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WORCESTER REGIONAL TRANSIT AUTHORITY  
**FISCAL YEAR ANNUAL REPORT** 2006

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## Events and Milestones

In fiscal year 2006 the WRTA implemented Phase II of the Urbitran Study and renumbered many of the routes for consistency, resulting in eliminating north and south designations and acquired first-year funding for the "The Local Connection" TLC program for Northborough and Southborough.

In accordance with the Information Technology IT plan and consistent with Regional IT Architecture, the WRTA contracted with the IBI Group to conduct a comprehensive communication study. In addition, the WRTA hired SEA as an on call architecture and engineering firm allowing for the replacement of the front roof and parapet wall, restoration of the down town shelters and the installation of a new shelter at Union Station.

All customer service personnel, dispatchers and call takers attended "Knock Your Socks Off" customer service training and the General Manager of RTA Transit Services, Inc. spoke on the benefits and disadvantages of alternative fuels at a MARTA sponsored Fuel Seminar.

## Management Services

In 2006 the PTM (Professional Transit Management) transitioned from Alex Roman who was promoted to Regional Manager, to John Carney as General Manager, with long time Director of PBSI, Nicole Rohan, replacing Mr. Carney as Assistant General Manager. PTM was successful in settling a wage reopener with Local 22.

## Finances

A financial audit conducted by McCarthy, Hargrave & Co. showed the WRTA had a balanced budget for 2006. Full financial documentation for the WRTA is presented later in this document.

The WRTA's fixed diesel fuel price of \$0.99 expired in October 2005 and due to the volatility of the global market, fuel costs almost doubled with a 92% increase.

## Ridership Trends

WRTA Fixed Route Ridership improved from the FY 2005 strike year low of 2,567,892 to 3,157,498, but still well below the pre-strike plateau of 3,521,248 reported in fiscal year 2004. Paratransit ridership, less affected by the decline in FY 2005 exceeded the pre-strike plateau with 274,173 trips in fiscal year 2006, compared to 256,593 and 269,626 in 2005 and 2004 respectively.

**WORCESTER REGIONAL TRANSIT AUTHORITY**  
 (A Component Unit of the Commonwealth of Massachusetts)  
 Management's Discussion and Analysis  
 For the Year Ended June 30, 2006

**Worcester Regional Transit Authority's Net Assets**

	<b>2006</b>	<b>2005</b>
Current and Other Assets	15,023,729	15,232,656
Capital Assets – Transportation Property and Equipment	7,984,408	8,957,321
Capital Assets – Union Station Project	-	38,906,286
<b>Total Assets</b>	<b>23,008,137</b>	<b>63,096,263</b>
Long-Term Liabilities Outstanding	684,090	1,332,746
Other Liabilities	15,716,466	15,912,947
<b>Total Liabilities</b>	<b>16,400,556</b>	<b>17,245,693</b>
<b>Net Assets</b>		
Invested in Capital Assets, Net of Related Debt	7,312,766	46,555,755
Unrestricted (Deficit)	(705,185)	(705,185)
<b>Total Net Assets</b>	<b>\$6,607,581</b>	<b>\$45,850,570</b>

The decrease in net assets invested in capital assets, net of related debt occurred primarily because the Union Station Project (\$ 39,720,155) was transferred to the Worcester Redevelopment Authority. The decrease was offset somewhat because additions to capital assets plus the funding of the debt service on the capitalized lease obligation was greater than the current year's depreciation related to these assets. The additions and debt service were funded by federal, state, and local capital assistance.

The Authority's operations for fiscal 2006 net of capital asset activity resulted in no change in the deficit.

**WORCESTER REGIONAL TRANSIT AUTHORITY**  
 (A Component Unit of the Commonwealth of Massachusetts)  
 Statement of Net Assets  
 As of June 30, 2006

**ASSETS**

**Current Assets**

Cash and Cash Equivalents	\$1,892,372
Receivables:	
Federal Government	653,634
Commonwealth of Massachusetts and Member Municipalities	12,338,076
Other	45,832
Other Current Assets	81,367
<b>Total Current Assets</b>	<b>15,011,281</b>

**Noncurrent Assets**

Deferred Financing Costs, Net	12,448
Capital Assets:	
Land	183,000
Depreciable Buildings, Property and Equipment, Net	7,801,408
<b>Total Capital Assets</b>	<b>7,984,408</b>
<b>Total Noncurrent Assets</b>	<b>7,996,856</b>
<b>Total Assets</b>	<b>23,008,137</b>

**LIABILITIES**

**Current Liabilities**

Note Payable	14,530,000
Accounts Payable:	
Operating	735,740
Capital	240,117
Accrued Expenses	47,118
Unearned Revenue	119,207
Accrued Interest	44,284
Current Portion of Capitalized Lease Obligation	684,090
<b>Total Current Liabilities</b>	<b>16,400,556</b>

**NET ASSETS**

Invested in Capital Assets, Net of Related Debt	7,312,766
Unrestricted (Deficit)	(705,185)

**TOTAL NET ASSETS** **\$6,607,581**

**WORCESTER REGIONAL TRANSIT AUTHORITY**  
**(A Component Unit of the Commonwealth of Massachusetts)**  
**Schedule of Revenues and Expenditures – Budget and Actual**  
**For the Year Ended June 30, 2006**

	Original Budget	Final Budget	Actual	Variance Positive (Negative)
<b>Revenues</b>				
Federal Government:				
Preventive Maintenance	\$3,395,522	\$3,395,522	\$3,395,523	\$1
ADA Services	535,368	535,368	783,552	248,184
Other	430,917	430,917	558,194	127,277
Commonwealth of Massachusetts:				
Contract Assistance	8,630,150	8,630,150	8,169,461	(460,689)
Other Operating Assistance	10,894	10,894	13,386	2,492
Member Municipalities	2,794,790	2,794,790	2,830,366	35,576
Passenger Revenues:				
Fixed Route	2,480,164	2,480,164	2,502,893	22,729
Demand Response	344,877	344,877	348,576	3,699
Advertising and Other	175,293	175,293	377,974	202,681
	<b>18,797,975</b>	<b>18,797,975</b>	<b>18,979,925</b>	<b>181,950</b>
<b>Expenses</b>				
Fixed Route Transit Services	11,658,116	11,658,116	11,944,822	(286,706)
Demand Response	5,246,045	5,246,045	4,953,893	292,152
Administrative Expenses	1,519,498	1,519,498	1,641,219	(121,721)
Management Fee	456,241	456,241	439,991	16,250
	<b>18,879,900</b>	<b>18,879,900</b>	<b>18,979,925</b>	<b>(100,025)</b>
<b>Net</b>	<b>(\$81,925)</b>	<b>(\$81,925)</b>	<b>\$ -</b>	<b>\$81,925</b>

**Reconciliation to Statement of Activities**

	Revenues	Expenses
Per Schedule of Above	\$ 18,979,925	\$ 18,979,925
Add (Less)		
Capital Assistance	2,712,904	
Depreciation		2,235,738
Transfer of Union Station		39,720,155
Other Revenue Reclassifications for Budget	(16,676)	(16,676)
	<b>\$21,676,153</b>	<b>\$60,919,142</b>

# WORCESTER REGIONAL TRANSIT AUTHORITY

## Schedule of Net Cost of Service – Regular Transit Services For The Year Ended June 30, 2006

	Urbanized Area Service	Rural Area Service	Total Area Service
<b>I. Operating Costs</b>			
<b>A. RTA Administrative Costs (Excluding Depreciation)</b>	\$ 972,041	-	-
<b>B. Purchased Services</b>			
Fixed Route	\$ 12,434,209	-	-
Demand response	\$ 4,819,887	-	-
Brokerage	\$ 189,272	-	-
<b>C. Debt Service</b>	\$ 480,922	-	-
<b>Total Operating Costs</b>	<b>\$18,896,331</b>	-	<b>\$ 18,896,331</b>
<b>II. Federal Operating Assistance</b>			
<b>A. FTA Operating and Administrative</b>	\$ 38,595	-	-
<b>B. Other Federal</b>	\$ 4,645,142	-	-
<b>Total Federal Assistance</b>	<b>\$ 4,683,737</b>	-	<b>\$ 4,683,737</b>
<b>III. Revenues</b>			
<b>A. Operating</b>			
1. Fare Box Revenue	\$ 2,754,280	-	-
<b>B. Brokerage Service Reimbursement</b>	\$ 97,189	-	-
<b>C. Reserve for Extraordinary Expenses</b>			
<b>D. Other Revenues</b>			
1. Advertising	\$ 127,597	-	-
2. Parking	-	-	-
3. Sale of Capital Assets	\$ 3,460	-	-
4. Interest Income	\$ 128,800	-	-
5. Miscellaneous	\$ 101,441	-	-
<b>Total Revenues</b>	<b>\$ 3,212,767</b>	-	<b>\$ 3,212,767</b>
<b>Total Revenues and Total Federal Assistance</b>	<b>\$ 7,896,504</b>	-	<b>\$ 7,896,504</b>
<b>IV. Net Operating Deficit (I-II-III)</b>	<b>\$ 10,999,827</b>	-	<b>\$ 10,999,827</b>
<b>V. Adjustments</b>	-	-	-
<b>A. Extraordinary Expenses</b>			
(Not To Exceed 3% of Prior Year's Local Assessment)	-	-	-
<b>VI. Net Cost of Service Funding</b>			
<b>A. Local Assessments</b>	\$ 2,830,366	-	\$ 2,830,366
<b>B. State Contract Assistance</b>	\$ 8,169,461	-	\$ 8,169,461
1. Less: Adjustment For Exceeding 2% Cap On Prior Year Net Operating Expenses			
<b>C. State Contract Assistance To Be Funded</b>	\$ 8,169,461	-	-
1. Less: Partial Payment Made By EOT After July 1	\$ 6,934,219	-	-
<b>D. Balance Requested From (Due To) State</b>	\$1,235,242	-	-
<b>VII. Unreimbursed Deficit (Surplus) (IV-VIA-VIC)</b>	-	-	-

## RTA Transit Services, Inc

### Human Resources

- August Strike Rally was cancelled and Wage Reopener settled
- Drug & Alcohol tested all PBSI Contractors
- Implemented Wonderlic Applicant Testing of new employees
- Contract Negotiations Extended to 8/30/06
- Outstanding Step 2 Grievances reduced significantly
- New payroll & HR system installed
- Established Uniform Committee and Procured new uniforms
- Fiduciary Responsibility for Pension Plan was resolved

### Accounting/Administration

- Hired SEA as on call Architectural & Engineering Firm
- Union Station Shelter; Front Roof , Parapet Wall and Downtown Shelter Restoration were completed
- Security Lock System Installed
- Five Map Vans Ordered
- Installed Cameras in additional 10 buses for a total of 37 buses and 3 vans
- Sponsored Research Proposal for Transit Facilities to Transit Cooperative Research Program (TCRP)
- Participated in MARTA Fuel Seminar in December
- Attended Homeland Security Council Meetings
- Member of City of Worcester Energy Task Force

### Operations

- Hired new Operations Manager
- Implemented Zero Tolerance for No ADA Announcements
- Achieved 95% ADA call announcements
- Communications Study Completed
- Urbitran Phase II Route Renumbering Implemented

### Maintenance

- Scrapped excess buses & vans
- Achieved 20% Federal Fleet Spare Ratio
- Developed New PM Inspection Criteria
- GFI Fare Box Retrofits Completed
- Reviewed Remediation of Hazardous Releases

## Safety, Security and Training

- Homeland Security Training for Dispatchers & Receptionists
- Safety & Security Plan First Draft Completed
- Instituted New Safety Incentive Awards Program
- Taken Out of Assigned Pool for all Insurance

## Paratransit Brokerage Services, Inc. PBSI

- Wheelchair Scale Purchased for recertifying clientele
- Procured Software to Monitor Customer Call Time
- Year One funding approved on TLC Contract
- Senior Center Contract Implemented
- "Knock Your Socks Off" Customer Service Training Implemented
- Travel Training staff trained on "Shadowing Clients"

## Service Trips provided as follows

ADA	93,143
ADA Applicants	369
Personal Care Attendants	3,914
Companions	9,383
Elder Medical	4,805
Medicaid (MART)	356
Senior Center Contract	389
TLC	6,901
Elder Shopper	19,246
Total	138,506

## The Local Connection (TLC)

The WRTA continued operating The Local Connection (TLC), a community demand response service for the City of Marlborough and the town of Southborough, which began in March 2005. The service is funded by the communities and by a grant from the Boston Region Metropolitan Planning Organization, with funding from the Federal Highway Administration and the Executive Office of Transportation. TLC provides service to residents of all ages for any trip purpose. More than 7000 trips were provided in FY2006, the first full-year of service. The majority of trip making was for work purposes.

## AVCOA

- AVCOA provided service to the towns of Marlborough, Northborough, Westborough, Southborough and Boylston
- AVCOA was able to provide service at the same cost as FY2005
- AVCOA ended the year with a savings of over \$41,000 under the approved budget
- Trip facts are listed below

Passenger trips provided this year:	<b>20,000</b>
Disabled passenger trips provided this year:	<b>4,000</b>
Elder and disabled passenger trips provided this year:	<b>16,000</b>
No shows and cancellations this year:	<b>2,000</b>
Average trips scheduled per day:	<b>92</b>
Wheelchair trips provided per year:	<b>470</b>

### Trips provided to

Medical visits	<b>5,000</b>
Dental visits	<b>100</b>
Dialysis	<b>200</b>
Work	<b>3,000</b>
School	<b>500</b>
Senior Centers	<b>2,200</b>
Hairdressers	<b>1,300</b>
Grocery stores	<b>4,200</b>
Other shopping	<b>1,000</b>
Errands	<b>700</b>
Visiting (hospitals, nursing homes)	<b>200</b>
Driver and dispatcher total hours this year:	<b>14,500</b>
Miles traveled this year:	<b>146,500</b>
Fuel used this year:	<b>16,100 gallons</b>

*Rounded numbers used*

## S.C.M. Elderbus

### FY'06 data for SCM Elderbus

Total trips:	<b>52,800</b>
Net cost per trip:	<b>\$16.61</b>
Healthcare related trips:	<b>20,000</b>
Work related trips:	<b>6,300</b>

# Organization

The day-to-day affairs of the WRTA are conducted by an Administrator who is appointed by the Advisory Board. The Advisory Board is made up of representatives from the 37 member communities of the WRTA. The Advisory Board consists of the City Manager or Mayor of each city, the Chairman from the Board of Selectmen of each town having such a Board, or the Town Manager or Town Administrator of each town. Advisory Board members may appoint designees to act on their behalf.

<b>Administrator</b>	Mary MacInnes
<b>Manager of Customer Service</b>	Richard Glavin
<b>Director of Finance</b>	Thomas Coyne
<b>Manager of Marketing</b>	Jill Holliday
<b>Chairman</b>	Mr. Stephen F. O'Neil - Worcester
<b>Vice Chairman</b>	Mr. Daniel J Morgado - Shrewsbury
<b>Clerk</b>	Dr. Richard Aspen-Barre

Ms. Cheri Carty-Brookfield  
Mr. Micheal Ward-Clinton  
Ms. Karen Kisty-Malborough  
Ms. Vera Koliias-Southborough  
Mr. William J. Lehtola-Spencer  
Mr. Leon A. Gaumond, Jr-West Boylston  
Mr. David Schiller-Charlton  
Mr. Dennis J. Lipka-Holden  
Mr. Douglas Belanger-Lecister  
Ms. Judith O'Connor - Millbury



