



VIAINFO.NET



# FY 2022 *Annual* Business Plan

October 1, 2021 to September 30, 2022

San Antonio, Texas



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# **FY22 ANNUAL BUSINESS PLAN**

OCTOBER 1, 2021 – SEPTEMBER 30, 2022

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 01, 2020**

*Christopher P. Morill*

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, 2020** (fiscal year 2021). 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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Akeem Brown (appt'd 5/8/18) Secretary (2020 - ) . . . . .	Bexar County Commissioners Court
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Laura Cabanilla (appt'd 01/14/21) . . . . .	San Antonio City Council
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Javier Paredes (appt'd 01/14/21) . . . . .	San Antonio City Council
Melanie Tawil (appt'd 01/14/21) . . . . .	San Antonio City Council
Athalie Malone (appt'd 9/12/19) . . . . .	San Antonio City Council



## Board of Trustees



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Elected by VIA Board of Trustees



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**Louis R. Cooper**  
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Council of Cities Appointee



**Athalie Malone**  
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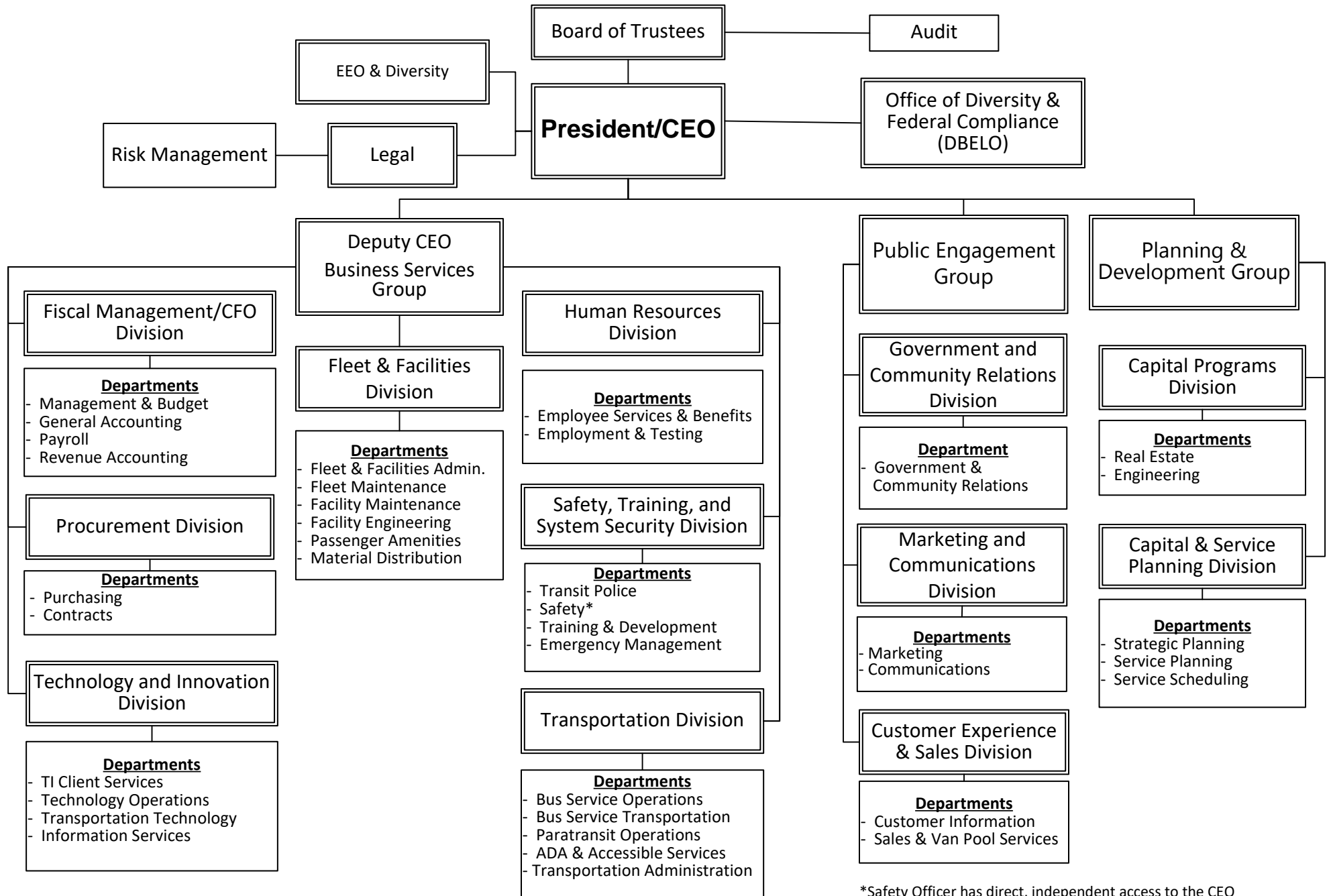
City of San Antonio Appointee



**Melanie Tawil**  
Member

City of San Antonio Appointee

# VIA METROPOLITAN TRANSIT ORGANIZATIONAL CHART



\*Safety Officer has direct, independent access to the CEO

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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

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If the past year has taught us anything, it's that preparedness and professionalism, compassion and careful planning can see us through even the most difficult of seasons. While we weathered some setbacks, we also made good progress on plans to rebalance and expand service in 2021, and forged new, innovative paths to keep moving forward.

And, as the social and economic impact from the ongoing pandemic stretches into another year, we once again find ourselves adapting to the challenges and opportunities each day brings – as a team and a family, dedicated to the community we serve.

Our mission and vision remain the same: to connect our community and support the agency's primary goals of attracting and retaining ridership, improving the customer experience, and building support for stronger investments in public transit.

The success of ATD Proposition A in November 2020 secured a new, dedicated source of funding that will allow us to plan and execute the long-range goals of the Keep SA Moving Plan. An additional 1/8-cent share of sales tax, beginning in 2026, puts us on a course for a more mobile future. Continued strategic investments, smart fiscal management, community partnerships, and our commitment to good service will help us stay that course.

We began FY 2021 with a plan for sustainable recovery of ridership and revenue lost during the height of the pandemic. Our budget office crafted a lean but optimistic budget that again relied on partnerships, innovation, common-sense programs, and good service, agencywide. Some key achievements in 2021 include:

- Recovering 13.1% of ridership on fixed-route bus service and 41.8% on VIAtrans paratransit service, reflecting strong ROI for our recovery campaign and outreach efforts.
- Launching two new VIA Link on-demand service zones that introduced transit options to our far-south service area and helped streamline service delivery and costs for fixed routes operating in suburban areas.
- Maintaining overwhelmingly positive feedback from riders and non-riders with strong support for VIA and the Keep SA Moving Plan.

Despite challenges, we were successful in delivering high-quality services and improved customers' experience. We exceeded our on-time performance standard in both bus and paratransit, despite numerous changes to schedules and construction detours. We also beat our complaint rate and safety goals—an impressive achievement.

We increased outreach to customers and introduced surveys and tracking tools that provide insights to help us improve. New and better communication channels to customers included a text subscription program that provides real-time detour/construction updates. Other tech advances include an updated VIA goMobile app that links to the national "Transit" app, and a new partnership with Lighthouse for the Blind on NaviLens, a "technicolor" QR code system that sends voice messages about activity at selected stops.

Cost-saving measures, responsible spending, and assistance from federal CARES Act funding allowed us to keep making investments in enhanced safety protocols. This played an important

role in keeping service on the road for those who rely on us to keep their jobs or look for work, shop for food and supplies, and care for themselves or others. It allowed us to maintain a safe environment for our own essential workers and to recover ridership with capacity limits lifted and service added to highly utilized routes.

We implemented changes in January, May, and August 2021, returning frequency to key routes and implementing frequency improvements. We worked to go from a COVID-low period of operating 24% less than pre-pandemic levels to reaching only about 10% less service.

The Delta variant in late summer packed a one-two punch, hitting both our staffing and service levels. A reduction in available staff due to illness, quarantining, or absenteeism, challenged our ability to field service by mid-summer. Therefore, we made an additional change in October 2021, designed to match the amount of service with available staffing so our customers could rely upon our schedules.

We made staffing recruitment and retention a priority and our Human Resources team remains laser focused on increasing our operator ranks, with competitive salary and benefits, and incentives for employees and new hires, continuing into 2022.

The FY 2022 budget keeps us on a path to reach our goals and grow, with no fare increases planned and funds in place to continue making investments for a safe and more mobile future. The proven formula of saving aggressively, spending carefully, and applying federal dollars strategically made it possible to put an acceleration plan in place for Keep SA Moving, or KSAM, earlier than the 2026 timeline.

The KSAM plan is designed to preserve core service and dedicate resources where they're most needed, including more frequency on key routes, innovative trip options, and partnerships with transportation partners. Parts of the KSAM vision are already realized.

In FY21, we celebrated the opening of two high-occupancy vehicle lanes on Interstate 10, and another two lanes on U.S. Highway 281. Several more VIA-managed HOV lanes will eventually form a network of dedicated lanes that will encourage transit use, ridesharing, and carpooling.

We also kicked off the expansion of VIA Link service with a new zone in the Northwest and VIA Link Express in Sandy Oaks. The on-demand service model replaces fixed routes with more frequent service at a lower cost to VIA. At least eight VIA Link zones will be opening in FY22, representing major growth for the app-based service introduced in 2019.

We took delivery of an entirely new fleet of VIAtrans vans and started construction of the new VIAtrans Operations Center that will house the fleet and the staff that operates our ADA paratransit service. The new facility off Fredericksburg Road near the IH-10 interchange is expected to open in early 2022. It represents the first new operations facility in VIA's history.

And we're moving forward on several other capital projects, including the Eastside Mobility Hub, Naco Pass Mobility Hub, TOD projects at the Scobey Building and the Robert Thompson Transit Center, and upgrades at the Randolph Park & Ride.

One of the most significant milestones of the past year is the approval of entry into Project Development in the Capital Investment Grant program from the FTA to support development of VIA's planned Advanced Rapid Transit, or ART network—specifically the initial ART corridor,

running north to south. The entry into the CIG funding process is a first for VIA and San Antonio and represents a turning point for mobility for our region.

Every program and all the service we work to make successful and reliable is designed to put opportunities that support and uplift the community within reach. But our service to the community goes beyond routes and schedules.

One of the reasons VIA is held in high regard among the citizens of Bexar County is our recognized efforts to serve special community needs. Amid the disruption of COVID, Winter Storm Uri further tested our preparedness, professionalism, and commitment to compassionate service. As always, the team shined. VIA connected hundreds of people to warm, safe shelters, with employees sometimes sleeping in their vehicles or in their office to be sure we could keep limited but lifesaving service rolling. It's just one exemplary example of the true character of our VIA Family.

We can be proud that our fare-free service offer for persons traveling to/from vaccination sites has provided over 8,000 trips in 2021. And we continued providing complimentary fares to election sites, broadening the program to early voting for the first time.

New or expanded collaborations with partners like Morgan's Wonderland and Lighthouse for the Blind mean VIA will remain an important part of special needs services and innovations for the disability community. A new alliance with Toyota will provide start-up funding for a new VIA Link service that will serve Palo Alto College, Texas A&M University-San Antonio, the Toyota Plant, and surrounding areas.

And our own VIA Cares program is thriving because of the support from our employees, Board members, and their friends and family members. In FY21, VIA Cares volunteers contributed over 850 service hours to nonprofits and community assistance centers like the Texas Diaper Bank, United Way, Family Violence Prevention Center, San Antonio Food Bank, and homeless veterans' services. This truly shows the heart of our organization.

At the close of another year of hard work and valuable lessons, VIA kept San Antonio moving forward with implementation of service and capital programs adopted for FY21, while we sharpened our focus on improving customer service and strengthening relationships. We advanced the ART program and accelerated planning for KSAM projects, with innovation at the heart. We navigated twists and curves in the road to recovery, while stepping up to meet the needs in our community.

The Decade of Mobility began on an uphill climb but a new era of mobility in San Antonio and Bexar County is on the horizon. In 2021, we envisioned the future of transit as a time when people would no longer be faced with tough choices because they lacked mobility options, and a place where transit puts opportunity within everyone's reach. Looking back on all that was accomplished and all that lays ahead, we are well on our way.

Sincerely,



Jeffrey C. Arndt  
President and CEO



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## **FISCAL YEAR 2022 BUDGET**

### **FY21: A YEAR IN REVIEW**

Adaptability in the face of constant change continues to be our strength as we end another challenging fiscal year and keep working to secure a brighter future for our agency and the community we serve.

With an election victory to kick off FY21, we refocused our efforts to expand access to reliable transit options and put opportunity within reach for more people, confident that is how we uplift our community.

The Keep SA Moving Plan was endorsed by more than two-thirds of voters in the Advanced Transportation District who approved Proposition A in November 2020, to advance transit improvements in the region through reallocation of a 1/8-cent local sales tax. The dedicated share of taxes will transfer to the Advanced Transportation District (ATD) starting on January 1, 2026.

And while we look forward to a future increase in VIA's dedicated funding source, we took steps in FY21 to begin realizing the goals outlined in the Keep SA Moving (KSAM) plan:

- Building a Better Bus System through improvements to our core transit network.
- Expanding innovative programs like mobility on demand and contactless boarding options.
- Planning for an Advanced Rapid Transit (ART) system to run high-occupancy, high-frequency vehicles in transit-only lanes.

VIA, like all transit providers in the United States, received one-time federal funding in FY21 that was intended to offset revenue shortfalls, expenses related to COVID-19, and ensure our workforce and service was able to continue to assist with recovery from the pandemic.

This funding allowed us to retain our entire workforce and helped keep over 50,000 passenger trips a day moving in and around San Antonio as we drive the community toward recovery. The federal infusion also made it possible to accelerate parts of the KSAM plan.

With federal funding to address financial challenges brought on by COVID and to bridge progress to 2026, we moved key projects forward in 2021, including an expansion of VIA's on-demand service model that replaces fixed routes with more frequent service at a lower cost to VIA and a better experience for the customer.

When the app-based VIA Link service launched in summer 2019, ridership in the Northeast Zone nearly doubled and we were able to cut costs by 30%. At least eight more on-demand areas are in the plan, beginning with two that opened in late 2021 to serve the Northwest Zone and Sandy Oaks.

Other completed projects in FY21 included two high-occupancy vehicle lanes on Interstate 10, and another on U.S. Highway 281. Several more VIA-managed HOV lanes will follow, creating a network of dedicated lanes that will encourage transit use, ridesharing, and carpooling. Also, VIAtrans service received an entirely new fleet of vans and saw progress on a new VIAtrans Operations Center that will house the fleet and the staff that operates our ADA paratransit service. The new facility's target for opening is early 2022.

Adapting to conditions that are often beyond our control has been key to the successes we counted in FY21 such as maintaining safe riding and working environments for our customers and employees through the ongoing pandemic, avoiding staff layoffs or furloughs, making sound fiscal decisions, and implementing cost-saving measures across the agency to ensure we keep quality service on the street.

These accomplishments, achieved through teamwork and collaboration, will be foundational for our work in the new fiscal year as we continue driving the region toward recovery.

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## Highlights

Highlights of FY21 include:

- Voter approval of Proposition A, to reallocate 1/8-cent of local sales tax to the Advanced Transportation District beginning January 1, 2026
- FTA accepted VIA's Advanced Rapid Transit North/South Corridor Project into the Project Development (PD) phase of the Capital Investment Grants (CIG) New Starts Program
- VIA submitted information for the VIA Advanced Rapid Transit North/South Corridor Project to be rated in the FY23 New Starts rating cycle
- Took delivery on 124 of 139 new paratransit vans, with the remaining 15 programmed to be delivered in FY22
- Introduced VIA Link *Express* service into Sandy Oaks in September and launched VIA Link Northwest Zone service in October 2021
- Integrated VIA fares into worldwide Transit app and rolled out modern fare payment platform with VIA goMobile+, and Transit app for ticketing, the most widely-used app by transit riders in the United States
- Substantially completed VIA's new paratransit operations and maintenance facility, scheduled to open in early 2022
- In final design phase and preparing for bidding for Naco Pass Mobility Hub and Randolph Transit Center reconstruction. Naco Pass Mobility Hub is anticipated to go into construction in early 2022 and Randolph Transit Center in Spring 2022.
- Completed the solar lighting shelter project with 550 Next Gen shelters lit bringing the percentage of lit shelters (all types) in the VIA system to 67%
- Began final design for I-10 Park & Pool
- Completed conceptual design for Alamo Ranch Park & Ride
- Began conceptual design for Eastside Mobility Hub
- VIA and the ATD issued Farebox Revenue Refunding Bonds and Sales Tax Revenue Refunding Bonds, respectively, resulting in net present value savings of \$6.1 million (\$3.7 million for the VIA bonds, and \$2.4M for the ATD bonds).

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## Key Capital Projects

Key capital projects – designed to provide accessible, comfortable and reliable transit options, and funded through partnerships with our local, regional, state, and federal partnerships – advanced in FY21.

Large-scale projects, including Park & Ride and Transit Center renovations, moved ahead and will be substantially completed by the first quarter of calendar year 2023. Facilities and passenger amenities projects ranged from upgraded bus stops to the creation of mobility hubs linking different modes of travel.

Key Capital Program milestones in FY21 included opening the region's first High Occupancy Vehicle (HOV) lane connector to a transit facility. Through our partnership with the Texas Department of Transportation (TxDOT), we are contributing to improved traffic management in one of the most congested roadways in the state. VIA's Park & Ride facility at Stone Oak and US 281 is now able to directly connect to the US 281 HOV lanes that opened in August 2021. This transit innovation provides the traveling public, including motorists and VIA vehicles, options to bypass congestion in this area.

We ended FY21 on a high-note with a VIA project included in the Capital Investment Grants project development pipeline for the first time in the agency's history. The Advanced Rapid Transit North/South (ART N/S) line was successfully submitted as a potential New Starts project, representing the future of mobility in the San Antonio region.

Projects completed in FY21 are foundational to the modernization of transit in our region. In FY22 and beyond, we will continue to work on expanding ART, VIA Link on-demand service, and other innovations that make it easier to choose and use VIA.

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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 over the past several years.

These include **\$9.8M of Volkswagen settlement funds** administered by the Texas Commission on Environmental Quality (TCEQ), **\$23.9M of Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds** for compressed natural gas (CNG) buses and related operating expenses, a **\$6M grant for VIA's Paratransit Operations & Maintenance Facility**, two **FTA no/low emissions grants totaling \$3.7M** for the purchase of electric buses, a Texas Clean Fleet Program grant of **\$4M for buses**, and a **\$1.6M grant for transit amenities**.

In recent years, VIA spent other discretionary grant funds for facilities and buses – an **\$8M grant** for VIA's CNG facility, a **\$12M grant** for Stone Oak Park & Ride, a **TCEQ 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 an **\$825K TOD/UDC Planning Grant**.

VIA will continue to aggressively pursue grant opportunities for transit use.

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## Recognitions & Awards

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

**Corporate DiversityFIRST Award** – Texas Diversity Council (presented to VIA for promotion of diversity, equity, and inclusion)

**Rosa Parks Diversity Leadership Award** – WTS, San Antonio chapter (for the execution of mobile Wi-Fi during the pandemic)

**Employer of the Year** – WTS-San Antonio Region (for VIA's commitment to supporting and developing women in the workforce)

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

**Innovative Transportation Solutions** – WTS-San Antonio Region (for the success of the VIA Link service in its first year)

**"We Hire Vets" Award** – Texas Workforce Commission, Texas Veterans Commission (for efforts to hire veterans of the Armed Forces)

**Business Partner of the Year** – San Antonio Lighthouse for the Blind and Vision Impaired (for dedication and willingness to improve the ride for Lighthouse employees)

**AdWheel Award, First Place Special Event** Best Marketing and Communications to Highlight Transit Needs/Funding - American Public Transportation Association (for Keep SA Moving Tele-Town Hall events)

**AdWheel Award, First Place Print Media** - Best Marketing and Communications to Highlight Transit Needs/Funding - American Public Transportation Association (for Keep SA Moving Summary Brochure)

**La Plata Award of Excellence, Crisis Communications** – Public Relations Society of America, San Antonio chapter for VIA's COVID Crisis Communications campaign

**La Plata Award of Merit, Integrated Communications** – Public Relations Society of America, San Antonio chapter (for VIA's Keep SA Moving Communications campaign)

**El Bronce Award of Merit, Creative Tactics** – Public Relations Society of America, San Antonio chapter (for VIA's Keep SA Moving Tele-Town Hall series)

**Best Bus Stop Improvement Award** – TransitCenter Foundation (for VIA's cumulative efforts in recent years to improve bus stop amenities)

**Gold Certified Recycler** – ReWorksSA (for VIA's commitment to waste reduction and recycling)

**Certificate of Achievement for Excellence in Financial Reporting** from the Government Finance Officers Association (GFOA) for our Annual Comprehensive Financial Report for fiscal year 2019.

## **Fiscal Year 2022**

VIA's FY22 Budget prioritizes strategies to retain and recover ridership as we begin to move on from the worst of the pandemic's social and economic impacts. The budget supports plans to accelerate the "Keep San Antonio Moving" (KSAM) plan, aided by an infusion of federal dollars designed to offset costs associated with COVID. Key goals of the KSAM acceleration plan include:

- Rebalancing the system
- Providing diverse, high-quality options
- Improving the customer experience

FY22 will be a year of continued progress on several fronts, including new technologies to improve customer convenience, building on our positive brand message, and advancing KSAM. The FY22-26 Capital Plan includes new CNG buses, new passenger facilities and other projects.

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## FY22: RETAINING AND RETURNING RIDERSHIP AND DELIVERING “KEEP SA MOVING” PLAN

### Key Budget Objectives

Focus areas for the FY22 budget are guided by the Keep SA Moving Plan goals and include ongoing employee/rider health and safety initiatives, as well as projects in progress, such as the Scobey Redevelopment, the new Paratransit Operations and Maintenance Facility, system rebalancing, and service delivery improvements to retain and recover ridership.

Dedicated sales tax funding for the Keep SA Moving plan was approved by voters in November 2020 to begin in January 2026. Federal dollars provided in FY20 and FY21 to offset costs created by the pandemic – such as enhanced cleaning costs, personal protective equipment, and farebox losses – allowed us to dedicate existing funding to begin accelerating key elements of the KSAM plan, particularly those that enhance mobility for economic opportunity, provide diverse, high-quality transit options, and improve the customer experience.

In early 2021, we planned for frequency improvements supported by CMAQ funding and an expansion of on-demand service to two new zones: VIA Link in the Northwest Zone and VIA Link *Express* in Sandy Oaks. The two new zones launched in the fall, but a national transit labor shortage that also impacted San Antonio created a delay for frequency improvements until conditions improve.

Looking ahead, VIA will be making a variety of strategic investments to help better meet the transit needs of the community.

- Enhanced revenue vehicle fleet
  - Purchase of 121 new environmentally friendly buses in FY22-26 (113 CNG, 8 electric)
  - Purchase of 65 new paratransit vans (15 in FY22, 50 in FY26)
- Pursue Advanced Rapid Transit funding and begin design
  - Begin Preliminary Engineering and NEPA for N/S Corridor
  - Pursue FTA Capital Investment Grants Program
  - Advanced conceptual plan development for E/W Corridor
    - Corridor schematic development
    - Environmental Fatal Flaw Analysis
    - Ridership Model + Service Plans
- Move Projects into Final Design & Construction
  - VIAtrans Operations Center
  - Naco Pass Mobility Hub
  - Randolph Transit Center
  - I-10 Park & Pool
  - Alamo Ranch Park & Ride
  - Eastside Mobility Hub
- Advance Programming and Conceptual Design
  - Second Maintenance/Operations Facility
  - Site Selection/Acquisition
- Other Planning Initiatives
  - Mobility-on-Demand Expansion
  - Facility Master Planning



- Update of Long-Range Plan
- Development Initiatives
  - Scobey Complex

For the past 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. Acceleration of the KSAM plan and a budget that helps build on a more mobile future puts us on that path.

## **Progress on Key Projects Underway**

VIA will make significant progress on new facilities and other projects in FY22. Key projects underway are noted in the section below, and the transit technologies included in VIA's Long-Range Comprehensive Transportation Plan will continue to be explored, even as that plan undergoes an update in the coming year.

Paratransit Campus – VIA is currently building a new Paratransit Operations and Maintenance Facility which will allow for the relocation of the VIA's paratransit fleet from our main operations yard. The facility is expected to be completed and be operational in early 2022. The project is the renovation of an existing 100,000 square-foot building on an 11-acre site on the northwest side of San Antonio just outside Loop 410 at 4902 Fredericksburg Road. Once operational, the facility will serve as VIA's dedicated home-base for Paratransit operations and maintenance (174 paratransit vehicles and 73 non-revenue vehicles), as well as support a portion of VIA's Passenger Amenities, Facility Maintenance, and non-revenue vehicle maintenance.

Randolph Transit Center – The reconstruction of the Randolph Park & Ride is currently in final design. The existing facility is located at the interchange of Loop 410 and I-35. A brand-new Transit Center will be constructed on site to replacing this 20-year-old facility. Improvements include new boarding platform and exterior waiting areas, interior customer lobby and waiting area, restrooms, customer service, real-time arrival information, public art, landscaping, passenger pick up/drop off and overall improved site circulation.

Naco Pass Mobility Hub – The Naco Pass Mobility Hub project is also nearing final design. The location serves three bus routes and is a hub for the northeast VIA Link mobility-on-demand service. This project will modify and improve the on-street passenger amenities for passengers transferring at this location. The project is scheduled to begin construction in the end of 2021 with project completion in early 2022.

I-10 Park & Pool – This project is in the far edge of northwest Bexar County and is in partnership with Alamo College District. Once complete it will provide a parking and a meet-up area for car/vanpool users with direct connection to I-10 HOV lanes. Bus service is planned to be introduced in future years. Design plans are being finalized now with the facility anticipated to be in construction in early 2022, and operational in summer 2022.

Alamo Ranch Park and Ride – VIA has identified the need for Park & Ride in the far-West Side of the service area. The facility will have parking, shelters, and other improvements to ensure sufficient access and circulation for multiple transportation routes. It will include enhanced pedestrian access, lighting, security camera, wi-fi and real-time bus arrival information. Next steps for this project include the start of final design and property selection and acquisition.

Eastside Mobility Hub - This project includes an off-street layover and transfer area for two eastside routes as well as future VIA link services. Programmatic and operational requirements are being finalized to pursue needed property to support this facility. Design is anticipated to be complete in the spring 2022 with the facility operational in early 2023.

Advanced Rapid Transit (ART) – VIA is currently working to develop and construct a Bus Rapid Transit Project (locally referred to as Advanced Rapid Transit) along the North/South corridor, with capital limits from the San Antonio Airport to Steves via the San Pedro and St. Mary's/Roosevelt Corridors. The project will include dedicated transit lanes, uniquely branded stations, off-board fare collection, transit signal priority, and frequent service. The project was accepted into the Project Development phase of the Federal Transit Administration's Capital Investment Grant program. Concurrently, VIA will continue utilizing Alamo Area Metropolitan Planning Organization funds to continue Advanced Project Definition activities for a second ART line along the East/West corridor, with capital limits from the General McMullen and W. Commerce intersection to the Coca Cola Place and E. Houston intersection via the Commerce, Buena Vista/Dolorosa/Market Corridors.

Second Operations and Maintenance Facility – VIA is beginning the development of a new operations and maintenance facility to address growth constraints and challenges at the current facility as well as prepare VIA for emerging propulsion technologies and VIA's Advanced Rapid Transit system. Over the next fiscal year, sites will be identified for evaluation and selection which will lead to NEPA study prior to the acquisition of land. The facility will be planned for full-build out however it will be broken into several phases of construction to address need over the next 10-15 years. The first phase is expected to open by 2027 and will accommodate a portion of the existing fleet as well as new Advanced Rapid Transit vehicles.

State-of-the-Art Fare Collection System – VIA rolled out a new modern fare payment system in July 2021, with the introduction of VIA goMobile+ and ticketing in Transit app, the most widely used app by transit riders in the United States. The new platform will allow for fare integration with partners and products and will allow for numerous customer-facing improvements in the near term.

In summary, FY22 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 remains fiscally sound with Stabilization Fund ("Rainy Day" Fund) and working capital balances at Board policy levels (60 days each).

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## **FY22: BUDGET BIG PICTURE**

VIA's FY22 Budget, Five-Year Capital Plan, and Five-Year Financial Plan are discussed below under the following sections:

- FY22 Income Statement Summary
- Revenues
- Operating Expenses
- Capital Budget
- Five-Year Financial Plan

VIA enters FY22 with sound reserves, as both the Stabilization Fund and working capital are at 60 days of expenses. VIA's unrestricted cash reserve is projected to have a balance of \$160.2M at the end of FY21. Since the COVID pandemic began in FY20, VIA has been awarded slightly more than \$271M in federal relief funds, which has helped VIA maintain a sound financial position. All but \$63.5M of those funds are projected to have been drawn by the end of FY21. Federal relief funds include Coronavirus Aid, Relief and Economic Security Act (CARES Act) funds, Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funds, and American Recovery Plan (ARP) funds. Federal relief funds are being drawn down based on operating costs to maintain service during the coronavirus public health emergency. This frees up local funds that had been budgeted to provide service. Incremental impacts that COVID-19 has had on VIA include farebox and sales tax revenue shortfalls, and various incremental expenses such as cleaning, personal protective equipment, extended family medical leave act (EFLMA) costs, and COVID sick pay. VIA will be using some of the current unrestricted cash reserve balance as local funding for the KSAM acceleration project.

In budget comparisons that appear below, the FY22 budget is generally compared to the FY20 budget, since the FY20 budget was the last approved pre-COVID budget. In the FY22 budget, revenue is up \$77.4M (28%), due largely to ARP funds included in the FY22 budget. In FY22, compared to FY21 forecast, total revenue is forecasted to be down \$34.9M (9%), due to FY21 including a higher amount of federal relief funds (\$115.0M in FY21, compared to \$63.5M in FY22). Budgeted expenses for FY22 are up \$10.0M (4.0%) from the FY20 budget. Details of these results are covered in the following sections of this document.

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## FY22 Income Statement Summary (\$M)

	Budget 2020	Forecast 2021	Budget 2022	Budget 2022 vs. Budget 2020 Variance [Better/(Worse)]	% Variance [Better/ (Worse)]
<b><u>Income Statement Summary</u></b>					
Operating Revenues	\$ 23.60	\$ 13.69	\$ 15.69	\$ (7.91)	(33.5%)
Operating Expenses	249.43	236.59	259.44	(10.01)	(4.0%)
Non-Operating Revenue/(Expense):					
Sales Tax	201.77	211.71	220.19	18.42	9.1%
Investment Income	2.78	0.52	0.27	(2.51)	(90.3%)
Bond Interest and Issuance Cost	(5.25)	(2.83)	(3.57)	1.68	(32.0%)
Grants - VIA	38.04	152.56	107.40	69.36	182.3%
Grants - Pass-Thru In	1.66	1.76	1.78	0.12	7.2%
Grants - Pass-Thru Out	(1.66)	(1.76)	(1.78)	(0.12)	7.2%
Intergovernmental Revenue	10.00	10.00	10.00	0.00	0.0%
Intergovernmental Expense	(1.00)	-	(1.70)	(0.70)	70.0%
Other	-	0.01	-	0.00	-
Total Non-Op. Revenue/(Expense)	246.34	371.97	332.59	86.25	35.0%
Net Income before Depreciation and Capital Contributions	<u>\$ 20.51</u>	<u>\$ 149.07</u>	<u>\$ 88.84</u>	<u>\$ 68.33</u>	333.2%
<b><u>Revenue and Expense Summary</u></b>					
Net Revenues	\$ 276.19	\$ 388.49	\$ 353.55	\$ 77.36	28.0%
Net Expenses	255.68	239.42	264.71	(9.03)	(3.5%)
Net Income before Depreciation and Capital Contributions	<u>20.51</u>	<u>149.07</u>	<u>88.84</u>	<u>68.33</u>	333.2%

**Budget to Budget Comparison.** VIA's budgeted FY22 net income before depreciation and capital contributions is \$88.8M, which is \$68.3M higher than in the FY20 budget, due mainly to a \$69.4M increase in grant funds, of which \$63.5M is attributable to American Recovery Plan Act funds. Projected sales taxes are up \$18.4M, and operating revenues are projected to be down \$7.9M due to lower ridership resulting from COVID.

Budgeted operating expenses are up \$10.0M due mainly to inflationary increases. A summary of inflationary and other increases, along with anticipated savings items, is provided in the Operating Expense Budget section of this document.

## Revenue Budget

**Revenue Summary.** The adopted FY22 budget includes \$353.6M in revenue, up \$77.4M (28.0%) from the FY20 budget. Revenue comparisons are shown below (in \$M):

	Budget 2020	Forecast 2021	Budget 2022	Budget 2022 vs. Budget 2020 Variance [Better/(Worse)]	% Variance [Better/ (Worse)]
Sales Taxes	\$ 201.78	\$ 211.71	\$ 220.19	\$ 18.41	9.1%
Grant Revenue	38.04	152.56	107.40	69.36	182.3%
Farebox Revenue	21.41	11.54	13.55	(7.86)	(36.7%)
CoSA Funding Revenue	10.00	10.00	10.00	0.00	0.0%
Other Net Revenue	4.96	2.68	2.41	(2.55)	(51.4%)
Total Revenue	<u>\$ 276.19</u>	<u>\$ 388.49</u>	<u>\$ 353.55</u>	<u>\$ 77.36</u>	28.0%

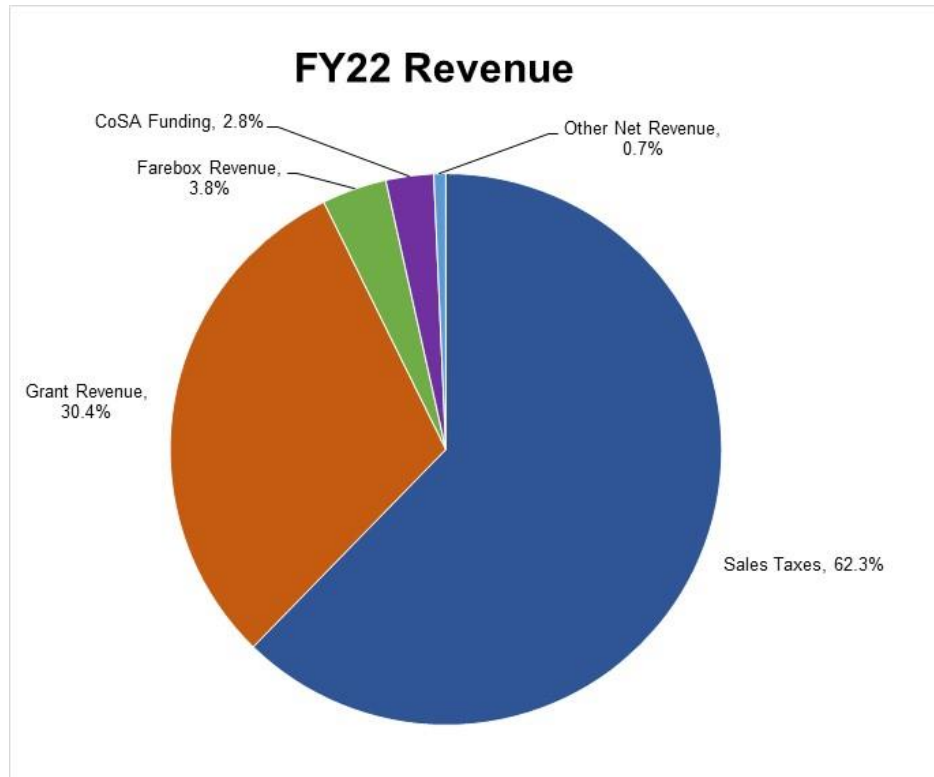
Budgeted FY22 sales taxes are up 9.1% compared to the FY20 budget, and up 4.0% compared to the FY21 forecast. According to Moody's Analytics (in a May 2021 analysis), the San Antonio-New Braunfels economy will rebound at an above-average pace over the coming year, lifted by homebuilding, distribution, and the revival of the hospitality industry. 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 an award of American Recovery Plan Act (ARPA) funds. VIA's revenue projections include \$116.9M of ARPA funds (excludes estimated potential subrecipient amounts), of which \$63.5M is projected to fall into FY22. Grant revenues are down from the FY21 forecast due mainly to the FY21 forecast including \$61.2M of Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funds and \$53.4M of ARPA funds.

Farebox revenue (passenger fare revenue) is projected to be down \$7.9M due to lower ridership resulting from COVID. Systemwide ridership in the FY22 budget is down 32% from the FY20 budget, due to the impact of COVID. Systemwide ridership is project at 25.8M passengers in FY22, compared to 37.9M in the FY20 budget. VIA's budget includes 2,355,300 hours of service in FY22.

Other revenues, which account for approximately 0.7% of VIA's revenues, are expected to be down by \$2.3M. Other revenues include investment income, bus advertising, real-estate development, asset sales, and other miscellaneous items. The decrease is primarily due to lower investment income resulting from lower interest rates.

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



Sales tax receipts account for \$220.2M, or 62.3%, of VIA's FY22 revenue budget. MTA sales taxes are projected to be \$179.5M, and ATD-VIA sales taxes are projected to be \$40.7M. Grant revenues are the second largest category of FY22 revenue, with these revenues totaling \$107.4M (30.4% of budgeted revenue). ARP funds account for \$63.5M of the grant funds, Section 5307 grant funds account for \$37.7M, and various other grants make up the remaining \$6.2M. The third largest revenue category is passenger fares, accounting for \$13.6M (3.8% of budgeted revenue). Funding from the City of San Antonio for improved bus service on partnership routes accounts for \$10.0M (2.8% of budgeted revenue). Remaining items account for \$2.4M (0.7% of budgeted revenue).

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## Operating Expense Budget

**Operating Expense Summary.** The adopted FY22 budget includes \$249.4M in operating expenses, up \$10.0M (4.0%) from the FY20 budget, as shown below (in \$M):

	Budget 2020	Forecast 2021	Budget 2022	Budget 2022 vs. Budget 2020 Variance	% Variance
Operating Expenses	249.43	236.59	259.44	10.01	4.0%

VIA's FY22 operating expense budget includes \$23.9M of projected increases, partially offset by \$13.9M of savings. Budget increases include various wage and inflationary increases, as well as increases for budget priority items including KSAM acceleration, community outreach for ridership recovery, and staff development.

Budget increases resulted from the following items (\$M):

<u>FY22 Projected Budget Increases</u>	
Wage increases	\$ 7.0
Non-wage working conditions items	3.5
Increased healthcare and benefits cost inflation	3.5
Materials and supplies, buses coming off warranty	2.2
Continue COVID contract cleaning	1.2
KSAM acceleration	4.6
Community outreach for ridership recovery	0.9
Staff development	0.3
Other miscellaneous increases	0.7
Total increases	<u>\$ 23.9</u>

Wages in the FY22 budget are up \$7.0M from the FY20 budget, due to two years of wage increases. Various non-wage working conditions items accounted for \$3.5M of increases, as did healthcare and benefits cost inflation. Material and supplies are projected to be up due mainly to buses coming off warranty. COVID cleaning accounts for a \$1.2M increase, as VIA continues to emphasize COVID-related safety measures. A key priority for VIA in FY22 will be working to accelerate the KSAM program, which accounts for a \$4.6M budget increase. VIA will work closely with various consultants to help ensure that the agency obtains federal funding for the project and that the project is a success. VIA has budgeted funds in FY22 for community outreach to help recover ridership recovery, as COVID has resulted in a significant loss of ridership. Staff development account for a \$0.3M increase, and various other increases total \$0.7M.

Budget savings resulted from items shown below (\$M):

<u>FY22 Projected Budget Savings</u>	
Net position reductions	\$ (4.3)
OPEB	(5.3)
Pension	(2.2)
Advertising/promotion	(1.4)
Other miscellaneous savings	(0.7)
Total savings	<u>\$ (13.9)</u>

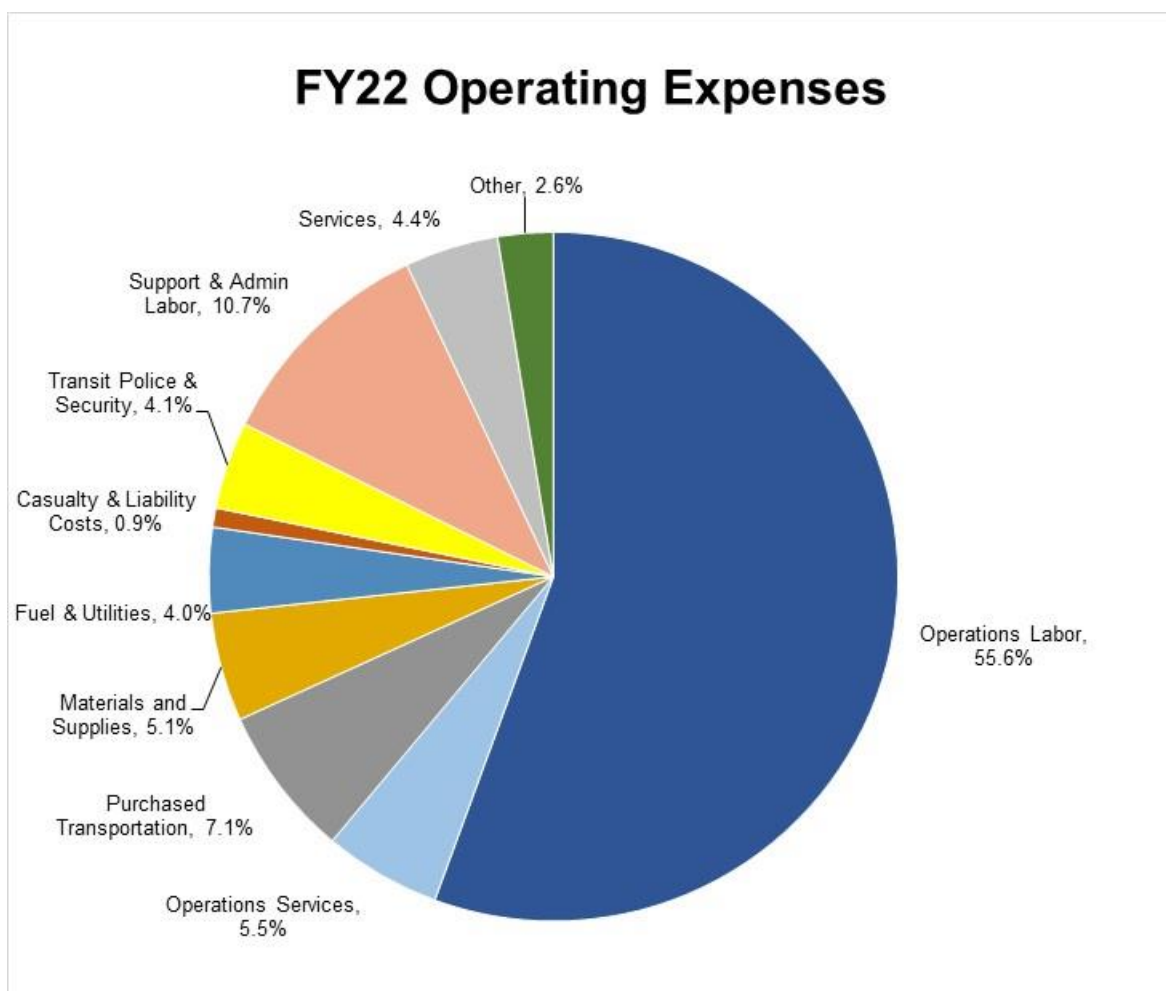
VIA's FY22 budget has a reduction of \$4.3M resulting from a net reduction of 62 positions. This net reduction resulted from: Transportation, -188 positions; Safety, Security and Training (SS&T), +91 positions; and other positions, +35. The reduction in Transportation positions in FY22 reflects a realistic budget for the number of operators that are needed to provide the budgeted service. In the past, VIA has carried many operator vacancies. The SS&T increase reflects VIA taking on previously contracted security service work, bringing that work in-house to be handled by VIA employees. The increase of 35 other



positions is attributable to various agency priorities, including the opening of a new paratransit facility in FY22, for which 14 positions have been added.

Other savings result from OPEB, pension and advertising. Budgeted OPEB expense for FY22 is down \$5.3M compared to the FY20 budget, due to VIA now offering a Medicare Advantage Plan. A significant number of retirees opted for that plan, resulting in a reduction in VIA's liability and cost. Pension expense is also down, with VIA benefitting from investment returns that have been higher than the actuarially projected returns. The reduction in advertising/promotion is due to reduced advertising relating to long-range plans.

**Operating Expenses by Account.** In VIA's FY22 budget, total operating expenses are \$259.4M. Operations labor accounts for 55.6% of this amount, and most costs are directly tied to providing service (see chart below).



Other costs of providing service include operations services, purchased transportation, materials and supplies, fuel and utilities, casualty and liability, and transit police and security. Together with operations labor, these costs are 83.4% of total projected spending.

Operations services accounts for 5.5% of spending. This category includes professional & technical services in Maintenance, Operations, and Strategic Planning and Project Development, along with contract maintenance services and other services.

Purchased transportation accounts for 7.1% of spending, and includes costs of purchased VIAtrans service, taxi service, and VIA Link (mobility-on-demand) service. VIA is increasing VIA Link service,

providing service to the Northwest zone and Sandy Oaks in FY22 (VIA's second and third zones of MOD service).

Materials and supplies accounts for 5.4% of the FY21 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 5.1% of VIA's FY22 budget. This category includes fuel, lubricants, fuel taxes and utilities, with utilities accounting for \$3.7M of the \$10.5M total for this category.

Of the fuel total (including lubricants), the spending breakdown is the following: ultra-low sulfur diesel, 52.3%; unleaded gasoline, 23.8%; propane, 2.5%; CNG, 10.0%; and lubricants, 11.4%. Nearly 80% of VIA's bus fleet is CNG-powered buses, however, CNG only accounts for 10.0% of the fuel spending total, due mainly to a \$2.7M alternative fuels credit. VIA also has budgeted \$0.4M for an alternative fuels credit on propane. Propane is used for vans that provide paratransit service, both for directly operated and purchased service.

The remainder of VIA's FY22 budget is accounted for by: support and administrative labor, 10.7%; services, 4.4%; and other, 2.6%. The "other" category includes all other spending, such as for advertising, insurance premiums, and training.

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## Capital Budget

**Capital Budget Summary – FY22.** Capital spending for FY22 is projected to be \$130.5M. Revenue vehicles and revenue vehicle replacement components together account for 32.4% (\$42.2M) of spending. The Advanced Rapid Transit (ART) North-South project and the second operations and maintenance facility, which are both part of the KSAM acceleration, account for 17.3% (\$22.5M) of spending. The next largest spending category is passenger facilities, which accounts for 19.6% (\$25.6M) of spending, followed by operational facilities at 12.8% (\$16.7M) and computer hardware/software at 10.3% (\$13.5M). Remaining categories (service vehicles, maintenance tools and equipment, and miscellaneous) account for 7.6% (\$10.0M) of total spending.

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

**Capital Budget Summary – FY22-26.** VIA's capital spending for FY22-26 is projected to be \$586.8M. KSAM accounts for 67.0% (\$393.5M) of the total spending, as VIA will be spending on the ART North-South project and the second operations and maintenance facility. Of the remaining spending, the largest spending amount is for revenue vehicles and revenue vehicle replacement components, which together account for 17.9% (\$104.9M) of total spending.

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 FY22-26 shows that the agency will have an estimated \$2.0B in sources of funds for that period and about \$2.1B in uses of funds.

**SOURCES OF FUNDS**

<u>Description</u>	<u>Amount (\$M)</u>
Sales taxes	1,220.6
Grant funds	312.6
Grant funds - CIG (for KSAM)	158.1
Farebox revenue	89.3
Bond proceeds	27.9
TIFIA loan proceeds	92.9
Funding contributions	50.0
Other	17.3
Total	<u>1,968.7</u>

**USES OF FUNDS AND RESERVE CHANGES**

<u>Description</u>	<u>Amount (\$M)</u>
Operating expenses	1,417.8
Capital projects	586.8
Debt service	85.0
Other uses	3.4
Reserve changes	<u>(124.3)</u>
Total	<u>1,968.7</u>

The resulting net change in cash and capital reserves is a \$124.3M decrease, as projected cash balances as of September 30, 2021 are spent down on projects for which they are programmed, such as KSAM, TxDOT-funded projects, and vehicles. Projected FYE21 cash balances are high due to receipt of federal relief funds (funds from CARES Act, CRRSAA, and ARP).

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

- Systemwide service levels are essentially flat, decreasing 0.9% when comparing the FY26 budget to the FY20 budget. Line service levels decrease, with VIA Link increasing significantly, as VIA Link replaces service in areas more suited for mobility-on-demand service rather than fixed-route bus service.
- No fare increases are included
- Sales taxes, VIA's key source of revenue, are assumed to increase by 4%/year in the FY22-26 timeframe, and ATD II sales tax begins in January 2026
- VIA's Section 5307 grant fund awards are assumed to remain essentially flat in coming years (only 1% growth)
- Except for KSAM, no new discretionary grant fund awards, although funding for FY22-26 expenditures includes some discretionary grant funds already awarded
- Assumed that VIA would be awarded a \$158M FTA New Starts program grant for the ART North-South project
- Included a 3.5% hourly wage increase effective August 1, a 3% salaried increase effective on October 1 (actual increase later granted was 3.5%), and 3%/year increases for all employees in subsequent years.
- 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, held unit prices essentially flat after FY22, although the cost for CNG increased from \$0.48/gallon to \$0.65/gallon (FY22 budget compared to pre-COVID FY20 budget). 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 FY22 are budgeted at \$6.4M, up \$0.7M compared to the FY20 budget due mainly to higher CNG prices. Assumed alternative fuels credit would continue.

- Estimated incremental operating costs have been included for the new paratransit facility and new passenger facilities in the capital plan
- Any staffing needed in connection with the capital program is included in the budget.

The Five-Year Financial Plan shows the Stabilization Fund and working capital at Board policy level amounts of 60 days expense at the end of each year in the five-year period. The unrestricted cash reserve has a projected \$108.1M balance at the end of FY26. This higher than usual balance is attributable to funds freed up from federal relief funds, and these unrestricted funds will be used to help provide local funding for the KSAM project.

VIA uses debt financing to help fund capital projects. A listing of public debt outstanding as of fiscal yearend 2021, and additional bonds projected to be issued in FY22-26 is shown below:

Description	Issuing Entity	Bond Term (Years)	Projected Bonds Payable	Use of Funds
			as of 9/30/21 (\$M)	
<b>Projected Bonds Outstanding as of 9/30/21</b>				
2013 Farebox Revenue Bonds	MTA	25	6.79	Passenger facilities and misc. other items
2014 ATD Sales Tax Bonds	ATD	25	7.05	Passenger facilities and misc. other items
2017 Contractual Obligation Bonds	MTA	12	59.37	Revenue vehicles: buses
2020 Contractual Obligation Bonds	MTA	5	8.85	Revenue vehicles: vans
2020 Farebox Revenue Refunding Bonds	MTA	18	28.30	
2020 ATD Sales Tax Refunding Bonds	ATD	18	23.25	
Total			133.61	
<b>Additional Bonds Projected to be Issued in FY22-26</b>			<b>Par Amount (\$M)</b>	
2023 Contractual Obligation Bonds	MTA		27.31	

The only planned bonds to be issued in FY22-26 is a FY23 issuance to help cover the costs of revenue vehicles to be purchased in that year.

In the FY22-26 planning horizon, 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 the Keep San Antonio Moving plan to fruition. VIA looks forward to continued success as we continue working diligently to improve transportation services in San Antonio.

# 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, 2021 - September 30, 2022. 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 FY22.

## **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.

### **Operating 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 adopted 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.



# BUDGET OVERVIEW



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# 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 nineteenth 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.

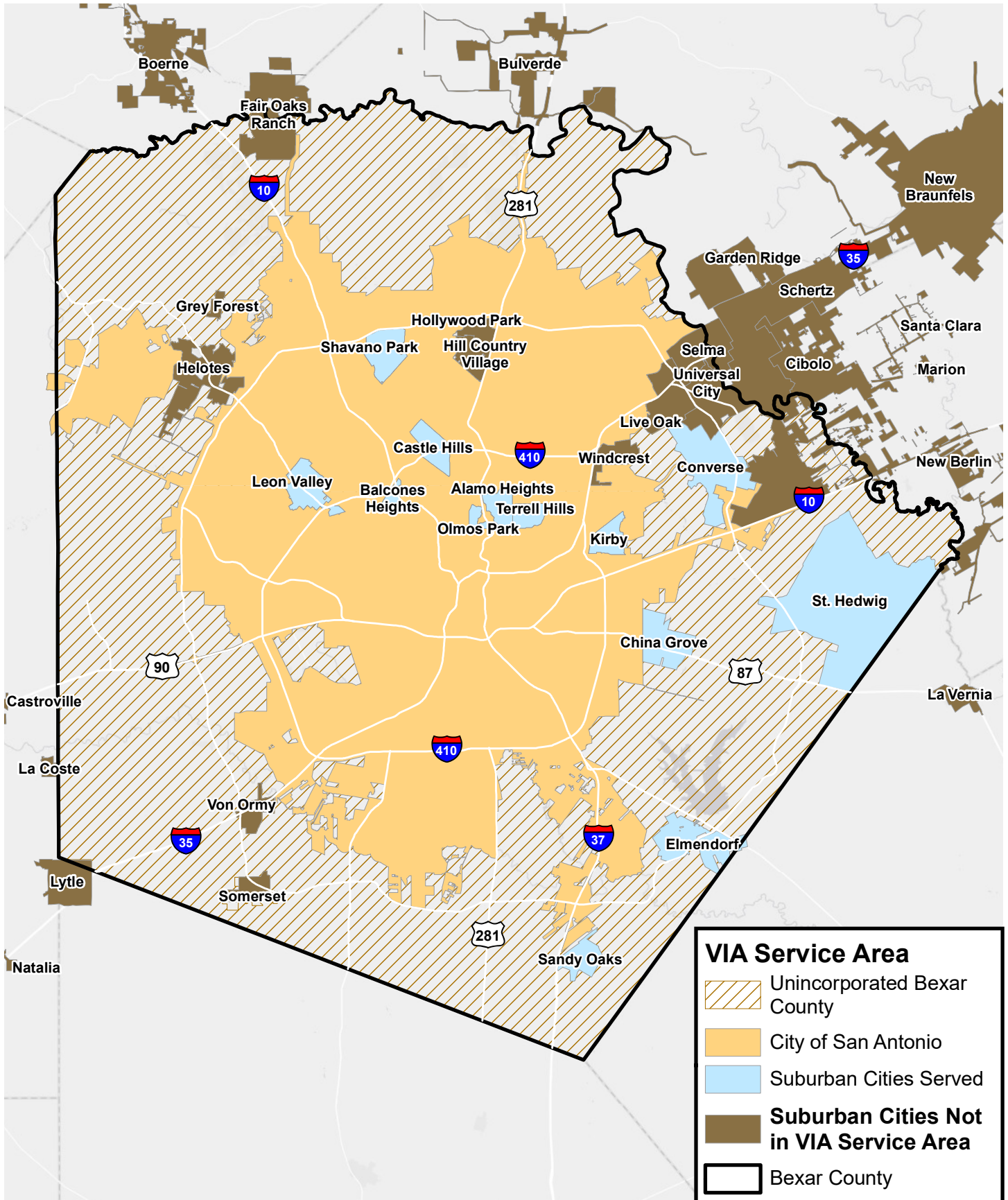
Areas of Bexar County not in the VIA service area are:

Area	Population
Fair Oaks Ranch	7,419
Grey Forest	575
Helotes	10,277
Hill Country Village	1,110
Hollywood Park	3,328
Live Oak	16,661
Lytle	36
Schertz	2,067
Selma	10,033
Somerset	1,983
Universal City	21,007
Von Ormy	1,260
Windcrest	5,854

Source: 2020 Estimates Census Bureau

VIA carried approximately 59,826 passengers on weekdays in FY2021.

# VIA Service Area



## Bexar County Profile

### Gender Composition

Male	49.4%
Female	50.6%

### Age Distribution

Under 5 years	6.9%
Age 5 to 14 years	14.2%
Age 15 to 24 years	14.4%
Age 25 to 54 years	41.5%
Age 55 to 64 years	10.6%
65 years and older	12.4%

### Ethnic Composition

Hispanic	60.7%
White	27.0%
Black	7.0%
Other	5.3%

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

Age 5 to 17 years	1.3%
Age 18 to 34 years	2.1%
Age 35 to 64 years	5.6%
Age 65 years and older	<u>5.1%</u>
	14.1%

### Educational Attainment

Less than high school graduate	15.3%
High school graduate (includes equivalency)	27.2%
Some college or associate's degree	32.2%
Bachelor's degree or higher	25.3%

### Household Income

Less than \$15,000	10.5%
\$15,000 to \$24,999	9.1%
\$25,000 to \$34,999	9.5%
\$35,000 to \$49,999	13.1%
\$50,000 to \$74,999	19.7%
\$75,000 to \$99,999	12.8%
\$100,000 or more	25.4%

**Average Persons per Household** 3.1

### Commute Mode

Drove Alone	78.1%
Carpooled	11.4%
Public transportation (excluding taxicab)	2.4%
Walked	2.1%
Taxicab, Motorcycle, Bicycle, or other means	1.7%
Worked at home	4.2%

Source: U.S. Census Bureau, 2019 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>	30.66"

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%
2019	1,210,947	3.05%
2020	1,201,147	7.27%

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	22.96%
Retail trade	12.20%
Professional, scientific, and management, and administrative and waste management services	11.98%
Arts, entertainment, and recreation, and accommodation and food services	11.87%
Construction	8.73%
Finance and insurance, and real estate and rental leasing	8.54%
Other services, except public administration	5.12%
Transportation and warehousing, and utilities	4.95%
Manufacturing	4.69%
Public administration	4.36%
Wholesale trade	2.09%
Information	1.51%
Agriculture, forestry, fishing and hunting, and mining	0.99%

Source: U.S. Census Bureau, 2019 Annual Economic Survey

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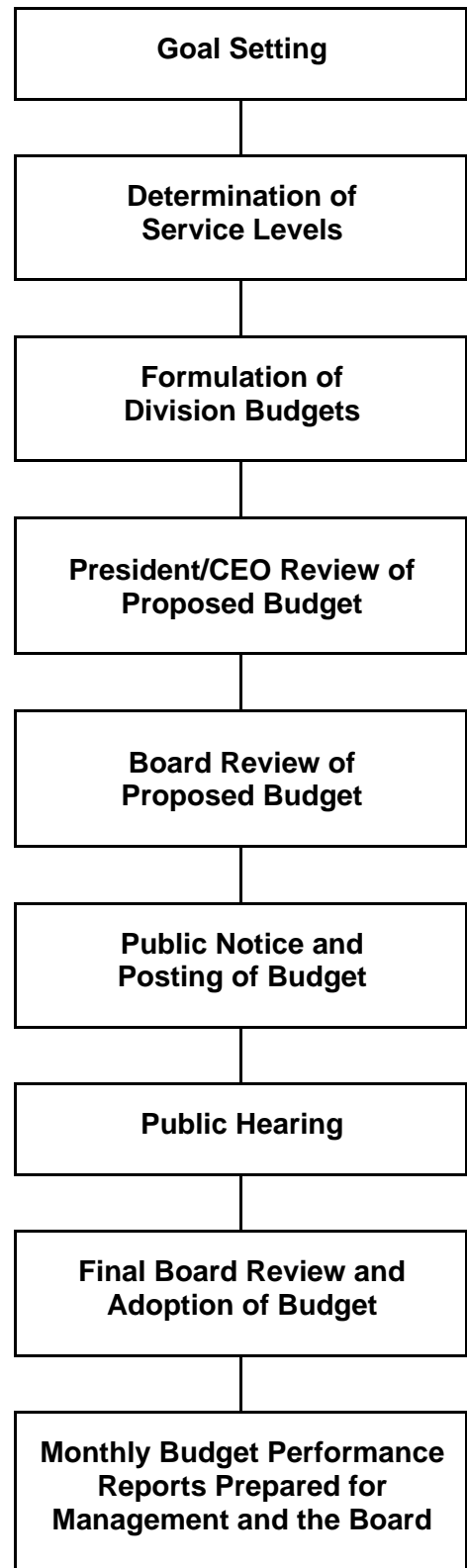
## VIA Metropolitan Transit Budget Process

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 28, 2021.

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 2021-2022 Budget Schedule**

- |                    |  |
|--------------------|--|
| May - 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 30, 2021 - September 17, 2021)</li><li>- Board review of division budgets</li><li>- Public hearing on annual budget (September 14, 2021)</li><li>- Budget modifications made as needed</li><li>- Approval of annual budget and five-year capital plan (September 28, 2021)</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 Metropolitan Transit Authority (MTA) and the Advanced Transportation District (ATD) only using an enterprise (proprietary fund type) fund system. An enterprise fund is 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 expenses 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 Annual Comprehensive Financial Report (ACFR) is developed in accordance with Governmental Accounting Standards Board (GASB) 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**

In FY22, the service area will include the expansion of VIA Link service.

### **Inflation**

From September 2020 through September 2021, the increase in the consumer price index was 5.4%.

### **Fare Policy**

There will be no fare structure change in FY22.

### **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**

In FY22, VIA's service will include essential service and expansion of VIA Link service. Essential service is a modified service level that serves to match service to demand while maintaining social distancing.

### **Debt**

Debt is used to help finance capital programs when necessary.

### **Compensation**

Hourly employees received a salary increase of 3.5% effective 08/01/2021 and salaried employees received an increase of 3.5% effective 10/01/2021.

## **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.

VIA's Board of Trustees reviews and approves key financial policies on an annual basis. Each year, they approve the Restricted/Unrestricted Funds Policy, Investment Policy, and Debt Policy. Per requirements noted in these financial policies, in addition to annual review by the Board, VIA's financial advisors review all three policies each year, external bond counsel reviews the Debt Policy, and VIA's external auditors review the Restricted/Unrestricted Funds Policy. VIA's Board reviews and approves VIA's Fare Policy when revisions are made that impact fares.

Some examples of VIA's financial policies and a discussion of the process for balancing the budget appear below:

### **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 an unrestricted cash reserve fund that can be used to cover any operating or capital expenditures of the agency (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**

The Investment Policy of VIA is reviewed and approved 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 1.15x 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. A "balanced budget" is one in which projected expenses are less than, or equal to, the amount of revenues projected. 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 Government Finance Officers Association (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. Six bond issues are currently outstanding. In December 2020, to take advantage of lower interest rates, VIA and the ATD issued bonds that refunded a portion of the principal amounts of bonds issued in 2013 and 2014. On December 29th, 2020, VIA issued \$28,940,000 of Farebox Revenue Refunding Bonds, Taxable Series 2020. These bonds refunded \$24,875,000 of the \$39,365,000 principal amount of Farebox Revenue Bonds, Series 2013. Also on December 29th, 2020, the Advanced Transportation District issued \$23,790,000 of Sales Tax Revenue Refunding Bonds. These bonds refunded \$19,700,000 of the \$32,925,000 principal amount of ATD Sales Tax Revenue Bonds, Series 2014. VIA’s two other outstanding bonds issues are Contractual Obligations, Series 2017, and Contractual Obligations, Series 2020, issued for par amounts of \$81,995,000 and \$11,000,000, respectively. Bonds issued have been used to help finance various capital projects including purchase of buses and paratransit vans.

## **Appropriations**

The capital appropriations reflected in the budget include VIA's match for any capital grant received from the Federal Transit Administration (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.



# FINANCIAL OVERVIEW

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

The following section gives details of the assumptions used to formulate the fiscal year 2022 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.



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**Operating Budget Revenue and Expense Summary  
By Cost Center**

	MTA					ATD					Total				
	2020 Actual	2020 Budget	2021 Budget	2021 Forecast	2022 Budget	2020 Actual	2020 Budget	2021 Budget	2021 Forecast	2022 Budget	2020 Actual	2020 Budget	2021 Budget	2021 Forecast	2022 Budget
<b>Operating Revenues</b>															
Line	\$ 9,725,573	\$ 15,432,878	\$ 7,780,591	\$ 8,589,322	\$ 9,739,661	\$ 2,014,948	\$ 3,472,548	\$ 1,715,654	\$ 1,956,004	\$ 2,524,371	\$ 11,740,521	\$ 18,905,426	\$ 9,496,245	\$ 10,545,326	\$ 12,264,032
Robert Thompson Terminal	-	101,630	16,257	2,734	19,901	-	-	-	-	-	-	101,630	16,257	2,734	19,901
Special Events	44,466	223,486	67,479	7,616	65,833	-	-	-	-	-	44,466	223,486	67,479	7,616	65,833
Promotion/Charter	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Bus Revenues</b>	<b>\$ 9,770,039</b>	<b>\$ 15,757,994</b>	<b>\$ 7,864,327</b>	<b>\$ 8,599,672</b>	<b>\$ 9,825,395</b>	<b>\$ 2,014,948</b>	<b>\$ 3,472,548</b>	<b>\$ 1,715,654</b>	<b>\$ 1,956,004</b>	<b>\$ 2,524,371</b>	<b>\$ 11,784,987</b>	<b>\$ 19,230,542</b>	<b>\$ 9,579,981</b>	<b>\$ 10,555,676</b>	<b>\$ 12,349,766</b>
VIAtrans	1,175,591	2,049,576	1,235,378	926,534	1,123,705	-	-	-	-	-	1,175,591	2,049,576	1,235,378	926,534	1,123,705
VIA Link	28,171	125,753	49,769	47,889	75,482	-	-	-	-	-	28,171	125,753	49,769	47,889	75,482
Bus Advertising	1,313,119	1,427,000	1,474,992	1,474,992	1,574,994	-	-	-	-	-	1,313,119	1,427,000	1,474,992	1,474,992	1,574,994
Ellis Alley Park and Ride	4,839	12,000	10,008	10,008	10,008	-	-	-	-	-	4,839	12,000	10,008	10,008	10,008
Real Estate Development	269,407	316,292	302,079	315,729	297,210	-	-	-	-	-	269,407	316,292	302,079	315,729	297,210
Miscellaneous	334,719	440,000	360,000	360,000	260,000	-	-	-	-	-	334,719	440,000	360,000	360,000	260,000
<b>Total Operating Revenues</b>	<b>\$ 12,895,885</b>	<b>\$ 20,128,615</b>	<b>\$ 11,296,553</b>	<b>\$ 11,734,824</b>	<b>\$ 13,166,794</b>	<b>\$ 2,014,948</b>	<b>\$ 3,472,548</b>	<b>\$ 1,715,654</b>	<b>\$ 1,956,004</b>	<b>\$ 2,524,371</b>	<b>\$ 14,910,833</b>	<b>\$ 23,601,163</b>	<b>\$ 13,012,207</b>	<b>\$ 13,690,828</b>	<b>\$ 15,691,165</b>
<b>Operating Expenses</b>															
Line	\$ 153,954,451	\$ 150,772,952	\$ 151,957,802	\$ 145,335,880	\$ 155,358,912	\$ 34,490,556	\$ 37,665,100	\$ 36,912,275	\$ 35,303,735	\$ 39,187,241	\$ 188,445,007	\$ 188,438,052	\$ 188,870,077	\$ 180,639,615	\$ 194,546,153
Robert Thompson Terminal	305,276	622,478	370,190	7,221	454,260	-	-	-	-	-	305,276	622,478	370,190	7,221	454,260
Other Special Events	131,703	810,457	661,952	12,913	275,895	-	-	-	-	-	131,703	810,457	661,952	12,913	275,895
Promotional Service	25,597	62,358	-	58,863	-	-	-	-	-	-	25,597	62,358	-	58,863	-
Disaster Relief	13,660	-	-	987,164	-	-	-	-	-	-	13,660	-	-	987,164	-
<b>Subtotal Bus Expenses</b>	<b>\$ 154,430,687</b>	<b>\$ 152,268,245</b>	<b>\$ 152,989,944</b>	<b>\$ 146,402,041</b>	<b>\$ 156,089,067</b>	<b>\$ 34,490,556</b>	<b>\$ 37,665,100</b>	<b>\$ 36,912,275</b>	<b>\$ 35,303,735</b>	<b>\$ 39,187,241</b>	<b>\$ 188,921,243</b>	<b>\$ 189,933,345</b>	<b>\$ 189,902,219</b>	<b>\$ 181,705,776</b>	<b>\$ 195,276,308</b>
VIAtrans	39,832,398	46,923,123	45,810,946	43,814,625	43,703,495	-	-	-	-	-	39,832,398	46,923,123	45,810,946	43,814,625	43,703,495
VIA Link	995,067	1,079,638	1,271,801	1,226,019	3,982,842	-	-	-	-	-	995,067	1,079,638	1,271,801	1,226,019	3,982,842
Vanpool	-	-	-	-	-	641,848	721,015	702,807	478,379	726,901	641,848	721,015	702,807	478,379	726,901
Real Estate Development	892	4,453	4,500	4,304	4,625	-	-	-	-	-	892	4,453	4,500	4,304	4,625
Business Development and Planning	6,305,032	10,765,530	9,790,867	9,364,207	15,748,526	-	-	-	-	-	6,305,032	10,765,530	9,790,867	9,364,207	15,748,526
<b>Total Expenses</b>	<b>\$ 201,564,076</b>	<b>\$ 211,040,989</b>	<b>\$ 209,868,058</b>	<b>\$ 200,811,196</b>	<b>\$ 219,528,555</b>	<b>\$ 35,132,404</b>	<b>\$ 38,386,115</b>	<b>\$ 37,615,082</b>	<b>\$ 35,782,114</b>	<b>\$ 39,914,142</b>	<b>\$ 236,696,480</b>	<b>\$ 249,427,104</b>	<b>\$ 247,483,140</b>	<b>\$ 236,593,310</b>	<b>\$ 259,442,697</b>
<b>Non-Operating Revenues/(Expenses)</b>															
Sales Tax	\$ 159,039,137	\$ 164,579,733	\$ 155,459,103	\$ 172,614,028	\$ 179,518,589	\$ 35,790,181	\$ 37,195,020	\$ 35,131,394	\$ 39,104,588	\$ 40,668,772	\$ 194,829,318	\$ 201,774,753	\$ 190,590,497	\$ 211,718,616	\$ 220,187,361
Investment Income	2,736,733	2,373,182	902,190	510,000	272,000	182,699	404,648	50,496	13,000	3,000	2,919,432	2,777,830	952,686	523,000	275,000
Bond Interest and Issuance	(4,223,904)	(4,044,526)	(3,848,161)	(2,833,218)	(2,860,416)	(1,206,052)	(1,206,046)	(1,157,921)	-	(709,021)	(5,429,956)	(5,250,572)	(5,006,082)	(2,833,218)	(3,569,437)
Gain / (Loss) on Sale of Assets	4,412	-	-	-	-	-	-	-	-	-	4,412	-	-	-	-
Grants	25,794,461	38,039,050	49,408,409	37,571,249	43,889,134	-	-	-	-	-	25,794,461	38,039,050	49,408,409	37,571,249	43,889,134
CARES Act/ CRRSAA/ ARPA	90,437,617	-	-	114,994,824	63,509,739	-	-	-	-	-	90,437,617	-	-	114,994,824	63,509,739
Intergovernmental Revenue	7,000,000	10,000,000	10,000,000	10,000,000	10,000,000	-	-	-	-	-	7,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Intergovernmental Expense	(568,301)	(1,000,000)	(1,802,608)	-	(1,700,000)	-	-	-	-	-	(568,301)	(1,000,000)	(1,802,608)	-	(1,700,000)
<b>Total Non-Operating Revenues/(Expenses)</b>	<b>\$ 280,220,155</b>	<b>\$ 209,947,439</b>	<b>\$ 210,118,933</b>	<b>\$ 332,856,883</b>	<b>\$ 292,629,046</b>	<b>\$ 34,766,828</b>	<b>\$ 36,393,622</b>	<b>\$ 34,023,969</b>	<b>\$ 39,117,588</b>	<b>\$ 39,962,751</b>	<b>\$ 314,986,983</b>	<b>\$ 246,341,061</b>	<b>\$ 244,142,902</b>	<b>\$ 371,974,471</b>	<b>\$ 332,591,797</b>
<b>Net Income/(Loss) Before Depreciation</b>	<b>\$ 91,551,964</b>	<b>\$ 19,035,065</b>	<b>\$ 11,547,428</b>	<b>\$ 143,780,511</b>	<b>\$ 86,267,285</b>	<b>\$ 1,649,372</b>	<b>\$ 1,480,055</b>	<b>\$ (1,875,459)</b>	<b>\$ 5,291,478</b>	<b>\$ 2,572,980</b>	<b>\$ 93,201,336</b>	<b>\$ 20,515,120</b>	<b>\$ 9,671,969</b>	<b>\$ 149,071,989</b>	<b>\$ 88,840,265</b>

### Service Statistics

For VIA Fiscal Years Beginning October 1 and Ending September 30

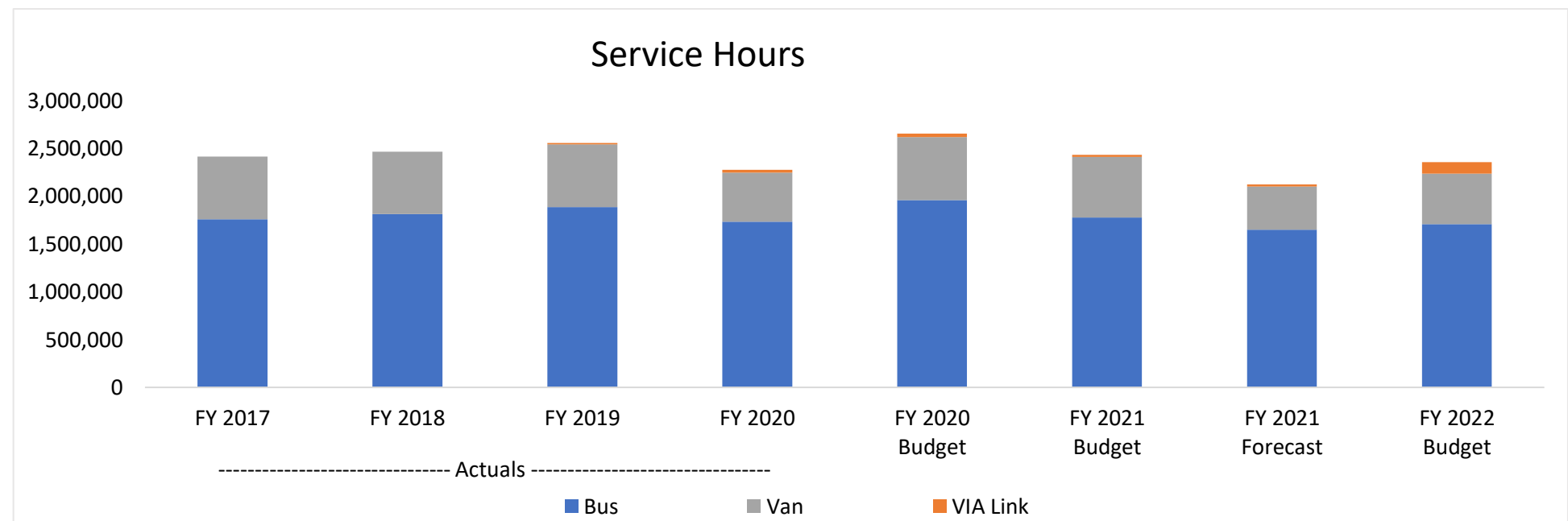
	Actual FY2015	Actual FY2016 (Fare Increase)	Actual FY2017	Actual FY2018	Actual FY2019	Actual FY2020	Budget FY2020	Budget FY2021	Forecast FY2021	Forecast FY2022	Forecast FY2023	Forecast FY2024	Forecast FY2025	Forecast FY2026
<b>Hours</b>														
<b>Bus</b>														
Line - MTA	1,393,045	1,399,014	1,381,105	1,434,631	1,571,666	1,416,262	1,572,720	1,446,097	1,340,428	1,359,525	1,337,403	1,355,646	1,279,029	1,313,253
Line - ATD	285,683	319,023	366,628	370,239	306,013	311,514	374,670	323,810	302,441	341,623	426,567	459,596	457,573	466,070
Disaster Relief	-	-	1,797	-	-	-	-	-	-	-	-	-	-	-
Special Events	10,093	8,602	7,067	9,079	8,153	2,818	12,305	5,171	1,000	5,850	6,650	6,650	6,650	6,650
Promotion/Charter	1,930	1,322	1,179	877	903	2,590	961	-	5,411	-	-	-	-	-
Subtotal	1,690,751	1,727,961	1,757,776	1,814,826	1,886,735	1,733,184	1,960,656	1,775,078	1,649,280	1,706,998	1,770,620	1,821,892	1,743,252	1,785,973
<b>Van</b>														
Directly Provided	263,343	281,861	288,551	280,663	286,328	189,732	276,672	277,745	165,446	202,844	243,413	245,848	248,306	250,789
Purchased	353,801	357,721	347,887	351,076	329,606	305,244	358,374	339,466	260,516	301,901	362,281	365,904	369,563	373,258
Will Call Taxi	4,024	4,727	5,164	4,979	6,859	2,742	4,921	4,485	3,615	3,655	3,655	3,655	3,655	3,655
Taxi Subsidy	10,314	14,232	15,183	12,653	14,786	10,252	15,628	11,113	7,419	7,478	7,478	7,478	7,478	7,478
Taxi ADA	-	-	-	-	17,987	4,006	1,446	1,340	13,184	13,283	13,283	13,283	13,283	13,283
Disaster Relief	-	-	-	-	630	-	-	-	-	-	-	-	-	-
Subtotal	631,482	658,541	656,785	649,371	655,566	512,606	657,041	634,149	450,180	529,161	630,110	636,168	642,285	648,463
<b>VIA Link</b>	-	-	-	-	12,388	29,455	35,997	22,745	24,102	119,141	157,674	187,486	182,741	194,638
<b>Total</b>	<b>2,322,233</b>	<b>2,386,502</b>	<b>2,414,561</b>	<b>2,464,197</b>	<b>2,554,689</b>	<b>2,275,245</b>	<b>2,653,694</b>	<b>2,431,972</b>	<b>2,123,562</b>	<b>2,355,300</b>	<b>2,558,404</b>	<b>2,645,546</b>	<b>2,568,278</b>	<b>2,629,074</b>
Line Service Total	1,678,728	1,718,037	1,747,733	1,804,870	1,877,679	1,727,776	1,947,390	1,769,907	1,642,869	1,701,148	1,763,970	1,815,242	1,736,602	1,779,323
% Change vs FY20Budget/Fcst										-12.6%	3.7%	2.9%	-4.3%	2.5%
<b>Miles</b>														
<b>Bus</b>														
Line - MTA	18,585,481	18,662,572	18,307,475	19,033,701	21,144,134	19,468,742	21,094,274	19,720,880	18,475,236	18,557,694	18,479,572	18,827,452	17,581,259	18,048,746
Line - ATD	5,069,387	5,435,340	6,043,854	6,120,037	5,070,613	5,134,727	6,265,356	5,534,677	5,025,436	5,742,839	7,293,070	8,044,269	8,007,362	8,227,547
Disaster Relief	-	-	9,219	-	-	3,921	-	-	-	-	-	-	-	-
Special Events	129,111	115,500	98,847	114,367	91,572	34,793	148,278	60,216	6,789	79,846	91,624	91,624	91,624	91,624
Promotion/Charter	15,225	8,151	-	4,718	4,523	10,131	4,094	-	18,493	-	-	-	-	-
Subtotal	23,799,204	24,221,563	24,459,395	25,272,823	26,310,842	24,652,314	27,512,002	25,315,773	23,525,954	24,380,379	25,864,266	26,963,345	25,680,245	26,367,917
<b>Van</b>														
Directly Provided	4,620,731	5,018,275	5,062,700	4,900,387	5,085,099	3,573,238	4,873,903	4,735,574	2,917,481	3,581,864	4,298,237	4,341,219	4,384,632	4,428,478
Purchased	6,905,238	7,101,696	6,871,871	6,694,458	6,441,020	5,636,732	6,787,297	6,422,788	4,905,405	5,685,340	6,822,408	6,890,632	6,959,538	7,029,134
Will Call Taxi	98,234	115,262	126,172	121,490	150,552	62,797	120,076	109,424	100,033	101,216	101,216	101,216	101,216	101,216
Taxi Subsidy	149,323	188,560	201,170	167,629	146,729	117,850	207,065	147,247	99,066	100,033	100,033	100,033	100,033	100,033
Taxi ADA	-	-	-	-	374,075	103,768	19,164	17,753	234,603	238,010	238,010	238,010	238,010	238,010
Subtotal	11,773,526	12,423,793	12,261,913	11,883,964	12,197,475	9,494,385	12,007,505	11,432,786	8,256,588	9,706,463	11,559,904	11,671,110	11,783,429	11,896,871
<b>VIA Link</b>	-	-	-	-	132,697	395,377	719,934	285,460	482,032	2,418,404	3,195,852	3,792,983	3,698,811	3,937,842
<b>Total</b>	<b>35,572,730</b>	<b>36,645,356</b>	<b>36,721,308</b>	<b>37,156,787</b>	<b>38,641,014</b>	<b>34,542,076</b>	<b>40,239,441</b>	<b>37,034,019</b>	<b>32,264,574</b>	<b>36,505,246</b>	<b>40,620,022</b>	<b>42,427,438</b>	<b>41,162,485</b>	<b>42,202,630</b>
Line Service Total	23,654,868	24,097,912	24,351,329	25,153,738	26,214,747	24,603,469	27,359,630	25,255,557	23,500,672	24,300,533	25,772,642	26,871,721	25,588,621	26,276,293
% Change vs FY20Budget/Fcst										-11.2%	6.1%	4.3%	-4.8%	2.7%
<b>Passengers</b>														
<b>Bus</b>														
Line - MTA	33,358,136	30,721,504	28,320,277	27,158,658	28,554,607	21,474,087	28,414,272	14,812,014	14,860,554	18,639,108	22,598,791	24,559,940	23,446,317	24,065,310
Line - ATD	7,580,831	7,613,146	8,173,613	7,826,082	6,309,726	5,546,046	7,878,885	4,175,825	4,160,959	6,042,802	9,971,855	11,392,601	11,345,409	11,446,275
Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Events	158,050	126,419	112,904	136,640	92,896	24,470	171,739	48,554	6,000	53,245	53,430	53,430	53,430	53,430
Promotion/Charter	13,555	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	41,110,572	38,461,069	36,606,794	35,121,380	34,957,229	27,044,603	36,464,896	19,036,393	19,027,513	24,735,155	32,624,076	36,005,971	34,845,156	35,565,015
<b>Van</b>														
Directly Provided	458,282	505,815	535,285	520,167	518,184	292,783	521,469	282,279	199,759	244,352	293,223	296,155	299,117	302,108
Purchased	575,907	573,099	563,113	541,279	499,533	417,598	555,369	383,583	309,218	359,261	431,113	435,424	439,779	444,176
Will Call Taxi	12,989	14,573	15,579	17,297	16,694	7,346	13,730	12,512	11,382	11,565	11,565	11,565	11,565	11,565
Taxi Subsidy	61,235	80,617	86,855	76,013	74,487	59,317	77,200	54,898	43,971	44,326	44,326	44,326	44,326	44,326
Taxi ADA	-	-	-	-	32,421	9,185	7,145	6,619	13,934	15,433	15,433	15,433	15,433	15,433
Subtotal	1,108,413	1,174,104	1,200,832	1,154,756	1,141,319	786,229	1,174,913	739,891	578,264	674,937	795,660	802,903	810,220	817,608
<b>VIA Link</b>	-	-	-	-	48,519	130,186	239,931	95,040	74,715	368,485	520,672	585,623	596,543	609,771
<b>Total</b>	<b>42,218,985</b>	<b>39,635,173</b>	<b>37,807,626</b>	<b>36,276,136</b>	<b>36,147,067</b>	<b>27,961,018</b>	<b>37,879,740</b>	<b>19,871,324</b>	<b>19,680,492</b>	<b>25,778,577</b>	<b>33,940,408</b>	<b>37,394,497</b>	<b>36,251,919</b>	<b>36,992,394</b>
Line Service Total	40,938,967	38,334,650	36,493,890	34,984,740	34,864,333	27,020,133	36,293,157	18,987,839	19,021,513	24,681,910	32,570,646	35,952,541	34,791,726	35,511,585
% Change vs FY20Budget/Fcst										-32.0%	32.0%	10.4%	-3.2%	2.1%

### Service Statistics: Service Hours

<b>Service</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>	<b>FY 2021 Forecast</b>	<b>FY 2022 Budget</b>
<b>Bus</b>								
Line - MTA	1,381,105	1,434,631	1,571,666	1,416,262	1,572,720	1,446,097	1,340,428	1,359,525
Line - ATD	366,628	370,239	306,013	311,514	374,670	323,810	302,441	341,623
Disaster Relief - Bus	1,797	-	-	-	-	-	-	-
Robert Thompson Terminal	3,231	3,433	4,083	2,078	4,833	2,323	400	2,900
Promotional Service	1,179	877	903	2,590	961	-	5,411	-
Other Community Events	3,836	5,646	4,070	740	7,472	2,848	600	2,950
Commercial Charters	-	-	-	-	-	-	-	-
	<b>1,757,776</b>	<b>1,814,826</b>	<b>1,886,735</b>	<b>1,733,184</b>	<b>1,960,656</b>	<b>1,775,078</b>	<b>1,649,280</b>	<b>1,706,998</b>
<b>VIA Link</b>								
VIA Link	-	-	12,388	29,455	35,997	22,745	24,102	119,141
	<b>-</b>	<b>-</b>	<b>12,388</b>	<b>29,455</b>	<b>35,997</b>	<b>22,745</b>	<b>24,102</b>	<b>119,141</b>
<b>Van</b>								
Paratransit Directly Operated	288,551	280,663	286,328	189,732	276,672	277,745	165,446	202,844
Paratransit Purchased Transportation	347,887	351,076	329,606	305,244	358,374	339,466	260,516	301,901
Disaster Relief - Van	-	-	-	630	-	-	-	-
Will Call Taxi	5,164	4,979	6,859	2,742	4,921	4,485	3,615	3,655
Taxi Subsidy	15,183	12,653	14,786	10,252	15,628	11,113	7,419	7,478
Taxi ADA Flex	-	-	17,987	4,006	1,446	1,340	13,184	13,283
	<b>656,785</b>	<b>649,371</b>	<b>655,566</b>	<b>512,606</b>	<b>657,041</b>	<b>634,149</b>	<b>450,180</b>	<b>529,161</b>
<b>Total Hours</b>	<b>2,414,561</b>	<b>2,464,197</b>	<b>2,554,689</b>	<b>2,275,245</b>	<b>2,653,694</b>	<b>2,431,972</b>	<b>2,123,562</b>	<b>2,355,300</b>

### Change from FY 2020 Budget

Total Hours: -11.2%  
 Line Hours - MTA: -13.6%  
 Line Hours - ATD: -8.8%  
 Paratransit DO Hours: -26.7%  
 Paratransit PT Hours: -15.8%

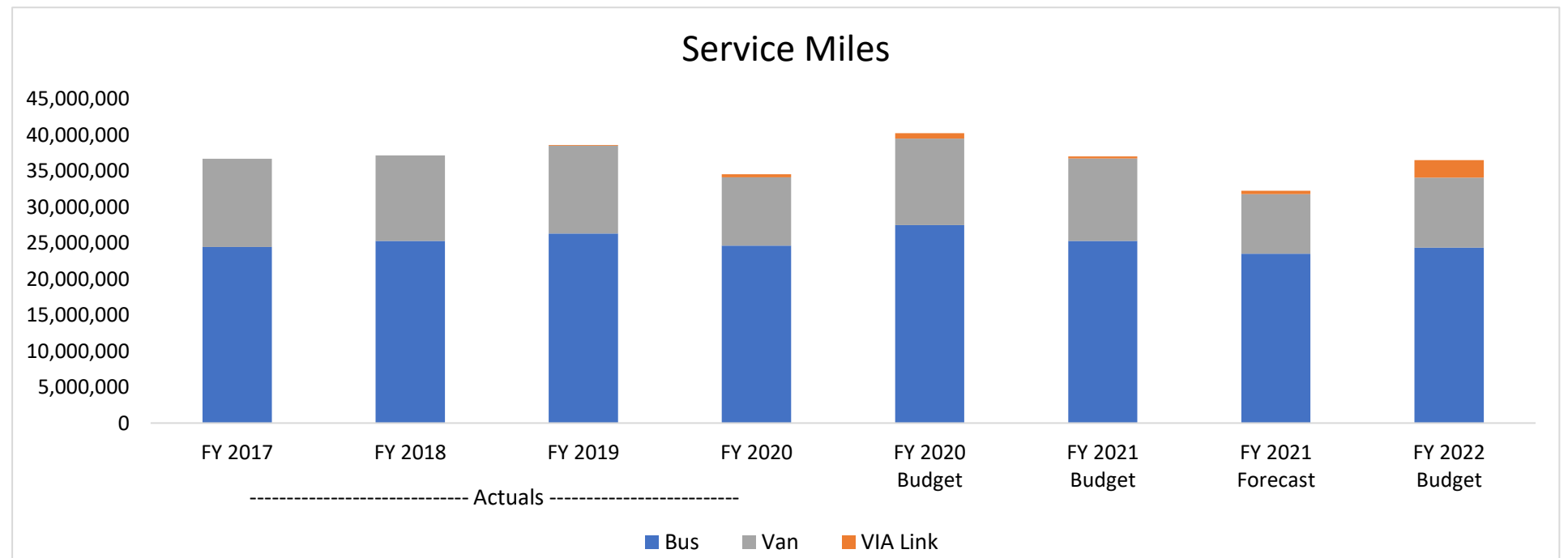


### Service Statistics: Service Miles

Service	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget
<b>Bus</b>								
Line - MTA	18,307,475	19,033,701	21,144,134	19,468,742	21,094,274	19,720,880	18,475,236	18,557,694
Line - ATD	6,043,854	6,120,037	5,070,613	5,134,727	6,265,356	5,534,677	5,025,436	5,742,839
Disaster Relief - Bus	9,219	-	-	3,921	-	-	-	-
Robert Thompson Terminal	41,002	49,841	48,381	24,942	62,314	28,829	5,889	42,696
Promotional Service	6,752	4,718	4,523	10,131	4,094	-	18,493	-
Other Community Events	51,093	64,526	43,191	9,851	85,964	31,387	900	37,150
Commercial Charters	-	-	-	-	-	-	-	-
	<b>24,459,395</b>	<b>25,272,823</b>	<b>26,310,842</b>	<b>24,652,314</b>	<b>27,512,002</b>	<b>25,315,773</b>	<b>23,525,954</b>	<b>24,380,379</b>
<b>VIA Link</b>								
Via Link	-	-	132,697	395,377	719,934	285,460	482,032	2,418,404
	<b>-</b>	<b>-</b>	<b>132,697</b>	<b>395,377</b>	<b>719,934</b>	<b>285,460</b>	<b>482,032</b>	<b>2,418,404</b>
<b>Van</b>								
Paratransit Directly Operated	5,062,700	4,900,387	5,085,099	3,573,238	4,873,903	4,735,574	2,917,481	3,581,864
Paratransit Purchased Transportator	6,871,871	6,694,458	6,441,020	5,636,732	6,787,297	6,422,788	4,905,405	5,685,340
Will Call Taxi	126,172	121,490	150,552	62,797	120,076	109,424	100,033	101,216
Taxi Subsidy	201,170	167,629	146,729	117,850	207,065	147,247	99,066	100,033
Taxi ADA Flex	-	-	374,075	103,768	19,164	17,753	234,603	238,010
	<b>12,261,913</b>	<b>11,883,964</b>	<b>12,197,475</b>	<b>9,494,385</b>	<b>12,007,505</b>	<b>11,432,786</b>	<b>8,256,588</b>	<b>9,706,463</b>
<b>Total Miles</b>	<b>36,721,308</b>	<b>37,156,787</b>	<b>38,641,014</b>	<b>34,542,076</b>	<b>40,239,441</b>	<b>37,034,019</b>	<b>32,264,574</b>	<b>36,505,246</b>

### Change from FY 2020 Budget

Total Miles: -9.3%  
 Line Miles - MTA: -12.0%  
 Line Miles - ATD: -8.3%  
 Paratransit DO Miles: -26.5%  
 Paratransit PT Miles: -16.2%

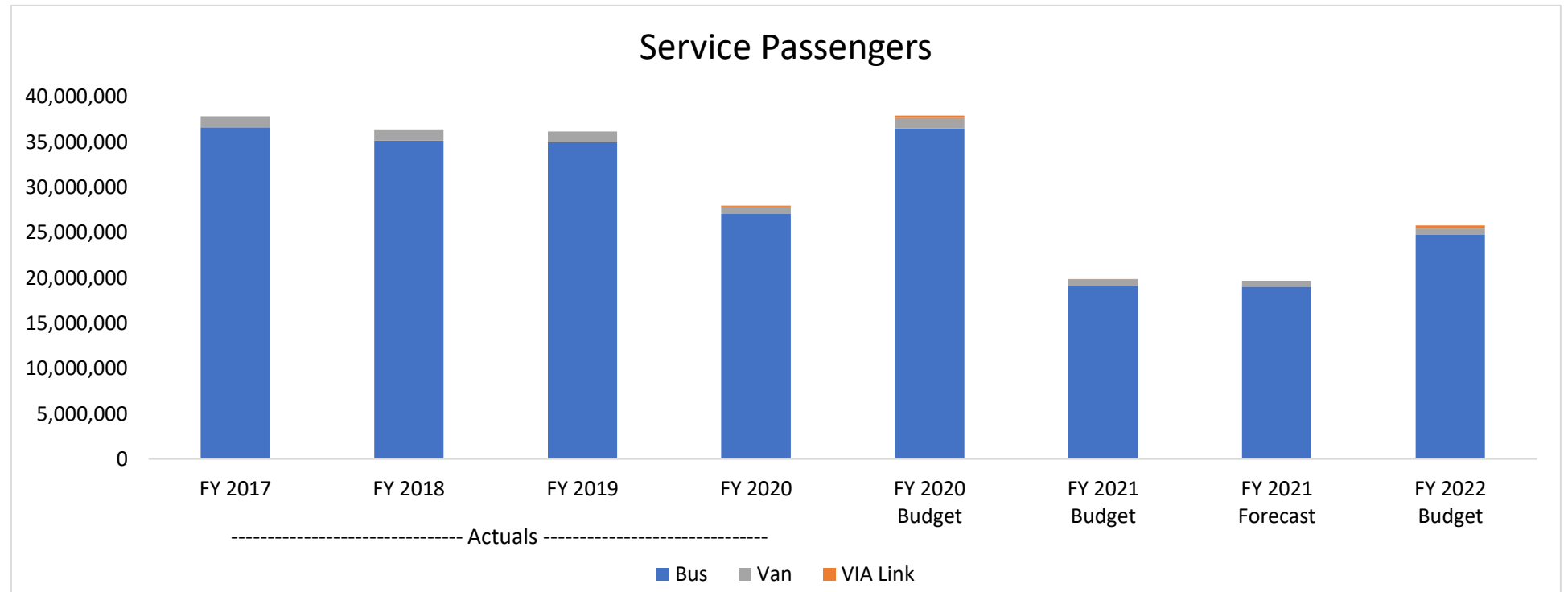


### Service Statistics: Service Passengers

<u>Service</u>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>	<b>FY 2021 Forecast</b>	<b>FY 2022 Budget</b>
<b>Bus</b>								
Line - MTA	28,320,277	27,158,658	28,554,607	21,474,087	28,414,272	14,812,014	14,860,554	18,639,108
Line - ATD	8,173,613	7,826,082	6,309,726	5,546,046	7,878,885	4,175,825	4,160,959	6,042,802
Robert Thompson Terminal	42,994	45,968	38,790	16,158	59,930	8,947	1,500	10,702
Other Community Events	69,910	90,672	54,106	8,312	111,809	39,607	4,500	42,543
Commercial Charters	-	-	-	-	-	-	-	-
	<b>36,606,794</b>	<b>35,121,380</b>	<b>34,957,229</b>	<b>27,044,603</b>	<b>36,464,896</b>	<b>19,036,393</b>	<b>19,027,513</b>	<b>24,735,155</b>
<b>VIA Link</b>								
VIA Link	-	-	48,519	130,186	239,931	95,040	74,715	368,485
	<b>-</b>	<b>-</b>	<b>48,519</b>	<b>130,186</b>	<b>239,931</b>	<b>95,040</b>	<b>74,715</b>	<b>368,485</b>
<b>Van</b>								
Paratransit Directly Operated	535,285	520,167	518,184	292,783	521,469	282,279	199,759	244,352
Paratransit Purchased Transportation	563,113	541,279	499,533	417,598	555,369	383,583	309,218	359,261
Will Call Taxi	15,579	17,297	16,694	7,346	13,730	12,512	11,382	11,565
Taxi Subsidy	86,855	76,013	74,487	59,317	77,200	54,898	43,971	44,326
Taxi ADA Flex	-	-	32,421	9,185	7,145	6,619	13,934	15,433
	<b>1,200,832</b>	<b>1,154,756</b>	<b>1,141,319</b>	<b>786,229</b>	<b>1,174,913</b>	<b>739,891</b>	<b>578,264</b>	<b>674,937</b>
<b>Total Passengers</b>	<b>37,807,626</b>	<b>36,276,136</b>	<b>36,147,067</b>	<b>27,961,018</b>	<b>37,879,740</b>	<b>19,871,324</b>	<b>19,680,492</b>	<b>25,778,577</b>

#### Change from FY 2020 Budget

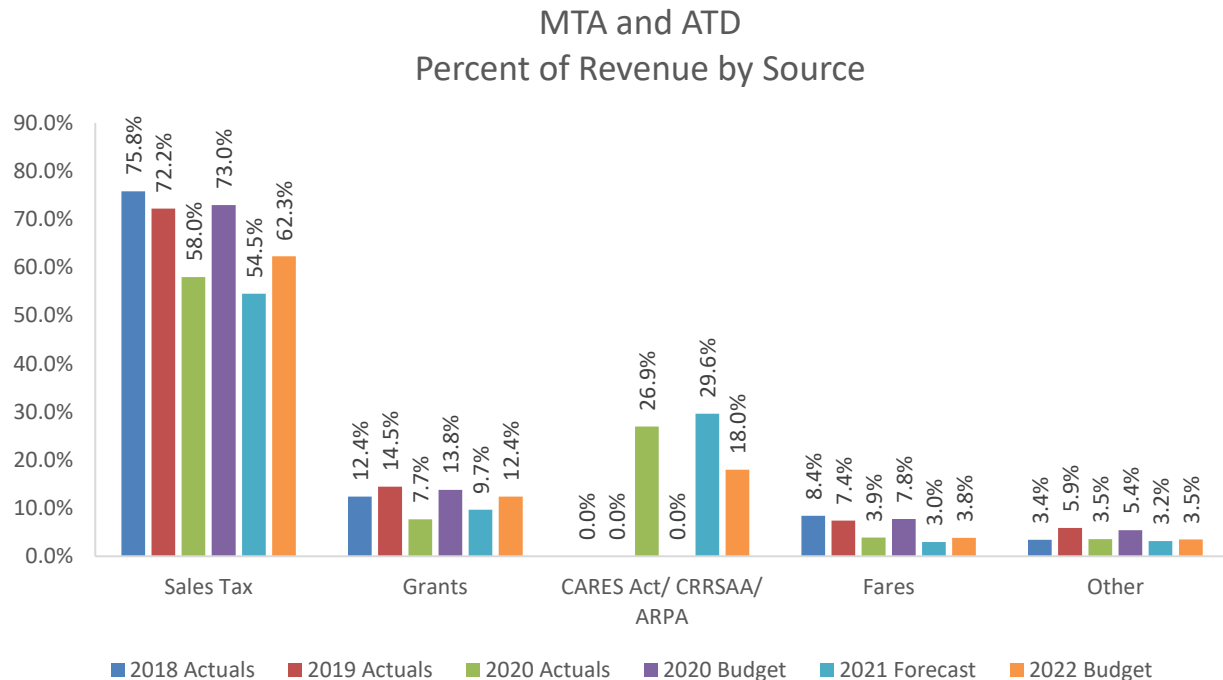
Total Passengers: -31.9%  
 Line Passengers - MTA: -34.4%  
 Line Passengers - ATD: -23.3%  
 Paratransit DO Passengers: -53.1%  
 Paratransit PT Passengers: -35.3%



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## 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 intergovernmental expense and bond interest and issuance.

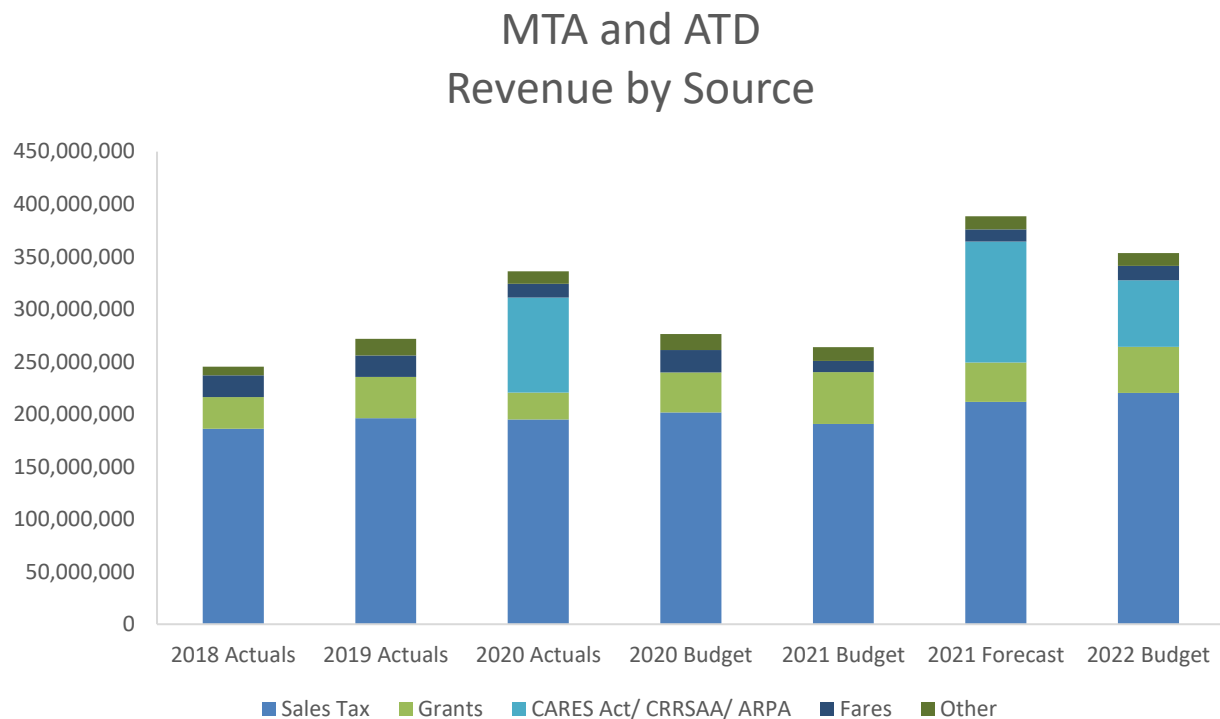
### Revenues by Source

Passenger fares account for approximately 4% 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, 62.3%, is received from the ½ cent MTA sales tax and VIA's share of the ¼ cent ATD sales tax. VIA obtains sales tax forecasts from a firm that provides economic consulting services.

Grant revenues are expected to be 12.4% of total combined revenues in FY22. 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; CMAQ funds; Section 5310 funds; and planning-related grant funds. Other miscellaneous revenues are 3.5%. 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 FY18, FY19, FY20, budgeted FY21, forecasted FY21 and budgeted FY22 figures include both MTA and ATD revenues. There has been an increase in total revenues of approximately 44.1% over the five-year period. This increase is predominately attributable to higher sales taxes and the receipt of federal funds such as CARES Act, CRRSAA and ARPA. The FY22 budgeted MTA and ATD combined revenues are 28.0% higher than FY20 budget revenues and 9.0% lower than FY21 forecast revenues. FY21 forecast includes an increase of grant funding due to the \$115M of CARES Act, CRRSAA and ARPA received to cover operating costs to maintain service due to the coronavirus public health emergency.

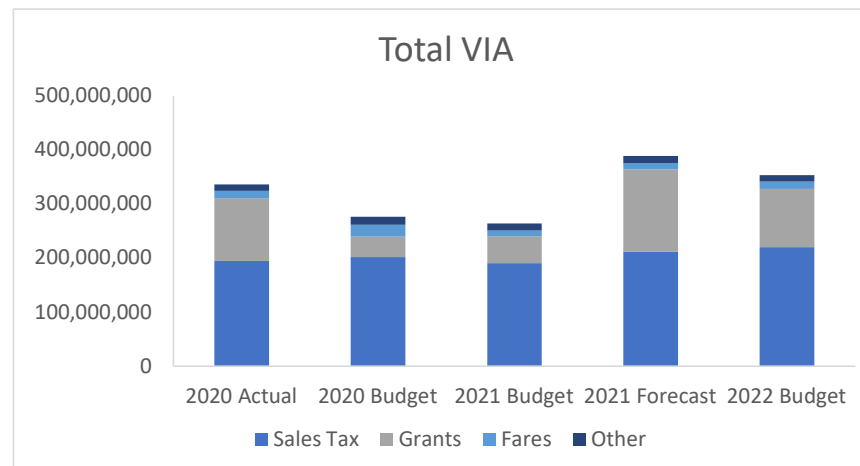
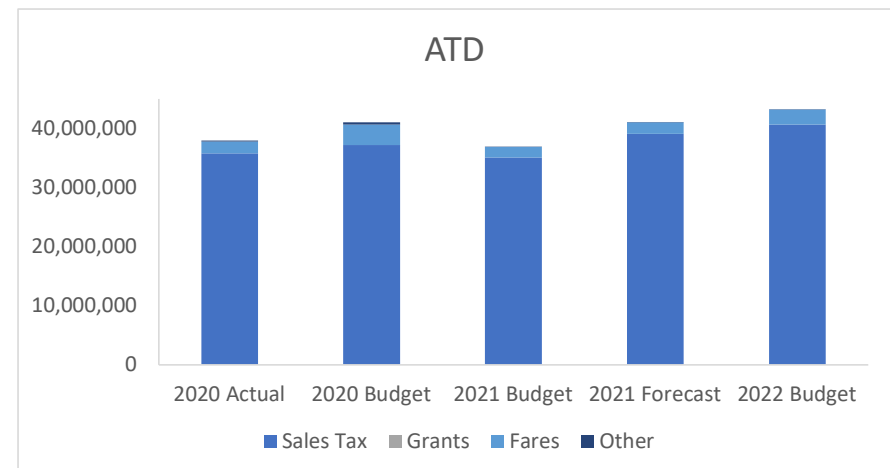
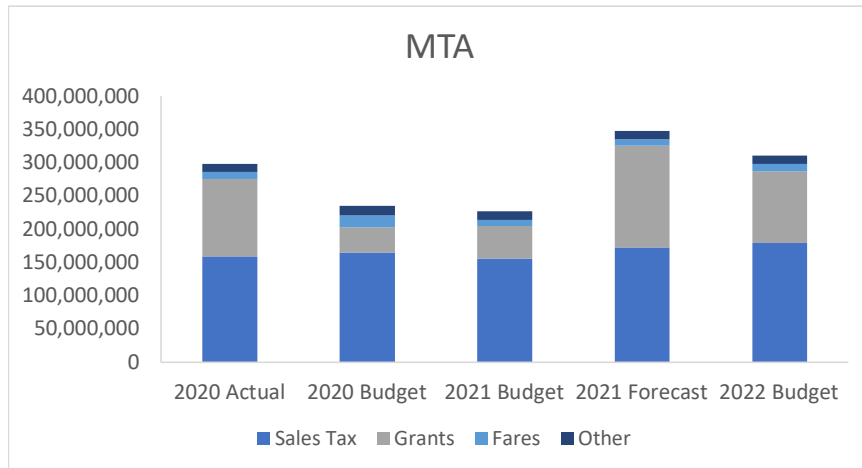


VIA is constantly challenged with obtaining enough revenue to meet the transportation needs of the community. There are constant requests for new service, and VIA has a very robust capital plan. VIA began using debt financing in FY12. Historically (until FY12), VIA operated on a pay-as-you-go basis. 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.

**Operating Budget Revenue Summary  
By Cost Center**

	MTA					ATD					Total				
	2020 Actual	2020 Budget	2021 Budget	2021 Forecast	2022 Budget	2020 Actual	2020 Budget	2021 Budget	2021 Forecast	2022 Budget	2020 Actual	2020 Budget	2021 Budget	2021 Forecast	2022 Budget
<b>Operating Revenues</b>															
Line	\$ 9,725,573	\$ 15,432,878	\$ 7,780,591	\$ 8,589,322	\$ 9,739,661	\$ 2,014,948	\$ 3,472,548	\$ 1,715,654	\$ 1,956,004	\$ 2,524,371	\$ 11,740,521	\$ 18,905,426	\$ 9,496,245	\$ 10,545,326	\$ 12,264,032
Robert Thompson Terminal	-	101,630	16,257	2,734	19,901	-	-	-	-	-	-	101,630	16,257	2,734	19,901
Special Events	44,466	223,486	67,479	7,616	65,833	-	-	-	-	-	44,466	223,486	67,479	7,616	65,833
Promotion/Charter	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Bus Revenues</b>	<b>\$ 9,770,039</b>	<b>\$ 15,757,994</b>	<b>\$ 7,864,327</b>	<b>\$ 8,599,672</b>	<b>\$ 9,825,395</b>	<b>\$ 2,014,948</b>	<b>\$ 3,472,548</b>	<b>\$ 1,715,654</b>	<b>\$ 1,956,004</b>	<b>\$ 2,524,371</b>	<b>\$ 11,784,987</b>	<b>\$ 19,230,542</b>	<b>\$ 9,579,981</b>	<b>\$ 10,555,676</b>	<b>\$ 12,349,766</b>
VIAtrans	1,175,591	2,049,576	1,235,378	926,534	1,123,705	-	-	-	-	-	1,175,591	2,049,576	1,235,378	926,534	1,123,705
VIA Link	28,171	125,753	49,769	47,889	75,482	-	-	-	-	-	28,171	125,753	49,769	47,889	75,482
Bus Advertising	1,313,119	1,427,000	1,474,992	1,474,992	1,574,994	-	-	-	-	-	1,313,119	1,427,000	1,474,992	1,474,992	1,574,994
Ellis Alley Park and Ride	4,839	12,000	10,008	10,008	10,008	-	-	-	-	-	4,839	12,000	10,008	10,008	10,008
Real Estate Development	269,407	316,292	302,079	315,729	297,210	-	-	-	-	-	269,407	316,292	302,079	315,729	297,210
Miscellaneous	334,719	440,000	360,000	360,000	260,000	-	-	-	-	-	334,719	440,000	360,000	360,000	260,000
<b>Total Operating Revenues</b>	<b>\$ 12,895,885</b>	<b>\$ 20,128,615</b>	<b>\$ 11,296,553</b>	<b>\$ 11,734,824</b>	<b>\$ 13,166,794</b>	<b>\$ 2,014,948</b>	<b>\$ 3,472,548</b>	<b>\$ 1,715,654</b>	<b>\$ 1,956,004</b>	<b>\$ 2,524,371</b>	<b>\$ 14,910,833</b>	<b>\$ 23,601,163</b>	<b>\$ 13,012,207</b>	<b>\$ 13,690,828</b>	<b>\$ 15,691,165</b>
<b>Non-Operating Revenues/(Expenses)</b>															
Sales Tax	\$ 159,039,137	\$ 164,579,733	\$ 155,459,103	\$ 172,614,028	\$ 179,518,589	\$ 35,790,181	\$ 37,195,020	\$ 35,131,394	\$ 39,104,588	\$ 40,668,772	\$ 194,829,318	\$ 201,774,753	\$ 190,590,497	\$ 211,718,616	\$ 220,187,361
Investment Income	2,736,733	2,373,182	902,190	510,000	272,000	182,699	404,648	50,496	13,000	3,000	2,919,432	2,777,830	952,686	523,000	275,000
Bond Interest and Issuance	(4,223,904)	(4,044,526)	(3,848,161)	(2,833,218)	(2,860,416)	(1,206,052)	(1,206,046)	(1,157,921)	-	(709,021)	(5,429,956)	(5,250,572)	(5,006,082)	(2,833,218)	(3,569,437)
Gain / (Loss) on Sale of Assets	4,412	-	-	-	-	-	-	-	-	-	4,412	-	-	-	-
Grants	25,794,461	38,039,050	49,408,409	37,571,249	43,889,134	-	-	-	-	-	25,794,461	38,039,050	49,408,409	37,571,249	43,889,134
CARES Act/ CRRSAA/ ARPA	90,437,617	-	-	114,994,824	63,509,739	-	-	-	-	-	90,437,617	-	-	114,994,824	63,509,739
Intergovernmental Revenue	7,000,000	10,000,000	10,000,000	10,000,000	10,000,000	-	-	-	-	-	7,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Intergovernmental Expense	(568,301)	(1,000,000)	(1,802,608)	-	(1,700,000)	-	-	-	-	-	(568,301)	(1,000,000)	(1,802,608)	-	(1,700,000)
<b>Total Non-Operating Revenues/(Expenses)</b>	<b>\$ 280,220,155</b>	<b>\$ 209,947,439</b>	<b>\$ 210,118,933</b>	<b>\$ 332,856,883</b>	<b>\$ 292,629,046</b>	<b>\$ 34,766,828</b>	<b>\$ 36,393,622</b>	<b>\$ 34,023,969</b>	<b>\$ 39,117,588</b>	<b>\$ 39,962,751</b>	<b>\$ 314,986,983</b>	<b>\$ 246,341,061</b>	<b>\$ 244,142,902</b>	<b>\$ 371,974,471</b>	<b>\$ 332,591,797</b>
<b>Total Revenue less Non-Operating (Expenses)</b>	<b>\$ 297,908,245</b>	<b>\$ 235,120,580</b>	<b>\$ 227,066,255</b>	<b>\$ 347,424,925</b>	<b>\$ 310,356,256</b>	<b>\$ 37,987,828</b>	<b>\$ 41,072,216</b>	<b>\$ 36,897,544</b>	<b>\$ 41,073,592</b>	<b>\$ 43,196,143</b>	<b>\$ 335,896,073</b>	<b>\$ 276,192,796</b>	<b>\$ 263,963,799</b>	<b>\$ 388,498,517</b>	<b>\$ 353,552,399</b>

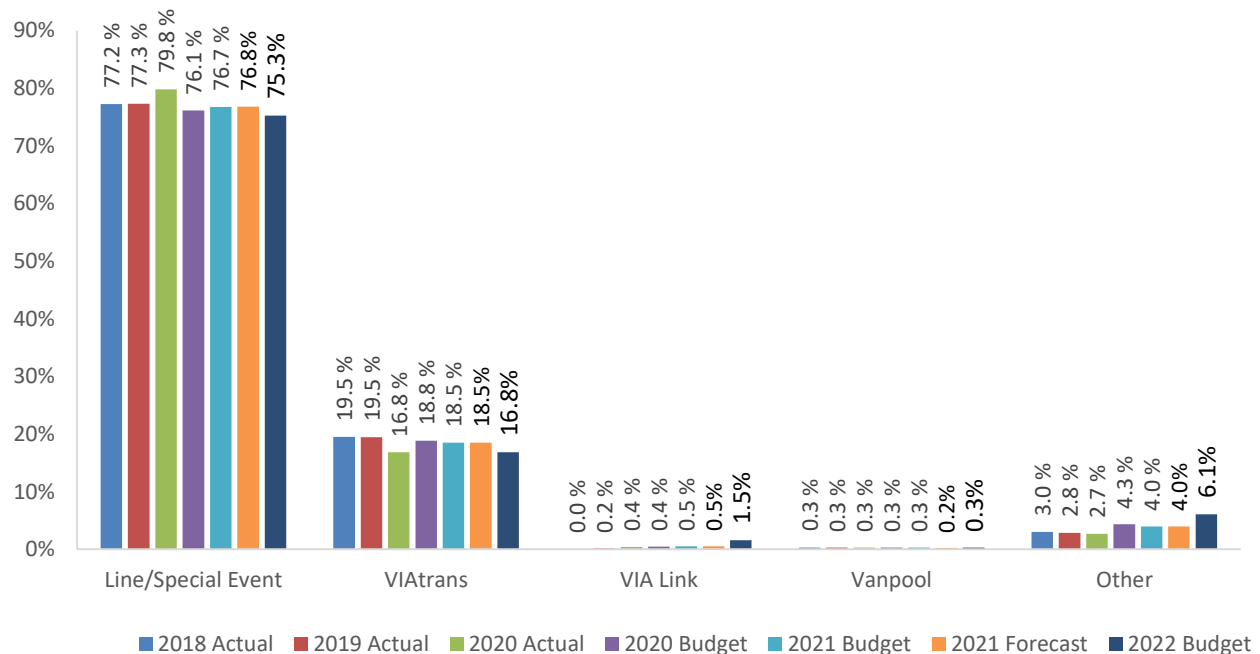
## VIA Metropolitan Transit Operating Revenue and Non-Operating Revenue/(Expenses)



## 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 93.9% of the total combined expenses in the FY22 budget.

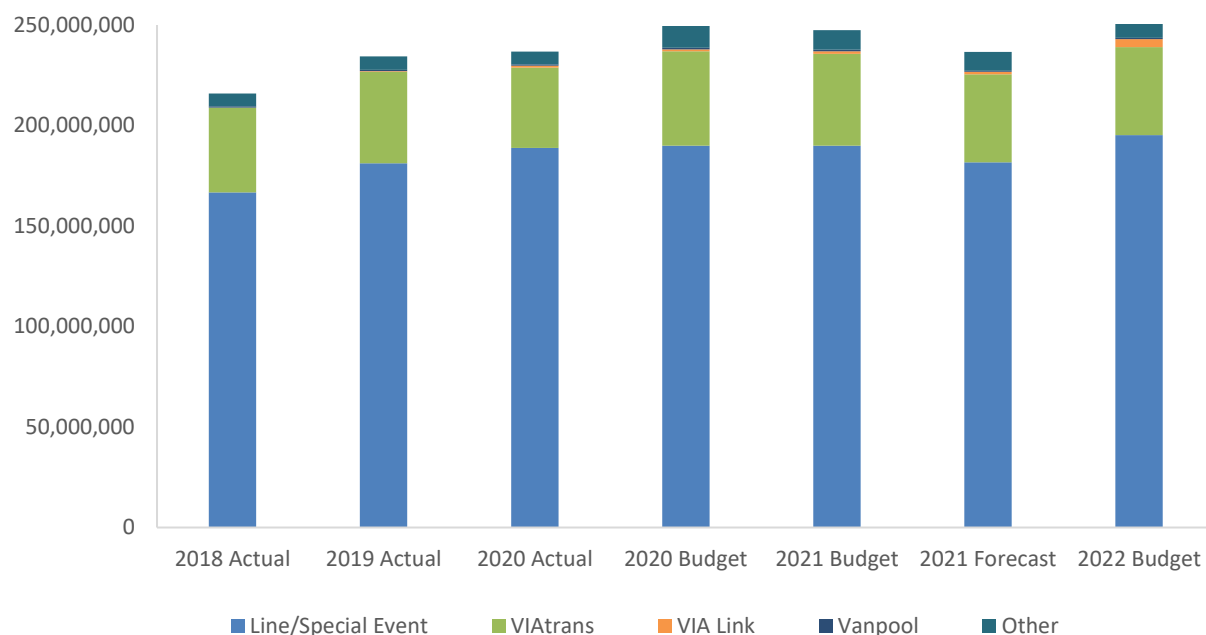
MTA and ATD  
Percent of Expense by Service



## Expenses by Service Type

The following graph shows a five-year history of operating expenses. The combined operating expenses budgeted for FY22 are 20.1% greater than actual five years ago. This is primarily attributable to higher wages, healthcare, parts and supplies used to maintain our fleet and purchased transportation costs associated with VIA Link, a Mobility on Demand (MOD) service. Line service expense has increased by 17.1% over the five-year period, while VIA Link service expense has increased by 100% 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



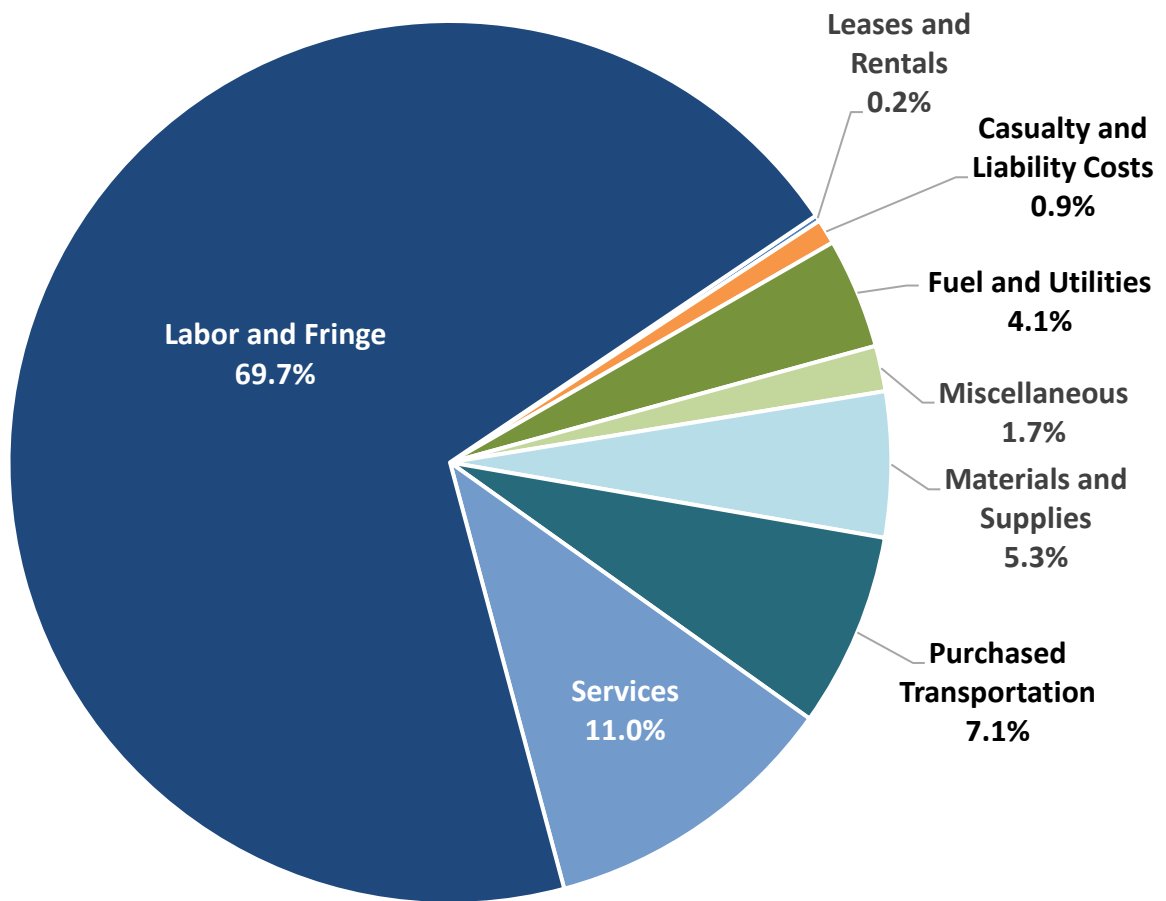
### Expenses by Major Category

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 69.7% 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 5.3% of the combined total.

Purchased transportation is 7.1% 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 FY22. 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 11.0% 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 2.8% of the combined total.

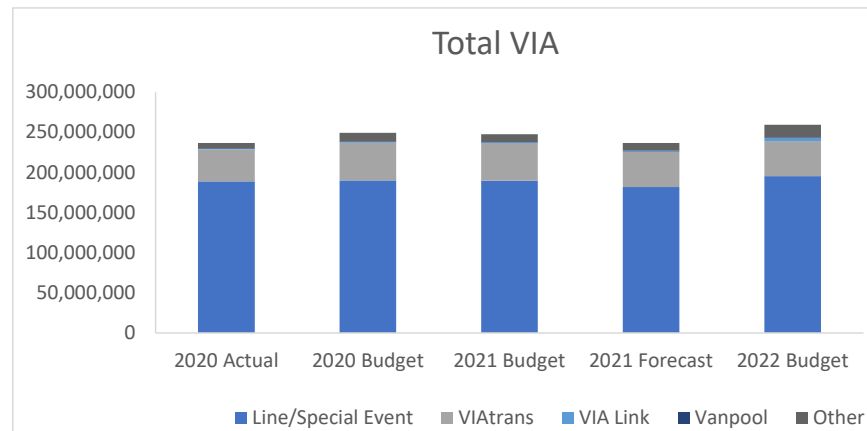
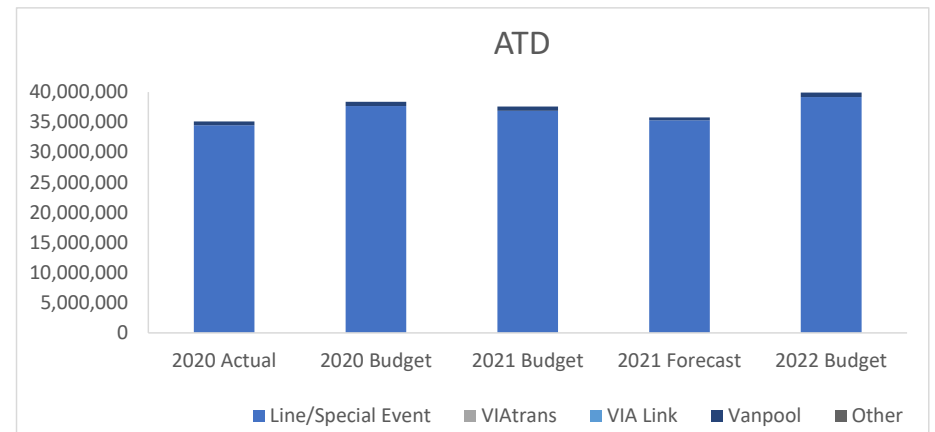
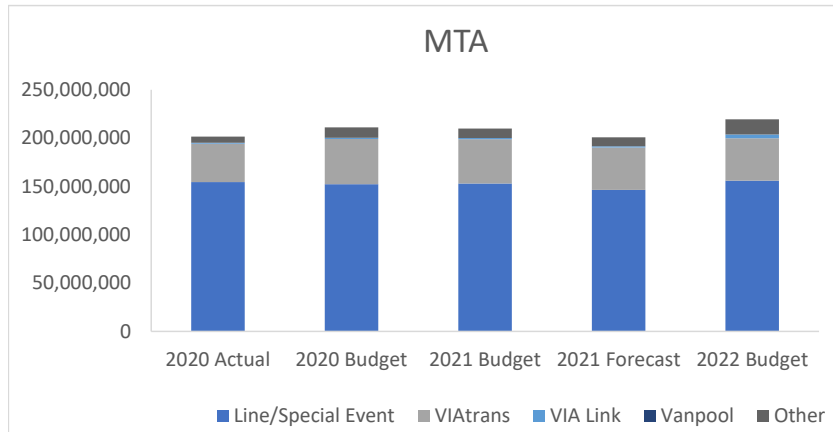
## FY 2022 Budget MTA and ATD Expenses by Major Category



**Operating Budget Expense Summary  
By Cost Center**

	MTA					ATD					Total				
	2020 <u>Actual</u>	2020 <u>Budget</u>	2021 <u>Budget</u>	2021 <u>Forecast</u>	2022 <u>Budget</u>	2020 <u>Actual</u>	2020 <u>Budget</u>	2021 <u>Budget</u>	2021 <u>Forecast</u>	2022 <u>Budget</u>	2020 <u>Actual</u>	2020 <u>Budget</u>	2021 <u>Budget</u>	2021 <u>Forecast</u>	2022 <u>Budget</u>
<b>Operating Expenses</b>															
Line	\$ 153,954,451	\$ 150,772,952	\$ 151,957,802	\$ 145,335,880	\$ 155,358,912	\$ 34,490,556	\$ 37,665,100	\$ 36,912,275	\$ 35,303,735	\$ 39,187,241	\$ 188,445,007	\$ 188,438,052	\$ 188,870,077	\$ 180,639,615	\$ 194,546,153
Robert Thompson Terminal	305,276	622,478	370,190	7,221	454,260	-	-	-	-	-	305,276	622,478	370,190	7,221	454,260
Other Special Events	131,703	810,457	661,952	12,913	275,895	-	-	-	-	-	131,703	810,457	661,952	12,913	275,895
Promotional Service	25,597	62,358	-	58,863	-	-	-	-	-	-	25,597	62,358	-	58,863	-
Disaster Relief	13,660	-	-	987,164	-	-	-	-	-	-	13,660	-	-	987,164	-
<b>Subtotal Bus Expenses</b>	<b>\$ 154,430,687</b>	<b>\$ 152,268,245</b>	<b>\$ 152,989,944</b>	<b>\$ 146,402,041</b>	<b>\$ 156,089,067</b>	<b>\$ 34,490,556</b>	<b>\$ 37,665,100</b>	<b>\$ 36,912,275</b>	<b>\$ 35,303,735</b>	<b>\$ 39,187,241</b>	<b>\$ 188,921,243</b>	<b>\$ 189,933,345</b>	<b>\$ 189,902,219</b>	<b>\$ 181,705,776</b>	<b>\$ 195,276,308</b>
VIAtrans	39,832,398	46,923,123	45,810,946	43,814,625	43,703,495	-	-	-	-	-	39,832,398	46,923,123	45,810,946	43,814,625	43,703,495
VIA Link	995,067	1,079,638	1,271,801	1,226,019	3,982,842	-	-	-	-	-	995,067	1,079,638	1,271,801	1,226,019	3,982,842
Vanpool	-	-	-	-	-	641,848	721,015	702,807	478,379	726,901	641,848	721,015	702,807	478,379	726,901
Real Estate Development	892	4,453	4,500	4,304	4,625	-	-	-	-	-	892	4,453	4,500	4,304	4,625
Business Development and Planning	6,305,032	10,765,530	9,790,867	9,364,207	15,748,526	-	-	-	-	-	6,305,032	10,765,530	9,790,867	9,364,207	15,748,526
<b>Subtotal Other Expenses</b>	<b>\$ 47,133,389</b>	<b>\$ 58,772,744</b>	<b>\$ 56,878,114</b>	<b>\$ 54,409,155</b>	<b>\$ 63,439,488</b>	<b>\$ 641,848</b>	<b>\$ 721,015</b>	<b>\$ 702,807</b>	<b>\$ 478,379</b>	<b>\$ 726,901</b>	<b>\$ 47,775,237</b>	<b>\$ 59,493,759</b>	<b>\$ 57,580,921</b>	<b>\$ 54,887,534</b>	<b>\$ 64,166,389</b>
<b>Total Operating Expenses</b>	<b>\$ 201,564,076</b>	<b>\$ 211,040,989</b>	<b>\$ 209,868,058</b>	<b>\$ 200,811,196</b>	<b>\$ 219,528,555</b>	<b>\$ 35,132,404</b>	<b>\$ 38,386,115</b>	<b>\$ 37,615,082</b>	<b>\$ 35,782,114</b>	<b>\$ 39,914,142</b>	<b>\$ 236,696,480</b>	<b>\$ 249,427,104</b>	<b>\$ 247,483,140</b>	<b>\$ 236,593,310</b>	<b>\$ 259,442,697</b>

## VIA Metropolitan Transit Operating Expenses





**Authorized Positions, Labor and Non-Labor Budget by Category Summary**

Authorized Positions:	Combined MTA/ATD						
	2020 Actual	2020 Budget	2021 Budget	2021 Forecast	2022 Budget	22Bud to 20Bud Difference	% Difference
<b>Full-Time (FTE)</b>							
Operators	1,202.00	1,202.00	1,202.00	1,202.00	1,078.00	-124.00	(10.3%)
Maintenance	395.00	402.00	396.00	420.00	430.00	28.00	7.1%
Salaried:						0.00	
Operations/Maintenance	211.00	212.00	202.00	208.00	218.00	6.00	3.0%
Administration	377.00	378.00	344.00	358.00	465.00	87.00	25.3%
						0.00	
<b>Part-Time (FTE)</b>						0.00	
Operators	76.00	76.00	76.00	76.00	46.50	-29.50	(38.8%)
Salaried:						0.00	
Operations/Maintenance	15.00	15.00	9.75	10.50	10.50	-4.50	(46.2%)
Administration	5.25	6.75	4.50	4.50	4.50	-2.25	(50.0%)
<b>Total Positions</b>	<u>2,281.25</u>	<u>2,291.75</u>	<u>2,234.25</u>	<u>2,279.00</u>	<u>2,252.50</u>	<u>(39.25)</u>	<u>(0.02)</u>

Labor Budget:	Combined MTA/ATD						
	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	22Bud to 20Bud Difference	% Difference
<b>Full-Time</b>							
Operators	\$ 59,279,337	\$ 62,677,035	\$ 57,856,645	\$ 57,777,141	\$ 58,914,593	\$ (3,762,442)	(6.0%)
Maintenance	17,477,501	18,344,272	19,787,266	20,329,062	19,300,386	956,114	5.2%
Salaried:							
Operations/Maintenance	13,268,266	14,194,669	13,203,692	9,335,717	17,637,457	3,442,788	24.3%
Administration	26,957,979	25,382,798	24,360,044	26,801,756	27,690,008	2,307,210	9.1%
<b>Part-Time</b>							
Operators	2,380,094	2,959,239	2,596,127	2,425,483	2,902,994	(56,245)	(1.9%)
Salaried:							
Operations/Maintenance	292,867	468,395	313,654	349,651	352,544	(115,851)	(24.7%)
Administration	113,541	191,907	156,781	121,007	172,788	(19,119)	(10.0%)
<b>Overtime:</b>							
Operators	2,568,951	2,942,599	2,770,615	2,589,765	4,634,005	1,691,406	57.5%
Maintenance	2,550,283	1,334,027	1,334,027	2,075,753	2,441,217	1,107,190	83.0%
Salaried:							
Operations/Maintenance	743,521	728,433	657,138	529,702	804,489	76,056	10.4%
Administration	118,121	207,293	188,558	188,558	167,709	(39,584)	(19.1%)
	<u>\$ 125,750,460</u>	<u>\$ 129,430,667</u>	<u>\$ 123,224,547</u>	<u>\$ 122,523,595</u>	<u>\$ 135,018,190</u>	<u>\$ 5,587,523</u>	<u>4%</u>

**Authorized Positions, Labor and Non-Labor Budget by Category Summary**  
**Combined MTA/ATD**

<b>Expense Budget:</b>	<b>FY 2020 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>	<b>FY 2021 Forecast</b>	<b>FY 2022 Budget</b>	<b>22Bud to 20Bud Difference</b>	<b>% Difference</b>
FICA/RR Retirement	\$ 9,125,725	\$ 9,324,781	\$ 8,766,333	\$ 8,738,441	\$ 9,770,593	\$ 445,812	5%
Pension Plan	21,807,433	19,523,041	20,175,000	17,687,350	17,372,000	(2,151,041)	(11.0%)
Hospitalization (VIACare)	14,053,992	14,076,000	15,202,080	14,164,286	17,139,204	3,063,204	22%
OPEB	6,365,527	4,033,000	7,429,000	7,473,000	(1,314,000)	(5,347,000)	(132.6%)
Life Insurance Plans	738,198	780,000	740,597	717,046	740,597	(39,403)	(5.1%)
Unemployment Insurance	54,209	30,000	33,690	306,955	157,560	127,560	425%
Workers Compensation Insurance	246,530	1,100,000	540,772	831,995	540,768	(559,232)	(50.8%)
Uniform Allowance	733,290	948,105	967,356	823,804	993,699	45,594	5%
Other Fringe Benefits	374,923	603,595	470,314	383,176	821,869	218,274	36%
Capital Labor Fringes	(340,247)	(494,462)	(403,805)	(176,042)	(347,842)	146,620	(29.7%)
Advertising Fees	568,222	310,500	581,500	901,336	656,600	346,100	111%
Professional and Technical Services	5,020,618	10,838,046	10,079,597	9,264,704	15,656,392	4,818,346	44%
Temp Help	95,810	160,000	75,000	36,243	100,000	(60,000)	(37.5%)
Contract Maintenance Services	4,925,465	5,805,013	6,961,198	7,210,485	7,825,231	2,020,218	35%
Security Services	3,066,466	3,283,679	3,171,188	3,471,188	1,045,391	(2,238,288)	(68.2%)
Other Services	1,982,807	2,060,564	2,320,757	2,108,105	3,195,911	1,135,347	55%
Fuel and Lubricants	(189,760)	5,674,461	5,430,012	4,192,983	6,427,640	753,179	13%
Tires and Tubes	1,591,270	1,892,839	1,632,443	1,397,398	1,307,536	(585,303)	(30.9%)
Other Materials and Supplies	13,268,207	10,350,453	12,097,671	11,828,097	12,499,569	2,149,116	21%
Utilities	3,387,453	4,044,243	3,720,763	3,263,155	3,700,332	(343,911)	(8.5%)
Premiums-Physical Damage Insurance	191,059	181,093	225,416	225,416	281,770	100,677	56%
Premiums for PL/PD	299,019	289,694	272,832	213,778	289,727	33	0%
Payouts for Uninsured PL	1,170,528	1,704,563	1,714,544	977,718	1,807,993	103,430	6%
Fuel and Lube Taxes	383,939	426,718	396,571	316,752	373,439	(53,279)	(12.5%)
Purchased Transportation	15,356,298	17,545,883	17,151,540	13,605,184	18,464,334	918,451	5%
Dues and Subscriptions	380,603	429,996	353,927	350,252	393,038	(36,958)	(8.6%)
Training and Meetings	313,217	700,000	552,155	520,505	1,008,971	308,971	44%
Fines and Penalties	0	0	0	0	0	0	100%
Bad Debt Expense	148,799	24,000	15,500	25,000	15,500	(8,500)	(35.4%)
Advertising /Promotion Media	4,611,323	2,509,404	1,836,975	1,831,588	1,336,975	(1,172,429)	(46.7%)
Other Miscellaneous Expense	841,016	1,396,028	1,279,846	907,515	1,577,870	181,842	13%
Leases	374,082	445,200	467,821	472,303	585,840	140,640	32%
	<b>\$ 110,946,019</b>	<b>\$ 119,996,437</b>	<b>\$ 124,258,593</b>	<b>\$ 114,069,715</b>	<b>\$ 124,424,507</b>	<b>\$ 4,428,070</b>	<b>3.7%</b>
	<b>\$ 236,696,480</b>	<b>\$ 249,427,104</b>	<b>\$ 247,483,140</b>	<b>\$ 236,593,310</b>	<b>\$ 259,442,697</b>	<b>\$ 10,015,593</b>	<b>4%</b>

## Expense Summary by Account

### Operating Expense

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Bud to FY20 Bud	% Difference
Operators Salaries and Wages	51,798,226	55,150,407	51,148,974	51,413,549	52,425,622	(2,724,785)	(4.9%)
Operators Salaries and Wages - Over Time	2,571,028	2,942,599	2,770,615	2,589,765	4,634,005	1,691,406	57%
Operators Salaries and Wages - Part Time	2,361,650	2,940,412	2,577,300	2,425,483	2,884,167	(56,245)	(1.9%)
Other Salaries and Wages	49,221,676	49,638,550	49,512,665	48,361,044	55,575,951	5,937,401	12%
Other Salaries and Wages - Over Time	3,303,877	2,269,753	2,179,723	2,794,013	3,413,415	1,143,662	50%
Other Salaries and Wages - Part Time	698,713	731,689	470,435	470,658	585,333	(146,356)	(20.0%)
Other Salaries and Wages - Temporary	4,938	130,797	-	500,180	-	(130,797)	(100.0%)
Sick	4,559,769	3,591,812	3,359,182	3,187,783	3,487,118	(104,694)	(2.9%)
Holiday	5,029,024	5,278,054	5,077,541	5,025,714	5,428,081	150,027	3%
Vacation	6,039,525	6,461,209	5,843,065	5,529,374	6,276,799	(184,410)	(2.9%)
Other Paid Absence	162,035	295,385	285,047	226,033	307,699	12,314	4%
<b>Wages \$</b>	<b>125,750,460</b>	<b>\$ 129,430,667</b>	<b>\$ 123,224,547</b>	<b>\$ 122,523,595</b>	<b>\$ 135,018,190</b>	<b>\$ 5,587,523</b>	<b>4.3%</b>
FICA	9,125,725	9,324,781	8,766,333	8,738,441	9,770,593	445,812	5%
Pension Plans	21,807,433	19,523,041	20,175,000	17,687,350	17,372,000	(2,151,041)	(11.0%)
Hospital, Medical and Surgical Plans	14,053,992	14,076,000	15,202,080	14,164,286	17,139,204	3,063,204	22%
Other Post Employment Benefits (OPEB)	6,365,527	4,033,000	7,429,000	7,473,000	(1,314,000)	(5,347,000)	(132.6%)
Life Insurance Plans	738,198	780,000	740,597	717,046	740,597	(39,403)	(5.1%)
Unemployment Insurance	54,209	30,000	33,690	306,955	157,560	127,560	425%
Worker's Compensation Insurance	246,530	1,100,000	540,772	831,995	540,768	(559,232)	(50.8%)
Uniform and Work Clothing Allowance	733,290	948,105	967,356	823,804	993,699	45,594	5%
Other Fringe Benefits	374,923	603,595	470,314	383,176	821,869	218,274	36%
Capital Labor Fringes	(340,247)	(494,462)	(403,805)	(176,042)	(347,842)	146,620	(29.7%)
<b>Fringes \$</b>	<b>53,159,579</b>	<b>\$ 49,924,060</b>	<b>\$ 53,921,337</b>	<b>\$ 50,950,011</b>	<b>\$ 45,874,448</b>	<b>\$ (4,049,612)</b>	<b>(8.1%)</b>
Advertising Fees	568,222	310,500	581,500	901,336	656,600	346,100	111%
Professional and Technical Services	5,020,618	10,838,046	10,079,597	9,264,704	15,656,392	4,818,346	44%
Temporary Help	95,810	160,000	75,000	36,243	100,000	(60,000)	(37.5%)
Contract Maintenance Services	4,925,465	5,805,013	6,961,198	7,210,485	7,825,231	2,020,218	35%
Security Services	3,066,466	3,283,679	3,171,188	3,471,188	1,045,391	(2,238,288)	(68.2%)
Other Services	1,982,807	2,060,564	2,320,757	2,108,105	3,195,911	1,135,347	55%
Fuel and Lubricants	(189,760)	5,674,461	5,430,012	4,192,983	6,427,640	753,179	13%
Tires and Tubes	1,591,270	1,892,839	1,632,443	1,397,398	1,307,536	(585,303)	(30.9%)
Other Materials and Supplies	13,268,207	10,350,453	12,097,671	11,828,097	12,499,569	2,149,116	21%
Utilities Other than Propulsion Power	3,387,453	4,044,243	3,720,763	3,263,155	3,700,332	(343,911)	(8.5%)
Casualty and Liability Costs - Premiums for PD	191,059	181,093	225,416	225,416	281,770	100,677	56%
Casualty and Liability Costs - Premiums for PL	299,019	289,694	272,832	213,778	289,727	33	0%
Casualty and Liability Costs - Payout Unlns PL	1,170,528	1,704,563	1,714,544	977,718	1,807,993	103,430	6%
Fuel and Lubricant Taxes	383,939	426,718	396,571	316,752	373,439	(53,279)	(12.5%)
Purchased Transportation	15,356,298	17,545,883	17,151,540	13,605,184	18,464,334	918,451	5%
Dues and Subscriptions	380,603	429,996	353,927	350,252	393,038	(36,958)	(8.6%)
Training and Meetings	313,217	700,000	552,155	520,505	1,008,971	308,971	44%
Fines and Penalties	-	-	-	-	-	-	100%
Bad Debt Expense	148,799	24,000	15,500	25,000	15,500	(8,500)	(35.4%)
Advertising/Promotion Media	4,611,323	2,509,404	1,836,975	1,831,588	1,336,975	(1,172,429)	(46.7%)
Other Miscellaneous Expenses	841,016	1,396,028	1,279,846	907,515	1,577,870	181,842	13%
Leases and Rentals - Transit Way Structures and Equip	81,708	19,915	3,702	24,310	173,716	153,801	772%
Leases and Rentals - Passenger Stations	12,239	39,665	11,900	6,927	4,515	(35,150)	(88.6%)
Leases and Rentals - Passenger Parking Facilities	12,600	6,000	13,200	9,600	3,600	(2,400)	(40.0%)
Leases and Rentals - Engine Houses, Car Shops and Garages	38,005	36,960	36,960	36,960	50,500	13,540	37%
Leases and Rentals - Rev Veh Movement Control Facilities	28,837	61,620	63,770	43,110	66,009	4,389	7%
Leases and Rentals - Data Processing Facilities	25,791	59,100	59,100	109,350	-	(59,100)	(100.0%)
Leases and Rentals - Other General Administration Facilities	174,902	221,940	279,189	242,046	287,500	65,560	30%
<b>Non-Labor Expenses \$</b>	<b>57,786,440</b>	<b>\$ 70,072,377</b>	<b>\$ 70,337,256</b>	<b>\$ 63,119,704</b>	<b>\$ 78,550,059</b>	<b>\$ 8,477,682</b>	<b>12.1%</b>
<b>Total Operating Expense</b>	<b>\$236,696,480</b>	<b>\$249,427,104</b>	<b>\$247,483,140</b>	<b>\$236,593,310</b>	<b>\$259,442,697</b>	<b>\$ 10,015,593</b>	<b>4.0%</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.

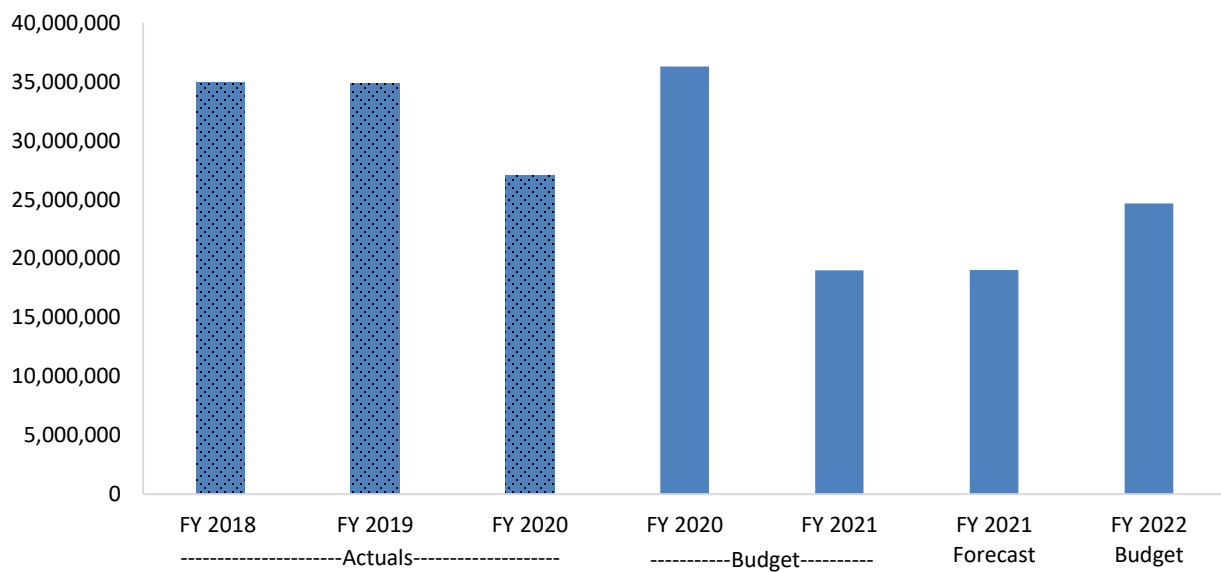
The expenses directly related to providing service are Line, Special Events, Charter, Contract, VIAtrans, VIA Link, Purchased Transportation and Vanpool. Each of the cost centers includes the labor, fuel, materials, and other expenses related to providing the service. The service-related cost centers account for 93.9% of the total combined MTA and ATD expenses for the FY22 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 decreased with the FY22 budget. There is a 12.6% decrease in line service hours and a 32.0% decrease in line passengers. Line passengers decreased from 36.3 million to 24.7 million (FY20 budget compared to FY22 budget).

## Service Passengers



Revenues and Expenses	The combined MTA and ATD total line operating revenues and non-operating revenues/(expenses) are expected to increase by 30.0% from FY20 budget, and the combined total line operating expenses over the same period are expected to increase by 3.2%.
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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	FY22 service hours are expected to decrease by 52.5% over the FY20 budget service levels.
Revenues and Expenses	The revenues are expected to decrease by 73.6% and expenses are expected to decrease in this cost center by 49.0% from the FY20 budget.

### **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 FY21 VIA did not provide charter services and did not budget charter services for FY22.
Revenues and Expenses	The revenues and expenses are expected to remain at \$0.0 for FY22.

### **Disaster Relief**

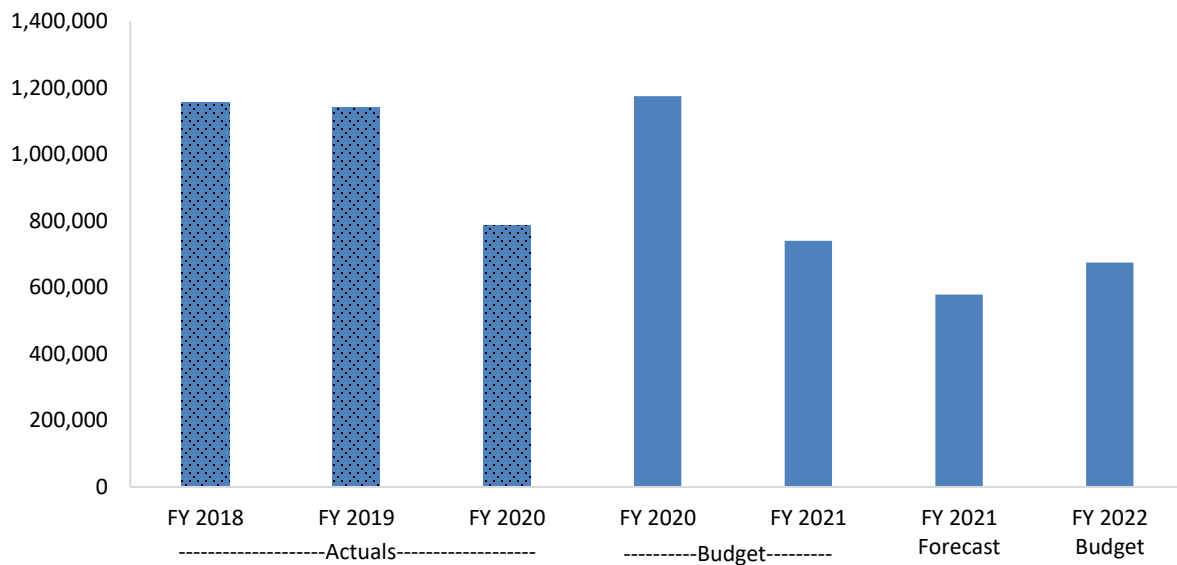
Description	San Antonio is located within proximity to Gulf Coast communities that are often impacted by hurricanes. VIA is occasionally requested to transport coastal citizens from these areas to relief centers in San Antonio. VIA does not budget for these infrequent events but maintains a cost center 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 19.5% in total service hours from the FY20 budget service levels is expected for FY22. 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 \$40. 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 45.2% over FY20 budget revenues and expenses are projected to decrease by 6.9%. 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 FY22, VIA plans to expand the service. The FY22 budget includes approximately 119,000 service hours provided to 368,000 passengers.
Revenues and Expenses	FY22 includes expansion of service with approximately \$75,000 in revenue and \$3.98M 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 0.8% over FY20 budget.
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.
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### **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.
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### **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.
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**VIA Metropolitan Transit**  
Cost Allocation Plan  
Fiscal Year Ending 09/30/22

Metropolitan Transit Authority (MTA)								
	11	13	16	17	20	25	35	55
			Robert	Other		Purchased	Promotional	Real
			Thompson	Special		Transport.	Service	Estate
	Line	VIA Link	Event	Event	VIAtrans			Develop.
Operator Wages	\$ 40,667,718	\$ -	\$ 86,459	\$ 74,629	\$ 6,327,291	\$ -	\$ -	\$ -
Other Salaries	20,187,950	-	50,426	30,457	4,327,015	1,111,797	-	-
PT Other Salaries	220,202	-	2,520	134	105,900	157,348	-	-
PT Operator Wages	2,095,677	-	-	8,817	-	-	-	-
<i>Subtotal Labor</i>	63,171,547	-	139,405	114,037	10,760,206	1,269,145	-	-
Other Fringe Benefits	-	-	-	-	-	-	-	-
Advertising Fees	-	80,000	-	-	-	-	-	-
Prof & Tech Services	247,488	-	563	502	146,069	159,031	-	-
Temporary Help	100,000	-	-	-	-	-	-	-
Contract Maintenance	3,345,592	-	43,594	1,031	385,140	282,520	-	4,000
Security Services	664,538	-	20,196	40,350	-	-	-	-
Other Services	556,282	-	298	266	28,566	42,435	-	-
Fuel & Lubricants	3,813,204	-	13,334	(32,384)	495,139	895,938	-	-
Tires & Tubes	861,859	-	1,975	1,725	175,131	-	-	-
Other Mat. & Supplies	7,999,136	-	44,883	14,849	315,783	16,896	-	-
Utilities	1,474,960	-	27,723	2,267	277,497	125,953	-	-
Prem for Phy Dam Ins/Public Liab& Prop. Dam.	104,879	-	191	260	1,019	-	-	625
Payouts	1,208,848	-	2,781	2,420	219,855	-	-	-
Fuel & Lubricant Taxes	214,798	-	494	430	16,123	75,130	-	-
Purchased Transportation	-	3,802,842	-	-	-	14,360,984	-	-
Dues & Subscriptions	60,190	-	-	-	118	182	-	-
Training & Meetings	73,689	-	94	147	18,437	10,563	-	-
Bad Debt	24,000	-	-	-	-	-	-	-
Advertising/Promotion	-	100,000	-	-	-	-	-	-
Other Misc. Expense	216,183	-	361	85	3,370	1,195	-	-
Tr Way & Tr St Lease	173,716	-	-	-	-	-	-	-
Passenger Stations Lease	-	-	-	4,515	-	-	-	-
Parking Lease	3,600	-	-	-	-	-	-	-
Engine House Lease	25,147	-	56	60	17,500	-	-	-
Revenue Veh Mvmt. Control Lease	-	-	-	-	-	-	-	-
Data Processing Facilities Lease	-	-	-	-	-	-	-	-
Other Gen. & Admin. Lease	150,358	-	342	305	-	-	-	-
<i>Subtotal Expenses</i>	21,318,467	3,982,842	156,885	36,828	2,099,747	15,970,827	-	4,625
<i>Total Direct Expenses</i>	84,490,014	3,982,842	296,290	150,865	12,859,953	17,239,972	-	4,625
Full Time Fringe	62,491,686	32,592,132	73,312	56,282	5,706,201	595,453	-	-
Part Time Fringe	335,235	223,768	243	865	10,232	15,204	-	-
<i>Total Fringe</i>	62,826,921	32,815,900	73,555	57,147	5,716,433	610,657	-	-
<i>ATD Indirect</i>	82,150							
Total Indirect (W/O Depr.)	55,717,597	37,197,307	82,527	66,338	6,385,070	728,466	-	-
Dist. of Fringe	1,281,843	855,691	1,888	1,545	145,753	17,191	-	-
<i>Total Fringe &amp; Indirect</i>	70,868,898	-	157,970	125,030	12,247,256	1,356,314	-	-
FY22 Total before Capital Labor	\$ 155,358,912	\$ 3,982,842	\$ 454,260	\$ 275,895	\$ 25,107,209	\$ 18,596,286	\$ -	\$ 4,625
Less: Capital Labor								
FY22 Total after Capital Labor								

**VIA Metropolitan Transit**  
Cost Allocation Plan  
Fiscal Year Ending 09/30/22

MTA		Advanced Transportation District (ATD)								
65		12	14	70	72	81-89				
Bus.										
Develop.	Capital	Line	Vanpool	MTA	ATD	Fringe	Total			
& Planning	Labor			Indirect	Indirect					
\$	\$	\$	\$	\$	\$	\$	\$			
-	-	9,903,530	-	-	-	-	57,059,627	Operator Wages		
2,547,055	632,061	5,245,433	49,112	24,849,640	-	590,481	59,621,427	Other Salaries		
-	-	21,034	-	62,595	-	15,600	585,333	PT Other Salaries		
-	-	779,673	-	-	-	-	2,884,167	PT Operator Wages		
2,547,055	632,061	15,949,670	49,112	24,912,235	-	606,081	120,150,554	Subtotal Labor		
-	-	-	-	-	-	61,721,987	61,721,987	Other Fringe Benefits		
-	-	21,000	35,600	520,000	-	-	656,600	Advertising Fees		
9,615,500	-	76,529	12,000	4,240,455	77,100	1,081,155	15,656,392	Prof & Tech Services		
-	-	-	-	-	-	-	100,000	Temporary Help		
-	-	213,352	-	3,550,002	-	-	7,825,231	Contract Maintenance		
-	-	166,134	-	154,173	-	-	1,045,391	Security Services		
7,209	-	134,335	-	2,416,010	5,050	5,460	3,195,911	Other Services		
-	-	1,242,409	-	-	-	-	6,427,640	Fuel & Lubricants		
-	-	266,846	-	-	-	-	1,307,536	Tires & Tubes		
18,540	-	2,317,863	-	1,768,106	-	3,514	12,499,570	Other Mat. & Supplies		
-	-	362,153	-	1,429,779	-	-	3,700,332	Utilities		
-	-	32,456	272,832	159,235	-	-	571,497	Prem for Phy Dam Ins/Public Liab& Prop. Dam.		
-	-	374,089	-	-	-	-	1,807,993	Payouts		
-	-	66,464	-	-	-	-	373,439	Fuel & Lubricant Taxes		
-	-	-	300,508	-	-	-	18,464,334	Purchased Transportation		
13,950	-	69	-	317,724	-	805	393,038	Dues & Subscriptions		
114,200	-	15,045	400	770,396	-	6,000	1,008,971	Training & Meetings		
-	-	-	-	(8,500)	-	-	15,500	Bad Debt		
-	-	-	-	1,236,975	-	-	1,336,975	Advertising/Promotion		
479,556	-	50,872	-	818,248	-	8,000	1,577,870	Other Misc. Expense		
-	-	-	-	-	-	-	173,716	Tr Way & Tr St Lease		
-	-	-	-	-	-	-	4,515	Passenger Stations Lease		
-	-	-	-	-	-	-	3,600	Parking Lease		
-	-	7,737	-	-	-	-	50,500	Engine House Lease		
38,193	-	-	-	27,816	-	-	66,009	Revenue Veh Mvmt. Control Lease		
-	-	-	-	-	-	-	-	Data Processing Facilities Lease		
-	-	46,495	-	90,000	-	-	287,500	Other Gen. & Admin. Lease		
10,287,148	-	5,393,848	621,340	17,490,419	82,150	62,826,921	140,272,047	Subtotal Expenses		
12,834,203	632,061	21,343,518	670,452	42,402,654	82,150	63,433,002	260,422,601	Total Direct Expenses		
1,364,144	339,280	8,113,436	26,303	13,308,895	-	316,248	62,491,686	Full Time Fringe		
-	-	77,367	-	6,048	-	1,507	335,235	Part Time Fringe		
1,364,144	339,280	8,190,803	26,303	13,314,943	-	317,755	62,826,921	Total Fringe		
		81,894	256		(82,150)			- ATD Indirect		
1,515,678		9,354,979	29,225	(55,717,597)		358,007		- Total Indirect (W/O Depr.)		
34,501	8,562	216,047	665			(1,281,843)		- Dist. of Fringe		
2,914,323	347,842	17,843,723	56,449	(42,402,654)	(82,150)	(606,081)	(62,826,921)	Total Fringe & Indirect		
\$	\$	\$	\$	\$	\$	\$	\$			
15,748,526	979,903	39,187,241	726,901	-	-	-	260,422,600	FY22 Total before Capital Labor		
							(979,903)	Less: Capital Labor		
							\$259,442,697	FY22 Total after Capital Labor		

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## Personnel Summary

The personnel schedule on the adjacent page shows the personnel levels by category. Variance results are a comparison of FY20 to FY22.

In FY22, an overall net decrease in personnel is predominantly the result of a more closely matched operator workforce to budgeted service. VIA carried many operator vacancies previously.

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 decrease by 147.50 positions. These are the employees responsible for operating revenue service buses.

The number of full-time and part-time van operators is expected to decrease by 6. These are the employees responsible for operating revenue service (paratransit) vans.

The number of hourly maintenance employees is expected to increase by 28. 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 decrease by 4.50. These are the individuals primarily responsible for providing administration and direct support for the operations and maintenance functions.

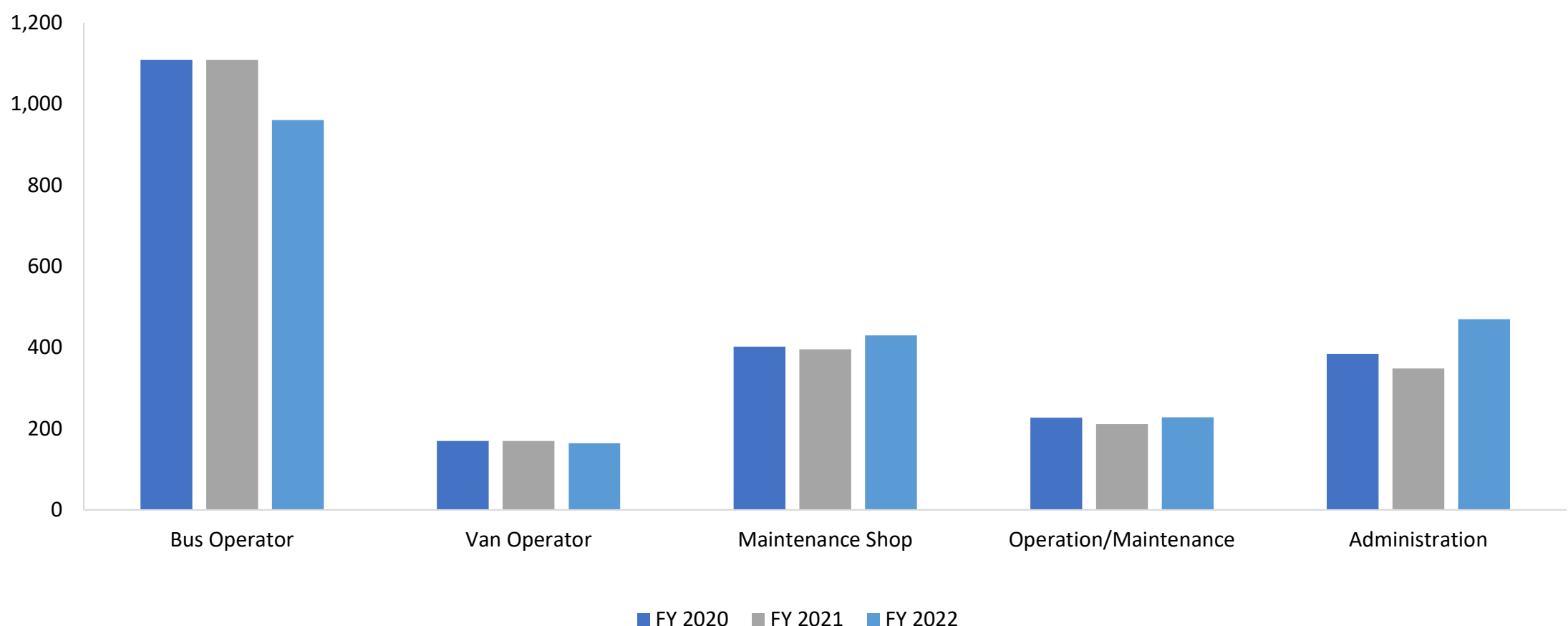
The number of full-time administration salaried positions is expected to increase by 87 and part time positions are expected to decrease by 2.25. These are the individuals primarily responsible for providing general and administrative support services for the agency.

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

## VIA Metropolitan Transit Personnel Summary

	2020 Budget	2021 Budget	2022 Budget	20v22 Variance	20v22 Variance %
<b><u>FULL-TIME EMPLOYEES (Full-Time Equivalents)</u></b>					
<b><u>Category</u></b>					
Bus Operator	1,032.00	1,032.00	914.00	(118.00)	(11.43%)
Van Operator	170.00	170.00	164.00	(6.00)	(3.53%)
Maintenance Shop	402.00	396.00	430.00	28.00	6.97%
Salaried					
Operation/Maintenance	212.00	202.00	218.00	6.00	2.83%
Administration	378.00	344.00	465.00	87.00	23.02%
<b><i>Subtotal Full-Time Employees (FTE)</i></b>	<b>2,194.00</b>	<b>2,144.00</b>	<b>2,191.00</b>	<b>(3.00)</b>	<b>(0.14%)</b>
<b><u>PART-TIME EMPLOYEES (Full-Time Equivalents)</u></b>					
<b><u>Category</u></b>					
Bus Operator	76.00	76.00	46.50	(29.50)	(38.82%)
Van Operator	-	-	-	-	0.00%
Maintenance Shop	-	-	-	-	0.00%
Salaried					
Operation/Maintenance	15.00	9.75	10.50	(4.50)	(30.00%)
Administration	6.75	4.50	4.50	(2.25)	(33.33%)
<b><i>Subtotal Part-Time Employees (FTE)</i></b>	<b>97.75</b>	<b>90.25</b>	<b>61.50</b>	<b>(36.25)</b>	<b>(37.08%)</b>
<b><u>GRAND TOTAL</u></b>					
<b><u>Category</u></b>					
Bus Operator	1,108.00	1,108.00	960.50	(147.50)	(13.31%)
Van Operator	170.00	170.00	164.00	(6.00)	(3.53%)
Maintenance Shop	402.00	396.00	430.00	28.00	6.97%
Salaried					
Operation/Maintenance	227.00	211.75	228.50	1.50	0.66%
Administration	384.75	348.50	469.50	84.75	22.03%
<b><i>Full-Time Equivalents (FTE) Grand Total</i></b>	<b>2,291.75</b>	<b>2,234.25</b>	<b>2,252.50</b>	<b>(39.25)</b>	<b>(1.71%)</b>

Full-Time Employees by Category





# FY2022 VIA Metropolitan Transit

## Salaried and Hourly Position Additions and Deletions by Group and Department

	<u>ADDED/ DELETED</u>
<b><u>ADMINISTRATIVE GROUP</u></b>	
<b>AUDIT</b> <i>ADDED 1 AUDIT PROJECT MANAGER, DELETED 1 MANAGER OF AUDIT, ADDED 2 SENIOR AUDITORS, DELETED 1 SENIOR AUDITOR - PRINCIPAL INVESTIGATOR, DELETED 1 SENIOR IT AUDITOR</i>	0
<b>BUSINESS SUPPORT SERVICES ADMINISTRATION</b> <i>DELETED 1 CHIEF OF STAFF - BUSINESS SERVICES GROUP, ADDED 1 EXECUTIVE ASSISTANT TO DEPUTY CEO</i>	0
<b>EEO &amp; DIVERSITY</b> <i>ADDED 1 EEO &amp; DIVERSITY OFFICER</i>	1
<b>OFFICE OF DIVERSITY AND FEDERAL COMPLIANCE</b> <i>ADDED 1 COMPLIANCE &amp; REPORTING ANALYST, DELETED 1 DIVERSITY &amp; COMPLIANCE SYSTEM ADMIN</i>	0
	<hr/> <b>Group Subtotal</b>
	<b>1</b>
<b><u>BUSINESS SUPPORT SERVICES GROUP</u></b>	
<b>ACCESSIBLE SERVICES</b> <i>DELETED 1 ACCESSIBLE SERVICES ADMINISTRATOR, ADDED 1 ACCESSIBLE SERVICES SUPPORT SPECIALIST</i>	0
<b>BUS OPERATORS FULL TIME</b> <i>DELETED 118 FULL TIME BUS OPERATORS</i>	-118
<b>BUS OPERATORS PART TIME</b> <i>DELETED 58 PART TIME BUS OPERATORS</i>	-58
<b>BUS OPERATORS RETIRED</b> <i>DELETED 1 BUS OPERATORS RETIRED</i>	-1

	<u>ADDED/ DELETED</u>
<b><u>BUSINESS SUPPORT SERVICES GROUP</u></b>	
<b>BUS SERVICE OPERATIONS</b> <i>ADDED 1 BUS STATION FOREMAN</i>	1
<b>BUS SERVICE TRANSPORTATION</b> <i>ADDED 1 BUS LEAD DISPATCHER</i>	1
<b>EMPLOYEE SERVICES &amp; BENEFITS</b> <i>ADDED 1 BENEFITS SUPPORT SPECIALIST I, ADDED 1 BENEFITS SUPPORT SPECIALIST II, DELETED 1 EMPLOYEE SERVICES GENERALIST, DELETED 1 EMPLOYEE SERVICES SUPPORT SPECIALIST, ADDED 1 WELLNESS ADVOCATE</i>	1
<b>EMPLOYMENT &amp; TESTING</b> <i>DELETED 1 EMPLOYMENT SPECIALIST II, ADDED 1 HRIS ADMINISTRATOR, ADDED 1 TRAINING &amp; DEVELOPMENT SPECIALIST</i>	1
<b>FACILITY ENGINEERING</b> <i>DELETED 2 CONSTRUCTION COMPLIANCE COORDINATORS</i>	-2
<b>FACILITY MAINTENANCE - HOURLY</b> <i>DELETED 42 FACILITY MAINTENANCE HOURLY WORKERS</i>	-42
<b>FACILITY MAINTENANCE ADMINISTRATION</b> <i>ADDED 1 FACILITY FOREMAN, DELETED 1 FACILITY FOREMAN COMBINED DUTIES, DELETED 1 GENERAL FOREMAN - FACILITY MAINTENANCE, ADDED 1 MANAGER OF FACILITY MAINTENANCE SERVICES</i>	0
<b>FLEET &amp; FACILITIES ADMINISTRATION AND SUPPORT</b> <i>DELETED 1 ADMINISTRATIVE SUPPORT SPECIALIST, ADDED 1 BUSINESS INTELLIGENCE ANALYST, ADDED 1 FLEET &amp; FACILITY ANALYST - CONTRACTED SERVICES, ADDED 4 FLEET/FACILITIES MAINTENANCE RESEARCH TECH IIS, DELETED 3 FLEET/FACILITIES MAINTENANCE RESEARCH TECHS, DELETED 1 MAINTENANCE DATA ANALYST, ADDED 1 MAINTENANCE SUPPORT SPECIALIST, DELETED 1 MAINTENANCE SUPPORT SPECIALIST</i>	12
<b>FLEET MAINTENANCE - HOURLY</b> <i>DELETED 5 FLEET MAINTENANCE HOURLY WORKERS</i>	-5
<b>FLEET MAINTENANCE ADMINISTRATION</b> <i>DELETED 1 FLEET &amp; FACILITY ANALYST - CONTRACTED SERVICES, DELETED 2 FLEET FOREMEN, DELETED 3 FLEET MAINTENANCE TECHNICAL TRAINERS, DELETED 1 GENERAL FOREMAN - VEHICLE MAINTENANCE, DELETED 1 MAINTENANCE TECHNICAL COORDINATOR, DELETED 1 MANAGER OF FLEET MAINTENANCE (PM), ADDED 3 MANAGERS OF FLEET SERVICES</i>	-6

	<b><u>ADDED/ DELETED</u></b>
<b><u>BUSINESS SUPPORT SERVICES GROUP</u></b>	
<b>GENERAL ACCOUNTING</b>	
ADDED 1 ACCOUNTANT, DELETED 1 ACCOUNTING CLERK III, DELETED 1 ASSISTANT CONTROLLER, ADDED 1 LEAD ACCOUNTS PAYABLE CLERK	0
<b>HUMAN RESOURCE ADMINISTRATION</b>	
DELETED 1 EMPL RELATIONS/EEO & DIVERSITY OFFICER, DELETED 1 HUMAN RESOURCES CLERK	-2
<b>INFORMATION SERVICES</b>	
DELETED 1 BUSINESS INTELLIGENCE DEVELOPER, ADDED 1 SENIOR BUSINESS ANALYST	0
<b>INNOVATIVE SERVICES</b>	
DELETED 1 CUSTOMER EXPERIENCE APPLIC. COORDIN, DELETED 1 DIRECTOR OF INNOVATIVE SERVICES	-2
<b>MATERIAL DISTRIBUTION - HOURLY</b>	
ADDED 1 MATERIAL DISTRIBUTION - HOURLY	1
<b>MATERIALS DISTRIBUTION ADMINISTRATION</b>	
DELETED 3 MATERIAL HANDLING CLERK IIS, DELETED 1 MATERIAL HANDLING CLERK II FOREMAN, ADDED 4 WAREHOUSE SUPERVISORS	0
<b>OFFICE OF MANAGEMENT AND BUDGET</b>	
DELETED 1 ACCOUNTANT, DELETED 1 BUSINESS INTELLIGENCE ANALYST, DELETED 1 FEDERAL GRANTS INITIATIVES & COMPLIANCE, ADDED 1 GRANTS & CAPITAL PROGRAMS ADMINISTRATOR, ADDED 1 SENIOR ACCOUNTANT, ADDED 1 SENIOR FINANCIAL ANALYST, ADDED 1 SENIOR FINANCIAL ANALYST - PROJECTS & GRANTS ACCOUNTING	1
<b>PARATRANSIT OPERATIONS</b>	
DELETED 1 CUSTOMER RESOLUTION SPECIALIST II, DELETED 6 PART TIME PARATRANSIT RESERVATION AGENTS	-7
<b>PARATRANSIT OPERATORS FULL TIME</b>	
DELETED 6 FULLTIME PARATRANSIT OPERATORS	-6
<b>PASSENGER AMENITIES</b>	
DELETED 1 CADD TECHNICIAN, ADDED 1 FOREMAN, ADDED 1 MANAGER OF PASSENGER AMENITIES, DELETED 2 PASSENGER AMENITIES FOREMEN, DELETED 1 PLANNING/GIS/AGENCY COORDINATOR, ADDED 3 SERVICE FOREMEN, DELETED 1 TRANSIT AMENITIES COORDINATOR	0

	<b><u>ADDED/ DELETED</u></b>
<b><u>BUSINESS SUPPORT SERVICES GROUP</u></b>	
<b>PASSENGER AMENITIES - HOURLY</b> <i>ADDED 83 PASSENGER AMENITIES HOURLY WORKERS</i>	83
<b>PAYROLL</b> <i>DELETED 1 PART TIME PAYROLL CLERK II, ADDED 1 PAYROLL CLERK II</i>	0
<b>REVENUE ACCOUNTING</b> <i>DELETED 1 ACCOUNTING CLERK I, DELETED 1 FARE EQUIPMENT CASSETTE FILLER</i>	-2
<b>SAFETY</b> <i>DELETED 1 LEAD SAFETY SUPERVISOR, DELETED 1 SAFETY, TRAINING, &amp; SYSTEM SECURITY SUPV</i>	-2
<b>SAFETY, SECURITY &amp; EMERGENCY MANAGEMENT</b> <i>ADDED 1 STSS OPERATIONS &amp; PROGRAMS ADMINISTRATOR</i>	1
<b>TECHNOLOGY &amp; INNOVATION ADMIN</b> <i>ADDED 1 CHIEF TECHNOLOGY OFFICER, ADDED 1 INFORMATION SECURITY MANAGER, ADDED 1 PROJECT PORTFOLIO MANAGER</i>	3
<b>TI CLIENT SERVICES</b> <i>ADDED 1 COMPUTER TECHNICIAN</i>	1
<b>TRAINING &amp; DEVELOPMENT</b> <i>DELETED 1 TRAINING &amp; DEVELOP SPECIALIST III</i>	-1
<b>TRANSIT POLICE DEPARTMENT</b> <i>DELETED 1 DEPUTY CHIEF OF CONTRACT SECURITY, ADDED 1 SECRETARY II, ADDED 1 TRANSIT POLICE OFFICER CAPTAIN, ADDED 88 TRANSIT SECURITY OFFICERS, ADDED 3 TRANSIT SECURITY OFFICER SERGEANTS</i>	92
<b>Group Subtotal</b>	<b>-56</b>

	<b><u>ADDED/ DELETED</u></b>
<b><u>PLANNING AND DEVELOPMENT GROUP</u></b>	
<b>CAPITAL AND SERVICE PLANNING ADMIN</b> <i>ADDED 1 SPECIAL PROJECTS MANAGER</i>	1
<b>CAPITAL PLANNING AND PROJECTS</b> <i>DELETED 1 MANAGER OF CAPITAL PLANNING &amp; PROJECTS, DELETED 1 PROJECT MANAGER</i>	-2
<b>CAPITAL PROGRAMS</b> <i>DELETED 1 CONSTRUCTION COMPLIANCE COORDINATOR, DELETED 1 CONSTRUCTION PROJECT MANAGER IV, DELETED 1 ENGINEERING PROJECT MANAGER II, DELETED 1 MANAGER OF PASSENGER AMENITIES, ADDED 1 PROJECT CONTROL/SCHEDULER, DELETED 1 PROJECT CONTROLS/SCHEDULER</i>	-4
<b>REAL ESTATE DEVELOPMENT</b> <i>ADDED 1 REAL ESTATE COORDINATOR</i>	1
<b>SERVICE PLANNING</b> <i>ADDED 1 GIS ANALYST, ADDED 1 LEAD SERVICE CHECKER, ADDED 1 MANAGER OF SERVICE PLANNING, ADDED 1 SENIOR SERVICE ANALYST, ADDED 2 SENIOR SERVICE PLANNERS, ADDED 1 SERVICE ANALYST, ADDED 2 SERVICE CHECKERS, ADDED 1 SERVICE PLANNER</i>	10
<b>SERVICE PLANNING &amp; SCHEDULING</b> <i>DELETED 1 GIS ANALYST, DELETED 1 LEAD SCHEDULER/ANALYST, DELETED 1 MANAGER OF SERVICE PLANNING, DELETED 3 SENIOR SERVICE PLANNERS, DELETED 1 SERVICE ANALYST, DELETED 3 SERVICE CHECKERS, DELETED 1 SERVICE PLANNER, DELETED 3 SERVICE PLANNER/SCHEDULER/ANALYSTS, DELETED 1 SERVICE PLANNING &amp; SCHEDULING SUPP TECH</i>	-15
<b>SERVICE SCHEDULING</b> <i>ADDED 1 LEAD SCHEDULER/ANALYST, ADDED 1 MANAGER OF SERVICE SCHEDULING, ADDED 1 SERVICE PLANNING &amp; SCHEDULING SUPP TECH, ADDED 3 SERVICE SCHEDULER/ANALYSTS</i>	6
<b>STRATEGIC PLANNING</b> <i>ADDED 1 ENVIRONMENTAL PROJECT MANAGER, DELETED 2 STRATEGIC PLANNER IIS, DELETED 1 STRATEGIC PLANNING SUPPORT SPECIALIST</i>	-2
<b>Group Subtotal</b>	<b>-5</b>
<b><u>PUBLIC ENGAGEMENT GROUP</u></b>	
<b>COMMUNICATIONS</b> <i>DELETED 1 CORPORATE COMMUNICATIONS ASSISTANT, ADDED 1 EVENT MANAGEMENT COORDINATOR, DELETED 1 EVENT PLANNER COORDINATOR, ADDED 1 MARKETING &amp; PROMOTIONS ASSISTANT</i>	0

	<u>ADDED/ DELETED</u>
<b><u>PUBLIC ENGAGEMENT GROUP</u></b>	
<b>CUSTOMER EXPERIENCE AND SALES ADMIN</b>	
DELETED 1 CUSTOMER INFORMATION QUALITY SPECIALIST, ADDED 1 CUSTOMER RELATIONS & SALES ASSISTANT, ADDED 1 CUSTOMER RELATIONS & SALES SPECIALIST, ADDED 1 CUSTOMER RELATIONS/SALES PROJECT MANAGER, DELETED 1 EXECUTIVE ASSISTANT, DELETED 1 MARKET RESEARCH SPECIALIST	0
<b>CUSTOMER INFORMATION</b>	
ADDED 1 CUSTOMER RESOLUTION SPECIALIST I, DELETED 1 CUSTOMER SERVICE AGENT, DELETED 1 INFORMATION FIELD REPRESENTATIVE, DELETED 2 INFORMATION OPERATORS, DELETED 1 LEAD SUPERVISOR OF CUSTOMER INFORMATION	-4
<b>GOVERNMENT AND COMMUNITY RELATIONS</b>	
ADDED 1 CHIEF EXTERNAL & GOV RELATIONS OFFICER, ADDED 4 COMMUNITY ENGAGEMENT SPECIALISTS, DELETED 3 COMMUNITY RELATIONS SPECIALISTS, ADDED 2 CONSUMER INSIGHT ANALYSTS, ADDED 1 DIRECTOR OF CONSUMER INSIGHTS, DELETED 1 DIRECTOR OF GOVT & COMM RELATIONS, ADDED 1 GOVERNMENT RELATIONS COORDINATOR	5
<b>MARKETING</b>	
DELETED 1 EXECUTIVE ASSISTANT/ DOCUMENT CONTROL, ADDED 1 MARKETING & ADVERTISING SPECIALIST	0
<b>PUBLIC ENGAGEMENT ADMIN</b>	
DELETED 1 SPECIAL PROJECTS ADMINISTRATOR	-1
<b>SALES &amp; RIDESHARE SERVICES</b>	
DELETED 1 MARKETING PROMOTIONS COORDINATOR	-1
<b>Group Subtotal</b>	<b>-1</b>
<b>TOTAL</b>	<b>-61</b>



## OPERATING DETAIL

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## 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 lists the Groups and Divisions.

### **Administrative Group**

- General and Administrative
- VIA Board
- EEO & Diversity
- Business Support Services Administration
- Audit
- Legal Services
- Risk Management
- Office of Diversity & Federal Compliance

### **Public Engagement Group**

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

### **Business Support Services Group**

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

### **Planning and Development Group**

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

The section includes:

- **Goals and Strategies**
  - The overview section describes the functions and responsibilities of each division.
  - The goals and strategies section describes the key goals to be achieved by each division and how success will be measured.
- **Performance Measures**
  - Departments measured progress toward accomplishing VIA's mission and/or the departments goals and objectives
- **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 FY20 Actual expenses, the FY20 Annual Budget, the FY21 Annual Budget, the FY21 Forecast, the FY22 Adopted Budget, and the dollar and percent variances between FY20 budget and the FY22 budget and the dollar.

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## **FY 2022 DEPARTMENT DETAIL**

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 2022 goals and strategies focus on retaining and returning ridership as the community recovers from the impact of COVID-19. VIA will also focus on the "Keep SA Moving" plan to connect more people to jobs and economic opportunities.

### **VIA Strategies**

VIA's FY 2022 strategies follow the Keep SA Moving plan's three key elements:

- Improve the Transit System
  - Planning and public outreach
  - Connect more people to jobs and services
  - Adjusting service to recovery conditions
  - Maintain access and preserve equitable service
- Expand the Mobility Options
  - VIA Link system expansion
  - Enhance access for individuals with disabilities or mobility challenges
  - Develop more partnerships for connection, shared and accessible services
- Focus on Capital and Technology
  - Improve the customer experience
    - Focus on employee/rider healthy and safety
    - Focus on service quality and customer experience
  - Continue development projects
    - Continue Scobey Complex Redevelopment
    - Design development of facilities
    - Continue shelter installations, including solar
    - Conduct studies and assessments

## Operating Expenses by Group/Division Summary

				MTA/ATD Total			
Expenses by Group/Division	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b><u>Administrative Group</u></b>							
Responsibility: CEO							
President/CEO and Administration	\$ 821,016	\$ 808,835	\$ 748,776	\$ 742,800	\$ 807,080	\$ (1,755)	(0.2%)
VIA Board	38,093	107,940	99,690	58,665	84,550	(23,390)	(21.7%)
EEO	-	-	-	-	126,213	126,213	100.0%
Business Support Services Administration	501,839	357,814	324,365	287,424	310,168	(47,646)	(13.3%)
Audit	738,113	926,278	781,400	696,796	933,621	7,343	0.8%
Legal Services	3,098,621	4,066,732	4,615,079	3,802,211	4,354,371	287,639	7.1%
Office of Diversity & Federal Compliance	554,797	742,648	737,186	665,633	801,638	58,990	7.9%
Subtotal	<b>\$ 5,752,479</b>	<b>\$ 7,010,247</b>	<b>\$ 7,306,496</b>	<b>\$ 6,253,529</b>	<b>\$ 7,417,641</b>	<b>\$ 407,394</b>	<b>5.8%</b>
<b><u>Public Engagement</u></b>							
Responsibility: Senior VP Public Engagement							
Public Engagement Administration	\$ 4,635,620	\$ 2,078,286	\$ 1,387,952	\$ 1,255,416	\$ 853,364	\$ (1,224,922)	(58.9%)
Government and Community Relations	1,165,377	1,131,402	1,077,779	1,001,838	2,551,012	1,419,610	125.5%
Customer Experience and Sales	3,760,339	4,491,009	4,171,125	3,500,765	4,451,373	(39,636)	(0.9%)
Marketing & Promotions	1,485,475	2,228,998	2,101,323	2,308,042	2,590,966	361,968	16.2%
Corporate Communications	763,408	821,680	825,817	832,744	949,727	128,047	15.6%
Subtotal	<b>\$ 11,810,218</b>	<b>\$ 10,751,375</b>	<b>\$ 9,563,996</b>	<b>\$ 8,898,805</b>	<b>\$ 11,396,442</b>	<b>\$ 645,067</b>	<b>6.0%</b>
<b><u>Business Support Services and Operations Group</u></b>							
Responsibility: Deputy CEO							
Transportation	\$ 88,092,216	\$ 95,339,698	\$ 88,926,026	\$ 84,889,292	\$ 94,285,596	\$ (1,054,102)	(1.1%)
Fleet and Facilities	44,552,377	47,084,506	49,512,513	49,456,062	52,689,774	5,605,268	11.9%
Safety, Security, and Training	9,836,287	10,227,271	10,058,875	9,977,916	11,452,743	1,225,472	12.0%
Procurement	1,449,569	1,544,404	1,459,568	1,454,258	1,632,831	88,427	5.7%
Technology and Innovation	7,242,634	8,218,475	8,333,240	7,780,992	10,079,232	1,860,758	22.6%
Human Resources	3,050,947	3,571,093	3,257,735	3,112,372	4,288,867	717,775	20.1%
Fiscal Management	3,290,509	3,802,694	3,411,149	3,393,526	3,892,295	89,601	2.4%
Non-Departmental	57,227,553	52,654,041	57,078,770	53,937,512	48,876,736	(3,777,305)	(7.2%)
Subtotal	<b>\$ 214,742,092</b>	<b>\$ 222,442,182</b>	<b>\$ 222,037,876</b>	<b>\$ 214,001,930</b>	<b>\$ 227,198,074</b>	<b>\$ 4,755,893</b>	<b>2.1%</b>
<b><u>Planning &amp; Development Group</u></b>							
Responsibility: Senior VP Development Officer							
Planning and Development	\$ 228,713	\$ 307,846	\$ 439,208	\$ 358,404	\$ 455,124	\$ 147,278	47.8%
Capital and Service Planning	3,178,758	7,597,329	6,630,542	6,077,553	11,094,540	3,497,211	46.0%
Capital Programs	984,219	1,318,125	1,505,022	1,003,089	1,880,876	562,751	42.7%
Subtotal	<b>\$ 4,391,690</b>	<b>\$ 9,223,300</b>	<b>\$ 8,574,772</b>	<b>\$ 7,439,046</b>	<b>\$ 13,430,540</b>	<b>\$ 4,207,240</b>	<b>45.6%</b>
<b>Total Expenses</b>	<b>\$ 236,696,480</b>	<b>\$ 249,427,104</b>	<b>\$ 247,483,140</b>	<b>\$ 236,593,310</b>	<b>\$ 259,442,697</b>	<b>\$ 10,015,593</b>	<b>4.0%</b>

## General and Administrative Group

## **General and Administrative Division**

The General and Administrative division office consists of the President/CEO, Executive Assistant to the President/CEO, and Executive Assistant/Board Support. In addition, the General and Administrative division provides oversight to the EEO and Diversity office and the Business Support Administration department. The office is responsible for decision-making and overall direction of the agency, executing policies of the Board of Trustees and supervising/supporting members of the executive management team to achieve agency, division, and departmental goals. The office is responsible for formulating, developing, directing, and implementing various strategies to further the agency's mission throughout the year.

### **Goals/Strategies**

The goals of the division are the goals of the agency, the Board of Trustees and the President/CEO. Performance will be measured by how successfully the agency achieves the board's strategic plans and policies for the agency. The Board's expectations are reflected in the annual budget/business plan; and by the set of initiatives established by the Board during the President/CEO's annual performance review.

The support staff is responsible for successfully carrying out the preparation of meeting materials and the management/oversight of the monthly Board meetings, Work Sessions and Committee meetings. They are also responsible for coordinating Board of Trustees requests for information, support services and providing on-going administrative support to the President and CEO.

## Expense Summary by Department and Account

### GENERAL & ADMINISTRATIVE

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 484,059	\$ 435,901	\$ 435,889	\$ 427,463	\$ 449,454	\$ 13,553	3.1%
Other Salaries and Wages - Other	-	48,750	48,750	48,750	48,750	-	- %
Sick	5,285	9,799	7,610	9,276	7,823	(1,976)	(20.2%)
Holiday	21,793	22,243	22,243	22,243	23,121	878	3.9%
Vacation	14,608	19,232	19,232	18,209	19,838	606	3.2%
Other Paid Absence	-	1,311	1,311	661	1,353	42	3.2%
<b>Wages</b>	<b>\$ 525,745</b>	<b>\$ 537,236</b>	<b>\$ 535,035</b>	<b>\$ 526,602</b>	<b>\$ 550,339</b>	<b>\$ 13,103</b>	<b>2.4%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	37,500	8,000	8,000	1,400	14,500	6,500	81.3%
Other Services	19,376	16,200	12,901	12,901	12,901	(3,299)	(20.4%)
Other Materials and Supplies	667	2,500	2,500	1,278	2,500	-	- %
Dues and Subscriptions	219,272	212,050	165,050	173,442	202,350	(9,700)	(4.6%)
Training and Meetings	17,851	31,949	24,390	26,277	23,590	(8,359)	(26.2%)
Other Miscellaneous Expenses	605	900	900	900	900	-	- %
<b>Non-Labor Expenses</b>	<b>\$ 295,271</b>	<b>\$ 271,599</b>	<b>\$ 213,741</b>	<b>\$ 216,198</b>	<b>\$ 256,741</b>	<b>\$ (14,858)</b>	<b>(5.5%)</b>
<b>Total</b>	<b>\$ 821,016</b>	<b>\$ 808,835</b>	<b>\$ 748,776</b>	<b>\$ 742,800</b>	<b>\$ 807,080</b>	<b>\$ (1,755)</b>	<b>(0.2%)</b>

## Expense Summary by Department and Account

### VIA BOARD

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Non-Labor Expenses</b>							
Professional and Technical Services	\$ 7,875	\$ 31,200	\$ 31,200	\$ 10,416	\$ 17,200	\$(14,000)	(44.9%)
Other Services	6,648	22,750	22,750	14,650	22,750	-	- %
Other Materials and Supplies	2,004	3,000	3,000	6,053	3,000	-	- %
Dues and Subscriptions	940	1,040	1,040	1,250	1,300	260	25.0%
Training and Meetings	20,626	49,950	41,700	26,296	40,300	(9,650)	(19.3%)
<b>Non-Labor Expenses</b>	<u><b>\$ 38,093</b></u>	<u><b>\$ 107,940</b></u>	<u><b>\$ 99,690</b></u>	<u><b>\$ 58,665</b></u>	<u><b>\$ 84,550</b></u>	<u><b>\$(23,390)</b></u>	<u><b>(21.7%)</b></u>
<b>Total</b>	<u><u><b>\$ 38,093</b></u></u>	<u><u><b>\$ 107,940</b></u></u>	<u><u><b>\$ 99,690</b></u></u>	<u><u><b>\$ 58,665</b></u></u>	<u><u><b>\$ 84,550</b></u></u>	<u><u><b>\$(23,390)</b></u></u>	<u><u><b>(21.7%)</b></u></u>



## Expense Summary by Department and Account

### EEO & DIVERSITY

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ -	\$ -	\$ -	\$ -	\$ 92,686	\$ 92,686	92,686.0%
Sick		-	-	-	-	1,453	1,453	1,453.0%
Holiday		-	-	-	-	4,676	4,676	4,676.0%
Vacation		-	-	-	-	2,229	2,229	2,229.0%
Other Paid Absence		-	-	-	-	274	274	274.0%
	<b>Wages</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 101,318</u>	<u>\$ 101,318</u>	<u>- %</u>
<b>Non-Labor Expenses</b>								
Professional and Technical Services		-	-	-	-	11,500	11,500	11,500.0%
Other Materials and Supplies		-	-	-	-	500	500	500.0%
Dues and Subscriptions		-	-	-	-	6,710	6,710	6,710.0%
Training and Meetings		-	-	-	-	6,185	6,185	6,185.0%
	<b>Non-Labor Expenses</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 24,895</u>	<u>\$ 24,895</u>	<u>- %</u>
	<b>Total</b>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 126,213</u></u>	<u><u>\$ 126,213</u></u>	<u><u>- %</u></u>

## Expense Summary by Department and Account

### BUSINESS SUPPORT SERVICES ADMINISTRATION

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 440,904	\$ 298,419	\$ 277,276	\$ 259,741	\$ 269,105	\$(29,314)	(9.8%)
Other Salaries and Wages - Other	-	13,008	13,008	-	-	(13,008)	(100.0%)
Sick	7,820	6,004	5,673	3,316	5,541	(463)	(7.7%)
Holiday	14,225	15,228	14,149	13,415	13,843	(1,385)	(9.1%)
Vacation	16,091	13,166	12,233	6,659	11,877	(1,289)	(9.8%)
Other Paid Absence	-	898	834	420	810	(88)	(9.8%)
Other Fringe Benefits	-	-	-	-	4,500	4,500	4,500.0%
<b>Wages</b>	<b>\$ 479,040</b>	<b>\$ 346,723</b>	<b>\$ 323,173</b>	<b>\$ 283,551</b>	<b>\$ 305,676</b>	<b>\$ (41,046)</b>	<b>(11.8%)</b>
<b>Non-Labor Expenses</b>							
Other Materials and Supplies	2,681	1,192	1,192	3,534	1,192	-	- %
Training and Meetings	2,783	9,900	-	-	3,000	(6,900)	(69.7%)
Other Miscellaneous Expenses	17,335	-	-	339	300	300	300.0%
<b>Non-Labor Expenses</b>	<b>\$ 22,799</b>	<b>\$ 11,092</b>	<b>\$ 1,192</b>	<b>\$ 3,873</b>	<b>\$ 4,492</b>	<b>\$ (6,600)</b>	<b>(59.5%)</b>
<b>Total</b>	<b>\$ 501,839</b>	<b>\$ 357,814</b>	<b>\$ 324,365</b>	<b>\$ 287,424</b>	<b>\$ 310,168</b>	<b>\$ (47,646)</b>	<b>(13.3%)</b>

# Audit Department

The Audit Department (Audit) provides independent assurance and management advisory services designed to mitigate VIA's risks, add value to the organization, and improve VIA's operational processes. Audit 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 mitigated and that the VIA governance process is strong and effective.

The department is responsible for planning and implementing a comprehensive program of internal audits of various functions and activities within VIA, while taking into account 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 department 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 including staff, management, and Board of Trustees
  - Interviews and assessments will be conducted to identify potential risks that might adversely impact VIA's operations
  - 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 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
% of Audit Plan Completed	100%	100%	100%	100%

## Expense Summary by Department and Account

### AUDIT

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 542,871	\$ 685,492	\$ 556,088	\$ 493,118	\$ 653,350	\$(32,142)	(4.7%)
Other Salaries and Wages - Temporary	-	31,104	31,104	-	-	(31,104)	(100.0%)
Sick	17,036	15,443	8,893	25,385	10,442	(5,001)	(32.4%)
Holiday	26,349	34,980	28,370	26,760	33,609	(1,371)	(3.9%)
Vacation	34,830	30,243	24,535	24,535	28,837	(1,406)	(4.6%)
Other Paid Absence	1,084	2,062	1,673	1,673	1,966	(96)	(4.7%)
<b>Wages</b>	<b>\$ 622,170</b>	<b>\$ 799,324</b>	<b>\$ 650,663</b>	<b>\$ 571,471</b>	<b>\$ 728,204</b>	<b>\$(71,120)</b>	<b>(8.9%)</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	101,746	107,200	110,000	110,000	182,800	75,600	70.5%
Contract Maintenance Services	1,445	-	-	-	-	-	- %
Other Services	1,206	2,475	2,769	1,000	2,769	294	11.9%
Other Materials and Supplies	35	1,440	1,440	910	3,320	1,880	130.6%
Dues and Subscriptions	4,792	5,352	5,870	5,225	5,870	518	9.7%
Training and Meetings	6,719	10,488	10,658	8,190	10,658	170	1.6%
<b>Non-Labor Expenses</b>	<b>\$ 115,943</b>	<b>\$ 126,955</b>	<b>\$ 130,737</b>	<b>\$ 125,325</b>	<b>\$ 205,417</b>	<b>\$ 78,462</b>	<b>61.8%</b>
<b>Total</b>	<b>\$ 738,113</b>	<b>\$ 926,278</b>	<b>\$ 781,400</b>	<b>\$ 696,796</b>	<b>\$ 933,621</b>	<b>\$ 7,343</b>	<b>0.8%</b>

## 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 establish and maintain a cooperative working relationship and proactively maintain payments to legal firms for non-specialized matters at or below the budgeted amount
- Identify, control and manage potential public liability risk exposures, related claims and effectively minimize the cost of accidental losses.
  - Work with Safety and other departments to improve and prevent conditions that may increase VIA's public liability exposure
  - Analyze various categories of risk and determination of the extent to which each is or can be insured
  - Continue to improve existing risk management office practices and close gaps in risk management effectiveness

### Performance Measures

Performance Measure	FY 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
Public Liability Average Incurred Loss per Mile for Vans	\$0.02638	≤ \$0.04595	\$0.04880	≤ \$0.06138
Public Liability Average Incurred Loss per Mile for Buses	\$0.04261	≤ \$0.05927	\$0.04645	≤ \$0.06514

## Expense Summary by Department and Account

### LEGAL SERVICES

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 658,161	\$ 633,891	\$ 643,832	\$ 650,038	\$ 677,577	\$ 43,686	6.9%
Other Salaries and Wages - Other	-	7,992	7,992	-	7,992	-	- %
Sick	5,552	12,219	10,294	5,279	10,829	(1,390)	(11.4%)
Holiday	32,389	32,346	32,855	32,855	34,856	2,510	7.8%
Vacation	23,650	27,967	28,406	28,406	29,906	1,939	6.9%
Other Paid Absence	-	1,907	1,937	976	2,039	132	6.9%
Other Fringe Benefits	-	-	-	-	6,000	6,000	6,000.0%
<b>Wages</b>	<b>\$719,752</b>	<b>\$716,322</b>	<b>\$725,316</b>	<b>\$717,554</b>	<b>\$769,199</b>	<b>\$ 52,877</b>	<b>7.4%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	460,135	420,000	920,000	1,108,384	420,000	-	- %
Other Services	25,561	9,000	11,670	15,918	16,000	7,000	77.8%
Other Materials and Supplies	801	804	804	715	804	-	- %
Dues and Subscriptions	49,643	47,248	51,465	44,358	54,673	7,425	15.7%
Training and Meetings	10,747	11,778	12,041	9,175	6,035	(5,743)	(48.8%)
Other Miscellaneous Expenses	468	10,604	10,604	6,300	10,604	-	- %
<b>Non-Labor Expenses</b>	<b>\$547,355</b>	<b>\$499,434</b>	<b>\$1,006,584</b>	<b>\$1,184,850</b>	<b>\$508,116</b>	<b>\$ 8,682</b>	<b>1.7%</b>
<b>Total</b>	<b>\$1,267,107</b>	<b>\$1,215,756</b>	<b>\$1,731,900</b>	<b>\$1,902,404</b>	<b>\$1,277,315</b>	<b>\$61,559</b>	<b>5.1%</b>

## Expense Summary by Department and Account

### RISK MANAGEMENT

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 340,903	\$ 346,709	\$ 345,819	\$ 342,344	\$ 363,925	\$ 17,216	5.0%
Sick	8,941	6,775	6,769	4,704	7,056	281	4.2%
Holiday	17,260	17,692	17,647	17,647	18,721	1,029	5.8%
Vacation	15,450	15,297	15,258	15,258	16,063	766	5.0%
Other Paid Absence	843	1,043	1,040	526	1,095	52	5.0%
<b>Wages</b>	<b>\$ 383,397</b>	<b>\$ 387,516</b>	<b>\$ 386,533</b>	<b>\$ 380,479</b>	<b>\$ 406,860</b>	<b>\$ 19,345</b>	<b>5.0%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	63,387	540,000	541,152	287,904	541,380	1,380	0.3%
Other Services	6,907	5,400	5,995	5,949	5,995	595	11.0%
Other Materials and Supplies	908	2,326	2,326	2,040	2,326	-	- %
Casualty and Liability Costs - Premiums for PD	191,059	181,093	225,416	225,416	281,770	100,677	55.6%
Casualty and Liability Costs - Premiums for PL	13,396	16,862	-	16,862	16,895	33	0.2%
Casualty and Liability Costs - Payout UnIns PL	1,170,528	1,704,563	1,714,544	977,718	1,807,993	103,430	6.1%
Dues and Subscriptions	1,128	1,529	1,529	1,499	1,144	(385)	(25.2%)
Training and Meetings	803	11,687	5,684	1,940	12,693	1,006	8.6%
<b>Non-Labor Expenses</b>	<b>\$ 1,448,116</b>	<b>\$ 2,463,460</b>	<b>\$ 2,496,646</b>	<b>\$ 1,519,328</b>	<b>\$ 2,670,196</b>	<b>\$ 206,736</b>	<b>8.4%</b>
<b>Total</b>	<b>\$ 1,831,513</b>	<b>\$ 2,850,976</b>	<b>\$ 2,883,179</b>	<b>\$ 1,899,807</b>	<b>\$ 3,077,056</b>	<b>\$ 226,080</b>	<b>7.9%</b>

# Office of Diversity and Federal Compliance Department

The Office of Diversity & Federal Compliance (ODFC) is responsible for developing and implementing policies and procedures necessary to ensure that Disadvantaged Business Enterprises (DBEs) and Small Business Enterprises (SBEs) have the maximum opportunity to bid on all contracts. ODFC is responsible for administering the requirements of the DBE Program on all federally funded contracts.

## Goals/Strategies

Meet VIA's Federal Transportation Agency (FTA) Triennial DBE goal of 18.73% on an annual basis.

- Increase availability of certified DBE firms for upcoming contract opportunities by providing business development and technical assistance to firms in completing their DBE and SBE certification application
- Increase DBE and SBE participation in VIA's solicitations
- Develop and implement a targeted outreach plan to ensure DBE and SBE firms are informed of upcoming contract opportunities
- Develop and implement Small Business Enterprise program policy making it easier for firms to compete on VIA's solicitations
- Develop and implement capacity building workshops in the following areas: bidding and estimating, contract management, project management, and access to capital

Ensure Prime Contractors are compliant with Prompt Payment, Retainage, Commercial Useful Function, and Prevailing Wages.

- Implement training for Project Sponsors, Project Managers & Procurement staff to monitor DBE & SBE contract compliance requirements using VIA's Diversity Compliance Reporting System (DCRS)
- Ensure all contracts and payments are entered into the DCRS accurately and promptly
- Develop and implement contract close-out procedures
- Utilize LCP tracker to monitor prevailing wages electronically
- Conduct on-site visits to ensure DBE firms are independently performing the scope of work outlined in the contract

## Performance Measures

Performance Measure	FY 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
Meet or exceed the FTA Three Year Annual DBE goal of 18.73%	18.73%	18.73%	18.73%	18.73%
Number of trainings/workshops provided to DBE vendors	4	4	4	4
Increase number of new firms on VIA's Diversity Compliance Reporting System (DCRS)	50	60	30	60
Increase number of certified DBE firms	8	20	47	60
Increase number of certified SBE firms	15	20	60	80



Expense Summary by Department and Account  
**OFFICE OF DIVERSITY AND FEDERAL COMPLIANCE**

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 377,757	\$ 460,502	\$ 450,745	\$ 388,029	\$ 459,553	\$(949)	(0.2%)
Sick	4,939	7,210	7,069	3,486	7,203	(7)	(0.1%)
Holiday	17,873	23,047	22,559	19,637	23,185	138	0.6%
Vacation	6,258	11,070	10,836	9,171	11,052	(18)	(0.2%)
Other Paid Absence	-	1,359	1,330	668	1,356	(3)	(0.2%)
<b>Wages</b>	<b>\$ 406,827</b>	<b>\$ 503,188</b>	<b>\$ 492,539</b>	<b>\$ 420,991</b>	<b>\$ 502,349</b>	<b>\$(839)</b>	<b>(0.2%)</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	62,855	102,325	156,575	156,211	168,575	66,250	64.7%
Temporary Help	-	40,000	-	-	-	(40,000)	(100.0%)
Other Services	8,656	12,000	6,382	5,572	6,382	(5,618)	(46.8%)
Other Materials and Supplies	9,438	5,500	3,500	3,109	6,460	960	17.5%
Dues and Subscriptions	-	3,035	3,190	3,000	3,290	255	8.4%
Training and Meetings	15,589	10,300	1,000	1,000	25,082	14,782	143.5%
Other Miscellaneous Expenses	51,432	66,300	74,000	75,750	89,500	23,200	35.0%
<b>Non-Labor Expenses</b>	<b>\$ 147,970</b>	<b>\$ 239,460</b>	<b>\$ 244,647</b>	<b>\$ 244,642</b>	<b>\$ 299,289</b>	<b>\$ 59,829</b>	<b>25.0%</b>
<b>Total</b>	<b>\$ 554,797</b>	<b>\$ 742,648</b>	<b>\$ 737,186</b>	<b>\$ 665,633</b>	<b>\$ 801,638</b>	<b>\$ 58,990</b>	<b>7.9%</b>

# Public Engagement Group

# 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 Keep SA Moving 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.
- 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

## Expense Summary by Department and Account

### PUBLIC ENGAGEMENT

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 464,745	\$ 369,189	\$ 372,578	\$ 368,472	\$ 386,534	\$ 17,345	4.7%
Salaries and Wages - Other	-	13,008	13,008	13,008	13,008	-	- %
Sick	2,017	5,781	5,844	3,551	6,059	278	4.8%
Holiday	20,320	18,470	18,642	18,642	19,501	1,031	5.6%
Vacation	14,198	8,875	8,957	8,905	9,296	421	4.7%
Other Paid Absence	2,215	1,089	1,099	554	1,141	52	4.8%
<b>Wages</b>	<b>\$ 503,495</b>	<b>\$ 416,412</b>	<b>\$ 420,128</b>	<b>\$ 413,132</b>	<b>\$ 435,539</b>	<b>\$ 19,127</b>	<b>4.6%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	3,350	225,000	225,000	118,000	375,000	150,000	66.7%
Other Materials and Supplies	7,759	3,350	3,350	1,688	3,350	-	- %
Dues and Subscriptions	1,042	9,050	15,000	8,577	15,000	5,950	65.7%
Training and Meetings	10,066	13,224	13,224	7,283	13,225	1	- %
Advertising/Promotion Media	4,109,908	1,400,000	700,000	700,000	-	(1,400,000)	(100.0%)
Other Miscellaneous Expenses	-	11,250	11,250	6,736	11,250	-	- %
<b>Non-Labor Expenses</b>	<b>\$ 4,132,125</b>	<b>\$ 1,661,874</b>	<b>\$ 967,824</b>	<b>\$ 842,284</b>	<b>\$ 417,825</b>	<b>\$(1,244,049)</b>	<b>(74.9%)</b>
<b>Total</b>	<b>\$ 4,635,620</b>	<b>\$ 2,078,286</b>	<b>\$ 1,387,952</b>	<b>\$ 1,255,416</b>	<b>\$ 853,364</b>	<b>\$(1,224,922)</b>	<b>(58.9%)</b>

## 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 Keep SA Moving plan and general outreach efforts to communicate the agency's strategic goals and initiatives
- 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

## Expense Summary by Department and Account

### GOVERNMENT AND COMMUNITY RELATIONS

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 531,974	\$ 587,505	\$ 531,281	\$ 500,180	\$ 1,024,015	\$ 436,510	74.3%
Other Salaries and Wages - Over Time	120	5,500	5,500	-	-	(5,500)	(100.0%)
Sick	15,258	14,239	9,572	5,141	17,290	3,051	21.4%
Holiday	26,693	29,401	26,587	24,461	51,659	22,258	75.7%
Vacation	20,123	14,123	12,772	7,489	24,626	10,503	74.4%
Other Paid Absence	-	1,733	1,567	1,567	3,022	1,289	74.3%
<b>Wages</b>	<b>\$ 594,168</b>	<b>\$ 652,501</b>	<b>\$ 587,279</b>	<b>\$ 538,838</b>	<b>\$ 1,120,612</b>	<b>\$ 468,110</b>	<b>71.7%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	546,754	399,400	416,000	415,000	1,076,900	677,500	169.6%
Contract Maintenance Services	-	-	-	-	150,000	150,000	150,000.0%
Other Materials and Supplies	685	33,500	33,500	16,750	90,000	56,500	168.7%
Dues and Subscriptions	480	2,500	-	-	-	(2,500)	(100.0%)
Training and Meetings	14,008	13,500	16,000	10,000	83,500	70,000	518.5%
Other Miscellaneous Expenses	9,282	30,000	25,000	21,250	30,000	-	- %
<b>Non-Labor Expenses</b>	<b>\$ 571,209</b>	<b>\$ 478,900</b>	<b>\$ 490,500</b>	<b>\$ 463,000</b>	<b>\$ 1,430,400</b>	<b>\$ 951,500</b>	<b>198.7%</b>
<b>Total</b>	<b>\$ 1,165,377</b>	<b>\$ 1,131,402</b>	<b>\$ 1,077,779</b>	<b>\$ 1,001,838</b>	<b>\$ 2,551,012</b>	<b>\$ 1,419,610</b>	<b>125.5%</b>

## 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
- Continue implementation of VIA's goCard and successfully educate and transition customers onto the new fare technology platform.
  - Achieve an adoption rate of 50%

### Performance Measures

Performance Measure	FY 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
goMobile Sales	\$1,413,000	\$1,740,000	\$1,675,000	\$1,836,000

## Expense Summary by Department and Account

### CUSTOMER EXPERIENCE AND SALES ADMIN

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 393,415	\$ 409,164	\$ 327,584	\$ 302,000	\$ 346,414	\$(62,750)	(15.3%)
Other Salaries and Wages - Part Time	-	14,586	11,994	-	2,485	(12,101)	(83.0%)
Sick	9,200	13,126	8,926	10,676	8,926	(4,200)	(32.0%)
Holiday	19,334	20,477	20,477	17,973	20,477	-	- %
Vacation	19,344	9,836	9,836	15,883	9,836	-	- %
Other Paid Absence	1,329	1,207	1,207	604	1,207	-	- %
<b>Wages</b>	<b>\$ 442,622</b>	<b>\$ 468,396</b>	<b>\$ 380,024</b>	<b>\$ 347,136</b>	<b>\$ 389,345</b>	<b>\$(79,052)</b>	<b>(16.9%)</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	59,812	208,005	229,005	148,000	238,200	30,195	14.5%
Other Services	52,779	49,202	61,964	52,500	60,964	11,762	23.9%
Other Materials and Supplies	16,036	92,760	92,760	40,328	149,139	56,379	60.8%
Dues and Subscriptions	-	569	-	-	-	(569)	(100.0%)
Training and Meetings	-	6,560	5,560	4,182	6,000	(560)	(8.5%)
Other Miscellaneous Expenses	918	57,699	37,699	22,133	43,706	(13,993)	(24.3%)
<b>Non-Labor Expenses</b>	<b>\$ 129,545</b>	<b>\$ 414,795</b>	<b>\$ 426,988</b>	<b>\$ 267,143</b>	<b>\$ 498,009</b>	<b>\$ 83,214</b>	<b>20.1%</b>
<b>Total</b>	<b>\$ 572,167</b>	<b>\$ 883,192</b>	<b>\$ 807,012</b>	<b>\$ 614,279</b>	<b>\$ 887,354</b>	<b>\$ 4,162</b>	<b>0.5%</b>



## Expense Summary by Department and Account

### CUSTOMER INFORMATION

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 1,587,348	\$ 1,690,880	\$ 1,578,065	\$ 1,524,382	\$ 1,662,413	\$(28,467)	(1.7%)
Other Salaries and Wages - Over Time	7,900	50,000	47,468	-	37,310	(12,690)	(25.4%)
Other Salaries and Wages - Part Time	112,829	166,615	142,060	121,007	152,108	(14,507)	(8.7%)
Sick	84,442	37,952	28,295	28,716	29,630	(8,322)	(21.9%)
Holiday	82,617	86,407	80,347	80,347	85,331	(1,076)	(1.2%)
Vacation	89,419	77,160	71,748	71,748	75,618	(1,542)	(2.0%)
Other Paid Absence	1,528	5,094	4,736	2,760	4,992	(102)	(2.0%)
<b>Wages</b>	<b>\$ 1,966,083</b>	<b>\$ 2,114,108</b>	<b>\$ 1,952,719</b>	<b>\$ 1,828,960</b>	<b>\$ 2,047,402</b>	<b>\$(66,706)</b>	<b>(3.2%)</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	54,152	-	-	80,217	-	-	- %
Temporary Help	-	75,000	75,000	-	100,000	25,000	33.3%
Contract Maintenance Services	-	2,500	2,500	-	2,500	-	- %
Other Services	19,333	4,840	8,499	6,129	8,499	3,659	75.6%
Other Materials and Supplies	22,270	48,814	48,814	18,722	48,814	-	- %
Dues and Subscriptions	-	350	-	-	-	(350)	(100.0%)
Training and Meetings	6,283	15,000	15,000	7,500	15,000	-	- %
Bad Debt Expense	454	-	-	-	-	-	- %
Other Miscellaneous Expenses	9,286	70,500	20,500	8,200	49,250	(21,250)	(30.1%)
<b>Non-Labor Expenses</b>	<b>\$ 111,778</b>	<b>\$ 217,004</b>	<b>\$ 170,313</b>	<b>\$ 120,768</b>	<b>\$ 224,063</b>	<b>\$ 7,059</b>	<b>3.3%</b>
<b>Total</b>	<b>\$ 2,077,861</b>	<b>\$ 2,331,112</b>	<b>\$ 2,123,032</b>	<b>\$ 1,949,728</b>	<b>\$ 2,271,465</b>	<b>\$(59,647)</b>	<b>(2.6%)</b>

## Expense Summary by Department and Account

### SALES & RIDESHARE SERVICES

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 271,888	\$ 293,797	\$ 293,791	\$ 270,980	\$ 297,197	\$ 3,400	1.2%
Sick	19,362	10,040	5,847	3,698	5,906	(4,134)	(41.2%)
Holiday	14,217	14,704	14,704	14,704	14,704	-	- %
Vacation	7,633	7,063	7,063	6,965	7,159	96	1.4%
Other Paid Absence	-	867	867	867	879	12	1.4%
<b>Wages</b>	<b>\$ 313,100</b>	<b>\$ 326,471</b>	<b>\$ 322,272</b>	<b>\$ 297,214</b>	<b>\$ 325,845</b>	<b>\$(625)</b>	<b>(0.2%)</b>
<b>Non-Labor Expenses</b>							
Advertising Fees	-	10,500	10,500	5,252	15,600	5,100	48.6%
Professional and Technical Services	-	18,000	18,000	9,000	19,500	1,500	8.3%
Other Services	43,002	73,500	73,500	53,049	73,500	-	- %
Other Materials and Supplies	178,735	188,150	188,150	135,481	190,650	2,500	1.3%
Casualty and Liability Costs - Premiums for PL	285,623	272,832	272,832	196,916	272,832	-	- %
Purchased Transportation	252,218	286,435	260,508	178,064	300,508	14,073	4.9%
Dues and Subscriptions	149	5,500	-	-	-	(5,500)	(100.0%)
Training and Meetings	2,629	4,975	3,400	2,501	7,300	2,325	46.7%
Advertising/Promotion Media	929	10,400	11,975	6,588	11,975	1,575	15.1%
Other Miscellaneous Expenses	33,927	74,844	74,844	50,143	74,844	-	- %
Leases and Rentals - Data Processing Facilities	-	5,100	5,100	2,550	-	(5,100)	(100.0%)
<b>Non-Labor Expenses</b>	<b>\$ 797,212</b>	<b>\$ 950,236</b>	<b>\$ 918,809</b>	<b>\$ 639,544</b>	<b>\$ 966,709</b>	<b>\$ 16,473</b>	<b>1.7%</b>
<b>Total</b>	<b>\$ 1,110,312</b>	<b>\$ 1,276,706</b>	<b>\$ 1,241,081</b>	<b>\$ 936,758</b>	<b>\$ 1,292,554</b>	<b>\$ 15,848</b>	<b>1.2%</b>

# 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
  - 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

## Expense Summary by Department and Account

### MARKETING

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 254,803	\$ 333,206	\$ 210,997	\$ 203,936	\$ 411,850	\$ 78,644	23.6%
Sick	4,052	7,017	3,309	1,546	6,455	(562)	(8.0%)
Holiday	11,803	16,676	10,560	10,560	20,779	4,103	24.6%
Vacation	10,283	8,010	5,072	5,923	9,904	1,894	23.6%
Other Paid Absence	-	983	623	1,105	1,216	233	23.7%
<b>Wages</b>	<b>\$ 280,941</b>	<b>\$ 365,892</b>	<b>\$ 230,561</b>	<b>\$ 223,070</b>	<b>\$ 450,204</b>	<b>\$ 84,312</b>	<b>23.0%</b>
<b>Non-Labor Expenses</b>							
Advertising Fees	566,729	300,000	571,000	880,000	641,000	341,000	113.7%
Professional and Technical Services	98,863	350,500	80,000	40,000	80,000	(270,500)	(77.2%)
Temporary Help	-	25,000	-	-	-	(25,000)	(100.0%)
Other Services	5,633	-	11,262	4,000	11,262	11,262	11,262.0%
Other Materials and Supplies	9,307	28,500	28,500	10,000	28,500	-	- %
Dues and Subscriptions	169	3,900	-	-	-	(3,900)	(100.0%)
Training and Meetings	4,916	4,202	3,000	1,500	3,000	(1,202)	(28.6%)
Advertising/Promotion Media	485,735	1,074,004	1,100,000	1,100,000	1,300,000	225,996	21.0%
Other Miscellaneous Expenses	33,182	77,000	77,000	49,472	77,000	-	- %
<b>Non-Labor Expenses</b>	<b>\$ 1,204,534</b>	<b>\$ 1,863,106</b>	<b>\$ 1,870,762</b>	<b>\$ 2,084,972</b>	<b>\$ 2,140,762</b>	<b>\$ 277,656</b>	<b>14.9%</b>
<b>Total</b>	<b>\$ 1,485,475</b>	<b>\$ 2,228,998</b>	<b>\$ 2,101,323</b>	<b>\$ 2,308,042</b>	<b>\$ 2,590,966</b>	<b>\$ 361,968</b>	<b>16.2%</b>

## 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

## Expense Summary by Department and Account

### COMMUNICATIONS

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 485,373	\$ 491,997	\$ 501,536	\$ 500,577	\$ 527,797	\$ 35,800	7.3%
Sick	11,864	10,103	7,865	4,194	8,273	(1,830)	(18.1%)
Holiday	22,671	24,623	25,101	25,101	26,628	2,005	8.1%
Vacation	13,960	11,827	12,057	12,057	12,693	866	7.3%
Other Paid Absence	-	1,451	1,480	745	1,558	107	7.3%
<b>Wages</b>	<u><b>\$ 533,868</b></u>	<u><b>\$ 540,001</b></u>	<u><b>\$ 548,039</b></u>	<u><b>\$ 542,674</b></u>	<u><b>\$ 576,949</b></u>	<u><b>\$ 36,947</b></u>	<u><b>6.8%</b></u>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	3,241	50,000	50,000	50,000	145,000	95,000	190.0%
Other Services	969	2,500	2,500	2,500	2,500	-	- %
Other Materials and Supplies	98,757	79,000	79,000	79,000	79,000	-	- %
Dues and Subscriptions	5,733	3,900	-	12,292	-	(3,900)	(100.0%)
Training and Meetings	4,068	7,778	7,778	7,778	7,778	-	- %
Advertising/Promotion Media	9,903	25,000	25,000	25,000	25,000	-	- %
Other Miscellaneous Expenses	106,870	113,500	113,500	113,500	113,500	-	- %
<b>Non-Labor Expenses</b>	<u><b>\$ 229,541</b></u>	<u><b>\$ 281,678</b></u>	<u><b>\$ 277,778</b></u>	<u><b>\$ 290,070</b></u>	<u><b>\$ 372,778</b></u>	<u><b>\$ 91,100</b></u>	<u><b>32.3%</b></u>
<b>Total</b>	<u><u><b>\$ 763,409</b></u></u>	<u><u><b>\$ 821,680</b></u></u>	<u><u><b>\$ 825,817</b></u></u>	<u><u><b>\$ 832,744</b></u></u>	<u><u><b>\$ 949,727</b></u></u>	<u><u><b>\$ 128,047</b></u></u>	<u><u><b>15.6%</b></u></u>

# Business Support Services Group

## 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



## Expense Summary by Department and Account

### TRANSPORTATION ADMINISTRATION

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 747,619	\$ 739,117	\$ 752,367	\$ 699,110	\$ 825,235	\$ 86,118	11.7%
Sick	40,211	20,600	13,931	13,931	15,092	(5,508)	(26.7%)
Holiday	40,711	37,782	38,460	38,460	42,526	4,744	12.6%
Vacation	28,932	33,961	34,571	24,064	37,934	3,973	11.7%
Other Paid Absence	1,062	2,227	2,267	2,042	2,488	261	11.7%
<b>Wages</b>	<b>\$ 858,535</b>	<b>\$ 833,687</b>	<b>\$ 841,596</b>	<b>\$ 777,607</b>	<b>\$ 923,275</b>	<b>\$ 89,587</b>	<b>10.7%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	-	15,000	-	-	25,000	10,000	66.7%
Other Services	22,936	30,000	28,958	21,819	28,957	(1,043)	(3.5%)
Other Materials and Supplies	5,620	7,098	2,099	2,099	2,097	(5,001)	(70.5%)
Dues and Subscriptions	60,000	60,260	60,260	60,260	60,259	(1)	- %
Training and Meetings	1,279	7,218	2,599	2,335	10,575	3,357	46.5%
Other Miscellaneous Expenses	16,835	5,000	5,000	2,500	20,000	15,000	300.0%
<b>Non-Labor Expenses</b>	<b>\$ 106,670</b>	<b>\$ 124,576</b>	<b>\$ 98,916</b>	<b>\$ 89,013</b>	<b>\$ 146,888</b>	<b>\$ 22,312</b>	<b>17.9%</b>
<b>Total</b>	<b>\$ 965,205</b>	<b>\$ 958,264</b>	<b>\$ 940,512</b>	<b>\$ 866,620</b>	<b>\$ 1,070,163</b>	<b>\$ 111,899</b>	<b>11.7%</b>

## 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 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
On-Time Performance	82.1%	82.0%	82.0%	83.0%
Bus Complaint Rate (per 10,000 Passengers)	3.77	4.25	4.02	4.00

## Expense Summary by Department and Account

### BUS SERVICE OPERATIONS

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 825,808	\$ 811,692	\$ 836,183	\$ 824,634	\$ 857,152	\$ 45,460	5.6%
Other Salaries and Wages - Over Time	31,358	31,266	31,266	31,266	31,266	-	- %
Worker's Compensation Insurance	(11,946)	731,463	632,964	595,795	632,960	(98,503)	(13.5%)
Sick	15,657	25,341	13,393	13,393	13,723	(11,618)	(45.8%)
Holiday	41,349	41,492	42,745	42,745	44,170	2,678	6.5%
Vacation	46,078	37,296	38,422	38,422	39,401	2,105	5.6%
Other Paid Absence	1,944	2,446	2,520	2,520	2,584	138	5.6%
Other Fringe Benefits	-	5,000	5,000	2,500	5,000	-	- %
<b>Wages</b>	<b>\$950,248</b>	<b>\$1,685,996</b>	<b>\$1,602,493</b>	<b>\$1,551,275</b>	<b>\$1,626,256</b>	<b>\$(59,739)</b>	<b>(3.5%)</b>
<b>Non-Labor Expenses</b>							
Contract Maintenance Services	-	1,500	-	-	-	(1,500)	(100.0%)
Other Services	48,619	45,000	44,940	44,940	65,000	20,000	44.4%
Other Materials and Supplies	27,127	43,248	43,345	29,275	43,344	96	0.2%
Purchased Transportation	992,043	-	1,091,801	1,046,019	3,802,842	3,802,842	3,802,842.0%
Training and Meetings	-	7,300	-	-	9,200	1,900	26.0%
Other Miscellaneous Expenses	7,892	19,260	19,261	19,261	30,816	11,556	60.0%
<b>Non-Labor Expenses</b>	<b>\$1,075,681</b>	<b>\$116,308</b>	<b>\$1,199,347</b>	<b>\$1,139,495</b>	<b>\$3,951,202</b>	<b>\$ 3,834,894</b>	<b>3297.2%</b>
<b>Total</b>	<b>\$2,025,929</b>	<b>\$1,802,303</b>	<b>\$2,801,840</b>	<b>\$2,690,770</b>	<b>\$5,577,458</b>	<b>\$3,775,155</b>	<b>209.5%</b>

## Expense Summary by Department and Account

### BUS OPERATORS FULL TIME

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Operators Salaries and Wages	\$ 45,992,724	\$ 48,816,161	\$ 44,783,110	\$ 45,446,556	\$ 45,695,510	\$(3,120,651)	(6.4%)
Operators Salaries and Wages - Over Time	2,402,560	2,575,190	2,391,092	2,411,317	4,250,840	1,675,650	65.1%
Other Salaries and Wages	-	-	-	(1,561)	-	-	- %
Sick	2,319,202	1,852,231	1,532,080	1,532,080	1,548,885	(303,346)	(16.4%)
Holiday	2,226,548	2,330,997	2,114,711	2,114,711	2,179,112	(151,885)	(6.5%)
Vacation	1,953,214	1,939,125	1,763,089	1,763,089	1,782,427	(156,698)	(8.1%)
Other Paid Absence	81,058	89,833	81,678	74,417	82,574	(7,259)	(8.1%)
<b>Wages</b>	<u>\$ 54,975,306</u>	<u>\$ 57,603,537</u>	<u>\$ 52,665,760</u>	<u>\$ 53,340,609</u>	<u>\$ 55,539,348</u>	<u>\$(2,064,189)</u>	<u>(3.6%)</u>
<b>Total</b>	<u><u>\$ 54,975,306</u></u>	<u><u>\$ 57,603,537</u></u>	<u><u>\$ 52,665,760</u></u>	<u><u>\$ 53,340,609</u></u>	<u><u>\$ 55,539,348</u></u>	<u><u>\$(2,064,189)</u></u>	<u><u>(3.6%)</u></u>

Expense Summary by Department and Account  
**BUS OPERATORS PART TIME**

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Operators Salaries and Wages - Over Time		\$ 2,076	\$ -	\$ -	\$ -	\$ -	\$ -	- %
Operators Salaries and Wages - Part Time		1,848,146	2,440,385	2,121,023	1,966,667	2,432,694	(7,691)	(0.3%)
Vacation		16,368	18,827	18,827	16,040	18,827	-	- %
	<b>Wages</b>	<u>\$ 1,866,590</u>	<u>\$ 2,459,212</u>	<u>\$ 2,139,850</u>	<u>\$ 1,982,707</u>	<u>\$ 2,451,521</u>	<u>\$(7,691)</u>	<u>(0.3%)</u>
	<b>Total</b>	<u><u>\$ 1,866,590</u></u>	<u><u>\$ 2,459,212</u></u>	<u><u>\$ 2,139,850</u></u>	<u><u>\$ 1,982,707</u></u>	<u><u>\$ 2,451,521</u></u>	<u><u>\$(7,691)</u></u>	<u><u>(0.3%)</u></u>

Expense Summary by Department and Account

**BUS OPERATORS RETIRED**

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
	Operators Salaries and Wages - Part Time	\$ 510,693	\$ 495,179	\$ 451,744	\$ 458,815	\$ 448,587	\$(46,592)	(9.4%)
	Vacation	-	-	-	-	-	-	- %
	<b>Wages</b>	<u>\$ 510,693</u>	<u>\$ 495,179</u>	<u>\$ 451,744</u>	<u>\$ 458,815</u>	<u>\$ 448,587</u>	<u>\$(46,592)</u>	<u>(9.4%)</u>
	<b>Total</b>	<u><u>\$ 510,693</u></u>	<u><u>\$ 495,179</u></u>	<u><u>\$ 451,744</u></u>	<u><u>\$ 458,815</u></u>	<u><u>\$ 448,587</u></u>	<u><u>\$(46,592)</u></u>	<u><u>(9.4%)</u></u>

## Expense Summary by Department and Account

### BUS SERVICE TRANSPORTATION

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 2,002,936	\$ 2,176,808	\$ 2,097,752	\$ 1,947,184	\$ 2,236,231	\$ 59,423	2.7%
Other Salaries and Wages - Over Time	89,432	120,395	104,016	104,016	67,437	(52,958)	(44.0%)
Other Salaries and Wages - Part Time	38,056	80,018	75,651	47,351	89,297	9,279	11.6%
Sick	104,004	57,551	33,601	40,791	35,801	(21,750)	(37.8%)
Holiday	102,481	111,274	107,235	107,235	115,237	3,963	3.6%
Vacation	147,714	100,021	96,391	96,391	102,793	2,772	2.8%
Other Paid Absence	5,234	6,560	6,322	4,619	6,741	181	2.8%
<b>Wages</b>	<b>\$ 2,489,857</b>	<b>\$ 2,652,627</b>	<b>\$ 2,520,968</b>	<b>\$ 2,347,587</b>	<b>\$ 2,653,537</b>	<b>\$ 910</b>	<b>- %</b>
<b>Non-Labor Expenses</b>							
Other Materials and Supplies	67,640	34,052	34,051	34,051	34,052	-	- %
Purchased Transportation	-	1,079,638	-	-	-	(1,079,638)	(100.0%)
Training and Meetings	3,287	42,867	21,024	14,012	43,700	833	1.9%
Other Miscellaneous Expenses	-	12,000	12,000	6,001	12,001	1	- %
Leases and Rentals - Transit Way Structures and Equip	6,415	1,200	1,200	360	1,200	-	- %
<b>Non-Labor Expenses</b>	<b>\$ 77,342</b>	<b>\$ 1,169,757</b>	<b>\$ 68,275</b>	<b>\$ 54,424</b>	<b>\$ 90,953</b>	<b>\$(1,078,804)</b>	<b>(92.2%)</b>
<b>Total</b>	<b>\$ 2,567,199</b>	<b>\$ 3,822,384</b>	<b>\$ 2,589,243</b>	<b>\$ 2,402,011</b>	<b>\$ 2,744,490</b>	<b>\$(1,077,894)</b>	<b>(28.2%)</b>

## 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 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
Paratransit On-Time Performance	91%	90%	90%	91%
Paratransit Complaint Rate (per 1,000 passengers)	2.92	3.47	3.00	3.40



## Expense Summary by Department and Account

### PARATRANSIT OPERATIONS

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 2,951,318	\$ 3,210,378	\$ 3,097,030	\$ 2,843,956	\$ 3,227,325	\$ 16,947	0.5%
Other Salaries and Wages - Over Time	297,059	180,486	180,486	180,486	180,486	-	- %
Other Salaries and Wages - Part Time	252,036	388,307	237,933	302,300	263,247	(125,060)	(32.2%)
Worker's Compensation Insurance	102,013	136,221	136,221	61,701	136,221	-	- %
Sick	178,284	84,973	55,885	71,620	60,200	(24,773)	(29.2%)
Holiday	156,883	163,359	150,398	150,398	165,576	2,217	1.4%
Vacation	206,117	132,699	122,153	122,153	133,454	755	0.6%
Other Paid Absence	5,084	9,631	8,866	8,012	9,686	55	0.6%
<b>Wages</b>	<b>\$ 4,148,794</b>	<b>\$ 4,306,054</b>	<b>\$ 3,988,972</b>	<b>\$ 3,740,626</b>	<b>\$ 4,176,195</b>	<b>\$ (129,859)</b>	<b>(3.0%)</b>
<b>Non-Labor Expenses</b>							
Other Services	30,899	60,000	38,853	33,681	38,853	(21,147)	(35.2%)
Other Materials and Supplies	11,818	31,716	24,216	18,611	24,716	(7,000)	(22.1%)
Utilities Other than Propulsion Power	61	-	-	-	-	-	- %
Purchased Transportation	14,112,037	16,179,810	15,799,231	12,381,101	14,360,984	(1,818,826)	(11.2%)
Dues and Subscriptions	349	1,800	300	349	300	(1,500)	(83.3%)
Training and Meetings	5,525	42,270	10,500	10,500	23,225	(19,045)	(45.1%)
Other Miscellaneous Expenses	501	3,125	3,125	1,839	3,485	360	11.5%
<b>Non-Labor Expenses</b>	<b>\$ 14,161,190</b>	<b>\$ 16,318,721</b>	<b>\$ 15,876,225</b>	<b>\$ 12,446,081</b>	<b>\$ 14,451,563</b>	<b>\$(1,867,158)</b>	<b>(11.4%)</b>
<b>Total</b>	<b>\$ 18,309,984</b>	<b>\$ 20,624,775</b>	<b>\$ 19,865,197</b>	<b>\$ 16,186,707</b>	<b>\$ 18,627,758</b>	<b>\$(1,997,017)</b>	<b>(9.7%)</b>

Expense Summary by Department and Account  
**PARATRANSIT OPERATORS FULL TIME**

	<b>FY 2020 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>	<b>FY 2021 Forecast</b>	<b>FY 2022 Budget</b>	<b>FY22 Budget to FY20 Budget</b>	<b>% Difference</b>
<b>Operating Expense</b>							
<b>Wages</b>							
Operators Salaries and Wages	\$ 5,407,514	\$ 5,785,871	\$ 5,807,212	\$ 5,485,470	\$ 5,881,926	\$ 96,055	1.7%
Operators Salaries and Wages - Over Time	154,936	326,738	337,842	155,635	332,459	5,721	1.8%
Sick	370,220	323,691	293,731	293,731	297,637	(26,054)	(8.0%)
Holiday	287,283	291,781	293,915	293,915	295,808	4,027	1.4%
Vacation	230,825	283,617	284,450	284,450	288,233	4,616	1.6%
Other Paid Absence	12,761	14,066	14,107	8,760	14,295	229	1.6%
<b>Wages</b>	<b>\$ 6,463,539</b>	<b>\$ 7,025,764</b>	<b>\$ 7,031,257</b>	<b>\$ 6,521,961</b>	<b>\$ 7,110,358</b>	<b>\$ 84,594</b>	<b>1.2%</b>
<b>Total</b>	<b>\$ 6,463,539</b>	<b>\$ 7,025,764</b>	<b>\$ 7,031,257</b>	<b>\$ 6,521,961</b>	<b>\$ 7,110,358</b>	<b>\$ 84,594</b>	<b>1.2%</b>

## Expense Summary by Department and Account

### ACCESSIBLE SERVICES

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 301,562	\$ 411,842	\$ 325,038	\$ 341,867	\$ 353,830	\$ (58,012)	(14.1%)
Sick		20,985	9,104	7,725	9,907	8,853	(251)	(2.8%)
Holiday		14,158	21,046	16,611	16,611	20,384	(662)	(3.1%)
Vacation		18,511	18,794	14,833	15,602	18,063	(731)	(3.9%)
Other Paid Absence		1,415	1,241	979	494	1,192	(49)	(3.9%)
<b>Wages</b>		<u>\$ 356,631</u>	<u>\$ 462,027</u>	<u>\$ 365,186</u>	<u>\$ 384,481</u>	<u>\$ 402,322</u>	<u>\$ (59,705)</u>	<u>(12.9%)</u>
<b>Non-Labor Expenses</b>								
Professional and Technical Services		29,650	58,040	40,040	27,518	266,100	208,060	358.5%
Other Services		14,582	15,000	25,829	19,298	32,148	17,148	114.3%
Other Materials and Supplies		6,539	11,568	9,568	7,156	9,568	(2,000)	(17.3%)
Dues and Subscriptions		-	349	-	349	-	(349)	(100.0%)
Training and Meetings		371	1,296	-	290	5,775	4,479	345.6%
<b>Non-Labor Expenses</b>		<u>\$ 51,142</u>	<u>\$ 86,253</u>	<u>\$ 75,437</u>	<u>\$ 54,611</u>	<u>\$ 313,591</u>	<u>\$ 227,338</u>	<u>263.6%</u>
<b>Total</b>		<u><u>\$ 407,773</u></u>	<u><u>\$ 548,280</u></u>	<u><u>\$ 440,623</u></u>	<u><u>\$ 439,092</u></u>	<u><u>\$ 715,913</u></u>	<u><u>\$ 167,633</u></u>	<u><u>30.6%</u></u>

# 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

### Fleet Administration

- Registration
  - 0% past due registration
- Warranty Claims
  - Aged claims 0% beyond 80 days, claims filed within manufactures warranty deadline
  - Less than 8% claim denials
- Vehicle Inventory Targets
  - 10% of all vehicle classes past service life/mileage
- Staffing
  - Fill 95% of all current open positions including new Paratransit facility, with support from HR
  - Complete staff evaluation with consultant

### Fleet

- Road Calls – (For Board & NTD Reporting Definition)
  - Sustain 13,500 Miles Distance Between Failures (MDBF)
- Preventative Maintenance Inspections (PMI)
  - Fleet- Meet 100% on time performance of all Safety Critical PMI's
    - I. Bus miles – 6,000 (+/-500)
    - II. Vans miles - 3,000 (+/-500)
    - III. Non-Revenue Vehicles (NRV) miles- 3,000 (+/-500)
- Parts Room
  - Meet 100% on fill rate of PMI related items with support from procurement
  - 2 inventory turns per year
- Cleaning
  - Bus Details – Meet 100% of all scheduled detailed cleanings / COVID high touch cleaning

### Facilities

- Facility Engineering
  - Complete 100 % of Critical PMI
    - Meet 100% on time performance of all Safety Critical PMI's
  - Complete VIAtrans Facility – 100 % completed by Jan 5, 2022
  - Determine fix/scope for Fred Road Primo Shelter wall by November 1, 2021
  - Complete all other engineering projects on time

### Environmental Compliance - (air, water & waste)

- Zero (0) NOV (notice of violation) - Zero (0) NOE (notice of enforcement)
- 100% on- time reporting
- ISO recertification process – certified by Aug 2021
- Implement agency wide environmental informational process

### Passenger Amenities

- Passenger Amenities- Meet 100% cleaning of all Stop & Shelter monthly / Covid high touch cleaning
- Repaint 10% of shelters (total number of shelters:130) Establish a painting life cycle
- Complete 100% PMI on shelters and stops
- Retrofitting 16-gallon trashcans with lids / replacing as necessary rubber cans with steel mesh cans
- Seek recommendation for improving trash collection and disposal (consultant)

### Asset Management Compliance

- Implement the agreed upon changes provided as part of the consultants' recommendations
- Bi-Annual meetings with Sr. Executives
- Complete NTD reporting by November 30, 2021
- Update/Revise TAM plan

### Performance Measures

Performance Measure	FY 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
Mechanical Reliability	10,432	11,500	14,010	14,500

## Expense Summary by Department and Account

### FLEET & FACILITIES ADMINISTRATION AND SUPPORT

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 1,193,734	\$ 1,286,805	\$ 1,666,091	\$ 1,475,580	\$ 2,238,001	\$ 951,196	73.9%
Other Salaries and Wages - Over Time	4,084	720	720	720	720	-	- %
Other Salaries and Wages - Part Time	-	60,000	60,000	60,000	60,000	-	- %
Sick	17,464	22,248	25,965	14,282	36,734	14,486	65.1%
Holiday	55,763	68,557	82,844	82,844	118,237	49,680	72.5%
Vacation	39,014	116,007	140,205	91,272	198,546	82,539	71.2%
Other Paid Absence	490	4,042	4,885	2,910	6,917	2,875	71.1%
<b>Wages</b>	<b>\$ 1,310,549</b>	<b>\$ 1,558,379</b>	<b>\$ 1,980,710</b>	<b>\$ 1,727,608</b>	<b>\$ 2,659,155</b>	<b>\$ 1,100,776</b>	<b>70.6%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	192,154	165,700	65,700	121,200	226,200	60,500	36.5%
Contract Maintenance Services	218,402	325,485	358,086	522,600	555,560	230,075	70.7%
Other Services	46,319	50,100	54,958	52,568	54,958	4,858	9.7%
Tires and Tubes	5,274	-	-	388	-	-	- %
Other Materials and Supplies	21,342	13,756	22,756	18,044	22,756	9,000	65.4%
Dues and Subscriptions	3,004	5,138	1,915	-	1,915	(3,223)	(62.7%)
Training and Meetings	8,102	64,214	-	105,124	-	(64,214)	(100.0%)
Other Miscellaneous Expenses	18,332	57,675	24,014	35,014	115,015	57,340	99.4%
Leases and Rentals - Engine Houses, Car Shops and Garages	33,606	34,500	34,500	34,500	50,500	16,000	46.4%
<b>Non-Labor Expenses</b>	<b>\$ 546,535</b>	<b>\$ 716,568</b>	<b>\$ 561,929</b>	<b>\$ 889,438</b>	<b>\$ 1,026,904</b>	<b>\$ 310,336</b>	<b>43.3%</b>
<b>Total</b>	<b>\$ 1,857,084</b>	<b>\$ 2,274,947</b>	<b>\$ 2,542,639</b>	<b>\$ 2,617,046</b>	<b>\$ 3,686,059</b>	<b>\$ 1,411,112</b>	<b>62.0%</b>

## Expense Summary by Department and Account

### FACILITY MAINTENANCE ADMINISTRATION

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 446,291	\$ 482,834	\$ 372,862	\$ 406,268	\$ 519,497	\$ 36,663	7.6%
Other Salaries and Wages - Over Time	32,540	36,991	36,991	36,991	36,991	-	- %
Worker's Compensation Insurance	33,122	81,393	81,393	104,231	81,393	-	- %
Sick	13,653	17,831	7,465	28,926	9,909	(7,922)	(44.4%)
Holiday	22,804	25,193	19,842	19,842	27,902	2,709	10.8%
Vacation	34,034	43,478	33,613	29,039	46,853	3,375	7.8%
Other Paid Absence	-	1,515	1,171	593	1,632	117	7.7%
Other Fringe Benefits	200	11,040	11,040	6,583	13,160	2,120	19.2%
<b>Wages</b>	<b>\$582,644</b>	<b>\$700,275</b>	<b>\$564,377</b>	<b>\$632,473</b>	<b>\$737,337</b>	<b>\$ 37,062</b>	<b>5.3%</b>
<b>Non-Labor Expenses</b>							
Other Services	33,408	26,052	20,808	20,808	20,809	(5,243)	(20.1%)
Other Materials and Supplies	549	1,576	1,576	8,638	1,576	-	- %
Dues and Subscriptions	-	160	-	-	-	(160)	(100.0%)
Training and Meetings	1,354	5,525	-	-	-	(5,525)	(100.0%)
Other Miscellaneous Expenses	-	-	-	6,833	-	-	- %
<b>Non-Labor Expenses</b>	<b>\$35,311</b>	<b>\$33,313</b>	<b>\$22,384</b>	<b>\$36,279</b>	<b>\$22,385</b>	<b>\$(10,928)</b>	<b>(32.8%)</b>
<b>Total</b>	<b>\$617,955</b>	<b>\$733,588</b>	<b>\$586,761</b>	<b>\$668,752</b>	<b>\$759,722</b>	<b>\$26,134</b>	<b>3.6%</b>

## Expense Summary by Department and Account

### FACILITY MAINTENANCE - HOURLY

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 3,288,793	\$ 3,101,243	\$ 3,078,578	\$ 3,050,929	\$ 1,531,007	\$(1,570,236)	(50.6%)
Other Salaries and Wages - Over Time	256,302	187,468	187,468	244,663	252,003	64,535	34.4%
Sick	127,677	114,975	95,163	95,163	47,630	(67,345)	(58.6%)
Holiday	167,330	160,027	174,292	174,292	81,005	(79,022)	(49.4%)
Vacation	166,111	195,897	193,315	193,315	96,868	(99,029)	(50.6%)
Other Paid Absence	5,025	16,057	15,845	12,492	7,940	(8,117)	(50.6%)
<b>Wages</b>	<b>\$ 4,011,238</b>	<b>\$ 3,775,667</b>	<b>\$ 3,744,661</b>	<b>\$ 3,770,854</b>	<b>\$ 2,016,453</b>	<b>\$(1,759,213)</b>	<b>(46.6%)</b>
<b>Non-Labor Expenses</b>							
Advertising Fees	242	-	-	3,715	-	-	- %
Contract Maintenance Services	1,051,287	1,131,901	2,321,423	2,356,423	1,391,408	259,507	22.9%
Other Services	18,060	-	-	6,435	-	-	- %
Other Materials and Supplies	1,019,425	1,063,930	1,045,181	1,145,181	1,062,681	(1,249)	(0.1%)
Utilities Other than Propulsion Power	1,078	-	-	-	-	-	- %
<b>Non-Labor Expenses</b>	<b>\$ 2,090,092</b>	<b>\$ 2,195,831</b>	<b>\$ 3,366,604</b>	<b>\$ 3,511,754</b>	<b>\$ 2,454,089</b>	<b>\$ 258,258</b>	<b>11.8%</b>
<b>Total</b>	<b>\$ 6,101,330</b>	<b>\$ 5,971,498</b>	<b>\$ 7,111,265</b>	<b>\$ 7,282,608</b>	<b>\$ 4,470,542</b>	<b>\$(1,500,956)</b>	<b>(25.1%)</b>



## Expense Summary by Department and Account

### FACILITY ENGINEERING

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 212,376	\$ 284,568	\$ 224,919	\$ 190,734	\$ 162,720	\$ (121,848)	(42.8%)
Sick		3,734	9,211	9,211	5,449	9,211	-	- %
Holiday		24,618	29,442	29,442	27,400	29,442	-	- %
Vacation		11,438	23,206	23,206	15,616	23,206	-	- %
Other Paid Absence		-	1,736	1,736	869	1,736	-	- %
<b>Wages</b>		<u>\$ 252,166</u>	<u>\$ 348,162</u>	<u>\$ 288,514</u>	<u>\$ 240,068</u>	<u>\$ 226,315</u>	<u>\$ (121,847)</u>	<u>(35.0%)</u>
<b>Non-Labor Expenses</b>								
Professional and Technical Services		7,211	10,000	10,000	8,700	10,000	-	- %
Contract Maintenance Services		26,273	-	-	(9,282)	-	-	- %
Other Materials and Supplies		2,436	864	864	509	864	-	- %
Dues and Subscriptions		1,313	2,995	900	2,352	900	(2,095)	(69.9%)
Training and Meetings		1,152	3,300	-	112	-	(3,300)	(100.0%)
<b>Non-Labor Expenses</b>		<u>\$ 38,385</u>	<u>\$ 17,159</u>	<u>\$ 11,764</u>	<u>\$ 2,391</u>	<u>\$ 11,764</u>	<u>\$ (5,395)</u>	<u>(31.4%)</u>
<b>Total</b>		<u><u>\$ 290,551</u></u>	<u><u>\$ 365,321</u></u>	<u><u>\$ 300,278</u></u>	<u><u>\$ 242,459</u></u>	<u><u>\$ 238,079</u></u>	<u><u>\$ (127,242)</u></u>	<u><u>(34.8%)</u></u>

Expense Summary by Department and Account  
**PASSENGER AMENITIES ADMINISTRATION**

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 138,021	\$ 426,450	\$ 251,681	\$ 213,237	\$ 417,157	\$ (9,293)	(2.2%)
Other Salaries and Wages - Over Time		12,886	14,744	14,744	14,744	12,532	(2,212)	(15.0%)
Sick		14,210	15,881	10,224	7,180	9,281	(6,600)	(41.6%)
Holiday		6,234	22,039	25,051	15,921	22,039	-	- %
Vacation		5,257	18,640	12,526	8,202	17,573	(1,067)	(5.7%)
Other Paid Absence		-	1,271	685	343	1,198	(73)	(5.7%)
<b>Wages</b>		<b>\$ 176,608</b>	<b>\$ 499,025</b>	<b>\$ 314,911</b>	<b>\$ 259,627</b>	<b>\$ 479,780</b>	<b>\$ (19,245)</b>	<b>(3.9%)</b>
<b>Non-Labor Expenses</b>								
Other Fringe Benefits		-	2,760	-	-	-	(2,760)	(100.0%)
Other Materials and Supplies		136	3,672	3,672	2,015	3,672	-	- %
Dues and Subscriptions		-	645	-	-	-	(645)	(100.0%)
Training and Meetings		389	7,000	4,240	2,116	4,240	(2,760)	(39.4%)
<b>Non-Labor Expenses</b>		<b>\$ 525</b>	<b>\$ 14,077</b>	<b>\$ 7,912</b>	<b>\$ 4,131</b>	<b>\$ 7,912</b>	<b>\$ (6,165)</b>	<b>(43.8%)</b>
<b>Total</b>		<b>\$ 177,133</b>	<b>\$ 513,102</b>	<b>\$ 322,823</b>	<b>\$ 263,758</b>	<b>\$ 487,692</b>	<b>\$ (25,410)</b>	<b>(5.0%)</b>

## Expense Summary by Department and Account

### PASSENGER AMENITIES ADMINISTRATION- HOURLY

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 1,757,026	\$ 1,554,414	\$ 1,565,803	\$ 2,357,989	\$ 3,394,852	\$ 1,840,438	118.4%
Other Salaries and Wages - Over Time	126,049	116,792	116,792	298,651	307,611	190,819	163.4%
Sick	46,983	55,924	56,212	56,212	132,051	76,127	136.1%
Holiday	84,651	79,882	91,492	91,492	224,866	144,984	181.5%
Vacation	74,389	96,163	111,427	107,197	268,606	172,443	179.3%
Other Paid Absence	2,361	7,882	9,133	6,040	22,017	14,135	179.3%
Other Fringe Benefits	-	-	-	-	3,290	3,290	3,290.0%
<b>Wages</b>	<b>\$2,091,459</b>	<b>\$1,911,057</b>	<b>\$1,950,859</b>	<b>\$2,917,581</b>	<b>\$4,353,293</b>	<b>\$ 2,442,236</b>	<b>127.8%</b>
<b>Non-Labor Expenses</b>							
Contract Maintenance Services	237,274	249,000	249,000	241,500	1,481,116	1,232,116	494.8%
Other Materials and Supplies	235,391	219,484	219,484	219,484	468,484	249,000	113.4%
<b>Non-Labor Expenses</b>	<b>\$472,665</b>	<b>\$468,484</b>	<b>\$468,484</b>	<b>\$460,984</b>	<b>\$1,949,600</b>	<b>\$ 1,481,116</b>	<b>316.2%</b>
<b>Total</b>	<b>\$2,564,124</b>	<b>\$2,379,541</b>	<b>\$2,419,343</b>	<b>\$3,378,565</b>	<b>\$6,302,893</b>	<b>\$3,923,352</b>	<b>164.9%</b>

## Expense Summary by Department and Account

### FLEET MAINTENANCE ADMINISTRATION

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 1,588,703	\$ 1,579,764	\$ 1,229,046	\$ 1,421,059	\$ 1,523,258	\$(56,506)	(3.6%)
Other Salaries and Wages - Over Time	99,731	78,940	78,941	78,941	78,939	(1)	- %
Worker's Compensation Insurance	41,558	115,264	115,264	26,164	115,264	-	- %
Sick	21,962	38,255	19,251	19,251	27,298	(10,957)	(28.6%)
Holiday	76,812	82,769	55,440	55,440	81,815	(954)	(1.2%)
Vacation	77,011	142,286	93,809	71,013	137,381	(4,905)	(3.4%)
Other Paid Absence	288	4,957	3,268	2,559	4,786	(171)	(3.5%)
Other Fringe Benefits	(5,904)	75,900	75,900	67,379	76,610	710	0.9%
<b>Wages</b>	<b>\$1,900,161</b>	<b>\$2,118,135</b>	<b>\$1,670,919</b>	<b>\$1,741,806</b>	<b>\$2,045,351</b>	<b>\$(72,784)</b>	<b>(3.4%)</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	6,595	71,177	196,178	98,093	257,177	186,000	261.3%
Contract Maintenance Services	37,941	-	-	74,946	-	-	- %
Fuel and Lubricants	(189,760)	5,674,461	5,430,012	4,192,983	6,427,640	753,179	13.3%
Tires and Tubes	1,547,477	1,892,839	1,632,443	1,384,264	1,307,536	(585,303)	(30.9%)
Other Materials and Supplies	22,049	4,485	4,485	6,472	4,485	-	- %
Utilities Other than Propulsion Power	710,087	684,106	643,225	584,028	697,616	13,510	2.0%
Fuel and Lubricant Taxes	383,939	426,717	396,571	316,752	373,439	(53,278)	(12.5%)
Dues and Subscriptions	-	160	-	-	-	(160)	(100.0%)
Training and Meetings	84,147	42,500	122,625	122,625	122,625	80,125	188.5%

## Expense Summary by Department and Account

### FLEET MAINTENANCE ADMINISTRATION

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
Other Miscellaneous Expenses	\$ 4,364	\$ 14,655	\$ 14,653	\$ 25,607	\$ 14,655	\$ -	- %
Leases and Rentals - Engine Houses, Car Shops and Garages	4,399	2,460	2,460	2,460	-	(2,460)	(100.0%)
<b>Non-Labor Expenses</b>	<u><b>\$2,611,238</b></u>	<u><b>\$8,813,560</b></u>	<u><b>\$8,442,652</b></u>	<u><b>\$6,808,230</b></u>	<u><b>\$9,205,173</b></u>	<u><b>\$ 391,612</b></u>	<u><b>4.4%</b></u>
<b>Total</b>	<u><b>\$4,511,399</b></u>	<u><b>\$10,931,696</b></u>	<u><b>\$10,113,571</b></u>	<u><b>\$8,550,036</b></u>	<u><b>\$11,250,524</b></u>	<u><b>\$318,828</b></u>	<u><b>2.9%</b></u>

## Expense Summary by Department and Account

### FLEET MAINTENANCE - HOURLY

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 12,105,561	\$ 11,876,363	\$ 12,450,421	\$ 12,111,569	\$ 11,499,433	\$(376,930)	(3.2%)
Other Salaries and Wages - Over Time	2,167,932	1,029,767	1,029,767	1,807,440	1,881,603	851,836	82.7%
Sick	618,190	443,441	403,762	403,762	380,701	(62,740)	(14.1%)
Holiday	651,595	629,726	716,496	716,496	634,184	4,458	0.7%
Vacation	737,892	907,604	958,435	907,838	905,552	(2,052)	(0.2%)
Other Paid Absence	14,936	62,165	65,646	44,277	62,024	(141)	(0.2%)
<b>Wages</b>	<b>\$ 16,296,106</b>	<b>\$ 14,949,066</b>	<b>\$ 15,624,527</b>	<b>\$ 15,991,382</b>	<b>\$ 15,363,497</b>	<b>\$ 414,431</b>	<b>2.8%</b>
<b>Non-Labor Expenses</b>							
Advertising Fees	13,846	-	-	12,369	-	-	- %
Contract Maintenance Services	326,500	136,370	136,371	226,406	136,369	(1)	- %
Tires and Tubes	38,519	-	-	12,746	-	-	- %
Other Materials and Supplies	10,818,770	7,683,989	9,155,459	9,155,459	8,751,707	1,067,718	13.9%
Utilities Other than Propulsion Power	9,479	-	-	-	-	-	- %
Training and Meetings	5,500	-	-	-	-	-	- %
Other Miscellaneous Expenses	-	-	-	-	-	-	- %
Leases and Rentals - Lease Misc	207	-	-	-	-	-	- %
<b>Non-Labor Expenses</b>	<b>\$ 11,212,821</b>	<b>\$ 7,820,359</b>	<b>\$ 9,291,830</b>	<b>\$ 9,406,980</b>	<b>\$ 8,888,076</b>	<b>\$ 1,067,717</b>	<b>13.7%</b>
<b>Total</b>	<b>\$ 27,508,927</b>	<b>\$ 22,769,425</b>	<b>\$ 24,916,357</b>	<b>\$ 25,398,362</b>	<b>\$ 24,251,573</b>	<b>\$ 1,482,148</b>	<b>6.5%</b>

## Expense Summary by Department and Account

### MATERIAL DISTRIBUTION ADMINISTRATION

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 281,144	\$ 316,427	\$ 337,561	\$ 342,334	\$ 392,074	\$ 75,647	23.9%
Other Salaries and Wages - Over Time	28,055	22,538	22,538	22,538	22,538	-	- %
Worker's Compensation Insurance	(3,347)	-	-	-	-	-	- %
Sick	8,193	7,911	5,587	5,587	6,542	(1,369)	(17.3%)
Holiday	13,464	16,657	17,826	17,826	21,059	4,402	26.4%
Vacation	11,857	28,186	30,168	24,619	35,361	7,175	25.5%
Other Paid Absence	329	982	1,051	673	1,232	250	25.5%
<b>Wages</b>	<b>\$ 339,695</b>	<b>\$ 392,702</b>	<b>\$ 414,731</b>	<b>\$ 413,577</b>	<b>\$ 478,806</b>	<b>\$ 86,104</b>	<b>21.9%</b>
<b>Non-Labor Expenses</b>							
Other Materials and Supplies	4,614	22,722	22,722	19,680	22,722	-	- %
Dues and Subscriptions	-	-	-	63	-	-	- %
Leases and Rentals - Other General Administration Facilities	4,717	10,000	12,000	12,000	12,000	2,000	20.0%
<b>Non-Labor Expenses</b>	<b>\$ 9,331</b>	<b>\$ 32,722</b>	<b>\$ 34,722</b>	<b>\$ 31,743</b>	<b>\$ 34,722</b>	<b>\$ 2,000</b>	<b>6.1%</b>
<b>Total</b>	<b>\$ 349,026</b>	<b>\$ 425,424</b>	<b>\$ 449,453</b>	<b>\$ 445,320</b>	<b>\$ 513,528</b>	<b>\$ 88,104</b>	<b>20.7%</b>

Expense Summary by Department and Account  
**MATERIAL DISTRIBUTION - HOURLY**

		<b>FY 2020 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>	<b>FY 2021 Forecast</b>	<b>FY 2022 Budget</b>	<b>FY22 Budget to FY20 Budget</b>	<b>% Difference</b>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 468,675	\$ 606,721	\$ 629,507	\$ 497,049	\$ 613,981	\$ 7,260	1.2%
Other Salaries and Wages - Over Time		32,801	23,878	23,878	23,878	23,878	-	- %
Sick		10,965	10,078	10,421	10,421	10,114	36	0.4%
Holiday		27,686	31,198	36,040	30,219	32,454	1,256	4.0%
Vacation		34,196	46,210	48,216	46,447	46,831	621	1.3%
Other Paid Absence		529	1,879	1,961	1,142	1,904	25	1.3%
	<b>Wages</b>	<b>\$ 574,852</b>	<b>\$ 719,964</b>	<b>\$ 750,023</b>	<b>\$ 609,156</b>	<b>\$ 729,162</b>	<b>\$ 9,198</b>	<b>1.3%</b>
<b>Total</b>		<b>\$ 574,852</b>	<b>\$ 719,964</b>	<b>\$ 750,023</b>	<b>\$ 609,156</b>	<b>\$ 729,162</b>	<b>\$ 9,198</b>	<b>1.3%</b>



# 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, as well as develops and implements 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 and reporting.
  - Decrease preventable Bus and Paratransit accidents, per 100,000 miles
  - Reduce slip/trip and fall incidents at VIA facilities
  - Safety Management Systems (SMS) Organizational Programs, Oversight and Training
  - VIA State Certified Department of Public Safety Instructors and CDL Testing Examiners that reinforce VIA's commitment to Safety
- Training – Customer Focused Programs with focused curriculum development, provide additional customer outreach programs and reinforce disability awareness programs.
  - Refresher training programs and creating a better customer experience
  - Increase customer service messaging, outreach and field presence in support and follow up to training
  - Enhanced employee messaging through VIA's intranet, employee portal and corporate communications to galvanize the effort to recover and grow ridership
- System Security – Improving Security through enhanced Security Technology, Transit Police Communications and expanded Awareness Campaigns.
  - Use technology to enhance monitoring and oversight of VIA crime and activity statistics to show a decrease in employee related assaults
  - Further enhance and employ Texas State Accreditation Best Practice Standard/Protocols for Policing

## Performance Measures

Performance Measure	FY 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
Major Bus Accidents/ Incidents per 100,000 miles	0.11	0.13	0.11	0.12

## Expense Summary by Department and Account

### TRAINING & DEVELOPMENT

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Operators Salaries and Wages	\$ 366,446	\$ 508,973	\$ 521,736	\$ 447,065	\$ 806,802	\$ 297,829	58.5%
Operators Salaries and Wages - Over Time	11,455	40,670	41,681	22,813	50,706	10,036	24.7%
Other Salaries and Wages	857,306	834,046	782,786	751,490	829,789	(4,257)	(0.5%)
Other Salaries and Wages - Over Time	42,968	64,665	56,201	-	52,522	(12,143)	(18.8%)
Sick	22,905	21,862	12,655	17,190	13,408	(8,454)	(38.7%)
Holiday	40,364	43,030	40,382	40,382	43,157	127	0.3%
Vacation	59,637	46,411	43,559	43,559	46,193	(218)	(0.5%)
Other Paid Absence	255	2,537	2,381	1,200	2,525	(12)	(0.5%)
<b>Wages</b>	<b>\$ 1,401,336</b>	<b>\$ 1,562,192</b>	<b>\$ 1,501,381</b>	<b>\$ 1,323,699</b>	<b>\$ 1,845,102</b>	<b>\$ 282,910</b>	<b>18.1%</b>
<b>Non-Labor Expenses</b>							
Other Services	27,096	38,360	38,238	36,000	38,238	(122)	(0.3%)
Other Materials and Supplies	8,924	25,000	32,025	30,000	32,025	7,025	28.1%
Dues and Subscriptions	-	270	-	-	-	(270)	(100.0%)
Training and Meetings	6,894	40,425	40,425	38,000	40,425	-	- %
Other Miscellaneous Expenses	-	366	366	402	366	-	- %
<b>Non-Labor Expenses</b>	<b>\$ 42,914</b>	<b>\$ 104,421</b>	<b>\$ 111,054</b>	<b>\$ 104,402</b>	<b>\$ 111,054</b>	<b>\$ 6,633</b>	<b>6.4%</b>
<b>Total</b>	<b>\$ 1,444,250</b>	<b>\$ 1,666,613</b>	<b>\$ 1,612,435</b>	<b>\$ 1,428,101</b>	<b>\$ 1,956,156</b>	<b>\$ 289,543</b>	<b>17.4%</b>

## Expense Summary by Department and Account

### SAFETY

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Operators Salaries and Wages	\$ 31,542	\$ 39,406	\$ 36,916	\$ 34,458	\$ 41,384	\$ 1,978	5.0%
Operators Salaries and Wages - Part Time	2,811	4,849	4,533	-	2,886	(1,963)	(40.5%)
Other Salaries and Wages	714,224	785,887	696,440	621,910	724,659	(61,228)	(7.8%)
Other Salaries and Wages - Over Time	-	34,682	29,401	-	-	(34,682)	(100.0%)
Sick	90,313	16,869	11,827	18,984	11,843	(5,026)	(29.8%)
Holiday	36,481	40,367	35,682	33,901	36,061	(4,306)	(10.7%)
Vacation	33,351	52,175	46,137	34,956	46,254	(5,921)	(11.3%)
Other Paid Absence	-	2,380	2,104	1,062	2,110	(270)	(11.3%)
<b>Wages</b>	<b>\$ 908,722</b>	<b>\$ 976,614</b>	<b>\$ 863,040</b>	<b>\$ 745,271</b>	<b>\$ 865,197</b>	<b>\$(111,417)</b>	<b>(11.4%)</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	55,585	70,822	70,822	57,000	74,822	4,000	5.6%
Contract Maintenance Services	15,774	153,200	30,000	30,000	-	(153,200)	(100.0%)
Other Services	13,197	16,000	14,966	13,102	14,966	(1,034)	(6.5%)
Other Materials and Supplies	75,501	62,450	77,450	77,450	77,450	15,000	24.0%
Dues and Subscriptions	3,890	8,125	3,450	3,000	3,450	(4,675)	(57.5%)
Training and Meetings	1,647	10,425	9,795	5,895	9,795	(630)	(6.0%)
Other Miscellaneous Expenses	208	13,405	28,405	28,405	8,705	(4,700)	(35.1%)
<b>Non-Labor Expenses</b>	<b>\$ 165,802</b>	<b>\$ 334,427</b>	<b>\$ 234,888</b>	<b>\$ 214,852</b>	<b>\$ 189,188</b>	<b>\$(145,239)</b>	<b>(43.4%)</b>
<b>Total</b>	<b>\$ 1,074,524</b>	<b>\$ 1,311,041</b>	<b>\$ 1,097,928</b>	<b>\$ 960,123</b>	<b>\$ 1,054,385</b>	<b>\$(256,656)</b>	<b>(19.6%)</b>

## Expense Summary by Department and Account

### SAFETY, SECURITY & EMERGENCY MANAGEMENT

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 350,062	\$ 362,357	\$ 366,266	\$ 336,854	\$ 462,712	\$ 100,355	27.7%
Other Salaries and Wages - Over Time	-	4,734	2,276	-	-	(4,734)	(100.0%)
Sick	16,323	7,585	5,856	22,212	7,229	(356)	(4.7%)
Holiday	18,690	18,490	18,690	18,690	23,267	4,777	25.8%
Vacation	16,653	15,987	16,160	13,568	19,963	3,976	24.9%
Other Paid Absence	-	1,090	1,102	555	1,361	271	24.9%
<b>Wages</b>	<b>\$ 401,728</b>	<b>\$ 410,243</b>	<b>\$ 410,350</b>	<b>\$ 391,879</b>	<b>\$ 514,532</b>	<b>\$ 104,289</b>	<b>25.4%</b>
<b>Non-Labor Expenses</b>							
Other Services	-	2,000	-	-	-	(2,000)	(100.0%)
Other Materials and Supplies	207,852	27,584	377,584	277,584	377,680	350,096	1,269.2%
Dues and Subscriptions	1,180	866	461	461	510	(356)	(41.1%)
Training and Meetings	1,715	14,900	16,800	9,584	16,800	1,900	12.8%
Other Miscellaneous Expenses	165	5,000	12,250	7,532	12,250	7,250	145.0%
<b>Non-Labor Expenses</b>	<b>\$ 210,912</b>	<b>\$ 50,350</b>	<b>\$ 407,095</b>	<b>\$ 295,161</b>	<b>\$ 407,240</b>	<b>\$ 356,890</b>	<b>708.8%</b>
<b>Total</b>	<b>\$ 612,640</b>	<b>\$ 460,593</b>	<b>\$ 817,445</b>	<b>\$ 687,040</b>	<b>\$ 921,772</b>	<b>\$ 461,179</b>	<b>100.1%</b>

## Expense Summary by Department and Account

### TRANSIT POLICE DEPARTMENT

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 2,735,748	\$ 2,688,472	\$ 2,612,044	\$ 2,928,393	\$ 4,932,347	\$ 2,243,875	83.5%
Other Salaries and Wages - Over Time	366,607	266,187	211,270	-	397,414	131,227	49.3%
Sick	70,503	47,777	42,698	51,806	78,877	31,100	65.1%
Holiday	128,537	140,251	136,262	135,115	238,809	98,558	70.3%
Vacation	107,343	181,279	176,130	141,747	330,963	149,684	82.6%
Other Paid Absence	4,776	8,268	8,033	7,204	15,095	6,827	82.6%
<b>Wages</b>	<b>\$3,413,514</b>	<b>\$3,332,234</b>	<b>\$3,186,437</b>	<b>\$3,264,265</b>	<b>\$5,993,505</b>	<b>\$ 2,661,272</b>	<b>79.9%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	6,740	2,500	2,500	25,799	32,500	30,000	1,200.0%
Contract Maintenance Services	20,070	69,000	61,500	41,900	20,000	(49,000)	(71.0%)
Security Services	3,066,466	3,283,679	3,171,188	3,471,188	1,045,391	(2,238,288)	(68.2%)
Other Services	8,552	800	8,831	7,311	8,831	8,031	1,003.8%
Other Materials and Supplies	122,444	56,841	56,841	56,841	385,425	328,584	578.1%
Dues and Subscriptions	1,572	2,495	2,495	1,320	2,495	-	- %
Training and Meetings	2,362	8,550	11,050	10,811	11,050	2,500	29.2%
Other Miscellaneous Expenses	47,481	30,225	30,225	23,217	21,233	(8,992)	(29.7%)
Leases and Rentals - Transit Way Structures and Equip	15,673	2,700	-	-	-	(2,700)	(100.0%)
<b>Non-Labor Expenses</b>	<b>\$3,291,360</b>	<b>\$3,456,790</b>	<b>\$3,344,630</b>	<b>\$3,638,387</b>	<b>\$1,526,925</b>	<b>\$ (1,929,865)</b>	<b>(55.8%)</b>
<b>Total</b>	<b>\$6,704,874</b>	<b>\$6,789,024</b>	<b>\$6,531,067</b>	<b>\$6,902,652</b>	<b>\$7,520,430</b>	<b>\$731,406</b>	<b>10.8%</b>

## 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 11,000 purchase orders and awards over 40 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 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
Number of days to assign a procurement request	2	1	2	1
Percentage of Purchase Order discrepancies	1.5%	1%	1%	1%
Prepare Board memos in advance of Contract Expiration	30 days	90 days	30 days	90 days
Notify Project Managers when Contracts are due to expire	90 days	180 days	90 days	180 days

## Expense Summary by Department and Account

### PROCUREMENT ADMINISTRATION

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 208,150	\$ 172,110	\$ 195,618	\$ 204,832	\$ 205,866	\$ 33,756	19.6%
Sick		3,108	2,832	3,224	1,506	3,391	559	19.7%
Holiday		10,290	9,053	10,290	10,290	10,916	1,863	20.6%
Vacation		4,308	13,124	14,917	10,362	15,705	2,581	19.7%
Other Paid Absence		-	534	607	306	639	105	19.7%
<b>Wages</b>		<b>\$ 225,856</b>	<b>\$ 197,653</b>	<b>\$ 224,656</b>	<b>\$ 227,296</b>	<b>\$ 236,517</b>	<b>\$ 38,865</b>	<b>19.7%</b>
<b>Non-Labor Expenses</b>								
Other Materials and Supplies		-	240	240	167	240	-	- %
Training and Meetings		752	3,093	1,250	1,175	1,450	(1,643)	(53.1%)
Other Miscellaneous Expenses		-	2,500	-	-	-	(2,500)	(100.0%)
<b>Non-Labor Expenses</b>		<b>\$ 752</b>	<b>\$ 5,833</b>	<b>\$ 1,490</b>	<b>\$ 1,342</b>	<b>\$ 1,690</b>	<b>\$ (4,143)</b>	<b>(71.0%)</b>
<b>Total</b>		<b>\$ 226,608</b>	<b>\$ 203,485</b>	<b>\$ 226,146</b>	<b>\$ 228,638</b>	<b>\$ 238,207</b>	<b>\$ 34,722</b>	<b>17.1%</b>

## Expense Summary by Department and Account

### PURCHASING

		<b>FY 2020 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>	<b>FY 2021 Forecast</b>	<b>FY 2022 Budget</b>	<b>FY22 Budget to FY20 Budget</b>	<b>% Difference</b>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 342,043	\$ 415,321	\$ 356,652	\$ 363,745	\$ 375,324	\$(39,997)	(9.6%)
Sick		19,575	13,854	8,398	4,449	8,703	(5,151)	(37.2%)
Holiday		18,831	21,845	18,760	18,760	19,902	(1,943)	(8.9%)
Vacation		16,712	31,670	27,197	24,177	28,632	(3,038)	(9.6%)
Other Paid Absence		1,342	1,288	1,106	557	1,164	(124)	(9.6%)
<b>Wages</b>		<b>\$ 398,503</b>	<b>\$ 483,978</b>	<b>\$ 412,113</b>	<b>\$ 411,688</b>	<b>\$ 433,725</b>	<b>\$(50,253)</b>	<b>(10.4%)</b>
<b>Non-Labor Expenses</b>								
Other Services		-	275	250	125	250	(25)	(9.1%)
Other Materials and Supplies		920	960	840	839	840	(120)	(12.5%)
Dues and Subscriptions		1,299	-	-	-	-	-	- %
Training and Meetings		-	-	1,800	898	2,500	2,500	2,500.0%
<b>Non-Labor Expenses</b>		<b>\$ 2,219</b>	<b>\$ 1,235</b>	<b>\$ 2,890</b>	<b>\$ 1,862</b>	<b>\$ 3,590</b>	<b>\$ 2,355</b>	<b>190.7%</b>
<b>Total</b>		<b>\$ 400,722</b>	<b>\$ 485,213</b>	<b>\$ 415,003</b>	<b>\$ 413,550</b>	<b>\$ 437,315</b>	<b>\$(47,898)</b>	<b>(9.9%)</b>



## Expense Summary by Department and Account

### CONTRACTS

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 674,287	\$ 682,698	\$ 674,041	\$ 670,821	\$ 795,334	\$ 112,636	16.5%
Sick		15,245	16,834	11,110	13,520	13,102	(3,732)	(22.2%)
Holiday		35,135	35,909	35,450	35,450	42,173	6,264	17.4%
Vacation		42,627	52,059	51,400	49,735	60,673	8,614	16.5%
Other Paid Absence		-	2,117	2,090	1,054	2,467	350	16.5%
<b>Wages</b>		<u>\$ 767,294</u>	<u>\$ 789,617</u>	<u>\$ 774,091</u>	<u>\$ 770,580</u>	<u>\$ 913,749</u>	<u>\$ 124,133</u>	<u>15.7%</u>
<b>Non-Labor Expenses</b>								
Other Services		15,265	25,550	15,218	13,819	13,350	(12,200)	(47.7%)
Other Materials and Supplies		6,850	6,510	4,310	3,884	3,910	(2,600)	(39.9%)
Dues and Subscriptions		10,043	7,200	7,200	7,200	8,200	1,000	13.9%
Training and Meetings		12,389	10,730	4,000	3,748	4,500	(6,230)	(58.1%)
Other Miscellaneous Expenses		10,398	16,100	13,600	12,838	13,600	(2,500)	(15.5%)
<b>Non-Labor Expenses</b>		<u>\$ 54,945</u>	<u>\$ 66,090</u>	<u>\$ 44,328</u>	<u>\$ 41,489</u>	<u>\$ 43,560</u>	<u>\$ (22,530)</u>	<u>(34.1%)</u>
<b>Total</b>		<u><u>\$ 822,239</u></u>	<u><u>\$ 855,706</u></u>	<u><u>\$ 818,419</u></u>	<u><u>\$ 812,069</u></u>	<u><u>\$ 957,309</u></u>	<u><u>\$ 101,603</u></u>	<u><u>11.9%</u></u>

# 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
  - Complete rollout of first phase of the Mobility Payment Platform, which will include VIA goMobile+, Transit app, Cash Payment from apps, Partner Portal and more
- Enhance Customer Experience
  - Add additional features around trip planning, next bus by location, and more to the VIA Virtual Assistant
- Improve Operations
  - Finish up all phases on Project MOVE for improved business operations and reporting
  - Power up and move operations to the CPS data center
- Cybersecurity Improvements
  - 100% of employees complete 2022 cybersecurity training
  - Training for staff on cyber incident response
  - Implementation of two factor authentication (to better secure logins)
  - Opening of the Alamo Regional Security Operations Center (ARSOC) to house multiple municipal agency cyber teams

## Performance Measures

Performance Measure	FY 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
Internet Connectivity Uptime	N/A	N/A	N/A	99%
Service Desk Customer Satisfaction	98%	95%	98%	97%
Cybersecurity Training Completion Percentage	100%	100%	100%	100%
% Employees Phish-Prone (4.8% industry average)	3.3%	3.2%	3.4%	3.5%

## Expense Summary by Department and Account

### TECHNOLOGY & INNOVATION ADMIN

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 336,054	\$ 356,153	\$ 347,748	\$ 358,107	\$ 647,924	\$ 291,771	81.9%
Sick	3,487	7,014	6,887	4,798	11,757	4,743	67.6%
Holiday	15,773	18,458	18,023	18,023	33,851	15,393	83.4%
Vacation	19,131	21,520	21,013	15,488	39,166	17,646	82.0%
Other Paid Absence	-	1,088	1,062	536	1,980	892	82.0%
Other Fringe Benefits	-	-	-	-	4,500	4,500	4,500.0%
<b>Wages</b>	<b>\$ 374,445</b>	<b>\$ 404,233</b>	<b>\$ 394,733</b>	<b>\$ 396,952</b>	<b>\$ 739,178</b>	<b>\$ 334,944</b>	<b>82.9%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	67,971	30,000	-	-	-	(30,000)	(100.0%)
Other Services	6,000	600	5,769	5,269	12,769	12,169	2,028.2%
Other Materials and Supplies	1,818	5,100	3,100	500	2,200	(2,900)	(56.9%)
Dues and Subscriptions	564	1,000	800	800	800	(200)	(20.0%)
Training and Meetings	10,571	35,000	20,000	12,998	35,000	-	- %
Other Miscellaneous Expenses	2	13,000	10,000	-	6,000	(7,000)	(53.8%)
<b>Non-Labor Expenses</b>	<b>\$ 86,926</b>	<b>\$ 84,700</b>	<b>\$ 39,669</b>	<b>\$ 19,567</b>	<b>\$ 56,769</b>	<b>\$ (27,931)</b>	<b>(33.0%)</b>
<b>Total</b>	<b>\$ 461,371</b>	<b>\$ 488,933</b>	<b>\$ 434,402</b>	<b>\$ 416,519</b>	<b>\$ 795,947</b>	<b>\$ 307,014</b>	<b>62.8%</b>

## Expense Summary by Department and Account

### INNOVATION SERVICES

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 128,888	\$ 192,178	\$ 125,073	\$ 14,646	\$ -	\$(192,178)	(100.0%)
Sick	1,831	3,116	2,032	-	-	(3,116)	(100.0%)
Holiday	5,713	9,960	6,478	-	-	(9,960)	(100.0%)
Vacation	4,046	11,612	7,557	-	-	(11,612)	(100.0%)
Other Paid Absence	303	587	382	-	-	(587)	(100.0%)
<b>Wages</b>	<u><b>\$ 140,781</b></u>	<u><b>\$ 217,453</b></u>	<u><b>\$ 141,522</b></u>	<u><b>\$ 14,646</b></u>	<u><b>\$ -</b></u>	<u><b>\$(217,453)</b></u>	<u><b>(100.0%)</b></u>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	20,534	20,000	-	-	-	(20,000)	(100.0%)
Other Materials and Supplies	2,590	2,500	-	-	-	(2,500)	(100.0%)
Training and Meetings	896	2,500	1,500	-	-	(2,500)	(100.0%)
<b>Non-Labor Expenses</b>	<u><b>\$ 24,020</b></u>	<u><b>\$ 25,000</b></u>	<u><b>\$ 1,500</b></u>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>	<u><b>\$(25,000)</b></u>	<u><b>(100.0%)</b></u>
<b>Total</b>	<u><u><b>\$ 164,801</b></u></u>	<u><u><b>\$ 242,453</b></u></u>	<u><u><b>\$ 143,022</b></u></u>	<u><u><b>\$ 14,646</b></u></u>	<u><u><b>\$ -</b></u></u>	<u><u><b>\$(242,453)</b></u></u>	<u><u><b>(100.0%)</b></u></u>

## Expense Summary by Department and Account

### TRANSPORTATION TECHNOLOGY

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 378,623	\$ 390,020	\$ 390,010	\$ 310,648	\$ 410,478	\$ 20,458	5.2%
Sick	9,037	8,523	6,333	4,642	6,663	(1,860)	(21.8%)
Holiday	20,240	20,213	20,213	17,620	21,445	1,232	6.1%
Vacation	22,513	23,566	23,566	17,148	24,812	1,246	5.3%
Other Paid Absence	8,770	1,192	1,192	14,532	1,255	63	5.3%
<b>Wages</b>	<u><b>\$ 439,183</b></u>	<u><b>\$ 443,514</b></u>	<u><b>\$ 441,314</b></u>	<u><b>\$ 364,590</b></u>	<u><b>\$ 464,653</b></u>	<u><b>\$ 21,139</b></u>	<u><b>4.8%</b></u>
<b>Non-Labor Expenses</b>							
Contract Maintenance Services	2,165,304	2,183,261	2,246,734	2,130,252	2,282,549	99,288	4.5%
Other Services	525,030	484,350	568,104	453,957	687,437	203,087	41.9%
Other Materials and Supplies	11,221	18,000	18,000	18,000	18,000	-	- %
Other Miscellaneous Expenses	34	-	-	31	-	-	- %
Leases and Rentals - Rev Veh Movement Control Facilities	2,186	-	-	-	-	-	- %
<b>Non-Labor Expenses</b>	<u><b>\$ 2,703,775</b></u>	<u><b>\$ 2,685,611</b></u>	<u><b>\$ 2,832,838</b></u>	<u><b>\$ 2,602,240</b></u>	<u><b>\$ 2,987,986</b></u>	<u><b>\$ 302,375</b></u>	<u><b>11.3%</b></u>
<b>Total</b>	<u><u><b>\$ 3,142,958</b></u></u>	<u><u><b>\$ 3,129,125</b></u></u>	<u><u><b>\$ 3,274,152</b></u></u>	<u><u><b>\$ 2,966,830</b></u></u>	<u><u><b>\$ 3,452,639</b></u></u>	<u><u><b>\$ 323,514</b></u></u>	<u><u><b>10.3%</b></u></u>

## Expense Summary by Department and Account

### INFORMATION SERVICES

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 775,389	\$ 846,630	\$ 741,136	\$ 704,353	\$ 827,027	\$ (19,603)	(2.3%)
Sick		11,141	17,967	12,676	6,445	14,064	(3,903)	(21.7%)
Holiday		35,911	43,877	38,405	37,468	43,208	(669)	(1.5%)
Vacation		26,106	51,156	44,782	37,546	49,992	(1,164)	(2.3%)
Other Paid Absence		-	2,587	2,264	1,140	2,528	(59)	(2.3%)
	<b>Wages</b>	<u><b>\$848,547</b></u>	<u><b>\$962,217</b></u>	<u><b>\$839,263</b></u>	<u><b>\$786,952</b></u>	<u><b>\$936,819</b></u>	<u><b>\$ (25,397)</b></u>	<u><b>(2.6%)</b></u>
<b>Non-Labor Expenses</b>								
Contract Maintenance Services		12,486	542,650	542,650	542,650	542,650	-	- %
Training and Meetings		-	-	-	-	250,000	250,000	250,000.0%
	<b>Non-Labor Expenses</b>	<u><b>\$12,486</b></u>	<u><b>\$542,650</b></u>	<u><b>\$542,650</b></u>	<u><b>\$542,650</b></u>	<u><b>\$792,650</b></u>	<u><b>\$ 250,000</b></u>	<u><b>46.1%</b></u>
	<b>Total</b>	<u><u><b>\$861,033</b></u></u>	<u><u><b>\$1,504,866</b></u></u>	<u><u><b>\$1,381,913</b></u></u>	<u><u><b>\$1,329,602</b></u></u>	<u><u><b>\$1,729,469</b></u></u>	<u><u><b>\$224,603</b></u></u>	<u><u><b>14.9%</b></u></u>

## Expense Summary by Department and Account

### TI CLIENT SERVICES

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 344,090	\$ 328,275	\$ 365,738	\$ 313,455	\$ 368,876	\$ 40,601	12.4%
Sick	6,326	6,322	5,939	4,638	5,987	(335)	(5.3%)
Holiday	16,787	17,013	18,955	16,945	19,272	2,259	13.3%
Vacation	9,509	19,835	22,100	17,082	22,298	2,463	12.4%
Other Paid Absence	-	1,003	1,117	562	1,127	124	12.4%
<b>Wages</b>	<u><b>\$ 376,712</b></u>	<u><b>\$ 372,448</b></u>	<u><b>\$ 413,849</b></u>	<u><b>\$ 352,682</b></u>	<u><b>\$ 417,560</b></u>	<u><b>\$ 45,111</b></u>	<u><b>12.1%</b></u>
<b>Non-Labor Expenses</b>							
Contract Maintenance Services	93,782	182,760	203,960	188,960	198,260	15,500	8.5%
Other Services	161,504	145,400	291,700	239,700	350,800	205,400	141.3%
Other Materials and Supplies	55,087	70,000	45,000	24,585	55,000	(15,000)	(21.4%)
Other Miscellaneous Expenses	-	-	27,400	26,100	27,400	27,400	27,400.0%
<b>Non-Labor Expenses</b>	<u><b>\$ 310,373</b></u>	<u><b>\$ 398,160</b></u>	<u><b>\$ 568,060</b></u>	<u><b>\$ 479,345</b></u>	<u><b>\$ 631,460</b></u>	<u><b>\$ 233,300</b></u>	<u><b>58.6%</b></u>
<b>Total</b>	<u><u><b>\$ 687,085</b></u></u>	<u><u><b>\$ 770,609</b></u></u>	<u><u><b>\$ 981,909</b></u></u>	<u><u><b>\$ 832,027</b></u></u>	<u><u><b>\$ 1,049,020</b></u></u>	<u><u><b>\$ 278,411</b></u></u>	<u><u><b>36.1%</b></u></u>

## Expense Summary by Department and Account

### TI OPERATIONS

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 469,734	\$ 448,989	\$ 448,318	\$ 452,874	\$ 471,812	\$ 22,823	5.1%
Sick		3,611	7,880	7,280	7,280	7,658	(222)	(2.8%)
Holiday		22,561	23,269	23,235	23,235	24,650	1,381	5.9%
Vacation		9,983	27,129	27,089	20,089	28,520	1,391	5.1%
Other Paid Absence		329	1,372	1,370	690	1,442	70	5.1%
<b>Wages</b>		<b>\$ 506,218</b>	<b>\$ 508,639</b>	<b>\$ 507,292</b>	<b>\$ 504,168</b>	<b>\$ 534,082</b>	<b>\$ 25,444</b>	<b>5.0%</b>
<b>Non-Labor Expenses</b>								
Professional and Technical Services		-	25,000	-	20,900	-	(25,000)	(100.0%)
Contract Maintenance Services		713,506	820,700	802,600	802,000	1,004,715	184,015	22.4%
Other Services		580,078	546,150	658,950	705,000	1,333,360	787,210	144.1%
Other Materials and Supplies		99,791	128,000	95,000	82,500	180,000	52,000	40.6%
Leases and Rentals - Data Processing Facilities		25,791	54,000	54,000	106,800	-	(54,000)	(100.0%)
<b>Non-Labor Expenses</b>		<b>\$ 1,419,166</b>	<b>\$ 1,573,850</b>	<b>\$ 1,610,550</b>	<b>\$ 1,717,200</b>	<b>\$ 2,518,075</b>	<b>\$ 944,225</b>	<b>60.0%</b>
<b>Total</b>		<b>\$ 1,925,384</b>	<b>\$ 2,082,489</b>	<b>\$ 2,117,842</b>	<b>\$ 2,221,368</b>	<b>\$ 3,052,157</b>	<b>\$ 969,668</b>	<b>46.6%</b>



# 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

- Recruitment
  - Continue robust campaign and look for ways to enhance further
    - Meet FY22 bus operator and mechanic FTE budget
      - Long term surplus goal - 10% bus operators / 5% mechanics
    - Implement “Sign On” incentive
    - Implement “Employee Referral” incentive
    - Invest more financial resources in recruitment efforts: radio, TV, billboards, bus wraps, job fairs, etc.
- Diversity, Equity, and Inclusion (DEI)
  - Procure firm to develop and assist with the implementation of DEI program, to include metrics, and committee
  - Implement DEI annual training program (similar to EEO Harassment Training)
  - Publish VIA DEI Plan to be included in orientation and employee manuals
    - Meet scheduled conversion completion dates
- Training and Development (T&D)
  - Procure firm to develop and implement VIA Leadership Training and Development and Succession Planning Programs
  - Enhance focus on T&D to supervisors and managers to subject matter knowledge and skills
    - Re-establish mandatory Professional Development I & II programs for new supervisors and managers (ADD T&D specialist FTE)
    - Increase distribution of online MODE training to complement in-person training
    - Empower employees to seek opportunities to grow and develop
- Employee Recognition and Communication
  - Re-establish division participation in providing “spotlight” or “day in the life” or “what’s new” information for Circulator to be showcased to all employees
- Wellness Engagement
  - Recover and Grow employee participation and engagement
  - Successfully open and staff new Paratransit THRIVE Wellness Center
  - Enhance targeted Wellness Initiatives, Programs, and Events to: increase wellness awareness of risk factors and ways to mitigate and improve them
    - VIA 5K
    - VIA Health Fair
    - VIA Inter-Agency Competition-to (safely) create camaraderie and synergy
    - Increase Staywell app participation to 25% for eligible employees and 10% for spouses/retirees
    - Increase wellness events new employee participation by 10% per event
- Employee / Labor Relations
  - Install Manager / Director of Employee Relations and Employment
    - Central point of contact for both ER and ATU relations
    - Consistent documentation process and control
    - Enhance focus on VIA Culture and reduce stigma of “Us vs Them” and “We’re ATU, they’re Management

**Performance Measures**

Performance Measure	FY 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
Retention % FT Salaried	88.1%	89%	89.1%	89%
Retention % FT Hourly	83.1%	86%	80.7%	86%
Number of leadership and development trainings provided (External)	2	2	2	4
Number of completed videos within MODE (Internal)	13,609	6,000	5,570	6,000
Number of MODE Campaigns	8	8	8	8
Number of employees participating in VIA's wellness platform	18.4% of total employees	22% of total employees	22% of total employees	22% of total employees
Number of Maintenance hourly positions filled	N/A	N/A	55%	95%

## Expense Summary by Department and Account

### HUMAN RESOURCES ADMINISTRATION

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 306,726	\$ 313,574	\$ 275,977	\$ 294,850	\$ 199,200	\$ (114,374)	(36.5%)
Sick	3,353	5,061	4,462	3,233	3,219	(1,842)	(36.4%)
Holiday	15,046	16,178	14,236	14,236	10,360	(5,818)	(36.0%)
Vacation	6,882	17,449	15,357	8,643	11,089	(6,360)	(36.4%)
Other Paid Absence	-	954	839	423	606	(348)	(36.5%)
Other Fringe Benefits	-	-	-	-	4,500	4,500	4,500.0%
<b>Wages</b>	<b>\$ 332,007</b>	<b>\$ 353,216</b>	<b>\$ 310,871</b>	<b>\$ 321,385</b>	<b>\$ 228,974</b>	<b>\$ (124,241)</b>	<b>(35.2%)</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	29,835	37,000	26,500	10,552	15,000	(22,000)	(59.5%)
Other Services	-	1,000	-	-	-	(1,000)	(100.0%)
Other Materials and Supplies	1,916	2,088	2,088	1,203	1,588	(500)	(23.9%)
Dues and Subscriptions	887	8,514	7,550	6,348	840	(7,674)	(90.1%)
Training and Meetings	175	6,000	12,185	3,892	6,000	-	- %
Other Miscellaneous Expenses	2,522	9,300	7,800	7,800	7,800	(1,500)	(16.1%)
<b>Non-Labor Expenses</b>	<b>\$ 35,335</b>	<b>\$ 63,902</b>	<b>\$ 56,123</b>	<b>\$ 29,795</b>	<b>\$ 31,228</b>	<b>\$ (32,674)</b>	<b>(51.1%)</b>
<b>Total</b>	<b>\$ 367,342</b>	<b>\$ 417,117</b>	<b>\$ 366,994</b>	<b>\$ 351,180</b>	<b>\$ 260,202</b>	<b>\$ (156,915)</b>	<b>(37.6%)</b>

## Expense Summary by Department and Account

### EMPLOYEE SERVICES & BENEFITS

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 509,103	\$ 475,697	\$ 454,900	\$ 493,617	\$ 590,481	\$ 114,784	24.1%
Other Salaries and Wages - Part Time	59	15,600	15,600	-	15,600	-	- %
Worker's Compensation Insurance	85,130	35,659	44,104	44,104	44,104	8,445	23.7%
Sick	9,128	10,478	7,354	7,354	9,541	(937)	(8.9%)
Holiday	24,236	24,542	23,466	23,466	30,711	6,169	25.1%
Vacation	20,567	26,470	25,313	21,210	32,871	6,401	24.2%
Other Paid Absence	-	1,447	1,384	699	1,797	350	24.2%
Other Fringe Benefits	262,213	368,994	282,374	250,005	313,709	(55,285)	(15.0%)
<b>Wages</b>	<b>\$910,436</b>	<b>\$958,887</b>	<b>\$854,495</b>	<b>\$840,455</b>	<b>\$1,038,814</b>	<b>\$ 79,927</b>	<b>8.3%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	827,972	1,040,885	915,830	915,830	1,081,155	40,270	3.9%
Other Services	16,895	21,000	21,385	16,954	21,385	385	1.8%
Other Materials and Supplies	1,299	4,314	4,314	3,203	3,514	(800)	(18.5%)
Dues and Subscriptions	300	3,220	1,655	732	1,655	(1,565)	(48.6%)
Training and Meetings	432	3,465	6,000	3,018	6,000	2,535	73.2%
<b>Non-Labor Expenses</b>	<b>\$846,898</b>	<b>\$1,072,884</b>	<b>\$949,184</b>	<b>\$939,737</b>	<b>\$1,113,709</b>	<b>\$ 40,825</b>	<b>3.8%</b>
<b>Total</b>	<b>\$1,757,334</b>	<b>\$2,031,771</b>	<b>\$1,803,679</b>	<b>\$1,780,192</b>	<b>\$2,152,523</b>	<b>\$120,752</b>	<b>5.9%</b>

## Expense Summary by Department and Account

### EMPLOYMENT & TESTING

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 614,099	\$ 605,753	\$ 607,200	\$ 591,561	\$ 722,598	\$ 116,845	19.3%
Other Salaries and Wages - Part Time	-	2,595	2,595	-	2,595	-	- %
Sick	14,240	15,567	12,336	5,884	14,196	(1,371)	(8.8%)
Holiday	29,790	31,252	31,327	30,243	37,582	6,330	20.3%
Vacation	36,768	33,707	33,788	32,856	40,225	6,518	19.3%
Other Paid Absence	-	1,842	1,847	1,638	2,199	357	19.4%
Other Fringe Benefits	15,705	15,000	15,000	9,333	369,600	354,600	2,364.0%
<b>Wages</b>	<b>\$710,602</b>	<b>\$705,716</b>	<b>\$704,093</b>	<b>\$671,515</b>	<b>\$1,188,995</b>	<b>\$ 483,279</b>	<b>68.5%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	151,530	240,167	240,980	184,186	419,058	178,891	74.5%
Other Services	13,838	12,000	25,575	21,312	25,575	13,575	113.1%
Other Materials and Supplies	2,375	14,089	3,564	3,564	3,664	(10,425)	(74.0%)
Dues and Subscriptions	964	3,383	-	-	-	(3,383)	(100.0%)
Training and Meetings	2,786	2,350	850	423	850	(1,500)	(63.8%)
Other Miscellaneous Expenses	44,177	144,500	112,000	100,000	238,000	93,500	64.7%
<b>Non-Labor Expenses</b>	<b>\$215,670</b>	<b>\$416,489</b>	<b>\$382,969</b>	<b>\$309,485</b>	<b>\$687,147</b>	<b>\$ 270,658</b>	<b>65.0%</b>
<b>Total</b>	<b>\$926,272</b>	<b>\$1,122,205</b>	<b>\$1,087,062</b>	<b>\$981,000</b>	<b>\$1,876,142</b>	<b>\$753,937</b>	<b>67.2%</b>

## Fiscal Management Division

The Fiscal Management Division is responsible for recording, processing, and reporting the results of VIA's financial transactions. Fiscal Management handles all treasury functions, including management of cash, investments and debt financing-related activity. The division's key activities by department are noted below:

- 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.
- Support organizational initiatives such as Keep San Antonio Moving (KSAM) and implementation of fare technology-related changes (goCard, goMobile, upgrade of credit card machine software, etc.).
- 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 and accurate financial reports, such as National Transit Database (NTD) reports, the Annual Comprehensive Financial Report (ACFR) and the Annual Business Plan submitted to the Government Finance Officers Association (GFOA), and other deliverables.

**Performance Measures**

Performance Measure	FY 2020 Actual*	FY 2021 Target	FY 2021 Result	FY 2022 Target
Operating revenue variance as percentage of budget	-37%	+/- 5%	5%	+/- 4%
Operating expense variance as percentage of budget	-5%	+/- 5%	-5%	+/- 4%
Maintain the stabilization fund at 60 days	60 days	60 days	60 days	60 days
Maintain working capital at 60 days	60 days	60 days	60 days	60 days

Note: FY2020 was impacted by COVID-19 guidelines and regulations.

## Expense Summary by Department and Account

### FISCAL MANAGEMENT ADMIN

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 334,390	\$ 336,466	\$ 336,456	\$ 340,213	\$ 351,370	\$ 14,905	4.4%
Sick		11,027	6,665	5,474	3,157	5,714	(951)	(14.3%)
Holiday		17,684	17,469	17,469	17,469	18,391	922	5.3%
Vacation		20,806	20,977	20,977	18,765	21,916	939	4.5%
Other Paid Absence		-	1,030	1,030	519	1,076	46	4.5%
<b>Wages</b>		<b>\$ 383,907</b>	<b>\$ 382,607</b>	<b>\$ 381,406</b>	<b>\$ 380,123</b>	<b>\$ 398,467</b>	<b>\$ 15,860</b>	<b>4.1%</b>
<b>Non-Labor Expenses</b>								
Professional and Technical Services		200,728	245,620	216,420	196,770	316,420	70,800	28.8%
Contract Maintenance Services		-	-	-	2,226	-	-	- %
Other Services		25,142	68,000	30,250	29,367	30,250	(37,750)	(55.5%)
Other Materials and Supplies		3,516	8,140	6,637	5,021	18,740	10,600	130.2%
Dues and Subscriptions		5,663	6,678	6,487	5,123	6,487	(191)	(2.9%)
Training and Meetings		2,454	5,580	1,375	775	1,375	(4,205)	(75.4%)
Other Miscellaneous Expenses		840	725	760	-	-	(725)	(100.0%)
<b>Non-Labor Expenses</b>		<b>\$ 238,343</b>	<b>\$ 334,743</b>	<b>\$ 261,929</b>	<b>\$ 239,282</b>	<b>\$ 373,272</b>	<b>\$ 38,529</b>	<b>11.5%</b>
<b>Total</b>		<b>\$ 622,250</b>	<b>\$ 717,350</b>	<b>\$ 643,335</b>	<b>\$ 619,405</b>	<b>\$ 771,739</b>	<b>\$ 54,389</b>	<b>7.6%</b>



Expense Summary by Department and Account  
OFFICE OF MANAGEMENT AND BUDGET

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 867,446	\$ 945,605	\$ 821,925	\$ 893,183	\$ 1,016,128	\$ 70,523	7.5%
Sick	18,028	17,499	14,012	8,497	17,163	(336)	(1.9%)
Holiday	42,558	49,095	42,675	42,675	53,184	4,089	8.3%
Vacation	26,432	58,955	51,245	36,544	63,378	4,423	7.5%
Other Paid Absence	-	2,894	2,516	1,267	3,111	217	7.5%
<b>Wages</b>	<b>\$ 954,464</b>	<b>\$ 1,074,048</b>	<b>\$ 932,373</b>	<b>\$ 982,166</b>	<b>\$ 1,152,964</b>	<b>\$ 78,916</b>	<b>7.3%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	27,124	-	50,000	-	-	-	- %
Temporary Help	26,130	20,000	-	-	-	(20,000)	(100.0%)
Other Materials and Supplies	4,192	13,500	12,600	5,000	600	(12,900)	(95.6%)
Dues and Subscriptions	-	-	-	-	240	240	240.0%
Training and Meetings	5,035	14,460	5,720	5,720	24,640	10,180	70.4%
Other Miscellaneous Expenses	6,930	12,635	725	725	1,485	(11,150)	(88.2%)
<b>Non-Labor Expenses</b>	<b>\$ 69,411</b>	<b>\$ 60,595</b>	<b>\$ 69,045</b>	<b>\$ 11,445</b>	<b>\$ 26,965</b>	<b>\$(33,630)</b>	<b>(55.5%)</b>
<b>Total</b>	<b>\$ 1,023,875</b>	<b>\$ 1,134,643</b>	<b>\$ 1,001,418</b>	<b>\$ 993,611</b>	<b>\$ 1,179,929</b>	<b>\$ 45,286</b>	<b>4.0%</b>

## Expense Summary by Department and Account

### GENERAL ACCOUNTING

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 472,536	\$ 559,535	\$ 467,538	\$ 474,494	\$ 564,912	\$ 5,377	1.0%
Sick	9,108	12,246	8,026	6,234	8,177	(4,069)	(33.2%)
Holiday	23,626	18,751	19,615	19,615	20,270	1,519	8.1%
Vacation	18,215	22,516	23,554	18,728	24,155	1,639	7.3%
Other Paid Absence	772	1,105	1,156	581	1,186	81	7.3%
<b>Wages</b>	<b>\$ 524,257</b>	<b>\$ 614,153</b>	<b>\$ 519,889</b>	<b>\$ 519,652</b>	<b>\$ 618,700</b>	<b>\$ 4,546</b>	<b>0.7%</b>
<b>Non-Labor Expenses</b>							
Advertising Fees	(12,596)	-	-	-	-	-	- %
Contract Maintenance Services	-	400	400	200	400	-	- %
Other Services	-	1,700	-	-	-	(1,700)	(100.0%)
Other Materials and Supplies	5,351	173,918	183,053	177,226	182,999	9,081	5.2%
Training and Meetings	-	800	800	473	5,800	5,000	625.0%
Bad Debt Expense	148,345	24,000	15,500	25,000	15,500	(8,500)	(35.4%)
<b>Non-Labor Expenses</b>	<b>\$ 141,100</b>	<b>\$ 200,818</b>	<b>\$ 199,753</b>	<b>\$ 202,899</b>	<b>\$ 204,699</b>	<b>\$ 3,881</b>	<b>1.9%</b>
<b>Total</b>	<b>\$ 665,357</b>	<b>\$ 814,972</b>	<b>\$ 719,642</b>	<b>\$ 722,551</b>	<b>\$ 823,399</b>	<b>\$ 8,427</b>	<b>1.0%</b>

## Expense Summary by Department and Account

### PAYROLL

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 318,243	\$ 361,152	\$ 377,783	\$ 394,372	\$ 387,267	\$ 26,115	7.2%
Other Salaries and Wages - Part Time	-	16,957	-	-	-	(16,957)	(100.0%)
Sick	19,721	8,946	8,026	8,026	8,177	(769)	(8.6%)
Holiday	15,557	18,751	19,615	18,761	20,270	1,519	8.1%
Vacation	13,839	22,516	23,554	15,565	24,155	1,639	7.3%
Other Paid Absence	-	1,105	1,156	581	1,186	81	7.3%
<b>Wages</b>	<b>\$ 367,360</b>	<b>\$ 429,427</b>	<b>\$ 430,134</b>	<b>\$ 437,305</b>	<b>\$ 441,055</b>	<b>\$ 11,628</b>	<b>2.7%</b>
<b>Non-Labor Expenses</b>							
Dues and Subscriptions	299	400	400	400	400	-	- %
<b>Non-Labor Expenses</b>	<b>\$ 299</b>	<b>\$ 400</b>	<b>\$ 400</b>	<b>\$ 400</b>	<b>\$ 400</b>	<b>\$ -</b>	<b>- %</b>
<b>Total</b>	<b>\$ 367,659</b>	<b>\$ 429,827</b>	<b>\$ 430,534</b>	<b>\$ 437,705</b>	<b>\$ 441,455</b>	<b>\$ 11,628</b>	<b>2.7%</b>

## Expense Summary by Department and Account

### REVENUE ACCOUNTING

		<b>FY 2020 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2021 Budget</b>	<b>FY 2021 Forecast</b>	<b>FY 2022 Budget</b>	<b>FY22 Budget to FY20 Budget</b>	<b>% Difference</b>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 427,549	\$ 482,249	\$ 414,273	\$ 421,332	\$ 463,488	\$ (18,761)	(3.9%)
Sick		16,299	12,633	6,741	7,414	7,537	(5,096)	(40.3%)
Holiday		21,870	25,038	21,503	21,503	24,259	(779)	(3.1%)
Vacation		26,343	30,066	25,829	25,829	28,909	(1,157)	(3.8%)
Other Paid Absence		464	1,476	1,268	640	1,419	(57)	(3.9%)
<b>Wages</b>		<b>\$ 492,525</b>	<b>\$ 551,462</b>	<b>\$ 469,614</b>	<b>\$ 476,718</b>	<b>\$ 525,612</b>	<b>\$ (25,851)</b>	<b>(4.7%)</b>
<b>Non-Labor Expenses</b>								
Professional and Technical Services		55,418	74,505	67,201	67,474	67,905	(6,600)	(8.9%)
Contract Maintenance Services		5,422	6,286	5,974	8,824	8,824	2,538	40.4%
Other Services		1,970	2,500	2,307	2,237	2,308	(192)	(7.7%)
Other Materials and Supplies		55,825	70,924	70,924	65,000	70,924	-	- %
Training and Meetings		209	225	200	-	200	(25)	(11.1%)
<b>Non-Labor Expenses</b>		<b>\$ 118,844</b>	<b>\$ 154,440</b>	<b>\$ 146,606</b>	<b>\$ 143,535</b>	<b>\$ 150,161</b>	<b>\$ (4,279)</b>	<b>(2.8%)</b>
<b>Total</b>		<b>\$ 611,369</b>	<b>\$ 705,903</b>	<b>\$ 616,220</b>	<b>\$ 620,253</b>	<b>\$ 675,773</b>	<b>\$ (30,130)</b>	<b>(4.3%)</b>

## Expense Summary by Department and Account

### NON-DEPARTMENTAL

		FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 2,321	\$(1,010,004)	\$(436,397)	\$ 1,376	\$(41,973)	\$ 968,031	(95.8%)
Sick		-	-	406,030	203,014	406,030	406,030	406,030.0%
Vacation		1,261,950	1,133,359	745,459	745,459	745,459	(387,900)	(34.2%)
Other Fringe Benefits		102,709	124,900	81,000	47,376	21,000	(103,900)	(83.2%)
	<b>Wages</b>	<b>\$1,366,980</b>	<b>\$248,255</b>	<b>\$796,092</b>	<b>\$997,225</b>	<b>\$1,130,516</b>	<b>\$ 882,260</b>	<b>355.4%</b>
<b>Fringes</b>								
FICA		9,125,725	9,324,781	8,766,333	8,738,441	9,770,593	445,812	4.8%
Pension Plans		21,807,433	19,523,041	20,175,000	17,687,350	17,372,000	(2,151,041)	(11.0%)
Hospital, Medical and Surgical Plans		14,053,992	14,076,000	15,202,080	14,164,286	17,139,204	3,063,204	21.8%
Other Post Employment Benefits (OPEB)		6,365,527	4,032,999	7,429,000	7,473,000	(1,314,000)	(5,346,999)	(132.6%)
Life Insurance Plans		738,198	780,000	740,597	717,046	740,597	(39,403)	(5.1%)
Unemployment Insurance		54,209	30,000	33,690	306,955	157,560	127,560	425.2%
Worker's Compensation Insurance		-	-	(469,174)	-	(469,174)	(469,174)	(469,174.0%)
Uniform and Work Clothing Allowance		733,290	948,105	967,356	823,804	993,699	45,594	4.8%
	<b>Fringes</b>	<b>\$52,878,374</b>	<b>\$48,714,926</b>	<b>\$52,844,881</b>	<b>\$49,910,882</b>	<b>\$44,390,479</b>	<b>\$(4,324,447)</b>	<b>(8.9%)</b>
<b>Non-Labor Expenses</b>								
Professional and Technical Services		-	-	74,994	-	-	-	- %
Temporary Help		69,680	-	-	36,243	-	-	- %
Contract Maintenance Services		-	-	-	50,880	50,880	50,880	50,880.0%

## Expense Summary by Department and Account

### NON-DEPARTMENTAL

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
Other Services	\$ 164,930	\$ 263,860	\$ 181,932	\$ 176,646	\$ 175,332	\$(88,528)	(33.6%)
Other Materials and Supplies	3,378	3,000	3,000	2,587	3,000	-	- %
Utilities Other than Propulsion Power	2,666,748	3,360,137	3,077,538	2,679,127	3,002,716	(357,421)	(10.6%)
Training and Meetings	5,363	27,724	10,882	8,130	-	(27,724)	(100.0%)
Other Miscellaneous Expenses	417,030	499,960	462,615	236,512	459,655	(40,305)	(8.1%)
Capital Labor Fringes	(340,247)	(494,462)	(403,805)	(176,042)	(347,842)	146,620	(29.7%)
Leases and Rentals - Other General Administration Facilities	(4,683)	30,640	30,640	15,322	12,000	(18,640)	(60.8%)
<b>Non-Labor Expenses</b>	<b>\$2,982,201</b>	<b>\$3,690,859</b>	<b>\$3,437,796</b>	<b>\$3,029,405</b>	<b>\$3,355,741</b>	<b>\$(335,118)</b>	<b>(9.1%)</b>
<b>Total</b>	<b>\$57,227,553</b>	<b>\$52,654,041</b>	<b>\$57,078,770</b>	<b>\$53,937,512</b>	<b>\$48,876,736</b>	<b>\$(3,777,305)</b>	<b>(7.2%)</b>

# Planning and Development Group

# Planning & Development Group

## Goals/Strategies

### Better Bus System/System Rebalance

- Goals
  - Rebalance the fixed route system to maximize mobility within existing funding
  - Better serve high employment areas and the urban core
  - Increase effectiveness of the service
  - Increase speed of the system
  - Facilitate an increase in ridership
- Strategies
  - Review individual route performance and system performance to rebalance the system to maximize access for workers, and to affordable housing within VIA's financial limitations
  - Stop consolidation (to improve speed)
  - Schedule adjustments (to improve reliability)
  - 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
- Measures
  - Improve route design (by minimizing short haul, long haul and branches where possible)
  - Increased reliability through improved On-Time Performance (OTP) of routes (% change in system OTP)
  - Improved travel time (establish a basis for travel time between top O&D pairs; later compare travel times of the same O&D pairs in improved areas)
  - % change in ridership

### Create a Multimodal Network

- Goals
  - Plan to advance the rapid transit project Phase I through Project Development
- Strategies
  - Utilize existing and new contracts to support staff initiatives
    - General Service Planning and Service Scheduling Services and support
    - Project and Construction Management
    - Financial Planning Support
    - Demand Response
  - Continue to collaborate with the partner agencies
- Measures
  - Award of both Project and Construction Management contract
  - Continue the Project Development for N/S Advanced Rapid Transit

### Embrace Innovative Solutions

- Goals
  - Improve upon the VIA Link service model



- Strategies
  - Select contractor for the Mobility on Demand RFP-First RFP
  - Release Second RFP to evaluate new demand response zone with new models
  - Evaluate applicability of VIA Link service model in unincorporated Bexar County
- Measures
  - Award the contract for the new MOD RFP
  - Continue to explore partnerships with TNCs

Expense Summary by Department and Account  
**PLANNING AND DEVELOPMENT ADMIN**

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 184,520	\$ 245,374	\$ 351,799	\$ 300,920	\$ 370,234	\$ 124,860	50.9%
Sick	4,995	7,489	6,243	3,261	6,534	(955)	(12.8%)
Holiday	9,636	18,058	17,882	17,882	18,972	914	5.1%
Vacation	11,585	14,233	14,095	14,095	14,839	606	4.3%
Other Paid Absence	519	1,065	1,054	531	1,110	45	4.3%
<b>Wages</b>	<u><b>\$ 211,255</b></u>	<u><b>\$ 286,220</b></u>	<u><b>\$ 391,073</b></u>	<u><b>\$ 336,689</b></u>	<u><b>\$ 411,689</b></u>	<u><b>\$ 125,469</b></u>	<u><b>43.8%</b></u>
<b>Non-Labor Expenses</b>							
Other Services	6,763	2,000	7,209	5,187	7,209	5,209	260.4%
Other Materials and Supplies	851	12,576	12,576	1,286	12,576	-	- %
Dues and Subscriptions	250	4,850	4,850	4,819	1,650	(3,200)	(66.0%)
Training and Meetings	9,594	2,200	23,500	10,423	22,000	19,800	900.0%
<b>Non-Labor Expenses</b>	<u><b>\$ 17,458</b></u>	<u><b>\$ 21,626</b></u>	<u><b>\$ 48,135</b></u>	<u><b>\$ 21,715</b></u>	<u><b>\$ 43,435</b></u>	<u><b>\$ 21,809</b></u>	<u><b>100.8%</b></u>
<b>Total</b>	<u><u><b>\$ 228,713</b></u></u>	<u><u><b>\$ 307,846</b></u></u>	<u><u><b>\$ 439,208</b></u></u>	<u><u><b>\$ 358,404</b></u></u>	<u><u><b>\$ 455,124</b></u></u>	<u><u><b>\$ 147,278</b></u></u>	<u><u><b>47.8%</b></u></u>

# Capital and Service Planning Division

## Goals/Strategies

- Rebalance VIA's fixed route system
  - Focus on core service area
  - Reliability improvement
  - Efficiency improvement
  - Improve speed where possible through stop consolidation
- Connect core area with new mobility options
  - Explore Partnerships with TNCs to expand local and regional connections
  - Explore Partnerships for accessible services, non-medical emergency transport providers, carshare, bikeshare and rideshare services
  - Explore expanded access for individuals with disabilities
- Preliminary Engineering and NEPA Study for ART N/S
- Advanced Project Definition and Conceptual Layout of ART E/W
- Update VIA's Long Range Plan to include a Facility Master Planning Effort
- Continue Project Development of VIA's Second Operations and Maintenance Facility
- Continue planning and overall expansion of VIA's Mobility on Demand service
- Continue due diligence for Scobey Joint Development Project
- Assess VIA's existing assets for highest and best use
  - Maintenance Building
  - Robert Thompson Station
- Substantial completion of Conceptual Design of capital facilities
  - Alamo Ranch / US 151 Park and Ride
  - Eastside Mobility Hub

## Initiatives for FY22

- Develop Annual Work Plan for FY22 for the following:
  - Existing Capital Project in VIA's capital plan where funding is secured
  - Future Capital Projects currently in planning stage and need funding
  - Existing Advance Rapid Transit Planning Study where funding is secured
- Develop a system plan that rebalances the system
  - Continuous review of VIA fixed routes service
  - With a goal of 30 minutes minimum peak frequency on weekday
  - 24-hour night demand response service
- Develop a mobility services framework
- Award contract(s) for the expansion of Mobility-On-Demand zones/services
- Implementation of CMAQ frequency enhancements – delayed due to COVID-19
- Design development for capital facilities – in process
- Site evaluation, selection, and acquisition of 2nd Maintenance Facility
- Begin the effort to update the VISION 2040 Long Range Plan
- Develop an RFP for the development of Robert Thompson Transit Station
- Advance ART through the Capital Improvement Grant Program with the FTA and proceed with Preliminary Engineering and Environmental/NEPA Study

Expense Summary by Department and Account  
**CAPITAL AND SERVICE PLANNING ADMINISTRATION**

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 113,246	\$ 109,152	\$ 127,047	\$ 124,871	\$ 219,100	\$ 109,948	100.7%
Sick	-	1,736	1,823	851	3,488	1,752	101.0%
Holiday	5,819	5,548	5,819	5,819	11,227	5,679	102.4%
Vacation	6,607	4,373	4,586	3,203	8,781	4,408	100.8%
Other Paid Absence	1,455	327	343	174	657	330	100.9%
<b>Wages</b>	<u><b>\$ 127,127</b></u>	<u><b>\$ 121,136</b></u>	<u><b>\$ 139,618</b></u>	<u><b>\$ 134,918</b></u>	<u><b>\$ 243,253</b></u>	<u><b>\$ 122,117</b></u>	<u><b>100.8%</b></u>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	3,750	800,000	600,000	577,150	3,050,000	2,250,000	281.3%
Other Materials and Supplies	191	96	96	80	192	96	100.0%
Dues and Subscriptions	993	1,375	1,375	125	1,850	475	34.5%
Training and Meetings	4,493	3,500	3,500	250	12,500	9,000	257.1%
<b>Non-Labor Expenses</b>	<u><b>\$ 9,427</b></u>	<u><b>\$ 804,971</b></u>	<u><b>\$ 604,971</b></u>	<u><b>\$ 577,605</b></u>	<u><b>\$ 3,064,542</b></u>	<u><b>\$ 2,259,571</b></u>	<u><b>280.7%</b></u>
<b>Total</b>	<u><u><b>\$ 136,554</b></u></u>	<u><u><b>\$ 926,107</b></u></u>	<u><u><b>\$ 744,589</b></u></u>	<u><u><b>\$ 712,523</b></u></u>	<u><u><b>\$ 3,307,795</b></u></u>	<u><u><b>\$ 2,381,688</b></u></u>	<u><u><b>257.2%</b></u></u>

## Expense Summary by Department and Account

### SERVICE PLANNING

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 727,104	\$ 883,501	\$ 858,666	\$ 697,946	\$ 637,094	\$(246,407)	(27.9%)
Sick	30,936	26,664	13,619	19,661	9,949	(16,715)	(62.7%)
Holiday	37,526	45,125	43,458	39,554	32,023	(13,102)	(29.0%)
Vacation	42,655	38,978	37,577	35,986	27,475	(11,503)	(29.5%)
Other Paid Absence	3,535	2,658	2,562	2,025	1,873	(785)	(29.5%)
<b>Wages</b>	<b>\$ 841,756</b>	<b>\$ 996,926</b>	<b>\$ 955,882</b>	<b>\$ 795,172</b>	<b>\$ 708,414</b>	<b>\$(288,512)</b>	<b>(28.9%)</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	124,278	100,000	200,000	150,000	580,000	480,000	480.0%
Other Services	8,336	5,000	12,931	5,798	1,000	(4,000)	(80.0%)
Other Materials and Supplies	1,761	5,159	5,159	2,199	1,320	(3,839)	(74.4%)
Dues and Subscriptions	295	2,965	2,015	1,038	2,100	(865)	(29.2%)
Training and Meetings	3,458	14,700	20,900	10,460	21,000	6,300	42.9%
<b>Non-Labor Expenses</b>	<b>\$ 138,128</b>	<b>\$ 127,824</b>	<b>\$ 241,005</b>	<b>\$ 169,495</b>	<b>\$ 605,420</b>	<b>\$ 477,596</b>	<b>373.6%</b>
<b>Total</b>	<b>\$ 979,884</b>	<b>\$ 1,124,750</b>	<b>\$ 1,196,887</b>	<b>\$ 964,667</b>	<b>\$ 1,313,834</b>	<b>\$ 189,084</b>	<b>16.8%</b>

## Expense Summary by Department and Account

### SERVICE SCHEDULING

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ -	\$ -	\$ -	\$ -	\$ 386,604	\$ 386,604	386,604.0%
Sick		-	-	-	-	2,374	2,374	2,374.0%
Holiday		-	-	-	-	7,641	7,641	7,641.0%
Vacation		-	-	-	-	6,556	6,556	6,556.0%
Other Paid Absence		-	-	-	-	447	447	447.0%
<b>Wages</b>		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 403,622</u>	<u>\$ 403,622</u>	<u>- %</u>
<b>Non-Labor Expenses</b>								
Other Services		-	-	-	-	6,000	6,000	6,000.0%
Other Materials and Supplies		-	-	-	-	800	800	800.0%
Dues and Subscriptions		-	-	-	-	550	550	550.0%
Training and Meetings		-	-	-	-	10,500	10,500	10,500.0%
<b>Non-Labor Expenses</b>		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 17,850</u>	<u>\$ 17,850</u>	<u>- %</u>
<b>Total</b>		<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 421,472</u></u>	<u><u>\$ 421,472</u></u>	<u><u>- %</u></u>

## Expense Summary by Department and Account

### STRATEGIC PLANNING

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 443,124	\$ 369,387	\$ 413,029	\$ 255,547	\$ 468,988	\$ 99,601	27.0%
Sick	10,562	9,270	7,218	17,387	8,106	(1,164)	(12.6%)
Holiday	24,130	23,751	20,995	20,527	24,032	281	1.2%
Vacation	22,452	18,720	16,548	16,548	18,797	77	0.4%
Other Paid Absence	-	1,400	1,238	624	1,406	6	0.4%
<b>Wages</b>	<b>\$ 500,268</b>	<b>\$ 422,530</b>	<b>\$ 459,028</b>	<b>\$ 310,633</b>	<b>\$ 521,329</b>	<b>\$ 98,799</b>	<b>23.4%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	1,549,125	5,087,000	4,200,000	4,066,000	5,500,000	413,000	8.1%
Other Materials and Supplies	753	2,292	2,388	2,000	2,460	168	7.3%
Dues and Subscriptions	2,876	5,650	5,650	4,730	5,650	-	- %
Training and Meetings	9,301	29,000	22,000	17,000	22,000	(7,000)	(24.1%)
<b>Non-Labor Expenses</b>	<b>\$ 1,562,055</b>	<b>\$ 5,123,942</b>	<b>\$ 4,230,038</b>	<b>\$ 4,089,730</b>	<b>\$ 5,530,110</b>	<b>\$ 406,168</b>	<b>7.9%</b>
<b>Total</b>	<b>\$ 2,062,323</b>	<b>\$ 5,546,472</b>	<b>\$ 4,689,066</b>	<b>\$ 4,400,363</b>	<b>\$ 6,051,439</b>	<b>\$ 504,967</b>	<b>9.1%</b>

# Capital Programs Division

## Goals/Strategies

- Direct, support, facilitate and manage the implementation of the capital program and other infrastructure or improvements to the passenger experience identified in the long-range plan.
- Complete and follow a Planning, Project Development & Design Process to effectively deliver the capital program.
- Serve the direct real estate needs of the SPPD Division, and to other Divisions within VIA, while also fostering relationships in the greater San Antonio area real estate community and keeping up with market trends.
- Enhance partnerships both internal and external to support the implementation and planning of the capital program and long-range plan.
- Move towards full implementation of the FY 2021 – FY 2025 Capital Program.

## FY 2022 Initiatives

- Continue to advance the following Capital Projects:
  - Randolph Park & Ride – to bidding and construction
  - Naco-Pass Mobility Hub –completion and begin operations
  - Eastside Mobility Hub – to final design and bidding
  - IH-10 (Balcones Creek) Park & Pool facility – substantial completion and begin operations
  - SH 151 (Alamo Ranch) Park & Ride/Pool facility – to final design and bidding
  - Joint Development at Scobey Complex – dependent on the final joint development team and results of the RFP
  - Joint Development at Robert Thompson Transit Station – solicit RFP and begin evaluation
- Partner with public agencies and private developers or entities to plan, develop & engineer multimodal transportation initiatives and infrastructure that support transit mobility, economic development and sustainable land development patterns.
- Continue to coordinate with TxDOT on the MyLink program which provides pedestrian connection between the bus routes and ridership generators.
- Manage, educate and promote the use and expansion of the HOV lane network along TxDOT roadways.
- 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) Communities.
- Fully coordinate and participate in the City Bond Project review process, TxDOT Design Committee Review process and other similar capital project process by partner agencies that may have impacts or reap improvements to corridors on which VIA has service, bus stops and passengers.
- Acquire real property through fee simple purchases, easements, leases or license agreements for the benefit of VIA's ongoing or future operations, or capital projects.



## Performance Measures

Performance Measure	FY 2020 Actual	FY 2021 Target	FY 2021 Result	FY 2022 Target
Number of projects implemented (cumulative)	3	N/A	6	6
Number of projects completed	0	N/A	3	6
Minimum peak frequency on weekday (hours)	N/A	N/A	N/A	0.5

## Expense Summary by Department and Account

### CAPITAL PROGRAMS

		<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>								
<b>Wages</b>								
Other Salaries and Wages		\$ 219,796	\$ 175,371	\$ 258,214	\$ 225,872	\$ 148,534	\$ (26,837)	(15.3%)
Sick		5,463	3,654	4,346	2,281	3,014	(640)	(17.5%)
Holiday		11,652	9,635	11,827	11,827	7,641	(1,994)	(20.7%)
Vacation		12,162	8,330	10,225	10,225	6,556	(1,774)	(21.3%)
Other Paid Absence		-	568	697	351	447	(121)	(21.3%)
<b>Wages</b>		<u>\$ 249,073</u>	<u>\$ 197,558</u>	<u>\$ 285,309</u>	<u>\$ 250,556</u>	<u>\$ 166,192</u>	<u>\$ (31,366)</u>	<u>(15.9%)</u>
<b>Non-Labor Expenses</b>								
Other Materials and Supplies		-	192	576	100	151	(41)	(21.4%)
Dues and Subscriptions		38	1,100	1,100	-	300	(800)	(72.7%)
Training and Meetings		2,426	8,992	4,000	1,000	4,000	(4,992)	(55.5%)
<b>Non-Labor Expenses</b>		<u>\$ 2,464</u>	<u>\$ 10,284</u>	<u>\$ 5,676</u>	<u>\$ 1,100</u>	<u>\$ 4,451</u>	<u>\$ (5,833)</u>	<u>(56.7%)</u>
<b>Total</b>		<u><u>\$ 251,537</u></u>	<u><u>\$ 207,842</u></u>	<u><u>\$ 290,985</u></u>	<u><u>\$ 251,656</u></u>	<u><u>\$ 170,643</u></u>	<u><u>\$ (37,199)</u></u>	<u><u>(17.9%)</u></u>

## Expense Summary by Department and Account

### CAPITAL PLANNING & PROJECTS

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ -	\$ 168,156	\$ -	\$ -	\$ -	\$(168,156)	(100.0%)
Sick	-	2,684	-	-	-	(2,684)	(100.0%)
Holiday	-	8,581	-	-	-	(8,581)	(100.0%)
Vacation	-	7,419	-	-	-	(7,419)	(100.0%)
Other Paid Absence	-	512	-	-	-	(512)	(100.0%)
<b>Wages</b>	<b>\$ -</b>	<b>\$ 187,352</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$(187,352)</b>	<b>(100.0%)</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	-	75,000	-	-	-	(75,000)	(100.0%)
Other Materials and Supplies	-	192	-	-	-	(192)	(100.0%)
Dues and Subscriptions	-	1,500	-	-	-	(1,500)	(100.0%)
Training and Meetings	-	7,000	-	-	-	(7,000)	(100.0%)
<b>Non-Labor Expenses</b>	<b>\$ -</b>	<b>\$ 83,692</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$(83,692)</b>	<b>(100.0%)</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ 271,044</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$(271,044)</b>	<b>(100.0%)</b>

## Expense Summary by Department and Account

### REAL ESTATE DEVELOPMENT

	<u>FY 2020 Actual</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2021 Forecast</u>	<u>FY 2022 Budget</u>	<u>FY22 Budget to FY20 Budget</u>	<u>% Difference</u>
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 132,527	\$ 75,935	\$ 142,405	\$ 147,517	\$ 214,245	\$ 138,310	182.1%
Sick	-	2,415	2,268	1,059	3,411	996	41.2%
Holiday	3,916	7,720	7,239	7,238	10,978	3,258	42.2%
Vacation	2,548	6,084	5,705	3,796	8,587	2,503	41.1%
Other Paid Absence	-	455	427	216	642	187	41.1%
<b>Wages</b>	<b>\$ 138,991</b>	<b>\$ 92,609</b>	<b>\$ 158,044</b>	<b>\$ 159,826</b>	<b>\$ 237,863</b>	<b>\$ 145,254</b>	<b>156.8%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	161,620	185,000	295,000	195,000	422,000	237,000	128.1%
Other Materials and Supplies	-	192	192	96	192	-	- %
Dues and Subscriptions	300	500	1,250	-	950	450	90.0%
Training and Meetings	-	4,000	5,000	1,000	3,900	(100)	(2.5%)
Advertising/Promotion Media	4,848	-	-	-	-	-	- %
Other Miscellaneous Expenses	-	16,800	46,000	10,000	80,000	63,200	376.2%
Leases and Rentals - Transit Way Structures and Equip	59,620	16,015	2,502	23,950	172,516	156,501	977.2%
Leases and Rentals - Passenger Stations	12,239	39,665	11,900	6,927	4,515	(35,150)	(88.6%)
Leases and Rentals - Passenger Parking Facilities	12,600	6,000	13,200	9,600	3,600	(2,400)	(40.0%)
Leases and Rentals - Rev Veh Movement Control Facilities	26,651	61,620	63,770	43,110	66,009	4,389	7.1%
Leases and Rentals - Other General Administration Facilities	174,661	181,300	236,549	214,724	263,500	82,200	45.3%
<b>Non-Labor Expenses</b>	<b>\$ 452,539</b>	<b>\$ 511,092</b>	<b>\$ 675,363</b>	<b>\$ 504,407</b>	<b>\$ 1,017,182</b>	<b>\$ 506,090</b>	<b>99.0%</b>
<b>Total</b>	<b>\$ 591,530</b>	<b>\$ 603,701</b>	<b>\$ 833,407</b>	<b>\$ 664,233</b>	<b>\$ 1,255,045</b>	<b>\$ 651,344</b>	<b>107.9%</b>

## Expense Summary by Department and Account

### ENGINEERING

	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Forecast	FY 2022 Budget	FY22 Budget to FY20 Budget	% Difference
<b>Operating Expense</b>							
<b>Wages</b>							
Other Salaries and Wages	\$ 99,304	\$ 140,369	\$ 310,400	\$ 46,144	\$ 367,970	\$ 227,601	162.1%
Sick	6,143	5,416	4,716	2,347	5,858	442	8.2%
Holiday	12,755	17,312	12,509	8,828	18,855	1,543	8.9%
Vacation	12,992	13,645	11,985	10,489	14,748	1,103	8.1%
Other Paid Absence	-	1,021	896	478	1,103	82	8.1%
<b>Wages</b>	<b>\$ 131,194</b>	<b>\$ 177,763</b>	<b>\$ 340,506</b>	<b>\$ 68,286</b>	<b>\$ 408,534</b>	<b>\$ 230,771</b>	<b>129.8%</b>
<b>Non-Labor Expenses</b>							
Professional and Technical Services	3,128	25,000	22,500	8,000	22,500	(2,500)	(10.0%)
Other Services	3,318	-	2,604	2,604	2,604	2,604	2,604.0%
Other Materials and Supplies	261	3,600	1,800	900	1,800	(1,800)	(50.0%)
Dues and Subscriptions	1,177	2,375	670	1,140	1,200	(1,175)	(49.5%)
Training and Meetings	2,074	19,600	8,200	4,096	14,000	(5,600)	(28.6%)
Other Miscellaneous Expenses	-	7,200	4,350	2,174	4,550	(2,650)	(36.8%)
<b>Non-Labor Expenses</b>	<b>\$ 9,958</b>	<b>\$ 57,775</b>	<b>\$ 40,124</b>	<b>\$ 18,914</b>	<b>\$ 46,654</b>	<b>\$(11,121)</b>	<b>(19.2%)</b>
<b>Total</b>	<b>\$ 141,152</b>	<b>\$ 235,538</b>	<b>\$ 380,630</b>	<b>\$ 87,200</b>	<b>\$ 455,188</b>	<b>\$ 219,650</b>	<b>93.3%</b>

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# FIVE-YEAR FINANCIAL PLAN



# **FIVE-YEAR FINANCIAL PLAN (FISCAL YEARS 2022-2026)**

## **OVERVIEW AND BACKGROUND INFORMATION**

### **Financial Plan Summary**

VIA's Five-Year Financial Plan shows that VIA has a sustainable plan that includes approximately \$2.0B in sources of funds over FY22-26, 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 retaining and returning ridership and delivering VIA's "Keep SA Moving" (KSAM) plan. In November 2020, San Antonio voters approved the reallocation of 1/8-cent of the local sales tax to transit, to support KSAM. VIA will begin receiving the additional tax in January 2026. Implementation of the KSAM plan will enhance mobility for economic opportunity, provide diverse and high-quality options, and improve the customer experience. 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 does not officially adopt a Five-Year Financial Plan, but that plan and longer-range projections are developed to help assess the financial sustainability of VIA's planned service levels and future operations.

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## Key Assumptions and Forecast Methodology

For the Five-Year Financial Plan, key assumptions were noted in the Introduction section of this book, and are the following:

- Systemwide service levels are essentially flat, decreasing 0.9% when comparing the FY26 budget to the FY20 budget. Line service levels decrease, with VIA Link increasing significantly, as VIA Link replaces service in areas more suited for mobility-on-demand service rather than fixed-route bus service.
- No fare increases are included
- Sales taxes, VIA's key source of revenue, are assumed to increase by 4%/year in the FY22-26 timeframe, and ATD II sales tax begins in January 2026
- VIA's Section 5307 grant fund awards are assumed to remain essentially flat in coming years (only 1% growth)
- Except for KSAM, no new discretionary grant fund awards, although funding for FY22-26 expenditures includes some discretionary grant funds already awarded
- Assumed that VIA would be awarded a \$158M FTA New Starts program grant for the ART North-South project
- Included a 3.5% hourly wage increase effective August 1, a 3% salaried increase effective on October 1 (actual increase later granted was 3.5%), and 3%/year increases for all employees in subsequent years.
- 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, held unit prices essentially flat after FY22, although the cost for CNG increased from \$0.48/gallon to \$0.65/gallon (FY22 budget compared to pre-COVID FY20 budget). 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 FY22 are budgeted at \$6.4M, up \$0.7M compared to the FY20 budget due mainly to higher CNG prices. Assumed alternative fuels credit would continue.
- Estimated incremental operating costs have been included for the new paratransit facility and new passenger facilities in the capital plan
- Any staffing needed in connection with the capital 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 typically come primarily from the FTA's Section 5307 apportionment to the agency. However, in the current five-year projections VIA included the assumed award of a \$158M New Starts grant for the KSAM project.

Sales taxes, which account for over 62% of VIA's revenues in FY22, are forecasted by an economic consulting firm that is very familiar with the San Antonio economy. Recent

sales tax receipts have been strong due partly to government stimulus funds that have boosted the economy following very weak receipts in the first few months following the inception of COVID. Future sales tax growth is expected to be at more normal levels, which is in the 4% range.

Aside from the impact of COVID, sales tax receipts are impacted by other 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 FY22 are \$0.65/gallon for CNG, \$2.74/gallon for ULSD, \$1.00/gallon for propane, and \$2.43/gallon for gasoline. VIA receives a \$0.50/gallon credit for alternative fuels, which includes CNG and propane. These credits are not included in the above prices. Budgeted prices in the prior year were \$0.528/gallon for CNG, \$2.39/gallon for ULSD, \$1.00/gallon for propane, and \$2.11/gallon for gasoline.

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## Capital Spending

VIA's \$586.8M of capital spending in the Five-Year Financial Plan is dominated by spending for KSAM (67.0%), revenue vehicles (14.1%), and passenger facilities (6.0%), which together account for 87.1% of spending. The KSAM projects in the current Five-Year Capital Plan include the Advanced Rapid Transit (ART) North-South project, and the 2<sup>nd</sup> Operations and Maintenance Facility. Revenue vehicles to be purchased in the five-year planning horizon include 186 vehicles. The remaining 12.9% of capital spending is accounted for by revenue vehicle replacement components, computer hardware/software, operational facilities, maintenance tools & equipment, service vehicles, and miscellaneous spending categories. The miscellaneous category includes a mobility payment platform project and fare collection system spending.

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, and in May 2020, VIA issued MTA Contractual Obligation bonds to help fund the purchase of 139 paratransit vans. VIA refunded a portion a portion of the FY13 and FY14 bond issuances in December 2020 in order to take advantage of lower interest rates, and was able to realize \$6.1M in present value saving.

The only bond issuance planned for FY22-26 is in FY23, to help fund vehicle purchases. VIA will be purchasing 72 buses in that year.

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; Cash Inflows, Outflows and Reserves; Grant Funds; Capital Spending Summary; Operating Revenue; Operating Expenses; Non-Operating Revenue/(Expenses); Sales Tax Revenue; Grant Funds; Stabilization Fund and Working Capital Reserves; Bus and Van Service Hours and Passengers; Bond Issuances and Debt Service; and, Debt Ratio and Unrestricted Cash Reserve Balance. Key observations from these schedules are noted below:

**Schedule 1 (page 197): Income Statement Summary.** This schedule shows that VIA projects having a total of approximately \$100.4M in operating revenue over the next five years, \$1,420.0M in operating expenses, and \$1,517.6M in non-operating revenue/(expense). This results in net income (before depreciation and capital contributions) of \$198.0M.

**Schedule 2 (page 198): Cash and Reserves Summary.** VIA's net reserves are expected to decrease by \$124.5M over the next five years, as balances currently on hand are spent down (see explanation below for Schedule 3). 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 (page 199): Reserve Changes and Balances.** The expected decrease of \$124.45M over the five-year planning period is driven mainly by spending down of unrestricted cash reserves on hand at the end of fiscal year 2021, along with spending of KSAM funds. The unrestricted fund balance was higher than usual at the end of FY21 due to government stimulus funds that VIA received following the inception of COVID-19 (those federal funds freed up local funds). This balance is projected to decrease by \$52.13M over the next five years. The KSAM reserve balance decreases by \$56.70M, as those funds are being spent on accelerating the KSAM project.

Also, VIA will be using TxDOT grant funds and bond funds currently on hand to pay for the capital expenditures against which they are programmed. The TxDOT Grant Funds balance decreases by \$33.62M, as those remaining funds are spent.

The Stabilization Fund and Working Capital balances each increase by \$8.43M, keeping those reserves at Board policy level (60 days of operating expenses in each reserve).

**Schedule 4 (page 200): 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	\$ (1,317.57)
Non-Capital Financing Activities	1,520.97
Capital and Related Financing Activities	(334.12)
Investing Activities	6.26
Net Change in Cash	<u>\$ (124.46)</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, TIFIA loan activity, debt service; and, capital contributions to/from miscellaneous entities.

**Schedule 4A (page 201): Sources of Cash.** VIA's sources of cash total \$1.969B over the next five years. The largest source of funds is sales taxes, which account for 62% of total sources of cash. Other key sources of cash include capital grant funds, farebox revenue, bond proceeds, TIFIA loan proceeds, and funding contributions. Other than the one-time government stimulus funds (CARES Act, CRRSAA and ARP funds), the largest items on the grants line include VIA's Section 5307 grant funds apportionment, Section 5339 apportionments, TxDOT grant funds, and various discretionary grant awards, such as the VW and CMAQ discretionary awards discussed earlier. The Grant Funds line for KSAM includes the \$158M assumed New Starts grant for ART N/S. Funding contributions from the City of San Antonio are budgeted at \$10M/year; this funding is for route improvements. 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 (page 202): Uses of Cash and Net Reserves Change.** VIA's uses of cash total \$2.093B over the next five years. Most of these funds are used for operating expenses, which account for \$1.418B (68%) of the total. Other key uses include capital projects (\$587M) and debt service (\$85M).

The net reserves change section shows that total uses of cash exceed sources of cash (prior to pulling from existing balances), resulting in a \$124.45M decrease in cash balances (mainly spending down of unrestricted cash reserve funds, KSAM reserve funds, and TxDOT grant funds, as noted earlier).

**Schedule 4C (page 203): Cash Inflows, Outflows and Reserves.** This schedule reconciles the beginning total reserves position to the ending total reserves position. VIA's beginning reserves balance entering FY22 is \$348.65M. Outflows of cash exceed inflows of cash by \$124.45M over FY22-26, resulting in an ending reserve total of \$224.20M. The ending Unrestricted Cash Reserve balance is \$108.1M, and will help fund KSAM in subsequent years.

**Schedule 5 (page 204): Operating Revenue.** VIA is projected to have \$100.39M of total operating revenue in the five-year plan, with \$82.15M (82%) 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 \$6.55M of revenue, and remaining operating revenue comes from bus advertising, VIA Link service (mobility-on-demand service) and "other" items ("other" consists of various items such as property rentals and facility fees).

**Schedule 6 (page 205): Operating Expenses.** VIA's operating expenses are projected to total \$1.420B over the five-year plan period, with bus expenses accounting for \$1.068B (75%) of that total. VIAtrans service accounts for \$250.44M (18%) of expenses, with miscellaneous other items accounting for the remaining 7% of expenses. Although VIAtrans accounts for 18% of expenses, VIAtrans only accounts for about 2% of ridership over the five-year period.

**Schedule 7 (page 206): Non-Operating Revenue/(Expense).** VIA's non-operating revenue/ (expense) is projected to total a net of \$1.518B in the five-year plan. In FY21, non-operating revenue is up sharply due to \$124.62M of government stimulus funds, and in FY22 non-operating revenue decreases since that year only includes \$63.51M of

government stimulus funds. Subsequent years reflect lower revenue levels due to no future stimulus funds being projected. Sales taxes account for 80.9% of net non-operating revenue/(expense) over the five-year period and are projected to increase by 4%/year in FY22-26 (excluding new ATD tax). Additionally, the additional 1/8-cent ATD sales tax from the November 2020 election is included beginning in January 2026. Operating expense reimbursements are the next largest non-operating revenue/(expense) line item, accounting for \$174M of revenue over the five-year period.

**Schedule 8 (page 207): Sales Tax.** VIA projects \$972.33M of MTA sales tax revenue in the five-year plan and \$220.29M of ATD-VIA sales tax revenue, for a total of \$1.228B. The ATD-VIA figures reflect VIA's 50% share of the current 1/4-cent ATD sales tax – the other 50% share is currently being split by the City of San Antonio and Bexar County. For the 1/8-cent ATD sales tax starting in January 2026, the full amount is reflected as going to VIA. The MTA sales tax is 1/2-cent. Combined, the MTA and ATD-VIA taxes total 5/8-cent up until January 2026, at which time the combined taxes are 3/4-cent.

**Schedule 9 (page 208): Grant Fund Awards.** This schedule shows \$418.8M of grant funds awards for FY22-26. Of this amount, \$178.5M will be used for capital projects, and \$240.3M will be used for operating expenses.

VIA's largest grant funding source in FY22-26 is the assumed \$158M Capital Investment Grant (CIG) program grant (also referred to as the New Starts Grant) for VIA's KSAM ART North-South project. The FTA has accepted the ART N/S project into the Project Development phase.

The next largest grant is the FTA's Section 5307/5340 grant program, which accounts for \$174.3M of projected grant funding over FY22-26. VIA plans to use all Section 5307/5340 funds awarded in FY22-26 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.

VIA's next largest grant funding source in FY22-26 is American Recovery Plan Act (ARPA) funds used for operating expenses. Some of those funds were drawn down in FY21, and the remainder will be drawn down in FY22.

After ARP funds, the FTA Section 5339 Bus & Bus Facilities grant program is the next largest funding source, accounting for \$20.4M of the grant funds projected to be awarded over FY22-26. The 5339 grant program includes formula funds as well as a

discretionary component; no new discretionary awards were assumed, for the sake of conservatism, although VIA has been very successful at getting such awards in the past.

**Schedule 10 (page 209): Capital Spending Summary.** VIA's capital spending program for 2022-2026 includes \$586.8M of capital projects. The largest spending categories are the following: KSAM, \$393.4M (67.0% of spending); Revenue Vehicles, \$82.5M (14.1%); and Passenger Facilities, \$18.3M (6.0%). Remaining categories account for 12.9% 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 11 (page 210): 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. VIA projects that these two reserves will be fully funded throughout the five-year plan horizon, and that the combined balances will total \$98.2M at the end of FY26.

**Schedule 12 (page 211): Service Hours and Passengers.** Projected FY26 systemwide ridership of nearly 37 million passengers reflects an 88% increase compared to FY21 (and an increase of 2.3% compared to FY19, the last pre-COVID year). VIA will be focusing on retaining and retaining ridership in FY22. VIA projects that a total of 12.8 million hours of transportation service will be provided during the upcoming five-year period (FY22-26).

**Schedule 13 (page 212): Bond Issuances and Debt Service.** VIA has six outstanding bond issuances, which generated \$133.6M in net proceeds. Bond issues currently outstanding include: MTA Farebox Revenue and Refunding Bonds, Series 2013; ATD Sales Tax Revenue and Refunding Bonds, Series 2014; MTA Contractual Obligation Bonds, Series 2017; MTA Contractual Obligation Bonds, Series 2020; 2020 Farebox Revenue Refunding Bonds; and, 2020 ATD Sales Tax Revenue Refunding Bonds. VIA issued refunding bonds in FY21 in order to take advantage of lower interest rates, and was thereby able to achieve over \$6M in present value savings. The only bond issuance planned in the next five years is a \$27.3M bond issue in FY23, to help pay for bus purchases. In FY22-26, debt service averages \$17.0M/year.

**Schedule 14 (page 213): Debt Ratio and Unrestricted Cash Reserve Balance.** This schedule shows an internal debt service coverage ratio by year, calculated in accordance with VIA's Debt Policy. That policy has a target ratio of at least 1.15x. The forecasted ratio in FY21 and FY22 is unusually high due to federal stimulus funds. The only year in which the coverage ratio falls short of the 1.15x is in FY24, when the ratio is 1.04x. In the following year it increases to 1.23x. In FY25 the ratio increases to 3.41x, due to the ATD II sales tax that begins in January 2026. The Unrestricted Cash Reserve balance is projected to be \$108.1M at the end of FY26. Some of those funds will be used to help fund KSAM project spending.

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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; Operating Expenses Non-Operating Revenue/(Expense); Sales Tax Revenue; Stabilization Fund and Working Capital Reserves; and, Bus and Van Service Hours and Passengers. Key observations from these schedules are noted below:

**Schedule 1 (page 217): Income Statement Summary.** This schedule shows that the ATD has an estimated total of \$21.53M in operating revenue over the next five years, \$214.09M in operating expenses, and \$254.17M in non-operating revenue/(expense). This results in net income (before depreciation and capital contributions) of \$61.61M.

**Schedule 2 (page 218): Cash and Reserves Summary.** The ATD's net reserves are expected to increase by \$51.43M over the next five years, due mainly to the new ATD II sales tax starting in January 2026. The tax will help fund the Keep San Antonio Moving (KSAM) project acceleration. Funds will be spent over a timeframe longer than the five years shown (FY22-26). 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 (page 219): Cash and Reserves Balances.** The expected increase of \$51.43M over the next five years is primarily attributable to an increase \$49.15M in the Unrestricted Cash Reserve, which captures remaining funds after other reserves have been fully funded. The Stabilization Fund and Working Capital reserve each increase by \$1.14M over the five-year planning horizon, keeping those reserves at Board policy level.

**Schedule 4 (page 220): 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	\$ (192.58)
Non-Capital Financing Activities	254.35
Capital and Related Financing Activities	(11.76)
Investing Activities	1.42
Net Change in Cash	<u>\$ 51.43</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 has helped purchase some assets (through the ATD's 2014 bond issue) that are on the MTA's ledger.

**Schedule 4A (page 221): Sources of Cash.** The ATD's sources of cash total \$546.92M over the next five years. The largest source of funds is sales taxes, which account for \$437.78M of total sources of cash (of this \$218.89M is passed on the City of San Antonio and Bexar County, as shown on Schedule 4B). The next largest sources of cash in FY22-26 for the ATD are TIFIA loan proceeds and farebox revenue.

**Schedule 4B (page 222): Uses of Cash and Net Reserves Change.** The ATD's uses of cash total \$495.49M over the next five years. Most of these funds are used for operating expenses, which account for \$214.11M of the total. Transfers to the MTA are \$50.71M of the total (this amount covers asset purchases), and sales taxes passed on to the City of San Antonio and Bexar County account for \$218.89M of the total. Debt service accounts for \$11.08M of the total. The net reserves change section shows that reserves increase by \$51.43M, as sources of funds exceeds uses. Total uses of cash plus the net reserves change equals total sources of cash.

**Schedule 5 (page 223): Operating Revenue.** The ATD is projected to have \$21.53M 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 (page 224): Operating Expenses.** The ATD's operating expenses are projected to total \$214.09M in the five-year plan, with bus expenses accounting for \$210.14M (98%) of that total. Vanpool expenses make up the remaining 2%.

**Schedule 7 (page 225): Non-Operating Revenue/(Expense).** The ATD's net non-operating revenue/(expense) is projected to total \$254.17M in the five-year plan, growing from \$40.10M in FY21 to \$83.12M in FY26. The ATD Sales Tax I line (existing ATD sales tax) is the largest component of non-operating revenue. That tax is projected to grow at a rate of 4.0%/year. The ATD Sales Tax II line reflects the new 1/8-cent ATD sales tax that begins in January 2026. Investment income totals \$1.42M over the five-year period, with interest rates being near historic lows. The bond interest that is shown reflects interest on the ATD's 2014 bond issue and 2020 refunding bonds.

**Schedule 8 (page 226): Sales Tax.** The ATD's sales tax revenue is projected to total \$255.75M in the five-year plan. The total ATD-VIA line reflects VIA's 50% share of the 1/4-cent ATD sales tax, plus the 1/8-cent ATD II sales tax. The other 50% of the ATD I sales tax is currently being split by the City of San Antonio and Bexar County.

**Schedule 9 (page 227): 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 FY22 through FY26, with \$7.32M in each of those reserves at the end of FY26.

**Schedule 10 (page 228): Bus Service Hours and Passengers.** Projected FY26 ridership reflects an increase of 175% over FY21 ridership (and an increase of 81.4% compared to FY19, the last pre-COVID year). FY21 ridership was adversely impacted by COVID, although performance on the ATD's Primo routes has been stronger than on other routes. The projected ATD bus transportation service to be provided for FY22-26 totals more than 2.1 million hours.

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VIA Metropolitan Transit  
Five-Year Financial Plan (2022-2026)

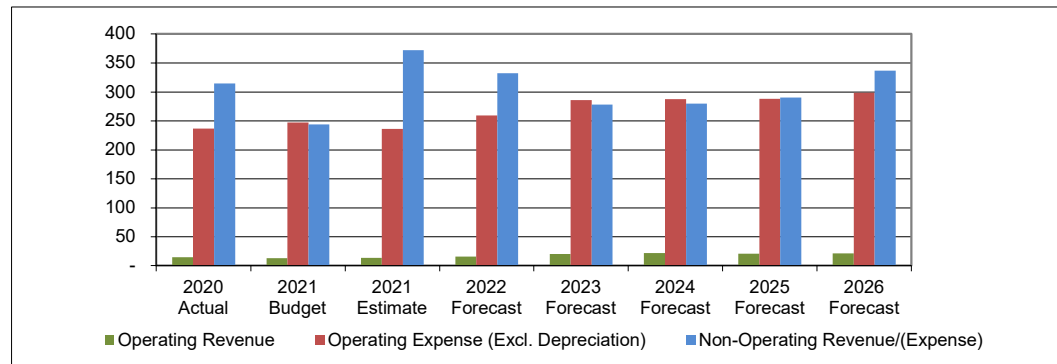
**VIA Metropolitan Transit  
Five-Year Financial Plan Schedules**

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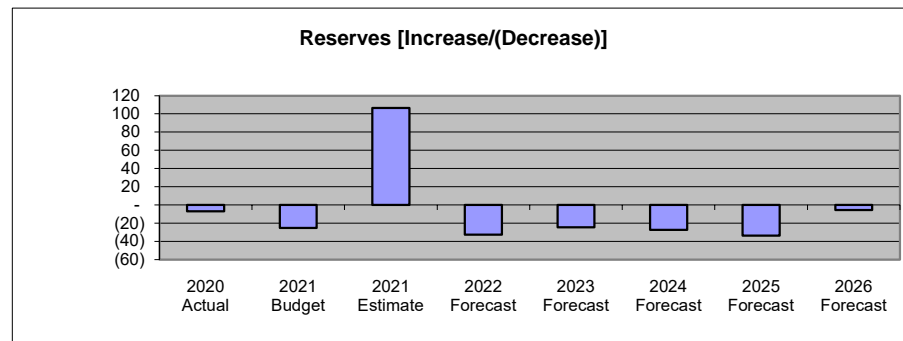
**VIA Metropolitan Transit  
Income Statement Summary  
(\$ Millions)**

	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
				2022	2023	2024	2025	2026	
<b><u>Operating Revenues</u></b>									
Total Operating Revenues	\$ 14.91	\$ 13.01	\$ 13.69	\$ 15.69	\$ 20.13	\$ 21.83	\$ 21.15	\$ 21.59	\$ 100.39
<b><u>Operating Expenses</u></b>									
Total Operating Expenses	236.70	247.48	236.59	259.44	286.11	287.67	287.98	298.77	1,419.97
<b><u>Non-Operating Revenue/(Expense)</u></b>									
Sales Tax	194.83	190.59	211.71	220.19	229.00	238.16	247.68	293.05	1,228.08
Investment Income	2.92	0.95	0.52	0.27	1.65	1.53	1.39	1.42	6.26
Bond Interest and Issuance Cost	(5.42)	(5.01)	(2.83)	(3.57)	(3.80)	(3.81)	(3.28)	(2.69)	(17.15)
Grants - VIA	116.22	49.41	152.56	107.40	41.20	34.16	34.50	34.84	252.10
Grants - Pass-Thru In	1.28	1.77	1.76	1.78	1.79	1.81	1.83	1.85	4.21
Grants - Pass-Thru Out	(1.28)	(1.77)	(1.76)	(1.78)	(1.79)	(1.81)	(1.83)	(1.85)	(4.21)
Intergovernmental Revenue	7.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	50.00
Intergovernmental Expense	(0.50)	(1.80)	-	(1.70)	-	-	-	-	(1.70)
Other	(0.06)	-	0.01	-	(0.01)	(0.01)	-	(0.01)	(0.04)
Total Non-Operating Revenue/(Expense)	314.99	244.14	371.97	332.59	278.04	280.03	290.29	336.61	1,517.55
NI before Deprec and Capital Contributions	\$ 93.20	\$ 9.67	\$ 149.07	\$ 88.84	\$ 12.06	\$ 14.19	\$ 23.46	\$ 59.43	\$ 197.97



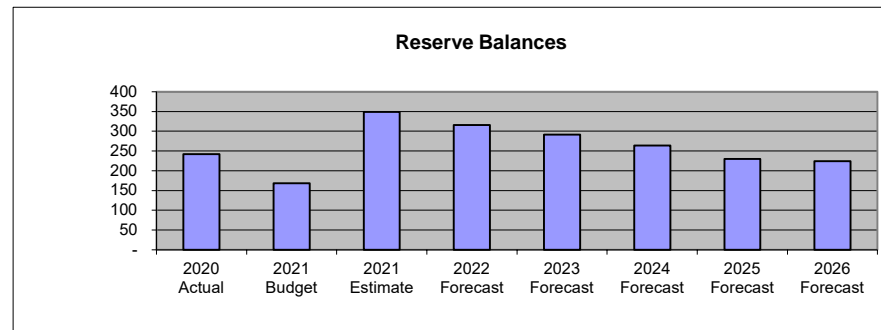
**VIA Metropolitan Transit  
Cash and Reserves Summary  
(\$ Millions)**

	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
				2022	2023	2024	2025	2026	
<b>Cash [Source/(Use)]</b>									
Operating Activities	\$ (214.02)	\$ (229.80)	\$ (220.89)	\$ (250.33)	\$ (260.74)	\$ (263.53)	\$ (267.04)	\$ (275.93)	\$ (1,317.57)
Non-Capital Financing Activities	310.97	248.74	372.95	334.50	278.76	280.82	290.62	336.27	1,520.97
Capital and Related Financing Activities	(17.31)	(76.27)	(46.09)	(117.21)	(44.38)	(46.41)	(58.67)	(67.44)	(334.11)
Investing Activities	41.96	0.95	0.52	0.27	1.65	1.53	1.39	1.42	6.26
Total Change in Cash	121.60	(56.38)	106.49	(32.77)	(24.71)	(27.59)	(33.70)	(5.68)	(124.45)
<b>Total Changes in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	121.60	(56.38)	106.49	(32.77)	(24.71)	(27.59)	(33.70)	(5.68)	(124.45)
Incr./(Decr.) in Invest. Securities Excl. FMV Change	(39.65)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	0.61	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	82.56	(56.38)	106.49	(32.77)	(24.71)	(27.59)	(33.70)	(5.68)	(124.45)



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

	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
				2022	2023	2024	2025	2026	
<b>Reserve Changes [Increase/(Decrease)]</b>									
TxDOT Grant Funds	\$ (4.52)	\$ (14.82)	\$ (12.83)	\$ (31.43)	\$ (2.19)	\$ -	\$ -	\$ -	\$ (33.62)
Bond Construction Account	10.88	-	(10.88)	-	-	-	-	-	-
Debt Service Fund	0.99	-	-	-	-	-	-	-	-
KSAM Reserve	-	-	56.70	(22.53)	(9.61)	(24.56)	-	-	(56.70)
TIFIA DS Reserve	-	-	-	-	-	-	-	1.14	1.14
Unrestricted Cash Reserve	73.55	(12.16)	74.14	17.25	(21.67)	(3.53)	(33.82)	(10.36)	(52.13)
Working Capital	1.72	1.72	(0.32)	1.97	4.38	0.25	0.06	1.77	8.43
Stabilization Fund	1.72	1.72	(0.32)	1.97	4.38	0.25	0.06	1.77	8.43
Local Match Reserve	(0.44)	-	-	-	-	-	-	-	-
Retainage	(1.34)	-	-	-	-	-	-	-	-
<b>Total</b>	<b>82.56</b>	<b>(23.54)</b>	<b>106.49</b>	<b>(32.77)</b>	<b>(24.71)</b>	<b>(27.59)</b>	<b>(33.70)</b>	<b>(5.68)</b>	<b>(124.45)</b>
<b>Reserve Ending Balances</b>									
TxDOT Grant Funds	46.45	15.46	33.62	2.19	-	-	-	-	-
Bond Construction Account	10.88	1.83	-	-	-	-	-	-	-
Debt Service Fund	6.42	6.31	6.42	6.42	6.42	6.42	6.42	6.42	-
KSAM Reserve	-	-	56.70	34.17	24.56	-	-	-	-
TIFIA DS Reserve	-	-	-	-	-	-	-	1.14	-
Unrestricted Cash Reserve	86.06	51.07	160.20	177.45	155.78	152.25	118.43	108.07	-
Working Capital	41.00	40.68	40.68	42.65	47.03	47.28	47.34	49.11	-
Stabilization Fund	41.00	40.68	40.68	42.65	47.03	47.28	47.34	49.11	-
Local Match Reserve	10.31	10.74	10.31	10.31	10.31	10.31	10.31	10.31	-
Retainage	0.04	1.39	0.04	0.04	0.04	0.04	0.04	0.04	-
<b>Total</b>	<b>242.16</b>	<b>168.16</b>	<b>348.65</b>	<b>315.88</b>	<b>291.17</b>	<b>263.58</b>	<b>229.88</b>	<b>224.20</b>	
<b>Reserves Change</b>	<b>82.56</b>	<b>(23.54)</b>	<b>106.49</b>	<b>(32.77)</b>	<b>(24.71)</b>	<b>(27.59)</b>	<b>(33.70)</b>	<b>(5.68)</b>	



## SCHEDULE 4

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

	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
	2022	2023	2024	2025	2026				
<b>Cash Flows from Operating Activities</b>									
Farebox Revenue	\$ 13.31	\$ 10.87	\$ 11.54	\$ 13.55	\$ 17.94	\$ 19.60	\$ 18.88	\$ 19.28	\$ 89.25
Other Operating Revenue	1.92	2.14	2.16	2.14	2.19	2.23	2.27	2.31	11.14
Operating Expenses	(229.25)	(242.81)	(234.59)	(266.02)	(280.87)	(285.36)	(288.19)	(297.52)	(1,417.96)
Net Cash Used in Operating Activities	(214.02)	(229.80)	(220.89)	(250.33)	(260.74)	(263.53)	(267.04)	(275.93)	(1,317.57)
<b>Cash Flows from Non-Capital Financing Activities</b>									
Sales Taxes: MTA	158.64	153.38	171.53	178.39	185.53	192.95	200.66	208.69	966.22
Sales Taxes: ATD I	71.37	69.34	77.72	80.82	84.06	87.42	90.92	94.56	437.78
Sales Tax Pymnts to CoSA, TxDOT, Bx Co.	(35.68)	(34.67)	(38.86)	(40.41)	(42.03)	(43.71)	(45.46)	(47.28)	(218.89)
Sales Taxes: ATD II	-	-	-	-	-	-	-	-	35.46
Grant Funds Used for Operating Exp. Reimb.	19.28	48.16	36.58	37.88	34.57	33.66	34.00	34.34	174.45
CARES Act Funds	90.07	-	0.37	-	-	-	-	-	-
CRRSAA Funds	-	-	61.22	-	-	-	-	-	-
ARPA Funds	-	-	53.40	63.51	-	-	-	-	63.51
Grants - JARC, TOD/UDC Planning Grant	0.23	0.24	0.24	0.18	0.14	-	-	-	0.32
Grants - Surface Transportation Block Grant	-	2.40	-	3.20	4.80	-	-	-	8.00
Grants - K-9 Program Operating Expenses	0.16	-	-	-	-	-	-	-	-
Grants - 5310 & New Freedom	0.35	0.50	0.50	0.50	0.50	0.50	0.50	0.50	2.50
City of San Antonio Funding	7.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	50.00
CMAQ Funds - Operating	-	1.19	0.25	2.13	1.19	-	-	-	3.32
Contributions: MyLink Program (+ = Credit/Refund)	0.03	(0.40)	-	(1.70)	-	-	-	-	(1.70)
Contributions: NE Mobility Hub	-	(1.40)	-	-	-	-	-	-	-
Contribution to CoSA: 5 Points	(0.50)	-	-	-	-	-	-	-	-
Other	0.02	-	-	-	-	-	-	-	-
Net Cash Provided by Noncapital Fin. Activities	310.97	248.74	372.95	334.50	278.76	280.82	290.62	336.27	1,520.97
<b>Cash Flows from Capital and Related Fin. Activities</b>									
Capital Grant Funds (Excl VW, CMAQ, KSAM)	11.27	15.21	7.89	15.65	4.04	1.98	2.50	5.94	30.11
CIG Grant ART N/S - KSAM	-	-	-	-	-	-	97.93	60.15	158.08
Other Federal Grant Funds - KSAM	-	-	-	-	-	-	-	-	-
Carryover Grant Funds from Prior Years	-	0.24	2.34	6.00	0.06	-	2.07	-	8.13
Other Carryover Grant Funds	-	-	-	-	-	-	-	-	-
Purchase of Capital Assets	(26.39)	(84.87)	(47.01)	(130.54)	(77.01)	(30.40)	(140.92)	(207.95)	(586.82)
Sale of PP&E	-	-	-	-	-	-	-	-	-
Grant Funds to Suburban Cities	-	-	-	-	-	-	-	-	-
Bond Proceeds	10.88	-	-	-	27.87	-	-	-	27.87
Bond Refunds	-	-	-	-	-	-	-	-	-
Costs of Debt Issuance	-	-	-	-	(0.56)	-	-	-	(0.56)
TIFIA Transaction Fee	-	-	-	-	-	(0.70)	-	(0.45)	(1.15)
Debt Service	(13.07)	(17.82)	(17.42)	(13.93)	(14.61)	(18.11)	(20.28)	(18.09)	(85.02)
TIFIA Loan Proceeds (KSAM)	-	-	-	-	-	-	-	92.94	92.94
Bexar County Funding	-	-	-	-	-	-	-	-	-
TxDOT Grant Funds	-	0.71	0.02	0.09	5.57	0.81	0.01	-	6.48
Capital Contribution: TAPS	-	-	-	-	-	-	-	-	-
VW Settlement Funds	-	4.78	5.04	-	4.78	-	-	-	4.78
CMAQ Funds - Capital	-	5.49	3.06	5.49	5.49	-	-	-	10.98
Funding Contributions - KSAM	-	-	-	-	-	-	-	-	-
Other	-	(0.01)	(0.01)	0.03	(0.01)	0.01	0.02	0.02	0.07
Net Cash Used in Capital and Related Fin. Activities	(17.31)	(76.27)	(46.09)	(117.21)	(44.38)	(46.41)	(58.67)	(67.44)	(334.11)
<b>Cash Flows from Investing Activities</b>									
Sale of Investment Securities (*)	135.17	-	-	-	-	-	-	-	-
Purchase of Investment Securities (*)	(95.52)	-	-	-	-	-	-	-	-
Investment Income	2.31	0.95	0.52	0.27	1.65	1.53	1.39	1.42	6.26
Net Cash Provided by Investing Activities	41.96	0.95	0.52	0.27	1.65	1.53	1.39	1.42	6.26
<b>Total Change in Cash</b>	<b>121.60</b>	<b>(56.38)</b>	<b>106.49</b>	<b>(32.77)</b>	<b>(24.71)</b>	<b>(27.59)</b>	<b>(33.70)</b>	<b>(5.68)</b>	<b>(124.45)</b>
<b>Total Change in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	121.60	(56.38)	106.49	(32.77)	(24.71)	(27.59)	(33.70)	(5.68)	(124.45)
Incr./(Decr.) in U.S. Agency Secs Excl. FMV Change	(39.65)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	0.61	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	82.56	(56.38)	106.49	(32.77)	(24.71)	(27.59)	(33.70)	(5.68)	(124.45)
<b>Total Sources and Uses of Funds (**)</b>									
Total Sources of Funds	351.13	290.93	405.52	379.39	348.35	306.97	415.67	518.31	1,968.69
Total Uses of Funds	(269.18)	(347.31)	(299.03)	(412.16)	(373.06)	(334.56)	(449.37)	(523.99)	(2,093.14)
Incr./(Decr.) in FMV of Investments	0.61	-	-	-	-	-	-	-	-
Total Net Change in Reserves	82.56	(56.38)	106.49	(32.77)	(24.71)	(27.59)	(33.70)	(5.68)	(124.45)

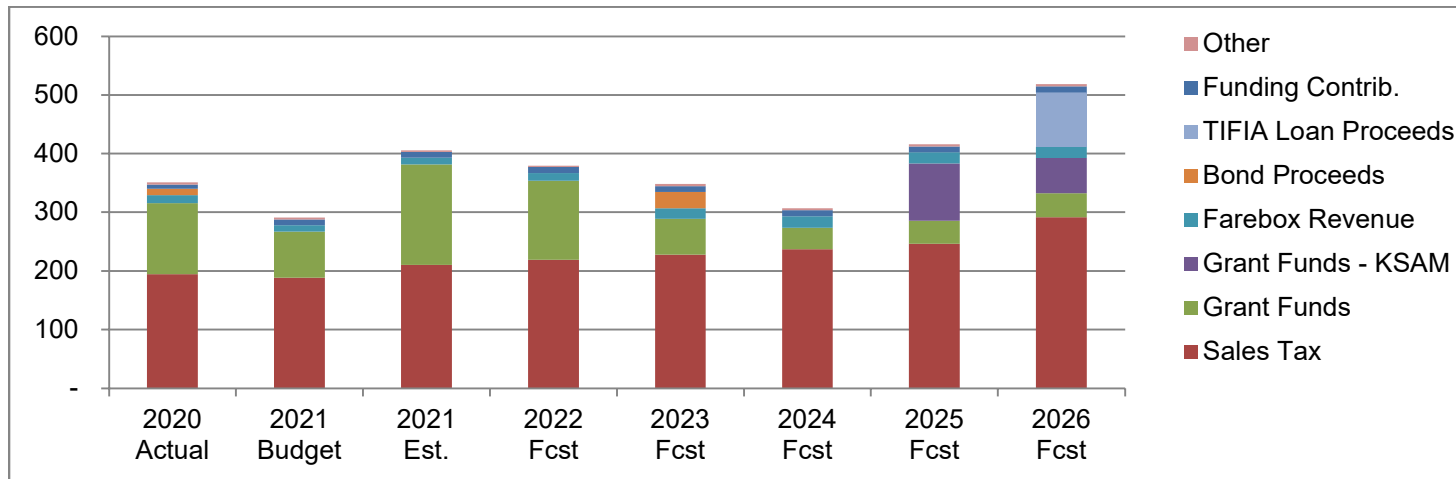
(\*) For budget and estimated/forecasted figures, assumed that purchases and sales will net to zero.

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

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

<b>Sources of Cash</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Forecast</b>					<b>Total</b>
	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
Sales Tax	194.33	188.05	210.39	218.80	227.56	236.66	246.12	291.43	1,220.57
Grant Funds	121.36	78.92	170.91	134.63	61.14	36.95	39.08	40.78	312.58
Grant Funds - KSAM	-	-	-	-	-	-	97.93	60.15	158.08
Farebox Revenue	13.31	10.87	11.54	13.55	17.94	19.60	18.88	19.28	89.25
Bond Proceeds	10.88	-	-	-	27.87	-	-	-	27.87
TIFIA Loan Proceeds	-	-	-	-	-	-	-	92.94	92.94
Funding Contrib.	7.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	50.00
Other	4.25	3.09	2.68	2.41	3.84	3.76	3.66	3.73	17.40
<b>Total</b>	<b>351.13</b>	<b>290.93</b>	<b>405.52</b>	<b>379.39</b>	<b>348.35</b>	<b>306.97</b>	<b>415.67</b>	<b>518.31</b>	<b>1,968.69</b>

SOURCES OF CASH (\$M)

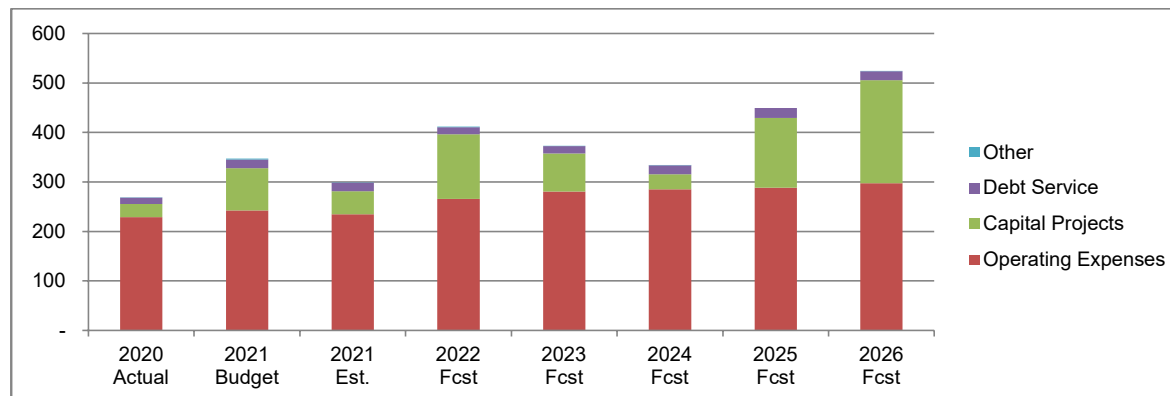




**VIA Metropolitan Transit**  
**Uses of Cash, and Net Reserves Change**  
**(\$ Million)**

<b>Uses of Cash</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Forecast</b>					<b>Total</b>
	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
Operating Expenses	229.25	242.81	234.59	266.02	280.87	285.36	288.19	297.52	1,417.96
Capital Projects	26.39	84.87	47.01	130.54	77.01	30.40	140.92	207.95	586.82
Debt Service	13.07	17.82	17.42	13.93	14.61	18.11	20.28	18.09	85.02
Other	0.47	1.81	0.01	1.67	0.57	0.69	(0.02)	0.43	3.34
<b>Total</b>	<b>269.18</b>	<b>347.31</b>	<b>299.03</b>	<b>412.16</b>	<b>373.06</b>	<b>334.56</b>	<b>449.37</b>	<b>523.99</b>	<b>2,093.14</b>
<b><u>Net Reserves Change</u></b>									
Total Sources of Funds	351.13	290.93	405.52	379.39	348.35	306.97	415.67	518.31	1,968.69
Total Uses of Funds	(269.18)	(347.31)	(299.03)	(412.16)	(373.06)	(334.56)	(449.37)	(523.99)	(2,093.14)
Incr./(Decr.) in FMV of Invest.	0.61	-	-	-	-	-	-	-	-
<b>Total (Reserves Change)</b>	<b>82.56</b>	<b>(56.38)</b>	<b>106.49</b>	<b>(32.77)</b>	<b>(24.71)</b>	<b>(27.59)</b>	<b>(33.70)</b>	<b>(5.68)</b>	<b>(124.45)</b>
<b>Total Uses &amp; Res. Change</b>	<b>351.74</b>	<b>290.93</b>	<b>405.52</b>	<b>379.39</b>	<b>348.35</b>	<b>306.97</b>	<b>415.67</b>	<b>518.31</b>	<b>1,968.69</b>
Total Change in Cash	(8.59)	(56.38)	106.49	(32.77)	(24.71)	(27.59)	(33.70)	(5.68)	(124.45)
Total Change in Cash, Cash Equivalents, & Investments	82.56	(56.38)	106.49	(32.77)	(24.71)	(27.59)	(33.70)	(5.68)	(124.45)

USES OF CASH (\$M)



**VIA Metropolitan Transit**  
**Cash Inflows, Outflows and Reserves**  
**(\$ Millions)**

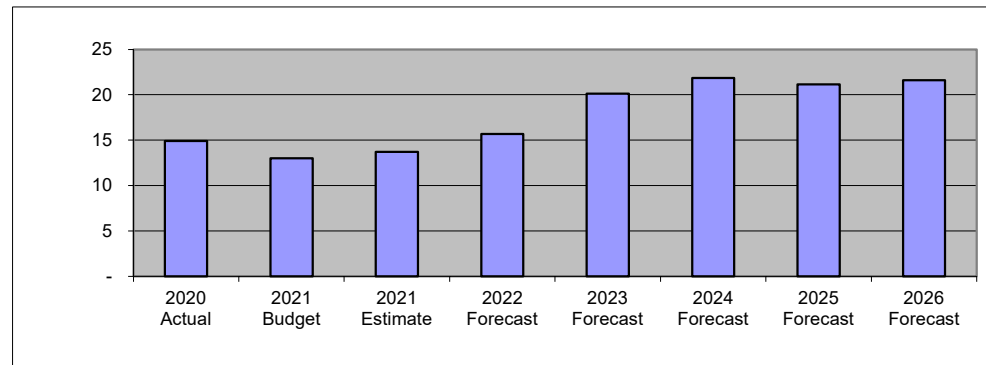
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Forecast</b>					
	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
Beginning Reserves	\$ 159.60	\$ 224.54	\$ 242.16	\$ 348.65	\$ 315.88	\$ 291.17	\$ 263.58	\$ 229.88	
<b><u>Sources of Cash</u></b>									
Sales Tax	194.33	188.05	210.39	218.80	227.56	236.66	246.12	291.43	1,220.57
Grant Funds	121.36	78.92	170.91	134.63	61.14	36.95	39.08	40.78	312.58
Grant Funds - CIG Grant (for KSAM)	-	-	-	-	-	-	97.93	60.15	158.08
Farebox Revenue	13.31	10.87	11.54	13.55	17.94	19.60	18.88	19.28	89.25
Bond Proceeds	10.88	-	-	-	27.87	-	-	-	27.87
TIFIA Loan Proceeds	-	-	-	-	-	-	-	92.94	92.94
Funding Contrib.	7.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	50.00
Sale of Investment Securities	135.17	-	-	-	-	-	-	-	-
Other	4.25	3.09	2.68	2.41	3.84	3.76	3.66	3.73	17.40
Total Sources of Cash	486.30	290.93	405.52	379.39	348.35	306.97	415.67	518.31	1,968.69
<b>Uses of Cash</b>	364.70	347.31	299.03	412.16	373.06	334.56	449.37	523.99	2,093.14
<b>Total Change in Cash</b>	121.60	(56.38)	106.49	(32.77)	(24.71)	(27.59)	(33.70)	(5.68)	(124.45)
Incr./(Decr.) in U.S. Agency Secs Excl. FMV Change	(39.65)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	0.61	-	-	-	-	-	-	-	-
Total Change in Reserves	82.56	(56.38)	106.49	(32.77)	(24.71)	(27.59)	(33.70)	(5.68)	(124.45)
Ending Reserves	242.16	168.16	348.65	315.88	291.17	263.58	229.88	224.20	
Ending Unrestricted Cash Reserve	\$ 86.06	\$ 51.07	\$ 160.20	\$ 177.45	\$ 155.78	\$ 152.25	\$ 118.43	\$ 108.07	

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

	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
	2022	2023	2024	2025	2026				
Line - MTA	\$ 9.73	\$ 7.78	\$ 8.59	\$ 9.74	\$ 12.10	\$ 13.14	\$ 12.43	\$ 12.76	\$ 60.17
Line - ATD	2.01	1.72	1.96	2.52	4.30	4.90	4.88	4.93	21.53
Special Events	0.04	0.08	0.01	0.09	0.09	0.09	0.09	0.09	0.45
Charter	-	-	-	-	-	-	-	-	-
Subtotal Bus Revenue	11.78	9.58	10.56	12.35	16.49	18.13	17.40	17.78	82.15
VIATrans	1.18	1.24	0.93	1.12	1.34	1.35	1.36	1.38	6.55
VIA Link	0.03	0.05	0.05	0.08	0.11	0.12	0.12	0.12	0.55
Bus Advertising	1.31	1.47	1.47	1.57	1.61	1.64	1.67	1.70	8.19
Other	0.61	0.67	0.68	0.57	0.58	0.59	0.60	0.61	2.95
Total Operating Revenues	\$ 14.91	\$ 13.01	\$ 13.69	\$ 15.69	\$ 20.13	\$ 21.83	\$ 21.15	\$ 21.59	\$ 100.39

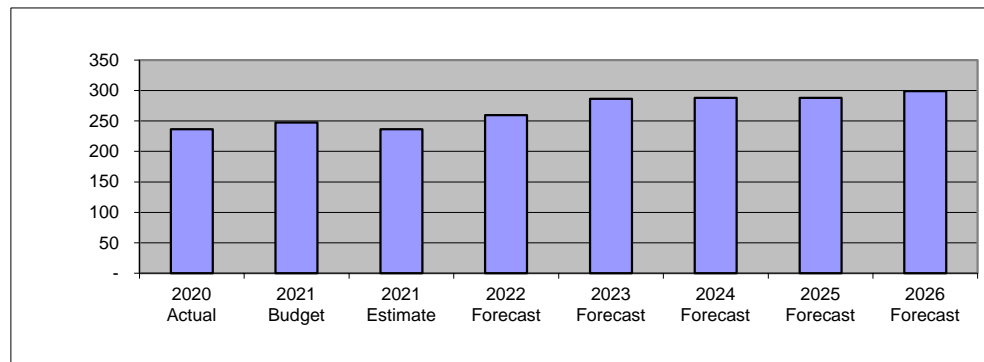
  

Line Passengers	27,020,133	18,987,839	19,021,513	24,681,910	32,570,646	35,952,541	34,791,726	35,511,585	163,508,408
Line Revenue Per Passenger	\$ 0.43	\$ 0.50	\$ 0.55	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50



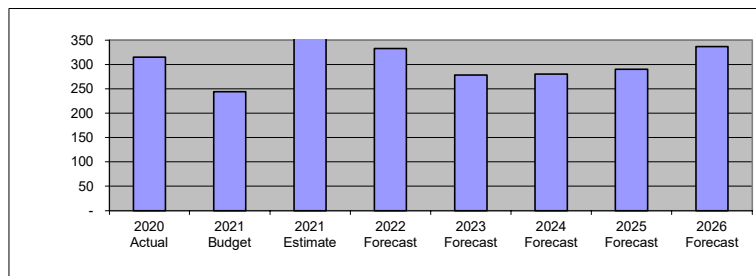
**VIA Metropolitan Transit  
Operating Expenses  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					
	2020	2021	2021	2022	2023	2024	2025	2026	Total
<u>Expenses by Cost Center</u>									
Line - MTA	\$ 153.95	\$ 151.96	\$ 145.34	\$ 155.36	\$ 170.49	\$ 173.30	\$ 173.41	\$ 179.99	\$ 852.55
Line - ATD	34.49	36.91	35.30	39.19	43.01	42.10	42.12	43.72	210.14
Special Events	0.44	1.03	0.02	0.73	0.80	1.18	1.18	1.22	5.11
Disaster Relief	0.01	-	0.99	-	-	-	-	-	-
CharterPromotional	0.03	-	0.06	-	-	-	-	-	-
Contract	-	-	-	-	-	-	-	-	-
Subtotal Bus Expense	188.92	189.90	181.71	195.28	214.30	216.58	216.71	224.93	1,067.80
ART N/S O&M Expense	-	-	-	-	-	-	-	-	-
VIAtrans	39.83	45.81	43.81	43.70	47.95	52.25	52.28	54.26	250.44
VIA Link	1.00	1.27	1.23	3.98	5.77	6.87	7.01	7.15	30.78
Vanpool	0.64	0.70	0.48	0.73	0.80	0.80	0.80	0.83	3.96
Business Development/Real Estate/Other	6.31	9.80	9.36	15.75	17.29	11.17	11.18	11.60	66.99
Total Operating Expenses	236.70	247.48	236.59	259.44	286.11	287.67	287.98	298.77	1,419.97



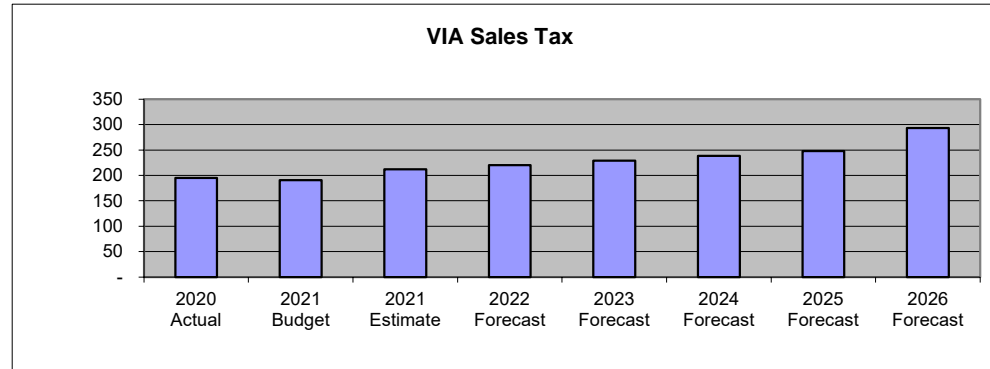
**VIA Metropolitan Transit**  
**Non-Operating Revenue/(Expense)**  
**(\$ Millions)**

	Actual	Budget	Estimated	Forecast					
	2020	2021	2021	2022	2023	2024	2025	2026	Total
Sales Tax - MTA	\$ 159.04	\$ 155.46	\$ 172.61	\$ 179.52	\$ 186.70	\$ 194.17	\$ 201.93	\$ 210.01	\$ 972.33
Sales Tax I - ATD VIA	35.79	35.13	39.10	40.67	42.30	43.99	45.75	47.58	220.29
Sales Tax I - ATD CoSA, Bxr Co. - In	35.79	35.13	39.10	40.67	42.30	43.99	45.75	47.58	220.29
Sales Tax I - ATD CoSA, Bxr Co.- Out	(35.79)	(35.13)	(39.10)	(40.67)	(42.30)	(43.99)	(45.75)	(47.58)	(220.29)
Sales Tax II (KSAM)	-	-	-	-	-	-	-	35.46	35.46
Investment Income - MTA	2.74	0.90	0.51	0.27	1.39	1.25	1.07	0.86	4.84
Investment Income - ATD	0.18	0.05	0.01	-	0.26	0.28	0.32	0.56	1.42
Bond Interest and Issuance Expense - MTA	(4.22)	(3.85)	(3.49)	(2.86)	(3.13)	(3.20)	(2.73)	(2.20)	(14.12)
Bond Interest and Issuance Expense - ATD	(1.20)	(1.16)	0.66	(0.71)	(0.67)	(0.61)	(0.55)	(0.49)	(3.03)
Grants - Operating Expense Reimb.	25.28	45.08	36.58	37.88	34.57	33.66	34.00	34.34	174.45
Grants - Other	-	-	-	-	-	-	-	-	-
CARES Act Funding	90.72	-	0.37	-	-	-	-	-	-
CARES Act Pass-Through	(0.29)	-	-	-	-	-	-	-	-
CRRSAA Funds	-	-	61.22	-	-	-	-	-	-
ARPA Funds	-	-	53.40	63.51	-	-	-	-	63.51
CMAQ (Operating)	-	1.19	0.25	2.13	1.19	-	-	-	3.32
KSAM Funding Contribution - Operating	-	-	-	-	-	-	-	-	-
CoSA Funding Contribution	7.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	50.00
Intergov Expense: 5 Points	(0.50)	-	-	-	-	-	-	-	-
Intergov Expense: MyLink Program	-	(0.40)	-	(1.70)	-	-	-	-	(1.70)
Intergov Expense: NE Mobility Hub	-	(1.40)	-	-	-	-	-	-	-
TOD/UDC Planning Grant	-	0.24	0.24	0.18	0.14	-	-	-	0.32
Grants - MPO UPWP, STBG	-	2.40	-	3.20	4.80	-	-	-	8.00
Grants - K-9 Program	0.16	-	-	-	-	-	-	-	-
Grants - Section 5310	0.35	0.50	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	0.32	0.58	0.57	0.58	0.58	0.59	0.59	0.60	2.94
Section 5307/40 UZA - Out	(0.32)	(0.58)	(0.57)	(0.58)	(0.58)	(0.59)	(0.59)	(0.60)	(2.94)
Section 5310/New Freedom UZA - In	0.96	1.19	1.19	1.20	1.21	1.22	1.24	1.25	1.27
Section 5310/New Freedom UZA - Out	(0.96)	(1.19)	(1.19)	(1.20)	(1.21)	(1.22)	(1.24)	(1.25)	(1.27)
Gain/Loss on Sales of Assets	-	-	-	-	-	-	-	-	-
Other	(0.06)	-	0.01	-	(0.01)	(0.01)	(0.01)	(0.01)	(0.04)
Total Non-Op. Rev/(Exp)	\$ 314.99	\$ 244.14	\$ 371.97	\$ 332.59	\$ 278.04	\$ 280.03	\$ 290.28	\$ 336.61	\$ 1,517.55



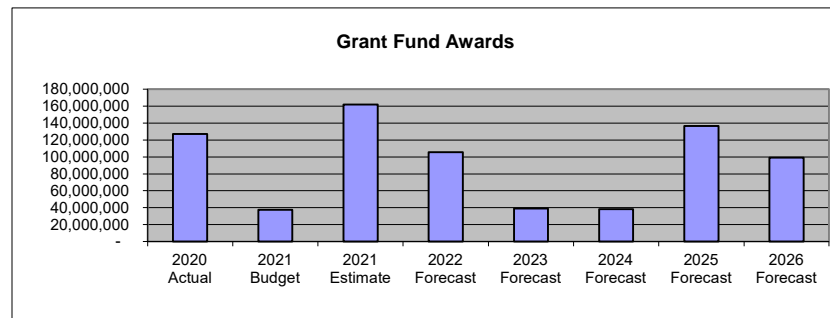
**VIA Metropolitan Transit  
Sales Tax Revenue  
(\$ Millions)**

	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
	2022	2023	2024	2025	2026				
MTA Sales Tax	\$ 159.04	\$ 155.46	\$ 172.61	\$ 179.52	\$ 186.70	\$ 194.17	\$ 201.93	\$ 210.01	\$ 972.33
% Growth	21.52%	-2.25%	8.53%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
ATD-VIA I Sales Tax	\$ 35.79	\$ 35.13	\$ 39.10	\$ 40.67	\$ 42.30	\$ 43.99	\$ 45.75	\$ 47.58	\$ 220.29
% Growth	21.16%	-1.84%	9.25%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
ATD-VIA II Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35.46	\$ 35.46
% Growth									
Total Sales Tax	\$ 194.83	\$ 190.59	\$ 211.71	\$ 220.19	\$ 229.00	\$ 238.16	\$ 247.68	\$ 293.05	\$ 1,228.08
% Growth	21.45%	-2.18%	8.66%	4.00%	4.00%	4.00%	4.00%	18.32%	6.72%



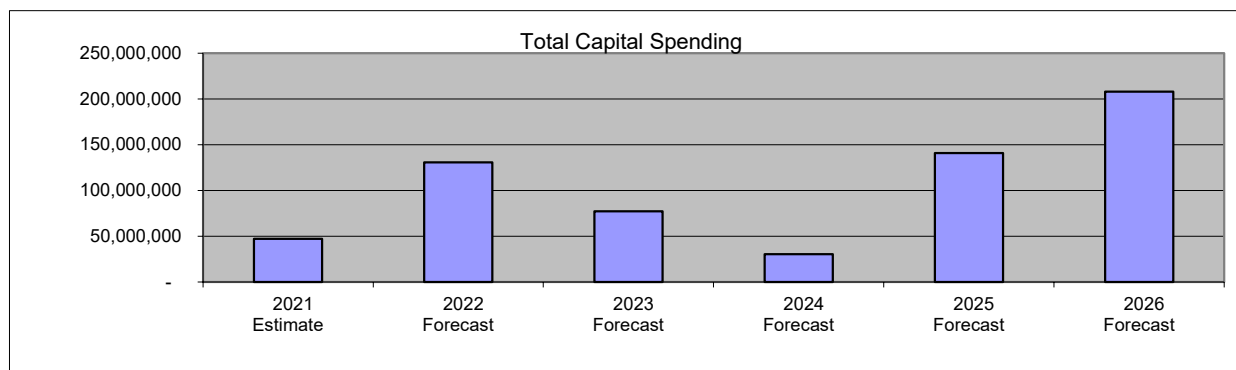
**VIA Metropolitan Transit  
Grant Fund Awards  
(\$)**

	Actual 2020	Budget 2021	Estimated 2021	Forecast					
				2022	2023	2024	2025	2026	Total
<b>Capital Project Grant Fund Awards</b>									
Section 5339A, Bus & Bus Facilities - Formula	\$ 4,133,163	\$ 4,170,000	\$ 3,913,208	\$ 4,000,000	\$ 4,040,000	\$ 4,080,000	\$ 4,120,000	\$ 4,160,000	\$ 20,400,000
CARES Act Funds - Capital	-	-	1,885,290	-	-	-	-	-	-
Texas Clean Fleet Program	-	-	3,994,001	-	-	-	-	-	-
CIG Grant for KSAM - ART N/S	-	-	-	-	-	-	97,926,541	60,153,459	158,080,000
<b>Total Capital Grant Funds</b>	<b>4,133,163</b>	<b>4,170,000</b>	<b>9,792,499</b>	<b>4,000,000</b>	<b>4,040,000</b>	<b>4,080,000</b>	<b>102,046,541</b>	<b>64,313,459</b>	<b>178,480,000</b>
<b>Other Grant Funds (Operating)</b>									
Section 5307/5340 Used for Operating	32,353,110	32,676,600	36,581,248	37,699,200	34,565,312	33,663,300	33,999,900	34,339,900	174,267,612
CARES Act Funds - Operating	90,072,027	-	369,959	-	-	-	-	-	-
CRRSAA Funds	-	-	61,224,865	-	-	-	-	-	-
ARP Funds	-	-	53,400,000	63,509,739	-	-	-	-	63,509,739
Section 5310 - Elderly and Disabled (& 5317)	531,784	500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Total Other Grant Funds</b>	<b>122,956,921</b>	<b>33,176,600</b>	<b>152,076,072</b>	<b>101,708,939</b>	<b>35,065,312</b>	<b>34,163,300</b>	<b>34,499,900</b>	<b>34,839,900</b>	<b>240,277,351</b>
<b>TOTAL</b>	<b>127,090,084</b>	<b>37,346,600</b>	<b>161,868,571</b>	<b>105,708,939</b>	<b>39,105,312</b>	<b>38,243,300</b>	<b>136,546,441</b>	<b>99,153,359</b>	<b>418,757,351</b>
Section 5307 UZA Pass-Through Funds	570,265	575,968	570,315	576,018	581,778	587,596	593,472	599,407	2,938,271
Section 5310 UZA Pass-Through Funds	1,143,403	1,186,939	1,186,939	1,198,808	1,210,796	1,222,904	1,235,133	1,247,484	6,115,125



**VIA Metropolitan Transit  
Capital Spending Summary  
(\$)**

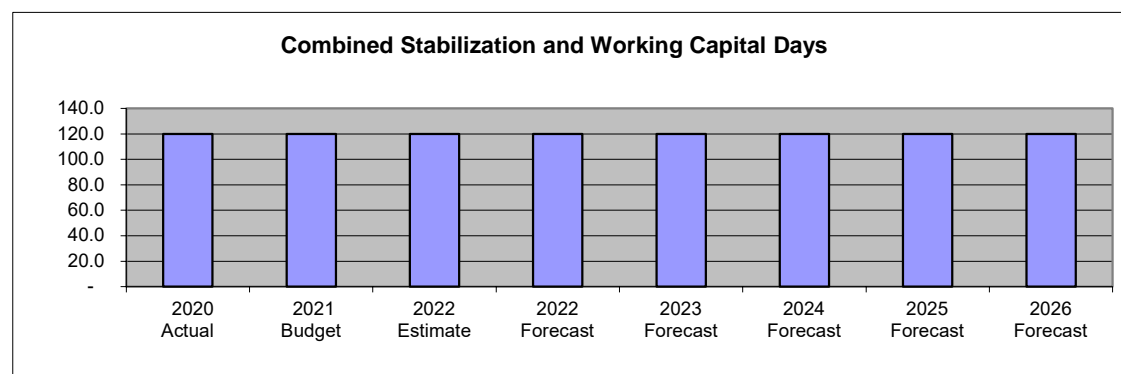
Description	Estimated	Forecast					Total
	2021	2022	2023	2024	2025	2026	
<b><u>Capital Spending Totals</u></b>							
Revenue Vehicles	\$ 17,023,092	\$ 33,484,553	\$ 41,628,456	\$ -	\$ -	\$ 7,430,050	\$ 82,543,059
Service Vehicles	997,066	1,397,000	624,500	601,500	662,500	527,000	3,812,500
Passenger Facilities	2,366,000	25,637,800	8,356,400	1,176,500	11,500	-	35,182,200
Operational Facilities	19,768,830	16,739,284	1,555,000	-	-	-	18,294,284
Administrative Facilities	800,000	-	90,000	-	-	-	90,000
Maintenance Tools & Equipment	132,000	5,323,500	1,060,000	92,000	60,000	60,000	6,595,500
Replacement Components for Rev Vehicles	992,543	8,660,600	2,665,000	3,285,000	3,630,000	4,110,000	22,350,600
Computer Hardware/Software	3,033,672	13,545,000	1,405,000	1,385,000	3,630,000	1,315,000	21,280,000
Miscellaneous	1,894,672	3,223,000	-	-	-	-	3,223,000
Subtotal	47,007,875	108,010,737	57,384,356	6,540,000	7,994,000	13,442,050	193,371,143
ART N/S	-	14,720,000	14,895,287	16,973,224	108,007,086	110,862,815	265,458,412
2nd O&M Facility	-	7,810,329	4,733,101	6,883,502	24,910,126	83,644,357	127,981,415
Total	\$ 47,007,875	\$ 130,541,066	\$ 77,012,744	\$ 30,396,726	\$ 140,911,212	\$ 207,949,222	\$ 586,810,970





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

	Actual 2020	Budget 2021	Estimated 2021	Forecast				
				2022	2023	2024	2025	2026
<b><u>Actual/Forecast Balances</u></b>								
Stabilization Fund	\$ 41.00	\$ 40.68	\$ 40.68	\$ 42.65	\$ 47.04	\$ 47.29	\$ 47.34	\$ 49.11
Working Capital	41.00	40.68	40.68	42.65	47.04	47.29	47.34	49.11
Total	82.00	81.36	81.36	85.30	94.08	94.58	94.68	98.22
<b>Change from Prior Year</b>	15.18	3.44	2.80	2.80	3.94	8.78	0.50	0.10
<b><u>Days Cash Based on Daily Operating Expenses</u></b>								
Stabilization	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
Working Capital	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
Total	120.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0
<b><u>Balance at 60 Days Expense</u></b>								
Stabilization	\$ 41.00	\$ 40.68	\$ 40.68	\$ 42.65	\$ 47.04	\$ 47.29	\$ 47.34	\$ 49.11
Working Capital	41.00	40.68	40.68	42.65	47.04	47.29	47.34	49.11
Total	82.00	81.36	81.36	85.30	94.08	94.58	94.68	98.22
Act./Fcst Balance Variance vs. 60 Days Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**VIA Metropolitan Transit  
Service Hours and Passengers**

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Estimated 2021</b>	<b>Forecast</b>					
				<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Hours</b>									
Bus									
Line - MTA	1,416,262	1,446,097	1,340,428	1,359,525	1,337,403	1,355,646	1,279,029	1,313,253	6,644,856
Line - ATD	311,514	323,810	302,441	341,623	426,567	459,596	457,573	466,070	2,151,429
Disaster Relief	-	-	-	-	-	-	-	-	-
Special Events	2,818	5,171	1,000	5,850	6,650	6,650	6,650	6,650	32,450
Charter/Promotional	2,590	-	5,411	-	-	-	-	-	-
Subtotal	1,733,184	1,775,078	1,649,280	1,706,998	1,770,620	1,821,892	1,743,252	1,785,973	8,828,735
Van									
Directly Provided	189,732	277,745	165,446	202,844	243,413	245,848	248,306	250,789	1,191,200
Purchased	305,244	339,466	260,516	301,901	362,281	365,904	369,563	373,258	1,772,907
Will Call Taxi	2,742	4,485	3,615	3,655	3,655	3,655	3,655	3,655	18,275
Taxi Subsidy	10,252	11,113	7,419	7,478	7,478	7,478	7,478	7,478	37,390
Taxi ADA	4,006	1,340	13,184	13,283	13,283	13,283	13,283	13,283	66,415
Subtotal	511,976	634,149	450,180	529,161	630,110	636,168	642,285	648,463	3,086,187
VIA Link	29,455	22,745	24,102	119,141	157,674	187,486	182,741	194,638	841,680
Total	2,274,615	2,431,972	2,123,562	2,355,300	2,558,404	2,645,546	2,568,278	2,629,074	12,756,602
<b>Passengers</b>									
Bus									
Line - MTA	21,474,087	14,812,014	14,860,554	18,639,108	22,598,791	24,559,940	23,446,317	24,065,310	113,309,466
Line - ATD	5,546,046	4,175,825	4,160,959	6,042,802	9,971,855	11,392,601	11,345,409	11,446,275	50,198,942
Disaster Relief	-	-	-	-	-	-	-	-	-
Special Events	24,470	48,554	6,000	53,245	53,430	53,430	53,430	53,430	266,965
Charter/Promotional	-	-	-	-	-	-	-	-	-
Subtotal	27,044,603	19,036,393	19,027,513	24,735,155	32,624,076	36,005,971	34,845,156	35,565,015	163,775,373
Van									
Directly Provided	292,783	282,279	199,759	244,352	293,223	296,155	299,117	302,108	1,434,955
Purchased	417,598	383,583	309,218	359,261	431,113	435,424	439,779	444,176	2,109,753
Will Call Taxi	7,346	12,512	11,382	11,565	11,565	11,565	11,565	11,565	57,825
Taxi Subsidy	59,317	54,898	43,971	44,326	44,326	44,326	44,326	44,326	221,630
Taxi ADA	9,185	6,619	13,934	15,433	15,433	15,433	15,433	15,433	77,165
Subtotal	786,229	739,891	578,264	674,937	795,660	802,903	810,220	817,608	3,901,328
VIA Link	130,186	95,040	74,715	368,485	520,672	585,623	596,543	609,771	2,681,094
Total	27,961,018	19,871,324	19,680,492	25,778,577	33,940,408	37,394,497	36,251,919	36,992,394	170,357,795

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

**OUTSTANDING BONDS**

Description	Issuing Entity	Bond Term (Years)	Projected Bonds Payable	Use of Funds
			as of 9/30/21 (\$M)	
<b>Projected Bonds Outstanding as of 9/30/21</b>				
2013 Farebox Revenue Bonds	MTA	25	6.79	Passenger facilities and misc. other items
2014 ATD Sales Tax Bonds	ATD	25	7.05	Passenger facilities and misc. other items
2017 Contractual Obligation Bonds	MTA	12	59.37	Revenue vehicles: buses
2020 Contractual Obligation Bonds	MTA	5	8.85	Revenue vehicles: vans
2020 Farebox Revenue Refunding Bonds	MTA	18	28.30	
2020 ATD Sales Tax Refunding Bonds	ATD	18	23.25	
Total			133.61	
<b>Additional Bonds Projected to be Issued in FY22-26</b>			<b>Par Amount (\$M)</b>	
2023 Contractual Obligation Bonds	MTA		27.31	

**DEBT SERVICE**

Description	2021	2022	2023	2024	2025	2026
2013 Farebox Revenue Bonds	1.55	1.55	1.55	1.55	1.55	1.55
2014 ATD Sales Tax Bonds	1.39	1.39	1.39	1.39	1.39	1.39
2017 Contractual Obligation Bonds - Buses	10.36	6.87	7.56	8.17	10.34	10.42
2020 Contractual Obligation Bonds - Vans	2.27	2.27	2.27	2.27	2.27	-
2020 Farebox Revenue Refunding Bonds	1.01	1.01	1.01	1.01	1.01	1.01
2020 ATD Sales Tax Refunding Bonds	0.83	0.83	0.83	0.83	0.83	0.83
2023 Contractual Obligation Bonds	-	-	-	2.88	2.88	2.88
Rounding to Tie to Schedule 14	0.01	0.01	-	0.01	0.01	0.01
Total	<u>17.42</u>	<u>13.93</u>	<u>14.61</u>	<u>18.11</u>	<u>20.28</u>	<u>18.09</u>

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

**VIA Metropolitan Transit**  
**Debt Ratio and Unrestricted Cash Reserve Balance**  
**(\$ Millions)**

Description	2021	2022	2023	2024	2025	2026
<b><u>Debt Service Coverage Ratio (Per VIA Policy)</u></b>						
MTA Farebox Revenue - Bus	8.65	9.91	12.30	13.35	12.64	12.97
MTA Farebox Revenue - VIAtrans	0.93	1.12	1.34	1.35	1.36	1.38
ATD Farebox Revenue	1.96	2.52	4.30	4.90	4.88	4.93
MTA Operating Expenses	(198.81)	(226.11)	(237.06)	(242.46)	(245.26)	(252.96)
ATD Operating Expenses	(35.78)	(39.92)	(43.81)	(42.90)	(42.92)	(44.55)
MTA Sales Tax	171.53	178.39	185.53	192.95	200.66	208.69
ATD Sales Tax	38.86	40.41	42.03	43.71	45.46	47.28
ATD Sales Tax II	-	-	-	-	-	35.46
Section 5307/5340 - Operating	36.58	37.88	34.57	33.66	34.00	34.34
CARES Act Funds	0.37	-	-	-	-	-
CRRSAA Funds	61.22	-	-	-	-	-
ARPA Funds	53.40	63.51	-	-	-	-
Surface Transportation Block Grant	-	3.20	4.80	-	-	-
K9 Program Grant	-	-	-	-	-	-
TOD/UDC Planning Grant	0.24	0.18	0.14	-	-	-
CMAQ Operating Funds	0.25	2.13	1.19	-	-	-
Section 5310 / New Freedom	0.50	0.50	0.50	0.50	0.50	0.50
Bus Advertising	1.47	1.57	1.61	1.64	1.67	1.70
CoSA Contributions	10.00	10.00	10.00	10.00	10.00	10.00
Local Assistance, MyLink Program	-	(1.70)	-	-	-	-
Miscellaneous Operating Revenue	0.69	0.57	0.58	0.59	0.60	0.61
VIA Investment Income	0.52	0.27	1.65	1.53	1.39	1.42
Total Net Revenues	152.58	84.43	19.67	18.82	24.98	61.77
Debt Service - MTA	15.20	11.71	12.40	15.90	18.06	15.87
Debt Service - ATD	2.22	2.22	2.21	2.21	2.22	2.22
Total Debt Service	17.42	13.93	14.61	18.11	20.28	18.09
Debt Service Coverage Ratio (Net Rev./Debt Srv)	8.76	6.06	1.35	1.04	1.23	3.41
<b><u>Debt Service as % of Operating Expenses</u></b>						
Debt Service	17.42	13.93	14.61	18.11	20.28	18.09
Operating Expenses (Cash)	234.59	266.03	280.87	285.36	288.18	297.51
Debt Service as % of Operating Expenses	7.4%	5.2%	5.2%	6.3%	7.0%	6.1%
<b><u>Unrestricted Cash Reserve</u></b>						
VIA						
Beginning Balance	86.06	160.20	177.45	155.78	152.25	118.43
Change	74.14	17.25	(21.67)	(3.53)	(33.82)	(10.36)
Ending Balance	160.20	177.45	155.78	152.25	118.43	108.07

Note: Any amounts shown as negative unrestricted cash reserve balances would actually come out of the stabilization fund or working capital fund if necessary (figures shown are only based on projections).

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## Advanced Transportation District Five-Year Financial Plan (2022-2026)

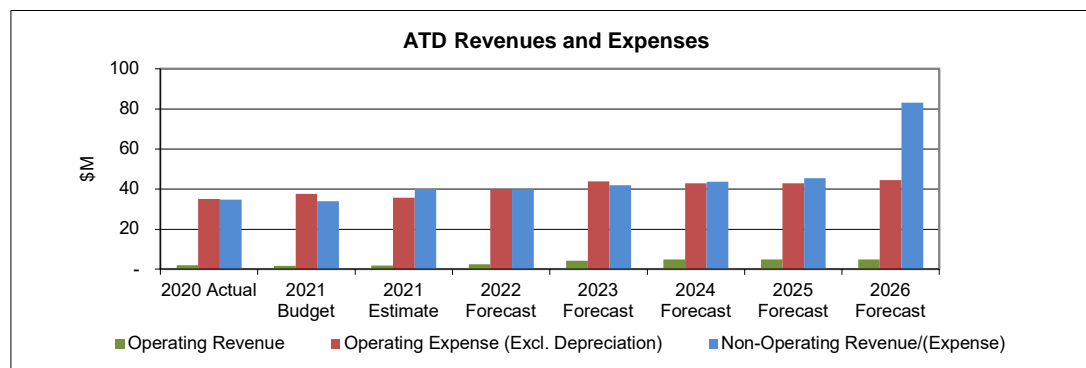
**Advanced Transportation District  
Five-Year Financial Plan Schedules**

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**Advanced Transportation District**  
**Condensed Statement of Revenues, Expenses and Changes in Net Position**  
**(\$ Millions)**

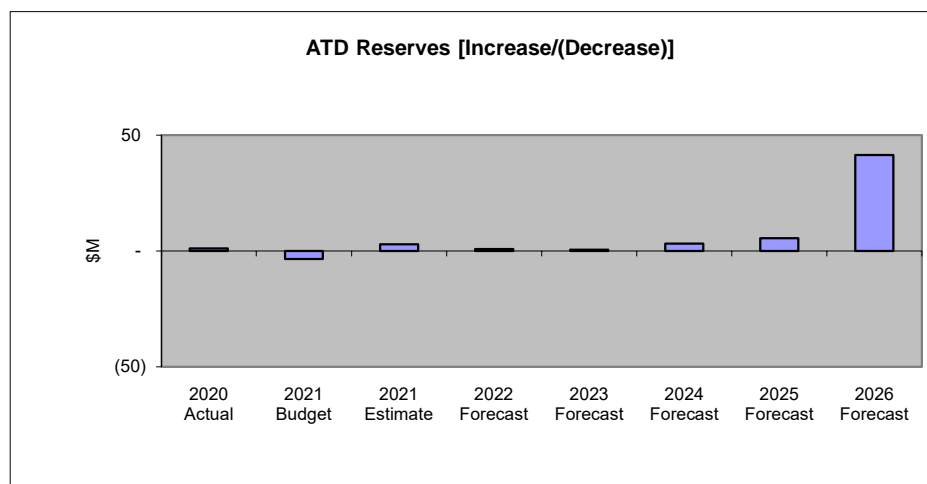
	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
				2022	2023	2024	2025	2026	
<b><u>Operating Revenues</u></b>									
Total Operating Revenues	\$ 2.01	\$ 1.72	\$ 1.96	\$ 2.52	\$ 4.30	\$ 4.90	\$ 4.88	\$ 4.93	\$ 21.53
<b><u>Operating Expenses</u></b>									
Total Operating Expenses	35.13	37.61	35.78	39.92	43.81	42.89	42.92	44.55	214.09
<b><u>Non-Operating Revenue/(Expense)</u></b>									
Sales Tax I	35.79	35.13	39.10	40.67	42.30	43.99	45.75	47.58	220.29
Sales Tax II	-	-	-	-	-	-	-	35.46	35.46
Investment Income	0.18	0.05	0.01	-	0.26	0.28	0.32	0.56	1.42
Bond Interest and Issuance Expense	(1.20)	(1.16)	1.00	(0.72)	(0.67)	(0.61)	(0.55)	(0.49)	(3.04)
Other	-	-	(0.01)	-	0.01	0.01	0.01	0.01	0.04
Total Non-Operating Revenue/(Expense)	34.77	34.02	40.10	39.95	41.90	43.67	45.53	83.12	254.17
NI before Deprec and Capital Contributions	\$ 1.65	\$ (1.87)	\$ 6.28	\$ 2.55	\$ 2.39	\$ 5.68	\$ 7.49	\$ 43.50	61.61





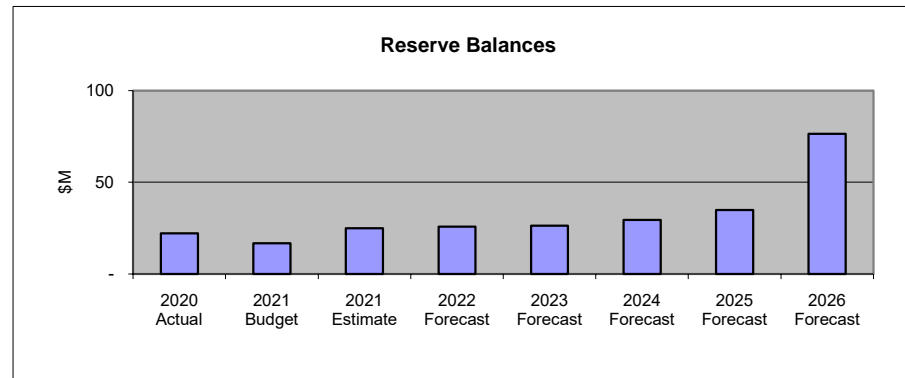
**Advanced Transportation District  
Cash and Reserves Summary  
(\$ Millions)**

	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
	2022	2023	2024	2025	2026				
<b>Cash [Source/(Use)]</b>									
Operating Activities	\$ (32.40)	\$ (35.90)	\$ (33.82)	\$ (37.39)	\$ (39.51)	\$ (38.00)	\$ (38.05)	\$ (39.63)	\$ (192.58)
Non-Capital Financing Activities	35.68	34.67	38.86	40.41	42.03	43.71	45.46	82.74	254.35
Capital and Related Financing Activities	(2.37)	(2.36)	(2.21)	(2.21)	(2.21)	(2.91)	(2.21)	(2.22)	(11.76)
Investing Activities	8.74	0.05	0.01	-	0.26	0.28	0.32	0.56	1.42
Total Change in Cash	9.65	(3.54)	2.84	0.81	0.57	3.08	5.52	41.45	51.43
<b>Total Changes in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	9.65	(3.54)	2.84	0.81	0.57	3.08	5.52	41.45	51.43
Incr./(Decr.) in Invest. Securities Excl. FMV Change	(8.52)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	(0.04)	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	1.09	(3.54)	2.84	0.81	0.57	3.08	5.52	41.45	51.43



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

	Actual 2020	Budget 2021	Estimated 2021	Forecast					
				2022	2023	2024	2025	2026	Total
<b><u>Reserves [Increase/(Decrease)]</u></b>									
Bexar County / TxDOT Fund	-	-	-	-	-	-	-	-	-
Bond Construction Account	-	-	-	-	-	-	-	-	-
Debt Service Fund	-	-	-	-	-	-	-	-	-
KSAM Reserve	-	-	-	-	-	-	-	-	-
Unrestricted Cash Reserve	(0.63)	(3.29)	3.10	0.05	(0.71)	3.38	5.50	40.93	49.15
Working Capital	0.86	(0.13)	(0.13)	0.38	0.64	(0.15)	0.01	0.26	1.14
Stabilization Fund	0.86	(0.13)	(0.13)	0.38	0.64	(0.15)	0.01	0.26	1.14
Local Match Reserve	-	-	-	-	-	-	-	-	-
Sales Taxes	-	-	-	-	-	-	-	-	-
Other	-	0.01	(0.01)	-	-	-	-	-	-
<b>Total</b>	<b>1.09</b>	<b>(3.54)</b>	<b>2.83</b>	<b>0.81</b>	<b>0.57</b>	<b>3.08</b>	<b>5.52</b>	<b>41.45</b>	<b>51.43</b>
<b><u>Reserve Ending Balances</u></b>									
Bexar County / TxDOT Fund	-	-	-	-	-	-	-	-	-
Bond Construction Account	-	-	-	-	-	-	-	-	-
Debt Service Fund	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	-
KSAM Reserve	-	-	-	-	-	-	-	-	-
Unrestricted Cash Reserve	9.09	4.01	12.19	12.24	11.53	14.91	20.41	61.34	-
Working Capital	6.31	6.18	6.18	6.56	7.20	7.05	7.06	7.32	-
Stabilization Fund	6.31	6.18	6.18	6.56	7.20	7.05	7.06	7.32	-
Local Match Reserve	-	-	-	-	-	-	-	-	-
Sales Taxes	-	-	-	-	-	-	-	-	-
Other	-	0.01	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	-
<b>Total</b>	<b>22.11</b>	<b>16.78</b>	<b>24.94</b>	<b>25.75</b>	<b>26.32</b>	<b>29.40</b>	<b>34.92</b>	<b>76.37</b>	-
Reserves Change	1.09	(3.54)	2.83	0.81	0.57	3.08	5.52	41.45	-



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

	Actual 2020	Budget 2021	Fcst 2021	Forecast					Total
	2022	2023	2024	2025	2026				
<b><u>Cash Flows from Operating Activities</u></b>									
Farebox Revenue	\$ 2.11	\$ 1.72	\$ 1.96	\$ 2.52	\$ 4.30	\$ 4.90	\$ 4.88	\$ 4.93	\$ 21.53
Other Operating Revenue	-	-	-	-	-	-	-	-	-
Operating Expenses	(34.51)	(37.62)	(35.78)	(39.91)	(43.81)	(42.90)	(42.93)	(44.56)	(214.11)
Net Cash Used in Operating Activities	(32.40)	(35.90)	(33.82)	(37.39)	(39.51)	(38.00)	(38.05)	(39.63)	(192.58)
<b><u>Cash Flows from Non-Capital Financing Activities</u></b>									
Sales Tax I	71.37	69.34	77.72	80.82	84.06	87.42	90.92	94.56	437.78
Sales Tax I Pymnts to CoSA, TxDOT, Bxr Co.	(35.69)	(34.67)	(38.86)	(40.41)	(42.03)	(43.71)	(45.46)	(47.28)	(218.89)
Sales Tax II	-	-	-	-	-	-	-	35.46	35.46
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	35.68	34.67	38.86	40.41	42.03	43.71	45.46	82.74	254.35
<b><u>Cash Flows from Capital and Related Fin. Activities</u></b>									
Capital Grant Funds	-	-	-	-	-	-	-	-	-
Carryover Grant Funds	-	-	-	-	-	-	-	-	-
Purchase of Capital Assets	-	-	-	-	-	-	-	-	-
Sale of Capital Assets	-	-	-	-	-	-	-	-	-
Transfers to MTA for TIFIA Asset Purchases	-	-	-	-	-	-	-	(50.71)	(50.71)
Bond Proceeds	-	-	-	-	-	-	-	-	-
TIFIA Loan Proceeds (ART N/S)	-	-	-	-	-	-	-	50.71	50.71
Costs of Debt Issuance	-	-	-	-	-	-	-	-	-
TIFIA Transaction Fee	-	-	-	-	-	(0.70)	-	-	(0.70)
Debt Service	(2.37)	(2.37)	(2.22)	(2.22)	(2.21)	(2.21)	(2.22)	(2.22)	(11.08)
Other	-	0.01	0.01	0.01	-	-	0.01	-	0.02
Net Cash Used in Capital and Related Fin. Activities	(2.37)	(2.36)	(2.21)	(2.21)	(2.21)	(2.91)	(2.21)	(2.22)	(11.76)
 Sale of Investment Securities (*)	28.58	-	-	-	-	-	-	-	-
Purchase of Investment Securities (*)	(20.06)	-	-	-	-	-	-	-	-
Investment Income	0.22	0.05	0.01	-	0.26	0.28	0.32	0.56	1.42
Net Cash Provided by Investing Activities	8.74	0.05	0.01	-	0.26	0.28	0.32	0.56	1.42
<b>Total Change in Cash</b>	<b>9.65</b>	<b>(3.54)</b>	<b>2.84</b>	<b>0.81</b>	<b>0.57</b>	<b>3.08</b>	<b>5.52</b>	<b>41.45</b>	<b>51.43</b>
<b><u>Total Change in Cash, Cash Equivalents, and Investments</u></b>									
Change in Cash	9.65	(3.54)	2.84	0.81	0.57	3.08	5.52	41.45	51.43
Incr./(Decr.) in Invest. Securities Excl. FMV Change	(8.52)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments / Other	(0.04)	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	1.09	(3.54)	2.84	0.81	0.57	3.08	5.52	41.45	51.43
<b><u>Total Sources and Uses of Funds (**)</u></b>									
Total Sources of Funds	73.70	71.12	79.70	83.35	88.62	92.60	96.13	186.22	546.92
Total Uses of Funds	(72.57)	(74.66)	(76.86)	(82.54)	(88.05)	(89.52)	(90.61)	(144.77)	(495.49)
Incr./(Decr.) in FMV of Investments / Other	(0.04)	-	-	-	-	-	-	-	-
Total Net Change in Reserves	1.09	(3.54)	2.84	0.81	0.57	3.08	5.52	41.45	51.43

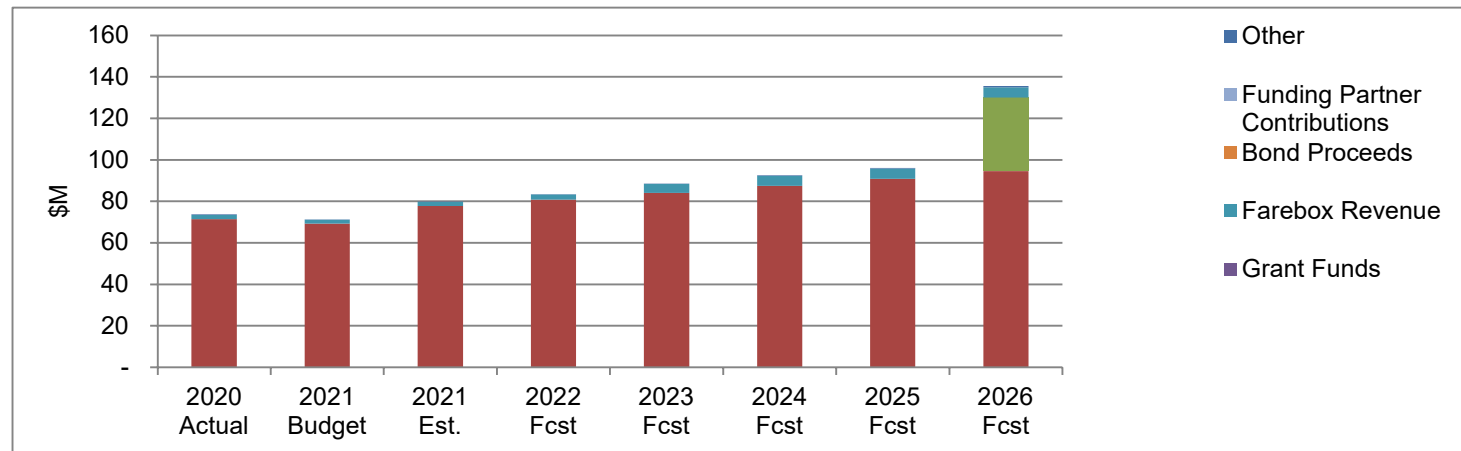
(\*) For budget and estimated/forecasted figures, assumed that purchases and sales will net to zero.

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

**Advanced Transportation District  
Sources of Cash  
(\$ Millions)**

<b>Sources of Cash</b>	<b>Actual</b>	<b>Budget</b>	<b>Fcst</b>	<b>Forecast</b>					<b>Total</b>
	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
Sales Tax I	71.37	69.34	77.72	80.82	84.06	87.42	90.92	94.56	437.78
Sales Tax II	-	-	-	-	-	-	-	35.46	35.46
Grant Funds	-	-	-	-	-	-	-	-	-
Farebox Revenue	2.11	1.72	1.96	2.52	4.30	4.90	4.88	4.93	21.53
Bond Proceeds	-	-	-	-	-	-	-	-	-
TIFIA Loan Proceeds	-	-	-	-	-	-	-	50.71	50.71
Funding Partner Contributions	-	-	-	-	-	-	-	-	-
Other	0.22	0.06	0.02	0.01	0.26	0.28	0.33	0.56	1.44
<b>Total</b>	<b>73.70</b>	<b>71.12</b>	<b>79.70</b>	<b>83.35</b>	<b>88.62</b>	<b>92.60</b>	<b>96.13</b>	<b>186.22</b>	<b>546.92</b>

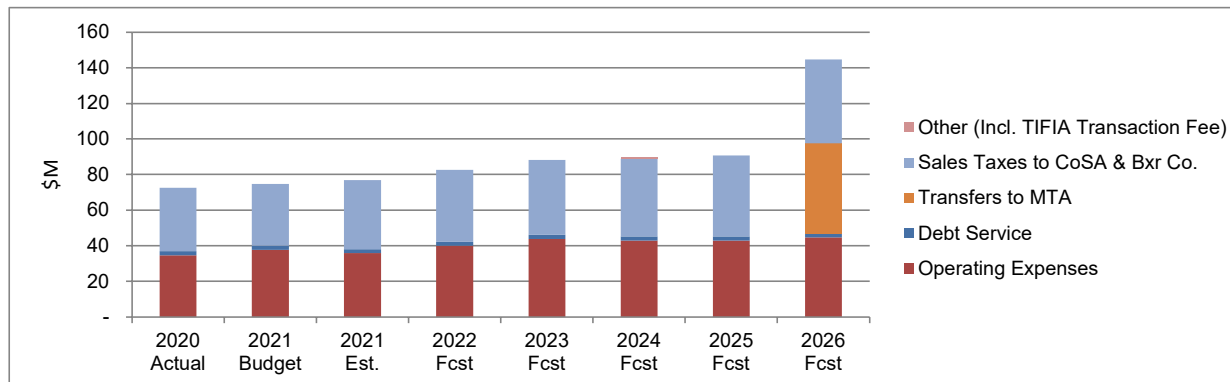
SOURCES OF CASH (\$M)



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

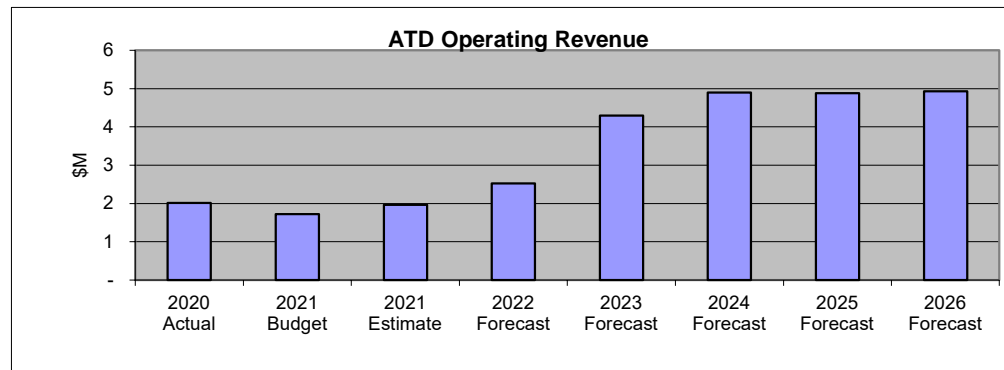
<b>Uses of Cash</b>	<b>Actual</b>	<b>Budget</b>	<b>Fcst</b>	<b>Forecast</b>					<b>Total</b>
	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
Operating Expenses	34.51	37.62	35.78	39.91	43.81	42.90	42.93	44.56	214.11
Debt Service	2.37	2.37	2.22	2.22	2.21	2.21	2.22	2.22	11.08
Transfers to MTA	-	-	-	-	-	-	-	50.71	50.71
Sales Taxes to CoSA & Bxr Co.	35.69	34.67	38.86	40.41	42.03	43.71	45.46	47.28	218.89
Other (Incl. TIFIA Transaction Fee)	-	-	-	-	-	0.70	-	-	0.70
<b>Total</b>	<b>72.57</b>	<b>74.66</b>	<b>76.86</b>	<b>82.54</b>	<b>88.05</b>	<b>89.52</b>	<b>90.61</b>	<b>144.77</b>	<b>495.49</b>
<b>Net Reserves Change</b>									
Total Sources of Funds	73.70	71.12	79.70	83.35	88.62	92.60	96.13	186.22	546.92
Total Uses of Funds	(72.57)	(74.66)	(76.86)	(82.54)	(88.05)	(89.52)	(90.61)	(144.77)	(495.49)
Incr./(Decr.) in FMV of Invest.	(0.04)	-	-	-	-	-	-	-	-
<b>Total (Reserves Change)</b>	<b>1.09</b>	<b>(3.54)</b>	<b>2.84</b>	<b>0.81</b>	<b>0.57</b>	<b>3.08</b>	<b>5.52</b>	<b>41.45</b>	<b>51.43</b>
<b>Total Uses &amp; Reserves Change</b>	<b>73.66</b>	<b>71.12</b>	<b>79.70</b>	<b>83.35</b>	<b>88.62</b>	<b>92.60</b>	<b>96.13</b>	<b>186.22</b>	<b>546.92</b>
 Total Change in Cash	 3.44	 (3.54)	 2.84	 0.81	 0.57	 3.08	 5.52	 41.45	 51.43
Total Change in Cash, Cash Equivalents, & Investments	1.09	(3.54)	2.84	0.81	0.57	3.08	5.52	41.45	51.43

USES OF CASH (\$M)



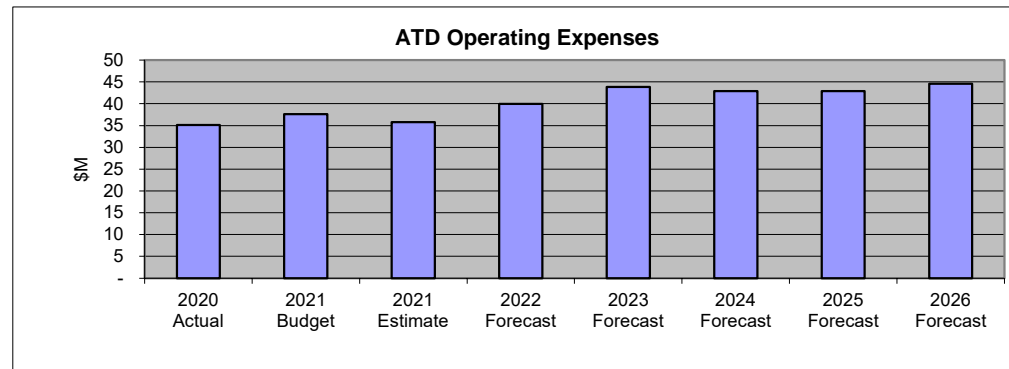
**Advanced Transportation District  
Operating Revenue  
(\$ Millions)**

	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
				2022	2023	2024	2025	2026	
Line - ATD	\$ 2.01	\$ 1.72	\$ 1.96	\$ 2.52	\$ 4.30	\$ 4.90	\$ 4.88	\$ 4.93	\$ 21.53
Subtotal Bus Revenue	2.01	1.72	1.96	2.52	4.30	4.90	4.88	4.93	21.53
Total Operating Revenues	\$ 2.01	\$ 1.72	\$ 1.96	\$ 2.52	\$ 4.30	\$ 4.90	\$ 4.88	\$ 4.93	\$ 21.53
<hr/>									
Line Passengers	5,546,046	4,175,825	4,160,959	6,042,802	9,971,855	11,392,601	11,345,409	11,446,275	50,198,942
Line Revenue Per Passenger	\$ 0.36	\$ 0.41	\$ 0.47	\$ 0.42	\$ 0.43	\$ 0.43	\$ 0.43	\$ 0.43	\$ 0.43



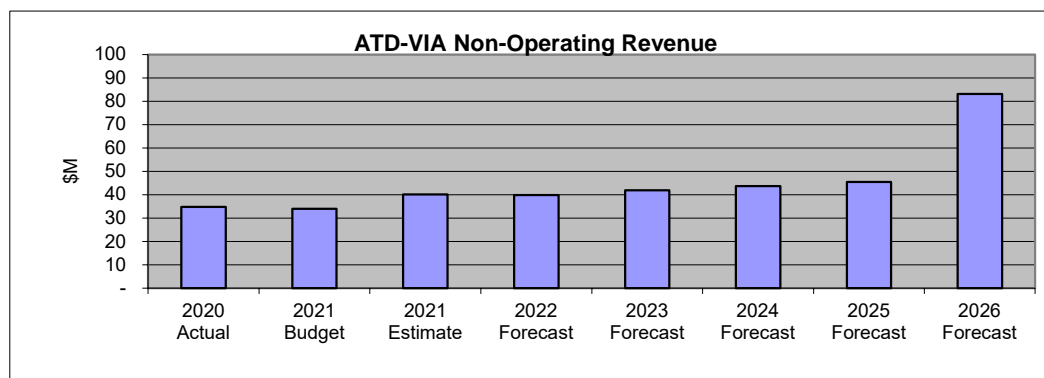
**Advanced Transportation District  
Operating Expenses  
(\$ Millions)**

	Actual 2020	Budget 2021	Estimated 2021	Forecast					
				2022	2023	2024	2025	2026	Total
<u>Expenses by Cost Center</u>									
Line - ATD	34.49	36.91	35.30	39.19	43.01	42.10	42.12	43.72	210.14
ART N/S O&M	-	-	-	-	-	-	-	-	-
Subtotal Bus Expense	34.49	36.91	35.30	39.19	43.01	42.10	42.12	43.72	210.14
Vanpool	0.64	0.70	0.48	0.73	0.80	0.80	0.80	0.83	3.96
Other	-	-	-	-	-	(0.01)	-	-	(0.01)
Total Operating Expenses	35.13	37.61	35.78	39.92	43.81	42.89	42.92	44.55	\$ 214.09



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

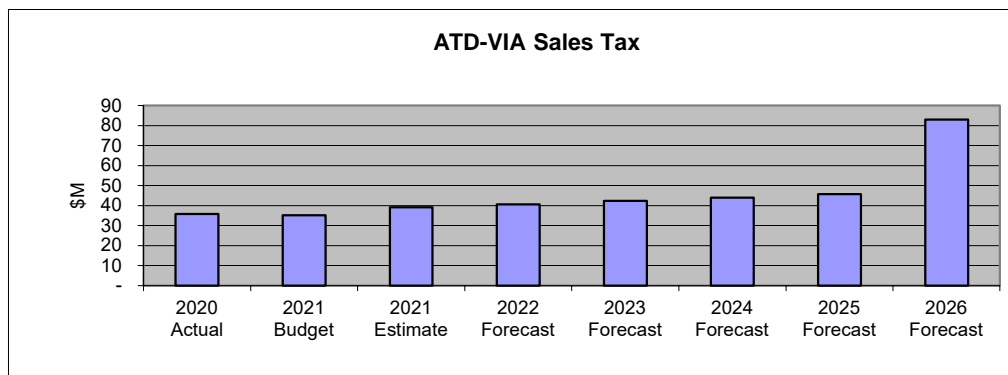
	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
				2022	2023	2024	2025	2026	
Sales Tax I - ATD	\$ 71.58	\$ 70.26	\$ 78.20	\$ 81.34	\$ 84.60	\$ 87.98	\$ 91.50	\$ 95.16	\$ 440.58
Sales Tax I to CoSA and Bexar Co.	(35.79)	(35.13)	(39.10)	(40.67)	(42.30)	(43.99)	(45.75)	(47.58)	(220.29)
Sales Tax II - ATD	-	-	-	-	-	-	-	35.46	35.46
Investment Income	0.18	0.05	0.01	-	0.26	0.28	0.32	0.56	1.42
Bond Interest and Issuance Expense	(1.20)	(1.16)	1.00	(0.72)	(0.67)	(0.61)	(0.55)	(0.49)	(3.04)
Other	-	-	(0.01)	-	0.01	0.01	0.01	0.01	0.04
Total Non-Op. Rev/(Exp)	\$ 34.77	\$ 34.02	\$ 40.10	\$ 39.95	\$ 41.90	\$ 43.67	\$ 45.53	\$ 83.12	\$ 254.17





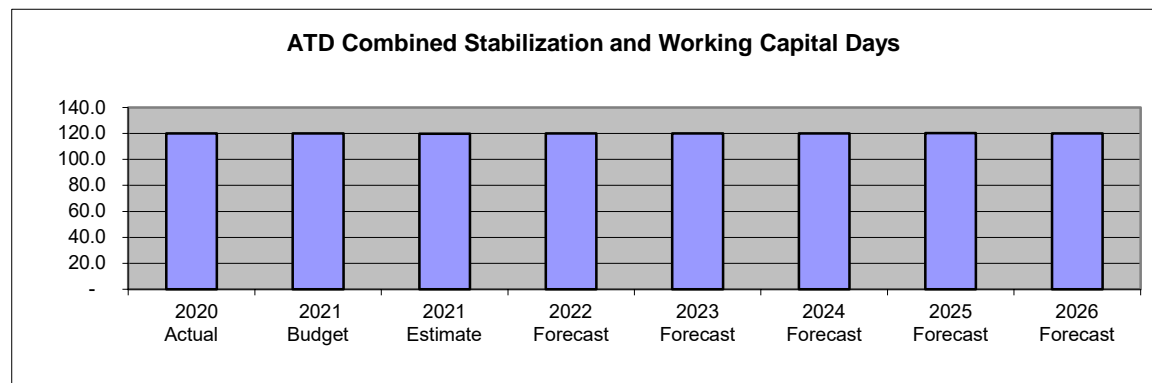
**Advanced Transportation District  
Sales Tax Revenue  
(\$ Millions)**

	Actual 2020	Budget 2021	Estimated 2021	Forecast					Total
				2022	2023	2024	2025	2026	
Sales Tax I - ATD	\$ 71.58	\$ 70.26	\$ 78.20	\$ 81.34	\$ 84.60	\$ 87.98	\$ 91.50	\$ 95.16	\$ 440.58
Sales Tax I to CoSA & Bexar County	(35.79)	(35.13)	(39.10)	(40.67)	(42.30)	(43.99)	(45.75)	(47.58)	(220.29)
Sales Tax II - ATD	-	-	-	-	-	-	-	35.46	35.46
Sales Tax - ATD-VIA	\$ 35.79	\$ 35.13	\$ 39.10	\$ 40.67	\$ 42.30	\$ 43.99	\$ 45.75	\$ 83.04	\$ 255.75
% Growth	-1.19%	-1.84%	9.25%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%



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

	Actual 2020	Budget 2021	Estimated 2021	Forecast				
				2022	2023	2024	2025	2026
<b><u>Actual/Forecast Balances</u></b>								
Stabilization Fund	\$ 5.45	\$ 6.18	\$ 6.18	\$ 6.56	\$ 7.20	\$ 7.05	\$ 7.06	\$ 7.32
Working Capital	5.45	6.18	6.18	6.56	7.20	7.05	7.06	7.32
Total	10.90	12.36	12.36	13.12	14.40	14.10	14.12	14.64
<b>Change from Prior Year</b>	1.09	1.46	1.46	0.76	1.28	(0.30)	0.02	0.52
<b><u>Days Cash Based on Upcoming Year Expenses</u></b>								
Stabilization	60.0	60.0	59.9	60.0	60.0	60.0	60.1	60.0
Working Capital	60.0	60.0	59.9	60.0	60.0	60.0	60.1	60.0
Total	120.0	120.0	119.8	120.0	120.0	120.0	120.2	120.0
<b><u>Balance at 60 Days Expense</u></b>								
Stabilization	\$ 5.45	\$ 6.18	\$ 6.18	\$ 6.56	\$ 7.20	\$ 7.05	\$ 7.06	\$ 7.32
Working Capital	5.45	6.18	6.18	6.56	7.20	7.05	7.06	7.32
Total	10.90	12.36	12.36	13.12	14.40	14.10	14.12	14.64



**Advanced Transportation District  
Service Hours and Passengers**

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Estimated 2021</b>	<b>Forecast</b>					
				<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b><u>Hours</u></b>									
Line - ATD	311,514	323,810	302,441	341,623	426,567	459,596	457,573	466,070	2,151,429
Total	311,514	323,810	302,441	341,623	426,567	459,596	457,573	466,070	2,151,429
<b><u>Passengers</u></b>									
Line - ATD	5,546,046	4,175,825	4,160,959	6,042,802	9,971,855	11,392,601	11,345,409	11,446,275	50,198,942
Total	5,546,046	4,175,825	4,160,959	6,042,802	9,971,855	11,392,601	11,345,409	11,446,275	50,198,942



# FIVE-YEAR CAPITAL PLAN

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# FIVE-YEAR CAPITAL PLAN (FISCAL YEARS 2022-2026)

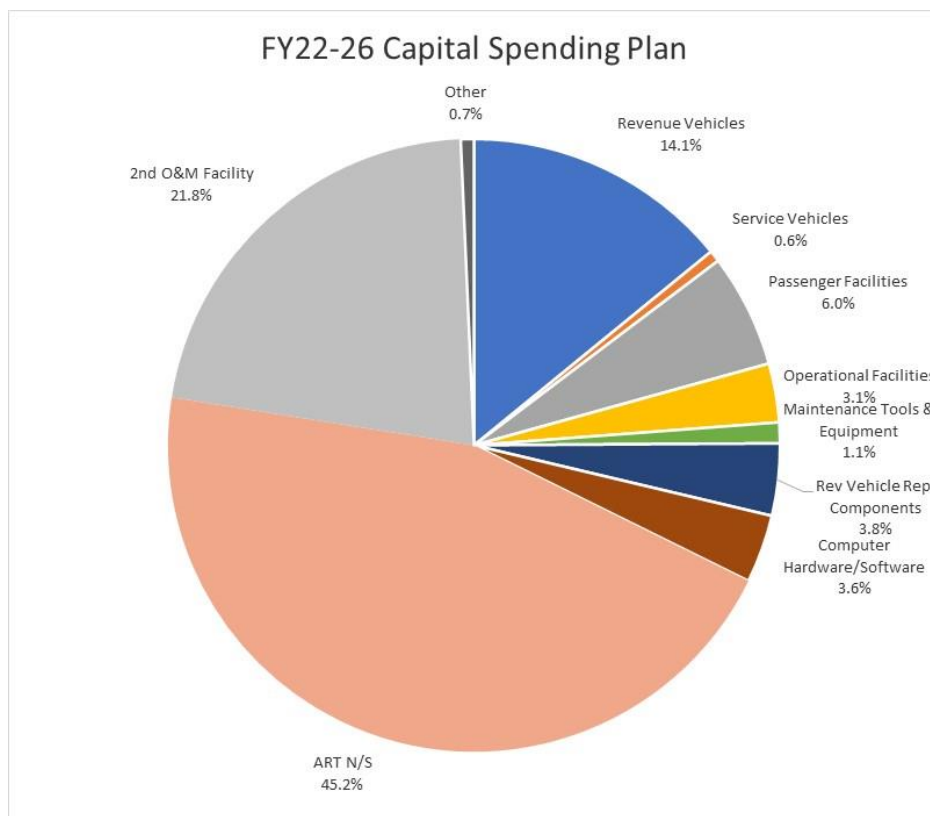
## OVERVIEW AND BACKGROUND INFORMATION

### Capital Plan Summary

VIA'S capital spending for FY22-26 is projected to be \$586.8M. VIA is pursuing a variety of important transportation projects that will benefit the community. Programmed spending by year is the following (in \$M):

<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>Total</u>
130.5	77.0	30.4	140.9	208.0	586.8

Of the funded projects in VIA's Five-Year Capital Plan, the categories accounting for the largest portion of spending are the ART North-South project (45.2%), a second operations and maintenance facility (21.8%), other passenger facilities (6.0%), revenue vehicles (14.1%), revenue vehicle replacement components (3.8%), computer hardware/software (3.6%) and operational facilities (3.1%). Passenger facility projects include a variety of transit and transfer centers, mobility hubs 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 computer hardware/software category, the largest projects include spending for a fleet vehicle router upgrade, and security (cameras, doors, network, storage). Other categories shown in the chart below make up the remaining 2.4% of VIA's total spending.



This remaining spending is for revenue vehicle replacement parts, maintenance tools & equipment, and miscellaneous projects (the majority of this category spending is for a mobility payment platform).

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 FY22 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 2022-2026) 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, innovative services and technology, 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.

The Keep San Antonio Moving (KSAM) plan is an element of the long-range plan that is designed to improve the transit system by expanding trip options, investing in capital projects, exploring new technology, and putting resources where they are needed. VIA received voter approval on November 3, 2020, to permanently reallocate a 1/8-cent sales tax to the Advanced Transportation District, for transit purposes. The tax will be used to fund the KSAM plan.

Developing an updated capital plan for VIA was accomplished through a process that began in March 2021 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 2021 and was adopted in September 2021. 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 2022-2026 Capital Plan, funding sources include grants, Texas Department of Transportation (TxDOT) funds, bond funds, a TIFIA loan, 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 the 2022-2026 capital project funding plan, VIA has included a New Starts grant for which the agency submitted an application in July 2021. The application is for the Advanced Rapid Transit (ART) North-South project, an element of the KSAM acceleration plan. The project was accepted into the project development (PD) phase in July 2021.

Grant funding is addressed in more detail below under "Grant Funding".

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## Key Capital Projects

In the Five-Year Capital Plan, VIA has a robust slate of projects that includes acceleration of KSAM plan elements, the purchase of new revenue vehicles, many passenger facility projects, a new paratransit facility, and many other projects. Over FY22-26, VIA is purchasing 121 buses (113 40-ft CNG buses and 8 electric buses), and 165 paratransit vans.

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: Paratransit Facility, Randolph Park & Ride, Naco Pass Mobility Hub, I-10 Park & Pool, Eastside Mobility Hub, Alamo Ranch Park and Ride, and Advanced Rapid Transit, including a second Operations and Maintenance Facility.

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

VIA obtains a significant amount of grant funding, primarily through the Federal Transit Administration (FTA). In FY20 and FY21, VIA received a total of over \$271M of federal relief funding awards through Coronavirus Aid, Relief and Economic Security Act (CARES Act), Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and the American Recovery Plan (ARP). Less than 1% of this funding has been used for capital purchases.

Each year, VIA receives an apportionment of Section 5307 grant funds from the FTA, which in FY21 was slightly more than \$33M, after adjusting for the amount going to subrecipients. The current legislation under which transit funding is provided is the Fixing America's Surface Transportation Act (FAST Act).

FAST Act was signed into law in December 2015. It was 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.



VIA has used FTA Section 5307 grant program funds for various capital and operating 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 FAST Act, the Section 5339 program now includes a discretionary component. In recent years, VIA has been awarded \$6M for a new paratransit facility and \$3.75M of no/low emissions discretionary grant funds that are being used to purchase buses. VIA was also successful in obtaining a \$8M surface transportation block grant for planning studies and a Texas Clean Fleet Program grant for \$4M.

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.

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 totaled \$23.9M, of which about 85% was for capital, and 15% for operating expenses. Approximately \$7.6M is programmed for FY22, and \$6.7M for FY23. 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 \$5M of VW funds in the first round of awards and \$4.8M in the second round of awards; remaining funds will be used by FY23.

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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 transit centers typically require staffing for ticket windows, maintenance, and security, and have utility costs as well. VIA's five-year operating expense projections include operating expenses for any new facilities scheduled to open. For the new paratransit facility, scheduled to open in January 2022, there are 14 new positions that have been budgeted, along with all other costs associated with operating the facility.

Other facilities scheduled to open in the five-year planning horizon include the I-10 Park & Pool, Alamo Ranch Park & Ride, Naco Pass Mobility Hub, and Eastside Mobility Hub. None of these facilities will have interior spaces and/or restrooms. Each has some combination of waiting areas, shelters, landscaping, parking lots and/or lighting. The operating costs for these facilities should be somewhat minimal and should be easily covered with a combination of general inflationary increases in the budget projections, along with efforts to reduce/control costs.

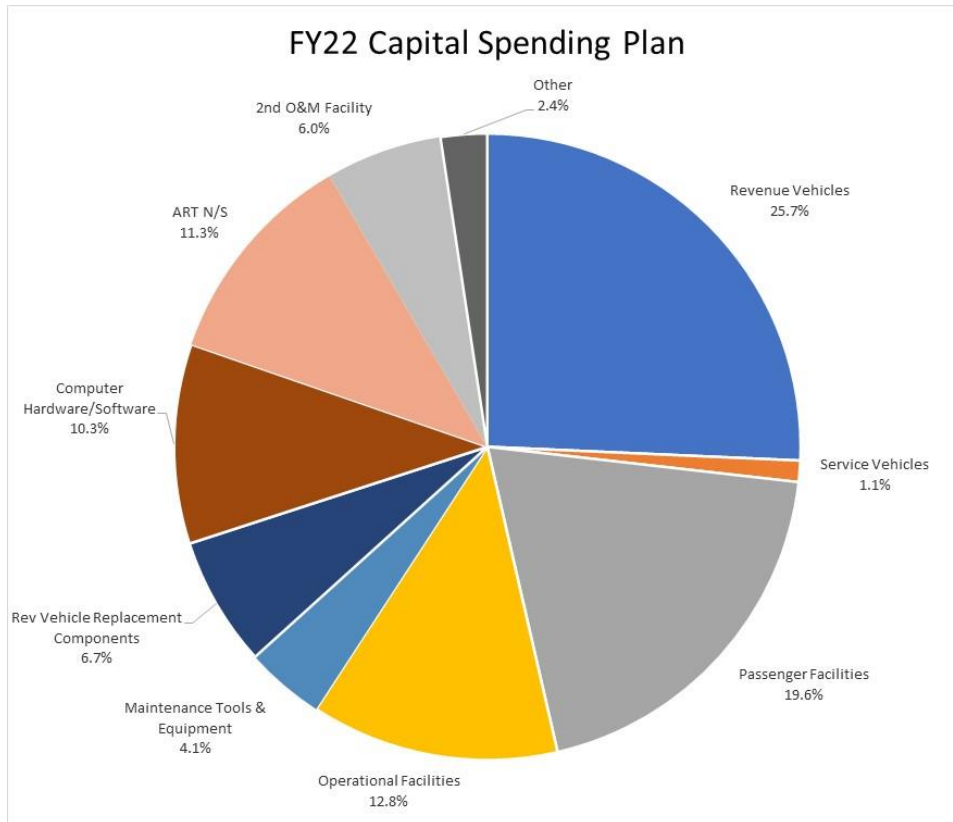
For the Advanced Rapid Transit North-South project and 2<sup>nd</sup> O&M facility that are in the five-year capital plan, operating expenses do not begin until FY27, which is just outside of VIA's planning horizon for the Five-Year Financial Plan. In longer term projections done for the New Starts grant application, operating expenses have been included for FY27 and beyond for these projects.

The operating costs for VIA's Mobility Payment Platform project, which includes VIA goMobile+ and ticketing in Transit app, have been included in the FY22 budget. In January 2021 VIA's Board awarded a contract to Masabi, LLC to provide VIA with not only a new app, but also a modern platform for fare integration with partners and products. The cost of mobility payment platform project is expected to total more than \$7M over the next ten years.

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

## FY22 CAPITAL SPENDING PLAN

Capital spending for FY22 is projected to be \$130.5M. A detailed Capital Spending Plan is included at the back of this document. Project categories accounting for the largest percentage of capital spending in FY22 are the following, as shown in the graph below: Revenue Vehicles and Replacement Components (32.4%); Passenger Facilities (19.6%); Operational Facilities (12.8%); ART North/South (11.3%); Computer Hardware/Software (10.3%); and 2<sup>nd</sup> O&M Facility (6.0%). Other spending makes up the remainder (7.6%).



	\$M	%
Revenue Vehicles	33.5	25.7%
Service Vehicles	1.4	1.1%
Passenger Facilities	25.6	19.6%
Operational Facilities	16.7	12.8%
Maintenance Tools & Equipment	5.3	4.1%
Rev Vehicle Replacement Components	8.7	6.7%
Computer Hardware/Software	13.5	10.3%
ART N/S	14.7	11.3%
2nd O&M Facility	7.8	6.0%
Other	3.3	2.4%
<b>Total</b>	<b>130.5</b>	<b>100.0%</b>

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. FY22 capital spending accounts for 22% of the Five-Year Capital Plan total.

Budgeted revenue vehicles spending in FY22 totals \$33.5M and revenue vehicle replacement components total \$8.7M. VIA plan to purchase 49 buses in FY22 and 15 paratransit vans (the vans being purchased complete the replacement cycle for the 139-vehicle fleet). A total of \$24.9M of these purchases is being covered by various grant funds, with local funding making up the remaining \$8.6M.

Of the \$25.6M budgeted for passenger facility projects in FY22, the projects with the largest spending totals are Alamo Ranch Park & Ride (\$8.8M), Randolph Transit Center (\$4.7M), I-10 Park & Pool (\$2.9M), Robert Thompson Transit Center (\$2.9M), and Bus Stop Improvements (\$0.9M).

Of the \$16.7M budgeted for operational facility projects in FY22, the projects with the largest spending totals are the Paratransit Facility (\$7.8M), Existing Paint Facility Upgrade (\$1.6M), Replace Underground Storage Tanks (\$1.4M), Wastewater Treatment Upgrade (\$1M), Maintenance Shop Spot Cooling (\$1M), and Paint Maintenance Building Ceiling (\$1M). For the Paratransit Facility project, the total project cost will be \$34M, which includes funds already spent, including \$8M for the land.

The Advanced Rapid Transit North/South project and the 2<sup>nd</sup> O&M Facility project are both elements of the Keep San Antonio Moving (KSAM) project. Together, those projects account for \$22.5M of planned FY22 capital spending.

The Computer Hardware/Software category totals \$13.5M of the FY22 capital budget. The largest items included in computer hardware and software spending in FY22 are Automated Vehicle Location (AVL) hardware (\$6.8M) a Fleet Vehicle Router Upgrade (\$4.3M). Remaining spending includes a variety of items needed to provide the information technology infrastructure needed for VIA's operations (and all those projects have \$550K or less of spending per project in FY22).

Remaining spending programmed for FY22 includes: Maintenance Tools & Equipment (\$5.3M), Service Vehicles (\$1.4M), and Other (\$3.3M). "Other" spending is for VIA's fare collection system project and mobility payment platform project.

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## FIVE-YEAR CAPITAL SPENDING PLAN

Capital spending for funded projects in the five-year period 2022-2026 is projected to be \$586.8M. Keep San Antonio Moving (KSAM) projects – the ART N/S project and 2<sup>nd</sup> O&M Facility – account for 67% of total spending. Revenue Vehicles and Revenue Vehicle Replacement Components together account for 17.9% of spending. All other categories account for the remaining 15.1% of spending.

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

	\$M	%
Revenue Vehicles	82.5	14.1%
Service Vehicles	3.8	0.6%
Passenger Facilities	35.2	6.0%
Operational Facilities	18.3	3.1%
Maintenance Tools & Equipment	6.6	1.1%
Rev Vehicle Repl Components	22.4	3.8%
Computer Hardware/Software	21.3	3.6%
ART N/S	265.5	45.2%
2nd O&M Facility	128.0	21.8%
Other	3.2	0.7%
Total	586.8	100.0%

**Spending Plan Detail.** The KSAM projects dominate the spending, as they key projects will be a significant focus for VIA in coming years. VIA is working to obtain New Starts funding for the ART North/South project, and plans on pursuing a TIFIA loan for the project as well. In the five-year horizon, ART North/South accounts for \$265.5M (45.2%) of spending, although the total cost of the project will be \$320M (the cost extends beyond FY26, the last year in the Five-Year Capital Plan). The 2<sup>nd</sup> O&M Facility accounts for \$128M (21.8%) of spending in FY22-26.

The next largest spending category is Revenue Vehicles, which accounts for \$82.5M (14.1%) of total spending. This spending is for 113 CNG buses, 8 electric buses, and 65 paratransit vans. Revenue Vehicle Replacement Components account for \$22.4M (3.8%) of spending.

The Passenger Facilities category accounts for \$35.2M (6%) of spending. Projects with the largest spending in that category include: Randolph Transit Center (\$11.3M); Alamo Ranch Park & Ride (\$9.3M); I-10 Park & Pool (\$3.8M); Robert Thompson Transit Center (\$2.9M); Eastside Mobility Hub (\$2.6M); Naco Pass Mobility Hub (\$2.3M); and, bus stop improvements (\$1.2M). All other passenger facilities projects account for \$0.6M/each or less of spending.

The Computer Hardware and Software category accounts for \$21.3M (3.6%) of total capital spending. Projects with the largest spending amounts in FY22-26 are Automated Vehicle Location (AVL) hardware (\$6.7M), fleet vehicles router upgrade (\$4.2M), security (cameras, doors, network, storage (\$3.4M), cloud migration and buildout services (\$1.1M), and network backbone and switch refresh (\$1.1M). Remaining spending is accounted for by various projects less than or equal to \$825K each.

Operational Facilities spending accounts for \$18.3M (3.1%) of total capital spending. The largest FY22-26 spending totals for operational facilities projects are: paratransit facility (\$7.8M), existing paint facility upgrade (\$1.6M), replace underground storage tanks (\$1.4M), wastewater treatment upgrade (\$1.2M), renovation of main service station (\$1M), maintenance shop spot cooling (\$1M), and paint maintenance building ceiling (\$1M). Remaining spending is all on projects that are under \$1M each.

The remaining capital spending line items each account for 1.1% or less of capital spending. The categories are Maintenance Tools and Equipment (\$6.6M), Service Vehicles (\$3.8M), and Other (\$3.2M).

The “Other” spending in this year’s Five-Year Capital Plan is for fare collection and mobility payment platform projects.

**Spending Plan Changes.** The change in spending plans can be highlighted by comparing last year’s Five-Year Capital Plan (2021-2025), approved in September 2020, to the common period in the September 2021 Five-Year Capital Plan (2022-2026), adjusted to include 2021 forecasted spending, as well as excludes 2026 and KSAM spending:

	Spending Plan <u>Sept 2021</u>	Spending Plan <u>Sept 2020</u>	<u>Variance</u>	<u>Variance Comments</u>
<b>TOTAL FY21-25</b>				
Revenue Vehicles	92,136,101	62,874,730	29,261,371	Accelerated replacement plan
Service Vehicles	4,282,566	4,365,271	(82,705)	Slight change in vehicle purchases
Passenger Facilities	37,548,200	33,872,146	3,676,054	Mainly increased projections for Naco Pass (+\$1.6M) and Randolph P&R (+\$1.0M)
Operational Facilities	38,063,114	36,553,569	1,509,545	Largest increases are for Paratransit Facility (+\$1.1M) and maintenance shop spot cooling (+\$1.0M)
Administrative Facilities	890,000	90,000	800,000	Increase in backup generators cost projections
Maintenance Tools & Equipment	6,667,500	4,482,000	2,185,500	Increase in shop tools & equip. (+\$4.7M) partially offset by bus washer purchases and upgrades (-\$2.5M)
Repl Components for Rev. Vehicles	19,233,143	10,183,000	9,050,143	Mainly retrofit bus door (+\$2.5M), engines & transmissions (+\$2.4M), farebox rehap (+\$1.3M) and zonar equip. (+\$1.3M)
Computer Hardware/Software	22,998,672	18,304,626	4,694,046	Largest item is fleet vehicle router upgrade (\$4.3M)
Misc. (Fare System, Other)	5,117,672	3,000,000	2,117,672	Largest item is fare collection system (+\$1.6M) mainly due to underspending in FY20
<b>Total</b>	<b>226,936,968</b>	<b>173,725,342</b>	<b>53,211,626</b>	
Adjustment for FY20 Underspending			(29,370,572)	Timing difference only; funds not spent in FY20 rolled into FY21
<b>Adjusted Total</b>			<b>23,841,054</b>	Net difference after adjusting for FY20 underspending

As shown in the above summary, there is a \$53.2M increase in capital spending, of which \$29.4M is underspending in FY20 that was rolled into FY21. The adjusted spending increase is \$23.8M. This increase can be mainly attributed to the accelerated replacement of revenue vehicles accounts. The increase shown for this item is \$29.3M, of which \$13.0M is due to rolled forward underspending in FY20 (resulting in an adjusted increase of \$16.3M).

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.

The KSAM projects were excluded from the above comparison in order to show figures more reflective of the existing system. KSAM was not part of last year’s five-year plan. KSAM project funding assumes that VIA will obtain a New Starts grant and TIFIA loan, and that funding has not yet been obtained.

**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 \$586.8M of funded projects programmed in FY22-26 is coming from grant funds (\$212.1M), TIFIA loans (\$92.9M), TxDOT grant funds (\$38.4M), bonds (\$27.3M), and cash/reserves (\$216M). For the grant funds amount shown, \$158.1M is assumed to come from the FTA’s New Starts Capital Investments Grant (CIG) program. VIA submitted a New Starts grant application in July 2021. The amount shown for bonds is to purchase buses.

As shown in the TIP funding sources detail, along with New Starts funds, VIA has programmed other grant funds to help fund the slate of capital projects for FY22-26. Those grant funds include the FTA Section 5339 Bus and Bus Facilities grants, CMAQ funds, VW settlement funds, Texas Clean Fleet program funds, No-Low grant funds, and miscellaneous carryover grant funds. 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 awards of 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 (FY22-26) and**  
**FY21 Forecast (\$)**

Proposed Spending Plan - September 2021								
Category	Proj No	2021	2022	2023	2024	2025	2026	Total 2022-2026
<u>Revenue Vehicles</u>								
Fullsize Buses - 28	191101	-	15,871,408	-	-	-	-	15,871,408
Fullsize Buses - 14 (6; 8)	191100	-	3,401,016	4,625,384	-	-	-	8,026,400
Fullsize Buses - 37 (7; 30)	211102	-	3,967,852	17,345,190	-	-	-	21,313,042
Electric Buses - 8	181102	-	8,185,032	-	-	-	-	8,185,032
Fullsize Buses - 34	New	-	-	19,657,882	-	-	-	19,657,882
Paratransit Vehicles	211101	17,023,092	2,059,245	-	-	-	7,430,050	9,489,295
Paratransit Vehicles	221100	-	-	-	-	-	-	-
Total Revenue Vehicles		17,023,092	33,484,553	41,628,456	-	-	7,430,050	82,543,059
<u>Service Vehicles</u>								
Non-Revenue Support Vehicles	181201	997,066	658,000	624,500	601,500	662,500	527,000	3,073,500
Non-Revenue Support Equipment	181202	-	739,000	-	-	-	-	739,000
Total Service Vehicles		997,066	1,397,000	624,500	601,500	662,500	527,000	3,812,500
<u>Passenger Facilities</u>								
Centro Plaza	161300	100,000	385,000	-	-	-	-	385,000
Robert Thompson Transit Center	161301	-	2,868,000	-	-	-	-	2,868,000
Stone Oak Park & Ride Phase II Bridge	181305	40,000	35,000	-	-	-	-	35,000
IH10 Park & Pool	161304	490,000	2,937,000	880,000	-	-	-	3,817,000
Alamo Ranch Park & Ride	161305	120,000	8,830,000	480,000	-	-	-	9,310,000
NE Mobility Hub (Naco Pass)	161308	275,000	2,215,000	120,000	-	-	-	2,335,000
Bus Stop Improvements (BSI)	161310	160,000	880,000	365,000	-	-	-	1,245,000
BSI TxDOT I-35 Corridor Only	161311	20,000	163,000	103,000	36,500	11,500	-	314,000
BSI Suburban Cities STPMM \$2M	161312	10,000	160,000	80,000	-	-	-	240,000
Randolph Park & Ride	161400	230,000	4,725,000	5,470,000	1,140,000	-	-	11,335,000
Passenger Facility Upgrade/Renovation	161403	42,000	588,000	-	-	-	-	588,000
AMTRAK Bldg. Renovations	181303	130,000	-	-	-	-	-	-
Parking System (Ellis Alley and The Grand)	New	-	160,000	-	-	-	-	160,000
Eastside Mobility Hub	191301	749,000	1,691,800	858,400	-	-	-	2,550,200
Total Passenger Facilities		2,366,000	25,637,800	8,356,400	1,176,500	11,500	-	35,182,200
<u>Operational Facilities</u>								
Facility Upgrade/Renovation	161600	36,048	-	-	-	-	-	-
Switch/Breaker/Transf/Gear Eval. & Update	171600	-	348,778	-	-	-	-	348,778
Repairs - Vehicle Repair Pits	161604	517,190	-	-	-	-	-	-
Existing Paint Facility Upgrade	171602	-	1,595,000	-	-	-	-	1,595,000
Paint Maint Bldg. Ceiling	161605	-	1,000,000	-	-	-	-	1,000,000
Bus Garage Air Compressor Replacement	191605	-	150,000	-	-	-	-	150,000
Replace Automated Fuel Control System	161608	29,500	-	-	-	-	-	-
Madla Training Center Upgrades	171609	293,000	-	-	-	-	-	-
Paratransit Facility	161615	16,666,922	7,843,264	-	-	-	-	7,843,264
Paratransit Facility Gym Equipment	New	-	74,377	-	-	-	-	74,377
Replace Diesel/Gasoline/Fresh Oil/Waste USTs	161618	962,170	1,392,170	-	-	-	-	1,392,170
Replace VMC Roof	191600	-	-	475,000	-	-	-	475,000



**VIA Metropolitan Transit**  
**Five-Year Capital Spending Plan (FY22-26) and**  
**FY21 Forecast (\$)**

Proposed Spending Plan - September 2021								
Category	Proj No	2021	2022	2023	2024	2025	2026	Total 2022-2026
Waste Water Treatment Upgrade	191601	364,000	1,200,000	-	-	-	-	1,200,000
VMC Carpet Replacement	181604	-	293,882	-	-	-	-	293,882
Insp Steamroom Renovations	191603	-	500,000	-	-	-	-	500,000
Garage Heater Replacement	201600	900,000	-	-	-	-	-	-
Storeroom Cabinets & Material Handling Truck	181607	-	391,813	30,000	-	-	-	421,813
Battery Room Upgrade	211601	-	150,000	-	-	-	-	150,000
Renovation of Main Service Station	221601	-	-	1,050,000	-	-	-	1,050,000
Replace All VMC HVAC Air Handlers	201601	-	800,000	-	-	-	-	800,000
Maintenance Shop Spot Cooling	New	-	1,000,000	-	-	-	-	1,000,000
Yard Capacity Expansion	181612	-	-	-	-	-	-	-
Total Operational Facilities		19,768,830	16,739,284	1,555,000	-	-	-	18,294,284
<b>Administrative Facilities</b>								
Operating Facilities Backup Generators	181700	800,000	-	-	-	-	-	-
Administration Bldg Patio Improvements	161703	-	-	90,000	-	-	-	90,000
Total Administrative Facilities		800,000	-	90,000	-	-	-	90,000
<b>Maintenance Tools &amp; Equipment</b>								
Shop Tools and Equipment	161800	132,000	3,896,500	1,060,000	92,000	60,000	60,000	5,168,500
Emergency Preparedness	New	-	72,000	-	-	-	-	72,000
Electric Bus Charging Equipment	New	-	1,355,000	-	-	-	-	1,355,000
Total Maintenance Tools & Equip.		132,000	5,323,500	1,060,000	92,000	60,000	60,000	6,595,500
<b>Replace Components for Rev. Vehicles</b>								
Engines and Transmissions	161900	-	2,195,000	1,855,000	2,475,000	3,130,000	4,110,000	13,765,000
Hybrid Bus Major Components	171900	150,000	300,000	300,000	300,000	-	-	900,000
Hybrid Bus Batteries	New	510,606	547,078	-	-	-	-	547,078
Electric Bus Major Components	181900	40,000	300,000	-	-	-	-	300,000
Diesel Particulate Filters	161901	30,000	10,000	10,000	10,000	-	-	30,000
Farebox Rehab	211900	115,737	260,000	500,000	500,000	500,000	-	1,760,000
Infotainment System for Primos/VIVA	181902	-	795,000	-	-	-	-	795,000
Operator Safety Compartment	181903	146,200	339,700	-	-	-	-	339,700
Retrofit Bus Doors	181901	-	2,500,000	-	-	-	-	2,500,000
Zonar Tracking Equipment	New	-	1,313,822	-	-	-	-	1,313,822
Bus Yard Emergency Alert System	191900	-	100,000	-	-	-	-	100,000
Total Replace Components for Rev. Veh.		992,543	8,660,600	2,665,000	3,285,000	3,630,000	4,110,000	22,350,600
<b>Computer Hardware/Software</b>								
Network and Backbone Switch Refresh	172100	150,000	150,000	-	750,000	50,000	150,000	1,100,000
Computing Devices	162102	75,000	150,000	150,000	150,000	50,000	50,000	550,000
Data Center Server and Storage Refresh	162105	980,000	100,000	275,000	100,000	250,000	100,000	825,000
P25 Radio System Upgrade/Replacement	162109	81,000	275,000	-	-	-	-	275,000
AVL Hardware	162110	-	6,750,000	-	-	-	-	6,750,000
Telephone System Upgrade/Replacement	162111	80,000	300,000	-	-	-	-	300,000
ERP System	172102	694,672	-	-	-	-	-	-

**VIA Metropolitan Transit**  
**Five-Year Capital Spending Plan (FY22-26) and**  
**FY21 Forecast (\$)**

Proposed Spending Plan - September 2021								
Category	Proj No	2021	2022	2023	2024	2025	2026	Total 2022-2026
Maintenance Diagnostic Laptops Upgrade	162117	-	-	-	-	-	-	-
Security (Cameras, Doors, Network, Storage)	162118	65,000	125,000	85,000	105,000	3,000,000	100,000	3,415,000
AV Replacement	162121	170,000	50,000	10,000	-	-	-	60,000
Radio Replacement	172103	-	25,000	-	25,000	-	-	50,000
VDI Licenses & HW	172104	185,000	65,000	65,000	65,000	65,000	250,000	510,000
VTPD CAD/RMS Application Replacement	New	-	75,000	-	-	-	-	75,000
Service Desk Application Replacement	New	-	50,000	-	-	-	-	50,000
Fleet Vehicle Router Upgrade	New	-	4,250,000	-	-	-	-	4,250,000
Trapeze Blockbuster	192106	265,000	-	-	-	-	-	-
Cloud Migration & Build Out Svcs	172105	-	550,000	150,000	-	-	450,000	1,150,000
Wireless Network	162131	-	25,000	250,000	-	25,000	25,000	325,000
Fiber Build Out (Grand, GCS, VMC)	172106	-	175,000	150,000	-	-	-	325,000
Other Transit Software/Hardware	192103	-	125,000	125,000	125,000	125,000	125,000	625,000
Digital Signage/Kiosks	182100	40,000	40,000	40,000	40,000	40,000	40,000	200,000
Other Vehicle Hardware	212100	-	15,000	-	-	-	-	15,000
IT Security/Network Security	182101	248,000	25,000	105,000	25,000	25,000	25,000	205,000
Police CAD/RMS/MDIS App Repl		-	225,000	-	-	-	-	225,000
Total Computer Hardware/Software		3,033,672	13,545,000	1,405,000	1,385,000	3,630,000	1,315,000	21,280,000
<u>Misc. (Facilities, Equipment, Other)</u>								
Fare Collection System	163100	894,672	723,000	-	-	-	-	723,000
Mobility Payment Platform	213105	1,000,000	2,500,000	-	-	-	-	2,500,000
Total Miscellaneous		1,894,672	3,223,000	-	-	-	-	3,223,000
Total Capital Before KSAM		47,007,875	108,010,737	57,384,356	6,540,000	7,994,000	13,442,050	193,371,143
<u>KSAM</u>								
Advanced Rapid Transit N/S Corridor	New	-	14,720,000	14,895,287	16,973,224	108,007,086	110,862,815	265,458,412
2nd O&M Facility	New	-	7,810,329	4,733,101	6,883,502	24,910,126	83,644,357	127,981,415
Total KSAM		-	22,530,329	19,628,388	23,856,726	132,917,212	194,507,172	393,439,827
		-	-	-	-	-	-	-
Total Capital		47,007,875	130,541,066	77,012,744	30,396,726	140,911,212	207,949,222	586,810,970

**VIA Metropolitan Transit**  
**Capital Spending Comparison: FY21-25**  
**(Common 5-Year Period in 6-Year Spending Projections)**  
**By Project Category, Excluding KSAM (\$)**

	Spending Plan <u>Sept 2021</u>	Spending Plan <u>Sept 2020</u>	<u>Variance</u>	<u>Variance Comments</u>
<b><u>TOTAL FY21-25</u></b>				
Revenue Vehicles	92,136,101	62,874,730	29,261,371	Accelerated replacement plan
Service Vehicles	4,282,566	4,365,271	(82,705)	Slight change in vehicle purchases
Passenger Facilities	37,548,200	33,872,146	3,676,054	Mainly increased projections for Naco Pass (+\$1.6M) and Randolph P&R (+\$1.0M)
Operational Facilities	38,063,114	36,553,569	1,509,545	Largest increases are for Paratransit Facility (+\$1.1M) and maintenance shop spot cooling (+\$1.0M)
Administrative Facilities	890,000	90,000	800,000	Increase in backup generators cost projections
Maintenance Tools & Equipment	6,667,500	4,482,000	2,185,500	Increase in shop tools & equip. (+\$4.7M) partially offset by bus washer purchases and upgrades (-\$2.5M)
Repl Components for Rev. Vehicles	19,233,143	10,183,000	9,050,143	Mainly retrofit bus door (+\$2.5M), engines & transmissions (+\$2.4M), farebox rehap (+\$1.3M) and zonar equip. (+\$1.3M)
Computer Hardware/Software	22,998,672	18,304,626	4,694,046	Largest item is fleet vehicle router upgrade (\$4.3M)
Misc. (Fare System, Other)	5,117,672	3,000,000	2,117,672	Largest item is fare collection system (+\$1.6M) mainly due to underspending in FY20
<b>Total</b>	<b>226,936,968</b>	<b>173,725,342</b>	<b>53,211,626</b>	
Adjustment for FY20 Underspending			(29,370,572)	Timing difference only; funds not spent in FY20 rolled into FY21
<b>Adjusted Total</b>			<b>23,841,054</b>	Net difference after adjusting for FY20 underspending
<b><u>Fiscal Year 2021</u></b>				
Revenue Vehicles	17,023,092	32,193,334	(15,170,242)	Mainly buses deferred to FY22
Service Vehicles	997,066	872,500	124,566	Increase in service vehicles
Passenger Facilities	2,366,000	10,505,592	(8,139,592)	Mainly deferred spending for Alamo Ranch P&R and IH10 Park & Pool
Operational Facilities	19,768,830	30,573,569	(10,804,739)	Largest item is spending on Paratransit Facility (deferred from FY21 to FY22)
Administrative Facilities	800,000	90,000	710,000	Mainly due to backup generators
Maintenance Tools & Equipment	132,000	150,000	(18,000)	Slight net reduction from various projects
Repl Components for Rev. Vehicles	992,543	4,105,000	(3,112,457)	Mainly engines & transmissions (-\$2.9M)
Computer Hardware/Software	3,033,672	6,089,626	(3,055,954)	Largest item is ERP system decrease (-\$2.0M) due to moving software-related costs to operating budget
Misc. (Fare System, Other)	1,894,672	300,000	1,594,672	Mainly fare collection system timing (deferred from FY20)
<b>FY21 Total</b>	<b>47,007,875</b>	<b>84,879,621</b>	<b>(37,871,746)</b>	
<b><u>Fiscal Year 2022</u></b>				
Revenue Vehicles	33,484,553	30,681,396	2,803,157	Mainly buses deferred from FY21
Service Vehicles	1,397,000	799,500	597,500	Modified spending plan
Passenger Facilities	25,637,800	16,978,291	8,659,509	Mainly deferred spending (from FY21) for Alamo Ranch P&R and IH10 Park & Pool, and increase in Naco Pass
Operational Facilities	16,739,284	4,075,000	12,664,284	Largest item is timing of Paratransit Facility spending (deferred from FY21)
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	5,323,500	3,900,000	1,423,500	Mainly shop tools & equipment (+\$3.8M) partially offset by bus washer purchases/upgrades (-\$2.5M)
Repl Components for Rev. Vehicles	8,660,600	3,410,000	5,250,600	Largest items are retrofit bus doors (+\$2.5M) and zonar tracking equipment (+\$1.3M)
Computer Hardware/Software	13,545,000	1,890,000	11,655,000	Largest items are AVL hardware (+\$6.7M, mostly timing) and fleet vehicle router upgrade (+\$4.2M)
Misc. (Fare System, Other)	3,223,000	2,700,000	523,000	Fare collection system (+\$723K) partially offset by mobility payment platform (-\$200K)
<b>FY22 Total</b>	<b>108,010,737</b>	<b>64,434,187</b>	<b>43,576,550</b>	
<b><u>Fiscal Year 2023</u></b>				
Revenue Vehicles	41,628,456	-	41,628,456	Reflects fleet purchase plan change
Service Vehicles	624,500	1,325,000	(700,500)	Modified spending plan
Passenger Facilities	8,356,400	5,405,763	2,950,637	Mainly higher Randolph P&R spending (+\$2.5M) due to deferral from FY22
Operational Facilities	1,555,000	1,705,000	(150,000)	Slight net increase from various projects
Administrative Facilities	90,000	-	90,000	Patio improvements
Maintenance Tools & Equipment	1,060,000	150,000	910,000	Mainly shop tools & equipment
Repl Components for Rev. Vehicles	2,665,000	1,566,000	1,099,000	Mainly engines and transmissions (+\$0.8M)
Computer Hardware/Software	1,405,000	3,095,000	(1,690,000)	Mainly AVL hardware (-\$2.0M)
Misc. (Fare System, Other)	-	-	-	No change
<b>FY23 Total</b>	<b>57,384,356</b>	<b>13,246,763</b>	<b>44,137,593</b>	

**VIA Metropolitan Transit**  
**Capital Spending Comparison: FY21-25**  
**(Common 5-Year Period in 6-Year Spending Projections)**  
**By Project Category, Excluding KSAM (\$)**

	Spending Plan <u>Sept 2021</u>	Spending Plan <u>Sept 2020</u>	<u>Variance</u>	<u>Variance Comments</u>
<b><u>Fiscal Year 2024</u></b>				
Revenue Vehicles	-	-	-	No change
Service Vehicles	601,500	468,271	133,229	Modified spending plan
Passenger Facilities	1,176,500	550,500	626,000	Increase in Randolph P&R
Operational Facilities	-	200,000	(200,000)	Mainly renovation of main service station
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	92,000	182,000	(90,000)	Largest decrease in mobile bus lifts (\$-90K)
Repl Components for Rev. Vehicles	3,285,000	942,000	2,343,000	Mainly engines and transmissions (+\$2.1M)
Computer Hardware/Software	1,385,000	3,525,000	(2,140,000)	Mainly AVL hardware (-\$2.0M)
Misc. (Fare System, Other)	-	-	-	No change
<b>FY24 Total</b>	<b>6,540,000</b>	<b>5,867,771</b>	<b>672,229</b>	
<b><u>Fiscal Year 2025</u></b>				
Revenue Vehicles	-	-	-	No change
Service Vehicles	662,500	900,000	(237,500)	Modified spending plan
Passenger Facilities	11,500	432,000	(420,500)	Slight reduction on various projects
Operational Facilities	-	-	-	Campus master plan & improvements
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	60,000	100,000	(40,000)	Decrease in shop tools & equipment
Repl Components for Rev. Vehicles	3,630,000	160,000	3,470,000	Mainly engines and transmissions (+\$3.1M)
Computer Hardware/Software	3,630,000	3,705,000	(75,000)	Slight reduction on various projects
Misc. (Fare System, Other)	-	-	-	No change
<b>FY25 Total</b>	<b>7,994,000</b>	<b>5,297,000</b>	<b>2,697,000</b>	

VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY22-26) and  
FY21 Forecast (\$)

Proposed Spending Plan - September 2021										Approved Spending Plan - September 2020							Difference						FY20 Over/ (Under)	Adjusted Total Difference
Category	Proj No	2021	2022	2023	2024	2025	2026	Total 2022-2026	Total 2021-2025	2021	2022	2023	2024	2025	Total 2021-2025	2021	2022	2023	2024	2025	Total 2021-2025			
Revenue Vehicles																								
Fulsize Buses - 28	191101	-	15,871,408	-	-	-	-	15,871,408	15,871,408	15,422,400	-	-	-	-	15,422,400	(15,422,400)	15,871,408	-	-	-	449,008	56,409	505,417	
Fulsize Buses - 14 (6; 8)	191100	-	3,401,016	4,625,384	-	-	-	8,026,400	8,026,400	-	7,865,424	-	-	-	7,865,424	-	(4,464,408)	4,625,384	-	-	160,976	19,551	180,527	
Fulsize Buses - 37 (7; 30)	211102	-	3,967,852	17,345,190	-	-	-	21,313,042	21,313,042	-	20,787,192	-	-	-	20,787,192	-	(16,819,340)	17,345,190	-	-	525,850	-	525,850	
Expansion Buses - 9	191102	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(5,136,405)	(5,136,405)	
Electric Buses - 8	181102	-	8,185,032	-	-	-	-	8,185,032	8,185,032	8,549,754	-	-	-	-	8,549,754	(8,549,754)	8,185,032	-	-	-	73,667	(364,722)	(291,055)	
Fulsize Buses - 34	New	-	-	19,657,882	-	-	-	19,657,882	19,657,882	-	-	-	-	-	-	-	-	-	-	-	19,657,882	-	19,657,882	
Paratransit Vehicles	211101	17,023,092	2,059,245	-	-	-	7,430,050	9,489,295	19,082,337	8,221,180	2,028,780	-	-	-	10,249,960	8,801,912	30,465	-	-	-	-	8,832,377	(8,060,000)	772,377
Total Revenue Vehicles		17,023,092	33,484,553	41,628,456	-	-	7,430,050	82,543,059	92,136,101	32,193,334	30,681,396	-	-	-	62,874,730	(15,170,242)	2,803,157	41,628,456	-	-	29,261,371	(13,046,778)	16,214,593	
Service Vehicles																								
Non-Revenue Support Vehicles	181201	997,066	658,000	624,500	601,500	662,500	527,000	3,073,500	3,543,566	722,500	649,500	1,175,000	318,271	750,000	3,615,271	274,566	8,500	(550,500)	283,229	(87,500)	(71,705)	(1,029,465)	(1,101,170)	
Non-Revenue Support Equipment	181202	-	739,000	-	-	-	-	739,000	739,000	150,000	150,000	150,000	150,000	150,000	750,000	(150,000)	589,000	(150,000)	(150,000)	(150,000)	(11,000)	(189,500)	(200,500)	
Total Service Vehicles		997,066	1,397,000	624,500	601,500	662,500	527,000	3,812,500	4,282,566	872,500	799,500	1,325,000	468,271	900,000	4,365,271	124,566	597,500	(700,500)	133,229	(237,500)	(82,705)	(1,218,965)	(1,301,670)	
Passenger Facilities																								
Centro Plaza	161300	100,000	385,000	-	-	-	-	385,000	485,000	-	-	-	-	-	-	100,000	385,000	-	-	-	485,000	(962,583)	(477,583)	
Robert Thompson Transit Center	161301	-	2,868,000	-	-	-	-	2,868,000	2,868,000	1,000,000	2,092,291	-	-	-	3,092,291	(1,000,000)	775,709	-	-	-	(224,291)	(58)	(224,349)	
Brooks Transit Center	161302	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	370,457	370,457	370,457	
Stone Oak Park & Ride	161303	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,417	1,417	
Stone Oak Park & Ride Phase II Bridge	181305	40,000	35,000	-	-	-	-	35,000	75,000	-	-	-	-	-	-	40,000	35,000	-	-	-	75,000	(150,000)	(75,000)	
IH10 Park & Pool	161304	490,000	2,937,000	880,000	-	-	-	3,817,000	4,307,000	2,082,000	1,704,773	-	-	-	3,786,773	(1,592,000)	1,232,227	880,000	-	-	520,227	(336,243)	183,984	
Alamo Ranch Park & Ride	161305	120,000	8,830,000	480,000	-	-	-	9,310,000	9,430,000	4,735,000	3,854,772	-	-	-	8,589,772	(4,615,000)	4,975,228	480,000	-	-	840,228	7,185	847,413	
Northeast Park & Pool	161306	-	-	-	-	-	-	-	-	4,200	-	-	-	-	4,200	(4,200)	-	-	-	-	-	(4,200)	(987)	(5,187)
NE Mobility Hub (Naco Pass)	161308	275,000	2,215,000	120,000	-	-	-	2,335,000	2,610,000	594,392	412,455	-	-	-	1,006,847	(319,392)	1,802,545	120,000	-	-	1,603,153	112,457	1,715,610	
SW High-Capacity Transit Phase 1	161309	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	269,823	269,823	
Bus Stop Improvements (BSI)	161310	160,000	880,000	365,000	-	-	-	1,245,000	1,405,000	503,500	427,500	423,000	300,500	323,500	1,978,000	(343,500)	452,500	(58,000)	(300,500)	(323,500)	(573,000)	379,868	(193,132)	
BSI TxDOT I-35 Corridor Only	161311	20,000	163,000	103,000	36,500	11,500	-	314,000	334,000	101,000	85,500	84,500	60,000	65,000	396,000	(81,000)	77,500	18,500	(23,500)	(53,500)	(62,000)	(220,979)	(282,979)	
BSI Suburban Cities STPMW S2M	161312	10,000	160,000	80,000	-	-	-	240,000	250,000	67,500	57,000	56,500	40,000	43,500	264,500	(57,500)	103,000	23,500	(40,000)	(43,500)	(14,500)	(143,122)	(157,622)	
Randolph Park & Ride	161400	230,000	4,725,000	5,470,000	1,140,000	-	-	11,335,000	11,565,000	610,000	6,935,000	2,971,763	-	-	10,516,763	(380,000)	(2,210,000)	2,498,237	1,140,000	-	1,048,237	(384,973)	663,264	
Passenger Facility Upgrade/Renovation	161403	42,000	588,000	-	-	-	-	588,000	630,000	150,000	350,000	150,000	150,000	-	800,000	(108,000)	238,000	(150,000)	(150,000)	-	(170,000)	(81,820)	(251,820)	
VIA Signage Upgrade	161404	-	-	-	-	-	-	-	-	162,000	-	-	-	-	-	162,000	(162,000)	-	-	-	(162,000)	74,581	(87,419)	
Frank Madia Canopy Replacement	181301	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	703	703	
AMTRAK Bldg. Renovations	181303	130,000	-	-	-	-	-	-	130,000	-	-	-	-	-	-	130,000	-	-	-	-	130,000	(130,000)	-	-
Crossroads Renovation	181302	-	-	-	-	-	-	-	-	50,000	-	200,000	-	-	250,000	(50,000)	-	(200,000)	-	-	(250,000)	-	(250,000)	
Ellis Alley Enclave Renovation	181304	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,280)	(2,280)	
Parking System (Ellis Alley and The Grand)	New	-	160,000	-	-	-	-	160,000	160,000	-	-	-	-	-	-	-	160,000	-	-	-	160,000	-	160,000	
Eastside Mobility Hub	191301	749,000	1,691,800	858,400	-	-	-	2,550,200	3,299,200	446,000	1,059,000	1,520,000	-	-	3,025,000	303,000	632,800	(661,600)	-	-	274,200	(275,000)	(800)	
Total Passenger Facilities		2,366,000	25,637,800	8,356,400	1,176,500	11,500	-	35,182,200	37,548,200	10,505,592	16,978,291	5,405,763	550,500	432,000	33,872,146	(8,139,592)	8,659,509	2,950,637	626,000	(420,500)	3,676,054	(1,471,554)	2,204,500	
Operational Facilities																								
Facility Upgrade/Renovation	161600	36,048	-	-	-	-	-	-	36,048	200,000	-	-	-	-	200,000	(163,952)	-	-	-	-	(163,952)	163,952	-	-
Switch/Breaker/Transf/Gear Eval. & Update	171600	-	348,778	-	-	-	-	348,778	348,778	350,000	-	-	-	-	350,000	(350,000)	348,778	-	-	-	-	(1,222)	1,222	-
Repairs - Vehicle Repair Pits	161604	517,190	-	-	-	-	-	-	517,190	150,000	-	-	-	-	150,000	367,190	-	-	-	-	367,190	(321,736)	45,454	-
Existing Paint Facility Upgrade	171602	-	1,595,000	-	-	-	-	1,595,000	1,595,000	-	1,595,000	-	-	-	1,595,000	-	-	-	-	-	-	-	-	-
Paint Maint Bldg. Ceiling	161605	-	1,000,000	-	-	-	-	1,000,000	1,000,000	-	1,000,000	-	-	-	1,000,000	-	-	-	-	-	-	-	-	-
Bus Garage Air Compressor Replacement	191605	-	150,000	-	-	-	-	150,000	150,000	150,000	-	-	-	-	150,000	(150,000)	150,000	-	-	-	-	-	-	-
CDC Police Station Renovation	181610	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	119,637	119,637	
Transguide Backup Generator	181611	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,159	9,159	
Replace Automated Fuel Control System	161608	29,500	-	-	-	-	-	-	29,500	-	-	-	-	-	-	29,500	-	-	-	-	29,500	(29,500)	-	-
Install Natural Gas Compressor Facility	161609	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	97,561	97,561	-	
General Concrete and/or Asphalt Work	161610	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(17,481)	(17,481)	
Madia Training Center Upgrades	171609	293,000	-	-	-	-	-	-	293,000	180,000	-	-	-	-	180,000	113,000	-	-	-	-	113,000	(150,000)	(37,000)	-
VMC Office Remodel	161614	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13,522	13,522	
Paratransit Facility	161615	16,666,922	7,843,264	-	-	-	-	7,843,264	24,510,186	23,442,014	-	-	-	-	23,442,014	(6,775,092)	7,843,264	-	-	-	1,068,172	42,693	1,110,865	
Paratransit Facility Gym Equipment	New	-	74,377	-	-	-	-	74,377	74,377	-	-	-	-	-	-	-	74,377	-	-	-	-	74,377	74,377	74,377
Office Furniture	161616	-	-	-	-	-	-	-	-	200,000	100,000	-	-	-	300,000	(200,000)	(100,000)	-	-	-	(300,000)	(244,739)	(544,739)	
Propane Infrastructure Upgrades	171612	-	-	-	-	-	-	-	-	-	-													

VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY22-26) and  
FY21 Forecast (\$)

Proposed Spending Plan - September 2021									Approved Spending Plan - September 2020							Difference					Total	FY20 Over/	Adjusted	
Category	Proj No	2021	2022	2023	2024	2025	2026	Total 2022-2026	Total 2021-2025	2021	2022	2023	2024	2025	Total 2021-2025	2021	2022	2023	2024	2025	Total 2021-2025	(Under)	Total Difference	
<b>Administrative Facilities</b>																								
Security Enhancements -- Perimeter Fence	161700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	63,965	63,965	
Fitness Center Buildout	161702	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,123	1,123	
Operating Facilities Backup Generators	181700	800,000	-	-	-	-	-	-	800,000	-	-	-	-	-	-	800,000	-	-	-	-	800,000	(800,000)	-	
Administration Bldg Patio Improvements	161703	-	-	90,000	-	-	-	90,000	90,000	90,000	-	-	-	-	90,000	(90,000)	-	90,000	-	-	-	-	-	
Total Administrative Facilities		800,000	-	90,000	-	-	-	90,000	890,000	90,000	-	-	-	-	90,000	710,000	-	90,000	-	-	800,000	(734,912)	65,088	
<b>Maintenance Tools &amp; Equipment</b>																								
Shop Tools and Equipment	161800	132,000	3,896,500	1,060,000	92,000	60,000	60,000	5,168,500	5,240,500	100,000	100,000	100,000	100,000	100,000	500,000	32,000	3,796,500	960,000	(8,000)	(40,000)	4,740,500	(137,971)	4,602,529	
Mobile Bus Lifts	161802	-	-	-	-	-	-	-	-	50,000	50,000	50,000	50,000	-	200,000	(50,000)	(50,000)	(50,000)	(50,000)	-	(200,000)	(200,000)	(400,000)	
Filter Crusher	181800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(40,000)	(40,000)	
Replace Parts Washers, Pressure/Steam Cleaners	171805	-	-	-	-	-	-	-	-	-	250,000	-	-	-	250,000	-	(250,000)	-	-	-	(250,000)	-	(250,000)	
Inground Brake Tester	171806	-	-	-	-	-	-	-	-	-	300,000	-	-	-	300,000	-	(300,000)	-	-	-	(300,000)	-	(300,000)	
In Ground Chassis Dyno	171807	-	-	-	-	-	-	-	-	-	500,000	-	-	-	500,000	-	(500,000)	-	-	-	(500,000)	-	(500,000)	
AC Recovery Machines	171809	-	-	-	-	-	-	-	-	-	-	-	32,000	-	32,000	-	-	-	(32,000)	-	(32,000)	(32,000)	(64,000)	
Transmission Dyno	171810	-	-	-	-	-	-	-	-	-	200,000	-	-	-	200,000	-	(200,000)	-	-	-	(200,000)	-	(200,000)	
Emergency Preparedness	New	-	72,000	-	-	-	-	72,000	72,000	-	-	-	-	-	-	-	72,000	-	-	-	72,000	-	72,000	
Electric Bus Charging Equipment	New	-	1,355,000	-	-	-	-	1,355,000	1,355,000	-	-	-	-	-	-	-	1,355,000	-	-	-	1,355,000	-	1,355,000	
Bus Washer Purchases and Upgrades	181802	-	-	-	-	-	-	-	-	-	2,500,000	-	-	-	2,500,000	-	(2,500,000)	-	-	-	(2,500,000)	-	(2,500,000)	
Total Maintenance Tools & Equip.		132,000	5,323,500	1,060,000	92,000	60,000	60,000	6,595,500	6,667,500	150,000	3,900,000	150,000	182,000	100,000	4,482,000	(18,000)	1,423,500	910,000	(90,000)	(40,000)	2,185,500	(409,971)	1,775,529	
<b>Replace Components for Rev. Vehicles</b>																								
Engines and Transmissions	161900	-	2,195,000	1,855,000	2,475,000	3,130,000	4,110,000	13,765,000	9,655,000	2,900,000	2,900,000	1,056,000	432,000	-	7,288,000	(2,900,000)	(705,000)	799,000	2,043,000	3,130,000	2,367,000	(632,752)	1,734,248	
Hybrid Bus Major Components	171900	150,000	300,000	300,000	300,000	-	-	900,000	1,050,000	350,000	350,000	350,000	350,000	-	1,400,000	(200,000)	(50,000)	(50,000)	(50,000)	-	(367,000)	(167,224)	(517,224)	
Hybrid Bus Batteries	New	510,606	547,078	-	-	-	-	547,078	1,057,684	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Electric Bus Major Components	181900	40,000	300,000	-	-	-	-	300,000	340,000	-	100,000	100,000	100,000	100,000	400,000	40,000	200,000	(100,000)	(100,000)	(100,000)	(60,000)	(40,000)	(100,000)	
Diesel Particulate Filters	161901	30,000	10,000	10,000	10,000	-	-	30,000	60,000	10,000	10,000	10,000	10,000	10,000	50,000	20,000	-	-	(10,000)	10,000	(20,000)	(10,000)	(10,000)	
Farebox Rehab	211900	115,737	260,000	500,000	500,000	500,000	-	1,760,000	1,875,737	50,000	50,000	50,000	50,000	50,000	250,000	65,737	210,000	450,000	450,000	450,000	1,625,737	(65,737)	1,560,000	
Infotainment System for Primos/VIVA	181902	-	795,000	-	-	-	-	795,000	795,000	795,000	-	-	-	-	795,000	(795,000)	795,000	-	-	-	-	-	-	
Operator Safety Compartment	181903	146,200	339,700	-	-	-	-	339,700	485,900	-	-	-	-	-	-	-	339,700	-	-	-	485,900	(2,595,631)	(2,109,731)	
Retrofit Bus Doors	181901	-	2,500,000	-	-	-	-	2,500,000	2,500,000	-	-	-	-	-	-	-	2,500,000	-	-	-	2,500,000	(2,500,000)	-	
Zonar Tracking Equipment	New	-	1,313,822	-	-	-	-	1,313,822	1,313,822	-	-	-	-	-	-	-	1,313,822	-	-	-	1,313,822	-	1,313,822	
Bus Yard Emergency Alert System	191900	-	100,000	-	-	-	-	100,000	100,000	-	-	-	-	-	-	-	100,000	-	-	-	100,000	(100,000)	-	
Total Replace Components for Rev. Veh.		992,543	8,660,600	2,665,000	3,285,000	3,630,000	4,110,000	22,350,600	19,233,143	4,105,000	3,410,000	1,566,000	942,000	160,000	10,183,000	(3,112,457)	5,250,600	1,099,000	2,343,000	3,470,000	9,050,143	(6,121,344)	2,928,799	
<b>Computer Hardware/Software</b>																								
Network and Backbone Switch Refresh	172100	150,000	150,000	-	750,000	50,000	150,000	1,100,000	1,100,000	150,000	150,000	250,000	750,000	50,000	1,350,000	-	-	(250,000)	-	-	(250,000)	(87,019)	(337,019)	
Computing Devices	162102	75,000	150,000	150,000	150,000	50,000	50,000	550,000	575,000	250,000	100,000	100,000	100,000	100,000	650,000	(175,000)	50,000	50,000	50,000	(50,000)	(75,000)	(32,882)	(107,882)	
ArcGIS for Engineering	162103	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(71,921)	(71,921)	
Disaster Recovery Plan	162104	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,997	20,997	
Data Center Server and Storage Refresh	162105	980,000	100,000	275,000	100,000	250,000	100,000	825,000	1,705,000	980,000	250,000	100,000	100,000	250,000	1,680,000	-	(150,000)	175,000	-	25,000	(447,470)	(422,470)		
P25 Radio System Upgrade/Replacement	162109	81,000	275,000	-	-	-	-	275,000	356,000	-	350,000	-	-	-	350,000	81,000	(75,000)	-	-	-	6,000	298,911	304,911	
AVL Hardware	162110	-	6,750,000	-	-	-	-	6,750,000	6,750,000	50,000	50,000	2,000,000	2,000,000	-	4,100,000	(50,000)	6,700,000	(2,000,000)	(2,000,000)	-	2,650,000	3,868	2,653,868	
Telephone System Upgrade/Replacement	162111	80,000	300,000	-	-	-	-	300,000	380,000	-	300,000	-	-	-	300,000	80,000	-	-	-	-	80,000	(346,233)	(266,233)	
ERP System - BPR, Technical Specs	162116	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(120,742)	(120,742)	
ERP System	172102	694,672	-	-	-	-	-	-	694,672	2,647,626	-	-	-	-	-	2,647,626	(1,952,954)	-	-	-	(1,952,954)	397,696	(1,555,258)	
Security (Cameras, Doors, Network, Storage)	162118	65,000	125,000	85,000	105,000	3,000,000	100,000	3,415,000	3,380,000	65,000	125,000	85,000	105,000	3,000,000	3,380,000	-	-	-	-	-	-	(126,853)	(126,853)	
AV Replacement	162121	170,000	50,000	10,000	-	-	-	60,000	230,000	55,000	-	95,000	-	-	150,000	115,000	50,000	(85,000)	-	-	80,000	(180,000)	(100,000)	
Radio Replacement	172103	-	25,000	-	25,000	-	-	50,000	50,000	-	25,000	-	25,000	-	50,000	-	-	-	-	-	-	(47,319)	(47,319)	
VDI Licenses & HW	172104	185,000	65,000	65,000	65,000	65,000	250,000	510,000	445,000	185,000	50,000	50,000	40,000	65,000	390,000	-	15,000	15,000	25,000	-	55,000	(70,465)	(15,465)	
VTDP CAD/RMS Application Replacement	New	-	75,000	-	-	-	-	75,000	75,000	-	-	-	-	-	-	-	75,000	-	-	-	75,000	-	75,000	
Service Desk Application Replacement	New	-	50,000	-	-	-	-	50,000	50,000	-	-	-	-	-	-	-	50,000	-	-	-	50,000	-	50,000	
Fleet Vehicle Router Upgrade	New	-	4,250,000	-	-	-	-	4,250,000	4,250,000	-	-	-	-	-	-	-	4,250,000	-	-	-	4,250,000	-	4,250,000	
Trapeze Blockbuster	192106	265,000	-	-	-	-	-	-	265,000	375,000	-	-	-	-	375,000	(110,000)	-	-	-	-	-	(110,000)	-	(110,000)
Cloud Migration & Build Out Svcs	172105	-	550,000	150,000	-	-	450,000	1,150,000	700,000	-	100,000	-	-	-	100,000	(110,000)	-	450,000	150,000	-	-	600,000	(115,387)	484,613
Microsoft SQL Server Upgrades	162130	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(47,122)	(47,122)	
Wireless Network	162131	-	25,000	250,000	-	25,000	25,000	325,000	300,000	5,000	40,000	175,000	40,000	40,000	300,000	(5,000)	(15,000)	75,000	(40,000)	(15,000)	-	(43,691)	(43,691)	
Fiber Build Out (Grand, GCS, VMC)	172106	-	175,000	150,000	-	-	-	325,000	325,000	-	-	-	-	-	-	-	175,000	150,000	-</					

VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY22-26) and  
FY21 Forecast (\$)

Proposed Spending Plan - September 2021										Approved Spending Plan - September 2020							Difference						FY20 Over/ (Under)	Adjusted Total Difference		
Category	Proj No	2021	2022	2023	2024	2025	2026	Total 2022-2026	Total 2021-2025	2021	2022	2023	2024	2025	Total 2021-2025	2021	2022	2023	2024	2025	Total 2021-2025					
<u>Misc. (Facilities, Equipment, Other)</u>																	-	-	-	-	-	-	-	-	-	-
Fare Collection System	163100	894,672	723,000	-	-	-	-	723,000	1,617,672	-	-	-	-	-	-	894,672	723,000	-	-	-	1,617,672	(884,354)	733,318			
Mobility Payment Platform	213105	1,000,000	2,500,000	-	-	-	-	2,500,000	3,500,000	300,000	2,700,000	-	-	-	3,000,000	700,000	(200,000)	-	-	-	500,000	-	500,000			
Coin Sorter	193104	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(54,600)	(54,600)			
PE/Environmental	163101	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(36,108)	(36,108)			
Scobey Complex	173103	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,518	6,518				
Joint Dvlpmnt (Centro Plaza - Core & Shell Bldg)	183100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(160,828)	(160,828)			
Total Miscellaneous		1,894,672	3,223,000	-	-	-	-	3,223,000	5,117,672	300,000	2,700,000	-	-	-	3,000,000	1,594,672	523,000	-	-	-	2,117,672	(1,129,372)	988,300			
Total Capital Before KSAM		47,007,875	108,010,737	57,384,356	6,540,000	7,994,000	13,442,050	193,371,143	226,936,968	84,879,621	64,434,187	13,246,763	5,867,771	5,297,000	173,725,342	(37,871,746)	43,576,550	44,137,593	672,229	2,697,000	53,211,626	(29,370,572)	23,841,054			
<u>KSAM</u>																										
Advanced Rapid Transit N/S Corridor	New	-	14,720,000	14,895,287	16,973,224	108,007,086	110,862,815	265,458,412	154,595,597	-	-	-	-	-	-	-	14,720,000	14,895,287	16,973,224	108,007,086	154,595,597	-	154,595,597			
2nd O&M Facility	New	-	7,810,329	4,733,101	6,883,502	24,910,126	83,644,357	127,981,415	44,337,058	-	-	-	-	-	-	-	7,810,329	4,733,101	6,883,502	24,910,126	44,337,058	-	44,337,058			
Placeholder	New	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Placeholder	New	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Placeholder	New	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Total KSAM		-	22,530,329	19,628,388	23,856,726	132,917,212	194,507,172	393,439,827	198,932,655	-	-	-	-	-	-	-	22,530,329	19,628,388	23,856,726	132,917,212	198,932,655	-	198,932,655			
Total Capital		47,007,875	130,541,066	77,012,744	30,396,726	140,911,212	207,949,222	586,810,970	425,869,623	84,879,621	64,434,187	13,246,763	5,867,771	5,297,000	173,725,342	(37,871,746)	66,106,879	63,765,981	24,528,955	135,614,212	252,144,281	(29,370,572)	222,773,709			

**VIA Metropolitan Transit  
Transportation Improvement Program  
2022-2026 Projects (\$)**

**CAPITAL PROJECTS SPENDING:**

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Total</u>
Revenue Vehicles	\$ 33,484,553	\$ 41,628,456	\$ -	\$ -	\$ 7,430,050	\$ 82,543,059
Service Vehicles	1,397,000	624,500	601,500	662,500	527,000	3,812,500
Passenger Facilities	25,637,800	8,356,400	1,176,500	11,500	-	35,182,200
Operational Facilities	16,739,284	1,555,000	-	-	-	18,294,284
Administrative Facilities	-	90,000	-	-	-	90,000
Maintenance Tools & Equipment	5,323,500	1,060,000	92,000	60,000	60,000	6,595,500
Replacement Components for Rev Vehicles	8,660,600	2,665,000	3,285,000	3,630,000	4,110,000	22,350,600
Computer Hardware/Software	13,545,000	1,405,000	1,385,000	3,630,000	1,315,000	21,280,000
KSAM N/S	14,720,000	14,895,287	16,973,224	108,007,086	110,862,815	265,458,412
2nd Maintenance Facility	7,810,329	4,733,101	6,883,502	24,910,126	83,644,357	127,981,415
Miscellaneous	3,223,000	-	-	-	-	3,223,000
<b>TIP Capital Projects</b>	<b>130,541,066</b>	<b>77,012,744</b>	<b>30,396,726</b>	<b>140,911,212</b>	<b>207,949,222</b>	<b>586,810,970</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	28,295,200	25,166,112	24,256,800	24,590,100	24,926,800	127,235,012
Capital Cost of Contracting	6,076,600	6,076,600	6,076,600	6,076,600	6,076,600	30,383,000
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>168,912,866</b>	<b>112,255,456</b>	<b>64,730,126</b>	<b>175,577,912</b>	<b>242,952,622</b>	<b>764,428,982</b>
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**CAPITAL PROJECTS FUNDING SOURCES:**

**Sources:**

MTA Contractual Obligation Bonds	-	27,311,759	-	-	-	27,311,759
TxDOT Grant Funds	29,824,887	7,757,192	811,769	11,500	-	38,405,348
Section 5307/5340 Grant	-	-	-	-	-	-
Section 5339b Grant	-	-	-	-	-	-
Section 5339 Grant	7,913,208	4,040,000	1,980,000	2,504,000	5,944,040	22,381,248
No-Low Grant	3,750,000	-	-	-	-	3,750,000
VW Settlement Funds	-	4,783,364	-	-	-	4,783,364
CMAQ Funds - Capital	5,493,334	5,493,333	-	-	-	10,986,667
Texas Clean Fleet Program	3,994,001	-	-	-	-	3,994,001
TIFIA Loan ART N/S	-	-	-	-	50,709,356	50,709,356
TIFIA Loan 2nd Maint Facility	-	-	-	-	42,233,867	42,233,867
CIG Grant	-	-	-	97,926,541	60,153,459	158,080,000
VIA Cash/Capital (b)	73,562,951	27,563,096	27,604,957	38,403,876	48,908,500	216,043,380
Carryover Grant Funds for Pre-'20 Projects	6,002,685	64,000	-	2,065,295	-	8,131,980
<b>Total Capital Projects Funding</b>	<b>130,541,066</b>	<b>77,012,744</b>	<b>30,396,726</b>	<b>140,911,212</b>	<b>207,949,222</b>	<b>586,810,970</b>

**Subtotals by Source:**

Grant Funds	27,153,228	14,380,697	1,980,000	102,495,836	66,097,499	212,107,260
TxDOT Grant Funds	29,824,887	7,757,192	811,769	11,500	-	38,405,348
Bonds	-	27,311,759	-	-	-	27,311,759
TIFIA Loans	-	-	-	-	92,943,223	92,943,223
VIA Cash/Capital (b)	73,562,951	27,563,096	27,604,957	38,403,876	48,908,500	216,043,380
<b>Total</b>	<b>130,541,066</b>	<b>77,012,744</b>	<b>30,396,726</b>	<b>140,911,212</b>	<b>207,949,222</b>	<b>586,810,970</b>

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

Section 5307/5340 Grant	37,371,800	34,242,712	33,333,400	33,666,700	34,003,400	172,618,012
Less JARC Included in 5307/5340	-	-	-	-	-	-
Operating Expense Reimbursements	(37,371,800)	(34,242,712)	(33,333,400)	(33,666,700)	(34,003,400)	(172,618,012)
<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.



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## APPENDICES

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September 28, 2021

**TO:** VIA Board of Trustees  
**FROM:** Steve Lange, Vice President Fiscal Management/CFO  
**THROUGH:** Jeffrey C. Arndt, President and CEO  
**RE:** Proposed FY22 Operating Budget

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**PURPOSE:**

To present the recommended Fiscal Year 2022 Operating Budget for adoption by the Board.

**BACKGROUND:**

The FY22 budget process began in March 2021 with the preliminary formulation of the capital plan. In April 2021, a preliminary hours and miles service plan was developed, and in May through July 2021, the FY22 Operating Budget was developed. The FY22 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 FY22 Operating Budget is \$259,442,697. A preliminary proposed FY22 Operating Budget was reviewed with the Board at a Budget Workshop on August 3, 2021, and subsequent briefings were made available to Board members. Following the Budget Workshop in August, three revisions totaling \$172,934 were made to the budget, increasing the budget to \$259,442,697 (from \$259,269,763):

- Added Special Projects Manager position in Capital and Service Planning	\$94,778
- Reclassed a vacant Accessible Service Administrator to a Support Specialist	(41,844)
- Added travel training	95,000
- Added APTA leadership travel and training	<u>25,000</u>
Total	<u>\$172,934</u>

The new position being added is to meet staffing needs to support acceleration of the KSAM program. The reclassified Support Specialist is to align with current organizational needs in Accessible Services. The travel training that was added is for VIAtrans riders, so they can be trained on how to use the fixed route system. The American Public Transportation Association (APTA) leadership travel and training was added due to Dr. Alloway being accepted into the APTA leadership group.

A public hearing to present the proposed FY22 Operating Budget was conducted virtually on September 14, 2021, utilizing VIA's PublicInput.com platform and Facebook Live, and there were 3 live participants, 3 comments, and 280 views (as of 8 A.M. on Friday, September 17, 2021). 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 in La Prensa.

A press release was sent to all media outlets in the Greater San Antonio Region announcing the budget availability for public review. Public notice was provided via social media channels, including Nextdoor (15,912 impressions), Facebook (5,046 impressions), Twitter (1,582 impressions) and on Instagram (1,285 total impressions).

A review copy of the budget was available in Communications Department at The Grand and 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 FY22 Operating Budget is \$259,442,697, up \$10,015,593 (4.0%) from the FY20 budget. FY20 is the last approved pre-COVID budget, whereas COVID significantly impacted the FY21 budget. Therefore, the comparison to FY20 is considered to be more meaningful than a comparison to the FY21 budget.

Key budget goals include ridership recovery and growth, Keep San Antonio Moving (KSAM) investments, strategic partnerships, and staff development. VIA will be rebalancing the system to match service to demand, improving service frequency, expanding Mobility on Demand, and focusing on information campaigns, service quality and other customer experience improvements to recover and grow ridership. VIA will be pursuing a robust program of strategic investments including KSAM and other projects/initiatives, as reflected in the budget book reviewed with the Board in August. These investments will serve to significantly improve the transit system in San Antonio.

The proposed FY22 Operating Budget is up \$10M from the FY20 budget due to \$23.9M of increases partially offset by \$13.9M of savings. These items are summarized below:

<u>Increases</u>	<u>\$M</u>
Wage increases	7.0
Non-wage working conditions items	3.5
Increased healthcare and benefits cost inflation	3.5
Materials and supplies, buses coming off warranty	2.2
COVID contract cleaning	1.2
KSAM acceleration	4.6
Community outreach for ridership recovery	0.9
Staff development	0.3
Other miscellaneous net increases	<u>0.7</u>
Total increases	<u>23.9</u>
 <u>Savings</u>	 <u>\$M</u>
Net position reductions	(4.3)
OPEB	(5.3)
Pension	(2.2)
Advertising/promotion	(1.4)
Other miscellaneous savings	<u>(0.7)</u>
Total decreases	<u>(13.9)</u>

Year-end reserves are fully funded, with the Stabilization Fund and Working Capital funded at 60 days each.

### **RECOMMENDATION:**

Approve the proposed FY22 Operating Budget.

**FINANCE/BUDGET IMPACT:**

The proposed FY22 Operating Budget is 259,442,697.

**BUSINESS DIVERSITY:**

Not applicable.

**ACTION REQUESTED:**

Board approval of the proposed FY22 Operating Budget.

Attachments: Resolution  
FY22 Proposed Operating Budget PowerPoint



**RESOLUTION:** 9-28-21-06

**SUBJECT:** FISCAL MANAGEMENT – Adoption of the Fiscal Year 2022 MTA and ATD  
Operating Budgets

**RESOLVED**, that the October 1, 2021 – September 30, 2022 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	\$ 155,358,912	\$ 39,187,241	\$ 194,546,153
Robert Thompson	454,260	-	454,260
Special Events	275,895	-	275,895
Promotional Service	-	-	-
VIATrans: DO	25,107,209	-	25,107,209
VIATrans: PT	18,596,286	-	18,596,286
VIA Link	3,982,842	-	3,982,842
Vanpool	-	726,901	726,901
Real Estate Development	4,625	-	4,625
Business Development and Planning	15,748,526	-	15,748,526
Total Operating Expenses	<u>\$ 219,528,555</u>	<u>\$ 39,914,142</u>	<u>\$ 259,442,697</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 28, 2021.

  
Akeem Brown, Secretary



September 28, 2021

**TO:** ATD Board of Trustees

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

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

**RE:** Proposed FY22 Operating Budget

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**PURPOSE:**

To present the recommended Fiscal Year 2022 Operating Budget for adoption by the Board.

**BACKGROUND:**

The FY22 budget process began in March 2021 with the preliminary formulation of the capital plan. In April 2021, a preliminary hours and miles service plan was developed, and in May through July 2021, the FY22 Operating Budget was developed. The FY22 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 FY22 Operating Budget is \$259,442,697. A preliminary proposed FY22 Operating Budget was reviewed with the Board at a Budget Workshop on August 3, 2021, and subsequent briefings were made available to Board members. Following the Budget Workshop in August, three revisions totaling \$172,934 were made to the budget, increasing the budget to \$259,442,697 (from \$259,269,763):

- Added Special Projects Manager position in Capital and Service Planning	\$94,778
- Reclassed a vacant Accessible Service Administrator to a Support Specialist	(41,844)
- Added travel training	95,000
- Added APTA leadership travel and training	25,000
Total	<u>\$172,934</u>

The new position being added is to meet staffing needs to support acceleration of the KSAM program. The reclassified Support Specialist is to align with current organizational needs in Accessible Services. The travel training that was added is for VIAtrans riders, so they can be trained on how to use the fixed route system. The American Public Transportation Association (APTA) leadership travel and training was added due to Dr. Alloway being accepted into the APTA leadership group.

A public hearing to present the proposed FY22 Operating Budget was conducted virtually on September 14, 2021, utilizing VIA's PublicInput.com platform and Facebook Live, and there were 3 live participants, 3 comments, and 280 views (as of 8 A.M. on Friday, September 17, 2021). 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 in La Prensa.



A press release was sent to all media outlets in the Greater San Antonio Region announcing the budget availability for public review. Public notice was provided via social media channels, including Nextdoor (15,912 impressions), Facebook (5,046 impressions), Twitter (1,582 impressions) and on Instagram (1,285 total impressions).

A review copy of the budget was available in Communications Department at The Grand and 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 FY22 Operating Budget is \$259,442,697, up \$10,015,593 (4.0%) from the FY20 budget. FY20 is the last approved pre-COVID budget, whereas COVID significantly impacted the FY21 budget. Therefore, the comparison to FY20 is considered to be more meaningful than a comparison to the FY21 budget.

Key budget goals include ridership recovery and growth, Keep San Antonio Moving (KSAM) investments, strategic partnerships, and staff development. VIA will be rebalancing the system to match service to demand, improving service frequency, expanding Mobility on Demand, and focusing on information campaigns, service quality and other customer experience improvements to recover and grow ridership. VIA will be pursuing a robust program of strategic investments including KSAM and other projects/initiatives, as reflected in the budget book reviewed with the Board in August. These investments will serve to significantly improve the transit system in San Antonio.

The proposed FY22 Operating Budget is up \$10M from the FY20 budget due to \$23.9M of increases partially offset by \$13.9M of savings. These items are summarized below:

<b><u>Increases</u></b>	<b><u>\$M</u></b>
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Community outreach for ridership recovery	0.9
Staff development	0.3
Other miscellaneous net increases	<u>0.7</u>
Total increases	<u><u>23.9</u></u>
<b><u>Savings</u></b>	<b><u>\$M</u></b>
Net position reductions	(4.3)
OPEB	(5.3)
Pension	(2.2)
Advertising/promotion	(1.4)
Other miscellaneous savings	<u>(0.7)</u>
Total decreases	<u><u>(13.9)</u></u>

Year-end reserves are fully funded, with the Stabilization Fund and Working Capital funded at 60 days each.

**RECOMMENDATION:**

Approve the proposed FY22 Operating Budget.

**FINANCE/BUDGET IMPACT:**

The proposed FY22 Operating Budget is \$259,442,697 (MTA, \$219,528,555; ATD, \$39,914,142).

**BUSINESS DIVERSITY:**

Not applicable.

**ACTION REQUESTED:**

Board approval of the proposed FY22 Operating Budget.

Attachments: Resolution  
FY22 Proposed Operating Budget PowerPoint



**RESOLUTION:** 9-28-21-01

**SUBJECT:** FISCAL MANAGEMENT – Adoption of the FY 2022 MTA and ATD Operating Budgets

**RESOLVED**, that the October 1, 2021 – September 30, 2022 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	\$ 155,358,912	\$ 39,187,241	\$ 194,546,153
Robert Thompson	454,260	-	454,260
Special Events	275,895	-	275,895
Promotional Service	-	-	-
VIAtrans: DO	25,107,209	-	25,107,209
VIAtrans: PT	18,596,286	-	18,596,286
VIA Link	3,982,842	-	3,982,842
Vanpool	-	726,901	726,901
Real Estate Development	4,625	-	4,625
Business Development and Planning	15,748,526	-	15,748,526
Total Operating Expenses	<u>\$ 219,528,555</u>	<u>\$ 39,914,142</u>	<u>\$ 259,442,697</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 28, 2021.



September 28, 2021

**TO:** VIA Board of Trustees

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

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

**RE:** FY2022-2026 Capital Program and Revisions to Transportation Improvement Program

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**PURPOSE:**

To request approval of VIA's FY2022-2026 Capital Program and related revisions to the Transportation Improvement Program (TIP).

**BACKGROUND:**

2022-2026 Capital Projects Plan – VIA develops a Five-Year Capital Program as part of the annual budgeting process. In order for VIA to apply for grant funds for these projects, they must be included in the Metropolitan Planning Organization's TIP and the State of Texas's TIP. The proposed Five-Year Capital Program, along with the proposed FY2021 operating budget, were reviewed with the Board at a Board Workshop on August 3, 2021. Subsequent briefings were also made available to the Board members.

2021-2024 TIP – In order for VIA to apply for the FY2022 grants, projects included in the application must be in the TIP. The necessary TIP revisions will be incorporated into the four-year TIP that was adopted by the Transportation Policy Board of the Metropolitan Planning Organization (MPO). The FY2021-2024 TIP was adopted by the Transportation Policy Board (TPB) on January 25, 2021. The MPO's TIP is updated every two years and amended quarterly. VIA's current TIP was approved by the Board of Trustees on September 22, 2020. During the current budget cycle, there have been various changes to the capital plan, and the current TIP now needs to be revised. VIA's updated TIP will be submitted to the MPO and incorporated into the MPO's TIP amendment this fall.

**ANALYSIS:**

VIA's Five-Year Capital Spending Plan for FY2022-2026 is attached. This document shows all the projects that comprise the programmed \$586.8M capital spending total for FY2022-2026. The capital spending total for FY2022 is \$130.5M. Other attachments include: VIA's updated TIP; a capital spending plan comparison by project category which provides explanations of spending plan changes compared to the prior plan; and a capital spending plan comparison by project that shows changes compared to the prior plan.

The only revision made to the capital spending plan subsequent to the Board member briefings in August was a \$625,008 reduction in FY25-26 spending on the ART N-S project, due to timing. This reduced the Five-Year Capital Plan spending total from \$587,435,978 to \$586,810,970.

**RECOMMENDATION:**

Staff recommends approval of VIA's 2022-2026 Capital Program and related revisions to the Transportation Improvement Program.

**FINANCE/BUDGET IMPACT:**

Total FY2022 capital spending is \$130.5M and five-year (2022-2026) spending is \$586.8M.

**BUSINESS DIVERSITY:**

Not applicable.

**ACTION REQUESTED:**

Board approval of the Five-Year Capital Program for FY2022-2026 and the revised Transportation Improvement Program.

Attachments: Resolution  
Five-Year Capital Spending Plan  
Transportation Improvement Program  
Capital Spending Plan Comparison by Project Category  
Capital Spending Plan Comparison by Project



**RESOLUTION:** 9-28-21-07

**SUBJECT:** FISCAL MANAGEMENT – FY2022-2026 Capital Projects Plan and Related Transportation Improvement Program Revisions

**WHEREAS**, the VIA Metropolitan Transit President/CEO has been directed to review, reassess, and update the scope, content, and cost of projects contained in the Five-Year Plan and TIP as needed; and

**WHEREAS**, the Proposed Five-Year Capital Projects Plan for FY2022-2026 needs to be adopted by VIA's Board so the TIP can be updated, and;

**WHEREAS**, it has been determined that the TIP needs to be revised to reflect current transit needs and estimated costs and that the proposed changes are required in order to obtain funding for the projects to be submitted for grant funding for the fiscal year 2022;

**NOW THEREFORE, BE IT RESOLVED**, that the VIA Board of Trustees adopts the FY2022-2026 Capital Projects Plan and the corresponding Transportation Improvement Program, included as VIA documents 9-28-21-01D and 9-28-21-02D, respectively.

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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 Board of Trustees, VIA Metropolitan Transit, on September 28, 2021.

A handwritten signature in blue ink, appearing to read "Akeem Brown", written over a horizontal line.

Akeem Brown, Secretary

## 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.
ARP	American Recovery Plan is a coronavirus rescue package to help recover from the economic fallout of the COVID-19 pandemic.
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 Basis	Rules for preparation of the budget. The Budget of the Enterprise Fund are prepared on a full accrual basis, meaning revenues are recognized when they are earned, and expenses are recognized when they are incurred.
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.
Capital Grant Local Share	Represents assets to provide for VIA's matching share of Federal Transit Administration (FTA) grants.
CARES Act	The Coronavirus Aid, Relief, and Economic Security Act, signed into law in response to the economic fallout of the COVID-19 pandemic in the United States.
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.
CRRSAA	The Coronavirus Response and Relief Supplemental Appropriations Act is a federal relief fund in response to the COVID-19 pandemic.
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 for 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.
Fund Balance	The excess amount of assets over liabilities.
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.
Net Income	The total amount of revenue earned in a period of time, minus expenses, taxes and interest.
Net Position	The excess amount of assets over 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.
Proprietary Fund	A proprietary fund in governmental accounting, is a business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee. Internal service funds account for goods and services provided by one department or agency to another department or agency of the governmental unit (or to other governmental units) on a cost-reimbursement basis.
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.
Stabilization Fund	Represents assets to provide a level of financial resources to protect against revenue shortfalls or unpredicted one-time expenditures.
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.
User Charges	The payment of a fee for direct receipt of a public service by the party benefiting from the service.
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.
VIA Link	A transit service designed to provide on-demand transit through a ride-sharing program, where people may reserve a van to take a trip with as many as three people going to various destinations.
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.
Working Capital	Represents assets designated to provide VIA with sufficient operating funds to pay its day-to-day operational obligations