



FY 2027 Proposed Budget



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FY 2027 Proposed Budget

OCTOBER 1, 2026 – SEPTEMBER 30, 2027

Proposed Budget and
Five-Year Financial and Capital Plan

VIA METROPOLITAN TRANSIT
SAN ANTONIO, TEXAS

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Our Vision

Be the driving force for our community's growth and success.

Our Mission

To take you to what matters most.

Our Promise

Count on VIA, every ride.

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Budget Overview



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- Accelerated Better Bus Plan (BBP) implementation, with 70% of the plan implemented through FY26
- Expanded microtransit service through Transportation Network Company (TNCs) partnerships
- Continued ridership growth through Fixed-route, VIAtrans, Vanpool and VIA Link service improvements



- Advanced KSAM priorities, including VIA Rapid Green/Silver Line work and supporting capital planning
- Aligned workforce, operational capacity, and capital expenditures around VIA Rapid delivery needs
- Continued focus on State of Good Repair (SOGR) and core system infrastructure



- FY26 Forecast aligns with BBP and operator hiring acceleration
- Operating expense increases are attributable to front-line staffing, purchased transportation, and fuel
- FY26 sales tax forecast of \$318.6M supports core operations and accelerated initiatives

64

Net Promoter Score (NPS)

2.5M+

FY26 Ridership Estimate

70%

Better Bus Plan Implemented

1,000+

Bus Operator Staff

87%

Customer Satisfaction

Executive Summary - Financial Framework for FY27 Budgeting Process

1 Continue deploying KSAM Reserves

Continue using previously accumulated KSAM reserves for the purpose intended: advancing the capital program and VIA Rapid delivery

2 Begin 2024 Bond Debt Service

FY27 begins to carry the debt-service requirements associated with the 2024 bond financing as the capital program advances

3 Bring ATD II to Full Strength

Integrate ATD II as a full funding stream supporting VIA Rapid, microtransit and the regional mobility program

4 Reset the Operating Base

Reflects the recurring cost of expanded service, workforce capacity, purchased transportation and other external cost pressures in the ongoing budget versus one-time costs





Customer & Rider Experience

- **Expand the Transit Ambassador program**
 - Provide rider support, improved safety, customer communication and reliability
- **Enhance bus shelter program**
 - Provide greater convenience and protection for bus travelers during inclement weather conditions and ensures ongoing compliance with Americans with Disabilities Act (ADA) standards
- **Pilot late-night connectivity**
 - Providing flexible, late-night travel options during off-peak hours utilizing TNC partnerships

90%

Customer Satisfaction Score goal

10

Total number of Transit Ambassadors

150

Increased number of bus shelter improvements

>80%

VIATrans Reservation Line Service Level

1,400

Sales & Outreach contacts planned



Better Bus Plan & Service Delivery Improvements

- **Continue Better Bus Plan**
 - Continued focus on improving frequency with 61 fixed routes offering service every 30 minutes or better
- **Support VIAtrans demand**
 - Increasing accessibility and mobility for our high demand mobility offering, supporting equitable access to opportunity for residents of the San Antonio region
- **Expanded VIA Link coverage**
 - Expanding VIA Link service to 1 new zone and to better connect with the fixed route system

35.3M

Projected total customer trips in FY27

7.6%

Fixed Route ridership growth

8.4%

VIAtrans ridership growth

7

In-Service VIA Link zones by end of FY27

11.5%

VIA Link ridership growth



VIA Rapid Project Delivery

- **Major Green Line work moves forward for Go-Live in FY28**
 - Advance final engineering, and station construction along the Green Line corridor
 - Complete utility relocation, grade-level preparation, right-of-way coordination, and corridor construction sequencing
- **Align workforce, operations, and capital around VIA Rapid delivery**
 - Focus staffing and training efforts on new operators, customer-facing teams, and safety/security staff needed to support expanded and higher-frequency service
 - Prepare and implement service changes, detours, customer communication, and safety plans during construction

80%

Greenline project under construction or completed by end of FY27

1,000+

Maintain Bus Operator staff goal for FY27

33

New 40' Gillig buses replacing aging fleet

22,000

Fleet mechanical reliability miles

100%

Safety critical preventative maintenance services performed



Operations Excellence & Financial Stewardship

- **Operating Cadence & Accountability**

- Turn FY27 resources into measurable improvements in reliability, frequency, safety and customer experience
- Tie department initiatives to agency goals, performance metrics, and regular financial reviews to improve execution and decision-making

- **Address external cost pressures**

- Maintain long-term budget stability through realistic and defensible revenue assumptions and disciplined capital planning

19% or less

Bus Operator annual turnover

26

Roles reassigned or repurposed

27

Total net new roles added agency-wide

97.9%

IT Service Desk requests resolved within target time (SLA)

7% or better

Procurement cost savings target

Ridership Trends FY23 – FY26F, and FY27 Ridership Forecast

Ridership <i>(in Millions)</i>	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Forecast	FY27 Projection	% Growth FY26 vs FY27
Fixed Route	23.5	29.0	28.3	30.6	33.0	7.6%
Special Events	0.1	0.1	0.1	0.1	0.1	0.0%
VIAtrans	1.0	1.0	1.1	1.2	1.3	8.4%
VIA Link	0.3	0.4	0.6	0.8	0.9	11.5%
Total Ridership	24.9	30.5	30.1	32.7	35.3	7.7%



Summary of FY27 Proposed Budget

\$431.4M

Total FY27 Revenue
Sales tax is 78.8% of revenue

\$382.8M

FY27 Proposed Operating Budget
+\$37.1M / +10.7% vs FY26 forecast

\$26.6M

FY27 One-Time Expenses
7.0% of Total Operating Budget
Preparation for service enhancements

2,521

FY27 Proposed Positions
+27 net new positions

\$371.8M

Capital Budget

72% focused on KSAM projects

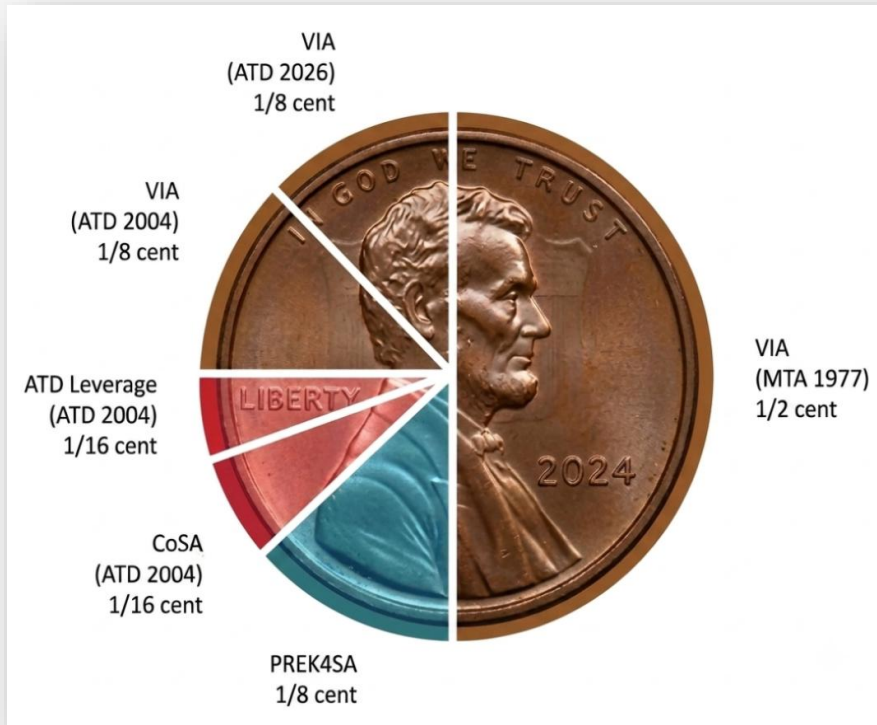


Key Highlights for FY27

- FY27 represents a foundational reset to align resources with Better Bus Plan acceleration and KSAM projects
- We isolated one-time costs to reflect how we are managing our daily operations versus the impact of preparations for KSAM and our modernized operating model
- FY27 incorporates the impact of external cost pressures which primarily impact benefits, fuel, purchased transportation, and liability reserves
- Operating budget growth is driven primarily by labor/fringes and purchased transportation

Sales Tax Allocation

~\$50M ATD sales tax transferred annually to CoSA & Bexar



VIA MTA

- \$237.7M projected in FY27
- MTA (1977) 1/2¢ delivers baseline funding for core transit operations

VIA ATD I & ATD II

- \$102.4M projected in FY27
- ATD (2004) 1/8¢ and ATD (2026) 1/8¢ allocations to fund regional mobility, micro-transit services, and VIA Rapid projects

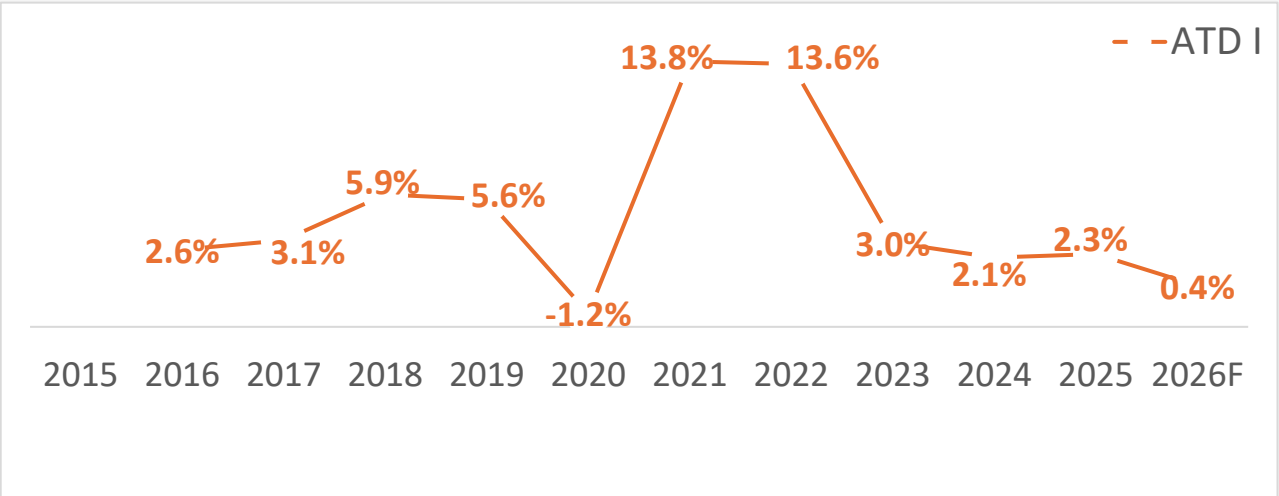
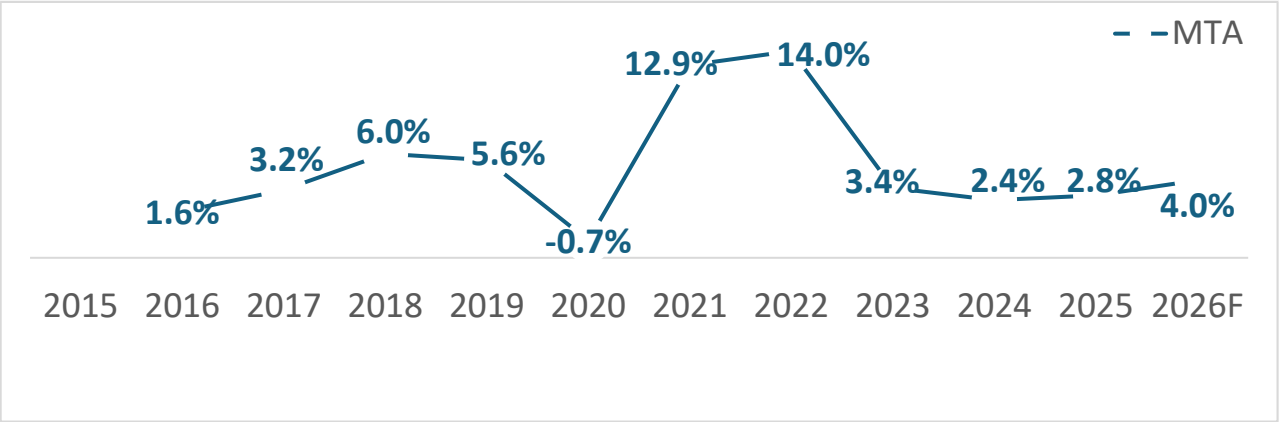
City of San Antonio

- Average of \$25M in annual funds
- ATD (2004) 1/16¢ funds City of San Antonio projects that improve mobility, ease congestion and enhance connectivity

Bexar County

- Average of \$25M in annual funds
- ATD (2004) 1/16¢ serves as grant-matching leverage funds for major regional mobility projects

Historical Sales Tax Performance FY15 to FY26F



Understanding sales tax growth rates

- FY15 through FY26 Compound Average Growth Rate (CAGR) is 4.9% for MTA and 4.6% for ATD I
- FY21 and FY22 each posted approximately 13%–14% growth as taxable sales rebounded from COVID disruption and stimulus-driven spending

A “new normal” post-COVID

- MTA normalized to ~2%–4%
- ATD slowed more sharply, reaching only ~0.4% in FY26F

FY27 Budget implications

- MTA has stabilized within a range of 2.4% - 4.0%
- ATD has stabilized within a range of 0.4% - 3.0%
- For the FY27 Budget sales tax is estimated with a growth rate of 2.5% for each sales tax stream

FY27 Total Revenue Summary

\$431.4M

Total Revenue
FY27 Proposed

\$340.1M

Sales Tax
78.8% of revenue

\$53.7M

Grants
Preventive maintenance & capital support

\$17.1M

Farebox
4.5% recovery rate

\$19.6M

Investment Income
Based on investable cash

Revenue Source (\$ in Millions)	FY26 Forecast	FY27 Proposed	FY26 vs FY27	% Change	Notes on Revenue
MTA Sales Tax	\$231.8	\$237.7	\$5.9	2.5%	Funds core transit operations
ATD Sales Tax	50.0	51.2	1.2	2.4%	Funds Primo service and Vanpool
ATD II Sales Tax	36.8	51.2	14.4	39.1%	Funds VIA Rapid and VIA Link
Grants	50.9	53.7	2.8	5.5%	Federal/state support
Farebox	15.7	17.1	1.4	8.9%	Projected 35.3M trips in FY27
Investment Income	25.7	19.6	(6.1)	(23.7%)	Lower investable cash from capital spend
Intergovernmental Revenue	10.1	0.0	(10.1)	(100.0%)	One-Time \$10M from CoSA
Other Revenue	3.3	0.9	(2.4)	(72.7%)	From advertising, real estate revenue, interest and other
Total Revenue	\$424.3	\$431.4	\$7.1	1.7%	

FY27 Operating Expense Summary

\$382.8M

FY27 Operating Expense
+\$37.1M / +10.7%

\$259.6M

Labor & Fringes
Largest cost category

\$29.1M

Purchased Transportation
+\$7.7M / +36.0%

\$17.9M

Fuel & Utilities
+\$3.4M / +23.4%

\$26.6M

One-Time
KSAM, SOGR, VIA Rapid, other

Expense Category (\$ in Millions)	FY26 Forecast	FY27 Proposed	FY26 vs FY27	% Change
Labor & Fringes	\$238.8	\$259.6	\$20.8	8.7%
Services	37.9	41.2	3.3	8.7%
Materials & Supplies	22.3	23.6	1.3	5.8%
Fuel & Utilities	14.5	17.9	3.4	23.4%
Purchased Transportation	21.4	29.1	7.7	36.0%
Casualty & Liability	4.7	3.3	(1.4)	(29.8%)
Other	6.1	8.1	2.0	32.8%
Total Operating Expenses	\$345.7	\$382.8	\$37.1	10.7%

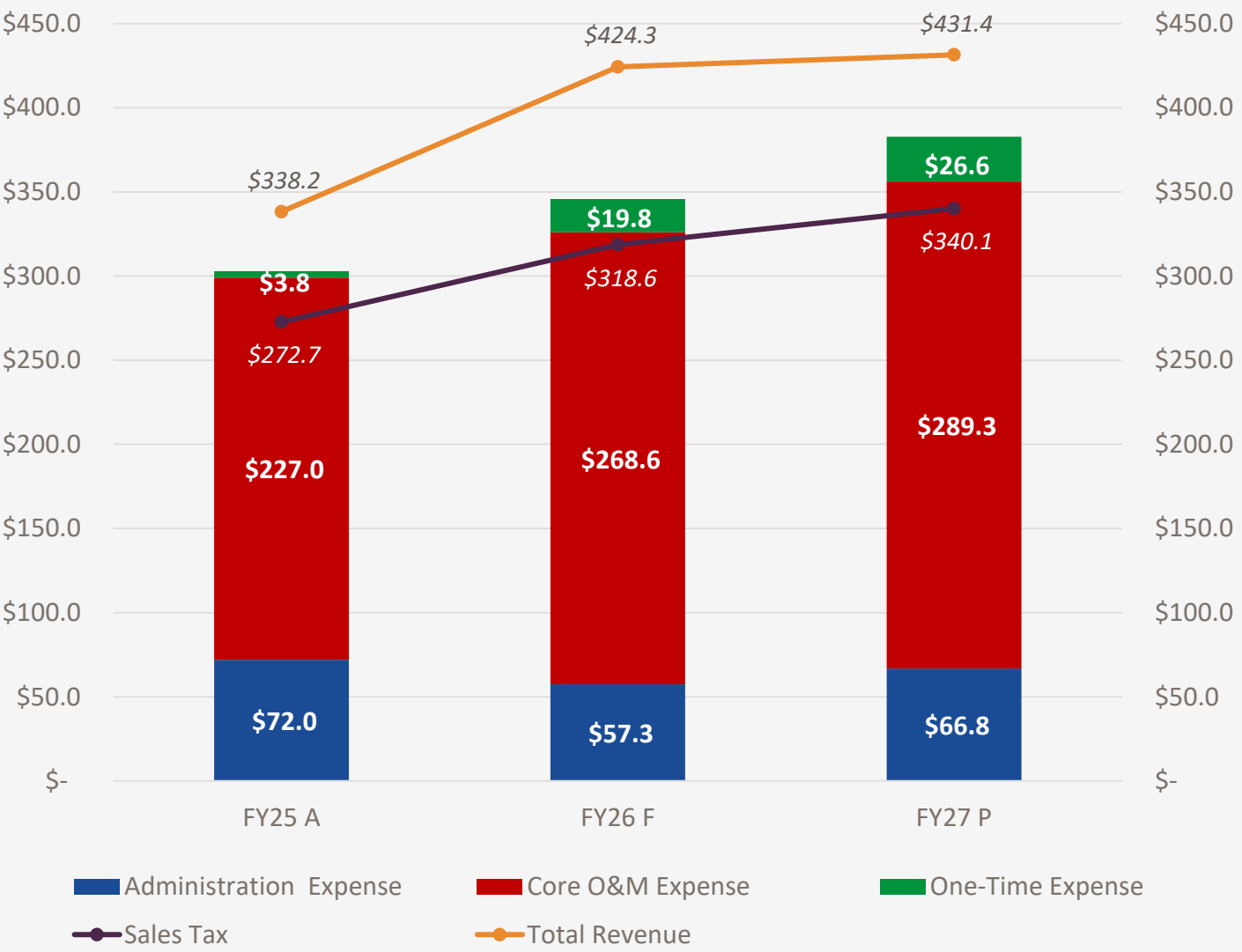
Comparison of Year over Year Budget

- Labor & Fringes: 3.5% salary increase (\$5.1M), VIAcare (\$7.9M) and Pension (\$6.8M)
- 27 net new positions: 13 Van Operators, 9 Transit Ambassadors, 4 KSAM support and 3 business support positions offset by reduction of 2 vacant positions
- Purchased transportation: VIA Link (\$3.0M) and Paratransit (\$2.8M)
- Fuel & Utilities: CNG price and service demand (\$2.7M)
- Other increases include costs associated with service expansion, maintaining current service levels, and KSAM

Note on FY27 One -Time expenses

- Account for \$26.6M, or 7.0%, of the total operating budget
- Include short-term lease of right-of-way, KSAM-support personnel, SOGR and other one-time funding

Total Operating Expenses versus Revenues



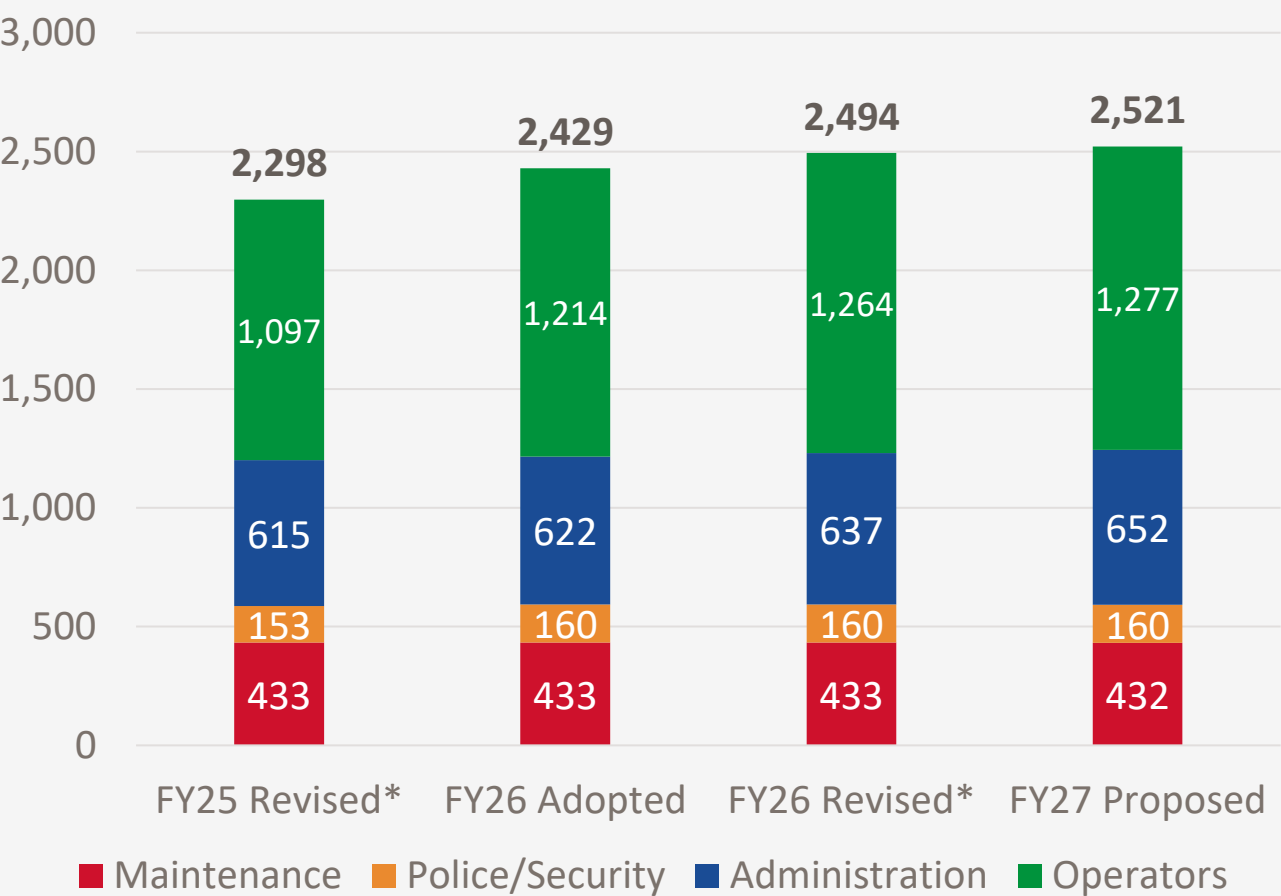
FY27 Operating Expenses

- Administrative Expenses (excluding one-time expenses) make up 18.8% of the overall budget
- Core Operating Expenses (excluding one-time expenses) make up 81.2% of the budget
- One-time expenses (includes KSAM) make up 7.0% of the budget

FY27 Revenues versus Operating Expenses

- Operating Expenses (excluding one-time expenses) is 82.6% of Total Revenue
- Total Operating Expenses (including one-time expenses) is 88.7% of Total Revenue

Authorized Position Summary (FY25 to FY27)



**Includes mid-year personnel changes.*

Budget Summary by Group/Division

Group/Division <i>(\$ in Millions)</i>	FY26 Forecast	FY27 Proposed	FY26 vs FY27	% Change
Administrative Group	\$6.9	\$7.8	\$0.9	13.0%
General Counsel Group	8.9	9.9	1.0	11.2%
Business Support Services Group				
<i>Fiscal Management Division</i>	5.2	6.3	1.1	21.2%
<i>Human Resources Division</i>	5.8	6.2	0.4	6.9%
<i>Innovation & Technology Division</i>	13.3	13.5	0.2	1.5%
<i>Non-Departmental*</i>	54.9	69.9	15.0	27.3%
<i>Procurement Division</i>	2.3	2.5	0.2	8.7%
Operations Group				
<i>Fleet & Facilities Division</i>	75.0	83.2	8.2	10.9%
<i>Transportation Division</i>	123.8	128.2	4.4	3.6%
<i>Safety, Training & System Security Division</i>	14.9	17.6	2.7	18.1%
Marketing & Communications Group	7.4	8.0	0.6	8.1%
Customer, Care & Support Group	8.9	9.4	0.5	5.6%
Planning & Development Group	18.4	20.3	1.9	10.3%
Total Operating Expenses	\$345.7	\$382.8	\$37.1	10.7%

*Non-Departmental includes facility utilities and employee benefits, such as VIAcare, Pension, and OPEB.

FY27 Operating Expenses

- Non-Departmental increase of \$15M is mainly due to VIAcare (\$8.0M) & Pension (\$6.8M)
- Fleet & Facilities \$8.2M increase mainly due to CNG (\$2.7M), salary increases (\$2.9M), and bus parts
- Transportation increase of \$4.4M is due to purchased transportation for VIA Link (\$3.0M) and Paratransit (\$2.8M), offset against one-time costs (\$1.4M)
- STSS \$2.7M increase mainly due to salary increases for Security & Police Officers, and administrative staff

FY27 Capital Improvement Plan (CIP) Summary

\$371.8M

FY27 Capital Budget

\$1.1B

5-Year CIP

72%

KSAM Share

28%

Multi-Year Projects

Category (\$ in Millions)	FY27 Proposed	Funding Source
KSAM / VIA Rapid	\$268.5	Allocated Reserves from ATD Bond/ KSAM and Grant funding
Revenue Vehicles	65.1	Grants and local funding
Operational Facilities	15.7	Grants and local funding
Computer Hardware/Software	6.5	Local Funding
Passenger Facilities	7.1	Local Funding
Administrative Facilities	3.8	Local funding
Revenue Vehicle Components	3.2	Local Funding
Tools & Equipment/Misc.	1.9	Grants and Local Funding
Total CIP	\$371.8	



FY27 Financial Summary & Net Cash Position

\$569.3M

Beginning Cash and Reserves

\$431.4M

Total Revenue

\$382.8M

Operating Expense

\$309.7M

Commitments & Reserves

\$402.5M

Ending Cash and Reserves

Category / Description (\$ in Millions)	FY27 Proposed	Notes / Key Drivers
Operating Revenues	\$17.9	Fares \$17.1M, agency revenues \$0.8M
Operating Expenses	(382.8)	System operations & maintenance
Net Operating Deficit	(364.8)	Subtotal: Operating gap
Non-Operating Revenues	413.4	Sales tax \$340.1M, Grants \$53.7M, Investment income \$19.6M
Debt Service & Other Non-operating Expenses	(36.7)	Principal & interest obligations
Net Cash Flow for Capital (CIP)	405.1	Available for capital investment
Capital Contributions & Self-Funded CIP (Net)	(178.6)	Total CIP (\$371.8M) offset by Capital Contributions/Grants \$193.2M
Beginning Cash & Investments	569.3	Carried forward from FY26 (MTA - \$355.5M and ATD - \$213.8M)
Commitments & Reserve Requirements	309.7	Board-mandated reserves
Ending Cash / Reserve Balance	\$402.5	Net Position (\$92.8M Unrestricted Cash Available)

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Five-Year Operating Forecast & Five-Year Capital Improvement Plan FY 2027 – FY 2031



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FY27 – FY31 Five-Year Operating Forecast

\$431.4M

Total FY27 Revenue
Sales tax is 78.8% of revenue

\$382.8M

FY27 Proposed Operating Budget
+\$37.1M / +10.7% vs FY26 forecast

\$26.6M

FY27 One-Time Expenses
Preparation for service enhancements

2,521

FY27 Proposed Positions
+27 net positions

\$1.1B

Capital Budget
62% focused on KSAM projects

Expense Category (\$ in Millions)	FY27 Proposed	FY28	FY29	FY30	FY31
Labor & Fringes	\$259.6	\$260.3	\$269.4	\$275.5	\$288.7
Services	41.2	34.7	36.4	36.8	38.8
Materials & Supplies	23.6	24.5	25.5	26.4	28.0
Fuel & Utilities	17.9	18.9	20.0	20.7	22.0
Purchased Transportation	29.1	27.5	28.6	29.8	31.0
Other	11.4	14.0	14.3	14.4	14.8
Total Operating Expenses	\$382.8	\$379.9	\$394.2	\$403.6	\$423.3

FY27 – FY31 Five-Year CIP

\$371.8M

FY27 Capital Budget

\$1.1B

5-Year CIP

62%

KSAM Share

38%

Multi-Year Projects

Expense Category (\$ in Millions)	FY26F	FY27	FY28	FY29	FY30	FY31	FY27 – FY31 Total
KSAM / VIA Rapid	\$124.9	\$268.5	\$262.8	\$88.6	\$47.8	\$6.5	\$674.2
Revenue Vehicles	27.5	65.1	59.6	77.5	61.4	70.5	334.1
Operational Facilities	7.9	15.7	11.8	7.6	0.1	0.1	35.3
Passenger Facilities	7.8	7.1	0.5	10.2	0.0	0.0	17.8
Revenue Vehicle Components	3.5	3.2	2.5	2.4	0.0	0.0	8.0
Tools & Equipment/Misc.	2.2	1.9	0.2	0.1	0.1	0.1	2.5
IT Hardware & Software	1.8	6.5	1.9	1.3	0.3	0.3	10.3
Administrative Facilities	1.3	3.8	0.0	0.0	0.0	0.0	3.9
Service Vehicles	0.9	0.0	0.1	2.0	0.0	1.3	3.4
Total CIP	\$177.8	\$371.8	\$339.4	\$189.7	\$109.7	\$78.8	\$1,089.5

VIA Metropolitan Transit
Five-Year Capital Spending Plan (FY27-31) and
FY26 Forecast (\$)

Five-Year Capital Spending Plan							
Category	2026 Forecast	2027	2028	2029	2030	2031	Total 2027-2031
<u>Revenue Vehicles</u>							
Paratransit Vans [40]	-	13,420,000	-	-	-	-	13,420,000
Paratransit Vans [40]	-	-	14,091,000	-	-	-	14,091,000
Paratransit Vans [42]	-	-	-	15,535,338	-	-	15,535,338
60' Primo Bus [19]	27,522,210	-	-	-	-	-	-
CNG Bus [33]	-	33,131,769	-	-	-	-	33,131,769
Fareboxes for 33 Gillig Bus	-	587,902	-	-	-	-	587,902
FY 2030 Bus Purchase_15	-	-	-	-	43,599,000	-	43,599,000
Bus Purchase_35	-	-	-	-	-	52,715,000	52,715,000
Bus Purchase_FY28_32	-	-	27,696,000	-	-	-	27,696,000
Bus Purchase_FY29_48	-	-	-	44,170,000	-	-	44,170,000
Wash Truck and Service Truck	-	475,000	-	-	-	-	475,000
Revenue Vehicles Amortization	-	17,527,597	17,786,854	17,786,854	17,786,854	17,786,854	88,675,015
Total Revenue Vehicles	27,522,210	65,142,268	59,573,854	77,492,192	61,385,854	70,501,854	334,096,024
<u>Service Vehicles</u>							
Non-Revenue Support Vehicles	790,138	-	-	-	-	-	-
Non-Revenue Support Vehicles	71,456	-	145,394	-	-	-	145,394
Non-Revenue Support Vehicles	-	-	-	1,977,000	-	-	1,977,000
Non-Revenue Support Vehicles	-	-	-	-	-	1,310,000	1,310,000
Trailers (Landscape and Event)	57,276	-	-	-	-	-	-
Total Service Vehicles	918,870	-	145,394	1,977,000	-	1,310,000	3,432,394
<u>Passenger Facilities</u>							
Centro Plaza	983,546	-	-	-	-	-	-
Bus Stop Improvements (BSI)	95,074	2,090,000	300,000	-	-	-	2,390,000
Kel-Lac Transit Center Upgrade	-	50,000	-	-	-	-	50,000
Ingram Transit Center Upgrade	-	150,000	-	-	-	-	150,000
Central Plaza	-	300,000	-	-	-	-	300,000
Brooks Transit Center	-	300,000	-	-	-	-	300,000
Randolph Park & Ride	1,350,201	-	-	-	-	-	-
Eastside Transit Center	5,360,524	1,383,847	-	-	-	-	1,383,847
Better Bus Plan - McCreless	-	105,000	-	1,500,000	-	-	1,605,000
Better Bus Plan - Northstar	-	1,855,000	-	-	-	-	1,855,000
Better Bus Plan - Rigsby	-	140,000	-	2,000,000	-	-	2,140,000
Better Bus Plan - West Side Health Center Upgrades	-	200,000	-	1,602,500	-	-	1,802,500
Stone Oak Park & Ride Signage Improvements	-	67,500	-	-	-	-	67,500
Alamo Ranch Park and Pool	-	400,000	200,000	5,080,000	-	-	5,680,000
Passenger Facilities Amortization	-	70,812	29,301	-	-	-	100,113
Total Passenger Facilities	7,789,345	7,112,159	529,301	10,182,500	-	-	17,823,961

VIA Metropolitan Transit
Five-Year Capital Spending Plan (FY27-31) and
FY26 Forecast (\$)

Five-Year Capital Spending Plan

Category	2026 Forecast	2027	2028	2029	2030	2031	Total 2027-2031
<u>Operational Facilities</u>							
Switch/Breaker/Transf/Gear Eval. & Update	53,824	946,176	3,000,000	-	-	-	3,946,176
Waste Water Treatment Upgrade	-	114,000	122,000	-	-	-	236,000
Storeroom Shelving and Warehouse Pallet Racking System	522,186	-	-	-	-	-	-
Spot Cooling/Climate Control System - Consultant	172,421	3,924,726	-	-	-	-	3,924,726
Parking Lot upgrade	-	2,500,000	-	-	-	-	2,500,000
Fall Protection System	15,426	34,410	-	-	-	-	34,410
Bus Yard Improvements & Upgrades	209,959	-	-	-	-	-	-
Maintenance Bldg Elevator	171,819	-	-	-	-	-	-
Gas Detection Monitoring System	186,730	-	-	-	-	-	-
The Grand Fence	226,579	-	-	-	-	-	-
JLEC Foundation	125,076	-	-	-	-	-	-
Maintenance - 4 Bay	6,128,707	4,800,789	-	-	-	-	4,800,789
Bus Washer Upgrade	-	240,782	-	-	-	-	240,782
Maintenance - Ancillary Spaces	-	200,000	8,350,000	7,500,000	-	-	16,050,000
Drainage at Bus Yard	-	500,000	-	-	-	-	500,000
Overhead Electrical Service Feeds	-	150,000	-	-	-	-	150,000
Trans Guide Renovations	-	250,000	-	-	-	-	250,000
Transformer at Service Station	-	150,000	-	-	-	-	150,000
VTOC Call Center Renovations	-	250,000	-	-	-	-	250,000
Flores Propane System Update	-	170,000	-	-	-	-	170,000
HVAC Replacement	-	720,000	42,000	44,000	-	-	806,000
Industrial Washer & Dryer	-	35,000	-	-	-	-	35,000
JLEC Architectural Upgrades	-	405,000	-	-	-	-	405,000
Service Station Roof	32,821	-	-	-	-	-	-
Operational Facilities Amortization	-	302,219	252,629	103,861	103,861	95,206	857,776
Total Operational Facilities	7,845,550	15,693,102	11,766,629	7,647,861	103,861	95,206	35,306,659
<u>Administrative Facilities</u>							
Land Acquisitions	1,313,377	3,668,000	-	-	-	-	3,668,000
Administrative Facilities Amortization	-	88,340	83,279	27,612	27,612	27,612	254,456
Total Administrative Facilities	1,313,377	3,756,340	83,279	27,612	27,612	27,612	3,922,456
<u>Maintenance Tools & Equipment</u>							
Equipment	-	75,000	-	-	-	-	75,000
Fleetwatch	-	560,800	-	-	-	-	560,800
Shop Tools and Equipment	-	249,000	-	-	-	-	249,000
Nova camera System Conversion	2,247,427	835,000	-	-	-	-	835,000
Total Maintenance Tools & Equip.	2,247,427	1,719,800	-	-	-	-	1,719,800
<u>Replace Components for Rev. Vehicles</u>							
Engines and Transmissions	2,312,259	3,150,332	-	-	-	-	3,150,332
Farebox Replacement	918,521	-	-	-	-	-	-
Engines	-	-	2,160,700	2,223,045	-	-	4,383,745
Transmissions	-	-	322,980	168,000	-	-	490,980
Operator Control Units (OCUs)	279,000	-	-	-	-	-	-
Total Replace Components for Rev. Veh.	3,509,781	3,150,332	2,483,680	2,391,045	-	-	8,025,057
<u>Innovation & Technology</u>							
Data Center Server and Storage Refresh	136,025	-	-	-	-	-	-
Security (Cameras, Doors, Network, Storage)	101,017	350,000	-	-	-	-	350,000
ITS Equipment Digital Signage Kiosks	-	400,000	-	-	-	-	400,000
Customer Contact Center System	-	327,000	158,000	158,000	-	-	643,000
CRM Acquisition and Implementation of CRM	-	1,050,000	450,000	450,000	-	-	1,950,000
P25 Radio Hardware refresh and COSA Gateway	-	150,000	-	-	-	-	150,000
Conference Room Modernization Project	-	600,000	-	-	-	-	600,000
Network WIFI Modernization Project	-	800,000	-	-	-	-	800,000
Paratransit Scheduling Software Replacement	1,570,291	250,000	-	-	-	-	250,000
GASB 96 Leases	-	2,606,989	1,253,586	706,032	270,114	267,138	5,103,858
Total Computer Hardware/Software	1,807,333	6,533,989	1,861,586	1,314,032	270,114	267,138	10,246,858

VIA Metropolitan Transit
Five-Year Capital Spending Plan (FY27-31) and
FY26 Forecast (\$)

Five-Year Capital Spending Plan							
Category	2026 Forecast	2027	2028	2029	2030	2031	Total 2027-2031
<u>Misc. (Facilities, Equipment, Other)</u>							
VMC Ellipticals	-	14,512	-	-	-	-	14,512
VTOC Stair climber	-	9,700	-	-	-	-	9,700
Misc. (Facilities, Equipment, Other) Amortization	-	226,284	193,572	125,830	103,249	103,249	752,184
Total Miscellaneous	-	250,496	193,572	125,830	103,249	103,249	776,395
Total Capital Before KSAM	52,953,893	103,358,485	76,637,297	101,158,072	61,890,690	72,305,059	415,349,603
<u>KSAM</u>							
Advanced Rapid Transit N/S Corridor	112,622,899	221,657,344	134,229,083	5,673,254	-	-	361,559,682
Advanced Rapid Transit E/W Corridor	12,232,989	46,277,886	128,193,200	82,724,100	47,668,600	6,352,618	311,216,404
KSAM Amortization	-	548,088	344,012	218,015	174,256	155,562	1,439,933
Total KSAM	124,855,889	268,483,319	262,766,296	88,615,369	47,842,855	6,508,179	674,216,019
Total Capital	177,809,782	371,841,804	339,403,593	189,773,441	109,733,545	78,813,238	1,089,565,622

FY27 – FY31 Reserve Balances

\$402.5M

FY27 Reserve Ending Balance

(\$361.1M)

5-Year Change in Reserves

60

Working Capital (Days)

60

Stabilization Fund (Days)

Reserve Ending Balances (\$ in Millions)	FY27 Proposed	FY28	FY29	FY30	FY31
Bond Construction Fund	\$3.3	\$3.3	\$3.3	\$3.3	\$3.3
Bond Debt Service Fund	10.8	10.8	10.8	10.8	10.8
TxDOT Grant Funds	0.4	0.0	0.0	0.0	0.0
Restricted Cash	90.1	0.0	0.0	0.0	0.0
Stabilization Fund	62.9	62.0	64.4	65.9	69.2
Working Capital	62.9	62.0	64.4	65.9	69.2
Retainage	1.6	1.6	1.6	1.6	1.6
KSAM Reserve	52.7	39.0	39.0	39.0	39.0
Capital Grant Local Share	25.0	0.0	0.0	0.0	0.0
Unrestricted Cash Reserve	92.8	105.6	35.2	17.9	15.1
Total	\$402.5	\$284.3	\$218.7	\$204.4	\$208.2
Change in Reserves	(\$166.8)	(\$118.2)	(\$65.6)	(\$14.3)	\$3.8

Note: Based on FY27-FY31 projections as of August 17, 2026.

Financial Overview



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Service Statistics

	Actuals FY 2022	Actuals FY 2023	Actuals FY 2024	Actuals FY 2025	Budget FY 2026	Forecast FY 2026	Budget FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031
Hours											
Bus											
Line - MTA	1,149,695	1,132,994	1,166,714	1,188,477	1,341,533	1,380,533	1,534,518	1,516,763	1,488,765	1,497,365	1,512,616
Line - ATD	286,463	294,244	308,779	316,633	356,468	351,630	377,726	379,924	379,273	378,717	378,717
Line - ATD II	0	0	0	0	0	0	0	26,384	52,974	56,008	84,166
Disaster Relief	0	0	0	0	40	30	40	40	40	40	40
Special Events	3,553	7,286	6,549	9,499	8,620	10,755	11,335	11,335	12,435	11,335	11,335
Promotional	1,140	209	626	270	380	270	380	380	380	380	380
Subtotal	1,440,851	1,434,733	1,482,668	1,514,879	1,707,041	1,743,218	1,923,999	1,934,826	1,933,867	1,943,845	1,987,254
Van											
Directly Operated	194,587	256,846	266,705	267,358	285,624	282,315	301,700	304,472	305,472	307,936	309,541
Purchased	312,485	339,078	392,600	429,243	457,201	452,319	471,795	476,650	480,109	483,983	486,506
Will Call Taxi	2,659	2,100	2,701	2,530	1,870	3,275	3,238	3,238	3,238	3,238	3,238
Taxi Subsidy	4,333	2,621	2,483	2,897	2,548	3,263	3,290	3,290	3,290	3,290	3,290
Taxi ADA	20,420	15,485	3,328	4,292	4,082	5,782	5,748	5,748	5,748	5,748	5,748
Subtotal	534,484	616,130	667,817	706,320	751,326	746,954	785,771	793,398	797,857	804,195	808,323
VIA Link											
VIA Link - MTA	52,307	88,530	135,101	189,681	215,719	55,040	55,943	57,122	57,386	57,931	57,608
VIA Link - ATD	0	0	0	0	0	193,635	248,218	272,201	290,881	303,684	312,713
Subtotal	52,307	88,530	135,101	189,681	215,719	248,675	304,161	329,322	348,268	361,615	370,321
Grand Total	2,027,642	2,139,393	2,285,586	2,410,880	2,674,086	2,738,847	3,013,930	3,057,546	3,079,992	3,109,655	3,165,898
Line Service Total	1,436,158	1,427,238	1,475,493	1,505,110	1,698,001	1,732,163	1,912,244	1,923,071	1,921,012	1,932,090	1,975,499
% Change YoY							10.4%	0.6%	-0.1%	0.6%	2.2%
Miles											
Bus											
Line - MTA	15,873,412	15,145,121	14,686,420	15,008,289	17,006,310	18,634,527	20,531,572	20,666,192	20,268,081	20,297,799	20,709,899
Line - ATD	4,920,525	4,908,191	4,929,571	5,067,340	5,575,172	6,008,325	6,497,960	6,627,229	6,608,265	6,598,449	6,598,449
Line - ATD II	0	0	0	0	0	0	0	413,133	828,758	877,284	1,329,274
Disaster Relief	0	0	0	0	280	210	280	280	280	280	280
Special Events	29,215	64,476	69,010	86,830	75,690	103,545	111,465	111,465	125,465	111,465	111,465
Promotional	3,025	1,020	1,922	906	1,775	1,221	1,775	1,775	1,775	1,775	1,775
Subtotal	20,826,177	20,118,808	19,686,923	20,163,365	22,659,227	24,747,828	27,143,052	27,820,074	27,832,625	27,887,052	28,751,142
Van											
Directly Operated	3,286,255	4,312,964	4,478,223	3,852,605	4,541,426	4,071,233	4,366,569	4,406,688	4,421,161	4,456,832	4,480,061
Purchased	5,410,086	5,614,553	6,567,559	6,151,542	7,239,881	6,477,392	6,755,783	6,826,076	6,875,619	6,931,094	6,967,218
Will Call Taxi	70,179	57,413	72,613	67,737	48,756	88,322	87,532	87,532	87,532	87,532	87,532
Taxi Subsidy	63,863	41,913	38,090	45,048	38,434	51,143	51,464	51,464	51,464	51,464	51,464
Taxi ADA	362,367	255,063	99,843	129,541	120,994	186,141	183,760	183,760	183,760	183,760	183,760
Subtotal	9,192,750	10,281,906	11,256,328	10,246,473	11,989,490	10,874,231	11,445,108	11,555,520	11,619,536	11,710,682	11,770,035
VIA Link											
VIA Link - MTA	613,799	1,160,743	1,823,958	2,405,641	2,791,254	663,539	712,062	727,070	730,441	737,377	733,260
VIA Link - ATD	0	0	0	0	0	1,755,438	3,250,201	3,418,188	3,577,851	3,704,532	3,818,385
Subtotal	613,799	1,160,743	1,823,958	2,405,641	2,791,254	2,418,977	3,962,263	4,145,259	4,308,291	4,441,909	4,551,645
Grand Total	30,632,726	31,561,457	32,767,209	32,815,479	37,439,971	38,041,036	42,550,423	43,520,852	43,760,452	44,039,644	45,072,822
Line Service Total	20,793,937	20,053,312	19,615,991	20,075,629	22,581,482	24,642,852	27,029,532	27,706,554	27,705,105	27,773,532	28,637,622
% Change YoY							9.7%	2.5%	0.0%	0.2%	3.1%
Passengers											
Bus											
Line - MTA*	16,529,681	18,040,296	22,252,469	21,574,064	24,421,006	23,699,689	24,715,050	26,328,660	27,803,422	28,457,607	29,645,943
Line - ATD*	4,570,880	5,497,455	6,722,356	6,809,503	6,656,072	6,986,405	8,291,138	7,781,508	8,423,830	8,539,361	9,023,970
Line - ATD II*	0	0	0	0	0	0	0	607,916	1,452,205	1,503,937	2,227,673
Disaster Relief	0	0	0	0	0	0	0	0	0	0	0
Special Events	45,384	109,378	77,638	113,192	101,666	106,028	134,481	134,481	147,216	134,481	134,481
Promotional	0	0	0	64	0	0	0	0	0	0	0
Subtotal	21,145,945	23,647,129	29,052,463	28,496,823	31,178,744	30,792,122	33,140,669	34,852,566	37,826,673	38,635,386	41,032,067
Van											
Directly Operated	308,316	424,159	441,201	453,095	479,849	479,915	535,167	540,084	541,858	546,230	549,077
Purchased	452,178	474,765	544,694	600,851	618,896	646,238	689,568	694,253	699,292	704,934	708,608
Will Call Taxi	7,304	6,273	6,758	6,403	4,452	8,717	8,638	8,638	8,638	8,638	8,638
Taxi Subsidy	24,249	16,843	14,172	16,555	14,326	19,652	19,780	19,780	19,780	19,780	19,780
Taxi ADA	32,250	29,668	5,767	8,693	7,842	13,466	13,296	13,296	13,296	13,296	13,296
Subtotal	824,297	951,708	1,012,592	1,085,597	1,125,365	1,167,988	1,266,449	1,276,051	1,282,864	1,292,878	1,299,399
VIA Link											
VIA Link - MTA	124,010	264,658	440,791	604,361	670,861	200,721	211,066	215,515	216,514	218,570	217,350
VIA Link - ATD	0	0	0	0	0	577,297	656,237	805,579	902,804	948,313	1,003,296
Subtotal	124,010	264,658	440,791	604,361	670,861	778,018	867,303	1,021,094	1,119,319	1,166,884	1,220,646
Grand Total	22,094,252	24,863,495	30,505,846	30,186,781	32,974,969	32,738,129	35,274,421	37,149,711	40,228,856	41,095,147	43,552,112
Line Service Total	21,100,561	23,537,751	28,974,825	28,383,567	31,077,078	30,686,094	33,006,188	34,718,085	37,679,457	38,500,905	40,897,586
% Change YoY							7.6%	5.2%	8.5%	2.2%	6.2%

* FY 2024 - FY 2031 service data reflects Automatic Passenger Counters (APC).

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

	MTA				ATD				Total			
	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY2027 Proposed	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY2027 Proposed	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY2027 Proposed
Operating Revenues												
Line	\$ 10,666,806	\$ 12,899,973	\$ 10,870,764	\$ 11,375,264	\$ 2,553,724	\$ 2,961,198	\$ 2,747,241	\$ 3,370,458	\$ 13,220,530	\$ 15,861,171	\$ 13,618,005	\$ 14,745,722
Robert Thompson Terminal	38,435	31,570	27,198	56,355	0	0	0	0	38,435	31,570	27,198	56,355
Special Events	36,695	37,679	27,470	38,673	0	0	0	0	36,695	37,679	27,470	38,673
<i>Subtotal Bus Revenues</i>	10,741,936	12,969,222	10,925,432	11,470,292	2,553,724	2,961,198	2,747,241	3,370,458	13,295,660	15,930,420	13,672,673	14,840,750
VIAtrans	1,846,962	1,939,481	1,968,183	2,157,412	0	0	0	0	1,846,962	1,939,481	1,968,183	2,157,412
VIA Link	235,642	101,901	100,642	38,338	0	0	0	94,037	235,642	101,901	100,642	132,375
Bus Advertising	687,541	510,000	510,000	520,200	0	0	0	0	687,541	510,000	510,000	520,200
Parking Lot Revenue	57,497	51,000	51,000	57,271	0	0	0	0	57,497	51,000	51,000	57,271
Real Estate Development	234,781	202,080	202,080	232,014	0	0	0	0	234,781	202,080	202,080	232,014
Miscellaneous	328,323	367,920	367,920	26,542	0	0	0	0	328,323	367,920	367,920	26,542
<i>Total Operating Revenues</i>	14,132,682	16,141,604	14,125,257	14,502,069	2,553,724	2,961,198	2,747,241	3,464,495	16,686,406	19,102,802	16,872,498	17,966,564
Operating Expenses												
Line	183,098,787	188,548,967	212,917,308	223,902,377	50,241,097	53,560,551	54,581,332	65,992,332	233,339,884	242,109,518	267,498,640	289,894,709
Robert Thompson Terminal	807,654	612,354	1,229,529	860,100	0	0	0	0	807,654	612,354	1,229,529	860,100
Other Special Events	560,634	501,049	1,014,865	547,724	0	0	0	0	560,634	501,049	1,014,865	547,724
Promotional Service	234,017	20,330	278,428	17,414	0	0	0	0	234,017	20,330	278,428	17,414
<i>Subtotal Bus Expenses</i>	184,701,092	189,682,700	215,440,130	225,327,615	50,241,097	53,560,551	54,581,332	65,992,332	234,942,189	243,243,251	270,021,462	291,319,947
VIAtrans	44,167,254	54,748,916	51,493,268	62,691,232	0	0	0	0	44,167,254	54,748,916	51,493,268	62,691,232
VIA Link	2,702,881	4,170,061	4,891,627	2,656,779	0	0	0	6,826,184	2,702,881	4,170,061	4,891,627	9,482,963
Vanpool	0	0	0	0	748,648	1,095,800	971,063	1,096,000	748,648	1,095,800	971,063	1,096,000
Real Estate Development	1,750	4,743	544	64,743	0	0	0	0	1,750	4,743	544	64,743
Leases	0	83,427	208,376	86,897	0	0	0	0	0	83,427	208,376	86,897
Business Development and Planning	10,457,262	11,512,437	12,457,930	11,264,976	9,833,491	2,544,472	5,633,906	6,748,716	20,290,753	14,056,909	18,091,836	18,013,693
<i>Total Operating Expenses (Excl. Depr & Amort.)</i>	242,030,239	260,202,285	284,491,875	302,092,243	60,823,236	57,200,823	61,186,301	80,663,232	302,853,475	317,403,108	345,678,176	382,755,475
Non Operating Revenues (Expenses)												
Sales Tax	222,922,429	221,236,000	231,817,121	237,612,549	49,767,334	77,712,000	86,748,465	102,476,888	272,689,763	298,948,000	318,565,586	340,089,438
Investment Income	17,288,017	15,580,000	15,254,280	12,577,000	12,691,742	0	10,490,240	7,015,000	29,979,759	15,580,000	25,744,520	19,592,000
Grants	18,376,509	60,560,449	50,933,667	53,723,426	0	0	0	0	18,376,509	60,560,449	50,933,667	53,723,426
Federal Reimbursement	0	0	0	0	0	0	1,880,808	0	0	0	1,880,808	0
Intergovernmental Revenue	496,587	0	10,050,000	0	0	0	0	0	496,587	0	10,050,000	0
Bond Interest & Issuance Costs	(1,642,403)	(1,326,549)	(2,456,089)	(814,295)	(7,182,714)	(6,814,837)	(7,232,959)	(7,228,510)	(8,825,117)	(8,141,386)	(9,689,048)	(8,042,805)
Lease & SBITA Interest Expense	(1,496,627)	(835,097)	(896,624)	(265,353)	-	-	(22,602)	(18,022)	(1,496,627)	(835,097)	(919,226)	(283,375)
Gain / (Loss) on Sale of Assets	(561,142)	0	290,162	0	0	0	0	0	(561,142)	0	290,162	0
Other Non-Operating	0	0	(500,000)	0	0	0	0	0	0	0	(500,000)	0
<i>Total Non-Operating Revenues</i>	255,383,369	295,214,803	304,492,517	302,833,327	55,276,362	70,897,163	91,863,952	102,245,356	310,659,731	366,111,966	396,356,469	405,078,683
Change in Net Position	\$ 27,485,812	\$ 51,154,122	\$ 34,125,899	\$ 15,243,154	\$ (2,993,150)	\$ 16,657,538	\$ 33,424,892	\$ 25,046,619	\$ 24,492,662	\$ 67,811,660	\$ 67,550,791	\$ 40,289,773

Expense Summary by Account

Account	FY 2025 Actual	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Operators Salaries & Wages	\$ 62,716,747	\$ 65,280,505	\$ 74,897,647	\$ 73,144,720	\$ (1,752,927)	(2.3%)
Other Salaries & Wages	71,361,485	78,492,908	76,705,030	83,722,666	7,017,636	9.1%
Sick	4,767,167	5,045,453	4,525,184	6,135,118	1,609,934	35.6%
Holiday	6,626,546	7,094,892	8,312,342	7,859,670	(452,672)	(5.4%)
Vacation	7,153,335	6,976,844	6,105,499	7,681,302	1,575,803	25.8%
Other Paid Absence	501,550	544,954	737,127	603,768	(133,359)	(18.1%)
<i>Salary and Wages Total</i>	153,126,830	163,435,556	171,282,829	179,147,243	7,864,415	4.6%
FICA	11,197,031	11,157,931	12,367,169	12,438,568	71,398	0.6%
Pension Plans	18,198,170	20,483,000	23,776,000	30,532,000	6,756,000	28.4%
Hospital, Medical & Surgical Plans	19,416,318	21,098,313	22,471,867	30,435,052	7,963,185	35.4%
Other Post Employment Benefits (OPEB)	7,134,060	3,755,000	2,616,214	2,584,000	(32,214)	(1.2%)
Life Insurance Plans	722,651	714,000	665,269	777,551	112,282	16.9%
Dental	-	-	315,000	545,053	230,053	73.0%
Unemployment Insurance	183,599	100,000	99,980	100,000	20	0.0%
Workers Compensation Insurance	574,641	700,000	1,539,073	700,000	(839,073)	(54.5%)
Uniform & Work Clothing Allowance	962,842	871,057	827,319	1,305,390	478,071	57.8%
Other Fringe Benefits	1,570,464	3,141,671	3,183,029	1,333,244	(1,849,785)	(58.1%)
Capital Labor Fringes	(201,519)	(337,638)	(312,376)	(337,638)	(25,262)	8.1%
<i>Fringes Total</i>	59,758,256	61,683,334	67,548,544	80,413,220	12,864,676	19.0%
Advertising Fees	1,131,004	1,041,400	1,796,883	1,387,054	(409,829)	(22.8%)
Professional & Technical Services	19,952,234	18,095,816	19,207,014	17,043,707	(2,163,307)	(11.3%)
Temporary Help	1,831,365	500,281	2,371,443	1,022,693	(1,348,750)	(56.9%)
Contract Maintenance Services	8,021,932	9,051,363	7,582,230	13,938,892	6,356,662	83.8%
Security Services	-	147,235	-	-	-	0.0%
Other Services	68,454	1,231,795	325,958	1,872,541	1,546,583	474.5%
IT Licenses & Subscription Services	2,028,118	3,442,673	4,332,492	3,200,107	(1,132,386)	(26.1%)
Fuel & Lubricants	4,574,807	6,180,048	10,593,224	13,745,933	3,152,709	29.8%
Tires & Tubes	1,383,455	1,646,977	1,646,977	1,804,685	157,708	9.6%
Other Materials & Supplies	22,556,897	18,644,405	20,679,696	21,806,872	1,127,176	5.5%
Utilities - Other than Propulsion	3,867,721	2,876,439	2,810,317	2,881,044	70,727	2.5%
Utilities - Electric	46,244	902,226	989,811	1,093,591	103,780	10.5%
Casualty & Liability Costs	2,674,489	2,333,793	4,714,187	3,329,630	(1,384,557)	(29.4%)
Fuel and Lubricant Taxes	61,785	144,868	144,868	148,287	3,418	2.4%
Other Taxes	2,323	8,420	8,498	12,894	4,396	51.7%
Purchased Transportation	16,122,095	20,888,442	21,420,859	29,106,812	7,685,953	35.9%
Dues & Subscriptions	416,237	467,700	417,916	660,151	242,236	58.0%
Training and Meetings	1,365,262	1,209,078	824,175	1,430,041	605,866	73.5%
Employee Recognition	189,337	418,380	557,119	575,851	18,732	3.4%
Fines & Penalties	-	-	-	-	-	0.0%
Sponsorships & Partnerships	-	131,000	468,295	410,000	(58,295)	(12.4%)
Bad Debt Expense	36,946	25,000	3,833	25,000	21,167	552.3%
Advertising Promotion Media	2,475,620	2,297,975	2,243,013	2,742,361	499,348	22.3%
Other Miscellaneous Expense	150,123	306,557	343,243	313,548	(29,695)	(8.7%)
Leases & Rentals	1,011,941	292,348	3,364,751	4,643,317	1,278,566	38.0%
<i>Non-Labor Total</i>	89,968,388	92,284,219	106,846,803	123,195,011	16,348,208	15.3%
Total Operating Expenses	\$ 302,853,475	\$ 317,403,108	\$ 345,678,176	\$ 382,755,475	\$ 37,077,298	10.7%

Operating Expenses by Group / Division Summary

	FY2025 Actuals	FY2026 Budget	FY2026 Forecast	FY2027 Proposed Budget	Forecast to FY 2027 Budget	% Change
<u>Administration</u>						
Responsibility: President and CEO						
Executive Office	\$1,346,149	\$1,405,729	\$1,523,217	\$1,827,940	\$304,723	20.0%
VIA Board	89,237	95,550	95,550	110,550	15,000	15.7%
Office of Strategy & Performance	0	0	0	722,777	722,777	0.0%
Community Value, Affairs & Education	1,992,721	3,202,636	3,134,939	3,184,363	49,424	1.6%
Audit	1,069,540	1,138,347	1,135,943	1,149,300	13,357	1.2%
Office of the Deputy CEO	496,997	619,053	673,965	824,618	150,653	22.4%
Office of the Chief Administrative Officer	612,365	690,816	319,970	0	(319,970)	(100.0%)
<i>Subtotal</i>	<i>5,607,008</i>	<i>7,152,131</i>	<i>6,883,584</i>	<i>7,819,548</i>	<i>935,964</i>	<i>13.6%</i>
<u>General Counsel</u>						
Responsibility: Senior Vice President						
Office of Equal Employment Opportunity	207,319	412,751	248,160	260,606	12,446	5.0%
Legal Services	5,025,046	5,918,256	7,669,276	8,527,850	858,574	11.2%
Office of Small Business Enterprise	791,998	1,116,684	1,003,793	1,144,536	140,743	14.0%
<i>Subtotal</i>	<i>6,024,363</i>	<i>7,447,691</i>	<i>8,921,229</i>	<i>9,932,993</i>	<i>1,011,763</i>	<i>11.3%</i>
<u>Marketing and Communications</u>						
Responsibility: Senior Vice President						
Marketing & Communications Administration	942,623	540,939	464,442	955,032	490,590	105.6%
Marketing	4,683,567	4,612,247	5,225,638	5,101,912	(123,726)	(2.4%)
Communications	1,758,273	1,204,238	1,719,288	1,961,552	242,264	14.1%
<i>Subtotal</i>	<i>7,384,462</i>	<i>6,357,423</i>	<i>7,409,368</i>	<i>8,018,495</i>	<i>609,128</i>	<i>8.2%</i>
<u>Customer Care and Support</u>						
Responsibility: Senior Vice President						
Customer Information	5,057,846	4,641,473	5,592,314	5,243,164	(349,151)	(6.2%)
Customer Experience & Sales	1,160,017	1,406,758	1,380,522	1,308,283	(72,238)	(5.2%)
Sales & Rideshare Services	1,439,070	1,825,041	1,945,317	2,037,060	91,743	4.7%
Go-To-Market	0	0	0	831,286	831,286	0.0%
<i>Subtotal</i>	<i>7,656,934</i>	<i>7,873,272</i>	<i>8,918,153</i>	<i>9,419,793</i>	<i>501,640</i>	<i>5.6%</i>
<u>Operations</u>						
Responsibility: Deputy CEO						
Transportation	101,700,675	111,047,680	123,772,406	128,188,788	4,416,382	3.6%
Safety, Training, & System Security	12,366,476	15,228,229	14,938,948	17,550,749	2,611,801	17.5%
Fleet and Facilities	68,476,336	69,764,585	75,020,124	83,168,395	8,148,271	10.9%
<i>Subtotal</i>	<i>182,543,487</i>	<i>196,040,494</i>	<i>213,731,478</i>	<i>228,907,932</i>	<i>15,176,454</i>	<i>7.1%</i>
<u>Business Support Services</u>						
Responsibility: Deputy CEO						
Fiscal Management	5,391,450	5,483,180	5,166,154	6,263,996	1,097,842	21.3%
Non-Departmental	49,996,318	52,296,306	54,809,419	69,883,809	15,074,390	27.5%
Human Resources	5,052,372	6,783,773	5,815,326	6,227,974	412,648	7.1%
Innovation & Technology	13,038,546	13,346,611	13,296,890	13,526,613	229,723	1.7%
Procurement	2,166,052	2,269,967	2,342,860	2,462,497	119,637	5.1%
<i>Subtotal</i>	<i>75,644,738</i>	<i>80,179,837</i>	<i>81,430,648</i>	<i>98,364,889</i>	<i>16,934,241</i>	<i>20.8%</i>
<u>Planning and Development</u>						
Responsibility: Senior Vice President						
Planning & Development Administration	1,253,068	442,463	923,797	473,145	(450,652)	(48.8%)
Service Planning & Scheduling	1,653,729	2,027,594	1,825,168	2,218,934	393,766	21.6%
Planning & Project Development	12,404,675	6,546,248	8,671,555	10,114,719	1,443,164	16.6%
Construction	1,544,385	1,358,264	338,505	1,186,727	848,222	250.6%
Engineering	1,136,626	1,977,690	6,624,691	6,298,298	(326,393)	(4.9%)
<i>Subtotal</i>	<i>17,992,482</i>	<i>12,352,258</i>	<i>18,383,716</i>	<i>20,291,824</i>	<i>1,908,108</i>	<i>10.4%</i>
Total Operating Expenses	\$302,853,475	\$317,403,108	\$345,678,176	\$382,755,475	\$37,077,298	10.7%

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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 with VIA Metropolitan Transit. The groups consist of Administrative, General Counsel, Marketing & Communications, Customer Care & Support, Operations, Business Support Services, and Planning & Development. The table below lists the Groups and Divisions.

Administrative Group

- Executive Office
- VIA Board
- Office of Strategy & Performance
- Community Value, Affairs, & Education
- Audit
- Office of the Deputy Chief Executive Officer

General Counsel Group

- Office of Equal Employment Opportunity
- Legal Services
- Office of Small Business Enterprise

Customer Care & Support Group

- Information
- Customer Experience & Sales
- Sales & Rideshare Services
- Go-To-Market

Marketing & Communications Group

- Marketing & Communications Administration
- Marketing
- Communications

Operations Group

- Transportation
- Safety, Training, & System Security
- Fleet & Facilities

Business Support Services

- Fiscal Management
- Non-Departmental
- Human Resources
- Innovation & Technology
- Procurement

Planning & Development

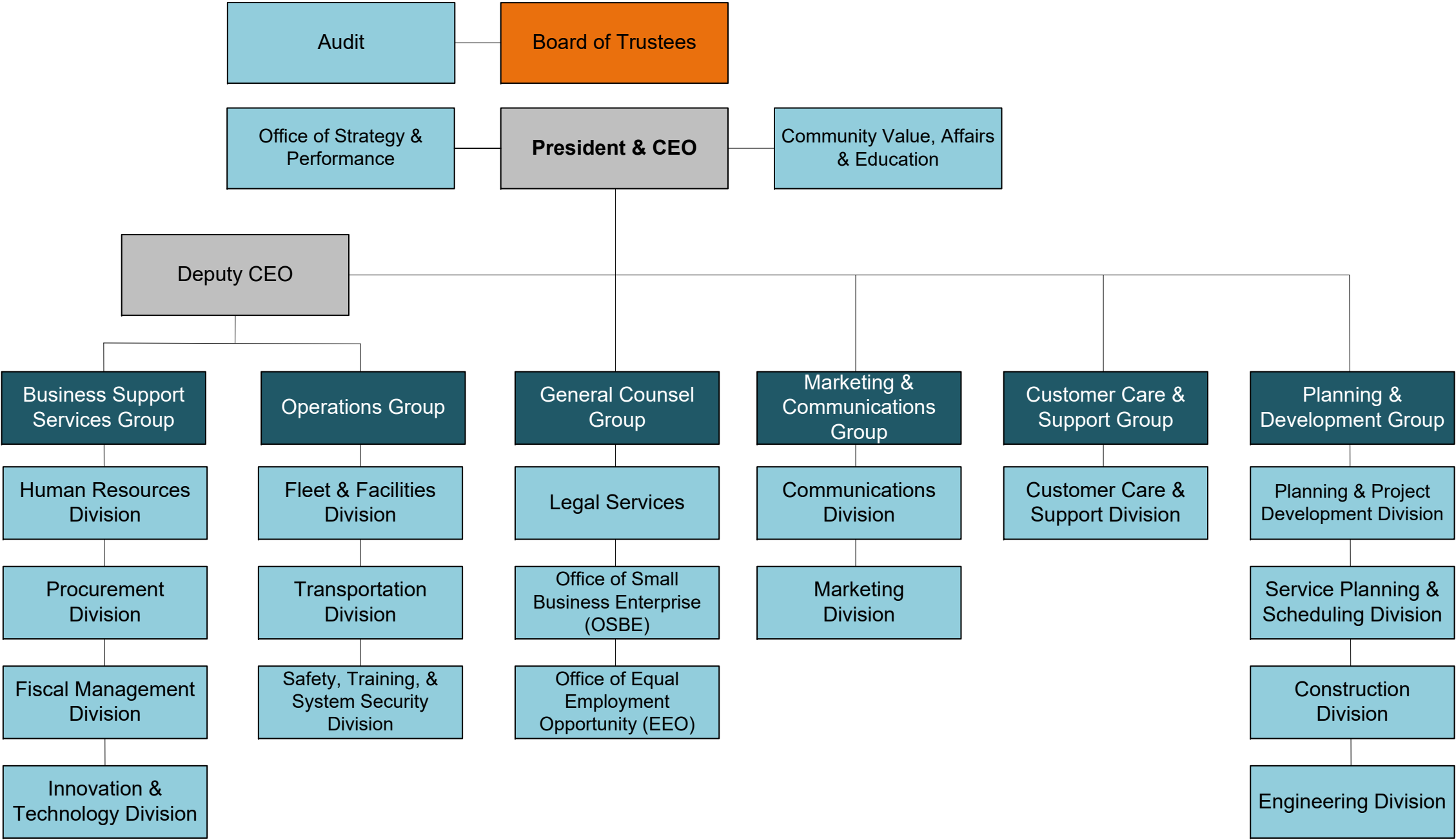
- Planning & Development Administration
- Service Planning & Scheduling
- Customer
- Planning & Project Development
- Construction
- Engineering

This section includes:

- Group/Division Overview
- FY 2027 Goals & Objectives
- Group/Division Budget
 - VIA's Budget is shown by expense category, including labor & fringes, services, materials & supplies, and other expenses.
 - The budget comparison features the following: FY 2025 actuals, FY 2026 adopted budget, FY 2026 forecast, FY 2027 proposed budget, and the dollar and percent change between FY 2026 forecast and FY 2027 proposed budget.
 - Group/Division authorized position details include total authorized positions and full-time equivalents.

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VIA METROPOLITAN TRANSIT ORGANIZATIONAL CHART
FY27 Proposed



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Administrative Group

The Administrative Group consists of the Executive Office, VIA Board, Office of Strategy and Performance, Office of the Deputy Chief Executive Officer, Community Value, Affairs, and Education, and Audit. The Administrative Group is responsible for decision-making and overall direction of the agency, executing policies of the Board of Trustees.

Expense Category and Positions by Group/Division

Executive Office

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$1,052,955	\$1,001,839	\$1,110,387	\$934,480	(\$175,907)	(15.8%)
Services	52,525	175,000	175,111	452,000	276,889	158.1%
Materials & Supplies	18,823	20,000	28,829	16,500	(12,329)	(42.8%)
Other	221,846	208,890	208,890	424,960	216,070	103.4%
Grand Total	\$1,346,149	\$1,405,729	\$1,523,217	\$1,827,940	\$304,723	20.0%
Authorized Positions	5	5	5	4	(1)	(20.0%)
Full-Time Equivalents	5.00	5.00	5.00	4.00	(1.00)	(20.0%)

Expense Category and Positions by Group/Division

VIA Board

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$0	\$0	\$0	\$0	\$0	0.0%
Services	22,158	39,950	39,950	49,950	10,000	25.0%
Materials & Supplies	4,775	3,000	6,811	3,000	(3,811)	(56.0%)
Other	62,304	52,600	48,789	57,600	8,811	18.1%
Grand Total	\$89,237	\$95,550	\$95,550	\$110,550	\$15,000	15.7%
Authorized Positions	0	0	0	0	0	0.0%
Full-Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00%

Expense Category and Positions by Group/Division

Office of Strategy & Performance

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$0	\$0	\$0	\$702,819	\$702,819	0.0%
Services	0	0	0	3,702	3,702	0.0%
Materials & Supplies	0	0	0	2,656	2,656	0.0%
Other	0	0	0	13,600	13,600	0.0%
Grand Total	\$0	\$0	\$0	\$722,777	\$722,777	0.0%
Authorized Positions	0	0	0	4	4	0.0%
Full-Time Equivalents	0.00	0.00	0.00	4.00	4.00	0.00%

* New department created for FY 2027 Budget includes reorganization of the Office of the Chief Administrative Officer department.

Expense Category and Positions by Group/Division

Office of the Deputy Chief Executive Officer

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$486,184	\$602,003	\$657,140	\$801,268	\$144,128	21.9%
Materials & Supplies	92	1,250	1,325	1,250	(75)	(5.7%)
Other	10,721	15,800	15,500	22,100	6,600	42.6%
Grand Total	\$496,997	\$619,053	\$673,965	\$824,618	\$150,653	22.4%
Authorized Positions	3	3	5	4	1	(20.0%)
Full-Time Equivalents	3.00	3.00	5.00	4.00	1.00	(20.0%)

Expense Category and Positions by Group/Division

Office of the Chief Administrative Officer

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$477,582	\$544,952	\$199,398	\$0	(\$199,398)	(100.0%)
Services	125,432	114,851	114,172	0	(114,172)	(100.0%)
Materials & Supplies	2,332	6,328	6,400	0	(6,400)	(100.0%)
Other	7,019	24,685	0	0	0	0.0%
Grand Total	\$612,365	\$690,816	\$319,970	\$0	(\$319,970)	(100.0%)
Authorized Positions	3	3	2	0	(3)	(100.0%)
Full-Time Equivalents	3.00	3.00	2.00	0.00	(3.00)	(100.0%)

** Department reorganized for FY27 into Office of Strategy & Performance*

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Community Value, Affairs & Education (CVAE) Division

The Community Value, Affairs & Education (CVAE) division serves as VIA's "Connective Tissue" or strategic bridge between internal operations and external stakeholders, extending well beyond the role of a traditional public engagement office. Public transit exists at the intersection of taxpayer's investments, regulatory oversight, and community impact, where operational decisions often generate immediate public and political attention. CVAE works across departments-including Planning, Finance, Operations, and Capital Programs-to ensure that technical decisions, project milestone, route planning, and procurement strategies are aligned with community priorities and policy considerations before challenges escalate.

CVAE is also a critical component of project delivery and risk management. By identifying concerns early and coordinating communication among stakeholders, the division helps reduce the risk of project delays, litigation, funding disruptions, and public opposition. At the same time, CVAE advocates for the preservation and expansion of federal grants and local funding sources that are essential to VIA's long-term capital program. Ultimately, the division translates operational goals into community-supported outcomes, strengthening public trust and helping ensure that VIA's projects are delivered efficiently, responsibly, and with broad stakeholder support. CVAE is the Funnel Point for all departments.

Community Value, Affairs & Education (CVAE) & Objectives

- **Customers**

- Delight customers, expand & improve the network, and increase ridership.
- CVAE Alignment: CVAE supports this pillar through strategic engagement and public awareness rather than transactional customer service functions. Its role is to ensure that community perspectives, stakeholder priorities, and public sentiment are incorporated into service planning and long-term transit initiatives.

- **Community**

- Lead regional mobility and economic growth. All 4 Quarters of FY.
- CVAE Alignment: CVAE serves as the public-facing lead for this pillar. We can continue operating as a support touchpoint for individual departments, or we can centralize all Community Engagement contracts through CVAE. Consolidating engagement efforts within Community Value, Affairs & Education ensures that outreach remains compliant, bilingual, and strategically aligned to strengthen public trust and support the agency's long-term financial stability. Our 18-month plan remains the guiding framework for this work.

- **Workforce**

- Foster a high-performing, dynamic culture. All 4 Quarters of FY.
- CVAE Alignment: To align with the FY27 budget goals, CVAE supports the workforce by protecting team capacity and establishing strict operational boundaries. Standardizing Staff Workloads. Cross-Departmental Collaboration.

- **Financial & Organizational Structure**

- Secure our long-term financial health. All 4 Quarters of FY.
- CVAE Alignment: While the agency remains focused on the public-facing "Customer" experience, CVAE protects VIA's long-term financial stability through Government Relations and advocacy efforts. Securing federal and state grant funding – including capital investments for the Rapid transit projects – depends on CVAE's ability to maintain strong intergovernmental partnerships and demonstrate measurable community support through established performance metrics.

Expense Category and Positions by Group/Division

Community Value, Affairs & Education

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$1,196,646	\$1,347,326	\$1,244,044	\$1,326,810	\$82,766	6.7%
Services	735,097	1,688,560	1,688,560	1,690,803	2,243	0.1%
Materials & Supplies	31,490	87,500	119,189	87,500	(31,689)	(26.6%)
Other	29,488	79,250	83,146	79,250	(3,897)	(4.7%)
Grand Total	\$1,992,721	\$3,202,636	\$3,134,939	\$3,184,363	\$49,424	1.6%
Authorized Positions	15	15	14	14	0	0.0%
Full-Time Equivalents	15.00	15.00	14.00	14.00	0.00	0.00%

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Audit Division

The Audit Division provides independent assurance and management advisory services designed to mitigate VIA's risk, 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 claims. 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 division 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 Division. To fulfill these responsibilities, Audit staff are authorized to have full, free, and unrestricted access to all VIA functions, records, property, and personnel.

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

Audit Goals & Objectives

- **Financial & Organizational Excellence**

- Provide audits, advisory services, investigations and external review coordination to assist management and VIA's Board in its initiatives (direct and indirect).
 - Develop and execute the Board approved, annual Audit Resource Plan for the FY 2027. Audit results and recommendations will be provided to management and VIA's Audit Committee for consideration and/or implementation.
 - Support VIA in identifying risks (mitigated or unmitigated) related to VIA's ability to achieve its success outcomes for FY 2027.
 - Provide fair, reasonable, and objective investigations related to allegations that could violate VIA's Fraud, Waste & Abuse or Code of Ethics policies.
 - Coordinate all external reviews for the agency. Examples include FTA Triennial review, Annual External Audits (Financial, Single, NTD, Pension, OPEB), DPS reviews, FTA Drug & Alcohol reviews, various other oversight and compliance reviews or audits conducted by outside entities.
- Customers, Community, and Workforce are secondary pillars tied to various aspects of the audits and projects the department conducts.

Expense Category and Positions by Group/Division

Audit

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$835,090	\$862,970	\$859,873	\$897,816	\$37,943	4.4%
Services	217,057	260,000	260,000	233,600	(26,400)	(10.2%)
Materials & Supplies	1,102	3,000	3,000	2,400	(600)	(20.0%)
Other	16,291	12,377	13,070	15,484	2,414	18.5%
Grand Total	\$1,069,540	\$1,138,347	\$1,135,943	\$1,149,300	\$13,357	1.2%
Authorized Positions	7	7	7	7	0	0.0%
Full-Time Equivalents	7.00	7.00	7.00	7.00	0.00	0.00%

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Legal Services Division

The Legal Services Division is responsible for providing legal advice and support for VIA Metropolitan Transit (VIA) and the Advanced Transportation District (ATD). This division 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 advisory ethics opinions to members of the Board or employees who require an interpretation of the VIA Code of Ethics.

To reduce claim and litigation costs, Legal Services assists the 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 retained outside law firms.

Legal Services Goals & Objectives

- **Customers**

- Identify, control and manage potential public liability risk exposures, related claims and effectively minimize the cost of accidental losses.

- **Community**

- Maintain effective claims handling and litigation support protocols.

- **Workforce**

- 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.
- Risk Management participates in new employee orientation classes to provide information and guidance related to potential liability exposure, mitigation strategies and the implementation of safety measures. Proper and effective completion of VIA's Accident/Incident forms.

- **Financial & Organizational Excellence**

- Legal provides legal advice and input for existing and new VIA board policies, management programs and procedures.
- Assist to develop, maintain and update policies and procedures which adhere to local, state and federal laws.
- Provide clear and effective guidance to support communication, definition and implementation of established policies and procedures.
- Maintain effective claims handling and litigation support protocols.
- Effectively manage the use and payments to legal firms assisting with VIA legal matters.
- 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.

Expense Category and Positions by Group/Division

Legal Services

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$1,309,683	\$1,462,800	\$1,147,754	\$1,599,387	\$451,633	39.3%
Services	985,470	2,022,074	1,903,705	3,646,058	1,742,353	91.5%
Materials & Supplies	1,214	3,446	6,737	4,004	(2,733)	(40.6%)
Casualty & Liability	2,649,498	2,333,792	4,574,754	3,149,630	(1,425,124)	(31.2%)
Other	79,181	96,144	36,326	128,771	92,445	254.5%
Grand Total	\$5,025,046	\$5,918,256	\$7,669,276	\$8,527,850	\$858,574	11.2%
Authorized Positions	13	12	13	13	0	0.0%
Full-Time Equivalents	13.00	12.00	13.00	13.00	0.00	0.00%

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Office of Equal Employment Opportunity (EEO) Division

The Office of Equal Employment Opportunity (EEO) exists to protect the public's and VIA's shared interest in fair, respectful, and equitable transit. It ensures VIA meets its legal obligations under Title VI (nondiscrimination in the services VIA provides to the public) and Title VII (nondiscrimination in VIA's workplace) of the Civil Rights Act of 1964 — safeguarding the agency, its reputation, and its federal funding eligibility.

For riders and the community, the Office is a trusted, accessible channel to raise discrimination concerns and reach language-access and accommodation resources. For employees and applicants, it provides confidential outlets to resolve workplace concerns and ongoing training that reinforces a respectful, professional workplace. These functions connect directly: when employees are treated fairly and the public is served equitably, VIA delivers safer, more reliable, and more equitable service to every community it serves.

Office of Equal Employment Opportunity (EEO) Goals & Objectives

○ **Customers**

- Effective Title VI Investigations and Resolution: The Office of EEO is responsible for investigating and resolving complaints of discrimination and harassment filed by customers under Title VI requirements. The Director will conduct thorough reviews as a neutral party and work with legal counsel, management, and Human Resources to implement corrective action as required, ensuring customer confidence and fair access to transit services.

○ **Community**

- Inclusive Service Access Through Language Access Services: The Office of EEO will maintain and expand language and interpretation services to ensure non-English speakers can access transit services and file complaints. This commitment to accessibility supports VIA's community mission and ensures equitable service delivery.

○ **Workforce**

- Comprehensive EEO Compliance Training Program: VIA will provide mandatory EEO training aligned with Title VII and best practices, covering protections, harassment prevention, respectful workplace behavior, and reporting responsibilities. Training will include biennial sessions for all employees, targeted development programs, and annual anti-harassment and discrimination training to promote a professional and positive workplace culture.
- Enhanced Complaint Tracking and Monitoring Systems: The Office of EEO will use digital tools to track and monitor Title VI and VII complaints, ensuring comprehensive data, timely investigations, and streamlined resolutions.

○ **Financial & Organizational Excellence**

- Internal EEO Program Maintenance and Compliance Governance: After the withdrawal of Federal Transit Administration Circular 4704.1A, VIA will maintain and update its EEO Program Plan internally. This will ensure ongoing compliance with Title VI and Title VII and preserve federal funding eligibility. It also demonstrates organizational accountability without relying on external federal review.
- Professional Development and Industry Leadership: The Office of EEO will maintain memberships in professional organizations such as Women in Transit, Texas Diversity Council, Society for Human Resource Management, and the American Association for Access, Equity and Diversity. It will also participate in industry conferences and training like the Equal Employment Opportunity Commission EXCEL Conference and EEOC Annual Training Institute. These efforts ensure staff competency and alignment with best practices in EEO compliance.

Expense Category and Positions by Group/Division

Office of Equal Employment Opportunity

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$164,045	\$275,190	\$189,645	\$184,508	(\$5,137)	(2.7%)
Services	19,539	118,426	47,500	56,963	9,463	19.9%
Materials & Supplies	637	1,500	1,429	1,500	71	5.0%
Other	23,098	17,635	9,586	17,635	8,048	83.9%
Grand Total	\$207,319	\$412,751	\$248,160	\$260,606	\$12,446	5.0%
Authorized Positions	2	2	2	1	(1)	(50.0%)
Full-Time Equivalents	2.00	2.00	2.00	1.00	(1.00)	(50.0%)

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Office of Small Business Enterprise (OSBE) Division

The Office of Small Business Enterprise (OSBE) exists to ensure that Small and LOCAL Business Enterprises have fair and open access to contracting opportunities. This effort will ultimately strengthen economic development for the Bexar County region. Supplier Engagement is conducted through various chambers, civic organizations and advocacy groups such as Hispanic Contractors of SA, Black Contractors of SA, The Maestro, San Antonio for Growth on the Eastside (SAGE), Hispanic Chamber of Commerce, Women in Construction and others. By establishing a pool of ready, willing and able suppliers, competition is increased with more firms bidding on contracts, while stimulating entrepreneurship.

OSBE also oversees and administers SBE and Disadvantaged Business Enterprise (DBE) program requirements on all locally and federally funded contracts. This ensures that regulatory needs are fulfilled and VIA remains a good steward of public dollars.

Office of Small Business Enterprise (OSBE) Goals & Objectives

○ **Customers**

- Enhance Vendor Engagement and Customer Experience by developing centralized “Doing Business with VIA” digital vendor portal.
- Launch a dynamic “Doing Business With VIA” workshop and video series designed to connect vendors with contracting opportunities, procurement guidance and compliance resources.
- Establish a vendor feedback and satisfaction survey program to improve transparency, responsiveness and procurement accessibility.
- Implement industry roundtables with prime contractors, DBE/SBE firms and procurement leadership to identify barriers and improve participation outcomes.
- Partner with member entities, share best practices and support effective implementation of the Disadvantaged Business Enterprise Interim Final Rule.

○ **Community**

- Launch a Small Business Enterprise 13-week Cohort program in partnership with Maestro Entrepreneurial Center and Supply SA for 10 to 15 participating Small Business Enterprises.
- Host 2 Contractor Opportunity Forums to increase availability of certified ready, willing and able SBE and local firms competing for VIA’s solicitations.
- Develop and implement a Small Business Enterprise Local program to expand access and participation for businesses interested in doing business with VIA.
- Utilize VIA Voice, the Circulator magazine and internal communication platforms to increase awareness of OSBE programs, achievements, outreach events and contracting opportunities among internal stakeholders.

○ **Workforce**

- Advance organizational excellence by investing in nationally recognized development programs through the American Public Transportation Association Conference of Minority Transportation Officials, National Institute of Government Purchasing Women Transportation Seminar and Texas Transit Association to strengthen leadership, procurement expertise and transit industry knowledge.
- Implement rotational learning opportunities with Procurement, Capital Programs, Finance and Project Management departments to strengthen institutional knowledge.

- **Financial & Organizational Excellence**

- Continue to ensure all expenses, invoices, supporting documents and proof of payments are properly classified under our chart of accounts and budget categories.
- Streamline the approval process for Purchase Requisitions by leveraging digital tools and automation such as INFOR and B2Gnow platform, to improve efficiency and reduce processing time.

Expense Category and Positions by Group/Division

Office of Small Business Enterprise

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$589,731	\$609,606	\$563,760	\$652,301	\$88,541	15.7%
Services	95,154	335,693	365,274	328,400	(36,874)	(10.1%)
Materials & Supplies	16,983	21,500	15,874	22,200	6,326	39.9%
Other	90,130	149,885	58,885	141,635	82,750	140.5%
Grand Total	\$791,998	\$1,116,684	\$1,003,793	\$1,144,536	\$140,743	14.0%
Authorized Positions	6	6	6	6	0	0.0%
Full-Time Equivalents	6.00	6.00	6.00	6.00	0.00	0.00%

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Marketing & Communications Administration Goals & Objectives

○ **Customers**

- Contribute to 2027 goal of +10% ridership growth on improved routes and 5% systemwide ridership growth.
 - Use data-driven marketing strategies to achieve a 10% increase in campaign engagement across paid and owned channels.
- Achieve ridership growth of VIA Link including existing and newly launched services by +25%.
 - Execute geographical campaigns to create more reoccurring rides from existing customers and create adoption from new customers.
- Move the VIA Brand up market
 - Build early-adopter catalyst for Green Line including a marquee advertising campaign to create awareness and interest.

○ **Community**

- Achieve and maintain leading industry 87% CSAT, and 64 NPS Score.
- Contribute to Community Value Score of 81 through active engagement with the community to open hearts and minds.
 - Leverage key partnerships and signature sponsorships to build authentic relationships aligning VIA in the community.
 - Promote expanded Bus Shelter Program to delight and enhance customer experience.
- Drive RIDE ON awareness to increase brand affinity and our story of a new VIA.
 - Strengthen brand visibility and public trust through consistent RIDE ON VIA messaging designed to support a 12% increase in brand awareness and social reach.

○ **Workforce**

- Retain best in class workforce by +4%
 - Promote internal communications through the VIA Voice App with 80% app adoption goal for FY 27.
- Maximize earned media opportunities to drive awareness for recruitment.
 - Generate brand affinity through digital storytelling featuring employee culture.
- Create alignment with HR to drive +5% increase in employee engagement survey participation and increase satisfaction metrics.
 - Implement proactive marketing & communication plan for employee awareness and participation of survey

- **Financial & Organizational Excellence**

- Financially astute while delivering service improvements
 - Lean into in-house marketing model to leverage speed to market and generate enterprise value.
 - Establish agency and vendor provider efficiencies to explore and break down silos to drive productivity, cost savings, and innovation.
- Strategic Alignment & Innovation Capabilities
 - Utilize Gartner Service team to leverage short & long-term milestone expertise on key initiatives including CRM, ART, and Strategic Planning.
 - Tap into Gartner's 100+ person team of marketing, communications, and CX experts and unlimited access to 40K proprietary documents and tools.

Expense Category and Positions by Group/Division

Marketing & Communications Administration

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$571,746	\$341,821	\$429,997	\$742,042	\$312,045	72.6%
Services	306,908	173,905	5,993	176,505	170,512	2845.2%
Materials & Supplies	44,970	3,600	1,366	9,400	8,034	588.1%
Other	18,999	21,613	27,086	27,085	(1)	(0.0%)
Grand Total	\$942,623	\$540,939	\$464,442	\$955,032	\$490,590	105.6%
Authorized Positions	2	2	3	5	2	66.7%
Full-Time Equivalents	2.00	3.00	3.00	5.00	2.00	66.7%

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Marketing Division

The Marketing Division is responsible for leading VIA's marketing and promotion efforts, including branding, website development, social media, and advertising. As part of a larger marketing and communications team, the Marketing Division helps to develop, shape, direct, and disseminate the agency's messages to a variety of audiences using different approaches and mediums. This division is also responsible for internal support related to VIA's products and services, including customer facing media and brand support across the agency.

Contained within the Marketing Division, the Consumer Analytics team provides management with insights developed through advanced analytics utilizing a variety of internal and external sources. Additionally, the Consumer Analytics team develops and creates consumer studies to gain insight into behavior and priorities for VIA and oversees the development, research and coordination of activities, programs, and projects including supporting marketing analysis, customer sales and relations, planning activities and related public transportation functions.

Marketing Goals & Objectives

○ **Customers**

- Drive ridership growth and improve rider engagement through targeted marketing and customer education.
 - Drive targeted media investment and geographically focused marketing campaigns to support 10% ridership growth on improved routes and +5% systemwide ridership growth.
 - Increase rider adoption of digital tools to support a 8% increase in GO VIA app usage and engagement over legacy app usage and engagement.
 - Leverage customer insights and campaign analytics to maintain 87% CSAT and improve NPS by 2 points
 - Contribute to month over month ridership growth of the Stone Oak VIA Link zone through a multi-channel approach that generates awareness and creates demand.

○ **Community**

- Build trust, visibility, and engagement through community-focused outreach and consistent brand storytelling.
 - Execute community-centered campaigns and outreach efforts to support a 10% increase in community engagement participation.
 - Use data-driven marketing strategies to achieve a 10% increase in campaign engagement across paid and owned channels.
 - Strengthen brand visibility and public trust through consistent RIDE ON VIA messaging designed to support a 12% increase in brand awareness and social reach.

○ **Workforce**

- Support recruitment, retention, and employee engagement through strategic workforce communications.
 - Support workforce recruitment campaigns designed to contribute to 150 net new operator hires and a 8% improvement in recruitment campaign conversion rates.
 - Improve alignment between HR, Marketing and Communications to support a 5% increase in employee engagement survey participation and satisfaction metrics.

○ **Financial & Organizational Excellence**

- Improve efficiency, accountability, and long-term sustainability through smarter marketing operations and measurement.

- Expand in-house marketing and creative production capabilities to support a 20% increase in internally produced deliverables and reduced agency dependency.
- Implement smarter campaign measurement tools, including QR and attribution tracking, across 90% of rider-facing print campaigns.
- Improve operational efficiency through centralized workflows and asset management to support a 10% reduction in campaign intake-to-launch timelines.

Expense Category and Positions by Group/Division

Marketing

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$945,424	\$1,055,747	\$1,050,681	\$1,050,812	\$131	0.0%
Services	3,715,755	3,469,000	4,108,331	4,010,100	(98,231)	(2.4%)
Materials & Supplies	13,345	6,250	1,418	12,000	10,582	746.3%
Other	9,043	81,250	65,208	29,000	(36,208)	(55.5%)
Grand Total	\$4,683,567	\$4,612,247	\$5,225,638	\$5,101,912	(\$123,726)	(2.4%)
Authorized Positions	11	11	13	11	(2)	(15.4%)
Full-Time Equivalents	11.00	11.00	13.00	11.00	(2.00)	(15.4%)

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Communications Division

The Communications Division is responsible for positioning and maintaining VIA's positive standing in the community by designing and deploying public engagement and communications strategies both internally and externally. The division's goal is to maintain and increase support for VIA products, services and initiatives, to help drive ridership and to tell stories about the agency that bolster public and internal perception.

This division is charged with creating and maintaining the agency's strategy for public engagement and involvement that guides outreach and stakeholder activity, by using a unified strategy to support larger public relations direction and efforts through diverse tactics. The team also oversees and deploys agency events throughout the year, ensuring meaningful touchpoints with both internal and external audiences.

The Communications team works across the agency to develop and distribute VIA's messaging to a variety of audiences using different approaches and mediums. This division leads VIA's internal and external communications and public relations efforts, manages the agency's open records program, and supports senior leadership in preparing and delivering executive communications that reflect the agency's voice and strategic direction. The team also oversees sponsorships and partnerships, with a strategic focus on cultivating key relationships that strengthen VIA's position in the community, drive awareness and attract new ridership.

Communications Goals & Objectives

○ **Customers**

- Drive ridership growth and improve rider engagement through targeted marketing and customer education.
 - Use multi-media storytelling across owned and earned channels to highlight the customer experience.
 - Leverage earned, owned and paid media to underscore VIA's current and future services to attract future riders to the system.
 - Change customer perception of safety and security through earned and paid strategies to address negative perceptions reported on Community Value Survey.

○ **Community**

- Build trust, visibility, and engagement through community-focused outreach and consistent brand storytelling.
 - Evolve service-change and KSAM tele-town hall events with higher production value while formalizing SMS campaign to help drive attendance by 5%.
 - Deepen VIA's positioning as a trusted community utility through an aggressive earned/paid media and storytelling strategy.
 - Develop key partnerships with select local organizations to promote ridership and community education around VIA's benefits to individuals and the community (maintaining an 81% positive impact score).

○ **Workforce**

- Support recruitment, retention, and employee engagement through strategic workforce communications.
 - Increase adoption rate of The VIA Voice app to 70% adoption agency-wide by EOFY27.
 - Streamline content production and publication through centralized workflows and cross-functional partnerships with departments across agency.
 - Contribute to increasing cross-department communications score by +15% by creating opportunities for connection to increase morale.

Expense Category and Positions by Group/Division

Communications

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$687,568	\$654,542	\$624,445	\$773,852	\$149,407	23.9%
Services	141,888	350,089	397,785	608,000	210,215	52.8%
Materials & Supplies	476,146	4,350	194,175	39,700	(154,475)	(79.6%)
Other	452,671	195,257	502,883	540,000	37,118	7.4%
Grand Total	\$1,758,273	\$1,204,238	\$1,719,288	\$1,961,552	\$242,264	14.1%
Authorized Positions	6	6	7	7	0	0.0%
Full-Time Equivalents	6.00	6.00	7.00	7.00	0.00	0.00%

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Customer Information Division

Customer Information serves as a primary source of accurate, timely, and accessible information for current, future, and potential riders. The department assists customers through telephone and digital channels by providing trip-planning assistance, service updates, fare information, paratransit reservation support, and general guidance on accessing VIA services.

The division also uses customer-contact data and feedback to identify recurring concerns, improve information delivery, and support agencywide service improvements.

Customer Information Division Goals & Objectives

- **Customers**

- Ensure accurate and timely service information is available through telephone, digital, and other customer-information channels.
- Successfully implement a new call center telephone system during FY 2027 to improve call reliability, service efficiency, and the overall customer experience.
- Ensure customer-facing information systems and technologies meet customer needs and make VIA services easier to understand and use.

- **Community**

- Provide clear and accessible information that helps community members understand available VIA services, programs, fares, and transportation options.
- Ensure current and potential riders receive consistent information regardless of the communication channel they use.

- **Workforce**

- Strengthen the Customer Information team's ability to support customers by implementing improved tools, service resources, training, and customer-engagement platforms.
- Share customer inquiries, service concerns, and emerging trends with appropriate departments to support timely resolution and continuous improvement.

- **Financial & Organizational Excellence**

- Use call-volume, response-time, resolution, and other contact-center data to optimize productivity and improve service delivery.
- Support the integration of customer-contact and service information into VIA's centralized customer relationship management platform.

Expense Category and Positions by Group/Division

Customer Information

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$4,164,720	\$3,973,003	\$4,146,128	\$4,575,025	\$428,897	10.3%
Services	803,176	505,281	1,282,342	505,000	(777,342)	(60.6%)
Materials & Supplies	73,040	132,689	133,344	142,439	9,095	6.8%
Other	16,910	30,500	30,500	20,700	(9,800)	(32.1%)
Grand Total	\$5,057,846	\$4,641,473	\$5,592,314	\$5,243,164	(\$349,150)	(6.2%)
Authorized Positions	92	93	94	103	9	9.6%
Full-Time Equivalents	90.00	91.00	92.00	101.00	9.00	9.8%

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Customer Experience and Sales Division

Customer Experience and Sales reduces barriers and builds trust by helping customers navigate VIA services, purchase fare products, resolve concerns, and receive assistance throughout their travel experience. The department manages customer concerns and feedback, individual fare sales, field assistance, and other customer-facing support activities.

The division uses customer feedback and service data to identify improvement opportunities and works across the agency to deliver a consistent, accessible, and customer-focused experience.

Customer Experience and Sales Division Goals & Objectives

○ **Customers**

- Improve the end-to-end customer experience by providing responsive assistance, efficient issue resolution, accessible fare-purchase options, and personalized customer support.
- Integrate customer databases into a centralized customer relationship management platform to improve service delivery, customer engagement, and access to rider insights.
- Use customer feedback and service data to identify recurring concerns and recommend improvements to customer-facing services.

○ **Community**

- Present VIA services to the community in a meaningful and customer-focused manner that demonstrates the importance and benefits of public transportation.
- Build customer confidence by providing a visible and approachable presence throughout the VIA system.

○ **Workforce**

- Introduce and implement a Transit Ambassador Program to answer questions, provide service information, help customers navigate the system, and promote safety and accessibility.
- Strengthen the Customer Experience team through improved tools, service resources, training, and customer-engagement platforms.
- Collaborate with departments across the agency to address customer concerns and enhance the overall customer experience.

○ **Financial & Organizational Excellence**

- Monitor the implementation of the Genfare Farebox initiative, Phase II, across VIA services.
- Support the introduction of fare-capping capabilities that provide customers with more equitable and convenient fare-payment options.
- Use customer feedback, fare-sales data, and issue-resolution trends to improve processes and allocate customer-service resources effectively.

Expense Category and Positions by Group/Division

Customer Experience & Sales

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$381,242	\$533,057	\$584,160	\$687,032	\$102,872	17.6%
Services	660,806	613,000	463,000	273,000	(190,000)	(41.0%)
Materials & Supplies	94,937	235,348	307,848	317,448	9,600	3.1%
Other	23,032	25,353	25,514	30,803	5,289	20.7%
Grand Total	\$1,160,017	\$1,406,758	\$1,380,522	\$1,308,283	(\$72,239)	(5.2%)
Authorized Positions	5	5	7	5	(2)	(28.6%)
Full-Time Equivalents	5.00	5.00	7.00	5.00	(2.00)	(28.6%)

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Sales and Rideshare Services Division

Sales and Rideshare Services develops relationships with employers, businesses, nonprofit organizations, social-service agencies, and other community partners to increase awareness and use of VIA services. The department administers employer and institutional sales programs, including VIA Works, Vanpool, and other programs designed to expand transportation access and grow ridership.

The division identifies transportation needs, recommends appropriate VIA services, and develops partnerships that support long-term ridership growth.

Sales and Rideshare Services Division Goals & Objectives

○ **Customers**

- Inform and educate area employers about VIA's Vanpool Program as a reliable and cost-effective transportation option for their workforce.
- Connect businesses, employees, organizations, and other customers with fare products and transportation programs that meet their needs.
- Improve access to VIA services through employer, institutional, and rideshare partnerships.

○ **Community**

- Proactively engage businesses, civic organizations, employers, nonprofit organizations, and social-service agencies to increase awareness, acceptance, and use of VIA services.
- Provide fare programs that support nonprofit organizations and social-service agencies assisting underserved populations within the VIA service area.
- Develop partnerships that strengthen community access to transportation and support long-term ridership growth.

○ **Workforce**

- Ensure department employees have the knowledge, tools, and materials needed to effectively promote VIA Works, Vanpool, fare programs, and other transportation options.
- Collaborate with Customer Information, Customer Experience and Sales, and Go-To-Market to ensure consistent program information and customer support.

○ **Financial & Organizational Excellence**

- Use program participation, sales, Vanpool utilization, and ridership data to evaluate performance and identify growth opportunities.
- Monitor the effectiveness and financial sustainability of employer, institutional sales, and rideshare programs.
- Support implementation of the Genfare initiative within applicable rideshare and fare-sales activities.

Expense Category and Positions by Group/Division

Sales & Rideshare Services

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$387,034	\$394,122	\$476,539	\$497,983	\$21,444	4.5%
Services	88,311	100,600	171,384	316,383	144,999	84.6%
Materials & Supplies	191,761	159,650	219,279	59,650	(159,629)	(72.8%)
Purchased Transportation	741,250	1,080,000	810,975	900,000	89,025	11.0%
Casualty & Liability	0	0	139,433	180,000	40,567	29.1%
Other	30,714	90,669	127,707	83,044	(44,663)	(35.0%)
Grand Total	\$1,439,070	\$1,825,041	\$1,945,317	\$2,037,060	\$91,743	4.7%
Authorized Positions	5	5	6	6	0	0.0%
Full-Time Equivalents	5.00	5.00	6.00	6.00	0.00	0.0%

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Go-To-Market Division

Go-To-Market ensures VIA successfully introduces customer-facing services, programs, fare products, and technology by aligning people, processes, communications, operations, and customer support into a coordinated implementation strategy.

The division connects new and changing transit services with customer needs to encourage adoption, increase ridership, achieve business outcomes, and support the long-term success of VIA initiatives.

Go-To-Market Division Goals & Objectives

- **Customers**

- Develop and execute Go-To-Market strategies for new transit services, fare products, programs, and customer-facing technologies.
- Ensure customers receive clear, timely, and consistent information before, during, and after implementation.
- Use customer needs and feedback to shape implementation strategies and improve adoption.

- **Community**

- Coordinate community, stakeholder, employer, and partner outreach supporting the introduction of new VIA services and programs.
- Develop targeted education and communication strategies that explain how new services and products benefit customers and the community.
- Build awareness and acceptance of customer-facing changes across the VIA service area.

- **Workforce**

- Ensure VIA employees are informed and prepared to serve as ambassadors for new customer-facing programs, services, and initiatives.
- Coordinate agencywide operational readiness, training, communications, and customer-support activities before implementation.
- Establish clear departmental responsibilities and escalation processes for customer-facing launches.

- **Financial & Organizational Excellence**

- Establish coordinated implementation plans, timelines, responsibilities, risks, and performance measures for customer-facing initiatives.
- Monitor adoption, ridership, customer feedback, and business outcomes following implementation.
- Use post-launch results and lessons learned to improve future Go-To-Market strategies and organizational performance.

Expense Category and Positions by Group/Division

Go-To Market

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$0	\$0	\$0	\$266,286	\$266,286	0.0%
Services	0	0	0	0	0	0.0%
Materials & Supplies	0	0	0	565,000	565,000	0.0%
Purchased Transportation	0	0	0	0	0	0.0%
Other	0	0	0	0	0	0.0%
Grand Total	\$0	\$0	\$0	\$831,286	\$831,286	0.0%
Authorized Positions	0	0	0	2	2	0.0%
Full-Time Equivalents	0.00	0.00	0.00	2.00	2.00	0.00%

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Transportation Division

The Transportation Division's mission is to provide safe, reliable, efficient, and customer-focused public transportation services for fixed-route, paratransit, and microtransit operations across the VIA service area. The division oversees the delivery of these services in addition to supporting demand-response, and contract transportation services to meet the evolving transportation needs of the community.

To support continuous improvement and enhance customer experience, VIA will pilot an overnight (midnight) service within the downtown zone to improve mobility and accessibility during late-night hours. The division is implementing a new paratransit software platform (RideCo), including a mobile passenger application, to improve operational efficiency, enhance scheduling and communication, and streamline service delivery. Additionally, to further its mission of providing safe and efficient public transportation services, VIA Link will implement an overflow service partnership with Transportation Network Companies (TNCs) to supplement microtransit capacity during periods of high demand, reduce customer wait times, and improve overall service reliability.

The Transportation Division remains committed to maintaining the highest standards of safety, service quality, operational performance, and regulatory compliance through established safety protocols, operator rules, policies, and procedures across all transportation services.

Transportation Division Goals & Objectives

- **Customers**

- Drive service excellence through professional frontline engagement to support our expanding ridership.
- Expand the use of rider/site surveys to better understand customer needs to guide service improvements.
- Provide additional service options to include expanded service hours and TNC capabilities.

- **Community**

- Continue to improve community engagement with tele-townhall meetings and community engagement events.
- Collaborate with community partners to enhance engagement with ADA/Older Adults.

- **Workforce**

- Foster a dynamic environment that prioritizes operator engagement to drive retention and morale.
- Strengthen mentorship and recognition programs to decrease turnover and improve attendance.
- Promote a more informed and engaged workforce by providing consistent communication to all division staff.

- **Financial & Organizational Excellence**

- Reduce operational costs through:
 - Improved scheduling and workforce management software – Results to be recognized by end of Q1
 - More efficient utilization of the AM and PM extra board – Adjusted schedules for Q2 implementation
 - Enhanced attendance monitoring and accountability – Formalized training/process to be completed by end of Q2.

Expense Category and Positions by Group/Division

Transportation

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$85,676,372	\$90,111,716	\$102,522,267	\$98,704,408	(\$3,817,859)	(3.7%)
Services	254,607	696,167	240,272	809,621	569,349	237.0%
Materials & Supplies	289,890	222,598	214,446	221,302	6,856	3.2%
Purchased Transportation	15,380,845	19,808,442	20,609,884	28,206,812	7,596,928	36.9%
Leases & Rentals	12,370	1,200	1,200	1,200	0	0.0%
Other	86,591	207,557	184,337	245,445	61,108	33.2%
Grand Total	\$101,700,675	\$111,047,680	\$123,772,406	\$128,188,788	\$4,416,382	3.6%
Authorized Positions	1,221	1,341	1,392	1,406	14	1.0%
Full-Time Equivalents	1,179.00	1,298.50	1,328.25	1,342.25	14.00	1.05%

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Safety, Training, & System Security (STSS) Division

The Safety, Training, & System Security (STSS) Division is responsible for management of VIA's safety, training, and security programs during all operating conditions of the agency.

STSS is also responsible for 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 division has the charge to develop, implement, and maintain VIA's Agency Safety Plan, the Emergency Management Plan, and other related requirements in accordance with federal, state, and local regulations.

With regards to training and development, the division is responsible for managing and coordinating all training programs including sessions, methods, materials and supporting resources on an agency-wide basis. The division is charged with providing the necessary skills and ongoing training requirements for all operators within the agency.

Also, having a dedicated Transit Police and Security personnel are essential to providing a safe, secure and reliable public transportation system for passengers, employees and the community.

Safety, Training, and System Security Goals & Objectives

- **Customers**

- Elevate service quality (customer delight and safety campaigns)
- Law enforcement partnerships, customer ambassador campaigns (front line)
- Increase system security presence and visibility to demonstrate our commitment to safe and secure service

- **Community**

- Lead and coordinate the agency's emergency preparedness/response and resiliency through table top and large scale exercises
- Promote community and workforce engagement, accountability and public confidence
- VIA Rapid station/platform readiness/response team best practices preparedness program

- **Workforce**

- Training and mentor: Strengthen quality operational standards (Enhance qualification student experience)
- Invest in personnel excellence and organizational effectiveness
- Ensure safe working and operating practices for all VIA employees
- Strengthen the education of VIA's FTA Drug and Alcohol program through awareness programs EAP, SAP
- Maintain monthly instructor/associate performance improvement coaching sessions with management

Expense Category and Positions by Group/Division

Safety, Training, & System Security

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$11,654,512	\$13,444,399	\$13,597,862	\$16,223,831	\$2,625,969	19.3%
Services	300,619	978,142	613,870	586,915	(26,955)	(4.4%)
Materials & Supplies	324,786	610,215	577,257	494,448	(82,809)	(14.3%)
Leases & Rentals	0	(9,626)	0	0	0	0.0%
Other	86,559	205,099	149,959	245,555	95,596	63.7%
Grand Total	\$12,366,476	\$15,228,229	\$14,938,948	\$17,550,749	\$2,611,801	17.5%
Authorized Positions	190	197	197	197	0	0.0%
Full-Time Equivalents	190.00	197.00	197.00	197.00	0.00	0.00%

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Fleet & Facilities Division

The Fleet & Facility Maintenance Division safeguards the VIA Metropolitan Transit brand, reputation and promise to “Count on VIA, every ride” by delivering a safe, reliable, clean and cost-effective public transit experience across San Antonio.

Our world-class Asset Wellness Program focuses on proactive maintenance and operational excellence to ensure we maintain healthy, safe, and efficient work environments for our workforce and a superior travel experience for our customers.

Fleet & Facility teams work proactively around-the-clock to keep ALL VIA assets in a state of good repair, operating at peak performance, to ensure we are compliant with all environmental, safety, and asset management regulations on the federal and state level reducing risk of negative financial impact to VIA.

Fleet & Facilities Division Goals & Objectives

○ **Customers**

- Improve customer safety, reliability, and comfort by enhancing Asset Wellness Programs and updating the Transit Asset Management Plan by Q1 FY27. Continue preventive maintenance, inspections, and cleaning to extend asset life, reduce failures and repair costs, and meet safety and compliance requirements.
- Conduct weekly quality inspections of third-party, customer-facing assets to ensure VIA-branded fleets meet cleanliness, maintenance, safety, and reliability standards.

○ **Community**

- Support service expansion, increased mobility, and new infrastructure through:
 - East Side Mobility Hub maintenance support—Q1 FY27.
 - 33 Gillig buses for regular service—Q4 FY27.
 - 40 paratransit vans—Q3 FY27.
 - 17 60-foot New Flyer buses for the VIA Rapid Green Line—Q1 FY28.

○ **Workforce**

- Implement organizational realignment by Q1 FY27 to reduce costs, strengthen purchasing and systems oversight, improve efficiency, and increase employee engagement.
- Continue employee development and retention through targeted maintenance training, ASE certifications, fleet competitions, employee recognition, and maintenance of at least 95% staffing.

○ **Financial & Organizational Excellence**

- Strengthen stewardship of public funds through warranty recovery, product evaluation, and improved materials-management processes.
- Pursue process improvements and creative solutions that increase efficiency, add organizational value, and reduce unnecessary costs and risks.

Expense Category and Positions by Group/Division

Fleet & Facilities

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$39,348,688	\$40,068,405	\$39,916,944	\$42,892,592	\$2,975,648	7.5%
Services	3,601,854	4,520,728	3,919,468	5,118,539	1,199,071	30.6%
Materials & Supplies	19,609,166	17,502,426	19,128,990	19,678,620	549,630	2.9%
Leases & Rentals	63,014	78,400	72,400	72,400	0	0.0%
Fuel & Utilities	5,526,411	7,227,142	11,686,126	14,987,811	3,301,685	28.3%
Casualty & Liability	24,990	0	0	0	0	0.0%
Other	302,213	367,484	296,196	418,433	122,237	41.3%
Grand Total	\$68,476,336	\$69,764,585	\$75,020,124	\$83,168,395	\$8,148,271	10.9%
Authorized Positions	512	513	513	512	(1)	(0.2%)
Full-Time Equivalents	512.00	513.00	513.00	512.00	(1.00)	(0.2%)

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Fiscal Management Division

The Fiscal Management Division is responsible for overseeing the agency's financial operations and ensuring compliance with federal, state and local funding requirements. Key activities include budgeting, financial reporting, grant administration, revenue tracking, and internal controls. This division ensures that public funds are managed responsibly, supports strategic planning with financial data, and works closely with auditors and oversight bodies to maintain fiscal integrity and transparency.

Fiscal Management Division Goals & Objectives

○ **Customers**

- Maximize public benefit by ensuring a continuous, proactive focus on identifying and securing federal, state, and local funding opportunities that support community mobility needs through fully funded transit initiatives.
- Enhance community trust and civic engagement by establishing a dedicated, user-friendly public transparency webpage that compliments our annual reports and budget public input page, providing the general public with direct, timely access to ongoing financial data and reporting.

○ **Community**

- Enhance the rider experience by providing seamless financial management for the launch of the consolidated transit app, GOVIA, ensuring accurate fare media management and reporting, and efficient administration of bulk pass sales to better serve corporate and community partners.

○ **Workforce**

- Strengthen department efficiency and staff expertise by reviewing financial management workflows, streamlining business processes, and maximizing software utilization through dedicated training initiatives that directly eliminate operational inefficiencies.

○ **Financial & Organizational Excellence**

- Maintain strong partnerships with internal client departments by providing ongoing financial guidance that emphasizes process efficiencies, cost-reduction opportunities, accurate spending forecasting, and strategic fiscal alignment throughout the capital project planning life-cycle.
- Sustain our standard of strong fiscal stewardship by maintaining highest-standard financial controls to ensure zero-finding audits, while continuing to fulfill mandatory reporting requirements on or ahead of schedule.

Expense Category and Positions by Group/Division

Fiscal Management

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$3,688,316	\$4,205,728	\$3,850,134	\$4,717,443	\$867,309	22.5%
Services	1,314,752	882,590	887,910	987,361	99,451	11.2%
Materials & Supplies	337,537	345,279	401,305	518,413	117,108	29.2%
Other	50,845	49,583	26,805	40,779	13,974	52.1%
Grand Total	\$5,391,450	\$5,483,180	\$5,166,154	\$6,263,996	\$1,097,842	21.3%
Authorized Positions	49	50	52	53	1	1.9%
Full-Time Equivalents	49.00	50.00	52.00	53.00	1.00	1.9%

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Expense Category and Positions by Group/Division

Non-Departmental

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$46,559,410	\$48,786,051	\$52,064,755	\$65,694,062	\$13,629,307	26.2%
Services	759,539	1,750,600	820,713	2,169,238	1,348,525	164.3%
Materials & Supplies	883,295	2,150	2,150	263,004	260,854	12132.7%
Leases & Rentals	10,937	10,800	10,351	10,800	449	4.3%
Fuel & Utilities	1,704,641	1,663,645	1,639,301	1,663,645	24,344	1.5%
Other	78,496	83,060	272,149	83,060	(189,089)	(69.5%)
Grand Total	\$49,996,318	\$52,296,306	\$54,809,419	\$69,883,809	\$15,074,390	27.5%
Authorized Positions	0	0	0	0	0	0.0%
Full-Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00%

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Human Resources Division

The Human Resources Division, comprised of Talent Strategy & Analytics, Total Rewards, Employee Relations, and Organizational Development, supports VIA's strategic and operational priorities by attracting, onboarding, developing, and retaining a high-performing workforce.

The division enables organizational effectiveness by delivering workforce programs, employee support services, compliance oversight, and talent development initiatives that strengthen employee performance, engagement, and operational continuity.

Human Resources supports the full employee lifecycle by providing integrated services and guidance from recruitment through retirement.

Human Resources Division Goals & Objectives

○ **Customers**

- Retain experienced operators to protect service reliability and quality.
- Recruit, onboard, train, and develop employees who support VIA's mission and customer-first culture, reinforced through leadership development and employee communications.

○ **Community**

- Expand job fairs, workforce-development partnerships, and the City of San Antonio Ready to Work partnership to strengthen talent pipelines, particularly for Bus Operators.
- Strengthen VIA's employer brand through employee wellness, engagement, and community involvement.
- Expand TalentClick pre-employment assessments to improve hiring quality, retention, and workforce performance.

○ **Workforce**

- Achieve a net increase of 150 full-time Bus Operators by the end of CY 2026 and maintain workforce growth.
- Hire Van Operators, Mechanics, and CDL Shop Attendants to support KSAM and Better Bus Plan targets by Q4.
- Improve engagement and retention through Years of Service recognition, Driver Appreciation, Corporate Cup participation, and a revised Deferred Retirement Program by Q4.
- Expand wellness participation, evaluate healthcare plan affordability and quality, and offer healthier food options to improve employee health and manage long-term costs.
- Launch paid internships within core divisions by Q3 to strengthen VIA's talent pipeline.
- Implement front-line supervisor leadership training by Q1 to improve engagement, accountability, and supervisory consistency.

○ **Financial & Organizational Excellence**

- Centralize oversight of temporary staffing and expand appropriate transitional-duty assignments to improve workforce planning and control costs.
- Complete the transition to digital personnel records to improve compliance, audit readiness, records management, and open-records responsiveness.
- Integrate background screening with INFOR to streamline hiring and support the 28-day time-to-hire target.

Expense Category and Positions by Group/Division

Human Resources

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$3,113,536	\$3,675,614	\$2,650,588	\$3,348,651	\$698,063	26.3%
Services	1,631,945	2,757,521	2,891,407	2,463,285	(428,122)	(14.8%)
Materials & Supplies	84,281	38,325	53,837	33,525	(20,312)	(37.7%)
Leases & Rentals	0	2,010	814	22,110	21,296	2616.2%
Other	222,610	310,303	218,680	360,403	141,723	64.8%
Grand Total	\$5,052,372	\$6,783,773	\$5,815,326	\$6,227,974	\$412,648	7.1%
Authorized Positions	30	30	32	32	0	0.0%
Full-Time Equivalents	30.00	30.00	32.00	32.00	0.00	0.00%

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Innovation & Technology (IT) Division

The Innovation & Technology Division enables VIA's mission through the delivery, security, and governance of enterprise technology systems that support transit operations, customer experience, workforce productivity, and strategic decision-making.

The division is responsible for information technology operations, enterprise applications, cybersecurity, customer technology platforms, data governance, communications infrastructure, and emerging technology initiatives.

Through collaboration with divisions across the agency, Innovation & Technology provides the technology foundation necessary to deliver reliable transit service, improve organizational effectiveness, strengthen cybersecurity resilience, and support data-driven decision-making.

Innovation & Technology (IT) Goals & Objectives

○ **Customers**

- Continued support for a unified customer-facing mobile app experience, providing a more robust tool for trip planning, fare payment, service alerts, and customer feedback.
- Continued support for Call Center system development/implementation in partnership with Customer Care and various other divisions to address a critical gap in customer engagement, response tracking, as well as internal case management needs.

○ **Community**

- Continue to increase public responsiveness and insight generation through the agency-wide Data & Reporting initiative, providing improved transparency, reporting accuracy, and strategic use of analytics.

○ **Workforce**

- Invest in resources to increase data literacy and analytical capabilities across departments as part of the Data & Reporting initiative.

○ **Financial & Organizational Excellence**

- Continue to reduce vendor costs through app consolidation, eliminating redundant platforms (e.g., Masabi) while scaling existing investments.
- Align IT investments with strategic priorities through governance and phased implementation planning (Tech Roadmap execution).
- Conduct a third-party cybersecurity test to evaluate VIA's security posture and guide future improvements in threat detection, response, and risk mitigation.
- Agency-wide refresh of ERP & EAM platforms, ensuring we capture a current and ideal state, and execute on a strategy to get to ideal state for our ERP/EAM solutions, agency-wide.

Expense Category and Positions by Group/Division

Innovation & Technology

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$3,603,629	\$3,940,530	\$3,649,559	\$4,055,553	\$405,994	11.1%
Services	6,829,773	7,313,542	7,663,441	7,412,961	(250,480)	(3.3%)
Materials & Supplies	1,302,183	849,757	735,969	787,600	51,631	7.0%
Leases & Rentals	0	1,188	1,188	24,300	23,112	1945.5%
Fuel & Utilities	1,257,720	1,212,794	1,212,793	1,217,399	4,606	0.4%
Other	45,241	28,800	33,940	28,800	(5,140)	(15.1%)
Grand Total	\$13,038,546	\$13,346,611	\$13,296,890	\$13,526,613	\$229,723	1.7%
Authorized Positions	40	40	40	41	1	2.5%
Full-Time Equivalents	40.00	40.00	40.00	41.00	1.00	2.5%

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Procurement Division

The Procurement Division is responsible to ensure the efficient, transparent and responsible acquisition of goods and services that support VIA's responsibility to provide safe, reliable and accessible transportation to the San Antonio community. With a fiscal year spend of over \$120M and execution of new written contracts valued almost \$240M, inclusive of both operating and capital expenditures, the Division is committed to fostering open and fair competition that leads to strong supplier partnerships that ensure our transit operations run smoothly with on time and on budget supplies and services.

The Division also manages the agency's P-card Program with an estimated yearly spend of about \$700K, which provides an additional efficiency in the end-to-end purchase of goods and services when allowable. Procurement plays a role in upholding the public's trust and accountability by ensuring all acquisitions are compliant with federal, state and local policies and regulations.

Procurement Goals & Objectives

- **Customers**

- External (Riders)
 - Continue transitioning to Category Management methodology to ensure responsible spending and provide the best value for our customers with the intent to keep ridership fares affordable.
- Internal (VIA)
 - Category teams to attend their respective stakeholder recurring meetings.
 - Collaborate with Fleet & Facilities to identify “Tier 1” supply partners to consolidate supply base and optimize SKU portfolio.

- **Community**

- Continue working with the Office of Small Business Enterprise staff to help identify key strategic relationships with local and SBE/DBEs.
- Encourage all businesses to register for “Doing business with VIA”.
- Implement true Supplier Relationship Management (SRM) to foster collaborative relationships with our business partners.

- **Workforce**

- Secure relevant training for Procurement staff in support of skillset strength and career progression.
- Provide regular training for non-Procurement VIA staff to stay up-to-date on Procurement policy/procedures, Federal regulations, etc.

- **Financial & Organizational Excellence**

- Continue developing Category Management strategies and best practices to bring more value to VIA with every dollar spent.
- Roll out and train staff on the improved features available in Infor to improve workflow efficiencies.
- Roll out new e-solicitation application on B2G platform.

Expense Category and Positions by Group/Division

Procurement

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$2,086,894	\$2,197,027	\$2,225,247	\$2,337,657	\$112,410	5.1%
Services	18,613	13,800	54,108	78,800	24,692	45.6%
Materials & Supplies	16,160	6,890	6,653	2,750	(3,903)	(58.7%)
Other	44,385	52,250	56,852	43,290	(13,562)	(23.9%)
Grand Total	\$2,166,052	\$2,269,967	\$2,342,860	\$2,462,497	\$119,637	5.1%
Authorized Positions	29	26	26	26	0	0.0%
Full-Time Equivalents	29.00	26.00	26.00	26.00	0.00	0.00%

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Planning & Development Administration

Planning & Project Development advances the Planning and Development Group's short- and long-range strategic plans by transforming VIA's transportation vision into actionable capital projects and programs. The division guides capital-program development, passenger-amenity planning, real estate acquisition, and project development for the Keep San Antonio Moving program, including the VIA Rapid Green and Silver Lines. It ensures investments are data-driven, financially responsible, and aligned with customer needs, regional growth, and community priorities.

Planning & Development Administration Goals & Objectives

- **Customers**

- Establish project-control standards and administrative practices that help deliver customer-facing projects on time and within budget.
- Support timely decision-making and resolution of issues affecting service and capital-project delivery.

- **Community**

- Support transparent reporting and coordination with community partners, governmental entities, and project stakeholders.
- Provide accurate and timely project information for public engagement and Board reporting.

- **Workforce**

- Develop consistent policies, procedures, reporting standards, and administrative guidance across the group.
- Provide leadership with timely project reporting and analytics to improve decision-making, accountability, and project outcomes.

- **Financial & Organizational Excellence**

- Continue development of VIA's 10-year Capital Improvement Plan.
- Build scalable project-control and administrative processes for future use across agency construction projects.
- Expand Power BI reporting and analytics to provide accurate, timely information.
- Work with vendors to expedite payments and achieve applicable FTA requirements.

Expense Category and Positions by Group/Division

Planning & Development Administration

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$1,057,934	\$407,113	\$913,990	\$427,835	(\$486,155)	(53.2%)
Services	134,177	0	0	0	0	0.0%
Materials & Supplies	3,379	1,200	1,083	9,160	8,077	745.8%
Other	57,578	34,150	8,724	36,150	27,426	314.4%
Grand Total	\$1,253,068	\$442,463	\$923,797	\$473,145	(\$450,652)	(48.8%)
Authorized Positions	6	2	2	2	0	0.0%
Full-Time Equivalents	6.00	2.00	2.00	2.00	0.00	0.00%

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Service Planning & Scheduling Division

Service Planning & Scheduling leads the Planning and Development Group's transit service planning and scheduling responsibilities. The division develops VIA's routes, schedules, service standards, and mobility programs using customer travel data, operational requirements, workforce availability, and community input. Its work supports the Better Bus Plan, VIA Link expansion, and integration of the VIA Rapid Green and Silver Lines into VIA's broader service network.

Service Planning & Scheduling Division Goals & Objectives

○ **Customers**

- Improve frequency on routes identified in the Better Bus Plan.
- Simplify routes, create more direct connections, and improve on-time performance.
- Conduct an Origin-Destination Survey to identify opportunities based on customer travel behavior..

○ **Community**

- Expand access by providing consistent 30-minute-or-better service throughout the day.
- Introduce two VIA Link zones and improve connections with fixed-route service.
- Explore partnerships involving accessible transportation, non-emergency medical transportation, carshare, bikeshare, and rideshare services.
- Collaborate with the City of San Antonio to identify 20 intersections for transit reliability, pedestrian safety, and accessibility improvements.

○ **Workforce**

- Implement the Better Bus Plan at a pace aligned with operator and workforce availability.
- Provide schedules, service plans, and operational data that help employees deliver safe and reliable service.

○ **Financial & Organizational Structure**

- Optimize VIA Link to extend paratransit capacity and improve resource utilization.
- Implement updated Service Standards to guide efficient, industry-based service decisions.
- Explore innovative technologies that improve scheduling and service efficiency.
- Develop a Transit Design Guide for transit-supportive roadways, facilities, and operations.

Expense Category and Positions by Group/Division

Service Planning & Scheduling

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$1,263,735	\$1,517,794	\$1,415,092	\$1,624,048	\$208,956	14.8%
Services	355,924	470,000	376,198	515,000	138,802	36.9%
Materials & Supplies	3,501	5,130	2,993	2,160	(833)	(27.8%)
Other	30,569	34,670	30,885	77,726	46,841	151.7%
Grand Total	\$1,653,729	\$2,027,594	\$1,825,168	\$2,218,934	\$393,766	21.6%
Authorized Positions	18	18	18	18	0	0.0%
Full-Time Equivalents	18.00	18.00	18.00	18.00	0.00	0.00%

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Planning & Project Development Division

Planning & Project Development advances the Planning and Development Group's short- and long-range strategic plans by transforming VIA's transportation vision into actionable capital projects and programs. The division guides capital-program development, passenger-amenity planning, real estate acquisition, and project development for the Keep San Antonio Moving program, including the VIA Rapid Green and Silver Lines. It ensures investments are data-driven, financially responsible, and aligned with customer needs, regional growth, and community priorities.

Planning & Project Development Division Goals & Objectives

○ **Customers**

- Continue construction and delivery of the VIA Rapid Green Line.
- Complete final design of the VIA Rapid Silver Line and begin limited utility relocations.
- Continue bus stop improvements at the system's highest-ridership locations.
- Complete property acquisitions necessary for Green and Silver Line implementation.
- Support VIA Rapid project teams in delivering projects on time and within budget.

○ **Community**

- Maintain communication and engagement with the community during Green Line construction and Silver Line development.
- Collaborate with the City of San Antonio on the Silver Line Station Area Plan and Intersection and Pedestrian Improvement Plan.
- Coordinate with local governments and regional stakeholders on planning initiatives.
- Advance KSAM projects to improve mobility, access, economic opportunity, and long-term community value.

○ **Workforce**

- Develop the internal policies, procedures, and guidance necessary to implement and operate the VIA Rapid lines.
- Advance initiatives supporting VIA's Facilities Master Plan.
- Provide employees with the plans, data, tools, and infrastructure needed to deliver high-quality transit service.

○ **Financial & Organizational Excellence**

- Apply data-driven and fiscally responsible planning practices that maximize public investment.
- Align capital projects and resources with VIA's long-term strategic priorities.
- Strengthen planning and project-development practices to improve project readiness, delivery, and organizational accountability.

Expense Category and Positions by Group/Division

Planning & Project Development

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$663,678	\$1,564,266	\$1,800,091	\$2,572,350	\$772,259	42.9%
Services	11,706,184	4,908,844	3,358,437	2,744,322	(614,115)	(18.3%)
Materials & Supplies	1,003	15,720	139,304	161,248	21,944	15.8%
Leases & Rentals	0	0	3,278,798	4,512,507	1,233,709	37.6%
Other	33,810	57,418	94,925	124,292	29,367	30.9%
Grand Total	\$12,404,675	\$6,546,248	\$8,671,555	\$10,114,719	\$1,443,164	16.6%
Authorized Positions	11	18	25	28	3	12.0%
Full-Time Equivalents	11.00	18.00	25.00	28.00	3.00	12.0%

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Construction Division

Construction delivers the infrastructure necessary to implement the Planning and Development Group's capital programs and long-range plans. The division manages construction of transit centers, maintenance facilities, passenger amenities, stations, sidewalks, roadways, and other improvements supporting VIA services and the Keep San Antonio Moving program. Its work is measured not only by projects completed, but also by the safe and reliable access those investments create for VIA's customers and community.

Construction Division Goals & Objectives

○ **Customers**

- Deliver the Eastside Transit Center on schedule and within budget as VIA's first transit facility serving San Antonio's east side.
- Deliver safe, accessible, reliable, and customer-focused construction projects.
- Communicate clearly with riders and minimize service disruptions during construction.

○ **Community**

- Partner with Marketing & Communications to provide clear and consistent construction communications.
- Advance capital projects that improve mobility, safety, and long-term community value.
- Coordinate with stakeholders to reduce traffic, noise, and access impacts.
- Host town halls with local contractors to strengthen industry relationships and trust.

○ **Workforce**

- Collaborate on standardized planning and design guidelines for VIA facilities.
- Construct the Flores Bus Bay Annex using Progressive Design-Build.
- Complete The Grand Fence South Parking Lot Phase II access controls and solar-powered gate motor.
- Initiate The Grand Fence North Parking Lot and Scobey Parking Lot fencing and site improvements.
- Promote employee development through training and advancement opportunities.

○ **Financial & Organizational Excellence**

- Establish consultant and contractor accountability for project performance and deliverables, including policies addressing active disputes or litigation with VIA.
- Strengthen construction-management practices to improve efficiency, control costs, and ensure responsible use of agency resources.

Expense Category and Positions by Group/Division

Construction

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$475,793	\$831,268	\$317,035	\$700,752	\$383,717	121.0%
Services	37,055	260,000	0	256,450	256,450	0.0%
Materials & Supplies	86,176	1,200	120	151,600	151,480	126,233.3%
Leases & Rentals	925,620	208,376	0	0	0	0.0%
Other	19,741	57,420	21,350	77,925	56,575	265.0%
Grand Total	\$1,544,385	\$1,358,264	\$338,505	\$1,186,727	\$848,222	250.6%
Authorized Positions	9	10	6	7	1	16.7%
Full-Time Equivalents	9.00	10.00	6.00	7.00	1.00	16.67%

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Engineering Division

Engineering provides the technical design, engineering management, and construction oversight needed to support the Planning and Development Group's service plans, capital programs, passenger amenities, facilities, and infrastructure investments. The division supports Better Bus improvements, VIA Rapid Green and Silver Line development, and other Keep San Antonio Moving initiatives while delivering maintenance and infrastructure projects that improve safety, operational capacity, reliability, and customer comfort.

Engineering Division Goals & Objectives

○ **Customers**

- Continue bus-stop shelter installations and Better Bus Plan infrastructure improvements.
- Complete Silver Line design and support the start of construction.
- Deliver switchgear upgrades, bus-stop improvements, spot-cooling systems, parking improvements, and other facility and operational projects that improve service reliability and customer comfort.

○ **Community**

- Advance the design and construction of improved bus shelters that provide customers with greater comfort and protection.
- Support expansion and improvement of bus stops needed to increase frequency, accessibility, and community mobility.

○ **Workforce**

- Collaborate with VIA departments to improve facilities, operational capacity, efficiency, and functionality.
- Place the 903 San Pedro parking lot project under construction by December.

○ **Financial & Organizational Excellence**

- Submit the on-call engineering services contract for Board approval by September.
- Complete the Job Order Contract and obtain Board approval by December.
- Manage appropriate projects in-house to reduce development costs and expedite delivery.
- Ensure at least 80% of projects funded in FY 2027 are completed or under construction by fiscal year-end.

Expense Category and Positions by Group/Division

Engineering

Expense Category	FY 2025 Actuals	FY 2026 Budget	FY 2026 Forecast	FY 2027 Budget	Forecast to FY 2027 Budget	% Change
Labor & Fringes	\$442,941	\$710,000	\$623,861	\$568,859	(\$55,002)	(8.8%)
Services	592,231	1,242,200	5,961,092	5,714,400	(246,692)	(4.1%)
Materials & Supplies	27,345	1,080	15,540	1,080	(14,460)	(93.1%)
Leases & Rentals	0	0	0	0	0	0.0%
Other	74,109	24,410	24,198	13,959	(10,239)	(42.3%)
Grand Total	\$1,136,626	\$1,977,690	\$6,624,691	\$6,298,298	(\$326,393)	(4.9%)
Authorized Positions	8	9	7	7	0	0.0%
Full-Time Equivalents	8.00	9.00	7.00	7.00	0.00	0.00%

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Budget Risks, Mitigations & Next Steps

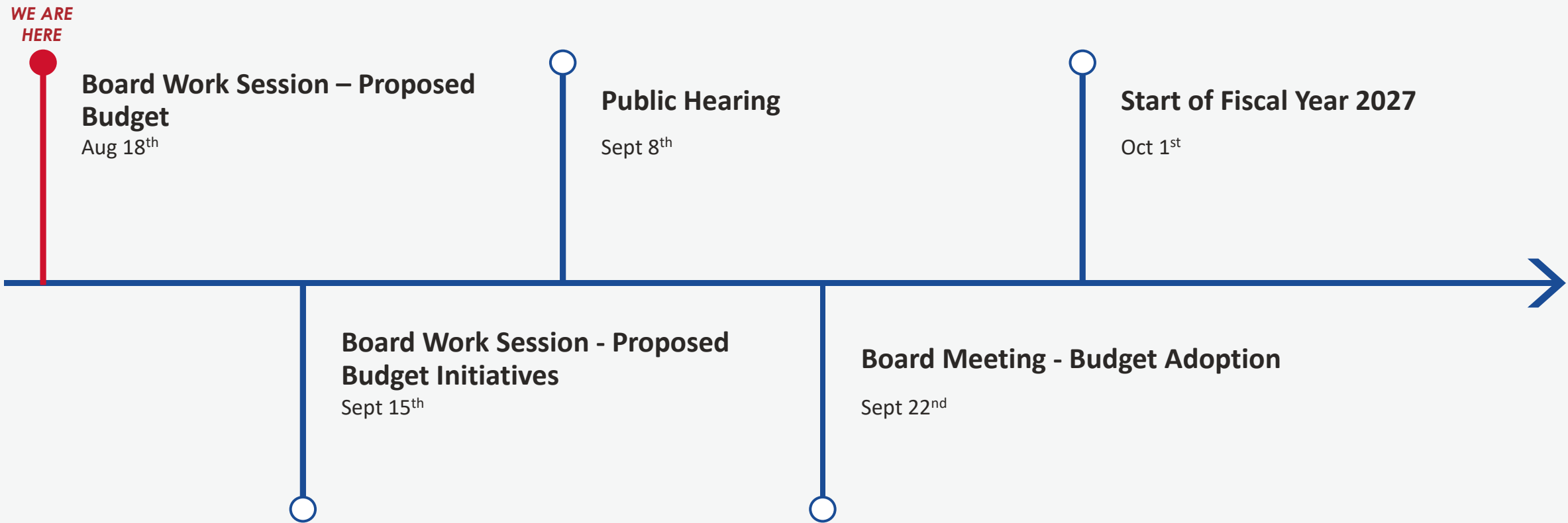


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FY27 Budget Risks and Mitigation

Key Risks to FY27 Budget	Potential Budget Impact	Mitigation Strategies
Sales tax underperformance	Revenue shortfall; reserve pressure	- Conservative assumptions - Monitor monthly trends
Formula/Discretionary Grant Delay or Shortfall	Cash flow pressure; delayed capital recovery	- Align draws to project schedules and funding restrictions - Defer uncommitted or non-critical capital projects
Capital spending timing	Carryforwards and inflationary pressures	Procurement and contract readiness gates
Inflation / cost escalation	Higher operating and capital costs	- Contingency planning - Contract controls
Fuel / CNG volatility	Operating cost variance	Evaluate CNG procurement/hedging strategy
Procurement delays	Project deferrals; missed delivery windows	- Early procurement planning - Project readiness matrix
Force majeure / external disruption	Service, cost, or schedule disruption	Scenario planning and reserve governance

Budget Timeline





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