$ 36,130	\$ 21,750	\$ 14,380
50935	Contingency	\$ -	\$ 9,800	\$ (9,800)	\$ 51,420	\$ 176,174	\$ (124,754)			\$ -	\$ 51,420	\$ 185,974	\$ (134,554)
50940	Other Miscellaneous	\$ 14,000	\$ 15,500	\$ (1,500)	\$ 4,800	\$ 9,600	\$ (4,800)			\$ -	\$ 18,800	\$ 25,100	\$ (6,300)
50945	Training & Development	\$ 36,810	\$ 50,640	\$ (13,830)	\$ 46,600	\$ 24,804	\$ 21,796	\$ 1,200	\$ 1,200	\$ -	\$ 84,610	\$ 76,644	\$ 7,966
51010	Operating Leases	\$ 125,500	\$ 130,481	\$ (4,981)	\$ 101,733	\$ 99,981	\$ 1,752	\$ 2,400	\$ 4,512	\$ (2,112)	\$ 229,633	\$ 234,974	\$ (5,341)
TOTAL OPERATING EXPENSES		\$ 6,320,872	\$ 7,245,327	\$ (924,455)	\$ 14,053,586	\$ 13,314,003	\$ 739,583	\$ 13,572,857	\$ 13,730,006	\$ (157,149)	\$ 33,947,315	\$ 34,289,336	\$ (342,021)
Non-Operating Revenue (Expense)													
40210	Investment Income	\$ 400,000	\$ 200,000	\$ 200,000	\$ -	\$ -					\$ 400,000	\$ 200,000	\$ 200,000
40225	Fare Evasion Fee	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 1,000	\$ 1,000		\$ 1,000	\$ 1,000	\$ -
40230	Misc Revenue	\$ -	\$ -	\$ -	\$ -	\$ -					\$ -	\$ -	\$ -
40235	Refunds & Reimbursements	\$ 51,000	\$ 85,761	\$ (34,761)	\$ -	\$ -					\$ 51,000	\$ 85,761	\$ (34,761)
40241	2008 Refunded Prepay Penalty	\$ -	\$ -	\$ -	\$ -	\$ -					\$ -	\$ -	\$ -
40243	2009 Series Bonds Interest Exp	\$ 555,240	\$ 599,697	\$ (44,457)	\$ -	\$ -					\$ 555,240	\$ 599,697	\$ (44,457)
40245	2011 Series CO Interest Exp	\$ 354,240	\$ 375,287	\$ (21,047)	\$ -	\$ -					\$ 354,240	\$ 375,287	\$ (21,047)
40300	Sales Tax Revenue	\$ 29,019,184	\$ 28,450,180	\$ 569,004	\$ -	\$ -					\$ 29,019,184	\$ 28,450,180	\$ 569,004
40400	Federal Operating Grant	\$ 5,253,753	\$ 4,351,253	\$ 902,500	\$ -	\$ -					\$ 5,253,753	\$ 4,351,253	\$ 902,500
40410	Federal Capital Grant	\$ 4,973,021	\$ 2,507,694	\$ 2,465,327	\$ -	\$ -					\$ 4,973,021	\$ 2,507,694	\$ 2,465,327
40413	State Operating Grant	\$ -	\$ -	\$ -	\$ -	\$ -					\$ -	\$ -	\$ -
40414	State Capital Grant	\$ 780,389	\$ 1,303,696	\$ (523,307)	\$ -	\$ -					\$ 780,389	\$ 1,303,696	\$ (523,307)
TOTAL NON-OPERATING REVENUES / (EXP)		\$ 39,567,867	\$ 35,923,600	\$ 3,644,267	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ 39,568,867	\$ 35,924,600	\$ 3,644,267

Net Income \$ 11,160,033 \$ 6,648,096

DENTON COUNTY TRANSPORTATION AUTHORITY
Capital Improvement Plan

EXHIBIT C

Project Name	Project Number	Current Project Budget	Project LTD thru FY 2018	Revised FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Project Total (Thru 2025)
BUS OPERATIONS											
Scheduling Software	50601	\$ 250,000	\$ 28,125	\$	221,875						\$ 250,000
IOMF Fuel Tanks - Lewisville	50305	1,037,000	478,177	558,823							1,037,000
Fleet {2018}	50512	1,360,932		1,360,932							1,360,932
Fleet {2019}	50513	1,481,000			1,481,000						1,481,000
Integrated Fare Payment	50411	600,000			600,000						600,000
Fleet {2020}	NEW	2,662,600			1,062,600						1,062,600
Future Fleet Replacement	NEW					3,761,183	1,606,067	2,358,069	2,974,896	3,098,071	13,798,286
Major Maintenance Items - Bus	NEW	125,000			125,000	-	179,530	238,264	273,851	200,000	1,016,645
RAIL OPERATIONS											
Positive Train Control Implementation	61406.1	16,720,141	13,953,896	1,483,887	1,282,358						16,720,141
Positive Train Control - Phase 2	NEW	5,000,000		150,000	1,780,555	3,069,445					5,000,000
Trail Safety Improvements	61715	181,157	5,600	51,400	124,157						181,157
Lewisville Bike Trail - Eagle Point	61716	2,995,873	83,204	1,989,242	923,427						2,995,873
Brownfield Remediation	61605	385,000	139,720	174,070	71,210						385,000
Rail Safety Improvements	61718	400,000	67,678	186,049	200,000	200,000	200,000	200,000	200,000	200,000	1,453,727
Major Maintenance Items - Rail	61719	2,450,000		1,929,468	2,024,826	2,124,693	2,062,535	1,798,907	1,099,619	1,704,328	12,744,376
Stadler Diagnostics Laptops (2)	NEW	80,000			80,000					80,000	160,000
GENERAL & ADMINISTRATIVE											
Safety & Security Assessment	10604	250,000	25,000								25,000
Infrastructure Acquisition	10302	3,900,000	173,395	24,037	3,702,568						3,900,000
Project Mgmt./Document Control	10605	50,648		25,138							25,138
Shared Use Mobility Study	10606	123,428		63,921	59,507						123,428
Server & Network Infrastructure	10403	350,000		306,910	43,090				350,000		700,000
TOTAL CAPITAL BUDGET		\$ 40,402,779	\$ 14,954,795	\$ 8,303,877	\$ 13,782,173	\$ 9,155,321	\$ 4,048,132	\$ 4,595,240	\$ 4,898,366	\$ 5,282,399	\$ 65,020,304