

8.0 FINANCIAL PLAN

This chapter provides a financial plan projected through FY 2025-26 supporting implementation of the recommended service plan, which is a phased five-year transition to redesign existing transit services. The system redesign encompasses initial targeted service improvements during the first two years of the SRTP (FY 2022-FY 2023) designed to increase capacity on already highly productive routes such as the Yellow 95, followed by several sector-based service redesign concepts for further consideration during the later years.

The purpose of developing a financial plan is twofold: it allows YCIPTA to determine how much service and how many of the SRTP recommendations can be funded in a constrained manner, and it provides YCIPTA with a forecast of the operating and capital funding needs necessary to support those transit services. All cost and revenue projections are provided in year of expenditure dollars.

This financial plan represents the adjustment of projected annual operating and capital costs into alignment with identified financial resources. Consequently, it is through the development of the SRTP's financial plan that transit agencies determine which service improvements can be realistically achieved and when those service improvements should be implemented. Revenue assumed is further categorized by federal, state, and local funding sources to further assess necessary project commitments, match percentages, and capital reserves.

Exhibit 8.1 presents YCIPTA's proposed capital project plan. Presented are a listing and description of capital projects and reference to funding source, presented by fiscal year. As presented, projects include vehicle replacement; development of the West Yuma Transit Hub (WYTH); development of Downtown Yuma Transit Center at the historic Hotel del Sol; and bus stop improvements.

Exhibit 8.2 presents YCIPTA's operations financial plan to FY 2026 including revenues and expenditures. The financial plan for transit operations and the capital program is prepared to ensure that there is sufficient funding for the proposed service, development, maintenance, and replacement of capital assets.

Following are summary descriptions of the funding sources and assumptions for the financial plan. The assumptions are conservative in recognition of shifts in general economic conditions that impact actual revenue generation and the competitiveness of discretionary transit grant programs. Funding sources had previously been identified and described in an earlier chapter. This chapter presents the financial plan tables and revenue strategies. The latter, reflects transit's financial condition and meets performance standards.

8.1 Operating and Capital Expenditures

YCIPTA relies on a variety of funding sources to operate and sustain its public transit services to the community. Fares comprise approximately 8 percent of net operating costs. The net cost of operations is funded through a combination of local and federal grant subsidy programs (including pass-through grants from ADOT). Actual and projected transit operating revenues and expenses through FY 2026 are compiled in Exhibit 8.2.

Operating expenditures are inclusive of administration, purchased transportation, maintenance, and operations. The financial plan uses FY 2019-20 budget data as a baseline. Expenditures are forecasted to increase at 3.2 percent annually indexed to inflation and cost-of-living adjustments (COLA).

Capital expenditures encompass vehicle replacement, bus stop and shelter improvements, transit center development in West Yuma and at the historic Hotel del Sol in downtown Yuma. The financial plan uses FY 2019-20 budget data as a baseline as well as projected capital forecasts based on YCIPTA's fleet purchasing and capital improvement plans.

8.2 Local Transit Funding Sources

8.2.1 Fare Revenues

Fare revenues will continue to be an important revenue source that help support operations and meet performance measure mandates. Farebox revenues are composed of cash fares and multi-day and ride passes. Discount fares and passes are sold to seniors age 65 and older, persons with disabilities, Medicare card holders, persons certified under the Americans with Disabilities Act of 1990 (ADA), and students ages 5 to 18 with student identification.

The National Transit Database (NTD) categorizes farebox revenues from three contract-operated service modes: demand-response, general public fixed route, and vanpools. YCIPTA does not receive vanpool revenue and is only an authorized reporter for the purposes of the NTD. Farebox revenues comprise 8 percent of YCIPTA's revenues.

The five-year service plan envisions the integration of alternative fare structures proposed under the On-Demand/Consumer Choice Feeder (microtransit model) and the Personal Mobility on Demand (PMoD) demonstration pilot. On-demand vehicle hailing, and fare payment will occur primarily via a branded phone app to be developed under YCIPTA sponsorship. YCIPTA's principal roles would be to subsidize a portion of the cost of the trip to ensure sustainability, and to monitor performance relative to service standards.

The FY 2019-20 YCIPTA budget provides base year data for the fare revenues. The financial plan projects a 3 percent annual growth rate in passenger fare revenues. Fare collection was suspended in response to the COVID-19 pandemic in March 2020 and has extended into FY 2021. YCIPTA announced the return to its full schedule on March 22, 2021. As the pandemic is brought under control, it is anticipated that fare collection would resume in FY 2022 and continue through FY 2026.

8.2.2 Advertising Revenue

Another source of transit revenue is through the sale of advertising space on transit vehicles and transit-related infrastructure. YCIPTA allows for advertising on the exterior and interior of its buses, the YCAT webpage, on the Wi-Fi homepage, inside the YCAT Rider's Guide and on transit bus shelters and benches throughout the YCAT service area. YCIPTA generally budgets \$16,000 in advertising revenue annually. The financial plan projects zero percent growth in annual revenues.

8.2.3 Direct Non-Operating Revenues

YCIPTA Member Fee Contributions

Membership of YCIPTA is composed of nine member agencies representing the County of Yuma, the Cities of Yuma, Somerton and San Luis, the Town of Wellton, Northern Arizona University - Yuma, Arizona Western College, Quechan Indian Tribe, and the Cocopah Indian Tribe. YCIPTA receives a total of \$516,739 annually in dues from member agencies and comprise 10 percent of revenues received. Member fee dues have remained consistent and the financial plan projects no increase in dues.

Agency	Funding	Percentage
Yuma County	\$ 154,960	29.99%
City of Yuma	\$ 200,000	38.70%
City of Somerton	\$ 29,919	5.79%
Town of Wellton	\$ 14,499	2.81%
City of San Luis	\$ 70,573	13.66%
Cocopah Indian Tribe	\$ 41,031	7.94%
Quechan Indian Tribe	\$ 5,757	1.11%
Total	\$ 516,739	100.00%

Contributions from Public Entities - In-Kind Support Revenues

YCIPTA receives local match contributions through Memorandums of Understanding implemented with Western Arizona Council of Governments (WACOG), PPEP Tech, AZTEC, additional in-kind support from Greyhound Lines, Inc, Quechan Indian Tribe, Yuma County as well as Imperial County Transportation Commission (TDA funds).

The Cocopah and Quechan Indian Tribes are member agencies of YCIPTA and as such contribute to the operations of the public transit system. In 2013, YCIPTA, in cooperation with the Quechan Indian Tribe and ICTC, entered into a Memorandum of Understanding (MOU) for YCIPTA to operate the YCAT’s Turquoise Route 10, which operates three days per week between Yuma, Fort Yuma Indian Reservation, Winterhaven and El Centro, California. The MOU is reviewed and amended on an annual basis. The three entities meet quarterly to address and review service performance. Operating costs are fully allocated per revenue service hour.

Agency	Funding	Percentage
Arizona Western University	\$ 100,000	14.23%
Northern Arizona University	\$ 6,800	0.97%
AZTEC	\$ 10,500	1.49%
YPIC	\$ 3,600	0.51%
Vista High School	\$ 15,400	2.19%
Cocopah - Purple Route	\$ 308,285	43.87%
Imperial County Transportation Commission (LTF)	\$ 162,062	23.06%
Quechan - Blue/Turquoise Routes	\$ 96,110	13.68%
Total	\$ 702,757	100.00%

Greyhound Ticket Commissions

YCIPTA also sells Greyhound tickets to over 3,400 destinations throughout the United States, Canada, and Mexico. Tickets can be purchased at the YCAT Bus Facility, 2715 East 14th Street, Yuma. In addition, YCAT accepts Greyhound tickets on board YCAT routes to the ultimate city or town shown on the ticket based on routes that connects with the Greyhound bus stop located at 1275 Castle Dome Avenue in Yuma with no additional fare required. Commissions on tickets sales averaged \$24,596 annually based on a four-year average (FY 2016-FY 2019).

8.3 Federal Revenue Sources

The Federal Transit Administration (FTA) provides financial and technical assistance to local public transit systems. Since 1964, FTA has partnered with state and local governments to create

and enhance public transportation systems, investing more than \$11 billion annually to support and expand public transit services. The FTA provides annual formula grants to transit agencies nationwide as well as discretionary funding in competitive processes. The financial plan shows funding from three FTA programs. Most of the federal funding will be applied towards operating expenditures.

The most recent development concerning the provision of federal transportation funding support has been the passage of The Fixing America's Surface Transportation Act (FAST Act), signed into law by President Obama on December 4, 2015. The FAST Act is the first law enacted in more than a decade that provides long-term funding certainty for transportation. In FY 2016, the FTA had a funding allocation of \$11,789 billion, which it disperses to states and other recipients through a combination of formula and discretionary grants. Retroactively effective on October 1, 2015, the FAST Act authorizes transit program funding for five years through September 30, 2020. On September 22, 2020, the United States House of Representatives passed its Continuing Resolution, which included a one-year extension of the FAST Act. The Continuing Resolution was signed into law by President Trump on October 1, 2020.

YCIPTA receives pass-through funding from the Multimodal Planning Division (MPD) of the Arizona Department of Transportation (ADOT), which administers formula grants for the Coordinated Mobility Program under FTA Section 5310 and the Rural Public Transit Program under FTA Section 5311 Program. ADOT pass-through funding comprises approximately 20 percent of YCIPTA's funding based on the average receipts.

On March 27, 2020, President Trump signed the Coronavirus Aid, Relief, and Economic Security (CARES) Act into law. The CARES Act provides emergency assistance and health care response for individuals, families and businesses affected by the COVID-19 pandemic and provide emergency appropriations to support Executive Branch agency operations during the COVID-19 pandemic.

Under the CARES Act, FTA is allocating \$25 billion to recipients of urbanized area and rural area formula funds, with \$22.7 billion allocated to large and small urban areas and \$2.2 billion allocated to rural areas. Funding will be provided at a 100 percent federal share, with no local match required, and will be available to support capital, operating, and other expenses generally eligible under those programs to prevent, prepare for, and respond to COVID-19.

Operating expenses incurred beginning on January 20, 2020 for all rural and urban recipients, even those in large urban areas, are also eligible, including operating expenses to maintain transit services as well as paying for administrative leave for transit personnel due to reduced operations during an emergency.

During the first round of CARES Act funding, under the amounts apportioned to State Governors for Urbanized Areas 50,000 to 199,999 in Population, the Yuma region was apportioned \$8.1 million. The funding received is based off a formula that FTA uses for regular FTA Section 5307

apportionments. In addition, YCIPTA was awarded \$1.92 million in FTA Section 5311 formula grant funding for rural areas through ADOT as part of the CARES Act.

CARES Act funding has been allocated to cover operating expenses. After discussions with the FTA regarding capital expenses, YCIPTA received authorization to submit an amendment to reallocate a portion of its CARES Act funding to cover capital expenses. The purchase of eight replacement vehicles under this arrangement would not require the standard 20 percent local match.

Two additional rounds of Federal stimulus funding were enacted during the fourth quarter of 2020 and the first quarter of 2021. The Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) was signed by President Trump on December 27, 2020 and included \$14 billion in federal funding allocations to public transit systems. YCIPTA and hundreds of other small urban and rural providers did not receive any of the \$14 billion funds appropriated under CRRSAA. Only 39 of the nation's 320 small-urbanized areas (population between 50,000-200,000) received CRRSAA funding.

The latest round of federal COVID assistance was passed by both houses of Congress as the American Rescue Plan Act of 2021 (ARP) in March 2021. On March 11, 2021, President Biden signed the ARP Act into law. The ARP provides \$30.46 billion administered by the FTA to transit. The relief funds being distributed at 100 percent federal share included \$26.1 billion allocated under the FTA Section 5307 urbanized formula program; \$317.2 million under the FTA Section 5311 rural area and tribal government programs; \$1.675 billion under the FTA Section 5309 Capital Investment Grants program; and \$50 million under the FTA Section 5310 program.

ARP transportation funds allocated through ADOT are estimated at \$421 million. FTA mass transit grants are available until September 30, 2024. Based on the Arizona State Legislature analysis, YCIPTA stands to receive approximately \$500,000 in ARP funding through ADOT under the FTA Section 5307 urbanized formula program.

8.3.1 FTA Section 5307 Urbanized Area Formula Funding Program

The Urbanized Area Formula Funding Program makes federal resources available to urbanized areas for transit capital and operating assistance, and for transportation planning and related planning in urbanized areas. An urbanized area is a Census-designated area with a population of 50,000 or more as designated by the US Department of Commerce, Bureau of the Census. Because YCIPTA operates in a small urbanized area between 50,000 and 200,000 people, the Authority has used these funds for both operating and capital expenditures. FTA Section 5307 operating funds comprise one-third of revenues. The initial large increase in FY 2021 FTA Section 5307 funding is attributed to the CARES Act allowing a 100 percent federal share. FTA Section 5307 revenues fund transit services within the Yuma Urbanized Area. The financial plan projects consistent FTA Section 5307 revenues from FY 2022 through FY 2026 based on the pre-pandemic allocations.

The Surface Transportation Program (STP) is the largest potential source of flexible funds. It can be used for a broad array of highway purposes, and flexibly used for major capital purposes such as bus procurement. STP Capital funds comprise 3 percent of revenues.

8.3.2 FTA Section 5310 Enhanced Mobility for Seniors and Individuals with Disabilities

The program supports transportation services planned, designed, and carried out to meet the special transportation needs of seniors and individuals with disabilities. FTA Section 5310 funds received by YCIPTA are used for travel training.

The FTA Section 5310 program moved to a two-year application cycle beginning in 2019. Applicants are required to apply for both years in the same application. The financial plan projects continued FTA Section 5310 support toward mobility management activities.

8.3.3 FTA Section 5311 Rural Area Formula Funding Program

The Rural Area Formula Funding Program provides capital, planning, and operating assistance to states and federally recognized Indian tribes to support public transportation in rural areas with populations less than 50,000. YCIPTA utilizes FTA Section 5311 funding to operate all transit routes outside the Yuma urbanized area. The Job Access and Reverse Commute (JARC) program has been merged into the Section 5311 program. Projects formerly eligible under the JARC program are eligible under the Section 5311 program.

Revenue from the sale of advertising and concessions may be used as local match. Recipients may now use up to 20 percent of their FTA Section 5311 allocation (previously 10 percent) for the operation of paratransit services, provided certain conditions are met. YCIPTA submits an annual Program of Projects for its FTA Section 5311 allocation, which it uses for operations and capital procurement. FTA Section 5311 funding comprise 20 percent of YCIPTA's revenues.

The initial large increase in FY 2021 FTA Section 5311 funding is attributed to the CARES Act allowing a 100 percent federal share. FTA Section 5311 revenues fund services outside of the Yuma Urbanized Area. The financial plan projects stable but lower FTA Section 5311 allocations from FY 2022 through FY 2026.

8.4 CONCLUSION

Over the next five years, YCIPTA expects modest expansion and restructuring of the service offered through further frequency increases on core routes and flex options in other parts of the

service area. All expansions will be associated with changes to the funding sources that will support such sustained growth.

For capital expenditures, YCIPTA will remain focused on keeping its fleet right sized and in a state of good repair. Major capital investments will expand passenger amenities directly associated with the preferred service plan implementation. Reliance on Federal revenue and the recent COVID-19 stimulus will remain for capital investment, along with Federal participation at the current rates at a minimum.

Exhibits

Exhibit 8.1: Capital Project Plan – FY 2020–21 through FY 2025–26

Project Name	Project Description	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total	Federal	Local
Vehicle Replacement	Replace Vehicles #126, #129 & #130 (Chevy C5500); #137, #138, & #149 (1997 New Flyer); #142 & #144 (Freightliner - Trolley)	\$3,700,000	\$0	\$0	\$0	\$0	\$0	\$3,700,000	\$2,960,000	\$740,000
Vehicle Replacement	Replace Vehicles #150, #151, #152 & #153 (2016 ARBOC)	\$0	\$0	\$1,320,000	\$0	\$0	\$0	\$1,320,000	\$1,056,000	\$264,000
Vehicle Replacement	Replace Vehicle #302 (2020 Ford E350 Starcraft)	\$0	\$0	\$0	\$0	\$70,000	\$0	\$70,000	\$56,000	\$14,000
Vehicle Replacement	Replace Vehicle #303 (2020 Ford E350 Starcraft)	\$0	\$0	\$0	\$0	\$70,000	\$0	\$70,000	\$56,000	\$14,000
Vehicle Replacement	Replace Vehicles #350 & #351 (2020 Ford E350 Starcraft)	\$0	\$0	\$0	\$0	\$180,000	\$0	\$180,000	\$144,000	\$36,000
Total Vehicle Replacement		\$3,700,000	\$0	\$1,320,000	\$0	\$320,000	\$0	\$5,340,000	\$4,272,000	\$1,068,000
Support Vehicle Replacement	Replace Vehicles #146, #147, & #148 - 2015 Dodge Vans & 2014 Braun	\$0	\$150,000	\$0				\$150,000	\$120,000	\$30,000
Support Vehicle Replacement	Replace Vehicles #133, #134 & #135 - 2013 Ford Focus	\$0	\$54,000	\$0				\$54,000	\$43,200	\$10,800
Support Vehicle Replacement	Replace Shop Service Truck #1100 - 2019 Ford F250	\$0	\$0	\$0			\$45,000	\$45,000	\$36,000	\$9,000
Support Vehicle Replacement	Replace Pick Up Trucks #1101 & #1102 - 2019 Ford F250	\$0	\$0	\$0			\$60,000	\$60,000	\$48,000	\$12,000
Total Support Vehicle Replacement		\$0	\$204,000	\$0	\$0	\$0	\$105,000	\$309,000	\$127,200	\$31,800

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Project Name	Project Description	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total	Federal	Local
Multi-Modal Transportation Center	Hotel Del Sol		\$2,367,930					\$2,367,930	\$1,894,344	\$473,586
Bus Stop Improvements	Bus Shelters	\$243,471						\$243,471	\$194,777	\$48,694
West Yuma Transit Hub Improvements	Preferred Service Plan Improvement					\$100,000		\$100,000	\$80,000	\$20,000
Bus Stop Improvements	Preferred Service Plan Improvement: 10 bus shelters/bus stop amenities @ 25K			\$250,000				\$250,000	\$200,000	\$50,000

Exhibit 8.2: Operations Financial Plan – FY 2019–20 through FY 2025–26

Revenues	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
YCAT Fixed Route Fares	\$325,094	\$0	\$334,847	\$344,892	\$355,239	\$365,896	\$376,873
YCAT On Call Fares	\$1,094	\$0	\$1,127	\$1,161	\$1,195	\$1,231	\$1,268
Advertising Revenue	\$189	\$0	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Greyhound Ticket Commissions	\$7,940	\$26,400	\$27,192	\$28,008	\$28,848	\$29,713	\$30,605
Interest	\$3,231	\$1,200	\$1,236	\$1,273	\$1,311	\$1,351	\$1,391
Miscellaneous Revenues	\$2,408	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Member Agency Dues	\$516,739	\$516,739	\$516,739	\$516,739	\$516,739	\$516,739	\$516,739
Local Public Entity Contributions	\$547,775	\$702,757	\$702,757	\$702,757	\$702,757	\$702,757	\$702,757
FTA Section 5310 (ADOT Pass-Thru)	\$17,794	\$35,384	\$35,384	\$35,384	\$35,384	\$35,384	\$35,384
FTA Section 5311 (ADOT Pass-Thru)	\$1,234,231	\$3,299,242	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
FTA Section 5307 (Including Federal Stimulus)	\$6,046,633	\$11,363,548	\$3,200,000	\$2,700,000	\$2,700,000	\$2,700,000	\$2,700,000
STP Capital	\$173,247	\$277,974	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total Revenues	\$8,876,375	\$16,225,244	\$6,487,282	\$5,998,214	\$6,009,474	\$6,021,072	\$6,033,017
Expenditures							
YCIPTA Salaries & Wages	\$340,592	\$380,780	\$392,965	\$405,540	\$418,517	\$431,910	\$445,731
Fringe Benefits	\$110,657	\$144,135	\$148,747	\$153,507	\$158,419	\$163,489	\$168,721
ADA Paratransit	\$117,081	\$145,836	\$150,211	\$154,717	\$159,359	\$164,140	\$169,064
Accounting & Audit	\$0	\$38,000	\$39,216	\$40,471	\$41,766	\$43,102	\$44,482
Vanpool Subsidy	\$125,294	\$126,000	\$130,032	\$134,193	\$138,487	\$142,919	\$147,492
Advertising	\$53,797	\$80,000	\$82,560	\$85,202	\$87,928	\$90,742	\$93,646
Legal Services	\$19,309	\$36,000	\$37,152	\$38,341	\$39,568	\$40,834	\$42,141
Cash Handling/Payroll Processing	\$12,037	\$24,000	\$24,768	\$25,561	\$26,379	\$27,223	\$28,094
IT Support/Web Development	\$47,727	\$36,000	\$37,152	\$38,341	\$39,568	\$40,834	\$42,141
Temporary Help	\$2,441	\$3,000	\$3,096	\$3,195	\$3,297	\$3,403	\$3,512
Purchased Transportation (Contractor)	\$3,075,390	\$3,307,396	\$3,413,233	\$3,522,456	\$3,635,175	\$3,751,500	\$3,871,548
Contract Costs (Solutions for Transit)	\$35,985	\$100,000	\$103,200	\$106,502	\$109,910	\$113,428	\$117,057
Equipment Maintenance	\$3,035	\$20,000	\$20,640	\$21,300	\$21,982	\$22,686	\$23,411

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Office Equipment Repair	\$845	\$3,000	\$3,096	\$3,195	\$3,297	\$3,403	\$3,512
Vehicle Maintenance	\$65,195	\$231,747	\$239,163	\$246,816	\$254,714	\$262,865	\$271,277
Building Maintenance	\$19,859	\$12,000	\$12,384	\$12,780	\$13,189	\$13,611	\$14,047
Communications/Radio Service	\$121,937	\$130,000	\$134,160	\$138,453	\$142,884	\$147,456	\$152,174
Grounds Keeping/Pest Control	\$718	\$1,500	\$1,548	\$1,598	\$1,649	\$1,701	\$1,756
Software Updates/Maintenance	\$33,260	\$55,000	\$56,760	\$58,576	\$60,451	\$62,385	\$64,382
Bus Cleaning Services	\$0	\$72,000	\$74,304	\$76,682	\$79,136	\$81,668	\$84,281
Security Services	\$669	\$1,000	\$1,032	\$1,065	\$1,099	\$1,134	\$1,171
Fuel, Oil & Lubricants	\$338,790	\$460,000	\$474,720	\$489,911	\$505,588	\$521,767	\$538,464
Office Supplies	\$9,775	\$20,000	\$20,640	\$21,300	\$21,982	\$22,686	\$23,411
Postage	\$1,219	\$1,500	\$1,548	\$1,598	\$1,649	\$1,701	\$1,756
Printing	\$19,256	\$30,000	\$30,960	\$31,951	\$32,973	\$34,028	\$35,117
Miscellaneous Materials & Supplies	\$13,770	\$130,000	\$133,900	\$137,917	\$142,055	\$146,316	\$150,706
Utilities	\$18,704	\$26,500	\$27,348	\$28,223	\$29,126	\$30,058	\$31,020
Casualty & Liability Insurance	\$9,670	\$12,000	\$12,384	\$12,780	\$13,189	\$13,611	\$14,047
Miscellaneous Expenses	\$115,312	\$160,097	\$165,220	\$170,507	\$175,963	\$181,594	\$187,405
Leases & Rentals	\$50,400	\$50,400	\$52,013	\$53,677	\$55,395	\$57,168	\$58,997
Total Operations	\$4,762,724	\$5,837,891	\$6,024,152	\$6,216,356	\$6,414,695	\$6,619,362	\$6,830,561
Multi-Modal Transit Center (Hotel Del Sol)	\$132,463	\$2,367,930	\$0	\$0	\$0	\$0	\$0
West Yuma Transit Hub Improvements	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
Bus Stop Improvements	\$0	\$243,471	\$0	\$250,000	\$0	\$0	\$0
Support Vehicle Replacement	\$0	\$0	\$204,000	\$0	\$0	\$0	\$105,000
Vehicle Replacement	\$1,500,000	\$3,700,000	\$0	\$1,320,000	\$0	\$320,000	\$0
Total Capital	\$1,632,463	\$6,311,401	\$204,000	\$1,570,000	\$0	\$420,000	\$105,000
Total Expenditures	\$6,395,187	\$12,149,292	\$6,228,152	\$7,786,356	\$6,414,695	\$7,039,362	\$6,935,561
Balance: Revenues minus Expenditures	\$2,481,188	\$4,075,952	\$259,130	-\$1,788,143	-\$405,221	-\$1,018,291	-\$902,543