



# FY 2020 ANNUAL BUSINESS PLAN

October 1, 2019 to  
September 30, 2020

SAN ANTONIO, TX



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# **FY20 ANNUAL BUSINESS PLAN**

OCTOBER 1, 2019 – SEPTEMBER 30, 2020

Annual Budget and  
Five-Year Financial and Capital Plan

VIA METROPOLITAN TRANSIT  
SAN ANTONIO, TEXAS

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## **Our Mission Statement**

VIA provides regional multimodal transportation options that connect our community to opportunity, support economic vitality, and enhance quality of life throughout the region.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**VIA Metropolitan Transit  
Texas**

For the Fiscal Year Beginning

**October 1, 2018**

*Christopher P. Morrell*

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **VIA Metropolitan Transit, Texas**, for its Annual Budget for the fiscal year beginning **October 1, 2018** (fiscal year 2019). In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Comments regarding any of the information contained in this document may be addressed to:

Vice President Fiscal Management/Chief Financial Officer  
Fiscal Management Division  
VIA Metropolitan Transit  
P.O. Box 12489  
San Antonio, Texas 78212

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# INTRODUCTION







If we were to sum up the past year in a word, it would be “growth.” A year in which we focused on growing our service, our connections within the community, and our vision for a more mobile future with public transit at the heart of what moves San Antonio and Bexar County.

Among our many goals this fiscal year, we targeted these three especially: growing ridership, improving the customer experience, and building support for stronger investments in public transit.

We’re moving more people, faster because of investments in better frequency and reliability, which also depends on maintaining our vehicles to stay in top shape.

The people who use our services are finding it even easier to choose and use VIA because of new, friendlier technology and strategic partnerships that aim to deliver a smarter, more accessible system.

We continued to hit the mark on these and many other targets. Most notably, we saw increases in ridership, proving that investing in frequency works.

With the City of San Antonio’s continued allocation of \$10 million annually to cut wait times on 18 key routes we’ve seen ridership growth of up to 20 and 30 percent on these improved routes. But that’s not all. It’s the hard work VIA employees put in, every day.

On-time performance is near 80 percent because we know that frequency and reliability go hand in hand.

There’s also the success of our U-Pass program that has expanded access to free public transportation for more than 90,000 students, teachers and staff at local colleges and universities. Making transit available to people who live, work, play and learn at more than 15 higher learning institutions in the area has also contributed to higher ridership on routes like the 94 that serves the UTSA and downtown-area campuses.

And better, more accurate information about routes and services with digital screens showing real-time and next-bus arrivals, improvements to our VIA goMobile app, and a reorganized customer service operation that prioritizes helping riders while streamlining the comments and complaints that help us improve. All great things.

In 2019, we continued to expand our reach to new service areas and with innovative service delivery options.

We celebrated the opening of two new Primo routes—the 102 S.E. Military and 103 Zarzamora—improvements at Kel-Lac Transit Center, as well as the completion of the new Brooks Transit Center, major milestones on our journey to provide high-frequency service and connect to the fastest-growing areas of the community.

But it’s not just about adding more service, it’s about innovating service to meet different needs. We introduced our VIA Link pilot in May to better serve a 17-square-mile zone in Northeast San Antonio.

The on-demand service model replaced fixed routes in the area in August with more frequent service at a lower cost to VIA. That’s a win-win. And, since the launch of the app-based service, we’ve seen ridership

in this area almost double to nearly 700 passengers per day. Customers can enjoy the same low fares as with all VIA services, and we've cut our costs by more than half.

Next, we'll introduce our first "mobility hub" at Naco Pass for transfers between VIA Link and fixed-route service on the Northeast side, to provide a more comfortable trip with covered stops, real-time arrival information, and lighting.

As always, budgeting and spending responsibly are important keys to our success.

We're increasing service without increasing fares in our FY20 Operating Budget. The new budget also eliminated 15-cent fees for bus transfers, effectively lowering the cost of riding VIA for many customers.

The budget supports nearly 3 percent more line service, a second pilot of VIA Link on-demand service, and new goCard fare technology. Most importantly, it supports our plan to reimagine mobility in the region and deliver a more modern system.

In addition to the overall increase in line service, the new fiscal year will also bring the 60 new bus shelters—making VIA the system with the most sheltered stops in Texas and compared to several major U.S. cities, including Los Angeles.

We're also working hard to stay "green" for a cleaner environment. We will add 30 compressed natural gas buses as part of our ongoing fleet conversion, 62 new paratransit vans, eight new next-generation electric vehicles and solar lighting for 50 new shelters, among other sustainable initiatives.


Looking ahead, we'll kick off the "Decade of Mobility" in 2020, with our community focused on how we can improve public transportation together.

We will see the opening of the first High Occupancy Vehicle (HOV) lane, and the direct connection to that lane from a transit facility—our new Park & Ride center at Stone Oak and 281. These are big steps forward for transit in our area and an important step in addressing mobility in that area.

It's all part of our VIA Reimagined Plan, designed to deliver better, faster and smarter service for our growing region. It's our 10-year roadmap for projects and investments to help make VIA Reimagined a reality.

Our employees are excited and engaged about the plan to transform not only our service but our agency as well. We will continue our outreach in the community, to inform and engage our customers, leaders and partners, to keep moving forward.

Sincerely,



Jeffrey C. Arndt  
President and CEO



# **FISCAL YEAR 2020 BUDGET**

## **FY19: A YEAR IN REVIEW**

Innovation and a focus on improving our customers' experience mark highlights of VIA Metropolitan Transit's Fiscal Year 2019 (FY19). Through the efforts of agency Board members, leadership, and employees, VIA advanced its mission to expand access to reliable transit options for our community. Investments in frequent service and a package of capital projects reflects a commitment to continue implementation of the agency's long-range transportation plan and activate the VIA Reimagined Plan, a 10-year roadmap to a better, faster, smarter transit system for our region. VIA continues to develop and add new services and amenities and improve its operation. Along the way, VIA has garnered significant accolades from local, state, federal, and national interests as well as valuable feedback from our customers, which allows us to continue improving.

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### **Highlights**

Highlights of FY19 include:

- Implemented frequency improvements throughout the service area that resulted in increased ridership
- Achieved 40% ridership growth on top-performing partnership routes
- Began operating two new Primo routes: Zarzamora Primo in January and SW Military Primo in August 2019
- Opened a new Smart Transit Hub, Brooks Transit Center in August 2019
- Introduced new "VIA Link" shared-ride, on-demand service in the Northeast Zone
- Expanded U-Pass program to now cover 90,000 college and university students and faculty
- Began beta testing of Smart Cards (tap card technology for boarding buses)
- Installed over 185 solar-powered lighting packages for shelters bringing the total to 300 by year-end
- VIA's smartphone application, goMobile, experienced significant sales growth
- Received significant discretionary grant fund awards for new buses and expansion of service (see "Federal Grant Awards" section below)

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## Key Capital Projects

In FY19, VIA made significant progress on key capital projects, reflecting a strong commitment to provide important transit improvements throughout the San Antonio region. VIA's passenger facilities projects include a variety of new and upgraded/renovated facilities and a robust program for installing new bus shelters. The Brooks Transit Center opened in August 2019, and Primo service was opened for routes along Zarzamora Street and Military Drive.

The Brooks Transit Center serves the growing area of Brooks, a former U.S. Air Force base that is being redeveloped into a 1,308-acre mixed-use community, owned and managed by the Brooks Development Authority. This new facility provides connectivity and transfer opportunities to VIA patrons that live or work at Brooks. The new transit center is located near the intersection of Sidney Brooks Road and South New Braunfels Avenue. Eight routes converge at this hub on the southeast side, including the new Military Drive Primo line.

New Primo service along Zarzamora Street from the Madla Transit Center to Fredericksburg Road links existing Primo service and continues to the Crossroads Park & Ride. This service was implemented in May 2019. Passenger amenity enhancements include 26 Primo shelters and concrete slab foundations for 20 new NexGen shelters.

New Primo service along Military Drive from Brooks Transit Center to the Kel-Lac Transit Center was implemented in August 2019. This project also includes improvements at the Kel-Lac Transit Center to allow for Primo service. Passenger amenity enhancements include 20 Primo shelters and concrete slab foundations for 19 new NexGen shelters.

Progress on other key projects are discussed below, under "Progress on Key Projects Underway."

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## Federal Grant Awards

In addition to building new facilities and introducing new transit services, VIA has pursued federal grants to help modernize the system and expand current services. VIA's current capital program is being funded in part by discretionary grant awards that VIA has successfully secured. These awards include \$9.8 million of Volkswagen settlement funds administered by the Texas Commission on Environmental Quality (TCEQ), \$23.9 million of Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds for compressed natural gas (CNG) buses and related operating expenses, a \$6 million grant for VIA's Paratransit Operations & Maintenance Facility, two FTA no/low emissions grants totaling \$3.7M for the purchase of electric buses, and a \$1.6 million grant for transit amenities. In recent years, VIA spent other discretionary grant funds for facilities and buses – an \$8 million grant for VIA's CNG facility, a \$12 million grant for Stone Oak Park & Ride, a CMAQ grant of \$5M for CNG buses and an EPA grant for over \$1M for CNG buses. Additionally, VIA has received discretionary operating grants including an \$8M Surface Transportation Block Grant for planning studies and a \$825K TOD/UDC Planning Grant. VIA will continue to aggressively pursue grant opportunities for transit use.

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## Recognition

VIA's efforts earned welcome recognition from local, state, and national organizations who have commended the dedication and commitment of VIA employees. Recent commendations include:

**Gerencia con Corazón Award** – Alexander Briseño Leadership Development Program (presented to President/CEO Jeffrey C. Arndt for support of the leadership program)

**El Bronce Campaign Award, Creative Tactics** – Public Relations Society of America, San Antonio chapter (for West Side Murals Tour brochure)

**Lone Star Award** – Texas Natural Gas Vehicle Alliance (for commitment to alternative fuels and fleet conversion to CNG)

**Individual DiversityFIRST Award** – Texas Diversity Council (presented to President/CEO Jeffrey C. Arndt for promotion of diversity and inclusion)

**Innovation Award** – American Public Transportation Association (for GoCodeSA Codeathon)

**Corporate Sponsor of the Year** - Hispanic Contractors Association (for long-time support of the HCA)

**Historic Preservation Award** – San Antonio Conservation Society (for Centro Plaza/Washington Hotel Rehabilitation project)

**Spotlight Award, Public Transportation Marketing Excellence** - South West Transit Association (for "VIVA Passport to Adventure" marketing campaign)

**Hit the Spot Award, Print Media** - South West Transit Association (for VIAWorks Corporate Rideshare brochure and inserts)

**Smart 50 Award** - Smart Cities Connect Foundation (for Transformative Smart Project: VIA goMobile app)

**Best of the City: Public Art Display** - San Antonio Magazine (for Museum Month Celebration, Mobile Concert: Opera on the Bus)

**AdWheel: First Place Marketing and Communications Educational Effort 2-D** - American Public Transportation Association (for VIA Moves Me video series)

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## Fiscal Year 2020

VIA's budget focuses on the strategic outcomes of increasing ridership and delivering "VIA Reimagined." The VIA Reimagined plan includes delivering a better bus system with smart transit solutions while designing an Advanced Rapid Transit Network. Four focus areas will be targeted:

- Providing valuable service
- Enhancing the customer experience
- Fostering meaningful engagement
- Planning for the future

FY20 is a year of continued progress, as VIA will be increasing service frequency throughout the service area, planning and building new facilities, introducing new technologies to improve customer convenience, pushing ahead on Vision2040, and building a positive brand message.

The budget is consistent with VIA's mission, which is "VIA Metropolitan Transit provides regional multimodal transportation options that connect our community to opportunity, support economic vitality and enhance quality of life throughout our region" and VIA's vision, which is "Connecting our Region." Demonstrating this commitment to improving transit, VIA's approved FY20 budget includes a 2.9% increase in service and the approved FY20-24 Capital Plan includes spending for new paratransit vans, new CNG buses, new passenger facilities and other projects. Additionally, VIA has conducted extensive community outreach in developing their Vision 2040 plan.

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# **FY20: INCREASING RIDERSHIP AND DELIVERING VIA REIMAGINED**

## **Key Budget Objectives**

VIA's FY20 budget focuses on providing valuable service, enhancing the customer experience, fostering meaningful engagement, and planning for the future. There are many initiatives budgeted to address these areas. VIA's desired outcome is to increase ridership throughout the system. As noted earlier, the VIA Reimagined plan includes delivering a better bus system with smart transit solutions while designing an Advanced Rapid Transit Network consistent with VIA's Vision 2040 Plan. The idea builds on strategies that have already increased ridership through higher frequency on bus routes, more than 1,000 new and improved bus shelters, and free mobile apps that make it easier to get around.

In FY20, there is a 2.9% increase in bus line service, resulting in record-high service levels. Additionally, a northwest sector (Zone 2) pilot of VIA Link mobility-on-demand service is budgeted, following the very successful launch of service in the northeast sector (Zone 1) in FY19. To further enhance the customer experience, VIA will also continue goMobile growth and introduce goCard fare technology.

Construction progress will be made on the Stone Oak Phase II Bridge project, along with the new Paratransit Operations and Maintenance Facility. Design phase work will take place for the new Randolph Park & Ride, the Naco Pass Mobility Hub and the 1-10 Park & Pool. Planning, environmental and site selection activities will take place for the Alamo Ranch Park & Ride and the Eastside Mobility Hub. Development opportunities and partnerships will be pursued for the Robert Thompson Transit Center and Scobey Complex. Additionally, VIA will continue to expand its shelter program beyond the goal of 1,000 and will continue installing solar-powered lighting at 250 shelters throughout the service area. Other strategic investments, including a new bus operations and maintenance facility and the Advanced Rapid Transit (ART) projects – consistent with VIA's Vision 2040 – will also be pursued into the planning phase.

VIA plans to foster meaningful engagement in FY20 with an institutional brand campaign, internal communications program, strategic partnerships, corporate engagement program, public awareness campaign, comprehensive community engagement, robust stakeholder engagement, and a speakers bureau with 300+ events. The VIA Transit Advisory Council will also be activated to assist in understanding community needs and communicating regarding VIA services and programs.

VIA introduced Primo service on the Fredericksburg Road Corridor in FY13, and a Leon Valley extension of this service was added in FY14. In FY19, VIA implemented new Primo service on Zarzamora and Military Drive. Centro Plaza became fully operational in FY16, the Stone Oak Park & Ride became operational in FY17, and VIA has a very robust capital program that will serve to bring about many other significant transit infrastructure improvements.

VIA's budget also focuses on planning for the future. For the last several years, VIA has engaged the community in developing a plan to provide the San Antonio region a truly multimodal transit system. VIA has asked for the public to imagine a different VIA, a VIA that offers a greater variety of transportation choices, a VIA that invests in technology and infrastructure to bring transit into the 21<sup>st</sup> century. The VIA Reimagined Plan includes better bus, advanced rapid transit and smart transit elements to deliver services that provide viable mobility options throughout the region.

## **Strategic Investments**

To facilitate the achievement of budget objectives, VIA plans to make a wide variety of strategic investments:

- Increased bus service and enhanced revenue vehicle fleet
  - Line service increase of 2.9% in FY20

- Purchase of 30 new compressed natural gas (CNG) buses and 8 electric buses in FY20; the electric buses should provide very useful information about electric vehicles under revenue service conditions, as VIA continues to examine zero emissions technology
- Purchase of 124 new paratransit vans (62 replacement vans/year programmed for FY20 and FY21 will be combined)
- Build/rehabilitate facilities
  - Continue bus stop improvements and shelter installation beyond 1,000
  - Install solar-powered lighting at 250 new shelters
- Design facilities / develop partnerships
  - Design facilities
    - Paratransit Operations & Maintenance Facility
    - Randolph Park & Ride
    - Naco Pass Mobility Hub
  - Develop/continue partnership projects
    - Robert Thompson Transit Center
    - Scobey Complex
- Conduct studies/assessments
  - Advanced Rapid transit network planning – project development/environmental analysis
  - New Bus Operations & Maintenance Facility planning

## Progress on Key Projects Underway

**Facility Projects.** VIA will make significant progress on new facilities in FY20. Key projects underway are noted in the section below, and all of the transit technologies included in VIA's Long-Range Comprehensive Transportation Plan will continue to be explored.

Stone Oak Park & Ride Phase II Bridge – This bridge will connect the Stone Oak Park and Ride facility to the new High-Occupancy Vehicle (HOV) lanes as part of an expanded US 281 North currently under construction by the Texas Department of Transportation (TxDOT). The expansion project is scheduled to be completed in FY21.

Paratransit Facility – VIA is designing and building a new Paratransit Operations and Maintenance Facility that will allow for the relocation of the VIA's paratransit fleet from our main operations yard. The facility is expected to be completed in FY21.

Randolph Park & Ride – VIA is planning a project to reconstruct the Randolph Park & Ride located at the NE interchange of I-410 & I-35. A brand-new facility will be planned, designed and constructed to replace this 20+year-old facility. Work will include a new boarding platform, customer lobby, restrooms, customer service options along with the latest in real-time information signage to display bus arrivals and departures along with parking for our patrons.

Naco Pass Mobility Hub – VIA is currently designing new and improved passenger amenities at the Naco Pass Transfer Area. The current location is home to our new VIA Link mobility-on-demand service and where several routes converge to allow passengers to transfer between routes. Work will include modification of the street to a full cul-de-sac design, upgraded street pavement, wider sidewalks, improved area lighting, bicycle amenities, expanded shelter amenities along with real-time information signage to display bus arrivals and departures.

Robert Thompson Transit Center – The existing Robert Thompson Transit Station (RTTS), located at the Sunset Station/Alamodome area, is being planned for a conversion to provide daily service via an enhanced facility and bus stops along Montana Street at the lower level of the station. VIA is working with a development team who has provided an initial massing concept and a high-level budget for a joint

development opportunity. Using the VIA plaza and air rights, the project will leverage the transit station investment with a robust, mixed-use development. This development will offer retail, residential, and parking, and it will serve the east end of the central business district, connecting to both the Alamodome and the Hemisfair development sites. An exclusive negotiation agreement has been signed to initiate the project programming, establish a pro forma, and define the term sheet. The development team is defining a more detailed concept, project pro forma, and schedule; the project is expected to be constructed in 2020-21.

Vision 2040 Rapid Corridor Studies – Four Rapid Transit Corridors, as identified as part of the region-wide rapid transit network of the VIA Vision 2040 Long Range Plan, are being studied for potential implementation of improved high-capacity, rapid transit service. VIA investment in rapid transit services supports the land use vision established by the City of San Antonio in its 2016 Comprehensive Plan, SA Tomorrow. SA Tomorrow acknowledges that by 2040, Bexar County is projected to add over 1.1 million people and 500,000 jobs. The Rapid Transit Corridor Studies will focus on four critical corridors: the Northwest Corridor, the North-Central Corridor, the East-West Corridor, and the Southeast Crosstown Corridor.

**Updated Bus Stop Shelter and Amenities.** VIA recently surpassed the milestone of installing 1,000 new bus shelters (over a three-year period), and will partner with TxDOT and the City of San Antonio to improve approximately 200 new bus stops in the next five years. Site analysis, design, and coordination are all underway, and construction and site work are progressing.

**State-of-the-Art Fare Collection System.** VIA will be implementing smart card technology in FY20, following implementation of new validating fareboxes and electronic fare media (in FY14) and mobile ticketing (in FY17). Smart cards will provide more fare options, decrease boarding time and give riders greater flexibility.

In summary, FY20 will be a year of significant progress for VIA, as the vision of a multimodal transit system for the San Antonio region continues to develop, and investments are made in transit system assets and improvements throughout the region. Additionally, VIA has been able to expand bus service slightly while remaining fiscally sound, with Stabilization Fund (“Rainy Day” Fund) and working capital balances at Board policy levels (60 days each).

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## FY20: BUDGET BIG PICTURE

VIA's FY20 Budget, Five-Year Capital Plan, and Five-Year Financial Plan are discussed below under the following sections:

- FY20 Income Statement Summary
- Revenues
- Operating Expenses
- Capital Budget
- Five-Year Financial Plan

VIA enters FY20 with sound reserves, as both the Stabilization Fund and working capital are at 60 days of expenses. Financial performance in FY19 was sound, with operating expenses forecasted to come in at \$230.9M, which is \$8.0M below budget. The line items with the largest favorable variances are fuel & lubricants (lower CNG prices), pension costs (higher investment returns), professional & technical costs (deferred planning studies), and workers' compensation insurance costs (impact of new network and third-party administrator). In FY19, compared to the prior year, total revenue is forecasted to be up 7.1% (\$262.7M, compared to \$245.4M in the prior year), with net expenses growing at 6.7% (\$236.5M, compared to \$221.7M in the prior year). Sales tax revenue is driving the favorable revenue result, as it is projected to be up 4.8% in FY19 (\$195.0M, compared to \$186.0M in the prior year). In FY19, additional funding from the City of San Antonio also contributed to the favorable revenue variance (total funding from the City increased from \$4.3M to \$10.0M). The funding is to be used for bus service improvements.

### FY20 Income Statement Summary (\$M)

	Budget 2019	Forecast 2019	Budget 2020	Budget 2020 vs. Budget 2019 Variance [Better/(Worse)]	% Variance [Better/ (Worse)]
<b><u>Income Statement Summary</u></b>					
Operating Revenues	\$ 23.28	\$ 22.67	\$ 23.60	\$ 0.32	1.4%
Operating Expenses	238.90	230.93	249.43	(10.53)	-4.4%
Non-Operating Revenue/(Expense):					
Net Revenue	236.52	240.05	252.58	16.06	6.8%
Bond Interest & Issuance Expense	(5.58)	(5.59)	(5.24)	0.34	6.1%
MyLink Program	(0.80)	0.00	(0.50)	0.30	37.5%
Other Contributions Out	0.00	0.00	(0.50)	(0.50)	N/A
Total Non-Op. Revenue/(Expense)	230.14	234.46	246.34	16.20	7.0%
Net Income before Depreciation and Capital Contributions	\$ 14.52	\$ 26.20	\$ 20.51	\$ 5.99	41.3%
<b><u>Revenue and Expense Summary</u></b>					
Net Revenues	\$ 259.80	\$ 262.72	\$ 276.18	\$ 16.38	6.3%
Net Expenses	245.28	236.52	255.67	(10.39)	-4.2%
Net Income before Depreciation and Capital Contributions	14.52	26.20	20.51	5.99	41.3%

VIA's budgeted FY20 net income before depreciation and capital contributions (\$20.5M in FY20) is \$6.0M higher than in the FY19 budget, due mainly to higher sales tax revenue and operating grant revenue, partially offset by higher expenses. Sales taxes are projected to be up \$9.6M (5.0%) in FY20 (budget to budget comparison).

Comparing the FY20 budget to the FY19 forecast, net income before depreciation and capital contributions (\$20.5M in FY20) is \$5.7M below the FY19 forecast. This is due to mainly to lower spending in FY19, resulting in part from deferred spending (timing differences, with some budgeted FY19 spending, such as for planning studies, deferred to FY20). Sales taxes are up \$6.8M (3.5%) in FY20 (budget to forecast comparison).

For operating expenses, comparing the FY20 budget to the FY19 budget, expenses are up \$10.5M due mainly to four items: a 1.5% line service increase, +\$2.1M; wage increase/FICA (+3.0%), +\$4.1M; professional & technical expense, +\$2.0M (due to planning studies); and pension, +\$1.7M (due to actuarial assumption changes, including a lowering of the assumed investment rate of return from 7.50% to 7.25%). All remaining operating expense items account for the remaining \$0.6M net increase (one-quarter of 1% net increase).

Comparing the FY20 budget to the FY19 forecast, operating expenses are up \$17.5M due mainly to four items: a 2.9% line service increase, +\$4.1M; wage increase/FICA (+3.0%), +\$4.1M; professional & technical expense, +\$3.6M (due to planning studies); and pension, +\$3.4M (due to actuarial assumption changes and the 2014 investment gain layer dropping off). All remaining operating expense items account for the remaining \$2.3M net increase (1% net increase).

## Revenue Budget

**Revenue Summary.** The proposed FY20 budget includes \$276.2M in revenue, up 6.3% from the FY19 budget and up 5.1% from the FY19 forecast. Revenue comparisons are shown below (in \$M):

	Budget 2019	Forecast 2019	Budget 2020	Budget 2020 vs. Budget 2019 Variance [Better/(Worse)]	% Variance [Better/ (Worse)]
Sales Taxes	\$ 192.18	\$ 194.95	\$ 201.78	\$ 9.60	5.0%
Grant Revenue	32.79	31.96	38.04	5.25	16.0%
Farebox Revenue	21.57	20.73	21.41	(0.16)	-0.7%
CoSA Funding Revenue	10.00	10.00	10.00	0.00	0.0%
Other Net Revenue	3.26	5.08	4.95	1.69	51.8%
Total Revenue	<u>\$ 259.80</u>	<u>\$ 262.72</u>	<u>\$ 276.18</u>	<u>\$ 16.38</u>	6.3%

Budgeted FY20 sales taxes are up 5.0% compared to the FY19 budget, and up 3.5% compared to the FY19 forecast, reflecting the expectation that San Antonio's economy will continue to grow in 2020. According to Moody's Analytics (in a May 2019 analysis), the San Antonio-New Braunfels metro area will grow at about the national rate over the coming year, led by construction. They note that longer term, the metro area's above-average population gains, low costs of doing business, and relatively high housing affordability should contribute to above-average overall performance.

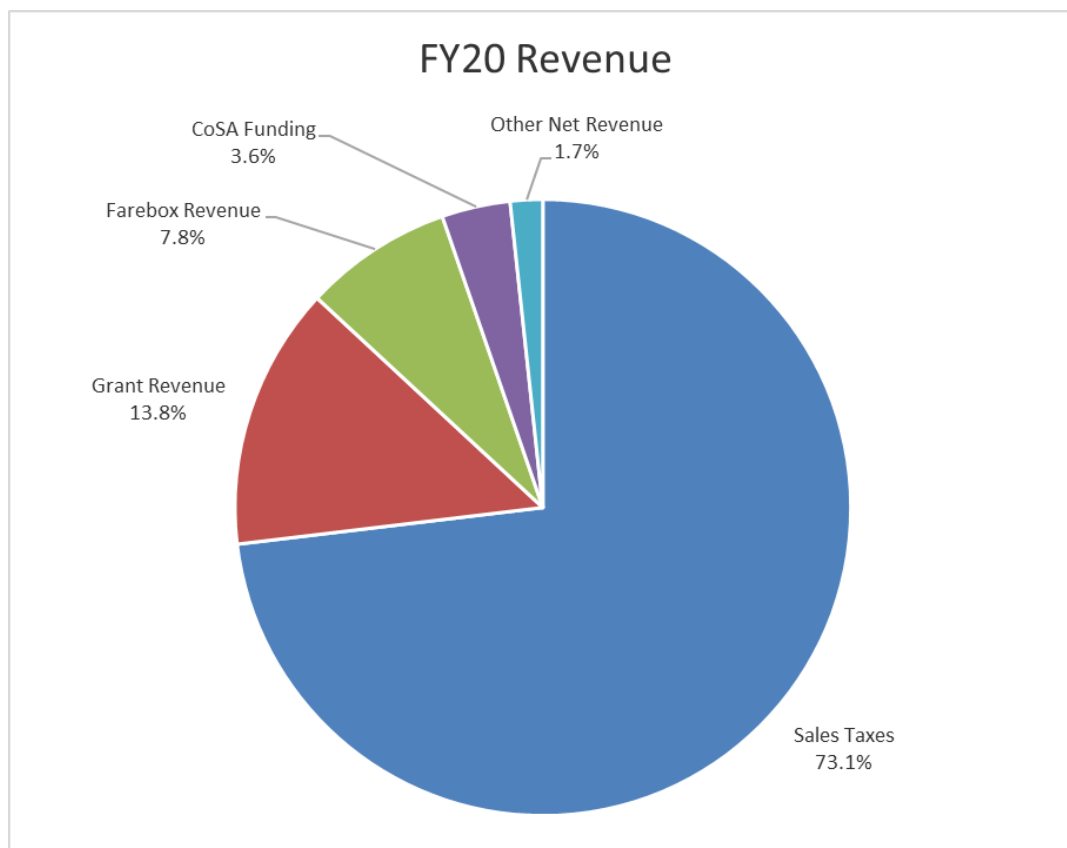
Grant revenue is expected to be up due primarily to use of carryover grant funds awarded in prior years and a Surface Transportation Block Grant that will be used for a rapid transit corridor study. For VIA's Section 5307/5340 and 5339 apportionment grant funds, a 1% growth rate was forecasted for year-over-year awards (impact of carryover grant funds excluded).

Passenger fare revenue is projected to be down slightly compared to the prior year's budget, and up slightly from forecast (due to higher ridership). Bus line service hours are up 1.5% in FY20 compared to the FY19 budget, and up 2.9% from the FY19 forecast. VIA's budget includes 1,947,390 hours of line service in FY20.

Other revenues, which account for approximately 1.8% of VIA's revenues, are expected to be up by \$1.7M. Other revenues include investment income, bus advertising, real-estate development, asset sales, and

other miscellaneous items. The increase is primarily due to higher investment income and bus advertising revenue.

**Revenue by Source.** Following is a chart depicting VIA's revenues:



Sales tax receipts account for \$201.8M, or 73.1%, of VIA's FY20 revenue budget. MTA sales taxes are projected to be \$164.6M, and ATD-VIA sales taxes are projected to be \$37.2M. Grant revenues are the second largest category of FY20 revenue, with these revenues totaling \$38.0M (13.8% of budgeted revenue). Of this total, \$34.3M is from Section 5307 operating expense reimbursements. The third largest revenue category is passenger fares, accounting for \$21.4M (7.8% of budgeted revenue). Funding from the City of San Antonio for improved bus service on partnership routes accounts for \$10.0M (3.6% of budgeted revenue). Remaining items account for \$5.0M (1.7% of budgeted revenue).



## Operating Expense Budget

**Operating Expense Summary.** The proposed FY20 budget includes \$249.4M in operating expenses, up 4.4% from the FY19 budget, as shown below (in \$M):

	Budget 2019	Forecast 2019	Budget 2020	Budget 2020 vs. Budget 2019 Variance	% Variance
Operating Expenses	\$ 238.9	\$ 230.9	\$ 249.4	\$ 10.5	4.4%

Expenses are up \$10.6M, with \$7.6M of rate/cost increases, \$7.3M of initiatives, and \$4.4M of cost savings. A reconciliation appears below (in \$M):

<b>FY19 Budget</b>	<b>\$ 238.9</b>
Rate/Cost Increases	7.6
Initiatives	7.3
Cost Savings	(4.4)
<b>FY20 Budget</b>	<b>\$ 249.4</b>

**Rate/Cost Increases.** Variances attributable to rate/cost increases are summarized below (in \$M):

### Rate/Cost Increases

<u>Item</u>	<u>Amount</u>	<u>Comments</u>
Wage increase/FICA	\$ 4.1	Wage increase
Pension	1.7	Primarily assumption changes
VIAcare	0.8	Higher medical costs
Contract maintenance	1.0	Increase in facilities and software maintenance
Total	<u>\$ 7.6</u>	

The largest rate/cost increase in VIA's budget is a wage increase. A 3.0% wage increase for hourly workers, effective 8/1/19, was included, reflecting the second year increase included in a three-year working conditions contract (third year also has a 3% increase). For salaried workers, there was a budgeted 3.0% wage increase included effective on October 1, 2019. The next largest rate/cost increase item in FY20 is pension expense, up \$1.7M due primarily to assumption changes, with the most significant change being the lowering of the assumed investment rate of return from 7.50% to 7.25%. VIAcare expense is up due to medical cost inflation. Contract maintenance expense is up due to an increase in facilities and software maintenance costs.

**Initiatives.** Variances attributable to various VIA initiatives are summarized below (in \$M):

### Initiatives

<u>Item</u>	<u>Amount</u>	<u>Comments</u>
Line service increase	\$ 2.1	1.5% line service increase
Professional/technical	2.0	Planning studies
Advertising/promo media	1.0	Increased advertising
Materials & supplies	0.8	Parts for expired warranty vehicles and shelter maintenance
Net new positions	1.4	Support new programs and facilities
Total	<u>\$ 7.3</u>	

VIA has budgeted a line service increase of 1.5%, accounting for a \$2.1M increase in expenses. Line service hours increase from a budget of 1,918,530 in FY19 to a budget of 1,947,390 in FY20. The additional hours are to provide service improvements throughout the San Antonio area, including increased service frequency and new routes. The City of San Antonio is contributing \$10.0M to continue funding service on partnership routes in FY20, consistent with the funding level in FY19.

Professional/technical spending is up in FY20 due to planning studies associated with VIA's initiative of pursuing a rapid transit corridors network project. This project is consistent with VIA's long-range plan, Vision 2040.

Advertising/promotion media spending is up due to increased product and service promotion to help generate increased ridership. New service being added in FY20 will help make VIA's system more attractive and convenient to riders.

Materials and supplies are up due to bus parts for out-of-warranty vehicles and an increase in shelter maintenance. VIA continues to add new shelters through the service area.

Net new positions account for \$1.4M of wage expense increase in FY20, as various new positions are being added to address agency initiatives. VIA has an aggressive list of projects being worked on in FY20 and having proper staffing levels is crucial to making these projects a success. The new paratransit facility is one key project that will require significant resources.

Excluding bus and van operators, a total of 30 net new positions were added in FY20, of which 19 are for operations and 11 are for administration/support. Of the FY20 additions, 1 position was in Transportation, 18 in Maintenance, 6 in Support, and 5 in Administration.

VIA has a total of 2,286.64 full-time equivalent employees (FTEs) in the FY20 budget. There are 1,108.65 bus operators and 170.00 van operators included in this total.

**Cost Savings.** Variances attributable to cost savings are the following (in \$M):

#### **Cost Savings**

<u>Item</u>	<u>Amount</u>	<u>Comments</u>
Workers comp insurance	\$ (1.3)	Lower costs with new network and 3rd party administrator
Fuel & lubricants	(3.0)	Lower prices and more new CNG buses
Net of all other items	(0.1)	
Total	<u><u>\$ (4.4)</u></u>	

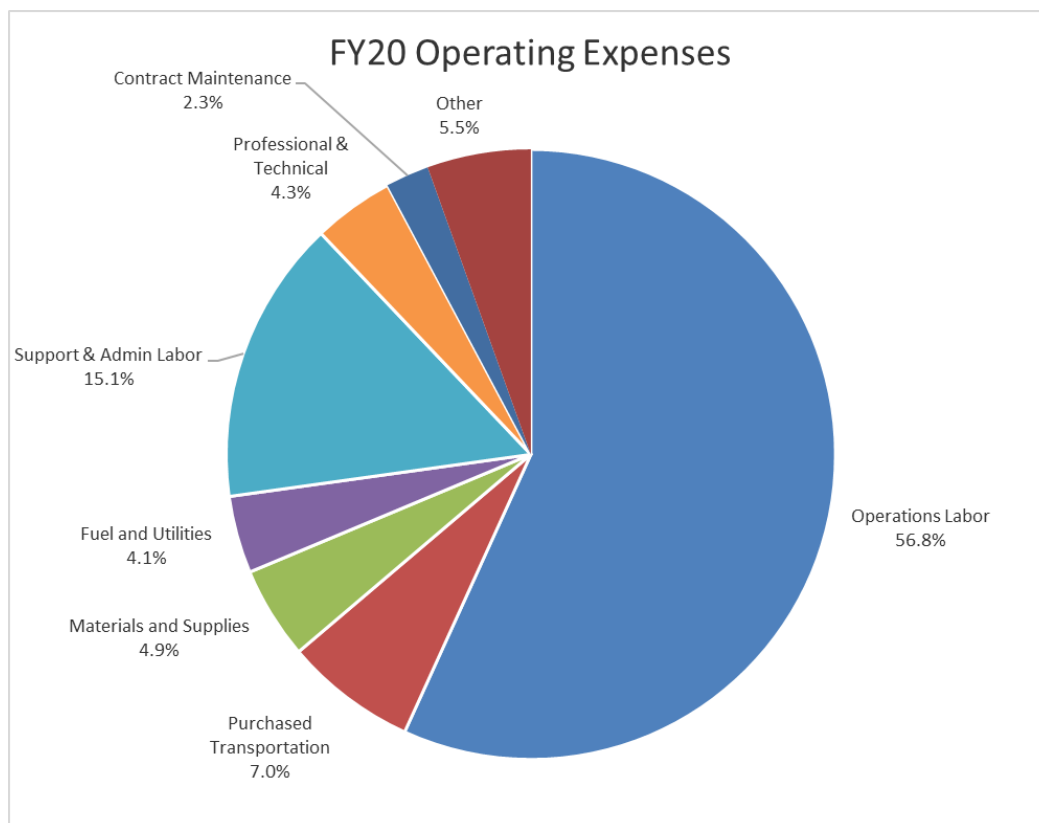
VIA is budgeting workers compensation insurance at a lower level in FY20 due to better claims experience. Case worker efforts have helped reduce workers compensation costs. Fuel cost savings are expected in FY20 due primarily to lower prices.

**Operating Expenses by Account.** In VIA's FY20 budget, total operating expenses are \$249.4M. Operations labor accounts for 56.8% of this amount (see chart below).

Purchased transportation is another significant cost of providing service, and accounts for 7.0% of VIA's FY20 budget. VIA plans to launch a second pilot of VIA Link mobility-on-demand service in FY20.

Materials and supplies accounts for 4.9% of the FY20 budget. This category includes parts used to maintain vehicles, along with supplies for maintaining bus shelters and various other supplies, such as office supplies.

Fuel and utilities accounts for 4.1% of VIA's FY20 budget. This category includes fuel, lubricants, fuel taxes and utilities, with utilities accounting for \$4.0M of the \$10.1M total for this category. Of VIA's fuel and lubricants budget, 54.9% is for ultra-low sulfur diesel, which is used to fuel buses other than those that have been recently replaced by CNG-powered vehicles, and CNG accounts for 4.7% of the total. Unleaded gasoline, used for service vehicles and a portion of VIA's paratransit contractor's fleet, accounts for 26.9% of the total fuel and lubricants budget. The remaining fuel and lubricants cost is accounted for by propane (4.9%) and lubricants (8.6%). Propane is used for vans that provide paratransit service, both for directly operated and purchased service. insurance premiums, and public liability. VIA's fuel budget includes \$3.2M of fuel rebates – \$2.7M for CNG and \$0.5M for propane.



The remainder of VIA's FY20 budget is accounted for by: administrative support, 15.1%; professional & technical, 4.3%; contract maintenance, 2.3%, and other, 5.5%. The "other" category includes all other spending, such as for advertising, security services, insurance premiums, and training.

## Capital Budget

**Capital Budget Summary – FY20.** Capital spending for FY20 is projected to be \$75.8M. Revenue vehicles account for 43.4% (\$32.9M) of spending, operational facilities account for 29.7% (\$22.5M), passenger facilities account for 11.3% (\$8.6M), computer hardware/software accounts for 9.3% (\$7.0M), and the remaining 6.3% (\$4.8M) is accounted for by all remaining categories – service vehicles, administrative facilities, maintenance tools and equipment, revenue vehicle replacement components, and miscellaneous (Scobey complex and joint development).

Details of capital project spending amounts, including a spending chart, are provided in the "Five-Year Capital Plan" section of this book.

**Capital Budget Summary – FY20-24.** VIA's capital spending for FY20-24 is projected to be \$200.7M. This excludes the unfunded Advanced Rapid Transit project. The four largest spending categories account

for 91.5% of the spending: revenue vehicles, 43.4% (\$87.2M), passenger facilities, 25.4% (\$51.0M), operational facilities, 14.6% (\$29.4M), and computer hardware/software, 8.1% (\$16.2M). The remaining categories account for 8.5% (\$16.9M) of spending. These categories are service vehicles, administrative facilities, maintenance tools and equipment, revenue vehicle replacement components, and miscellaneous.

Again, capital spending details, including a spending chart, are included in the “Five-Year Capital Plan” section of this book.

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**Five-Year Financial Plan.** VIA’s Five-Year Financial Plan for FY20-24 shows that the agency will have an estimated \$1.7B in sources of funds for that period and about \$1.7B in uses of funds.

**SOURCES OF FUNDS**

<u>Description</u>	<u>Amount (\$M)</u>
Sales taxes	1,075.9
Grant funds	275.3
Farebox revenue	117.1
Bond proceeds	10.5
Funding contributions	216.1
Other	19.4
Total	<u>1,714.3</u>

**USES OF FUNDS AND RESERVE CHANGES**

<u>Description</u>	<u>Amount (\$M)</u>
Operating expenses	1,295.5
Capital projects	366.7
Debt service	71.5
Other uses	2.4
Reserve changes	(21.8)
Total	<u>1,714.3</u>

The net change in cash and capital reserves is a \$21.8M decrease, driven by spending of TxDOT grant funds currently on hand. The Five-Year Financial Plan shows that the Stabilization Fund and working capital are both at Board policy level amounts of 60 days expense at the end of each year in the five-year period.

For the Five-Year Financial Plan, key assumptions include:

- Line service levels increase a total of 2.2% over the five-year period (FY24 budget compared to FY19 budget – same comparison as for other items below unless noted otherwise)
- System-wide ridership is projected to increase a total of 2.3% over the five-year period
- Fare increases are included in FY21 and FY23
- Sales taxes, VIA’s key source of revenue, are assumed to increase 5.0% in FY20 (compared to FY19 budget, and +3.5% compared to FY19 forecast) and 3.5% in FY21-24
- VIA’s Section 5307 grant fund awards are assumed to remain essentially flat in coming years (only 1% growth).
- New discretionary grant fund awards of: Section 5339 Bus & Bus Facilities grant funds, \$3M; CMAQ funds for capital, \$20.4M; CMAQ funds for expense, \$3.6M; VW settlement funds, \$15.1M; and, BUILD

grant funds, \$11.5M. Additional discretionary funds already awarded will also help fund some capital purchases in FY20-24.

- In FY20, included a 3.0% salaried wage increase effective 10/1/19 (matching the hourly increase effective two months earlier). There is also a 3.0% increase for hourly workers effective 8/1/20.
- In FY20, wage increases total \$3.7M, and in subsequent years wage increases are assumed to be \$3.0M/year
- Other key operating expenses items were forecasted based on known/projected changes. For instance, actuarial estimates were used for pension and Other Post-Employment Benefits (OPEB), VIAcare costs are based on expected medical cost inflation, and service cost changes are based on service hours changes.
- For fuel, generally held unit prices essentially flat. Fuel volumes were adjusted for any service level changes. Total fuel costs include savings associated with shift from diesel to CNG buses. Fuel and lubricant costs in FY20 are budgeted at \$5.7M, down \$2.6M compared to the FY19 budget due mainly to lower prices and additional new CNG buses.
- Total estimated incremental operating costs for new facilities included in the capital plan have been included.
- Any staffing needed in connection with the capital program is included in the budget.

VIA MTA and ATD did their first private placement debt issuances in 2012, followed by their first public debt offering in 2013 and 2014, respectively. A listing of public debt still outstanding or yet to be issued in FY20-24 is shown below:

<b>Description</b>	<b>Issuing Entity</b>	<b>Bond Term (Years)</b>	<b>Net Proceeds (\$M)</b>	<b>Use of Funds</b>
2013 Farebox Revenue Bonds	MTA	25	32.90	SmartMove and misc. other items
2014 Sales Tax Bonds	ATD	25	31.69	SmartMove and misc. other items
2017 Contractual Obligation Bonds	MTA	12	94.63	Revenue vehicles: buses
2021 Contractual Obligation Bonds	MTA	7	8.22	Revenue vehicles: vans
2022 Contractual Obligation Bonds	MTA	7	2.03	Revenue vehicles: vans
Total			<u>169.47</u>	

Future amounts shown are placeholders only. VIA may not need to use any debt to finance vehicle purchases in those years if results come in slightly stronger than projected.

In FY20, VIA will make significant capital investments that will bring important transit benefits to the community and will continue to take steps to ensure that we operate very cost efficiently. VIA is in sound financial position and is committed to working towards bringing VIA Reimagined and the Vision 2040 to fruition. VIA looks forward to continued success as we continue working diligently to improve transportation services in San Antonio.

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# FORMAT OF THE BUDGET DOCUMENT

## **Overview**

This document is the Annual Business Plan for VIA Metropolitan Transit Authority and the Advanced Transportation District for the period October 1, 2019 - September 30, 2020. VIA's Business Plan is a formal plan of action for a specified time period that is reflected in this document's text and monetary figures. This document details VIA's Business Plan for FY20.

## **Sections of Budget Document**

VIA's budget document is divided into seven sections: Introduction, Budget Overview, Financial Overview, Operating Detail by Division, Five-Year Financial Plan, Five-Year Capital Plan and Appendices. The budget document is organized with the summary information at the beginning and the detailed information toward the back. Each section contains information related to the budget process and/or the Board-approved budget.

### **Budget Overview**

This section presents a profile on the community that VIA serves, an outline of the budget development process as well as a description of the various assumptions used, and policies that affect the development of the budget.

### **Financial Overview**

This section contains a summary of the annual budget as well as more detailed information including the service levels that drive the budget. Revenues are presented by source. Expenses are detailed by service category and by major account class. The major account classes of expenses are the same as those used by other transit agencies as required by the Federal Transit Administration (FTA) for comparability of expense information among transit systems. Finally, personnel levels required to provide service are presented.

### **Group/Division Detail**

This section consists of the following information for each group/division: goals/strategies; performance measures; and expense budgets.

### **Five-Year Financial Plan**

This section includes the proposed five-year financial plan which details planned revenues, expenses and capital expenditures over the next five years, along with related financial and statistical information.

### **Five-Year Capital Plan**

The five-year capital plan includes a listing of all projects programmed over the five-year planning horizon, along with a funding plan and other related information.

### **Appendices**

This section lists a glossary of terms used throughout this document, a copy of the authorizing resolution and an index to facilitate the location of a particular topic within this document.

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# BUDGET OVERVIEW



# The Community VIA Metropolitan Transit Serves

## History

VIA is a metropolitan transit authority that was created according to Article 1118X of the revised Texas Civil statutes (superseded by Chapter 451 Texas Transportation Code) to provide public transportation services for Bexar County which includes the City of San Antonio, Texas.

Subchapter O of Chapter 451 authorized an election on November 2, 2004, and the creation of an Advanced Transportation District (ATD) for mobility enhancement and advanced transportation. The ATD was authorized to impose a sales and use tax of one-fourth of one percent to be allocated 50% to the ATD, 25% to the Texas Department of Transportation and 25% to the City of San Antonio. The funds are used for transportation services, operations, transportation amenities, equipment, construction, maintenance and improvements to streets and sidewalks, and, as the local share for state and federal grant funds spent for advanced transportation and mobility enhancement purposes.

According to Census 2010 information, San Antonio, Texas is the fourteenth largest city by land area and seventh by population in the United States; and the second largest in Texas in both land area and population. However, in terms of metropolitan areas, San Antonio ranks third in Texas in terms of population, behind the Dallas-Fort Worth area and the Houston-Galveston area. Bexar County is the twenty-fourth largest county in the United States.

San Antonio's recorded history began in 1691 with the arrival of the first Spanish missionaries and soldiers at Yanaguana, the Native American village at the headwaters of the San Antonio River. In 1718, at an Indian village in a wooded area of spring-fed streams at the southern edge of the Texas Hill Country, Spain established Mission San Antonio de Valero (later called the Alamo). A customary accompanying fort, San Antonio de Bexar, protected the mission. Today's city and county names derive from those 18th-Century Spanish beginnings that predate founding of the United States by over 50 years.

Year	Bexar County Population <sup>1</sup>	Percent Increase	TX County Population Ranking	San Antonio Population <sup>2</sup>	Percent Increase	TX City Population Ranking	Percent of City to County
1910	119,676	72.39%	2	96,614	81.19%	1	80.73%
1920	202,096	68.87%	2	161,379	67.03%	1	79.85%
1930	292,533	44.75%	3	231,542	43.48%	3	79.15%
1940	338,176	15.60%	3	253,854	9.64%	3	75.07%
1950	500,460	47.99%	3	408,442	60.90%	3	81.61%
1960	687,151	37.30%	3	587,718	43.89%	3	85.53%
1970	830,460	20.86%	3	654,153	11.30%	3	78.77%
1980	988,800	19.07%	3	785,940	20.15%	3	79.48%
1990	1,185,394	19.88%	3	935,933	19.08%	3	78.96%
2000	1,392,931	17.51%	4	1,144,646	22.30%	2	82.18%
2010	1,714,773	23.11%	4	1,334,359	16.57%	2	77.82%

Source: <sup>1</sup> Texas County Profiles, Bexar County

<sup>2</sup> World Population Review, San Antonio

## **Culture**

Prominent local cultural and historical attractions include the Alamo and the San Antonio Missions World Heritage Site and the Mission National Historical Park, Market Square area, Arneson River Theatre, Halsell Conservatory and the Botanical Center, the San Antonio Museum of Art, the Witte Museum, the McNay Art Museum, the DoSeum (children's museum), the Hertzberg Circus Collection, the Mexican Cultural Institute, La Villita, the Spanish Governor's Palace, San Fernando Cathedral, the Institute of Texan Cultures and the King William and Monte Vista Historic Districts.

## **Education**

Institutions of higher learning include the University of Texas at San Antonio (Northwest Campus), the University of Texas at San Antonio (Downtown campus), University of the Incarnate Word, St. Mary's University, Our Lady of the Lake University, Trinity University, Texas A&M University - San Antonio; San Antonio College, St. Phillip's College, Palo Alto College, Northwest Vista College, National University of Mexico, and the University of Texas Health Science Center.

## **Area Attractions/Recreation**

Tourism is an important, multi-billion dollar industry in San Antonio. In fact, it is San Antonio's second largest industry. The millions of tourists who visit San Antonio annually are drawn by the area's rich Southwestern cultural heritage, and historical and cultural sites. San Antonio's allure to visitors has made it one of the top tourist destinations in Texas.

San Antonio offers every attraction one would expect of a world-class city. Fun can be found at the many activities in Brackenridge Park, the San Antonio Zoo, the Paseo del Rio (River Walk), Sea World of Texas, and Fiesta Texas. Sports fans can cheer on the San Antonio Spurs, the San Antonio Missions baseball team and the UTSA Roadrunner football team. Annual events include Fiesta, Livestock Show and Rodeo, Texas Folklife Festival, and the Texas Open (PGA).

Much of the popularity of San Antonio as a destination city may be attributable to its central location. It serves as an excellent hub for day trips to the hill country towns of New Braunfels, Fredericksburg, Kerrville and Boerne and enjoying the sand and surf of the Texas Gulf Coast.

## **San Antonio Metropolitan Area Economic Profile**

Since the late 1980's, the economy of the San Antonio metropolitan statistical area (MSA), which includes Bexar, Comal, Guadalupe and Wilson Counties, has expanded at a steady pace. Significant employment growth in the MSA has occurred in the trade and services industry and the area's military bases. Medical research and higher education also boost the area's economy. Additionally, the discovery of significant gas and oil deposits in the Eagle Ford shale has resulted in the addition of thousands of jobs to the San Antonio area.

## VIA's Service Area

The VIA service area is comprised of approximately 1,210 square miles of which almost all are in Bexar County. This is just over 97% of Bexar County.

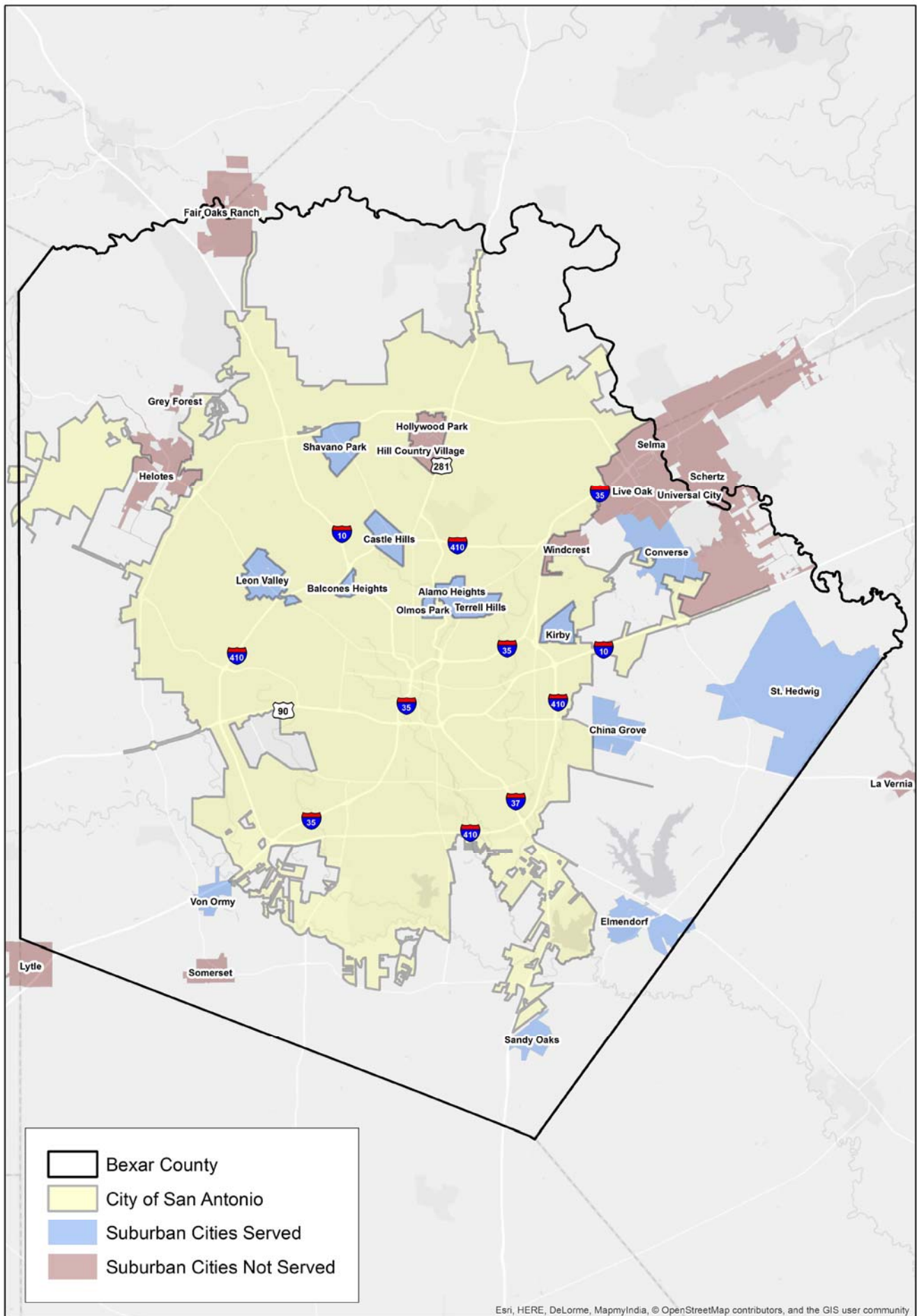
Areas of Bexar County not in the VIA service area are,

<b>Area</b>	<b>Population</b>
Fair Oaks Ranch	6,997
Grey Forest	554
Helotes	9,567
Hill Country Village	1,095
Hollywood Park	3,374
Live Oak	15,908
Lytle	49
Schertz	2,026
Selma	8,380
Somerset	1,903
Universal City	20,773
Von Ormy	1,298
Windcrest	5,874

Source: Texas County Profiles, 2018 Census Bureau

VIA carries approximately 109,000 passengers on weekdays.

# VIA Service Area



Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community



VIA Metropolitan Transit

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Miles

FY2020 Annual Business Plan



## Bexar County Profile

### Gender Composition

Male	49.4%
Female	50.6%

### Age Distribution

Under 5 years	7.2%
Age 5 to 14 years	14.2%
Age 15 to 24 years	14.6%
Age 25 to 54 years	41.3%
Age 55 to 64 years	10.6%
65 years and older	12.1%

### Ethnic Composition

Hispanic	60.5%
White	27.3%
Black	7.2%
Other	5.0%

### Disability Status - Percent of Bexar County that is Disabled (Civilian Noninstitutionalized)

Age 5 to 17 years	1.3%
Age 18 to 34 years	2.3%
Age 35 to 64 years	5.9%
Age 65 years and older	<u>4.7%</u>
	14.2%

### Educational Attainment

Less than high school graduate	15.8%
High school graduate (includes equivalency)	27.7%
Some college or associate's degree	32.0%
Bachelor's degree or higher	24.5%

### Household Income

Less than \$15,000	13.3%
\$15,000 to \$24,999	9.7%
\$25,000 to \$34,999	9.7%
\$35,000 to \$49,999	13.8%
\$50,000 to \$74,999	18.2%
\$75,000 to \$99,999	12.6%
\$100,000 or more	22.7%

**Average Persons per Household** 3.0

### Commute Mode

Drove Alone	78.2%
Carpooled	11.9%
Public transportation (excluding taxicab)	2.2%
Walked	2.1%
Taxicab, Motorcycle, Bicycle, or other means	1.6%
Worked at home	4.0%

Source: U.S. Census Bureau, 2018 American Community Survey 1-Year Estimates

(Bexar County Profile Continued)

**Climate**

Record Highest Temperature <sup>1</sup>	111° (September 2000)
Record Lowest Temperature <sup>1</sup>	0° (January 1949)
Average High Max August <sup>1</sup>	95.4°
Average Low Min January <sup>1</sup>	40.5°
Average First Freeze <sup>2</sup>	November 23
Average Last Freeze <sup>2</sup>	March 5
Average Annual Precipitation <sup>3</sup>	30.76"

Source: <sup>1</sup> Climate Spy, San Antonio, TX

<sup>2</sup> The Old Farmer's Almanac, San Antonio, TX

<sup>3</sup> The Edwards Aquifer Website

**Civilian Labor Force Information (San Antonio MSA)**

<u>Year</u>	<u>Employment</u>	<u>Average Unemployment Rate</u>
2004	883,892	5.60%
2005	896,886	5.00%
2006	914,917	4.60%
2007	921,968	4.10%
2008	942,671	4.70%
2009	965,670	6.70%
2010	988,724	7.30%
2011	1,011,200	7.70%
2012	1,026,700	6.60%
2013	1,030,300	6.00%
2014	1,058,800	4.70%
2015	1,096,800	3.70%
2016	1,120,579	3.75%
2017	1,157,602	3.57%
2018	1,183,269	3.33%

Source: Bureau of Labor Statistics - Metropolitan Area Employment and Unemployment

(Bexar County Profile Continued)

**Industrial Composition (San Antonio MSA)**

Educational services, and health care and social assistance	23.5%
Retail trade	12.0%
Professional, scientific, and management, and administrative and waste management services	12.0%
Arts, entertainment, and recreation, and accommodation and food services	11.9%
Finance and insurance, and real estate and rental and leasing	8.3%
Construction	8.2%
Manufacturing	5.5%
Transportation and warehousing, and utilities	5.1%
Other services, except public administration	4.8%
Public administration	4.0%
Wholesale trade	2.0%
Information	1.4%
Agriculture, forestry, fishing and hunting, and mining	1.2%

Source: U.S. Census Bureau, 2018 American Community Survey 1-Year Estimates



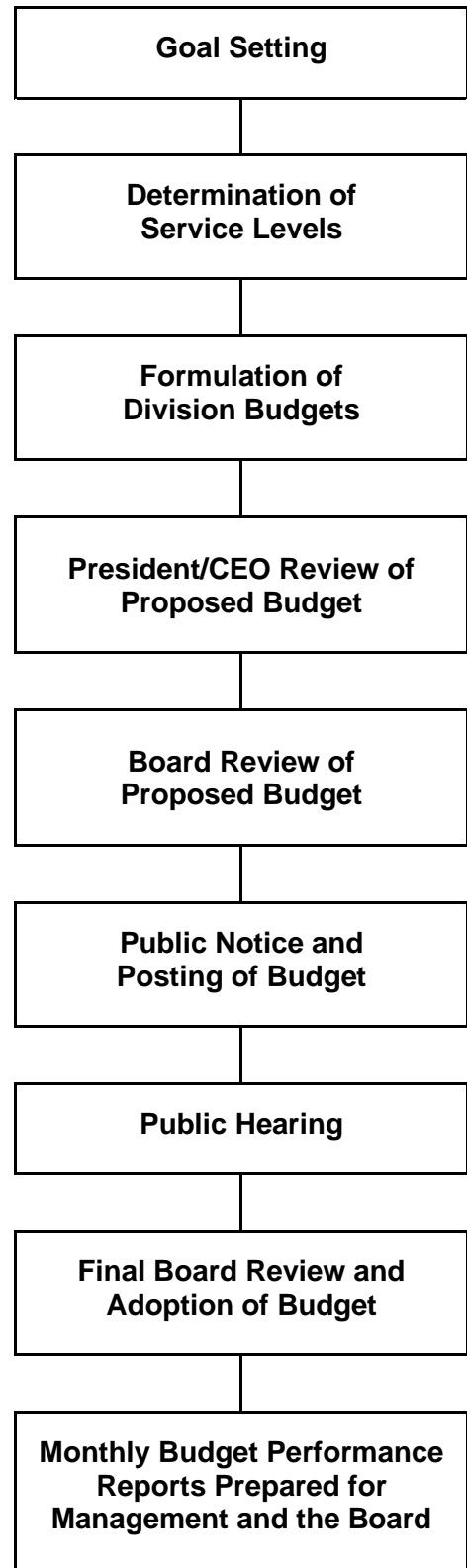
## VIA Metropolitan Transit Budget Process

The State of Texas requires that transit authorities, such as VIA Metropolitan Transit, adopt an annual operating budget before the start of a new fiscal year. The fiscal year for VIA Metropolitan Transit begins on October 1 of each year. This year, the Board meeting for budget approval was on Tuesday, September 24, 2019.

VIA's budgeting process involves the VIA Board of Trustees, management and the public. VIA's Board of Trustees establishes goals for the agency that drive the short-term strategic planning process and the five-year financial plan. The Operations division is responsible for developing the detailed service plan. With the corporate goals and the estimated service levels in hand, the vice presidents establish division budgets that are sufficient to support the proposed service levels. The proposed operating budget is then drafted and submitted to the Board for their review. Next, there is a required 14-day public review and comment period that includes a public hearing held in conjunction with the Board of Trustees meeting at which adoption of the budget by the Board is to occur. The flow chart of the budget process shows the management, Board and public involvement in the budget process.

The detailed expenses by division are prepared by the division vice presidents and can be found in the operating detail section of this document. Expenses are budgeted by month. Once the vice presidents have completed preparation of the budget information, the budget accountant is able to compile the information electronically and consolidate the division budgets into an overall VIA budget.

The President/CEO is responsible for enforcing the limits set in the budget. The budget is approved and monitored by the Board at the cost center level. The vice presidents are given monthly financial reports that detail the budget performance. Any significant variances are investigated and explained. The Board of Trustees also receives a budget performance packet monthly. This information is in a summarized format and is provided/reviewed monthly at the Board meeting.



## **FY 2019-2020 Budget Schedule**

- |                    |   |
|--------------------|---|
| March - June       | <ul style="list-style-type: none"><li>- Obtain Board input on key plan elements/assumptions</li><li>- Determine service levels</li><li>- Begin developing draft annual budget and five-year financial and capital plans</li></ul>   |
| June - July        | <ul style="list-style-type: none"><li>- Division vice presidents review/discuss proposed operating and capital budgets with President/CEO</li><li>- Revise budget as needed</li></ul>   |
| August - September | <ul style="list-style-type: none"><li>- Budget made available to public (August 16, 2018 – September 13, 2019)</li><li>- Board review of division budgets</li><li>- Public hearing on annual budget (September 5, 2019)</li><li>- Budget modifications made as needed</li><li>- Approval of annual budget and five-year capital plan (September 24, 2019)</li></ul> |

## **Budget Amendment Process**

VIA may not have operating expenses in excess of the total budgeted expenses for a fiscal year unless the Board amends the operating budget after a public notice and hearing.

The following steps are required to amend the annual operating budget if necessary.

- 1) A presentation is made to the Board detailing the reasons for the budget overruns.
- 2) A proposed budget amendment document is prepared and made available to the public 14 days prior to the scheduled adoption of the budget amendment.
- 3) A public hearing is held prior to the adoption of the budget amendment.
- 4) The Board is requested to vote for the approval of the proposed budget amendment.

## **Budget Assumptions**

The assumptions listed below were used in the development of the approved operating budget.

### **Reporting Entity**

The reporting entity includes all funds and operations that are controlled by or dependent on VIA. Control and dependence are determined based on financial interdependence, selection of governing authority, designation of management, ability to significantly influence operations and accountability for fiscal matters. Based on the oversight criteria, no other entities are included in this document. The Board members are appointed by the City of San Antonio, the Bexar County Commissioners Court, and the Suburban Council of Mayors. VIA is not included in the reports of these entities since the organization is not part of these entities and has its own Board. VIA's Board has the authority to make decisions, the power to designate management, the responsibility to significantly influence operations and the primary accountability for fiscal matters.

### **Board of Trustees Governance**

The Board of Trustees, an eleven-member group of individuals representing the community VIA serves, works with staff to carry out a leadership vision that is committed to VIA's mission of providing regional multimodal transportation options that connect our community to opportunity, support economic vitality and enhance the quality of life throughout our region. The Board, through standing committees, provides strategic and policy-level direction and oversight. To this end, the Board plays an active role in both the budget preparation process and the monitoring of budget performance.

### **Basis of Budget and Basis of Accounting**

VIA accounts for the operations of the MTA and the ATD using the enterprise fund system. Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

As an enterprise fund, the budget is prepared on a full accrual basis of accounting. That is, expenses are recognized when incurred and revenues are recognized when earned. The Comprehensive Annual Financial Report (CAFR) is developed in accordance with Generally Accepted Accounting Principles (GAAP) using the accrual basis of accounting as well.

The goal of VIA's budgeting process is to produce a "balanced budget" - one in which projected expenses are less than, or equal to, the amount of revenues projected. VIA also strives to earn through operations the local funding required to procure capital assets and keep reserves funded at policy levels. The estimated required funding for the fiscal year for these purposes is considered during the budget formulation process.

### **Service Area**

It is assumed that the service area will remain unchanged.

### **Inflation**

From September 2018 through September 2019, the increase in the consumer price index was 1.7%.

### **Fare Policy**

FY20 budget includes free transfers beginning in November 2019.

### **Sales Tax Rate**

It is assumed the sales tax rate will remain at ½ cent for VIA Metropolitan Transit, and ¼ cent for the Advanced Transportation District. VIA's portion of the ATD tax is 50%, which equates to ⅛ cent.

### **Service Levels**

Service hours are up compared to FY19.

### **Debt**

Debt is used to help finance capital programs when necessary.

### **Compensation**

Hourly employees received a salary increase of 3.0% effective 08/01/2019 and salaried employees received an increase of 3.0% effective 10/01/2019.

## **Financial Policies**

VIA maintains a wide variety of policies and procedures throughout the organization to help ensure that the organization operates efficiently and effectively, and that fiscal resources are prudently managed. VIA's financial policies and procedures include numerous internal controls, such as segregation of duties, multi-approval requirements, physical controls (e.g., a safe for storing petty cash and duplicate keys), and timely reconciliations of financial information. Examples of these policies include Restricted/Unrestricted Funds Policy, Investment Policy, Debt Policy, Fare Policy, Travel Policy, Capital Assets Policy, and Records Management Policy. Some of these key policies are discussed below, along with the process of balancing the budget.

### **Restricted/Unrestricted Funds Policy**

VIA's Restricted/Unrestricted Funds Policy provides a policy for earmarking VIA's cash and investment balances for various restricted and unrestricted uses in a way that meets the legal and contractual requirements and helps ensure that the agency's funds are managed in a fiscally prudent manner. The policy is updated as needed and is approved by the Board of Trustees at least annually. Funds which are constrained by local or state laws or contractual agreements are categorized as restricted funds. Examples include bond funds and grant funds received from TxDOT. Other funds are considered unrestricted. Examples of unrestricted funds include the Stabilization Fund (or "rainy day fund") and the working capital fund. The Stabilization Fund was created to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. The working capital fund serves to provide VIA with sufficient operating funds to pay its day to day contracted obligations. The Stabilization Fund and working capital fund are each targeted to equal 60 days of operating expenses. Other unrestricted funds include funds such as a capital grant local share fund (to provide the local match on grants) and a capital fund to help meet various spending needs (this fund is used to capture funds remaining after all other reserves are funded at policy levels). VIA is in compliance with this policy. Fund balances are shown on Schedule 3 in the Five-Year Financial Plan section in this document.

### **Investment Policy**

VIA's financial policies governing investments have been approved by the Board of Trustees. The Investment Policy of VIA is reviewed annually by the Board of Trustees as required by The Public Funds Investment Act of the State of Texas. The investment policy outlines the objectives of the investment program which are: preservation and safety of principal, maintenance of adequate liquidity to meet current obligations, maximization of yield on invested funds within the constraint of preservation and safety of principal, conformance with applicable legal constraints, and diversification of the portfolio to avoid unreasonable risks. The policy delegates responsibility for oversight of the program, defines the standard of prudence to be used in managing the portfolio, outlines the investment strategy, provides for the formulation of a system of internal controls, and defines the investments that are considered allowable under the policy and the parameters of diversification. Quarterly reports of the performance of the portfolio are provided to the Board of Trustees. VIA is in compliance with this policy.

### **Debt Policy**

VIA has a debt policy that is updated as needed and approved by VIA's board on an annual basis. VIA/ATD debt policy guidelines apply to all "Debt Instruments." Debt Instruments may include sales and use tax bonds, sales and use tax contractual obligations, ATD contract revenue bonds, farebox revenue bonds, commercial paper, bank lines, standby purchase agreements or letters of credit, variable rate demand notes, variable rate auction rate notes, capital leases, and grant anticipation notes. Debt included within the period is covered by the five-year financial plan as needed to help fund capital projects. There is no limit on VIA's ability to issue bonds, provided that VIA is in compliance with the law and with debt covenants (debt limit is controlled by debt service coverage ratios and additional bonds test). VIA's Debt Policy has a 1.5x minimum internal debt service coverage ratio. Performance relative to this requirement can be found on Schedule 14 of VIA's Five-Year Financial Plan section.

### **Fare Policy**

VIA has a Fare Policy that covers the fares that VIA charges for the various types of service that the agency provides. This policy is reviewed annually during the budget cycle.

The fares charged for scheduled bus and demand response van service must be approved by the Local Government Approval Committee (LGAC). This committee includes elected officials representing the County, City and Suburban Mayors. San Antonio has many transit dependent citizens who have very limited financial resources. The committee and the VIA Board of Trustees recognizes the need in the community for transportation services and attempts to keep fare at an attractive level.

### **Balancing the Operating Budget**

VIA is committed to balancing the annual budget and works toward this goal during each budget process. The State of Texas does not have a statutory balanced budget requirement for transit agencies. The budget process as required by the laws of the State of Texas that created the transit authority is described in this document under the section titled "VIA Metropolitan Transit Budget Process". While there is currently no formal balanced budget policy, the Board of Trustees and staff of VIA realize that the community depends on the service provided and that a balanced budget is important in the achievement of long-term goals. Each budgeting cycle, VIA evaluates operating, capital, and cash reserve requirements over a five-year time horizon. Any desired service enhancements and other proposed expenditures are evaluated based on available funding.

## **Best Practices in Budgeting**

The National Advisory Council on State and Local Budgeting (NACSLB) formed in the spring of 1995 has issued a paper on “best practices” in state and local budgeting. The GFOA was one of the participants in this process. The GFOA adopted the NACSLB framework for improved state and local budgeting on March 26, 1998 and has recommended that governments look at the NACSLB documents as a model for evaluating and improving their own budget processes. VIA is continuing to review the principles and practices outlined in the paper in order to improve the budget process. VIA staff will be working on implementing more of the suggested policies in the coming year.

## **Debt**

VIA has used long-term debt to finance capital asset purchases. Three bond issues are currently outstanding: a \$39,965,000 par issue of Farebox Revenue Improvement and Refunding Bonds, Series 2013, used for various capital projects; a \$32,925,000 par issue of Advanced Transportation District Sales Tax Revenue and Refunding Bonds, Series 2014, used for various capital projects; and, a \$81,995,000 par issue of Contractual Obligations, Series 2017, used for rolling stock. Interest on all these bond issues is payable semi-annually, with principal payments due annually. There is no limit on VIA’s ability to incur bonded indebtedness if the bonds are issued in accordance with the law and bond covenants are met.

## **Appropriations**

The capital appropriations reflected in the budget include VIA’s match for any capital grant received from the FTA and the planned purchase of any capital item with VIA funds. See the Capital Budget section for details on the anticipated capital outlays.

## **Net Position**

Net position is the excess amount of assets over liabilities (or Fund Balance). An adequate fund balance is necessary to ensure funds are available to provide cash for both current and future operations. VIA accounts for its operations using enterprise (proprietary type) funds.

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# FINANCIAL OVERVIEW





## **Introduction to the Financial Overview Section**

The following section gives details of the assumptions used to formulate the fiscal year 2020 budget and an overview of budgeted financial figures including revenues, expenses and projected net income. Information presented includes details for the Metropolitan Transit Authority (MTA), the Advanced Transportation District (ATD) and the combined totals for VIA. The Operating Budget schedule on the following page summarizes the adopted budget and is presented in cost center format.

VIA's account structure allows for budgeted expenses to be identified by division, department, expense object, expense function, cost center and project. The Federal Transit Administration requires transit systems to use a uniform system of accounts based on object and function elements as required by Federal Transit laws. Use of the uniform system of accounts allows transit systems throughout the nation to compare their performance with the performance of other transit systems.

The expense object class groups the expenses based on the types of goods or services purchased. Examples of object classes include salaries and wages, fringe benefits, services, materials and supplies, and other expenses.

Expense functions group expenses based on the transportation function that the expense supports. Examples of functions include Vehicle Operations, Vehicle Maintenance, Non-Vehicle Maintenance and General Administration.

A transit budget is formulated based on the amount of service that is planned for the fiscal year. The Service Level Summary gives a five-year history of the transportation service. Details of the service levels by cost center are also provided.

The Passenger Summary shows the passengers related to the service provided by cost center. Summary and detail numbers are shown in the information included.

The Revenue Summary describes the major revenue categories and the method used to estimate the budgeted numbers. Also related to the revenue information is a schedule which compares sources of operating funds as reported throughout the transit industry and those specific to VIA. This chart illustrates the fact that VIA receives a higher proportion of its revenues from directly-generated sources than is typical of other transit agencies. Included in directly-generated sources are the VIA Metropolitan Transit Authority sales tax, Advanced Transportation sales tax, fares, investment income and other miscellaneous income.

The Expense Summary portion of the document includes analyses that show expenses by cost center, service type, expense function, and expense object class. Included in this section is an industry-wide comparison of expenses by object class.

The final pages of this section give details on personnel budgeted for the upcoming fiscal year and a comparison to recent fiscal years. The company-wide organizational chart concludes this section.

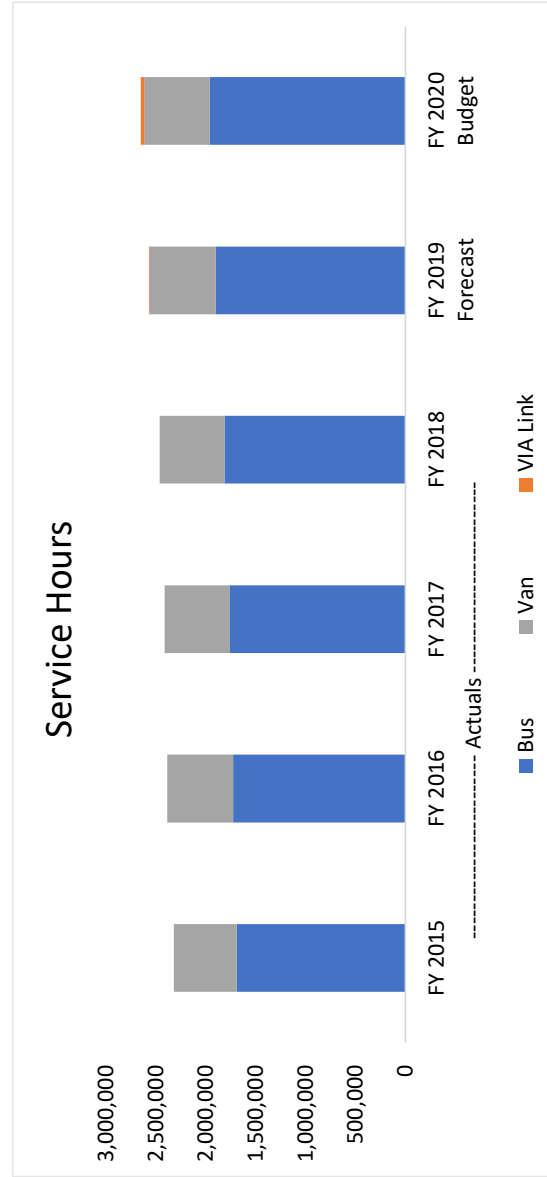
VIA Metropolitan Transit  
Operating Budget Summary

	MTA				ATD				Total			
	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2018 Actual	2019 Budget	2019 Forecast	2020 Budget
<b>Operating Revenues</b>												
Line	\$ 14,981,632	\$ 16,495,318	\$ 15,721,283	\$ 15,432,878								
Robert Thompson Terminal	77,468	69,987	69,987	101,630	-	-	-	-	\$ 18,369,534	\$ 19,286,083	\$ 18,444,565	\$ 18,905,426
Special Events	178,001	131,541	131,541	223,486	-	-	-	-	77,468	69,987	69,987	101,630
Promotion/Charter	-	-	-	-	-	-	-	-	178,001	131,541	131,541	223,486
<b>Subtotal Bus Revenues</b>	<b>\$ 15,237,101</b>	<b>\$ 16,696,846</b>	<b>\$ 15,922,811</b>	<b>\$ 15,757,994</b>	<b>\$ 3,387,902</b>	<b>\$ 2,790,765</b>	<b>\$ 2,723,282</b>	<b>\$ 3,472,548</b>	<b>\$ 18,625,003</b>	<b>\$ 19,487,611</b>	<b>\$ 18,646,093</b>	<b>\$ 19,230,542</b>
VIAtrans	1,999,596	2,083,219	2,083,219	2,049,576	-	-	-	-	1,999,596	2,083,219	2,083,219	2,049,576
VIA Link	-	-	14,100	125,753	-	-	-	-	-	-	14,100	125,753
Bus Advertising	950,635	950,000	950,000	1,427,000	-	-	-	-	950,635	950,000	950,000	1,427,000
Ellis Alley Park and Ride	7,752	9,600	9,600	12,000	-	-	-	-	7,752	9,600	9,600	12,000
Real Estate Development	577,989	315,479	525,479	316,292	-	-	-	-	577,989	315,479	525,479	316,292
Miscellaneous	416,518	437,040	437,040	440,000	-	-	-	-	416,518	437,040	437,040	440,000
<b>Total Operating Revenues</b>	<b>\$ 19,189,591</b>	<b>\$ 20,492,184</b>	<b>\$ 19,942,249</b>	<b>\$ 20,128,615</b>	<b>\$ 3,387,902</b>	<b>\$ 2,790,765</b>	<b>\$ 2,723,282</b>	<b>\$ 3,472,548</b>	<b>\$ 22,577,493</b>	<b>\$ 23,282,949</b>	<b>\$ 22,665,531</b>	<b>\$ 23,601,163</b>
<b>Operating Expenses</b>												
Line	\$ 130,930,370	\$ 149,127,311	\$ 157,414,246	\$ 150,772,952								
Robert Thompson Terminal	499,524	410,456	204,173	622,478	\$ 34,618,559	\$ 32,477,448	\$ 32,382,268	\$ 37,665,100	\$ 165,548,929	\$ 181,604,759	\$ 189,796,514	\$ 188,438,052
Other Special Events	670,088	608,115	218,445	810,457	-	-	-	-	499,524	410,456	204,173	622,478
Promotional Service	65,106	76,544	76,460	62,358	-	-	-	-	670,088	608,115	218,445	810,457
Disaster Relief	-	-	-	-	-	-	-	-	65,106	76,544	76,460	62,358
<b>Subtotal Bus Expenses</b>	<b>\$ 132,165,088</b>	<b>\$ 150,222,426</b>	<b>\$ 157,913,324</b>	<b>\$ 152,268,245</b>	<b>\$ 34,618,559</b>	<b>\$ 32,477,448</b>	<b>\$ 32,382,268</b>	<b>\$ 37,665,100</b>	<b>\$ 166,783,647</b>	<b>\$ 182,699,874</b>	<b>\$ 190,295,592</b>	<b>\$ 189,933,345</b>
VIAtrans	\$ 42,097,730	\$ 45,989,199	\$ 34,547,642	\$ 46,923,123	\$ -	\$ -	\$ -	\$ -	\$ 42,097,730	\$ 45,989,199	\$ 34,547,642	\$ 46,923,123
VIA Link	-	1,050,000	354,156	1,079,638	-	-	-	-	-	1,050,000	354,156	1,079,638
Vanpool	-	-	-	-	597,442	651,601	523,982	721,015	597,442	651,601	523,982	721,015
Real Estate Development	801	3,386	3,386	4,453	-	-	-	-	801	3,386	3,386	4,453
Transit Technology	-	-	-	-	-	-	-	-	-	-	-	-
Business Development and Planning	6,468,225	8,503,207	5,201,053	10,765,530	-	-	-	-	6,468,225	8,503,207	5,201,053	10,765,530
<b>Total Operating Expenses</b>	<b>\$ 180,731,844</b>	<b>\$ 205,768,218</b>	<b>\$ 198,019,561</b>	<b>\$ 211,040,989</b>	<b>\$ 35,216,001</b>	<b>\$ 33,129,049</b>	<b>\$ 32,906,250</b>	<b>\$ 38,386,115</b>	<b>\$ 215,947,845</b>	<b>\$ 238,897,267</b>	<b>\$ 230,925,811</b>	<b>\$ 249,427,104</b>
<b>Non-Operating Revenues/(Expenses)</b>												
Sales Tax	\$ 151,671,185	\$ 156,627,525	\$ 159,014,235	\$ 164,579,733	\$ 34,311,704	\$ 35,554,320	\$ 35,937,217	\$ 37,195,020	\$ 185,982,889	\$ 192,181,845	\$ 194,951,452	\$ 201,774,753
Investment Income	1,584,311	1,493,186	2,684,079	2,373,182	277,855	54,656	444,297	404,648	1,861,966	1,547,842	3,128,376	2,777,830
Bond Interest and Issuance	(4,578,729)	(4,342,300)	(4,342,300)	(4,044,526)	(1,195,356)	(1,244,504)	(1,244,504)	(1,208,046)	(5,774,085)	(5,586,804)	(5,586,804)	(5,250,572)
Gain / (Loss) on Sale of Assets	218,743	-	-	-	-	-	-	-	218,743	-	-	-
Grants	30,419,786	32,791,100	31,965,192	38,039,050	-	-	-	-	30,419,786	32,791,100	31,965,192	38,039,050
Intergovernmental Revenue	4,300,000	10,000,000	10,000,000	10,000,000	-	-	-	-	4,300,000	10,000,000	10,000,000	10,000,000
Intergovernmental Expense	-	-	-	(500,000)	-	-	-	-	-	-	-	(500,000)
MyLink Contributions	-	(800,000)	-	(500,000)	-	-	-	-	-	(800,000)	-	(500,000)
<b>Total Non-Operating Revenues/(Expenses)</b>	<b>\$ 183,615,296</b>	<b>\$ 195,769,511</b>	<b>\$ 199,321,206</b>	<b>\$ 209,947,439</b>	<b>\$ 33,394,003</b>	<b>\$ 34,364,472</b>	<b>\$ 35,137,010</b>	<b>\$ 36,393,622</b>	<b>\$ 217,009,299</b>	<b>\$ 230,133,983</b>	<b>\$ 234,458,216</b>	<b>\$ 246,341,061</b>
<b>Net Income/(Loss) Before Depreciation</b>	<b>\$ 22,073,043</b>	<b>\$ 10,493,477</b>	<b>\$ 21,243,894</b>	<b>\$ 19,035,065</b>	<b>\$ 1,565,904</b>	<b>\$ 4,026,188</b>	<b>\$ 4,954,042</b>	<b>\$ 1,480,055</b>	<b>\$ 23,638,947</b>	<b>\$ 14,519,665</b>	<b>\$ 26,197,936</b>	<b>\$ 20,515,120</b>

## Service Statistics

## Service Statistics: Service Hours

Service	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Forecast	FY 2020 Budget
<b>Bus</b>						
Line - MTA	1,393,045	1,399,014	1,381,105	1,434,631	1,577,180	1,572,720
Line - ATD	285,683	319,023	366,628	370,239	314,536	374,670
Disaster Relief - Bus	-	-	1,797	-	-	-
Robert Thompson Terminal	5,311	4,153	3,231	3,433	-	-
Promotional Service	1,238	1,322	1,179	877	1,062	961
Other Community Events	4,782	4,449	3,836	5,646	7,602	12,305
Commercial Charters	692	-	-	-	-	-
	<b>1,690,751</b>	<b>1,727,961</b>	<b>1,757,776</b>	<b>1,814,826</b>	<b>1,900,380</b>	<b>1,960,656</b>
<b>VIA Link</b>						
VIA Link	-	-	-	-	4,042	35,997
	-	-	-	-	<b>4,042</b>	<b>35,997</b>
<b>Van</b>						
Paratransit Directly Operated	263,343	281,861	288,551	280,663	289,703	276,672
Paratransit Purchased Transportation	353,801	357,721	347,887	351,076	327,444	358,374
Will Call Taxi	4,024	4,727	5,164	4,979	7,291	4,921
Taxi Subsidy	10,314	14,232	15,183	12,653	14,468	15,628
Taxi ADA Flex	-	-	-	-	27,631	1,446
	<b>631,482</b>	<b>658,541</b>	<b>656,785</b>	<b>649,371</b>	<b>666,537</b>	<b>657,041</b>
<b>Total Hours</b>	<b>2,322,233</b>	<b>2,386,502</b>	<b>2,414,561</b>	<b>2,464,197</b>	<b>2,570,959</b>	<b>2,653,694</b>



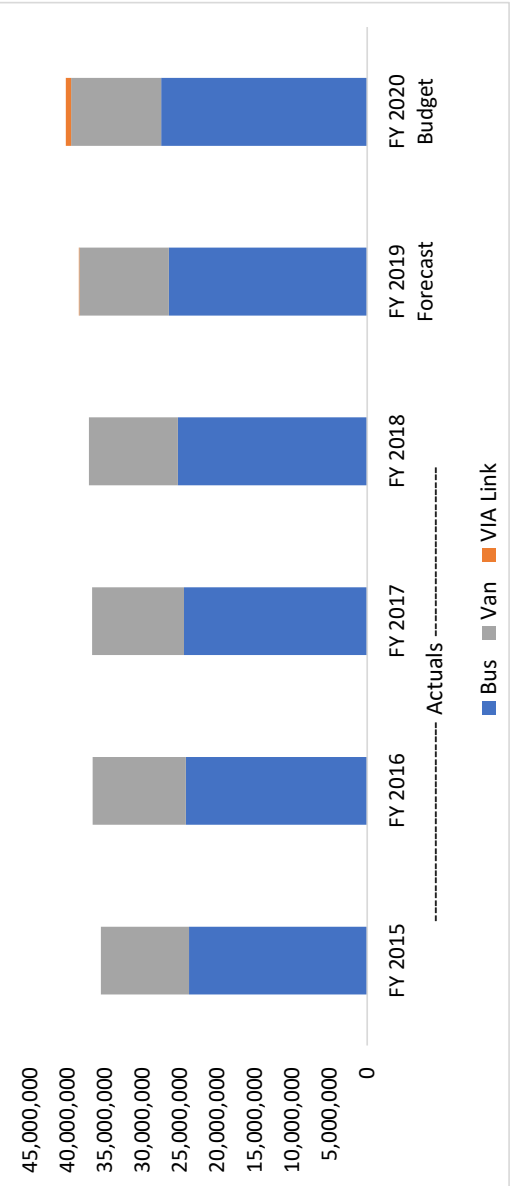
### Change from FY 2019

Total Hours: 3.2%  
 Line Hours - MTA: -0.3%  
 Line Hours - ATD: 19.1%  
 Paratransit DO Hours: -4.5%  
 Paratransit PT Hours: 9.5%

## Service Statistics: Service Miles

Service	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Forecast	FY 2020 Budget
<b>Bus</b>						
Line - MTA	18,585,481	18,662,572	18,307,475	19,033,701	21,160,881	21,094,274
Line - ATD	5,069,387	5,435,340	6,043,854	6,120,037	5,236,575	6,265,356
Disaster Relief - Bus	-	-	9,219	-	-	-
Robert Thompson Terminal	66,573	54,779	41,002	49,841	-	-
Promotional Service	8,293	8,151	6,752	4,718	7,753	4,094
Other Community Events	62,538	60,721	51,093	64,526	90,510	148,278
Commercial Charters	6,932	-	-	-	-	-
	<b>23,799,204</b>	<b>24,221,563</b>	<b>24,459,395</b>	<b>25,272,823</b>	<b>26,495,719</b>	<b>27,512,002</b>
<b>VIA Link</b>						
Via Link	-	-	-	-	80,840	719,934
	-	-	-	-	<b>80,840</b>	<b>719,934</b>
<b>Van</b>						
Paratransit Directly Operated	4,620,731	5,018,275	5,062,700	4,900,387	5,136,620	4,873,903
Paratransit Purchased Transportation	6,905,238	7,101,696	6,871,871	6,694,458	6,193,329	6,787,297
Will Call Taxi	98,234	115,262	126,172	121,490	159,820	120,076
Taxi Subsidy	149,323	188,560	201,170	167,629	144,013	207,065
Taxi ADA Flex	-	-	-	-	292,644	19,164
	<b>11,773,526</b>	<b>12,423,793</b>	<b>12,261,913</b>	<b>11,883,964</b>	<b>11,926,426</b>	<b>12,007,505</b>
<b>Total Miles</b>	<b>35,572,730</b>	<b>36,645,356</b>	<b>36,721,308</b>	<b>37,156,787</b>	<b>38,502,985</b>	<b>40,239,441</b>

### Service Miles



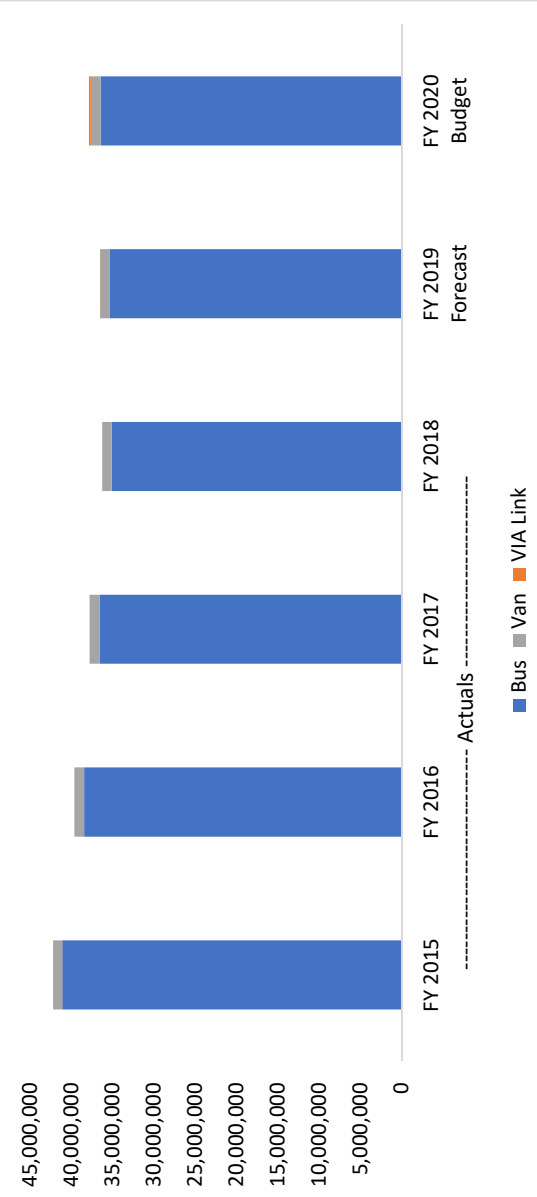
### Change from FY 2019

Total Miles: 4.5%.  
 Line Miles - MTA: -0.3%  
 Line Miles - ATD: 19.7%  
 Paratransit DO Miles: -5.1%  
 Paratransit PT Miles: 9.6%

## Service Statistics: Service Passengers

Service	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Forecast	FY 2020 Budget
<b>Bus</b>						
Line - MTA	33,358,136	30,721,504	28,320,277	27,158,658	28,845,670	28,414,272
Line - ATD	7,580,831	7,613,146	8,173,613	7,826,082	6,394,659	7,878,885
Robert Thompson Terminal	79,978	53,706	42,994	45,968	-	-
Other Community Events	78,072	72,713	69,910	90,672	110,942	171,739
Commercial Charters	13,555	-	-	-	-	-
	<b>41,110,572</b>	<b>38,461,069</b>	<b>36,606,794</b>	<b>35,121,380</b>	<b>35,351,271</b>	<b>36,464,896</b>
<b>VIA Link</b>						
VIA Link	-	-	-	-	26,945	239,931
	-	-	-	-	<b>26,945</b>	<b>239,931</b>
<b>Van</b>						
Paratransit Directly Operated	458,282	505,815	535,285	520,167	545,884	521,469
Paratransit Purchased Transportation	575,907	573,099	563,113	541,279	500,580	555,369
Will Call Taxi	12,989	14,573	15,579	17,297	19,078	13,730
Taxi Subsidy	61,235	80,617	86,855	76,013	72,233	77,200
Taxi ADA Flex	-	-	-	-	35,650	7,145
	<b>1,108,413</b>	<b>1,174,104</b>	<b>1,200,832</b>	<b>1,154,756</b>	<b>1,173,425</b>	<b>1,174,913</b>
<b>Total Passengers</b>	<b>42,218,985</b>	<b>39,635,173</b>	<b>37,807,626</b>	<b>36,276,136</b>	<b>36,551,641</b>	<b>37,879,740</b>

## Service Passengers

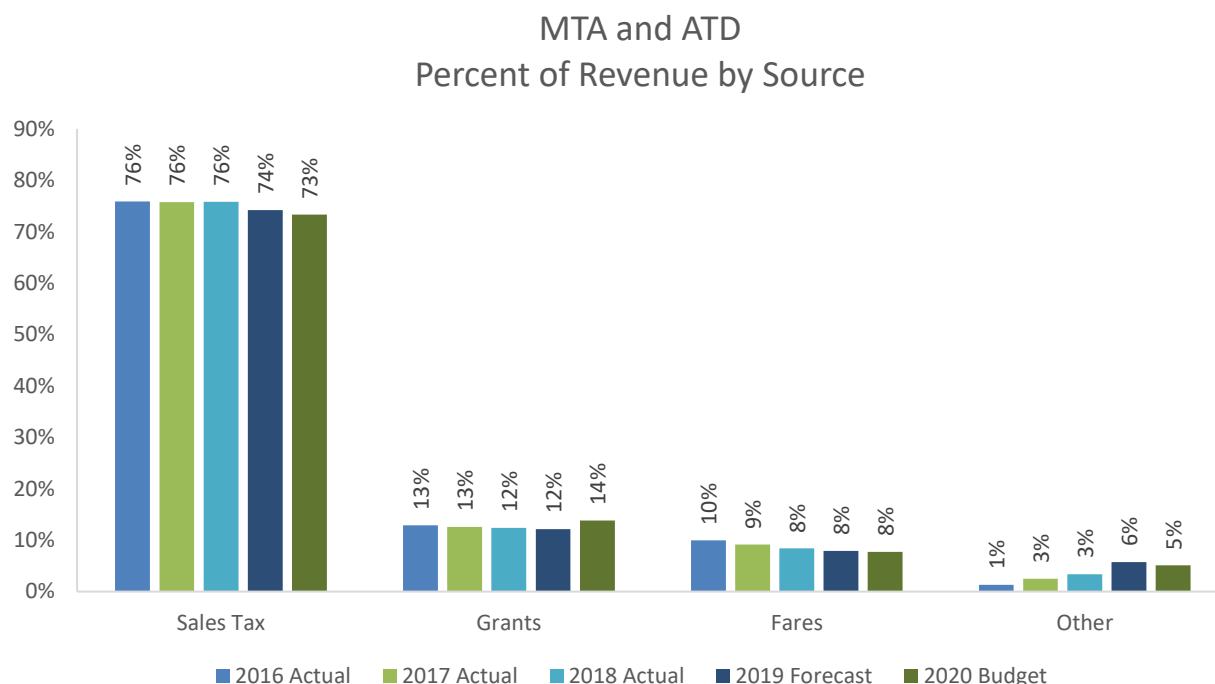


## Change from FY 2019

Total Passengers: 3.6%  
 Line Passengers - MTA: -1.5%  
 Line Passengers - ATD: 23.2%  
 Paratransit DO Passengers: -4.5%  
 Paratransit PT Passengers: 10.9%

## Revenue Summary

VIA's revenues are received from the following sources: 1) sales tax, 2) grants, 3) fares and 4) interest and other revenue.



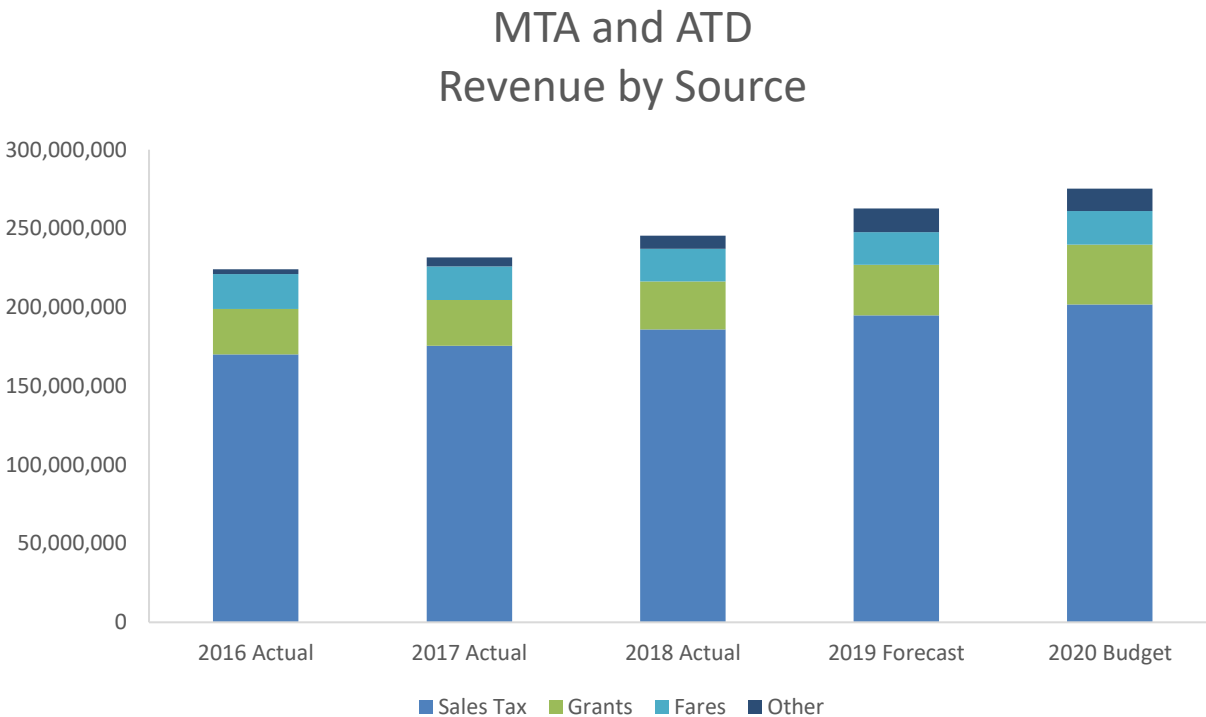
Note: Revenue figures discussed in this section are total operating revenues plus non-operating revenues. Figures do not include bond interest and issuance.

### Revenues by Source

Passenger fares account for approximately 8% of VIA's total revenues. Fares are collected from customers as they board the bus or van. Fares are also collected from private operators through charter operations. The majority of VIA's combined revenue, 73%, is received from the  $\frac{1}{2}$  cent MTA sales tax and VIA's share of the  $\frac{1}{4}$  cent ATD sales tax. VIA obtains sales tax forecasts from a local economist.

Grant revenues are expected to be 14% of total combined revenues in FY20. Included within grant revenues are: grant funds that will be used to offset expenses incurred in providing maintenance, capital cost of contracting, and ADA paratransit service; JARC funds; New Freedom funds; and, Section 5310 funds. Other miscellaneous revenues round to 5%. Interest revenue is budgeted based on projected cash and investments and related interest earnings.

A graph of the five-year history of revenues is included below. The actual FY16, FY17, FY18, forecasted FY19 and budgeted FY20 figures include both MTA and ATD revenues. There has been an increase in total revenues of approximately 18.6% over the five-year period. This increase is predominately attributable to higher sales taxes. The FY20 budgeted MTA and ATD combined revenues are 4.5% more than FY19 forecast revenues.



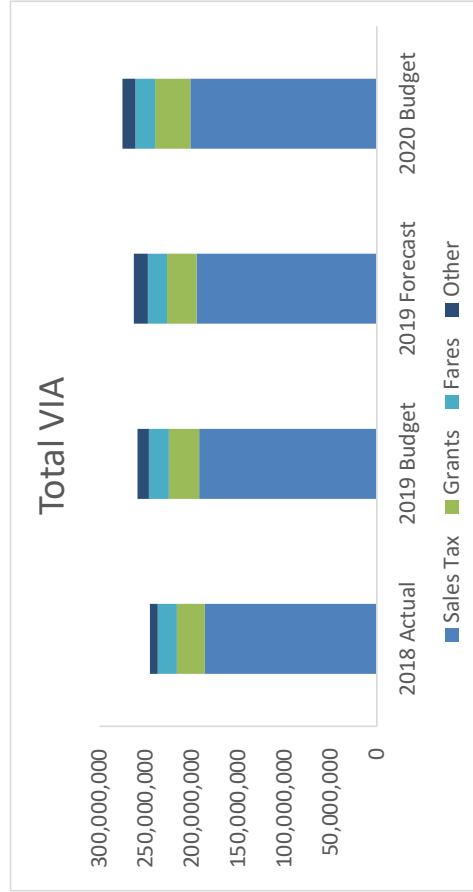
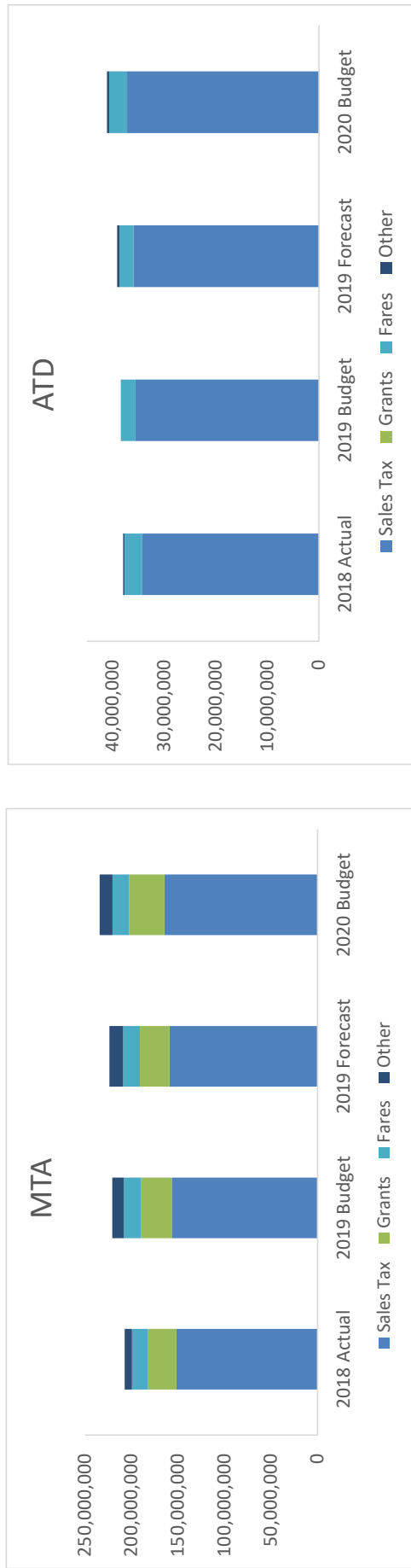
VIA is constantly challenged with obtaining enough revenue to meet the transportation needs of the community. There are constant requests for new service, and VIA has a very robust capital plan. VIA began using debt financing in FY12. Historically (until FY12), VIA operated on a pay-as-you-go basis. VIA has also received funding support from the Texas Department of Transportation to help fund various capital projects. In addition, VIA monitors and applies for grant opportunities when they become available. VIA is also exploring transit-oriented development opportunities. VIA regularly reviews annual financial reports of other agencies, and keeps in touch with contacts at peer organizations, in order to help identify alternative funding opportunities.



## VIA Metropolitan Transit

MTA				ATD			Total		
2018		2019	2020	2019		2020	2019		2020
Actual	Budget	Forecast	Budget	Actual	Budget	Forecast	Budget	Forecast	Budget
Operating Revenues									
Line	\$ 14,981,632	\$ 16,495,318	\$ 15,721,283	\$ 15,721,283	\$ 15,432,878				
Robert Thompson Terminal	77,468	69,987	69,987	-	-	-	69,987	69,987	101,630
Special Events	178,001	131,541	131,541	-	-	-	131,541	131,541	223,486
Promotion/Charter	-	-	-	-	-	-	-	-	-
Subtotal Bus				\$ 15,237,101	\$ 16,696,846	\$ 15,922,811	\$ 15,922,811	\$ 18,646,093	\$ 19,230,542
VIAtrans	\$ 1,999,596	\$ 2,083,219	\$ 2,083,219	\$ -	\$ -	\$ -	\$ 2,083,219	\$ 2,083,219	\$ 2,049,576
VIA Link	-	-	14,100	-	-	-	-	14,100	125,753
Bus Advertising	950,635	950,000	950,000	-	-	-	950,635	950,000	1,427,000
Ellis Alley Park and Ride	7,752	9,600	9,600	-	-	-	7,752	9,600	12,000
Real Estate Development	577,989	315,479	525,479	-	-	-	577,989	315,479	316,292
Miscellaneous	416,518	437,040	437,040	-	-	-	416,518	437,040	440,000
Subtotal Other				\$ 3,952,490	\$ 3,795,338	\$ 4,019,438	\$ 3,795,338	\$ 4,019,438	\$ 4,370,621
Total Operating Revenues				\$ 19,189,591	\$ 20,492,184	\$ 19,942,249	\$ 22,665,531	\$ 22,665,531	\$ 23,601,163
Non-Operating Revenues/(Expenses)									
Sales Tax	\$ 151,671,185	\$ 156,627,525	\$ 159,014,235	\$ 35,554,320	\$ 35,937,217	\$ 37,195,020	\$ 185,982,889	\$ 194,951,452	\$ 201,774,753
Investment Income	1,584,311	1,493,186	2,584,079	277,655	54,656	444,297	1,861,966	1,547,842	2,777,830
Bond Interest and Issuance	(4,578,729)	(4,342,300)	(4,342,300)	(1,195,356)	(1,244,504)	(1,206,046)	(5,774,085)	(5,586,804)	(5,250,572)
Gain / (Loss) on Sale of Assets	218,743	-	-	-	-	-	218,743	-	-
Grants	30,419,786	32,791,100	31,965,192	-	-	-	30,419,786	32,791,100	38,039,050
Intergovernmental Revenue	4,300,000	10,000,000	10,000,000	-	-	-	4,300,000	10,000,000	10,000,000
Intergovernmental Expense	-	-	-	-	-	-	-	-	(500,000)
Mylink Contributions	-	(800,000)	-	-	-	-	-	(800,000)	(500,000)
Total Non-Operating Revenues/(Expenses)				\$ 183,615,296	\$ 195,769,511	\$ 199,321,206	\$ 230,133,963	\$ 234,458,216	\$ 246,341,061
Net Income/(Loss) Before Depreciation									
	\$ 202,804,887	\$ 216,261,695	\$ 219,263,455	\$ 37,155,237	\$ 37,860,292	\$ 39,866,170	\$ 239,586,792	\$ 253,416,932	\$ 269,942,224

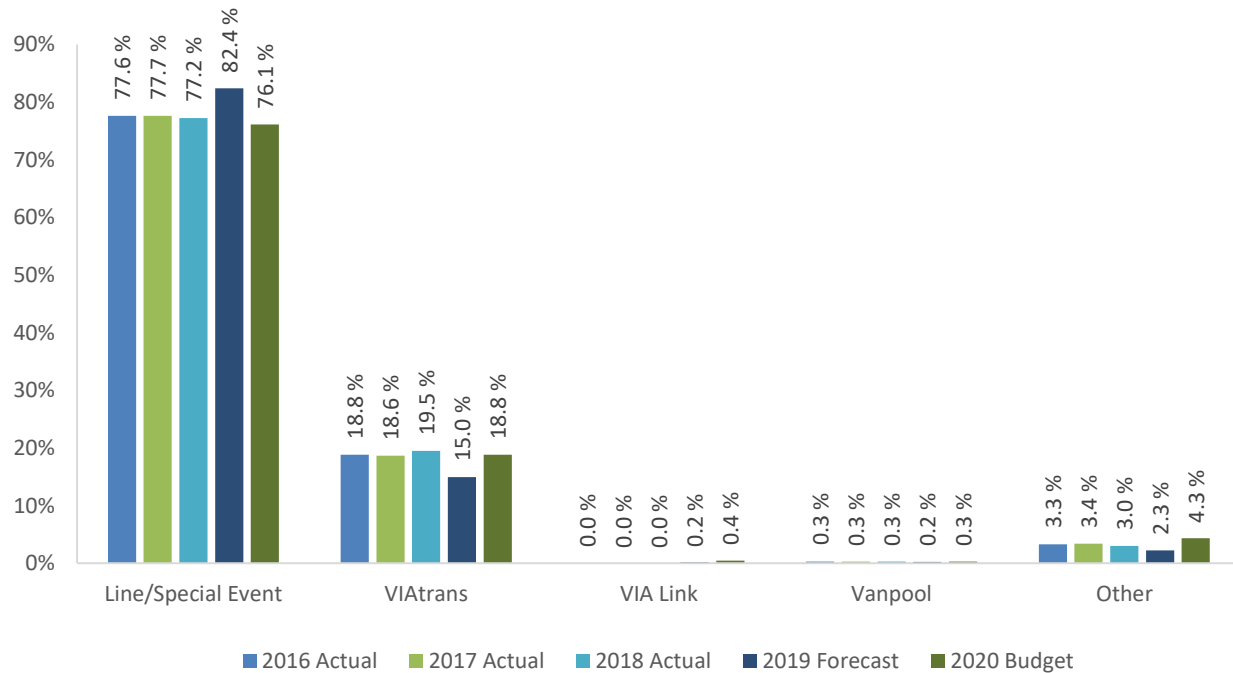
# VIA Metropolitan Transit Operating Revenue and Non-Operating Revenue/(Expenses)



## Expense Summary

VIA's expenses are classified by cost center, or type of service that VIA provides. Expenses related to Line, Special Event, VIAtrans, VIA Link, Vanpool and Miscellaneous services are directly related to the amount of service provided. The operating expenses related to providing service increase or decrease as the level of service increases or decreases. Each of the cost centers includes the labor, fuel, materials and other expenses related to providing the service. The Real Estate Development expenses are related to maintaining the Sunset Station Depot and Amtrak facilities. Service-related cost centers account for 95% of the total combined expenses in the FY20 budget.

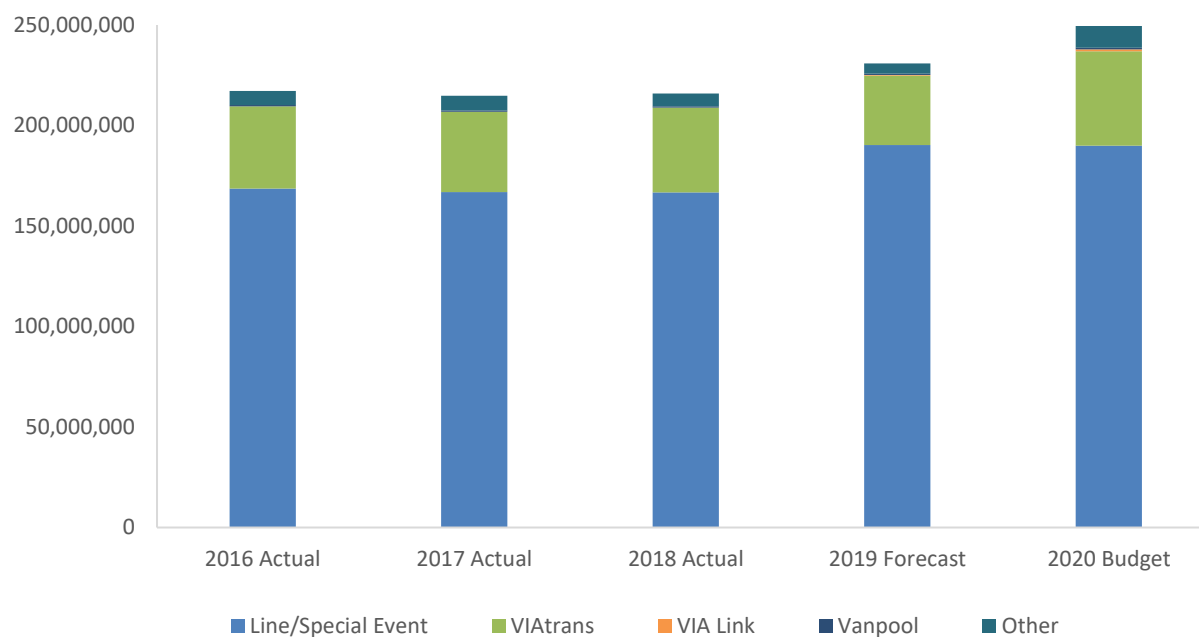
MTA and ATD  
Percent of Expense by Service



## Expenses by Service Type

The following graph shows a five-year history of operating expenses. The combined operating expenses budgeted for FY20 are 20% greater than actual five years ago. This is primarily attributable to higher wages, pension, healthcare, parts and supplies used to maintain our fleet and purchased transportation costs associated with VIAtrans service. Line service expense has increased by 16.8% over the five-year period, while VIAtrans service expense has increased by 25.5% over the same time period. These increases are primarily due to the increased service levels offered over the period as well as many of the operating expense increases mentioned earlier.

## MTA and ATD Expense by Service Type



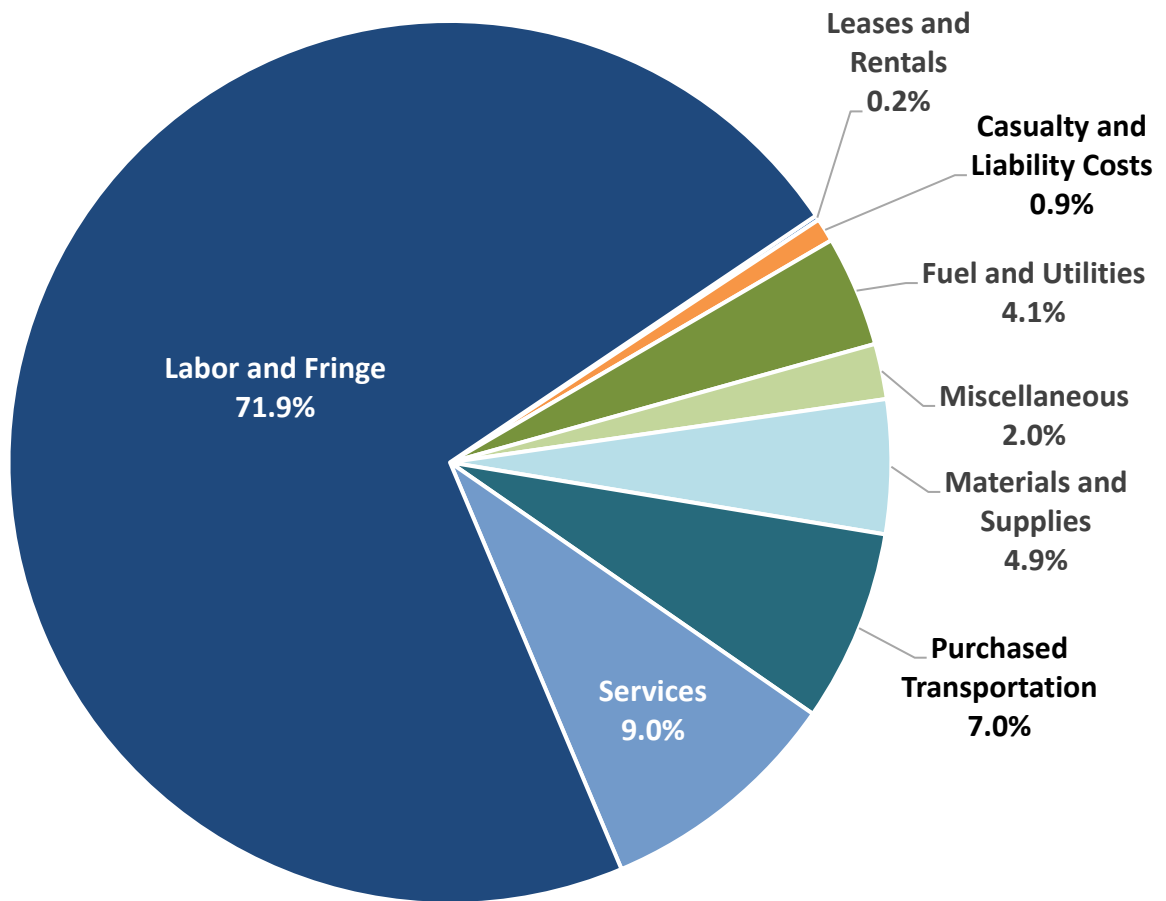
### Expenses by Major Category

VIA's expenses can also be summarized by major category. The Federal Transit Administration (FTA) in the Uniform System of Accounts and Records report defines the categories VIA uses to classify expenses. These categories are used by all transit systems in the United States for comparability. VIA's labor and fringe benefits comprise 71.9% of the total combined budgeted expenditures. Materials and Supplies, which include the parts to maintain the buses and vans and tires needed to run the vehicles, are 4.9% of the combined total.

Purchased transportation is 7.0% of the combined budget. This represents the amount paid to private providers to provide supplemental VIAtrans and VIA Link service. VIAtrans service is transportation service to individuals with mobility impairments (accessible or ambulatory). Patrons requiring accessible service are those in wheelchairs, while ambulatory VIAtrans customers are those with greater mobility. Accessible trips require the larger wheelchair lift-equipped vans that are more costly to operate than the ambulatory trips provided through private providers in small passenger vans. VIA has budgeted to contract over half of all VIAtrans service for FY20. VIA Link is a mobility-on-demand service implemented in FY 2019.

Services including advertising fees, professional and technical services, contract maintenance, security and other services comprise roughly 9.0% of the combined budget. Fuel and Utilities are 4.1% of the combined budget and other expenses (such as leases and miscellaneous expenses that cannot be classified in one of the other categories described above) are 3.1% of the combined total.

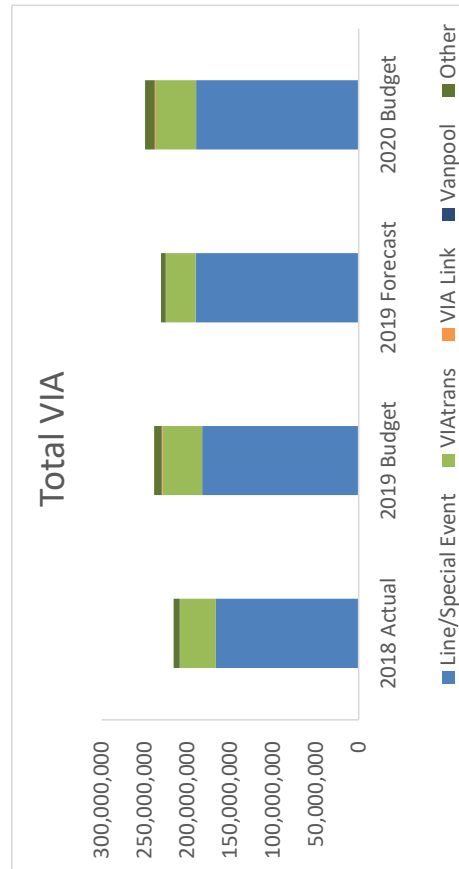
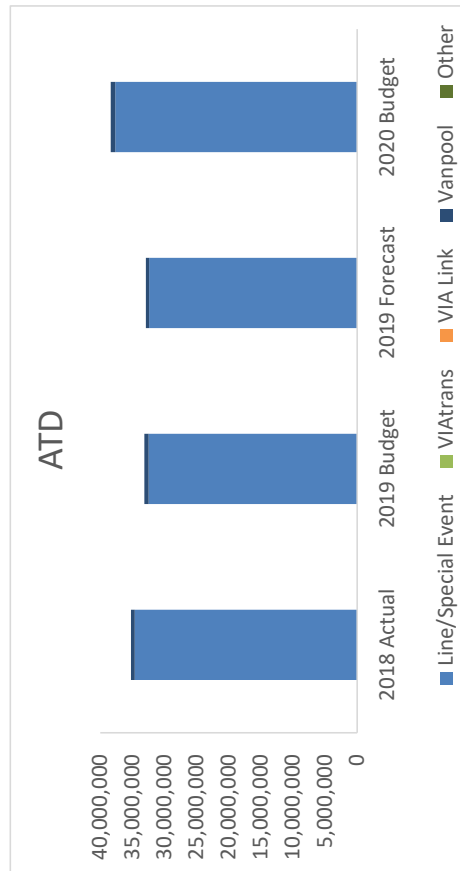
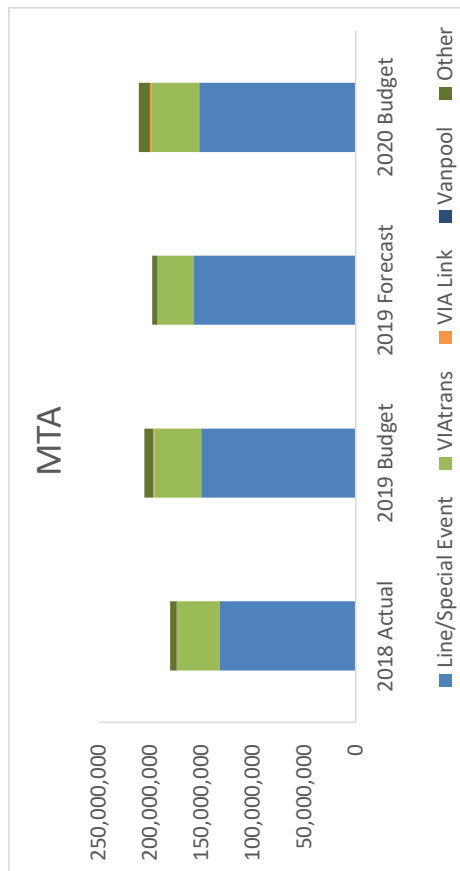
## FY 2020 Budget MTA and ATD Expenses by Major Category



VIA Metropolitan Transit  
Operating Expenses Budget Summary

	MTA				ATD				Total			
	2018	2019	2019	2020	2018	2019	2019	2020	2018	2019	2019	2020
	Actual	Budget	Forecast	Budget	Actual	Budget	Forecast	Budget	Actual	Budget	Forecast	Budget
<b>Operating Expenses</b>												
Line	\$ 130,930,370	\$ 149,127,311	\$ 157,414,246	\$ 150,772,952	\$ 34,618,559	\$ 32,477,448	\$ 32,382,268	\$ 37,665,100	\$ 165,548,929	\$ 181,604,759	\$ 189,796,514	\$ 188,438,052
Robert Thompson Terminal	499,524	410,456	204,173	622,478	-	-	-	-	499,524	410,456	204,173	622,478
Other Special Events	670,088	608,115	218,445	810,457	-	-	-	-	670,088	608,115	218,445	810,457
Promotional Service	65,106	76,544	76,460	62,358	-	-	-	-	65,106	76,544	76,460	62,358
Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Bus Expenses</b>	<b>\$132,165,088</b>	<b>\$150,222,426</b>	<b>\$157,913,324</b>	<b>\$152,268,245</b>	<b>\$ 34,618,559</b>	<b>\$ 32,477,448</b>	<b>\$ 32,382,268</b>	<b>\$ 37,665,100</b>	<b>\$ 166,783,647</b>	<b>\$ 182,699,874</b>	<b>\$ 190,295,592</b>	<b>\$ 189,933,345</b>
VIAtrans	\$ 42,097,730	\$ 45,989,199	\$ 34,547,642	\$ 46,923,123	\$ -	\$ -	\$ -	\$ -	\$ 42,097,730	\$ 45,989,199	\$ 34,547,642	\$ 46,923,123
VIA Link	-	1,050,000	354,156	1,079,638	-	-	-	-	-	1,050,000	354,156	1,079,638
Vanpool	-	-	-	-	597,442	651,601	523,982	721,015	597,442	651,601	523,982	721,015
Real Estate Development	801	3,386	3,386	4,453	-	-	-	-	801	3,386	3,386	4,453
Transit Technology	-	-	-	-	-	-	-	-	-	-	-	-
Business Development and Planning	6,468,225	8,503,207	5,201,053	10,765,530	-	-	-	-	6,468,225	8,503,207	5,201,053	10,765,530
<b>Total Operating Expenses</b>	<b>\$180,731,844</b>	<b>\$205,768,218</b>	<b>\$198,019,561</b>	<b>\$211,040,989</b>	<b>\$ 35,216,001</b>	<b>\$ 33,129,049</b>	<b>\$ 32,906,250</b>	<b>\$ 38,386,115</b>	<b>\$ 215,947,845</b>	<b>\$ 238,897,267</b>	<b>\$ 230,925,811</b>	<b>\$ 249,427,104</b>
<b>Net Income/(Loss) Before Depreciation</b>	<b>\$ 180,731,844</b>	<b>\$ 205,768,218</b>	<b>\$ 198,019,561</b>	<b>\$ 211,040,989</b>	<b>\$ 35,216,001</b>	<b>\$ 33,129,049</b>	<b>\$ 32,906,250</b>	<b>\$ 38,386,115</b>	<b>\$ 215,947,845</b>	<b>\$ 238,897,267</b>	<b>\$ 230,925,811</b>	<b>\$ 249,427,104</b>

## VIA Metropolitan Transit Operating Revenue and Non-Operating Revenue/(Expenses)



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**VIA Metropolitan Transit  
Authorized Positions - Full-Time Equivalents (FTE)**

	Combined MTA/ATD				
	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	20Bud to 19FC Difference
<b>Authorized Positions: Full-Time (FTE)</b>					<b>% Difference</b>
Operators	1,112.00	1,202.00	1,202.00	1,202.00	-
Maintenance	371.00	377.00	377.00	387.00	10.00
Salaried:					
Operations/Maintenance	228.00	236.00	236.00	242.00	6.00
Administration (Office)	317.00	330.00	330.00	342.00	12.00
Administration (Hourly)	15.00	15.00	15.00	15.00	-
<b>Part-Time (FTE)</b>					
Operators	95.19	76.65	76.65	76.65	-
Salaried:					
Operations/Maintenance	16.70	16.70	16.70	16.70	-
Administration	10.50	5.25	5.25	4.29	(0.96)
<b>Total Positions (FTE)</b>	<b>2,165.39</b>	<b>2,258.60</b>	<b>2,258.60</b>	<b>2,285.64</b>	<b>27.04</b>

**VIA Metropolitan Transit  
Authorized Positions - Expense**

	Combined MTA/ATD				
	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	20Bud to 19FC Difference
<b>Labor Budget: Full-Time</b>					<b>% Difference</b>
Operators	\$ 56,573,336	\$ 58,804,164	\$ 58,281,466	\$ 62,677,035	\$ 4,395,568
Maintenance	18,323,389	19,715,317	20,483,566	18,344,272	(2,139,294)
Salaried:					
Operations/Maintenance	11,791,605	12,299,356	12,466,533	14,194,669	1,728,136
Administration	19,551,383	22,317,503	21,883,699	24,686,712	2,803,013
Administration (Hourly)	528,979	652,990	594,051	696,086	102,035
<b>Part-Time</b>					
Operators	2,528,402	2,957,700	2,911,239	2,959,239	48,000
Salaried:					
Operations/Maintenance	534,620	557,641	425,407	468,395	42,987
Administration	570,263	577,402	594,051	191,907	(402,144)
<b>Overtime:</b>					
Operators	3,117,475	2,930,818	2,756,062	2,942,599	186,537
Maintenance	1,351,407	1,454,066	1,503,476	1,334,027	(169,449)
Salaried:					
Operations/Maintenance	638,732	665,313	639,750	728,433	88,683
Administration	218,944	228,371	223,358	183,415	(39,943)
Administration (Hourly)	21,848	22,789	27,401	23,878	(3,523)
<b>Subtotal Labor</b>	<b>\$ 115,750,382</b>	<b>\$ 123,183,431</b>	<b>\$ 122,790,060</b>	<b>\$ 129,430,667</b>	<b>\$ 6,640,607</b>

# VIA Metropolitan Transit Expenses by Category

	Combined MTA/ATD					
	2018	2019	2020	2020	2020	%
	Actual	Budget	Forecast	Budget	Difference	Difference
<b>Expense Budget:</b>						
FICA/RR Retirement	\$ 8,429,748	\$ 8,980,131	\$ 8,980,131	\$ 9,324,781	\$ 344,650	3.8%
Pension Plan	14,192,561	17,828,041	16,120,041	19,523,041	3,403,000	21.1%
Hospitalization (VIAcare)	12,211,908	13,300,000	13,800,000	14,076,000	276,000	2.0%
OPEB	3,557,073	4,033,000	4,422,000	4,033,000	(389,000)	(8.8%)
Life Insurance Plans	736,983	780,000	723,348	780,000	56,652	7.8%
Unemployment Insurance	30,361	30,000	78,972	30,000	(48,972)	(62.0%)
Workers Compensation Insurance	1,973,062	2,379,884	957,000	1,100,000	143,000	14.9%
Uniform Allowance	851,116	923,648	923,648	948,105	24,457	2.6%
Other Fringe Benefits	471,755	561,033	563,185	603,595	40,410	7.2%
Capital Labor Fringes	(513,269)	(484,308)	(412,164)	(494,462)	(82,298)	20.0%
Advertising Fees	559,264	312,500	859,690	310,500	(549,190)	(63.9%)
Professional and Technical Services	6,382,451	8,825,243	7,265,398	10,838,046	3,572,648	49.2%
Temp Help	150,390	25,000	88,633	160,000	71,367	80.5%
Contract Maintenance Services	3,989,942	4,828,345	4,439,245	5,805,013	1,365,768	30.8%
Security Services	2,311,541	2,750,000	3,126,284	3,283,679	157,395	5.0%
Other Services	1,109,390	1,984,155	2,051,643	2,060,564	8,921	0.4%
Fuel and Lubricants	7,302,290	8,305,688	5,350,613	5,674,461	323,848	6.1%
Tires and Tubes	1,702,636	1,798,229	1,831,859	1,892,839	60,980	3.3%
Other Materials and Supplies	9,839,658	9,526,220	9,496,883	10,350,453	853,570	9.0%
Utilities	3,305,183	3,773,259	3,201,946	4,044,243	842,297	26.3%
Premiums-Physical Damage Insurance	151,217	154,348	154,348	181,093	26,745	17.3%
Premiums for PL/PD	268,191	258,929	270,802	289,694	18,892	7.0%
Payouts for Uninsured PL	1,968,799	1,602,856	2,154,279	1,704,563	(449,716)	(20.9%)
Fuel and Lube Taxes	584,150	528,102	528,102	426,718	(101,384)	(19.2%)
Purchased Transportation	15,622,172	18,138,448	17,155,483	17,545,883	390,400	2.3%
Dues and Subscriptions	511,733	363,144	414,728	429,996	15,268	3.7%
Training and Meetings	353,685	881,874	677,941	700,000	22,059	3.3%
Bad Debt Expense	30,255	24,000	28,803	24,000	(4,803)	(16.7%)
Advertising /Promotion Media	721,060	1,530,400	1,422,610	2,509,404	1,086,794	76.4%
Other Miscellaneous Expense	1,068,146	1,349,436	1,040,660	1,396,028	355,368	34.1%
Leases	324,012	422,232	419,640	445,200	25,560	6.1%
<b>Total Expenses</b>	<b>\$ 100,197,463</b>	<b>\$ 115,713,837</b>	<b>\$ 108,135,751</b>	<b>\$ 119,996,437</b>	<b>\$ 11,860,686</b>	<b>10.3%</b>
<b>Total Labor and Expenses</b>	<b>\$ 215,947,845</b>	<b>\$ 238,897,268</b>	<b>\$ 230,925,811</b>	<b>\$ 249,427,104</b>	<b>\$ 18,501,293</b>	<b>8.0%</b>

# VIA Metropolitan Transit Operating Expenses by Group/Division Summary

MTA/ATD Total					
	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	20Bud to 19FC Difference
<u>Expenses by Group/Division</u>					% Difference
<b><u>Administrative Group</u></b>					
Responsibility: CEO					
President/CEO and Administration					
VIA Board	\$ 887,274	\$ 720,202	\$ 772,496	\$ 808,835	\$ 36,339
Audit	51,312	108,200	92,738	107,940	15,202
Legal Services	831,921	877,232	859,252	926,278	67,026
Office of Diversity & Federal Compliance	739,266	1,088,146	1,055,607	1,215,756	160,149
Risk Management	280,386	507,423	426,567	742,648	316,081
	2,817,295	2,492,683	3,205,278	2,850,976	(354,302)
<b>Subtotal</b>	<b>\$ 5,607,454</b>	<b>\$ 5,793,886</b>	<b>\$ 6,411,938</b>	<b>\$ 6,652,433</b>	<b>\$ 240,495</b>
					<b>3.8%</b>
<b><u>Public Engagement</u></b>					
Responsibility: Senior VP Public Engagement					
Public Engagement Administration	\$ 465,160	\$ 511,862	\$ 307,369	\$ 2,078,286	\$ 1,770,917
Government and Community Relations	929,127	1,411,986	1,325,725	1,131,401	(194,324)
Customer Experience and Sales	3,463,584	4,116,539	4,037,443	4,490,997	453,554
Marketing	2,535,585	2,298,764	2,645,178	2,228,998	(416,180)
Communications	-	829,101	760,613	821,680	61,067
<b>Subtotal</b>	<b>\$ 7,393,456</b>	<b>\$ 9,168,252</b>	<b>\$ 9,076,328</b>	<b>\$ 10,751,362</b>	<b>\$ 1,675,034</b>
					<b>18.5%</b>
<b><u>Planning &amp; Development Group</u></b>					
Responsibility: Senior VP Development Officer					
Planning and Development	\$ 674,712	\$ 1,116,973	\$ 1,138,670	\$ 1,147,084	\$ 8,414
Capital and Service Planning	3,253,626	4,505,479	3,299,805	6,472,579	3,172,774
Capital Programs	1,238,046	1,595,660	1,523,166	1,593,646	70,480
<b>Subtotal</b>	<b>\$ 5,166,384</b>	<b>\$ 7,218,112</b>	<b>\$ 5,961,641</b>	<b>\$ 9,213,309</b>	<b>\$ 3,251,668</b>
					<b>54.5%</b>
<b><u>Business Support Services and Operations Group</u></b>					
Responsibility: Deputy CEO					
Business Support Services	\$ 322,902	\$ 338,432	\$ 329,423	\$ 357,814	\$ 28,391
Transportation	87,803,794	93,415,590	91,497,173	95,339,695	3,842,522
Fleet and Facilities	44,099,312	47,791,344	43,739,696	47,084,508	3,344,812
Safety, Security and Training	8,214,283	9,294,065	9,541,541	10,227,271	685,730
Procurement	1,278,845	1,414,296	1,395,159	1,544,405	149,246
Technology and Innovation	5,866,175	7,115,190	6,984,775	8,218,475	1,233,700
Human Resources	3,270,677	3,676,332	3,766,790	3,571,093	(195,697)
Fiscal Management	3,256,406	3,798,861	3,380,575	3,802,694	422,119
Non Departmental	43,668,156	49,872,907	48,840,772	52,664,045	3,823,273
<b>Subtotal</b>	<b>\$ 197,780,550</b>	<b>\$ 216,717,017</b>	<b>\$ 209,475,904</b>	<b>\$ 222,810,000</b>	<b>\$ 13,334,096</b>
					<b>6.4%</b>
<b>Total Expenses</b>	<b>\$ 215,947,844</b>	<b>\$ 238,897,267</b>	<b>\$ 230,925,811</b>	<b>\$ 249,427,104</b>	<b>\$ 18,501,293</b>
					<b>8.0%</b>

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## **Cost Center Detail Analysis**

The following section contains detailed descriptions of the MTA and ATD cost centers that match revenues with corresponding expenses. All cost centers pertain to the type/function of service provided. Following the descriptions is the Cost Allocation Plan for the MTA and ATD. This shows the related costs centers of the MTA and ATD and the subsequent allocation of fringe and indirect expenses to the various cost centers. Allocations of fringes are based upon labor within each cost center and indirect expenses are then allocated based upon total labor and fringes within each cost center.

VIA has fourteen cost centers: Line, Special Events, Charter, Contract, VIAtrans, VIA Link, Vanpool, Disaster Relief, Bus Rapid Transit, Business Development and Planning, Real Estate Development, Transit Technology, Indirect and Fringe. Definitions providing detail on the individual cost centers are located on the following pages preceding the cost allocation plan.

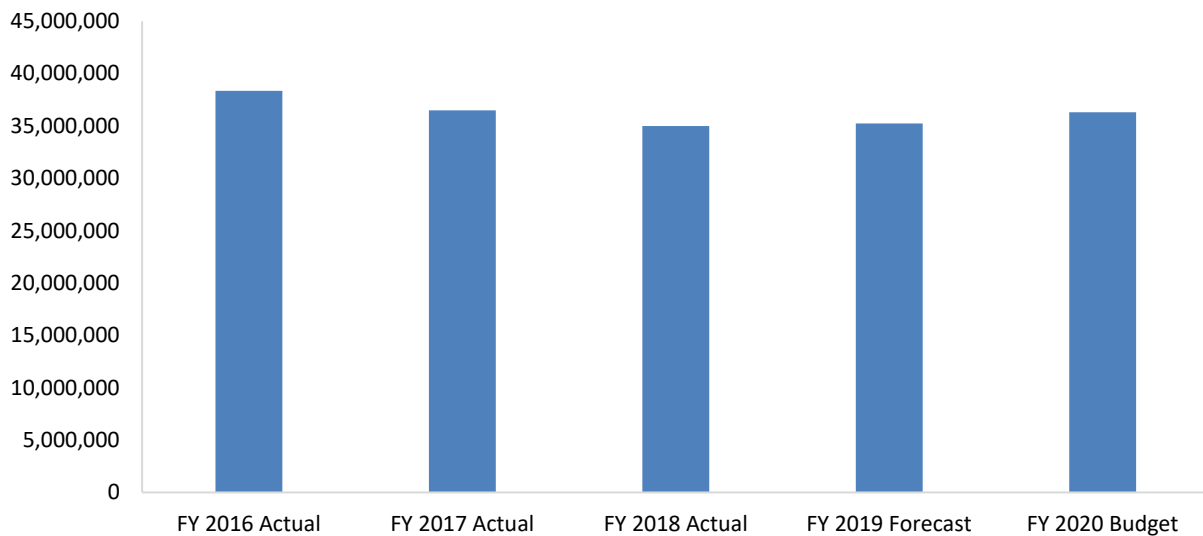
The expenses directly related to providing service are Line, Special Events, Charter, Contract, VIAtrans, VIA Link, Purchased Transportation and Vanpool. Each of the cost centers includes the labor, fuel, materials and other expenses related to providing the service. The service-related cost centers account for 96.0% of the total combined MTA and ATD expenses for the FY20 budget.

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## Line Service

Description	Regularly scheduled bus routes available to the general public for a fare.
Fare	Base one-way \$1.30
Changes	Budgeted service hours and passengers increased with the FY20 budget. There is a 2.9% increase in line service hours and a 3.0% increase in line passengers. Line passengers increased from 35.2 million to 36.3 million (FY19 forecast compared to FY20 budget).

## Service Passengers



Revenues and Expenses	The combined MTA and ATD total operating revenues and non-operating revenues/(expenses) are expected to increase by 5.0% from FY19 forecast, while the combined total operating expenses over the same period are expected to decrease by 0.7%.
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### **Special Events Service**

Description	Service provided to various events at the Alamodome and AT&T Center (two of San Antonio's multi-purpose facilities) such as sporting events, concerts and for other community special events, including Fiesta and the Folklife Festival.
Fare	Park and Ride \$5.00 roundtrip
Changes	FY20 service hours are expected to increase by 53.1% over the FY19 forecast service levels.
Revenues and Expenses	The revenues are expected to increase by 69.9% and expenses are expected to increase in this cost center by 196% from the FY19 forecast.

### **Charter Service**

Description	Transportation services provided to private operators that do not have a bus fleet large enough to provide charter services for conventions and other large meetings or events. VIA is prohibited by federal law from directly chartering bus service and must only support private providers of charter service by the lease of the vehicles.
Fare	The fare is \$125.00 per hour for commercial charters.
Changes	VIA provides a limited amount of charter service. In FY19 VIA did not provide charter services and did not budget charter services for FY20.
Revenues and Expenses	The revenues and expenses are expected to remain at \$0.0 for FY20.

### **Disaster Relief**

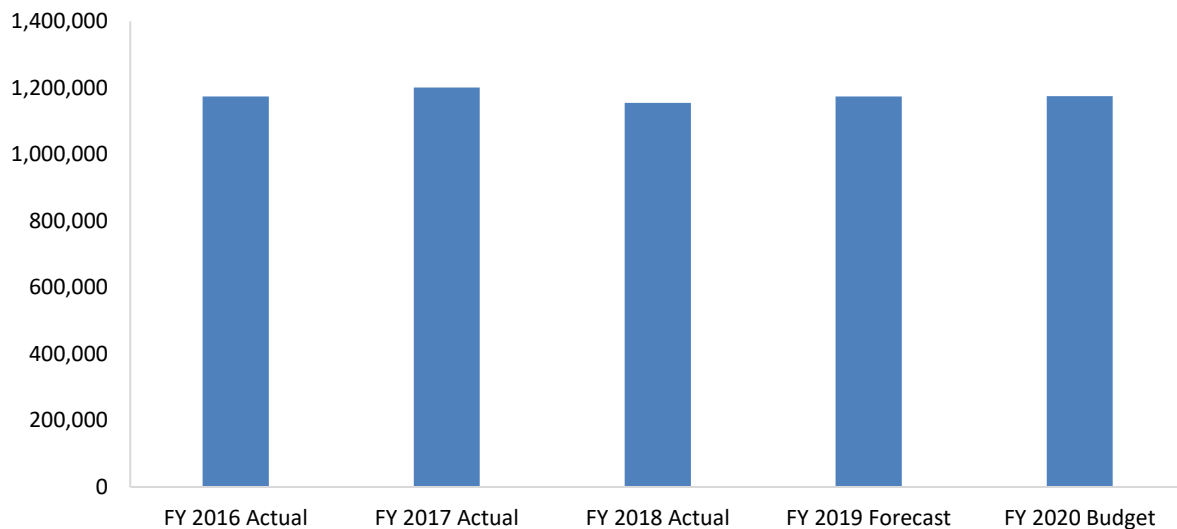
Description	San Antonio is located within proximity to Gulf Coast communities that are often impacted by hurricanes. VIA is occasionally requested to transport coastal citizens from these areas to relief centers in San Antonio. VIA does not budget for these infrequent events but maintains a cost center to accumulate actual expense to facilitate cost recovery from the state and federal agencies.
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## VIAtrans Service

Description	Demand responsive service for mobility-impaired persons who are certified through a registration process.
Fare	Base one-way \$2.00
Changes	A decrease of 1.4% in total service hours from the FY19 forecast service levels is expected for FY20. VIA manages the cost of this service by providing a no-cost alternative to registered VIAtrans patrons. Mobility-impaired citizens can ride regular line service at no charge, thus reducing demand for the VIAtrans service. The estimated savings for each VIAtrans trip avoided in lieu of the free line service is approximately \$29. VIA also contracts a large portion of the service for ambulatory patrons, which can be transported in a standard vehicle. Patrons using wheelchairs are usually carried on VIA's wheelchair lift-equipped vans, which are more expensive to operate.

## VIAtrans Passengers



Revenues and Expenses	The revenue is expected to decrease by 1.6% over FY19 forecast revenues, while expenses are projected to increase by 35.8%. VIA will use the service of a private transportation provider for greater than half of all demand response trips.
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### **VIA Link**

Description	VIA Link is a mobility-on-demand service provided by a private provider.
Fare	Base one-way \$1.30
Changes	In FY19, VIA began offering VIA Link in northeast San Antonio. In FY20, VIA plans to expand the service. The FY20 budget includes approximately 36,000 service hours provided to 240,000 passengers.
Revenues and Expenses	FY20 includes a full year of service with approximately \$126,000 in revenue and \$1M in anticipated expenses.

### **Contract Service**

Description	Transportation services for students. Prior to FY 2008, VIA provided services to the San Antonio Independent School District (SAISD) and the Alamo Community College District (ACCD) through contract arrangements.
Fare	SAISD and ACCD paid a per hour charge.
Changes	This service was discontinued for the SAISD at the conclusion of the 2007-2008 school year, while the ACCD service ended in December 2007.
Revenues and Expenses	No revenues or expenses have been budgeted for the fiscal year.

### **Vanpool**

Description	Transportation services provided to individuals interested in joining a shared ride vanpool. Participants in the program will pay for the fuel used and a monthly fee to cover the capital cost of the 7 to 15 passenger van provided by a private car rental agency.
Fare	Will vary based upon number of participants within each vanpool.
Changes	Expenses are projected to increase by 1.3% over FY18 forecast.
Revenues and Expenses	VIA does not receive revenue from this service. VIA's expense is limited to marketing and subsidy payments to the individuals participating in the vanpool.

### **Real Estate Development Cost Center**

Description	The revenues and expenses related to facilities leased to Amtrak and the Sunset Station Depot Group are recorded in this cost center. The revenues are primarily received through lease payments. The expenses recorded in this cost center are related to legal fees associated with Real Estate Development.
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### **Business Development and Planning Cost Center**

Description      The expenses in this cost center are for functions such as researching transit technology, conducting hearings and meetings with various interest groups to identify their perceived needs, discussing planning concepts, conducting long-range and regional transit planning and analysis, preparing specifications for purchase or construction of capital assets, and researching transit real estate opportunities.

### **Fringe Cost Center**

Description      These expenses include all payments and accruals to others on behalf of employees of the transit agency, such as (but not limited to) insurance premiums, FICA, pension and unemployment. It also includes payments and accruals made directly to employees for something other than performance of a piece of work, such as vacation, holiday and sick leave. These payments arise from the employment relationship but are over and above “labor” costs. The fringe expenses are allocated to the service cost centers based upon the labor within each cost center.

### **Indirect Cost Center**

Description      These costs include all payments and accruals related to providing transportation services that are not easily identifiable, traceable or incurred on behalf of any one specific cost center. The indirect expenses are allocated to the service cost centers based upon the labor (plus fringes) within each cost center.

**VIA Metropolitan Transit  
Cost Allocation Plan  
Fiscal Year Ending 09/30/20**

Metropolitan Transit Authority								
	11	16	17	20	25	35	55	65
		Robert	Other				Real	Bus.
		Thompson	Special				Estate	Develop.
	Line	Event	Event	VIAtrans	Purchased	Promotional	Develop.	& Planning
Operator Wages	\$41,440,052	\$129,789	\$198,481	\$6,146,493		\$25,292		
Other Salaries	19,034,448	70,342	140,261	4,692,171	1,252,893	2,786		1,842,175
PT Operator Wages	2,493,912							
PT Other Salaries	228,127	3,623	5,030	176,803	229,025	11		
<b>Subtotal Labor</b>	<b>\$63,196,539</b>	<b>\$203,754</b>	<b>\$343,772</b>	<b>\$11,015,467</b>	<b>\$1,481,918</b>	<b>\$28,089</b>		<b>\$1,842,175</b>
Other Fringe Benefits								
Advertising Fees								
Prof & Tech Services	111,703	334	457	50,285	32,755	21		6,283,255
Temporary Help	75,000							
Contract Maintenance	1,711,741	43,019	1,596	342,270	255,690	74	4,000	
Security Services	1,573,659	25,260	70,350	97,213	125,675			
Other Services	475,753	353	2,559	32,673	42,327	111		4,555
Fuel & Lubricants	3,321,603	16,030	(46,264)	436,416	924,340	676		
Tires & Tubes	1,281,741	3,794	5,222	221,128		248		
Other Mat. & Supplies	6,400,430	45,660	23,758	1,073,497	21,541	1,083		26,507
Utilities	1,529,532	28,392	4,303	289,253	120,055	188		
Prem for Phy Dam Ins/Public Liab& Prop. Dam.	88,698	232	275	7,562	1,796	35	453	
Payouts	1,123,903	3,320	4,580	238,724		218		
Fuel & Lubricant Taxes	241,759	716	987	21,721	89,692	47		
Purchased Transportation					17,259,448			
Dues & Subscriptions	61,547			937	1,212			18,559
Training & Meetings	68,390	82	461	30,253	13,313	8		69,520
Bad Debt	24,000							
Advertising/Promotion								
Other Misc. Expense	166,478	147	143	3,076	1,129	9		416,699
Tr Way & Tr St Lease - 574	3,715							
Passenger Stations Lease - 575		24,615	15,050					
Parking Lease - 576	1,800							
Engine House Lease - 580	27,207	79	122	1,500		5		
Revenue Veh Mvmt. Control Lease								36,000
Data Processing Facilities Lease - 583								
Other Gen. & Admin. Lease - 585	87,654	263	362			17		
<b>Subtotal Expenses</b>	<b>\$18,376,313</b>	<b>\$192,296</b>	<b>\$83,961</b>	<b>\$2,846,508</b>	<b>\$18,888,973</b>	<b>\$2,740</b>	<b>\$4,453</b>	<b>\$6,855,095</b>
<b>Total Direct Expenses</b>	<b>\$81,572,852</b>	<b>\$396,050</b>	<b>\$427,733</b>	<b>\$13,861,975</b>	<b>\$20,370,891</b>	<b>\$30,829</b>	<b>\$4,453</b>	<b>\$8,697,270</b>
Full Time Fringe	\$66,703,293	\$36,377,873	\$203,387	\$6,519,897	\$753,666	\$16,890		\$1,108,143
Part Time Fringe	13,021,550	308,997	411	20,070	25,998	1		
<b>Total Fringe</b>	<b>\$67,137,169</b>	<b>\$36,686,870</b>	<b>\$204,338</b>	<b>\$6,539,967</b>	<b>\$779,664</b>	<b>\$16,891</b>		<b>\$1,108,143</b>
ATD Indirect	\$388,314							
Total Indirect (W/O Depr.)	47,517,686	31,878,437	103,583	174,933	5,602,931	721,799	14,356	941,613
Dist. of Fringe	949,320	634,793	2,047	3,453	110,648	14,886	282	18,504
<b>Total Fringe &amp; Indirect</b>	<b>\$69,200,100</b>	<b>\$226,428</b>	<b>\$382,724</b>	<b>\$12,253,546</b>	<b>\$1,516,349</b>	<b>\$31,529</b>		<b>\$2,068,260</b>
<b>FY20 Total before Capital Labor</b>	<b>\$150,772,952</b>	<b>\$622,478</b>	<b>\$810,457</b>	<b>\$26,115,521</b>	<b>\$21,887,240</b>	<b>\$62,358</b>	<b>\$4,453</b>	<b>\$10,765,530</b>
Less: Capital Labor								
<b>FY20 Total after Capital Labor</b>								

**VIA Metropolitan Transit  
Cost Allocation Plan  
Fiscal Year Ending 09/30/20**

Advanced Transportation District								
Capital Labor	Line	Primo	Vanpool	MTA Indirect	ATD Indirect	Fringe	Total	
	\$5,252,089	\$4,900,813					\$58,093,009	Operator Wages
807,000	3,169,065	1,650,711	58,309	19,460,378	175,371	438,497	52,794,407	Other Salaries
	446,500						2,940,412	PT Operator Wages
88,320	17,571	6,926		110,656		15,600	881,692	PT Other Salaries
<b>\$895,320</b>	<b>\$8,885,225</b>	<b>\$6,558,450</b>	<b>\$58,309</b>	<b>\$19,571,034</b>	<b>\$175,371</b>	<b>\$454,097</b>	<b>\$114,709,520</b>	<b>Subtotal Labor</b>
						66,044,987	66,044,987	Other Fringe Benefits
		21,000	13,500	276,000			310,500	Advertising Fees
	20,557	12,610	12,000	3,182,784	90,400	1,040,885	10,838,046	Prof & Tech Services
				85,000			160,000	Temporary Help
	70,897	43,566		3,332,162			5,805,015	Contract Maintenance
	393,412			998,110			3,283,679	Security Services
	67,242	43,974		1,380,507	5,050	5,460	2,060,564	Other Services
	646,896	374,762					5,674,459	Fuel & Lubricants
	236,028	144,677					1,892,838	Tires & Tubes
	1,200,218	642,661		910,790		4,314	10,350,459	Other Mat. & Supplies
	217,906	136,473		1,718,140			4,044,242	Utilities
	13,974	12,120	272,832	72,810			470,787	Prem for Phy Dam Ins/Public Liab& Prop. Dam.
	206,958	126,860					1,704,563	Payouts
	44,509	27,287					426,718	Fuel & Lubricant Taxes
			286,435				17,545,883	Purchased Transportation
	41	22	5,500	341,073		1,105	429,996	Dues & Subscriptions
	7,332	4,611	400	488,172		17,458	700,000	Training & Meetings
							24,000	Bad Debt
				2,509,404			2,509,404	Advertising/Promotion
	22,176	8,242		754,970		22,960	1,396,029	Other Misc. Expense
		13,500		2,700			19,915	Tr Way & Tr St Lease - 574
							39,665	Passenger Stations Lease - 575
	4,200						6,000	Parking Lease - 576
	4,979	3,069					36,961	Engine House Lease - 580
				25,620			61,620	Revenue Veh Mvmt. Control Lease
			5,100	54,000			59,100	Data Processing Facilities Lease - 583
	16,110	9,894		95,640	12,000		221,940	Other Gen. & Admin. Lease - 585
	<b>\$3,173,435</b>	<b>\$1,625,328</b>	<b>\$595,767</b>	<b>\$16,227,882</b>	<b>\$107,450</b>	<b>\$67,137,169</b>	<b>\$136,117,370</b>	<b>Subtotal Expenses</b>
<b>\$895,320</b>	<b>\$12,058,660</b>	<b>\$8,183,778</b>	<b>\$654,076</b>	<b>\$35,798,916</b>	<b>\$282,821</b>	<b>\$67,591,266</b>	<b>\$250,826,890</b>	<b>Total Direct Expenses</b>
\$485,443	\$5,065,667	\$3,941,008	\$35,075	\$11,706,209	\$105,493	\$263,774	\$66,703,293	Full Time Fringe
10,026	52,681	786		12,561		1,771	433,876	Part Time Fringe
<b>\$495,469</b>	<b>\$5,118,348</b>	<b>\$3,941,794</b>	<b>\$35,075</b>	<b>\$11,718,770</b>	<b>\$105,493</b>	<b>\$265,545</b>	<b>\$67,137,169</b>	<b>Total Fringe</b>
	\$221,074	\$165,766	\$1,474		(\$388,314)			ATD Indirect
	4,469,331	3,351,221	29,804	(47,517,686)		229,678		Total Indirect (W/O Depr.)
8,993	89,250	65,878	586			(949,320)		Dist. of Fringe
<b>\$504,462</b>	<b>\$9,898,003</b>	<b>\$7,524,659</b>	<b>\$66,939</b>	<b>(\$35,798,916)</b>	<b>(\$282,821)</b>	<b>(\$454,097)</b>	<b>(\$67,137,169)</b>	<b>Total Fringe &amp; Indirect</b>
<b>\$1,399,782</b>	<b>\$21,956,663</b>	<b>\$15,708,437</b>	<b>\$721,015</b>				<b>\$250,826,886</b>	<b>FY20 Total before Capital Labor</b>
							(1,399,782)	Less: Capital Labor
							<b>\$249,427,104</b>	<b>FY20 Total after Capital Labor</b>

## Personnel Summary

The personnel schedule on the adjacent page shows the personnel levels by category.

FY20 personnel increases are due mainly to agency and capital initiatives, and higher work levels.

Full-time employees are defined to include those persons whose hours of work represent full-time employment. Part-time employees are those persons who work less than the standard number of hours for full-time employment. Full-time equivalent is a derived statistic that provides an estimate of total full-time employment by converting part-time employees to a full-time amount.

The number of full-time and part-time equivalent bus operators is expected to remain steady. These are the employees responsible for operating revenue service buses.

The number of full-time and part-time van operators is expected to remain steady. These are the employees responsible for operating revenue service (paratransit) vans.

The number of hourly maintenance employees is expected to increase by 10. These are the individuals responsible for providing vehicle or facility maintenance services.

The number of full-time operations/maintenance salaried positions is expected to increase by 6 and the number of part-time operations/maintenance salaried positions is expected to remain steady. These are the individuals primarily responsible for providing administration and direct support for the operations and maintenance functions.

The number of full-time administration salaried positions is expected to increase by 12. These are the individuals primarily responsible for providing general and administrative support services for the agency.

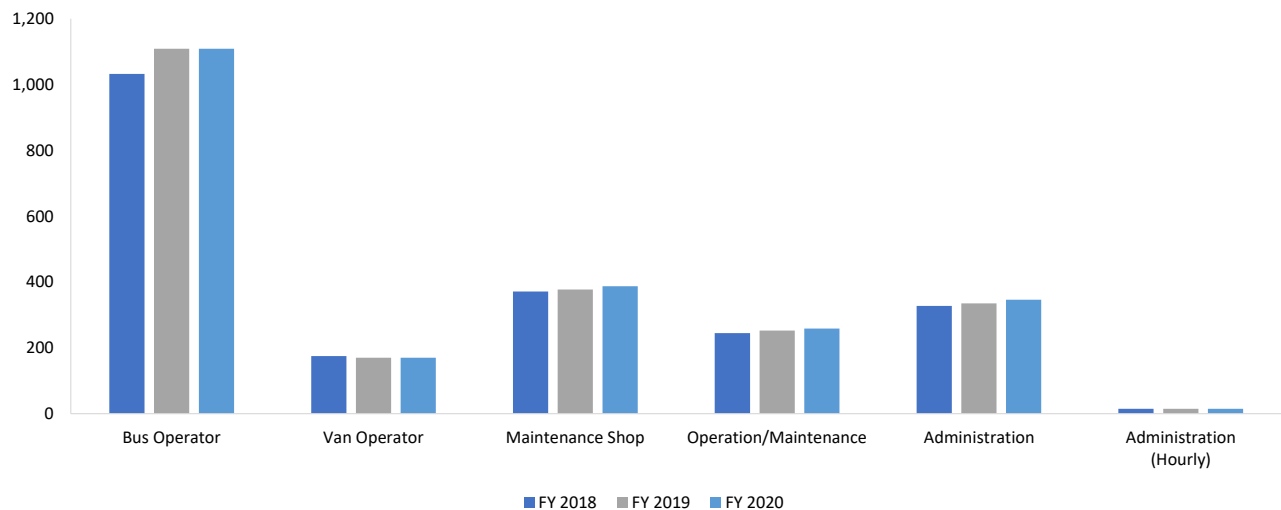
The number of administration hourly positions is expected to decrease by 0.96. These individuals are responsible for maintaining and issuing the materials used for the maintenance of revenue and service vehicles.

A VIA organizational chart can be found at the end of this section.

**VIA Metropolitan Transit  
Personnel Summary**

	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>Variance</b>	<b>Variance %</b>
<b><u>FULL-TIME EMPLOYEES (Full-Time Equivalents)</u></b>					
<b><u>Category</u></b>					
Bus Operator	937.00	1,032.00	1,032.00	-	0.00%
Van Operator	175.00	170.00	170.00	-	0.00%
Maintenance Shop	371.00	377.00	387.00	10.00	2.65%
Salaried					
Operation/Maintenance	228.00	236.00	242.00	6.00	2.54%
Administration (Office)	317.00	330.00	342.00	12.00	3.64%
Administration (Hourly)	15.00	15.00	15.00	-	0.00%
<b><i>Subtotal Full-Time Employees (FTE)</i></b>	<b>2,043.00</b>	<b>2,160.00</b>	<b>2,188.00</b>	<b>28.00</b>	<b>1.37%</b>
<b><u>PART-TIME EMPLOYEES (Full-Time Equivalents)</u></b>					
<b><u>Category</u></b>					
Bus Operator	95.19	76.65	76.65	-	0.00%
Van Operator	-	-	-	-	0.00%
Maintenance Shop	-	-	-	-	0.00%
Salaried					
Operation/Maintenance	16.70	16.70	16.70	-	0.00%
Administration (Office)	10.50	5.25	4.29	(0.96)	(18.29%)
Administration (Hourly)	-	-	-	-	0.00%
<b><i>Subtotal Part-Time Employees (FTE)</i></b>	<b>122.39</b>	<b>98.60</b>	<b>97.64</b>	<b>(0.96)</b>	<b>(0.78%)</b>
<b><u>GRAND TOTAL</u></b>					
<b><u>Category</u></b>					
Bus Operator	1,032.19	1,108.65	1,108.65	-	0.00%
Van Operator	175.00	170.00	170.00	-	0.00%
Maintenance Shop	371.00	377.00	387.00	10.00	2.65%
Salaried					
Operation/Maintenance	244.70	252.70	258.70	6.00	2.37%
Administration (Office)	327.50	335.25	346.29	11.04	3.29%
Administration (Hourly)	15.00	15.00	15.00	-	0.00%
<b><i>Full-Time Equivalents (FTE) Grand Total</i></b>	<b>2,165.39</b>	<b>2,258.60</b>	<b>2,285.64</b>	<b>27.04</b>	<b>1.20%</b>

Full-Time Employees by Category



# FY 2020 Metropolitan Transit

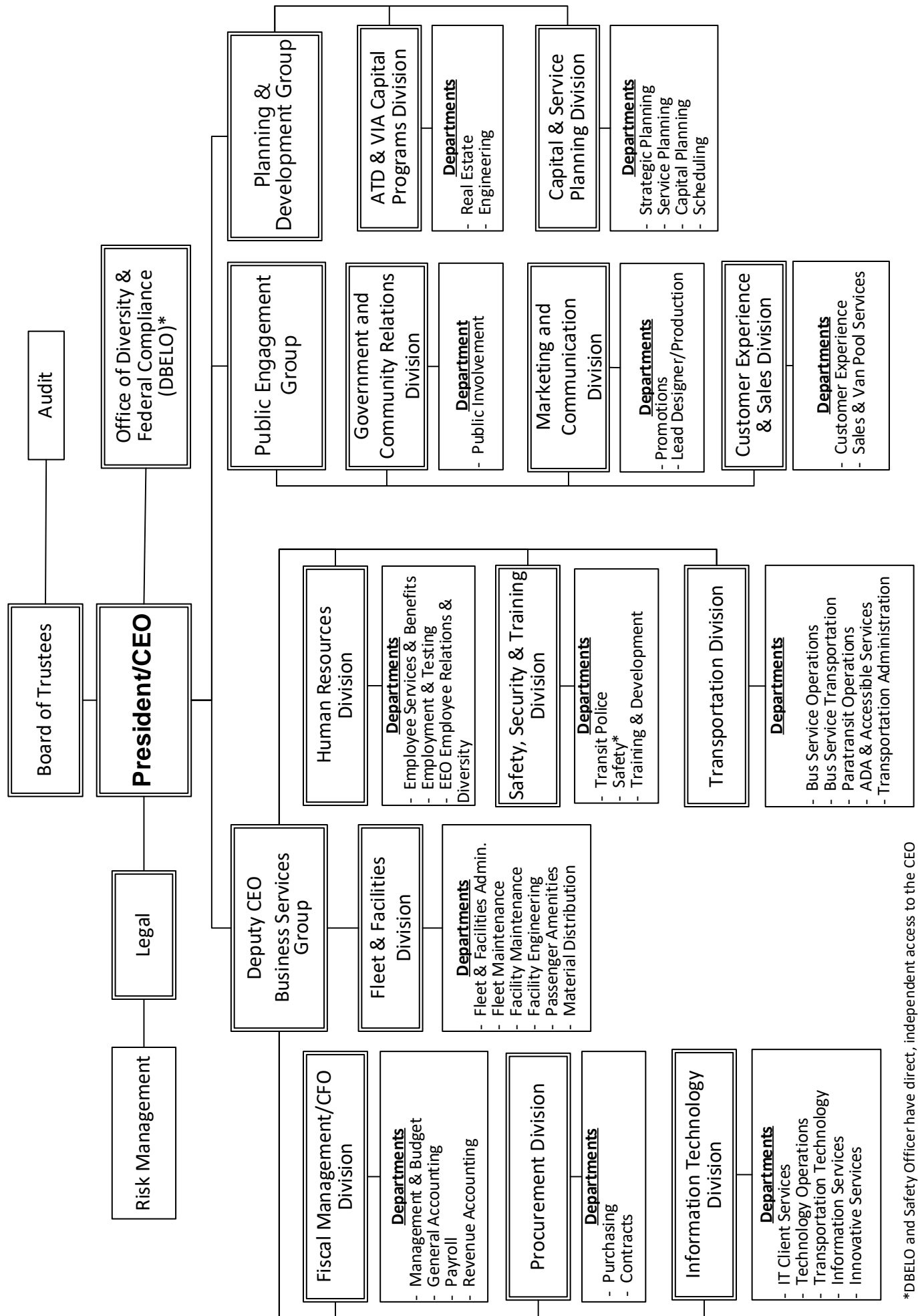
## Salaried and Hourly Maintenance/Operations Staff Additions and Deletions

	Add/Delete
<b><u>Transportation</u></b>	
Bus Service Transportation	1
Add Bus Dispatcher	
<b>Transportation Subtotal</b>	<b>1</b>
<b><u>Maintenance</u></b>	
Fleet and Facilities Administration	2
Fleet Maintenance	3
Add EAM Analyst and Contracts & Specifications Coordinator	
Add 2 Fleet Foreman, 1 Material Handling Clerk II Foreman	
Facility Maintenance	2
Add 1 Facility Foreman Combined Duties, 1 Facilities Foreman - Passenger Amenities	
Facility Maintenance - Hourly	9
Add 9 Facility Maintenance Hourly Employees	
Fleet Maintenance - Hourly	2
Add 2 Fleet Maintenance Hourly Employees	
<b>Maintenance Subtotal</b>	<b>18</b>
<b><u>Support</u></b>	
Communications	1
Add Event Planner	
Customer Experience and Sales	2
Add Customer Information Supervisors	
Public Engagement Administration	2
Add Strategic Initiatives Officer and Executive Assistant	
Capital Programs	2
Add Engineering Project Manager IV, and Project Manager	
Service Planning	-3
Delete 2PT and 1FT Service Checker	
Strategic Planning	2
Add Strategic Planning Support Technician (Specialist), Project Manager	
<b>Support Subtotal</b>	<b>6</b>
<b><u>Administration</u></b>	
DBELO	1
Add Diversity, Compliance & Outreach Specialist	
General Accounting	1
Add Assistant Controller	
Technology & Innovation VP & Admin	1
Add Security Analyst	
HR Administration	1
Add Human Resources Assistant (Clerk)	
Employment & Testing	1
Add Employment Specialist II	
<b>Administration Subtotal</b>	<b>5</b>
<b>Total FY 2020 Additions and Deletions</b>	<b>30</b>



# VIA METROPOLITAN TRANSIT ORGANIZATIONAL CHART

October 1, 2019 – September 30, 2020



\*DBELO and Safety Officer have direct, independent access to the CEO

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# OPERATING DETAIL



## Introduction to the Detail by Group/Division Section

The following section provides details on the groups, divisions and departments within VIA Metropolitan Transit. The groups consist of General and Administrative, Public Engagement, Business Services and Planning and Development. The table below list the Groups and Divisions.

### **General and Administrative Group**

- President/CEO and Administrative
- VIA Board
- Audit
- Legal Services
- Office of Diversity & Federal Compliance
- Risk Management

### **Public Engagement Group**

- Public Engagement
- Government & Community Relations
- Marketing
- Communications
- Customer Experience and Sales

### **Business Support Services Group**

- Transportation
- Fiscal Management
- Human Resources
- Business Support Services
- Technology and Innovation
- Procurement
- Safety, Security, and Training
- Fleet and Facilities
- Non-Departmental

### **Planning and Development Group**

- Planning and Development
- Capital and Service Planning
- Capital Programs

The section is then sub-divided to present,

- **Goals and Strategies**
  - The section on responsibilities describes the functions of each division.
  - The section on goals and strategies describes the key goals to be achieved by each division and how success will be measured.
- **Department Budget**
  - VIA's budget is shown for labor and supplies, services, other expenses and by division.
  - The budgets are presented in eight columns for comparison purposes, which includes FY18 Actual expenses, the FY19 Annual Budget, the FY19 Forecast, and FY20 Annual Budget, the dollar and percent variances between FY19 budget and the FY20 budget and the dollar and percent variances between FY19 forecast and the FY20 budget.

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## FY 2020 GOALS AND STRATEGIES

Public transportation plays a critical role in connecting Greater San Antonio Region residents and communities to economic opportunity. An estimated 150 new residents arrive in our region each day. Between 2010 and 2040, the region is estimated to add 1.6 million new residents, 838,000 new jobs and more than 1.3 million vehicles on the road. A transit network is essential for support of sustainable, healthy and equitable growth. VIA's Vision and Mission sets our direction, aims and values to meet regional growth needs.

### VIA Vision

Connecting our Region

### VIA Mission

VIA Metropolitan Transit provides regional multimodal transportation options that connect our community to opportunity, support economic vitality and enhance quality of life throughout our region.

### VIA Goals





VIA's fiscal year 2020 goals and strategies reflect the VIA Vision 2040 Long Range Plan, a community-driven blueprint for the Greater San Antonio Region's public transportation system. The plan reflects public priorities, accommodates shifting growth and development, and supports the region's larger multimodal vision.

## VISION 2040 GOALS AND OBJECTIVES

### STRENGTHEN REGIONAL MOBILITY, DEVELOPMENT AND SUSTAINABILITY

<b>CONNECT COMMUNITIES</b>  Provide community access to opportunities for jobs, education and other destinations	<b>SUPPORT GROWTH</b>  Support sustainable communities and economic vitality	<b>PROVIDE CHOICES</b>  Move people using a diversity of transit services and products	<b>ENSURE STEWARDSHIP</b>  Enhance and safeguard natural resources and environment
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### PROVIDE AN OUTSTANDING MULTIMODAL TRANSPORTATION SYSTEM

<b>ENHANCE ACCESS</b>  Enhance safe routes to transit by foot or bike	<b>ENSURING EFFICIENCY AND RELIABILITY</b>  Provide efficient, reliable, congestion-proof alternatives	<b>PROMOTE ENGAGEMENT</b>  Engage to inform, involve, and empower communities	<b>SUPPORT SAFETY</b>  Support safe communities
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VIA's 2020 goals follow the Vision 2040 three key elements:

#### Better Bus System

Connect communities with frequent and reliable transit service, upgrade transit stops, and provide for fleet and facility improvements.

#### Rapid Transit Network

Provide a faster, more reliable network of rapid transit and express service along key corridors and increase access and options to multimodal transportation.

#### Innovative Solutions

Bring together technology, development and strategic partnerships to build a stronger region.

### **VIA Strategies**

VIA's FY 2020 strategies to achieve each of the three major goals include the following:

#### Better Bus System

- Increase effectiveness of the service
- Improve upon the VIALink service model
- Enhance the bus fleet

#### Rapid Transit Network

- Build new and rehabilitate existing facilities
  - Design development of facilities
  - Develop partnership projects
  - Continue JLEC and SAOEM Police Partnership
  - Continue shelter installations, including solar
  - Conduct studies and assessments

#### Innovative Solutions

- Continue goMobile growth and introduce goCard fare technology
- Continue VIALink and review expansion
- Introduce VIAtrans online reservation system
- Implement Enterprise Resource Planning and Enterprise Asset Management systems

### **Desired Outcome**

VIA's desired outcome is to increase ridership by retaining existing riders and attracting new transit riders while balancing sustainability and quality of service.

## **DIVISION AND DEPARTMENT GOALS, STRATEGIES AND PERFORMANCE MEASURES**

In addition to the system-wide goals, strategies and performance measures, this document includes VIA Division and Department goals, strategies and performance measures organized as follows:

- Audit Division
- Legal Division
- Diversity and Federal Compliance Department
- Public Engagement Group
  - Marketing and Promotions Division
  - Communications Division
  - Government and Community Relations Division
  - Customer Experience and Sales Division
- Safety, Security and Training Division
- Fiscal Management Division
- Human Resources Division
- Technology and Innovation Division
- Fleet and Facilities Division
- Procurement Division
- Transportation Division
  - Bus Service Department
  - ADA and Accessible Services Department
  - Paratransit Operations Department
- Planning and Development Group
  - Capital and Service Planning Division
  - ATD & VIA Capital Program Division



## Audit Division

The Audit Division (Audit) provides independent assurance and management advisory services designed to add value and improve VIA's operations. The services also include oversight of procurement protests as well as investigations related to ethics violations and fraud waste and abuse. Working in partnership with management, auditors provide the Board, the Audit Committee, and VIA management with assurance that risks are addressed and that the VIA governance process is strong and effective.

The division is responsible for planning and implementing a comprehensive program of internal audits of the various functions and activities of VIA within the available means and resources allocated to the Department. To fulfill these responsibilities, Audit staff are authorized to have full, free, and unrestricted access to all VIA functions, records, property, and personnel.

The division is also responsible for coordinating, facilitating and monitoring VIA's annual independent audit as well as other audits, inspections and reviews conducted by external agencies. Serving as VIA's point of contact on these matters, the department monitors development and implementation of corrective action plans and provides feedback to VIA's management and Board of Trustees.

### Goals/Strategies

- Provide audits and advisory services to assist management in its initiatives (direct and indirect) to sustain and enhance VIA's bus and paratransit system, create a multimodal network and embrace innovative solutions
- Selected audits and advisory services are included in the Board approved Audit Plan and will be completed in the fiscal year. Audit results and recommendations will be provided to management and Audit Committee for consideration and/or implementation.
  - Key stakeholders will be identified in staff, management and Board of Trustees.
  - Interviews and assessments will be conducted to identify potential risks that might adversely impact VIA's bus and paratransit system.
  - Potential risks and vulnerabilities will be assessed for likelihood of occurrence and potential impacts.
  - Risk assessment results will be presented to management and Audit Committee for consideration of potential audit projects.
  - Audit Plan status will be reviewed in quarterly Audit Committee meetings, and as necessary, modifications to the Audit Plan will be considered and/or implemented.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
Audits / Advisory Services	N/A	N/A	N/A	12
% Audit Recommendations Accepted	100%	100%	100%	100%

## Legal Division

The Legal Services Division is responsible for providing legal advice and support for VIA Metropolitan Transit and the Advanced Transportation District (ATD). Legal Services provides legal advice and opinions to management and the Board of Trustees, drafts legal documents and coordinates/supervises the representation for any client Division requiring legal services. Legal Services also provides ethics advisory opinions to members of the Board or employees who require an interpretation of the Code of Ethics.

In an effort to reduce claim/litigation costs, Legal Services assists Risk Management (Department) with claims management and provides legal advice and litigation support for tort claims matters. Legal Services also coordinates and supervises the services provided to VIA and the ATD by outside law firms.

### Goals/Strategies

- Effectively manage the payments paid to legal firms assisting with VIA legal matters.
  - Closely monitor use of legal firms and spending.
  - Take steps to proactively maintain payments to legal firms for non-specialized matters at or below the budgeted amount.
- Identify, control and manage potential liability risk exposures and effectively minimize the cost of accidental losses.
  - Work with Safety and other departments to improve and prevent conditions that may increase VIA's liability exposure.
  - Analyze various categories of risk and determination of the extent to which each is or can be insured.
  - Formulate and implement an action plan to improve existing risk management practices and close gaps in risk management effectiveness.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
Public Liability Average Incurred Loss per Mile for Vans	\$0.0963	≤ \$0.0358	\$0.0611	≤ \$0.03570
Public Liability Average Incurred Loss per Mile for Buses	\$0.0515	≤ \$0.0358	\$0.0551	≤ \$0.05275

## Diversity and Federal Compliance Department

The Office of Diversity and Federal Compliance (ODFC) is responsible for developing and implementing policies and procedures necessary to ensure that the Disadvantaged Business Enterprise (DBE) and the Small Business Enterprise (SBE) have the maximum opportunity to bid on all contracts.

### Goals/Strategies

Strengthen VIA's business relationships

- Improve and enhance communications with DBE/SBE firms regarding upcoming contract opportunities.
- Improve and enhance cross-functional communication among all internal stakeholders.
- Develop capacity building workshops in the following areas: bidding/estimating, contract management, project management, access to capital.
- Develop training for Project Sponsors, Project Managers & Procurement staff to help them better manage DBE & SBE contract compliance requirements using VIA Web Portal.
- Develop and implement Small Business Enterprise Program policy making it easier for firms to compete on VIA's contracts
- Meet VIA's Federal Transportation Agency (FTA) Three-Year Annual DBE goal of 23%.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
Meet or exceed the FTA Three Year Annual DBE goal of 23%	31%	23%	6%	23%
Number of trainings/workshops provided to DBE vendors	N/A	4	6	4

## Public Engagement Group

The Public Engagement Group manages and coordinates interaction with the Board of Trustees, senior executive staff, elected and appointed officials, and other external constituencies. The group provides executive oversight of all VIA's communications, marketing and promotions, community relations, media relations, external relations, governmental relations functions and leads the overall customer experience for the agency. The group oversees working relationships and communications with multiple external entities and audiences through community meetings, public outreach efforts, media relations, public information programs and initiatives, governmental relations, legislative affairs, arts and education programs and passenger information outlets. The group is responsible for special projects at the direction of the CEO. The group coordinates and troubleshoots high-level issues of a sensitive manner. Assists in fulfilling the goals and objectives of the CEO.

### Goals/Strategies

- Maintain, support and drive ridership across VIA products and services.
  - Oversee and guide integrated marketing and communication efforts that achieve specific results through targeted tactics and activities.
- Identify and pursue additional long-term funding opportunities to support the continued operations and expansion of VIA's products and services.
  - Execute the VIA Reimagined plan through awareness campaigns, public education programs, and influential stakeholder relations that aim to increase the relevance and urgency of VIA's plans.
  - In advance of the 87<sup>th</sup> session of the Texas Legislature, conduct regular stakeholder briefings on VIA's plans and funding challenges.
  - Support the activities of the VIA Transit Community Council, as reconstituted, with a focus on VIA funding opportunities and innovation.
  - Conduct monthly VIA to You Showcases with elected and civic leadership across the VIA service area.
  - Build a diverse and wide network of advocates for VIA products and services throughout VIA's service area.
- Enhance the customer journey in an effort to provide the greatest value and improvements to VIA's patrons and the community.

## Public Engagement Group

### Goals/Strategies (Continued)

- Implement strategic improvements to primary touchpoints along the customer journey through technology integrations, operational optimizations, and measured modifications.
  - Maintain a database of customer contact information, preferably email or mobile phone numbers
  - Institute an automated customer feedback program at the end of the customer journey (i.e. bus ride)
  - Execute at least 6 pulse surveys per year to gauge customer attitudes and viewpoints.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
Increase Weekday ridership across all routes	108,679	113,883	107,804	112,348

## Marketing Division

Marketing is responsible for leading VIA's marketing and promotions efforts, including branding, website development, and oversight of advertising efforts. As part of a larger creative and content team, marketing will help to develop, shape, direct, plan and disseminate the agency's messages to a variety of audiences using different approaches and mediums. The division is also responsible internal support related to VIA's products and services, developing schedules, maps and signage, managing fleet and facilities branding and designs, and collaboratively managing the digital customer experience. Marketing serves as the creative support for the other divisions within the Public Engagement Group including Communications, Government & Community Relations and Customer Experience and Sales.

### Goals/Strategies

- Optimize VIA's website to maximize the digital user experience.
  - Conduct a User Experience (UX) Audit on VIAinfo.net to identify recommendations to improve the digital user experience and consider the implementation of the identified recommendations.
    - Increase website user sessions by 10%.
    - Decrease website bounce rate by 5%.
- Create a unified and well-defined brand identity for the agency.
  - Develop a comprehensive branding program to include an awareness campaign, branding guidelines and brand implementation plan.
  - Replace all out-of-date logos by end of Fiscal Year 2020.
  - Increase VIA's brand awareness rating by one point.
- Promote and advertise VIA's products and services.
  - Develop and execute micro-marketing strategies that target specific services and/or audiences and drive them to utilize VIA's services.
  - Increase ridership on targeted services by 10%
  - Achieve 15% click-through-rate on digital paid media.

## Communications Division

Communications is responsible for leading VIA's internal and external communication efforts, including customer and stakeholder information, employee programming and outreach, board relations, oversight of brand messaging, corporate reputation management, content and web development, social media presence, public relations and media relations and strategic partnership development. As part of a larger creative and content team, communications helps to develop and distribute the agency's messages to a variety of audiences using different approaches and mediums. A unified strategy is maintained by the organization's public engagement functions that work together to develop the larger public relations direction and efforts. The division is also responsible for passenger information and communications resources, special events coordination, and supporting community relations efforts across the agency.

### Goals/Strategies

- Develop and implement an internal communications program that successfully communicates brand messaging, critical agency-related information, and fosters VIA's corporate culture.
  - At least 12 formal, agency-wide communications per fiscal year.
  - Activate at least 4 community/non-profit events where employees serve as brand ambassadors.
- Align VIA as a leader and innovator for the future of public transportation solutions in the Greater San Antonio Region.
- Create and execute a strategic communications plan that effectively delivers VIA's brand identity and messages while conveying the value and benefits of VIA's products and services.
  - Identify and support the execution of 8 speaking engagements for VIA leadership for the fiscal year.
  - Maintain monthly total media coverage at a 90% positive tone.
  - Activate at least monthly direct dialogue opportunities across social media platforms.

## Government & Community Relations Division

Government and Community Relations is responsible for leading VIA's government, community relations and public involvement efforts, and working to establish a significant community presence and ensure widespread and inclusive public involvement. This division will also facilitate partnerships and positive working relationships with elected officials, community organizations, public and private sector partners, other key stakeholders and the traveling public to share information and ultimately, foster support for public transportation throughout the region. This division helps to share, plan and disseminate the agency's messages to a variety of audiences using different approaches and mediums.

### Goals/Strategies

- Present clear and effective messages to San Antonio elected officials and civic leaders.
- Rebrand district showcases as a full, comprehensive program that highlights the impact of VIA within the community
  - Execute at least 10 showcases per fiscal year.
  - Receive feedback from 3 participants at each showcase.
- Foster support for VIA's mission, vision and strategic initiatives.
  - Develop a robust speakers bureau program to support VIA Reimagined and general outreach efforts to communicate the agency's strategic goals and initiatives.
    - Complete 400 presentations on the strategic efforts outline in the VIA Reimagined plan.
    - Receive at least 10 comment/feedback cards from each presentation.
- Actively engage the community in grass roots advocacy.
  - Reactivate the VIA Transit Community Council with a long-term and results-oriented facilitation plan that supports grass-roots advocacy in the community.
  - Facilitate at least 10 meeting of the VIA Transit Community Council.
  - Secure 10 community/civic organizations to serve as grass-root partners.



## Customer Experience & Sales Division

Customer Experience and Sales division is responsible for the direction and management of the agency's interaction with current and future customers. Additionally, the division works at building and maintaining customer relationships. This area of the agency is also responsible for fostering a culture of customer service while preserving and cultivating relationships with transit riders and area businesses that provide transit options to their workforce and at the same time identify and enroll participants in our programs. The division works to raise the profile of the agency's customer experience and ensures that customers receive transit related information that is accurate and timely utilizing different channels, including but not limited to on-board passenger notices, printed materials, signage at transit facilities, effective use of technology and contact with the customer information center. Customer Experience and Sales executes and utilizes research to better understand the customers' needs, measure satisfaction, and improve the customer journey. Additionally, the division works with area employers, organizations and educational institutions to promote the benefits of public transportation in an effort to increase service utilization.

### Goals/Strategies

- Grow VIAWorks Program awareness and sales through collaboration with marketing, create an evergreen campaign to enhance the sales pitch of the VIAWorks Program, as well as execute a targeted promotional campaign to support growth.
  - Increase VIAWorks sales by 10%.
- Improve the VIA goLine customer experience.
  - Procure and implement a Customer Relationship Management system that will continue to optimize VIA's goLine operations by creating customer databases, identifying trends, allowing for real-time data, and enhancing the overall customer experience through a customer satisfaction program.
    - Maintain the abandon rate at or below 12%.
    - Collect email address of at least 500 goLine customers.
    - Maintain a net promoter score of 3.5 or higher.
- Implement VIA's goCard into operational use and successfully educate and transition customers onto the new fare technology platform.
  - Go live by Winter 2020.
  - Achieve an adoption rate of 50%.

# Safety, Training, and System Security Division

The Safety, Training, and System Security (STSS) Division is responsible for management of the agency's safety and security in normal conditions and during times of emergencies.

STSS is responsible for the day-to-day management of the agency's safety and security and the training and development of VIA operators and Fleet and Facilities employees. The department has the responsibility to develop, implement and maintain the VIA Emergency Management Plan. The department oversees all emergency response activities, while developing and implementing specific emergency response procedures of the Emergency Management Plan.

Training and Development is responsible for managing and coordinating all training programs, sessions, methods, materials and resources on a company-wide basis. The functions of the department include: evaluating the training needs of the company; developing training curriculum and materials; facilitating classes to qualify new employees for their positions and/or enhancing the skills of current employees; procuring training from external sources; evaluating the success of the training programs; and conducting developmental projects and studies.

## Goals/Strategies

- Safety – Reducing and preventing accidents by addressing pedestrian “Hot” spots, strengthen safety culture and enhance hazard identification.
  - Decrease preventable public safety accident, per 100,000 miles
  - Reduce slip/trip and fall incidents at VIA facilities
- Training – Customer Focused Programs with focused curriculum development, provide additional customer outreach programs and reinforce disability awareness programs
  - Refresher training programs
  - Increase messaging and outreach field presence
  - Enhance employee messaging through VIA's intranet, employee portal and corporate communications
- System Security – Improving Security through enhanced Security Technology, Transit Police Communications and expanded Awareness Campaigns.
  - Utilize monthly VIA crime and activity statistics to show a decrease in overall employee and operator related assaults

## Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
Major Accidents/Incidents per 100,000 miles	.18	.18	.10	.13

## Fiscal Management Division

The Fiscal Management Division is responsible for recording, processing and reporting the results of VIA's financial transactions. Cash management, including banking and investing functions, is accomplished in the Fiscal Management Administration department. The Office of Management and Budget is responsible for preparing the annual operating and capital budgets, financial reporting and analysis, grant accounting and administration, and records management. The Payroll Department provides payroll services for all active and retired employees; key services include check preparation, tax deduction deposits, and payroll deduction maintenance. The Revenue Accounting Department processes daily revenue receipts and tracks revenue and passenger statistics. The General Accounting Department collects and codes all VIA's receipts, processes all vendor checks, administers fare accounting, maintains the general ledger and the fixed assets sub-ledger, prepares monthly financial statements, and coordinates year-end audit-related work.

### Goals/Strategies

- Sound financial stewardship to ensure clean audits, facilitate informed decision-making, obtain attractive borrowing rates, and maintain community support of the agency.
- Financial statement accuracy – keep prior year adjustments to a minimal level to prevent the need to take offsetting actions
  - Continue strong communication regarding importance of year-end cutoffs and closely review year-end accruals.
  - Proactively address accounting implications of any new Governmental Accounting Standards Board (GASB) standards, operational or other changes that impact VIA's financial statements.
  - Maintain account analysis schedules for grants and other key accounts. Sound journal entry review process. Keep desktop procedures documentation current to help ensure accurate and consistent accounting treatment.
- Provide timely reporting of financial/operating information and free up time for more analysis and value-added activities.
- Meet deadlines for submitting financial information to third parties.
  - Hold progress meetings as needed to ensure the National Transit Database (NTD), Government Finance Officers Association (GFOA) budget book, Comprehensive Annual Financial Report (CAFR), and other deliverables are submitted on time.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
Prior year adjustments	\$0	< \$100k	\$0	< \$100k
Maintain the stabilization of fund at 60 days	60 days	60 days	60 days	60 days
Maintain working capital at 60 days	37 days	60 days	60 days	60 days

## Human Resources Division

The Human Resources division is responsible for: providing direct support to all divisions at VIA by providing for their personnel needs; and, support of individual employees by providing a spectrum of benefits and programs. These programs and benefits help to foster and maintain employee growth and development, organizational efficiency, employee excellence, a positive corporate culture, a safe and comfortable customer environment, and provide economic growth and stability to the community.

### Goals/Strategies

- Enhance our recruitment efforts by partnering with our Public Engagement Team to create a recruitment campaign using multiple media sources to attract highly qualified applicants.
- Encourage employee skill development through internal and external leadership development trainings including MODE.
  - Provide internal and external leadership and development training throughout the year, monthly or bi-monthly, with incentives to engage employees in continuous professional development.
- Create a culture of wellness and continue to improve the quality of life for VIA employees through education, activity, empowerment, and support through a customized wellness platform.
  - Enhance the current wellness program to allow VIA employees and their spouses to track personal health goals, to include a health risk assessment and company challenges throughout the program year, in order to increase participation.
  - Design a yearly campaign to motivate, encourage and reward employees who are proactive and engaged with improving their health.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
Retention % FT Salaried	92.4%	N/A	88.0%	89.76%
Retention % FT Hourly	89.2%	N/A	83.3%	85.0%
Number of leadership and development trainings provided (External)	1	3	2	3
Number of completed videos within MODE (Internal)	2,109	N/A	4,777	5,015
Number of MODE Campaigns	8	10	7	10
Number of employees participating in VIA's wellness platform	N/A	N/A	N/A	20% of total employees

## Technology & Innovation Division

The Technology & Innovation (TI) Division has responsibility for information, technology and communications systems that support all functional areas of VIA including service development, operations, maintenance, finance, and administration. TI supports all on vehicle and off vehicle technology systems, creates applications, implements fare technologies, and creates and enhances customer facing technologies to enhance the rider experience. Innovation is at the core of what we do, growing out of the successful VIA goCodeSA Codeathon and the VIA Innovation Garage.

### Goals/Strategies

- Innovative solutions to increase ridership
  - Increase rider confidence and awareness through designing, building and implementing of a text message and email subscription service where riders can subscribe to detour alerts for their preferred routes.
  - Increase ease of fare purchasing for the large numbers of under banked and unbanked customers by implementing cash payment options for purchasing fares for goMobile. This would allow customers to find conveniently located retail stores near them for fare purchase with cash.
- Enhance Customer Experience
  - Implement Smart Transit Hub partnerships with mobility providers at VIA locations for better first and last mile connectivity for VIA riders, making riding VIA a more attractive option for some customers.
  - Addition of VIA Rewards program to enhance VIA goMobile and encourage use of VIA and business partners.
- Improve Operations
  - Continue advancing progress on Project MOVE for improved business operations and reporting.
  - Complete the P25 digital radio system upgrade on all revenue vehicles, allowing better data reporting by vehicles and increased access to the system using mobile phones.
  - Increase VIA's network resiliency for improved continuity of operations.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
goMobile Sales	N/A	N/A	\$2,056,000	\$2,261,600

## Fleet & Facilities Division

The Maintenance Division is responsible for ensuring VIA's fleet, facilities, and passenger amenities meet or exceed the maintenance standards necessary to provide safe, reliable and cost-effective services to both our internal and external customers. All maintenance employees are committed to providing the highest quality of service and support around the clock, every day, to ensure VIA is recognized and valued by its patrons and community as an essential public service.

### Goals/Strategies

- Mechanical Reliability
  - Achieve 11,500 miles between major mechanical failures for NTD reporting
  - Complete 100% scheduled / on-time vehicle preventative maintenance inspection (PMI) and quality control oversight to decrease the number and frequency of major mechanical failure while increasing the reported miles between failures.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
Mechanical Reliability	10,916	12,000	11,012	11,500

## Procurement Division

The Procurement Division is responsible for soliciting bids and proposals, and contracting for the purchase of all materials, parts, supplies and services required by VIA, in accordance with all Federal, State and Local Procurement Laws and VIA's Procurement Policies and Procedures. Goods and services are procured in a manner that maximizes full and open competition.

The Division processes and analyzes bids and proposals; conducts negotiations; works with the Office of Diversity and Federal Compliance staff to achieve Disadvantaged Business Enterprise and Small Business Enterprise goals; issues Purchase Orders and awards formal contracts; monitors contractor performance and adherence to contract provisions; settles contract disputes; and, maintains procurement and contract files. Additionally, the Procurement staff attends networking functions and meets with vendors to encourage competition and maintain awareness of new and emerging products and services.

VIA's Procurement Division issues approximately 21,000 purchase orders and awards over 90 formal contracts annually.

### Goals/Strategies

Explore opportunities to streamline Procurement and enhance the Contracts Management System to improve performance. Continue to collaborate with the Office of Diversity and Federal Compliance to promote opportunities for doing business with VIA.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
Number of days to assign a procurement request	2 days	1 day	2 – 3 days	1 day
Percentage of Purchase Order discrepancies	3%	2%	2%	1%

## Transportation Division

The Transportation Division is responsible for providing safe, courteous, reliable, efficient, and effective transportation to the public. The division directs a large group of vehicle operators, supervisors, management and administrative personnel to support and provide the highest quality service. The Transportation Division is responsible for fixed-route and paratransit service and related budgets. VIA's paratransit system "VIAtrans" includes both directly operated and contract resources, and also provides a taxi subsidy program for eligible VIAtrans customers. The ADA and Accessible Services department is also under the supervision of the Transportation Division. The division is also responsible for developing service standards, safety protocols, operator rules, policies and procedures to ensure performance quality and a culture of safety. The division works closely with labor union representatives and employees to maintain positive labor relations, providing recommendations of working conditions terms affecting operations, and responding to grievances and personnel disciplinary action appeals.

The primary focus of the Transportation Division is to provide high quality transportation to the community with special attention to safety, security, reliability, customer service, efficiencies, and compliance with Federal Transit Administration rules and regulations. This requires close and continuous coordination of operational activities; frequent interaction with other VIA divisions and stakeholders; communication with community stakeholders and customers; monitoring of federal, state, and local laws and regulations; continuous awareness of system safety and security; accident prevention and deterrents; operator and supervisor customer service training, and implementation of technologies and programs to improve customer satisfaction.

## Bus Service Departments

### Goals/Strategies

- Strengthening Customer Service - Focus specifically on customer interaction and best practices to develop Operators and Supervisors into customer service champions. Geared towards not just helping the customer but also giving the customer a helpful experience. Work with the Training Department regarding curriculum development and implementation
  - Create specific Customer-Focused in-depth "ambassador-style" Operator training programs.
  - Enhance Operator recognition programs solely focused and dedicated to recognizing and rewarding how operators interact with customers.
  - Create Supervisor "Ambassador" Program design specifically to help supervisors become an agent of quality vs. just helping customers
- Improving On-Time Performance - Collaborate with the Planning Department to review all underperforming routes and focus on improvements in run times, number and placement of bus stops. Engage Operators to determine areas of improvement of bus operation as well as gain information to improve route on-time performance.
  - Better use of data to include reviewing underperforming routes to ensure efficiencies.
  - Better communications with dispatchers using in-field real-time technology to increase monitoring OTP vs dispatched-based oversight.
  - More effective field coordination employing detour zones and electronic updates to operators within 5 miles of a detour as well as strategically sending information.



## Bus Service Departments

### Goals/Strategies (continued)

- Create Supervisor Ambassador Program
  - Design customer-focused training program specifically geared toward supervisors.
  - Program to develop supervisors into agents of quality to enhance customer experience.
- Automate Operator sign-up procedures - Continue working with Trapeze and our IT Department to resolve all challenges for the online vacation sign-up. Follow-up with the Operators to emphasize the importance of them doing everything online to ensure 100% participation.
  - Operators will not have to be relieved for the run sign-ups and the vacation and VACF sign-up.
  - Online sign-ups will be mandatory for every Operator.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
On-Time Performance	79%	80%	80.7%	82%
Bus Complaint Rate (per 10,000 Passengers)	3.23	3.28	3.34	3.19

## ADA & Accessible Services Department

### Goals/Strategies

- Create and implement a Disability Awareness Initiative to increase the recruitment and hiring of qualified individuals with disabilities at VIA.
  - Procure a qualified entity capable of creating, refining and delivering the components of a VIA Disability Awareness Initiative (DAI) to increase salaried employees' level of awareness, understanding and acceptance of individuals who have a disability.
- Provide refresher training to VIA employees on ADA issues, with emphasis on sensitivity training.
  - Procure an ADA consultant to provide refresher training to management and key personnel on ADA information in a Train-the Trainer environment to include materials and guidelines to then train all other VIA employees. Collaborate with the Training Department to ensure continuity and consistency.

## Paratransit Operations Department

### Goals/Strategies

- Trip Scheduling Enhancements - Collaborate with Trapeze and MV to run optimization scenarios for paratransit trips and manifest creation to ensure efficiencies to improve on-time performance and productivity.
  - Create trip scheduling enhancements to ensure efficiencies and optimization for paratransit trips to include VIAtrans and contracted services.
- Improve Customer Outreach and Information - Engage with the disabled community to enhance outreach and information sharing. Hold town-hall style workshops and meetings not only at VIA, but also go where the customers are in settings that allow for maximum participation.
  - Ensure VIAtrans customers are provided with the most up-to-date information as well as engaging them for feedback to help VIA improve its service delivery.

### Performance Measures

Performance Measure	FY 2018 Actual	FY 2019 Target	FY 2019 Result	FY 2020 Target
Paratransit On-Time Performance	N/A	N/A	84.54%	88.77%
Paratransit Complaint Rate (per 1,000 passengers)	2.77	N/A	3.52	3.34

## Planning & Development Group

The Group is responsible for VIA's long range and short-range planning, five-year and one-year service plans, scheduling of route, workforce allocation, planning and engineering of VIA's capital projects, real estate including property acquisition and disposition, lease management, joint development, transit-oriented development. The group is also responsible for monitoring transit service. The Group also serves as a liaison to external agencies for the regional planning and transportation projects.

### Goals/Strategies

- Increase effectiveness of the service
  - Stop consolidation (to improve speed)
  - Schedule adjustments (to improve reliability)
  - Coordinate with Operations on headway management
    - On Time Performance (OTP)-wait assessment
  - Route realignment (more direct connections)
  - Develop service plans for new facilities and changes to existing facilities
  - Plan, engineer and construct transit facilities to provide passenger amenities and facilitate seamless transfers.
- Facilitate an increase in ridership
- Advance the rapid transit project Phase I to pre-project development stage
  - Initiate the task of the Advance Project Development for Phase I
- Put in place contracts to assist staff to meet this goal
  - Project Management Consultant (PMC)
  - General Engineering and Planning Consultant (GEPC)
- Continue to collaborate with the partner agencies
- Award of both the Project Management Consultant (PMC) and General Engineering and Planning Consultant (GEPC) contract.
- Improve upon the VIALink service model
  - Evaluate VIALink Zone 1 during pilot first year
  - VIALink Zone 2 implementation based on the outcome of Zone 1 findings
  - Evaluate applicability of VIALink service model in unincorporated Bexar County

## Capital and Service Planning Division

Capital and Service Planning Division is responsible for VIA's strategic planning (long range plans and initiatives, ten-year plan, advanced rapid transit project planning etc.), project development of the new facilities and advanced rapid transit project, service planning (five-year service plan, service specification for implementation of service, equity analysis etc.), scheduling (service scheduling, allocation of manpower and vehicles for the service).

The Division will also work on the development of project management guidelines, standards and procedures in collaboration with the other divisions in the planning and development group.

The division has two departments – Strategic Planning and Service Planning & Scheduling.

Strategic Planning Department is responsible for the agency's long range comprehensive strategic plan including Advance Rapid Transit (ART) planning and funding plans, special studies related to ART, and studies related to Innovative Mobility. The department also coordinates with other agencies like the City of San Antonio and TxDOT to advocate for VIA's needs in their respective plans and projects. Capital Development area is responsible for the development of capital projects up to 30% design. These projects include facilities such as transit centers and park & rides. The area will support in the advancement of ART.

Service Planning Department has primary responsibility of short-term service planning for fixed route and paratransit services; monitoring of services. Scheduling area is responsible for the route schedules, route performance analysis, improvement of the On-Time Performance of the routes, workforce allocation (run-cut, roster) and efficiency improvement related to overtime of the bus operators.

### Goals/Strategies

- Equity Analysis planning methodology
- VIALink zone 1 assessment and implementation planning for Zone 2
- Implementation of CMAQ frequency enhancements
- Design development for capital facilities
- Continuous assessment for route performance enhancements
- Connect SA technical support
- Advanced Project Definition & Conceptual Layout of ART Phase I
- Facilities Master Plan
- Substantial completion of Conceptual Design of capital facilities
  - Randolph Park & Ride
  - SH-151 Park and Ride
  - Eastside Mobility Hub
  - IH-10 Park and Pool

## **Capital and Service Planning Division**

### **Goals/Strategies (continued)**

- Initiate the Facilities Master Plan
- Provide technical support in the securement of additional/new funding sources
- Develop and implement a standardized project development process
- Reliability improvements

# **Advanced Transportation District (ATD) and VIA Capital Program & Engineering**

The Division is responsible for the management, oversight and implementation of the Advanced Transportation District (ATD, Capital Programs & Engineering. The Capital Programs include grant funding from TxDOT and funding allocated by the Alamo Area Metropolitan Planning Organization (AAMPO).

## **Goals/Strategies**

- Direct, support, facilitate and engineer the implementation of the capital program and other infrastructure identified in the long range plan.
- Develop a Planning, Project Development & Design Process to effectively deliver the capital program.
  - Plan, develop and implement the FY 2020 – FY 2024 Capital Program
    - Reconstruction & enhancement of the Randolph Park & Ride
    - Naco-Pass Mobility Hub
    - Eastside Mobility Hub
    - IH 10 (Balcones Creek) Park & Pool facility
    - SH 151 (Alamo Ranch) Park & Ride/Pool facility
- Enhance partnerships to support the implementation and planning of the capital program and long range plan.
- Partner with the public agencies to plan, develop & engineer multimodal transportation initiatives and infrastructure that support modal choices, economic development and land use integration.
  - Continue to coordinate with TxDOT on the MyLink pedestrian sidewalk connections between the bus shelters and origin/destinations.
  - Support the City of New Braunfels as fixed bus service is considered after many years of demand response public transportation service that is supported by VIA using Section 5307 formula funds.

## Department of Real Estate Services

The Division is responsible for the acquisition, disposition, joint development, leasing and licensing for VIA and its real property assets. In addition to serving the direct real estate needs of the SPPD Division, it serves as a service provider to other Divisions within VIA, while also fostering relationships in the greater San Antonio area real estate community and keeping up with market trends.

### Goals/Strategies

- Acquire real property through fee simple purchases, easements, leases or license agreements for the benefit of VIA's ongoing operations or capital projects.
- Dispose of real property considered as excess or surplus without operational or capital benefit to VIA.
- Implement joint development projects to support VIA's transit-oriented community policy which can be in the form of ground leasing, joint partnerships, P3s or Transit Oriented (or adjacent) Developments.
- Lease or license VIA's real property assets to third party users in order to raise additional revenue or serve VIA's transit interest.
- Evaluate means to raise or enhance revenue using VIA's real property.
- Administer and manage all terms of existing leases and licenses negotiated on behalf of VIA.
- Plan, develop and implement the FY 2020 – FY 2024 Capital Program
  - Install a Parking System in Ellis Alley Park and Ride
  - Install sidewalk connections focused on improved service and accessibility (i.e. NorthStar Mall, Ingram Mall)
  - Install improvements to Stone Oak Park and Ride with deceleration lane and widen entry way
  - Joint Development at Scobey Complex
  - Joint Development at Robert Thompson Transit Station

## Expense Summary by Account

### Operating Expense

	FY 2018 Actual	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget	FY20 Bud to FY19 Forecast	% Difference	FY20 Bud to FY19 Bud	% Difference
Operators Salaries and Wages	\$ 49,792,577	\$ 52,277,008	\$ 52,821,604	\$ 55,150,407	\$ 2,328,803	4.41%	\$ 2,873,399	5.50%
Operators Salaries and Wages - Over Time	3,117,475	2,930,786	2,756,030	2,942,599	186,569	6.77%	11,812	0.40%
Operators Salaries and Wages - Part Time	2,868,543	2,933,276	2,891,853	2,940,412	48,559	1.68%	7,136	0.24%
Other Salaries and Wages	41,921,389	47,859,475	46,624,188	50,620,693	3,996,504	8.57%	2,761,217	5.77%
Other Salaries and Wages - Over Time	2,925,673	2,318,850	2,551,173	2,269,753	(281,420)	-11.03%	(49,097)	-2.12%
Other Salaries and Wages - Part Time	638,726	709,923	634,374	731,689	97,315	15.34%	21,766	3.07%
Other Salaries and Wages - (PT) Shift Differential	-	21,176	17,785	17,857	72	0.40%	(3,319)	-15.67%
Other Salaries and Wages - Temporary	357,361	84,445	373,034	130,797	(242,237)	-64.94%	46,352	54.89%
Other Salaries and Wages - Vacancy Factor	-	(250,000)	(250,000)	(1,000,000)	(750,000)	300.00%	(750,000)	300.00%
Sick	3,103,990	2,724,990	2,886,837	3,054,382	167,546	5.80%	329,393	12.09%
Sick - Buyback	319,774	581,520	420,170	537,430	117,260	27.91%	(44,090)	-7.58%
Holiday	4,744,440	4,950,977	4,786,152	5,278,054	491,902	10.28%	327,078	6.61%
Vacation	5,775,180	5,623,875	6,061,479	6,461,209	399,730	6.59%	837,333	14.89%
Other Paid Absence	185,254	417,130	215,381	295,385	80,004	37.15%	(121,745)	-29.19%
<b>Labor and Fringes</b>	<b>\$ 115,750,382</b>	<b>\$ 123,183,430</b>	<b>\$ 122,790,060</b>	<b>\$ 129,430,667</b>	<b>\$ 6,640,607</b>	<b>5.41%</b>	<b>\$ 6,247,236</b>	<b>5.07%</b>
FICA	\$ 8,429,748	\$ 8,980,131	\$ 8,980,131	\$ 9,324,781	\$ 344,650	3.84%	\$ 344,650	3.84%
Pension Plans	14,192,561	17,828,041	16,120,041	19,523,041	3,403,000	21.11%	1,695,000	9.51%
Hospital, Medical and Surgical Plans	12,211,908	13,300,000	13,800,000	14,076,000	276,000	2.00%	776,000	5.83%
Other Post Employment Benefits (OPEB)	3,557,073	4,033,000	4,422,000	4,033,000	(389,000)	-8.80%	-	-
Life Insurance Plans	736,983	780,000	723,348	780,000	56,652	7.83%	-	-
Unemployment Insurance	30,361	30,000	78,972	30,000	(48,972)	-62.01%	-	-
Worker's Compensation Insurance	1,973,062	2,379,884	957,000	1,100,000	143,000	14.94%	(1,279,884)	-53.78%
Uniform and Work Clothing Allowance	851,116	923,648	923,648	948,105	24,457	2.65%	24,457	2.65%
Other Fringe Benefits	471,755	561,033	563,185	603,595	40,410	7.18%	42,562	7.59%
Distribution of Fringe Benefits Full Time	-	-	-	-	-	100.00%	-	100.00%
Distribution of Fringe Benefits - ATD	-	-	-	-	-	100.00%	-	100.00%
Capital Labor Fringes	(513,269)	(484,308)	(412,164)	(494,462)	(82,298)	19.97%	(10,154)	2.10%
<b>Non Labor Fringes</b>	<b>\$ 41,941,297</b>	<b>\$ 48,331,428</b>	<b>\$ 46,156,161</b>	<b>\$ 49,924,060</b>	<b>\$ 3,767,899</b>	<b>8.16%</b>	<b>\$ 1,592,631</b>	<b>3.30%</b>



# **Operating Expense**

	FY 2018 Actual	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget	FY20 Bud to FY19 Forecast	% Difference	FY20 Bud to FY19 Bud	% Difference
\$	559,264	\$ 312,500	\$ 859,690	\$ 310,500	\$ (549,190)	-63.88%	\$ (2,000)	-0.64%
Advertising Fees	6,382,451	8,825,243	7,265,398	10,838,046	3,572,648	49.17%	2,012,803	22.81%
Professional and Technical Services	150,390	25,000	88,633	160,000	71,367	80.52%	135,000	540.00%
Temporary Help	3,989,942	4,828,345	4,439,245	5,805,013	1,365,768	30.77%	976,668	20.23%
Contract Maintenance Services	2,311,541	2,750,000	3,126,284	3,283,679	157,395	5.03%	533,679	19.41%
Security Services	1,109,390	1,984,155	2,051,643	2,080,564	8,921	0.43%	76,409	3.85%
Other Services	7,302,290	8,305,688	5,350,613	5,674,461	323,849	6.05%	(2,631,227)	-31.68%
Fuel and Lubricants	1,702,636	1,798,229	1,831,859	1,892,839	60,980	3.33%	94,610	5.26%
Tires and Tubes	9,839,658	9,526,220	9,496,883	10,350,453	853,570	8.99%	824,233	8.65%
Other Materials and Supplies	3,305,183	3,773,259	3,201,946	4,044,243	842,297	26.31%	270,984	7.18%
Utilities Other than Propulsion Power	151,217	154,348	154,348	181,093	26,745	17.33%	26,745	17.33%
Casualty and Liability Costs - Premiums for PD	268,191	258,929	270,802	289,694	18,892	6.98%	30,765	11.88%
Casualty and Liability Costs - Premiums for PL	1,968,799	1,602,856	2,154,279	1,704,563	(449,716)	-20.88%	101,708	6.35%
Casualty and Liability Costs - Payout Unins PL	584,150	528,102	528,102	426,718	(101,384)	-19.20%	(101,384)	-19.20%
Fuel and Lubricant Taxes	15,622,172	18,138,448	17,155,483	17,545,883	390,400	2.28%	(592,565)	-3.27%
Purchased Transportation	511,733	363,144	414,728	429,996	15,268	3.68%	66,852	18.41%
Dues and Subscriptions	353,685	881,874	677,941	700,000	22,059	3.25%	(181,874)	-20.62%
Training and Meetings	-	-	-	-	-	100.00%	-	100.00%
Fines and Penalties	30,255	24,000	28,803	24,000	(4,803)	-16.68%	-	-
Bad Debt Expense	721,060	1,530,400	1,422,610	2,509,404	1,086,794	76.39%	979,004	63.97%
Advertising/Promotion Media	1,068,146	1,349,436	1,040,660	1,396,028	355,368	34.15%	46,593	3.45%
Other Miscellaneous Expenses	33,552	30,851	28,866	19,915	(8,951)	-31.01%	(10,936)	-35.45%
Leases and Rentals - Transit Way Structures and Equip	11,570	39,665	40,884	39,665	(1,219)	-2.98%	-	-
Leases and Rentals - Passenger Stations	-	6,000	9,600	6,000	(3,600)	-37.50%	-	-
Leases and Rentals - Passenger Parking Facilities	14,716	9,398	10,552	36,960	26,408	250.26%	27,562	293.28%
Leases and Rentals - Engine Houses, Car Shops & Garages	31,629	25,620	25,620	61,620	36,000	140.52%	36,000	140.52%
Leases and Rentals - Rev Veh Movement Control Facilities	32,000	59,100	54,000	59,100	5,100	9.44%	-	-
Leases and Rentals - Data Processing Facilities	200,546	251,600	250,120	221,940	(28,180)	-11.27%	(29,660)	-11.79%
Leases and Rentals - Other General Admin Facilities								
<b>Supplies, Services, Other</b>	<b>\$ 58,256,166</b>	<b>\$ 67,382,409</b>	<b>\$ 61,979,590</b>	<b>\$ 70,072,378</b>	<b>\$ 8,092,788</b>	<b>13.06%</b>	<b>\$ 2,689,969</b>	<b>3.99%</b>

**Total Operating Expense \$ 215,947,845 \$ 238,897,268 \$ 230,925,811 \$ 249,427,104 \$ 18,501,294 8.01% \$ 10,529,837 4.40%**

Expense Summary by Division

	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
<b>Division General and Administrative</b>								
President/CEO and Administration	\$ 887,274	\$ 720,202	\$ 772,496	\$ 808,835	\$ 36,339	4.70%	\$ 88,633	12.31%
VIA Board	51,312	108,200	92,738	107,940	15,202	16.39%	(260)	-0.24%
Audit	831,921	877,232	859,252	926,278	67,026	7.80%	49,046	5.59%
Legal Services	739,266	1,088,146	1,055,607	1,215,756	160,149	15.17%	127,610	11.73%
Office of Diversity & Federal Compliance	280,386	507,423	426,567	742,648	316,081	74.10%	235,225	46.36%
Risk Management	2,817,295	2,492,683	3,205,278	2,850,976	(354,302)	-11.05%	358,292	14.37%
<b>Total</b>	<b>\$ 5,607,455</b>	<b>\$ 5,793,886</b>	<b>\$ 6,411,938</b>	<b>\$ 6,652,433</b>	<b>\$ 240,495</b>	<b>3.75%</b>	<b>\$ 858,546</b>	<b>14.82%</b>

Division	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
<b>Public Engagement</b>								
Public Engagement Administration	\$ 465,160	\$ 511,862	\$ 307,369	\$ 2,078,286	\$ 1,770,917	576.15%	\$ 1,566,424	306.02%
Government and Community Relations	929,127	1,411,986	1,325,725	1,131,402	(194,323)	-14.66%	(280,585)	-19.87%
Customer Information	1,796,479	2,236,007	2,258,231	2,331,099	72,867	3.23%	95,091	4.25%
Customer Information and Sales Administration	585,786	626,311	613,617	883,192	269,574	43.93%	256,880	41.01%
Sales and Rideshare Services	1,081,319	1,254,221	1,165,595	1,276,706	111,110	9.53%	22,484	1.79%
Marketing	2,535,585	2,298,764	2,645,178	2,228,998	(416,179)	-15.73%	(69,766)	-3.03%
Communications	-	829,101	760,613	821,680	61,067	8.03%	(7,421)	-0.90%
<b>Total</b>	<b>\$ 7,393,456</b>	<b>\$ 9,168,253</b>	<b>\$ 9,076,328</b>	<b>\$ 10,751,362</b>	<b>\$ 1,675,034</b>	<b>18.45%</b>	<b>\$ 1,583,109</b>	<b>17.27%</b>

Division	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
Transportation Administration	\$ 863,524	\$ 925,628	\$ 889,917	\$ 958,264	\$ 68,347	7.68%	\$ 32,636	3.53%
Bus Service Operations	2,388,808	3,708,281	1,262,619	1,802,303	539,684	42.74%	(1,905,977)	-51.40%
Bus Operators - Full Time	52,058,064	54,207,337	54,464,889	57,603,534	3,138,644	5.76%	3,396,196	6.27%
Bus Operators - Part Time	2,394,647	2,427,744	2,410,200	2,459,212	49,012	2.03%	31,467	1.30%
Bus Operators - Retired	498,886	529,955	503,998	495,179	(8,819)	-1.75%	(34,777)	-6.56%
Bus Service Transportation	2,542,280	2,642,899	2,653,619	3,822,384	1,168,765	44.04%	1,179,485	44.63%
Accessible Services	501,269	592,290	507,138	548,280	41,142	8.11%	(44,009)	-7.43%
Paratransit Operators - Full Time	6,746,104	7,120,063	7,434,819	7,025,764	(409,055)	-5.50%	(94,299)	-1.32%
Paratransit Operations	19,810,213	21,261,392	21,369,973	20,624,775	(745,198)	-3.49%	(636,617)	-2.99%
<b>Total</b>	<b>\$ 87,803,794</b>	<b>\$ 93,415,590</b>	<b>\$ 91,497,173</b>	<b>\$ 95,339,695</b>	<b>\$ 3,842,522</b>	<b>4.20%</b>	<b>\$ 1,924,105</b>	<b>2.06%</b>

Division	Fiscal Management	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
Fiscal Management Administration		\$ 570,229	\$ 721,253	\$ 689,848	\$ 717,350	\$ 27,501	3.99%	\$ (3,903)	-0.54%
Office of Management and Budget		1,182,911	1,284,987	1,025,783	1,134,643	108,861	10.61%	(150,344)	-11.70%
General Accounting		592,090	698,544	663,125	814,972	151,847	22.90%	116,427	16.67%
Payroll		341,364	417,101	383,625	429,827	46,202	12.04%	12,726	3.05%
Revenue Accounting		569,812	676,976	618,194	705,903	87,709	14.19%	28,927	4.27%
<b>Total</b>		<b>\$ 3,256,406</b>	<b>\$ 3,798,861</b>	<b>\$ 3,380,575</b>	<b>\$ 3,802,694</b>	<b>\$ 422,120</b>	<b>12.49%</b>	<b>\$ 3,833</b>	<b>0.10%</b>

Division	Human Resources	FY2018	FY2019	FY2019	FY2020	FY20 Bud to	%	FY20 Bud to	%
		Actual	Budget	Forecast	Budget	FY19 FC	Difference	FY19 Bud	Difference
	EEO	\$ -	\$ 112,772	\$ 112,772	\$ -	\$ (112,772)	-100.00%	\$ (112,772)	-100.00%
	Human Resources Administration	282,186	285,953	280,803	417,117	136,314	48.54%	131,164	45.87%
	Employee Services and Benefits	1,938,851	2,191,466	2,320,249	2,031,771	(288,478)	-12.43%	(159,695)	-7.29%
	Employment and Testing	1,049,640	1,086,140	1,052,966	1,122,205	69,239	6.58%	36,065	3.32%
	<b>Total</b>	<b>\$ 3,270,677</b>	<b>\$ 3,676,332</b>	<b>\$ 3,766,790</b>	<b>\$ 3,571,093</b>	<b>\$ (195,698)</b>	<b>-5.20%</b>	<b>\$ (105,239)</b>	<b>-2.86%</b>

Division	Business Support Services	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
	Deputy CEO and Administration	\$ 322,902	\$ 338,432	\$ 329,423	\$ 357,814	\$ 28,392	8.62%	\$ 19,383	5.73%
	<b>Total</b>	<b>\$ 322,902</b>	<b>\$ 338,432</b>	<b>\$ 329,423</b>	<b>\$ 357,814</b>	<b>\$ 28,392</b>	<b>8.62%</b>	<b>\$ 19,383</b>	<b>5.73%</b>

Division	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
<b>Technology and Innovation</b>								
Technology and Innovation Administration	\$ 484,653	\$ 403,197	\$ 396,461	\$ 488,933	\$ 92,473	23.32%	\$ 85,736	21.26%
Innovation Services	-	224,748	144,406	242,453	98,047	67.90%	17,705	7.88%
Transportation Technology	2,438,329	2,956,893	2,941,925	3,129,125	187,200	6.36%	172,232	5.82%
Information Services	749,796	893,808	881,502	1,504,866	623,364	70.72%	611,057	68.37%
TI Client Services	496,107	720,294	719,406	770,609	51,203	7.12%	50,315	6.99%
TI Operations	1,697,291	1,916,250	1,901,076	2,082,488	181,413	9.54%	166,238	8.68%
<b>Total</b>	<b>\$ 5,866,175</b>	<b>\$ 7,115,190</b>	<b>\$ 6,984,775</b>	<b>\$ 8,218,475</b>	<b>\$ 1,233,700</b>	<b>17.66%</b>	<b>\$ 1,103,285</b>	<b>15.51%</b>



Division Procurement	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
Procurement Administration	\$ 138,044	\$ 196,024	\$ 191,586	\$ 203,485	\$ 11,899	6.21%	\$ 7,462	3.81%
Purchasing	-	450,579	411,442	485,213	73,772	17.93%	34,634	7.69%
Contracts	1,140,801	767,693	792,131	855,706	63,575	8.03%	88,013	11.46%
<b>Total</b>	<b>\$ 1,278,845</b>	<b>\$ 1,414,296</b>	<b>\$ 1,395,159</b>	<b>\$ 1,544,405</b>	<b>\$ 149,246</b>	<b>10.70%</b>	<b>\$ 130,109</b>	<b>9.20%</b>

	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
<b>Division Safety, Security, and Training</b>								
Training and Development	\$ 1,491,062	\$ 1,459,427	\$ 1,421,504	\$ 1,666,613	\$ 245,110	17.24%	\$ 207,186	14.20%
Safety	1,045,009	1,264,084	1,250,881	1,311,041	60,160	4.81%	46,958	3.71%
Safety, Security, and Training Administration	388,597	445,187	410,216	460,593	50,377	12.28%	15,406	3.46%
Transit Police Department and Emergency Services	5,289,615	6,125,367	6,458,940	6,789,024	330,084	5.11%	663,656	10.83%
<b>Total</b>	<b>\$ 8,214,283</b>	<b>\$ 9,294,065</b>	<b>\$ 9,541,541</b>	<b>\$ 10,227,271</b>	<b>\$ 685,730</b>	<b>7.19%</b>	<b>\$ 933,207</b>	<b>10.04%</b>

Division	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
<b>Fleet and Facilities</b>								
Facility Engineering	\$ 56,879	\$ 90,272	\$ 265,593	\$ 365,322	\$ 99,728	37.55%	\$ 275,050	304.69%
Material Distribution - Hourly	561,671	675,022	611,143	719,964	108,821	17.81%	44,942	6.66%
Material Distribution Administration	442,430	454,169	445,812	425,424	(20,389)	-4.57%	(28,745)	-6.33%
Fleet and Facilities Administration	742,854	1,147,578	1,084,176	2,274,947	1,190,771	109.83%	1,127,368	98.24%
Fleet Maintenance - Hourly	21,779,395	21,552,585	21,346,862	22,769,426	1,422,564	6.66%	1,216,841	5.65%
Fleet Maintenance Administration	12,362,909	14,037,952	10,733,581	10,931,696	198,115	1.85%	(3,106,256)	-22.13%
Facility Maintenance - Hourly	4,702,726	5,870,019	5,467,405	5,971,498	504,094	9.22%	101,479	1.73%
Facility Maintenance Administration	770,620	930,278	1,000,775	733,588	(267,187)	-26.70%	(196,690)	-21.14%
Passenger Amenities Administration	607,209	770,427	532,721	513,102	(19,619)	-3.68%	(257,325)	-33.40%
Passenger Amenities - Hourly	2,072,619	2,263,042	2,251,629	2,379,541	127,912	5.68%	116,499	5.15%
<b>Total</b>	<b>\$ 44,099,312</b>	<b>\$ 47,791,344</b>	<b>\$ 43,739,696</b>	<b>\$ 47,084,508</b>	<b>\$ 3,344,811</b>	<b>7.65%</b>	<b>\$ (706,836)</b>	<b>-1.48%</b>

Division	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
<b>Planning and Development</b>								
Capital Programs	\$ 148,470	\$ 192,903	\$ 189,666	\$ 197,858	\$ 8,192	4.32%	\$ 4,955	2.57%
Service Planning and Scheduling	1,089,576	1,402,757	1,333,500	1,124,750	(208,750)	-15.65%	(278,007)	-19.82%
Capital Planning & Projects	-	-	-	271,038	271,038	100.00%	271,038	100.00%
Planning and Development Administration	185,578	351,449	429,608	307,846	(121,762)	-28.34%	(43,604)	-12.41%
Strategic Planning	3,253,626	4,360,922	3,187,137	5,546,472	2,359,335	74.03%	1,185,550	27.19%
Engineering	99,191	260,035	213,490	235,538	22,049	10.33%	(24,497)	-9.42%
Real Estate Development	389,943	505,489	495,573	603,701	108,128	21.82%	98,211	19.43%
Capital and Service Planning Administration	-	144,558	112,668	926,107	813,439	721.98%	781,550	540.65%
<b>Total</b>	<b>\$ 5,166,384</b>	<b>\$ 7,218,113</b>	<b>\$ 5,961,641</b>	<b>\$ 9,213,310</b>	<b>\$ 3,251,668</b>	<b>54.54%</b>	<b>\$ 1,995,197</b>	<b>27.64%</b>

Division Non-Departmental Non-Departmental (NON)	FY2018 Actual	FY2019 Budget	FY2019 Forecast	FY2020 Budget	FY20 Bud to FY19 FC	% Difference	FY20 Bud to FY19 Bud	% Difference
	\$ 43,668,156	\$ 49,872,907	\$ 48,840,772	\$ 52,664,045	\$ 3,823,273	7.83%	\$ 2,791,139	5.60%
<b>Total</b>	<b>\$ 43,668,156</b>	<b>\$ 49,872,907</b>	<b>\$ 48,840,772</b>	<b>\$ 52,664,045</b>	<b>\$ 3,823,273</b>	<b>7.83%</b>	<b>\$ 2,791,139</b>	<b>5.60%</b>
<b>Total Operating Expense</b>	<b>\$ 215,947,845</b>	<b>\$ 238,897,268</b>	<b>\$ 230,925,811</b>	<b>\$ 249,427,104</b>	<b>\$ 18,501,294</b>	<b>8.01%</b>	<b>\$ 10,529,837</b>	<b>4.40%</b>



# FIVE-YEAR FINANCIAL PLAN





## **FIVE-YEAR FINANCIAL PLAN (FISCAL YEARS 2020-2024)**

### **OVERVIEW AND BACKGROUND INFORMATION**

#### **Financial Plan Summary**

VIA's Five-Year Financial Plan shows that VIA has a sustainable plan that includes approximately \$1.7B in sources of funds over FY20-24, and a commensurate amount in uses of funds plus net changes in reserves. The Stabilization Fund and Working Capital reserve are both fully funded throughout the five-year period. Board policy level is to have 60 days of operating expenses in each of those reserves.

Information in this Overview section includes: Financial Plan Summary; Five-Year Financial Planning Process; Key Assumptions and Forecast Methodology; and, Capital Spending. This section is followed by the VIA Five-Year Financial Plan and ATD Financial Plan sections, which provide summary information and commentary on VIA and ATD financial schedules that appear at the back of this document.

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#### **Five-Year Financial Planning Process**

VIA's Five-Year Financial Plan is based on an evaluation of information including service levels, revenues, expenses, capital project funding, and organizational priorities. At the outset of the budgeting process, VIA's Planning Division uses historical data, trends and planned service changes for the next five years to calculate hours and miles of service by service type. Fiscal Management evaluates all sources and uses of funds, and coordinates development of a budget that balances available resources and provides desired service levels.

The Five-Year Financial Plan is driven by Board priorities. VIA's budget focuses on the strategic outcomes of increasing ridership and delivering "VIA Reimagined", which includes a better bus system with smart transit solutions while designing an Advanced Rapid Transit Network. A key priority in the Five-Year Financial Plan is working on planning and implementing high-capacity transit options. The capital project program that was included in the Five-Year Financial Plan was largely driven by the Long-Range Comprehensive Transportation Plan (LRCTP) which was adopted by VIA's Board in FY11; this plan was recently updated through 2040 and is now referred to as VIA's "Vision 2040" plan. VIA Reimagined addresses the first phase of that plan.

VIA does not officially adopt a Five-Year Financial Plan, but that plan is presented to the Board to help assess the financial sustainability of VIA's operations over a five-year period.

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## Key Assumptions and Forecast Methodology

For the Five-Year Financial Plan, key assumptions include:

- Line service levels reflect a 3.6% increase over the five-year period, with FY20 up 2.9% (FY20 budget to FY19 Forecast comparison)
- System-wide ridership is projected to increase a total of 7.4% over the five-year period FY20 budget to FY19 Forecast comparison)
- Fare increases are included in FY21 and FY23
- Sales taxes, VIA's key source of revenue, are assumed to increase at 3.5%/year
- VIA's formula fund grant projections are assumed to remain essentially flat in coming years. Assumed VIA would receive discretionary Section 5339 Bus & Bus Facilities grants totaling \$3M in the five-year period (and would use another \$6M of recently-awarded 5339 funds to help fund capital spending for a paratransit facility).
- Included assumed VW settlement award funds of \$15.1M for capital projects and Congestion Mitigation and Air Quality (CMAQ) award funds of \$20.4M for capital and projects and \$3.6M for operating expenses
- Included an assumed Better Utilizing Investment to Leverage Development (BUILD) grant award of \$11.5M
- In FY20, included a 3% salaried wage increase effective 10/1/19 (hourly increase was 3.0% effective two months earlier); also included a slight hourly increase on 8/1/20
- In FY20, wage increases (along with FICA increases) total \$4.1M, and in subsequent years the increases are \$3.0M/year
- Other key operating expenses items were forecasted based on known/projected changes. For instance, actuarial estimates were used for pension and other post-employment benefits (OPEB), VIAcare costs are based on expected medical cost inflation and an analysis of contractual changes, and service cost changes are based on service hour changes.
- For FY20 fuel, generally used prices slightly higher than prices being paid at time of budget development. For years beyond FY20, prices were held flat (excluding any rebates, which are volume-based). Fuel projections reflected any service level changes, and included savings associated with the shift from diesel to CNG-powered buses.
- Total incremental operating costs for new passenger facilities are included in the financial projections
- Any staffing needed in connection with the capital projects program is included in the budget.

In VIA's Five-Year Financial Plan, revenues are projected based on known factors including current and projected fare revenues and increases, and estimates based on historical data and trends for other revenue categories. VIA's grant revenues primarily come from the FTA's Section 5307 apportionment to the agency.

Sales taxes, which account for approximately 75% of VIA's total revenues, are forecasted using input from a consultant along with consideration of the sales tax growth rate used by the City of San Antonio (CoSA). CoSA's forecasted sales tax growth rate for FY20-24 was 3.5%/year, and the rate VIA used was also 3.5%/year.

Sales tax receipts are impacted by variables outside the control of VIA including the local and national economy, major corporation business relocations into or out of the VIA



service area, and the rate of population growth. If service is added based on sales tax estimates that are too optimistic, when actual tax receipts fall short of projections it is very difficult to curtail service to the citizens that have begun to rely on the service.

VIA has saved a significant amount on fuel costs due to the recent replacement of diesel-powered buses in their fleet with CNG-powered vehicles. CNG prices are significantly lower than ULSD (ultra low sulfur diesel) prices. Budgeted prices for fuel in FY20 are \$0.528/gallon for CNG, \$2.25/gallon for ULSD, \$1.00/gallon for propane, and \$2.10/gallon for gasoline. Budgeted prices in the prior year were \$0.63/gallon for CNG, \$2.25/gallon for ULSD, \$1.10/gallon for propane, and \$3.00/gallon for gasoline.

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## Capital Spending

VIA's \$200.7M of funded capital spending in the Five-Year Financial Plan is dominated by spending for revenue (vehicles (43.4%), passenger facilities (25.4%), and operating facilities (14.6%)), together accounting for 83.4% of spending. Revenue vehicles to be purchased include 117 buses and 139 vans. The remaining 16.6% of capital spending is accounted for by computer hardware & software, revenue vehicle replacement components, service vehicles, maintenance tools & equipment, administrative facilities, and miscellaneous spending categories. The unfunded Advanced Rapid Transit Project totals \$166.1M in FY20-24.

VIA uses debt to help fund capital expenditures. Until FY12, when VIA issued some private placement bonds, VIA had always been a "pay-as-you-go" agency. VIA made their first two public bond issuances in FY14: MTA Farebox Revenue Bonds (issued in November 2013) and ATD Sales Tax Revenue Bonds (issued in July 2014). In February 2017, VIA issued MTA Contractual Obligation bonds to help fund the purchase of 270 buses. Planned debt to be issued by VIA during the next five years is shown below:

<b>Description</b>	<b>Issuing Entity</b>	<b>Bond Term (Years)</b>	<b>Net Proceeds (\$M)</b>	<b>Use of Funds</b>
2021 Contractual Obligation Bonds	MTA	7	\$ 8.22	Revenue vehicles: vans
2022 Contractual Obligation Bonds	MTA	7	2.03	Revenue vehicles: vans
Total			<u>\$ 10.25</u>	

The funding mix for vehicles to be purchased also includes TxDOT funds, FTA grant funds, VW settlement funds, CMAQ funds and local funds.

For a complete picture of VIA's capital spending plan, refer to the Five-Year Capital Plan section of this document.

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## VIA FIVE-YEAR FINANCIAL PLAN

VIA's Five-Year Financial Plan is summarized on the following schedules (included at the back of this section): Income Statement Summary; Cash and Reserves Summary; Reserve Changes and Balances; Statement of Cash Flows; Sources of Cash; Uses of Cash and Net Reserves Change; Grant Funds; Capital Spending Summary; Operating Revenue; Non-Operating Revenue; Sales Tax; Operating Expenses; Stabilization Fund and Working Capital Reserves; Bus and Van Service Hours and Passengers; Bond Issuances and Debt Service; and, Debt Ratios and Capital Reserve Balances. Key observations from these schedules are noted below:

**Schedule 1: Income Statement Summary.** This schedule shows that VIA projects having a total of approximately \$129.1M in operating revenue over the next five years, \$1,313.6M in operating expenses, and \$1,293.8M in non-operating revenue/(expense). This results in net income (before depreciation and capital contributions) of \$109.3M.

**Schedule 2: Cash and Reserves Summary.** VIA's net reserves are expected to decrease by \$21.8M over the next five years. VIA does not forecast any changes in the fair market value of securities (they are held until maturity) or forecast splits of future cash, cash equivalents and investments balances. Therefore, the total change in cash, cash equivalents, and investments is the same as the change in cash. Details of the amounts comprising the cash balance change can be found on the cash flow schedule.

**Schedule 3: Reserve Changes and Balances.** The expected decrease of \$21.78M over the five-year planning period is driven mainly by VIA's using Texas Department of Transportation (TxDOT) grant funds and capital funds currently on hand to pay for the capital expenditures against which they are programmed. A decrease of \$39.07M is attributable to spending of funds contributed by TxDOT. This is partially offset by increases in the Stabilization Fund and Working Capital fund balances, along with a slight increase in the Capital Account. The Stabilization Fund and Working Capital balances each increase by \$5.82M, keeping those reserves at Board policy level.

**Schedule 4: Statement of Cash Flows.** This statement shows that VIA's projected cash flow over the five-year planning horizon is as follows (in \$M):

<u>Net Cash Generated/(Used)</u>	<u>Amount (\$M)</u>
Operating Activities	\$ (1,166.39)
Non-Capital Financing Activities	1,308.72
Capital and Related Financing Activities	(171.55)
Investing Activities	7.44
Net Change in Cash	<u>\$ (21.78)</u>

Operating activities include operating revenue (mainly farebox revenue) and operating expenses. Non-capital financing activities includes sales taxes and grant revenues used for operating expense reimbursements, both of which are reported as non-operating revenues. Capital and related financing activities includes: capital grant funds used for capital expenditures; the purchase and sale of capital assets; bond proceeds, costs of bond issuance, debt service; and, capital contributions to/from miscellaneous entities.

**Schedule 4A: Sources of Cash.** VIA's sources of cash total \$1.714B over the next five years. The largest source of funds is sales taxes, which account for 63% of total sources of cash. Other key sources of cash include capital grant funds, farebox revenue, bond proceeds, and funding contributions. Funding contributions from the City of San Antonio increased from \$4.3M in FY18 to \$10.0M in FY19, and are projected to remain

at that level in the future; this funding is for route improvements. All other amounts on the funding contributions line are unidentified funding for the Advanced Rapid Transit Project. The increase in grant funds in the FY19 forecast is mainly due to timing relating to FTA and TxDOT grant funds. The relatively high level of grant funds in FY20-22 reflects the VW and CMAQ discretionary awards discussed earlier. The “Other” line captures a variety of relatively small funding sources as listed on the cash flow statement (“other” operating revenue, such as from property rentals; advertising; an Alamodome facility fee; and investment income).

**Schedule 4B: Uses of Cash and Net Reserves Change.** VIA’s uses of cash total \$1.736B over the next five years. Most of these funds are used for operating expenses, which account for \$1.296B (76%) of the total. Other key uses include capital projects (\$367M) and debt service (\$71M).

The net reserves change section shows that total uses of cash exceeds sources of cash (prior to pulling from existing balances), resulting in a \$22M decrease in cash balances (mainly from spending down TxDOT fund balances for capital projects).

**Schedule 5: Grant Fund Awards.** This schedule shows approximately \$257M of grant funds awards for FY20-24. Of this amount, \$80M will be used for capital projects, and \$177M will be used for operating expenses. Although the purpose of this schedule is primarily to show annual grant fund awards, there are \$6M of Section 5339B funds and \$3.75M of No-Low Emissions grant funds that have been included although they were awarded prior to FY19, in order to give visibility to these key discretionary grants that are part of the funding picture for FY20-24.

VIA’s largest grant funding source is the FTA’s Section 5307/5340 grant program, which accounts for \$161M of projected grant funding over FY20-24. VIA plans to use all Section 5307/5340 funds awarded in FY20-24 for operating items, with none of the funds going to capital purchases. This generally allows VIA to draw grant funds down more quickly than if they were used for capital projects. The FTA allows a portion of Section 5307 capital grant funds to be used for operating expense reimbursements in the following areas: 1) up to 10% of the total grant allocation each year can be used to help defray the expense of paratransit service; 2) agencies are also allowed to cover a portion of purchased paratransit service expense with capital grant dollars; and, 3) preventative maintenance on revenue vehicles – the use of funds in this manner encourages the maintenance of the fleet acquired with federal funds and helps to lengthen the service life of vehicles.

Section 5307 grant funds are the FTA’s Urbanized Area Formula Program grant funds, and those funds are apportioned to urban area transit agencies based on formulas driven mainly by overall funding available, bus revenue vehicle miles, population and population density (operating costs also factor into calculations). Section 5340 apportionments are for the FTA’s Growing States and High-Density States Formula Program, and the FTA publishes the 5307 and 5340 apportionments as a combined amount.

**Schedule 6: Capital Spending Summary.** VIA’s capital spending program for 2020-2024 includes \$201M of funded capital projects, along with the unfunded \$166M for the Advanced Rapid Transit Project. The largest spending categories for funded projects are the following: Revenue Vehicles \$87.2M (43.4% of spending); Passenger Facilities, \$51.0M (25.4%); and, Operational Facilities (14.6%). Remaining categories account for 16.6% of total capital spending. For a more thorough discussion of the Capital Spending Summary, please refer to the Five-Year Capital Plan section of this book.

**Schedule 7: Operating Revenue.** VIA is projected to have \$129.11M of total operating revenue in the five-year plan, with \$105.05M (81%) coming from bus service. Bus revenue comes primarily from line service, with a relatively small amount coming from special events and charter service. VIAtrans (paratransit service) revenue accounts for \$11.01M of revenue, and remaining operating revenue comes from bus advertising, VIA Link service (mobility-on-demand service) and “other” items (“other” is primarily various items such as oil credits, revenue from old unused tickets, and property rentals).

**Schedule 8: Non-Operating Revenue/(Expense).** VIA’s non-operating revenue/(expense) is projected to total a net of \$1.294B in the five-year plan, growing from \$234.46M in FY19 to \$271.84M in FY24. Sales taxes account for nearly 84% of net non-operating revenue/(expense) over the five-year period and are projected to grow at an average rate of 3.5%/year. Operating expense reimbursements are the next largest non-operating revenue/(expense) line item, accounting for \$169M of revenue over the five-year period.

**Schedule 9: Sales Tax.** VIA projects \$882.55M of MTA sales tax revenue in the five-year plan and \$199.46M of ATD-VIA sales tax revenue, for a total of \$1.082B. The ATD-VIA figures reflect VIA’s 50% share of the 1/4-cent ATD sales tax – the other 50% share is currently being split by the City of San Antonio and Bexar County. The MTA sales tax is 1/2-cent. Combined, the MTA and ATD-VIA taxes total 5/8-cent.

**Schedule 10: Operating Expenses.** VIA’s operating expenses are projected to total \$1.314B over the five-year plan period, with bus expenses accounting for \$998.83M (76%) of that total. VIAtrans service accounts for \$256.26M (20%) of expenses, with miscellaneous other items accounting for the remaining 4% of expenses. Although VIAtrans accounts for 20% of expenses, VIAtrans only accounts for about 3% of ridership over the five-year period.

**Schedule 11: Stabilization Fund and Working Capital.** VIA’s Board policy is to keep each of these funds at 60 days of expenses, based on budgeted expenses for the upcoming year. This schedule shows the projected balances at 60 days of expense, along with actual/forecast balances.

**Schedule 12: Bus and Van Service Hours and Passengers.** Projected FY24 ridership reflects a 7.4% increase over estimated FY19 ridership. Although ridership has been trending downwards in recent years, projections show ridership at higher levels than in the recent past. VIA is focusing on initiatives to improve the customer experience and there will also be a significant amount of advertising and marketing designed to help boost ridership. VIA projects that a total of 13.5 million hours of transportation service will be provided in FY20-24.

**Schedule 13: Bond Issuances and Debt Service.** Public bond issuances during FY20-24 are projected to total \$10M in net proceeds. Debt service over the five-year time horizon is projected to average \$14.3M/year. Other bond issues currently outstanding include: MTA Farebox Revenue and Refunding Bonds, Series 2013; ATD Sales Tax Revenue and Refunding Bonds, Series 2014; and MTA Contractual Obligation Bonds, Series 2017.

**Schedule 14: Debt Ratios and Capital Reserve Balances.** This schedule shows an internal debt service coverage ratio by year, calculated in accordance with VIA’s Debt Policy. That policy requires a ratio of at least 1.15x. The forecasted ratio in FY20-24 is

higher than the policy ratio in all years. The Capital Reserve balance is projected to be \$20.12M at the end of FY24.

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## ATD FIVE-YEAR FINANCIAL PLAN

The ATD's Five-Year Financial Plan is summarized on the following schedules (included at the back of this section): Income Statement Summary; Cash and Reserves Summary; Reserve Changes and Balances; Statement of Cash Flows; Sources of Cash; Uses of Cash and Net Reserves Change; Operating Revenue; Non-Operating Revenue/(Expense); Sales Tax; Operating Expenses; Stabilization Fund and Working Capital Reserves; and, Bus and Van Service Hours and Passengers. Key observations from these schedules are noted below:

**Schedule 1: Income Statement Summary.** This schedule shows that the ATD has an estimated total of \$19.87M in operating revenue over the next five years, \$207.74M in operating expenses, and \$195.07M in non-operating revenue/(expense). This results in net income (before depreciation and capital contributions) of \$7.20M.

**Schedule 2: Cash and Reserves Summary.** The ATD's net reserves are expected to decrease by \$0.28M over the next five years. The ATD does not forecast any changes in the fair market value of securities (they are held until maturity) or forecast splits of future cash, cash equivalents and investments balances. Therefore, the total change in cash, cash equivalents, and investments is the same as the change in cash. Details of the amounts comprising the cash balance change can be found on the cash flow schedule.

**Schedule 3: Cash and Reserves Balances.** The expected decrease of \$0.28M over the next five years is primarily attributable to a reduction of \$3.72M in the "Capital" Account, which captures remaining funds after other reserves have been fully funded. The Capital Account funds can be used for future operating needs as the ATD does not own any capital assets. The Stabilization Fund and Working Capital reserve each increase by \$1.72M, keeping those reserves at Board policy level.

**Schedule 4: Statement of Cash Flows.** This statement shows that the ATD's projected cash flow over the next five-year plan horizon is as follows (in \$M):

<u>Net Cash Generated/(Used)</u>	<u>Amount (\$M)</u>
Operating Activities	\$ (187.87)
Non-Capital Financing Activities	198.27
Capital and Related Financing Activities	(11.85)
Investing Activities	1.17
Net Change in Cash	<u>\$ (0.28)</u>

Operating activities include operating revenue (ATD farebox revenue) and operating expenses. For non-capital financing activities, sales taxes account for 100% of the total. Capital and related financing activities include: purchase of capital assets; bond proceeds, bond refunds, and debt service. Although the ATD does not own any capital assets, it does help purchase some assets (through the ATD's 2014 bond issue) that are that are booked on the MTA's ledger.

**Schedule 4A: Sources of Cash.** The ATD's sources of cash total \$417.60M over the next five years. The largest source of funds is sales taxes, which account for 95% of total sources of cash. The next largest source of cash in FY20-24 for the ATD is farebox revenue.

**Schedule 4B: Uses of Cash and Net Reserves Change.** The ATD's uses of cash total \$417.884M over the next five years. Most of these funds are used for operating expenses, which account for \$207.74M of the total, and sales taxes passed on to the

City of San Antonio and Bexar County, which account for \$198.27M of the total. Debt service accounts for \$11.85M of the total. The net reserves change section shows that reserves decrease by \$0.28M, a result driven by the change in the capital reserve fund. Total uses of cash plus the net reserves change equals total sources of cash.

**Schedule 5: Operating Revenue.** The ATD is projected to have \$19.87M of total operating revenue in the five-year plan, with all of that coming from bus service. This bus service includes express routes and some limited stop routes, including Bus Rapid Transit.

**Schedule 6: Non-Operating Revenue/(Expense).** The ATD's net non-operating revenue/(expense) is projected to total \$195.07M in the five-year plan, growing from \$35.14M in FY19 to \$41.85M in FY24. Sales taxes account for nearly all of the non-operating revenue over the five-year period and are projected to grow at an average rate of 3.5%/year. Investment income is the only other non-operating revenue source and is fairly immaterial. The bond interest that is shown reflects interest on the ATD's 2014 bond issue.

**Schedule 7: Sales Tax.** The ATD's sales tax revenue is projected to total \$189.50M in the five-year plan. The ATD-VIA figures reflect VIA's 50% share of the 1/4-cent ATD sales tax – the other 50% share is currently being split by the City of San Antonio and Bexar County.

**Schedule 8: Operating Expenses.** The ATD's operating expenses are projected to total \$207.74M in the five-year plan, with bus expenses accounting for \$204.08M (98%) of that total. Vanpool expenses and business development/real estate expenses make up the remaining 2%.

**Schedule 9: Stabilization Fund and Working Capital.** The ATD's Board policy is to keep each of these funds at 60 days of expenses, based on budgeted expenses for the upcoming year. The ATD is projected to be at policy level for the Stabilization Fund and Working Capital in FY20 through FY24, with \$7.17M in each of those reserves at the end of FY24.

**Schedule 10: Bus Service Hours and Passengers.** Projected FY24 ridership reflects an increase of 34.0% over FY19, primarily reflecting an increase of 26.8% in service hours (an increase of 84,340 hours of ATD bus service). This increase includes the annualization of new Primo service on Zarzamora and Southwest Military that was introduced during the latter part of FY19 (May for Zarzamora service and August for SW Military service). The projected ATD bus transportation service to be provided for FY20-24 totals nearly 2 million hours.

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VIA Metropolitan Transit  
Five-Year Financial Plan (2020-2024)

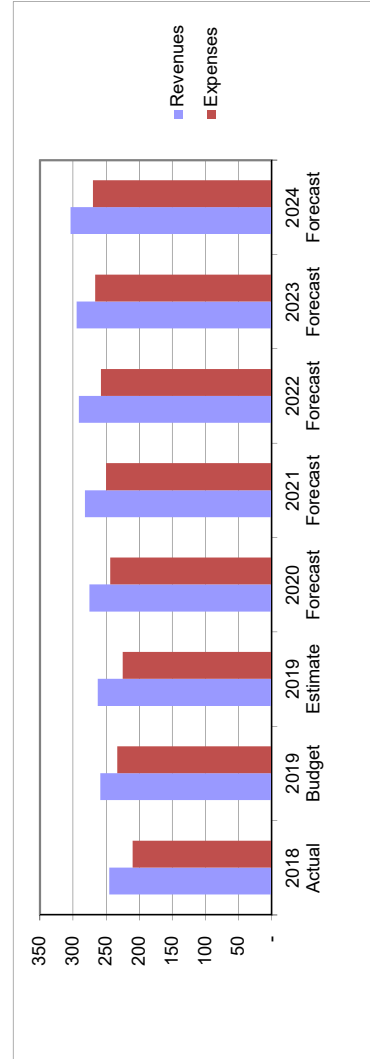
**VIA Metropolitan Transit  
Five-Year Financial Plan Schedules**

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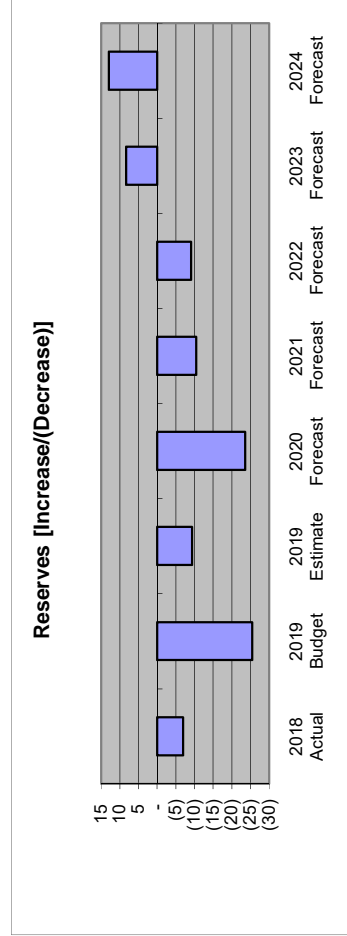
**VIA Metropolitan Transit  
Income Statement Summary  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	Forecast				Total
				2020	2021	2022	2023	
<b><u>Income Statement Summary</u></b>								
Operating Revenue	\$ 22.58	\$ 23.28	\$ 22.67	\$ 23.60	\$ 24.99	\$ 25.86	\$ 26.92	\$ 129.11
Operating Expense	215.95	238.90	230.93	249.43	255.41	263.05	271.31	1,313.58
Non-Operating Revenue/(Expense):								
Net Revenue	222.79	236.52	240.05	252.58	257.70	266.23	268.05	1,320.87
Bond Interest & Issuance Expense	(5.78)	(5.58)	(5.59)	(5.24)	(5.27)	(5.12)	(4.80)	(24.90)
MyLink Program	-	(0.80)	-	(0.50)	(0.40)	(0.80)	-	(1.70)
Other Contributions Out	-	-	-	(0.50)	-	-	-	(0.50)
Total NonOp. Revenue/(Expense)	217.01	230.14	234.46	246.34	252.03	260.31	263.25	1,293.77
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	23.64	14.52	26.20	20.51	21.61	23.12	18.86	109.30
<b><u>Revenue and Expense Summary</u></b>								
Total Revenues	245.37	259.80	262.72	276.18	282.69	292.09	294.97	1,449.98
Total Expenses	221.73	245.28	236.52	255.67	261.08	268.97	276.11	1,340.68
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	23.64	14.52	26.20	20.51	21.61	23.12	18.86	109.30



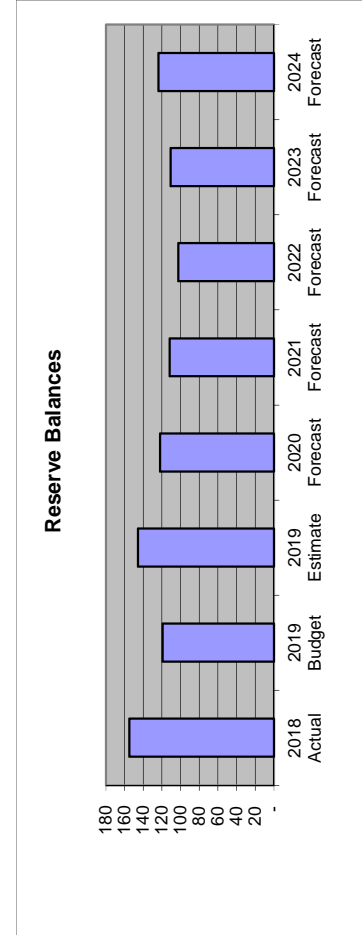
**VIA Metropolitan Transit  
Cash and Reserves Summary  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	2020	2021	2022	2023	2024	Total
<b>Cash [Source/(Use)]</b>									
Operating Activities	\$ (193.09)	\$ (213.85)	\$ (208.47)	\$ (220.78)	\$ (228.43)	\$ (234.51)	\$ (238.79)	\$ (243.88)	\$ (1,166.39)
Non-Capital Financing Activities	219.22	233.07	235.41	248.86	256.11	264.28	265.68	273.79	1,308.72
Capital and Related Financing Activities	(102.09)	(56.80)	(39.43)	(54.39)	(39.36)	(39.98)	(19.66)	(18.16)	(171.55)
Investing Activities	18.86	1.54	3.12	2.77	1.21	1.13	1.11	1.22	7.44
Total Change in Cash	(57.10)	(36.04)	(9.37)	(23.54)	(10.47)	(9.08)	8.34	12.97	(21.78)
<b>Total Changes in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	(57.10)	(36.04)	(9.37)	(23.54)	(10.47)	(9.08)	8.34	12.97	(21.78)
Incr./(Decr.) in Invest. Securities Excl. FMV Change	(16.49)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	(0.12)	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	(73.71)	(36.04)	(9.37)	(23.54)	(10.47)	(9.08)	8.34	12.97	(21.78)



**VIA Metropolitan Transit**  
**Reserve Changes and Balances**  
**(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	2020	2021	2022	2023	2024	Total
<b>Reserve Changes [Increase/(Decrease)]</b>									
TxDOT Grant Funds	\$ (13.37)	\$ (24.64)	\$ (29.19)	\$ (14.82)	\$ (11.91)	\$ (11.97)	\$ (0.37)	\$ -	\$ (39.07)
Bond Construction Account	(41.79)	-	-	-	-	-	-	-	-
Debt Service Fund	(0.21)	-	(0.59)	-	-	-	-	-	-
Capital Account	(6.07)	(11.74)	14.47	(12.16)	(0.54)	0.37	6.01	11.97	5.65
Working Capital	(13.48)	-	15.18	1.72	0.99	1.26	1.35	0.50	5.82
Stabilization Fund	1.70	-	-	1.72	0.99	1.26	1.35	0.50	5.82
Local Match Reserve	2.97	-	(1.19)	-	-	-	-	-	-
ATD Sales Taxes	0.20	0.34	(5.74)	-	-	-	-	-	-
Other (Insurance-Related Reserves and Retainage)	(3.66)	-	(2.31)	-	-	-	-	-	-
<b>Total</b>	<b>(73.71)</b>	<b>(36.04)</b>	<b>(9.37)</b>	<b>(23.54)</b>	<b>(10.47)</b>	<b>(9.08)</b>	<b>8.34</b>	<b>12.97</b>	<b>(21.78)</b>
<b>Reserve Ending Balances</b>									
TxDOT Grant Funds	68.26	21.61	39.07	24.25	12.34	0.37	-	-	-
Bond Construction Account	-	-	-	-	-	-	-	-	-
Debt Service Fund	5.91	2.82	5.32	5.32	5.32	5.32	5.32	5.32	5.32
Capital Account	-	5.32	14.47	2.31	1.77	2.14	8.15	20.12	20.12
Working Capital	24.10	39.28	39.28	41.00	41.99	43.25	44.60	45.10	45.10
Stabilization Fund	39.28	39.28	39.28	41.00	41.99	43.25	44.60	45.10	45.10
Local Match Reserve	8.19	2.50	7.00	7.00	7.00	7.00	7.00	7.00	7.00
ATD Sales Taxes	5.74	5.89	-	-	-	-	-	-	-
Other (Insurance-Related Reserves and Retainage)	3.65	2.80	1.34	1.34	1.34	1.34	1.34	1.34	1.34
<b>Total</b>	<b>155.13</b>	<b>119.50</b>	<b>145.76</b>	<b>122.22</b>	<b>111.75</b>	<b>102.67</b>	<b>111.01</b>	<b>123.98</b>	<b>123.98</b>
<b>Reserves Change</b>	<b>(73.71)</b>	<b>(36.04)</b>	<b>(9.37)</b>	<b>(23.54)</b>	<b>(10.47)</b>	<b>(9.08)</b>	<b>8.34</b>	<b>12.97</b>	<b>12.97</b>



**VIA Metropolitan Transit**  
**Statement of Cash Flows**  
**(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	Forecast					Total
				2020	2021	2022	2023	2024	
<b><u>Cash Flows from Operating Activities</u></b>									
Farebox Revenue	\$ 21.19	\$ 21.57	\$ 20.73	\$ 21.41	\$ 22.63	\$ 23.43	\$ 24.42	\$ 25.20	\$ 117.09
Other Operating Revenue	1.95	1.71	1.92	2.20	2.36	2.43	2.50	2.54	12.03
Operating Expenses	(216.23)	(237.13)	(231.12)	(244.39)	(253.42)	(260.37)	(265.71)	(271.62)	(1,295.51)
Net Cash Used in Operating Activities	(193.09)	(213.85)	(208.47)	(220.78)	(228.43)	(234.51)	(238.79)	(243.88)	(1,166.39)
<b><u>Cash Flows from Non-Capital Financing Activities</u></b>									
Sales Taxes: MTA	150.70	155.73	158.12	163.66	169.39	175.31	181.45	187.80	877.61
Sales Taxes: ATD	68.25	70.70	70.66	73.94	76.54	79.22	81.98	84.86	396.54
Sales Tax Pymnts to CoSA, TxDOT, Bx Co.	(34.12)	(35.35)	(35.33)	(36.97)	(38.27)	(39.61)	(40.99)	(42.43)	(198.27)
Capital Grant Funds Used for Operating Exp. Reimb.	28.74	30.93	31.31	34.30	34.64	34.96	32.59	32.91	169.40
Grants - JARC, TOD/UDC Planning Grant	0.78	-	-	0.69	0.13	-	-	-	0.82
Grants - Surface Transportation Block Grant	-	1.21	-	2.40	2.24	3.36	-	-	8.00
Grants - K-9 Program Operating Expenses	0.11	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.75
Grants - 5310 & New Freedom	0.46	0.50	0.50	0.50	0.50	0.50	0.50	0.50	2.50
City of San Antonio Funding	4.30	10.00	10.00	10.00	10.00	10.00	10.00	10.00	50.00
CMAQ Funds - Operating	-	-	-	1.19	1.19	1.19	-	-	3.57
MyLink Program	-	(0.80)	-	(0.50)	(0.40)	(0.80)	-	-	(1.70)
Contribution to CoSA: 5 Points	-	-	-	(0.50)	-	-	-	-	(0.50)
Other	-	-	-	-	-	-	-	-	-
Net Cash Provided by Noncapital Fin. Activities	219.22	233.07	235.41	248.86	256.11	264.28	265.68	273.79	1,308.72
<b><u>Cash Flows from Capital and Related Fin. Activities</u></b>									
Capital Grant Funds (Excl VW, CMAQ)	13.46	1.09	3.92	18.68	8.24	13.59	3.87	3.33	47.71
Carryover Grant Funds from 2018	-	0.81	2.18	0.52	0.34	0.09	0.05	0.03	1.03
Other Carryover Grant Funds	-	-	11.60	-	-	-	-	-	-
Purchase of Capital Assets	(101.00)	(56.01)	(54.50)	(75.79)	(82.61)	(74.83)	(51.56)	(81.96)	(366.75)
Sale of PP&E	0.22	-	-	-	-	-	-	-	-
Grant Funds to Suburban Cities	-	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	8.39	2.07	-	-	10.46
Bond Refunds	-	-	-	-	-	-	-	-	-
Costs of Debt Issuance	-	-	-	-	(0.17)	(0.04)	-	-	(0.21)
Debt Service	(14.77)	(15.56)	(15.56)	(13.04)	(15.55)	(13.41)	(14.43)	(15.04)	(71.47)
Bexar County Funding	-	-	-	-	-	-	-	-	-
TxDOT Grant Funds	-	0.87	14.44	0.83	2.46	2.71	0.09	-	6.09
Capital Contribution: TAPS	-	-	(1.50)	-	-	-	-	-	-
VW Settlement Funds	-	-	-	5.04	5.04	5.04	-	-	15.12
CMAQ Funds - Capital	-	-	-	9.38	5.49	5.49	-	-	20.36
ART Funding	-	12.00	-	-	29.00	19.30	42.31	75.47	166.08
Other	-	-	(0.01)	(0.01)	0.01	0.01	0.01	0.01	0.03
Net Cash Used in Capital and Related Fin. Activities	(102.09)	(56.80)	(39.43)	(54.39)	(39.36)	(39.98)	(19.66)	(18.16)	(171.55)
<b><u>Cash Flows from Investing Activities</u></b>									
Sale of Investment Securities (*)	157.22	-	-	-	-	-	-	-	-
Purchase of Investment Securities (*)	(141.20)	-	-	-	-	-	-	-	-
Investment Income	2.84	1.54	3.12	2.77	1.21	1.13	1.11	1.22	7.44
Net Cash Provided by Investing Activities	18.86	1.54	3.12	2.77	1.21	1.13	1.11	1.22	7.44
<b>Total Change in Cash</b>	<b>(57.10)</b>	<b>(36.04)</b>	<b>(9.37)</b>	<b>(23.54)</b>	<b>(10.47)</b>	<b>(9.08)</b>	<b>8.34</b>	<b>12.97</b>	<b>(21.78)</b>
<b><u>Total Change in Cash, Cash Equivalents, and Investments</u></b>									
Change in Cash	(57.10)	(36.04)	(9.37)	(23.54)	(10.47)	(9.08)	8.34	12.97	(21.78)
Incr./(Decr.) in U.S. Agency Secs Excl. FMV Change	(16.49)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	(0.12)	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	(73.71)	(36.04)	(9.37)	(23.54)	(10.47)	(9.08)	8.34	12.97	(21.78)
<b><u>Total Sources and Uses of Funds (**)</u></b>									
Total Sources of Funds	258.88	273.46	293.32	310.69	341.67	340.36	340.03	381.58	1,714.33
Total Uses of Funds	(332.00)	(309.50)	(302.69)	(334.23)	(352.14)	(349.44)	(331.69)	(368.61)	(1,736.11)
Incr./(Decr.) in FMV of Investments	(0.59)	-	-	-	-	-	-	-	-
Total Net Change in Reserves	(73.71)	(36.04)	(9.37)	(23.54)	(10.47)	(9.08)	8.34	12.97	(21.78)

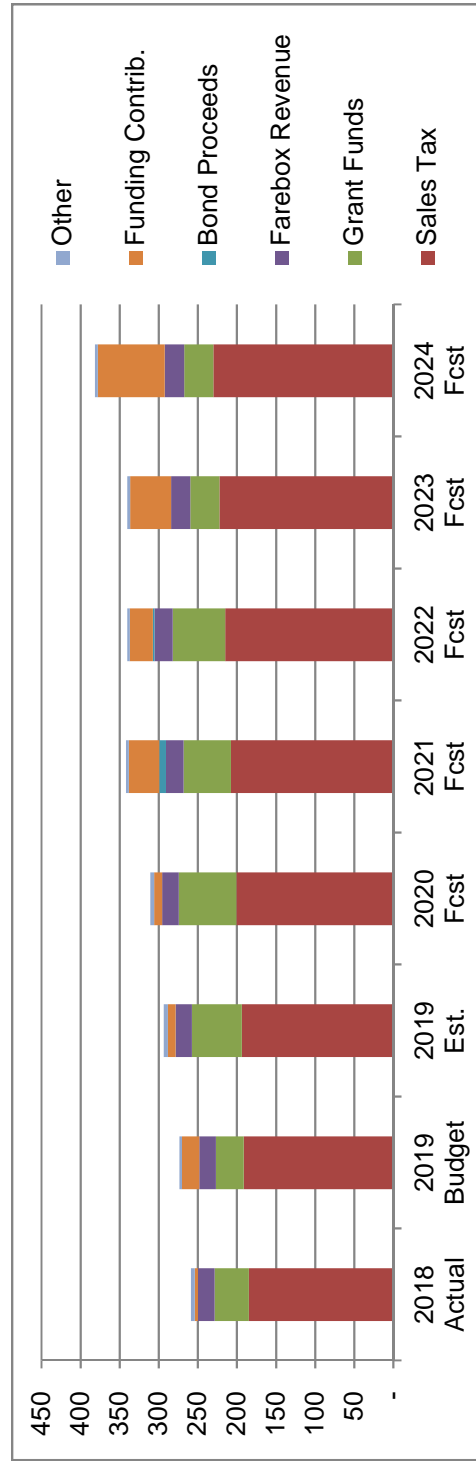
(\*) For budget and estimated/forecasted figures, assumed that purchases and sales will net to zero.

(\*\*) Total sources and uses lines exclude purchases and sales of investment securities, and reserve changes.

**VIA Metropolitan Transit  
Sources of Cash  
(\$ Millions)**

<u>Sources of Cash</u>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Estimated 2019</b>	<b>Forecast</b>					<b>Total</b>
				<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	
Sales Tax	184.83	191.08	193.45	200.63	207.66	214.92	222.44	230.23	1,075.88
Grant Funds	43.55	35.56	64.10	73.68	60.42	67.08	37.25	36.92	275.35
Farebox Revenue	21.19	21.57	20.73	21.41	22.63	23.43	24.42	25.20	117.09
Bond Proceeds	-	-	-	-	8.39	2.07	-	-	10.46
Funding Contrib.	4.30	22.00	10.00	10.00	39.00	29.30	52.31	85.47	216.08
Other	5.01	3.25	5.04	4.97	3.57	3.56	3.61	3.76	19.47
<b>Total</b>	<b>258.88</b>	<b>273.46</b>	<b>293.32</b>	<b>310.69</b>	<b>341.67</b>	<b>340.36</b>	<b>340.03</b>	<b>381.58</b>	<b>1,714.33</b>

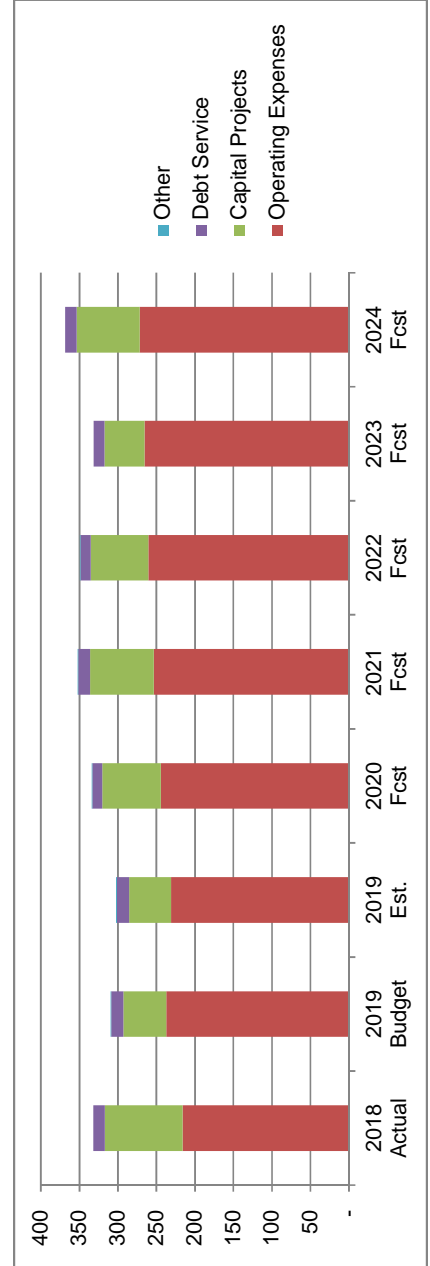
**SOURCES OF CASH (\$M)**



**VIA Metropolitan Transit**  
**Uses of Cash, and Net Reserves Change**  
 (\$ Million)

<b>Uses of Cash</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Estimated 2019</b>	<b>Forecast</b>				<b>Total</b>
				<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
Operating Expenses	216.23	237.13	231.12	244.39	253.42	260.37	265.71	1,295.51
Capital Projects	101.00	56.01	54.50	75.79	82.61	74.83	51.56	366.75
Debt Service	14.77	15.56	15.56	13.04	15.55	13.41	14.43	71.47
Other	-	0.80	1.51	1.01	0.56	0.83	(0.01)	2.38
<b>Total</b>	<b>332.00</b>	<b>309.50</b>	<b>302.69</b>	<b>334.23</b>	<b>352.14</b>	<b>349.44</b>	<b>331.69</b>	<b>1,736.11</b>
<b><u>Net Reserves Change</u></b>								
Total Sources of Funds	258.88	273.46	293.32	310.69	341.67	340.36	340.03	1,714.33
Total Uses of Funds	(332.00)	(309.50)	(302.69)	(334.23)	(352.14)	(349.44)	(331.69)	(1,736.11)
Incr./(Decr.) in FMV of Invest.	(0.59)	-	-	-	-	-	-	-
Total (Reserves Change)	(73.71)	(36.04)	(9.37)	(23.54)	(10.47)	(9.08)	8.34	(21.78)
<b>Total Uses &amp; Res. Change</b>	<b>258.29</b>	<b>273.46</b>	<b>293.32</b>	<b>310.69</b>	<b>341.67</b>	<b>340.36</b>	<b>340.03</b>	<b>1,714.33</b>
Total Change in Cash	(8.59)	(36.04)	(9.37)	(23.54)	(10.47)	(9.08)	8.34	(21.78)
Total Change in Cash, Cash Equivalents, & Investments	(73.71)	(36.04)	(9.37)	(23.54)	(10.47)	(9.08)	8.34	(21.78)

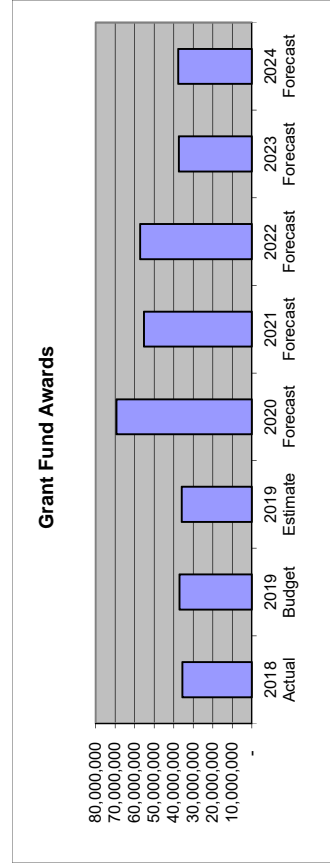
USES OF CASH (\$M)





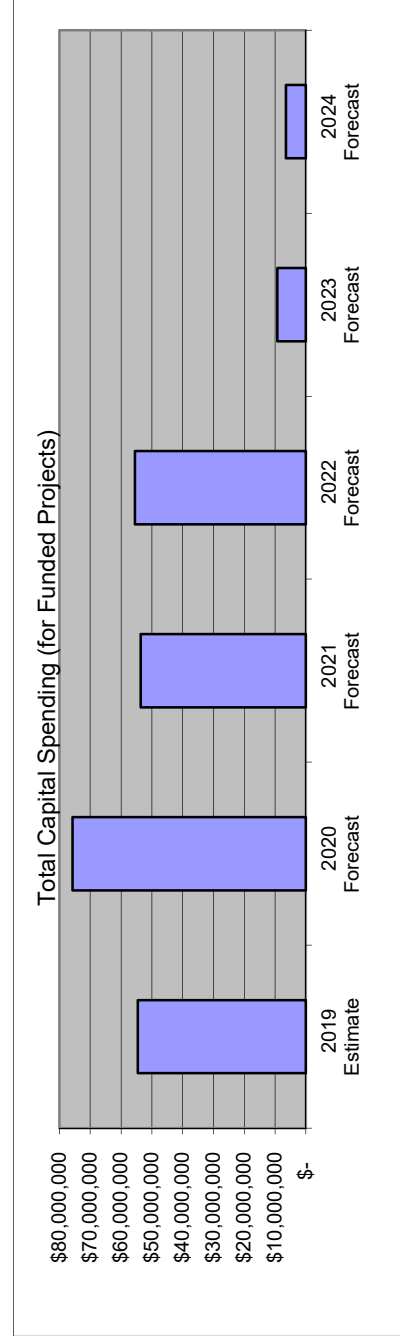
VIA Metropolitan Transit  
Grant and Discretionary Fund Awards  
(\$)

	Actual 2018	Budget 2019	Estimated 2019	2020	2021	2022	2023	2024	Total
<b>Capital Project Grant Fund Awards</b>									
Section 5307/5340 Used for Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Section 5339A, Bus & Bus Facilities - Formula	4,240,660	4,280,000	3,922,871	3,960,000	4,000,000	4,040,000	4,080,000	4,120,000	20,200,000
Section 5339B, Bus & Bus Facilities - Discretionary	-	-	-	9,000,000	-	-	-	-	9,000,000
VW Settlement Funds Awards	-	-	-	5,035,120	5,035,120	5,035,120	-	-	15,105,360
CMAQ Funds Used for Capital Projects	-	-	-	9,377,906	5,493,333	5,493,333	-	-	20,364,572
BUILD Grant Funds	-	-	-	1,690,000	4,602,000	5,228,000	-	-	11,520,000
<del>Section 5310 - Elderly and Disabled (&amp; 5317)</del>	-	-	-	3,750,000	-	-	-	-	3,750,000
<b>Total Capital Grant Funds</b>	4,240,660	4,280,000	3,922,871	32,813,026	19,130,453	19,796,453	4,080,000	4,120,000	79,939,932
<b>Other Grant and Discretionary Funds (Operating)</b>									
Section 5307/5340 Used for Operating	30,623,386	30,929,600	31,313,692	31,626,800	31,943,100	32,262,500	32,585,100	32,911,000	161,328,500
TOD/UDC Planning Grant	-	-	-	690,750	134,250	-	-	-	825,000
Surface Transportation Block Grant	-	1,210,000	-	2,400,000	2,240,000	3,360,000	-	-	8,000,000
CMAQ Funds Used for Operating	-	-	-	1,191,809	1,191,809	1,191,809	-	-	3,575,427
K-9 Program	151,500	151,500	151,500	151,500	151,500	151,500	151,500	151,500	757,500
Disaster Relief	550,433	500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Total Other Grant Funds</b>	31,325,319	32,791,100	31,965,192	36,560,859	36,160,659	37,465,809	33,236,600	33,562,500	176,986,427
<b>TOTAL</b>	<b>35,565,979</b>	<b>37,071,100</b>	<b>35,888,063</b>	<b>69,373,885</b>	<b>55,291,112</b>	<b>57,262,262</b>	<b>37,316,600</b>	<b>37,682,500</b>	<b>256,926,359</b>
Section 5307 UZA Pass-Through Funds	437,037	570,315	537,315	542,688	548,115	553,596	559,132	564,723	2,768,254
Section 5310 UZA Pass-Through Funds	1,053,854	918,090	1,105,218	1,116,270	1,127,433	1,138,707	1,150,094	1,161,595	5,694,099



# VIA Metropolitan Transit Capital Spending Summary (\$)

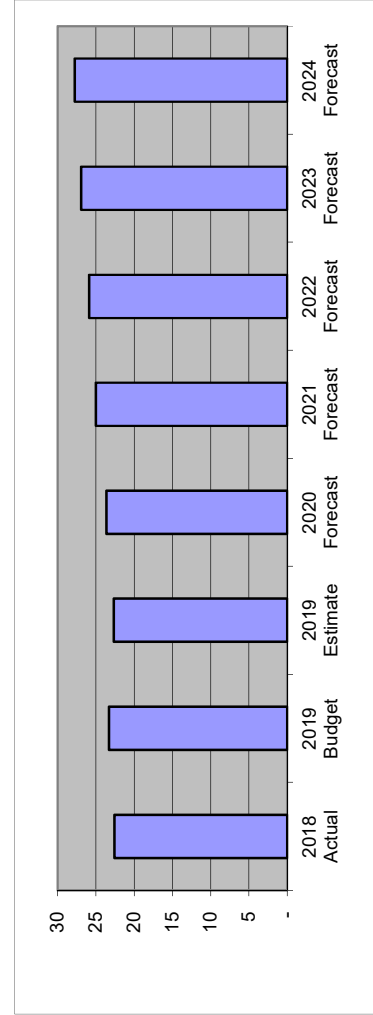
Description	Estimated		Forecast					Total						
	2019		2020	2021	2022	2023	2024							
Capital Spending Totals														
Revenue Vehicles	\$	12,803,142	\$	32,908,000	\$	23,643,580	\$	30,681,396	\$	-	\$	87,232,976		
Service Vehicles		1,612,016		916,300		1,454,781		256,282		483,167		711,041	3,821,571	
Passenger Amenities		20,220,737		8,635,975		19,166,596		19,921,596		2,768,235		487,335	50,979,737	
Operational Facilities		8,172,590		22,438,362		3,931,941		280,000		2,605,000		100,000	29,355,303	
Administrative Facilities		771,101		890,000		-		-		-		-	890,000	
Maintenance Tools & Equipment		162,633		632,000		950,000		1,100,000		150,000		182,000	3,014,000	
Replacement Components for Rev Vehicles		1,211,000		1,730,000		3,235,000		1,235,000		2,235,000		60,000	8,495,000	
Computer Hardware/Software		7,072,321		6,956,460		1,227,000		2,050,000		1,005,000		4,945,000	16,183,460	
Miscellaneous		2,475,308		684,600		-		-		-		-	684,600	
Total (for Funded Projects)	\$	54,500,848	\$	75,791,697	\$	53,608,898	\$	55,524,274	\$	9,246,402	\$	6,485,376	\$	200,656,647
Unfunded Advanced Rapid Transit Project		-		-		29,000,000		19,300,000		42,305,000		75,470,000		166,075,000
Total	\$	54,500,848	\$	75,791,697	\$	82,608,898	\$	74,824,274	\$	51,551,402	\$	81,955,376	\$	366,731,647



**VIA Metropolitan Transit  
Operating Revenue  
(\$ Millions)**

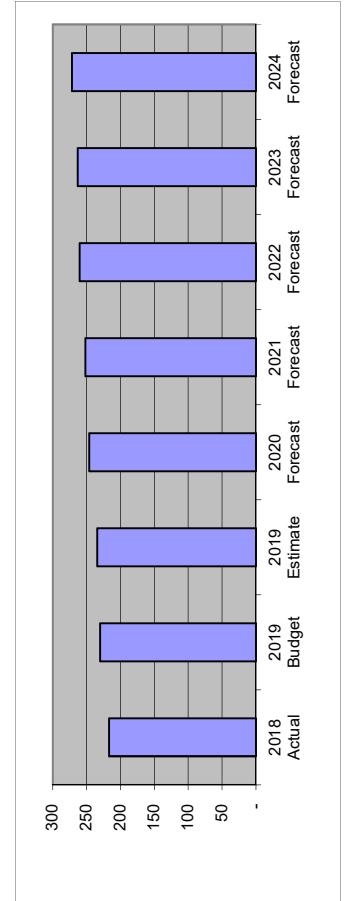
	Actual 2018	Budget 2019	Estimated 2019	Forecast				Total
				2020	2021	2022	2023	
Line - MTA	\$ 14.98	\$ 16.50	\$ 15.72	\$ 15.43	\$ 16.04	\$ 16.63	\$ 17.31	\$ 17.88
Line - ATD	3.39	2.79	2.72	3.47	3.88	4.02	4.18	4.32
Special Events	0.26	0.20	0.20	0.33	0.36	0.37	0.41	0.42
Charter	-	-	-	-	-	-	-	-
Subtotal Bus Revenue	18.63	19.49	18.64	19.23	20.28	21.02	21.90	22.62
VIATrans	2.00	2.08	2.08	2.05	2.14	2.19	2.29	2.34
VIA Link	-	-	0.01	0.13	0.21	0.22	0.23	0.24
Bus Advertising	0.95	0.95	0.95	1.43	1.58	1.63	1.68	1.71
Other	1.00	0.76	0.99	0.76	0.78	0.80	0.82	0.83
Total Operating Revenues	\$ 22.58	\$ 23.28	\$ 22.67	\$ 23.60	\$ 24.99	\$ 25.86	\$ 26.92	\$ 27.74
Line Passengers	34,984,740	36,923,650	35,240,329	36,293,157	36,941,397	37,443,895	37,022,706	37,468,840
Line Revenue Per Passenger	\$ 0.53	\$ 0.52	\$ 0.52	\$ 0.52	\$ 0.54	\$ 0.55	\$ 0.58	\$ 0.59

Note: Fare increases are included in 2021 and 2023.



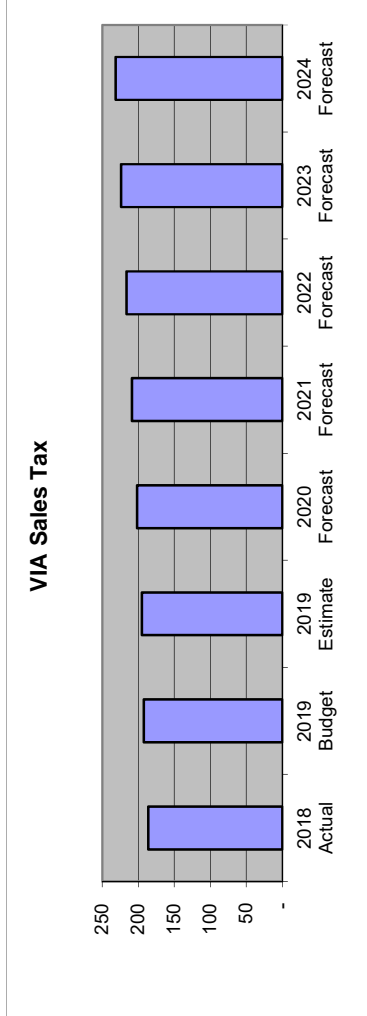
**VIA Metropolitan Transit**  
**Non-Operating Revenue/(Expense)**  
**(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	Forecast				Total
				2020	2021	2022	2023	
Sales Tax - MTA	\$ 151.67	\$ 156.63	\$ 159.01	\$ 164.58	\$ 170.34	\$ 176.30	\$ 182.47	\$ 882.55
Sales Tax - ATD CoSA	34.31	35.55	35.94	37.20	38.50	39.84	41.24	42.68
Sales Tax - ATD CoSA, Bxr Co. - In	34.31	35.55	35.94	37.20	38.50	39.84	41.24	42.68
Sales Tax - ATD CoSA, Bxr Co. - Out	(34.31)	(35.55)	(35.94)	(37.20)	(38.50)	(39.84)	(41.24)	(199.46)
Investment Income - MTA	2.29	1.49	2.68	2.37	1.01	0.94	0.92	6.27
Investment Income - ATD	0.28	0.06	0.44	0.41	0.20	0.19	0.19	1.18
Change in FMV of Investments	(0.71)	-	-	-	-	-	-	-
Bond Interest and Issuance Expense	(5.77)	(5.58)	(5.59)	(5.24)	(5.27)	(5.12)	(4.80)	(24.90)
Grants - Operating Expense Reimb.	29.85	30.93	31.31	34.30	34.64	34.96	32.59	169.40
Grants - Operating Assistance	-	-	-	-	-	-	-	-
CoSA Funding Contribution	4.30	10.00	10.00	10.00	10.00	10.00	10.00	50.00
Contribution to CoSA - 5 Points	-	-	-	(0.50)	-	-	-	(0.50)
MyLink Program	-	(0.80)	-	(0.50)	(0.40)	(0.80)	-	(1.70)
TOD/UDC Planning Grant	-	-	-	0.69	0.13	-	-	0.82
Grants - MPO UPWP, STBG	-	1.21	-	2.40	2.24	3.36	-	8.00
Grants - K-9 Program	0.11	0.15	0.15	0.15	0.15	0.15	0.15	0.75
Grants - Section 5310	0.54	0.50	0.50	0.50	0.50	0.50	0.50	2.50
Grants - New Freedom	-	-	-	-	-	-	-	-
Grants - Disaster Relief	-	-	-	-	-	-	-	-
Section 5307/40 UZA - In	0.30	0.57	0.54	0.54	0.55	0.55	0.56	2.76
Section 5307/40 UZA - Out	(0.30)	(0.57)	(0.54)	(0.54)	(0.55)	(0.55)	(0.56)	(2.76)
Section 5310/New Freedom UZA - In	0.52	0.92	1.11	1.12	1.13	1.14	1.15	1.18
Section 5310/New Freedom UZA - Out	(0.60)	(0.92)	(1.11)	(1.12)	(1.13)	(1.14)	(1.15)	(1.18)
Gain/Loss on Sales of Assets	0.22	-	-	-	-	-	-	-
Other	-	-	0.02	(0.02)	(0.01)	(0.01)	(0.01)	(0.06)
Total Non-Op. Rev/(Exp)	\$ 217.01	\$ 230.14	\$ 234.46	\$ 246.34	\$ 252.03	\$ 260.31	\$ 263.25	\$ 1,293.77



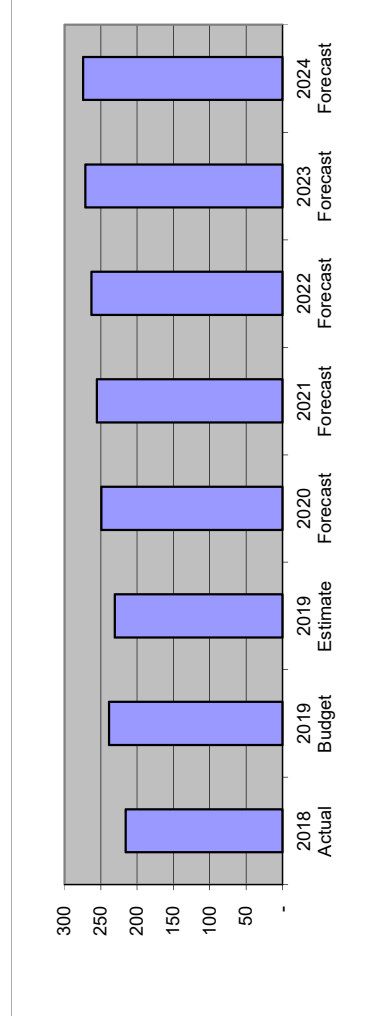
**VIA Metropolitan Transit  
Sales Tax Revenue  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	Forecast				Total
				2020	2021	2022	2023	
MTA Sales Tax % Growth	\$ 151.67 15.88%	\$ 156.63 3.27%	\$ 159.01 4.84%	\$ 164.58 3.50%	\$ 170.34 3.50%	\$ 176.30 3.50%	\$ 182.47 3.50%	\$ 882.55 3.50%
ATD-VIA Sales Tax % Growth	\$ 34.31 16.15%	\$ 35.55 3.61%	\$ 35.94 4.75%	\$ 37.20 3.50%	\$ 38.50 3.50%	\$ 39.84 3.50%	\$ 41.24 3.50%	\$ 199.46 3.50%
Total Sales Tax % Growth	\$ 185.98 15.93%	\$ 192.18 3.33%	\$ 194.95 4.82%	\$ 201.78 3.50%	\$ 208.84 3.50%	\$ 216.14 3.50%	\$ 223.71 3.50%	\$ 1,082.01 3.50%



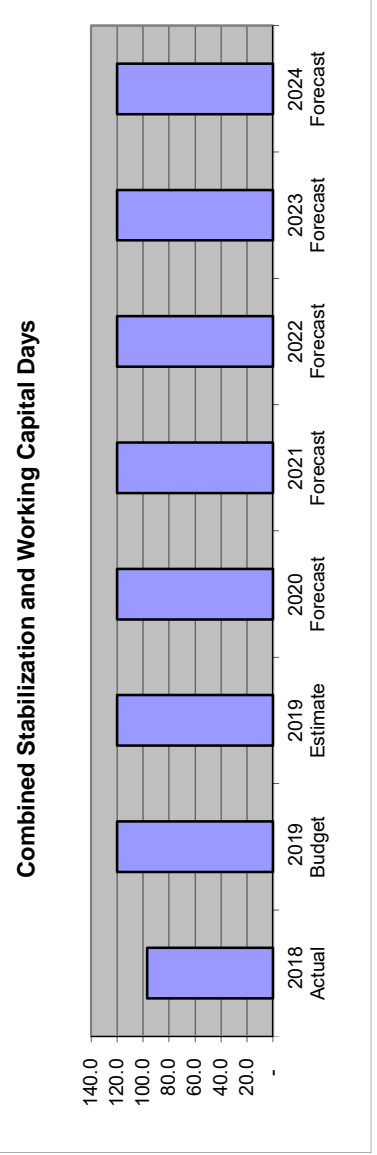
**VIA Metropolitan Transit  
Operating Expenses  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	Forecast					Total
				2020	2021	2022	2023	2024	
<u>Expenses by Cost Center</u>									
Line - MTA	\$ 130.93	\$ 149.13	\$ 157.41	\$ 150.77	\$ 152.51	\$ 157.22	\$ 162.38	\$ 164.00	\$ 786.88
Line - ATD	34.62	32.48	32.38	37.67	39.90	41.16	42.47	42.88	204.08
Special Events	1.17	1.02	0.42	1.43	1.46	1.51	1.57	1.59	7.56
Disaster Relief	-	-	-	-	-	-	-	-	-
Charter/Promotional	-	0.08	0.08	0.06	0.06	0.06	0.06	0.07	0.31
Contract	-	-	-	-	-	-	-	-	-
Subtotal Bus Expense	166.72	182.71	190.29	189.93	193.93	199.95	206.48	208.54	998.83
VIAtrans	42.10	47.04	34.90	48.00	49.89	51.40	53.00	53.97	256.26
Vanpool	0.60	0.65	0.52	0.72	0.73	0.73	0.74	0.74	3.66
Business Development/Real Estate/Other	6.53	8.50	5.22	10.78	10.86	10.97	11.09	11.13	54.83
Total Operating Expenses	215.95	238.90	230.93	249.43	255.41	263.05	271.31	274.38	1,313.58



**VIA Metropolitan Transit  
Stabilization Fund and Working Capital Reserves  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	2020	2021	2022	2023	2024
<b>Actual/Forecast Balances</b>								
Stabilization Fund	\$ 39.28	\$ 39.27	\$ 39.27	\$ 41.00	\$ 41.99	\$ 43.24	\$ 44.60	\$ 45.10
Working Capital	24.10	39.27	39.27	41.00	41.99	43.24	44.60	45.10
Total	63.38	78.54	78.54	82.00	83.98	86.48	89.20	90.20
<b>Change from Prior Year</b>	(11.78)	15.16	15.16	3.46	1.98	2.50	2.72	1.00
<b>Days Cash Based on Daily Operating Expenses</b>								
Stabilization	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
Working Capital	36.8	60.0	60.0	60.0	60.0	60.0	60.0	60.0
Total	96.8	120.0	120.0	120.0	120.0	120.0	120.0	120.0
<b>Balance at 60 Days Expense</b>								
Stabilization	\$ 39.28	\$ 39.27	\$ 39.27	\$ 41.00	\$ 41.99	\$ 43.24	\$ 44.60	\$ 45.10
Working Capital	39.28	39.27	39.27	41.00	41.99	43.24	44.60	45.10
Total	78.56	78.54	78.54	82.00	83.98	86.48	89.20	90.20
<b>Act./Fcst Balance Variance vs. 60 Days Expense</b>	\$ (15.18)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**VIA Metropolitan Transit  
Service Hours and Passengers**

	Actual 2018	Budget 2019	Estimated 2019	Forecast				Total
				2020	2021	2022	2023	
Hours								
Bus								
Line - MTA	1,434,631	1,589,248	1,577,180	1,572,720	1,561,256	1,558,899	1,561,256	7,815,913
Line - ATD	370,239	329,282	314,536	374,670	398,850	398,184	398,850	1,969,430
Disaster Relief	-	-	-	-	-	-	-	-
Special Events	9,079	7,166	7,602	12,305	12,551	12,802	13,058	64,036
Charter/Promotional	877	1,036	1,062	961	980	1,000	1,020	5,001
Subtotal	1,814,826	1,926,732	1,900,380	1,960,656	1,973,637	1,970,885	1,974,184	9,854,380
Van								
Directly Provided	280,663	290,852	289,703	276,672	279,439	282,233	285,056	1,411,306
Purchased	351,076	349,571	327,444	358,374	361,958	365,578	369,233	1,828,069
Will Call Taxi	4,979	4,539	7,291	4,921	4,921	4,921	4,921	24,605
Taxi Subsidy	12,653	15,587	14,468	15,628	15,628	15,628	15,628	78,140
Taxi ADA	-	3,737	27,631	1,446	1,067	1,067	1,067	5,714
Subtotal	649,371	664,286	666,537	657,041	663,013	669,427	675,905	3,347,834
VIA Link								
	-	23,619	4,042	35,997	58,103	59,276	59,868	273,711
Total	2,464,197	2,614,637	2,570,959	2,653,694	2,694,753	2,699,588	2,709,957	13,475,925
Passengers								
Bus								
Line - MTA	27,158,658	30,411,843	28,845,670	28,414,272	28,498,361	28,885,469	28,563,320	143,264,189
Line - ATD	7,826,082	6,511,807	6,394,659	7,878,885	8,443,036	8,558,426	8,459,386	41,905,806
Disaster Relief	-	-	-	-	-	-	-	-
Special Events	136,640	104,579	110,942	171,739	175,172	178,677	182,249	893,733
Charter/Promotional	-	-	-	-	-	-	-	-
Subtotal	35,121,380	37,028,229	35,351,271	36,464,896	37,116,569	37,622,572	37,204,955	186,063,728
Van								
Directly Provided	520,167	538,770	545,884	521,469	526,684	531,951	537,270	2,660,017
Purchased	541,279	572,356	500,580	555,369	560,923	566,532	572,197	2,832,940
Will Call Taxi	17,297	12,664	19,078	13,730	13,730	13,730	13,730	68,650
Taxi Subsidy	76,013	77,000	72,233	77,200	77,200	77,200	77,200	386,000
Taxi ADA	-	5,271	35,650	7,145	5,271	5,271	5,271	28,229
Subtotal	1,154,756	1,206,061	1,173,425	1,174,913	1,183,808	1,194,684	1,205,668	5,975,836
VIA Link								
	-	157,450	26,945	239,931	387,346	391,219	395,132	1,812,711
Total	36,276,136	38,391,740	36,551,641	37,879,740	38,687,723	39,208,475	38,805,755	193,852,275



**VIA Metropolitan Transit**  
**Bond Issuances and Debt Service**  
**(\$ Millions)**

<b>PUBLIC BOND ISSUANCES</b>					
<b>Description</b>	<b>Issuing Entity</b>	<b>Bond Term (Years)</b>	<b>Net Proceeds (\$M)</b>	<b>Use of Funds</b>	
2013 Farebox Revenue Bonds	MTA	25	32.90	Passenger facilities and misc. other items	
2014 Sales Tax Bonds	ATD	25	31.69	Passenger facilities and misc. other items	
2017 Contractual Obligation Bonds	MTA	12	94.63	Revenue vehicles: buses	
2021 Contractual Obligation Bonds	MTA	7	8.22	Revenue vehicles: vans	
2022 Contractual Obligation Bonds	MTA	7	2.03	Revenue vehicles: vans	
<b>Total</b>			<b>169.47</b>		
<b>DEBT SERVICE</b>					
<b>Description</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
2012 Contractual Obligation Bonds	0.49	-	-	-	-
2013 Farebox Revenue Bonds	2.81	2.82	2.81	2.82	2.82
2014 ATD Sales Tax Bonds	2.37	2.37	2.37	2.37	2.37
2017 Contractual Obligation Bonds - Buses	9.89	7.86	10.36	6.87	7.56
2021 Contractual Obligation Bonds - Vans				1.35	1.35
2022 Contractual Obligation Bonds - Vans				0.33	0.33
Rounding to Tie to Schedule 14		(0.01)	0.01		0.01
<b>Total</b>	<b>15.56</b>	<b>13.04</b>	<b>15.55</b>	<b>13.41</b>	<b>14.43</b>
					<b>15.04</b>

Note: On new bonds, assumed first payment is made in year following debt issuance.

**VIA Metropolitan Transit**  
**Debt Ratios and Capital Reserve Balances**  
**(\$ Millions)**

Description	2019	2020	2021	2022	2023	2024
<b><u>Debt Service Coverage Ratio (Per VIA Policy)</u></b>						
MTA Farebox Revenue - Bus	15.93	15.89	16.61	17.22	17.95	18.54
MTA Farebox Revenue - VIAtrans	2.08	2.05	2.14	2.19	2.29	2.34
ATD Farebox Revenue	2.72	3.47	3.88	4.02	4.18	4.32
MTA Operating Expenses	(198.21)	(206.00)	(212.79)	(218.48)	(222.50)	(228.00)
ATD Operating Expenses	(32.91)	(38.39)	(40.63)	(41.89)	(43.21)	(43.62)
MTA Sales Tax	158.12	163.66	169.39	175.31	181.45	187.80
ATD Sales Tax	35.33	36.97	38.27	39.61	40.99	42.43
Section 5307/5340 - Operating	31.31	34.30	34.64	34.96	32.59	32.91
Surface Transportation Block Grant	-	2.40	2.24	3.36	-	-
TOD/JUDC Planning Grant	-	0.69	0.13	-	-	-
CMAQ Operating Funds	-	1.19	1.19	1.19	-	-
Section 5310 / New Freedom	0.50	0.50	0.50	0.50	0.50	0.50
Bus Advertising	0.95	1.43	1.58	1.63	1.68	1.71
CoSA Contributions	10.00	10.00	10.00	10.00	10.00	10.00
Contribution, MyLink Program	-	(0.50)	(0.40)	(0.80)	-	-
Contribution, CoSA (5 Pts)	-	(0.50)	-	-	-	-
Miscellaneous Operating Revenue	0.97	0.77	0.78	0.80	0.82	0.83
VIA Investment Income	3.12	2.77	1.21	1.13	1.11	1.22
Total Net Revenues	30.06	30.85	28.89	30.90	28.00	31.13
Debt Service - MTA	13.19	10.67	13.18	11.04	12.06	12.67
Debt Service - ATD	2.37	2.37	2.37	2.37	2.37	2.37
Total Debt Service	15.56	13.04	15.55	13.41	14.43	15.04
Debt Service Coverage Ratio (Net Rev./Debt Svc)	1.93	2.37	1.86	2.30	1.94	2.07
<b><u>Debt Service as % of Operating Expenses</u></b>						
Debt Service	15.56	13.04	15.55	13.41	14.43	15.04
Operating Expenses (Cash)	231.12	244.38	253.41	260.35	265.71	271.62
Debt Service as % of Operating Expenses	6.7%	5.3%	6.1%	5.2%	5.4%	5.5%
<b><u>Capital Reserve</u></b>						
VIA						
Beginning Balance	-	14.47	2.31	1.77	2.14	8.15
Change	14.47	(12.16)	(0.54)	0.37	6.01	11.97
Ending Balance	14.47	2.31	1.77	2.14	8.15	20.12



## Advanced Transportation District Five-Year Financial Plan (2020-2024)

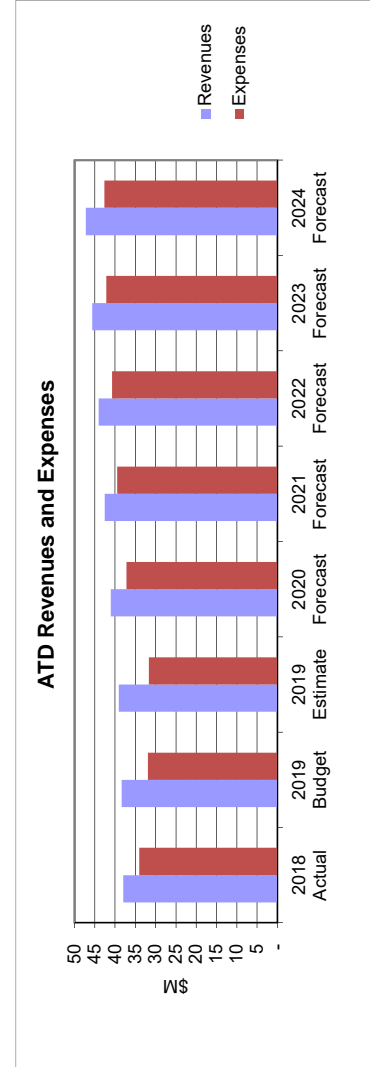
**Advanced Transportation District  
Five-Year Financial Plan Schedules**

**INDEX**

<u>Schedule</u>	<u>Description</u>
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3	Reserve Changes and Balances
4	Statement of Cash Flows
4A	Sources of Cash
4B	Uses of Cash
5	Operating Revenue
6	Non-Operating Revenue
7	Sales Tax Revenue
8	Operating Expenses
9	Stabilization Fund and Working Capital Reserves
10	Service Hours and Passengers

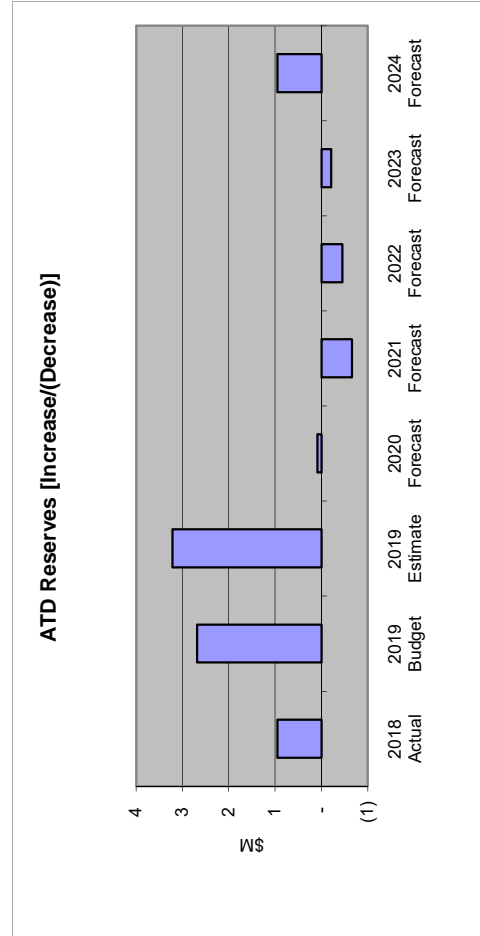
**Advanced Transportation District  
Income Statement Summary  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	Forecast					Total
				2020	2021	2022	2023	2024	
<b><u>Income Statement Summary</u></b>									
Operating Revenue	\$ 3.39	\$ 2.79	\$ 2.72	\$ 3.47	\$ 3.88	\$ 4.02	\$ 4.18	\$ 4.32	\$ 19.87
Operating Expense	35.22	33.13	32.91	38.39	40.63	41.89	43.21	43.62	207.74
Non-Operating Revenue/(Expense):									
Net Revenue	34.59	35.61	36.38	37.61	38.70	40.03	41.43	42.87	200.64
Bond Interest & Issuance Expense	(1.20)	(1.24)	(1.24)	(1.20)	(1.16)	(1.11)	(1.08)	(1.02)	(5.57)
MyLink Program	-	-	-	-	-	-	-	-	-
Other Contributions Out	-	-	-	-	-	-	-	-	-
Total NonOp. Revenue/(Expense)	33.39	34.37	35.14	36.41	37.54	38.92	40.35	41.85	195.07
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	1.56	4.03	4.95	1.49	0.79	1.05	1.32	2.55	7.20
<b><u>Revenue and Expense Summary</u></b>									
Total Revenues	37.98	38.40	39.10	41.08	42.58	44.05	45.61	47.19	220.51
Total Expenses	36.42	34.37	34.15	39.59	41.79	43.00	44.29	44.64	213.31
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	1.56	4.03	4.95	1.49	0.79	1.05	1.32	2.55	7.20



**Advanced Transportation District  
Cash and Reserves Summary  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	2020	2021	Forecast			Total
						2022	2023	2024	
<b>Cash [Source/(Use)]</b>									
Operating Activities	\$ (31.13)	\$ (30.34)	\$ (30.19)	\$ (34.92)	\$ (36.75)	\$ (37.87)	\$ (39.03)	\$ (39.30)	\$ (187.87)
Non-Capital Financing Activities	34.12	35.35	35.33	36.97	38.27	39.61	40.99	42.43	198.27
Capital and Related Financing Activities	(2.37)	(2.37)	(2.36)	(2.36)	(2.38)	(2.38)	(2.36)	(2.37)	(11.85)
Investing Activities	(1.94)	0.05	0.44	0.40	0.20	0.19	0.19	0.19	1.17
Total Change in Cash	(1.32)	2.69	3.22	0.09	(0.66)	(0.45)	(0.21)	0.95	(0.28)
<b>Total Changes in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	(1.32)	2.69	3.22	0.09	(0.66)	(0.45)	(0.21)	0.95	(0.28)
Incr./(Decr.) in Invest. Securities Excl. FMV Change	2.24	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	0.03	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	0.95	2.69	3.22	0.09	(0.66)	(0.45)	(0.21)	0.95	(0.28)



Advanced Transportation District  
Reserve Changes and Balances  
(\$ Millions)

	Actual 2018	Budget 2019	Estimated 2019	2020	2021	2022	2023	2024	Total
\$	-	\$	\$	\$	\$	\$	\$	\$	\$
Fleet Replacement Reserve	-	-	-	-	-	-	-	-	-
BRT Reserve	-	-	-	-	-	-	-	-	-
Bexar County / TxDOT Fund	-	-	-	-	-	-	-	-	-
Bond Construction Account	-	-	-	-	-	-	-	-	-
Debt Service Fund	-	-	-	-	-	-	-	-	-
Capital Account	-	2.35	9.27	(1.63)	(1.40)	(0.87)	(0.63)	0.81	(3.72)
Working Capital	1.64	-	(0.31)	0.86	0.37	0.21	0.21	0.07	1.72
Stabilization Fund	(0.89)	-	-	0.86	0.37	0.21	0.21	0.07	1.72
Local Match Reserve	-	-	-	-	-	-	-	-	-
Sales Taxes	0.19	0.34	(5.74)	-	-	-	-	-	-
Other	0.01	-	-	-	-	-	-	-	-
<b>Total</b>	<b>0.95</b>	<b>2.69</b>	<b>3.22</b>	<b>0.09</b>	<b>(0.66)</b>	<b>(0.45)</b>	<b>(0.21)</b>	<b>0.95</b>	<b>(0.28)</b>

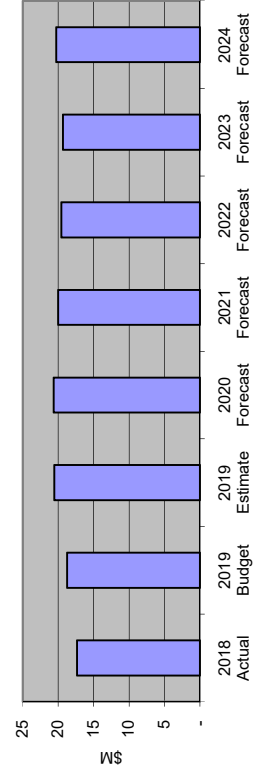
**Reserves [Increase/(Decrease)]**

Fleet Replacement Reserve	
BRT Reserve	
Bexar County / TxDOT Fund	
Bond Construction Account	
Debt Service Fund	
Capital Account	
Working Capital	
Stabilization Fund	
Local Match Reserve	
Sales Taxes	
Other	
<b>Total</b>	

**Reserve Ending Balances**

Fleet Replacement Reserve	
BRT Reserve	
Bexar County / TxDOT Fund	
Bond Construction Account	
Debt Service Fund	
Capital Account	
Working Capital	
Stabilization Fund	
Local Match Reserve	
Sales Taxes	
Other	
<b>Total</b>	
Reserves Change	

Reserve Balances



**Advanced Transportation District  
Statement of Cash Flows  
(\$ Millions)**

	Actual 2018	Budget 2019	Fcst 2019	2020	2021	2022	2023	2024	Total
<b>Cash Flows from Operating Activities</b>									
Farebox Revenue	\$ 3.39	\$ 2.79	\$ 2.72	\$ 3.47	\$ 3.88	\$ 4.02	\$ 4.18	\$ 4.32	\$ 19.87
Other Operating Revenue	-	-	-	-	-	-	-	-	-
Operating Expenses	(34.52)	(33.13)	(32.91)	(38.39)	(40.63)	(41.89)	(43.21)	(43.62)	(207.74)
Net Cash Used in Operating Activities	(31.13)	(30.34)	(30.19)	(34.92)	(36.75)	(37.87)	(39.03)	(39.30)	(187.87)
<b>Cash Flows from Non-Capital Financing Activities</b>									
Sales Taxes	68.25	70.70	70.66	73.94	76.54	79.22	81.98	84.86	396.54
Sales Tax Pymnts to CoSA, TxDOT, BxR Co.	(34.13)	(35.35)	(35.33)	(36.97)	(38.27)	(39.61)	(40.99)	(42.43)	(198.27)
Capital Grant Funds Used for Operating Exp. Reimb.	-	-	-	-	-	-	-	-	-
Grants - JARC	-	-	-	-	-	-	-	-	-
Grants - MPO UPWP: Operating Expenses	-	-	-	-	-	-	-	-	-
Grants - New Freedom	-	-	-	-	-	-	-	-	-
Carryover Grant Funds Used for Op. Assistance	-	-	-	-	-	-	-	-	-
Interfund Cash Transfers	-	-	-	-	-	-	-	-	-
Net Cash Provided by Noncapital Fin. Activities	34.12	35.35	35.33	36.97	38.27	39.61	40.99	42.43	198.27
<b>Cash Flows from Capital and Related Fin. Activities</b>									
Capital Grant Funds	-	-	-	-	-	-	-	-	-
Carryover Grant Funds	-	-	-	-	-	-	-	-	-
Purchase of Capital Assets	-	-	-	-	-	-	-	-	-
Sale of Capital Assets	-	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-	-	-
Costs of Debt Issuance	-	-	-	-	-	-	-	-	-
Debt Service	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(11.85)
Other	-	-	0.01	0.01	(0.01)	(0.01)	0.01	-	-
Net Cash Used in Capital and Related Fin. Activities	(2.37)	(2.37)	(2.36)	(2.36)	(2.38)	(2.38)	(2.36)	(2.37)	(11.85)
<b>Cash Flows from Investing Activities</b>									
Sale of Investment Securities (*)	34.70	-	-	-	-	-	-	-	-
Purchase of Investment Securities (*)	(36.94)	-	-	-	-	-	-	-	-
Investment Income	0.30	0.05	0.44	0.40	0.20	0.19	0.19	0.19	1.17
Net Cash Provided by Investing Activities	(1.94)	0.05	0.44	0.40	0.20	0.19	0.19	0.19	1.17
<b>Total Change in Cash</b>	(1.32)	2.69	3.22	0.09	(0.66)	(0.45)	(0.21)	0.95	(0.28)
<b>Total Change in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	(1.32)	2.69	3.22	0.09	(0.66)	(0.45)	(0.21)	0.95	(0.28)
Incr./(Decr.) in Invest. Securities Excl. FMV Change	2.24	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	0.03	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	0.95	2.69	3.22	0.09	(0.66)	(0.45)	(0.21)	0.95	(0.28)
<b>Total Sources and Uses of Funds (**)</b>									
Total Sources of Funds	71.94	73.54	73.83	77.82	80.62	83.43	86.36	89.37	417.60
Total Uses of Funds	(71.02)	(70.85)	(70.61)	(77.73)	(81.28)	(83.88)	(86.57)	(88.42)	(417.88)
Incr./(Decr.) in FMV of Investments / Other	0.03	-	-	-	-	-	-	-	-
Total Net Change in Reserves	0.95	2.69	3.22	0.09	(0.66)	(0.45)	(0.21)	0.95	(0.28)

(\*) For budget and estimated/forecasted figures, assumed that purchases and sales will net to zero.

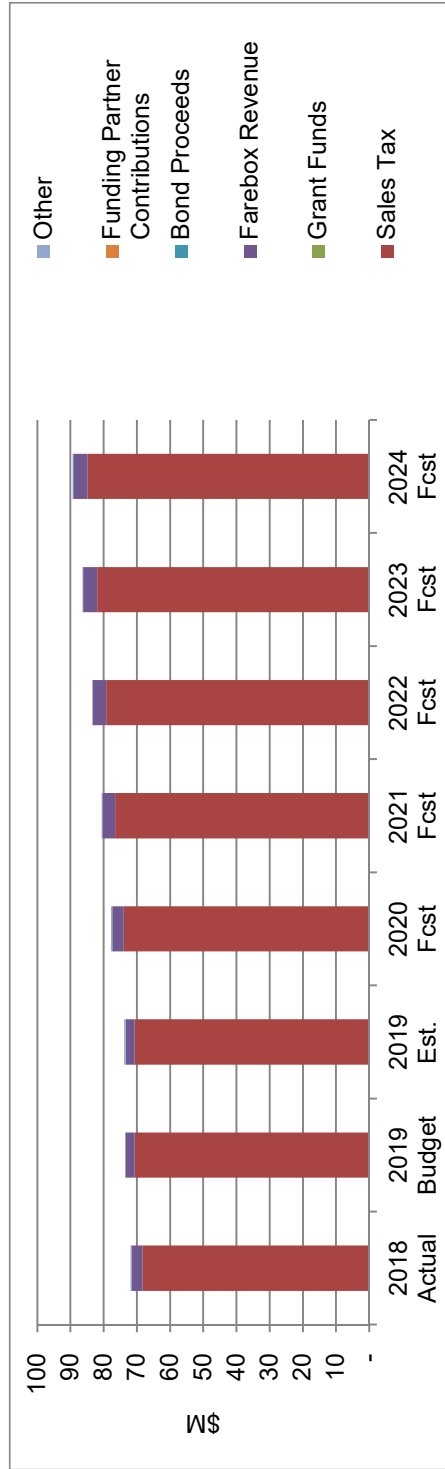
(\*\*) Total sources and uses lines exclude purchases and sales of investment securities, and reserve changes.



Advanced Transportation District  
Sources of Cash  
(\$ Millions)

Sources of Cash	Actual 2018	Budget 2019	Fcst 2019	Forecast					Total
				2020	2021	2022	2023	2024	
Sales Tax	68.25	70.70	70.66	73.94	76.54	79.22	81.98	84.86	396.54
Grant Funds	-	-	-	-	-	-	-	-	-
Farebox Revenue	3.39	2.79	2.72	3.47	3.88	4.02	4.18	4.32	19.87
Bond Proceeds	-	-	-	-	-	-	-	-	-
Funding Partner Contributions	-	-	-	-	-	-	-	-	-
Other	0.30	0.05	0.45	0.41	0.20	0.19	0.20	0.19	1.19
Total	71.94	73.54	73.83	77.82	80.62	83.43	86.36	89.37	417.60

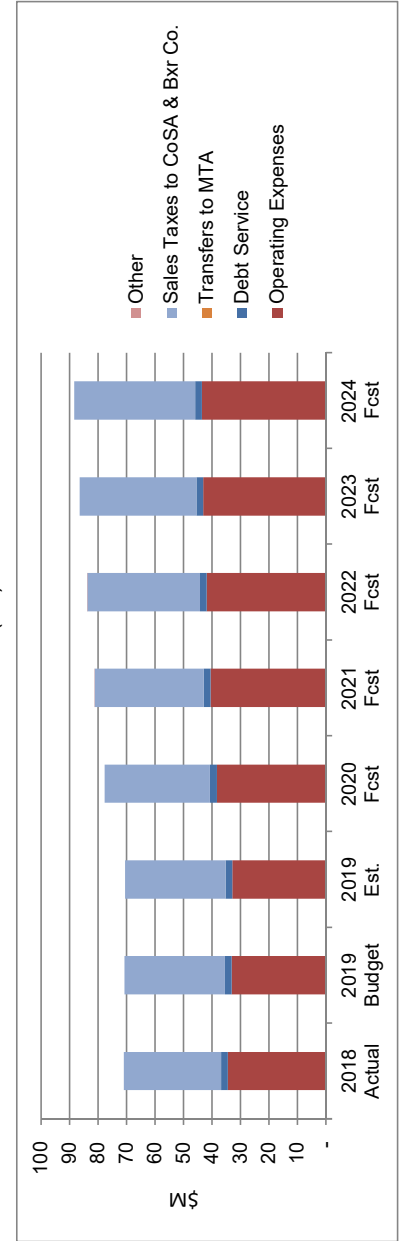
SOURCES OF CASH (\$M)



**Advanced Transportation District**  
**Uses of Cash, and Net Reserves Change**  
(\$ Million)

<u>Uses of Cash</u>	Actual 2018	Budget 2019	Fcst 2019	Forecast					Total
				2020	2021	2022	2023	2024	
Operating Expenses	34.52	33.13	32.91	38.39	40.63	41.89	43.21	43.62	207.74
Debt Service	2.37	2.37	2.37	2.37	2.37	2.37	2.37	2.37	11.85
Transfers to MTA	-	-	-	-	-	-	-	-	-
Sales Taxes to CoSA & Bxr Co.	34.13	35.35	35.33	36.97	38.27	39.61	40.99	42.43	198.27
Other	-	-	-	-	0.01	0.01	-	-	0.02
<b>Total</b>	<b>71.02</b>	<b>70.85</b>	<b>70.61</b>	<b>77.73</b>	<b>81.28</b>	<b>83.88</b>	<b>86.57</b>	<b>88.42</b>	<b>417.88</b>
<b>Net Reserves Change</b>									
Total Sources of Funds	71.94	73.54	73.83	77.82	80.62	83.43	86.36	89.37	417.60
Total Uses of Funds	(71.02)	(70.85)	(70.61)	(77.73)	(81.28)	(83.88)	(86.57)	(88.42)	(417.88)
Incr./(Decr.) in FMV of Invest.	0.03	-	-	-	-	-	-	-	-
Total (Reserves Change)	0.95	2.69	3.22	0.09	(0.66)	(0.45)	(0.21)	0.95	(0.28)
<b>Total Uses &amp; Reserves Change</b>									
Total Change in Cash	3.44	2.69	3.22	0.09	(0.66)	(0.45)	(0.21)	0.95	(0.28)
Total Change in Cash, Cash Equivalents, & Investments	0.95	2.69	3.22	0.09	(0.66)	(0.45)	(0.21)	0.95	(0.28)

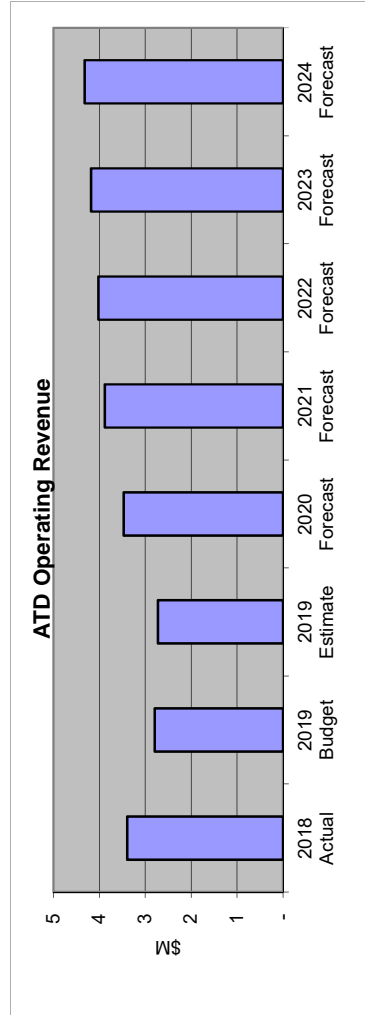
USES OF CASH (\$M)



**Advanced Transportation District  
Operating Revenue  
(\$ Millions)**

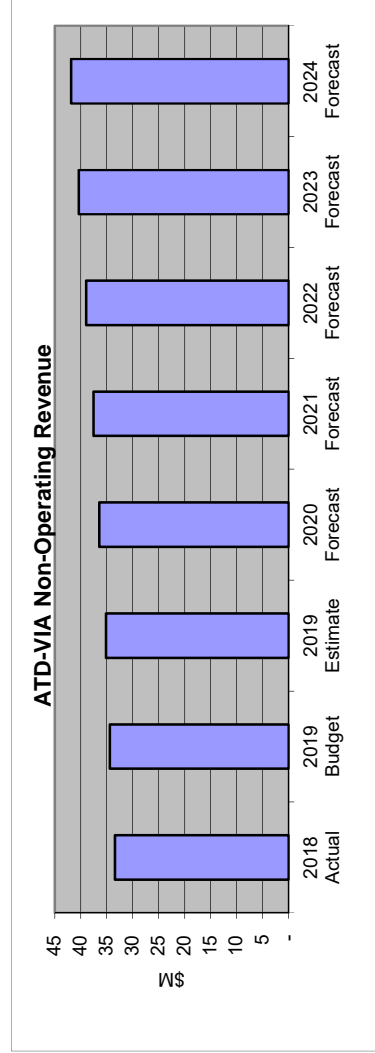
	Actual 2018	Budget 2019	Estimated 2019	Forecast				Total
				2020	2021	2022	2023	
Line - ATD								
Subtotal Bus Revenue	\$ 3.39	\$ 2.79	\$ 2.72	\$ 3.47	\$ 3.88	\$ 4.02	\$ 4.18	\$ 19.87
	3.39	2.79	2.72	3.47	3.88	4.02	4.18	19.87
Total Operating Revenues	\$ 3.39	\$ 2.79	\$ 2.72	\$ 3.47	\$ 3.88	\$ 4.02	\$ 4.18	\$ 19.87
<hr/>								
Line Passengers	7,826,082	6,511,807	6,394,659	7,878,885	8,443,036	8,558,426	8,459,386	41,905,806
Line Revenue Per Passenger	\$ 0.43	\$ 0.43	\$ 0.43	\$ 0.44	\$ 0.46	\$ 0.47	\$ 0.49	\$ 0.47

Note: Fare increases are included in 2021 and 2023.



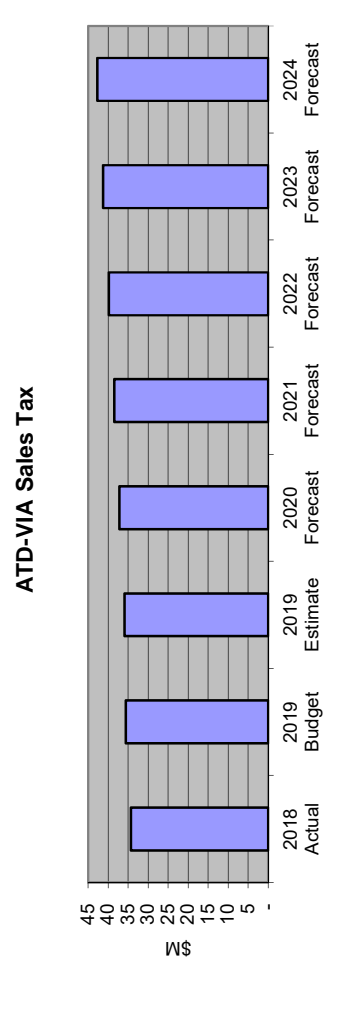
**Advanced Transportation District  
Non-Operating Revenue/(Expense)  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	Forecast					Total
				2020	2021	2022	2023	2024	
Sales Tax - ATD	\$ 68.62	\$ 71.10	\$ 71.88	\$ 74.40	\$ 77.00	\$ 79.68	\$ 82.48	\$ 85.36	\$ 398.92
Sales Tax to CoSA and Bexar Co.	(34.31)	(35.55)	(35.94)	(37.20)	(38.50)	(39.84)	(41.24)	(42.68)	(199.46)
Investment Income	0.28	0.05	0.44	0.40	0.20	0.19	0.19	0.19	1.17
Bond Interest and Issuance Expense	(1.20)	(1.24)	(1.24)	(1.20)	(1.16)	(1.11)	(1.08)	(1.02)	(5.57)
Other	-	0.01	-	0.01	-	-	-	-	0.01
Total Non-Op. Rev/(Exp)	\$ 33.39	\$ 34.37	\$ 35.14	\$ 36.41	\$ 37.54	\$ 38.92	\$ 40.35	\$ 41.85	\$ 195.07



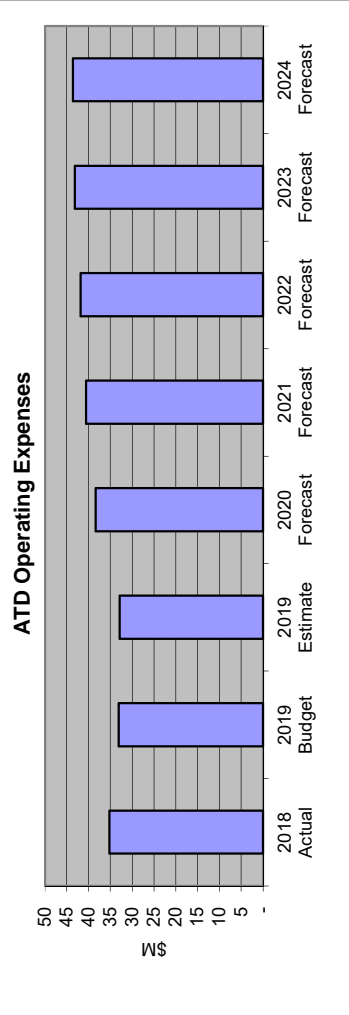
**Advanced Transportation District  
Sales Tax Revenue  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	Forecast				Total
				2020	2021	2022	2023	
Sales Tax - ATD	\$ 68.62	\$ 71.10	\$ 71.88	\$ 74.40	\$ 77.00	\$ 79.68	\$ 82.48	\$ 398.92
Sales Tax to CoSA & Bexar County	(34.31)	(35.55)	(35.94)	(37.20)	(38.50)	(39.84)	(41.24)	(199.46)
Sales Tax - ATD-VIA	\$ 34.31	\$ 35.55	\$ 35.94	\$ 37.20	\$ 38.50	\$ 39.84	\$ 41.24	\$ 199.46
% Growth	3.62%	3.61%	4.75%	3.50%	3.50%	3.50%	3.50%	3.50%



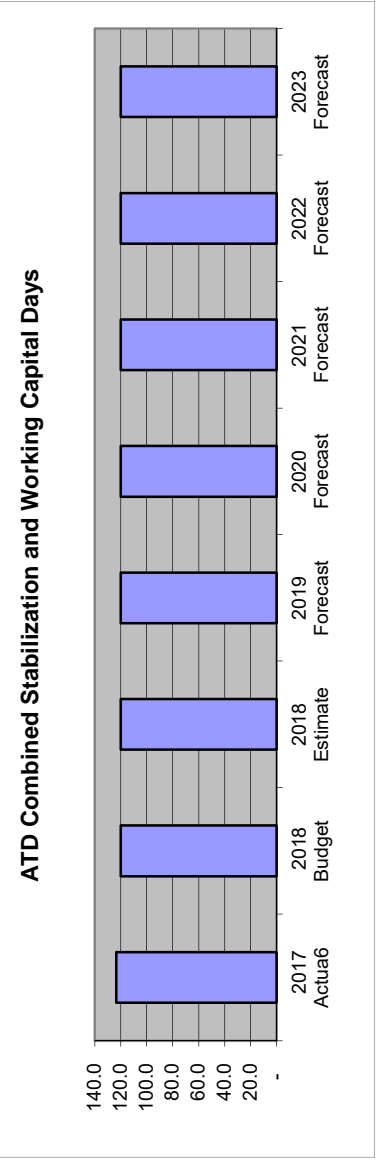
**Advanced Transportation District  
Operating Expenses  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	Forecast				Total
				2020	2021	2022	2023	
<b>Expenses by Cost Center</b>								
Line - ATD	34.62	32.48	32.38	37.67	39.90	41.16	42.47	204.08
Subtotal Bus Expense	34.62	32.48	32.38	37.67	39.90	41.16	42.47	204.08
Vanpool	0.60	0.65	0.52	0.72	0.73	0.73	0.74	3.66
Other	-	-	0.01	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>35.22</b>	<b>33.13</b>	<b>32.91</b>	<b>38.39</b>	<b>40.63</b>	<b>41.89</b>	<b>43.21</b>	<b>207.74</b>



**Advanced Transportation District  
Stabilization Fund and Working Capital  
(\$ Millions)**

	Actual 2018	Budget 2019	Estimated 2019	2020	2021	2022	2023	2024
<b>Actual/Forecast Balances</b>								
Stabilization Fund	\$ 5.45	\$ 5.45	\$ 5.45	\$ 6.31	\$ 6.68	\$ 6.89	\$ 7.10	\$ 7.17
Working Capital	5.76	5.45	5.45	6.31	6.68	6.89	7.10	7.17
Total	11.21	10.90	10.90	12.62	13.36	13.78	14.20	14.34
<b>Change from Prior Year</b>	0.75	(0.31)	(0.31)	1.72	0.74	0.42	0.42	0.14
<b>Days Cash Based on Upcoming Year Expenses</b>								
Stabilization	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
Working Capital	63.4	60.0	60.0	60.0	60.0	60.0	60.0	60.0
Total	123.4	120.0	120.0	120.0	120.0	120.0	120.0	120.0
<b>Balance at 60 Days Expense</b>								
Stabilization	\$ 5.45	\$ 5.45	\$ 5.45	\$ 6.31	\$ 6.68	\$ 6.89	\$ 7.10	\$ 7.17
Working Capital	5.45	5.45	5.45	6.31	6.68	6.89	7.10	7.17
Total	10.90	10.90	10.90	12.62	13.36	13.78	14.20	14.34



**Advanced Transportation District  
Service Hours and Passengers**

	Actual 2018	Budget 2019	Estimated 2019	Forecast			Total
				2020	2021	2022	
<b>Hours</b>							
Line - ATD	370,239	329,282	314,536	374,670	398,850	398,184	1,969,430
Total	370,239	329,282	314,536	374,670	398,850	398,184	1,969,430
<b>Passengers</b>							
Line - ATD	7,826,082	6,511,807	6,394,659	7,878,885	8,443,036	8,558,426	41,905,806
Total	7,826,082	6,511,807	6,394,659	7,878,885	8,443,036	8,558,426	41,905,806





# FIVE-YEAR CAPITAL PLAN





## FIVE-YEAR CAPITAL PLAN (FISCAL YEARS 2020-2024)

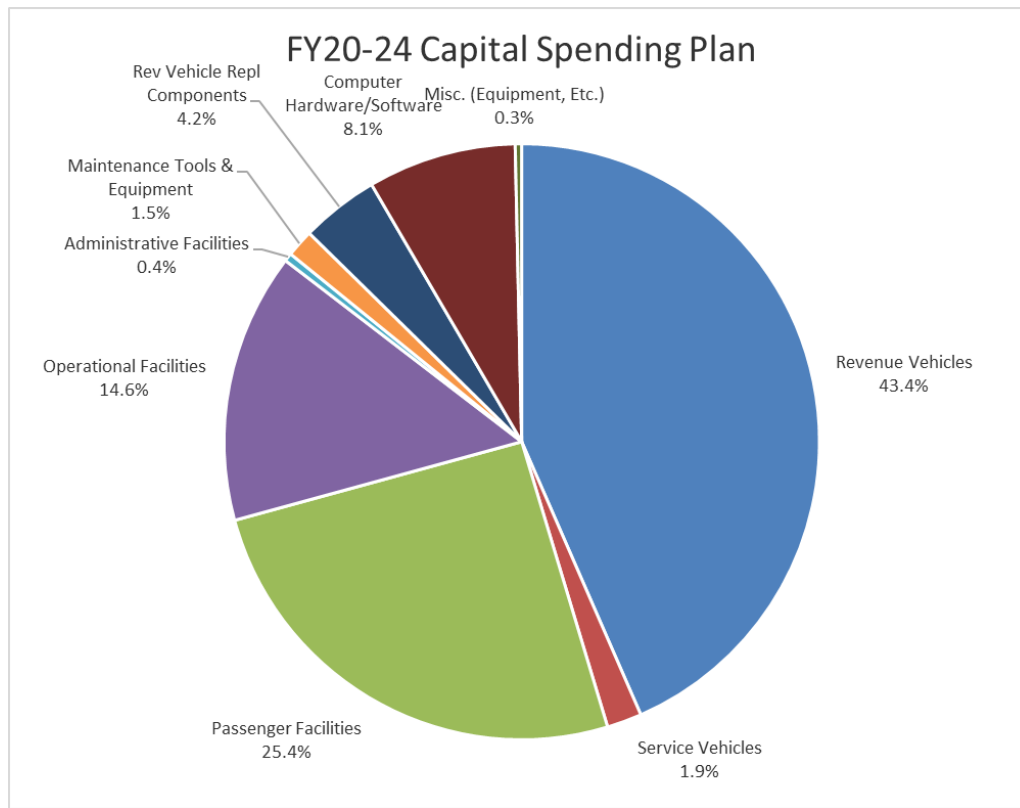
### OVERVIEW AND BACKGROUND INFORMATION

#### Capital Plan Summary

VIA'S capital spending for FY20-24 is projected to be \$200.7M, excluding the unfunded Advanced Rapid Transit project (\$166.1M). VIA is pursuing a variety of important transportation projects that will benefit the community. Programmed spending by year is the following (in \$M):

<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>
75.8	53.6	55.5	9.3	6.5	200.7

Of the funded projects in VIA's Five-Year Capital Plan, the categories accounting for the largest portion of spending are revenue vehicles (43.4%), passenger facilities (25.4%) and operational facilities (14.6%). Revenue vehicles to be purchased include 117 buses and 139 vans. Passenger facility projects include a variety of transit and transfer centers, park & rides, bus shelters and other passenger amenities. Descriptions and details of key passenger facility projects were provided in the "Progress on Key Projects Underway" section at the beginning of this book. In the operational facilities category, a new paratransit facility accounts for 62% of total category spending. Other categories shown in the chart below make up the remaining 16.6% of VIA's total spending for funded capital projects.



This remaining spending is for computer hardware and software, service vehicles, revenue vehicle replacement parts, maintenance tools & equipment, administrative facilities, and miscellaneous equipment and other projects.

The unfunded Advanced Rapid Transit project included in the capital plan (as a placeholder) is consistent with one of the goals of VIA's Vision 2040 plan – to pursue a rapid transit option for San Antonio, such as bus rapid transit corridors.

Information included in this Overview section includes: Capital Plan Summary; Capital Planning Process; Capital Project Funding; Key Capital Projects; Grant Funding and the FAST Act; and, Impact of Capital Expenditures on Operating Budget.

Separate sections are then included for the FY20 Capital Spending Plan, and the Five-Year Capital Spending Plan. In addition, included at the back of this document are the following documents: Capital Spending Plan, showing detailed listing of projects; Capital Spending Plan Comparison by Project Category; Capital Spending Plan Comparison by Project; and Transportation Improvement Program, including spending and funding figures by year.

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## **Capital Planning Process**

VIA's development of the Five-Year Capital Plan (for 2020-2024) was driven by VIA's Vision 2040 plan. Vision 2040 reflects a 2016 update to the Long-Range Comprehensive Transportation Plan (LRCTP) that was adopted by VIA's Board in July 2011. The Five-Year Capital Plan addresses priorities in the first five years of the Vision 2040 plan.

Vision 2040 is a plan that outlines a network of high-capacity corridors and increased frequency of bus service. This plan is a living document and will be updated every five years, complementary to the Metropolitan Planning Organization's Long-Range Plan updates.

Developing an updated capital plan for VIA was accomplished through a process that began in April 2019 with a request for Division vice-presidents to submit a list of their capital spending needs. Projects were then reviewed by executive/senior management to develop the final list. Projects were evaluated based on project merit and priority, and any ongoing operating costs associated with the projects were also taken into consideration and included in operating expense projections as appropriate. Fiscal Management compiled the capital projects list, reviewed projects to make sure that submitted projects met VIA's capitalization policy, and updated the agency's financing plan.

VIA staff has kept the Board of Trustees updated on the progress on key capital projects such as bus purchases and various passenger facilities. The updated Five-Year Capital Plan was presented to the Board for review in August and September 2019 and was adopted in September 2019. The listing of projects included in the capital plan is used to update the Transportation Improvement Program (TIP). The TIP is a program of projects that is approved by the local Metropolitan Planning Organization. After approval by the MPO, the TIP is then submitted for inclusion in the State Transportation Improvement Program (STIP). When VIA files the annual federal grant application, the projects must be included in the STIP in order to receive federal funding. This process ensures that coordination with other governmental entities occurs and provides a mechanism for community review and input into the overall capital plan for the local area.

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## Capital Project Funding

VIA usually funds the capital projects with a combination of federal and local funds. In VIA's 2020-2024 Capital Plan, funding sources include grants, Texas Department of Transportation (TxDOT) contributions, bond funds, and VIA capital. The federal grant funds that VIA uses for capital projects include FTA Section 5307 "Urbanized Area Formula Program" grant funds, FTA Section 5339 Bus and Bus Facilities apportionments, and various competitively awarded discretionary funds. For these grants, the FTA generally pays 80 percent of the total project cost and VIA matches the grant funds by paying 20 percent of the total project cost. The local match funds for any projected grant awards are included in VIA's budget, along with the federal grant funds. As soon as grants are awarded, the local funds are moved into a local share match reserve, where they remain until spent.

In FY19, VIA received an award of Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds for the first time, and also received an award of Volkswagen (VW) settlement funds. The CMAQ funds became available due to San Antonio's nonattainment in the area of ozone air quality. VIA's CMAQ award for the first year is \$10.6M in federal funds, of which \$9.4M is for capital, and \$1.2M is for operating costs (these funds are programmed in FY20). Awards for years two and three are approximately \$6.7M/year in federal funds, with \$5.5M for capital and \$1.2M for operating costs. The VW settlement funds became available in connection with litigation involving the EPA, the state of California, and VW and its related entities. The litigation involved an allegation that VW and its related entities manufactured vehicles that contain emission defeat devices. VIA was awarded \$5.0M of VW funds in the first round of awards (VIA has these funds programmed to be spent in FY20) and \$4.8M in the second round of awards (these funds are programmed in FY21 but may be spent sooner).

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## Key Capital Projects

In the Five-Year Capital Plan, VIA has a robust slate of projects that includes the purchase of 117 buses (including 9 expansion buses and 8 electric buses), 139 paratransit vans, many passenger facility projects, a new paratransit facility, a new Enterprise Resource Planning (ERP) System, and many other projects.

The objective of VIA's passenger facility capital projects is to build a better transit system to benefit the community. VIA's spending plan for this infrastructure includes the following key projects:

- **New park & ride facilities projects** – Stone Oak Park & Ride Phase II Bridge; design for the I-10 Park & Pool project and planning, environmental and site selection activities for the Alamo Ranch Park & Ride and the Eastside Mobility Hub
- **Projects to upgrade existing facilities** – Naco Pass Mobility Hub, Randolph Park & Ride, Robert Thompson Transit Center, and Bus Shelters/Passenger Amenities Program
- **New operating facility project** – Paratransit Facility, to open in FY20

A description of key capital projects is included in the "Progress on Key Projects Underway" section at the beginning of this book.

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## Grant Funding and the FAST Act

Each year, VIA uses funds from the Section 5307 grant program of the Federal Transit Administration (FTA) to help fund capital expenditures. These are funds that are referred to as the FTA's "Urbanized Area Formula Program grant funds", and are driven by apportionment formulas that take into account factors such as population, population density, revenue vehicle miles, passenger miles, and operating costs. Additionally, VIA receives grant fund apportionments under the Section 5339 program for Buses and Bus Facilities. Discretionary grant awards have also played an important role in funding various projects, and with implementation of the Fixing America's Surface Transportation Act (or FAST Act), the

Section 5339 program now includes a discretionary component. In recent years, VIA has been awarded No/Low Emissions discretionary grant funds that are being used to purchase buses.

VIA has also obtained Surface Transportation Program Metropolitan Mobility (STPMM) grant funds in recent years; these funds were Federal Highway Administration (FHWA) funds that were flexed to the Federal Transit Administration (FTA). These funds include \$12M for the Stone Oak Park & Ride, \$8M for a compressed natural gas (CNG) fueling station, and \$1.6M for bus stop improvements.

The FAST Act was signed into law in December 2015. It is the first law enacted in over ten years that provides long-term funding certainty for surface transportation. The FAST Act includes a number of positive provisions, including restating the popular bus discretionary grant program and strengthening Buy America requirements that promote domestic manufacturing.

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## **Impact of Capital Expenditures on Operating Budget**

Capital projects can have an impact on VIA's operating costs as they are completed, and these incremental operating costs need to be identified and quantified so that they can be properly budgeted. For instance, new and upgraded transit facilities included in Passenger Facilities require staffing for ticket windows, maintenance, and security. The incremental operating costs for the recently opened (August 2019) Brooks Transit Center and the new paratransit facility (partial year amount) are included in the FY20 budget. Additional incremental operating costs associated with capital projects programmed in FY21-24 include between \$500K and \$1M annually. VIA estimates operating costs for new facilities by reviewing costs for similar existing facilities.

The operating costs for VIA's goCard project have been included in the FY20 budget. Beta testing took place in FY19, and the project will go live in early FY20. Expected benefits of the system include the following:

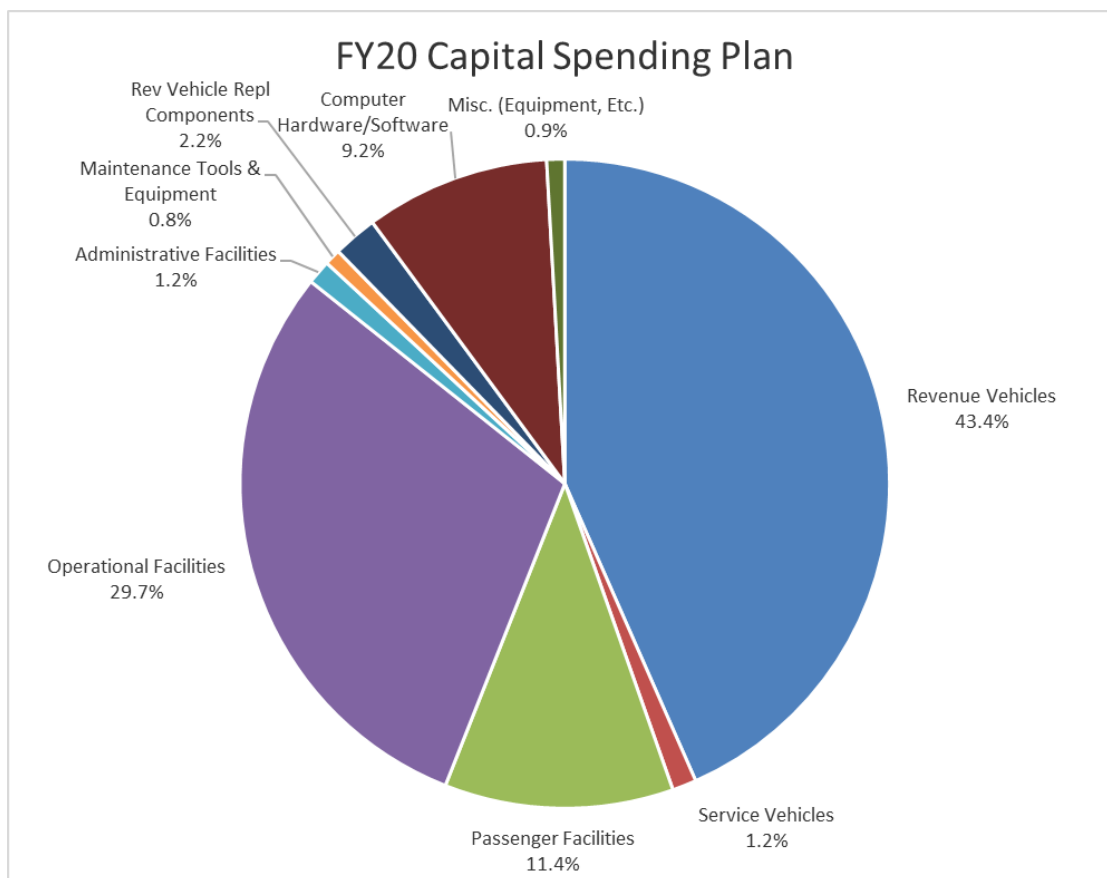
- VIA ridership will benefit from the convenience associated with using the new Smart Fare Media
- Boarding times will be faster, due to quicker fare collection on buses, resulting in improved service
- Improved passenger ridership data will be available
- System will use modern equipment/technologies

VIA will continue to evaluate the capital plan each year to ensure that appropriate incremental operating expenses are included in expense projections.

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## FY20 CAPITAL SPENDING PLAN

Capital spending for FY20 is projected to be \$75.8M. A detailed Capital Spending Plan is included at the back of this document. Projects accounting for the largest percentage of capital spending in FY20 are the following, as shown in the graph below: Revenue Vehicles (43.4%); Operational Facilities (29.7%); Passenger Facilities (11.4%); and, Computer Hardware/Software (9.2%). Other spending makes up the remainder (6.3%).



	\$M	%
Revenue Vehicles	32.9	43.4%
Service Vehicles	0.9	1.2%
Passenger Facilities	8.6	11.4%
Operational Facilities	22.5	29.7%
Administrative Facilities	0.9	1.2%
Maintenance Tools & Equipment	0.6	0.8%
Rev Vehicle Repl Components	1.7	2.2%
Computer Hardware/Software	7.0	9.2%
Misc. (Equipment, Etc.)	0.7	0.9%
Total	75.8	100.0%

A detailed listing of the specific projects that comprise each of the above line items appears in the Capital Spending Plan at the back of this document. FY20 capital spending accounts for 38% of the Five-Year Capital Plan total.

Budgeted revenue vehicles spending in FY20 totals \$32.9M and includes 38 buses (\$24.8M) and 62 paratransit vans (\$8.1M). Approximately 72% of this cost will be covered with grant funds.

In the operational facilities category, which accounts for \$22.5M of FY20 spending, the new Paratransit Facility project accounts for 81% of category spending, a Wastewater Treatment Upgrade project accounts for 5% of spending, and eleven other projects account for the remaining 14% of category spending. For the Paratransit Facility project, the total project cost will be \$29.5M, which includes funds already spent, including \$8M for the land. The paratransit facility project will help free up space in VIA's existing bus yard.

Of the budgeted \$8.6M of passenger facility projects in FY20, the projects with the largest spending totals are the Robert Thompson Transit Center and bus stop amenities projects, which together account for 43% of category spending. There is also spending included for: Naco Pass Mobility Hub; Stone Oak Park & Ride Phase II Bridge, IH-10 Park & Pool; Brooks Transit Center; Centro Plaza; SW High-Capacity Transit; Randolph Park & Ride; Eastside Mobility Hub; Ellis Alley; and Passenger Facility Upgrade/Renovation. These passenger facility projects will result in improved access and comfort for the benefit of existing ridership throughout the community.

The Bus Stop Amenities spending in Passenger Facilities includes improvements to existing bus stops. VIA's Passenger Amenities Program will continue to replace aging shelters, increase the number of bus stops with shelters, install lighting within shelters, and work with partners and other agencies to safely connect riders to bus stops. In FY19 VIA achieved the milestone of installing solar lighting in 300 new shelters. The solar program will continue in FY20.



Next Gen Shelter

The Computer Hardware/Software category totals \$7.0M of the FY20 capital budget. The largest items included in computer hardware and software spending in FY20 are the ERP system project and P25 Radio System Upgrade/Replacement, which together account for 69% of category spending. Remaining spending includes a variety of items needed to provide the information technology infrastructure needed for VIA's operations (and all those projects have less than \$500K or less of spending per project in FY20).

Remaining spending programmed for FY20 includes: Revenue Vehicle Replacement Components (\$1.7M); Service Vehicles (\$0.9M); Administrative Facilities (\$0.9M); Maintenance Tools & Equipment (\$0.6M); and Miscellaneous (\$0.7M). Projects in the Revenue Vehicles Replacement Components category include an infotainment system for BRT buses (digital information screens for buses), operator safety compartment, hybrid bus major components, bus yard emergency alert system, and other miscellaneous projects. Spending in the Administrative Facilities category is mainly for operating facilities backup generators. The Maintenance Tools & Equipment category includes shop tools & equipment, mobile bus lifts, an asset management system, transmission dyno (power resistance machine for testing),

and AC recovery machines. Projects in the Miscellaneous category include joint development, the Scobey complex and a coin sorter.

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## FIVE-YEAR CAPITAL SPENDING PLAN

Capital spending for funded projects in the five-year period 2020-2024 is projected to be \$200.7M. Spending for the unfunded advanced rapid transit project in FY20-24 is \$166.1M; this spending will only occur if funding can be obtained. This project is consistent with VIA's 2040 Vision, but funding has not yet been identified (although funding and spending for the project were included in the five-year plan as placeholders). For funded projects, Revenue Vehicles, Passenger Facilities, and Operational Facilities projects together account for 83.6% of total spending. Seven other categories account for the remaining 16.4% of spending.

Five-Year Capital Plan total spending consists of the following:

	\$M	%
Revenue Vehicles	87.2	43.5%
Service Vehicles	3.8	1.9%
Passenger Facilities	51.0	25.5%
Operational Facilities	29.4	14.6%
Administrative Facilities	0.9	0.4%
Maintenance Tools & Equipment	3.0	1.5%
Rev Vehicle Repl Components	8.5	4.2%
Computer Hardware/Software	16.2	8.1%
Misc. (Equipment, Etc.)	0.7	0.3%
Total	200.7	100.0%

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

**Spending Plan Detail.** The largest spending category is revenue vehicles, which accounts for \$87.2M (43.5%) of total spending in that category. This spending is for 117 buses and 139 paratransit vans. The buses are environmentally-friendly vehicles – 109 are CNG-powered buses and 8 are electric.

The passenger facilities category accounts for \$51.0M (25.5%) of spending. Projects with the largest spending in that category include: Robert Thompson Transit Center (\$14.4M); Randolph Park & Ride (\$10.5M); Alamo Ranch Park & Ride (\$8.5M); IH10 Park & Pool (\$4.2M); Bus Stop Improvements (\$3.7M); Eastside Mobility Hub (\$3.3M); Naco Pass (\$2.9M); and, SW High-Capacity Transit (\$1.0M). All other passenger facilities projects account for less than \$1M/each of spending.

Operational Facilities spending accounts for \$29.4M (14.6%) of total capital spending. The largest FY20-24 spending totals for operational facilities projects are: paratransit facility (\$18.3M), existing paint facility upgrade (\$1.5M), wastewater treatment plant (\$1.2M), paint maintenance building ceiling (\$1.0M), renovation of main service station (\$1.0M), and the "Other & tire shop pit repair" project (\$1.0M). Remaining spending is accounted for by various projects under \$1.0M each.

The Computer Hardware and Software category accounts for \$16.2M (8.1%) of total capital spending. Projects with the largest spending amounts in FY20-24 are AVL hardware (\$4.2M), ERP System (\$2.7M), P25 radio system upgrade/replacement (\$2.4M), and Network Storage/Servers/Data Center (\$1.5M).

The remaining capital spending line items each account for 4.2% or less of capital spending. The categories are Revenue Vehicle Replacement Components (\$8.5M), Service Vehicles (\$3.8M), Maintenance Tools and Equipment (\$3.0M), Administrative Facilities (\$0.9M), and Miscellaneous (\$0.7M). The Miscellaneous spending in this year's Five-Year Capital Plan is for joint development and the Scobey Complex.



**Spending Plan Changes.** The change in spending plans can be highlighted by comparing last year's Five-Year Capital Plan (2019-2023), approved in September 2018, to the common period in the September 2019 Five-Year Capital Plan (2020-2024), adjusted to include 2019 forecasted spending and exclude 2024 spending:

	Spending Plan <u>Sept 2019</u>	Spending Plan <u>Sept 2018</u>	<u>Difference</u>	<u>Comments</u>
<b>TOTAL FY19-23</b>				
Revenue Vehicles	100,036,118	31,837,688	68,198,430	Mainly accelerated purchase of vehicles due to grant funding opportunities
Service Vehicles	4,722,546	1,866,000	2,856,546	Higher estimate of service vehicle needs
Passenger Facilities	70,713,139	50,116,629	20,596,510	Mainly SW High-Capacity Transit (SWHCT) spending (up \$6.6M due to timing), and RTTC (+\$6.4M)
Operational Facilities	37,427,893	37,179,000	248,893	Net increase of 0.7%, with waste water treatment upgrade largest increase (+\$1.2M)
Administrative Facilities	1,661,101	1,540,000	121,101	Largest item is Fitness Center Buildout (+\$75K), with variance almost all timing (underspent in FY18)
Maintenance Tools & Equipment	2,994,633	4,432,000	(1,437,367)	Largest decrease is tools for paratransit shop (-\$2.0M)
Repl Components for Rev. Vehicles	9,646,000	6,128,177	3,517,823	Largest item is engines and transmissions (+\$3.5M, with \$0.4M of that amount being timing -- underspent in FY18)
Computer Hardware/Software	18,310,781	14,742,621	3,568,160	Largest item is ERP system (+\$1.4M due mainly to timing); all other variances are under \$402K each
Misc. (Facilities, Equipment, Other)	3,159,908	2,786,000	373,908	Largest increase is fare collection system (+\$1.0M), due to timing (underspent by \$1.0M in FY18)
<b>FY19-23 Total for Funded Projects</b>	<b>248,672,119</b>	<b>150,628,115</b>	<b>98,044,004</b>	
Adjustment for FY18 Underspending			(30,979,077)	Timing difference only; funds not spent in FY18 rolled into FY19
<b>Adjusted Total for Funded Projects</b>			<b>67,064,927</b>	Net difference after adjusting for FY18 underspending (mainly due to accelerated bus purchases)
Advanced Rapid Transit (Unfunded)	90,605,000	161,500,000	(70,895,000)	Timing

The above summary shows five-year totals; a Capital Project Comparison by Project Category and a Capital Spending Plan Comparison by Project are included at the back of this document, and both documents provide yearly totals. Note that as shown in the above summary, there is a \$98.0M increase in capital spending for funded projects, of which \$31.0M is underspending in FY18 that was rolled into FY19. The adjusted spending increase is \$67.0M. Accelerated purchase of buses accounted for a \$68.2M increase, and all other items net out to a \$1.2M decrease.

**Transportation Improvement Program.** The Transportation Improvement Program (TIP) summary at the end of this document summarizes the capital spending plan and also includes grant funds used for operations. Related capital project funding sources are also shown at the bottom of the document.

The TIP is a plan that must be approved by the Metropolitan Planning Organization (MPO), and then incorporated into the State Transportation Improvement Program (STIP). The MPO uses a four-year TIP period, although VIA submits five-year projections to the MPO, to match VIA's five-year financial planning horizon. VIA's capital spending plan forms the basis of the TIP.

Under the "Other Programs" heading of the Transportation Improvement Program schedule, three of the line items shown are considered "capitalized expenses" – Preventative Maintenance, Capital Cost of Contracting, and Paratransit Expenses. The FTA allows transit agencies to use capital funds for certain operating costs and refers to this practice as capitalization of expenses. The expenses are not capitalized, but the federal legislation uses this title to distinguish these costs from the cost of capital acquisitions. The program of capitalization of expenses replaces earlier federal legislation which actually granted amounts for operating expense recovery.

Preventative Maintenance, which is VIA's largest line item under the currently allowed capitalization of expense programs, is for facility and vehicle maintenance. These expenses can be partially funded with capital funds. A good maintenance program extends the useful life of assets, which expands the time between replacement grants and in the end saves tax money.

The Capital Cost of Contracting is another category of cost allowed under capitalization of expenses. These costs are related to the expense of contracting portions of transit service with the private sector. These costs include the cost of revenue vehicles used by the private provider to run the service and are paid for by the transit agency as part of the hourly rate charged by the contractor.

The FTA also allows transit agencies to draw up to 10% of the total grant amount to help defray the unfunded mandate created by the ADA through the ADA Complementary Paratransit Service category.

Capitalization of expense categories discussed above use expenses paid by the agency as the local match and do not require additional set asides in the cash reserve accounts. In developing the five-year plan, the determination of how to allocate use of federal funds – for operating expenses or capital purchases – is driven by the organization’s spending projections in these areas and the availability of other funds.

The remaining line item in the “Other Programs” section of the TIP is Section 5310 (Elderly and Disabled) grant funds. This spending is partially funded by the FTA (50% federal, 50% local). Section 5310 funds are allocated to urbanized areas to provide services to the elderly and disabled. VIA serves as the Section 5310 grant funds designated recipient for the San Antonio area. Therefore, VIA conducts calls for projects and handles other administrative responsibilities for those funds. VIA can use Section 5310 funds to pay for those administrative costs. VIA has also included some Section 5310 funds in their five-year plan to help pay for VIA’s taxi programs.

A summary of funding sources for the capital plan is shown at the bottom of the TIP document. Funding for the \$200.7M of funded projects programmed in FY20-24 is coming from grant funds (\$84.2M), TxDOT grant funds (\$43.5M), bonds (\$10.2M), and cash/reserves (\$62.8M). Advanced Rapid Transit funding yet to be identified totals \$166.1M. The amount shown for bonds is to purchase vans, although VIA may be able to purchase those vehicles without bonding.

As shown in the TIP funding sources detail, the largest funding source line items for capital projects include TxDOT grant funds (\$43.5M), FTA Section 5339 Bus and Bus Facilities formula and discretionary grants (\$32.4M total including the 5339b discretionary program), CMAQ funds (\$20.4M), VW settlement funds (\$15.1M) and VIA cash/reserves (\$62.8M). The carryover grant funds line shown captures various grant funds already awarded but not yet used. In the upcoming five years, VIA plans to use all 5307/40 funds for operating expense reimbursements – none of those funds will be used for capital projects. Section 5307/5340 funds are referred to as federal “Formula Funds”, and are driven by apportionment formulas that take into account factors such as population, population density, revenue vehicle miles, and passenger miles, and operating cost.

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VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY20-24) and  
FY19 Forecast (\$)

Proposed Spending Plan - September 2019									
Category	Owner	Proj No	2019	2020	2021	2022	2023	2024	Total 2020-2024
<b>Revenue Vehicles</b>									
BRT Buses - 18	Carl Woodby	181100	9,570,262	-	-	-	-	-	-
Fullsize (40') Buses - 270	Carl Woodby	161100	1,042,001	-	-	-	-	-	-
Fullsize (40') Buses - 21; 28	Carl Woodby	191101	-	11,340,000	15,422,400	-	-	-	26,762,400
Fullsize (40') Buses - 4; 14	Carl Woodby	191100	2,174,553	-	-	7,865,424	-	-	7,865,424
Fullsize (40') Buses - 37	Carl Woodby	211102	-	-	-	20,787,192	-	-	20,787,192
Expansion Buses - 9	Carl Woodby	191102	-	4,940,000	-	-	-	-	4,940,000
Electric Buses - 8	Carl Woodby	181102	16,326	8,568,000	-	-	-	-	8,568,000
Paratransit Vehicles - 62; 62; 15	Carl Woodby	211101	-	8,060,000	8,221,180	2,028,780	-	-	18,309,960
Total Revenue Vehicles			12,803,142	32,908,000	23,643,580	30,681,396	-	-	87,232,976
<b>Service Vehicles</b>									
Non-Revenue Support Vehicles	Carl Woodby	181201	1,398,100	916,300	1,414,781	256,282	483,167	711,041	3,781,571
Trucks	Carl Woodby	161201	53,916	-	-	-	-	-	-
Non-Revenue Support Equipment	Carl Woodby	181202	160,000	-	40,000	-	-	-	40,000
Total Service Vehicles			1,612,016	916,300	1,454,781	256,282	483,167	711,041	3,821,571
<b>Passenger Facilities</b>									
Centro Plaza	Scott, Darren	161300	269,485	700,000	-	-	-	-	700,000
Robert Thompson Transit Center	Scott Bishop	161301	-	2,340,000	6,372,000	5,688,000	-	-	14,400,000
Brooks Transit Center	Scott Bishop	161302	5,583,000	150,000	-	-	-	-	150,000
Stone Oak Park & Ride	Scott Bishop	161303	23,932	-	-	-	-	-	-
Stone Oak Park & Ride Phase II Bridge	Scott Bishop	181305	750,000	250,000	-	-	-	-	250,000
IH10 Park & Pool	Scott Bishop	161304	-	370,000	1,410,000	2,370,000	-	-	4,150,000
Alamo Ranch Park & Ride	Scott Bishop	161305	-	-	4,813,000	2,713,125	950,500	-	8,476,625
5 Points	Abigail Rodriguez	161307	785	-	-	-	-	-	-
Naco Pass	Scott Bishop	161308	259,000	555,000	2,021,000	325,000	-	-	2,901,000
SW High-Capacity Transit Phase 1	Scott Bishop	161309	9,830,000	997,133	-	-	-	-	997,133
Bus Stop Improvements (BSI)	Abigail Rodriguez	161310	1,400,571	1,007,882	661,167	439,104	431,375	253,002	2,792,530
BSI TxDOT I-35 Corridor Only	Abigail Rodriguez	161311	69,952	201,576	132,234	87,820	87,821	50,600	560,051
BSI Suburban Cities STPM \$2M	Abigail Rodriguez	161312	338,474	134,384	87,195	58,547	57,516	33,733	371,375
Randolph Park & Ride	Scott Bishop	161400	433,033	625,000	2,326,000	6,489,000	1,091,023	-	10,531,023
Passenger Facility Upgrade/Renovation	Darren Shimek	161403	289,121	150,000	150,000	150,000	150,000	150,000	750,000
VIA Signage Upgrade	Tom Carrasco	161404	395,808	-	-	-	-	-	-
Frank Madia Canopy Replacement	Tom Carrasco	181301	65,698	-	-	-	-	-	-
Northstar Refurbish	Tom Carrasco	201302	772	-	-	-	-	-	-
AMTRAK Bldg. Renovations	Darren Shimek	181303	130,000	-	-	-	-	-	-
Ellis Alley Enclave Renovation	Darren Shimek	181304	101,106	-	-	-	-	-	-
Eastside Mobility Hub	Scott Bishop	191301	-	505,000	1,194,000	1,601,000	-	-	3,300,000
Ellis Alley - Parking Access & Revenue Control System (PARCS)	Todd Olson	181306	30,000	100,000	-	-	-	-	100,000
Ingram Transit Center - Sidewalk Connections	Todd Olson	191303	-	50,000	-	-	-	-	50,000
Stone Oak Park & Ride - Deceleration Lane & Entry Driveway Improvements	Todd Olson	181307	250,000	500,000	-	-	-	-	500,000
Total Passenger Facilities			20,220,737	8,635,975	19,166,596	19,921,596	2,768,235	487,335	50,979,737
<b>Operational Facilities</b>									
Facility Upgrade/Renovation	Darren, Tom	161600	150,000	325,000	-	-	-	-	325,000
Upgrade Of Fire System and Alarm Panels	Tom Carrasco	161602	-	-	-	-	-	-	-
Switch/Breaker/Transf/Gear Eval. & Update	Tom Carrasco	171600	30,194	350,000	-	-	-	-	350,000
Repairs - Vehicle Repair Pits	Tom Carrasco	161604	375,000	-	-	-	-	-	-
Existing Paint Facility Upgrade	Tom Carrasco	171602	70,000	-	1,525,000	-	-	-	1,525,000
Paint Maint Bldg. Ceiling	Darren Shimek	161605	-	-	1,000,000	-	-	-	1,000,000

VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY20-24) and  
FY19 Forecast (\$)

Proposed Spending Plan - September 2019

Category	Owner	Proj No	2019	2020	2021	2022	2023	2024	Total 2020-2024
Bus Garage Air Compressor Replacement	Darren Shimek	191605	150,000	-	-	-	-	-	-
CDC Police Station Renovation	Tom Carrasco	181610	420,579	169,421	-	-	-	-	169,421
Transgude Backup Generator	Tom Carrasco	181611	-	-	-	-	-	-	-
Replace Automated Fuel Control System	Carl Woodby	161608	17,500	12,000	-	-	-	-	12,000
Install Natural Gas Compressor Facility	Darren Shimek	161609	104,303	-	-	-	-	-	-
General Concrete and/or Asphalt Work	Tom Carrasco	161610	243,891	300,000	100,000	100,000	100,000	100,000	700,000
Madia Training Center Upgrades	Tom Carrasco	171609	-	150,000	180,000	-	-	-	330,000
VMC Office Remodel	Tom Carrasco	161614	1,862	-	-	-	-	-	-
Paratransit Facility	Tom Carrasco	161615	2,750,000	18,250,000	-	-	-	-	18,250,000
Office Furniture	Darren Shimek	161616	100,000	200,000	-	-	-	-	200,000
Propane Infrastructure Upgrades	Darren Shimek	171612	150,000	-	-	-	-	-	-
Campus Master Plan & Improvements	Tom Carrasco	171613	530,000	775,000	-	-	-	-	775,000
Replace Diesel/Gasoline/Fresh Oil/Waste USTs	Darren Shimek	161618	1,595,692	-	-	-	-	-	-
Other & Tire Shop Pit Repair	Tom Carrasco	161620	-	-	-	-	1,000,000	-	1,000,000
Replace VMC Roof	Darren Shimek	191600	-	-	-	-	475,000	-	475,000
VMC Exterior Painting	Tom Carrasco	181602	713	-	-	-	-	-	-
Waste Water Treatment Upgrade	Tom Carrasco	191601	300,000	1,200,000	-	-	-	-	1,200,000
VMC Carpet Replacement	Darren Shimek	181604	646	146,941	146,941	-	-	-	293,882
Insp Steamroom Renovations	Darren Shimek	191603	150,000	200,000	150,000	-	-	-	350,000
Parts Warehouse (Laurel St.) Electrical	Tom Carrasco	181606	33,687	-	-	-	-	-	-
Garage Heater Replacement	Tom Carrasco	201600	450,000	-	-	-	-	-	-
Storeroom Cabinets & Material Handling Trucks	Henry Berralles	181607	30,000	360,000	30,000	30,000	30,000	-	450,000
Battery Room Upgrade	Tom Carrasco	211601	-	-	-	150,000	-	-	150,000
Renovation of Main Service Station	Tom Carrasco	221601	-	-	-	-	1,000,000	-	1,000,000
Replace All VMC HVAC Air Handlers	Tom Carrasco	201601	-	-	800,000	-	-	-	800,000
Yard Capacity Expansion	Tom Carrasco	181612	500,000	-	-	-	-	-	-
Total Operational Facilities			8,172,590	22,438,362	3,931,941	280,000	2,605,000	100,000	29,355,303
<u>Administrative Facilities</u>									
Security Enhancements -- Perimeter Fence	Tom Carrasco	161700	500,000	-	-	-	-	-	-
Security Doors (Grand, 2nd Floor)	Tom Carrasco	171703	12,408	-	-	-	-	-	-
VIA Signage Upgrade (future \$ in 161404)	Tom Carrasco	161701	33,563	-	-	-	-	-	-
Fitness Center Buildout	Tom Carrasco	161702	225,130	-	-	-	-	-	-
Operating Facilities Backup Generators	Tom Carrasco	181700	-	800,000	-	-	-	-	800,000
Administration Bldg Patio Improvements	Tom Carrasco	161703	-	90,000	-	-	-	-	90,000
Total Administrative Facilities			771,101	890,000	-	-	-	-	890,000
<u>Maintenance Tools &amp; Equipment</u>									
Shop Tools and Equipment	Carl Woodby	161800	76,260	100,000	100,000	100,000	100,000	100,000	500,000
Mobile Bus Lifts	Carl Woodby	161802	-	200,000	50,000	50,000	50,000	50,000	400,000
Filter Crusher	Carl Woodby	181800	40,000	-	-	-	-	-	-
Asset Management System	Jan Williams	171802	46,373	100,000	-	-	-	-	100,000
Replace Parts Washers, Pressure/Steam Cleaners	Darren Shimek	171805	-	-	-	250,000	-	-	250,000
Inground Brake Tester	Carl Woodby	171806	-	-	300,000	-	-	-	300,000
In Ground Chassis Dyno	Carl Woodby	171807	-	-	500,000	-	-	-	500,000
AC Recovery Machines	Carl Woodby	171809	-	32,000	-	-	-	32,000	64,000
Transmission Dyno	Carl Woodby	171810	-	200,000	-	-	-	-	200,000
Bus Washer Purchases and Upgrades	Carl Woodby	181802	-	-	-	700,000	-	-	700,000
Total Maintenance Tools & Equip.			162,633	632,000	950,000	1,100,000	150,000	182,000	3,014,000
<u>Replace Components for Rev. Vehicles</u>									
Engines and Transmissions	Carl Woodby	161900	986,000	-	1,000,000	1,000,000	2,000,000	-	4,000,000
Hybrid Bus Major Components	Carl Woodby	171900	125,000	175,000	175,000	175,000	175,000	-	700,000
Electric Bus Major Components	Carl Woodby	181900	40,000	-	-	-	-	-	-

VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY20-24) and  
FY19 Forecast (\$)

Proposed Spending Plan - September 2019											
Category	Owner	Proj No	2019	2020	2021	2022	2023	2024	Total		
Diesel Particulate Filters	Carl Woodby	161901	10,000	10,000	10,000	10,000	10,000	10,000	50,000	50,000	
	Other Misc Components for Rev Vehicles	211900	50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000	
	Infotainment System for Primos/VIVA	181902	-	795,000	-	-	-	-	795,000	795,000	
	Operator Safety Compartment	181903	-	600,000	2,000,000	-	-	-	2,600,000	2,600,000	
	Bus Yard Emergency Alert System	191900	-	100,000	-	-	-	-	100,000	100,000	
	Total Replace Components for Rev. Veh.			1,211,000	1,730,000	3,235,000	1,235,000	2,235,000	60,000	8,495,000	8,495,000
	Computer Hardware/Software										
	10GB End Switch Network Upgrade	Steve Young	172100	281,439	40,000	40,000	40,000	250,000	50,000	420,000	420,000
	Computing Devices	Steve Young	162102	229,470	50,000	50,000	150,000	150,000	150,000	550,000	550,000
	ArcGIS for Engineering	Steve Young	162103	106,600	-	-	-	-	-	-	-
Network Storage/Servers/Data Ctr	Steve Young	162105	370,526	255,000	255,000	250,000	250,000	450,000	1,460,000	1,460,000	
	Replace Printers	162106	82,951	-	-	-	-	-	-	-	
	P25 Radio System Upgrade/Replacement	Steve Young	1,435,602	2,153,403	-	250,000	-	-	2,403,403	2,403,403	
	AVL Hardware	162110	50,000	50,000	50,000	50,000	-	4,000,000	4,150,000	4,150,000	
	Telephone System Upgrade/Replacement	162111	82,300	400,000	-	300,000	-	-	700,000	700,000	
	ERP System - BPR, Technical Specs	162116	167,774	75,000	-	-	-	-	75,000	75,000	
	ERP System	Steve Young	2,100,000	2,668,057	-	-	-	-	2,668,057	2,668,057	
	Security (Cameras, Doors, Network, Storage)	Steve Young	400,000	465,000	65,000	65,000	65,000	65,000	725,000	725,000	
	VMC AV Replacement	162121	5,000	25,000	5,000	-	-	-	30,000	30,000	
	M7300 Mobile Radio Replacement	Steve Young	22,319	25,000	-	25,000	-	25,000	75,000	75,000	
VDI Licenses & HW (Citrix)	Steve Young	172103	123,469	40,000	40,000	40,000	125,000	40,000	285,000	285,000	
	Cloud Migration & Build Out Svcs	172104	265,000	-	90,000	-	-	-	90,000	90,000	
	Microsoft SQL Server Upgrades	162130	120,000	-	-	-	-	-	-	-	
	Wireless Network	Steve Young	141,872	5,000	5,000	90,000	-	-	100,000	100,000	
	Fiber Build Out (Grand, GCS, VMC)	172106	100,000	-	-	-	-	-	-	-	
	Software Development Tools	172107	12,000	-	12,000	-	-	-	12,000	12,000	
	Operating System Licenses	Steve Young	175,000	-	-	175,000	-	-	175,000	175,000	
	Other Transit Software/Hardware	Steve Young	125,000	125,000	125,000	125,000	125,000	125,000	625,000	625,000	
	APCs	Steve Young	212,000	-	-	-	-	-	-	-	
	Digital Signage/Kiosks	Steve Young	277,464	100,000	40,000	40,000	40,000	40,000	260,000	260,000	
Other Vehicle Hardware	Steve Young	212100	-	30,000	450,000	450,000	-	-	930,000	930,000	
	Tech Area Office Construction	192105	15,000	-	-	-	-	-	-	-	
	Admin Boardroom Audio/Video Refresh	Steve Young	-	50,000	-	-	-	-	50,000	50,000	
	IT Security/Network Security	182101	169,000	150,000	-	-	-	-	150,000	150,000	
	Engineering Project Mgmt Software	192107	-	250,000	-	-	-	-	250,000	250,000	
	B2G Upgrade	Steve Young	2,535	-	-	-	-	-	-	-	
	Total Computer Hardware/Software			7,072,321	6,956,460	1,227,000	2,050,000	1,005,000	4,945,000	16,183,460	16,183,460
	Misc. (Facilities, Equipment, Other)										
	Fare Collection System	Steve Young	1,479,200	-	-	-	-	-	-	-	-
	Coin Sorter	Steve Lange	193104	-	54,600	-	-	-	-	54,600	54,600
PE/Environmental	Scott Bishop	163101	36,108	-	-	-	-	-	-	-	
Scobey Complex	Scott Bishop	173103	660,000	500,000	-	-	-	-	500,000	500,000	
Joint Dvlpmnt (Centro Plaza - Core & Shell Bldg)	Scott Bishop	183100	300,000	130,000	-	-	-	-	130,000	130,000	
Total Miscellaneous			2,475,308	684,600	-	-	-	-	-	684,600	684,600
Total Capital (for Funded Items)			54,500,848	75,791,697	53,608,898	55,524,274	9,246,402	6,485,376	200,656,647	200,656,647	

VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY20-24) and  
FY19 Forecast (\$)

Proposed Spending Plan - September 2019									
Category	2019	2020	2021	2022	2023	2024	Total		
Unfunded Project: <u>Advanced Rapid Transit</u>									
Advanced Rapid Transit (ART) Phase 1a	-	-	10,150,000	14,150,000	26,300,000	25,000,000	75,600,000		
Advanced Rapid Transit (ART) Phase 1b		-	-	-	11,200,000	16,200,000	27,400,000		
New Bus Operations & Maint Facility		-	18,850,000	5,150,000	4,805,000	34,270,000	63,075,000		
Total Rapid Transit Project	-	-	29,000,000	19,300,000	42,305,000	75,470,000	166,075,000		
Total Capital	54,500,848	75,791,697	82,608,898	74,824,274	51,551,402	81,955,376	366,731,647		

Note:

Red font indicates new project

Green font indicates changed description

**VIA Metropolitan Transit**  
**Capital Spending Comparison: FY19-23**  
**(Common 5-Year Period in 6-Year Spending Projections)**  
**By Project Category (\$)**

	Spending Plan Sept 2019	Spending Plan Sept 2018	Difference	Comments
<b>TOTAL FY19-23</b>				
Revenue Vehicles	100,036,118	31,837,688	68,198,430	Mainly accelerated purchase of vehicles due to grant funding opportunities
Service Vehicles	4,722,546	1,866,000	2,856,546	Higher estimate of service vehicle needs
Passenger Facilities	70,713,139	50,116,629	20,596,510	Mainly SW High-Capacity Transit (SWHCT) spending (up \$6.6M due to timing), and RTTC (+\$6.4M)
Operational Facilities	37,427,893	37,179,000	248,893	Net increase of 0.7%, with waste water treatment upgrade largest increase (+\$1.2M)
Administrative Facilities	1,661,101	1,540,000	121,101	Largest item is Fitness Center Buildout (+\$75K), with variance almost all timing (underspent in FY18)
Maintenance Tools & Equipment	2,994,633	4,432,000	(1,437,367)	Largest decrease is tools for paratransit shop (-\$2.0M)
Repl Components for Rev. Vehicles	9,646,000	6,128,177	3,517,823	Largest item is engines and transmissions (+\$3.5M, with \$0.4M of that amount being timing -- underspent in FY18)
Computer Hardware/Software	18,310,781	14,742,621	3,568,160	Largest item is ERP system (-\$1.4M due mainly to timing); all other variances are under \$402k each
Misc. (Facilities, Equipment, Other)	3,159,908	2,786,000	373,908	Largest increase is fare collection system (+\$1.0M), due to timing (underspent by \$1.0M in FY18)
<b>FY19-23 Total for Funded Projects</b>	<b>248,672,119</b>	<b>150,628,115</b>	<b>98,044,004</b>	
Adjustment for FY18 Underspending			(30,979,077)	Timing difference only; funds not spent in FY18 rolled into FY19
Adjusted Total for Funded Projects			<u>67,064,927</u>	Net difference after adjusting for FY18 underspending
Advanced Rapid Transit (Unfunded)	90,605,000	161,500,000	(70,895,000)	Timing
<b>Fiscal Year 2019</b>				
Revenue Vehicles	12,803,142	-	12,803,142	Accelerated purchase of vehicles due to grant funding opportunities
Service Vehicles	1,612,016	673,000	939,016	Difference mostly due to timing (FY18 under by \$703K)
Passenger Facilities	20,220,737	25,922,751	(5,702,014)	Deferred spending on RTTC and park and rides/pools (IH10, Alamo Ranch, and NE), partially offset by higher SWHCT
Operational Facilities	8,172,590	5,030,000	3,142,590	Mainly timing (FY18 under by \$2.8M); largest new project is yard capacity expansion (+\$0.5M)
Administrative Facilities	771,101	740,000	31,101	Largest item is slight increase in fitness center buildout
Maintenance Tools & Equipment	162,633	950,000	(787,367)	Largest items are decreases in inground brake tester and warehouse storage cabinets
Repl Components for Rev. Vehicles	1,211,000	1,419,165	(208,165)	Decrease in hybrid and electric bus major components, partially offset by engines and transmissions increase
Computer Hardware/Software	7,072,321	6,987,218	85,103	Mainly timing (FY18 under by \$2.6M)
Misc. (Facilities, Equipment, Other)	2,475,308	2,286,000	189,308	Mainly fare collection system timing
<b>FY19 Total (For Funded Items)</b>	<b>54,500,848</b>	<b>44,008,134</b>	<b>10,492,714</b>	
Advanced Rapid Transit Project	-	12,000,000	(12,000,000)	Timing
<b>Total</b>	<b>54,500,848</b>	<b>56,008,134</b>	<b>(1,507,286)</b>	
<b>Fiscal Year 2020</b>				
Revenue Vehicles	32,908,000	8,400,000	24,508,000	Accelerated purchase of vehicles due to grant funding opportunities
Service Vehicles	916,300	377,000	539,300	Higher estimate of service vehicle needs
Passenger Facilities	8,635,975	18,077,378	(9,441,403)	Mainly deferred spending on Randolph P&R, Alamo Ranch, RTTC, and Naco Pass
Operational Facilities	22,438,362	13,203,000	9,235,362	Mainly timing of Paratransit Facility spending
Administrative Facilities	890,000	800,000	90,000	Admin building patio improvements
Maintenance Tools & Equipment	632,000	2,882,000	(2,250,000)	Mainly tools & equipment for new paratransit shop (-\$2.0M)
Repl Components for Rev. Vehicles	1,730,000	1,971,110	(241,110)	Mainly engines and transmissions and hybrid bus major components, partially offset by operator safety compartment
Computer Hardware/Software	6,956,460	3,848,403	3,108,057	Mainly timing on ERP system
Misc. (Facilities, Equipment, Other)	684,600	500,000	184,600	Mainly joint development
<b>FY20 Total</b>	<b>75,791,697</b>	<b>50,058,891</b>	<b>25,732,806</b>	
Advanced Rapid Transit Project	-	24,000,000	(24,000,000)	Timing
<b>Total</b>	<b>75,791,697</b>	<b>74,058,891</b>	<b>1,732,806</b>	
<b>Fiscal Year 2021</b>				
Revenue Vehicles	23,643,580	7,749,980	15,893,600	Accelerated purchase of vehicles due to grant funding opportunities
Service Vehicles	1,454,781	364,000	1,090,781	Higher estimate of service vehicle needs
Passenger Facilities	19,166,596	4,769,000	14,397,596	Mainly RTTC up due to BUILD grant opportunity (+\$6.4M) and Alamo Ranch up due mainly to timing (+\$4.8M)
Operational Facilities	3,931,941	9,123,000	(5,191,059)	Paratransit facility (-\$8.2M) partially offset by other items
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	950,000	150,000	800,000	Timing on in-ground brake tester and in-ground chassis dyno
Repl Components for Rev. Vehicles	3,235,000	957,902	2,277,098	Mainly operator safety compartment
Computer Hardware/Software	1,227,000	1,872,000	(645,000)	Largest item timing of spending on other vehicle hardware (-\$0.5M)
Misc. (Facilities, Equipment, Other)	-	-	-	No change
<b>FY21 Total</b>	<b>53,608,898</b>	<b>24,985,882</b>	<b>28,623,016</b>	
Advanced Rapid Transit Project	29,000,000	22,000,000	7,000,000	Timing
<b>Total</b>	<b>82,608,898</b>	<b>46,985,882</b>	<b>35,623,016</b>	

VIA Metropolitan Transit				
Capital Spending Comparison: FY19-23				
(Common 5-Year Period in 6-Year Spending Projections)				
By Project Category (\$)				
	Spending Plan Sept 2019	Spending Plan Sept 2018	Difference	Comments
<u>Fiscal Year 2022</u>				
Revenue Vehicles	30,681,396	7,650,000	23,031,396	Accelerated purchase of vehicles due to grant funding opportunities
Service Vehicles	256,282	452,000	(195,718)	Timing
Passenger Facilities	19,921,596	682,500	19,239,096	Mainly Randolph P&R timing (\$6.5M), RTTC (+\$5.7M), Alamo Ranch (\$2.7M), and IH10 P&R (+\$2.4) -- mostly timing
Operational Facilities	280,000	9,623,000	(9,343,000)	Paratransit facility (-\$8.2M) partially offset by other items
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	1,100,000	400,000	700,000	Bus washer purchases and upgrades
Repl Components for Rev. Vehicles	1,235,000	890,000	345,000	Engines and transmissions (+\$0.8M) partially offset by other items
Computer Hardware/Software	2,050,000	1,360,000	690,000	Largest item is other vehicle hardware (+\$0.5M), due to timing
Misc. (Facilities, Equipment, Other)	-	-	-	No change
FY22 Total	55,524,274	21,057,500	34,466,774	
Advanced Rapid Transit Project	19,300,000	43,500,000	(24,200,000)	Timing
Total	74,824,274	64,557,500	10,266,774	
<u>Fiscal Year 2023</u>				
Revenue Vehicles	-	8,037,708	(8,037,708)	Impact of accelerating purchase of vehicles (spending moved to earlier years)
Service Vehicles	483,167	-	483,167	Higher estimate of service vehicle needs
Passenger Facilities	2,768,235	665,000	2,103,235	Mainly Randolph and Alamo Ranch P&R
Operational Facilities	2,605,000	200,000	2,405,000	Largest item is renovation of main service station (+\$1.0M) and "other & tire shop pit repair" (+\$1.0M)
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	150,000	50,000	100,000	Shop tools and equipment
Repl Components for Rev. Vehicles	2,235,000	890,000	1,345,000	Engines and transmissions (\$1.7M) partially offset by other items
Computer Hardware/Software	1,005,000	675,000	330,000	Largest items are computing devices and other transit hardware/software, up due to timing
Misc. (Facilities, Equipment, Other)	-	-	-	Joint development
FY23 Total	9,246,402	10,517,708	(1,271,306)	
Advanced Rapid Transit Project	42,305,000	60,000,000	(17,695,000)	Timing
Total	51,551,402	70,517,708	(18,966,306)	



## VIA Metropolitan Transit

Metropolitan Transit	168	FY2020 Annual Business Plan
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VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY20-24) and  
FY19 Forecast (\$)

		Proposed Spending Plan - September 2019										Approved Spending Plan - September 2018										Difference											
Proj No	Category	2019	2020	2021	2022	2023	2024	2020-2024	Total	2019-2023	2019	2020	2021	2022	2023	2019-2023	Total	2019-2023	2019	2020	2021	2022	2023	2019-2023	Total	2019-2023	2019	2020	2021	2022	2023	2019-2023	Total
171602	Existing Paint Facility Upgrade	70,000	-	1,525,000	-	-	-	-	-	1,595,000	200,000	1,525,000	-	-	-	1,725,000	-	-	(130,000)	(1,525,000)	-	-	-	-	-	1,525,000	-	-	-	-	-	-	(130,000)
161605	Paint Maint Bldg. Ceiling	-	-	1,000,000	-	-	-	1,000,000	-	1,000,000	-	500,000	-	-	-	500,000	-	-	-	(500,000)	-	-	-	-	-	1,000,000	-	-	-	-	-	-	500,000
191605	Bus Garage Air Compressor Replacement	-	-	-	-	-	-	-	-	-	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
181610	CDC Police Station Renovation	420,579	169,421	-	-	-	-	169,421	-	590,000	200,000	-	-	-	-	200,000	-	-	220,579	169,421	-	-	-	-	-	-	-	-	-	-	-	-	
181611	Transguide Backup Generator	18,523	-	-	-	-	-	-	-	18,523	-	-	-	-	-	-	-	-	18,523	-	-	-	-	-	-	-	-	-	-	-	-	-	
171603	Garage Floor Repair & Coating	-	-	-	-	-	-	-	-	-	-	500,000	-	-	-	500,000	-	-	-	(500,000)	-	-	-	-	-	-	-	-	-	-	-	-	
171604	Purchase Roseburg Building	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
171605	VNF-ERU Condensate Capture and Storage	-	-	-	-	-	-	-	-	-	-	100,000	-	-	-	100,000	-	-	-	(100,000)	-	-	-	-	-	-	-	-	-	-	-	-	
161608	Replace Automated Fuel Control System	17,500	12,000	-	-	-	-	12,000	-	29,500	-	-	-	-	-	-	-	-	17,500	12,000	-	-	-	-	-	-	-	-	-	-	-	-	
161609	Install Natural Gas Compressor Facility	104,303	-	-	-	-	-	-	-	104,303	-	-	-	-	-	-	-	-	104,303	-	-	-	-	-	-	-	-	-	-	-	-	-	
171608	CNG Station Backup Power Generation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
161610	General Concrete and/or Asphalt Work	243,891	300,000	100,000	100,000	100,000	100,000	700,000	-	843,891	300,000	100,000	100,000	100,000	100,000	700,000	-	-	(56,109)	200,000	-	-	-	-	-	-	-	-	-	-	-	-	
161611	Bus Yard Lighting Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
171609	Media Training Center Upgrades	-	150,000	180,000	-	-	-	-	-	330,000	100,000	180,000	-	-	-	280,000	-	-	(100,000)	(30,000)	-	-	-	-	-	180,000	-	-	-	-	-	-	
161614	VMC Office Remodel	1,862	-	-	-	-	-	-	-	1,862	100,000	150,000	-	-	-	150,000	-	-	1,862	(150,000)	-	-	-	-	-	-	-	-	-	-	-	-	
161615	Paratransit Facility	2,750,000	18,250,000	-	-	-	-	18,250,000	-	21,000,000	1,855,000	8,193,000	8,193,000	8,193,000	100,000	26,434,000	-	-	895,000	10,057,000	-	-	-	-	-	(8,193,000)	-	-	-	-	-	-	
161616	Office Furniture	100,000	200,000	-	-	-	-	200,000	-	300,000	100,000	100,000	100,000	100,000	100,000	500,000	-	-	-	100,000	-	-	-	-	-	(100,000)	-	-	-	-	-	-	
171612	Propane Infrastructure Upgrades	150,000	-	-	-	-	-	-	-	150,000	250,000	1,305,000	500,000	-	-	1,950,000	-	-	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
171613	Campus Master Plan & Improvements	530,000	775,000	-	-	-	-	775,000	-	1,305,000	250,000	1,200,000	-	-	-	1,950,692	-	-	1,595,692	(425,000)	-	-	-	-	-	(500,000)	-	-	-	-	-	-	
161618	Replace Diesel/Gasoline/Fresh Oil/Waste Oils	1,595,692	-	-	-	-	-	-	-	1,595,692	-	-	-	-	-	-	-	-	1,595,692	-	-	-	-	-	-	-	-	-	-	-	-	-	
181601	Renov HU Yard Sump/Separator System	-	-	-	-	-	-	-	-	-	200,000	-	-	-	-	200,000	-	-	(200,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	
161620	Other & Tire Shop Pit Repair	-	-	-	-	-	-	-	-	1,000,000	-	-	-	-	-	1,000,000	-	-	-	(475,000)	-	-	-	-	-	-	-	-	-	-	-	-	
191600	Replace VMC Roof	-	-	-	-	-	-	-	-	475,000	-	-	-	-	-	475,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
181602	VMC Exterior Painting	713	-	-	-	-	-	-	-	713	-	-	-	-	-	-	-	-	713	-	-	-	-	-	-	-	-	-	-	-	-	-	
181603	Maint Bldg Loading Dock Door Repl	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
191601	Waste Water Treatment Upgrade	300,000	1,200,000	-	-	-	-	1,200,000	-	1,500,000	300,000	-	-	-	-	300,000	-	-	-	1,200,000	-	-	-	-	-	-	-	-	-	-	-	-	
181604	VMC Carpet Replacement	646	146,941	-	-	-	-	-	-	146,941	150,000	-	-	-	-	150,000	-	-	(149,354)	146,941	-	-	-	-	-	-	-	-	-	-	-	-	
191602	Maint Bldg HU Sump Fill In (Now in 181601)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
191603	Insp Steamroom Renovations	150,000	200,000	150,000	-	-	-	-	-	500,000	150,000	-	-	-	-	150,000	-	-	-	200,000	-	-	-	-	-	150,000	-	-	-	-	-	-	
181605	New Paint Shop Upgrades (Now in 171602)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
181606	Parts Warehouse (Laurel St.) Electrical	33,687	-	-	-	-	-	-	-	33,687	25,000	-	-	-	-	25,000	-	-	33,687	-	-	-	-	-	-	-	-	-	-	-	-	-	
191604	Heavy Unit Sky Light Replacement	-	-	-	-	-	-	-	-	-	450,000	-	-	-	-	450,000	-	-	(25,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	
201600	Garage Heater Replacement	450,000	-	-	-	-	-	-	-	450,000	150,000	30,000	30,000	30,000	-	450,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
181607	Storeroom Cabinets & Material Handling Trucks	30,000	360,000	30,000	30,000	30,000	-	-	-	480,000	150,000	-	-	-	-	240,000	-	-	(120,000)	330,000	-	-	-	-	-	-	-	-	-	-	-	-	
181608	Transguide Emergency Electrical Panel	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Battery Room Upgrade	-	-	-	150,000	-	-	-	-	150,000	-	-	-	-	-	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Renovation of Main Service Station	-	-	-	-	-	-	-	-	1,000,000	-	-	-	-	-	1,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Replace All VMC HVAC Air Handlers	-	-	800,000	-	-	-	-	-	800,000	-	-	-	-	-	800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Yard Capacity Expansion	500,000	-	-	-	-	-	-	-	500,000	-	-	-	-	-	-	-	-	500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Operational Facilities	8,172,590	22,438,362	3,931,941	280,000	2,605,000	100,000	29,355,303	37,427,893	5,030,000	13,203,000	9,123,000	9,623,000	200,000	37,179,000	3,142,590	9,235,362	(5,191,059)	(9,343,000)	2,405,000	-	-	-	-	-	-	-	-	-	-	-	-	
	Administrative Facilities																																
161700	Security Enhancements – Perimeter Fence	500,000	-	-	-	-	-	-	-	500,000	500,000	-	-	-	-	500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
171703	Security Doors (Grand 2nd Floor)	12,408	-	-	-	-	-	-	-	12,408	-	-	-	-	-	-	-	-	12,408	-	-	-	-	-	-	-	-	-	-	-	-	-	-
171700	Replacement of IT HVAC (Lieber)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
161701	VIA Signage Upgrade (future \$ in 161404)	33,563	-	-	-	-	-	-	-	33,563	150,000	-	-	-	-	150,000	-	-	33,563	-	-	-	-	-	-	-	-	-	-	-	-	-	-
161702	Fitness Center Buildout	225,130	-	-	-	-	-	-	-	225,130	-	-	-	-	-	-	-	-	75,130	-	-	-	-	-	-	-	-	-	-	-	-	-	-
181700	Operating Facilities Backup Generators	800,000	-	-	-	-	-	-	-	800,000	800,000	-	-	-	-	800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
161703	Administration Bldg Patio Improvements	90,000	-	-	-	-	-	-	-	90,000	90,000	-	-	-	-	90,000	-	-	(90,000)	90,000	-	-	-	-	-	-	-	-	-	-	-	-	-
171701	Annex Bldg Restroom Renovations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
161704	Administrative Building Lobby & Restrooms	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-</											

## VIA Metropolitan Transit

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## VIA Metropolitan Transit

Proposed Spending Plan - September 2019

Red font indicates new project

Green font indicates changed description

**VIA Metropolitan Transit  
Transportation Improvement Program  
2020-2024 Projects (\$)**

**CAPITAL PROJECTS SPENDING:**

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Total</u>
Revenue Vehicles	\$ 32,908,000	\$ 23,643,580	\$ 30,681,396	\$ -	\$ -	\$ 87,232,976
Service Vehicles	916,300	1,454,781	256,282	483,167	711,041	3,821,571
Passenger Amenities	8,635,975	19,166,596	19,921,596	2,768,235	487,335	50,979,737
Operational Facilities	22,438,362	3,931,941	280,000	2,605,000	100,000	29,355,303
Administrative Facilities	890,000	-	-	-	-	890,000
Maintenance Tools & Equipment	632,000	950,000	1,100,000	150,000	182,000	3,014,000
Replacement Components for Rev Vehicles	1,730,000	3,235,000	1,235,000	2,235,000	60,000	8,495,000
Advanced Rapid Transit	-	29,000,000	19,300,000	42,305,000	75,470,000	166,075,000
Computer Hardware/Software	6,956,460	1,227,000	2,050,000	1,005,000	4,945,000	16,183,460
Miscellaneous	684,600	-	-	-	-	684,600
<b>TIP Capital Projects</b>	<b>75,791,697</b>	<b>82,608,898</b>	<b>74,824,274</b>	<b>51,551,402</b>	<b>81,955,376</b>	<b>366,731,647</b>

**Other Programs (a):**

Section 5310 (Elderly and Disabled)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Preventative Maintenance	26,696,800	27,043,100	27,362,500	24,985,100	25,311,000	131,398,500
Capital Cost of Contracting	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	23,000,000
Paratransit Expenses	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000

<b>Total TIP Projects</b>	<b>111,088,497</b>	<b>118,251,998</b>	<b>110,786,774</b>	<b>85,136,502</b>	<b>115,866,376</b>	<b>541,130,147</b>
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**CAPITAL PROJECTS FUNDING SOURCES:**

**Sources:**

MTA Contractual Obligation Bonds	-	8,221,180	2,028,780	-	-	10,249,960
TxDOT Grant Funds	15,153,625	13,967,401	13,882,505	458,532	-	43,462,063
Section 5307/5340 Grant	-	-	-	-	-	-
Section 5339b Grant	9,000,000	-	-	-	-	9,000,000
Section 5339 Grant	4,240,660	3,637,122	8,362,878	3,872,000	3,328,000	23,440,660
No-Low Grant	3,750,000	-	-	-	-	3,750,000
VW Settlement Funds	5,035,120	5,035,120	5,035,120	-	-	15,105,360
CMAQ Funds - Capital	9,377,906	5,493,333	5,493,333	-	-	20,364,572
BUILD Grant	1,690,000	4,602,000	5,228,000	-	-	11,520,000
Advanced Rapid Transit Funding	-	29,000,000	19,300,000	42,305,000	75,470,000	166,075,000
VIA Cash/Capital (b)	27,023,716	12,316,539	15,406,820	4,869,857	3,130,387	62,747,319
Carryover Grant Funds for Pre-'19 Projects	520,670	336,203	86,838	46,013	26,989	1,016,713
<b>Total Capital Projects Funding</b>	<b>75,791,697</b>	<b>82,608,898</b>	<b>74,824,274</b>	<b>51,551,402</b>	<b>81,955,376</b>	<b>366,731,647</b>

**Subtotals by Source:**

Grant Funds	33,614,356	19,103,778	24,206,169	3,918,013	3,354,989	84,197,305
TxDOT Grant Funds	15,153,625	13,967,401	13,882,505	458,532	-	43,462,063
Bonds	-	8,221,180	2,028,780	-	-	10,249,960
Rapid Transit Funding	-	29,000,000	19,300,000	42,305,000	75,470,000	166,075,000
VIA Cash/Capital (b)	27,023,716	12,316,539	15,406,820	4,869,857	3,130,387	62,747,319
<b>Total</b>	<b>75,791,697</b>	<b>82,608,898</b>	<b>74,824,274</b>	<b>51,551,402</b>	<b>81,955,376</b>	<b>366,731,647</b>

**Detail of Section 5307/5340 Total:**

Section 5307/5340 Grant	34,296,800	34,643,100	34,962,500	32,585,100	32,911,000	169,398,500
Less JARC Included in 5307/5340	-	-	-	-	-	-
Operating Expense Reimbursements	(34,296,800)	(34,643,100)	(34,962,500)	(32,585,100)	(32,911,000)	(169,398,500)
<b>Total 5307/5340 for Capital Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

(a) Funding for these operating items is as follows: Section 5310, 50% federal / 50% local, other items listed, 80% federal / 20% local.

(b) This line captures all remaining costs that need to be funded by VIA.



# APPENDICES





September 17, 2019

**TO:** VIA Board of Trustees

**FROM:** Steve Lange, Vice President Fiscal Management/CFO

**THROUGH:** Jeffrey C. Arndt, President and CEO

**RE:** Proposed FY20 Operating Budget

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**PURPOSE:**

To present the recommended Fiscal Year 2020 Operating Budget for possible adoption by the Board.

**BACKGROUND:**

The FY20 budget process began in May 2019 with the preliminary formulation of the capital plan. In June, a preliminary hours and miles service plan was developed, and in June through July 2019, the FY20 Operating Budget was developed. The FY20 Budget was developed looking at a five-year planning horizon. Plan elements evaluated in building the budget include: the Board's strategic priorities; service levels; customer service improvements; capital requirements; available grant funding and other funding sources, including debt; operating expenses; and cash reserve requirements.

VIA's proposed FY20 Operating Budget is \$249,427,104. A preliminary proposed FY20 Operating Budget was reviewed with the Board at a Budget Workshop on August 6, 2019, and subsequent briefings were made available to Board members. Subsequent to the Budget Workshop in August, there have been no revisions to the draft Operating Budget.

A public hearing to present the proposed FY20 Operating Budget was held on September 5, 2019. Two citizens attended and none of those individuals spoke. VIA provided two weeks advance notice of the availability of the budget and public hearing with legal notices in the San Antonio Express-News and La Prensa. A press release was sent to all media outlets in the Greater San Antonio Region announcing the budget availability for public review. A review copy of the budget was available in Communications Department at The Grand, all VIA Transit Centers, and was accessible online at VIAinfo.net. In addition, notices publicizing the public hearing and budget comment period were provided online and on social media platforms, including Facebook and Twitter.

**ANALYSIS:**

The proposed FY20 Operating Budget is \$249,427,104, up 4.4% from the FY19 budget. The budget was formulated based on VIA's focus on the strategic outcomes of increasing ridership and delivering VIA Reimagined. VIA is targeting four focus areas: providing valuable service, enhancing the customer experience, fostering meaningful engagement, and planning for the future. In FY20, line service is up 2.9% from the FY19 forecast, a second pilot of VIA Link service is budgeted, goCard fare technology will be introduced, and a robust program of strategic investments will be pursued as reflected in the budget book reviewed with the Board in August.

The proposed FY20 Operating Budget is up from the prior year budget due mainly to investments

in additional line service, wage increases, and resources needed to address agency initiatives. Additionally, pension expense is up due to assumption changes (mainly lower investment return rate). Year-end reserves are fully funded, with the Stabilization Fund and Working Capital funded at 60 days each.

**RECOMMENDATION:**

Approve the proposed FY20 Operating Budget.

**FINANCE/BUDGET IMPACT:**

The proposed FY20 Operating Budget is \$249,427,104.

**BUSINESS DIVERSITY:**

Not applicable.

**ACTION REQUESTED:**

Forward to the Board of Trustees with a recommendation to approve the proposed FY20 Operating Budget.

Attachments: Resolution  
FY20 Proposed Operating Budget PowerPoint





RESOLUTION: 9-24-19-01

SUBJECT: FISCAL MANAGEMENT – Adoption of the 2019-2020 MTA and ATD  
Operating Budgets

RESOLVED, that the October 1, 2019 – September 30, 2020 Budget as presented below be adopted by the Advanced Transportation District Board of Trustees.

Operating Expenses by Cost Center (Excluding Depreciation)	MTA Budget	ATD Budget	Combined Budget
Line	\$ 150,772,952	\$ 37,665,100	\$ 188,438,052
Special Events	1,432,935		1,432,935
Promotional Service	62,358		62,358
Charter			-
VIATrans	48,002,761		48,002,761
Vanpool		721,015	721,015
Transit Technology			-
Real Estate Development	4,453		4,453
Business Development and Planning	10,765,530		10,765,530
Total Operating Expenses	<u>\$ 211,040,989</u>	<u>\$ 38,386,115</u>	<u>\$ 249,427,104</u>

I, the undersigned officer of Advanced Transportation District, do hereby certify that the above and foregoing is a true and correct copy of a resolution adopted at the meeting of the Advanced Transportation District Board of Trustees on September 24, 2019.

  
Ezra Johnson, Secretary



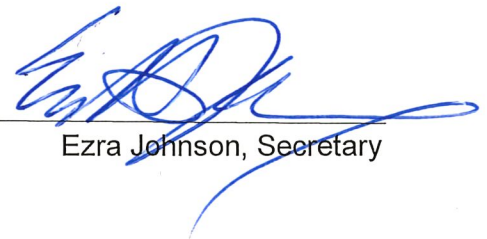
RESOLUTION 9-24-19-07

SUBJECT: FISCAL MANAGEMENT – Adoption of the 2019-2020 MTA and ATD  
Operating Budgets

RESOLVED, that the October 1, 2019 – September 30, 2020 Budget as presented below be adopted by the VIA Metropolitan Transit Board of Trustees.

Operating Expenses by Cost Center (Excluding Depreciation)	MTA Budget	ATD Budget	Combined Budget
Line	\$ 150,772,952	\$ 37,665,100	\$ 188,438,052
Special Events	1,432,935		1,432,935
Promotional Service	62,358		62,358
Charter			-
VIATrans	48,002,761		48,002,761
Vanpool		721,015	721,015
Transit Technology			-
Real Estate Development	4,453		4,453
Business Development and Planning	10,765,530		10,765,530
Total Operating Expenses	<u>\$ 211,040,989</u>	<u>\$ 38,386,115</u>	<u>\$ 249,427,104</u>

I, the undersigned officer of VIA Metropolitan Transit, do hereby certify that the above and foregoing is a true and correct copy of a resolution adopted at the meeting of the VIA Metropolitan Transit Board of Trustees on September 24, 2019.



Ezra Johnson, Secretary



September 24, 2019

**TO:** ATD Board of Trustees

**FROM:** Steve Lange, Vice President Fiscal Management/CFO

**THROUGH:** Jeffrey C. Arndt, President and CEO

**RE:** Proposed FY20 Operating Budget

---

**PURPOSE:**

To present the recommended Fiscal Year 2020 Operating Budget for possible adoption by the Board.

**BACKGROUND:**

The FY20 budget process began in May 2019 with the preliminary formulation of the capital plan. In June, a preliminary hours and miles service plan was developed, and in June through July 2019, the FY20 Operating Budget was developed. The FY20 Budget was developed looking at a five-year planning horizon. Plan elements evaluated in building the budget include: the Board's strategic priorities; service levels; customer service improvements; capital requirements; available grant funding and other funding sources, including debt; operating expenses; and cash reserve requirements.

VIA's proposed FY20 Operating Budget is \$249,427,104. A preliminary proposed FY20 Operating Budget was reviewed with the Board at a Budget Workshop on August 6, 2019, and subsequent briefings were made available to Board members. Subsequent to the Budget Workshop in August, there have been no revisions to the draft Operating Budget.

A public hearing to present the proposed FY20 Operating Budget was held on September 5, 2019. Two citizens attended and none of those individuals spoke. VIA provided two weeks advance notice of the availability of the budget and public hearing with legal notices in the San Antonio Express-News and La Prensa. A press release was sent to all media outlets in the Greater San Antonio Region announcing the budget availability for public review. A review copy of the budget was available in Communications Department at The Grand, all VIA Transit Centers, and was accessible online at VIAinfo.net. In addition, notices publicizing the public hearing and budget comment period were provided online and on social media platforms, including Facebook and Twitter.

**ANALYSIS:**

The proposed FY20 Operating Budget is \$249,427,104, up 4.4% from the FY19 budget. The budget was formulated based on VIA's focus on the strategic outcomes of increasing ridership and delivering VIA Reimagined. VIA is targeting four focus areas: providing valuable service, enhancing the customer experience, fostering meaningful engagement, and planning for the future. In FY20, line service is up 2.9% from the FY19 forecast, a second pilot of VIA Link service is budgeted, goCard fare technology will be introduced, and a robust program of strategic investments will be pursued as reflected in the budget book reviewed with the Board in August.

The proposed FY20 Operating Budget is up from the prior year budget due mainly to investments

in additional line service, wage increases, and resources needed to address agency initiatives. Additionally, pension expense is up due to assumption changes (mainly lower investment return rate). Year-end reserves are fully funded, with the Stabilization Fund and Working Capital funded at 60 days each.

**RECOMMENDATION:**

Approve the proposed FY20 Operating Budget.

**FINANCE/BUDGET IMPACT:**

The proposed FY20 Operating Budget is \$249,427,104 (MTA: \$211,040,989; ATD: \$38,386,115).

**BUSINESS DIVERSITY:**

Not applicable.

**ACTION REQUESTED:**

Board approval of the proposed FY20 Operating Budget.

Attachments: Resolution  
FY20 Proposed Operating Budget PowerPoint

## GLOSSARY OF TERMS

100% VIA Capital Funds	VIA funds used to purchase fixed assets without federal assistance.
Accessible	As defined by Federal Transit Administration (FTA), a site, building, facility, or portion thereof that complies with defined standards and that can be approached, entered, and used by persons with disabilities.
Accrual Basis of Accounting	The process of relating the financial effects of transactions to the period in which they occur. In this case, revenue is recognized when earned and expenses are recognized when incurred.
Administration Related Salaried Employees	Salaried employees that perform functions identified as administrative in the National Transit Database (NTD) chart of accounts.
Advanced Transportation District (ATD)	A taxing entity created by State of Texas legislation allowing a transit authority to impose a sales tax to fund advanced transportation and mobility enhancement.
Americans with Disabilities Act (ADA)	The Americans with Disabilities Act of 1990. This federal act requires many changes to ensure that people with disabilities have access to jobs, public accommodations, telecommunications, and public services, including public transit. Examples of these changes include mandating that all new buses and rail lines are wheel chair accessible, and that alternative transportation be provided to customers unable to access the transit system.
Amtrak	Facility built and owned by VIA and leased to Amtrak for operations.
Authorized Positions	Employee positions that have been authorized in the budget and will be filled during the year.
Automated Vehicle Locator (AVL) System	A data processing system that monitors actual running times of the bus fleet for adherence to schedules and provides computer-aided dispatch for the vehicle fleet.
Balanced Budget	A budget in which revenues equal or exceed expenses.

Budget Document	A formal plan of action for a specified time period that is expressed in monetary terms.
Budget Resolution	The official enactment by the Board establishing the legal authority for VIA to spend resources.
Budget Schedule	A list of key events that VIA follows in the preparation and adoption of the budget.
Capital Budget	A formal plan of action for a specified time period for purchases of fixed assets that is expressed in monetary terms.
Capital Grant	Monies received from a grantor (for VIA, primarily the Federal Transit Administration (FTA)) used to acquire fixed assets.
Charter Service	Service provided to private providers that do not have a fleet large enough to provide service to conventions or other meetings.
Circulator Routes	Circulator routes are those designed to complement the local bus network by featuring specialized services to smaller markets. Circulators are most often used where larger buses may be impractical, due to street patterns, building access, densities, or operating cost. Most circulator services are designed to connect to one or more transit centers where customers can transfer to local and regional transit services.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).
Contract Service	Service provided for schools that cannot provide transportation for all children who require these services.
Cost Center	A unit of a business that incurs expenses and may or may not generate revenue. Line, Contract and VIAtrans are examples of cost centers.
Demand-Response	A type of transit service where an individual passenger can request transportation from a specific location to another specific location at a certain time.

Department	A unit of a division that indicates overall management responsibility for an operation of a group of related operations within a functional area.
Depreciation	The allocation of the acquisition cost of a fixed asset to each period benefited by the asset based on a limited useful life of the fixed asset.
Distinguished Budget Presentation Awards Program	A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.
Division	A unit of VIA that indicates overall management responsibility for an operation of a group of related operations within a functional area.
Enterprise Fund	Fund established to account for operations financed and conducted in a manner similar to the operations of private business enterprises.
Expense	Charges incurred during a period through activities that constitute VIA's ongoing operations.
Express Service	Express routes are typically designed as "point-to-point" services, serving a very limited number of stops and offering faster trip times for customers. Express routes are often designed to serve employees working traditional Monday-Friday, 8-5 shifts, and as such may only operate during the peak periods (a.m. and p.m.) on weekdays. With more dispersed activity centers and job locations, opportunities now exist for express routes to connect people to jobs in both directions of travel.
Fixing America's Surface Transportation Act (FAST Act)	On December 4, 2015, President Obama signed into law 114-94, the Fixing America's Surface Transportation Act (FAST Act). The FAST Act funds surface transportation programs including, but not limited to, Federal aid highways at over \$305 billion for fiscal years 2016 through 2020.
Federal Transit Administration (FTA)	The FTA is the federal agency which helps cities and communities provide mobility to their citizens. Through its grant programs, FTA provides financial and planning assistance to help plan, build, and operate rail, bus and paratransit systems.

Fiscal Year (FY)	The fiscal year for VIA is October 1 through September 30.
Five-Year Financial Plan	A five year projection of revenues, expenses, cash flow, reserve balances and related financial information as well as projected service levels upon which the plan is based.
Fixed Asset (Capital Assets)	A long-lived asset acquired for use in the operation of the business and not intended for resale to customers. Examples of fixed assets include office equipment, vehicles, computer equipment, phone equipment and land. This includes all expenditures reasonable and necessary in acquiring or building the asset.
Fixed Route Service	Buses that operate according to fixed schedules and routes.
Fringe Benefits	Contributions made by VIA to meet commitments or obligations for employee fringe benefits. Some examples include VIA's share of Social Security, pension, medical and life insurance.
Full-Time Equivalent Position (FTE)	The number of position based on 2,080 hours per year, with part-time positions converted to the decimal equivalent of a full-time. For example, a part-time position working 20 hours per week would be equivalent of .5 of a full-time position.
Generally Accepted Accounting Principles (GAAP)	The term used to describe broadly the body of principles governing the accounting for financial transactions underlying the preparation of a set of financial statements.
Goal	A statement of broad direction, purpose or intent.
Governmental Accounting Standards Board (GASB)	An independent, professional body to establish standards of accounting and financial reporting applicable to state and local governmental entities.
Grants	A contribution by a government or other organization to support a function. A grant may be classified as operational or capital depending on the purpose for which the funds are used.
Headway	The time span between service vehicles on specified routes, sometimes called frequency.



Income	Compensation for services, interest, rents, royalties, etc.
Indirect Cost	A cost necessary for the functioning of the organization as a whole but which cannot be directly assigned to one service.
Intangible Asset	Economic resources characterized by a lack of physical existence.
Interactive Voice Response (IVR) System	A system that allows access to data (i.e., schedule information) through the use of the touch-tone pad on a telephone.
Internal Controls	Methods and measures implemented to safeguard assets, provide for accuracy of accounting data, and encourage compliance with policies.
Investments	Securities purchased for the generation of income in the form of interest.
JARC	Job Access Reverse Commute (JARC) is a grant provided by the FTA to provide transportation services between employment sites and low-income residential areas.
Line Service	Service that is scheduled and runs on a fixed route.
Materials and Supplies	Expendable materials and operating supplies necessary to conduct operations.
National Transit Database (NTD)	An annual report to the FTA of financial and statistical information. The report is used by the FTA in calculating the annual grant apportionment.
Net Assets	Total Assets minus Total Liabilities.
NTD Chart of Accounts	The National Transit Database system of accounts used by all transit agencies which facilitates comparison of all transit agencies reporting to the FTA.
Non-Revenue Vehicle	Vehicles that do not carry fare paying passengers that are used to support transit operations.
Off-Peak	Non rush hour time periods.
Operating Budget	A budget of essential income and expenses for a given period (usually on year) excluding capital outlays.

Operating Expense	Operating costs incurred in order to generate operating revenue. Examples of operating expenses include fuel, maintenance supplies, administrative labor, professional fees and office supplies.
Operating Revenues	Revenues generated from the provision of service and from other activities directly related to the provision of service.
Operations Related Salaried Employees	Salaried employees that perform functions related to the provision of transit operations. Functions are identified in the NTD chart of accounts.
Paratransit Service	Non-fixed route service utilizing vans to provide pre-arranged trips to and from specific locations within the service area to certified participants in the program. Most often refers to wheelchair-accessible, demand-response van service.
Park and Rides	Facilities that provide ample parking spaces, transit information centers and amenities for transit users. Usually used for commute to work, school or shopping trips.
Pass	Type of discounted media for fare payment which offers unlimited rides for a specified period of time. Examples include 30-day pass and visitor's pass.
Passenger Miles	The cumulative sum of the distances traveled by passengers.
Peak	Rush hour time periods, typically defined as 6:00 a.m. through 9:00 p.m., Monday through Friday.
Performance Measures	Data collected to determine how effective or efficient a program is in achieving its objectives.
Platform Time	The period of time in which a transit vehicle is in operation. Platform time contains time that buses are in revenue service and time required to support revenue service, for example time from a garage to the beginning of a route.
Purchased Paratransit Service	The cost of providing door-to-door service to certified participants in the paratransit program by a private provider of transit service under contract to the transit agency.

Records Management Program	A program to support the intention of the State of Texas to establish, promote, and support an active continuing program for the efficient and economical management of local government records.
Recovery Ratio	One of the key performance indicators, measuring the amount of operating expense that was recovered from operating revenues. The ratio is calculated as system generated revenues divided by operating expenses.
Reserve	An account used to indicate that a portion of previous earnings is restricted for a specific purpose.
Retained Earnings	The accumulation of prior year earnings.
Revenue	Receipts from the sale of a product or provision of service.
Revenue Bond	A certificate of debt issued by an organization in order to raise revenue. It guarantees payment of the original investment plus interest by specified date. Debt service payment is secured by a specific revenue source.
Revenue Equipment	Includes vehicles that carry fare-paying passengers and equipment used for the collection of fares.
Ride	A trip taken by passengers on the bus or rail system.
Ridership	Each passenger counted each time that person boards a vehicle.
Service Levels	The amount of hours and miles provided in order to serve customers.
Special event Service	Service to regularly scheduled but relatively infrequent events (sporting events, annual festivals) that is open to the public, with routes and schedules set by VIA.
Starlight Service	Demand response service between the hours of 1 a.m. and 4 a.m. The target market for this service is medical and hospitality industry employees.
Sunset Depot	Facility owned by VIA and leased by the Sunset Station Group, LLC to promote economic development in the Alamodome area.

Transguide	An Intelligent Transportation System that provides information to motorists about traffic conditions, such as accidents, congestion and construction.
Transit Centers	Facilities that offer limited parking, transit information centers and passenger amenities, These facilities are transfer hubs for numerous routes which provide shelter for transit passengers waiting to make connections between routes.
Transportation Improvement Program (TIP)	A capital improvement program developed cooperatively by local and state transportation entities. VIA and other transit systems must have their projects in the state TIP before federal funds can be awarded for those projects.
Uniform System of Accounts and Records	The uniform accounting structure required by the FTA allowing comparability between all transit systems in the United States.
Unlinked Passenger trip	Each boarding of a transit vehicle by a passenger is defined as an unlinked passenger trip. A single journey by one passenger, consisting of one or more unlinked boardings is considered a linked trip.
Vanpool	A transit service that links patrons making commuter trips to the same location using 12 – 15 passengers vans. The patrons pay a fee for the use of the van.
Vehicle Revenue Hours	The hours that vehicles travel while in revenue service. Vehicle revenue hours include layover/recovery time but exclude travel to and from storage facilities, training operators prior to revenue service, road test and deadhead travel, as well as school bus and charter services.
Vehicle Revenue Miles	The miles that vehicles travel while in revenue service. Vehicle revenue miles exclude travel to and from storage facilities, training operators prior to revenue service, road tests and deadhead travel, as well as school bus and charter services.
Warranty & Credits	Reimbursement for repairs covered by manufacturers' warranty agreements.