



FY2020 OPERATING BUDGET

FY2020 – 2024 CAPITAL PROGRAM

# REIMAGINING MOBILITY

⊕ VIA/ATD BOARD OF TRUSTEES  
BUDGET WORKSHOP  
AUGUST 6, 2019



# OUR FOCUS TODAY



**Connecting Our Community in FY19**



**FY20 Budget Framework**



**FY20 Projects + Initiatives**



**Financial Plans**



**Moving Forward**



# Connecting Our Community

## EXPANDED ACCESS TO TRANSIT



### BROOKS TRANSIT CENTER

CONNECTING VIA  
TO VIBRANT  
BROOKS AREA IN  
AUG 2019

primo

686K

PASSENGER TRIPS  
ON NEW PRIMO  
ZARZAMORA ROUTE



1,329

TOTAL BUS STOP  
IMPROVEMENTS  
UNDER THE  
PASSENGER  
AMENITIES  
PROGRAM



15.5K

VIA LINK  
PASSENGER TRIPS  
IN N.E. ZONE



40%

RIDERSHIP GROWTH  
ON TOP PERFORMING  
PARTNERSHIP ROUTES



41%

OF PEAK SERVICE  
RUNS AT  
20 MIN OR BETTER



90K

STUDENTS + FACULTY  
HAVE ACCESS TO  
PUBLIC TRANSIT  
WITH UPASS



3 YEARS. 3 ROUTES. 1 MILLION TRIPS.



# Connecting Our Community

## IMPROVED CUSTOMER EXPERIENCE



353K

FARES SOLD  
ON GOMOBILE  
CREATING  
IMPROVED ACCESS



17.5K

VIATRANS ONLINE  
RESERVATIONS FOR  
EASIER ACCESS



185

SOLAR-LIT  
SHELTERS INSTALLED  
FOR IMPROVED  
SAFETY +  
SUSTAINABILITY



46

PRIMO STATIONS  
FEATURING  
ORIGINAL ARTWORK



3M

FREE WI-FI  
SESSIONS TO KEEP  
CUSTOMERS  
CONNECTED  
ON THE GO

# Connecting Our Community

COMMITTED TO EXCELLENCE



200

VIA EXCELLENCE  
AWARD HONOREES



1,354

OPERATOR  
COMMENDATIONS



81%

OF SERVICE IS  
ON-TIME



41%

INCREASE IN  
VEHICLE RELIABILITY



51%

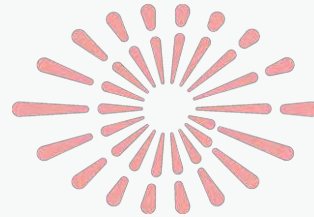
REDUCTION IN  
MAJOR BUS  
ACCIDENTS

# FY20 BUDGET FRAMEWORK

WE WILL FOCUS ON THE FOLLOWING STRATEGIC OUTCOMES



**INCREASE  
RIDERSHIP**



**DELIVER VIA  
REIMAGINED**

BY TARGETING FOUR FOCUS AREAS



**PROVIDING VALUABLE  
SERVICE**



**ENHANCING THE  
CUSTOMER EXPERIENCE**



**FOSTERING MEANINGFUL  
ENGAGEMENT**



**PLANNING FOR  
THE FUTURE**



FY20 PROJECTS + INITIATIVES

# SERVICE PLAN







FY20 PROJECTS + INITIATIVES

# Service Plan

2.9% INCREASE IN SERVICE HOURS



CMAQ Funded Frequency Improvements



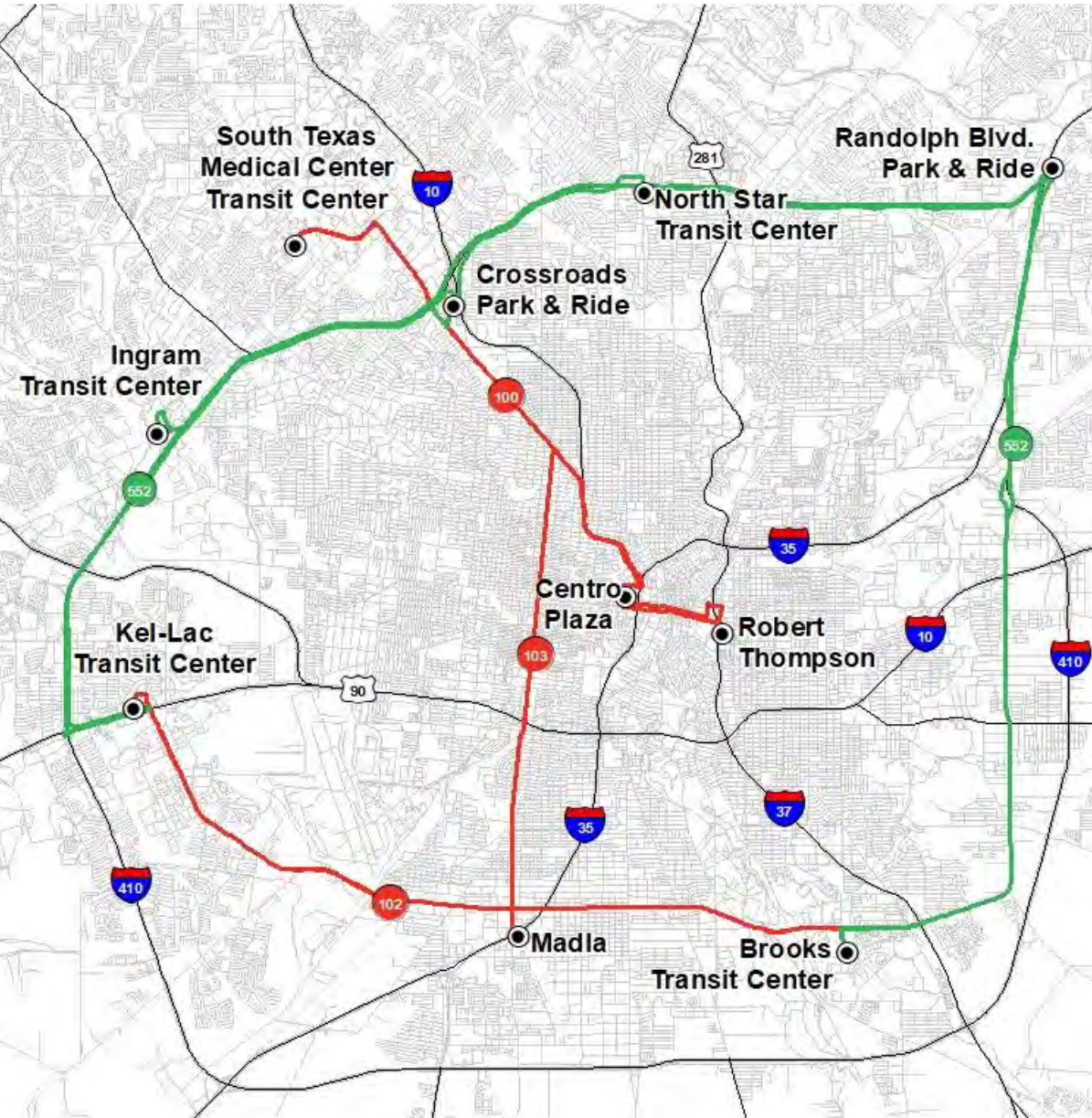
VIA Link Zone 2



Other Service Adjustments







FY20 PROJECTS + INITIATIVES

# Service Plan

552 LOOP 410/W. W. WHITE

INCREASED PEAK FREQUENCY

FY19

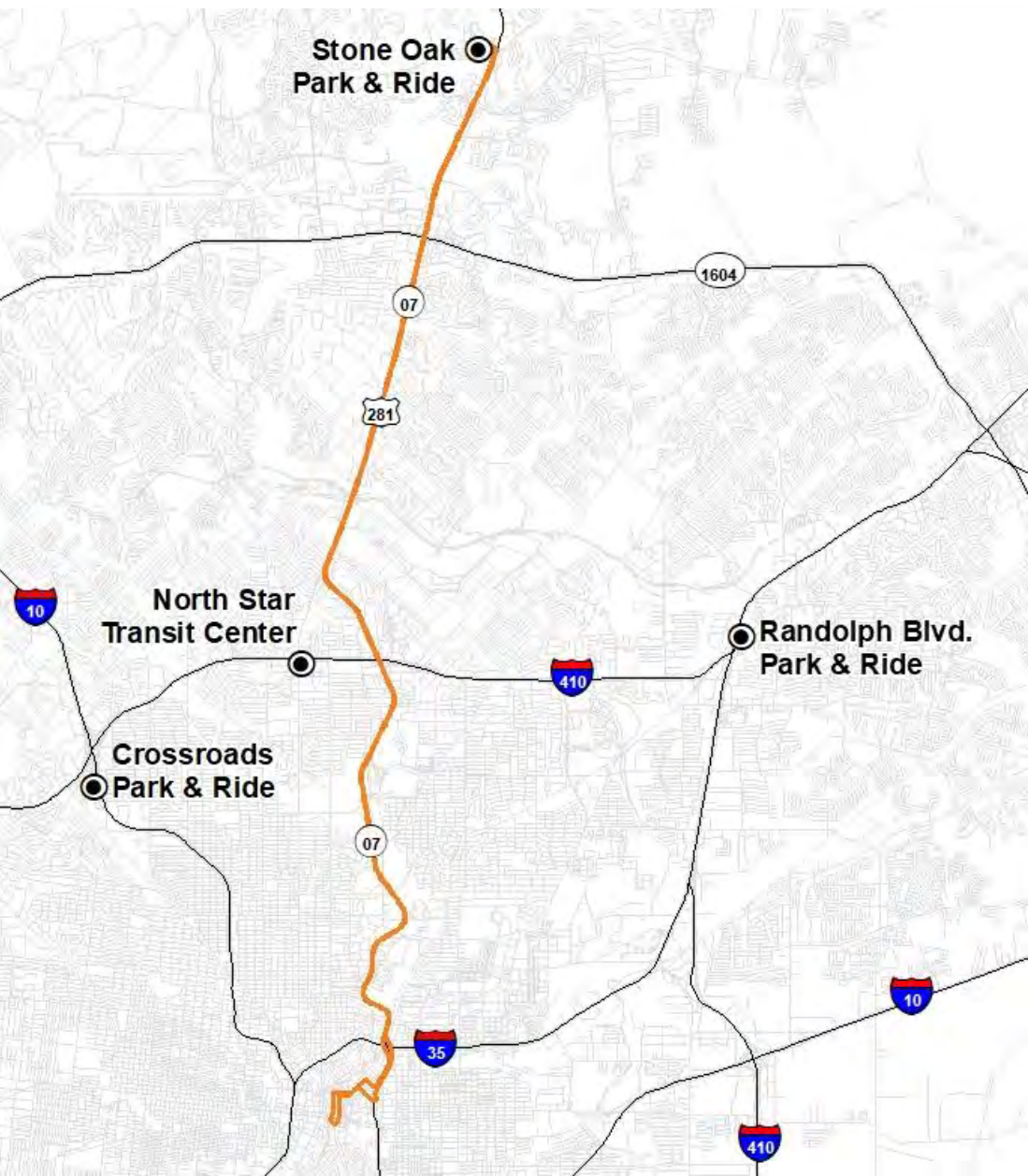


FY20



PROVIDING  
VALUABLE SERVICE





FY20 PROJECTS + INITIATIVES

# Service Plan

## 7 STONE OAK EXPRESS

New Mid-Day Service | Every 30 Minutes

### INCREASED PEAK FREQUENCY

FY19



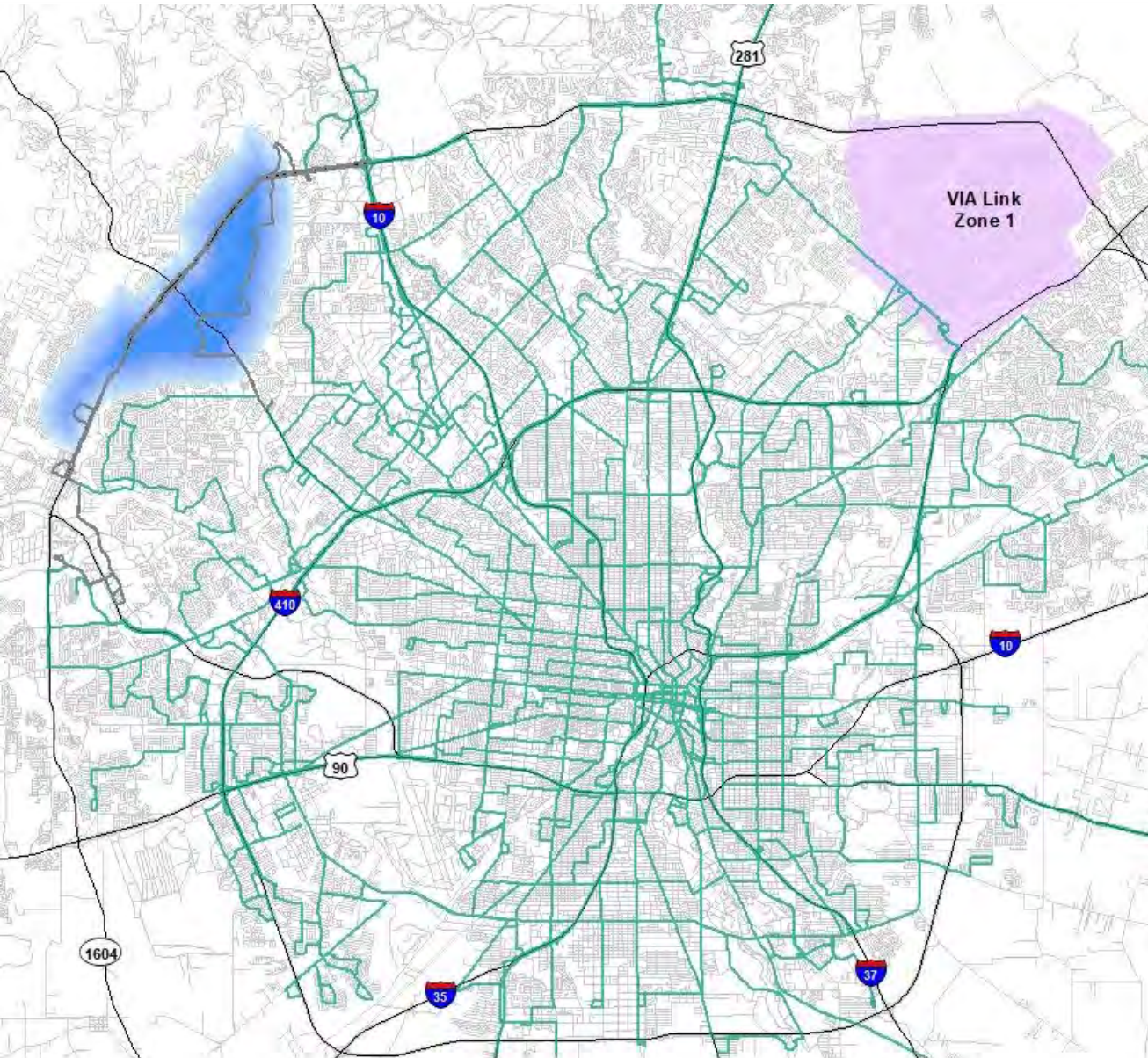
FY20



PROVIDING  
VALUABLE SERVICE










FY20 PROJECTS + INITIATIVES

# Service Plan



MOBILITY ON DEMAND  
ZONE 2 | NORTHWEST SAN ANTONIO

-  Shorter Wait
-  Faster Connections
-  Comfortable + Easy

PROVIDING  
VALUABLE SERVICE







FY20 PROJECTS + INITIATIVES

# Service Plan

## OTHER SERVICE ADJUSTMENTS



Improve System Reliability



Streamline Service



Study New Connections





FY20 PROJECTS + INITIATIVES

# Service Plan

## AFFORDABLE MOBILITY



Introduction of Free Transfers



Expand Fare Assistance Program







FY20 PROJECTS + INITIATIVES

# TRANSPORTATION










FY20 PROJECTS + INITIATIVES

# Transportation

## STRENGTHENING CUSTOMER SERVICE

-  Focused Operator Training
-  Operator Recognition Programs
-  Supervisory “Ambassador” Program








FY20 PROJECTS + INITIATIVES

# Transportation

## IMPROVING ON-TIME PERFORMANCE

-  Better Use Of Data
-  Better Communication with Dispatchers
-  More Effective Field Coordination







405

NOTICE  
YOU MAY BE UNDER VIDEO SURVEILLANCE  
WHILE ON BOARD THIS VEHICLE  
AVISO  
USTED PODRIA ESTAR BAJO VIGILANCIA  
CON VIDEO MIENTRAS ESTA A BORDO DE  
ESTE VEHICULO

ns


VIAINFO.NET



FY20 PROJECTS + INITIATIVES

# Transportation

## PARATRANSIT SERVICE IMPROVEMENTS

 Trip Scheduling Enhancements New Paratransit Vehicles Improved Customer Outreach  
+ Information

PROVIDING  
VALUABLE SERVICE







FY20 PROJECTS + INITIATIVES

# SAFETY, TRAINING + SYSTEM SECURITY








FY20 PROJECTS + INITIATIVES

# Safety

## REDUCING + PREVENTING ACCIDENTS

-  Address Pedestrian “Hot” Spots
-  Strengthen Safety Culture
-  Enhance Hazard Identification








FY20 PROJECTS + INITIATIVES

# Training

## CUSTOMER FOCUSED PROGRAMS

-  Focused Curriculum Development
-  More Customer Outreach Programs
-  Reinforce Disability Awareness Initiatives








FY20 PROJECTS + INITIATIVES

# System Security

## IMPROVING SECURITY

-  Enhanced Security Technology
-  Improved Transit Police Communications
-  Expanded Awareness Campaigns





FY20 PROJECTS + INITIATIVES

# FLEET + FACILITIES







FY20 PROJECTS + INITIATIVES

# Fleet + Facilities

## NEW VEHICLES



**30** CNG Buses



**62** Paratransit Vans



**8** Electric Buses








FY20 PROJECTS + INITIATIVES

# Fleet + Facilities

## FACILITY UPGRADES

-  Development of New Paratransit Facility
-  Main Campus Reconfiguration
-  Transit Police Station Renovation










FY20 PROJECTS + INITIATIVES

# Fleet + Facilities

## STATE OF GOOD REPAIR

-  Fuel + Oil Distribution System Upgrades
-  Propane Fueling System Renovation + Relocation
-  HVAC System Replacements








FY20 PROJECTS + INITIATIVES

# Fleet + Facilities

## ENVIRONMENTAL MANAGEMENT

-  Facility Drainage + Water Run-Off
-  Dissolved Air Flotation System
-  Electronic Safety Data Sheets







FY20 PROJECTS + INITIATIVES

# TECHNOLOGY + INNOVATION









FY20 PROJECTS + INITIATIVES

# Technology + Innovation

  
**goMobile** INNOVATIONS

-  Trip Planning
-  Rider Rewards Pilot
-  Mobile Fare Validator
-  Cash Payment








FY20 PROJECTS + INITIATIVES

# Technology + Innovation

## IMPROVING REAL-TIME DATA

-  Real-Time Data Lake
-  More Frequent GPS Reporting
-  Data Refinement Through Swiftly
-  Incorporate Detours Into Public Data








FY20 PROJECTS + INITIATIVES

# Technology + Innovation

## TECHNOLOGY INFRASTRUCTURE

-  P25 Radio Replacement Completion
-  Network + Physical Security Improvements
-  Computer Lifecycle Replacement







FY20 PROJECTS + INITIATIVES

# HUMAN RESOURCES





FY20 PROJECTS + INITIATIVES

# Human Resources

## RECRUITMENT

Artificial Intelligence Sourcing Technology

Social Media Recruitment

On-Site Recruitment Tours










FY20 PROJECTS + INITIATIVES

# Human Resources

## PROFESSIONAL DEVELOPMENT

-  Encourage Employee Skill Development Through M.O.D.E.
-  Leadership Development Training
-  Enhanced Supervisor Training








FY20 PROJECTS + INITIATIVES

# Human Resources

## WELLNESS

-  Implement Health + Wellness Platform
-  Expand VIA Thrive Fitness Program
-  Enhance Well-Being Education
  - Mental Health Awareness
  - Stress Relief
  - Financial Readiness





FY20 PROJECTS + INITIATIVES




# PROCUREMENT



FY20 PROJECTS + INITIATIVES

# Procurement

## IMPROVING EFFICIENCIES

-  Explore Opportunities to Streamline Procurement Processes
-  Enhance Contracts Management System to Improve Performance
-  Continue to Collaborate with Office of Diversity on Outreach Initiatives to Expand Bidder's List







FY20 PROJECTS + INITIATIVES

# OFFICE OF DIVERSITY + FEDERAL COMPLIANCE



FY20 PROJECTS + INITIATIVES

# Office of Diversity

## DBE/SBE ENGAGEMENT

-  Collaborate with Procurement to Increase Opportunities
-  Increase Pre-Bid Conference Participation
-  Develop Compliance Training for Prime Contractors





FY20 PROJECTS + INITIATIVES



# PLANNING + DEVELOPMENT



FY20 PROJECTS + INITIATIVES

# Planning + Development

## ADVANCED RAPID TRANSIT

-  Advanced Conceptual Plan Development
-  Corridor Schematic Development
-  Environmental Analysis
-  Ridership Model + Service Plans
-  Funding Scenarios





FY20 PROJECTS + INITIATIVES

# Planning + Development

## TRANSIT COMMUNITIES



Scobey Complex

Complete vision and funding plan



Robert Thompson Transit Station

Advance planning



FY20 PROJECTS + INITIATIVES

# Planning + Development

## CUSTOMER FACILITIES

-  Alamo Ranch Park & Ride
-  Naco-Pass Mobility Hub
-  Randolph Park & Ride
-  Eastside Mobility Hub








FY20 PROJECTS + INITIATIVES

# Planning + Development

## PASSENGER AMENITIES

-  Addition of Shelters to 60 Existing Bus Stops
-  Installation of Solar Lighting to 50 Sheltered Stops
-  Improved Pedestrian Connections





FY20 PROJECTS + INITIATIVES

# Planning + Development

## REGIONAL INITIATIVES

 Northeast Park & Pool

 HOV Planning

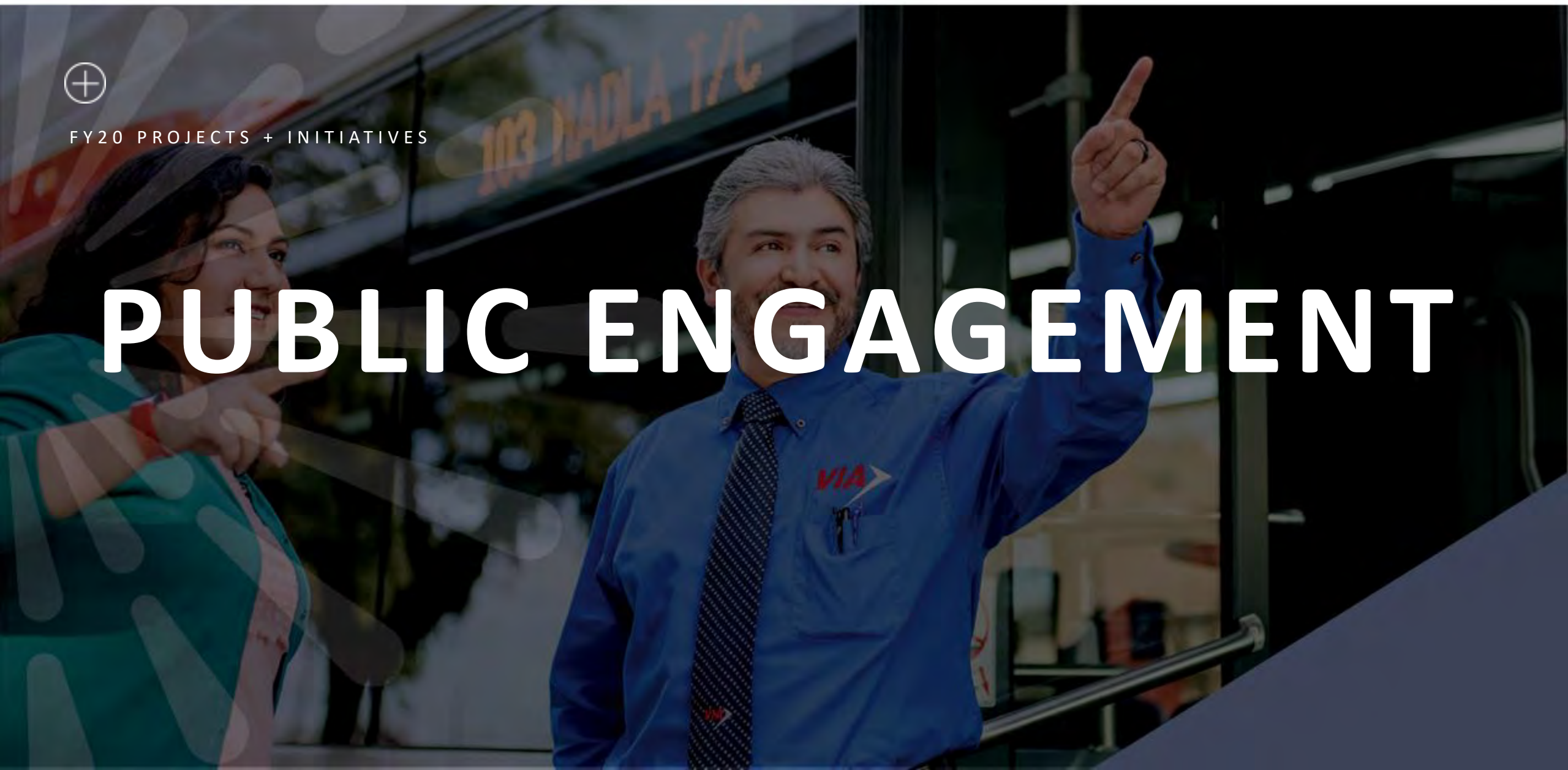
 Regional Connectivity





FY20 PROJECTS + INITIATIVES

# PUBLIC ENGAGEMENT





Go AHEAD, Take MORE  
time With  
The Kids.

Shorter Wait.  
***Faster connections.***

**MORE TIME FOR YOU.**



[WWW.VIAINFO.NET](http://WWW.VIAINFO.NET)

VIAINFO.NET



FY20 PROJECTS + INITIATIVES

## Product Promotion

DRIVING RIDERSHIP GROWTH

-  High Frequency Routes
-  Primo Corridors
-  VIA Link Service
-  Special Event Service

PROVIDING  
VALUABLE SERVICE







FY20 PROJECTS + INITIATIVES

# Service Promotion

## DRIVING RIDERSHIP GROWTH



UPass Program



goMobile



goCard



VIAWorks Program

PROVIDING  
VALUABLE SERVICE









FY20 PROJECTS + INITIATIVES

# Customer Experience

**gōCard** FARE TECHNOLOGY

-  Fall 2019 Launch
-  Customer Transition
-  Education + Outreach Efforts
-  Adoption Measurement

ENHANCING THE  
CUSTOMER EXPERIENCE











FY20 PROJECTS + INITIATIVES

# Customer Experience

## IMPROVING TOUCHPOINTS

-  Customer Relationship Management System
-  Social Media Interaction + Communication
-  Passenger Information Optimizations
-  Website Enhancements

ENHANCING THE  
CUSTOMER EXPERIENCE








FY20 PROJECTS + INITIATIVES

# Customer Experience

## CUSTOMER SATISFACTION

-  Development of Customer Satisfaction Program
-  Implementation of Net Promoter Score
-  *goLine* Optimizations + Streamlining







FY20 PROJECTS + INITIATIVES

# Brand Engagement



-  Institutional Brand Campaign
-  Internal Communications Program
-  Strategic Partnerships
-  Corporate Engagement Program



FY20 PROJECTS + INITIATIVES

# Strategic Engagement



- ☀️ Public Awareness Campaign
- ☀️ Comprehensive Community Engagement
- ☀️ Robust Stakeholder Engagement
- ☀️ Speakers Bureau with 300+ Events










# SUMMARY



FY 20 PROJECTS + INITIATIVES

-  Increasing Service Hours by 2.9%
-  Expanding Mobility on Demand Service – VIA Link
-  Making Mobility Affordable + Simple with Free Transfers
-  Improving the Customer Experience with Programs + Initiatives
-  Strategically Engaging with Stakeholders + the Community
-  Moving Forward with Long-Range Transit Plans + Investments





FINANCIAL PLAN

# FINANCIALS










FINANCIAL PLAN

# Revenue

## ASSUMPTIONS







-  3.5% Sales Tax Growth Rate
-  Formula Grant Programs Continue at Current Levels
-  Discretionary Grant Program Awards Include Section 5339b, VW, CMAQ, BUILD
-  No Fare Increase
-  Free Transfers Effective November 1



FINANCIAL PLAN

# Expenses

## ASSUMPTIONS




-  FY20 Projects + Initiatives
-  Wage Increases Included
-  Modest Healthcare Expense Growth
-  Pension + OPEB Expense Consistent with Actuarially Determined Levels
-  Fuel Savings from CNG Fleet Conversion
-  Savings in Workers Compensation Program





## FINANCIAL PLAN

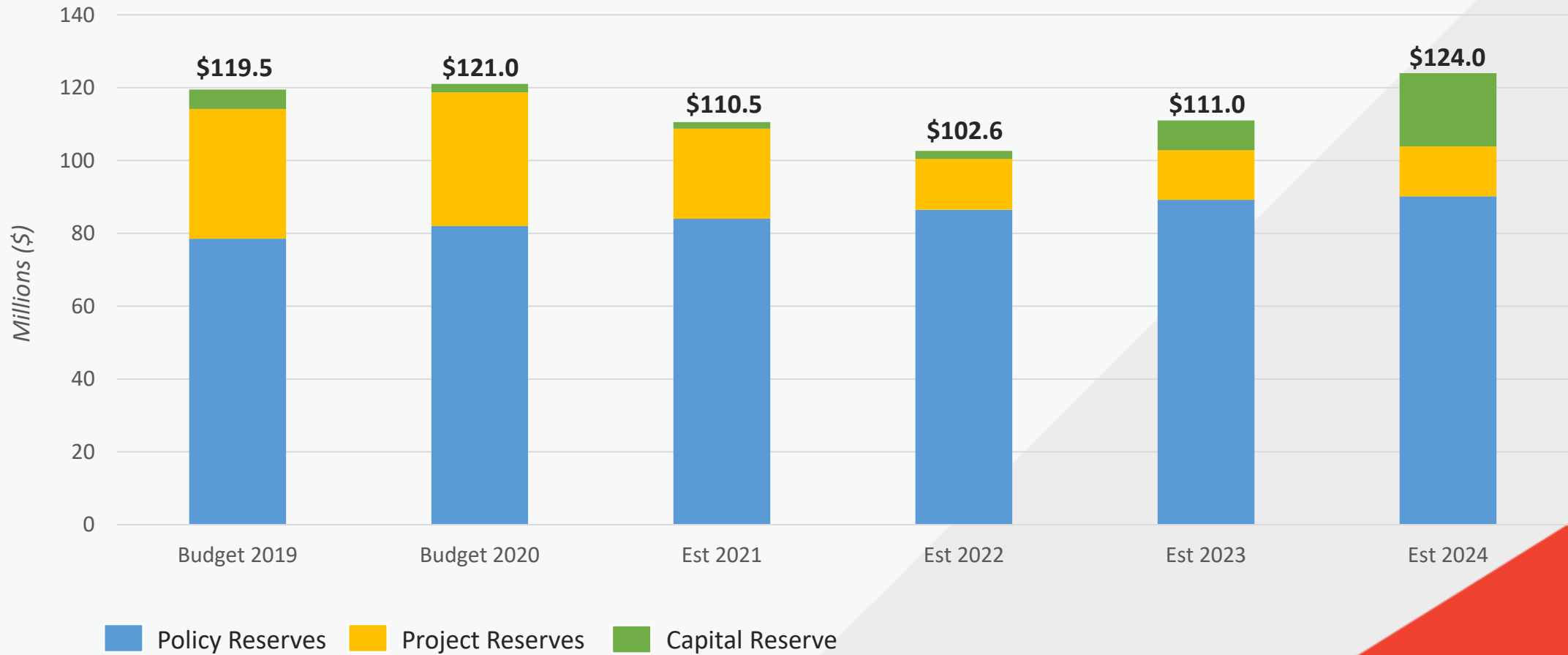
# Financial Position

-  Stabilization fund + working capital reserves fully funded (60 days each)
-  Excluding policy reserves, positive capital reserve each year (\$20.1M in FY24)
-  Internal debt service coverage ratio meets 1.15 policy level in all years



## FINANCIAL PLAN

# Reserves

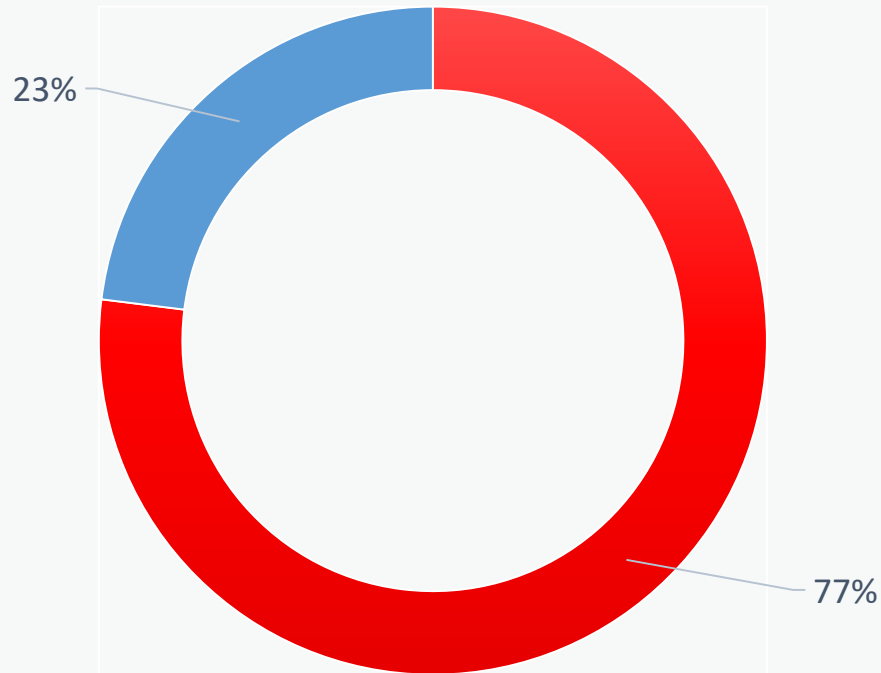






FINANCIAL PLAN

# FY20 Consolidated Budget



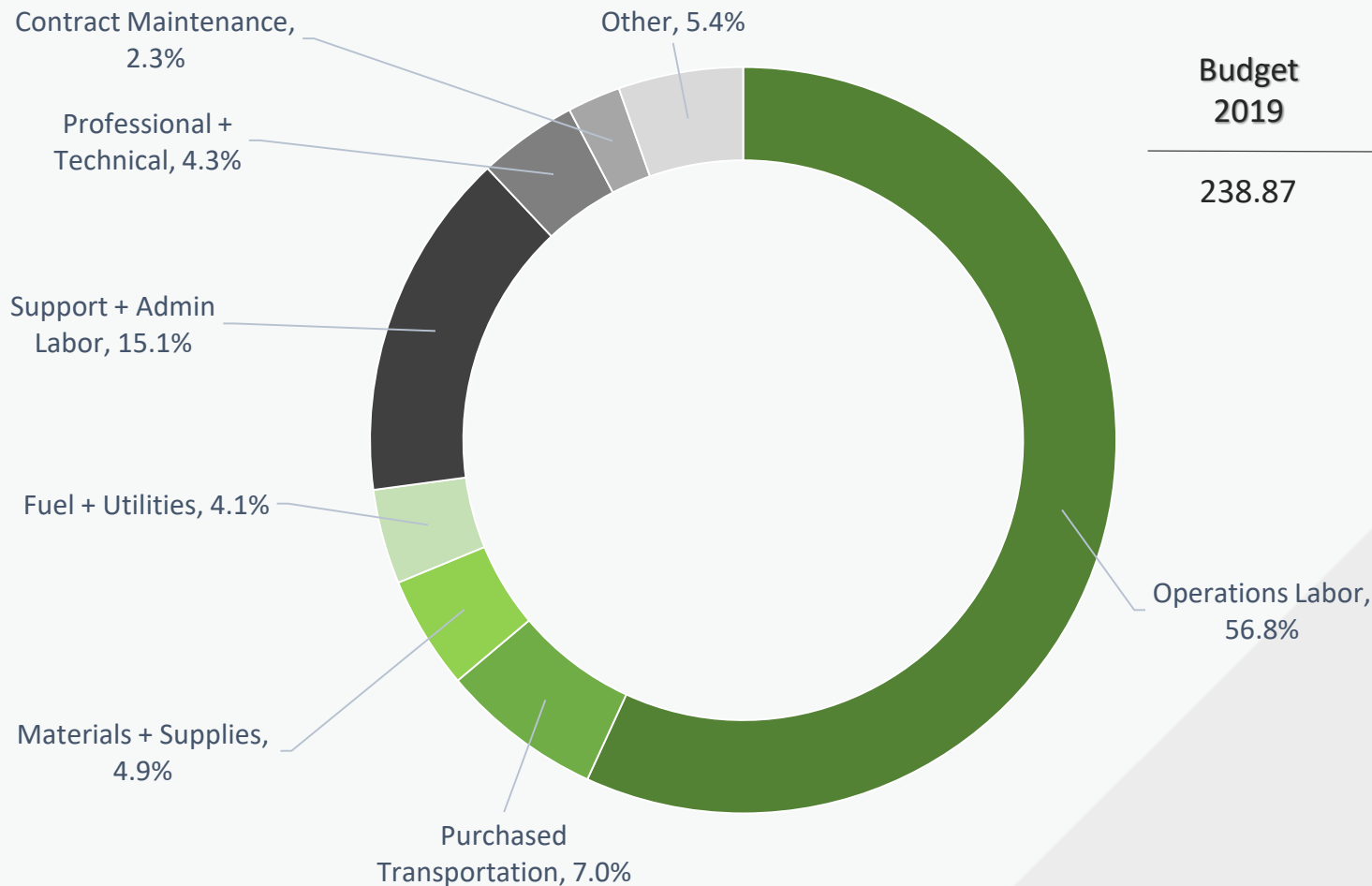
■ Operating Expense   ■ Capital Spending

Operating Expense Budget	\$249.4M
Capital Spending Budget	74.6M
<hr/>	
<b>Total Consolidated Budget</b>	<b>\$324.0M</b>



FINANCIAL PLAN

# Operating Expenses



Budget 2019	Forecast 2019	Budget 2020	<u>Budget 2020 vs. Budget 2019</u>	
			Variance (\$)	Variance (%)
238.87	230.93	249.43	10.56	4.6%





FINANCIAL PLAN

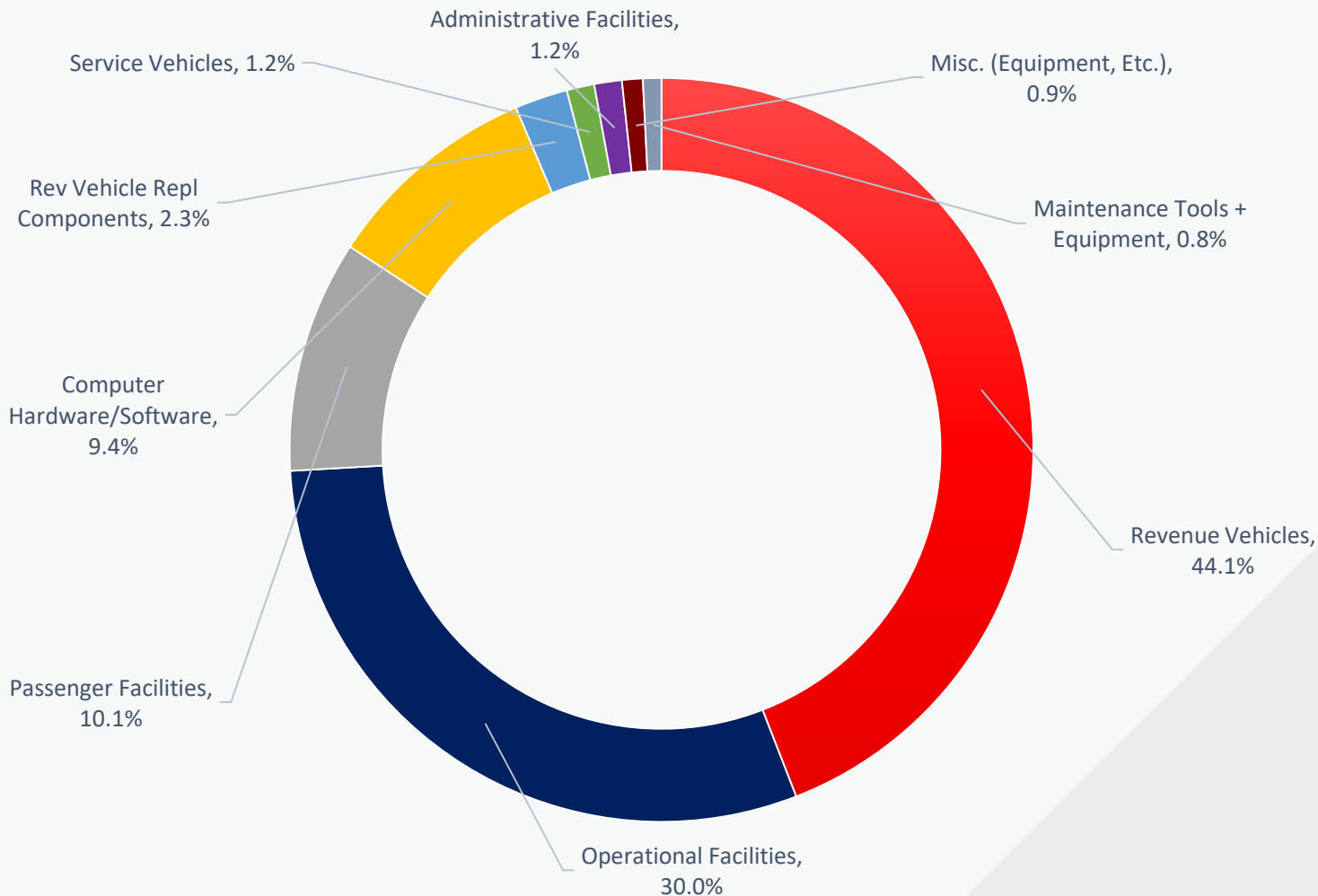
# Operating Expense Changes

	\$M	COMMENTS
<b>FY19 BUDGET TOTAL</b>	\$238.9	
Line Service Increase	2.1	Increase in service hours
Wage Increase/FICA	4.1	3.0% wage increase
Pension	1.7	Primary impact of assumption changes
Professional + Technical	2.0	Planning studies
VIACare	0.8	Higher costs
Advertising/Promotional Media	1.0	Increased advertising
Net New Positions	0.9	Support new programs + facilities
Contract Maintenance	1.0	Primarily increase in software maintenance
Materials + Supplies	0.8	Parts for expired warranty vehicles + shelter maintenance
Fuel + Lubricants (excl new service)	(3.0)	Lower prices + more new buses ( <i>switch from ULSD to CNG</i> )
Workers' Compensation Insurance	(1.3)	Lower costs with new network + 3 <sup>rd</sup> party administrator
Other	0.4	Net all other items
Subtotal	<u>10.5</u>	
<b>FY20 BUDGET</b>	<b><u>\$249.4</u></b>	



FINANCIAL PLAN

# FY20 Capital Spending Plan



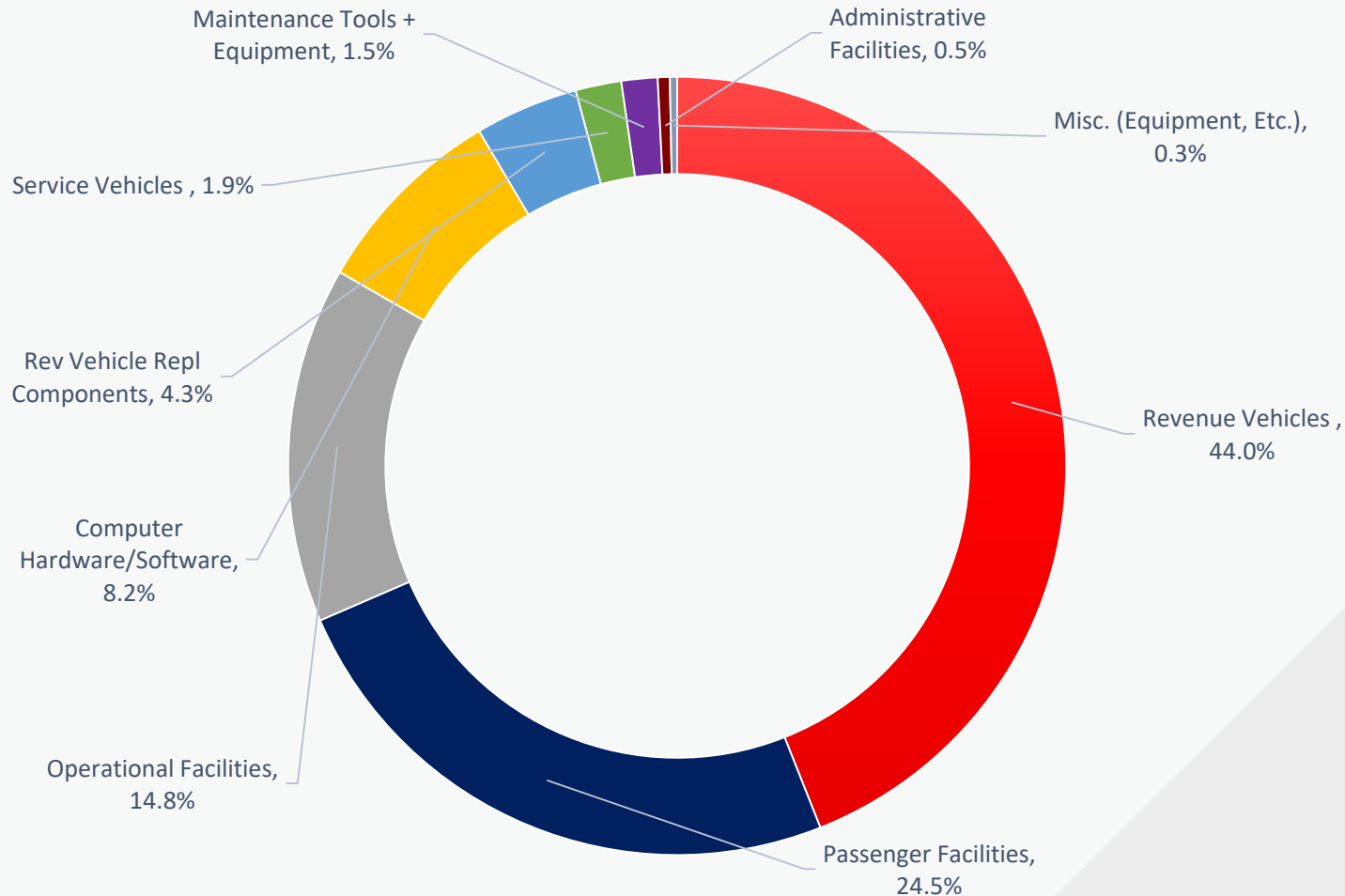
	\$M	%
Revenue Vehicles	32.9	44.1%
Operational Facilities	22.4	30.0%
Passenger Facilities	7.5	10.1%
Computer Hardware/Software	7.0	9.4%
Rev Vehicle Repl Components	1.7	2.3%
Service Vehicles	0.9	1.2%
Administrative Facilities	0.9	1.2%
Misc. (Equipment, etc.)	0.7	0.9%
Maintenance Tools + Equipment	0.6	0.8%
<b>Total</b>	<b>\$74.6M</b>	<b>100%</b>





FINANCIAL PLAN

# FY20-24 Capital Spending Plan



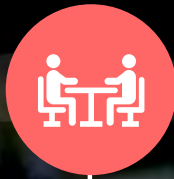
	\$M	%
Revenue Vehicles	87.2	44.0%
Passenger Facilities	48.6	24.5%
Operational Facilities	29.4	14.8%
Computer Hardware/Software	16.2	8.2%
Rev Vehicle Repl Components	8.5	4.3%
Service Vehicles	3.8	1.9%
Maintenance Tools + Equipment	3.0	1.5%
Administrative Facilities	0.9	0.5%
Misc. (Equipment, etc.)	0.7	0.3%
<b>Total</b>	<b>\$198.3M</b>	<b>100%</b>

Note: Total excludes unfunded Advanced Rapid Transit project (\$166.1M)

# MOVING FORWARD



Board  
Budget  
Workshop



Individual  
Trustee  
Briefings



Public  
Hearing



Finalize  
Budget



Board  
Adoption





# THANK YOU

