

# FY 2019 Annual Business Plan

October 1, 2018 to  
September 30, 2019

SAN ANTONIO, TEXAS



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# **FY19 ANNUAL BUSINESS PLAN**

OCTOBER 1, 2018 – SEPTEMBER 30, 2019

Annual Budget and  
Five-Year Financial and Capital Plan

VIA METROPOLITAN TRANSIT  
SAN ANTONIO, TEXAS

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## **Our Mission Statement**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**VIA Metropolitan Transit  
Texas**

For the Fiscal Year Beginning

**October 1, 2017**

*Christopher P. Morrill*

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **VIA Metropolitan Transit, Texas**, for its Annual Budget for the fiscal year beginning **October 1, 2017** (fiscal year 2018). In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

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

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VIA Metropolitan Transit  
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San Antonio, Texas 78212

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# Introduction

# Introduction



Increased service, new investments in innovation, and a renewed focus on providing a great customer experience lead the list of highlights for Fiscal Year 2018—VIA's 40th year of service to our community. It was a year to honor our past accomplishments, celebrate our present, and prepare for tomorrow. We are looking forward to our next 40 years as a time of growth and innovation, a time to go from being a city and region on the rise to a community on the move as well.

Our 40th year was defined by sound financial management, sustainable initiatives, and strong partnerships that advanced VIA's mission and resulted in dramatic route ridership increases. It was also a year where we challenged ourselves to embrace innovation in new and exciting ways, establish VIA as the transportation leader in the region, and build a strong foundation of strategic partnerships.

Growth in our region continues to drive both demand for effective transit options and VIA's vision to meet the community's mobility needs today and well into the future. As we prepare for the population to double in the next 20 years and congestion to contribute to a 50-percent increase in commute times, mobility becomes even more essential. Our ability to move people efficiently and effectively touches all aspects of our daily lives from connecting with jobs and supporting economic development, to accessing opportunity and improving our quality of life. Frequent and reliable service is key.

A major factor in ridership gains was implementing VIA's funding and partnership plan with the City of San Antonio, which infused our service operations with \$4.3 million in FY18 and \$10 million each fiscal year thereafter. This helped to grow our high-frequency network from just one route to over a dozen by January 2019. Affected routes experienced average ridership increases of about 20 percent.

Targeted marketing efforts along the CoSA partnership routes and special event service have delivered on ridership. New highs for our Park & Ride and Special Event services included record numbers for service to the Martin Luther King Jr. March in January. VIA recorded 7,367 trips—43-percent more than the previous three-year average. VIA's shuttle service to UTSA football games was equally impressive, with 23,738 in 2018 for a 132-percent increase over the 2017 season. And service to the NCAA Final Four events carried a headline-making 12,000 people.

In the new fiscal year, we will see even more frequent service options with the opening of two new Primo routes and the next phase of our CoSA partnership implemented. Changes made in FY18 and those programmed for FY19 will mean tremendous progress toward building the better bus network outlined in Vision 2040. Corridor plans in the Rapid Transit Network leg of Vision 2040 also advanced in FY18 with a comprehensive outreach program that included our first online "virtual meeting," several VIA open houses, and leveraged relationships with partner agencies to expand our digital and in-person reach.

Several major projects were completed in FY18, including the Stone Oak Park & Ride at U.S. 281. The Ingram Transit Center renovation was completed and includes the first family play area for VIA customers as well as smart transit updates, improved passenger amenities, and access to a walking trail. We also completed our 1,000th new NextGen bus shelter and began installing

screen panels and solar lighting designed by our maintenance staff to enhance passenger protection.

The official dedication of our CNG fueling station also marked one year since we kicked off our fleet conversion, replacing diesel with compressed natural gas (CNG) vehicles. This year saw the first large wave of CNG buses enter our fleet with substantial fuel cost savings and reduction in emissions. Looking toward the future, we awarded construction contracts for the Zarzamora and S.E. Military Primo corridors, improvements to the Kel-Lac Transit Center, and the new Brooks Transit Center to prepare us for a service expansion of nearly 5 percent in 2019.

During the past year, we celebrated key milestones in smart transit initiatives that earned VIA the American Public Transportation Association's national Innovation Award for programs and services that improve the customer experience through that use of data and technology. The honor recognizes VIA's GoCodeSA partnership and annual Codeathon event as notable advancements.

It was one of three innovation awards for VIA this year. The Texas Transit Association recognized VIA for its goMobile app and our implementation of the CNG fleet conversion. The goMobile app was also selected as one of the fifty most transformational technology innovations by Smart Cities. More and more customers are adopting the app that will introduce a series of quarterly enhancements in 2019.

New smart transit programs include the VIAtrans On-line Services (VOS) was introduced this year to make it easier for VIAtrans patrons to schedule and manage their trips; and, for the first time, track their vehicle as it approaches. ChatBots will introduce artificial intelligence, or A.I., to the VIA system for the first time in 2019 to improve responsiveness to customer questions. And information kiosks have been installed at seven VIA facilities in collaboration with the City of San Antonio's Office of Innovation.

So much of our success can be credited to the strong partnerships within our organization and throughout the community. In 2018, we made strides in improving the VIA customer experience through cooperative efforts with the City, County and several organizations. Some highlights include:

- Hispanic Heritage Month Celebrations with the San Antonio Hispanic Chamber of Commerce, San Anto Cultural Arts and Guadalupe Cultural Arts Center
- Rides for seniors to the H-E-B Jimenez Thanksgiving Dinner
- Complementary fares to the Travis Park Holiday Tree Lighting
- Complementary fares to Tricentennial events throughout the year
- Educational programming and a micro-exhibition of the Witte Museum's Confluence & Culture exhibit celebrating the Tricentennial
- Lyft partnership to promote multimodal and complete trip planning
- Inauguration of the U-Pass program with Our Lady of the Lake University, UTSA and Alamo Colleges
- DBE and SB outreach partnerships with the Hispanic Contractors Association, NAACP and the Alamo Chamber
- More than 30 VIVA partners promoting VIA service along the city's cultural corridors

Strategic partnerships not only expand our reach in the community, they expand our investments, complementing our extensive grant awards, and contributing to the excellent

financial management VIA staff maintains. Total expenses for FY18 were \$13.5 million lower than budgeted, yielding a 5.7-percent savings. We had significant success in winning discretionary grants.

- FTA Bus and Bus Facilities Grant: \$6 million for the new paratransit facility
- FTA Low and No Emissions Grant: \$2 million for electric vehicles (second year in a row)
- USDOT Transit Oriented Development Grants (with COSA): \$825,000 to support technical support and staffing for preparing transit-supportive land use policies
- TCEQ Emissions Reduction Incentive Grant: \$82,000.

All these accomplishments, along with an extremely successful Triennial Review from the FTA, point to the efforts of the entire staff who deserves much credit for our superlative showing. The VIA family carries our community in so many ways. We also know how to give generously. We set a record for United Way donations.

As we begin our fifth decade of service, we can reflect on another transformational year in 2018, building on a strong foundation in our community and preparing for our near- and long-term future goals. Each individual contribution enriched our collective efforts with the VIA staff at the heart of our organization. VIA continues to provide vital connections to opportunity through safe, reliable and friendly service to our customers. We can have a more mobile future with are growing by strengthening our core services while seeking new, innovative solutions for tomorrow's mobility needs.

We will proudly continue to serve our region and mark a path for our future with a modern mobility system built with people in mind. Together, we're on our way.

Sincerely,



Jeffrey C. Arndt  
President and CEO



# FISCAL YEAR 2019 BUDGET

## FY18: A YEAR IN REVIEW

Through the efforts of agency Board members, leadership, and employees, fiscal year 2018 (FY18) has been another year of innovation and accomplishment for VIA. VIA has advanced a package of capital projects that reflects a commitment to continuing implementation of the agency's Long Range Comprehensive Transportation Plan, Vision 2040. VIA has been adding and developing new services and amenities for its riders and improving the way it operates. Along the way VIA has garnered significant positive attention from local, state, federal, and international interests.

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### Highlights

Highlights of FY18 include:

- Implemented frequency improvements throughout the service area
  - Opened Stone Oak Park & Ride facility
  - Achieved milestone of 1,000 new bus shelters; solar lighting at over 100 locations to date
  - Took delivery on remainder of 270 new CNG buses; 44 additional buses ordered and received
  - Made significant progress on ERP and EAM system conversions
  - Second annual Codeathon event doubled in size and VIA was awarded the American Public Transit Association's coveted national Innovation Award
  - VIA goMobile experienced significant sales growth; won an international Smart 50 Award
  - Opened an employee fitness center inside the Transportation Division work area
  - Secured three-year consensus on Working Conditions with Local ATU 694
- 

### Key Capital Projects

In FY18, VIA made significant progress on key capital projects, reflecting a strong commitment to provide important transit improvements throughout the San Antonio area. VIA's passenger facilities projects include a variety of new and upgraded/renovated facilities and a robust program for installing new bus shelters. Additionally, new Primo service is being planned for new routes along Zarzamora and Military. During FY18, VIA made significant progress on implementing new Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) systems.

Progress on the Stone Oak Park & Ride, Brooks Transit Center, Robert Thompson Transit Center, Zarzamora and Military Primo and other projects are discussed below, under “Progress on Key Projects Underway.” These other projects include a number of other passenger facilities that are in various planning stages. These facilities include new facilities for IH10 Park & Ride, SH151 Park & Ride, and Northeast Park & Ride.

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## **New/Modern Technologies**

VIA continually works to help ensure that it utilizes new and modern technologies, and has several key projects that represent significant progress in this area.

**Smart Cards and goMobile.** Smart cards will be introduced in FY19. Smart cards will allow customers to tap their cards to pay fares when boarding buses, enabling quicker and more convenient boarding. In FY17, VIA implemented a mobile phone app, goMobile, that customers can use to purchase fare products. Sales from the new app have been solid.

**Enterprise Resource Planning and Enterprise Asset Management Systems.** VIA made significant progress on working to implement a new ERP system in FY18 and will “go live” with the system in FY19. The system will cover financial/accounting, payroll, human resources, and some maintenance functions, and should result in significantly improved automation of processes and procedures. VIA also plans to “go live” with a new EAM system in FY19.

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## **Sustainability**

**Comprehensive Operations Analysis.** VIA contracted to have a Comprehensive Operations Analysis (COA) performed. The COA includes a detailed review of how the public transportation system functions in and around the San Antonio region. The COA includes a route-by-route study of existing VIA services to explore opportunities to increase ridership while enhancing service efficiency and cost effectiveness. The COA also examines the role of other mobility options and the feasibility of integrating them into the greater service network. The analysis provides an opportunity to determine how limited public resources are used and helps ensure VIA is delivering the best service possible, given available resources. Various elements of COA are incorporated into VIA’s five-year service plan.

**Fixed Route Service Refinements.** VIA continues to evaluate opportunities for improvements in service efficiency and effectiveness. VIA evaluates its bus network by analyzing ridership and service levels to ensure it is providing service that meets productivity standards. VIA performs detailed service analysis, using its route performance index, to identify opportunities to match service levels with ridership.

**Federal Grant Awards.** In addition to building new facilities and introducing new transit services, VIA has pursued federal grants to help modernize the system and expand current services. VIA’s current capital program is being funded in part by discretionary grant awards that VIA has successfully secured. Examples of these awards include a \$6 million Section 5339B program grant for VIA’s paratransit facility, a \$5 million TCEQ grant for the purchase of CNG buses, an EPA grant of over \$1 million for the purchase of CNG buses, two FTA no/low emissions grants totaling \$3.7M for the purchase of electric buses, and a \$1.6 million grant for transit amenities. In recent years, VIA has spent other discretionary grant funds for facilities – an \$8 million grant for VIA’s CNG facility and a \$12 million grant for Stone Oak Park & Ride. VIA will continue to aggressively pursue grant opportunities for transit use.

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## Recognition

VIA's efforts have not gone unnoticed. Local, state, and international organizations have all recognized the dedication and commitment of VIA employees. Recent recognition includes:

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

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

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

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

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

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

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

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

**Outstanding Metropolitan Transit Agency for 2017** - Texas Transit Association (for being the best transit system in Texas)

**Transit Innovation Award** - Texas Transit Association (for new and innovative projects in the field of technology)

**Outstanding Public Transportation General Manager** – Texas Transit Association (presented to President/CEO Jeffrey C. Arndt for being the best transit manager in Texas)

**Centropolitan Best Public Partner Award** – Awarded by Centro San Antonio for continued efforts to support economic vitality and enhance the quality of life throughout the region

**Hit the Spot Award, Electronic Media** – South West Transit Association (for “VIA Moves Me” video series)

**Hit the Spot Award, Social Media** – South West Transit Association (for “VIVA Holidays” marketing campaign)

**El Bronce Campaign Award, Creative Tactics** – Public Relations Society of America – San Antonio chapter (for Vision Zero Pledge Event)

**El Bronce Campaign Award, Social Media** – Public Relations Society of America – San Antonio chapter (for “VIVA Holidays” marketing campaign)

**El Bronce Campaign Award, Media Kit** – Public Relations Society of America – San Antonio chapter (for Centro Plaza Celebration/Mascot Rally)

**Solar Champion** – Build San Antonio Green (for installation of solar panels at Centro Plaza and use of solar at other facilities)

**First Place, Texas State Rodeo** – Texas Transit Association – Maintenance Team of Marcos Lopez Jr., David Berrelez, and Armando Vargas

**SA Tomorrow Sustainability Award** – City of San Antonio Office of Sustainability (for VIA Villa: Centro Plaza in the Commercial Project category)

**Max Navarro Leaders in Procurement Excellence Award** – San Antonio Hispanic Chamber of Commerce (for support of diversity and inclusiveness in the community to promote access to opportunity in the region)

**Russell H. Perry Award** – TxDOT, TTI, and Texas Good Roads Transportation Association (presented to VIA Board Chair Hope Andrade for significant contribution to the field of transportation)

**Spotlight Award, Public Transportation Marketing Excellence** – South West Transit Association (for “Viva VIVA” marketing campaign)

**Secretary Ray LaHood Award** – WTS International (presented to President/CEO Jeffrey C. Arndt for contributions to the advancement of women and minorities in transportation)

**Outstanding Metropolitan Transit System for 2016** – Texas Transit Association (for being the best transit system in Texas)

**Air Quality Stewardship Award** – Alamo Area Council of Governments (for Centro Plaza at VIA Villa)

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## **Fiscal Year 2019**

The overall focus of VIA’s budget is to improve the customer experience. FY19 will be a year of continued progress:

- Increase in service frequency throughout the service area
- Opening new facilities and building others
- Introducing new technologies to improve customer convenience
- Pushing ahead on Vision 2040
- Build positive brand message

The budget is consistent with VIA’s mission, which is “VIA Metropolitan Transit provides regional multimodal transportation options that connect our community to opportunity, support economic vitality and enhance quality of life throughout our region” and VIA’s vision, which is “Connecting our Region.” Demonstrating this commitment to improving transit, VIA’s approved FY19 budget includes a 4.7% increase in service and the approved FY19-23 capital plan includes spending for new paratransit vans, new CNG buses, new passenger facilities and other projects.

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# FY19: IMPROVING THE CUSTOMER EXPERIENCE

## Key Budget Objectives

VIA's FY19 budget focuses on improving the customer experience, with a 4.7% increase in line service resulting in record-high service levels, and funding for a wide variety of significant strategic investments. Service improvements include:

- Primo and Related Improvements
  - Zarzamora Primo and related adjustments (Jan '19)
  - Military Primo and related adjustments (May '19)
  - Brooks Transit Center (May '19)
- CoSA Partnership – Phase III
  - Service improvements on Culebra, Bandera, S. Flores and Pleasanton (Jan '19)
- Pilot Mobility on Demand
  - Northeast area (May '19)

Construction progress will be made on passenger facilities projects including the Zarzamora Primo Route, SW Military Primo Route, and Brooks Transit Center – all opening in FY19. Design phase work will take place for the Fredericksburg Road Operating Facility (new paratransit facility), Randolph Park & Ride, and Naco Transfer Center. Partnerships will be pursued for the Robert Thompson Transit Center and Scobey Complex. Additionally, VIA will continue to expand its shelter program beyond the goal of 1,000 and will begin installing solar-powered lighting at 250 shelters throughout the service area. Other strategic investments, including a Rapid Transit Project – consistent with Vision 2040 (VIA's Long Range Comprehensive Transportation Plan) – will also be pursued.

The service increase is largely attributable to the City of San Antonio Partnership Plan. Service frequencies will continue to be increased on high-demand corridors, which will serve to reduce the number of routes with 60-minute service. The plan is supported by a \$10M/year contribution from the City of San Antonio. VIA will also be implementing an innovative service pilot program, which will be mobility-on-demand service in the northeast corridor.

For the last several years, VIA has engaged the community in developing a plan to provide the San Antonio region into a truly multimodal transit system. VIA has asked for the public to imagine a different VIA, a VIA that offered a greater variety of transportation choices, a VIA that invested in technology and infrastructure to bring transit into the 21<sup>st</sup> century. VIA introduced Primo service on the Fredericksburg Road Corridor in FY13, and a Leon Valley extension of this service was added in FY14. VIA is now working on projects for new Primo service on Zarzamora and Military Drive. Centro Plaza became fully operational in FY16, the Stone Oak Park & Ride became operational in FY17, and VIA has a very robust capital program that will serve to bring about many other significant transit infrastructure improvements.

VIA updated their Vision 2040 plan and worked with the City of San Antonio as they developed a transportation plan for the community. In FY14, VIA's Board approved the creation of a new transit advisory committee to provide feedback on regional transportation issues. VIA will continue collaborating in multimodal transportation planning.

VIA's key budget objectives for FY19 can be summarized as a year of continued progress at improving the customer experience, utilizing the following strategies:

- Enhance the bus system
  - Increase service frequency
  - Add new services and routes

- Create a multimodal network
  - Build new and rehab existing facilities
  - Continue shelter installations including solar lighting
  - Design future facilities
  - Develop partnership projects
  - Conduct studies and assessments
- Embrace innovative solutions
  - Continue goMobile growth and introduce goCard fare technology
  - Implement Enterprise Resource Planning and Enterprise Asset Management systems
  - Pilot Mobility-on-Demand services

## **Strategic Investments**

To facilitate the achievement of budget objectives, VIA plans to make a wide variety of strategic investments that support VIA's vision of enhancing the bus system, creating a multimodal network, and embracing innovative solutions. Specific investments include innovative solutions noted above as well as the following:

- Increased bus service
  - Line service increase of 4.7% in FY19
  - Enhanced bus fleet
- Build/rehabilitate facilities
  - Continue bus stop improvement and shelter installation beyond 1,000
  - Retrofit 250 new shelters with solar lighting
  - Build route infrastructure and introduce Primo service opening in FY19:
    - Zarzamora Primo Route (Jan '19)
    - Military Primo Route and related adjustments (May '19)
    - Brooks Transit Center (May '19)
- Design facilities / develop partnerships
  - Design facilities
    - Fredericksburg Road Operating Facility
    - Randolph Park & Ride
    - Naco Transfer Center
  - Develop/continue partnership projects
    - Robert Thompson Transit Center
    - Scobey Complex
    - Continue JLEC and SAOEM Police Partnership
- Conduct studies/assessments
  - Rapid transit corridor study – project development/environmental analysis
  - Comprehensive Operational Assessment – continue developing recommendations (project included route assessments/frequency/phasing recommendations)
  - Scobey complex site assessment
  - Maintenance facility(ies) assessment

## Progress on Key Projects Underway

**New Facilities.** VIA will make significant progress on new facilities in FY19. Key projects underway are noted in the section below, and all of the transit technologies included in VIA's Long Range Comprehensive Transportation Plan will continue to be explored.

Brooks Transit Center – A new transit center that will serve the growing area of Brooks City Base and will provide connectivity and transfer opportunities to VIA patrons. The proposed project is located near the intersection of Sidney Brooks Road and South New Braunfels Avenue. Eight routes are planned to converge at this hub on the southeast side, including a new South/West Corridor Primo line. Construction is underway and the center is scheduled to open in May 2019.

Zarzamora Corridor – Primo bus service and passenger amenity enhancements along Zarzamora Street from the Madla Transit Center to Fredericksburg Road where it will link with the existing Primo service and continue to the Crossroads Park & Ride. Passenger enhancements include 26 Primo shelters and concrete slab foundations for 20 new NexGen shelters. Service scheduled to start in January 2019.

Military Corridor – Primo bus service and passenger amenity enhancements along Military Drive from Brooks Transit Center to the Kel-Lac Transit Center. This project also includes improvements at the Kel-Lac Transit Center to allow for Primo service. Passenger enhancements include 20 Primo shelters and concrete slab foundations for 19 new NexGen shelters. Service scheduled to start in May 2019.

Stone Oak Park and Ride Bridge – This bridge will connect the Stone Oak Park and Ride facility to US 281. It is scheduled to be completed in FY20/21.

Robert Thompson Transit Center – The existing Robert Thompson Transit Station (RTTS), located at the Sunset Station/Alamodome area, is being planned for a conversion to provide daily service via an enhanced facility and bus stops along Montana Street at the lower level of the station. VIA is working with a development team who has provided an initial massing concept and a high-level budget for a joint development opportunity. Using the VIA plaza and air rights, the project will leverage the transit station investment with a robust, mixed-use development. This development will offer retail, residential, and parking, and it will serve the east end of the central business district, connecting to both the Alamodome and the Hemisfair development sites. An exclusive negotiation agreement has been signed to initiate the project programming, establish a pro forma, and define the term sheet. The development team is defining a more detailed concept, project pro forma, and schedule; the project is expected to be constructed in 2019-20.

Concurrently, a Vision Plan has been developed, with the assistance of a VIA consultant team, for the larger Robert Thompson Transit Station area, to better define the mixed-use market and identify potential land acquisition and/or joint development. The Plan incorporates the mixed-use development project at the RTTS station, simplifies special event service operations, accommodates daily service along Montana Street, and makes suggestions for highest/best use of the approximate 20 acres of public property adjacent to the transit center. The RTTS development team has been briefed on the Vision Plan, and notes it as a welcomed collaboration that will provide future development direction to evaluate working with CoSA's publicly owned parcels in the RTTC development.

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

**Updated Bus Stop Shelter and Amenities.** VIA recently achieved the milestone of installing 1,000 new bus shelters (over a three-year period), and will partner with TxDOT and the City of San Antonio to improve

approximately 200 new bus stops in the next five years. Site analysis, design, and coordination are all underway, and construction and site work are progressing.

**State-of-the-Art Fare Collection System.** VIA will be implementing smart card technology in FY19, following implementation of new validating fareboxes and electronic fare media (in FY14) and mobile ticketing (in FY17). Smart cards will provide more fare options, decrease boarding time and give riders greater flexibility.

In summary, FY19 will be a year of significant progress for VIA, as the vision of a multimodal transit system for the San Antonio region continues to develop, and investments are made in transit system assets and improvements throughout the region. Additionally, VIA will be able to expand bus service while remaining fiscally sound, with Stabilization Fund ("Rainy Day" Fund) and working capital balances at Board policy levels (60 days each).

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## FY19: BUDGET BIG PICTURE

VIA's FY19 Budget, Five-Year Capital Plan, and Five-Year Financial Plan are discussed below under the following sections:

- FY19 Income Statement Summary
- Revenues
- Operating Expenses
- Capital Budget
- Five-Year Financial Plan

VIA enters FY19 with sound reserves, as the stabilization fund is at 60 days of expenses and working capital is at 37 days. Financial performance in FY18 was sound, as operating expenses are forecasted to come in at \$219.2M, which is \$9.4M below budget. The line items with the largest favorable variances were VIACare (cost savings from plan changes and lower claims), pension (mainly impact of higher FY17 investment returns), and professional and technical services (lower spending on planning studies). In FY18, compared to the prior year, total revenue is forecasted to be up 7.4% (\$248.8M, compared to \$231.7M in the prior year), with net expenses growing at 2.0% (\$225.0M, compared to \$220.5M in the prior year). Sales tax revenue is driving the favorable revenue result, as it is projected to be up 5.8% in FY18 (\$185.7M, compared to \$175.5M in the prior year). In FY18, new funding in the amount of \$4.3M from the City of San Antonio also contributed to the favorable revenue variance. The funding is to be used for bus service improvements.

### FY19 Income Statement Summary (\$M)

	Budget 2018	Forecast 2018	Budget 2019	Budget 2019 vs. Forecast 2018 Variance [Better/(Worse)]	% Variance [Better/ (Worse)]
<b><u>Income Statement Summary</u></b>					
Operating Revenues	\$ 23.99	\$ 23.00	\$ 23.28	\$ 0.28	1.2%
Operating Expenses	228.61	219.17	238.90	(19.73)	-9.0%
Non-Operating Revenue/(Expense):					
Net Revenue	219.99	225.85	236.52	10.67	4.7%
Bond Interest & Issuance Expense	(5.86)	(5.86)	(5.58)	0.28	4.8%
MyLink Program	0.00	0.00	(0.80)	(0.80)	100.0%
Total Non-Op. Revenue/(Expense)	<u>214.13</u>	<u>219.99</u>	<u>230.14</u>	<u>10.15</u>	4.6%
Net Income before Depreciation, Capital Contributions, and Special Items	<u>\$ 9.51</u>	<u>\$ 23.82</u>	<u>\$ 14.52</u>	<u>\$ (9.30)</u>	-39.0%
<b><u>Revenue and Expense Summary</u></b>					
Net Revenues	\$ 243.98	\$ 248.85	\$ 259.80	\$ 10.95	4.4%
Net Expenses	<u>234.47</u>	<u>225.03</u>	<u>245.28</u>	<u>(20.25)</u>	-9.0%
Net Income before Depreciation, Capital Contributions, and Special Items	<u>9.51</u>	<u>23.82</u>	<u>14.52</u>	<u>(9.30)</u>	-39.0%

VIA's net income before depreciation, capital contributions and special items is budgeted at \$14.5M in FY19, which is \$9.3M lower than projected for FY18, due to FY18 operating expenses coming in significantly below budget and FY19 expense increases mainly tied to higher service levels. However, the City of San Antonio will be increasing their funding contribution to \$10M (up from \$4.3M in the prior year) to support business improvements in FY19. This will cover most of the operating expense increase attributable to new service. Additionally, sales taxes are projected to be up \$6.5M (3.5%) in FY19.

Operating expenses are up \$19.7M due mainly to five items: a 4.7% line service increase, +\$6.1M; wage increases/FICA (3.5% for hourly workers and 3.0% for salaried workers), +\$3.9M; higher pension expense, +\$3.5M (up due mainly to assumption changes); purchased transportation, +\$2.2M (due to new Mobility on Demand Service, higher rates and more hours); and higher professional/technical expense, +\$2.0M (due to an increase in spending on planning studies). All remaining operating expense items account for the remaining \$2.0M net increase (just over 1% of VIA's operating expense budget). Non-operating expense is up slightly due to contributions to TxDOT for the MyLink passenger amenities program.

## Revenue Budget

**Revenue Summary.** The proposed FY19 budget includes \$259.8M in revenue, up 4.4% from the FY18 forecast. The revenue increase is attributable to the following (in \$M):

	Budget 2018	Forecast 2018	Budget 2019	Budget 2019 vs. Forecast 2018 Variance [Better/(Worse)]	% Variance [Better/ (Worse)]
Sales Taxes	\$ 181.28	\$ 185.68	\$ 192.18	\$ 6.50	3.5%
Grant Revenue	33.39	34.17	32.79	(1.38)	-4.0%
Farebox Revenue	22.09	21.12	21.57	0.45	2.1%
CoSA Funding Revenue	4.30	4.30	10.00	5.70	132.6%
Other Net Revenue	2.92	3.58	3.26	(0.32)	-8.9%
Total Revenue	<u>\$ 243.98</u>	<u>\$ 248.85</u>	<u>\$ 259.80</u>	<u>\$ 10.95</u>	4.4%

Sales taxes are up 3.5%, reflecting the expectation that San Antonio's economy will continue to grow in 2019.

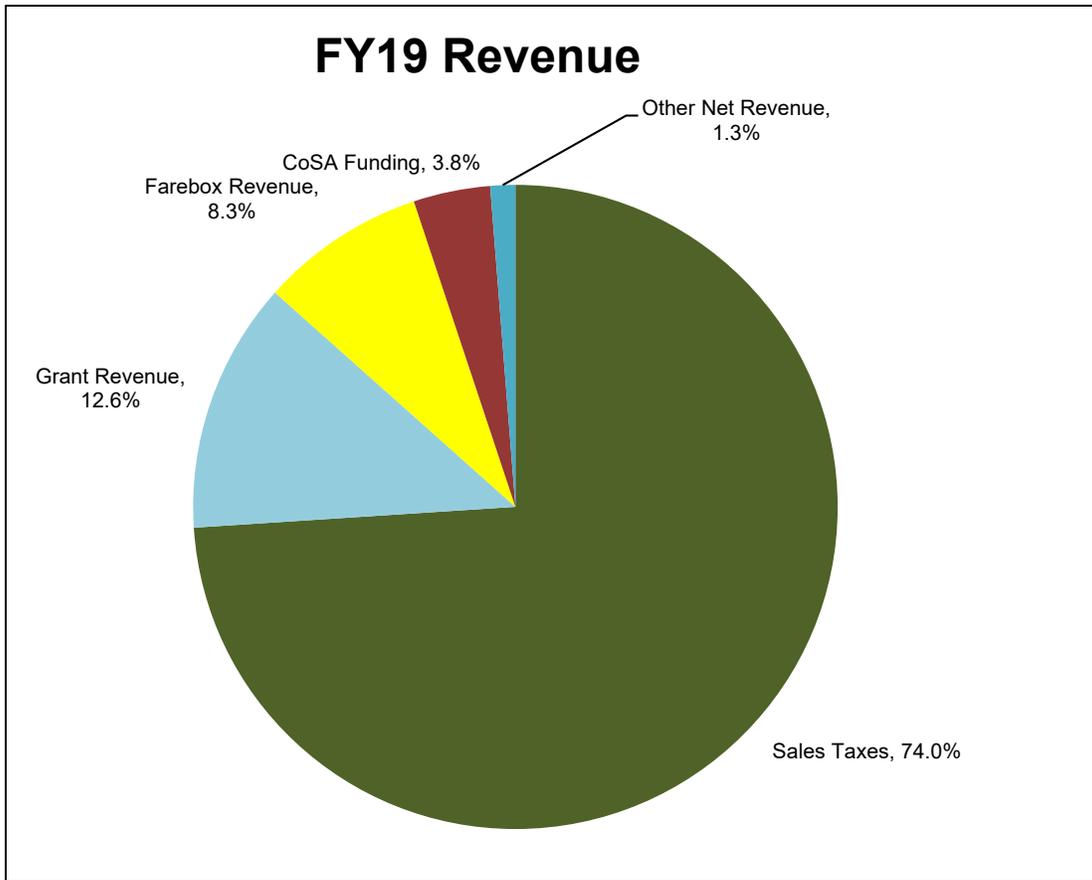
According to Moody's Analytics, San Antonio's economy will advance at a pace moderately above the national average over the coming year, led by defense-related activity, residential construction, and personal services. Longer term, San Antonio's above-average population gains, low costs of doing business, and relatively high housing affordability should contribute to above-average overall performance.

Grant revenue is expected to be down slightly due to timing relating to some older grant funds that were included in the FY18 forecast. For VIA's Section 5307/5340 and 5339 apportionment grant funds, a 1% growth rate was forecasted for year-over-year awards (impact of carryover grant funds excluded).

Passenger fare revenue is projected to be up slightly, reflecting impact of added service. Bus line service hours are up 4.7% in FY19, increasing from 1,833,155 hours to 1,918,530 hours.

Other revenues, which account for slightly over 1% of VIA's revenues, are expected to be down by \$0.3M. Other revenues include investment income, bus advertising revenue, real-estate development, asset sales, and other miscellaneous items. The \$0.3M decrease on other revenues in FY19 is due lower property rental income due to the paratransit facility property no longer being rented out, and lower investment income, reflecting the spending down of TxDOT fund balances.

**Revenue by Account.** Following is a chart depicting VIA's revenue by account:



Sales tax receipts account for \$192.2M, or 74.0%, of VIA's FY19 revenue budget. MTA sales taxes are projected to be \$156.6M, and ATD-VIA sales taxes are projected to be \$35.6M. Grant revenues are the second largest category of FY19 revenue, with these revenues totaling \$32.8M (12.6% of budgeted revenue). Of this total, \$30.9M is from Section 5307 operating expense reimbursements. The third largest revenue category is passenger fares (farebox revenue), accounting for \$21.6M (8.3% of budgeted revenue).

## Operating Expense Budget

**Operating Expense Summary.** The proposed budget includes \$238.9M in operating expenses, up 9.0% from the FY18 forecast, as shown below (in \$M):

	<u>Budget 2018</u>	<u>Forecast 2018</u>	<u>Budget 2019</u>	<u>Budget 2019 vs. Forecast 2018 Variance</u>	<u>% Variance</u>
Operating Expenses	228.61	219.18	238.90	19.72	9.0%

Expenses are up \$19.7M, with \$9.5M of rate/cost increases, \$12.1M of initiatives, and \$1.9M of cost savings. A reconciliation appears below (in \$M):

<b>FY18 Forecast</b>	<b>\$ 219.2</b>
Rate/Cost Increases	9.5
Initiatives	12.1
Cost Savings	(1.9)
<b>FY19 Budget</b>	<b><u><u>\$ 238.9</u></u></b>

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

### Rate/Cost Increases

<u>Item</u>	<u>Amount</u>	<u>Comments</u>
Wage increase/FICA	\$ 3.9	Wage increase
Pension	3.5	Primarily assumption changes
VIACare	1.0	Higher medical costs
Purchased transportation	1.1	Higher rates
Total	<b><u><u>\$ 9.5</u></u></b>	

The largest rate/cost increase in VIA's budget is a wage increase. A 3.5%/year wage increase for hourly workers, effective 8/1/18, was included as part of the three-year working conditions of employment that was approved by VIA's Board (increases of 3%/year were included for the two subsequent years). For salaried workers, there was a 3.0% wage increase effective on October 1, 2018. The next largest rate/cost increase item in FY19 is pension expense, up \$3.5M, with the defined benefit (DB) plan expense up \$3.1M and the defined contribution (DC) expense plan expense up \$0.4M. The DB plan expense was up due to plan assumption changes (rate of return on investments was lowered from 7.5% to 7.25%, and the mortality rate assumption was revised). The DC plan expense is up slightly due to more participants (all new employees go into the DC plan). VIACare expense is up due to medical cost inflation. In purchased transportation, there was an hourly rate increase (under a new contract) that accounts for a \$1.1M increase in costs.

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

**Initiatives**

<u>Item</u>	<u>Amount</u>	<u>Comments</u>
Line service increase	\$ 6.1	4.7% line service increase
Planning studies	2.0	Increase in Professional/Technical Services
Advertising/promo media	1.0	Increased advertising
MOD, flex service and more trips	1.1	Increase in Purchased Transportation
Transportation technology	0.6	Other Services (largest item is Swiftly cloud services)
Net new positions	1.3	Various new positions to address agency initiatives
Total	<u><u>\$ 12.1</u></u>	

VIA has budgeted a line service increase of 4.7%, accounting for a \$6.1M increase in expenses. Line service hours increase from a forecast of 1,833,155 in FY18 to 1,918,530 in FY19. The additional hours are to provide service improvements throughout the San Antonio area, including increased service frequency and new routes. The City of San Antonio is helping to cover the cost of service being added, with their contribution increasing from \$4.3M in FY18 to \$10.0M in FY19.

Planning study spending is up in FY19 due to VIA's initiative of pursuing a rapid transit corridors network project. This project is consistent with VIA's long-range plan, Vision 2040.

Advertising/promotions media spending is up due to planned efforts to attract new riders by better informing the public of VIA's service. Added service in FY19 will help make VIA's service more attractive to riders.

New Mobility on Demand (MOD) and flex service and more trips account for a \$1.1M increase in purchased transportation. The MOD service will be piloted in the northeast region of San Antonio.

Net new positions account for \$1.3M of wage expense increase in FY19, as various new positions are being added to address agency initiatives. VIA has an aggressive list of projects being worked on in FY19 and having proper staffing levels is crucial to making these projects a success. The new ERP system implementation is one key project that will require significant resources to implement successfully.

A total of 14 new positions were added in FY19 and there were 7 FY18 mid-year position additions (excluding bus operators). Of the FY19 additions, 2 positions were in Transportation, 9 in Maintenance, 2 in Support, and 1 in Administration. Details on position additions are shown below:

Division/Description	Position Titles	FY18 Mid-Yr Additions	FY19 Additions	Total Additions
<b>Transportation</b>				
Transportation Administration	Transportation Support Specialist	-	1	1
Bus Service Transportation	Bus Supervisor	-	1	1
Paratransit Operations	Contract Service Monitor	1	-	1
Transportation - Subtotal		<u>1</u>	<u>2</u>	<u>3</u>
<b>Maintenance</b>				
Fleet and Facilities Administration	Director of Fleet & Facilities Maint. Support	-	1	1
Fleet Maintenance Administration	Manager of Training (1), Foreman (1), Warranty Support Specialist (1)	-	3	3
Facility Maintenance	FM Attendant (1), Janitor (1), -- both mid-year FY18 adds; FM Attendant (1), Off-Property Attendant, Park & Rides (1) -- both FY19 adds	2	2	4
Passenger Amenities Hourly	Attendant, Route Maintenance (2), Shop Repairman, Welder (1)	-	3	3
Maintenance - Subtotal		<u>2</u>	<u>9</u>	<u>11</u>
<b>Support</b>				
Customer Information	Supervisor of Customer Information (1) and Information Operator	-	2	2
Support - Subtotal		<u>-</u>	<u>2</u>	<u>2</u>
<b>Administration</b>				
Office of Management and Budget	Accountant	1	-	1
Payroll	Payroll Administrator	1	-	1
Innovation Services	Director of Innovative Services	-	1	1
Marketing and Promotions	Director of Marketing	1	-	1
Procurement Administration	Admin. Assistant to Vice President	1	-	1
Administration - Subtotal		<u>4</u>	<u>1</u>	<u>5</u>
<b>Total</b>		<u><u>7</u></u>	<u><u>14</u></u>	<u><u>21</u></u>

Note: Bus and van operators are excluded.

VIA has a total of 2,259 full-time equivalent employees (FTEs) in the FY19 budget. There are 1,185 bus operators and 170 van operators included in this total.

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

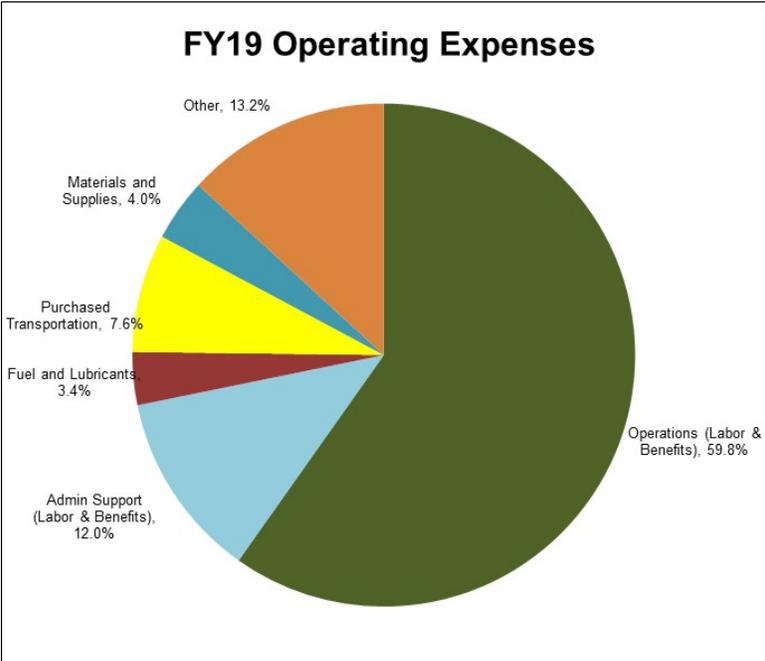
**Cost Savings**

<u>Item</u>	<u>Amount</u>	<u>Comments</u>
Workers comp insurance	\$ (0.6)	Better claims experience (case worker impact)
Savings from CNG	(0.5)	Savings from converting to CNG buses
Net of all other items	<u>(0.8)</u>	
Total	<u><u>\$ (1.9)</u></u>	

VIA is budgeting workers compensation insurance at a lower level in FY19 due to better claims experience. Case worker efforts have helped reduce workers compensation costs. CNG fuel savings are expected in FY19, as VIA's CNG volumes will be increasing 11%, due mainly to the fleet conversion from diesel-powered buses to CNG buses (VIA will have the 270 CNG buses purchased this past year in operation for the full year, and VIA will receive an additional 62 new CNG buses in calendar year 2018). All other items net to a cost savings of \$0.8M.

**Operating Expenses by Account.** In VIA’s FY19 budget, total operating expenses are \$238.9M. Operations labor accounts for 59.8% of this amount (see chart below).

Fuel and lubricants is another significant cost of providing service, and accounts for 3.4% of VIA’s FY19 budget. Of VIA’s fuel and lubricants budget, 49.6% is for ultra-low sulfur diesel, which is used to fuel buses other than those that have been recently replaced by CNG-powered vehicles, and CNG accounts for 10.5% of the total. Unleaded gasoline, used for service vehicles and a portion of VIA’s paratransit contractor’s fleet, accounts for 28.3% of the total fuel and lubricants budget. The remaining fuel and lubricants cost is accounted for by propane (6.0%) and lubricants (5.6%). Propane is used for vans that provide paratransit service, both for directly operated and purchased service.



Purchased transportation accounts for 7.6% of VIA’s operating expense budget. This account consists primarily of contracted VIAtrans (paratransit) service. In VIA’s FY19 budget, 45% of paratransit service hours are directly provided by VIA, and the remainder are contracted out.

The remainder of VIA’s FY19 budget is accounted for by: materials and supplies, 4.0%; administrative support, 12.0%; and other, 13.2%. Materials and supplies are primarily for vehicle and facilities maintenance spending. Administrative support includes all support functions involved in running the agency. “Other” includes all other spending, such as that for professional/technical services, advertising, tires and tubes, utilities, insurance premiums, and public liability.

## Capital Budget

**Capital Budget Summary – FY19.** Capital spending for FY19 is projected to be \$56.0M. Passenger facilities account for 46.3% (\$25.9M) of spending, the Rapid Transit Project accounts for 21.4% (\$12.0M), computer hardware/software accounts for 12.5% (\$7.0M), and the remaining 19.8% (\$11.1M) is accounted for by all remaining categories (revenue vehicles, service vehicles, operational facilities, administrative facilities, maintenance tools and equipment, revenue vehicle replacement components, and miscellaneous (joint development, fare collection system, and Scobey complex).

The Rapid Transit Project is a project that VIA is pursuing in connection with their Vision 2040 Plan. Funding has not yet been identified.

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

**Capital Budget Summary – FY18-23.** VIA’s \$312.1M capital spending plan for FY19-23 is dominated by the Rapid Transit Project, facilities, and revenue vehicles. Projects accounting for the largest percentage of capital spending in the five-year period are the following: Rapid Transit Project, 51.7% (\$161.5M); passenger facilities, 16.1% (\$50.1M); operational facilities, 11.9% (\$37.2M); and revenue vehicles, 10.2% (\$31.8M). All remaining categories of capital spending total 10.1% of spending (with all of these categories less than 5% each of total capital spending).

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

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**Five-Year Financial Plan.** VIA's Five-Year Financial Plan for FY19-23 shows that the agency will have an estimated \$1.6B in sources of funds for that period and about \$1.6B in uses of funds.

**SOURCES OF FUNDS**

<u>Description</u>	<u>Amount (\$M)</u>
Sales taxes	1,019.0
Grant funds	208.8
Farebox revenue	116.1
Bond proceeds	19.4
Funding contributions	211.5
Other	14.3
Total	<u><u>1,589.1</u></u>

**USES OF FUNDS AND RESERVE CHANGES**

<u>Description</u>	<u>Amount (\$M)</u>
Operating expenses	1,238.2
Capital projects	312.1
Debt service	72.8
Other uses	2.6
Reserve changes	(36.7)
Total	<u><u>1,589.1</u></u>

The net change in cash and capital reserves is a \$36.7M decrease, primarily reflecting the spending of TxDOT grant funds currently on hand. The Five-Year Financial Plan shows that the Stabilization Fund and working capital are both at Board policy level amounts of 60 days expense at the end of the five-year period.

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

- Line service levels increase a total of 3.8% over the five-year period
- System-wide ridership is projected to increase a total of 2.5% over the five-year period
- Fare increases are included in FY19 and FY21
- Sales taxes, VIA's key source of revenue, are assumed to increase at 3.5%/year in FY19 and FY20, and 3.0%/year in FY21-23
- VIA's Section 5307 grant fund projections are assumed to remain essentially flat in coming years (only 1% growth). An assumption was made the VIA would receive discretionary Section 5339 Bus & Bus Facilities grant funds totaling \$6M in the five-year period.
- In FY19, included a 3.0% salaried wage increase effective 10/1/18 (the hourly increase effective two months earlier was 3.5%). There is also a 3.0% increase for hourly workers effective 8/1/19.
- In FY19, wage increases total \$3.9M, and in subsequent years the increases are assumed to be \$3.0M/year
- Other key operating expenses items were forecasted based on known/projected changes. For instance, actuarial estimates were used for pension and Other Post-Employment Benefits (OPEB), VIAcare costs are based on expected medical cost inflation, and service cost changes are based on service hours changes.
- For fuel, generally held unit prices essentially flat with current prices at the time the budget was developed. Adjusted for any service level changes, and included savings associated with shift from diesel to CNG buses. Fuel and lubricant costs in FY19 are budgeted at \$8.3M, up 1.6% compared to the FY18 forecast.

- Total estimated incremental operating costs for new facilities included in the capital plan have been included.
- Any staffing needed in connection with the capital program is included in the budget.

VIA MTA and ATD did their first private placement debt issuances in 2012, followed by their first public debt offerings in 2013 and 2014, respectively. A listing of public debt still outstanding or yet to be issued in FY19-23 is shown below:

<b>Description</b>	<b>Issuing Entity</b>	<b>Bond Term (Years)</b>	<b>Net Proceeds (\$M)</b>	<b>Use of Funds</b>
2013 Farebox Revenue Bonds	MTA	25	32.90	SmartMove and misc. other items
2014 Sales Tax Bonds	ATD	25	31.69	SmartMove and misc. other items
2017 Contractual Obligation Bonds	MTA	12	94.63	Revenue vehicles: buses
2021 Contractual Obligation Bonds	MTA	12	7.75	Revenue vehicles: vans
2022 Contractual Obligation Bonds	MTA	12	7.65	Revenue vehicles: vans
2023 Contractual Obligation Bonds	MTA	12	3.60	Revenue vehicles: buses
Total			<u>178.22</u>	

Future amounts shown are estimates only – the amounts and funding sources are subject to change (figures shown reflect projections at the time that the budget was developed). The only private placement issue still outstanding has a small remaining balance that will be entirely paid off by the end of FY19. (bond issue was \$3.2M)

In FY19, VIA will make major capital investments that will bring important transit benefits to the community, and will continue to take steps to control operating expense growth and improve the organization. VIA is in sound financial position and is committed to working towards bringing Vision 2040 to fruition. VIA looks forward to continued success as we continue working diligently to improve transportation services in San Antonio.

# FORMAT OF THE BUDGET DOCUMENT

## Overview

This document is the Annual Business Plan for VIA Metropolitan Transit Authority and the Advanced Transportation District for the period October 1, 2018 - September 30, 2019. VIA's Business Plan is a formal plan of action for a specified time period that is reflected in this document's text and monetary figures. This document details VIA's Business Plan for FY19.

## Sections of Budget Document

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

### **Budget Overview**

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

### **Financial Overview**

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

### **Group/Division Detail**

This section consists of the following information for each group/division: goals, targets and strategies; organizational charts; and detailed expense budgets

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

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

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

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

### **Appendices**

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

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# Budget Overview

# Budget Overview

# The Community VIA Metropolitan Transit Serves

## History

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

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

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

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

Year	Bexar County Population	Percent Increase	TX County Population Ranking	San Antonio Population	Percent Increase	TX City Population Ranking	Percent of City to County
1910	119,676	72.39%	2	96,614	81.19%	1	80.73%
1920	202,096	68.87%	2	161,379	67.03%	1	79.85%
1930	292,533	44.75%	3	231,542	43.48%	3	79.15%
1940	338,176	15.60%	3	253,854	9.64%	3	75.07%
1950	500,460	47.99%	3	408,442	60.90%	3	81.61%
1960	687,151	37.30%	3	587,718	43.89%	3	85.53%
1970	830,460	20.86%	3	654,153	11.30%	3	78.77%
1980	988,800	19.07%	3	785,410	20.07%	3	79.43%
1990	1,185,394	19.88%	3	935,933	19.16%	3	78.96%
2000	1,392,931	17.51%	4	1,144,646	22.30%	2	82.18%
2010	1,714,773	23.11%	4	1,334,359	16.57%	2	77.82%

## **Culture**

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

## **Education**

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

## **Area Attractions/Recreation**

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

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

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

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

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

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## VIA's Service Area

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

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

<b>Area</b>	<b>Population</b>
Fair Oaks Ranch	6,552
Grey Forest	540
Helotes	9,169
Hill Country Village	1,084
Hollywood Park	3,365
Live Oak	15,820
Lytle	50
Schertz	1,951
Selma	8,086
Somerset	1,859
Universal City	20,532
Von Ormy	1,275
Windcrest	5,866

VIA carries approximately 109,000 passengers on weekdays.



# Bexar County Profile

## Gender Composition

Male	49.38%
Female	50.62%

## Age Distribution

Under 5 years	7.2%
Age 5 to 14 years	14.3%
Age 15 to 24 years	14.6%
Age 25 to 54 years	41.5%
Age 55 to 64 years	10.5%
65 years and older	11.9%

## Ethnic Composition

Hispanic	60.3%
White	27.5%
Black	7.2%
Other	5.0%

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

Age 5 to 17 years	1.6%
Age 18 to 34 years	2.3%
Age 35 to 64 years	5.9%
Age 65 years and older	<u>5.0%</u>
	14.8%

## Educational Attainment

Less than high school graduate	15.1%
High school graduate (includes equivalency)	26.8%
Some college or associate's degree	32.9%
Bachelor's degree or higher	25.2%

## Household Income

Less than \$15,000	12.3%
\$15,000 to \$24,999	10.3%
\$25,000 to \$34,999	9.7%
\$35,000 to \$49,999	13.6%
\$50,000 to \$74,999	18.6%
\$75,000 to \$99,999	12.1%
\$100,000 or more	23.2%

**Average Persons per Household** 3.0

## Commute Mode

Drove Alone	79.5%
Carpooled	10.4%
Public transportation (excluding taxicab)	2.2%
Walked	1.5%
Taxicab, Motorcycle, Bicycle, or other means	1.7%
Worked at home	4.7%

Source: U.S. Census Bureau, 2017 American Community Survey 1-Year Estimates

(Bexar County Profile Continued)

**Climate**

Record Highest Temperature	111° (September 2000)
Record Lowest Temperature	0° (January 1949)
Average High Max August	95.4°
Average Low Min January	38.6°
Average First Freeze	November 23
Average Last Freeze	March 5
Average Annual Precipitation	30.08"

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

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

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

(Bexar County Profile Continued)

**Industrial Composition (San Antonio MSA)**

Educational services, and health care and social assistance	23.2%
Retail trade	11.9%
Arts, entertainment, and recreation, and accommodation and food services	11.6%
Professional, scientific, and management, and administrative and waste management services	11.3%
Finance and insurance, and real estate and rental and leasing	9.2%
Construction	8.1%
Manufacturing	5.8%
Transportation and warehousing, and utilities	4.7%
Other services, except public administration	4.7%
Public administration	4.4%
Wholesale trade	2.6%
Information	1.7%
Agriculture, forestry, fishing and hunting, and mining	1.0%

Source: Census Bureau - American Community Survey  
2017 American Community Survey 1-Year Estimates

S2405: INDUSTRY BY OCCUPATION FOR THE CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER

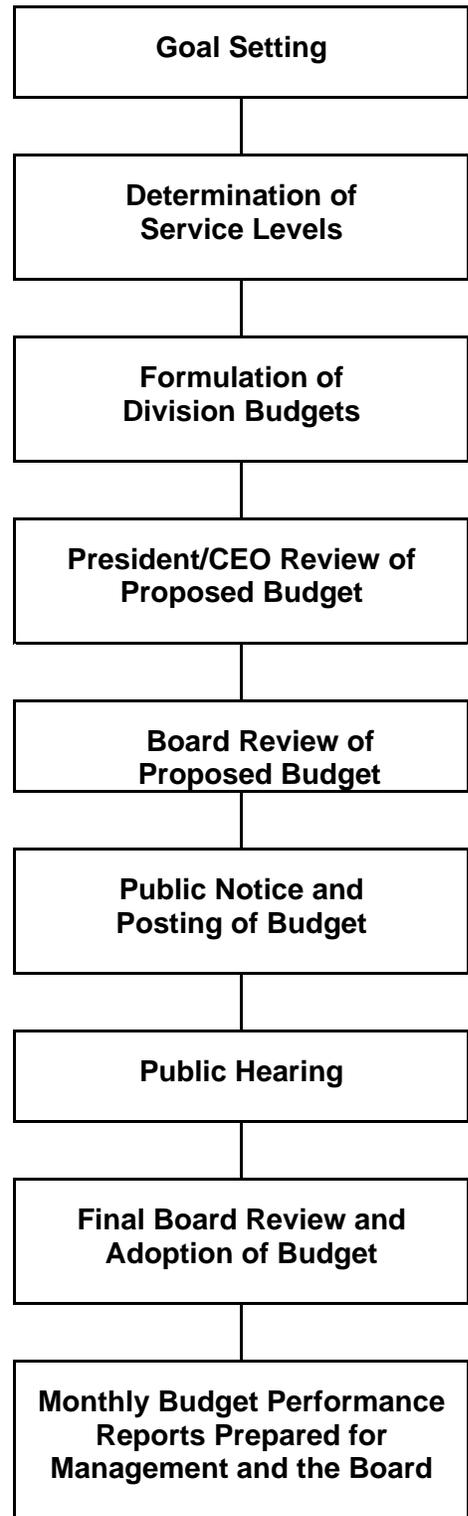
## VIA Metropolitan Transit Budget Process

The State of Texas requires that transit authorities, such as VIA Metropolitan Transit, adopt an annual operating budget before the start of a new fiscal year. The fiscal year for VIA Metropolitan Transit begins on October 1 of each year. This year, the Board meeting for budget approval was on Tuesday, September 23, 2018.

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

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

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



## **FY2018-2019 Budget Schedule**

- March - June
  - Obtain Board input on key plan elements/assumptions
  - Determine service levels
  - Begin developing draft annual budget and five-year financial and capital plans
  
- June - July
  - Division vice presidents review/discuss proposed operating and capital budgets with President/CEO
  - Revise budget as needed
  
- August -  
September
  - Budget made available to public (Aug 28, 2018 – Sep 12, 2018)
  - Board review of division budgets
  - Public hearing on annual budget (Sep 12, 2018)
  - Budget modifications made as needed
  - Approval of annual budget and five-year capital plan (Sep 25, 2018)

## **Budget Amendment Process**

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

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

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

## **Budget Assumptions**

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

### **Reporting Entity**

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

### **Board of Trustees Governance**

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

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

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

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

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

### **Service Area**

It is assumed that the service area will remain unchanged.

### **Inflation**

From September-2017 through September-2018, the increase in the consumer price index was 1.7%.

### **Fare Policy**

There will be no fare structure change in FY19.

### **Sales Tax Rate**

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

### **Service Levels**

Service hours are up compared to FY18.

### **Debt**

Debt is used to help finance capital programs when necessary.

### **Compensation**

Hourly employees received a salary increase of 3.5% effective 08/01/2018 and salaried employees received an increase of 3.0% effective 10/01/2018. A slight increase was assumed effective 8/1/2019.

## **Financial Policies**

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

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

VIA's Restricted/Unrestricted Funds Policy provides a policy for earmarking VIA's cash and investment balances for various restricted and unrestricted uses in a way that meets the legal and contractual requirements and helps ensure that the agency's funds are managed in a fiscally prudent manner. The policy is updated as needed and is approved by the Board of Trustees at least annually. Funds which are constrained by local or state laws or contractual agreements are categorized as restricted funds. Examples include bond funds and grant funds received from TxDOT. Other funds are considered unrestricted. Among VIA's unrestricted funds are amounts to provide for property insurance deductibles and an amount to cover the replacement of assets which do not equal or exceed the deductible amount of the property insurance policy. Unrestricted funds also include the Stabilization Fund, (or "rainy day fund") which was created to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. This fund, and VIA's working capital fund are each targeted to equal 60 days of operating expenses. Other unrestricted funds include funds such as a capital grant local share fund (to provide the local match on grants) and a capital fund to help meet various spending needs (this fund is used to capture funds remaining after all other reserves are funded at policy levels). VIA is in compliance with this policy. Fund balances are shown on Schedule 3 in the Five-Year Financial Plan section in this document.

### **Investment Policy**

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

### **Debt Policy**

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

### **Fare Policy**

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

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

### **Balancing the Operating Budget**

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

## **Best Practices in Budgeting**

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

## **Debt**

VIA has used long-term debt to finance capital asset purchases. Four bond issues are currently outstanding: a \$3,200,000 private placement issue from 2013 used to purchase vans; a \$39,965,000 par issue of Farebox Revenue Improvement and Refunding Bonds, Series 2013, used for various capital projects; a \$32,925,000 par issue of Advanced Transportation District Sales Tax Revenue and Refunding Bonds, Series 2014, used for various capital projects; and, a \$81,995,000 par issue of Contractual Obligations, Series 2017, used for rolling stock. Interest on all of these bond issues is payable semi-annually, with principal payments due annually. There is no limit on VIA’s ability to incur bonded indebtedness as long as the bonds are issued in accordance with the law and bond covenants are met.

## **Appropriations**

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

## **Net Position**

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

# Financial Overview

# Financial Overview

## Introduction to the Financial Overview Section

The following section gives details of the assumptions used to formulate the fiscal year 2019 budget and an overview of budgeted financial figures including revenues, expenses and projected net income. Information presented includes details for the Metropolitan Transit Authority (MTA), the Advanced Transportation District (ATD) and the combined totals for VIA. The Operating Budget schedule on the following page summarizes the adopted budget and is presented in cost center format.

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

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

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

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

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

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

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

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

VIA Metropolitan Transit  
Operating Budget Summary

	MTA				ATD				Combined			
	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
<b>Operating Revenue</b>												
Line	\$ 15,421,412	\$ 15,911,419	\$ 15,403,583	\$ 16,495,318	\$ 3,559,201	\$ 3,721,383	\$ 3,411,485	\$ 2,790,765	\$ 18,980,613	\$ 19,632,802	\$ 18,815,068	\$ 19,286,083
Robert Thompson Terminal	82,050	139,208	77,510	69,987	-	-	-	-	82,050	139,208	77,510	69,987
Special Events	140,491	180,838	188,670	131,541	-	-	-	-	140,491	180,838	188,670	131,541
Charter	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal - Bus</b>	<b>15,643,953</b>	<b>16,231,465</b>	<b>15,669,763</b>	<b>16,696,846</b>	<b>3,559,201</b>	<b>3,721,383</b>	<b>3,411,485</b>	<b>2,790,765</b>	<b>19,203,154</b>	<b>19,952,848</b>	<b>19,081,248</b>	<b>19,487,611</b>
VIATrans	2,033,653	2,111,265	2,044,915	2,083,219	-	-	-	-	2,033,653	2,111,265	2,044,915	2,083,219
Mobility on Demand	-	25,076	-	-	-	-	-	-	-	25,076	-	-
Bus Advertising	939,642	950,000	950,000	950,000	-	-	-	-	939,642	950,000	950,000	950,000
Ellis Alley Park and Ride	10,201	13,200	13,200	9,600	-	-	-	-	10,201	13,200	13,200	9,600
Real Estate Development	446,352	456,993	456,993	315,479	-	-	-	-	446,352	456,993	456,993	315,479
Miscellaneous	473,160	480,000	456,000	437,040	-	-	-	-	473,160	480,000	456,000	437,040
<b>Subtotal - Other</b>	<b>3,903,008</b>	<b>4,036,534</b>	<b>3,921,108</b>	<b>3,795,338</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,903,008</b>	<b>4,036,534</b>	<b>3,921,108</b>	<b>3,795,338</b>
<b>Total - Operating Revenue</b>	<b>19,546,961</b>	<b>20,267,999</b>	<b>19,590,871</b>	<b>20,492,184</b>	<b>3,559,201</b>	<b>3,721,383</b>	<b>3,411,485</b>	<b>2,790,765</b>	<b>23,106,162</b>	<b>23,989,382</b>	<b>23,002,356</b>	<b>23,282,949</b>
<b>Operating Expenses</b>												
Line	(129,705,959)	(135,210,784)	(133,429,343)	(149,127,311)	(36,040,986)	(37,471,334)	(34,728,515)	(32,477,448)	(165,746,945)	(172,682,118)	(168,157,858)	(181,604,759)
Mobility on Demand	-	-	-	(1,050,000)	-	-	-	-	-	-	-	(1,050,000)
Line Disaster Relief	(165,953)	-	-	-	-	-	-	-	(165,953)	-	-	-
Robert Thompson Terminal	(465,271)	(622,836)	(468,073)	(410,456)	-	-	-	-	(465,271)	(622,836)	(468,073)	(410,456)
Other Special Events	(534,207)	(673,869)	(858,689)	(608,115)	-	-	-	-	(534,207)	(673,869)	(858,689)	(608,115)
Promotional Service	(89,541)	(98,980)	(82,891)	(76,544)	-	-	-	-	(89,541)	(98,980)	(82,891)	(76,544)
Charter	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal - Bus</b>	<b>(130,960,931)</b>	<b>(136,606,469)</b>	<b>(134,838,996)</b>	<b>(151,272,426)</b>	<b>(36,040,986)</b>	<b>(37,471,334)</b>	<b>(34,728,515)</b>	<b>(32,477,448)</b>	<b>(167,001,917)</b>	<b>(174,077,803)</b>	<b>(169,567,511)</b>	<b>(183,749,874)</b>
VIATrans	(40,055,752)	(44,826,493)	(42,323,009)	(45,989,199)	-	-	-	-	(40,055,752)	(44,826,493)	(42,323,009)	(45,989,199)
VIATrans Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-
Vanpool	-	-	-	-	(611,149)	(619,021)	(643,331)	(651,601)	(611,149)	(619,021)	(643,331)	(651,601)
Real Estate Development	(539)	(2,784)	(2,784)	(3,386)	-	-	-	-	(539)	(2,784)	(2,784)	(3,386)
Transit Technology	-	-	-	-	(492,167)	(473,485)	(231,082)	-	(492,167)	(473,485)	(231,082)	-
Business Development and Planning	(6,605,608)	(8,605,721)	(6,407,364)	(8,503,207)	(79,468)	-	-	-	(6,685,076)	(8,605,721)	(6,407,364)	(8,503,207)
<b>Subtotal - Other</b>	<b>(46,661,899)</b>	<b>(53,434,998)</b>	<b>(48,733,157)</b>	<b>(54,495,792)</b>	<b>(1,182,784)</b>	<b>(1,092,506)</b>	<b>(874,413)</b>	<b>(651,601)</b>	<b>(47,844,683)</b>	<b>(54,527,504)</b>	<b>(49,607,570)</b>	<b>(55,147,393)</b>
<b>Total - Operating Expenses</b>	<b>(177,622,830)</b>	<b>(190,041,467)</b>	<b>(183,572,153)</b>	<b>(205,768,218)</b>	<b>(37,223,770)</b>	<b>(38,563,840)</b>	<b>(35,602,928)</b>	<b>(33,129,049)</b>	<b>(214,846,600)</b>	<b>(228,605,307)</b>	<b>(219,175,081)</b>	<b>(238,897,267)</b>
<b>Nonoperating Revenues/(Expenses)</b>												
Sales Tax	143,046,998	147,860,000	151,330,942	156,627,525	32,413,171	33,420,000	34,352,000	35,554,320	175,460,169	181,280,000	185,682,942	192,181,845
Investment Income	1,141,807	945,390	1,545,390	1,493,186	216,159	75,000	150,000	54,656	1,357,966	1,020,390	1,695,390	1,547,842
Bond Interest and Issuance	(4,303,484)	(4,571,692)	(4,571,692)	(4,342,300)	(1,315,615)	(1,286,854)	(1,286,854)	(1,244,504)	(5,619,099)	(5,858,546)	(5,858,546)	(5,586,804)
Net Inc/(Dcr) in FV of Investments	-	-	-	-	-	-	-	-	-	-	-	-
Gain / (Loss) on Sale of Assets	2,633,990	-	-	-	-	-	-	-	2,633,990	-	-	-
Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-
Grants	29,133,682	33,389,100	34,173,800	32,791,100	-	-	-	-	29,133,682	33,389,100	34,173,800	32,791,100
Local Assistance	-	-	-	-	-	-	-	-	-	-	-	-
COSA-Intergovernmental Revenue	-	4,300,000	4,300,000	10,000,000	-	-	-	-	-	4,300,000	4,300,000	10,000,000
MyLink Contributions	(40,000)	-	-	(800,000)	-	-	-	-	(40,000)	-	-	(800,000)
<b>Subtotal - Other</b>	<b>171,612,993</b>	<b>181,922,798</b>	<b>186,778,440</b>	<b>195,769,511</b>	<b>31,313,715</b>	<b>32,208,146</b>	<b>33,215,146</b>	<b>34,364,472</b>	<b>202,926,708</b>	<b>214,130,944</b>	<b>219,993,586</b>	<b>230,133,983</b>
<b>Total - Nonoperating Revenues/(Expenses)</b>	<b>171,612,993</b>	<b>181,922,798</b>	<b>186,778,440</b>	<b>195,769,511</b>	<b>31,313,715</b>	<b>32,208,146</b>	<b>33,215,146</b>	<b>34,364,472</b>	<b>202,926,708</b>	<b>214,130,944</b>	<b>219,993,586</b>	<b>230,133,983</b>
<b>Net Income/(Loss) Before Depreciation</b>	<b>13,537,124</b>	<b>12,149,330</b>	<b>22,797,158</b>	<b>10,493,477</b>	<b>(2,350,854)</b>	<b>(2,634,311)</b>	<b>1,023,703</b>	<b>4,026,188</b>	<b>11,186,270</b>	<b>9,515,019</b>	<b>23,820,861</b>	<b>14,519,665</b>

## Service Statistics

For VIA Fiscal Years Beginning October 1 and Ending September 30

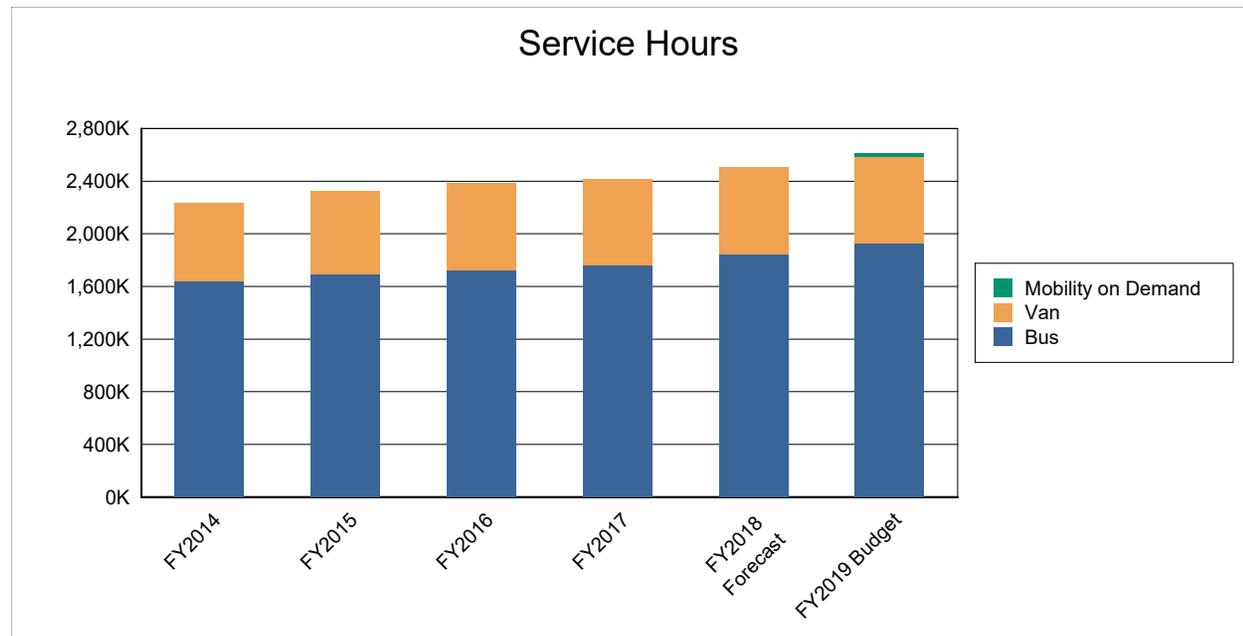
VIA Fiscal Year	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Forecast	Fare Increase		Fare Increase	
	2013	2014	2015	2016	2017	2018	2018	2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023
<b>Hours</b>												
<b>Bus</b>												
Line - MTA	1,364,908	1,361,450	1,393,045	1,399,014	1,381,105	1,448,318	1,460,924	1,589,248	1,548,023	1,528,573	1,525,766	1,525,513
Line - ATD	253,456	267,812	285,683	319,023	366,628	390,416	372,231	329,282	378,063	374,182	374,990	377,143
Disaster Relief	-	-	-	-	1,797	-	-	-	-	-	-	-
Special Events	12,234	10,996	10,093	8,602	7,067	10,671	9,088	7,166	7,309	7,456	7,605	7,757
Promotion/Charter	3,232	2,906	1,930	1,322	1,179	1,488	1,286	1,036	1,057	1,078	1,100	1,122
Contract	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>1,633,830</b>	<b>1,643,164</b>	<b>1,690,751</b>	<b>1,727,961</b>	<b>1,757,776</b>	<b>1,850,893</b>	<b>1,843,529</b>	<b>1,926,732</b>	<b>1,934,452</b>	<b>1,911,289</b>	<b>1,909,461</b>	<b>1,911,535</b>
<b>Van</b>												
Directly Provided	265,249	251,695	263,343	281,861	288,551	284,441	288,197	290,852	293,761	296,698	299,665	302,662
Purchased	298,704	331,163	353,801	357,721	347,887	366,336	348,249	349,571	353,066	356,597	360,163	363,765
Will Call Taxi	834	3,271	4,024	4,727	5,164	5,797	4,609	4,539	4,539	4,539	4,539	4,539
Taxi Subsidy	997	6,505	10,314	14,232	15,183	13,377	15,709	15,587	15,587	15,587	15,587	15,587
Taxi ADA Flex	-	-	-	-	-	-	2,873	3,737	3,737	3,737	3,737	3,737
Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>565,784</b>	<b>592,634</b>	<b>631,482</b>	<b>658,541</b>	<b>656,785</b>	<b>669,951</b>	<b>659,637</b>	<b>664,286</b>	<b>670,690</b>	<b>677,158</b>	<b>683,691</b>	<b>690,290</b>
<b>Mobility on Demand</b>	-	-	-	-	-	4,638	-	23,619	35,997	58,103	59,276	59,868
<b>Total</b>	<b>2,199,614</b>	<b>2,235,798</b>	<b>2,322,233</b>	<b>2,386,502</b>	<b>2,414,561</b>	<b>2,525,482</b>	<b>2,503,166</b>	<b>2,614,637</b>	<b>2,641,139</b>	<b>2,646,550</b>	<b>2,652,428</b>	<b>2,661,693</b>
<i>Line Service Total</i>	<i>1,618,364</i>	<i>1,629,262</i>	<i>1,678,728</i>	<i>1,718,037</i>	<i>1,747,733</i>	<i>1,838,734</i>	<i>1,833,155</i>	<i>1,918,530</i>	<i>1,926,086</i>	<i>1,902,755</i>	<i>1,900,756</i>	<i>1,902,656</i>
<i>% Change vs Fcst</i>							-0.3%	4.7%	0.4%	-1.2%	-0.1%	0.1%
<b>Miles</b>												
<b>Bus</b>												
Line - MTA	17,991,815	18,131,388	18,585,481	18,662,572	18,307,475	19,417,824	19,383,588	21,275,966	21,046,565	20,919,737	20,880,790	20,873,431
Line - ATD	4,528,826	4,746,201	5,069,387	5,435,340	6,043,854	6,432,276	6,116,880	5,557,235	6,232,179	5,852,900	5,865,393	5,899,203
Disaster Relief	-	-	-	-	9,219	-	-	-	-	-	-	-
Special Events	153,521	143,754	129,111	115,500	98,847	129,890	113,859	90,575	92,386	94,233	96,118	98,042
Promotion/Charter	30,137	27,242	15,225	8,151	-	8,756	7,576	9,534	9,725	9,919	10,118	10,320
Contract	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>22,704,299</b>	<b>23,048,585</b>	<b>23,799,204</b>	<b>24,221,563</b>	<b>24,459,395</b>	<b>25,988,746</b>	<b>25,621,903</b>	<b>26,933,310</b>	<b>27,380,855</b>	<b>26,876,789</b>	<b>26,852,419</b>	<b>26,880,996</b>
<b>Van</b>												
Directly Provided	4,480,271	4,269,252	4,620,731	5,018,275	5,062,700	4,992,758	5,054,236	5,101,499	5,152,514	5,204,039	5,256,080	5,308,640
Purchased	6,368,966	6,540,867	6,905,238	7,101,696	6,871,871	7,106,971	6,718,557	6,967,334	7,036,993	7,107,370	7,178,444	7,250,236
Will Call Taxi	20,503	79,825	98,234	115,262	126,172	141,416	112,467	110,753	110,753	110,753	110,753	110,753
Taxi Subsidy	15,058	88,931	149,323	188,560	201,170	177,242	208,138	206,528	206,528	206,528	206,528	206,528
Taxi ADA	-	-	-	-	-	-	10,871	14,138	14,138	14,138	14,138	14,138
Starlight	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>10,884,798</b>	<b>10,978,875</b>	<b>11,773,526</b>	<b>12,423,793</b>	<b>12,261,913</b>	<b>12,418,387</b>	<b>12,104,269</b>	<b>12,400,252</b>	<b>12,520,926</b>	<b>12,642,828</b>	<b>12,765,943</b>	<b>12,890,295</b>
<b>Mobility on Demand</b>	-	-	-	-	-	65,906	-	472,375	719,934	1,162,070	1,185,514	1,197,369
<b>Total</b>	<b>33,589,097</b>	<b>34,027,460</b>	<b>35,572,730</b>	<b>36,645,356</b>	<b>36,721,308</b>	<b>38,473,039</b>	<b>37,726,172</b>	<b>39,805,937</b>	<b>40,621,715</b>	<b>40,681,687</b>	<b>40,803,876</b>	<b>40,968,660</b>
<i>Line Service Total</i>	<i>22,520,641</i>	<i>22,877,589</i>	<i>23,654,868</i>	<i>24,097,912</i>	<i>24,351,329</i>	<i>25,850,100</i>	<i>25,500,468</i>	<i>26,833,201</i>	<i>27,278,744</i>	<i>26,772,637</i>	<i>26,746,183</i>	<i>26,772,634</i>
<i>% Change vs Fcst</i>							-1.4%	5.2%	1.7%	-1.9%	-0.1%	0.1%
<b>Passengers</b>												
<b>Bus</b>												
Line - MTA	36,794,149	35,148,248	33,358,136	30,721,504	28,320,277	29,411,126	28,151,946	30,411,843	28,175,701	28,407,362	27,965,007	28,346,872
Line - ATD	7,841,459	7,937,346	7,580,831	7,613,146	8,173,613	8,515,749	7,858,754	6,511,807	8,158,499	8,100,310	8,006,815	8,162,590
Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-
Special Events	189,448	183,470	158,050	126,419	112,904	163,444	140,060	104,579	106,659	108,816	110,983	113,188
Promotion/Charter	22,809	23,954	13,555	-	-	-	-	-	-	-	-	-
Contract	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>44,847,865</b>	<b>43,293,018</b>	<b>41,110,572</b>	<b>38,461,069</b>	<b>36,606,794</b>	<b>38,090,319</b>	<b>36,150,760</b>	<b>37,028,229</b>	<b>36,440,859</b>	<b>36,616,488</b>	<b>36,082,805</b>	<b>36,622,650</b>
<b>Van</b>												
Directly Provided	488,752	443,678	458,282	505,815	535,285	534,886	532,130	538,770	544,157	549,599	555,095	560,646
Purchased	550,163	565,297	575,907	573,099	563,113	607,510	550,754	572,356	578,079	583,860	589,699	595,596
Will Call Taxi	2,522	10,535	12,989	14,573	15,579	17,640	12,860	12,664	12,664	12,664	12,664	12,664
Taxi Subsidy	5,115	34,037	61,235	80,617	86,855	77,050	77,600	77,000	77,000	77,000	77,000	77,000
Taxi ADA	-	-	-	-	-	-	4,053	5,271	5,271	5,271	5,271	5,271
Starlight	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>1,046,552</b>	<b>1,053,547</b>	<b>1,108,413</b>	<b>1,174,104</b>	<b>1,200,832</b>	<b>1,237,086</b>	<b>1,177,397</b>	<b>1,206,061</b>	<b>1,217,171</b>	<b>1,228,394</b>	<b>1,239,729</b>	<b>1,251,177</b>
<b>Mobility on Demand</b>	-	-	-	-	-	41,373	-	157,450	239,931	387,346	391,219	395,132
<b>Total</b>	<b>45,894,417</b>	<b>44,346,565</b>	<b>42,218,985</b>	<b>39,635,173</b>	<b>37,807,626</b>	<b>39,368,778</b>	<b>37,328,157</b>	<b>38,391,740</b>	<b>37,897,961</b>	<b>38,232,228</b>	<b>37,713,753</b>	<b>38,268,959</b>
<i>Line Service Total</i>	<i>44,635,608</i>	<i>43,085,594</i>	<i>40,938,967</i>	<i>38,334,650</i>	<i>36,493,890</i>	<i>37,926,875</i>	<i>36,010,700</i>	<i>36,923,650</i>	<i>36,334,200</i>	<i>36,507,672</i>	<i>35,971,822</i>	<i>36,509,462</i>
<i>% Change vs Fcst</i>							-5.1%	2.5%	-1.6%	0.5%	-1.5%	1.5%

### Service Statistics: Service Hours

Service	FY2014 Hours Actual	FY2015 Hours Actual	FY2016 Hours Actual	FY2017 Hours Actual	FY2018 Hours Forecast	FY2019 Hours Budget
<b>Bus</b>						
Line - MTA	1,361,450	1,393,045	1,399,014	1,381,105	1,460,924	1,589,248
Line - ATD	267,812	285,683	319,023	366,628	372,231	329,282
Disaster Relief - Bus	0	0	0	1,797	0	0
Robert Thompson Terminal	5,958	5,311	4,153	3,231	0	0
Promotional Service	1,316	1,238	1,322	1,179	1,286	1,036
Other Community Events	5,038	4,782	4,449	3,836	9,088	7,166
Commercial Charters	1,590	692	0	0	0	0
	<b>1,643,164</b>	<b>1,690,751</b>	<b>1,727,961</b>	<b>1,757,776</b>	<b>1,843,529</b>	<b>1,926,732</b>
<b>Mobility on Demand</b>						
Mobility on Demand	0	0	0	0	0	23,619
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,619</b>
<b>Van</b>						
Paratransit Directly Operated	251,695	263,343	281,861	288,551	288,197	290,852
Paratransit Purchased Transportation	331,163	353,801	357,721	347,887	348,249	349,571
Will Call Taxi	3,271	4,024	4,727	5,164	4,609	4,539
Taxi Subsidy	6,505	10,314	14,232	15,183	15,709	15,587
Taxi ADA Flex	0	0	0	0	2,873	3,737
	<b>592,634</b>	<b>631,482</b>	<b>658,541</b>	<b>656,785</b>	<b>659,637</b>	<b>664,286</b>
<b>Total Hours</b>	<b>2,235,798</b>	<b>2,322,233</b>	<b>2,386,502</b>	<b>2,414,561</b>	<b>2,503,166</b>	<b>2,614,637</b>

**Change from FY2018**

- Total Hours: 4.5%**
- Line Hours - MTA: 8.8%**
- Line Hours - ATD: -11.5%**
- Paratransit DO Hours: 0.9%**
- Paratransit PT Hours: 0.4%**

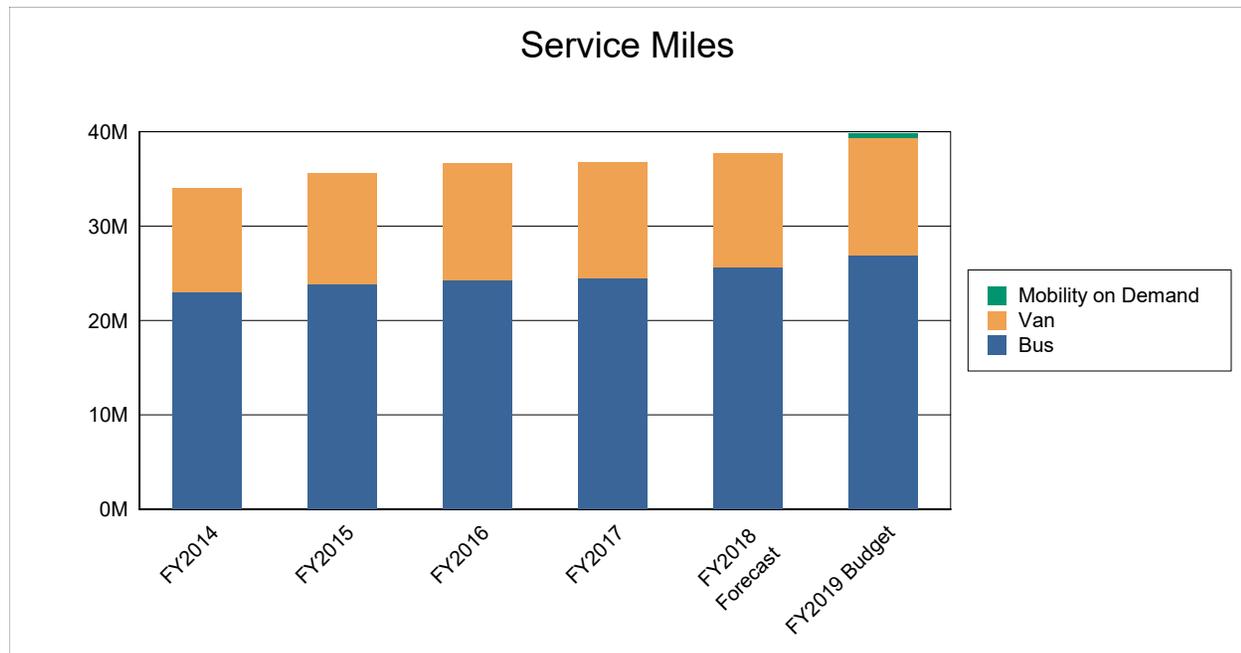


### Service Statistics: Service Miles

Service	FY2014 Miles Actual	FY2015 Miles Actual	FY2016 Miles Actual	FY2017 Miles Actual	FY2018 Miles Forecast	FY2019 Miles Budget
<b>Bus</b>						
Line - MTA	18,131,388	18,585,481	18,662,572	18,307,475	19,383,588	21,275,966
Line - ATD	4,746,201	5,069,387	5,435,340	6,043,854	6,116,880	5,557,235
Disaster Relief - Bus	0	0	0	9,219	0	0
Robert Thompson Terminal	73,497	66,573	54,779	41,002	0	0
Promotional Service	7,983	8,293	8,151	6,752	7,576	9,534
Other Community Events	70,257	62,538	60,721	51,093	113,859	90,575
Commercial Charters	19,259	6,932	0	0	0	0
	<b>23,048,585</b>	<b>23,799,204</b>	<b>24,221,563</b>	<b>24,459,395</b>	<b>25,621,903</b>	<b>26,933,310</b>
<b>Mobility on Demand</b>						
Mobility on Demand	0	0	0	0	0	472,375
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>472,375</b>
<b>Van</b>						
Paratransit Directly Operated	4,269,252	4,620,731	5,018,275	5,062,700	5,054,236	5,101,499
Paratransit Purchased Transportation	6,540,867	6,905,238	7,101,696	6,871,871	6,718,557	6,967,334
Will Call Taxi	79,825	98,234	115,262	126,172	112,467	110,753
Taxi Subsidy	88,931	149,323	188,560	201,170	208,138	206,528
Taxi ADA Flex	0	0	0	0	10,871	14,138
	<b>10,978,875</b>	<b>11,773,526</b>	<b>12,423,793</b>	<b>12,261,913</b>	<b>12,104,269</b>	<b>12,400,252</b>
<b>Total Miles</b>	<b>34,027,460</b>	<b>35,572,730</b>	<b>36,645,356</b>	<b>36,721,308</b>	<b>37,726,172</b>	<b>39,805,937</b>

#### Change from FY2018

- Total Miles: 5.5%**
- Line Miles - MTA: 9.8%**
- Line Miles - ATD Miles: -9.2%**
- Paratransit DO Miles: 0.9%**
- Paratransit PT Miles: 3.7%**

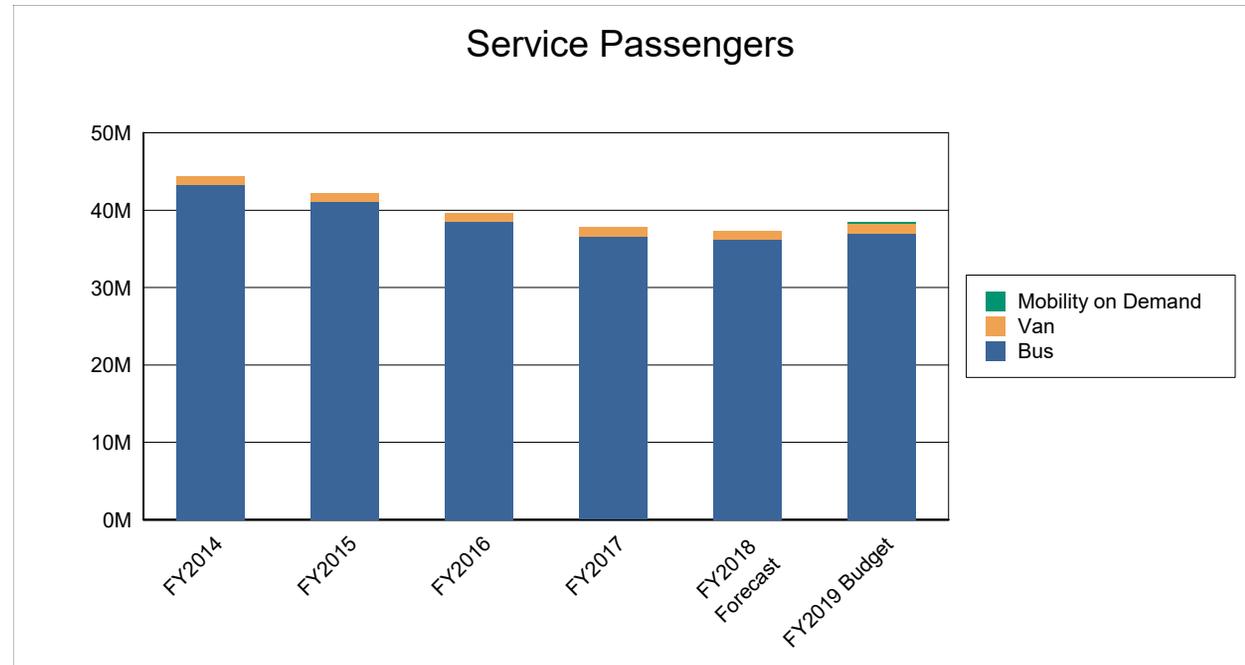


### Service Statistics: Service Passengers

Service	FY2014 Passengers Actual	FY2015 Passengers Actual	FY2016 Passengers Actual	FY2017 Passengers Actual	FY2018 Passengers Forecast	FY2019 Passengers Budget
<b>Bus</b>						
Line - MTA	35,148,248	33,358,136	30,721,504	28,320,277	28,151,946	30,411,843
Line - ATD	7,937,346	7,580,831	7,613,146	8,173,613	7,858,754	6,511,807
Robert Thompson Terminal	95,972	79,978	53,706	42,994	0	0
Other Community Events	87,498	78,072	72,713	69,910	140,060	104,579
Commercial Charters	23,954	13,555	0	0	0	0
	<b>43,293,018</b>	<b>41,110,572</b>	<b>38,461,069</b>	<b>36,606,794</b>	<b>36,150,760</b>	<b>37,028,229</b>
<b>Mobility on Demand</b>						
Mobility on Demand	0	0	0	0	0	157,450
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>157,450</b>
<b>Van</b>						
Paratransit Directly Operated	443,678	458,282	505,815	535,285	532,130	538,770
Paratransit Purchased Transportation	565,297	575,907	573,099	563,113	550,754	572,356
Will Call Taxi	10,535	12,989	14,573	15,579	12,860	12,664
Taxi Subsidy	34,037	61,235	80,617	86,855	77,600	77,000
Taxi ADA Flex	0	0	0	0	4,053	5,271
	<b>1,053,547</b>	<b>1,108,413</b>	<b>1,174,104</b>	<b>1,200,832</b>	<b>1,177,397</b>	<b>1,206,061</b>
<b>Total Passengers</b>	<b>44,346,565</b>	<b>42,218,985</b>	<b>39,635,173</b>	<b>37,807,626</b>	<b>37,328,157</b>	<b>38,391,740</b>

**Change from FY2018**

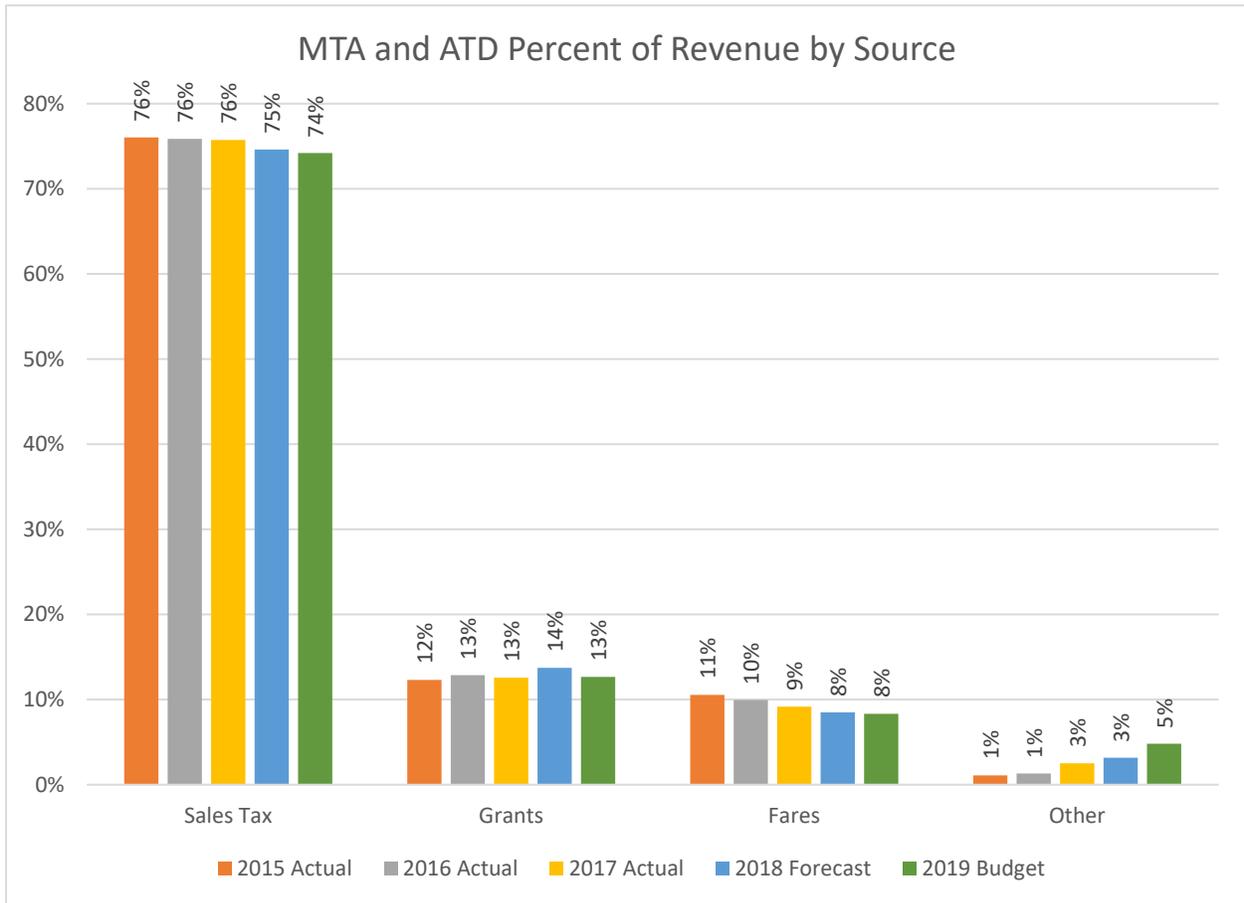
- Total Passengers: 2.4%**
- Line Passengers - MTA: 8.0%**
- Line Passengers - ATD: -17.1%**
- Paratransit DO Passengers: 1.3%**
- Paratransit PT Passengers: 3.9%**



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## Revenue Summary

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



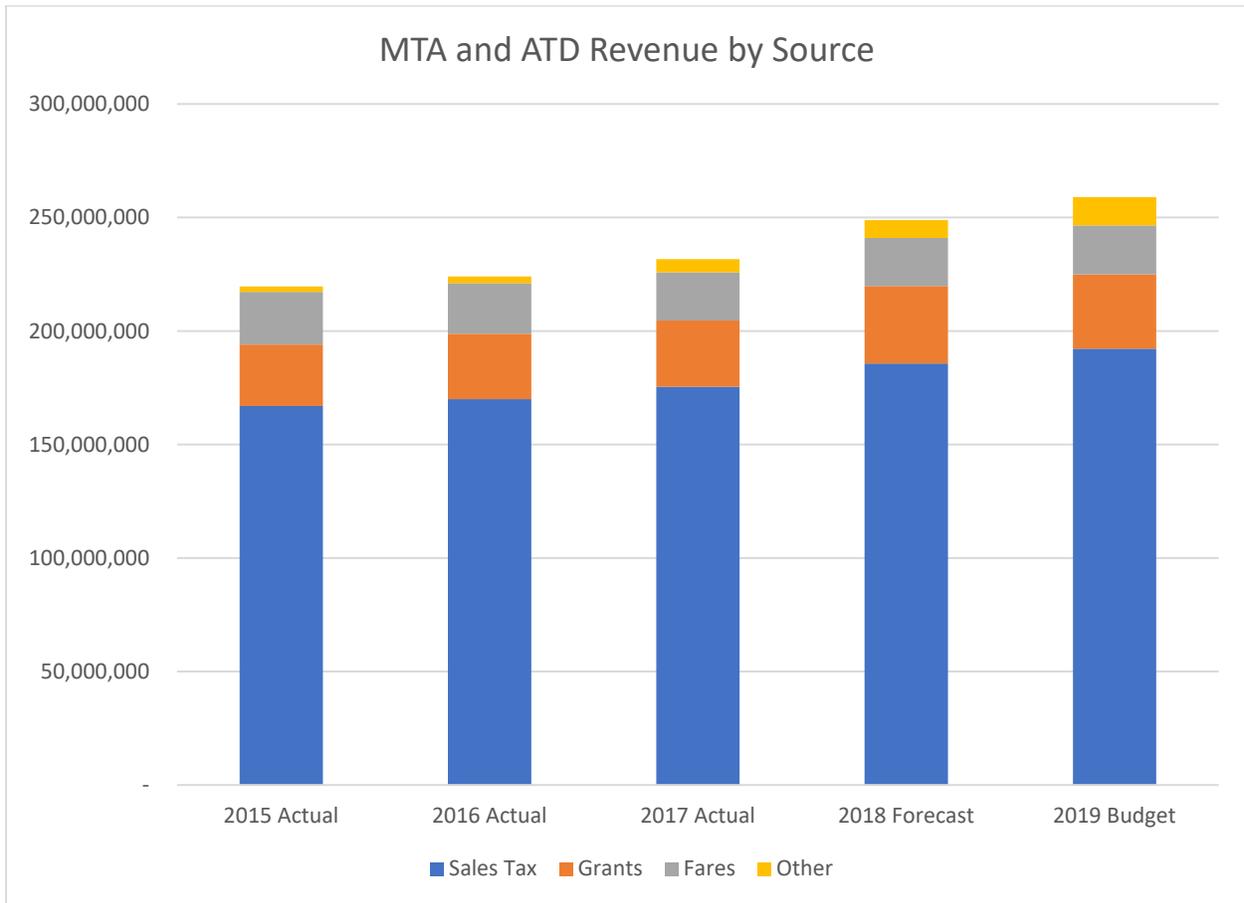
Note: Revenue figures discussed in this section are total operating revenues plus non-operating revenues. Figures do not include bond interest and issuance.

### Revenues by Source

Passenger fares account for approximately 8% of VIA's total revenues. Fares are collected from customers as they board the bus or van. Fares are also collected from private operators through charter operations. The majority of VIA's combined revenue, 74%, is received from the ½ cent MTA sales tax and VIA's share of the ¼ cent ATD sales tax. VIA obtains sales tax forecasts from a local economist.

Grant revenues are expected to be 13% of total combined revenues in FY18. Included within grant revenues are: grant funds that will be used to offset expenses incurred in providing maintenance, capital cost of contracting, and ADA paratransit service; JARC funds; New Freedom funds; and, Section 5310 funds. Other miscellaneous revenues round to 5%. Interest revenue is budgeted based on projected cash and investments and related interest earnings.

A graph of the five-year history of revenues is included on the following page. The actual FY15, FY16, FY17, forecasted FY18 and budgeted FY19 figures include both MTA and ATD revenues. There has been an increase in total revenues of approximately 21.7% over the five-year period. This increase is predominately attributable to higher sales taxes. The FY19 budgeted MTA and ATD combined revenues are 4.1% more than FY18 forecast revenues.

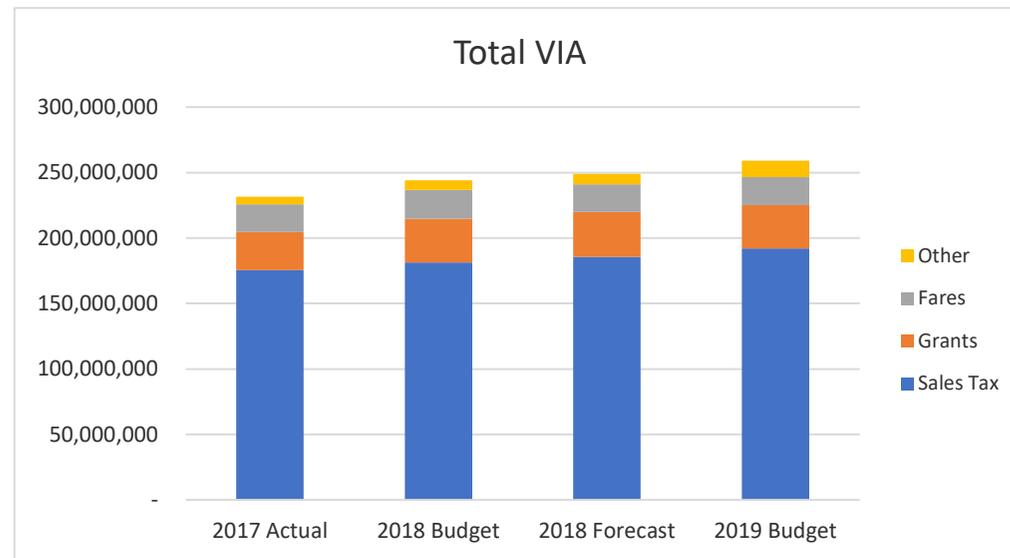
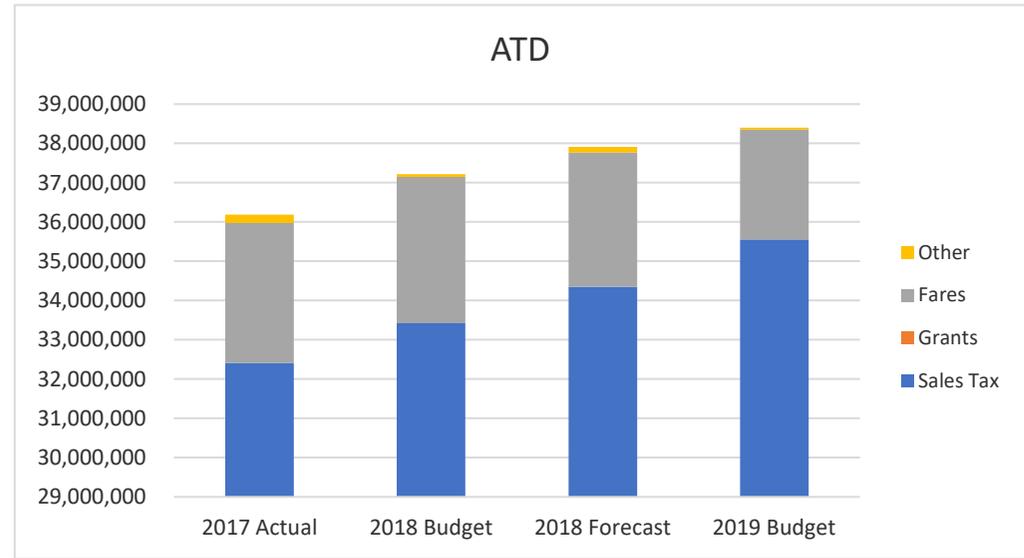
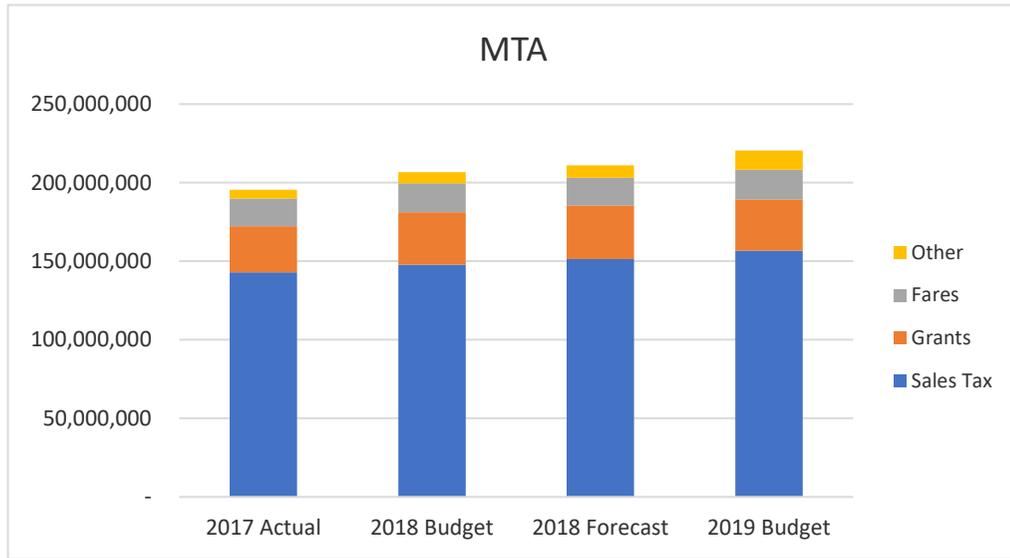


VIA is constantly challenged with obtaining enough revenue to meet the transportation needs of the community. There are constant requests for new service, and VIA has a very robust capital plan. VIA began using debt financing in FY12. Historically (until FY12), VIA operated on a pay-as-you-go basis.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

VIA Metropolitan Transit  
Operating Revenue and Non-Operating Revenue/(Expense)

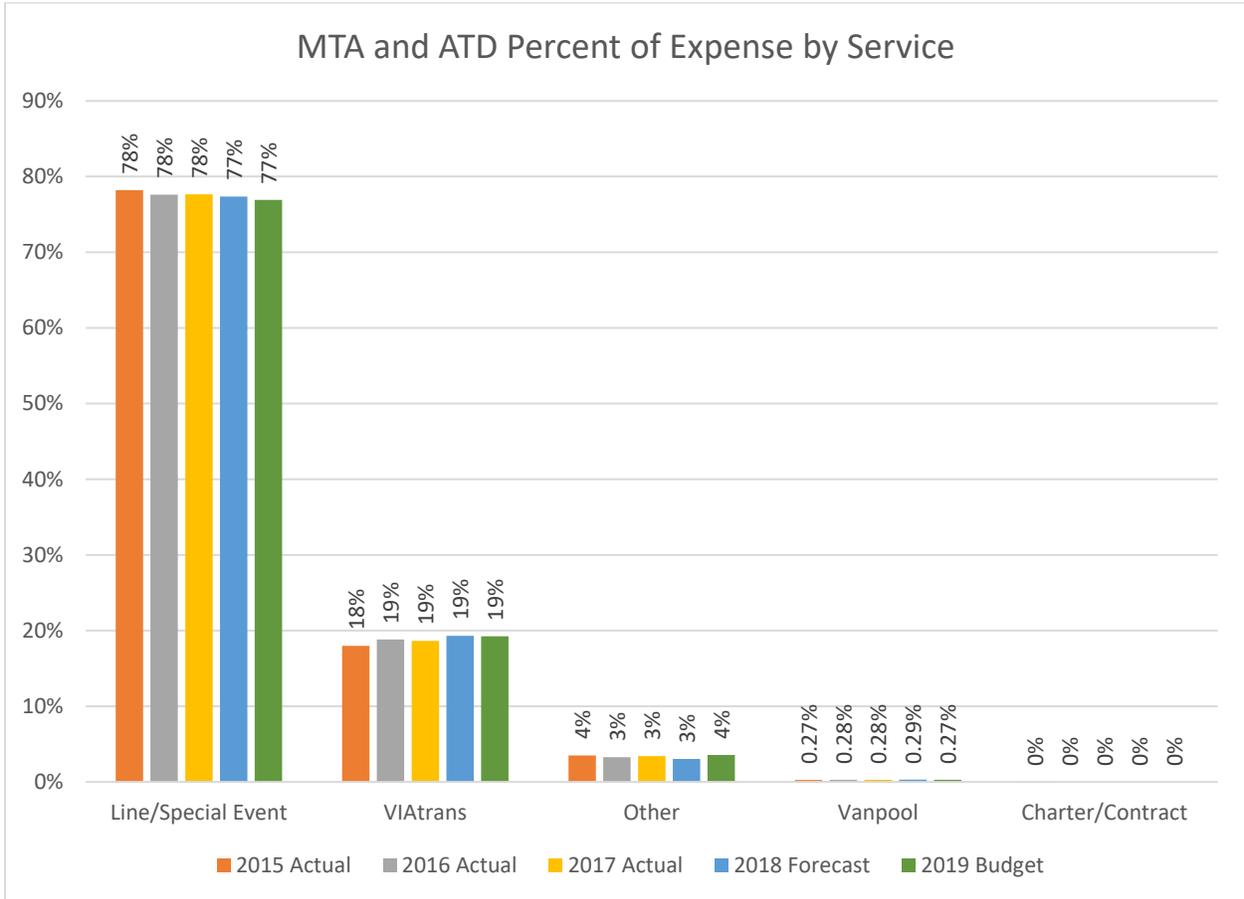
	MTA				ATD				Combined			
	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
<b>Operating Revenue</b>												
Line	\$ 15,421,412	\$ 15,911,419	\$ 15,403,583	\$ 16,495,318	\$ 3,559,201	\$ 3,721,383	\$ 3,411,485	\$ 2,790,765	\$ 18,980,613	\$ 19,632,802	\$ 18,815,068	\$ 19,286,083
Robert Thompson Terminal	82,050	139,208	77,510	69,987	-	-	-	-	82,050	139,208	77,510	69,987
Special Events	140,491	180,838	188,670	131,541	-	-	-	-	140,491	180,838	188,670	131,541
Charter	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal - Bus</b>	<b>15,643,953</b>	<b>16,231,465</b>	<b>15,669,763</b>	<b>16,696,846</b>	<b>3,559,201</b>	<b>3,721,383</b>	<b>3,411,485</b>	<b>2,790,765</b>	<b>19,203,154</b>	<b>19,952,848</b>	<b>19,081,248</b>	<b>19,487,611</b>
VIATrans	2,033,653	2,111,265	2,044,915	2,083,219	-	-	-	-	2,033,653	2,111,265	2,044,915	2,083,219
Mobility on Demand	-	25,076	-	-	-	-	-	-	-	25,076	-	-
Bus Advertising	939,642	950,000	950,000	950,000	-	-	-	-	939,642	950,000	950,000	950,000
Ellis Alley Park and Ride	10,201	13,200	13,200	9,600	-	-	-	-	10,201	13,200	13,200	9,600
Real Estate Development	446,352	456,993	456,993	315,479	-	-	-	-	446,352	456,993	456,993	315,479
Miscellaneous	473,160	480,000	456,000	437,040	-	-	-	-	473,160	480,000	456,000	437,040
<b>Subtotal - Other</b>	<b>3,903,008</b>	<b>4,036,534</b>	<b>3,921,108</b>	<b>3,795,338</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,903,008</b>	<b>4,036,534</b>	<b>3,921,108</b>	<b>3,795,338</b>
<b>Total - Operating Revenue</b>	<b>19,546,961</b>	<b>20,267,999</b>	<b>19,590,871</b>	<b>20,492,184</b>	<b>3,559,201</b>	<b>3,721,383</b>	<b>3,411,485</b>	<b>2,790,765</b>	<b>23,106,162</b>	<b>23,989,382</b>	<b>23,002,356</b>	<b>23,282,949</b>
<b>Nonoperating Revenues/(Expenses)</b>												
Sales Tax	143,046,998	147,860,000	151,330,942	156,627,525	32,413,171	33,420,000	34,352,000	35,554,320	175,460,169	181,280,000	185,682,942	192,181,845
Investment Income	1,141,807	945,390	1,545,390	1,493,186	216,159	75,000	150,000	54,656	1,357,966	1,020,390	1,695,390	1,547,842
Bond Interest and Issuance	(4,303,484)	(4,571,692)	(4,571,692)	(4,342,300)	(1,315,615)	(1,286,854)	(1,286,854)	(1,244,504)	(5,619,099)	(5,858,546)	(5,858,546)	(5,586,804)
Net Inc/(Dcr) in FV of Investments	-	-	-	-	-	-	-	-	-	-	-	-
Gain / (Loss) on Sale of Assets	2,633,990	-	-	-	-	-	-	-	2,633,990	-	-	-
Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-
Grants	29,133,682	33,389,100	34,173,800	32,791,100	-	-	-	-	29,133,682	33,389,100	34,173,800	32,791,100
Local Assistance	-	-	-	-	-	-	-	-	-	-	-	-
COSA-Intergovernmental Revenue	-	4,300,000	4,300,000	10,000,000	-	-	-	-	-	4,300,000	4,300,000	10,000,000
MyLink Contributions	(40,000)	-	-	(800,000)	-	-	-	-	(40,000)	-	-	(800,000)
<b>Subtotal - Other</b>	<b>171,612,993</b>	<b>181,922,798</b>	<b>186,778,440</b>	<b>195,769,511</b>	<b>31,313,715</b>	<b>32,208,146</b>	<b>33,215,146</b>	<b>34,364,472</b>	<b>202,926,708</b>	<b>214,130,944</b>	<b>219,993,586</b>	<b>230,133,983</b>
<b>Total - Nonoperating Revenues/ (Expenses)</b>	<b>171,612,993</b>	<b>181,922,798</b>	<b>186,778,440</b>	<b>195,769,511</b>	<b>31,313,715</b>	<b>32,208,146</b>	<b>33,215,146</b>	<b>34,364,472</b>	<b>202,926,708</b>	<b>214,130,944</b>	<b>219,993,586</b>	<b>230,133,983</b>
<b>Net Income/(Loss) Before Depreciation</b>	<b>191,159,954</b>	<b>202,190,797</b>	<b>206,369,311</b>	<b>216,261,695</b>	<b>34,872,916</b>	<b>35,929,529</b>	<b>36,626,631</b>	<b>37,155,237</b>	<b>226,032,870</b>	<b>238,120,326</b>	<b>242,995,942</b>	<b>253,416,932</b>

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



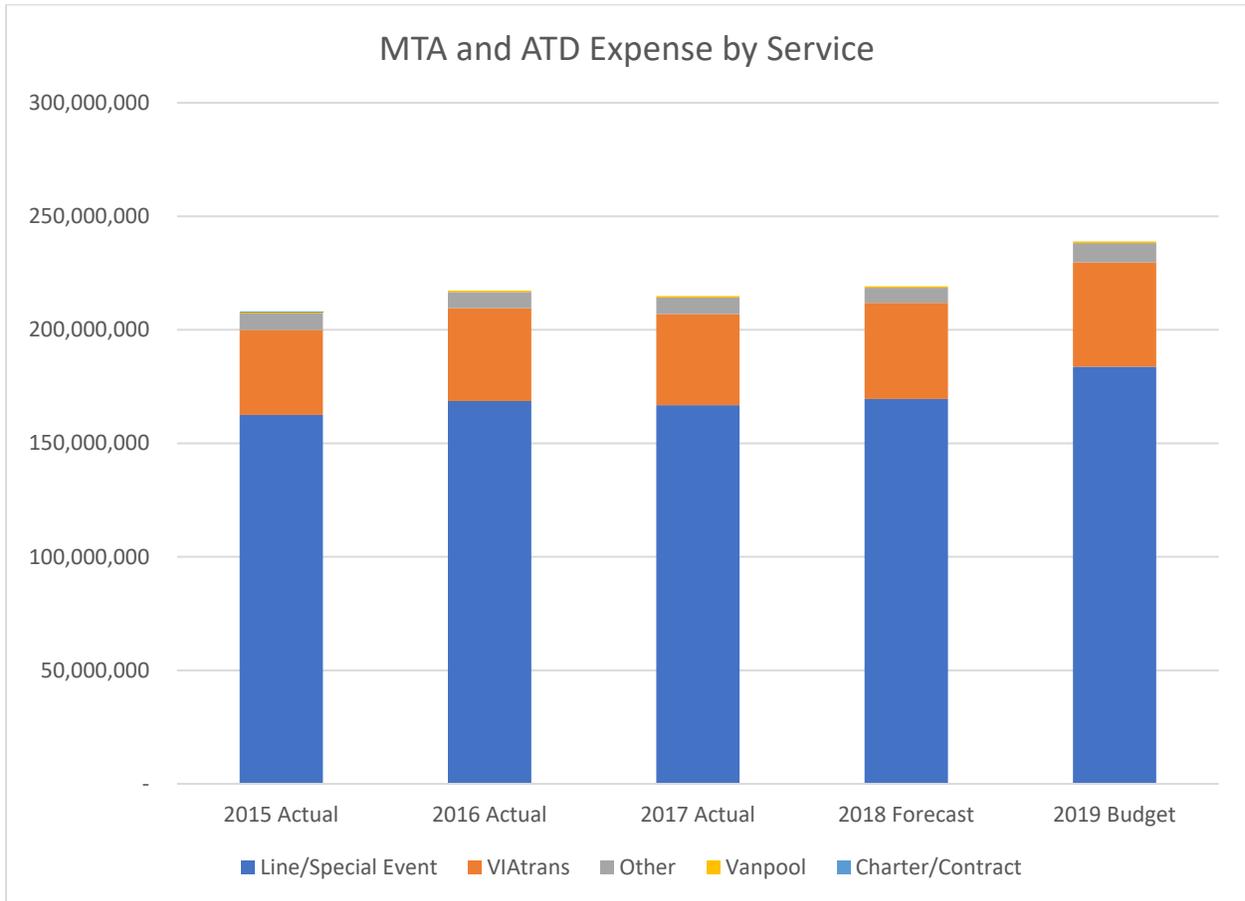
## Expense Summary

VIA's expenses are classified by cost center, or type of service that VIA provides. Expenses related to Line, Special Event, VIAtrans, Contract, Charter, Vanpool and Miscellaneous services are directly related to the amount of service provided. The operating expenses related to providing service increase or decrease as the level of service increases or decreases. Each of the cost centers includes the labor, fuel, materials and other expenses related to providing the service. The Real Estate Development expenses are related to maintaining the Sunset Station Depot and Amtrak facilities. Service-related cost centers account for 96% of the total combined expenses in the FY19 budget.



## Expenses by Service Type

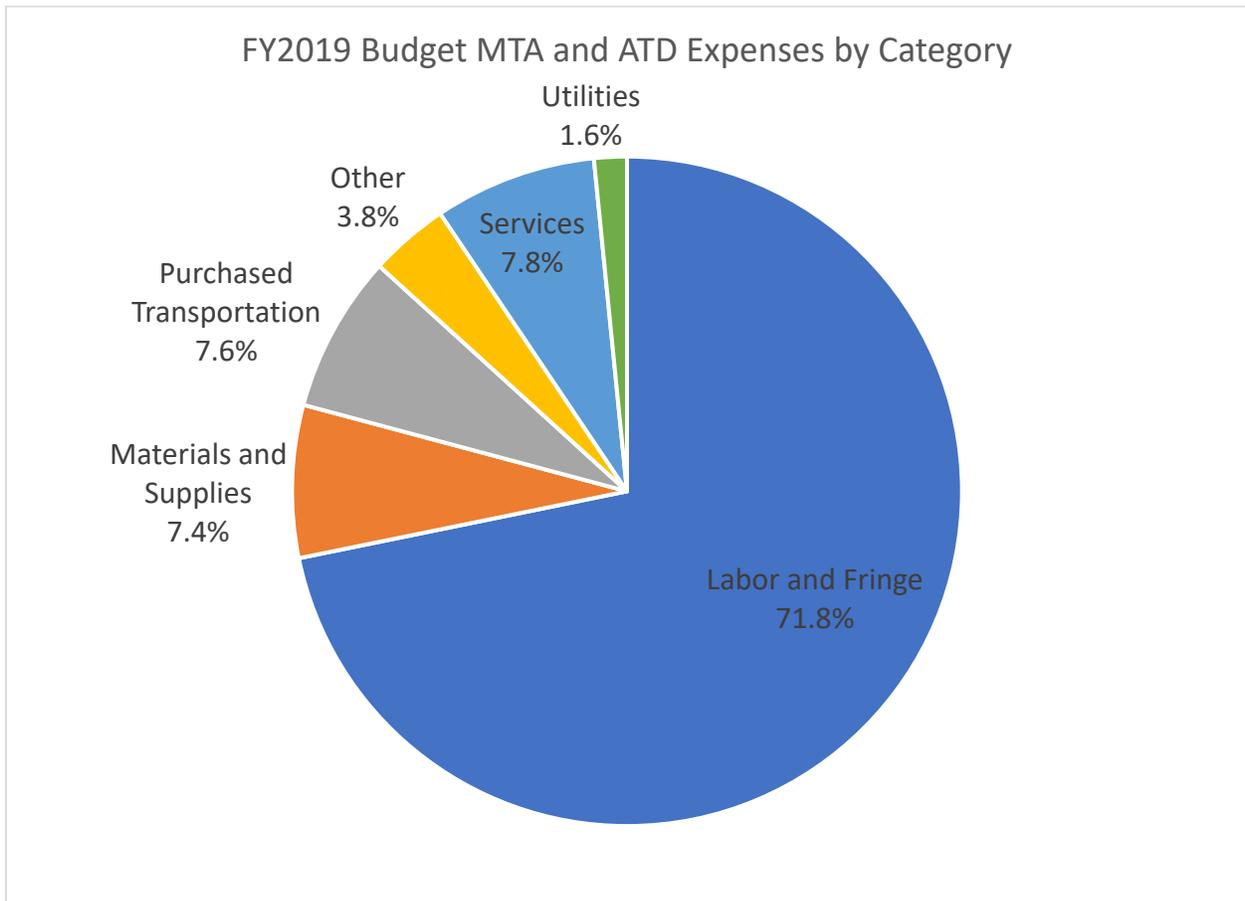
The following graph shows a five-year history of operating expenses. The combined operating expenses budgeted for FY19 are 25.4% greater than actual five years ago. This is primarily attributable to higher wages, pension, healthcare, parts and supplies used to maintain our fleet and purchased transportation costs associated with VIAtrans service. Line service expense has increased by 23.4% over the five-year period, while VIAtrans service expense has increased by 34.0% over the same time period. These increases are primarily due to the increased service levels offered over the period as well as many of the operating expense increases mentioned earlier.



VIA's expenses can also be summarized by major category. The Federal Transit Administration (FTA) in the Uniform System of Accounts and Records report defines the categories VIA uses to classify expenses. These categories are used by all transit systems in the United States for comparability. VIA's labor and fringe benefits comprise 71.8% of the total combined budgeted expenditures. Materials and Supplies, which include the parts to maintain the buses and vans and the fuel and tires needed to run the vehicles, are 7.4% of the combined total.

Purchased transportation is 7.6% of the combined budget. This represents the amount paid to private providers to provide supplemental VIAtrans service. VIAtrans service is transportation service to individuals with mobility impairments (accessible or ambulatory). Patrons requiring accessible service are those in wheelchairs, while ambulatory VIAtrans customers are those with greater mobility. Accessible trips require the larger wheelchair lift-equipped vans that are more costly to operate than the ambulatory trips provided through private providers in small passenger vans. VIA has budgeted to contract over half of all VIAtrans service for FY19.

Services including advertising fees, professional and technical services, contract maintenance, security and other services comprise roughly 7.8% of the combined budget. Utilities are 1.6% of the combined budget, other expenses (such as leases and miscellaneous expenses that cannot be classified in one of the other categories described above, are 3.8% of the combined total).

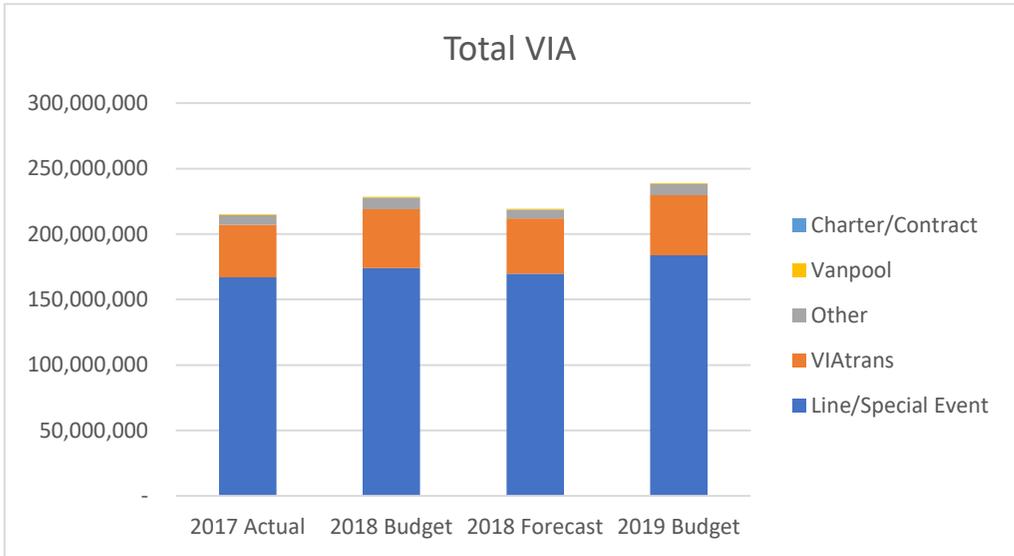
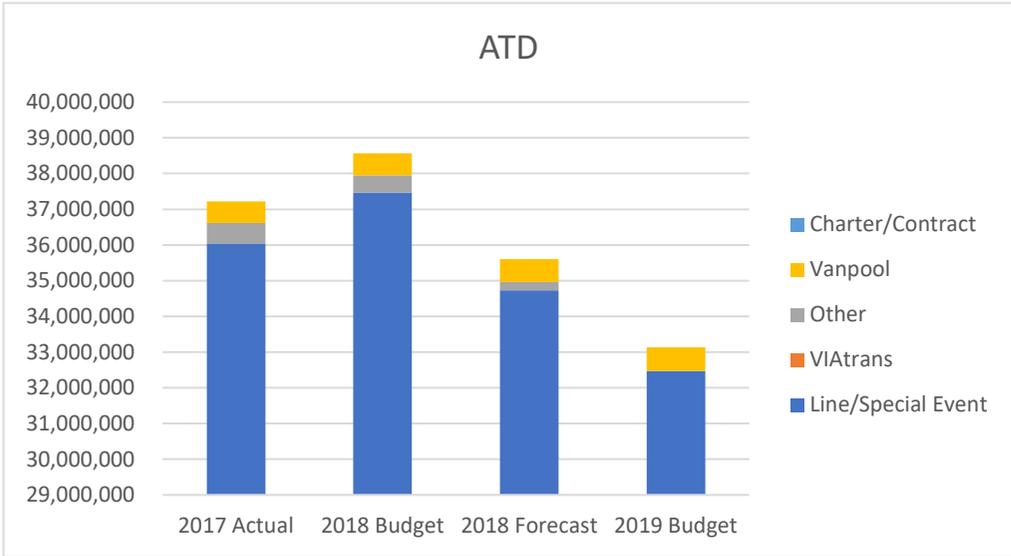
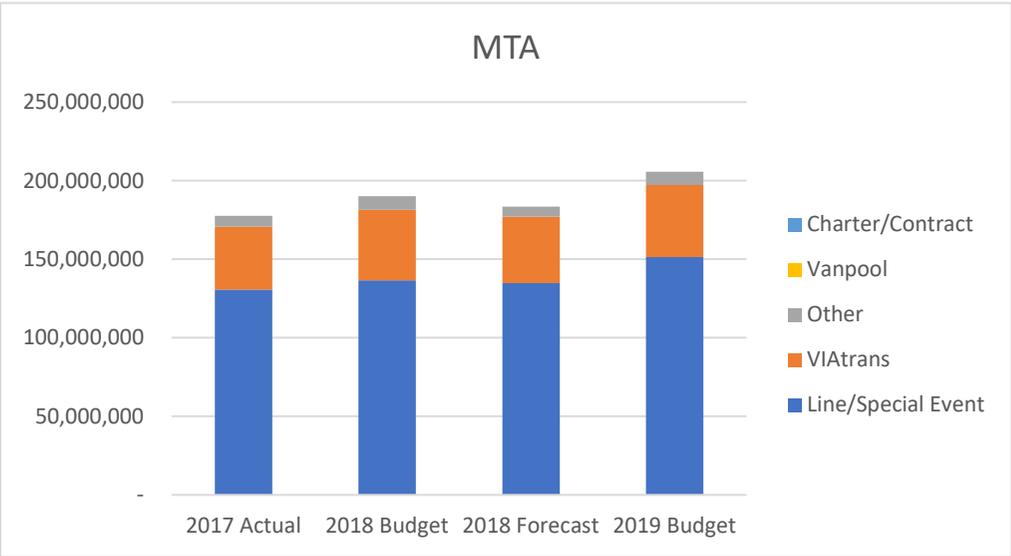


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VIA Metropolitan Transit  
Operating Budget Summary

	MTA				ATD				Combined			
	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
<b>Operating Expenses</b>												
Line	\$ 129,705,959	\$ 135,210,784	\$ 133,429,343	\$ 149,127,311	\$ 36,040,986	\$ 37,471,334	\$ 34,728,515	\$ 32,477,448	\$ 165,746,945	\$ 172,682,118	\$ 168,157,858	\$ 181,604,759
Mobility on Demand	-	-	-	1,050,000	-	-	-	-	-	-	-	1,050,000
Line Disaster Relief	165,953	-	-	-	-	-	-	-	165,953	-	-	-
Robert Thompson Terminal	465,271	622,836	468,073	410,456	-	-	-	-	465,271	622,836	468,073	410,456
Other Special Events	534,207	673,869	858,689	608,115	-	-	-	-	534,207	673,869	858,689	608,115
Promotional Service	89,541	98,980	82,891	76,544	-	-	-	-	89,541	98,980	82,891	76,544
Charter	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal - Bus</b>	<b>130,960,931</b>	<b>136,606,469</b>	<b>134,838,996</b>	<b>151,272,426</b>	<b>36,040,986</b>	<b>37,471,334</b>	<b>34,728,515</b>	<b>32,477,448</b>	<b>167,001,917</b>	<b>174,077,803</b>	<b>169,567,511</b>	<b>183,749,874</b>
VIAtrans	40,055,752	44,826,493	42,323,009	45,989,199	-	-	-	-	40,055,752	44,826,493	42,323,009	45,989,199
VIAtrans Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-
Vanpool	-	-	-	-	611,149	619,021	643,331	651,601	611,149	619,021	643,331	651,601
Real Estate Development	539	2,784	2,784	3,386	-	-	-	-	539	2,784	2,784	3,386
Transit Technology	-	-	-	-	492,167	473,485	231,082	-	492,167	473,485	231,082	-
Business Development and Planning	6,605,608	8,605,721	6,407,364	8,503,207	79,468	-	-	-	6,685,076	8,605,721	6,407,364	8,503,207
<b>Subtotal - Other</b>	<b>46,661,899</b>	<b>53,434,998</b>	<b>48,733,157</b>	<b>54,495,792</b>	<b>1,182,784</b>	<b>1,092,506</b>	<b>874,413</b>	<b>651,601</b>	<b>47,844,683</b>	<b>54,527,504</b>	<b>49,607,570</b>	<b>55,147,393</b>
<b>Total - Operating Expenses</b>	<b>177,622,830</b>	<b>190,041,467</b>	<b>183,572,153</b>	<b>205,768,218</b>	<b>37,223,770</b>	<b>38,563,840</b>	<b>35,602,928</b>	<b>33,129,049</b>	<b>214,846,600</b>	<b>228,605,307</b>	<b>219,175,081</b>	<b>238,897,267</b>
<b>Net Income/(Loss) Before Depreciation</b>	<b>177,622,830</b>	<b>190,041,467</b>	<b>183,572,153</b>	<b>205,768,218</b>	<b>37,223,770</b>	<b>38,563,840</b>	<b>35,602,928</b>	<b>33,129,049</b>	<b>214,846,600</b>	<b>228,605,307</b>	<b>219,175,081</b>	<b>238,897,267</b>

### VIA Metropolitan Transit Operating Expenses



VIA Metropolitan Transit  
Authorized Positions - FTE

Combined MTA/ATD						
	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	19Bud to 18FC Difference	% Difference
<b>Authorized Positions:</b>						
<b>Full-Time (FTE)</b>						
Operators	1,032.00	1,112.00	1,112.00	1,202.00	90.00	8.1%
Maintenance	370.00	371.00	371.00	377.00	6.00	1.6%
Salaried:						
Operations/Maintenance	223.00	228.00	228.00	236.00	8.00	3.5%
Administration (Office)	271.00	317.00	317.00	330.00	13.00	4.1%
Administration (Hourly)	11.00	15.00	15.00	15.00	-	0.0%
<b>Part-Time (FTE)</b>						
Operators	145.00	95.19	95.19	76.65	(18.54)	(19.5%)
Salaried:						
Operations/Maintenance	16.00	16.70	16.70	16.70	-	0.0%
Administration	15.00	10.50	10.50	5.25	(5.25)	(50.0%)
<b>Total Positions</b>	<b>2,083.00</b>	<b>2,165.39</b>	<b>2,165.39</b>	<b>2,258.60</b>	<b>93.21</b>	<b>4.3%</b>

VIA Metropolitan Transit  
Authorized Positions - Expense

Combined MTA/ATD						
	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	19Bud to 18FC Difference	% Difference
<b>Labor Budget:</b>						
<b>Full-Time</b>						
Operators	\$ 51,013,152	\$ 53,142,727	\$ 55,720,749	\$ 59,205,451	\$ 3,484,702	6.3%
Maintenance	16,472,078	17,568,794	17,354,535	18,578,845	1,224,310	7.1%
Salaried:						
Operations/Maintenance	12,646,598	13,875,099	13,197,140	14,658,493	1,461,353	11.1%
Administration	17,486,711	19,831,972	19,181,025	21,306,204	2,125,178	11.1%
Administration (Hourly)	561,513	642,650	580,113	657,930	77,817	13.4%
<b>Part-Time</b>						
Operators	3,588,435	4,483,240	3,580,229	2,961,328	(618,901)	(17.3%)
Salaried:						
Operations/Maintenance	366,718	544,619	524,934	542,867	17,933	3.4%
Administration	567,608	398,215	357,839	22,676	(335,163)	(93.7%)
<b>Overtime:</b>						
Operators	2,911,447	2,877,549	2,877,549	2,930,786	53,237	1.9%
Maintenance	1,987,470	1,396,802	1,463,239	1,380,413	(82,826)	(5.7%)
Salaried:						
Operations/Maintenance	1,015,472	668,066	668,066	726,502	58,436	8.7%
Administration	153,609	154,204	194,076	194,843	767	0.4%
Administration (Hourly)	50,954	27,495	27,495	17,092	(10,403)	(37.8%)
<b>Subtotal Labor</b>	<b>\$ 108,821,765</b>	<b>\$ 115,611,433</b>	<b>\$ 115,726,989</b>	<b>\$ 123,183,430</b>	<b>\$ 7,456,441</b>	<b>6.4%</b>

VIA Metropolitan Transit  
Expense by Category

Expense Budget:	Combined MTA/ATD					% Difference
	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	19Bud to 18FC Difference	
FICA/RR Retirement	\$ 7,931,346	\$ 8,402,730	\$ 8,402,730	\$ 8,980,131	\$ 577,401	6.9%
Pension Plan	17,478,733	17,605,041	14,291,041	17,828,041	3,537,000	24.7%
Hospitalization (VIAcare)	13,555,653	16,329,600	12,329,600	13,300,000	970,400	7.9%
OPEB	2,139,795	3,916,000	3,557,000	4,033,000	476,000	13.4%
Life Insurance Plans	169,297	600,000	700,000	780,000	80,000	11.4%
Unemployment Insurance	20,496	40,000	40,000	30,000	(10,000)	(25.0%)
Workers Compensation Insurance	3,212,352	2,989,700	2,989,700	2,379,884	(609,816)	(20.4%)
Uniform Allowance	579,285	852,482	852,482	923,648	71,166	8.3%
Other Fringe Benefits	360,540	591,472	591,472	561,033	(30,439)	(5.1%)
Capital Labor Fringes	(810,585)	(578,370)	(578,370)	(484,308)	94,062	(16.3%)
Advertising Fees	344,035	386,900	444,648	312,500	(132,148)	(29.7%)
Professional and Technical Services	6,712,151	8,758,881	6,782,723	8,825,243	2,042,520	30.1%
Temp Help	166,871	76,624	122,092	25,000	(97,092)	(79.5%)
Contract Maintenance Services	3,341,287	4,568,840	4,660,799	4,828,345	167,546	3.6%
Security Services	2,023,186	2,362,014	2,362,014	2,750,000	387,986	16.4%
Other Services	1,022,580	1,492,254	1,403,013	1,984,155	581,142	41.4%
Fuel and Lubricants	12,151,290	8,173,424	8,173,424	8,305,688	132,264	1.6%
Tires and Tubes	1,489,717	1,668,687	1,668,687	1,798,229	129,542	7.8%
Other Materials and Supplies	10,299,360	8,926,401	8,910,395	9,526,220	615,825	6.9%
Utilities	3,019,717	3,384,097	3,384,097	3,773,259	389,162	11.5%
Premiums-Physical Damage Insurance	111,489	123,478	123,478	154,348	30,870	25.0%
Premiums for PL/PD	266,426	257,535	279,459	258,929	(20,530)	(7.3%)
Payouts for Uninsured PL	2,171,228	1,109,102	2,072,089	1,602,856	(469,233)	(22.6%)
Fuel and Lube Taxes	1,225,911	648,205	648,205	528,102	(120,103)	(18.5%)
Purchased Transportation	14,798,855	16,881,049	15,903,861	18,138,447	2,234,587	14.1%
Dues and Subscriptions	405,119	512,256	474,174	363,144	(111,030)	(23.4%)
Training and Meetings	446,958	946,448	841,935	881,874	39,939	4.7%
Bad Debt Expense	17,962	13,000	16,598	24,000	7,402	44.6%
Advertising /Promotion Media	233,129	489,900	538,600	1,530,400	991,800	184.1%
Other Miscellaneous Expense	806,063	1,099,107	1,106,593	1,349,436	242,843	21.9%
Leases	334,582	367,019	355,554	422,234	66,680	18.8%
<b>Total Expenses</b>	<b>\$ 106,024,828</b>	<b>\$ 112,993,875</b>	<b>\$ 103,448,091</b>	<b>\$ 115,713,837</b>	<b>\$ 12,265,745</b>	<b>10.9%</b>
<b>Total Labor and Expenses</b>	<b>\$ 214,846,593</b>	<b>\$ 228,605,308</b>	<b>\$ 219,175,081</b>	<b>\$ 238,897,267</b>	<b>\$ 19,722,187</b>	<b>9.0%</b>

VIA Metropolitan Transit  
Operating Expenses  
By Group / Division

	FY2017 <u>Actual</u>	FY2018 <u>Budget</u>	FY2018 <u>Forecast</u>	FY2019 <u>Budget</u>
<b><u>Administrative</u></b>				
General and Administrative	1,507,490	1,523,091	1,385,792	1,449,122
Audit	784,105	828,476	837,476	877,232
Legal Services	3,604,919	3,059,671	3,879,397	3,580,829
<i>Sub-Total</i>	<u>\$ 5,896,514</u>	<u>\$ 5,411,238</u>	<u>\$ 6,102,665</u>	<u>\$ 5,907,184</u>
<b><u>Public Engagement</u></b>				
Public Engagement	494,513	471,931	456,222	511,862
Government and Community Relations	719,257	1,270,623	1,182,497	1,411,986
Customer Information and Sales	3,401,731	3,893,166	3,749,203	4,116,540
Marketing and Promotions	1,627,087	1,943,083	2,059,231	2,298,764
Corporate Communications	0	0	0	829,101
<i>Sub-Total</i>	<u>\$ 6,242,587</u>	<u>\$ 7,578,802</u>	<u>\$ 7,447,153</u>	<u>\$ 9,168,253</u>
<b><u>Business Support Services Group</u></b>				
Transportation	82,153,595	87,825,454	88,433,594	93,415,589
Fiscal Management	2,705,262	3,416,724	3,379,930	3,798,336
Human Resources	2,822,537	3,276,334	3,306,958	3,563,559
Business Support Services	347,532	313,078	339,830	338,432
Technology and Innovation	5,032,623	6,562,527	6,473,042	7,115,190
Procurement	1,163,178	1,334,381	1,291,928	1,414,296
Safety, Security, and Training	7,427,057	8,775,933	8,428,842	9,294,065
Fleet and Facilities	49,257,184	45,442,014	44,955,632	47,791,344
Non-Departmental	45,966,930	51,306,195	43,733,195	49,872,907
<i>Sub-Total</i>	<u>\$ 196,875,899</u>	<u>\$ 208,252,638</u>	<u>\$ 200,342,950</u>	<u>\$ 216,603,717</u>
<b><u>Planning and Development</u></b>				
Planning and Development	624,122	993,606	866,187	1,116,973
Capital and Service Planning	5,062,183	6,181,879	4,228,982	5,908,236
Capital Programs	145,288	187,143	187,143	192,903
<i>Sub-Total</i>	<u>\$ 5,831,593</u>	<u>\$ 7,362,629</u>	<u>\$ 5,282,313</u>	<u>\$ 7,218,113</u>
 <i>Total Expenses</i>	 <u><u>\$ 214,846,593</u></u>	 <u><u>\$ 228,605,308</u></u>	 <u><u>\$ 219,175,081</u></u>	 <u><u>\$ 238,897,267</u></u>

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## **Cost Center Detail Analysis**

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

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

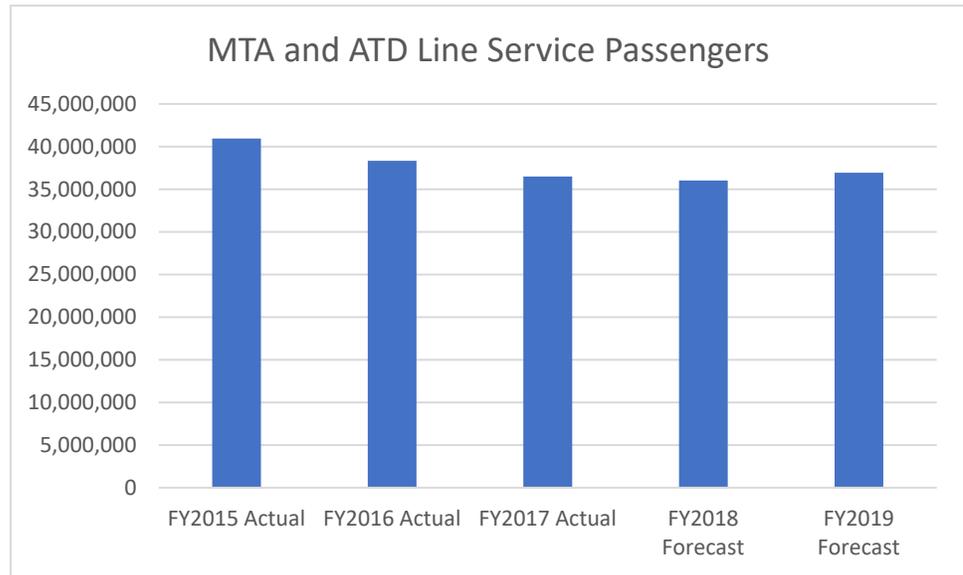
The expenses directly related to providing service are Line, Special Events, Charter, Contract, VIAtrans, Purchased Transportation and Vanpool. Each of the cost centers includes the labor, fuel, materials and other expenses related to providing the service. The service-related cost centers account for 96.0% of the total combined MTA and ATD expenses for the FY19 budget.

## Line Service

Description - Regularly scheduled bus routes available to the general public for a fare.

Fare - Base one-way \$1.30

Changes - Budgeted service hours and passengers increased with the FY19 budget. There is a 4.6% increase in line service hours and a 2.5% increase in line passengers. Line passengers increased from 36.0 million to 36.9 million (FY18 forecast compared to FY19 budget).



Revenues and Expenses - The combined MTA and ATD total operating revenues and non-operating revenues/(expenses) are expected to increase by 4.3% from FY18 forecast, while the combined total operating expenses over the same period are expected to increase by 8.0%.

### **Special Events Service**

- Description - Service provided to various events at the Alamodome and AT&T Center (two of San Antonio's multi-purpose facilities) such as sporting events, concerts and for other community special events, including Fiesta and the Folklife Festival.
- Fare - Park and Ride \$5.00 roundtrip
- Changes - The FY19 service hours are expected to decrease by 21.0% over the FY18 forecast service levels.
- Revenues and Expenses - The revenues are expected to decrease by 24.3% and expenses are expected to decrease in this cost center by 23.2% from the FY18 forecast.

### **Charter Service**

- Description - Transportation services provided to private operators that do not have a bus fleet large enough to provide charter services for conventions and other large meetings or events. VIA is prohibited by federal law from directly chartering bus service and must only support private providers of charter service by the lease of the vehicles.
- Fare - The fare is \$125.00 per hour for commercial charters.
- Changes - VIA provides a limited amount of charter service. In FY18, VIA did not provide charter services and for did not budget charter services for FY19
- Revenues and Expenses - The revenues and expenses are expected to remain at \$0.0 for FY18

### **Disaster Relief**

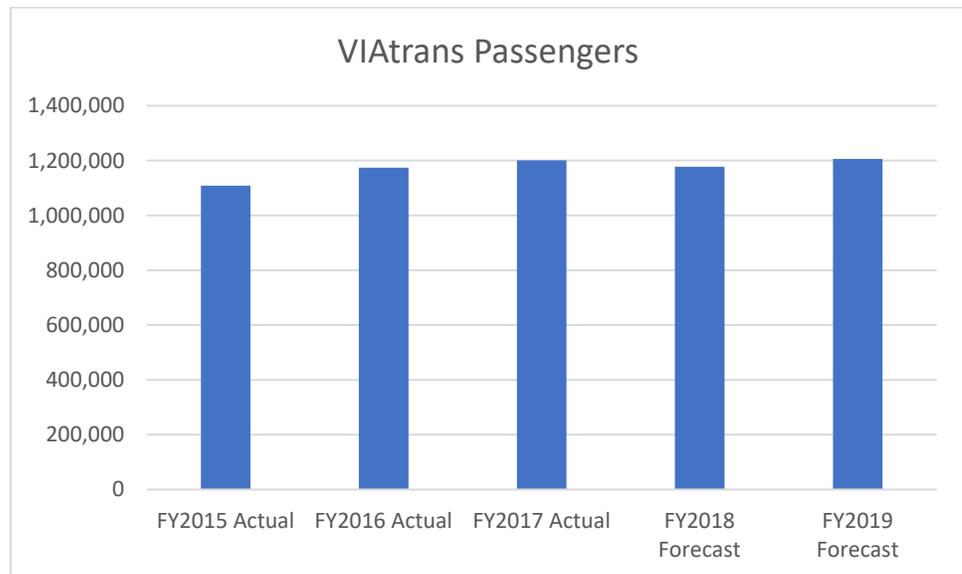
- Description - San Antonio is located within close proximity to Gulf Coast communities that are often impacted by hurricanes. VIA is occasionally requested to transport coastal citizens from these areas to relief centers in San Antonio. VIA does not budget for these infrequent events, but maintains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

### VIATrans Service

Description - Demand responsive service for mobility-impaired persons who are certified through a registration process.

Fare - Base one-way \$2.00

Changes - An increase of 0.7% in total service hours from the FY18 forecast service levels is expected for FY19. Demand for this service has grown since the beginning of service in 1980 and has continued to increase as a result of population growth. VIA manages the cost of this service by providing a no-cost alternative to registered VIATrans patrons. Mobility impaired citizens are allowed to ride regular line service at no charge, thus reducing demand for the VIATrans service. The estimated savings for each VIATrans trip avoided in lieu of the free line service is approximately \$29. VIA also contracts a large portion of the service for ambulatory patrons, which can be transported in a standard vehicle. Patrons using wheelchairs are usually carried on VIA's wheelchair lift-equipped vans, which are more expensive to operate.



Revenues and Expenses - The revenue is expected to increase 1.8% over FY18 forecast revenues, while expenses are projected to increase by 8.7%. VIA will use the service of a private transportation provider for greater than half of all demand response trips.

### **Contract Service**

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

### **Vanpool**

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

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

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

### **Business Development and Planning Cost Center**

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

### **Fringe Cost Center**

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

### **Indirect Cost Center**

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

**VIA METROPOLITAN TRANSIT  
Cost Allocation Plan  
FISCAL YEAR ENDING 09/30/19**

Metropolitan Transit Authority

	Line	Robert Thompson Event	Other Special Event	VIATrans	Purchased Transport.	Line PT MOD	Promotional Service	Real Estate Develop.	Bus. Develop. & Planning
Operator Wages	\$40,452,548	\$74,330	\$111,288	\$6,244,104			\$26,857		
Other Salaries	19,399,442	57,137	114,633	3,846,606	1,182,818		6,271		1,635,387
PT Operator Wages	2,389,582								
PT Other Salaries	259,747	3,547	4,932	181,114	217,696		28		
<i>Subtotal Labor</i>	62,501,319	135,014	230,853	10,271,824	1,400,514		33,156		1,635,387
Other Fringe Benefits									
Advertising Fees									
Prof & Tech Services	97,808	169	249	55,414	66,611		44		4,472,255
Temporary Help									
Contract Maintenance	1,577,317	22,513	937	267,578	249,122		165	3,000	50,000
Security Services	1,302,979	25,260	70,350	28,941	34,785				
Other Services	581,295	1,173	1,201	16,576	19,924		207		4,555
Fuel & Lubricants	4,857,248	8,379	12,270	758,836	1,398,211		2,182		
Tires & Tubes	1,234,693	2,136	3,119	235,276			552		
Other Mat. & Supplies	6,081,528	14,688	14,426	913,280	21,110		2,373		26,742
Utilities	1,458,081	26,232	2,694	283,909	112,403		413		
Prem for Phy Dam Ins	75,599	198	234	6,445	1,531		30	386	
Payouts	1,122,308	1,939	2,838	182,124			503		
Fuel & Lubricant Taxes	323,009	559	817	24,332	94,887		145		
Purchased Transportation					16,829,487	1,050,000			
Dues & Subscriptions	60,552			1,183	1,416				22,424
Training & Meetings	64,186	68	245	24,110	16,390		23		83,220
Bad Debt	24,000								
Advertising/Promotion									
Other Misc. Expense	106,530	76	94	3,668	1,092		18		398,999
Tr Way & Tr St Lease - 574	3,701								
Passenger Stations Lease - 575		24,615	15,050						
Parking Lease - 576	1,800								
Engine House Lease - 580	7,428	13	19				3		
Revenue Veh Mvmt. Control Lease									
Data Processing Facilities Lease - 583									
Other Gen. & Admin. Lease - 585	131,190	229	333				58		
<i>Subtotal Expenses</i>	19,111,252	128,247	124,876	2,801,672	18,846,969	1,050,000	6,716	3,386	5,058,195
<i>Total Direct Expenses</i>	81,612,571	263,261	355,729	13,073,496	20,247,483	1,050,000	39,872	3,386	6,693,582
Full Time Fringe	63,898,658	36,112,054	79,321	136,311	6,088,290	713,660	19,988		986,720
Part Time Fringe	14,074,550	339,776	455	633	23,228	27,920	4		
<i>Total Fringe</i>	64,390,766	36,451,830	79,776	136,944	6,111,518	741,580	19,992		986,720
<i>ATD Indirect</i>	386,045								
Total Indirect (W/O Depr.)	43,775,315	30,416,949	66,024	113,056	5,036,033	658,453	16,337		806,003
Dist. of Fringe	933,331	645,961	1,395	2,386	106,161	14,475	343		16,902
<i>Total Fringe &amp; Indirect</i>	67,514,740	147,195	252,386	11,253,712	1,414,508		36,672		1,809,625
FY19 Total before Capital Labor	\$149,127,311	\$410,456	\$608,115	\$24,327,208	\$21,661,991	\$1,050,000	\$76,544	\$3,386	\$8,503,207
Less: Capital Labor									
FY19 Total after Capital Labor									

**VIA METROPOLITAN TRANSIT  
Cost Allocation Plan  
FISCAL YEAR ENDING 09/30/19**

Advanced Transportation District

		Capital			MTA	ATD			
		Labor	Line	Primo	Vanpool	Indirect	Indirect	Fringe	Total
Operator Wages			\$4,890,035	\$3,408,633					\$55,207,795
Other Salaries		769,227	3,050,593	1,269,070	56,384	18,714,861	160,914	434,270	50,697,613
PT Operator Wages			533,149	10,544					2,933,275
PT Other Salaries		88,320	17,282	4,946		110,591		15,600	903,803
<i>Subtotal Labor</i>		857,547	8,491,059	4,693,193	56,384	18,825,452	160,914	449,870	109,742,486
Other Fringe Benefits								63,114,228	63,114,228
Advertising Fees				21,700	5,600	285,200			312,500
Prof & Tech Services			17,571	17,958	17,000	2,774,569	106,000	1,199,595	8,825,243
Temporary Help						25,000			25,000
Contract Maintenance			66,836	40,051		2,550,826			4,828,345
Security Services			360,671			927,014			2,750,000
Other Services			69,324	19,792		1,259,598	5,050	5,460	1,984,155
Fuel & Lubricants			871,958	396,604					8,305,688
Tires & Tubes			221,798	100,655					1,798,229
Other Mat. & Supplies			1,123,322	443,350		880,245		5,156	9,526,220
Utilities			206,424	101,708		1,581,395			3,773,259
Prem for Phy Dam Ins			11,910	10,330	243,600	63,014			413,277
Payouts			201,609	91,535					1,602,856
Fuel & Lubricant Taxes			58,027	26,325					528,101
Purchased Transportation					258,960				18,138,447
Dues & Subscriptions			36	22	500	276,591		420	363,144
Training & Meetings			7,952	3,326	400	662,015	4,992	14,947	881,874
Bad Debt									24,000
Advertising/Promotion				104,650		1,425,750			1,530,400
Other Misc. Expense			21,103	6,126		760,770		50,960	1,349,436
Tr Way & Tr St Lease - 574				8,400		18,750			30,851
Passenger Stations Lease - 575									39,665
Parking Lease - 576			4,200						6,000
Engine House Lease - 580			1,334	601					9,398
Revenue Veh Mvmt. Control Lease						25,620			25,620
Data Processing Facilities Lease - 583					5,100	54,000			59,100
Other Gen. & Admin. Lease - 585			23,570	10,620		73,600	12,000		251,600
<i>Subtotal Expenses</i>			3,267,645	1,403,753	531,160	13,643,957	128,042	64,390,766	130,496,636
<i>Total Direct Expenses</i>		857,547	11,758,704	6,096,946	587,544	32,469,409	288,956	64,840,636	240,239,122
Full Time Fringe	63,898,658	464,118	4,791,025	2,822,320	34,020	11,291,723	97,089	262,019	63,898,658
Part Time Fringe	14,074,550	11,327	70,594	1,987		14,183		2,001	492,108
<i>Total Fringe</i>	64,390,766	475,445	4,861,619	2,824,307	34,020	11,305,906	97,089	264,020	64,390,766
<i>ATD Indirect</i>	386,045		245,925	138,455	1,665		(386,045)		
Total Indirect (W/O Depr.)	43,775,315		4,104,445	2,310,785	27,789	(43,775,315)		219,441	
Dist. of Fringe	933,331	8,863	87,757	48,505	583			(933,331)	
<i>Total Fringe &amp; Indirect</i>		484,308	9,299,746	5,322,052	64,057	(32,469,409)	(288,956)	(449,870)	(64,390,766)
FY19 Total before Capital Labor		\$1,341,855	\$21,058,450	\$11,418,998	\$651,601				\$240,239,122
Less: Capital Labor									(1,341,855)
FY19 Total after Capital Labor									\$238,897,267

## Personnel Summary

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

FY19 personnel increases are due mainly to increased service levels, capital initiatives and higher work levels.

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

The number of full-time equivalent bus operators is expected to increase by 95 and part-time equivalent bus operators is to decrease by 18.5. These are the employees responsible for operating revenue service buses.

The number of full-time van operators is expected to decrease by 5 and part-time van operators is expected remain steady. These are the employees responsible for operating revenue service (paratransit) vans.

The number of hourly maintenance employees is expected to increase by 6. These are the individuals responsible for providing vehicle or facility maintenance services.

The number of full-time operations/maintenance salaried positions is expected to increase by 8 and the number of part-time operations/maintenance salaried positions is expected to remain steady. These are the individuals primarily responsible for providing administration and direct support for the operations and maintenance functions.

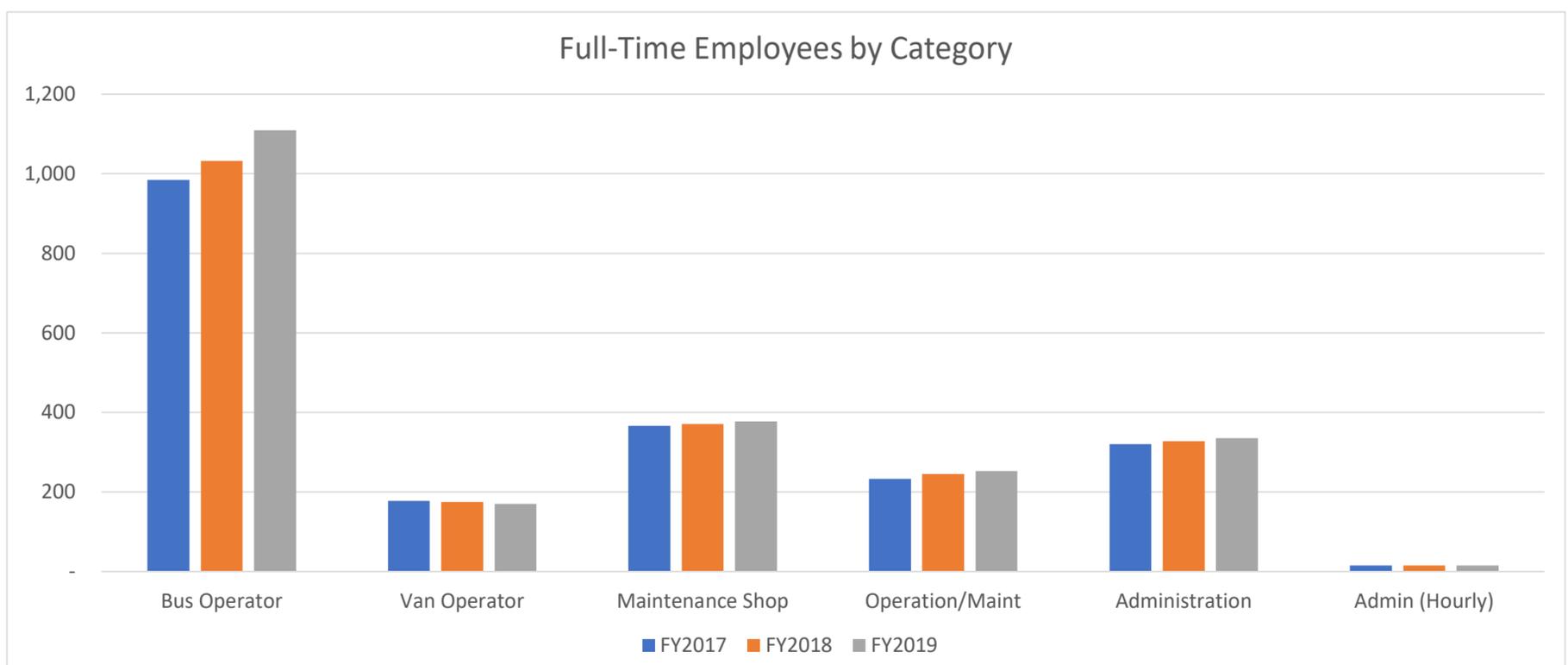
The number of full-time administration salaried positions is expected to increase by 13. These are the individuals primarily responsible for providing general and administrative support services for the agency.

The number of administration hourly positions is expected to decrease by 5.25. These individuals are responsible for maintaining and issuing the materials used for the maintenance of revenue and service vehicles.

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

## VIA Metropolitan Transit Personnel Summary

	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>Variance</u>	<u>Variance %</u>
<b><u>FULL-TIME EMPLOYEES</u></b>					
<b><u>Category</u></b>					
Bus Operator	894.00	937.00	1,032.00	95.00	10.14%
Van Operator	178.00	175.00	170.00	(5.00)	(2.86%)
Maintenance Shop	366.00	371.00	377.00	6.00	1.62%
Salaried					
Operation/Maintenance	216.00	228.00	236.00	8.00	3.51%
Administration (Office)	310.00	317.00	330.00	13.00	4.10%
Administration (Hourly)	15.00	15.00	15.00	-	0.00%
<i>Subtotal Full-Time Employees (FTE)</i>	<u>1,979.00</u>	<u>2,043.00</u>	<u>2,160.00</u>	<u>117.00</u>	<u>5.91%</u>
<b><u>PART-TIME (Full-Time Equivalents)</u></b>					
<b><u>Category</u></b>					
Bus Operator	90.68	95.19	76.65	(18.54)	(19.48%)
Van Operator	-	-	-	-	0.00%
Maintenance Shop					
Salaried					
Operation/Maintenance	17.20	16.70	16.70	-	0.00%
Administration (Office)	10.50	10.50	5.25	(5.25)	(50.00%)
Administration (Hourly)	-	-	-	-	0.00%
<i>Subtotal Part-Time Employees (FTE)</i>	<u>118.38</u>	<u>122.39</u>	<u>98.60</u>	<u>(23.79)</u>	<u>(20.10%)</u>
<b><u>GRAND TOTAL</u></b>					
<b><u>Category</u></b>					
Bus Operator	984.68	1,032.19	1,108.65	76.46	7.41%
Van Operator	178.00	175.00	170.00	(5.00)	(2.86%)
Maintenance Shop	366.00	371.00	377.00	6.00	1.62%
Salaried					
Operation/Maintenance	233.20	244.70	252.70	8.00	3.27%
Administration (Office)	320.50	327.50	335.25	7.75	2.37%
Administration (Hourly)	15.00	15.00	15.00	-	0.00%
<i>Grand Total FTE</i>	<u><u>2,097.38</u></u>	<u><u>2,165.39</u></u>	<u><u>2,258.60</u></u>	<u><u>93.21</u></u>	<u><u>4.30%</u></u>



# FY2019 MTA / ATD Budget

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

	FY2018 Mid-Yr Add	Transfer Out	Transfer In	Delete	FY2019 Add	FTE
<b><u>Operators</u></b>						
Bus Operators - Full Time	-	-	-	-	95	95.00
Bus Operators - Part Time	-	-	-	-39	-	-19.54
Bus Operators - Part Time Retired	-	-	-	-	2	1.00
Paratransit Operators - Full Time	-	-	-	-5	-	-5.00
<b>Operators - Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-44</b>	<b>97</b>	<b>71.46</b>
<b><u>Maintenance</u></b>						
8:00 PM Shop Attendant (Non-CDL)-Special Cleaner	-	-	-	-1	-	-1.00
Facility Maintenance, Attendant	1	-	-	-	1	2.00
Facility Maintenance, Janitor	-	-	-	-	1	1.00
Off-Property, Attendant, Park & Rides	1	-	-	-	-	1.00
Attendant, Route Maintenance	-	-	-	-	2	2.00
Shop Repairman, Welder	-	-	-	-	1	1.00
<b>Maintenance - Subtotal</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-1</b>	<b>5</b>	<b>6.00</b>
<b><u>Transportation</u></b>						
BUS SUPERVISOR	-	-	-	-	1	1.00
CONTRACT SERVICE MONITOR	1	-	-	-	-	1.00
FISCAL MANAGEMENT CLERK	-	-	1	-	-	1.00
DIRECTOR OF FLEET & FACILITIES MAINTENANCE SUPPORT	-	-	-	-	1	1.00
ENVIRONMENTAL SAFETY SPECIALIST	-	-	1	-	-	1.00
MANAGER OF TRAINING	-	-	-	-	1	1.00
FOREMAN	-	-	-	-	1	1.00
FOREMAN - INSPECTION LEAD	-	-1	-	-	-	-1.00
WARRANTY SUPPORT SPECIALIST	-	-	-	-	1	1.00
FOREMAN - PASSENGER AMENITIES	-	-	1	-	-	1.00
<b>Transportation - Subtotal</b>	<b>1</b>	<b>-1</b>	<b>3</b>	<b>-</b>	<b>5</b>	<b>8.00</b>
<b><u>Admin / Support</u></b>						
EXECUTIVE ASSISTANT/DOCUMENT CONTROL	-	-1	-	-	-	-1.00
TRANSPORTATION SUPPORT SPECIALIST	-	-	-	-	1	1.00
PART TIME INFORMATION OPERATOR	-	-7	-	-	-	-5.25

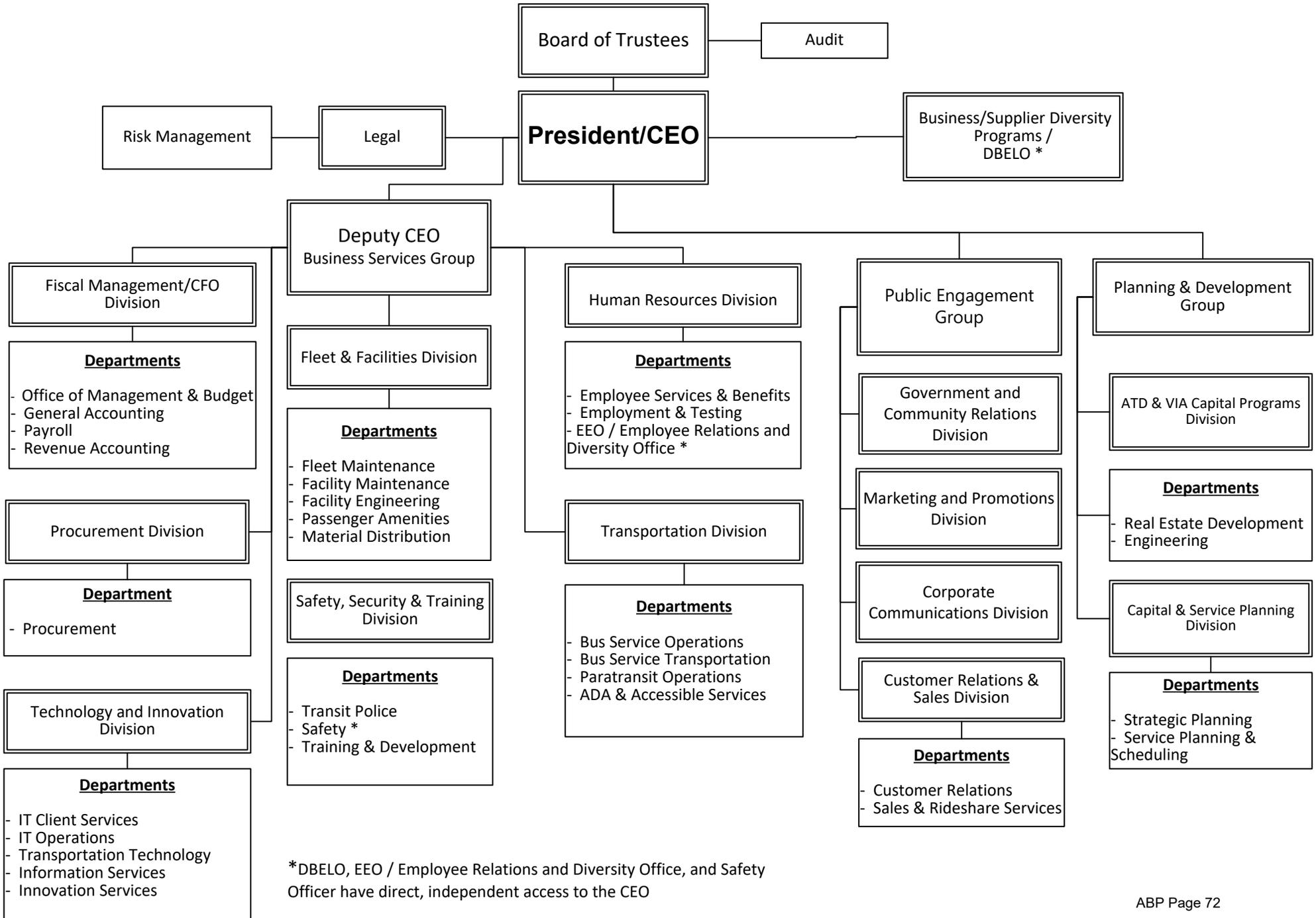
# FY2019 MTA / ATD Budget

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

	FY2018 Mid-Yr Add	Transfer Out	Transfer In	Delete	FY2019 Add	FTE
<b><u>Admin / Support</u></b>						
SUPERVISOR OF CUSTOMER INFORMATION	-	-	-	-	2	2.00
INFORMATION OPERATOR	-	-	7	-	-	7.00
MARKETING PROMOTIONS COORDINATOR	-	-1	-	-	-	-1.00
MARKETING PROMOTIONS COORDINATOR	-	-	1	-	-	1.00
ACCOUNTANT	1	-	-	-	-	1.00
FISCAL MANAGEMENT CLERK	-	-1	-	-	-	-1.00
PAYROLL ADMINISTRATOR	1	-	-	-	-	1.00
CUSTOMER EXPERIENCE APPLICATION COORD	-	-1	-	-	-	-1.00
DIRECTOR OF INNOVATIVE SERVICES	-	-	-	-	1	1.00
CUSTOMER EXPERIENCE APPLICATION COORD	-	-	1	-	-	1.00
DIRECTOR OF MARKETING	1	-	-	-	-	1.00
DIRECTOR OF MARKETING & PROMOTIONS	-	-1	-	-	-	-1.00
COMMUNICATIONS MGR/PUBLIC INFO OFFICER	-	-1	-	-	-	-1.00
LEAD DESIGNER/PRODUCTION MANAGER	-	-1	-	-	-	-1.00
COPYWRITER/CONTENT COORDINATOR	-	-1	-	-	-	-1.00
PUBLIC INFORMATION COORDINATOR	-	-1	-	-	-	-1.00
EXECUTIVE ASSISTANT/BOARD SUPPORT	-	-	1	-	-	1.00
GRAPHIC DESIGNER/ILLUSTRATOR	-	-1	-	-	-	-1.00
MARKETING & PROMOTIONS ASSISTANT	-	-1	-	-	-	-1.00
DIRECTOR OF CORPORATE COMMUNICATIONS	-	-	1	-	-	1.00
COMMUNICATIONS MGR/PUBLIC INFO OFFICER	-	-	1	-	-	1.00
LEAD DESIGNER/PRODUCTION MANAGER	-	-	1	-	-	1.00
COPYWRITER/CONTENT COORDINATOR	-	-	1	-	-	1.00
PUBLIC INFORMATION COORDINATOR	-	-	1	-	-	1.00
GRAPHIC DESIGNER/ILLUSTRATOR	-	-	1	-	-	1.00
MARKETING & PROMOTIONS ASSISTANT	-	-	1	-	-	1.00
ADMIN ASST TO VICE PRESIDENT	1	-	-	-	-	1.00
ENVIRONMENTAL SAFETY SPECIALIST	-	-1	-	-	-	-1.00
<b>Admin / Support - Subtotal</b>	<b>4</b>	<b>-19</b>	<b>17</b>	<b>-</b>	<b>4</b>	<b>7.75</b>
<b>Total FY2019 Headcount Adds</b>	<b>7</b>	<b>-20</b>	<b>20</b>	<b>-45</b>	<b>111</b>	<b>93.21</b>

# VIA METROPOLITAN TRANSIT ORGANIZATIONAL CHART

October 1, 2018 – September 30, 2019



\*DBELO, EEO / Employee Relations and Diversity Office, and Safety Officer have direct, independent access to the CEO

# Operating Detail by Group/Division/Department

# Operating Detail by Group/Division/Department

## Introduction to the Detail by Group/Division Section

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

### **General and Administrative Group**

- General and Administrative
- Audit
- Legal Services

### **Public Engagement Group**

- Public Engagement
- Government & Community Relations
- Marketing & Promotions
- Corporate Communications
- Customer Information and Sales

### **Business Support Services Group**

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

### **Planning and Development Group**

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

The section is then sub-divided to present,

- Strategies and Goals
  - The section on responsibilities describes the functions of each division.
  - The section on goals and measures describes the key goals to be achieved by each division and how success will be measured.
- Organizational Charts
  - The organizational chart identifies the departments located within the group/division as well as provides the position title, grade level and the number of authorized positions (shown in parentheses).
- Department Budget
  - The budgets are presented in eight columns for comparison purposes. The first column is the actual expenses for FY17. The second column is the annual budget for FY18, the third column is the forecast for FY18, and the fourth column is the annual budget for FY19. Columns five and six reflect dollar and percentage variances between FY18 budget and the FY19 budget. Columns seven and eight reflect dollar and percentage variances between FY18 forecast and the FY19 budget. The budget is shown for labor and supplies, services and other expenses.

## FY2019 Goals and Strategies

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

### **VIA Vision**

Connecting our Region

### **VIA Mission**

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

VIA Metropolitan Transit's (VIA) fiscal year 2019 goals and strategies reflect the VIA Vision 2040 Long Range Plan, a community-driven blueprint for the Greater San Antonio Region's public transportation system. The plan reflects public priorities, accommodates shifting growth and development, and supports the region's larger multimodal vision. VIA's 2019 goals follow the Vision 2040 three key elements:

### **VIA Goals**

#### Enhance the Bus System

Connect communities with frequent and reliable transit service, transit stop upgrades, fleet and facility improvements

#### Create a Multimodal Network

Provide higher-speed, congestion-proof network of rapid transit and express service along key corridors, and increased access and options to multimodal transportation

#### Embrace Innovative Solutions

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

## **Strategies**

VIA's fiscal 2019 strategies to achieve each of the three major goals include the following:

### Enhance the Bus System

- Increase service frequency
  - Implement the City of San Antonio Partnership Plan Phase III to increase service frequency
- Add new services and routes
  - Implement Primo service improvements
  - Pilot Mobility on Demand Service

### Create a Multimodal Network

- Build new and rehabilitate existing facilities
  - Build Zarzamora Primo route infrastructure to open January 2019
  - Build SW Military Primo route infrastructure to open January 2019
  - Build Brooks Transit Center to open Spring 2019
- Passenger amenities
  - Improve passenger amenities at 100 locations such as sidewalk connections, ADA accessibility and bench/shelter installations
  - Install solar lighting in 250 Next Gen shelters
- Design future facilities
  - Paratransit Facility
  - Randolph Park & Ride
  - Naco Transfer Center
  - IH-10 Park & Ride
  - SH-151 Park & Ride
- Develop partnership projects
  - Robert Thompson Transit Center
  - Scobey Complex
  - Continue Joint Legislative Ethics Committee and San Antonio Office of Emergency Management Police Partnership
- Conduct studies and assessments
  - Rapid transit corridor study
  - Scobey complex site assessment
  - Operating facility assessment

### Embrace Innovative Solutions

- Continue goMobile growth and introduce goCard fare technology
- Pilot pedestrian detection system
- Introduce VIAtrans online reservation system
- Implement Enterprise Resource Planning and Enterprise Asset Management systems

## Desired Outcome

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

## Performance Metrics

VIA measures major factors that effect a traveler's' decision to ride fixed-route transit. Factors can be divided into two main areas: 1) Service availability - Is transit an option? and 2) Comfort and convenience - If an option, would a traveler want to use it?

- **Frequency**—What is the waiting time between buses? Can I walk to the bus stop and expect a vehicle to arrive within a short time? Measured as percent of routes with frequencies:
  - Less than 15 minutes
  - 16 to 30 minutes
  - 31 to 59 minutes
  - >60 minutes
- **Connections and accessibility**—How well does the system network across the service area? Will I be able to easily connect to other routes in a timely manner? Is there a safe, connected, accessible sidewalk available? Measured as percent of population within walking distances:
  - 50-80% of people walk ¼ mile or less to a local bus stop
  - 50% of people walk ½ mile or less to rail and BRT service
- **Travel time**—How long will it take to get there (including the time I have to wait)? How does the travel time compare to other modes of travel options available to me? Measured as:
  - Average passenger transit trip time as compared to in-vehicle auto time
- **Reliability**—Is the service on-time? How likely is the bus to arrive at the time scheduled? Measured for local, downtown circulators and commuter express fixed-route services reliability as:
  - Percent of trips that a bus arrives between 30 seconds prior and five minutes after the scheduled time at target bus stops along the route
  - Percent of missed trips
- **Span of service**—What is the duration of the service? Will I be able to go when I want and get back when I want? Measured as a percent of route with service spans:
  - 18 hours
  - 15 to 18 hours
  - 12 to 14 hours
  - 7 to 11 hours
  - 4 to 6 hours
  - <4 hours
- **Comfort, safety and other amenities**—How comfortable is the ride (seating, cleanliness)? Are there safe places to wait that are well lit? Is there access to Wi-Fi and other services? Measured as:
  - Percent of bus stops with shelters, lighting, benches
  - Collisions and incidents per 100,000 miles

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## **Division and Department Goals, Strategies and Performance Measures**

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

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

# Audit Division

## **Responsibilities**

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

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

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

## **Goal**

Provide audits and advisory services to assist management in its initiatives (direct and indirect) to sustain and enhance VIA's bus and paratransit system, create a multimodal network and embrace innovative solutions

## **Target**

Selected audits and advisory services are included in the Board approved Audit Plan and will be completed in the fiscal year. Audit results and recommendations will be provided to management and Audit Committee for consideration and/or implementation.

## **Strategy**

Key stakeholders will be identified in staff, management and Board of Trustees. Interviews and assessments will be conducted to identify potential risks that might adversely impact VIA's bus and paratransit system. Potential risks and vulnerabilities will be assessed for likelihood of occurrence and potential impacts. Risk assessment results will be presented to management and Audit Committee for consideration of potential audit projects. Audit Plan status will be reviewed in quarterly Audit Committee meetings, and as necessary, modifications to the Audit Plan will be considered and/or implemented.

# Legal Division

## **Responsibilities**

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

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

### **Goal 1**

Effectively manage the number of hours paid to legal firms assisting with VIA legal matters

### **Target**

Take steps to proactively maintain the hours paid to legal firms at or below 1,000 hours with the average rate below \$350.

### **Strategy**

Closely monitor use of legal firms and spending.

### **Goal 2**

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

### **Target**

Maintain or improve the public liability average incurred loss per mile of \$0.0358

### **Strategy**

Work with Safety and other departments to improve and prevent conditions that may increase VIA's liability exposure. Analyze of various categories of risk and determination of the extent to which each is or can be insured. Formulate and implement of an action plan to improve existing risk management practices and close gaps in risk management effectiveness.

# Diversity and Federal Compliance Department

## **Responsibilities**

This Department is responsible for all aspects of VIA's Business/Supplier Diversity Program (comprised of VIA's Disadvantaged Business Enterprise Program and Small Business Enterprise Program). In addition, staff in this division do research and recommend possible grant opportunities that may generate new revenue sources for VIA available from local, state and federal government organizations.

### **Goal**

Strengthen VIA's business relationships.

### **Target**

Meet VIA's FTA Three Year Annual DBE goal of 23%.

### **Strategy**

Develop a plan for implementing best practices and/or innovative methods for reaching our customers. Embrace Innovative Business Solutions-host 5th Annual IDEA Conference. Enhance small, minority, disadvantaged vendor training efforts and promotion of required vendor certification. Promote VIA as the regional business/supplier diversity leader by strengthening Business/Supplier collaborative relationships-e.g., Memorandum of Understanding.

# Public Engagement Group

## **Responsibilities**

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

### **Goal 1**

Grow VIA support among non-transit riders and the general community at large. Collaborate to grow ridership.

### **Target**

- Secure 75% available media coverage for 3 key strategic events in FY2019
- Grow social media audiences by 10% for FY2019

### **Strategy**

Work with departments across the agency to expand promotional opportunities for new and existing programs and amenities. By providing staff messaging support and presence to promote various VIA projects and programs throughout the community.

### **Goal 2**

Create and sustain opportunities to spread key VIA messages as part of the agency's overall master engagement plan

### **Target**

- Secure 24 strategic speaking engagements in the service area for VIA Senior Execs/Board leadership in FY2019.
- Develop a Speakers Bureau with a minimum of 40 VIA representatives/advocates to help promote key agency messages.
- Obtain 6 feature opportunities in FY2019 for local Op Eds, national industry coverage, and other key outlets.
- Work with GCR Staff to ensure briefings at least 3 times/year for Commissioners Court and San Antonio City Council and 2 times/year for suburban cities.

### **Strategy**

Increase presence and interactions among elected officials, business leaders and community organizations. Continue collaborating with strategic partners to expand messaging reach. Ensure VIA Executive presence and participation in organizations' key leadership roles throughout the service area, state, and nation including San Antonio Mobility Coalition (SAMCo), Chambers, Environmental Defense Fund (EDF), TTA, South West Transit Association (SWTA), and (American Public Transportation Association (APTA).

# Marketing and Promotions Division

## Responsibilities

Marketing and Communications is responsible for leading VIA's marketing efforts, including branding efforts, corporate reputation management, website development, internet presence and oversight of advertising efforts. As part of a larger creative and content team, marketing and promotions will help to develop, shape, direct, plan and disseminate the agency's messages to a variety of audiences using different approaches and mediums. A unified strategy will be enhanced as the organization's marketing, communications and local government and community outreach functions work together to develop the agency's larger public relations direction and efforts. The division is also responsible for marketing collateral, contributing to passenger information and communications, special events coordination and supporting community relations efforts across the agency.

### **Goal 1**

Maximize on-board messaging opportunities.

### **Target**

- Number of monthly content updates
- 25% video content on digital delivery system

### **Strategy**

Provide timely and useful information through passenger portals such as interior bus cards, flyers, and on-board advertising.

### **Goal 2**

Provide marketing and public relations support for VIA's efforts to diversify transit options in the region.

### **Target**

- Maintain a majority of positive media coverage.
- More than 70% of monthly total media coverage is positive.

### **Strategy**

Work with partners and stakeholders and utilize opportunities to share VIA's message. Implement quarterly goals for social media reach for specific and targeted messages.

# Marketing and Promotions Division

## Goal 3

Utilize VIA's new digital assets to enhance public awareness and outreach campaigns

## Target

- Achieve 15% click-through rate on digital ads
- Activate at least 2 monthly messaging outreach via Short Message Service (SMS)
- Activate at least 1 monthly direct dialogue opportunity (Facebook live, Ask Me Anything (AMA) chat, etc.)

## Strategy

Develop and implement a robust digital marketing program that utilizes VIA's new website and mobile app. Develop and implement new system of direct outreach utilizing VIA's new website and mobile app. Generate opportunities for direct outreach using digital/social channels and resources. Continue collaborating with technology partners to increase engagement with VIA services and programs.

# Corporate Communications Division

## **Responsibilities**

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

### **Goal 1**

Improve the customer experience with helpful, up-to-date information and resources

#### **Target**

- Customer surveys tracking communication preferences and satisfaction in 6-month intervals
- Track web and social media metrics measuring reach and engagement

#### **Strategy**

Update tactics for maximizing passenger information portals and improve usefulness of existing touchpoints such as digital and print collateral, on-board messaging, and direct outreach

### **Goal 2**

Contribute to strategic partnership development and public relations support for efforts to establish new options for accessing VIA services

#### **Target**

- Maintain positive media coverage at 70% or better each month
- Help establish three new partnerships to support multimodal initiatives

#### **Strategy**

Develop innovative opportunities for partners/stakeholders/customers to support VIA's plans for multimodal options.

# Corporate Communications Division

## Goal 3

Position VIA as a leader in innovation, including digital asset development and utilization

## Target

- Increase opt-in lists for email notifications - 30% / Establish opt-in lists for Short Message Service (SMS) – 1,000 in FY19
- Activate at least 1 monthly direct dialogue opportunity via social or digital media regarding innovation at VIA
- Support and track organic media coverage of innovative initiatives at VIA and maintain at least 70% positive coverage on the subject

## Strategy

- Use VIA website and mobile apps, and media relations, to highlight innovative solutions for improved mobility and access.
- Help develop and promote “push messaging” system for direct outreach
- Continue collaborating with technology and innovation partners to increase engagement with VIA services and programs.

# Government and Community Relations Division

## **Responsibilities**

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

## **Goal**

Engage neighborhood and civic organizations on a regular and consistent basis

## **Target**

Provide 104 presentations to registered neighborhood associations, civic organizations, and key stakeholder groups by the end of the fiscal year.

## **Strategy**

GCR will secure speaking and presentation roles for VIA throughout the community with an average target of 2 per week.

# Customer Information and Sales Division

## **Responsibilities**

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

### **Goal 1**

Explore best practices and opportunities for improving how we deliver information to our customers.

### **Target**

Implement a minimum of four best practices as identified in customer assessment on the plan.

### **Strategy**

Develop a plan for implementing best practices and/or innovative way for reaching our customers. Use technological and innovative ideas through the transit advertising services contract to enhance how VIA displays customer information.

### **Goal 2**

Enhance ridership growth by educating area employers and businesses about ridership opportunities and transit benefits.

### **Target**

Grow VIAworks participants by 10% with the goal of increasing the number of area employees riding VIA to their workplace.

### **Strategy**

Aggressively continue promotion of VIAworks program and targeted outreach to increase service utilization to targeted employment centers.

## Customer Information and Sales Division

### Goal 3

Building awareness of new fare technology available to customers.

### Target

Execute, at a minimum, ten outreach events to educate and inform customers of new fare technology with the goal of transitioning customers over to new payment options.

### Strategy

Launch educational campaign to build awareness of goCard and goMobile and communicate benefits of the new fare payment options. Use benchmarking to measure awareness of new fare options.

### Goal 4

Enhance the customer experience when contacting VIA through the call center or social media platforms.

### Target

Build staffing in call center to implement strategies for enhancing call center performance. Additionally, implement customer relations social media program to timely address customer concerns submitted through VIA's social media channels.

### Strategy

Add two new supervisors to call center to develop training and key performance indicators to improve the overall customer experience in the call center. Execute a long term customer relations social media program.

# Safety, Security & Training Division

## **Responsibilities**

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

Safety, Security and Training (SST) Administration is responsible for the day-to-day management of the agency's safety and security in normal conditions and during times of emergencies and the training and development of VIA operators and maintenance. The department has the responsibility to develop, implement and maintain the VIA Emergency Management Plan. The department oversees all emergency response activities, as well as develops and implements specific emergency response procedures of the Emergency Management Plan.

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

## **Goal 1**

Enhance responsiveness to employee and customer safety needs.

## **Target**

- Decrease preventable public safety accident, per 100,000 miles
- Reduce slip/trip and fall incidents at VIA facilities
- Utilize monthly VIA crime and activity statistics to show a decrease in overall employee and operator related assaults
- Reduce Transit Police response time down to an overall average of 8 minutes

## **Strategy**

Create a communication infrastructure for reporting unsafe conditions. Utilize predictive indicators/data to predetermine risk(s) and potential concerns. Deploy greater field presence and contact with employees and customers while working or utilizing service.

# Safety, Security & Training Division

## Goal 2

Become a premiere industry recognized leader in utilizing fleet/facility video capture and partnerships, to improve system safety and security.

### Target

- Decrease the download and availability timeline of BOLO related footage by 30 minutes.
- Increase the amount of joint coordinated drills and exercises with local law enforcement partners to not less than (4) a year. (These drills will demonstrate how use of video and technology will assist response, as well as feature the JLEC capabilities.)

### Strategy

Enhance the workflow processes and technical reach of the current video records specialist function. This includes resources, manpower and technology to meet growing demands and reliability of video data for VIA and our local, state and federal law enforcement partnerships. Create “field capture” locations geographically throughout our system to decrease response time in downloading/wrapping footage for use in accident and criminal related incidents. Implement and heavily utilize the “look in” feature on our NOVA buses to galvanize and maximize informed response by Transit police, SAPD, Bexar County Sheriff and federal agencies responding to issues of criminal or terroristic threat to our system.

## Goal 3

Collaborate on rapid transit corridors first mile/last mile initiatives with partner agencies to prepare staff for regulatory laws and practices for rapid transit implementation and safety compliance.

### Target

- Have the ability to align our educational development and experience levels commensurate to any new light rail or streetcar development initiative implemented by COSA, VIA and other agencies responsive for implementation.
- Completed online and regional technical workshops on trending concerns and issues related to light rail sustainability and safety compliance.
- Identified (1) key staff liaison in each of the Transit Police, Safety and Training departments to serve as subject matter experts on rail implementation in their respective areas.

### Strategy

Utilize current affiliation with regional transportation safety affiliation (TTSPA) to collaborate with DART, Houston Metro and others to facilitate our ramping up of knowledge, skills and abilities to meet federal and state oversight regulations and safe practices. Prepare the Training department to identify and research measures to prepare staff to be familiar at high levels to operate rail transport vehicles. Educate the Transit police force on response techniques and security at rail based terminals and platforms; in accordance with industry best practices.

# Fiscal Management Division

## Responsibilities

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

## Enhance the Bus System

### Goal

- Sound financial stewardship to facilitate informed decision-making, obtain attractive borrowing rates, and maintain community support of the agency.
- Financial statement accuracy – keep prior year adjustments to a minimal level to prevent the need to take offsetting actions
- Provide timely reporting of financial/operating information and free up time for more analysis and value-added activities.
- Meet deadlines for submitting financial information to third parties.

### Target

- Unqualified audit opinion
- No material weaknesses
- No significant deficiencies
- Positive balance in capital fund
- Stabilization fund and working capital at 60 days each
- Improved defined benefit pension plan funded ratio trend
- Keep prior year adjustments to less than \$100K
- Generate financial statements by the 15th workday of each month
- No late/extended filings for GFOA budget book, CAFR and EMMA documents

### Strategy

- Maintain account analysis schedules for grants and other key accounts. Sound journal entry review process. Update desktop procedures documentation to help ensure accurate and consistent accounting treatment. Highlight need to operate with a balanced budget.
- Strengthen communication regarding year-end cutoffs. Review invoices received in October more closely. Review year-end accruals more closely. Review accounting issues more closely when implementing contractual and operational changes that have accounting ramifications.
- Meet with directors, managers, and staff to identify ways to speed up the month-end financial close.
- Hold weekly progress meetings as needed to ensure that the GFOA budget book, CAFR, and EMMA documents are submitted on time.

# Human Resources Division

## **Responsibilities**

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

### **Goal 1**

Enhanced Transitional Duty Program (currently light duty policy).

### **Target**

Increase the effectiveness of the enhanced transitional duty program

### **Strategy**

Re-write policy to include more transition to duty options, with increased collaboration among departments, promotion and oversight. Focus on duties employees “can do” rather than what they “cannot” do. Hire a Transitional Duty Coordinator

### **Goal 2**

Subscribe to a resume data base and develop interest in employment through promoting tours for potential applicants.

### **Target**

Increase the number of qualified applicants, particularly for hard to fill positions.

### **Strategy**

Initiate the procurement process to select a vendor. Combine with existing orientation tours. Schedule by appointment only.

# Technology and Innovation Division

## **Responsibilities**

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

### **Goal 1**

Successfully roll out VIA goMobile MA1 Mobility Application versions and continue mobile growth adoption

#### **Target**

- Launch goMobile MA1 in Q1 2019
  - Expanded the number of payments options by five
  - Add enhanced security features such as fingerprint and face ID
- Launch new app trip planner by Q4 2019
- Add at least one multi modal partner by Q4 2019
- Continue to see MoM positive sales growth through continued Marketing and new co-marketing partnership between Moovel and VIA.

#### **Strategy**

Closely work with Moovel on application strategy to stick to release schedule and add new features.

### **Goal 2**

Successfully roll out the VIA goCard project

#### **Target**

- Have a successful pilot test before launch starting in Q1 2019
- Fully launch VIA goCard by Q4 2019
- Customer Relations needs to have at least one retail network in place
- Have TVMs for goCard at all major VIA passenger facilities

#### **Strategy**

Work with Trapeze to address system and launch issues to fully implement base system features.

### **Goal 3**

Continue efforts to implement the new Infor ERP & EAM systems.

#### **Target**

- Launch systems by end of Q4 2019
  - Launch at least the core modules for EAM and ERP in 2019

#### **Strategies**

Focus on partner management, issue management and change management to allow VIA stakeholders to successfully implement core system features.

# Information Technology Division

## Goal 4

Improve customer facing real time data for better and a more reliable rider experience

## Target

- Rewrite the core GTFS services to focus on accurate predictions and actual detours in Q1 2019
- Launch Transit Tracker to allow customers to know where their bus is by Q2 2019
- Add in more advanced features such as next bus notifications by Q4 2019

## Strategies

Keep focusing on the customer and their needs to have a better experience riding VIA

# Fleet & Facilities Division

## **Responsibilities**

The Fleet and Facilities Division is responsible for ensuring the VIA fleet, facilities, and passenger amenities are operational and maintained to standards necessary for VIA to provide first class public transportation services which are safe, dependable, and cost effective. Fleet and Facilities Division employees are at work every hour of every day to see that VIA is recognized and valued by the San Antonio community as an integral and essential public service.

### **Goal 1**

Continue the shelter installation program beyond the 1,000-installation goal and retrofit 250 shelters with solar lighting

### **Target**

- 250 shelters retrofitted with solar lighting by September 30, 2018
- Maintain or improve the number of passenger complaints regarding shelters

### **Strategy**

Work with various entities and departments to meet project milestones for each shelter installation and solar lighting retrofit. Perform shelter installations and solar lighting with minimal interruption to passengers.

### **Goal 2**

Pilot collision avoidance system with fixed route buses

### **Target**

- Receiving valid pedestrian warnings
- Pilot information is measurable to determine if the installation and use of the pedestrian warning system is of value across the entire fleet.

### **Strategy**

Installation of collision avoidance system on selected fixed route buses. Operators trained on the pedestrian warning system.

# Procurement Division

## **Responsibilities**

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

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

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

## **Goal**

Take advantage of the enhanced functionalities to be provided under the new Enterprise Resource Planning (ERP) System, to address delays in processing procurement requests and improve efficiencies.

## **Target**

Reduce the number of days it takes to process procurement requests.

## **Strategy**

Provide support necessary for the successful implementation of the ERP System; and, improve communications with internal and external customers.

# Transportation Division

## **Responsibilities**

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

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

## **Bus Service Departments**

### **Goal 1**

Completion of the mobile workstation project.

### **Target**

- Operators will be able to identify the hub of operations and will be able to report for regular duty
- Station Foremen will be able to fulfill their requirements for regular line service from within a protected mobile environment

### **Strategy**

Compile list of items required for operations continuity in the event of an evacuation for an extended amount of time. Follow-up with appropriate departments to ensure development is underway.

# Transportation Division

## Bus Service Departments

### Goal 2

Streamline and expedite current processes to a more efficient and cost-effective method.

### Target

Implementation of IT processes and procedures for automation

### Strategy

Collaborate with IT to ensure processes including but not limited to sign-up, vacation, and uniform ordering are held in an online environment. Introduce, train, and gain perspective from department employees to create the best format for both Foremen and Operators alike.

### Goal 3

Streamline information processing and reduce paper use

### Target

- Near 100% reduction in paper usage for benefit claims
- Near 100% reduction in paper usage for operator discipline

### Strategy

Expand electronic system for operators sick and military benefits. Expand operator discipline and CAF processing system

### Goal 3

Create programs to involve Foremen and Supervisors in the retention of new operators.

### target

- A reduction in the turnover rate
- New employees will assimilate to the standards of a supervisor
- New bus operators will have a positive outlook on work ethic at VIA

### Strategy

Enrich the minds of our new employees with the knowledge that is best for retention and practices the proper procedures set forth by VIA from the employees entrusted with providing guidance to all operators. Build a better rapport between the supervisors/foremen with employees during their onboarding process throughout their probationary period.

# Transportation Division

## ADA & Accessible Services Department

### Goal 1

Assure that Bus Operators understand and meet their responsibilities toward customers who are disabled.

### target

- Reduce “operator not at fault” and “fault not determined” complaints related to ADA compliance issues
- Reduce “operator at fault” complaints related to ADA compliance issues

### Strategy

Create and implement an Information and Awareness campaign for veteran Bus and Van Operators. Create and implement an “ADA Refresher Course” for bus and van Field Supervisors.

### Goal 2

Develop and enhance travel options for seniors and persons with disabilities.

### Target

Provide travel training to at least 15 persons per month

### Strategy

Promote travel training assistance. Encourage the use of accessible vehicles by private-sector transportation providers.

### Goal 3

Increase focus on capabilities of applicants for ADA Paratransit (VIATrans) eligibility.

### Target

Complete assessment and determine next steps

### Strategy

Create Functional Assessments program for the selection applicants. Develop and distribute materials promoting the accessibility of fixed-route bus service.

# Transportation Division

## Paratransit Operations Department

### Goal

Balance ADA paratransit service quality and sustainability.

### Target

- On-time performance of 90%
- Service effectiveness of 1.7 passengers per revenue hour
- Service efficiency of 3.65 operating expense per revenue mile
- 305 customer complaints per 100,000 passenger trips

### Strategy

Select a quality contractor to provide VIATransit operations and maintenance. Provide quality assurance program to oversee service quality and sustainability, and ensure contractor compliance. Hire dispatch staff to meet one dispatcher per 30 vehicles.

# Planning & Development Group

## **Responsibilities**

The Planning & Development Group with administration oversees the activities related to implementing VIA's strategic plan and corporate goals. These goals include: multi-modal service expansion, updating and implementing the Long-Range Comprehensive Transportation Plan, and related capital projects such as Park and Rides, transit centers and transfer facility development and implementation. The group administration directs and coordinates all activities as well as provides clerical and administrative support to group personnel.

The Planning & Development Group is responsible for: multi-modal initiatives; long-range planning; policy planning, including facilitating and coordinating regional planning with public and private partners; service planning; feasibility studies; land and facility acquisition; and, engineering, design, construction and project management along with business diversity compliance and discretionary grant development.

### **Goal 1**

Conduct studies and assessments for the following:

- Rapid transit corridor study
- Scobey complex site assessment
- Maintenance facility assessment

### **Target**

Meet project milestones and remain on budget

### **Strategy**

Develop a formalized project plan with an activity list, Gantt chart, milestones, and budget

### **Goal 2**

Continue with the construction of the following projects:

- Zarzamora Primo route infrastructure (Jan '19)
- SW Military Primo route infrastructure (May '19)
- Brooks Transit Center (May '19)

### **Target**

Meet project milestones and remain on budget

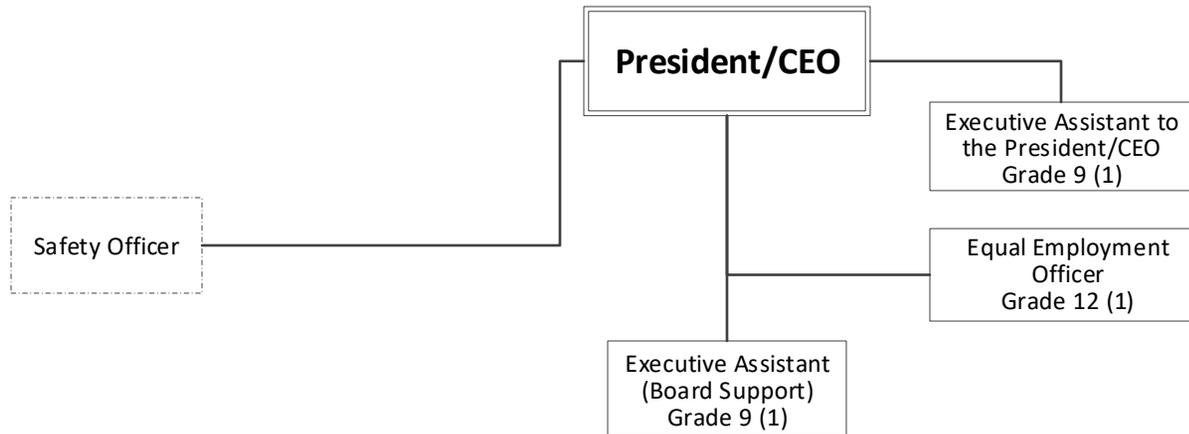
### **Strategy**

Develop a formalized project plan with an activity list, Gantt chart, milestones, and budget

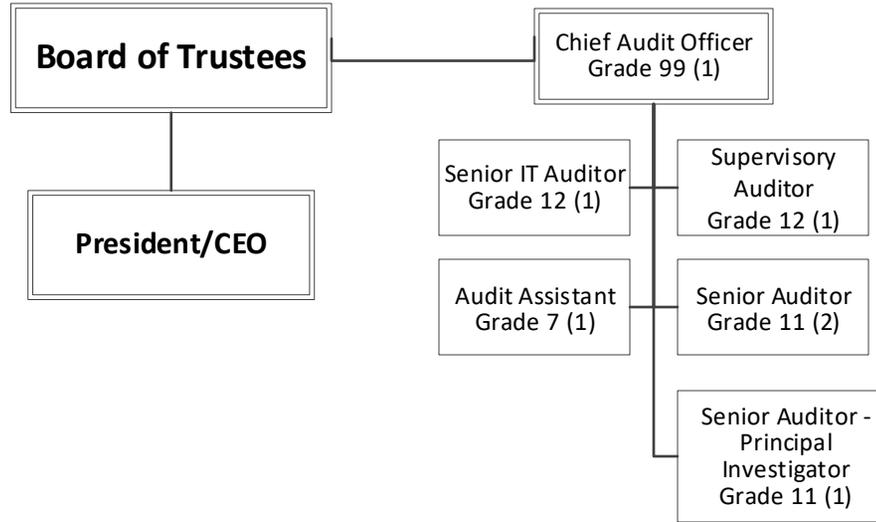
# Organization Charts

# Organization Charts

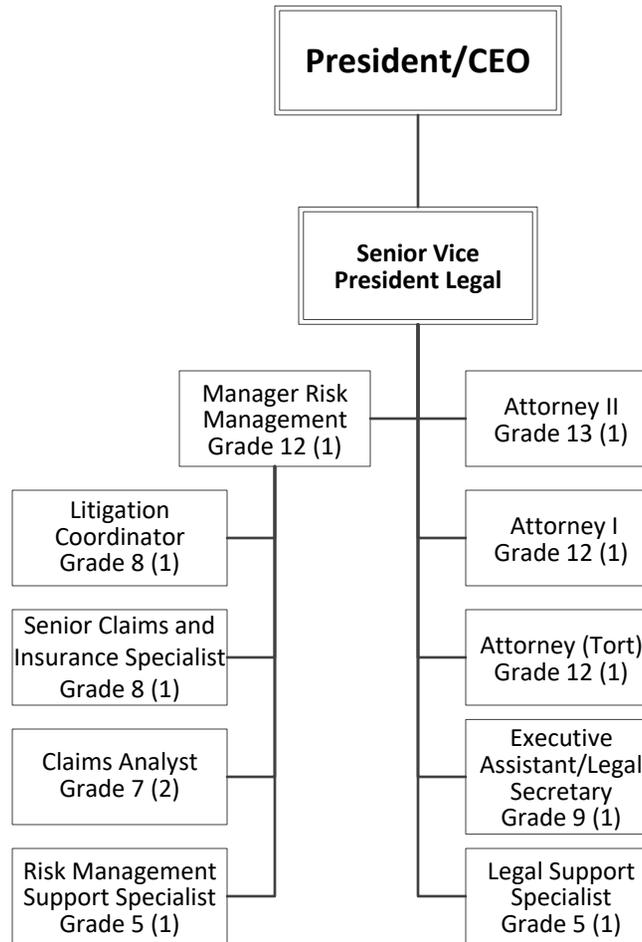
**ADMINISTRATION GROUP**  
**GENERAL & ADMINISTRATION DIVISION**  
October 1, 2018 – September 30, 2019



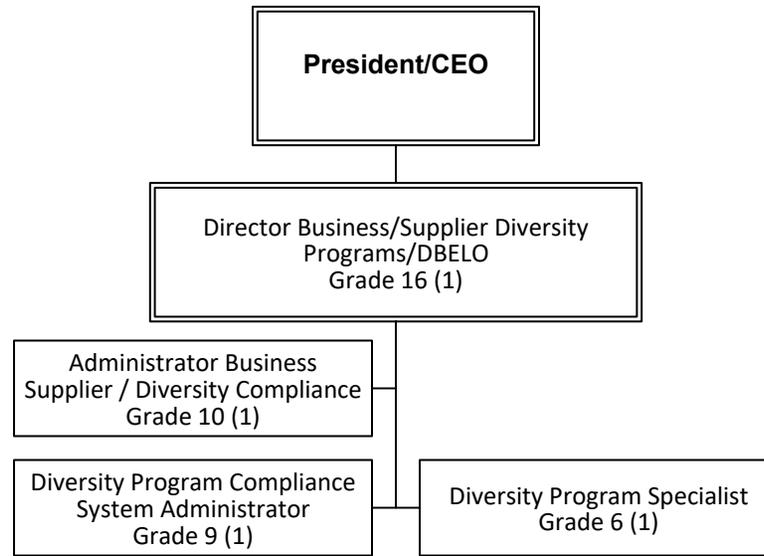
**ADMINISTRATION GROUP**  
**AUDIT DIVISION**  
October 1, 2018 – September 30, 2019



**ADMINISTRATION GROUP  
LEGAL SERVICES DIVISION**  
OCTOBER 1, 2018 – SEPTEMBER 30, 2019

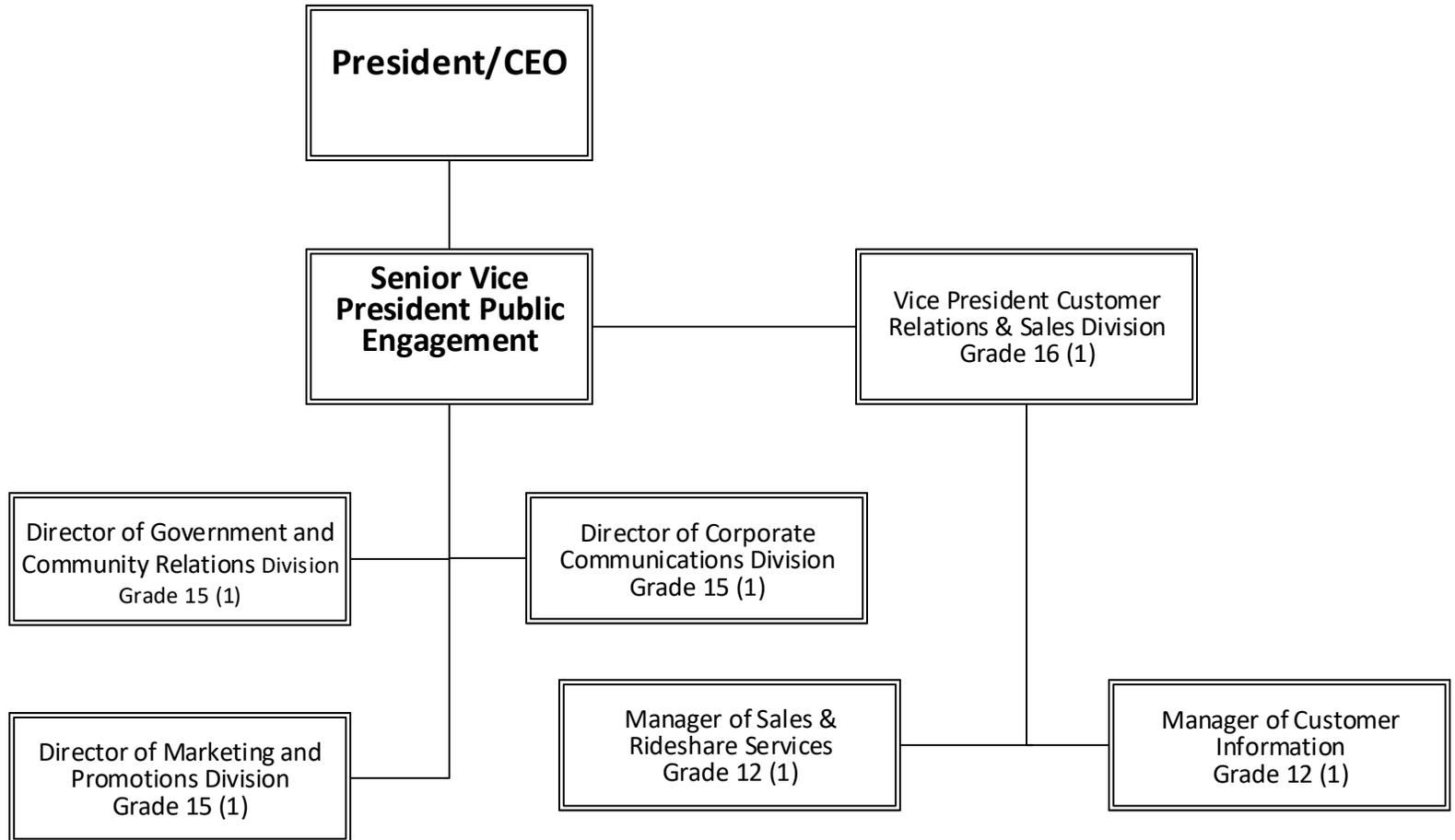


**Administration Group**  
**OFFICE OF DIRECTOR BUSINESS/SUPPLIER DIVERSITY PROGRAMS/DBELO**  
OCTOBER 1, 2018 – SEPTEMBER 30, 2019



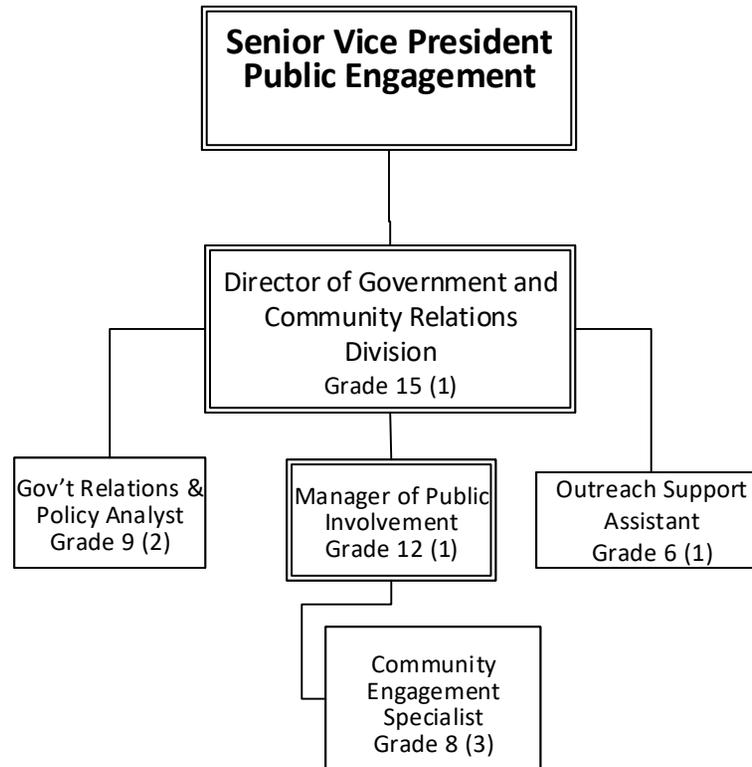
# PUBLIC ENGAGEMENT GROUP

OCTOBER 1, 2018 – SEPTEMBER 30, 2019

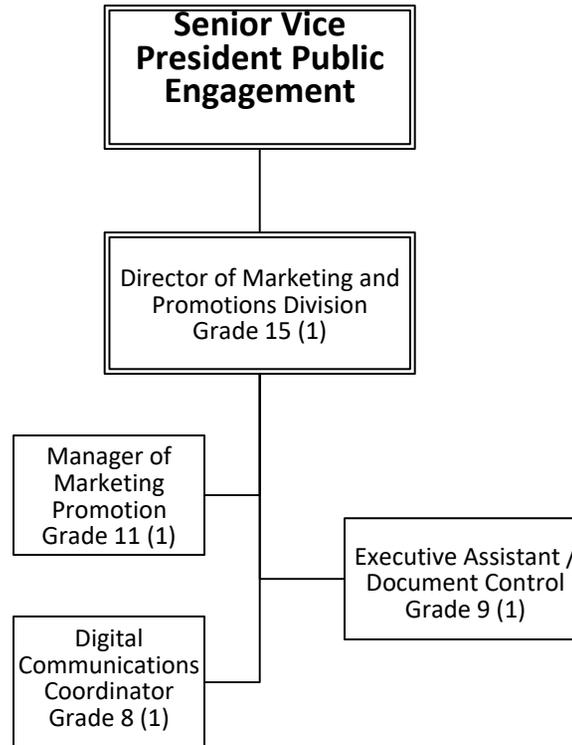


**PUBLIC ENGAGEMENT GROUP  
GOVERNMENT AND COMMUNITY RELATIONS DIVISION**

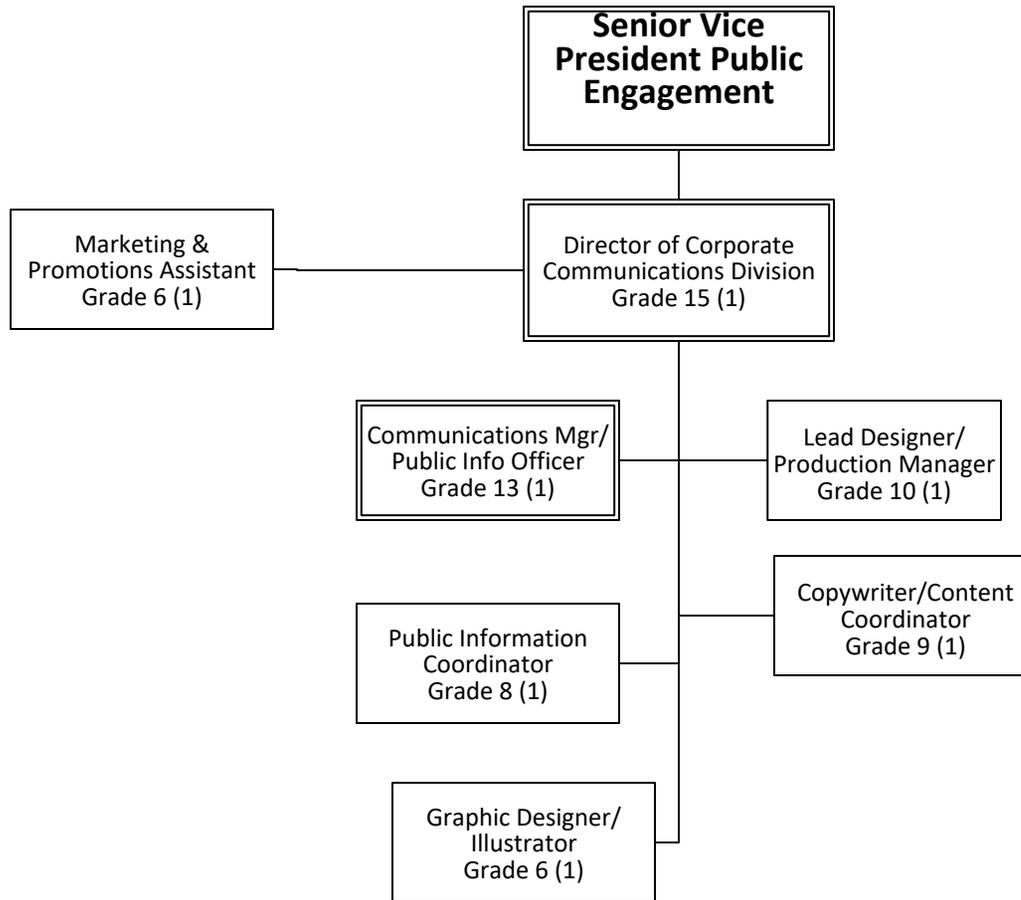
OCTOBER 1, 2018 – SEPTEMBER 30, 2019



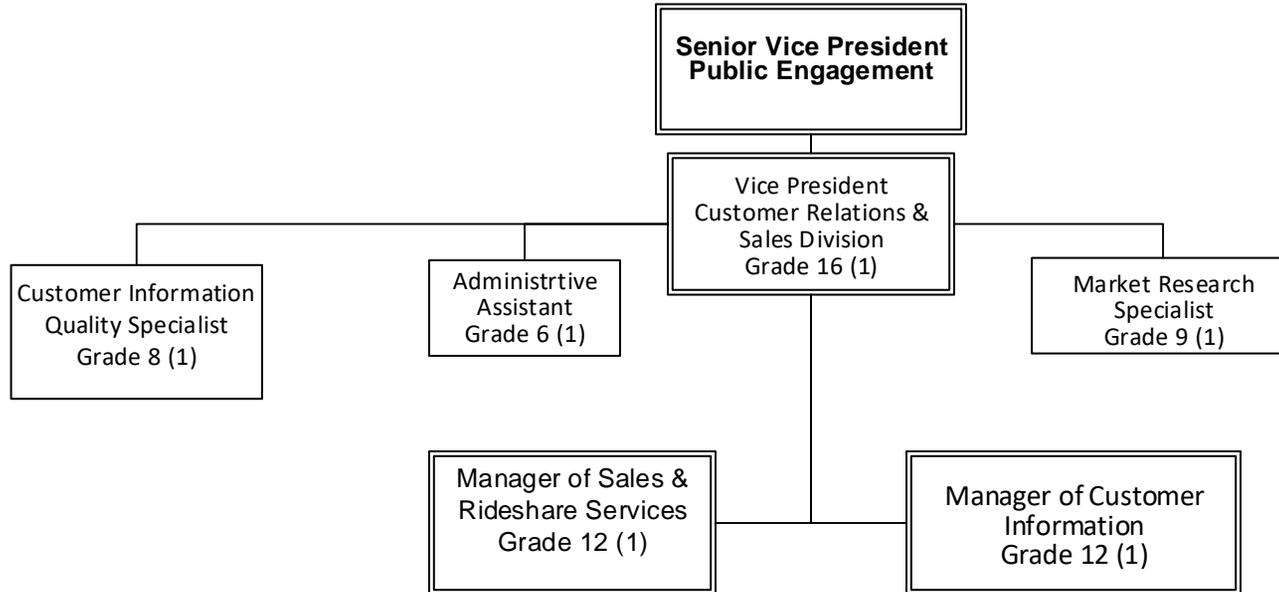
**PUBLIC ENGAGEMENT GROUP**  
**MARKETING AND PROMOTIONS DIVISION**  
OCTOBER 1, 2018 – SEPTEMBER 30, 2019



**PUBLIC ENGAGEMENT GROUP**  
**CORPORATE COMMUNICATIONS DIVISION**  
OCTOBER 1, 2018 – SEPTEMBER 30, 2019

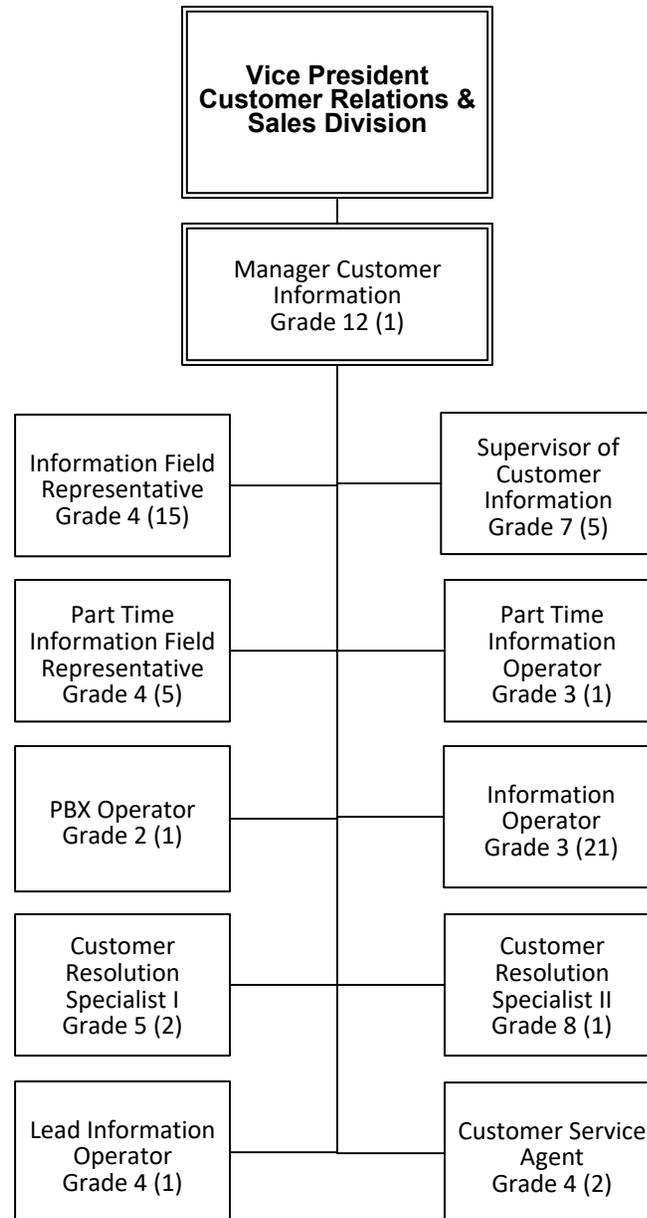


**PUBLIC ENGAGEMENT GROUP**  
**CUSTOMER RELATIONS AND SALES DIVISION**  
OCTOBER 1, 2018 – SEPTEMBER 30, 2019

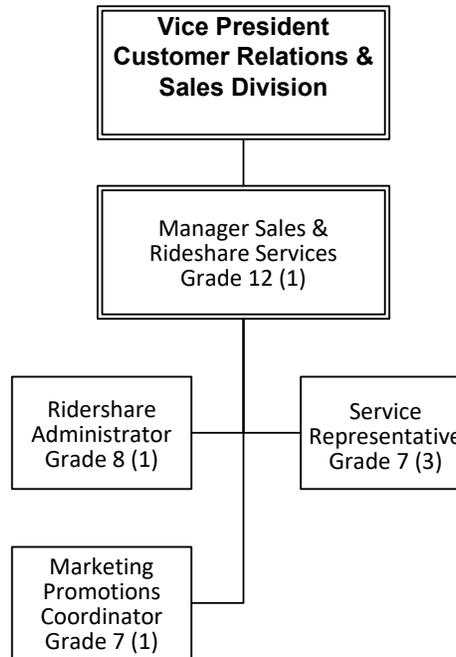


**PUBLIC ENGAGEMENT GROUP  
CUSTOMER INFORMATION DEPARTMENT**

OCTOBER 1, 2018 – SEPTEMBER 30, 2019

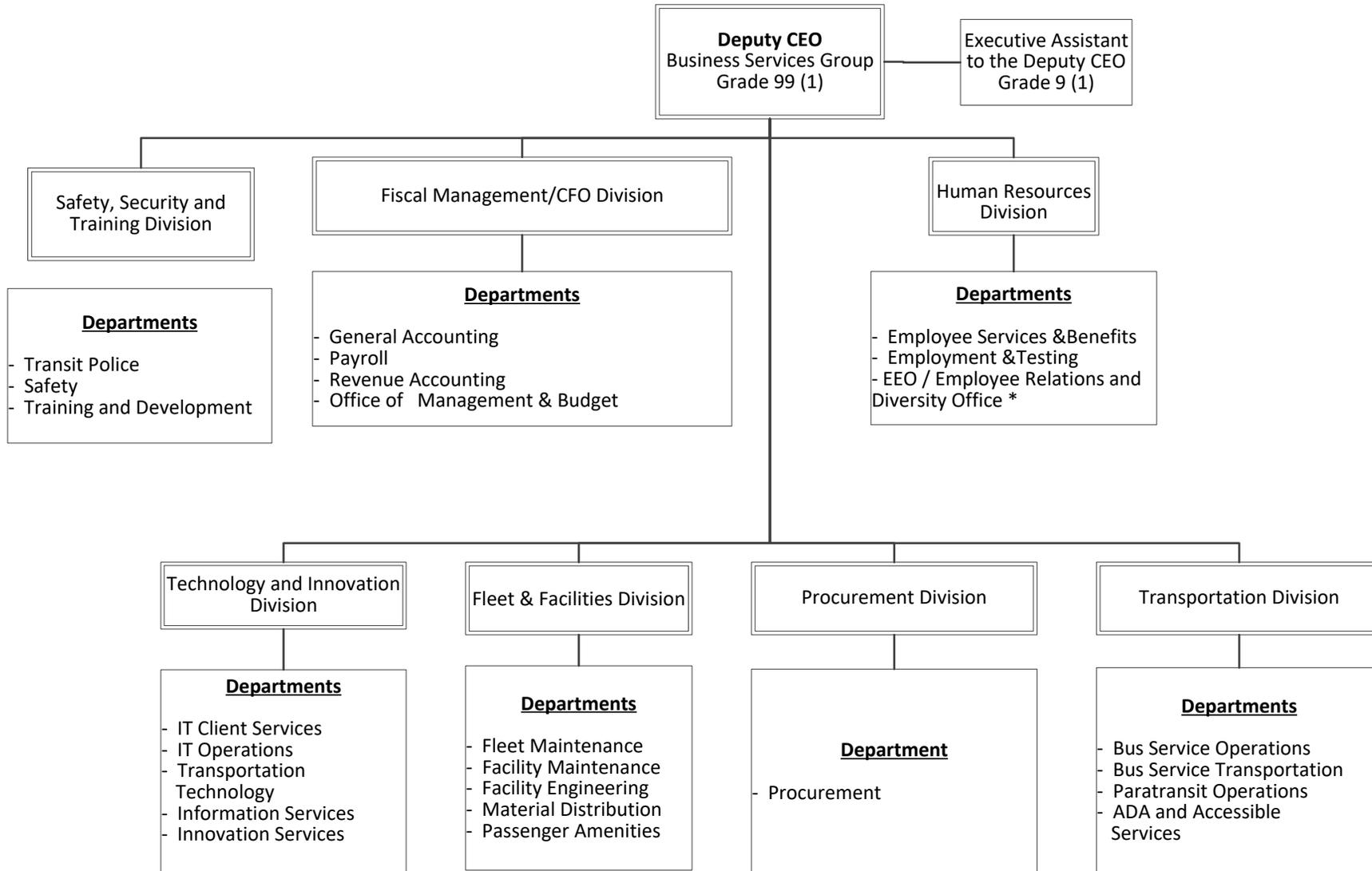


**PUBLIC ENGAGEMENT GROUP**  
**SALES & RIDESHARE SERVICES DEPARTMENT**  
OCTOBER 1, 2018 – SEPTEMBER 30, 2019



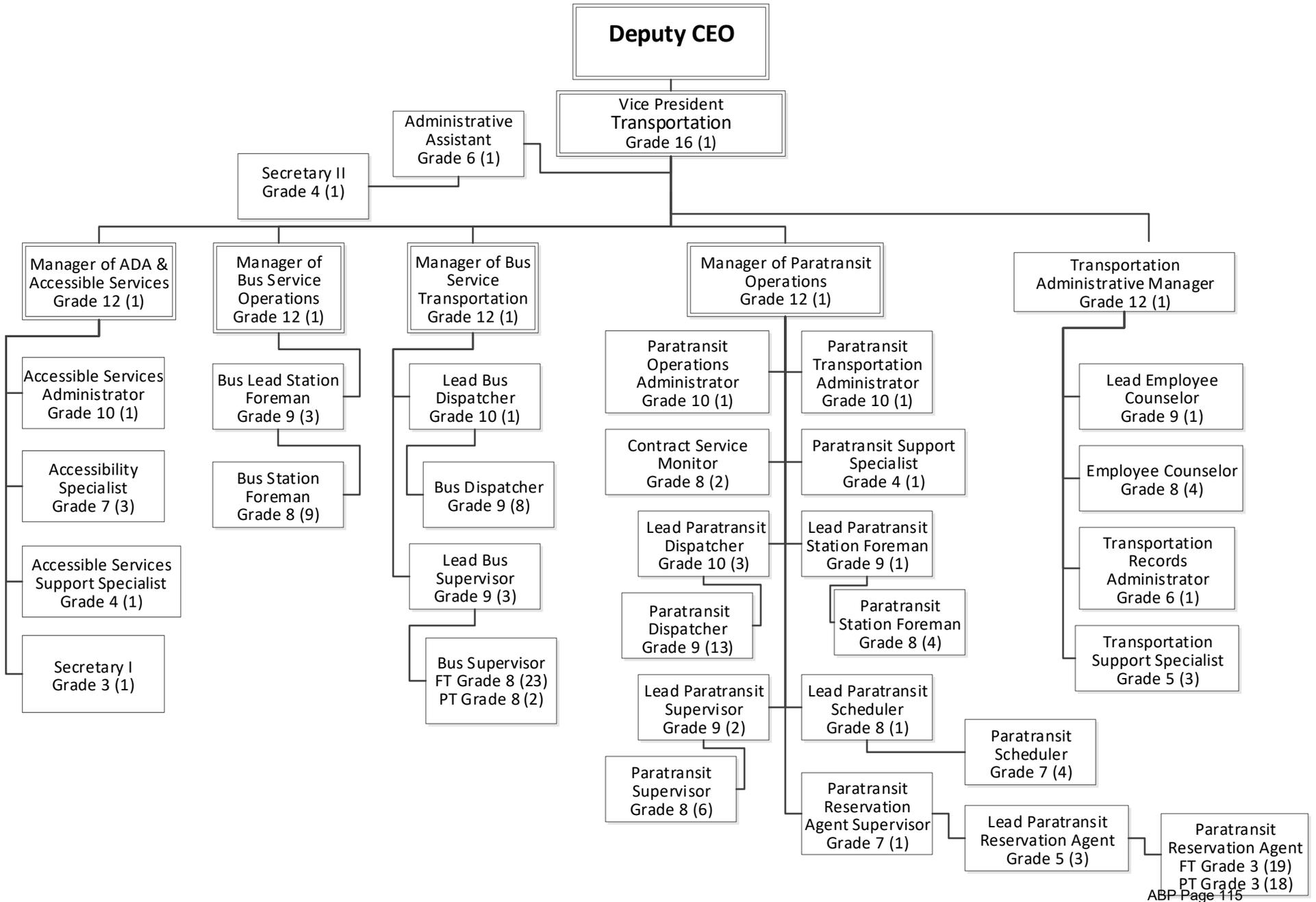
# BUSINESS SUPPORT & TRANSIT SERVICES GROUP

October 1, 2018 – September 30, 2019

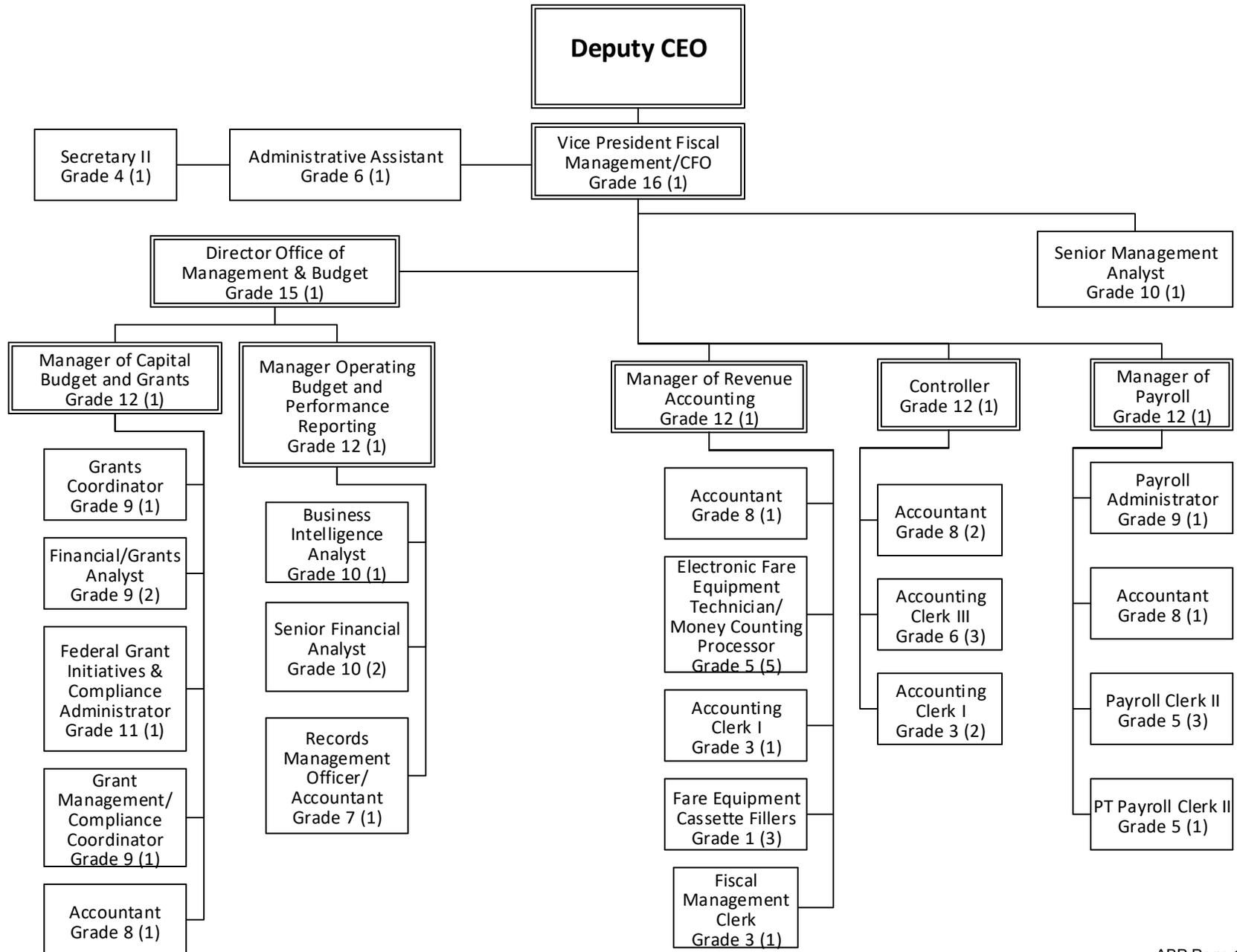


\*EEO / Employee Relations and Diversity Office, has direct, independent access to the CEO

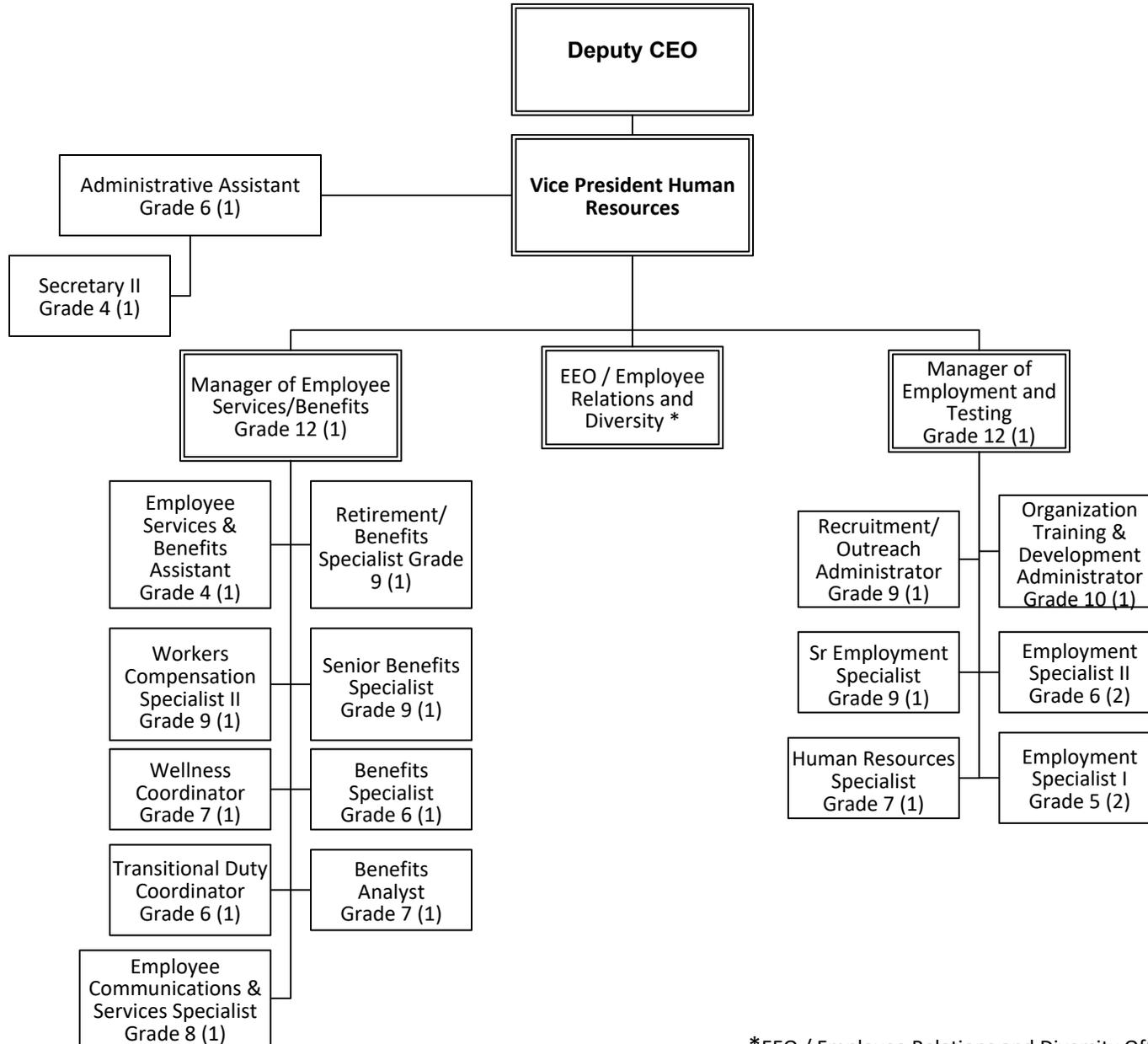
**BUSINESS SUPPORT SERVICES GROUP  
TRANSPORTATION DIVISION**  
OCTOBER 1, 2018 – SEPTEMBER 30, 2019



**BUSINESS SUPPORT SERVICES GROUP**  
**FISCAL MANAGEMENT DIVISION**  
 OCTOBER 1, 2018 – SEPTEMBER 30, 2019

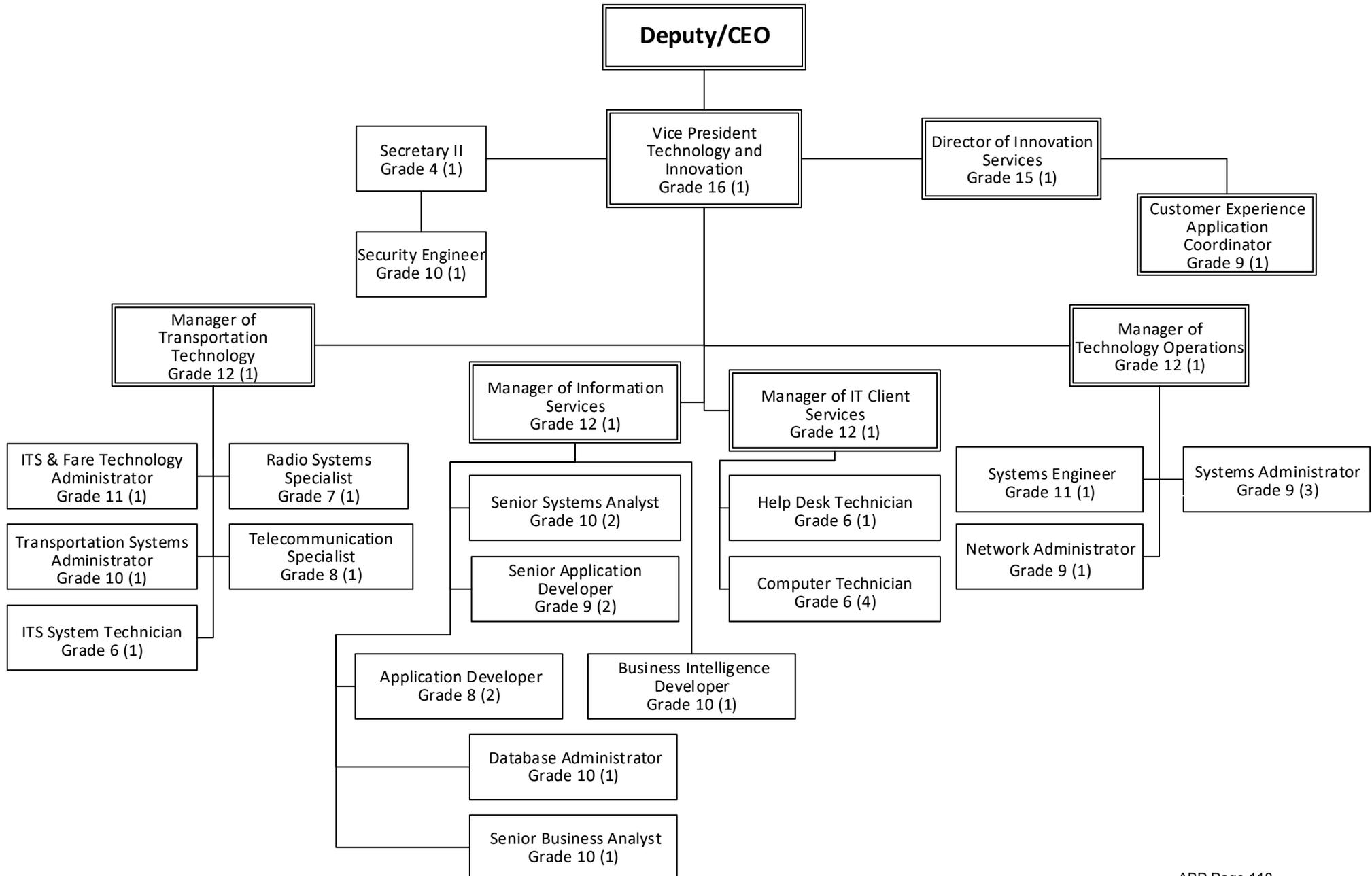


**BUSINESS SUPPORT SERVICES GROUP**  
**HUMAN RESOURCES DIVISION**  
 OCTOBER 1, 2018 – SEPTEMBER 30, 2019



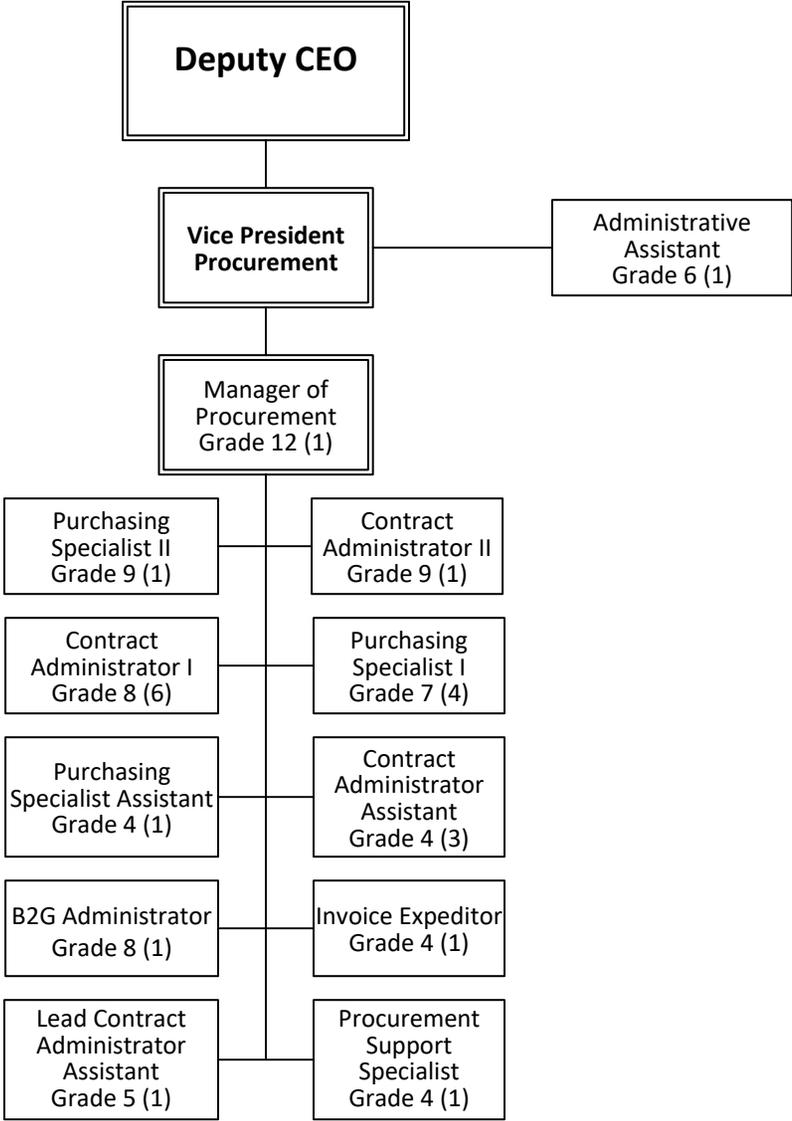
\*EEO / Employee Relations and Diversity Office, has direct, independent access to the CEO

**BUSINESS SUPPORT SERVICES GROUP  
TECHNOLOGY AND INNOVATION DIVISION  
OCTOBER 1, 2018 – SEPTEMBER 30, 2019**

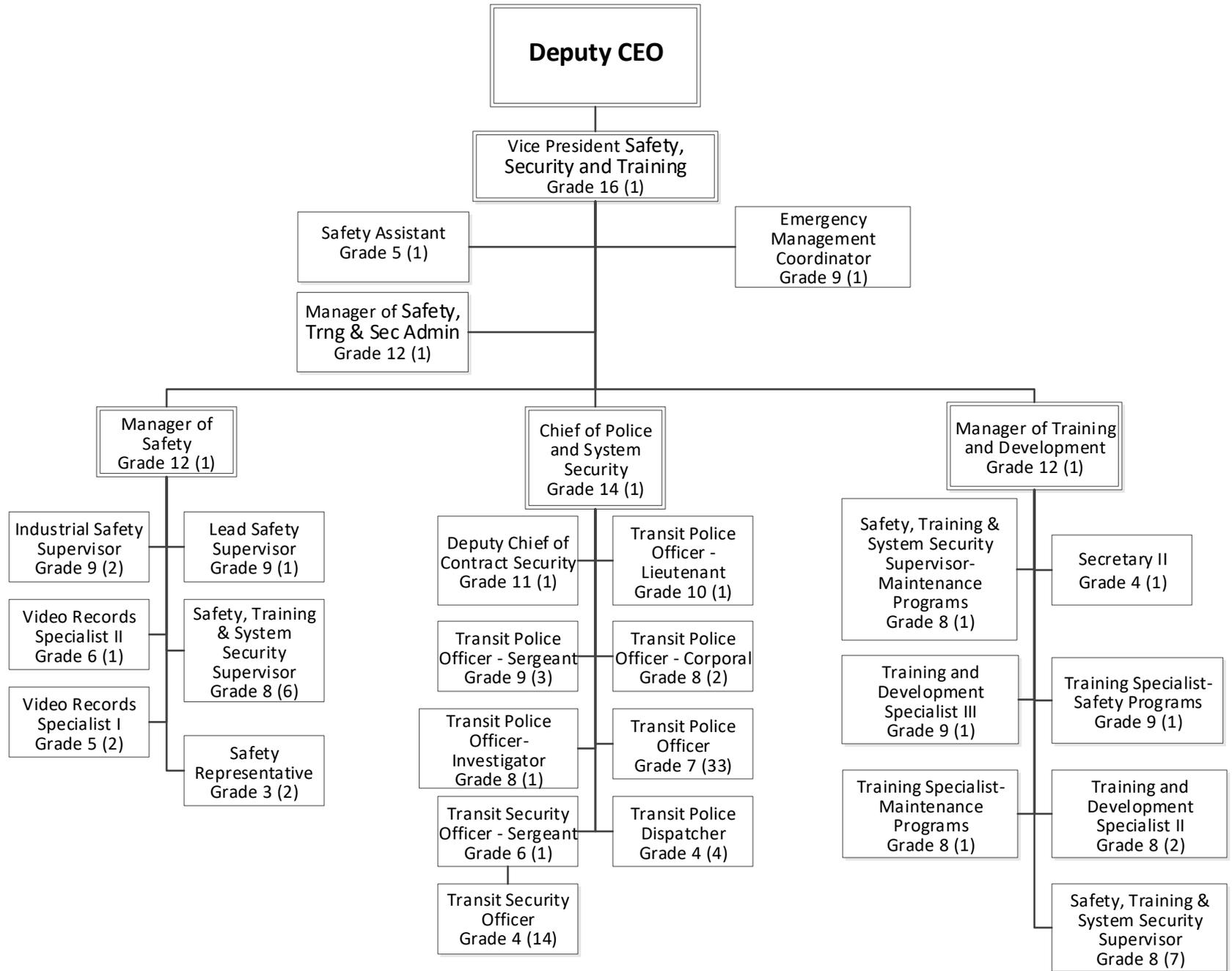


**BUSINESS SUPPORT SERVICES GROUP  
PROCUREMENT DIVISION**

OCTOBER 1, 2018 – SEPTEMBER 30, 2019



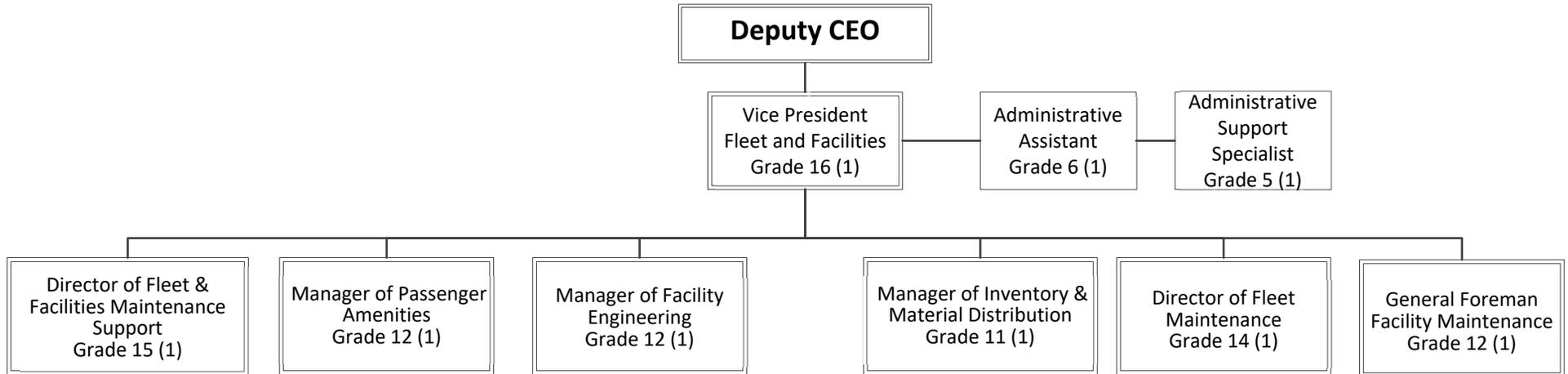
**BUSINESS SUPPORT SERVICES GROUP**  
**SAFETY, SECURITY, EMERGENCY MANAGEMENT AND TRAINING DIVISION**  
 OCTOBER 1, 2018 – SEPTEMBER 30, 2019



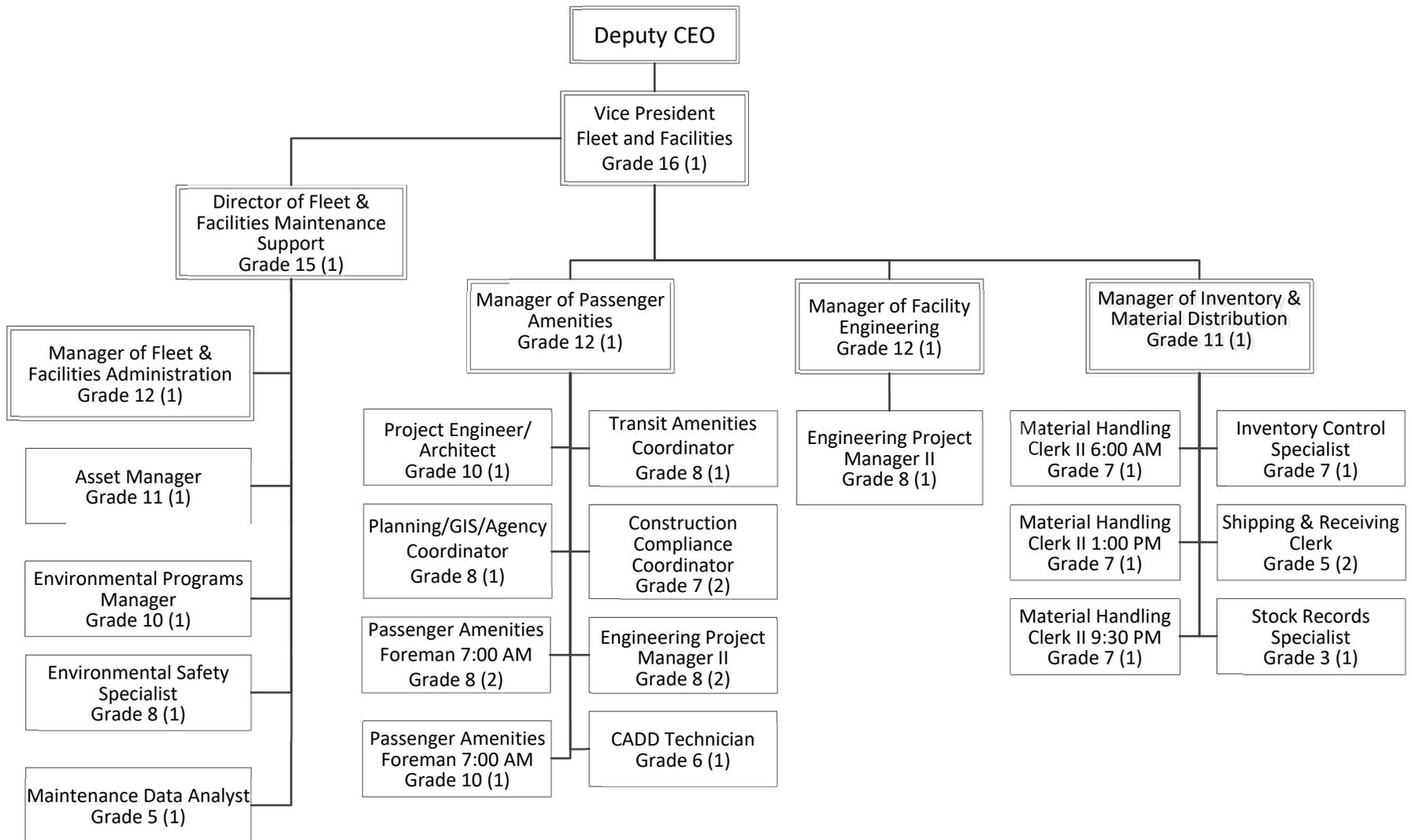
# BUSINESS SUPPORT SERVICES GROUP

## FLEET & FACILITIES DIVISION

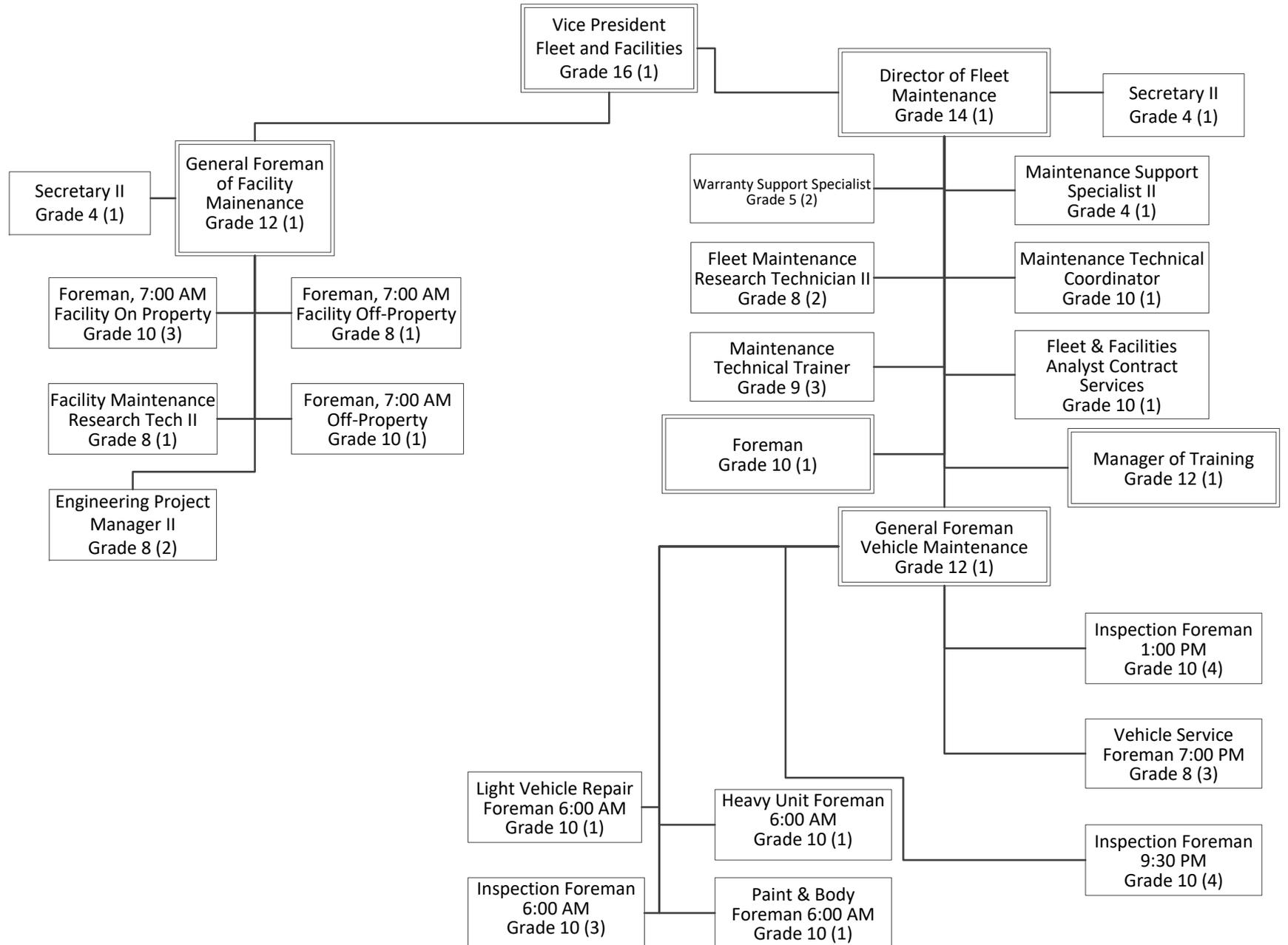
OCTOBER 1, 2018 – SEPTEMBER 30, 2019



**FLEET & FACILITIES DIVISION**  
**ADMINISTRATION, PASSENGER AMENITIES, FACILITY ENGINEERING and INVENTOR and MATERIAL DISTRIBUTION**  
 OCTOBER 1, 2018 – SEPTEMBER 30, 2019

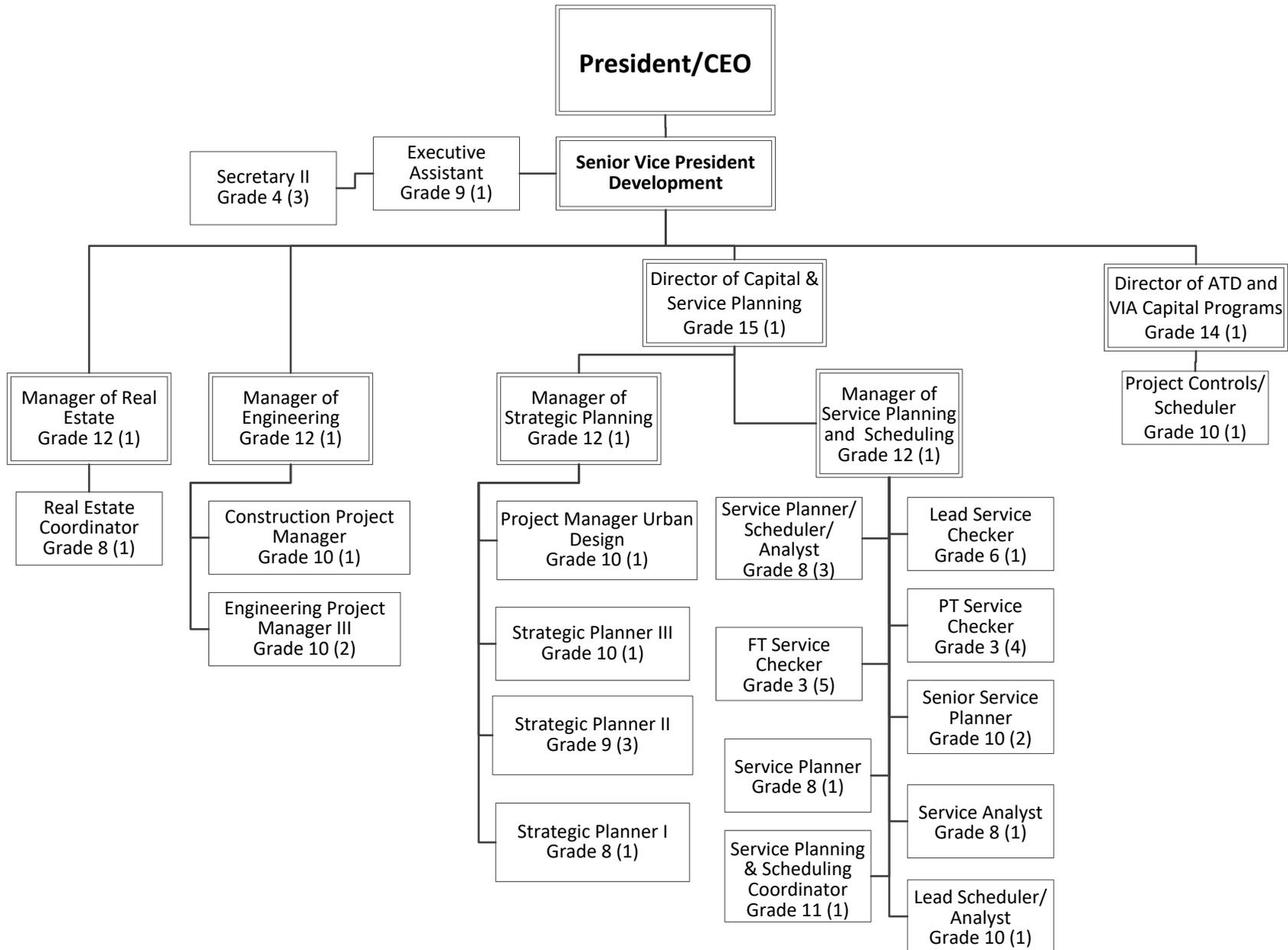


**FLEET & FACILITIES DIVISION**  
**FACILITIES MAINTENANCE and FLEET MAINTENANCE**  
 OCTOBER 1, 2018 – SEPTEMBER 30, 2019



# PLANNING AND DEVELOPMENT GROUP

OCTOBER 1, 2018 – SEPTEMBER 30, 2019



# Operating Expense Budgets

# Operating Expense Budgets

# Expense Summary by Department and Account (FY2017 - FY2019)

## General and Administrative

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>100 President/CEO and Administration</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	494,268	577,131	603,948	543,663	(60,285)	(9.98)%	(33,468)	(5.80)%
Other Salaries and Wages - Part Time	2,289	-	-	-	-	- %	-	- %
Other Salaries and Wages - Temporary	3,052	-	-	-	-	- %	-	- %
	<b>499,609</b>	<b>577,131</b>	<b>603,948</b>	<b>543,663</b>	<b>(60,285)</b>	<b>(9.98)%</b>	<b>(33,468)</b>	<b>(5.80)%</b>
<b>Labor Fringes</b>								
Sick	2,021	8,698	8,698	7,906	(792)	(9.11)%	(792)	(9.11)%
Sick - Buyback	1,475	875	875	3,240	2,365	270.29 %	2,365	270.29 %
Holiday	28,743	28,067	28,067	25,356	(2,711)	(9.66)%	(2,711)	(9.66)%
Vacation	96,082	24,082	24,082	21,840	(2,242)	(9.31)%	(2,242)	(9.31)%
Other Paid Absence	202	1,642	1,642	1,489	(153)	(9.31)%	(153)	(9.31)%
	<b>128,523</b>	<b>63,364</b>	<b>63,364</b>	<b>59,831</b>	<b>(3,533)</b>	<b>(5.58)%</b>	<b>(3,533)</b>	<b>(5.58)%</b>
<b>Labor and Fringes</b>	<b>\$ 628,133</b>	<b>\$ 640,495</b>	<b>\$ 667,312</b>	<b>\$ 603,494</b>	<b>\$(63,818)</b>	<b>(9.56)%</b>	<b>\$(37,001)</b>	<b>(5.78)%</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	61,007	75,625	69,625	56,175	(13,450)	(19.32)%	(19,450)	(25.72)%
Other Services	27,445	27,250	31,250	33,666	2,416	7.73 %	6,416	23.54 %
Other Materials and Supplies	9,431	6,000	6,000	6,000	-	- %	-	- %
Dues and Subscriptions	128,243	150,252	135,252	163,440	28,188	20.84 %	13,188	8.78 %
Training and Meetings	76,626	87,591	75,000	77,425	2,425	3.23 %	(10,166)	(11.61)%
Other Miscellaneous Expenses	(4,802)	1,500	1,500	1,500	-	- %	-	- %
	<b>297,949</b>	<b>348,218</b>	<b>318,627</b>	<b>338,206</b>	<b>19,579</b>	<b>6.14 %</b>	<b>(10,012)</b>	<b>(2.88)%</b>
<b>Supplies, Services, Other</b>	<b>\$ 297,949</b>	<b>\$ 348,218</b>	<b>\$ 318,627</b>	<b>\$ 338,206</b>	<b>\$ 19,579</b>	<b>6.14 %</b>	<b>\$(10,012)</b>	<b>(2.88)%</b>
<b>President/CEO and Administration</b>	<b>\$ 926,082</b>	<b>\$ 988,713</b>	<b>\$ 985,939</b>	<b>\$ 941,700</b>	<b>\$(44,239)</b>	<b>(4.49)%</b>	<b>\$(47,013)</b>	<b>(4.75)%</b>

## Headcount

Full Time	5	5	5	4	-1	(20.00)%	-1	(20.00)%
<b>Total Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>-1</b>	<b>(20.00)%</b>	<b>-1</b>	<b>(20.00)%</b>

Expense Summary by Department and Account (FY2017 - FY2019)

General and Administrative

**305 Business Opportunities**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
	160,643	-	-	-	-	- %	-	- %
	<b>160,643</b>	-	-	-	-	- %	-	- %
<b>Labor Fringes</b>								
Sick	1,511	-	-	-	-	- %	-	- %
Holiday	8,690	-	-	-	-	- %	-	- %
Vacation	6,546	-	-	-	-	- %	-	- %
Other Paid Absence	234	-	-	-	-	- %	-	- %
	<b>16,980</b>	-	-	-	-	- %	-	- %
<b>Labor and Fringes</b>	<b>\$ 177,623</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>	<b>\$ -</b>	<b>- %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	50,325	-	-	-	-	- %	-	- %
Other Services	495	-	-	-	-	- %	-	- %
Other Materials and Supplies	653	-	-	-	-	- %	-	- %
Dues and Subscriptions	100	-	-	-	-	- %	-	- %
Training and Meetings	9,359	-	-	-	-	- %	-	- %
Other Miscellaneous Expenses	14,886	-	-	-	-	- %	-	- %
	<b>75,818</b>	-	-	-	-	- %	-	- %
<b>Supplies, Services, Other</b>	<b>\$ 75,818</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>	<b>\$ -</b>	<b>- %</b>
<b>Business Opportunities</b>	<b>\$ 253,440</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>	<b>\$ -</b>	<b>- %</b>

**Headcount**

Full Time	3	-	-	-	-	- %	-	- %
<b>Total Positions</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

General and Administrative

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>415 Business/Supplier Diversity Program / DBELO</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	100,020	301,138	191,494	275,698	84,204	43.97 %	(25,440)	(8.45)%
	<b>100,020</b>	<b>301,138</b>	<b>191,494</b>	<b>275,698</b>	<b>84,204</b>	<b>43.97 %</b>	<b>(25,440)</b>	<b>(8.45)%</b>
<b>Labor Fringes</b>								
Sick	7,644	4,708	4,708	4,319	(389)	(8.26)%	(389)	(8.26)%
Sick - Buyback	-	280	5,258	-	(5,258)	(100.00)%	(280)	(100.00)%
Holiday	7,098	15,192	15,192	13,854	(1,339)	(8.81)%	(1,339)	(8.81)%
Vacation	10,033	7,242	16,000	6,629	(9,371)	(58.57)%	(613)	(8.46)%
Other Paid Absence	-	889	889	814	(75)	(8.46)%	(75)	(8.46)%
	<b>24,775</b>	<b>28,311</b>	<b>42,047</b>	<b>25,615</b>	<b>(16,432)</b>	<b>(39.08)%</b>	<b>(2,696)</b>	<b>(9.52)%</b>
<b>Labor and Fringes</b>	<b>\$ 124,795</b>	<b>\$ 329,450</b>	<b>\$ 233,542</b>	<b>\$ 301,314</b>	<b>\$ 67,772</b>	<b>29.02 %</b>	<b>\$(28,136)</b>	<b>(8.54)%</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	-	135,325	100,650	135,325	34,675	34.45 %	-	- %
Other Services	1,426	5,000	2,500	5,000	2,500	100.00 %	-	- %
Other Materials and Supplies	-	2,884	1,442	2,884	1,442	100.00 %	-	- %
Training and Meetings	59	10,620	10,620	10,300	(320)	(3.01)%	(320)	(3.01)%
Other Miscellaneous Expenses	43	51,100	51,100	52,600	1,500	2.94 %	1,500	2.94 %
	<b>1,527</b>	<b>204,929</b>	<b>166,312</b>	<b>206,109</b>	<b>39,797</b>	<b>23.93 %</b>	<b>1,180</b>	<b>0.58 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 1,527</b>	<b>\$ 204,929</b>	<b>\$ 166,312</b>	<b>\$ 206,109</b>	<b>\$ 39,797</b>	<b>23.93 %</b>	<b>\$ 1,180</b>	<b>0.58 %</b>
<b>Business/Supplier Diversity Program / DBELO</b>	<b>\$ 126,321</b>	<b>\$ 534,379</b>	<b>\$ 399,854</b>	<b>\$ 507,423</b>	<b>\$ 107,569</b>	<b>26.90 %</b>	<b>\$(26,956)</b>	<b>(5.04)%</b>
<b>Headcount</b>								
Full Time	1	4	4	4	-	- %	-	- %
<b>Total Positions</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

General and Administrative

**420 Grants and Federal Compliance**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	170,294	-	-	-	-	- %	-	- %
	<b>170,294</b>	-	-	-	-	- %	-	- %

**Labor Fringes**

Sick

Sick	12,964	-	-	-	-	- %	-	- %
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Sick - Buyback

Sick - Buyback	225	-	-	-	-	- %	-	- %
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Holiday

Holiday	10,041	-	-	-	-	- %	-	- %
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Vacation

Vacation	7,187	-	-	-	-	- %	-	- %
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Other Paid Absence

Other Paid Absence	336	-	-	-	-	- %	-	- %
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	<b>30,753</b>	-	-	-	-	- %	-	- %
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**Labor and Fringes**

	<b>\$ 201,047</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>	<b>\$ -</b>	<b>- %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Other Miscellaneous Expenses

Other Miscellaneous Expenses	599	-	-	-	-	- %	-	- %
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	<b>599</b>	-	-	-	-	- %	-	- %
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**Supplies, Services, Other**

	<b>\$ 599</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>	<b>\$ -</b>	<b>- %</b>
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**Grants and Federal Compliance**

	<b>\$ 201,646</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>	<b>\$ -</b>	<b>- %</b>
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**Headcount**

Full Time

Full Time	2	-	-	-	-	- %	-	- %
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**Total Positions**

<b>Total Positions</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>
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# Expense Summary by Department and Account (FY2017 - FY2019)

Audit	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>110 Audit</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	585,189	623,223	623,223	643,633	20,410	3.27 %	20,410	3.27 %
Other Salaries and Wages - Over Time	1,207	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	4,582	14,976	14,976	31,104	16,128	107.69 %	16,128	107.69 %
Other Salaries and Wages - Temporary	20,531	-	-	-	-	- %	-	- %
	<b>611,509</b>	<b>638,199</b>	<b>638,199</b>	<b>674,737</b>	<b>36,538</b>	<b>5.73 %</b>	<b>36,538</b>	<b>5.73 %</b>
<b>Labor Fringes</b>								
Sick	4,117	9,935	9,935	10,282	347	3.49 %	347	3.49 %
Sick - Buyback	1,125	1,725	1,725	1,800	75	4.35 %	75	4.35 %
Holiday	30,596	32,058	32,058	32,976	918	2.86 %	918	2.86 %
Vacation	20,179	27,506	27,506	28,402	896	3.26 %	896	3.26 %
Other Paid Absence	1,404	1,875	1,875	1,937	61	3.26 %	61	3.26 %
	<b>57,421</b>	<b>73,100</b>	<b>73,100</b>	<b>75,396</b>	<b>2,297</b>	<b>3.14 %</b>	<b>2,297</b>	<b>3.14 %</b>
<b>Labor and Fringes</b>	<b>\$ 668,930</b>	<b>\$ 711,299</b>	<b>\$ 711,299</b>	<b>\$ 750,133</b>	<b>\$ 38,834</b>	<b>5.46 %</b>	<b>\$ 38,834</b>	<b>5.46 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	91,592	98,100	107,100	105,568	(1,532)	(1.43)%	7,468	7.61 %
Contract Maintenance Services	4,050	-	-	-	-	- %	-	- %
Other Services	2,381	2,475	2,475	2,475	-	- %	-	- %
Other Materials and Supplies	1,762	1,356	1,356	1,440	84	6.19 %	84	6.19 %
Dues and Subscriptions	5,733	6,039	6,039	6,984	945	15.65 %	945	15.65 %
Training and Meetings	9,472	9,207	9,207	10,632	1,425	15.48 %	1,425	15.48 %
Other Miscellaneous Expenses	185	-	-	-	-	- %	-	- %
	<b>115,175</b>	<b>117,177</b>	<b>126,177</b>	<b>127,099</b>	<b>922</b>	<b>0.73 %</b>	<b>9,922</b>	<b>8.47 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 115,175</b>	<b>\$ 117,177</b>	<b>\$ 126,177</b>	<b>\$ 127,099</b>	<b>\$ 922</b>	<b>0.73 %</b>	<b>\$ 9,922</b>	<b>8.47 %</b>
<b>Audit</b>	<b>\$ 784,105</b>	<b>\$ 828,476</b>	<b>\$ 837,476</b>	<b>\$ 877,232</b>	<b>\$ 39,756</b>	<b>4.75 %</b>	<b>\$ 48,756</b>	<b>5.89 %</b>

<b>Headcount</b>								
Full Time	7	7	7	7	-	- %	-	- %
<b>Total Positions</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Legal Services

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>115 Legal Services</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	496,352	553,250	516,583	618,984	102,401	19.82 %	65,734	11.88 %
Other Salaries and Wages - Over Time	47	-	-	-	-	- %	-	- %
	<b>496,399</b>	<b>553,250</b>	<b>516,583</b>	<b>618,984</b>	<b>102,401</b>	<b>19.82 %</b>	<b>65,734</b>	<b>11.88 %</b>
<b>Labor Fringes</b>								
Sick	3,817	8,620	8,620	9,760	1,140	13.23 %	1,140	13.23 %
Sick - Buyback	1,750	1,375	1,375	2,900	1,525	110.91 %	1,525	110.91 %
Holiday	26,782	27,155	27,155	31,304	4,148	15.28 %	4,148	15.28 %
Vacation	16,677	24,025	24,025	26,962	2,937	12.22 %	2,937	12.22 %
Other Paid Absence	-	1,638	1,638	1,838	200	12.22 %	200	12.22 %
	<b>49,026</b>	<b>62,813</b>	<b>62,813</b>	<b>72,764</b>	<b>9,951</b>	<b>15.84 %</b>	<b>9,951</b>	<b>15.84 %</b>
<b>Labor and Fringes</b>	<b>\$ 545,425</b>	<b>\$ 616,064</b>	<b>\$ 579,397</b>	<b>\$ 691,748</b>	<b>\$ 112,351</b>	<b>19.39 %</b>	<b>\$ 75,684</b>	<b>12.29 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	163,840	420,000	315,000	320,000	5,000	1.59 %	(100,000)	(23.81)%
Other Services	5,769	5,000	5,000	5,000	-	- %	-	- %
Other Materials and Supplies	1,243	804	804	804	-	- %	-	- %
Dues and Subscriptions	37,126	40,134	55,552	40,649	(14,903)	(26.83)%	515	1.28 %
Training and Meetings	11,981	13,720	13,720	19,341	5,621	40.97 %	5,621	40.97 %
Other Miscellaneous Expenses	2,415	10,604	7,953	10,604	2,651	33.33 %	-	- %
	<b>222,374</b>	<b>490,262</b>	<b>398,029</b>	<b>396,398</b>	<b>(1,631)</b>	<b>(0.41)%</b>	<b>(93,864)</b>	<b>(19.15)%</b>
<b>Supplies, Services, Other</b>	<b>\$ 222,374</b>	<b>\$ 490,262</b>	<b>\$ 398,029</b>	<b>\$ 396,398</b>	<b>\$ (1,631)</b>	<b>(0.41)%</b>	<b>\$ (93,864)</b>	<b>(19.15)%</b>
<b>Legal Services</b>	<b>\$ 767,799</b>	<b>\$ 1,106,326</b>	<b>\$ 977,426</b>	<b>\$ 1,088,146</b>	<b>\$ 110,720</b>	<b>11.33 %</b>	<b>\$ (18,180)</b>	<b>(1.64)%</b>
<b>Headcount</b>								
Full Time	5	6	6	6	-	- %	-	- %
<b>Total Positions</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Legal Services

**755 Risk Management**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	252,977	327,988	315,579	335,794	20,215	6.41 %	7,806	2.38 %
Other Salaries and Wages - Over Time	102	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	7,364	-	-	-	-	- %	-	- %

	<b>260,443</b>	<b>327,988</b>	<b>315,579</b>	<b>335,794</b>	<b>20,215</b>	<b>6.41 %</b>	<b>7,806</b>	<b>2.38 %</b>
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**Labor Fringes**

Sick	1,608	5,229	5,229	5,364	136	2.59 %	136	2.59 %
Sick - Buyback	-	-	-	1,240	1,240	- %	1,240	- %
Holiday	12,934	16,872	16,872	17,204	333	1.97 %	333	1.97 %
Vacation	10,352	14,476	14,476	14,818	342	2.36 %	342	2.36 %
Other Paid Absence	561	987	987	1,010	23	2.36 %	23	2.36 %

	<b>25,455</b>	<b>37,563</b>	<b>37,563</b>	<b>39,636</b>	<b>2,074</b>	<b>5.52 %</b>	<b>2,074</b>	<b>5.52 %</b>
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<b>Labor and Fringes</b>	<b>\$ 285,898</b>	<b>\$ 365,551</b>	<b>\$ 353,142</b>	<b>\$ 375,431</b>	<b>\$ 22,289</b>	<b>6.31 %</b>	<b>\$ 9,880</b>	<b>2.70 %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services	249,025	322,178	322,178	323,778	1,600	0.50 %	1,600	0.50 %
Other Services	2,730	5,400	5,400	5,400	-	- %	-	- %
Other Materials and Supplies	957	2,326	2,326	2,326	-	- %	-	- %
Casualty and Liability Costs - Premiums for PD	111,489	123,478	123,478	154,348	30,870	25.00 %	30,870	25.00 %
Casualty and Liability Costs - Premiums for PL	11,976	13,935	13,935	15,329	1,394	10.00 %	1,394	10.00 %
Casualty and Liability Costs - Payout Unins PL	2,171,228	1,109,102	2,072,089	1,602,856	(469,233)	(22.65)%	493,754	44.52 %
Dues and Subscriptions	555	1,529	1,529	1,529	-	- %	-	- %
Training and Meetings	3,263	9,847	7,895	11,687	3,792	48.03 %	1,840	18.69 %

	<b>2,551,222</b>	<b>1,587,795</b>	<b>2,548,830</b>	<b>2,117,253</b>	<b>(431,577)</b>	<b>(16.93)%</b>	<b>529,458</b>	<b>33.35 %</b>
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<b>Supplies, Services, Other</b>	<b>\$ 2,551,222</b>	<b>\$ 1,587,795</b>	<b>\$ 2,548,830</b>	<b>\$ 2,117,253</b>	<b>\$(431,577)</b>	<b>(16.93)%</b>	<b>\$ 529,458</b>	<b>33.35 %</b>
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<b>Risk Management</b>	<b>\$ 2,837,121</b>	<b>\$ 1,953,345</b>	<b>\$ 2,901,971</b>	<b>\$ 2,492,683</b>	<b>\$(409,288)</b>	<b>(14.10)%</b>	<b>\$ 539,338</b>	<b>27.61 %</b>
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**Headcount**

Full Time	4	6	6	6	-	- %	-	- %
<b>Total Positions</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Public Engagement

**104 Public Engagement Administration**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	147,618	159,760	151,249	169,108	17,860	11.81 %	9,349	5.85 %
	<b>147,618</b>	<b>159,760</b>	<b>151,249</b>	<b>169,108</b>	<b>17,860</b>	<b>11.81 %</b>	<b>9,349</b>	<b>5.85 %</b>

**Labor Fringes**

Sick  
Holiday  
Vacation  
Other Paid Absence

Sick	489	2,498	-	2,446	2,446	- %	(52)	(2.09)%
Holiday	6,521	8,060	8,060	7,844	(216)	(2.68)%	(216)	(2.68)%
Vacation	13,042	3,842	3,842	3,753	(89)	(2.31)%	(89)	(2.31)%
Other Paid Absence	-	472	472	461	(11)	(2.31)%	(11)	(2.31)%
	<b>20,052</b>	<b>14,871</b>	<b>12,373</b>	<b>14,503</b>	<b>2,130</b>	<b>17.22 %</b>	<b>(368)</b>	<b>(2.47)%</b>

**Labor and Fringes**

	<b>\$ 167,670</b>	<b>\$ 174,631</b>	<b>\$ 163,622</b>	<b>\$ 183,612</b>	<b>\$ 19,990</b>	<b>12.22 %</b>	<b>\$ 8,981</b>	<b>5.14 %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services  
Other Materials and Supplies  
Dues and Subscriptions  
Training and Meetings  
Other Miscellaneous Expenses

Professional and Technical Services	312,400	271,900	271,900	297,100	25,200	9.27 %	25,200	9.27 %
Other Materials and Supplies	340	3,650	2,000	3,350	1,350	67.50 %	(300)	(8.22)%
Dues and Subscriptions	1,000	8,450	8,450	9,050	600	7.10 %	600	7.10 %
Training and Meetings	12,739	13,050	10,000	17,500	7,500	75.00 %	4,450	34.10 %
Other Miscellaneous Expenses	365	250	250	1,250	1,000	400.00 %	1,000	400.00 %
	<b>326,843</b>	<b>297,300</b>	<b>292,600</b>	<b>328,250</b>	<b>35,650</b>	<b>12.18 %</b>	<b>30,950</b>	<b>10.41 %</b>

**Supplies, Services, Other**

	<b>\$ 326,843</b>	<b>\$ 297,300</b>	<b>\$ 292,600</b>	<b>\$ 328,250</b>	<b>\$ 35,650</b>	<b>12.18 %</b>	<b>\$ 30,950</b>	<b>10.41 %</b>
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**Public Engagement Administration**

	<b>\$ 494,513</b>	<b>\$ 471,931</b>	<b>\$ 456,222</b>	<b>\$ 511,862</b>	<b>\$ 55,640</b>	<b>12.20 %</b>	<b>\$ 39,931</b>	<b>8.46 %</b>
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**Headcount**

Full Time	-	1	1	1	-	- %	-	- %
<b>Total Positions</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

Government and Community Relations	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>105 Government and Community Relations</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	523,222	531,407	504,844	541,807	36,963	7.32 %	10,400	1.96 %
Other Salaries and Wages - Over Time	-	3,500	3,500	5,500	2,000	57.14 %	2,000	57.14 %
Other Salaries and Wages - Temporary	1,077	-	-	-	-	- %	-	- %
	<b>524,299</b>	<b>534,907</b>	<b>508,344</b>	<b>547,307</b>	<b>38,963</b>	<b>7.66 %</b>	<b>12,400</b>	<b>2.32 %</b>
<b>Labor Fringes</b>								
Sick	431	8,308	8,308	8,488	180	2.17 %	180	2.17 %
Sick - Buyback	2,750	3,000	3,000	5,840	2,840	94.67 %	2,840	94.67 %
Holiday	26,922	26,810	26,810	27,225	416	1.55 %	416	1.55 %
Vacation	12,601	12,779	12,779	13,027	248	1.94 %	248	1.94 %
Other Paid Absence	778	1,568	1,568	1,599	30	1.94 %	30	1.94 %
	<b>43,482</b>	<b>52,465</b>	<b>52,465</b>	<b>56,180</b>	<b>3,714</b>	<b>7.08 %</b>	<b>3,714</b>	<b>7.08 %</b>
<b>Labor and Fringes</b>	<b>\$ 567,781</b>	<b>\$ 587,373</b>	<b>\$ 560,810</b>	<b>\$ 603,486</b>	<b>\$ 42,677</b>	<b>7.61 %</b>	<b>\$ 16,114</b>	<b>2.74 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	29,523	476,000	400,000	601,500	201,500	50.38 %	125,500	26.37 %
Other Services	873	10,000	10,000	-	(10,000)	(100.00)%	(10,000)	(100.00)%
Other Materials and Supplies	24,446	28,500	28,500	33,500	5,000	17.54 %	5,000	17.54 %
Dues and Subscriptions	8,441	1,000	7,500	1,000	(6,500)	(86.67)%	-	- %
Training and Meetings	7,490	9,000	9,000	16,000	7,000	77.78 %	7,000	77.78 %
Advertising/Promotion Media	39,358	-	-	-	-	- %	-	- %
Other Miscellaneous Expenses	41,345	158,750	166,688	156,500	(10,188)	(6.11)%	(2,250)	(1.42)%
	<b>151,475</b>	<b>683,250</b>	<b>621,688</b>	<b>808,500</b>	<b>186,813</b>	<b>30.05 %</b>	<b>125,250</b>	<b>18.33 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 151,475</b>	<b>\$ 683,250</b>	<b>\$ 621,688</b>	<b>\$ 808,500</b>	<b>\$ 186,813</b>	<b>30.05 %</b>	<b>\$ 125,250</b>	<b>18.33 %</b>
<b>Government and Community Relations</b>	<b>\$ 719,257</b>	<b>\$ 1,270,623</b>	<b>\$ 1,182,497</b>	<b>\$ 1,411,986</b>	<b>\$ 229,489</b>	<b>19.41 %</b>	<b>\$ 141,364</b>	<b>11.13 %</b>

<b>Headcount</b>								
Full Time	8	8	8	8	-	- %	-	- %
<b>Total Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Customer Information and Sales

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>205 Customer Information</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	1,187,667	1,355,299	1,275,348	1,655,722	380,374	29.83 %	300,423	22.17 %
Other Salaries and Wages - Over Time	41,470	39,003	39,003	50,000	10,997	28.20 %	10,997	28.20 %
Other Salaries and Wages - Part Time	224,282	286,943	287,075	137,040	(150,035)	(52.26)%	(149,903)	(52.24)%
Other Salaries and Wages - (PT) Shift Differential	-	252	-	252	252	- %	-	- %
	<b>1,453,420</b>	<b>1,681,497</b>	<b>1,601,426</b>	<b>1,843,014</b>	<b>241,588</b>	<b>15.09 %</b>	<b>161,517</b>	<b>9.61 %</b>
<b>Labor Fringes</b>								
Sick	28,386	21,619	21,619	26,489	4,871	22.53 %	4,871	22.53 %
Sick - Buyback	7,400	7,810	7,810	15,520	7,710	98.72 %	7,710	98.72 %
Holiday	65,844	69,692	69,692	84,959	15,267	21.91 %	15,267	21.91 %
Vacation	59,506	61,869	61,869	75,577	13,709	22.16 %	13,709	22.16 %
Other Paid Absence	1,571	4,084	4,084	4,989	905	22.16 %	905	22.16 %
	<b>162,707</b>	<b>165,074</b>	<b>165,074</b>	<b>207,535</b>	<b>42,461</b>	<b>25.72 %</b>	<b>42,461</b>	<b>25.72 %</b>
<b>Labor and Fringes</b>	<b>\$ 1,616,126</b>	<b>\$ 1,846,570</b>	<b>\$ 1,766,499</b>	<b>\$ 2,050,548</b>	<b>\$ 284,049</b>	<b>16.08 %</b>	<b>\$ 203,978</b>	<b>11.05 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	-	-	-	-	-	- %	-	- %
Contract Maintenance Services	1,684	1,500	1,500	1,500	-	- %	-	- %
Other Services	9,770	154,840	94,840	104,840	10,000	10.54 %	(50,000)	(32.29)%
Other Materials and Supplies	20,234	47,519	47,519	47,519	-	- %	-	- %
Dues and Subscriptions	-	350	350	350	-	- %	-	- %
Training and Meetings	18,422	22,050	22,050	15,000	(7,050)	(31.97)%	(7,050)	(31.97)%
Bad Debt Expense	460	1,000	4,598	-	(4,598)	(100.00)%	(1,000)	(100.00)%
Other Miscellaneous Expenses	18,549	6,750	6,750	16,250	9,500	140.74 %	9,500	140.74 %
	<b>69,120</b>	<b>234,009</b>	<b>177,607</b>	<b>185,459</b>	<b>7,852</b>	<b>4.42 %</b>	<b>(48,550)</b>	<b>(20.75)%</b>
<b>Supplies, Services, Other</b>	<b>\$ 69,120</b>	<b>\$ 234,009</b>	<b>\$ 177,607</b>	<b>\$ 185,459</b>	<b>\$ 7,852</b>	<b>4.42 %</b>	<b>\$(48,550)</b>	<b>(20.75)%</b>
<b>Customer Information</b>	<b>\$ 1,685,246</b>	<b>\$ 2,080,579</b>	<b>\$ 1,944,106</b>	<b>\$ 2,236,007</b>	<b>\$ 291,901</b>	<b>15.01 %</b>	<b>\$ 155,428</b>	<b>7.47 %</b>
<b>Headcount</b>								
Full Time	37	40	40	49	9	22.50 %	9	22.50 %
Part Time	12	13	13	6	-7	(53.85)%	-7	(53.85)%
<b>Total Positions</b>	<b>49</b>	<b>53</b>	<b>53</b>	<b>55</b>	<b>2</b>	<b>3.77 %</b>	<b>2</b>	<b>3.77 %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Customer Information and Sales

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>635 Customer Information and Sales Administration</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	340,448	382,825	312,001	334,324	22,323	7.15 %	(48,501)	(12.67)%
Other Salaries and Wages - Over Time	1,476	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	9,282	-	6,250	-	(6,250)	(100.00)%	-	- %
Other Salaries and Wages - Temporary	7,683	6,250	-	6,250	6,250	- %	-	- %
	<b>358,889</b>	<b>389,075</b>	<b>318,251</b>	<b>340,574</b>	<b>22,323</b>	<b>7.01 %</b>	<b>(48,501)</b>	<b>(12.47)%</b>
<b>Labor Fringes</b>								
Sick	799	5,985	5,985	5,238	(747)	(12.49)%	(747)	(12.49)%
Sick - Buyback	1,875	995	995	4,540	3,545	356.28 %	3,545	356.28 %
Holiday	17,570	19,314	19,314	16,799	(2,514)	(13.02)%	(2,514)	(13.02)%
Vacation	9,965	9,206	9,206	8,039	(1,168)	(12.68)%	(1,168)	(12.68)%
Other Paid Absence	325	1,130	1,130	987	(143)	(12.68)%	(143)	(12.68)%
	<b>30,533</b>	<b>36,630</b>	<b>36,630</b>	<b>35,602</b>	<b>(1,028)</b>	<b>(2.81)%</b>	<b>(1,028)</b>	<b>(2.81)%</b>
<b>Labor and Fringes</b>	<b>\$ 389,422</b>	<b>\$ 425,705</b>	<b>\$ 354,881</b>	<b>\$ 376,176</b>	<b>\$ 21,295</b>	<b>6.00 %</b>	<b>\$(49,529)</b>	<b>(11.63)%</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	118,077	66,005	66,005	66,005	-	- %	-	- %
Other Services	33,764	24,835	54,835	45,202	(9,633)	(17.57)%	20,367	82.01 %
Other Materials and Supplies	9,202	87,767	87,767	77,400	(10,367)	(11.81)%	(10,367)	(11.81)%
Dues and Subscriptions	-	569	569	569	-	- %	-	- %
Training and Meetings	1,330	5,904	5,904	6,560	656	11.11 %	656	11.11 %
Other Miscellaneous Expenses	768	53,699	53,699	54,399	700	1.30 %	700	1.30 %
	<b>163,142</b>	<b>238,779</b>	<b>268,779</b>	<b>250,135</b>	<b>(18,644)</b>	<b>(6.94)%</b>	<b>11,356</b>	<b>4.76 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 163,142</b>	<b>\$ 238,779</b>	<b>\$ 268,779</b>	<b>\$ 250,135</b>	<b>\$(18,644)</b>	<b>(6.94)%</b>	<b>\$ 11,356</b>	<b>4.76 %</b>
<b>Customer Information and Sales Administration</b>	<b>\$ 552,564</b>	<b>\$ 664,484</b>	<b>\$ 623,660</b>	<b>\$ 626,311</b>	<b>\$ 2,651</b>	<b>0.43 %</b>	<b>\$(38,173)</b>	<b>(5.74)%</b>

## Headcount

Full Time	5	5	5	4	-1	(20.00)%	-1	(20.00)%
<b>Total Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>-1</b>	<b>(20.00)%</b>	<b>-1</b>	<b>(20.00)%</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Customer Information and Sales

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>645 Sales and Rideshare Services</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	304,936	279,808	279,808	346,957	67,149	24.00 %	67,149	24.00 %
	<b>304,936</b>	<b>279,808</b>	<b>279,808</b>	<b>346,957</b>	<b>67,149</b>	<b>24.00 %</b>	<b>67,149</b>	<b>24.00 %</b>
<b>Labor Fringes</b>								
Sick	2,884	4,375	4,375	5,436	1,061	24.25 %	1,061	24.25 %
Sick - Buyback	3,825	3,695	3,695	5,000	1,305	35.32 %	1,305	35.32 %
Holiday	16,772	14,116	14,116	17,434	3,318	23.50 %	3,318	23.50 %
Vacation	12,864	6,729	6,729	8,342	1,613	23.98 %	1,613	23.98 %
Other Paid Absence	-	826	826	1,024	198	23.98 %	198	23.98 %
	<b>36,345</b>	<b>29,741</b>	<b>29,741</b>	<b>37,236</b>	<b>7,495</b>	<b>25.20 %</b>	<b>7,495</b>	<b>25.20 %</b>
<b>Labor and Fringes</b>	<b>\$ 341,281</b>	<b>\$ 309,549</b>	<b>\$ 309,549</b>	<b>\$ 384,192</b>	<b>\$ 74,644</b>	<b>24.11 %</b>	<b>\$ 74,644</b>	<b>24.11 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Advertising Fees	-	2,500	2,500	2,500	-	- %	-	- %
Professional and Technical Services	75	18,000	18,000	18,000	-	- %	-	- %
Other Services	33,583	31,000	31,000	73,500	42,500	137.10 %	42,500	137.10 %
Other Materials and Supplies	203,923	218,650	218,650	177,650	(41,000)	(18.75)%	(41,000)	(18.75)%
Casualty and Liability Costs - Premiums for PL	254,450	243,600	265,524	243,600	(21,924)	(8.26)%	-	- %
Purchased Transportation	242,160	228,960	242,620	258,960	16,340	6.73 %	30,000	13.10 %
Dues and Subscriptions	45	500	500	500	-	- %	-	- %
Training and Meetings	1,432	4,500	2,250	4,975	2,725	121.11 %	475	10.56 %
Advertising/Promotion Media	10,426	10,900	10,900	10,400	(500)	(4.59)%	(500)	(4.59)%
Other Miscellaneous Expenses	76,545	74,844	74,844	74,844	-	- %	-	- %
Leases and Rentals - Data Processing Facilities	-	5,100	5,100	5,100	-	- %	-	- %
	<b>822,640</b>	<b>838,554</b>	<b>871,888</b>	<b>870,029</b>	<b>(1,859)</b>	<b>(0.21)%</b>	<b>31,475</b>	<b>3.75 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 822,640</b>	<b>\$ 838,554</b>	<b>\$ 871,888</b>	<b>\$ 870,029</b>	<b>\$(1,859)</b>	<b>(0.21)%</b>	<b>\$ 31,475</b>	<b>3.75 %</b>
<b>Sales and Rideshare Services</b>	<b>\$ 1,163,921</b>	<b>\$ 1,148,103</b>	<b>\$ 1,181,437</b>	<b>\$ 1,254,221</b>	<b>\$ 72,785</b>	<b>6.16 %</b>	<b>\$ 106,119</b>	<b>9.24 %</b>

Headcount

Full Time	6	5	5	6	1	20.00 %	1	20.00 %
<b>Total Positions</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>20.00 %</b>	<b>1</b>	<b>20.00 %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Marketing and Promotions

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>660 Marketing and Promotions</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	617,894	604,407	604,407	302,279	(302,129)	(49.99)%	(302,129)	(49.99)%
	<b>617,894</b>	<b>604,407</b>	<b>604,407</b>	<b>302,279</b>	<b>(302,129)</b>	<b>(49.99)%</b>	<b>(302,129)</b>	<b>(49.99)%</b>
<b>Labor Fringes</b>								
Sick	6,790	9,450	9,450	4,736	(4,714)	(49.88)%	(4,714)	(49.88)%
Sick - Buyback	2,625	2,625	2,625	-	(2,625)	(100.00)%	(2,625)	(100.00)%
Holiday	34,006	30,492	30,492	15,189	(15,303)	(50.19)%	(15,303)	(50.19)%
Vacation	29,958	14,535	14,535	7,268	(7,267)	(50.00)%	(7,267)	(50.00)%
Other Paid Absence	464	1,784	1,784	892	(892)	(50.00)%	(892)	(50.00)%
	<b>73,842</b>	<b>58,886</b>	<b>58,886</b>	<b>28,085</b>	<b>(30,801)</b>	<b>(52.31)%</b>	<b>(30,801)</b>	<b>(52.31)%</b>
<b>Labor and Fringes</b>	<b>\$ 691,736</b>	<b>\$ 663,293</b>	<b>\$ 663,293</b>	<b>\$ 330,364</b>	<b>\$(332,929)</b>	<b>(50.19)%</b>	<b>\$(332,929)</b>	<b>(50.19)%</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Advertising Fees	344,035	384,400	442,148	310,000	(132,148)	(29.89)%	(74,400)	(19.35)%
Professional and Technical Services	232,806	175,000	175,000	125,000	(50,000)	(28.57)%	(50,000)	(28.57)%
Temporary Help	-	12,000	12,000	25,000	13,000	108.33 %	13,000	108.33 %
Contract Maintenance Services	40	-	-	-	-	- %	-	- %
Security Services	210	-	-	-	-	- %	-	- %
Other Services	17,463	-	-	-	-	- %	-	- %
Other Materials and Supplies	47,842	106,500	106,500	1,000	(105,500)	(99.06)%	(105,500)	(99.06)%
Dues and Subscriptions	81,984	97,900	97,900	3,900	(94,000)	(96.02)%	(94,000)	(96.02)%
Training and Meetings	6,896	14,490	14,490	7,500	(6,990)	(48.24)%	(6,990)	(48.24)%
Advertising/Promotion Media	183,345	479,000	526,900	1,495,000	968,100	183.74 %	1,016,000	212.11 %
Other Miscellaneous Expenses	20,729	10,500	21,000	1,000	(20,000)	(95.24)%	(9,500)	(90.48)%
	<b>935,351</b>	<b>1,279,790</b>	<b>1,395,938</b>	<b>1,968,400</b>	<b>572,462</b>	<b>41.01 %</b>	<b>688,610</b>	<b>53.81 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 935,351</b>	<b>\$ 1,279,790</b>	<b>\$ 1,395,938</b>	<b>\$ 1,968,400</b>	<b>\$ 572,462</b>	<b>41.01 %</b>	<b>\$ 688,610</b>	<b>53.81 %</b>
<b>Marketing and Promotions</b>	<b>\$ 1,627,087</b>	<b>\$ 1,943,083</b>	<b>\$ 2,059,231</b>	<b>\$ 2,298,764</b>	<b>\$ 239,533</b>	<b>11.63 %</b>	<b>\$ 355,681</b>	<b>18.30 %</b>

Headcount

Full Time	9	9	9	4	-5	(55.56)%	-5	(55.56)%
<b>Total Positions</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>4</b>	<b>-5</b>	<b>(55.56)%</b>	<b>-5</b>	<b>(55.56)%</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Corporate Communications

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>665 Corporate Communications</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	-	-	-	488,513	488,513	- %	488,513	- %
	-	-	-	<b>488,513</b>	<b>488,513</b>	- %	<b>488,513</b>	- %
<b>Labor Fringes</b>								
Sick	-	-	-	7,654	7,654	- %	7,654	- %
Sick - Buyback	-	-	-	4,200	4,200	- %	4,200	- %
Holiday	-	-	-	24,547	24,547	- %	24,547	- %
Vacation	-	-	-	11,746	11,746	- %	11,746	- %
Other Paid Absence	-	-	-	1,442	1,442	- %	1,442	- %
	-	-	-	<b>49,588</b>	<b>49,588</b>	- %	<b>49,588</b>	- %
<b>Labor and Fringes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 538,101</b>	<b>\$ 538,101</b>	- %	<b>\$ 538,101</b>	- %
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Advertising Fees	-	-	-	-	-	- %	-	- %
Professional and Technical Services	-	-	-	35,000	35,000	- %	35,000	- %
Other Services	-	-	-	2,500	2,500	- %	2,500	- %
Other Materials and Supplies	-	-	-	106,500	106,500	- %	106,500	- %
Dues and Subscriptions	-	-	-	3,900	3,900	- %	3,900	- %
Training and Meetings	-	-	-	16,100	16,100	- %	16,100	- %
Advertising/Promotion Media	-	-	-	25,000	25,000	- %	25,000	- %
Other Miscellaneous Expenses	-	-	-	102,000	102,000	- %	102,000	- %
	-	-	-	<b>291,000</b>	<b>291,000</b>	- %	<b>291,000</b>	- %
<b>Supplies, Services, Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 291,000</b>	<b>\$ 291,000</b>	- %	<b>\$ 291,000</b>	- %
<b>Corporate Communications</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 829,101</b>	<b>\$ 829,101</b>	- %	<b>\$ 829,101</b>	- %

**Headcount**

Full Time	-	-	-	7	7	- %	7	- %
<b>Total Positions</b>	-	-	-	<b>7</b>	<b>7</b>	- %	<b>7</b>	- %

# Expense Summary by Department and Account (FY2017 - FY2019)

## Transportation

### 150 Transportation Administration

#### Labor and Fringes

##### Labor

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	590,974	623,621	623,621	703,330	79,709	12.78 %	79,709	12.78 %
Other Salaries and Wages - Over Time	47	-	-	-	-	- %	-	- %

	<b>591,021</b>	<b>623,621</b>	<b>623,621</b>	<b>703,330</b>	<b>79,709</b>	<b>12.78 %</b>	<b>79,709</b>	<b>12.78 %</b>
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##### Labor Fringes

Sick	2,320	10,365	10,365	11,255	890	8.58 %	890	8.58 %
Sick - Buyback	3,975	3,875	3,875	7,040	3,165	81.68 %	3,165	81.68 %
Holiday	33,361	33,447	33,447	36,098	2,651	7.93 %	2,651	7.93 %
Vacation	26,404	55,293	55,293	32,324	(22,970)	(41.54)%	(22,970)	(41.54)%
Other Paid Absence	789	1,957	1,957	2,120	163	8.34 %	163	8.34 %

	<b>66,849</b>	<b>104,937</b>	<b>104,937</b>	<b>88,836</b>	<b>(16,101)</b>	<b>(15.34)%</b>	<b>(16,101)</b>	<b>(15.34)%</b>
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<b>Labor and Fringes</b>	<b>\$ 657,870</b>	<b>\$ 728,558</b>	<b>\$ 728,558</b>	<b>\$ 792,166</b>	<b>\$ 63,608</b>	<b>8.73 %</b>	<b>\$ 63,608</b>	<b>8.73 %</b>
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#### Supplies, Services, Other

##### Supplies, Services, Other

Professional and Technical Services	38,000	15,000	15,000	15,000	-	- %	-	- %
Other Services	19,910	23,000	23,000	30,000	7,000	30.43 %	7,000	30.43 %
Other Materials and Supplies	4,491	12,002	12,002	12,002	-	- %	-	- %
Dues and Subscriptions	60,179	60,260	60,260	60,260	-	- %	-	- %
Training and Meetings	4,852	16,200	16,200	16,200	-	- %	-	- %
Other Miscellaneous Expenses	4,870	-	-	-	-	- %	-	- %

	<b>132,302</b>	<b>126,462</b>	<b>126,462</b>	<b>133,462</b>	<b>7,000</b>	<b>5.54 %</b>	<b>7,000</b>	<b>5.54 %</b>
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<b>Supplies, Services, Other</b>	<b>\$ 132,302</b>	<b>\$ 126,462</b>	<b>\$ 126,462</b>	<b>\$ 133,462</b>	<b>\$ 7,000</b>	<b>5.54 %</b>	<b>\$ 7,000</b>	<b>5.54 %</b>
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<b>Transportation Administration</b>	<b>\$ 790,172</b>	<b>\$ 855,020</b>	<b>\$ 855,020</b>	<b>\$ 925,628</b>	<b>\$ 70,608</b>	<b>8.26 %</b>	<b>\$ 70,608</b>	<b>8.26 %</b>
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#### Headcount

Full Time	11	12	12	13	1	8.33 %	1	8.33 %
<b>Total Positions</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>1</b>	<b>8.33 %</b>	<b>1</b>	<b>8.33 %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Transportation

### 155 Bus Service Operations

#### Labor and Fringes

##### Labor

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	762,206	737,987	738,993	783,653	44,659	6.04 %	45,665	6.19 %
Other Salaries and Wages - Over Time	20,506	12,000	12,000	12,000	-	- %	-	- %
Other Salaries and Wages - Shift Differential	-	1,006	-	1,006	1,006	- %	-	- %

	<b>782,711</b>	<b>750,993</b>	<b>750,993</b>	<b>796,659</b>	<b>45,665</b>	<b>6.08 %</b>	<b>45,665</b>	<b>6.08 %</b>
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##### Labor Fringes

Sick	7,691	12,283	12,283	12,556	273	2.23 %	273	2.23 %
Sick - Buyback	5,445	5,920	5,920	13,240	7,320	123.65 %	7,320	123.65 %
Holiday	38,481	39,635	39,635	40,271	637	1.61 %	637	1.61 %
Vacation	44,060	65,523	65,523	36,061	(29,461)	(44.96)%	(29,461)	(44.96)%
Other Paid Absence	1,452	2,319	2,319	2,365	46	2.00 %	46	2.00 %

	<b>97,130</b>	<b>125,679</b>	<b>125,679</b>	<b>104,494</b>	<b>(21,185)</b>	<b>(16.86)%</b>	<b>(21,185)</b>	<b>(16.86)%</b>
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<b>Labor and Fringes</b>	<b>\$ 879,842</b>	<b>\$ 876,672</b>	<b>\$ 876,672</b>	<b>\$ 901,153</b>	<b>\$ 24,480</b>	<b>2.79 %</b>	<b>\$ 24,480</b>	<b>2.79 %</b>
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#### Non Labor Fringes

##### Non Labor Fringes

Worker's Compensation Insurance	2,342,241	2,128,592	2,128,592	1,638,340	(490,252)	(23.03)%	(490,252)	(23.03)%
Other Fringe Benefits	6,291	5,000	5,000	5,000	-	- %	-	- %

	<b>2,348,532</b>	<b>2,133,592</b>	<b>2,133,592</b>	<b>1,643,340</b>	<b>(490,252)</b>	<b>(22.98)%</b>	<b>(490,252)</b>	<b>(22.98)%</b>
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<b>Non Labor Fringes</b>	<b>\$ 2,348,532</b>	<b>\$ 2,133,592</b>	<b>\$ 2,133,592</b>	<b>\$ 1,643,340</b>	<b>\$(490,252)</b>	<b>(22.98)%</b>	<b>\$(490,252)</b>	<b>(22.98)%</b>
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#### Supplies, Services, Other

##### Supplies, Services, Other

Contract Maintenance Services	800	1,500	1,500	1,500	-	- %	-	- %
Other Services	29,717	28,000	28,000	28,000	-	- %	-	- %
Other Materials and Supplies	31,012	58,248	58,248	53,248	(5,000)	(8.58)%	(5,000)	(8.58)%
Purchased Transportation	-	417,420	417,420	1,050,000	632,580	151.55 %	632,580	151.55 %
Training and Meetings	3,883	11,300	11,300	11,300	-	- %	-	- %
Other Miscellaneous Expenses	9,779	19,740	19,740	19,740	-	- %	-	- %

	<b>75,191</b>	<b>536,208</b>	<b>536,208</b>	<b>1,163,788</b>	<b>627,580</b>	<b>117.04 %</b>	<b>627,580</b>	<b>117.04 %</b>
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<b>Supplies, Services, Other</b>	<b>\$ 75,191</b>	<b>\$ 536,208</b>	<b>\$ 536,208</b>	<b>\$ 1,163,788</b>	<b>\$ 627,580</b>	<b>117.04 %</b>	<b>\$ 627,580</b>	<b>117.04 %</b>
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<b>Bus Service Operations</b>	<b>\$ 3,303,565</b>	<b>\$ 3,546,472</b>	<b>\$ 3,546,472</b>	<b>\$ 3,708,281</b>	<b>\$ 161,808</b>	<b>4.56 %</b>	<b>\$ 161,808</b>	<b>4.56 %</b>
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Expense Summary by Department and Account (FY2017 - FY2019)

Transportation

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>Headcount</b>								
Full Time	13	13	13	13	-	- %	-	- %
<b>Total Positions</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	-	- %	-	- %



Expense Summary by Department and Account (FY2017 - FY2019)

Transportation

**165 Bus Operators - Part Time**

**Labor and Fringes**

	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2018 Forecast</b>	<b>FY2019 Budget</b>	<b>FY19 Bud to FY18 Forecast</b>	<b>% Difference</b>	<b>FY19 Bud to FY18 Bud</b>	<b>% Difference</b>
<b>Labor</b>								
Operators Salaries and Wages	3,061,958	3,913,048	3,010,037	2,399,692	(610,344)	(20.28)%	(1,513,355)	(38.67)%
Operators Salaries and Wages - Over Time	12,936	-	-	-	-	- %	-	- %
	<b>3,074,894</b>	<b>3,913,048</b>	<b>3,010,037</b>	<b>2,399,692</b>	<b>(610,344)</b>	<b>(20.28)%</b>	<b>(1,513,355)</b>	<b>(38.67)%</b>
<b>Labor Fringes</b>								
Vacation	24,640	30,000	30,000	28,052	(1,948)	(6.49)%	(1,948)	(6.49)%
	<b>24,640</b>	<b>30,000</b>	<b>30,000</b>	<b>28,052</b>	<b>(1,948)</b>	<b>(6.49)%</b>	<b>(1,948)</b>	<b>(6.49)%</b>
<b>Labor and Fringes</b>	<b>\$ 3,099,534</b>	<b>\$ 3,943,048</b>	<b>\$ 3,040,037</b>	<b>\$ 2,427,744</b>	<b>\$(612,292)</b>	<b>(20.14)%</b>	<b>\$(1,515,303)</b>	<b>(38.43)%</b>
<b>Bus Operators - Part Time</b>	<b><u>\$ 3,099,534</u></b>	<b><u>\$ 3,943,048</u></b>	<b><u>\$ 3,040,037</u></b>	<b><u>\$ 2,427,744</u></b>	<b><u>\$(612,292)</u></b>	<b>(20.14)%</b>	<b><u>\$(1,515,303)</u></b>	<b>(38.43)%</b>

**Headcount**

Part Time	124	170	103	131	28	27.18 %	-39	(22.94)%
<b>Total Positions</b>	<b>124</b>	<b>170</b>	<b>103</b>	<b>131</b>	<b>28</b>	<b>27.18 %</b>	<b>-39</b>	<b>(22.94)%</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Transportation

**168 Bus Operators - Retired**

**Labor and Fringes**

	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2018 Forecast</b>	<b>FY2019 Budget</b>	<b>FY19 Bud to FY18 Forecast</b>	<b>% Difference</b>	<b>FY19 Bud to FY18 Bud</b>	<b>% Difference</b>
<b>Labor</b>								
Operators Salaries and Wages	496,458	535,484	535,484	529,955	(5,529)	(1.03)%	(5,529)	(1.03)%
	<b>496,458</b>	<b>535,484</b>	<b>535,484</b>	<b>529,955</b>	<b>(5,529)</b>	<b>(1.03)%</b>	<b>(5,529)</b>	<b>(1.03)%</b>
<b>Labor and Fringes</b>	<b>\$ 496,458</b>	<b>\$ 535,484</b>	<b>\$ 535,484</b>	<b>\$ 529,955</b>	<b>\$(5,529)</b>	<b>(1.03)%</b>	<b>\$(5,529)</b>	<b>(1.03)%</b>
<b>Bus Operators - Retired</b>	<b>\$ 496,458</b>	<b>\$ 535,484</b>	<b>\$ 535,484</b>	<b>\$ 529,955</b>	<b>\$(5,529)</b>	<b>(1.03)%</b>	<b>\$(5,529)</b>	<b>(1.03)%</b>

**Headcount**

Part Time	20	20	20	22	2	10.00 %	2	10.00 %
<b>Total Positions</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>22</b>	<b>2</b>	<b>10.00 %</b>	<b>2</b>	<b>10.00 %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Transportation

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>175 Bus Service Transportation</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	1,812,688	1,942,045	1,944,858	2,092,468	147,610	7.59 %	150,423	7.75 %
Other Salaries and Wages - Over Time	131,935	118,395	118,395	118,395	-	- %	-	- %
Other Salaries and Wages - Part Time	67,654	83,316	83,316	85,727	2,411	2.89 %	2,411	2.89 %
Other Salaries and Wages - Shift Differential	-	2,813	-	2,813	2,813	- %	-	- %
Other Salaries and Wages - Temporary	2,709	-	-	-	-	- %	-	- %
	<b>2,014,987</b>	<b>2,146,569</b>	<b>2,146,569</b>	<b>2,299,403</b>	<b>152,834</b>	<b>7.12 %</b>	<b>152,834</b>	<b>7.12 %</b>
<b>Labor Fringes</b>								
Sick	116,372	32,326	32,326	33,529	1,203	3.72 %	1,203	3.72 %
Sick - Buyback	10,700	11,360	11,360	20,460	9,100	80.11 %	9,100	80.11 %
Holiday	104,384	104,309	104,309	107,537	3,228	3.09 %	3,228	3.09 %
Vacation	136,975	172,441	172,441	96,295	(76,146)	(44.16)%	(76,146)	(44.16)%
Other Paid Absence	4,126	6,102	6,102	6,315	213	3.49 %	213	3.49 %
	<b>372,557</b>	<b>326,538</b>	<b>326,538</b>	<b>264,136</b>	<b>(62,402)</b>	<b>(19.11)%</b>	<b>(62,402)</b>	<b>(19.11)%</b>
<b>Labor and Fringes</b>	<b>\$ 2,387,544</b>	<b>\$ 2,473,107</b>	<b>\$ 2,473,107</b>	<b>\$ 2,563,539</b>	<b>\$ 90,432</b>	<b>3.66 %</b>	<b>\$ 90,432</b>	<b>3.66 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Other Materials and Supplies	46,664	40,860	40,860	45,860	5,000	12.24 %	5,000	12.24 %
Training and Meetings	32,761	32,300	32,300	32,300	-	- %	-	- %
Other Miscellaneous Expenses	2,162	-	-	-	-	- %	-	- %
Leases and Rentals - Transit Way Structures and Equip	660	1,200	1,200	1,200	-	- %	-	- %
	<b>82,248</b>	<b>74,360</b>	<b>74,360</b>	<b>79,360</b>	<b>5,000</b>	<b>6.72 %</b>	<b>5,000</b>	<b>6.72 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 82,248</b>	<b>\$ 74,360</b>	<b>\$ 74,360</b>	<b>\$ 79,360</b>	<b>\$ 5,000</b>	<b>6.72 %</b>	<b>\$ 5,000</b>	<b>6.72 %</b>
<b>Bus Service Transportation</b>	<b>\$ 2,469,792</b>	<b>\$ 2,547,467</b>	<b>\$ 2,547,467</b>	<b>\$ 2,642,899</b>	<b>\$ 95,432</b>	<b>3.75 %</b>	<b>\$ 95,432</b>	<b>3.75 %</b>
<b>Headcount</b>								
Full Time	33	35	35	36	1	2.86 %	1	2.86 %
Part Time	2	2	2	2	-	- %	-	- %
<b>Total Positions</b>	<b>35</b>	<b>37</b>	<b>37</b>	<b>38</b>	<b>1</b>	<b>2.70 %</b>	<b>1</b>	<b>2.70 %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Transportation

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>202 Accessible Services</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	309,795	378,454	329,090	390,316	61,226	18.60 %	11,862	3.13 %
Other Salaries and Wages - Over Time	83	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	4,868	-	-	-	-	- %	-	- %
Other Salaries and Wages - Temporary	135	-	-	-	-	- %	-	- %
	<b>314,881</b>	<b>378,454</b>	<b>329,090</b>	<b>390,316</b>	<b>61,226</b>	<b>18.60 %</b>	<b>11,862</b>	<b>3.13 %</b>
<b>Labor Fringes</b>								
Sick	13,242	6,042	6,042	6,244	202	3.35 %	202	3.35 %
Sick - Buyback	400	2,515	2,515	3,120	605	24.06 %	605	24.06 %
Holiday	19,284	19,496	19,496	20,027	531	2.72 %	531	2.72 %
Vacation	35,612	17,277	17,277	17,815	539	3.12 %	539	3.12 %
Other Paid Absence	500	1,141	1,141	1,176	36	3.12 %	36	3.12 %
	<b>69,037</b>	<b>46,470</b>	<b>46,470</b>	<b>48,382</b>	<b>1,912</b>	<b>4.11 %</b>	<b>1,912</b>	<b>4.11 %</b>
<b>Labor and Fringes</b>	<b>\$ 383,918</b>	<b>\$ 424,923</b>	<b>\$ 375,559</b>	<b>\$ 438,698</b>	<b>\$ 63,138</b>	<b>16.81 %</b>	<b>\$ 13,774</b>	<b>3.24 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	70,940	122,025	122,025	122,025	-	- %	-	- %
Other Services	11,622	4,000	4,000	11,500	7,500	187.50 %	7,500	187.50 %
Other Materials and Supplies	10,531	18,768	18,768	11,568	(7,200)	(38.36)%	(7,200)	(38.36)%
Dues and Subscriptions	739	799	799	799	-	- %	-	- %
Training and Meetings	244	7,700	7,700	7,700	-	- %	-	- %
Other Miscellaneous Expenses	588	-	-	-	-	- %	-	- %
	<b>94,664</b>	<b>153,292</b>	<b>153,292</b>	<b>153,592</b>	<b>300</b>	<b>0.20 %</b>	<b>300</b>	<b>0.20 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 94,664</b>	<b>\$ 153,292</b>	<b>\$ 153,292</b>	<b>\$ 153,592</b>	<b>\$ 300</b>	<b>0.20 %</b>	<b>\$ 300</b>	<b>0.20 %</b>
<b>Accessible Services</b>	<b>\$ 478,582</b>	<b>\$ 578,215</b>	<b>\$ 528,851</b>	<b>\$ 592,290</b>	<b>\$ 63,438</b>	<b>12.00 %</b>	<b>\$ 14,074</b>	<b>2.43 %</b>

## Headcount

Full Time	6	7	7	7	-	- %	-	- %
<b>Total Positions</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Transportation

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>540 Paratransit Operators - Full Time</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Operators Salaries and Wages	5,562,254	5,537,038	5,537,038	5,901,793	364,755	6.59 %	364,755	6.59 %
Operators Salaries and Wages - Over Time	295,404	326,816	326,816	310,779	(16,038)	(4.91)%	(16,038)	(4.91)%
	<b>5,857,658</b>	<b>5,863,854</b>	<b>5,863,854</b>	<b>6,212,571</b>	<b>348,717</b>	<b>5.95 %</b>	<b>348,717</b>	<b>5.95 %</b>
<b>Labor Fringes</b>								
Sick	205,845	242,799	242,799	258,838	16,039	6.61 %	16,039	6.61 %
Sick - Buyback	15,425	15,965	15,965	35,820	19,855	124.37 %	19,855	124.37 %
Holiday	271,605	286,541	286,541	301,387	14,846	5.18 %	14,846	5.18 %
Vacation	271,400	282,234	282,234	300,878	18,644	6.61 %	18,644	6.61 %
Other Paid Absence	10,039	9,914	9,914	10,569	655	6.61 %	655	6.61 %
	<b>774,314</b>	<b>837,454</b>	<b>837,454</b>	<b>907,492</b>	<b>70,039</b>	<b>8.36 %</b>	<b>70,039</b>	<b>8.36 %</b>
<b>Labor and Fringes</b>	<b>\$ 6,631,972</b>	<b>\$ 6,701,308</b>	<b>\$ 6,701,308</b>	<b>\$ 7,120,063</b>	<b>\$ 418,756</b>	<b>6.25 %</b>	<b>\$ 418,756</b>	<b>6.25 %</b>
<b>Paratransit Operators - Full Time</b>	<b>\$ 6,631,972</b>	<b>\$ 6,701,308</b>	<b>\$ 6,701,308</b>	<b>\$ 7,120,063</b>	<b>\$ 418,756</b>	<b>6.25 %</b>	<b>\$ 418,756</b>	<b>6.25 %</b>

## Headcount

Full Time	158	175	170	170	-	- %	-5	(2.86)%
<b>Total Positions</b>	<b>158</b>	<b>175</b>	<b>170</b>	<b>170</b>	<b>-</b>	<b>- %</b>	<b>-5</b>	<b>(2.86)%</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Transportation

**545 Paratransit Operators - Part Time**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Operators Salaries and Wages	3,875	-	-	-	-	- %	-	- %
Operators Salaries and Wages - Over Time	59	-	-	-	-	- %	-	- %
	<b>3,934</b>	-	-	-	-	- %	-	- %
<b>Labor and Fringes</b>	<b>\$ 3,934</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>	<b>\$ -</b>	<b>- %</b>
<b>Paratransit Operators - Part Time</b>	<b>\$ 3,934</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>	<b>\$ -</b>	<b>- %</b>

**Headcount**

**Total Positions**

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# Expense Summary by Department and Account (FY2017 - FY2019)

## Transportation

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>555 Paratransit Operations</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	2,498,907	2,939,731	2,871,982	3,074,105	202,123	7.04 %	134,374	4.57 %
Other Salaries and Wages - Over Time	339,866	206,000	206,000	206,000	-	- %	-	- %
Other Salaries and Wages - Part Time	224,550	383,885	384,798	377,898	(6,900)	(1.79)%	(5,987)	(1.56)%
Other Salaries and Wages - (PT) Shift Differential	-	2,389	-	2,389	2,389	- %	-	- %
	<b>3,063,323</b>	<b>3,532,005</b>	<b>3,462,780</b>	<b>3,660,392</b>	<b>197,611</b>	<b>5.71 %</b>	<b>128,386</b>	<b>3.63 %</b>
<b>Labor Fringes</b>								
Sick	77,301	46,762	46,762	48,999	2,237	4.78 %	2,237	4.78 %
Sick - Buyback	17,415	20,465	20,465	33,980	13,515	66.04 %	13,515	66.04 %
Holiday	138,026	150,891	150,891	157,154	6,263	4.15 %	6,263	4.15 %
Vacation	181,624	121,618	164,184	127,154	(37,030)	(22.55)%	5,536	4.55 %
Other Paid Absence	4,736	8,827	8,827	9,229	402	4.55 %	402	4.55 %
	<b>419,101</b>	<b>348,563</b>	<b>391,129</b>	<b>376,516</b>	<b>(14,613)</b>	<b>(3.74)%</b>	<b>27,953</b>	<b>8.02 %</b>
<b>Labor and Fringes</b>	<b>\$ 3,482,424</b>	<b>\$ 3,880,568</b>	<b>\$ 3,853,909</b>	<b>\$ 4,036,908</b>	<b>\$ 182,999</b>	<b>4.75 %</b>	<b>\$ 156,340</b>	<b>4.03 %</b>
<b>Non Labor Fringes</b>								
<b>Non Labor Fringes</b>								
Worker's Compensation Insurance	156,177	177,653	177,653	300,000	122,347	68.87 %	122,347	68.87 %
	<b>156,177</b>	<b>177,653</b>	<b>177,653</b>	<b>300,000</b>	<b>122,347</b>	<b>68.87 %</b>	<b>122,347</b>	<b>68.87 %</b>
<b>Non Labor Fringes</b>	<b>\$ 156,177</b>	<b>\$ 177,653</b>	<b>\$ 177,653</b>	<b>\$ 300,000</b>	<b>\$ 122,347</b>	<b>68.87 %</b>	<b>\$ 122,347</b>	<b>68.87 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Contract Maintenance Services	475	-	-	-	-	- %	-	- %
Other Services	28,717	25,000	25,000	25,000	-	- %	-	- %
Other Materials and Supplies	18,667	33,716	33,716	31,716	(2,000)	(5.93)%	(2,000)	(5.93)%
Purchased Transportation	14,556,695	16,234,669	15,243,821	16,829,487	1,585,667	10.40 %	594,819	3.66 %
Dues and Subscriptions	649	1,800	1,800	1,800	-	- %	-	- %
Training and Meetings	20,789	32,800	32,800	32,800	-	- %	-	- %
Other Miscellaneous Expenses	336	960	960	3,680	2,720	283.33 %	2,720	283.33 %
	<b>14,626,327</b>	<b>16,328,945</b>	<b>15,338,097</b>	<b>16,924,483</b>	<b>1,586,387</b>	<b>10.34 %</b>	<b>595,539</b>	<b>3.65 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 14,626,327</b>	<b>\$ 16,328,945</b>	<b>\$ 15,338,097</b>	<b>\$ 16,924,483</b>	<b>\$ 1,586,387</b>	<b>10.34 %</b>	<b>\$ 595,539</b>	<b>3.65 %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Transportation

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>Paratransit Operations</b>	<b>\$ 18,264,929</b>	<b>\$ 20,387,166</b>	<b>\$ 19,369,659</b>	<b>\$ 21,261,391</b>	<b>\$ 1,891,732</b>	<b>9.77 %</b>	<b>\$ 874,225</b>	<b>4.29 %</b>
<b>Headcount</b>								
Full Time	60	62	62	63	1	1.61 %	1	1.61 %
Part Time	10	18	18	18	-	- %	-	- %
<b>Total Positions</b>	<b>70</b>	<b>80</b>	<b>80</b>	<b>81</b>	<b>1</b>	<b>1.25 %</b>	<b>1</b>	<b>1.25 %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Fiscal Management

**280 Fiscal Management Administration**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

323,411

310,419

310,419

325,179

14,759

4.75 %

14,759

4.75 %

**323,411**

**310,419**

**310,419**

**325,179**

**14,759**

**4.75 %**

**14,759**

**4.75 %**

**Labor Fringes**

Sick

333

5,035

5,035

5,285

250

4.97 %

250

4.97 %

Sick - Buyback

1,575

1,100

1,100

2,600

1,500

136.36 %

1,500

136.36 %

Holiday

16,672

16,247

16,247

16,951

704

4.34 %

704

4.34 %

Vacation

2,891

19,361

19,361

20,278

917

4.74 %

917

4.74 %

Other Paid Absence

1,182

950

950

995

45

4.74 %

45

4.74 %

**22,653**

**42,693**

**42,693**

**46,110**

**3,417**

**8.00 %**

**3,417**

**8.00 %**

**Labor and Fringes**

**\$ 346,064**

**\$ 353,112**

**\$ 353,112**

**\$ 371,289**

**\$ 18,176**

**5.15 %**

**\$ 18,176**

**5.15 %**

**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services

214,208

263,820

263,820

261,820

(2,000)

(0.76)%

(2,000)

(0.76)%

Other Services

36,087

48,000

48,000

68,000

20,000

41.67 %

20,000

41.67 %

Other Materials and Supplies

11,828

7,080

7,080

6,160

(920)

(12.99)%

(920)

(12.99)%

Dues and Subscriptions

6,419

7,529

7,529

7,154

(375)

(4.98)%

(375)

(4.98)%

Training and Meetings

1,706

7,902

7,902

5,580

(2,322)

(29.38)%

(2,322)

(29.38)%

Other Miscellaneous Expenses

1,275

725

725

725

-

- %

-

- %

**271,523**

**335,056**

**335,056**

**349,439**

**14,383**

**4.29 %**

**14,383**

**4.29 %**

**Supplies, Services, Other**

**\$ 271,523**

**\$ 335,056**

**\$ 335,056**

**\$ 349,439**

**\$ 14,383**

**4.29 %**

**\$ 14,383**

**4.29 %**

**Fiscal Management Administration**

**\$ 617,588**

**\$ 688,168**

**\$ 688,168**

**\$ 720,728**

**\$ 32,559**

**4.73 %**

**\$ 32,559**

**4.73 %**

**Headcount**

Full Time

4

4

4

4

-

- %

-

- %

**Total Positions**

**4**

**4**

**4**

**4**

**-**

**- %**

**-**

**- %**

# Expense Summary by Department and Account (FY2017 - FY2019)

## Fiscal Management

### 285 Office of Management and Budget

#### Labor and Fringes

##### Labor

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	478,971	931,399	909,899	1,031,239	121,340	13.34 %	99,840	10.72 %
Other Salaries and Wages - Part Time	-	6,826	6,826	-	(6,826)	(100.00)%	(6,826)	(100.00)%
Other Salaries and Wages - Temporary	7,590	-	-	-	-	- %	-	- %

	<b>486,561</b>	<b>938,225</b>	<b>916,725</b>	<b>1,031,239</b>	<b>114,514</b>	<b>12.49 %</b>	<b>93,014</b>	<b>9.91 %</b>
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##### Labor Fringes

Sick	33,484	8,281	8,281	16,704	8,423	101.71 %	8,423	101.71 %
Sick - Buyback	1,250	500	500	1,640	1,140	228.00 %	1,140	228.00 %
Holiday	28,896	48,748	48,748	53,574	4,827	9.90 %	4,827	9.90 %
Vacation	28,542	58,091	58,091	64,088	5,998	10.32 %	5,998	10.32 %
Other Paid Absence	337	2,852	2,852	3,146	294	10.32 %	294	10.32 %

	<b>92,509</b>	<b>118,471</b>	<b>118,471</b>	<b>139,153</b>	<b>20,682</b>	<b>17.46 %</b>	<b>20,682</b>	<b>17.46 %</b>
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<b>Labor and Fringes</b>	<b>\$ 579,070</b>	<b>\$ 1,056,697</b>	<b>\$ 1,035,197</b>	<b>\$ 1,170,392</b>	<b>\$ 135,196</b>	<b>13.06 %</b>	<b>\$ 113,696</b>	<b>10.76 %</b>
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#### Supplies, Services, Other

##### Supplies, Services, Other

Professional and Technical Services	1,200	-	16,500	66,000	49,500	300.00 %	66,000	- %
Temporary Help	95,160	60,624	106,092	-	(106,092)	(100.00)%	(60,624)	(100.00)%
Other Materials and Supplies	642	500	1,200	13,500	12,300	1,025.00 %	13,000	2,600.00 %
Dues and Subscriptions	240	-	-	-	-	- %	-	- %
Training and Meetings	4,446	10,340	10,340	14,460	4,120	39.85 %	4,120	39.85 %
Other Miscellaneous Expenses	928	20,635	20,635	20,635	-	- %	-	- %
Leases and Rentals - Other General Administration Facili	100	-	-	-	-	- %	-	- %

	<b>102,716</b>	<b>92,099</b>	<b>154,767</b>	<b>114,595</b>	<b>(40,172)</b>	<b>(25.96)%</b>	<b>22,496</b>	<b>24.43 %</b>
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<b>Supplies, Services, Other</b>	<b>\$ 102,716</b>	<b>\$ 92,099</b>	<b>\$ 154,767</b>	<b>\$ 114,595</b>	<b>\$ (40,172)</b>	<b>(25.96)%</b>	<b>\$ 22,496</b>	<b>24.43 %</b>
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<b>Office of Management and Budget</b>	<b>\$ 681,786</b>	<b>\$ 1,148,796</b>	<b>\$ 1,189,964</b>	<b>\$ 1,284,987</b>	<b>\$ 95,024</b>	<b>7.99 %</b>	<b>\$ 136,192</b>	<b>11.86 %</b>
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#### Headcount

Full Time	9	12	12	13	1	8.33 %	1	8.33 %
<b>Total Positions</b>	<b>9</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>1</b>	<b>8.33 %</b>	<b>1</b>	<b>8.33 %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Fiscal Management

### 290 General Accounting

#### Labor and Fringes

##### Labor

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	409,728	478,738	478,738	446,119	(32,618)	(6.81)%	(32,618)	(6.81)%
Other Salaries and Wages - Over Time	1,043	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	25,983	-	5,003	-	(5,003)	(100.00)%	-	- %
Other Salaries and Wages - Temporary	4,218	45,003	-	-	-	- %	(45,003)	(100.00)%

	<b>440,972</b>	<b>523,740</b>	<b>483,740</b>	<b>446,119</b>	<b>(37,621)</b>	<b>(7.78)%</b>	<b>(77,621)</b>	<b>(14.82)%</b>
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##### Labor Fringes

Sick	2,363	4,486	4,486	5,686	1,200	26.76 %	1,200	26.76 %
Sick - Buyback	3,025	3,195	3,195	4,800	1,605	50.23 %	1,605	50.23 %
Holiday	21,073	14,474	14,474	18,236	3,762	25.99 %	3,762	25.99 %
Vacation	18,837	17,248	17,248	21,815	4,567	26.48 %	4,567	26.48 %
Other Paid Absence	803	847	847	1,071	224	26.48 %	224	26.48 %

	<b>46,101</b>	<b>40,249</b>	<b>40,249</b>	<b>51,607</b>	<b>11,358</b>	<b>28.22 %</b>	<b>11,358</b>	<b>28.22 %</b>
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<b>Labor and Fringes</b>	<b>\$ 487,073</b>	<b>\$ 563,989</b>	<b>\$ 523,989</b>	<b>\$ 497,726</b>	<b>\$(26,263)</b>	<b>(5.01)%</b>	<b>\$(66,263)</b>	<b>(11.75)%</b>
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#### Supplies, Services, Other

##### Supplies, Services, Other

Temporary Help	65,131	-	-	-	-	- %	-	- %
Contract Maintenance Services	-	400	400	400	-	- %	-	- %
Other Services	-	1,700	1,700	1,700	-	- %	-	- %
Other Materials and Supplies	20,279	56,114	56,114	173,918	117,804	209.94 %	117,804	209.94 %
Training and Meetings	-	720	720	800	80	11.11 %	80	11.11 %
Bad Debt Expense	17,502	12,000	12,000	24,000	12,000	100.00 %	12,000	100.00 %

	<b>102,912</b>	<b>70,934</b>	<b>70,934</b>	<b>200,818</b>	<b>129,884</b>	<b>183.11 %</b>	<b>129,884</b>	<b>183.11 %</b>
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<b>Supplies, Services, Other</b>	<b>\$ 102,912</b>	<b>\$ 70,934</b>	<b>\$ 70,934</b>	<b>\$ 200,818</b>	<b>\$ 129,884</b>	<b>183.11 %</b>	<b>\$ 129,884</b>	<b>183.11 %</b>
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<b>General Accounting</b>	<b>\$ 589,985</b>	<b>\$ 634,923</b>	<b>\$ 594,923</b>	<b>\$ 698,544</b>	<b>\$ 103,621</b>	<b>17.42 %</b>	<b>\$ 63,621</b>	<b>10.02 %</b>
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#### Headcount

Full Time	9	9	9	8	-1	(11.11)%	-1	(11.11)%
<b>Total Positions</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>-1</b>	<b>(11.11)%</b>	<b>-1</b>	<b>(11.11)%</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Fiscal Management

### 295 Payroll

#### Labor and Fringes

##### Labor

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	242,036	276,547	276,547	349,822	73,275	26.50 %	73,275	26.50 %
Other Salaries and Wages - Over Time	528	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	913	16,827	16,827	16,892	65	0.38 %	65	0.38 %
Other Salaries and Wages - Temporary	1,386	-	-	-	-	- %	-	- %

	<b>244,863</b>	<b>293,374</b>	<b>293,374</b>	<b>366,714</b>	<b>73,340</b>	<b>25.00 %</b>	<b>73,340</b>	<b>25.00 %</b>
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##### Labor Fringes

Sick	13,313	4,486	4,486	5,686	1,200	26.76 %	1,200	26.76 %
Sick - Buyback	925	425	425	3,180	2,755	648.24 %	2,755	648.24 %
Holiday	14,905	14,474	14,474	18,236	3,762	25.99 %	3,762	25.99 %
Vacation	25,163	17,248	17,248	21,815	4,567	26.48 %	4,567	26.48 %
Other Paid Absence	491	847	847	1,071	224	26.48 %	224	26.48 %

	<b>54,797</b>	<b>37,479</b>	<b>37,479</b>	<b>49,987</b>	<b>12,508</b>	<b>33.37 %</b>	<b>12,508</b>	<b>33.37 %</b>
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<b>Labor and Fringes</b>	<b>\$ 299,659</b>	<b>\$ 330,854</b>	<b>\$ 330,854</b>	<b>\$ 416,701</b>	<b>\$ 85,847</b>	<b>25.95 %</b>	<b>\$ 85,847</b>	<b>25.95 %</b>
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#### Supplies, Services, Other

##### Supplies, Services, Other

Dues and Subscriptions	299	350	350	400	50	14.29 %	50	14.29 %
	<b>299</b>	<b>350</b>	<b>350</b>	<b>400</b>	<b>50</b>	<b>14.29 %</b>	<b>50</b>	<b>14.29 %</b>

<b>Supplies, Services, Other</b>	<b>\$ 299</b>	<b>\$ 350</b>	<b>\$ 350</b>	<b>\$ 400</b>	<b>\$ 50</b>	<b>14.29 %</b>	<b>\$ 50</b>	<b>14.29 %</b>
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<b>Payroll</b>	<b>\$ 299,958</b>	<b>\$ 331,204</b>	<b>\$ 331,204</b>	<b>\$ 417,101</b>	<b>\$ 85,897</b>	<b>25.93 %</b>	<b>\$ 85,897</b>	<b>25.93 %</b>
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#### Headcount

Full Time	5	6	6	7	1	16.67 %	1	16.67 %
<b>Total Positions</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>1</b>	<b>16.67 %</b>	<b>1</b>	<b>16.67 %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Fiscal Management

### 300 Revenue Accounting

#### Labor and Fringes

##### Labor

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	330,030	417,586	379,624	467,097	87,473	23.04 %	49,511	11.86 %
Other Salaries and Wages - Over Time	203	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	8,226	-	-	-	-	- %	-	- %
Other Salaries and Wages - Temporary	10,671	-	-	-	-	- %	-	- %

	<b>349,131</b>	<b>417,586</b>	<b>379,624</b>	<b>467,097</b>	<b>87,473</b>	<b>23.04 %</b>	<b>49,511</b>	<b>11.86 %</b>
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##### Labor Fringes

Sick	3,822	6,773	6,773	7,592	819	12.09 %	819	12.09 %
Sick - Buyback	2,100	1,625	1,625	3,160	1,535	94.46 %	1,535	94.46 %
Holiday	18,728	21,856	21,856	24,349	2,494	11.41 %	2,494	11.41 %
Vacation	31,435	26,045	26,045	29,128	3,083	11.84 %	3,083	11.84 %
Other Paid Absence	312	1,279	1,279	1,430	151	11.84 %	151	11.84 %

	<b>56,396</b>	<b>57,577</b>	<b>57,577</b>	<b>65,659</b>	<b>8,082</b>	<b>14.04 %</b>	<b>8,082</b>	<b>14.04 %</b>
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<b>Labor and Fringes</b>	<b>\$ 405,527</b>	<b>\$ 475,163</b>	<b>\$ 437,201</b>	<b>\$ 532,756</b>	<b>\$ 95,555</b>	<b>21.86 %</b>	<b>\$ 57,593</b>	<b>12.12 %</b>
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#### Supplies, Services, Other

##### Supplies, Services, Other

Professional and Technical Services	46,429	67,359	67,359	71,109	3,750	5.57 %	3,750	5.57 %
Contract Maintenance Services	5,736	6,286	6,286	6,286	-	- %	-	- %
Other Services	1,009	2,500	2,500	2,500	-	- %	-	- %
Other Materials and Supplies	57,244	62,100	62,100	64,100	2,000	3.22 %	2,000	3.22 %
Training and Meetings	-	225	225	225	-	- %	-	- %

	<b>110,418</b>	<b>138,470</b>	<b>138,470</b>	<b>144,220</b>	<b>5,750</b>	<b>4.15 %</b>	<b>5,750</b>	<b>4.15 %</b>
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<b>Supplies, Services, Other</b>	<b>\$ 110,418</b>	<b>\$ 138,470</b>	<b>\$ 138,470</b>	<b>\$ 144,220</b>	<b>\$ 5,750</b>	<b>4.15 %</b>	<b>\$ 5,750</b>	<b>4.15 %</b>
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<b>Revenue Accounting</b>	<b>\$ 515,945</b>	<b>\$ 613,633</b>	<b>\$ 575,671</b>	<b>\$ 676,976</b>	<b>\$ 101,305</b>	<b>17.60 %</b>	<b>\$ 63,343</b>	<b>10.32 %</b>
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#### Headcount

Full Time	8	11	11	12	1	9.09 %	1	9.09 %
<b>Total Positions</b>	<b>8</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>1</b>	<b>9.09 %</b>	<b>1</b>	<b>9.09 %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Human Resources

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>345 Human Resources Administration</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	216,360	216,898	216,898	222,556	5,658	2.61 %	5,658	2.61 %
	<b>216,360</b>	<b>216,898</b>	<b>216,898</b>	<b>222,556</b>	<b>5,658</b>	<b>2.61 %</b>	<b>5,658</b>	<b>2.61 %</b>
<b>Labor Fringes</b>								
Sick	2,947	3,496	3,496	3,594	99	2.82 %	99	2.82 %
Sick - Buyback	-	225	225	-	(225)	(100.00)%	(225)	(100.00)%
Holiday	11,249	11,280	11,280	11,528	248	2.20 %	248	2.20 %
Vacation	6,885	12,074	12,074	12,387	313	2.59 %	313	2.59 %
Other Paid Absence	-	660	660	677	17	2.59 %	17	2.59 %
	<b>21,081</b>	<b>27,735</b>	<b>27,735</b>	<b>28,186</b>	<b>452</b>	<b>1.63 %</b>	<b>452</b>	<b>1.63 %</b>
<b>Labor and Fringes</b>	<b>\$ 237,441</b>	<b>\$ 244,633</b>	<b>\$ 244,633</b>	<b>\$ 250,742</b>	<b>\$ 6,109</b>	<b>2.50 %</b>	<b>\$ 6,109</b>	<b>2.50 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	-	40,000	40,000	18,000	(22,000)	(55.00)%	(22,000)	(55.00)%
Other Services	-	500	500	500	-	- %	-	- %
Other Materials and Supplies	4,381	1,588	4,466	1,588	(2,878)	(64.44)%	-	- %
Dues and Subscriptions	3,538	1,223	1,223	1,323	100	8.18 %	100	8.18 %
Training and Meetings	2,280	5,400	2,000	6,000	4,000	200.00 %	600	11.11 %
Other Miscellaneous Expenses	12,661	6,000	6,000	7,800	1,800	30.00 %	1,800	30.00 %
	<b>22,861</b>	<b>54,711</b>	<b>54,189</b>	<b>35,211</b>	<b>(18,978)</b>	<b>(35.02)%</b>	<b>(19,500)</b>	<b>(35.64)%</b>
<b>Supplies, Services, Other</b>	<b>\$ 22,861</b>	<b>\$ 54,711</b>	<b>\$ 54,189</b>	<b>\$ 35,211</b>	<b>\$ (18,978)</b>	<b>(35.02)%</b>	<b>\$ (19,500)</b>	<b>(35.64)%</b>
<b>Human Resources Administration</b>	<b>\$ 260,302</b>	<b>\$ 299,344</b>	<b>\$ 298,822</b>	<b>\$ 285,953</b>	<b>\$ (12,869)</b>	<b>(4.31)%</b>	<b>\$ (13,391)</b>	<b>(4.47)%</b>

**Headcount**

Full Time	3	3	3	3	-	- %	-	- %
<b>Total Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Human Resources

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>355 Employee Services and Benefits</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	296,363	416,634	384,400	434,271	49,870	12.97 %	17,636	4.23 %
Other Salaries and Wages - Over Time	131	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	102,429	-	15,600	-	(15,600)	(100.00)%	-	- %
Other Salaries and Wages - Temporary	33,828	15,600	-	15,600	15,600	- %	-	- %
	<b>432,751</b>	<b>432,234</b>	<b>400,000</b>	<b>449,871</b>	<b>49,870</b>	<b>12.47 %</b>	<b>17,636</b>	<b>4.08 %</b>
<b>Labor Fringes</b>								
Sick	999	6,715	6,715	7,014	299	4.45 %	299	4.45 %
Sick - Buyback	2,625	1,800	1,800	4,200	2,400	133.33 %	2,400	133.33 %
Holiday	16,841	21,668	21,668	22,495	827	3.82 %	827	3.82 %
Vacation	7,721	23,192	23,192	24,170	978	4.22 %	978	4.22 %
Other Paid Absence	303	1,268	1,268	1,321	53	4.22 %	53	4.22 %
	<b>28,489</b>	<b>54,643</b>	<b>54,643</b>	<b>59,200</b>	<b>4,557</b>	<b>8.34 %</b>	<b>4,557</b>	<b>8.34 %</b>
<b>Labor and Fringes</b>	<b>\$ 461,240</b>	<b>\$ 486,877</b>	<b>\$ 454,643</b>	<b>\$ 509,070</b>	<b>\$ 54,427</b>	<b>11.97 %</b>	<b>\$ 22,193</b>	<b>4.56 %</b>
<b>Non Labor Fringes</b>								
<b>Non Labor Fringes</b>								
Worker's Compensation Insurance	95,790	104,600	104,600	69,430	(35,170)	(33.62)%	(35,170)	(33.62)%
Other Fringe Benefits	234,242	440,722	440,722	380,333	(60,389)	(13.70)%	(60,389)	(13.70)%
	<b>330,032</b>	<b>545,322</b>	<b>545,322</b>	<b>449,763</b>	<b>(95,559)</b>	<b>(17.52)%</b>	<b>(95,559)</b>	<b>(17.52)%</b>
<b>Non Labor Fringes</b>	<b>\$ 330,032</b>	<b>\$ 545,322</b>	<b>\$ 545,322</b>	<b>\$ 449,763</b>	<b>\$ (95,559)</b>	<b>(17.52)%</b>	<b>\$ (95,559)</b>	<b>(17.52)%</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	673,010	960,330	1,008,347	1,199,595	191,248	18.97 %	239,265	24.91 %
Other Services	12,963	15,000	15,000	19,000	4,000	26.67 %	4,000	26.67 %
Other Materials and Supplies	12,164	5,060	5,060	5,156	96	1.90 %	96	1.90 %
Dues and Subscriptions	1,079	4,105	4,105	2,935	(1,170)	(28.50)%	(1,170)	(28.50)%
Training and Meetings	1	5,947	5,947	5,947	-	- %	-	- %
Other Miscellaneous Expenses	-	-	293	-	(293)	(100.00)%	-	- %
Leases and Rentals - Data Processing Facilities	88,000	-	32,000	-	(32,000)	(100.00)%	-	- %
	<b>787,218</b>	<b>990,442</b>	<b>1,070,752</b>	<b>1,232,633</b>	<b>161,881</b>	<b>15.12 %</b>	<b>242,191</b>	<b>24.45 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 787,218</b>	<b>\$ 990,442</b>	<b>\$ 1,070,752</b>	<b>\$ 1,232,633</b>	<b>\$ 161,881</b>	<b>15.12 %</b>	<b>\$ 242,191</b>	<b>24.45 %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Human Resources

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>Employee Services and Benefits</b>	<b>\$ 1,578,489</b>	<b>\$ 2,022,641</b>	<b>\$ 2,070,717</b>	<b>\$ 2,191,466</b>	<b>\$ 120,750</b>	<b>5.83 %</b>	<b>\$ 168,826</b>	<b>8.35 %</b>
<b>Headcount</b>								
Full Time	8	10	10	10	-	- %	-	- %
Part Time	1	-	-	-	-	- %	-	- %
<b>Total Positions</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Human Resources

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>360 Employment and Testing</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	507,799	535,269	518,339	549,841	31,502	6.08 %	14,572	2.72 %
Other Salaries and Wages - Over Time	122	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	-	-	2,595	-	(2,595)	(100.00)%	-	- %
Other Salaries and Wages - Temporary	-	2,595	-	2,595	2,595	- %	-	- %
	<b>507,920</b>	<b>537,864</b>	<b>520,934</b>	<b>552,436</b>	<b>31,502</b>	<b>6.05 %</b>	<b>14,572</b>	<b>2.71 %</b>
<b>Labor Fringes</b>								
Sick	8,527	8,627	8,627	8,880	253	2.93 %	253	2.93 %
Sick - Buyback	2,925	3,640	3,640	6,920	3,280	90.11 %	3,280	90.11 %
Holiday	28,797	27,838	27,838	28,482	644	2.31 %	644	2.31 %
Vacation	39,785	29,796	29,796	30,602	806	2.71 %	806	2.71 %
Other Paid Absence	1,025	1,629	1,629	1,673	44	2.71 %	44	2.71 %
	<b>81,057</b>	<b>71,530</b>	<b>71,530</b>	<b>76,557</b>	<b>5,027</b>	<b>7.03 %</b>	<b>5,027</b>	<b>7.03 %</b>
<b>Labor and Fringes</b>	<b>\$ 588,978</b>	<b>\$ 609,394</b>	<b>\$ 592,464</b>	<b>\$ 628,993</b>	<b>\$ 36,529</b>	<b>6.17 %</b>	<b>\$ 19,599</b>	<b>3.22 %</b>
<b>Non Labor Fringes</b>								
<b>Non Labor Fringes</b>								
Other Fringe Benefits	11,869	15,000	15,000	15,000	-	- %	-	- %
	<b>11,869</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>
<b>Non Labor Fringes</b>	<b>\$ 11,869</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>- %</b>	<b>\$ -</b>	<b>- %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	239,953	203,089	203,089	252,200	49,111	24.18 %	49,111	24.18 %
Other Services	26,629	8,000	8,000	12,000	4,000	50.00 %	4,000	50.00 %
Other Materials and Supplies	5,235	8,539	8,539	14,014	5,475	64.12 %	5,475	64.12 %
Dues and Subscriptions	3,432	3,383	3,383	3,383	-	- %	-	- %
Training and Meetings	1,099	945	945	2,350	1,405	148.68 %	1,405	148.68 %
Other Miscellaneous Expenses	106,551	106,000	106,000	158,200	52,200	49.25 %	52,200	49.25 %
	<b>382,899</b>	<b>329,956</b>	<b>329,956</b>	<b>442,147</b>	<b>112,191</b>	<b>34.00 %</b>	<b>112,191</b>	<b>34.00 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 382,899</b>	<b>\$ 329,956</b>	<b>\$ 329,956</b>	<b>\$ 442,147</b>	<b>\$ 112,191</b>	<b>34.00 %</b>	<b>\$ 112,191</b>	<b>34.00 %</b>
<b>Employment and Testing</b>	<b>\$ 983,746</b>	<b>\$ 954,350</b>	<b>\$ 937,420</b>	<b>\$ 1,086,140</b>	<b>\$ 148,720</b>	<b>15.86 %</b>	<b>\$ 131,790</b>	<b>13.81 %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Human Resources

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>Headcount</b>								
Full Time	9	9	9	9	-	- %	-	- %
<b>Total Positions</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Business Support Services

405 Deputy CEO and Administration

Labor and Fringes

Labor

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	301,378	267,067	268,066	295,085	27,020	10.08 %	28,019	10.49 %
	<b>301,378</b>	<b>267,067</b>	<b>268,066</b>	<b>295,085</b>	<b>27,020</b>	<b>10.08 %</b>	<b>28,019</b>	<b>10.49 %</b>

Labor Fringes

Sick  
Sick - Buyback  
Holiday  
Vacation  
Other Paid Absence

Sick	1,111	4,257	11,560	4,506	(7,054)	(61.02)%	249	5.84 %
Sick - Buyback	675	-	-	-	-	- %	-	- %
Holiday	18,146	13,738	13,738	14,452	714	5.20 %	714	5.20 %
Vacation	13,501	11,787	28,340	12,448	(15,893)	(56.08)%	660	5.60 %
Other Paid Absence	5,682	804	2,701	849	(1,852)	(68.57)%	45	5.60 %
	<b>39,116</b>	<b>30,586</b>	<b>56,339</b>	<b>32,254</b>	<b>(24,085)</b>	<b>(42.75)%</b>	<b>1,668</b>	<b>5.45 %</b>

Labor and Fringes

	<b>\$ 340,493</b>	<b>\$ 297,653</b>	<b>\$ 324,405</b>	<b>\$ 327,340</b>	<b>\$ 2,935</b>	<b>0.90 %</b>	<b>\$ 29,687</b>	<b>9.97 %</b>
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Supplies, Services, Other

Supplies, Services, Other

Other Services  
Other Materials and Supplies  
Dues and Subscriptions  
Training and Meetings

Other Services	-	4,000	4,000	-	(4,000)	(100.00)%	(4,000)	(100.00)%
Other Materials and Supplies	497	1,192	1,192	1,192	-	- %	-	- %
Dues and Subscriptions	-	333	333	-	(333)	(100.00)%	(333)	(100.00)%
Training and Meetings	6,542	9,900	9,900	9,900	-	- %	-	- %
	<b>7,039</b>	<b>15,425</b>	<b>15,425</b>	<b>11,092</b>	<b>(4,333)</b>	<b>(28.09)%</b>	<b>(4,333)</b>	<b>(28.09)%</b>

Supplies, Services, Other

	<b>\$ 7,039</b>	<b>\$ 15,425</b>	<b>\$ 15,425</b>	<b>\$ 11,092</b>	<b>\$(4,333)</b>	<b>(28.09)%</b>	<b>\$(4,333)</b>	<b>(28.09)%</b>
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Deputy CEO and Administration

	<b>\$ 347,532</b>	<b>\$ 313,078</b>	<b>\$ 339,830</b>	<b>\$ 338,432</b>	<b>\$(1,398)</b>	<b>(0.41)%</b>	<b>\$ 25,354</b>	<b>8.10 %</b>
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Headcount

Full Time	2	2	2	2	-	- %	-	- %
<b>Total Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Technology and Innovation

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>455 Technology and Innovation Administration</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	378,908	338,230	334,230	280,095	(54,135)	(16.20)%	(58,135)	(17.19)%
	<b>378,908</b>	<b>338,230</b>	<b>334,230</b>	<b>280,095</b>	<b>(54,135)</b>	<b>(16.20)%</b>	<b>(58,135)</b>	<b>(17.19)%</b>
<b>Labor Fringes</b>								
Sick	3,404	5,476	5,476	4,544	(932)	(17.02)%	(932)	(17.02)%
Sick - Buyback	-	500	500	1,240	740	148.00 %	740	148.00 %
Holiday	19,402	17,670	17,670	14,575	(3,096)	(17.52)%	(3,096)	(17.52)%
Vacation	6,155	20,444	20,444	16,928	(3,517)	(17.20)%	(3,517)	(17.20)%
Other Paid Absence	905	1,034	1,034	856	(178)	(17.20)%	(178)	(17.20)%
	<b>29,866</b>	<b>45,124</b>	<b>45,124</b>	<b>38,142</b>	<b>(6,982)</b>	<b>(15.47)%</b>	<b>(6,982)</b>	<b>(15.47)%</b>
<b>Labor and Fringes</b>	<b>\$ 408,774</b>	<b>\$ 383,354</b>	<b>\$ 379,354</b>	<b>\$ 318,237</b>	<b>\$(61,117)</b>	<b>(16.11)%</b>	<b>\$(65,117)</b>	<b>(16.99)%</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	18,000	24,000	24,000	30,000	6,000	25.00 %	6,000	25.00 %
Temporary Help	-	4,000	4,000	-	(4,000)	(100.00)%	(4,000)	(100.00)%
Other Services	1,205	25,200	25,200	600	(24,600)	(97.62)%	(24,600)	(97.62)%
Other Materials and Supplies	820	1,380	1,380	4,860	3,480	252.17 %	3,480	252.17 %
Dues and Subscriptions	1,567	2,230	2,230	1,000	(1,230)	(55.16)%	(1,230)	(55.16)%
Training and Meetings	20,565	42,120	42,120	35,000	(7,120)	(16.90)%	(7,120)	(16.90)%
Advertising/Promotion Media	-	-	800	-	(800)	(100.00)%	-	- %
Other Miscellaneous Expenses	1,505	-	5,788	13,500	7,712	133.24 %	13,500	- %
	<b>43,661</b>	<b>98,930</b>	<b>105,518</b>	<b>84,960</b>	<b>(20,558)</b>	<b>(19.48)%</b>	<b>(13,970)</b>	<b>(14.12)%</b>
<b>Supplies, Services, Other</b>	<b>\$ 43,661</b>	<b>\$ 98,930</b>	<b>\$ 105,518</b>	<b>\$ 84,960</b>	<b>\$(20,558)</b>	<b>(19.48)%</b>	<b>\$(13,970)</b>	<b>(14.12)%</b>
<b>Technology and Innovation Administration</b>	<b>\$ 452,435</b>	<b>\$ 482,284</b>	<b>\$ 484,872</b>	<b>\$ 403,197</b>	<b>\$(81,675)</b>	<b>(16.84)%</b>	<b>\$(79,087)</b>	<b>(16.40)%</b>

**Headcount**

Full Time	4	4	4	3	-1	(25.00)%	-1	(25.00)%
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>-1</b>	<b>(25.00)%</b>	<b>-1</b>	<b>(25.00)%</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Technology and Innovation

**456 Innovation Services**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
	-	-	-	197,248	197,248	- %	197,248	- %
	-	-	-	<b>197,248</b>	<b>197,248</b>	- %	<b>197,248</b>	- %
<b>Labor and Fringes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 197,248</b>	<b>\$ 197,248</b>	- %	<b>\$ 197,248</b>	- %
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Other Materials and Supplies	-	-	-	5,000	5,000	- %	5,000	- %
Training and Meetings	-	-	-	2,500	2,500	- %	2,500	- %
Other Miscellaneous Expenses	-	-	-	20,000	20,000	- %	20,000	- %
	-	-	-	<b>27,500</b>	<b>27,500</b>	- %	<b>27,500</b>	- %
<b>Supplies, Services, Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 27,500</b>	<b>\$ 27,500</b>	- %	<b>\$ 27,500</b>	- %
<b>Innovation Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 224,748</b>	<b>\$ 224,748</b>	- %	<b>\$ 224,748</b>	- %

**Headcount**

Full Time	-	-	-	2	2	- %	2	- %
<b>Total Positions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>- %</b>	<b>2</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Technology and Innovation

**457 Transportation Technology**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	275,162	374,022	374,022	387,475	13,453	3.60 %	13,453	3.60 %
	<b>275,162</b>	<b>374,022</b>	<b>374,022</b>	<b>387,475</b>	<b>13,453</b>	<b>3.60 %</b>	<b>13,453</b>	<b>3.60 %</b>

**Labor Fringes**

Sick

Sick - Buyback

Holiday

Vacation

Other Paid Absence

Sick	1,138	6,056	6,056	6,286	231	3.81 %	231	3.81 %
Sick - Buyback	1,875	750	750	5,440	4,690	625.33 %	4,690	625.33 %
Holiday	14,037	19,540	19,540	20,162	622	3.18 %	622	3.18 %
Vacation	12,856	22,608	22,608	23,417	809	3.58 %	809	3.58 %
Other Paid Absence	6,713	1,143	1,143	1,184	41	3.58 %	41	3.58 %
	<b>36,618</b>	<b>50,097</b>	<b>50,097</b>	<b>56,490</b>	<b>6,393</b>	<b>12.76 %</b>	<b>6,393</b>	<b>12.76 %</b>

**Labor and Fringes**

	<b>\$ 311,780</b>	<b>\$ 424,118</b>	<b>\$ 424,118</b>	<b>\$ 443,965</b>	<b>\$ 19,846</b>	<b>4.68 %</b>	<b>\$ 19,846</b>	<b>4.68 %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services

Contract Maintenance Services

Other Services

Other Materials and Supplies

Leases and Rentals - Rev Veh Movement Control Faciliti

Professional and Technical Services	15,600	-	-	-	-	- %	-	- %
Contract Maintenance Services	1,388,437	2,219,881	2,219,881	2,087,808	(132,073)	(5.95)%	(132,073)	(5.95)%
Other Services	14,850	130,000	20,000	381,500	361,500	1,807.50 %	251,500	193.46 %
Other Materials and Supplies	17,516	12,818	12,818	18,000	5,182	40.43 %	5,182	40.43 %
Leases and Rentals - Rev Veh Movement Control Faciliti	22,665	52,510	52,510	25,620	(26,890)	(51.21)%	(26,890)	(51.21)%
	<b>1,459,068</b>	<b>2,415,209</b>	<b>2,305,209</b>	<b>2,512,928</b>	<b>207,719</b>	<b>9.01 %</b>	<b>97,719</b>	<b>4.05 %</b>

**Supplies, Services, Other**

	<b>\$ 1,459,068</b>	<b>\$ 2,415,209</b>	<b>\$ 2,305,209</b>	<b>\$ 2,512,928</b>	<b>\$ 207,719</b>	<b>9.01 %</b>	<b>\$ 97,719</b>	<b>4.05 %</b>
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**Transportation Technology**

	<b>\$ 1,770,848</b>	<b>\$ 2,839,327</b>	<b>\$ 2,729,327</b>	<b>\$ 2,956,893</b>	<b>\$ 227,565</b>	<b>8.34 %</b>	<b>\$ 117,565</b>	<b>4.14 %</b>
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**Headcount**

Full Time

**Total Positions**

Full Time	6	6	6	6	-	- %	-	- %
<b>Total Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Technology and Innovation

**460 Information Services**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	576,990	713,041	673,041	733,757	60,715	9.02 %	20,715	2.91 %
Other Salaries and Wages - Temporary	4,400	-	-	-	-	- %	-	- %
	<b>581,390</b>	<b>713,041</b>	<b>673,041</b>	<b>733,757</b>	<b>60,715</b>	<b>9.02 %</b>	<b>20,715</b>	<b>2.91 %</b>

**Labor Fringes**

Sick	8,836	11,544	11,544	11,904	360	3.12 %	360	3.12 %
Sick - Buyback	1,000	2,995	2,995	3,080	85	2.84 %	85	2.84 %
Holiday	33,671	37,252	37,252	38,181	929	2.49 %	929	2.49 %
Vacation	41,089	43,100	43,100	44,345	1,245	2.89 %	1,245	2.89 %
Other Paid Absence	652	2,179	2,179	2,242	63	2.89 %	63	2.89 %
	<b>85,249</b>	<b>97,070</b>	<b>97,070</b>	<b>99,752</b>	<b>2,682</b>	<b>2.76 %</b>	<b>2,682</b>	<b>2.76 %</b>

<b>Labor and Fringes</b>	<b>\$ 666,639</b>	<b>\$ 810,112</b>	<b>\$ 770,112</b>	<b>\$ 833,508</b>	<b>\$ 63,397</b>	<b>8.23 %</b>	<b>\$ 23,397</b>	<b>2.89 %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Other Services	-	30,840	30,840	60,300	29,460	95.53 %	29,460	95.53 %
Other Materials and Supplies	410	1,200	1,200	-	(1,200)	(100.00)%	(1,200)	(100.00)%
	<b>410</b>	<b>32,040</b>	<b>32,040</b>	<b>60,300</b>	<b>28,260</b>	<b>88.20 %</b>	<b>28,260</b>	<b>88.20 %</b>

<b>Supplies, Services, Other</b>	<b>\$ 410</b>	<b>\$ 32,040</b>	<b>\$ 32,040</b>	<b>\$ 60,300</b>	<b>\$ 28,260</b>	<b>88.20 %</b>	<b>\$ 28,260</b>	<b>88.20 %</b>
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<b>Information Services</b>	<b>\$ 667,049</b>	<b>\$ 842,152</b>	<b>\$ 802,152</b>	<b>\$ 893,808</b>	<b>\$ 91,657</b>	<b>11.43 %</b>	<b>\$ 51,657</b>	<b>6.13 %</b>
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**Headcount**

Full Time	8	10	10	10	-	- %	-	- %
<b>Total Positions</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Technology and Innovation

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>462 IT Client Services</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	82,096	325,852	310,335	313,615	3,280	1.06 %	(12,237)	(3.76)%
Other Salaries and Wages - Over Time	238	-	-	-	-	- %	-	- %
	<b>82,335</b>	<b>325,852</b>	<b>310,335</b>	<b>313,615</b>	<b>3,280</b>	<b>1.06 %</b>	<b>(12,237)</b>	<b>(3.76)%</b>
<b>Labor Fringes</b>								
Sick	823	5,276	5,276	5,088	(188)	(3.56)%	(188)	(3.56)%
Sick - Buyback	250	750	750	500	(250)	(33.33)%	(250)	(33.33)%
Holiday	2,837	17,024	17,024	16,319	(705)	(4.14)%	(705)	(4.14)%
Vacation	5,120	19,696	19,696	18,953	(743)	(3.77)%	(743)	(3.77)%
Other Paid Absence	-	996	996	958	(38)	(3.77)%	(38)	(3.77)%
	<b>9,030</b>	<b>43,741</b>	<b>43,741</b>	<b>41,819</b>	<b>(1,923)</b>	<b>(4.40)%</b>	<b>(1,923)</b>	<b>(4.40)%</b>
<b>Labor and Fringes</b>	<b>\$ 91,364</b>	<b>\$ 369,594</b>	<b>\$ 354,077</b>	<b>\$ 355,434</b>	<b>\$ 1,358</b>	<b>0.38 %</b>	<b>\$(14,159)</b>	<b>(3.83)%</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Contract Maintenance Services	659	122,612	214,571	194,660	(19,911)	(9.28)%	72,048	58.76 %
Other Services	-	43,178	75,562	100,200	24,638	32.61 %	57,022	132.06 %
Other Materials and Supplies	-	75,120	75,120	70,000	(5,120)	(6.82)%	(5,120)	(6.82)%
Training and Meetings	30	-	-	-	-	- %	-	- %
Other Miscellaneous Expenses	-	550	550	-	(550)	(100.00)%	(550)	(100.00)%
	<b>689</b>	<b>241,460</b>	<b>365,803</b>	<b>364,860</b>	<b>(943)</b>	<b>(0.26)%</b>	<b>123,400</b>	<b>51.11 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 689</b>	<b>\$ 241,460</b>	<b>\$ 365,803</b>	<b>\$ 364,860</b>	<b>\$(943)</b>	<b>(0.26)%</b>	<b>\$ 123,400</b>	<b>51.11 %</b>
<b>IT Client Services</b>	<b>\$ 92,053</b>	<b>\$ 611,054</b>	<b>\$ 719,880</b>	<b>\$ 720,294</b>	<b>\$ 415</b>	<b>0.06 %</b>	<b>\$ 109,241</b>	<b>17.88 %</b>
<b>Headcount</b>								
Full Time	7	6	6	6	-	- %	-	- %
<b>Total Positions</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Technology and Innovation

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>465 IT Operations</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	568,285	437,903	408,403	419,628	11,225	2.75 %	(18,275)	(4.17)%
Other Salaries and Wages - Over Time	35	-	-	-	-	- %	-	- %
Other Salaries and Wages - Temporary	1,346	-	-	-	-	- %	-	- %
	<b>569,666</b>	<b>437,903</b>	<b>408,403</b>	<b>419,628</b>	<b>11,225</b>	<b>2.75 %</b>	<b>(18,275)</b>	<b>(4.17)%</b>
<b>Labor Fringes</b>								
Sick	6,459	7,090	7,090	6,808	(282)	(3.98)%	(282)	(3.98)%
Sick - Buyback	2,250	-	-	2,400	2,400	- %	2,400	- %
Holiday	30,016	22,877	22,877	21,835	(1,042)	(4.56)%	(1,042)	(4.56)%
Vacation	14,182	26,469	26,469	25,360	(1,109)	(4.19)%	(1,109)	(4.19)%
Other Paid Absence	1,100	1,338	1,338	1,282	(56)	(4.19)%	(56)	(4.19)%
	<b>54,007</b>	<b>57,775</b>	<b>57,775</b>	<b>57,686</b>	<b>(89)</b>	<b>(0.15)%</b>	<b>(89)</b>	<b>(0.15)%</b>
<b>Labor and Fringes</b>	<b>\$ 623,673</b>	<b>\$ 495,678</b>	<b>\$ 466,178</b>	<b>\$ 477,314</b>	<b>\$ 11,136</b>	<b>2.39 %</b>	<b>\$(18,364)</b>	<b>(3.70)%</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	29,080	-	-	15,000	15,000	- %	15,000	- %
Temporary Help	6,580	-	-	-	-	- %	-	- %
Contract Maintenance Services	917,710	717,552	717,552	722,336	4,784	0.67 %	4,784	0.67 %
Other Services	377,873	436,360	436,360	541,600	105,240	24.12 %	105,240	24.12 %
Other Materials and Supplies	92,417	82,720	95,128	106,000	10,872	11.43 %	23,280	28.14 %
Dues and Subscriptions	107	-	-	-	-	- %	-	- %
Training and Meetings	25	-	-	-	-	- %	-	- %
Other Miscellaneous Expenses	209	1,400	1,400	-	(1,400)	(100.00)%	(1,400)	(100.00)%
Leases and Rentals - Engine Houses, Car Shops and Ga	2,561	-	2,193	-	(2,193)	(100.00)%	-	- %
Leases and Rentals - Data Processing Facilities	-	54,000	18,000	54,000	36,000	200.00 %	-	- %
	<b>1,426,564</b>	<b>1,292,032</b>	<b>1,270,633</b>	<b>1,438,936</b>	<b>168,303</b>	<b>13.25 %</b>	<b>146,904</b>	<b>11.37 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 1,426,564</b>	<b>\$ 1,292,032</b>	<b>\$ 1,270,633</b>	<b>\$ 1,438,936</b>	<b>\$ 168,303</b>	<b>13.25 %</b>	<b>\$ 146,904</b>	<b>11.37 %</b>
<b>IT Operations</b>	<b>\$ 2,050,237</b>	<b>\$ 1,787,710</b>	<b>\$ 1,736,811</b>	<b>\$ 1,916,250</b>	<b>\$ 179,439</b>	<b>10.33 %</b>	<b>\$ 128,540</b>	<b>7.19 %</b>
<b>Headcount</b>								
Full Time	5	6	6	6	-	- %	-	- %
<b>Total Positions</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Procurement

**680 Procurement Administration**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	-	104,453	124,568	167,400	42,832	34.38 %	62,947	60.26 %
	-	<b>104,453</b>	<b>124,568</b>	<b>167,400</b>	<b>42,832</b>	<b>34.38 %</b>	<b>62,947</b>	<b>60.26 %</b>

**Labor Fringes**

Sick  
Holiday  
Vacation  
Other Paid Absence

Sick	-	1,716	-	2,756	2,756	- %	1,040	60.59 %
Holiday	-	5,538	925	8,841	7,915	855.27 %	3,302	59.62 %
Vacation	-	7,968	2,000	12,768	10,768	538.38 %	4,800	60.24 %
Other Paid Absence	-	324	-	519	519	- %	195	60.24 %
	-	<b>15,547</b>	<b>2,925</b>	<b>24,884</b>	<b>21,958</b>	<b>750.60 %</b>	<b>9,337</b>	<b>60.06 %</b>

**Labor and Fringes**

	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 127,494</b>	<b>\$ 192,284</b>	<b>\$ 64,790</b>	<b>50.82 %</b>	<b>\$ 72,284</b>	<b>60.24 %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Other Materials and Supplies  
Training and Meetings  
Other Miscellaneous Expenses

Other Materials and Supplies	-	-	100	240	140	140.00 %	240	- %
Training and Meetings	-	-	-	1,500	1,500	- %	1,500	- %
Other Miscellaneous Expenses	-	-	11,018	-	(11,018)	(100.00)%	-	- %
	-	-	<b>11,118</b>	<b>1,740</b>	<b>(9,378)</b>	<b>(84.35)%</b>	<b>1,740</b>	<b>- %</b>

**Supplies, Services, Other**

	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,118</b>	<b>\$ 1,740</b>	<b>\$ (9,378)</b>	<b>(84.35)%</b>	<b>\$ 1,740</b>	<b>- %</b>
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**Procurement Administration**

	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 138,612</b>	<b>\$ 194,024</b>	<b>\$ 55,412</b>	<b>39.98 %</b>	<b>\$ 74,024</b>	<b>61.69 %</b>
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**Headcount**

Full Time

**Total Positions**

Full Time	-	1	1	2	1	100.00 %	1	100.00 %
<b>Total Positions</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>100.00 %</b>	<b>1</b>	<b>100.00 %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Procurement

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>690 Procurement</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	890,578	991,613	930,549	1,009,896	79,347	8.53 %	18,283	1.84 %
Other Salaries and Wages - Over Time	2,351	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	5,951	-	-	-	-	- %	-	- %
Other Salaries and Wages - Temporary	7,560	-	-	-	-	- %	-	- %
	<b>906,441</b>	<b>991,613</b>	<b>930,549</b>	<b>1,009,896</b>	<b>79,347</b>	<b>8.53 %</b>	<b>18,283</b>	<b>1.84 %</b>
<b>Labor Fringes</b>								
Sick	27,563	16,294	16,294	16,629	335	2.05 %	335	2.05 %
Sick - Buyback	5,975	6,015	6,015	9,840	3,825	63.59 %	3,825	63.59 %
Holiday	52,234	52,579	52,579	53,334	755	1.44 %	755	1.44 %
Vacation	61,604	75,643	75,643	77,025	1,382	1.83 %	1,382	1.83 %
Other Paid Absence	394	3,076	3,076	3,132	56	1.83 %	56	1.83 %
	<b>147,769</b>	<b>153,607</b>	<b>153,607</b>	<b>159,960</b>	<b>6,353</b>	<b>4.14 %</b>	<b>6,353</b>	<b>4.14 %</b>
<b>Labor and Fringes</b>	<b>\$ 1,054,210</b>	<b>\$ 1,145,221</b>	<b>\$ 1,084,156</b>	<b>\$ 1,169,856</b>	<b>\$ 85,700</b>	<b>7.90 %</b>	<b>\$ 24,636</b>	<b>2.15 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	18,770	-	-	-	-	- %	-	- %
Contract Maintenance Services	485	325	325	550	225	69.23 %	225	69.23 %
Other Materials and Supplies	39,535	7,020	7,020	6,710	(310)	(4.42)%	(310)	(4.42)%
Dues and Subscriptions	23,881	28,175	28,175	11,656	(16,519)	(58.63)%	(16,519)	(58.63)%
Training and Meetings	14,612	17,640	17,640	16,000	(1,640)	(9.30)%	(1,640)	(9.30)%
Other Miscellaneous Expenses	11,686	16,000	16,000	15,500	(500)	(3.13)%	(500)	(3.13)%
	<b>108,968</b>	<b>69,160</b>	<b>69,160</b>	<b>50,416</b>	<b>(18,744)</b>	<b>(27.10)%</b>	<b>(18,744)</b>	<b>(27.10)%</b>
<b>Supplies, Services, Other</b>	<b>\$ 108,968</b>	<b>\$ 69,160</b>	<b>\$ 69,160</b>	<b>\$ 50,416</b>	<b>\$ (18,744)</b>	<b>(27.10)%</b>	<b>\$ (18,744)</b>	<b>(27.10)%</b>
<b>Procurement</b>	<b>\$ 1,163,178</b>	<b>\$ 1,214,381</b>	<b>\$ 1,153,316</b>	<b>\$ 1,220,272</b>	<b>\$ 66,956</b>	<b>5.81 %</b>	<b>\$ 5,892</b>	<b>0.49 %</b>

## Headcount

Full Time	19	21	21	21	-	- %	-	- %
<b>Total Positions</b>	<b>19</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Safety, Security, and Training

**365 Training and Development**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Operators Salaries and Wages	330,417	430,893	430,893	350,000	(80,893)	(18.77)%	(80,893)	(18.77)%
Operators Salaries and Wages - Over Time	15,697	36,923	36,923	20,000	(16,923)	(45.83)%	(16,923)	(45.83)%
Other Salaries and Wages	649,441	774,581	774,613	802,777	28,164	3.64 %	28,196	3.64 %
Other Salaries and Wages - Over Time	50,943	22,824	62,696	63,397	701	1.12 %	40,573	177.76 %
Other Salaries and Wages - Shift Differential	-	32	-	32	32	- %	-	- %
	<b>1,046,498</b>	<b>1,265,253</b>	<b>1,305,125</b>	<b>1,236,206</b>	<b>(68,919)</b>	<b>(5.28)%</b>	<b>(29,047)</b>	<b>(2.30)%</b>

**Labor Fringes**

Sick	2,671	12,485	12,485	12,966	481	3.85 %	481	3.85 %
Sick - Buyback	6,250	3,325	3,325	10,100	6,775	203.76 %	6,775	203.76 %
Holiday	34,268	40,286	40,286	41,585	1,300	3.23 %	1,300	3.23 %
Vacation	27,865	43,119	43,119	44,682	1,562	3.62 %	1,562	3.62 %
Other Paid Absence	1,186	2,357	2,357	2,442	85	3.62 %	85	3.62 %
	<b>72,240</b>	<b>101,572</b>	<b>101,572</b>	<b>111,775</b>	<b>10,203</b>	<b>10.05 %</b>	<b>10,203</b>	<b>10.05 %</b>

<b>Labor and Fringes</b>	<b>\$ 1,118,738</b>	<b>\$ 1,366,825</b>	<b>\$ 1,406,697</b>	<b>\$ 1,347,981</b>	<b>\$(58,716)</b>	<b>(4.17)%</b>	<b>\$(18,844)</b>	<b>(1.38)%</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Other Services	29,914	38,360	38,360	38,360	-	- %	-	- %
Other Materials and Supplies	22,424	32,476	32,476	32,025	(451)	(1.39)%	(451)	(1.39)%
Dues and Subscriptions	155	270	270	270	-	- %	-	- %
Training and Meetings	8,401	40,425	40,425	40,425	-	- %	-	- %
Other Miscellaneous Expenses	609	366	366	366	-	- %	-	- %
	<b>61,504</b>	<b>111,897</b>	<b>111,897</b>	<b>111,446</b>	<b>(451)</b>	<b>(0.40)%</b>	<b>(451)</b>	<b>(0.40)%</b>

<b>Supplies, Services, Other</b>	<b>\$ 61,504</b>	<b>\$ 111,897</b>	<b>\$ 111,897</b>	<b>\$ 111,446</b>	<b>\$(451)</b>	<b>(0.40)%</b>	<b>\$(451)</b>	<b>(0.40)%</b>
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<b>Training and Development</b>	<b>\$ 1,180,242</b>	<b>\$ 1,478,721</b>	<b>\$ 1,518,593</b>	<b>\$ 1,459,427</b>	<b>\$(59,166)</b>	<b>(3.90)%</b>	<b>\$(19,294)</b>	<b>(1.30)%</b>
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**Headcount**

Full Time	14	15	15	15	-	- %	-	- %
<b>Total Positions</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Safety, Security, and Training

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>750 Safety</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Operators Salaries and Wages	15,777	39,446	39,446	41,177	1,731	4.39 %	1,731	4.39 %
Other Salaries and Wages	670,212	808,306	668,934	781,691	112,757	16.86 %	(26,615)	(3.29)%
Other Salaries and Wages - Over Time	38,460	29,048	29,048	34,515	5,467	18.82 %	5,467	18.82 %
Other Salaries and Wages - Shift Differential	-	224	-	224	224	- %	-	- %
Other Salaries and Wages - Temporary	6,990	-	-	-	-	- %	-	- %
	<b>731,439</b>	<b>877,024</b>	<b>737,428</b>	<b>857,608</b>	<b>120,179</b>	<b>16.30 %</b>	<b>(19,417)</b>	<b>(2.21)%</b>
<b>Labor Fringes</b>								
Sick	44,812	12,988	12,988	12,575	(413)	(3.18)%	(413)	(3.18)%
Sick - Buyback	5,625	5,460	5,460	8,440	2,980	54.58 %	2,980	54.58 %
Holiday	39,710	41,911	41,911	40,333	(1,578)	(3.77)%	(1,578)	(3.77)%
Vacation	54,672	53,758	53,758	51,932	(1,825)	(3.40)%	(1,825)	(3.40)%
Other Paid Absence	410	2,452	2,452	2,369	(83)	(3.40)%	(83)	(3.40)%
	<b>145,229</b>	<b>116,569</b>	<b>116,569</b>	<b>115,649</b>	<b>(920)</b>	<b>(0.79)%</b>	<b>(920)</b>	<b>(0.79)%</b>
<b>Labor and Fringes</b>	<b>\$ 876,669</b>	<b>\$ 993,593</b>	<b>\$ 853,997</b>	<b>\$ 973,257</b>	<b>\$ 119,259</b>	<b>13.96 %</b>	<b>\$(20,337)</b>	<b>(2.05)%</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	22,663	56,627	56,627	52,222	(4,405)	(7.78)%	(4,405)	(7.78)%
Contract Maintenance Services	116,054	153,200	153,200	123,200	(30,000)	(19.58)%	(30,000)	(19.58)%
Other Services	18,452	24,000	24,000	24,000	-	- %	-	- %
Other Materials and Supplies	25,096	62,546	62,546	62,450	(96)	(0.15)%	(96)	(0.15)%
Dues and Subscriptions	3,728	3,550	3,550	5,125	1,575	44.37 %	1,575	44.37 %
Training and Meetings	1,357	9,630	9,630	10,425	795	8.26 %	795	8.26 %
Other Miscellaneous Expenses	4,464	13,405	7,505	13,405	5,900	78.61 %	-	- %
	<b>191,815</b>	<b>322,958</b>	<b>317,058</b>	<b>290,827</b>	<b>(26,231)</b>	<b>(8.27)%</b>	<b>(32,131)</b>	<b>(9.95)%</b>
<b>Supplies, Services, Other</b>	<b>\$ 191,815</b>	<b>\$ 322,958</b>	<b>\$ 317,058</b>	<b>\$ 290,827</b>	<b>\$ (26,231)</b>	<b>(8.27)%</b>	<b>\$(32,131)</b>	<b>(9.95)%</b>
<b>Safety</b>	<b>\$ 1,068,483</b>	<b>\$ 1,316,551</b>	<b>\$ 1,171,055</b>	<b>\$ 1,264,084</b>	<b>\$ 93,029</b>	<b>7.94 %</b>	<b>\$(52,467)</b>	<b>(3.99)%</b>
<b>Headcount</b>								
Full Time	14	16	16	15	-1	(6.25)%	-1	(6.25)%
<b>Total Positions</b>	<b>14</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>-1</b>	<b>(6.25)%</b>	<b>-1</b>	<b>(6.25)%</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Safety, Security, and Training

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>760 Safety, Security, and Training Administration</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	290,543	325,907	325,907	337,030	11,123	3.41 %	11,123	3.41 %
Other Salaries and Wages - Over Time	7,945	9,469	9,469	9,469	-	- %	-	- %
	<b>298,489</b>	<b>335,376</b>	<b>335,376</b>	<b>346,499</b>	<b>11,123</b>	<b>3.32 %</b>	<b>11,123</b>	<b>3.32 %</b>
<b>Labor Fringes</b>								
Sick	2,006	5,195	5,195	5,384	188	3.63 %	188	3.63 %
Sick - Buyback	2,250	1,875	1,875	3,600	1,725	92.00 %	1,725	92.00 %
Holiday	17,129	16,765	16,765	17,267	503	3.00 %	503	3.00 %
Vacation	9,623	14,384	14,384	14,872	488	3.40 %	488	3.40 %
Other Paid Absence	-	981	981	1,014	33	3.40 %	33	3.40 %
	<b>31,008</b>	<b>39,200</b>	<b>39,200</b>	<b>42,138</b>	<b>2,938</b>	<b>7.50 %</b>	<b>2,938</b>	<b>7.50 %</b>
<b>Labor and Fringes</b>	<b>\$ 329,497</b>	<b>\$ 374,576</b>	<b>\$ 374,576</b>	<b>\$ 388,637</b>	<b>\$ 14,061</b>	<b>3.75 %</b>	<b>\$ 14,061</b>	<b>3.75 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Other Services	-	4,000	4,000	4,000	-	- %	-	- %
Other Materials and Supplies	(1,845)	27,584	8,584	27,584	19,000	221.34 %	-	- %
Dues and Subscriptions	1,085	1,367	1,367	866	(501)	(36.65)%	(501)	(36.65)%
Training and Meetings	6,678	17,550	10,000	14,900	4,900	49.00 %	(2,650)	(15.10)%
Other Miscellaneous Expenses	4,000	9,200	9,200	9,200	-	- %	-	- %
	<b>9,918</b>	<b>59,701</b>	<b>33,151</b>	<b>56,550</b>	<b>23,399</b>	<b>70.58 %</b>	<b>(3,151)</b>	<b>(5.28)%</b>
<b>Supplies, Services, Other</b>	<b>\$ 9,918</b>	<b>\$ 59,701</b>	<b>\$ 33,151</b>	<b>\$ 56,550</b>	<b>\$ 23,399</b>	<b>70.58 %</b>	<b>\$(3,151)</b>	<b>(5.28)%</b>
<b>Safety, Security, and Training Administration</b>	<b>\$ 339,415</b>	<b>\$ 434,277</b>	<b>\$ 407,727</b>	<b>\$ 445,187</b>	<b>\$ 37,460</b>	<b>9.19 %</b>	<b>\$ 10,910</b>	<b>2.51 %</b>

**Headcount**

Full Time	4	4	4	4	-	- %	-	- %
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Safety, Security, and Training

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>765 Transit Police Department and Emergency Services</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	2,068,089	2,537,098	2,345,633	2,599,109	253,477	10.81 %	62,011	2.44 %
Other Salaries and Wages - Over Time	369,152	189,962	189,962	230,000	40,038	21.08 %	40,038	21.08 %
Other Salaries and Wages - Shift Differential	-	3,451	-	3,451	3,451	- %	-	- %
	<b>2,437,241</b>	<b>2,730,512</b>	<b>2,535,595</b>	<b>2,832,560</b>	<b>296,965</b>	<b>11.71 %</b>	<b>102,049</b>	<b>3.74 %</b>
<b>Labor Fringes</b>								
Sick	24,165	41,404	41,404	42,502	1,098	2.65 %	1,098	2.65 %
Sick - Buyback	1,900	3,455	3,455	3,400	(55)	(1.59)%	(55)	(1.59)%
Holiday	89,016	133,603	133,603	136,316	2,713	2.03 %	2,713	2.03 %
Vacation	62,669	171,369	171,369	175,522	4,154	2.42 %	4,154	2.42 %
Other Paid Absence	5,898	7,816	7,816	8,005	189	2.42 %	189	2.42 %
	<b>183,648</b>	<b>357,647</b>	<b>357,647</b>	<b>365,746</b>	<b>8,099</b>	<b>2.26 %</b>	<b>8,099</b>	<b>2.26 %</b>
<b>Labor and Fringes</b>	<b>\$ 2,620,890</b>	<b>\$ 3,088,158</b>	<b>\$ 2,893,242</b>	<b>\$ 3,198,306</b>	<b>\$ 305,064</b>	<b>10.54 %</b>	<b>\$ 110,148</b>	<b>3.57 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Professional and Technical Services	11,520	-	-	10,000	10,000	- %	10,000	- %
Contract Maintenance Services	1,323	-	-	50,000	50,000	- %	50,000	- %
Security Services	2,022,976	2,362,014	2,362,014	2,750,000	387,986	16.43 %	387,986	16.43 %
Other Services	4,276	800	800	800	-	- %	-	- %
Other Materials and Supplies	157,273	54,741	54,741	56,841	2,100	3.84 %	2,100	3.84 %
Dues and Subscriptions	1,091	2,495	2,495	2,495	-	- %	-	- %
Training and Meetings	6,396	8,550	8,550	8,550	-	- %	-	- %
Other Miscellaneous Expenses	13,173	29,625	9,625	29,625	20,000	207.79 %	-	- %
Leases and Rentals - Transit Way Structures and Equip	-	-	-	18,750	18,750	- %	18,750	- %
	<b>2,218,028</b>	<b>2,458,225</b>	<b>2,438,225</b>	<b>2,927,061</b>	<b>488,836</b>	<b>20.05 %</b>	<b>468,836</b>	<b>19.07 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 2,218,028</b>	<b>\$ 2,458,225</b>	<b>\$ 2,438,225</b>	<b>\$ 2,927,061</b>	<b>\$ 488,836</b>	<b>20.05 %</b>	<b>\$ 468,836</b>	<b>19.07 %</b>
<b>Transit Police Department and Emergency Services</b>	<b>\$ 4,838,917</b>	<b>\$ 5,546,383</b>	<b>\$ 5,331,467</b>	<b>\$ 6,125,367</b>	<b>\$ 793,900</b>	<b>14.89 %</b>	<b>\$ 578,984</b>	<b>10.44 %</b>

**Headcount**

Full Time	51	61	61	61	-	- %	-	- %
<b>Total Positions</b>	<b>51</b>	<b>61</b>	<b>61</b>	<b>61</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Fleet and Facilities

**600 Facility Engineering**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	12,976	56,183	56,183	58,100	1,917	3.41 %	1,917	3.41 %
	<b>12,976</b>	<b>56,183</b>	<b>56,183</b>	<b>58,100</b>	<b>1,917</b>	<b>3.41 %</b>	<b>1,917</b>	<b>3.41 %</b>

**Labor Fringes**

Sick  
Sick - Buyback  
Holiday  
Vacation  
Other Paid Absence

Sick	6,505	2,230	2,230	2,311	81	3.63 %	81	3.63 %
Sick - Buyback	3,000	80	80	-	(80)	(100.00)%	(80)	(100.00)%
Holiday	12,230	7,197	7,197	7,413	216	3.00 %	216	3.00 %
Vacation	6,546	5,629	5,629	5,820	191	3.40 %	191	3.40 %
Other Paid Absence	-	421	421	435	14	3.40 %	14	3.40 %
	<b>28,282</b>	<b>15,558</b>	<b>15,558</b>	<b>15,980</b>	<b>422</b>	<b>2.71 %</b>	<b>422</b>	<b>2.71 %</b>

**Labor and Fringes**

	<b>\$ 41,258</b>	<b>\$ 71,740</b>	<b>\$ 71,740</b>	<b>\$ 74,080</b>	<b>\$ 2,340</b>	<b>3.26 %</b>	<b>\$ 2,340</b>	<b>3.26 %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services  
Contract Maintenance Services  
Other Materials and Supplies  
Dues and Subscriptions  
Training and Meetings

Professional and Technical Services	-	-	-	10,000	10,000	- %	10,000	- %
Contract Maintenance Services	57	-	-	-	-	- %	-	- %
Other Materials and Supplies	445	192	192	192	-	- %	-	- %
Dues and Subscriptions	40	2,464	2,464	1,700	(764)	(31.01)%	(764)	(31.01)%
Training and Meetings	1,189	7,600	7,600	4,300	(3,300)	(43.42)%	(3,300)	(43.42)%
	<b>1,730</b>	<b>10,256</b>	<b>10,256</b>	<b>16,192</b>	<b>5,936</b>	<b>57.88 %</b>	<b>5,936</b>	<b>57.88 %</b>

**Supplies, Services, Other**

	<b>\$ 1,730</b>	<b>\$ 10,256</b>	<b>\$ 10,256</b>	<b>\$ 16,192</b>	<b>\$ 5,936</b>	<b>57.88 %</b>	<b>\$ 5,936</b>	<b>57.88 %</b>
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**Facility Engineering**

	<b>\$ 42,988</b>	<b>\$ 81,996</b>	<b>\$ 81,996</b>	<b>\$ 90,272</b>	<b>\$ 8,276</b>	<b>10.09 %</b>	<b>\$ 8,276</b>	<b>10.09 %</b>
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**Headcount**

Full Time	2	2	2	2	-	- %	-	- %
<b>Total Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Fleet and Facilities

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>695 Material Distribution</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	495,244	556,188	493,651	568,556	74,905	15.17 %	12,368	2.22 %
Other Salaries and Wages - Over Time	50,954	27,495	27,495	17,092	(10,403)	(37.84)%	(10,403)	(37.84)%
	<b>546,199</b>	<b>583,683</b>	<b>521,146</b>	<b>585,648</b>	<b>64,502</b>	<b>12.38 %</b>	<b>1,965</b>	<b>0.34 %</b>
<b>Labor Fringes</b>								
Sick	8,334	9,141	9,141	9,361	220	2.41 %	220	2.41 %
Sick - Buyback	2,450	3,835	3,835	4,940	1,105	28.81 %	1,105	28.81 %
Holiday	26,712	29,343	29,343	29,951	608	2.07 %	608	2.07 %
Vacation	28,296	42,417	42,417	43,359	941	2.22 %	941	2.22 %
Other Paid Absence	476	1,725	1,725	1,763	38	2.22 %	38	2.22 %
	<b>66,269</b>	<b>86,462</b>	<b>86,462</b>	<b>89,374</b>	<b>2,912</b>	<b>3.37 %</b>	<b>2,912</b>	<b>3.37 %</b>
<b>Labor and Fringes</b>	<b>\$ 612,467</b>	<b>\$ 670,145</b>	<b>\$ 607,608</b>	<b>\$ 675,022</b>	<b>\$ 67,414</b>	<b>11.09 %</b>	<b>\$ 4,877</b>	<b>0.73 %</b>
<b>Material Distribution</b>	<b>\$ 612,467</b>	<b>\$ 670,145</b>	<b>\$ 607,608</b>	<b>\$ 675,022</b>	<b>\$ 67,414</b>	<b>11.09 %</b>	<b>\$ 4,877</b>	<b>0.73 %</b>
<b>Headcount</b>								
Full Time	12	15	15	15	-	- %	-	- %
<b>Total Positions</b>	<b>12</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Fleet and Facilities

**697 Material Distribution Administration**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	296,525	334,614	334,614	344,012	9,399	2.81 %	9,399	2.81 %
Other Salaries and Wages - Over Time	31,600	45,355	45,355	29,194	(16,161)	(35.63)%	(16,161)	(35.63)%
	<b>328,125</b>	<b>379,969</b>	<b>379,969</b>	<b>373,206</b>	<b>(6,762)</b>	<b>(1.78)%</b>	<b>(6,762)</b>	<b>(1.78)%</b>

**Labor Fringes**

Sick	4,564	5,569	5,569	5,738	168	3.02 %	168	3.02 %
Sick - Buyback	1,425	1,500	1,500	2,400	900	60.00 %	900	60.00 %
Holiday	17,710	17,972	17,972	18,402	431	2.40 %	431	2.40 %
Vacation	19,454	30,177	30,177	31,020	842	2.79 %	842	2.79 %
Other Paid Absence	1,216	1,051	1,051	1,081	29	2.79 %	29	2.79 %
	<b>44,368</b>	<b>56,269</b>	<b>56,269</b>	<b>58,640</b>	<b>2,371</b>	<b>4.21 %</b>	<b>2,371</b>	<b>4.21 %</b>

<b>Labor and Fringes</b>	<b>\$ 372,493</b>	<b>\$ 436,238</b>	<b>\$ 436,238</b>	<b>\$ 431,847</b>	<b>\$(4,392)</b>	<b>(1.01)%</b>	<b>\$(4,392)</b>	<b>(1.01)%</b>
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**Non Labor Fringes**

**Non Labor Fringes**

Worker's Compensation Insurance	(15,475)	-	-	-	-	- %	-	- %
	<b>(15,475)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

<b>Non Labor Fringes</b>	<b>\$(15,475)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>	<b>\$ -</b>	<b>- %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Contract Maintenance Services	-	-	-	1,250	1,250	- %	1,250	- %
Other Materials and Supplies	11,435	13,303	13,303	7,072	(6,231)	(46.84)%	(6,231)	(46.84)%
Dues and Subscriptions	-	-	-	4,000	4,000	- %	4,000	- %
Leases and Rentals - Other General Administration Facili	17,632	15,000	15,000	10,000	(5,000)	(33.33)%	(5,000)	(33.33)%
	<b>29,067</b>	<b>28,303</b>	<b>28,303</b>	<b>22,322</b>	<b>(5,981)</b>	<b>(21.13)%</b>	<b>(5,981)</b>	<b>(21.13)%</b>

<b>Supplies, Services, Other</b>	<b>\$ 29,067</b>	<b>\$ 28,303</b>	<b>\$ 28,303</b>	<b>\$ 22,322</b>	<b>\$(5,981)</b>	<b>(21.13)%</b>	<b>\$(5,981)</b>	<b>(21.13)%</b>
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<b>Material Distribution Administration</b>	<b>\$ 386,085</b>	<b>\$ 464,541</b>	<b>\$ 464,541</b>	<b>\$ 454,169</b>	<b>\$(10,373)</b>	<b>(2.23)%</b>	<b>\$(10,373)</b>	<b>(2.23)%</b>
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**Headcount**

Full Time	7	8	8	8	-	- %	-	- %
<b>Total Positions</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Fleet and Facilities

**845 Fleet and Facilities Administration**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	474,741	503,548	514,313	613,474	99,161	19.28 %	109,926	21.83 %
Other Salaries and Wages - Over Time	996	3,005	3,005	2,689	(316)	(10.52)%	(316)	(10.52)%
Other Salaries and Wages - Part Time	30,750	-	-	-	-	- %	-	- %
Other Salaries and Wages - Shift Differential	-	10,765	-	10,765	10,765	- %	-	- %
Other Salaries and Wages - Temporary	15,694	-	-	60,000	60,000	- %	60,000	- %

**522,181      517,318      517,318      686,928      169,610      32.79 %      169,610      32.79 %**

**Labor Fringes**

Sick	10,103	8,561	8,561	10,411	1,851	21.62 %	1,851	21.62 %
Sick - Buyback	450	2,250	2,250	1,200	(1,050)	(46.67)%	(1,050)	(46.67)%
Holiday	26,278	27,622	27,622	33,388	5,766	20.87 %	5,766	20.87 %
Vacation	15,871	46,383	46,383	56,287	9,904	21.35 %	9,904	21.35 %
Other Paid Absence	-	1,616	1,616	1,961	345	21.35 %	345	21.35 %

**52,702      86,432      86,432      103,247      16,815      19.45 %      16,815      19.45 %**

**Labor and Fringes      \$ 574,883      \$ 603,750      \$ 603,750      \$ 790,175      \$ 186,426      30.88 %      \$ 186,426      30.88 %**

**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services	50,342	157,956	157,956	129,131	(28,825)	(18.25)%	(28,825)	(18.25)%
Contract Maintenance Services	5,906	-	-	-	-	- %	-	- %
Other Services	42,356	45,656	45,656	76,152	30,496	66.80 %	30,496	66.80 %
Tires and Tubes	4,824	-	-	-	-	- %	-	- %
Other Materials and Supplies	27,941	10,781	10,781	9,756	(1,025)	(9.51)%	(1,025)	(9.51)%
Dues and Subscriptions	3,574	2,710	2,710	1,689	(1,021)	(37.68)%	(1,021)	(37.68)%
Training and Meetings	15,449	189,192	189,192	100,000	(89,192)	(47.14)%	(89,192)	(47.14)%
Other Miscellaneous Expenses	31,214	40,675	40,675	40,675	-	- %	-	- %

**181,607      446,970      446,970      357,403      (89,567)      (20.04)%      (89,567)      (20.04)%**

**Supplies, Services, Other      \$ 181,607      \$ 446,970      \$ 446,970      \$ 357,403      \$(89,567)      (20.04)%      \$(89,567)      (20.04)%**

**Fleet and Facilities Administration      \$ 756,490      \$ 1,050,720      \$ 1,050,720      \$ 1,147,578      \$ 96,859      9.22 %      \$ 96,859      9.22 %**

**Headcount**

Full Time	6	7	7	9	2	28.57 %	2	28.57 %
<b>Total Positions</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>2</b>	<b>28.57 %</b>	<b>2</b>	<b>28.57 %</b>

# Expense Summary by Department and Account (FY2017 - FY2019)

## Fleet and Facilities

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>850 Fleet Maintenance</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	10,386,420	11,002,791	11,002,791	11,317,353	314,562	2.86 %	314,562	2.86 %
Other Salaries and Wages - Over Time	1,689,503	1,140,444	1,140,444	1,029,767	(110,677)	(9.70)%	(110,677)	(9.70)%
	<b>12,075,922</b>	<b>12,143,235</b>	<b>12,143,235</b>	<b>12,347,120</b>	<b>203,885</b>	<b>1.68 %</b>	<b>203,885</b>	<b>1.68 %</b>
<b>Labor Fringes</b>								
Sick	391,207	347,315	347,315	358,396	11,080	3.19 %	11,080	3.19 %
Sick - Buyback	46,575	51,115	51,115	82,860	31,745	62.11 %	31,745	62.11 %
Holiday	614,003	590,718	590,718	605,932	15,214	2.58 %	15,214	2.58 %
Vacation	747,090	843,743	843,743	867,828	24,085	2.85 %	24,085	2.85 %
Other Paid Absence	31,304	57,791	57,791	59,440	1,650	2.85 %	1,650	2.85 %
	<b>1,830,179</b>	<b>1,890,682</b>	<b>1,890,682</b>	<b>1,974,456</b>	<b>83,773</b>	<b>4.43 %</b>	<b>83,773</b>	<b>4.43 %</b>
<b>Labor and Fringes</b>	<b>\$ 13,906,102</b>	<b>\$ 14,033,917</b>	<b>\$ 14,033,917</b>	<b>\$ 14,321,576</b>	<b>\$ 287,658</b>	<b>2.05 %</b>	<b>\$ 287,658</b>	<b>2.05 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Contract Maintenance Services	141,310	133,560	133,560	110,419	(23,141)	(17.33)%	(23,141)	(17.33)%
Tires and Tubes	6,959	-	-	-	-	- %	-	- %
Other Materials and Supplies	8,267,997	6,463,120	6,463,120	7,120,591	657,471	10.17 %	657,471	10.17 %
Other Miscellaneous Expenses	1,699	-	-	-	-	- %	-	- %
	<b>8,417,964</b>	<b>6,596,680</b>	<b>6,596,680</b>	<b>7,231,010</b>	<b>634,329</b>	<b>9.62 %</b>	<b>634,329</b>	<b>9.62 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 8,417,964</b>	<b>\$ 6,596,680</b>	<b>\$ 6,596,680</b>	<b>\$ 7,231,010</b>	<b>\$ 634,329</b>	<b>9.62 %</b>	<b>\$ 634,329</b>	<b>9.62 %</b>
<b>Fleet Maintenance</b>	<b>\$ 22,324,066</b>	<b>\$ 20,630,598</b>	<b>\$ 20,630,598</b>	<b>\$ 21,552,585</b>	<b>\$ 921,988</b>	<b>4.47 %</b>	<b>\$ 921,988</b>	<b>4.47 %</b>
<b>Headcount</b>								
Full Time	271	260	260	259	-1	(0.38)%	-1	(0.38)%
<b>Total Positions</b>	<b>271</b>	<b>260</b>	<b>260</b>	<b>259</b>	<b>-1</b>	<b>(0.38)%</b>	<b>-1</b>	<b>(0.38)%</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Fleet and Facilities

**852 Fleet Maintenance Administration**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	1,646,246	1,727,652	1,561,655	1,816,493	254,838	16.32 %	88,841	5.14 %
Other Salaries and Wages - Over Time	86,019	98,310	98,310	78,940	(19,370)	(19.70)%	(19,370)	(19.70)%
	<b>1,732,265</b>	<b>1,825,962</b>	<b>1,659,965</b>	<b>1,895,433</b>	<b>235,468</b>	<b>14.19 %</b>	<b>69,471</b>	<b>3.80 %</b>

**Labor Fringes**

Sick	30,614	28,756	28,756	30,297	1,541	5.36 %	1,541	5.36 %
Sick - Buyback	7,300	8,630	8,630	11,400	2,770	32.10 %	2,770	32.10 %
Holiday	90,669	92,789	92,789	97,171	4,381	4.72 %	4,381	4.72 %
Vacation	97,834	155,809	155,809	163,793	7,984	5.12 %	7,984	5.12 %
Other Paid Absence	1,766	5,428	5,428	5,706	278	5.12 %	278	5.12 %
	<b>228,183</b>	<b>291,412</b>	<b>291,412</b>	<b>308,367</b>	<b>16,955</b>	<b>5.82 %</b>	<b>16,955</b>	<b>5.82 %</b>

<b>Labor and Fringes</b>	<b>\$ 1,960,448</b>	<b>\$ 2,117,374</b>	<b>\$ 1,951,377</b>	<b>\$ 2,203,799</b>	<b>\$ 252,422</b>	<b>12.94 %</b>	<b>\$ 86,425</b>	<b>4.08 %</b>
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**Non Labor Fringes**

**Non Labor Fringes**

Worker's Compensation Insurance	577,058	326,103	326,103	262,350	(63,753)	(19.55)%	(63,753)	(19.55)%
Other Fringe Benefits	54,173	71,380	71,380	72,600	1,220	1.71 %	1,220	1.71 %
	<b>631,231</b>	<b>397,483</b>	<b>397,483</b>	<b>334,950</b>	<b>(62,533)</b>	<b>(15.73)%</b>	<b>(62,533)</b>	<b>(15.73)%</b>

<b>Non Labor Fringes</b>	<b>\$ 631,231</b>	<b>\$ 397,483</b>	<b>\$ 397,483</b>	<b>\$ 334,950</b>	<b>\$(62,533)</b>	<b>(15.73)%</b>	<b>\$(62,533)</b>	<b>(15.73)%</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services	-	24,901	24,901	52,690	27,789	111.60 %	27,789	111.60 %
Contract Maintenance Services	24,161	24,641	24,641	22,006	(2,635)	(10.69)%	(2,635)	(10.69)%
Fuel and Lubricants	12,151,290	8,173,424	8,173,424	8,305,688	132,264	1.62 %	132,264	1.62 %
Tires and Tubes	1,477,934	1,668,687	1,668,687	1,798,229	129,542	7.76 %	129,542	7.76 %
Other Materials and Supplies	10,228	5,480	5,480	4,608	(872)	(15.91)%	(872)	(15.91)%
Utilities Other than Propulsion Power	183,968	410,003	410,003	602,513	192,510	46.95 %	192,510	46.95 %
Fuel and Lubricant Taxes	1,225,911	648,205	648,205	528,102	(120,103)	(18.53)%	(120,103)	(18.53)%
Dues and Subscriptions	54	-	-	-	-	- %	-	- %
Training and Meetings	86,509	158,791	109,511	158,791	49,280	45.00 %	-	- %
Other Miscellaneous Expenses	11,267	8,169	8,169	17,178	9,009	110.28 %	9,009	110.28 %
Leases and Rentals - Engine Houses, Car Shops and Ga	11,435	9,844	9,844	9,398	(446)	(4.53)%	(446)	(4.53)%
	<b>15,182,758</b>	<b>11,132,145</b>	<b>11,082,865</b>	<b>11,499,202</b>	<b>416,338</b>	<b>3.76 %</b>	<b>367,058</b>	<b>3.30 %</b>

<b>Supplies, Services, Other</b>	<b>\$ 15,182,758</b>	<b>\$ 11,132,145</b>	<b>\$ 11,082,865</b>	<b>\$ 11,499,202</b>	<b>\$ 416,338</b>	<b>3.76 %</b>	<b>\$ 367,058</b>	<b>3.30 %</b>
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Expense Summary by Department and Account (FY2017 - FY2019)

Fleet and Facilities

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>Fleet Maintenance Administration</b>	<b>\$ 17,774,437</b>	<b>\$ 13,647,002</b>	<b>\$ 13,431,725</b>	<b>\$ 14,037,952</b>	<b>\$ 606,227</b>	<b>4.51 %</b>	<b>\$ 390,950</b>	<b>2.86 %</b>
<b>Headcount</b>								
Full Time	26	30	30	32	2	6.67 %	2	6.67 %
<b>Total Positions</b>	<b>26</b>	<b>30</b>	<b>30</b>	<b>32</b>	<b>2</b>	<b>6.67 %</b>	<b>2</b>	<b>6.67 %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Fleet and Facilities

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>860 Facility Maintenance</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages	3,607,012	2,636,145	2,421,886	3,019,170	597,284	24.66 %	383,025	14.53 %
Other Salaries and Wages - Over Time	297,967	256,358	256,358	260,646	4,288	1.67 %	4,288	1.67 %
	<b>3,904,979</b>	<b>2,892,503</b>	<b>2,678,244</b>	<b>3,279,816</b>	<b>601,572</b>	<b>22.46 %</b>	<b>387,313</b>	<b>13.39 %</b>
<b>Labor Fringes</b>								
Sick	93,006	82,185	82,185	94,409	12,224	14.87 %	12,224	14.87 %
Sick - Buyback	10,025	11,645	11,645	23,560	11,915	102.32 %	11,915	102.32 %
Holiday	188,596	139,562	139,562	159,547	19,985	14.32 %	19,985	14.32 %
Vacation	201,498	166,807	166,807	191,043	24,236	14.53 %	24,236	14.53 %
Other Paid Absence	3,457	13,673	13,673	15,659	1,987	14.53 %	1,987	14.53 %
	<b>496,582</b>	<b>413,871</b>	<b>413,871</b>	<b>484,217</b>	<b>70,346</b>	<b>17.00 %</b>	<b>70,346</b>	<b>17.00 %</b>
<b>Labor and Fringes</b>	<b>\$ 4,401,561</b>	<b>\$ 3,306,374</b>	<b>\$ 3,092,115</b>	<b>\$ 3,764,033</b>	<b>\$ 671,918</b>	<b>21.73 %</b>	<b>\$ 457,659</b>	<b>13.84 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Contract Maintenance Services	728,365	953,383	953,383	1,184,090	230,707	24.20 %	230,707	24.20 %
Other Materials and Supplies	1,071,319	1,054,371	1,054,371	921,896	(132,475)	(12.56)%	(132,475)	(12.56)%
Other Miscellaneous Expenses	880	-	-	-	-	- %	-	- %
Leases and Rentals - Engine Houses, Car Shops and Ga	2,795	-	-	-	-	- %	-	- %
	<b>1,803,359</b>	<b>2,007,754</b>	<b>2,007,754</b>	<b>2,105,986</b>	<b>98,232</b>	<b>4.89 %</b>	<b>98,232</b>	<b>4.89 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 1,803,359</b>	<b>\$ 2,007,754</b>	<b>\$ 2,007,754</b>	<b>\$ 2,105,986</b>	<b>\$ 98,232</b>	<b>4.89 %</b>	<b>\$ 98,232</b>	<b>4.89 %</b>
<b>Facility Maintenance</b>	<b>\$ 6,204,920</b>	<b>\$ 5,314,128</b>	<b>\$ 5,099,869</b>	<b>\$ 5,870,019</b>	<b>\$ 770,150</b>	<b>15.10 %</b>	<b>\$ 555,891</b>	<b>10.46 %</b>
<b>Headcount</b>								
Full Time	95	72	72	76	4	5.56 %	4	5.56 %
<b>Total Positions</b>	<b>95</b>	<b>72</b>	<b>72</b>	<b>76</b>	<b>4</b>	<b>5.56 %</b>	<b>4</b>	<b>5.56 %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Fleet and Facilities

**862 Facility Maintenance Administration**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	581,491	622,807	562,061	633,505	71,445	12.71 %	10,699	1.72 %
Other Salaries and Wages - Over Time	42,013	45,399	45,399	54,548	9,149	20.15 %	9,149	20.15 %
	<b>623,504</b>	<b>668,206</b>	<b>607,460</b>	<b>688,053</b>	<b>80,594</b>	<b>13.27 %</b>	<b>19,848</b>	<b>2.97 %</b>

**Labor Fringes**

Sick	5,072	10,366	10,366	10,566	200	1.93 %	200	1.93 %
Sick - Buyback	9,750	6,615	6,615	13,240	6,625	100.15 %	6,625	100.15 %
Holiday	38,108	33,450	33,450	33,888	439	1.31 %	439	1.31 %
Vacation	46,843	56,168	56,168	57,123	955	1.70 %	955	1.70 %
Other Paid Absence	2,543	1,957	1,957	1,990	33	1.70 %	33	1.70 %
	<b>102,317</b>	<b>108,556</b>	<b>108,556</b>	<b>116,808</b>	<b>8,252</b>	<b>7.60 %</b>	<b>8,252</b>	<b>7.60 %</b>

<b>Labor and Fringes</b>	<b>\$ 725,821</b>	<b>\$ 776,762</b>	<b>\$ 716,016</b>	<b>\$ 804,861</b>	<b>\$ 88,845</b>	<b>12.41 %</b>	<b>\$ 28,099</b>	<b>3.62 %</b>
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**Non Labor Fringes**

**Non Labor Fringes**

Worker's Compensation Insurance	56,561	101,414	101,414	107,498	6,084	6.00 %	6,084	6.00 %
Other Fringe Benefits	5,860	10,320	10,320	10,560	240	2.33 %	240	2.33 %
	<b>62,421</b>	<b>111,734</b>	<b>111,734</b>	<b>118,058</b>	<b>6,324</b>	<b>5.66 %</b>	<b>6,324</b>	<b>5.66 %</b>

<b>Non Labor Fringes</b>	<b>\$ 62,421</b>	<b>\$ 111,734</b>	<b>\$ 111,734</b>	<b>\$ 118,058</b>	<b>\$ 6,324</b>	<b>5.66 %</b>	<b>\$ 6,324</b>	<b>5.66 %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Other Services	7,419	-	-	-	-	- %	-	- %
Other Materials and Supplies	1,158	1,576	1,576	1,576	-	- %	-	- %
Dues and Subscriptions	-	6,000	6,000	258	(5,742)	(95.70)%	(5,742)	(95.70)%
Training and Meetings	2,539	5,525	5,525	5,525	-	- %	-	- %
	<b>11,116</b>	<b>13,101</b>	<b>13,101</b>	<b>7,359</b>	<b>(5,742)</b>	<b>(43.83)%</b>	<b>(5,742)</b>	<b>(43.83)%</b>

<b>Supplies, Services, Other</b>	<b>\$ 11,116</b>	<b>\$ 13,101</b>	<b>\$ 13,101</b>	<b>\$ 7,359</b>	<b>\$(5,742)</b>	<b>(43.83)%</b>	<b>\$(5,742)</b>	<b>(43.83)%</b>
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<b>Facility Maintenance Administration</b>	<b>\$ 799,358</b>	<b>\$ 901,597</b>	<b>\$ 840,851</b>	<b>\$ 930,278</b>	<b>\$ 89,427</b>	<b>10.64 %</b>	<b>\$ 28,681</b>	<b>3.18 %</b>
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**Headcount**

Full Time	10	10	10	10	-	- %	-	- %
<b>Total Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Fleet and Facilities

**865 Passenger Amenities Administration**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	273,697	501,026	501,026	633,092	132,066	26.36 %	132,066	26.36 %
Other Salaries and Wages - Over Time	506	-	-	26,698	26,698	- %	26,698	- %
Other Salaries and Wages - Part Time	18,262	-	-	-	-	- %	-	- %

	<b>292,464</b>	<b>501,026</b>	<b>501,026</b>	<b>659,790</b>	<b>158,764</b>	<b>31.69 %</b>	<b>158,764</b>	<b>31.69 %</b>
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**Labor Fringes**

Sick	1,177	10,082	10,082	11,637	1,554	15.41 %	1,554	15.41 %
Sick - Buyback	6,125	2,020	2,020	4,280	2,260	111.88 %	2,260	111.88 %
Holiday	23,709	32,534	32,534	37,322	4,788	14.72 %	4,788	14.72 %
Vacation	23,235	27,914	27,914	32,146	4,231	15.16 %	4,231	15.16 %
Other Paid Absence	-	1,903	1,903	2,192	289	15.16 %	289	15.16 %

	<b>54,247</b>	<b>74,454</b>	<b>74,454</b>	<b>87,577</b>	<b>13,122</b>	<b>17.62 %</b>	<b>13,122</b>	<b>17.62 %</b>
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<b>Labor and Fringes</b>	<b>\$ 346,711</b>	<b>\$ 575,481</b>	<b>\$ 575,481</b>	<b>\$ 747,367</b>	<b>\$ 171,886</b>	<b>29.87 %</b>	<b>\$ 171,886</b>	<b>29.87 %</b>
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**Non Labor Fringes**

**Non Labor Fringes**

Worker's Compensation Insurance	-	151,338	151,338	2,266	(149,072)	(98.50)%	(149,072)	(98.50)%
Other Fringe Benefits	-	2,150	2,150	2,640	490	22.79 %	490	22.79 %
	-	<b>153,488</b>	<b>153,488</b>	<b>4,906</b>	<b>(148,582)</b>	<b>(96.80)%</b>	<b>(148,582)</b>	<b>(96.80)%</b>

<b>Non Labor Fringes</b>	<b>\$ -</b>	<b>\$ 153,488</b>	<b>\$ 153,488</b>	<b>\$ 4,906</b>	<b>\$(148,582)</b>	<b>(96.80)%</b>	<b>\$(148,582)</b>	<b>(96.80)%</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Contract Maintenance Services	2,401	-	-	-	-	- %	-	- %
Other Materials and Supplies	4,022	3,702	3,702	2,672	(1,030)	(27.82)%	(1,030)	(27.82)%
Dues and Subscriptions	-	1,030	1,030	980	(50)	(4.85)%	(50)	(4.85)%
Training and Meetings	2,040	9,102	9,102	14,502	5,400	59.33 %	5,400	59.33 %
Other Miscellaneous Expenses	1,200	-	-	-	-	- %	-	- %

	<b>9,663</b>	<b>13,834</b>	<b>13,834</b>	<b>18,154</b>	<b>4,320</b>	<b>31.23 %</b>	<b>4,320</b>	<b>31.23 %</b>
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<b>Supplies, Services, Other</b>	<b>\$ 9,663</b>	<b>\$ 13,834</b>	<b>\$ 13,834</b>	<b>\$ 18,154</b>	<b>\$ 4,320</b>	<b>31.23 %</b>	<b>\$ 4,320</b>	<b>31.23 %</b>
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<b>Passenger Amenities Administration</b>	<b>\$ 356,374</b>	<b>\$ 742,803</b>	<b>\$ 742,803</b>	<b>\$ 770,427</b>	<b>\$ 27,624</b>	<b>3.72 %</b>	<b>\$ 27,624</b>	<b>3.72 %</b>
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Expense Summary by Department and Account (FY2017 - FY2019)

Fleet and Facilities

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>Headcount</b>								
Full Time	11	11	11	12	1	9.09 %	1	9.09 %
<b>Total Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>1</b>	<b>9.09 %</b>	<b>1</b>	<b>9.09 %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Fleet and Facilities

**867 Passenger Amenities Hourly**

**Labor and Fringes**

**Labor**

Other Salaries and Wages  
Other Salaries and Wages - Over Time

**Labor Fringes**

Sick  
Sick - Buyback  
Holiday  
Vacation  
Other Paid Absence

**Labor and Fringes**

**Supplies, Services, Other**

**Supplies, Services, Other**

Contract Maintenance Services  
Other Materials and Supplies

**Supplies, Services, Other**

**Passenger Amenities Hourly**

**Headcount**

Full Time

**Total Positions**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	-	1,328,730	1,328,730	1,511,529	182,798	13.76 %	182,798	13.76 %
Other Salaries and Wages - Over Time	-	-	66,437	90,000	23,563	35.47 %	90,000	- %
	-	<b>1,328,730</b>	<b>1,395,167</b>	<b>1,601,529</b>	<b>206,361</b>	<b>14.79 %</b>	<b>272,798</b>	<b>20.53 %</b>
Sick	-	41,416	41,416	47,266	5,850	14.12 %	5,850	14.12 %
Sick - Buyback	-	5,470	5,470	11,080	5,610	102.56 %	5,610	102.56 %
Holiday	-	70,439	70,439	79,880	9,441	13.40 %	9,441	13.40 %
Vacation	-	84,083	84,083	95,645	11,562	13.75 %	11,562	13.75 %
Other Paid Absence	-	6,892	6,892	7,840	948	13.75 %	948	13.75 %
	-	<b>208,300</b>	<b>208,300</b>	<b>241,710</b>	<b>33,410</b>	<b>16.04 %</b>	<b>33,410</b>	<b>16.04 %</b>
<b>Labor and Fringes</b>	<b>\$ -</b>	<b>\$ 1,537,030</b>	<b>\$ 1,603,467</b>	<b>\$ 1,843,239</b>	<b>\$ 239,772</b>	<b>14.95 %</b>	<b>\$ 306,209</b>	<b>19.92 %</b>
Contract Maintenance Services	-	234,000	234,000	272,340	38,340	16.38 %	38,340	16.38 %
Other Materials and Supplies	-	167,455	167,455	147,463	(19,992)	(11.94)%	(19,992)	(11.94)%
	-	<b>401,455</b>	<b>401,455</b>	<b>419,803</b>	<b>18,348</b>	<b>4.57 %</b>	<b>18,348</b>	<b>4.57 %</b>
<b>Supplies, Services, Other</b>	<b>\$ -</b>	<b>\$ 401,455</b>	<b>\$ 401,455</b>	<b>\$ 419,803</b>	<b>\$ 18,348</b>	<b>4.57 %</b>	<b>\$ 18,348</b>	<b>4.57 %</b>
<b>Passenger Amenities Hourly</b>	<b>\$ -</b>	<b>\$ 1,938,485</b>	<b>\$ 2,004,922</b>	<b>\$ 2,263,042</b>	<b>\$ 258,120</b>	<b>12.87 %</b>	<b>\$ 324,557</b>	<b>16.74 %</b>
Full Time	-	39	39	42	3	7.69 %	3	7.69 %
<b>Total Positions</b>	-	<b>39</b>	<b>39</b>	<b>42</b>	<b>3</b>	<b>7.69 %</b>	<b>3</b>	<b>7.69 %</b>

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Expense Summary by Department and Account (FY2017 - FY2019)

Non-Departmental	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
<b>950 Non-Departmental (NON)</b>								
<b>Labor and Fringes</b>								
<b>Labor</b>								
Other Salaries and Wages - Vacancy Factor	-	-	-	(250,000)	(250,000)	- %	(250,000)	- %
	-	-	-	(250,000)	(250,000)	- %	(250,000)	- %
<b>Labor Fringes</b>								
Vacation	1,378,305	372,204	372,204	726,647	354,443	95.23 %	354,443	95.23 %
	<b>1,378,305</b>	<b>372,204</b>	<b>372,204</b>	<b>726,647</b>	<b>354,443</b>	<b>95.23 %</b>	<b>354,443</b>	<b>95.23 %</b>
<b>Labor and Fringes</b>	<b>\$ 1,378,305</b>	<b>\$ 372,204</b>	<b>\$ 372,204</b>	<b>\$ 476,647</b>	<b>\$ 104,443</b>	<b>28.06 %</b>	<b>\$ 104,443</b>	<b>28.06 %</b>
<b>Non Labor Fringes</b>								
<b>Non Labor Fringes</b>								
FICA	7,931,346	8,402,730	8,402,730	8,980,131	577,401	6.87 %	577,401	6.87 %
Pension Plans	17,478,733	17,605,041	14,291,041	17,828,041	3,537,000	24.75 %	223,000	1.27 %
Hospital, Medical and Surgical Plans	13,555,653	16,329,600	12,329,600	13,300,000	970,400	7.87 %	(3,029,600)	(18.55)%
Other Post Employment Benefits (OPEB)	2,139,795	3,916,000	3,557,000	4,033,000	476,000	13.38 %	117,000	2.99 %
Life Insurance Plans	169,297	600,000	700,000	780,000	80,000	11.43 %	180,000	30.00 %
Unemployment Insurance	20,496	40,000	40,000	30,000	(10,000)	(25.00)%	(10,000)	(25.00)%
Uniform and Work Clothing Allowance	579,285	852,482	852,482	923,648	71,165	8.35 %	71,165	8.35 %
Other Fringe Benefits	48,104	46,900	46,900	74,900	28,000	59.70 %	28,000	59.70 %
Capital Labor Fringes	(810,585)	(578,370)	(578,370)	(484,308)	94,062	(16.26)%	94,062	(16.26)%
	<b>41,112,124</b>	<b>47,214,383</b>	<b>39,641,383</b>	<b>45,465,412</b>	<b>5,824,029</b>	<b>14.69 %</b>	<b>(1,748,971)</b>	<b>(3.70)%</b>
<b>Non Labor Fringes</b>	<b>\$ 41,112,124</b>	<b>\$ 47,214,383</b>	<b>\$ 39,641,383</b>	<b>\$ 45,465,412</b>	<b>\$ 5,824,029</b>	<b>14.69 %</b>	<b>\$(1,748,971)</b>	<b>(3.70)%</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Contract Maintenance Services	1,634	-	-	-	-	- %	-	- %
Other Services	197,944	263,860	263,860	263,860	-	- %	-	- %
Other Materials and Supplies	1,085	2,400	2,400	2,400	-	- %	-	- %
Utilities Other than Propulsion Power	2,835,749	2,974,094	2,974,094	3,170,746	196,652	6.61 %	196,652	6.61 %
Training and Meetings	10,263	14,294	14,294	14,882	588	4.11 %	588	4.11 %
Other Miscellaneous Expenses	411,173	452,960	452,960	466,960	14,000	3.09 %	14,000	3.09 %
Leases and Rentals - Other General Administration Facili	18,652	12,000	12,000	12,000	-	- %	-	- %
	<b>3,476,501</b>	<b>3,719,608</b>	<b>3,719,608</b>	<b>3,930,848</b>	<b>211,240</b>	<b>5.68 %</b>	<b>211,240</b>	<b>5.68 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 3,476,501</b>	<b>\$ 3,719,608</b>	<b>\$ 3,719,608</b>	<b>\$ 3,930,848</b>	<b>\$ 211,240</b>	<b>5.68 %</b>	<b>\$ 211,240</b>	<b>5.68 %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Non-Departmental

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Non-Departmental (NON)	<u>\$ 45,966,930</u>	<u>\$ 51,306,195</u>	<u>\$ 43,733,195</u>	<u>\$ 49,872,907</u>	<u>\$ 6,139,712</u>	14.04 %	<u>\$(1,433,288)</u>	(2.79)%
<u>Headcount</u>								
Total Positions								

Expense Summary by Department and Account (FY2017 - FY2019)

Planning and Development

**580 Planning and Development Administration**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	100,722	273,996	182,664	274,022	91,358	50.01 %	26	0.01 %
	<b>100,722</b>	<b>273,996</b>	<b>182,664</b>	<b>274,022</b>	<b>91,358</b>	<b>50.01 %</b>	<b>26</b>	<b>0.01 %</b>

**Labor Fringes**

Sick  
Sick - Buyback  
Holiday  
Vacation  
Other Paid Absence

Sick	689	5,685	5,685	5,749	65	1.14 %	65	1.14 %
Sick - Buyback	2,000	375	375	3,400	3,025	806.67 %	3,025	806.67 %
Holiday	19,063	18,343	18,343	18,440	97	0.53 %	97	0.53 %
Vacation	25,495	14,348	14,348	14,479	131	0.92 %	131	0.92 %
Other Paid Absence	-	1,073	1,073	1,083	10	0.92 %	10	0.92 %
	<b>47,248</b>	<b>39,824</b>	<b>39,824</b>	<b>43,152</b>	<b>3,328</b>	<b>8.36 %</b>	<b>3,328</b>	<b>8.36 %</b>

**Labor and Fringes**

	<b>\$ 147,970</b>	<b>\$ 313,820</b>	<b>\$ 222,488</b>	<b>\$ 317,173</b>	<b>\$ 94,686</b>	<b>42.56 %</b>	<b>\$ 3,354</b>	<b>1.07 %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Other Services  
Other Materials and Supplies  
Dues and Subscriptions  
Training and Meetings

Other Services	6,247	2,000	2,000	2,000	-	- %	-	- %
Other Materials and Supplies	432	22,576	12,576	12,576	-	- %	(10,000)	(44.29)%
Dues and Subscriptions	26,039	53,000	8,000	3,500	(4,500)	(56.25)%	(49,500)	(93.40)%
Training and Meetings	2,443	11,880	11,880	16,200	4,320	36.36 %	4,320	36.36 %
	<b>35,161</b>	<b>89,456</b>	<b>34,456</b>	<b>34,276</b>	<b>(180)</b>	<b>(0.52)%</b>	<b>(55,180)</b>	<b>(61.68)%</b>

**Supplies, Services, Other**

	<b>\$ 35,161</b>	<b>\$ 89,456</b>	<b>\$ 34,456</b>	<b>\$ 34,276</b>	<b>\$(180)</b>	<b>(0.52)%</b>	<b>\$(55,180)</b>	<b>(61.68)%</b>
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**Planning and Development Administration**

	<b>\$ 183,131</b>	<b>\$ 403,276</b>	<b>\$ 256,944</b>	<b>\$ 351,449</b>	<b>\$ 94,506</b>	<b>36.78 %</b>	<b>\$(51,826)</b>	<b>(12.85)%</b>
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**Headcount**

Full Time	5	5	5	5	-	- %	-	- %
<b>Total Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Planning and Development

**585 Engineering**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	62,595	86,233	86,233	118,218	31,986	37.09 %	31,986	37.09 %
	<b>62,595</b>	<b>86,233</b>	<b>86,233</b>	<b>118,218</b>	<b>31,986</b>	<b>37.09 %</b>	<b>31,986</b>	<b>37.09 %</b>
<b>Labor Fringes</b>								
Sick	-	4,907	4,907	5,285	378	7.70 %	378	7.70 %
Holiday	9,743	15,835	15,835	16,951	1,116	7.05 %	1,116	7.05 %
Vacation	-	12,386	12,386	13,310	924	7.46 %	924	7.46 %
Other Paid Absence	-	926	926	995	69	7.46 %	69	7.46 %
	<b>9,743</b>	<b>34,055</b>	<b>34,055</b>	<b>36,541</b>	<b>2,486</b>	<b>7.30 %</b>	<b>2,486</b>	<b>7.30 %</b>
<b>Labor and Fringes</b>	<b>\$ 72,338</b>	<b>\$ 120,288</b>	<b>\$ 120,288</b>	<b>\$ 154,760</b>	<b>\$ 34,472</b>	<b>28.66 %</b>	<b>\$ 34,472</b>	<b>28.66 %</b>

**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services  
 Contract Maintenance Services  
 Other Services  
 Other Materials and Supplies  
 Dues and Subscriptions  
 Training and Meetings  
 Other Miscellaneous Expenses

Professional and Technical Services	58,933	25,000	25,000	25,000	-	- %	-	- %
Contract Maintenance Services	-	-	-	50,000	50,000	- %	50,000	- %
Other Services	954	-	-	-	-	- %	-	- %
Other Materials and Supplies	2,656	3,600	3,600	3,600	-	- %	-	- %
Dues and Subscriptions	1,241	2,375	2,375	2,375	-	- %	-	- %
Training and Meetings	3,895	17,640	6,000	19,600	13,600	226.67 %	1,960	11.11 %
Other Miscellaneous Expenses	2,209	4,700	4,700	4,700	-	- %	-	- %
	<b>69,888</b>	<b>53,315</b>	<b>41,675</b>	<b>105,275</b>	<b>63,600</b>	<b>152.61 %</b>	<b>51,960</b>	<b>97.46 %</b>
<b>Supplies, Services, Other</b>	<b>\$ 69,888</b>	<b>\$ 53,315</b>	<b>\$ 41,675</b>	<b>\$ 105,275</b>	<b>\$ 63,600</b>	<b>152.61 %</b>	<b>\$ 51,960</b>	<b>97.46 %</b>
<b>Engineering</b>	<b>\$ 142,225</b>	<b>\$ 173,603</b>	<b>\$ 161,963</b>	<b>\$ 260,035</b>	<b>\$ 98,072</b>	<b>60.55 %</b>	<b>\$ 86,432</b>	<b>49.79 %</b>

**Headcount**

Full Time	2	4	4	4	-	- %	-	- %
Part Time	1	-	-	-	-	- %	-	- %
<b>Total Positions</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Planning and Development

**587 Real Estate Development**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	66,495	68,184	186,395	72,155	(114,240)	(61.29)%	3,971	5.82 %
Other Salaries and Wages - Part Time	3,749	-	-	-	-	- %	-	- %
	<b>70,244</b>	<b>68,184</b>	<b>186,395</b>	<b>72,155</b>	<b>(114,240)</b>	<b>(61.29)%</b>	<b>3,971</b>	<b>5.82 %</b>

**Labor Fringes**

Sick	4,337	2,165	2,165	2,296	131	6.04 %	131	6.04 %
Sick - Buyback	1,500	320	320	-	(320)	(100.00)%	(320)	(100.00)%
Holiday	7,169	6,987	6,987	7,365	377	5.40 %	377	5.40 %
Vacation	6,781	5,465	5,465	5,783	317	5.81 %	317	5.81 %
Other Paid Absence	1,428	409	409	433	24	5.81 %	24	5.81 %
	<b>21,214</b>	<b>15,347</b>	<b>15,347</b>	<b>15,876</b>	<b>529</b>	<b>3.45 %</b>	<b>529</b>	<b>3.45 %</b>

<b>Labor and Fringes</b>	<b>\$ 91,458</b>	<b>\$ 83,531</b>	<b>\$ 201,742</b>	<b>\$ 88,031</b>	<b>\$(113,710)</b>	<b>(56.36)%</b>	<b>\$ 4,501</b>	<b>5.39 %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services	38,165	110,000	32,000	110,000	78,000	243.75 %	-	- %
Other Materials and Supplies	251	192	192	192	-	- %	-	- %
Dues and Subscriptions	944	1,410	1,410	500	(910)	(64.54)%	(910)	(64.54)%
Training and Meetings	774	4,230	4,230	4,000	(230)	(5.44)%	(230)	(5.44)%
Other Miscellaneous Expenses	-	-	-	16,600	16,600	- %	16,600	- %
Leases and Rentals - Transit Way Structures and Equip	10,634	10,500	19,507	10,901	(8,606)	(44.12)%	401	3.82 %
Leases and Rentals - Passenger Stations	3,018	39,665	30,000	39,665	9,665	32.22 %	-	- %
Leases and Rentals - Passenger Parking Facilities	10,725	6,000	6,000	6,000	-	- %	-	- %
Leases and Rentals - Operating Yards or Stations	51,167	-	-	-	-	- %	-	- %
Leases and Rentals - Other General Administration Facili	91,630	161,200	152,200	229,600	77,400	50.85 %	68,400	42.43 %
	<b>207,308</b>	<b>333,197</b>	<b>245,539</b>	<b>417,458</b>	<b>171,919</b>	<b>70.02 %</b>	<b>84,261</b>	<b>25.29 %</b>

<b>Supplies, Services, Other</b>	<b>\$ 207,308</b>	<b>\$ 333,197</b>	<b>\$ 245,539</b>	<b>\$ 417,458</b>	<b>\$ 171,919</b>	<b>70.02 %</b>	<b>\$ 84,261</b>	<b>25.29 %</b>
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<b>Real Estate Development</b>	<b>\$ 298,766</b>	<b>\$ 416,728</b>	<b>\$ 447,281</b>	<b>\$ 505,489</b>	<b>\$ 58,209</b>	<b>13.01 %</b>	<b>\$ 88,762</b>	<b>21.30 %</b>
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**Headcount**

Full Time	2	2	2	2	-	- %	-	- %
Part Time	1	-	-	-	-	- %	-	- %
<b>Total Positions</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Capital and Service Planning

**122 Service Planning and Scheduling**

**Labor and Fringes**

**Labor**

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	697,207	836,602	802,304	849,564	47,260	5.89 %	12,962	1.55 %
Other Salaries and Wages - Over Time	58	-	-	-	-	- %	-	- %
Other Salaries and Wages - Part Time	64,322	59,437	59,507	61,262	1,755	2.95 %	1,825	3.07 %
Other Salaries and Wages - (PT) Shift Differential	-	244	-	244	244	- %	-	- %

	<b>761,587</b>	<b>896,282</b>	<b>861,810</b>	<b>911,070</b>	<b>49,259</b>	<b>5.72 %</b>	<b>14,787</b>	<b>1.65 %</b>
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**Labor Fringes**

Sick	28,435	13,339	13,339	13,574	235	1.76 %	235	1.76 %
Sick - Buyback	4,125	5,365	5,365	9,720	4,355	81.17 %	4,355	81.17 %
Holiday	40,683	43,043	43,043	43,536	492	1.14 %	492	1.14 %
Vacation	38,912	36,931	36,931	37,497	566	1.53 %	566	1.53 %
Other Paid Absence	386	2,518	2,518	2,557	39	1.53 %	39	1.53 %

	<b>112,542</b>	<b>101,197</b>	<b>101,197</b>	<b>106,883</b>	<b>5,686</b>	<b>5.62 %</b>	<b>5,686</b>	<b>5.62 %</b>
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<b>Labor and Fringes</b>	<b>\$ 874,129</b>	<b>\$ 997,479</b>	<b>\$ 963,007</b>	<b>\$ 1,017,953</b>	<b>\$ 54,946</b>	<b>5.71 %</b>	<b>\$ 20,474</b>	<b>2.05 %</b>
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**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services	521,456	428,641	428,641	350,000	(78,641)	(18.35)%	(78,641)	(18.35)%
Other Services	18,737	22,500	39,375	15,000	(24,375)	(61.90)%	(7,500)	(33.33)%
Other Materials and Supplies	1,217	5,649	5,649	4,749	(900)	(15.93)%	(900)	(15.93)%
Dues and Subscriptions	639	1,275	1,275	355	(920)	(72.16)%	(920)	(72.16)%
Training and Meetings	5,943	13,230	13,230	14,700	1,470	11.11 %	1,470	11.11 %

	<b>547,991</b>	<b>471,295</b>	<b>488,170</b>	<b>384,804</b>	<b>(103,366)</b>	<b>(21.17)%</b>	<b>(86,491)</b>	<b>(18.35)%</b>
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<b>Supplies, Services, Other</b>	<b>\$ 547,991</b>	<b>\$ 471,295</b>	<b>\$ 488,170</b>	<b>\$ 384,804</b>	<b>\$(103,366)</b>	<b>(21.17)%</b>	<b>\$(86,491)</b>	<b>(18.35)%</b>
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<b>Service Planning and Scheduling</b>	<b>\$ 1,422,120</b>	<b>\$ 1,468,774</b>	<b>\$ 1,451,177</b>	<b>\$ 1,402,757</b>	<b>\$(48,420)</b>	<b>(3.34)%</b>	<b>\$(66,017)</b>	<b>(4.49)%</b>
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**Headcount**

Full Time	14	16	16	16	-	- %	-	- %
Part Time	4	4	4	4	-	- %	-	- %
<b>Total Positions</b>	<b>18</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Capital and Service Planning

**582 Strategic Planning**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	227,936	288,918	235,918	309,513	73,594	31.19 %	20,594	7.13 %
	<b>227,936</b>	<b>288,918</b>	<b>235,918</b>	<b>309,513</b>	<b>73,594</b>	<b>31.19 %</b>	<b>20,594</b>	<b>7.13 %</b>

**Labor Fringes**

Sick

Sick - Buyback

Holiday

Vacation

Other Paid Absence

Sick	15,283	7,746	7,746	7,662	(84)	(1.08)%	(84)	(1.08)%
Sick - Buyback	900	850	850	100	(750)	(88.24)%	(750)	(88.24)%
Holiday	19,328	24,994	24,994	24,574	(420)	(1.68)%	(420)	(1.68)%
Vacation	20,961	19,550	19,550	19,295	(254)	(1.30)%	(254)	(1.30)%
Other Paid Absence	1,079	1,462	1,462	1,443	(19)	(1.30)%	(19)	(1.30)%
	<b>57,550</b>	<b>54,602</b>	<b>54,602</b>	<b>53,075</b>	<b>(1,527)</b>	<b>(2.80)%</b>	<b>(1,527)</b>	<b>(2.80)%</b>

**Labor and Fringes**

**\$ 285,486      \$ 343,521      \$ 290,521      \$ 362,588      \$ 72,067      24.81 %      \$ 19,067      5.55 %**

**Supplies, Services, Other**

**Supplies, Services, Other**

Professional and Technical Services

Other Materials and Supplies

Dues and Subscriptions

Training and Meetings

Other Miscellaneous Expenses

Leases and Rentals - Other General Administration Facili

Professional and Technical Services	3,335,214	4,202,000	2,452,000	3,952,000	1,500,000	61.17 %	(250,000)	(5.95)%
Other Materials and Supplies	1,859	2,484	2,484	2,484	-	- %	-	- %
Dues and Subscriptions	1,134	16,300	16,300	14,850	(1,450)	(8.90)%	(1,450)	(8.90)%
Training and Meetings	13,463	28,800	16,000	29,000	13,000	81.25 %	200	0.69 %
Other Miscellaneous Expenses	-	-	500	-	(500)	(100.00)%	-	- %
Leases and Rentals - Other General Administration Facili	2,908	-	-	-	-	- %	-	- %
	<b>3,354,577</b>	<b>4,249,584</b>	<b>2,487,284</b>	<b>3,998,334</b>	<b>1,511,050</b>	<b>60.75 %</b>	<b>(251,250)</b>	<b>(5.91)%</b>

**Supplies, Services, Other**

**\$ 3,354,577      \$ 4,249,584      \$ 2,487,284      \$ 3,998,334      \$ 1,511,050      60.75 %      \$(251,250)      (5.91)%**

**Strategic Planning**

**\$ 3,640,064      \$ 4,593,105      \$ 2,777,805      \$ 4,360,922      \$ 1,583,117      56.99 %      \$(232,183)      (5.06)%**

**Headcount**

Full Time

**Total Positions**

Full Time	4	7	7	7	-	- %	-	- %
<b>Total Positions</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

Capital and Service Planning

**590 Capital and Service Planning Administration**

**Labor and Fringes**

**Labor**

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
	-	108,089	-	108,522	108,522	- %	433	0.40 %
	-	<b>108,089</b>	-	<b>108,522</b>	<b>108,522</b>	- %	<b>433</b>	<b>0.40 %</b>
<b>Labor Fringes</b>								
Sick	-	1,716	-	1,727	1,727	- %	10	0.61 %
Holiday	-	5,538	-	5,538	5,538	- %	-	- %
Vacation	-	4,332	-	4,349	4,349	- %	17	0.38 %
Other Paid Absence	-	324	-	325	325	- %	1	0.39 %
	-	<b>11,911</b>	-	<b>11,939</b>	<b>11,939</b>	- %	<b>28</b>	<b>0.24 %</b>
<b>Labor and Fringes</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ 120,462</b>	<b>\$ 120,462</b>	- %	<b>\$ 462</b>	<b>0.38 %</b>
<b>Supplies, Services, Other</b>								
<b>Supplies, Services, Other</b>								
Other Materials and Supplies	-	-	-	96	96	- %	96	- %
Dues and Subscriptions	-	-	-	500	500	- %	500	- %
Training and Meetings	-	-	-	3,500	3,500	- %	3,500	- %
Other Miscellaneous Expenses	-	-	-	20,000	20,000	- %	20,000	- %
	-	-	-	<b>24,096</b>	<b>24,096</b>	- %	<b>24,096</b>	- %
<b>Supplies, Services, Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,096</b>	<b>\$ 24,096</b>	- %	<b>\$ 24,096</b>	- %
<b>Capital and Service Planning Administration</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ 144,558</b>	<b>\$ 144,558</b>	- %	<b>\$ 24,558</b>	<b>20.46 %</b>

**Headcount**

Full Time	-	1	1	1	-	- %	-	- %
<b>Total Positions</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

Expense Summary by Department and Account (FY2017 - FY2019)

ATD and VIA Capital Programs

117 ATD and VIA Capital Programs

Labor and Fringes

Labor

Other Salaries and Wages

	FY2017 Actual	FY2018 Budget	FY2018 Forecast	FY2019 Budget	FY19 Bud to FY18 Forecast	% Difference	FY19 Bud to FY18 Bud	% Difference
Other Salaries and Wages	120,880	156,589	156,589	160,914	4,325	2.76 %	4,325	2.76 %
	<b>120,880</b>	<b>156,589</b>	<b>156,589</b>	<b>160,914</b>	<b>4,325</b>	<b>2.76 %</b>	<b>4,325</b>	<b>2.76 %</b>

Labor Fringes

Sick  
Sick - Buyback  
Holiday  
Vacation  
Other Paid Absence

Sick	3,852	2,866	2,866	2,943	77	2.68 %	77	2.68 %
Sick - Buyback	-	80	80	640	560	700.00 %	560	700.00 %
Holiday	6,677	9,248	9,248	9,439	190	2.06 %	190	2.06 %
Vacation	7,126	7,935	7,935	8,129	195	2.45 %	195	2.45 %
Other Paid Absence	-	541	541	554	13	2.45 %	13	2.45 %
	<b>17,655</b>	<b>20,670</b>	<b>20,670</b>	<b>21,705</b>	<b>1,035</b>	<b>5.01 %</b>	<b>1,035</b>	<b>5.01 %</b>

Labor and Fringes

**\$ 138,534      \$ 177,259      \$ 177,259      \$ 182,619      \$ 5,360      3.02 %      \$ 5,360      3.02 %**

Supplies, Services, Other

Supplies, Services, Other

Other Materials and Supplies  
Dues and Subscriptions  
Training and Meetings

Other Materials and Supplies	-	192	192	192	-	- %	-	- %
Dues and Subscriptions	40	1,100	1,100	1,100	-	- %	-	- %
Training and Meetings	6,714	8,592	8,592	8,992	400	4.66 %	400	4.66 %
	<b>6,754</b>	<b>9,884</b>	<b>9,884</b>	<b>10,284</b>	<b>400</b>	<b>4.05 %</b>	<b>400</b>	<b>4.05 %</b>

Supplies, Services, Other

**\$ 6,754      \$ 9,884      \$ 9,884      \$ 10,284      \$ 400      4.05 %      \$ 400      4.05 %**

ATD and VIA Capital Programs

**\$ 145,288      \$ 187,143      \$ 187,143      \$ 192,903      \$ 5,760      3.08 %      \$ 5,760      3.08 %**

Headcount

Full Time	1	2	2	2	-	- %	-	- %
<b>Total Positions</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>- %</b>	<b>-</b>	<b>- %</b>

# Five-Year Financial Plan

# Five-Year Financial Plan



# **FIVE-YEAR FINANCIAL PLAN (FISCAL YEARS 2019-2023)**

## **OVERVIEW AND BACKGROUND INFORMATION**

### **Financial Plan Summary**

VIA's Five-Year Financial Plan shows that VIA has a sustainable plan that includes approximately \$1.6B in sources of funds over FY19-23, and a commensurate amount in uses of funds plus net changes in reserves. The Stabilization Fund and Working Capital reserve are both fully funded throughout the five-year period. Board policy level is to have 60 days of operating expenses in each of those reserves. The capital reserve shows a slight negative balance in FY20, however, the balance will be positive with either a slight increase in revenues over the projected totals, or a slight decrease in expenses. VIA would take whatever action is needed to ensure that the capital reserve is adequate.

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

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

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

The Five-Year Financial Plan is driven by Board priorities. VIA's vision includes being a multimodal transportation agency with numerous rapid transit corridors. VIA's first BRT service began on the Fredericksburg Road corridor in December 2012, and Zaramora Primo and Southwest Military Primo service will be starting FY19. A key priority in the Five-Year Financial Plan is working on planning and implementing high-capacity transit options. The capital project program that was included in the Five-Year Financial Plan was largely driven by the Long-Range Comprehensive Transportation Plan (LRCTP) which was adopted by VIA's Board in FY11; this plan was recently updated through 2040 and is now referred to as VIA's "Vision 2040" plan. This process has included extensive input from the community. To help fund the initial phase of the LRCTP, VIA issued public debt for the first time (in FY13) and has also secured funding from the

Texas Department of Transportation. Federal Transit Administration (FTA) funds will also be used to help pay for the capital projects included in the Five-Year Financial Plan.

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

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## Key Assumptions and Forecast Methodology

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

- Line service levels reflect a 3.8% increase over the five-year period, with FY19 up 4.7% (slight decreases in some years due to COA service plan implementation)
- System-wide ridership is projected to increase a total of 2.5% over the five-year period
- Fare increases are included in FY20 and FY22
- Sales taxes, VIA's key source of revenue, are assumed to increase at 3.5%/year during FY19 and FY20, and by 3%/year thereafter
- VIA's formula fund grant projections are assumed to remain essentially flat in coming years. Assumed VIA would receive discretionary Section 5339 Bus & Bus Facilities grants totaling \$6M in the five-year period.
- In FY19, included a 3% salaried wage increase effective 10/1/18 (hourly increase was 3.5% effective two months earlier); also included a slight hourly increase on 8/1/19
- In FY19, wage increases (along with FICA increases) total \$3.9M, and in subsequent years the increases are \$3.0M/year
- Other key operating expenses items were forecasted based on known/projected changes. For instance, actuarial estimates were used for pension, VIAcare costs are based on expected medical cost inflation, and service cost changes are based on service hour changes.
- For FY19 fuel, generally used prices slightly higher than prices being paid at time of budget development. For years beyond FY19, prices were held essentially flat. Adjusted for any service level changes, and included savings associated with shift from diesel to CNG-powered buses.
- Total incremental operating costs for new passenger facilities are included in the financial projections
- Any staffing needed in connection with the capital projects program is included in the budget.

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

Sales taxes, which account for approximately 75% of VIA's total revenues, are forecasted using input from a consultant along with consideration of the sales tax growth rate used by the City of San Antonio (CoSA). CoSA's forecasted sales tax growth rate for FY19-23 averaged 3.3%, and the rates VIA used average 3.2%. VIA's forecasted sales tax growth rate was slightly higher than CoSA's rate in the first year, identical in the second year, and slightly lower in remaining years.

Sales tax receipts are impacted by variables outside the control of VIA including the local and national economy, major corporation business relocations into or out of the VIA service area, and the rate of population growth. If service is added based on sales tax estimates that are too optimistic, when actual tax receipts fall short of projections it is very difficult to curtail service to the citizens that have begun to rely on the service.

VIA has saved a significant amount on fuel costs due to the recent replacement of diesel-powered buses in their fleet with CNG-powered vehicles. CNG prices are significantly lower than ULSD (ultra low sulfur diesel) prices. Budgeted prices for fuel in FY19 are \$0.63/gallon for CNG, \$2.25/gallon for ULSD, \$1.10/gallon for propane, and \$3.00/gallon for gasoline. Budgeted prices in the prior year were \$0.71/gallon for CNG, \$1.65/gallon for ULSD, \$0.69/gallon for propane, and \$1.55/gallon for gasoline.

## Capital Spending

VIA's capital spending in the Five-Year Financial Plan is dominated by spending for a Rapid Transit Project, Operational Facilities, Passenger Facilities, and Revenue vehicles, which together account for nearly 90% of VIA's planned \$312.1M of capital spending in FY19-23. The remaining amount of just over 10% is accounted for by Administrative Facilities, Maintenance Tools & Equipment, Revenue Vehicle Replacement Components, Computer Hardware & Software, Service Vehicles, and Miscellaneous (Equipment, etc.) spending categories.

To help finance capital purchases in recent years, VIA's financial advisors were involved in developing a financing plan. Until FY12, when VIA issued some private placement bonds, VIA had always been a "pay-as-you-go" agency. However, debt financing has subsequently been used to help fund VIA's capital program. VIA made their first two public bond issuances in FY14: MTA Farebox Revenue Bonds (issued in November 2013) and ATD Sales Tax Revenue Bonds (issued in July 2014). In February 2017, VIA issued MTA Contractual Obligation bonds to help fund the purchase of 270 buses. Planned debt to be issued by VIA during the next five years is shown below:

<u>Description</u>	<u>Issuing Entity</u>	<u>Bond Term (Years)</u>	<u>Net Proceeds (\$M)</u>	<u>Use of Funds</u>
2021 Contractual Obligation Bonds	MTA	7	\$ 7.75	Revenue vehicles: vans
2022 Contractual Obligation Bonds	MTA	7	7.65	Revenue vehicles: vans
2023 Contractual Obligation Bonds	MTA	12	3.60	Revenue vehicles: buses
Total			<u>\$ 15.40</u>	

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

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

## VIA FIVE-YEAR FINANCIAL PLAN

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

**Schedule 1: Income Statement Summary.** This schedule shows that VIA projects having a total of approximately \$124.8M in operating revenue over the next five years, \$1,256.4M in operating expenses, and \$1,221.1M in non-operating revenue/(expense). This results in net income (before depreciation and capital contributions) of \$89.5M.

**Schedule 2: Cash and Reserves Summary.** VIA's net reserves are expected to decrease by \$36.65M over the next five years. VIA does not forecast any changes in the fair market value of securities (they are held until maturity) or forecast splits of future cash, cash equivalents and investments balances. Therefore, the total change in cash, cash equivalents, and investments is the same as the change in cash. Details of the amounts comprising the cash balance change can be found on the cash flow schedule.

**Schedule 3: Reserve Changes and Balances.** The expected decrease of \$36.65M over the five-year planning period is driven mainly by VIA's using Texas Department of Transportation (TxDOT) grant funds and capital funds currently on hand to pay for the capital expenditures against which they are programmed. A decrease of \$46.25M is attributable to spending of funds contributed by TxDOT. This is partially offset by increases in the Stabilization Fund and Working Capital fund balances, along with a slight increase in the Capital Account. For the slightly negative Capital Account balance shown in FY20, if revenues do not come in slightly higher than forecast, or expenses come in lower, VIA will take appropriate action so that the capital reserve does not actually become fully depleted (thereby allowing the Stabilization Fund and Working Capital reserves to remain at the policy level of 60 days each). The Stabilization Fund and Working Capital balances each increase by \$3.99M, keeping those reserves at Board policy level.

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

<u>Net Cash Generated/(Used)</u>	
Operating Activities	\$ (1,113.47)
Non-Capital Financing Activities	1,235.85
Capital and Related Financing Activities	(164.67)
Investing Activities	5.64
Net Change in Cash	<u>\$ (36.65)</u>

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

**Schedule 4A: Sources of Cash.** VIA's sources of cash total \$1.589B over the next five years. The largest source of funds is sales taxes, which account for 64% of total sources of cash. Other key sources of cash include capital grant funds, farebox revenue, bond proceeds, and funding contributions. The large increase in funding contributions in FY19 is attributable to the City of San Antonio agreeing to give VIA \$10M for route improvements, compared to \$4.3M in the prior year. Also, there is \$12M of yet to be identified funding contributions for the Rapid Transit Project in FY19 (as well as assumed contributions in the remaining four years of the forecast). The drop in grant revenue in FY19 is due to FY18 including a substantial amount of spending of older grant funds. The "Other" line captures a variety of relatively small funding sources as listed on the cash flow statement ("other" operating revenue, such as from property rentals; advertising; an Alamodome facility fee; and investment income).

**Schedule 4B: Uses of Cash and Net Reserves Change.** VIA's uses of cash total \$1.626B over the next five years. Most of these funds are used for operating expenses, which account for \$1.238B (76%) of the total. Other key uses include capital projects (\$312M) and debt service (\$73M).

The net reserves change section shows that total uses of cash exceeds sources of cash (prior to pulling from existing balances), resulting in a \$37M decrease in cash balances (mainly from spending down TxDOT fund balances for capital projects).

**Schedule 5: Grant Fund Awards.** VIA estimates that approximately \$201M of grant funds will be awarded to VIA over the five-year planning horizon (2019-2023). Of this amount, \$32M will be used for capital projects, and \$169M will be used for operating expenses.

VIA's largest grant funding source is the FTA's Section 5307/5340 grant program, which together with the JARC funds included in that program, accounts for \$158M of projected grant funding over FY19-23. VIA plans to use all Section 5307/5340 funds awarded in FY19-23 for operating items, with none of the funds going to capital purchases. This generally allows VIA to draw grant funds down more quickly than if they were used for capital projects. The FTA allows a portion of Section 5307 capital grant funds to be used for operating expense reimbursements in the following areas: 1) up to 10% of the total grant allocation each year can be used to help defray the expense of paratransit service; 2) agencies are also allowed to cover a portion of purchased paratransit service expense with capital grant dollars; and, 3) preventative maintenance on revenue vehicles – the use of funds in this manner encourages the maintenance of the fleet acquired with federal funds and helps to lengthen the service life of vehicles.

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

VIA's largest grant funding source in FY19-23 for capital projects is the FTA Section 5339 Bus & Bus Facilities grant program. This funding source accounts for \$27.8M of the \$31.6M of capital grant funds projected to be awarded over FY19-23. Included in this Section 5339 program total is a projected \$6M of discretionary awards. The 5339 grant program includes formula funds as well as a discretionary component.

**Schedule 6: Capital Spending Summary.** VIA's capital spending program for 2019-2023 includes \$312M of capital spending, with the largest spending categories being the following: Rapid Transit Project, \$161.5M (51.7% of spending); Passenger Amenities, \$50.16M (16.1%); Operational Facilities, \$37.2M (11.9%); and Revenue Vehicles, \$31.8M (10.2%). Remaining categories account for 10.1% of total capital spending. For a more thorough discussion of the Capital Spending Summary, please refer to the Five-Year Capital Plan section of this book.

**Schedule 7: Operating Revenue.** VIA is projected to have \$124.76M of total operating revenue in the five-year plan, with \$104.78M (84%) coming from bus service. Bus revenue comes primarily from line service, with a relatively small amount coming from special events and charter service. VIAtrans (paratransit service) revenue accounts for \$11.30M of revenue, and remaining operating revenue comes from bus advertising and "other" items ("other" is primarily various items such as oil credits, revenue from old unused tickets, and property rentals).

**Schedule 8: Non-Operating Revenue/(Expense).** VIA's non-operating revenue/(expense) is projected to total a net of \$1.221B in the five-year plan, growing from \$219.99M in FY18 to \$258.94M in FY23. Sales taxes account for nearly 84% of net non-operating revenue/(expense) over the five-year period and are projected to grow at an average rate of 3.2%/year. Operating expense reimbursements are the next largest non-operating revenue/(expense) line item, accounting for \$158M of revenue over the five-year period.

**Schedule 9: Sales Tax.** VIA projects \$834.83M of MTA sales tax revenue in the five-year plan and \$189.50M of ATD-VIA sales tax revenue, for a total of \$1.024B. The ATD-VIA figures reflect VIA's 50% share of the 1/4-cent ATD sales tax – the other 50% share is currently being split by the City of San Antonio and Bexar County. The MTA sales tax is 1/2-cent. Combined, the MTA and ATD-VIA taxes total 5/8-cent.

**Schedule 10: Operating Expenses.** VIA's operating expenses are projected to total \$1.256B over the five-year plan period, with bus expenses accounting for \$962.58M (77%) of that total. VIAtrans service accounts for \$246.98M (20%) of expenses, with miscellaneous other items accounting for the remaining 3% of expenses. Although VIAtrans accounts for 20% of expenses, VIAtrans only accounts for about 3% of ridership over the five-year period.

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

**Schedule 12: Bus and Van Service Hours and Passengers.** Projected FY23 ridership reflects a 2.5% increase over estimated FY18 ridership. Although ridership has been trending downwards in recent years, VIA is projecting that trend to end in FY19 as there will be a significant focus on improving the customer experience and there will also be a significant amount of advertising and marketing designed to help boost ridership. VIA projects that a total of 13.2 million hours of transportation service will be provided in FY19-23.

**Schedule 13: Bond Issuances and Debt Service.** Public bond issuances during FY19-23 are projected to total \$19M in net proceeds. Total debt service is projected to grow from \$14.77M in FY18 to \$15.27M in FY23. Other bond issues currently outstanding include: MTA Contractual Obligation Bonds, Series 2012; MTA Farebox

Revenue and Refunding Bonds, Series 2013; ATD Sales Tax Revenue and Refunding Bonds, Series 2014; and MTA Contractual Obligation Bonds, Series 2017.

**Schedule 14: Debt Ratios and Capital Reserve Balances.** This schedule shows an internal debt service coverage ratio by year, calculated in accordance with VIA's Debt Policy. That policy requires a ratio of at least 1.15x. The forecasted ratio in FY19-23 is higher than the policy ratio in all years. The Capital Reserve balance is projected to be \$17.6M at the end of FY23.

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## ATD FIVE-YEAR FINANCIAL PLAN

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

**Schedule 1: Income Statement Summary.** This schedule shows that the ATD has an estimated total of \$18.76M in operating revenue over the next five years, \$186.07M in operating expenses, and \$184.62M in non-operating revenue/(expense). This results in net income (before depreciation and capital contributions) of \$17.31M. In FY19, expenses for some of the limited stop bus route expenses that the ATD had been covering were switched to the MTA, along with the corresponding farebox revenue.

**Schedule 2: Cash and Reserves Summary.** The ATD's net reserves are expected to increase by \$10.25M over the next five years. The ATD does not forecast any changes in the fair market value of securities (they are held until maturity) or forecast splits of future cash, cash equivalents and investments balances. Therefore, the total change in cash, cash equivalents, and investments is the same as the change in cash. Details of the amounts comprising the cash balance change can be found on the cash flow schedule.

**Schedule 3: Cash and Reserves Balances.** The expected increase of \$10.25M over the next five years is primarily attributable to capital project spending that reduces fund balances currently on hand for those projects. The projected capital reserve balance is shown as a negative amount in FY20. If revenues do not come in slightly higher than forecast, or expenses come in lower, appropriate action will be taken so that the capital reserve does not actually become fully depleted (thereby allowing the Stabilization Fund and Working Capital reserves to remain at the policy level of 60 days each). The Stabilization Fund and Working Capital reserve each increase by \$1.01M, keeping those reserves at Board policy level. The "Capital" Account, which captures remaining funds after other reserves have been fully funded, increases by \$7.11M; those funds can be used for future operating needs as the ATD does not own any capital assets.

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

<u>Net Cash Generated/(Used)</u>	
Operating Activities	\$ (167.31)
Non-Capital Financing Activities	188.51
Capital and Related Financing Activities	(11.86)
Investing Activities	0.91
Net Change in Cash	<u>\$ 10.25</u>

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

**Schedule 4A: Sources of Cash.** The ATD's sources of cash total \$397M over the next five years. The largest source of funds is sales taxes, which account for 95% of total sources of cash. The next largest source of cash in FY19-23 for the ATD is farebox revenue.

**Schedule 4B: Uses of Cash and Net Reserves Change.** The ATD's uses of cash total nearly \$386M over the next five years. Most of these funds are used for operating expenses, which account for \$186M of the total, and sales taxes passed on to the City of San Antonio and Bexar County, which account for \$188M of the total. Debt service accounts for \$12M of the total. The net reserves change section shows that reserves increase by approximately \$10M, which primarily reflects the change in the capital reserve fund. Total uses of cash plus the net reserves change equals total sources of cash.

**Schedule 5: Operating Revenue.** The ATD is projected to have \$18.76M of total operating revenue in the five-year plan, with all of that coming from bus service. This bus service includes express routes and some limited stop routes, including Bus Rapid Transit.

**Schedule 6: Non-Operating Revenue/(Expense).** The ATD's net non-operating revenue/(expense) is projected to total \$184.62M in the five-year plan, growing from \$33.22M in FY18 to \$39.38M in FY23. Sales taxes account for nearly all of the non-operating revenue over the five-year period and are projected to grow at an average rate of 3.2%/year (3.5% in the first two years and 3.0% in the last three years of the five-year plan). Investment income is the only other non-operating revenue source and is fairly immaterial. The bond interest that is shown reflects interest on the ATD's 2013 bond issue.

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

**Schedule 8: Operating Expenses.** The ATD's operating expenses are projected to total \$186.07M in the five-year plan, with bus expenses accounting for \$182.77M (98%) of that total. Vanpool expenses and business development/real estate expenses make up the remaining 2%.

**Schedule 9: Stabilization Fund and Working Capital.** The ATD's Board policy is to keep each of these funds at 60 days of expenses, based on budgeted expenses for the upcoming year. The ATD is projected to be at policy level for the Stabilization Fund and Working Capital in FY19 through FY23, with \$6.46M in each of those reserves at the end of FY23. As stated in the discussion of Schedule 3, the capital reserve will be managed in a way that allows the Stabilization Fund and Working Capital to remain at policy level.

**Schedule 10: Bus Service Hours and Passengers.** Projected FY23 ridership reflects an increase of 3.9% over FY18, reflecting an increase of 4,912 hours of ATD bus service. This increase includes new Primo service on Zarzamora and Southwest Military. The projected ATD bus transportation service to be provided for FY19-23 totals over 1.8 million hours.



VIA Metropolitan Transit  
Five-Year Financial Plan (2019-2023)

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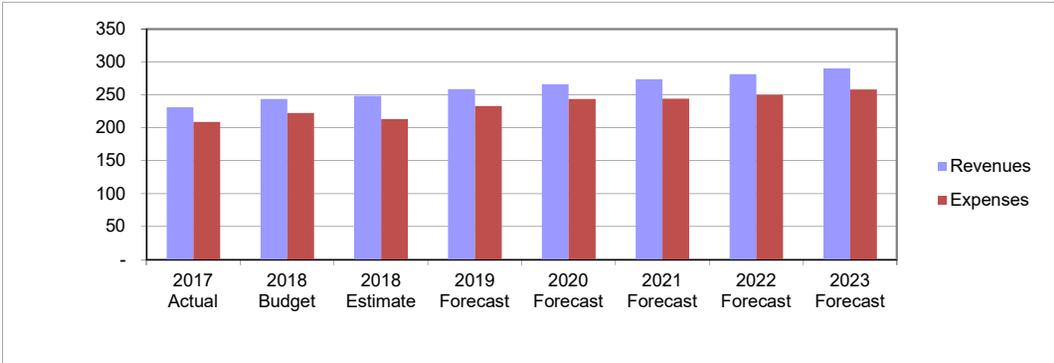
**VIA Metropolitan Transit  
Five-Year Financial Plan Schedules**

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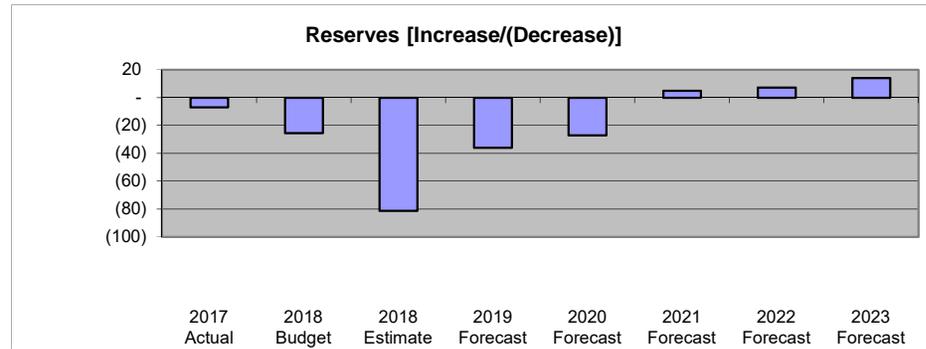
**VIA Metropolitan Transit  
Income Statement Summary  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
<b>Income Statement Summary</b>									
Operating Revenue	\$ 23.11	\$ 23.99	\$ 23.00	\$ 23.28	\$ 24.25	\$ 24.85	\$ 25.75	\$ 26.63	\$ 124.76
Operating Expense	214.85	228.61	219.17	238.90	249.27	249.77	255.15	263.27	1,256.36
Non-Operating Revenue/(Expense):									
Net Revenue	208.55	219.99	225.85	236.52	243.05	249.61	256.14	263.70	1,249.02
Bond Interest & Issuance Expense	(5.62)	(5.86)	(5.86)	(5.58)	(5.32)	(5.16)	(4.93)	(4.76)	(25.75)
MyLink Program	-	-	-	(0.80)	(1.00)	(0.40)	-	-	(2.20)
Total NonOp. Revenue/(Expense)	202.93	214.13	219.99	230.14	236.73	244.05	251.21	258.94	1,221.07
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	<b>11.19</b>	<b>9.51</b>	<b>23.82</b>	<b>14.52</b>	<b>11.71</b>	<b>19.13</b>	<b>21.81</b>	<b>22.30</b>	<b>89.47</b>
<b>Revenue and Expense Summary</b>									
Total Revenues	231.66	243.98	248.85	259.80	267.30	274.46	281.89	290.33	1,373.78
Total Expenses	220.47	234.47	225.03	245.28	255.59	255.33	260.08	268.03	1,284.31
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	<b>11.19</b>	<b>9.51</b>	<b>23.82</b>	<b>14.52</b>	<b>11.71</b>	<b>19.13</b>	<b>21.81</b>	<b>22.30</b>	<b>89.47</b>



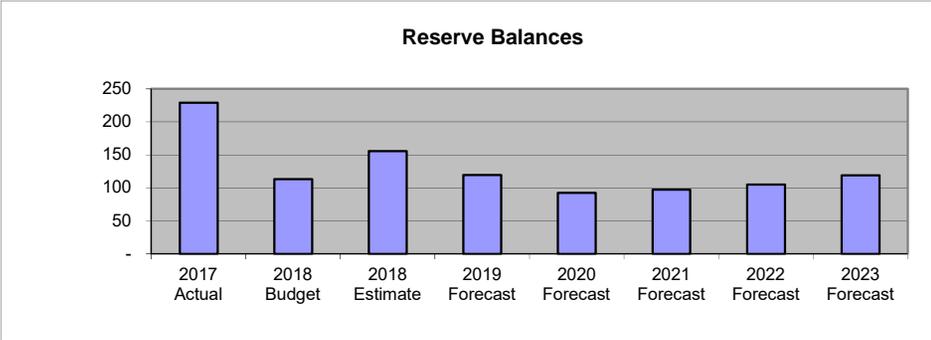
**VIA Metropolitan Transit  
Cash and Reserves Summary  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
<b>Cash [Source/(Use)]</b>									
Operating Activities	\$ (189.06)	\$ (200.49)	\$ (195.25)	\$ (213.85)	\$ (219.60)	\$ (222.60)	\$ (226.55)	\$ (230.87)	\$ (1,113.47)
Non-Capital Financing Activities	202.34	217.90	222.63	233.07	239.87	247.27	254.11	261.53	1,235.85
Capital and Related Financing Activities	(44.24)	(97.29)	(102.38)	(56.80)	(48.31)	(20.62)	(21.23)	(17.71)	(164.67)
Investing Activities	83.11	1.03	1.70	1.54	1.05	0.94	1.00	1.11	5.64
Total Change in Cash	52.15	(78.85)	(73.30)	(36.04)	(26.99)	4.99	7.33	14.06	(36.65)
<b>Total Changes in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	52.15	(78.85)	(73.30)	(36.04)	(26.99)	4.99	7.33	14.06	(36.65)
Incr./(Decr.) in Invest. Securities Excl. FMV Change	(81.18)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	(0.44)	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	(29.47)	(78.85)	(73.30)	(36.04)	(26.99)	4.99	7.33	14.06	(36.65)



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

	Actual	Budget	Estimated	Forecast					Total	
	2017	2018	2018	2019	2020	2021	2022	2023		
<b>Reserve Changes [Increase/(Decrease)]</b>										
TxDOT Grant Funds	\$ (18.92)	\$ (49.36)	\$ (35.38)	\$ (24.64)	\$ (21.24)	\$ (0.22)	\$ (0.11)	\$ (0.04)	\$ (46.25)	
STPMM Grant Funds	-	-	-	-	-	-	-	-	-	
Bond Construction Account	(5.56)	-	(41.80)	-	-	-	-	-	-	
Debt Service Fund	2.28	-	(3.30)	-	-	-	-	-	-	
Capital Account	(18.43)	(33.57)	10.99	(11.74)	(9.36)	4.86	5.49	11.26	0.51	
Working Capital	0.93	2.04	1.70	-	1.70	0.08	0.89	1.32	3.99	
Stabilization Fund	0.93	2.04	1.70	-	1.70	0.08	0.89	1.32	3.99	
Local Match Reserve	(1.94)	-	(2.72)	-	-	-	-	-	-	
ATD Sales Taxes	5.55	-	-	0.34	0.21	0.19	0.18	0.20	1.12	
Other	5.69	-	(4.49)	-	-	-	(0.01)	-	(0.01)	
<b>Total</b>	<b>(29.47)</b>	<b>(78.85)</b>	<b>(73.30)</b>	<b>(36.04)</b>	<b>(26.99)</b>	<b>4.99</b>	<b>7.33</b>	<b>14.06</b>	<b>(36.65)</b>	
<b>Reserve Ending Balances</b>										
TxDOT Grant Funds	81.63	27.07	46.25	21.61	0.37	0.15	0.04	-		
STPMM Grant Funds	-	-	-	-	-	-	-	-		
Bond Construction Account	41.80	-	-	-	-	-	-	-		
Debt Service Fund	6.12	2.82	2.82	2.82	2.82	2.82	2.82	2.82		
Capital Account	6.07	2.24	17.06	5.32	(4.04)	0.82	6.31	17.57		
Working Capital	37.58	39.62	39.28	39.28	40.98	41.06	41.95	43.27		
Stabilization Fund	37.58	39.62	39.28	39.28	40.98	41.06	41.95	43.27		
Local Match Reserve	5.22	-	2.50	2.50	2.50	2.50	2.50	2.50		
ATD Sales Taxes	5.55	-	5.55	5.89	6.10	6.29	6.47	6.67		
Other (Retainage, Property Ins.)	7.29	1.61	2.80	2.80	2.80	2.80	2.79	2.79		
<b>Total</b>	<b>228.84</b>	<b>112.98</b>	<b>155.54</b>	<b>119.50</b>	<b>92.51</b>	<b>97.50</b>	<b>104.83</b>	<b>118.89</b>		
Reserves Change	(29.47)	(78.85)	(73.30)	(36.04)	(26.99)	4.99	7.33	14.06		



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

	Actual 2017	Budget 2018	Estimated 2018	Forecast					Total
				2019	2020	2021	2022	2023	
<b>Cash Flows from Operating Activities</b>									
Farebox Revenue	\$ 21.40	\$ 22.09	\$ 21.12	\$ 21.57	\$ 22.53	\$ 23.11	\$ 24.01	\$ 24.86	\$ 116.08
Other Operating Revenue	1.87	1.90	1.88	1.71	1.72	1.74	1.74	1.77	8.68
Operating Expenses	(212.33)	(224.48)	(218.25)	(237.13)	(243.85)	(247.45)	(252.30)	(257.50)	(1,238.23)
Net Cash Used in Operating Activities	(189.06)	(200.49)	(195.25)	(213.85)	(219.60)	(222.60)	(226.55)	(230.87)	(1,113.47)
<b>Cash Flows from Non-Capital Financing Activities</b>									
Sales Taxes: MTA	142.99	146.99	150.11	155.73	161.18	166.15	171.13	176.27	830.46
Sales Taxes: ATD	64.70	66.44	68.10	70.70	73.18	75.42	77.70	80.02	377.02
Sales Tax Pymnts to CoSA, TxDOT, Bxr Co.	(32.35)	(33.22)	(34.05)	(35.35)	(36.59)	(37.71)	(38.85)	(40.01)	(188.51)
Capital Grant Funds Used for Operating Exp. Reimb.	25.15	31.64	32.42	30.93	31.24	31.55	31.87	32.19	157.78
Grants - JARC	1.08	1.09	1.09	-	-	-	-	-	-
Grants - MPO UPWP: Operating Expenses	-	0.01	0.01	1.21	1.21	1.61	1.61	2.41	8.05
Grants - K-9 Program Operating Expenses	0.16	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.75
Grants - 5310 & New Freedom	0.65	0.50	0.50	0.50	0.50	0.50	0.50	0.50	2.50
City of San Antonio Funding	-	4.30	4.30	10.00	10.00	10.00	10.00	10.00	50.00
MyLink Program	-	-	-	(0.80)	(1.00)	(0.40)	-	-	(2.20)
Contribution, Local Match to MPO	-	-	-	-	-	-	-	-	-
Other	(0.04)	-	-	-	-	-	-	-	-
Net Cash Provided by Noncapital Fin. Activities	202.34	217.90	222.63	233.07	239.87	247.27	254.11	261.53	1,235.85
<b>Cash Flows from Capital and Related Fin. Activities</b>									
Capital Grant Funds	16.25	6.53	16.93	1.09	12.65	8.19	5.45	4.44	31.82
Carryover Grant Funds from 2017	-	0.72	8.08	0.81	0.55	0.12	0.06	0.06	1.60
Other Carryover Grant Funds	-	2.89	5.00	-	-	-	-	-	-
Purchase of Capital Assets	(150.62)	(101.95)	(131.80)	(56.01)	(74.06)	(46.99)	(64.56)	(70.52)	(312.14)
Grant Funds to Suburban Cities	-	-	-	-	-	-	-	-	-
Bond Proceeds	94.63	-	-	-	-	7.91	7.81	3.67	19.39
Bond Refunds	-	-	-	-	-	-	-	-	-
Costs of Debt Issuance	-	-	-	-	-	(0.16)	(0.16)	(0.07)	(0.39)
Debt Service	(7.31)	(14.77)	(14.77)	(15.56)	(13.04)	(15.55)	(13.33)	(15.27)	(72.75)
TxDOT Grant Funds	-	9.31	14.20	0.87	1.60	3.84	-	-	6.31
Grants - FFGA - New Starts	-	-	-	-	-	-	-	-	-
Grants - STPMM - Rail	-	-	-	-	-	-	-	-	-
High-Capacity Transit Funding Contributions	-	-	-	12.00	24.00	22.00	43.50	60.00	161.50
Other	-	(0.02)	(0.02)	-	(0.01)	0.02	-	(0.02)	(0.01)
Net Cash Used in Capital and Related Fin. Activities	(44.24)	(97.29)	(102.38)	(56.80)	(48.31)	(20.62)	(21.23)	(17.71)	(164.67)
<b>Cash Flows from Investing Activities</b>									
Sale of Investment Securities (*)	202.67	-	-	-	-	-	-	-	-
Purchase of Investment Securities (*)	(121.49)	-	-	-	-	-	-	-	-
Investment Income	1.93	1.03	1.70	1.54	1.05	0.94	1.00	1.11	5.64
Net Cash Provided by Investing Activities	83.11	1.03	1.70	1.54	1.05	0.94	1.00	1.11	5.64
<b>Total Change in Cash</b>	<b>52.15</b>	<b>(78.85)</b>	<b>(73.30)</b>	<b>(36.04)</b>	<b>(26.99)</b>	<b>4.99</b>	<b>7.33</b>	<b>14.06</b>	<b>(36.65)</b>
<b>Total Change in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	52.15	(78.85)	(73.30)	(36.04)	(26.99)	4.99	7.33	14.06	(36.65)
Incr./Decr.) in Invest. Securities Excl. FMV Change	(81.18)	-	-	-	-	-	-	-	-
Incr./Decr.) in FMV of Investments	(0.44)	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	(29.47)	(78.85)	(73.30)	(36.04)	(26.99)	4.99	7.33	14.06	(36.65)
<b>Total Sources and Uses of Funds (**)</b>									
Total Sources of Funds	341.23	262.37	291.54	273.46	304.97	315.52	337.68	357.44	1,589.07
Total Uses of Funds	(370.26)	(341.22)	(364.84)	(309.50)	(331.96)	(310.53)	(330.35)	(343.38)	(1,625.72)
Incr./Decr.) in FMV of Investments	(0.44)	-	-	-	-	-	-	-	-
Total Net Change in Reserves	(29.47)	(78.85)	(73.30)	(36.04)	(26.99)	4.99	7.33	14.06	(36.65)

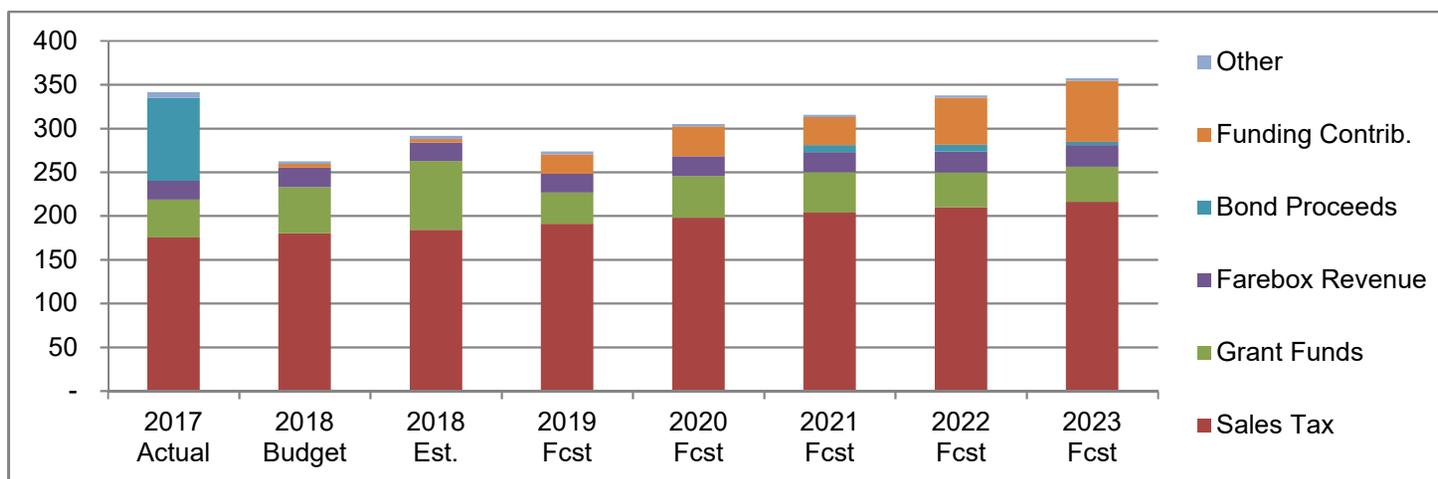
(\*) For budget and estimated/forecasted figures, assumed that purchases and sales will net to zero.

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

VIA Metropolitan Transit  
Sources of Cash  
(\$ Millions)

Sources of Cash	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
Sales Tax	175.34	180.21	184.16	191.08	197.77	203.86	209.98	216.28	1,018.97
Grant Funds	43.29	52.84	78.38	35.56	47.90	45.96	39.64	39.75	208.81
Farebox Revenue	21.40	22.09	21.12	21.57	22.53	23.11	24.01	24.86	116.08
Bond Proceeds	94.63	-	-	-	-	7.91	7.81	3.67	19.39
Funding Contrib.	-	4.30	4.30	22.00	34.00	32.00	53.50	70.00	211.50
Other	6.57	2.93	3.58	3.25	2.77	2.68	2.74	2.88	14.32
<b>Total</b>	<b>341.23</b>	<b>262.37</b>	<b>291.54</b>	<b>273.46</b>	<b>304.97</b>	<b>315.52</b>	<b>337.68</b>	<b>357.44</b>	<b>1,589.07</b>

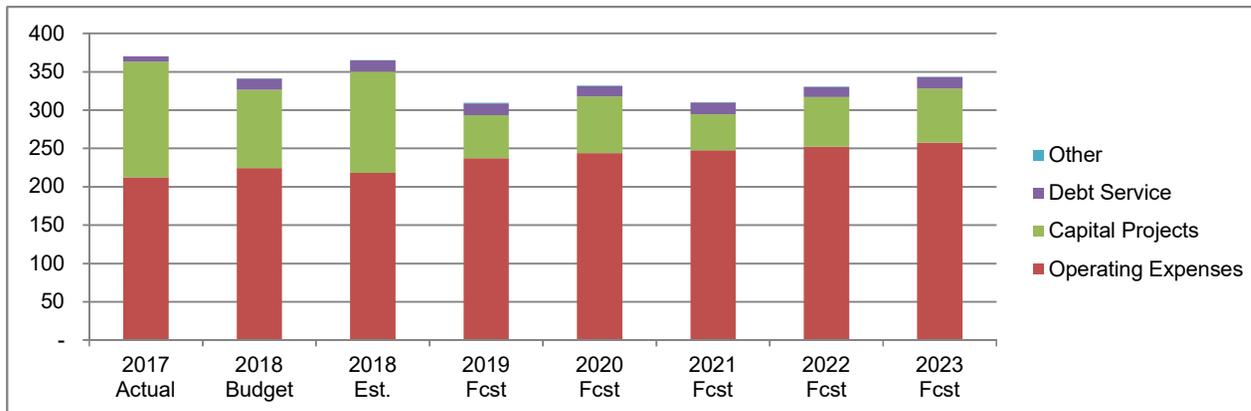
SOURCES OF CASH (\$M)



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

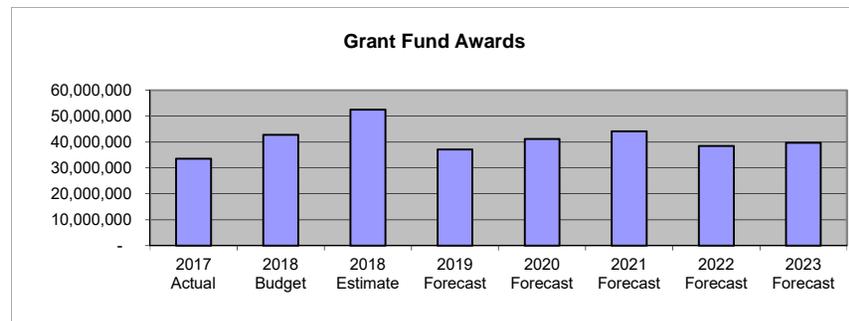
<b>Uses of Cash</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Forecast</b>					<b>Total</b>
	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
Operating Expenses	212.33	224.48	218.25	237.13	243.85	247.45	252.30	257.50	1,238.23
Capital Projects	150.62	101.95	131.80	56.01	74.06	46.99	64.56	70.52	312.14
Debt Service	7.31	14.77	14.77	15.56	13.04	15.55	13.33	15.27	72.75
Other	-	0.02	0.02	0.80	1.01	0.54	0.16	0.09	2.60
<b>Total</b>	<b>370.26</b>	<b>341.22</b>	<b>364.84</b>	<b>309.50</b>	<b>331.96</b>	<b>310.53</b>	<b>330.35</b>	<b>343.38</b>	<b>1,625.72</b>
<b>Net Reserves Change</b>									
Total Sources of Funds	341.23	262.37	291.54	273.46	304.97	315.52	337.68	357.44	1,589.07
Total Uses of Funds	(370.26)	(341.22)	(364.84)	(309.50)	(331.96)	(310.53)	(330.35)	(343.38)	(1,625.72)
Incr./(Decr.) in FMV of Invest.	(0.44)	-	-	-	-	-	-	-	-
<b>Total (Reserves Change)</b>	<b>(29.47)</b>	<b>(78.85)</b>	<b>(73.30)</b>	<b>(36.04)</b>	<b>(26.99)</b>	<b>4.99</b>	<b>7.33</b>	<b>14.06</b>	<b>(36.65)</b>
<b>Total Uses &amp; Res. Change</b>	<b>340.79</b>	<b>262.37</b>	<b>291.54</b>	<b>273.46</b>	<b>304.97</b>	<b>315.52</b>	<b>337.68</b>	<b>357.44</b>	<b>1,589.07</b>
Total Change in Cash	(8.59)	(78.85)	(73.30)	(36.04)	(26.99)	4.99	7.33	14.06	(36.65)
Total Change in Cash, Cash Equivalents, & Investments	(29.47)	(78.85)	(73.30)	(36.04)	(26.99)	4.99	7.33	14.06	(36.65)

USES OF CASH (\$M)



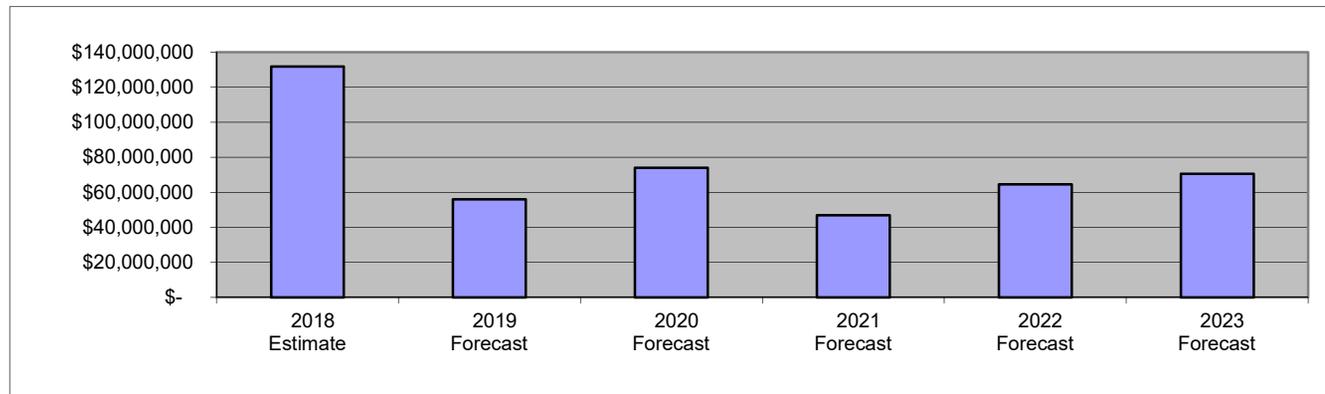
VIA Metropolitan Transit  
Grant Fund Awards  
(\$)

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
<b>Capital Project Grant Fund Awards</b>									
Section 5307/5340 Used for Capital Projects	\$ 1,632,962	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Small Starts	-	-	-	-	-	-	-	-	-
Section 5339A, Bus & Bus Facilities - Formula	3,063,409	3,090,000	4,240,660	4,280,000	4,320,000	4,360,000	4,400,000	4,440,000	21,800,000
Section 5339B, Bus & Bus Facilities - Discretionary	-	-	-	-	-	6,000,000	-	-	6,000,000
EPA Grant	-	1,077,300	1,077,300	-	-	-	-	-	-
TCEQ Grant Funds	-	5,000,000	5,000,000	-	-	-	-	-	-
No-Low Grant Funds	-	-	-	-	3,750,000	-	-	-	3,750,000
STPMM Funds	-	250,000	8,000,000	-	-	-	-	-	-
<b>Total Capital Grant Funds</b>	<b>4,696,371</b>	<b>9,417,300</b>	<b>18,317,960</b>	<b>4,280,000</b>	<b>8,070,000</b>	<b>10,360,000</b>	<b>4,400,000</b>	<b>4,440,000</b>	<b>31,550,000</b>
<b>Other Grant Funds (Operating)</b>									
Section 5307/5340 Used for Operating (Excl. JARC)	27,000,000	31,635,600	32,420,200	30,929,600	31,238,900	31,551,300	31,866,800	32,185,500	157,772,100
Job Access Reverse Commute (JARC)	1,081,300	1,092,100	1,092,100	-	-	-	-	-	-
MPO STPMM/UPWP (Used for Expense)	-	10,000	10,000	1,210,000	1,210,000	1,610,000	1,610,000	2,410,000	8,050,000
K-9 Program (Used for Expense)	164,896	151,500	151,500	151,500	151,500	151,500	151,500	151,500	757,500
Section 5310 - Elderly and Disabled (& 5317)	554,486	500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Disaster Relief	-	-	-	-	-	-	-	-	-
<b>Total Other Grant Funds</b>	<b>28,800,682</b>	<b>33,389,200</b>	<b>34,173,800</b>	<b>32,791,100</b>	<b>33,100,400</b>	<b>33,812,800</b>	<b>34,128,300</b>	<b>35,247,000</b>	<b>169,079,600</b>
<b>TOTAL</b>	<b>33,497,053</b>	<b>42,806,500</b>	<b>52,491,760</b>	<b>37,071,100</b>	<b>41,170,400</b>	<b>44,172,800</b>	<b>38,528,300</b>	<b>39,687,000</b>	<b>200,629,600</b>
Section 5307 UZA Pass-Through Funds	202,237	376,800	437,037	570,315	576,018	581,778	587,596	593,472	2,909,179
Section 5310 UZA Pass-Through Funds	1,351,596	909,000	909,000	918,090	927,271	936,544	945,909	955,368	4,683,182



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

Description	Estimated	Forecast					Total
	2018	2019	2020	2021	2022	2023	
<b>Capital Spending Totals</b>							
Revenue Vehicles	\$ 77,423,716	\$ -	\$ 8,400,000	\$ 7,749,980	\$ 7,650,000	\$ 8,037,708	\$ 31,837,688
Service Vehicles	1,944,000	673,000	377,000	364,000	452,000	-	1,866,000
Passenger Amenities	36,089,237	25,922,751	18,077,378	4,769,000	682,500	665,000	50,116,629
Operational Facilities	4,047,654	5,030,000	13,203,000	9,123,000	9,623,000	200,000	37,179,000
Administrative Facilities	331,000	740,000	800,000	-	-	-	1,540,000
Maintenance Tools & Equipment	215,000	950,000	2,882,000	150,000	400,000	50,000	4,432,000
Replacement Components for Rev Vehicles	1,410,000	1,419,165	1,971,110	957,902	890,000	890,000	6,128,177
Rapid Transit Project	-	12,000,000	24,000,000	22,000,000	43,500,000	60,000,000	161,500,000
Computer Hardware/Software	7,617,455	6,987,218	3,848,403	1,872,000	1,360,000	675,000	14,742,621
Miscellaneous	2,725,306	2,286,000	500,000	-	-	-	2,786,000
<b>Total</b>	<b>\$ 131,803,368</b>	<b>\$ 56,008,134</b>	<b>\$ 74,058,891</b>	<b>\$ 46,985,882</b>	<b>\$ 64,557,500</b>	<b>\$ 70,517,708</b>	<b>\$ 312,128,115</b>

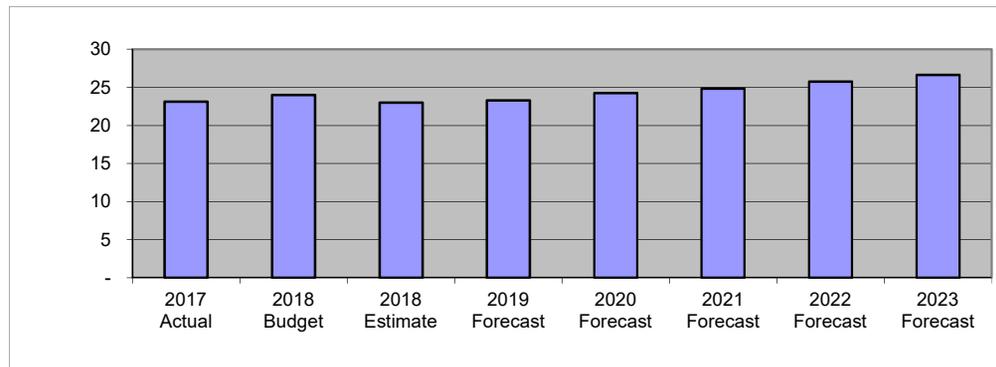


**VIA Metropolitan Transit  
Operating Revenue  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
Line - MTA	\$ 15.42	\$ 15.91	\$ 15.40	\$ 16.50	\$ 16.33	\$ 16.75	\$ 17.34	\$ 17.94	\$ 84.86
Line - ATD	3.56	3.72	3.41	2.79	3.80	3.90	4.05	4.22	18.76
Special Events	0.22	0.32	0.27	0.20	0.22	0.23	0.25	0.26	1.16
Charter	-	-	-	-	-	-	-	-	-
Subtotal Bus Revenue	19.20	19.95	19.08	19.49	20.35	20.88	21.64	22.42	104.78
VIATrans	2.03	2.11	2.04	2.08	2.18	2.23	2.37	2.44	11.30
Mobility on Demand	-	0.03	-	-	-	-	-	-	-
Bus Advertising	0.94	0.95	0.95	0.95	0.95	0.95	0.95	0.95	4.75
Other	0.94	0.95	0.93	0.76	0.77	0.79	0.79	0.82	3.93
<b>Total Operating Revenues</b>	<b>\$ 23.11</b>	<b>\$ 23.99</b>	<b>\$ 23.00</b>	<b>\$ 23.28</b>	<b>\$ 24.25</b>	<b>\$ 24.85</b>	<b>\$ 25.75</b>	<b>\$ 26.63</b>	<b>\$ 124.76</b>

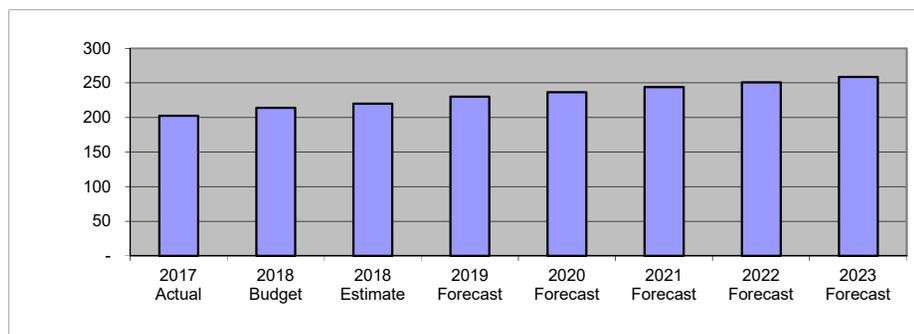
Line Passengers	36,493,890	37,926,875	36,010,700	36,923,650	36,334,200	36,507,672	35,971,822	36,509,462	182,246,806
Line Revenue Per Passenger	\$ 0.52	\$ 0.52	\$ 0.52	\$ 0.52	\$ 0.55	\$ 0.57	\$ 0.59	\$ 0.61	\$ 0.57

Note: Fare increases are included in 2020 and 2022.



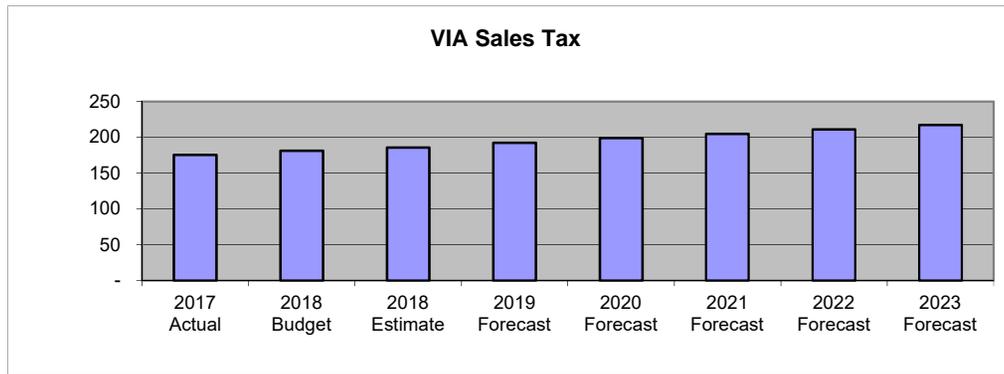
**VIA Metropolitan Transit  
Non-Operating Revenue/(Expense)  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
Sales Tax - MTA	\$ 143.05	\$ 147.86	\$ 151.33	\$ 156.63	\$ 162.11	\$ 166.97	\$ 171.98	\$ 177.14	\$ 834.83
Sales Tax - ATD VIA	32.41	33.42	34.35	35.55	36.80	37.90	39.04	40.21	189.50
Sales Tax - ATD CoSA, Bxr Co. - In	32.41	33.42	34.35	35.55	36.80	37.90	39.04	40.21	189.50
Sales Tax - ATD CoSA, Bxr Co.- Out	(32.41)	(33.42)	(34.35)	(35.55)	(36.80)	(37.90)	(39.04)	(40.21)	(189.50)
Investment Income - MTA	1.58	0.95	1.55	1.49	0.86	0.74	0.78	0.86	4.73
Investment Income - ATD	0.22	0.07	0.15	0.06	0.19	0.20	0.22	0.25	0.92
Change in FMV of Investments	(0.44)	-	-	-	-	-	-	-	-
Bond Interest and Issuance Expense	(5.62)	(5.86)	(5.86)	(5.58)	(5.32)	(5.16)	(4.93)	(4.76)	(25.75)
Grants - Operating Expense Reimb.	27.00	31.64	32.42	30.93	31.24	31.55	31.87	32.19	157.78
Grants - Operating Assistance	-	-	-	-	-	-	-	-	-
CoSA Funding Contribution	-	4.30	4.30	10.00	10.00	10.00	10.00	10.00	50.00
MyLink Program	-	-	-	(0.80)	(1.00)	(0.40)	-	-	(2.20)
Job Access Reverse Commute	1.08	1.09	1.09	-	-	-	-	-	-
Grants - MPO UPWP	-	0.01	0.01	1.21	1.21	1.61	1.61	2.41	8.05
Grants - K-9 Program	0.17	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.75
Grants - Section 5310	0.55	0.50	0.50	0.50	0.50	0.50	0.50	0.50	2.50
Grants - New Freedom	-	-	-	-	-	-	-	-	-
Grants - Disaster Relief	0.23	-	-	-	-	-	-	-	-
Section 5307/40 UZA - In	0.20	0.38	0.44	0.57	0.58	0.58	0.59	0.59	2.91
Section 5307/40 UZA - Out	(0.20)	(0.38)	(0.44)	(0.57)	(0.58)	(0.58)	(0.59)	(0.59)	(2.91)
Section 5310/New Freedom UZA - In	1.36	0.91	0.91	0.92	0.93	0.94	0.95	0.96	0.97
Section 5310/New Freedom UZA - Out	(1.25)	(0.91)	(0.91)	(0.92)	(0.93)	(0.94)	(0.95)	(0.96)	(0.97)
Gain/Loss on Sales of Assets	2.63	-	-	-	-	-	-	-	-
Other	(0.04)	-	-	-	(0.01)	(0.01)	(0.01)	(0.01)	(0.04)
<b>Total Non-Op. Rev/(Exp)</b>	<b>\$ 202.93</b>	<b>\$ 214.13</b>	<b>\$ 219.99</b>	<b>\$ 230.14</b>	<b>\$ 236.73</b>	<b>\$ 244.05</b>	<b>\$ 251.21</b>	<b>\$ 258.94</b>	<b>\$ 1,221.07</b>



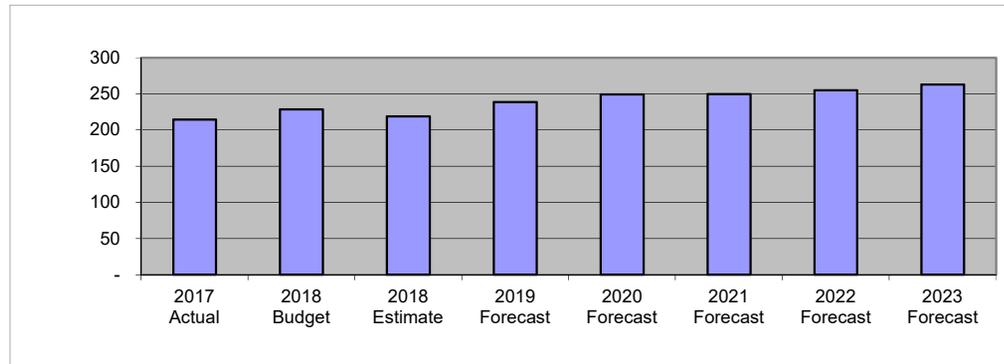
**VIA Metropolitan Transit  
Sales Tax Revenue  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
MTA Sales Tax	\$ 143.05	\$ 147.86	\$ 151.33	\$ 156.63	\$ 162.11	\$ 166.97	\$ 171.98	\$ 177.14	\$ 834.83
% Growth	9.30%	3.36%	5.79%	3.50%	3.50%	3.00%	3.00%	3.00%	3.20%
ATD-VIA Sales Tax	\$ 32.41	\$ 33.42	\$ 34.35	\$ 35.55	\$ 36.80	\$ 37.90	\$ 39.04	\$ 40.21	\$ 189.50
% Growth	9.72%	3.12%	5.99%	3.50%	3.50%	3.00%	3.00%	3.00%	3.20%
Total Sales Tax	\$ 175.46	\$ 181.28	\$ 185.68	\$ 192.18	\$ 198.91	\$ 204.87	\$ 211.02	\$ 217.35	\$ 1,024.33
% Growth	9.38%	3.32%	5.82%	3.50%	3.50%	3.00%	3.00%	3.00%	3.20%



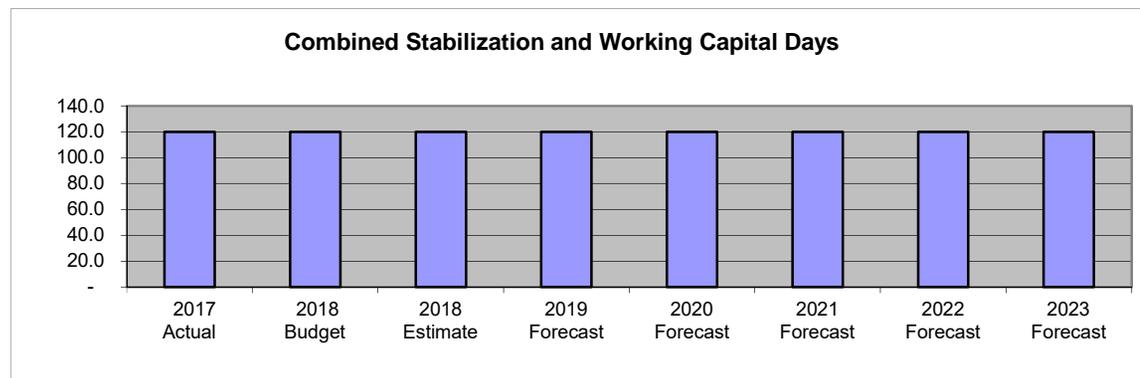
**VIA Metropolitan Transit  
Operating Expenses  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
<u>Expenses by Cost Center</u>									
Line - MTA	\$ 129.71	\$ 135.21	\$ 133.43	\$ 149.13	\$ 152.41	\$ 153.52	\$ 156.84	\$ 161.96	\$ 773.86
Line - ATD	36.04	37.47	34.73	32.48	37.82	36.49	37.34	38.64	182.77
Special Events	1.00	1.30	1.33	1.02	1.08	1.10	1.15	1.20	5.55
Disaster Relief	0.17	-	-	-	-	-	-	-	-
Charter	-	0.10	0.08	0.08	0.08	0.08	0.08	0.08	0.40
Contract	-	-	-	-	-	-	-	-	-
Subtotal Bus Expense	166.92	174.08	169.57	182.71	191.39	191.19	195.41	201.88	962.58
VIATrans	40.06	44.83	42.32	47.04	48.58	49.22	50.34	51.80	246.98
Vanpool	0.61	0.62	0.64	0.65	0.66	0.66	0.66	0.67	3.30
Business Development/Real Estate/Other	7.26	9.08	6.64	8.50	8.64	8.70	8.74	8.92	43.50
<b>Total Operating Expenses</b>	<b>214.85</b>	<b>228.61</b>	<b>219.17</b>	<b>238.90</b>	<b>249.27</b>	<b>249.77</b>	<b>255.15</b>	<b>263.27</b>	<b>1,256.36</b>



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

	Actual	Budget	Estimated	Forecast				
	2017	2018	2018	2019	2020	2021	2022	2023
<b>Actual/Forecast Balances</b>								
Stabilization Fund	\$ 37.58	\$ 39.61	\$ 39.27	\$ 39.27	\$ 40.98	\$ 41.06	\$ 41.95	\$ 43.27
Working Capital	37.58	39.61	39.27	39.27	40.98	41.06	41.95	43.27
<b>Total</b>	<b>75.16</b>	<b>79.22</b>	<b>78.54</b>	<b>78.54</b>	<b>81.96</b>	<b>82.12</b>	<b>83.90</b>	<b>86.54</b>
<b>Change from Prior Year</b>	3.16	5.92	3.38	-	3.42	0.16	1.78	2.64
<b>Days Cash Based on Upcoming Year Expenses</b>								
Stabilization	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
Working Capital	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
<b>Total</b>	<b>120.0</b>							
<b>Balance at 60 Days Expense</b>								
Stabilization	\$ 37.58	\$ 39.61	\$ 39.27	\$ 39.27	\$ 40.98	\$ 41.06	\$ 41.95	\$ 43.27
Working Capital	37.58	39.61	39.27	39.27	40.98	41.06	41.95	43.27
<b>Total</b>	<b>75.16</b>	<b>79.22</b>	<b>78.54</b>	<b>78.54</b>	<b>81.96</b>	<b>82.12</b>	<b>83.90</b>	<b>86.54</b>
Act./Fcst Balance Variance vs. 60 Days Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**VIA Metropolitan Transit  
Service Hours and Passengers**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
<b>Hours</b>									
<b>Bus</b>									
Line - MTA	1,381,105	1,448,318	1,460,924	1,589,248	1,548,023	1,528,573	1,525,766	1,525,513	7,717,123
Line - ATD	366,628	390,416	372,231	329,282	378,063	374,182	374,990	377,143	1,833,660
Disaster Relief	1,797	-	-	-	-	-	-	-	-
Special Events	7,067	10,671	9,088	7,166	7,309	7,456	7,605	7,757	37,293
Charter	1,179	1,488	1,286	1,036	1,057	1,078	1,100	1,122	5,393
Subtotal	1,757,776	1,850,893	1,843,529	1,926,732	1,934,452	1,911,289	1,909,461	1,911,535	9,593,469
<b>Van</b>									
Directly Provided	288,551	284,441	288,197	290,852	293,761	296,698	299,665	302,662	1,483,638
Purchased	347,887	366,336	348,249	349,571	353,066	356,597	360,163	363,765	1,783,162
Will Call Taxi	5,164	5,797	4,609	4,539	4,539	4,539	4,539	4,539	22,695
Taxi Subsidy	15,183	13,377	15,709	15,587	15,587	15,587	15,587	15,587	77,935
Taxi ADA	-	-	2,873	3,737	3,737	3,737	3,737	3,737	18,685
Subtotal	656,785	669,951	659,637	664,286	670,690	677,158	683,691	690,290	3,386,115
Mobility on Demand	-	4,638	-	23,619	35,997	58,103	59,276	59,868	236,863
<b>Total</b>	<b>2,414,561</b>	<b>2,525,482</b>	<b>2,503,166</b>	<b>2,614,637</b>	<b>2,641,139</b>	<b>2,646,550</b>	<b>2,652,428</b>	<b>2,661,693</b>	<b>13,216,447</b>
<b>Passengers</b>									
<b>Bus</b>									
Line - MTA	28,320,277	29,411,126	28,151,946	30,411,843	28,175,701	28,407,362	27,965,007	28,346,872	143,306,785
Line - ATD	8,173,613	8,515,749	7,858,754	6,511,807	8,158,499	8,100,310	8,006,815	8,162,590	38,940,021
Disaster Relief	-	-	-	-	-	-	-	-	-
Special Events	112,904	163,444	140,060	104,579	106,659	108,816	110,983	113,188	544,225
Charter	-	-	-	-	-	-	-	-	-
Subtotal	36,606,794	38,090,319	36,150,760	37,028,229	36,440,859	36,616,488	36,082,805	36,622,650	182,791,031
<b>Van</b>									
Directly Provided	535,285	534,886	532,130	538,770	544,157	549,599	555,095	560,646	2,748,267
Purchased	563,113	607,510	550,754	572,356	578,079	583,860	589,699	595,596	2,919,590
Will Call Taxi	15,579	17,640	12,860	12,664	12,664	12,664	12,664	12,664	63,320
Taxi Subsidy	86,855	77,050	77,600	77,000	77,000	77,000	77,000	77,000	385,000
Taxi ADA	-	-	4,053	5,271	5,271	5,271	5,271	5,271	26,355
Subtotal	1,200,832	1,237,086	1,177,397	1,206,061	1,217,171	1,228,394	1,239,729	1,251,177	6,142,532
Mobility on Demand	-	41,373	-	157,450	239,931	387,346	391,219	395,132	1,571,078
<b>Total</b>	<b>37,807,626</b>	<b>39,368,778</b>	<b>37,328,157</b>	<b>38,391,740</b>	<b>37,897,961</b>	<b>38,232,228</b>	<b>37,713,753</b>	<b>38,268,959</b>	<b>190,504,641</b>

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

**PUBLIC BOND ISSUANCES**

<b>Description</b>	<b>Issuing Entity</b>	<b>Bond Term (Years)</b>	<b>Net Proceeds (\$M)</b>	<b>Use of Funds</b>
2013 Farebox Revenue Bonds	MTA	25	32.90	SmartMove and misc. other items
2014 Sales Tax Bonds	ATD	25	31.69	SmartMove and misc. other items
2017 Contractual Obligation Bonds	MTA	12	94.63	Revenue vehicles: buses
2021 Contractual Obligation Bonds	MTA	7	7.75	Revenue vehicles: vans
2022 Contractual Obligation Bonds	MTA	7	7.65	Revenue vehicles: vans
2023 Contractual Obligation Bonds	MTA	12	3.60	Revenue vehicles: buses
Total			178.22	

**DEBT SERVICE**

<b>Description</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
2012 Contractual Obligation Bonds	0.49	0.49	-	-	-	-
2013 Farebox Revenue Bonds	2.81	2.81	2.82	2.81	2.82	2.81
2014 ATD Sales Tax Bonds	2.37	2.37	2.37	2.37	2.37	2.37
2017 Contractual Obligation Bonds - Buses	9.10	9.89	7.86	10.36	6.87	7.56
2021 Contractual Obligation Bonds - Vans					1.27	1.27
2022 Contractual Obligation Bonds - Vans						1.25
2023 Contractual Obligation Bonds - Buses						-
Rounding to Tie to Schedule 14			(0.01)	0.01		0.01
Total	14.77	15.56	13.04	15.55	13.33	15.27

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

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

Description	2018	2019	2020	2021	2022	2023
<b><u>Debt Service Coverage Ratio (Per VIA Policy)</u></b>						
MTA Farebox Revenue - Bus	15.67	16.70	16.55	16.98	17.59	18.20
MTA Farebox Revenue - VIAtrans	2.04	2.08	2.18	2.23	2.37	2.44
ATD Farebox Revenue	3.41	2.79	3.80	3.90	4.05	4.22
MTA Operating Expenses	(182.65)	(204.00)	(205.37)	(210.30)	(214.30)	(218.19)
ATD Operating Expenses	(35.61)	(33.13)	(38.48)	(37.15)	(38.00)	(39.31)
MTA Sales Tax	150.11	155.73	161.18	166.15	171.13	176.27
ATD Sales Tax	34.05	35.35	36.59	37.71	38.85	40.01
Section 5307/5340 - Operating	32.42	30.93	31.24	31.55	31.87	32.19
UPWP Expense Grant \$	0.01	1.21	1.21	1.61	1.61	2.41
JARC	1.09	-	-	-	-	-
Section 5310 / New Freedom	0.50	0.50	0.50	0.50	0.50	0.50
Bus Advertising	0.95	0.95	0.95	0.95	0.95	0.95
CoSA Contributions	4.30	10.00	10.00	10.00	10.00	10.00
Miscellaneous Operating Revenue	0.93	0.76	0.77	0.79	0.79	0.82
VIA Investment Income	1.70	1.54	1.05	0.94	1.00	1.11
Total Net Revenues	28.92	20.61	21.17	25.46	28.41	31.62
Debt Service - MTA	12.40	13.19	10.67	13.18	10.96	12.90
Debt Service - ATD	2.37	2.37	2.37	2.37	2.37	2.37
Total Debt Service	14.77	15.56	13.04	15.55	13.33	15.27
Debt Service Coverage Ratio (Net Rev./Debt Srvc)	1.96	1.32	1.62	1.64	2.13	2.07
<b><u>Debt Service as % of Operating Expenses</u></b>						
Debt Service	14.77	15.56	13.04	15.55	13.33	15.27
Operating Expenses (Cash)	218.26	237.13	243.85	247.44	252.31	257.50
Debt Service as % of Operating Expenses	6.8%	6.6%	5.3%	6.3%	5.3%	5.9%
<b><u>Capital Reserve</u></b>						
<b>VIA</b>						
Beginning Balance	6.07	17.06	5.32	(4.04)	0.82	6.31
Change	10.99	(11.74)	(9.36)	4.86	5.49	11.26
Ending Balance	17.06	5.32	(4.04)	0.82	6.31	17.57

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



# Advanced Transportation District Five-Year Financial Plan (2019-2023)

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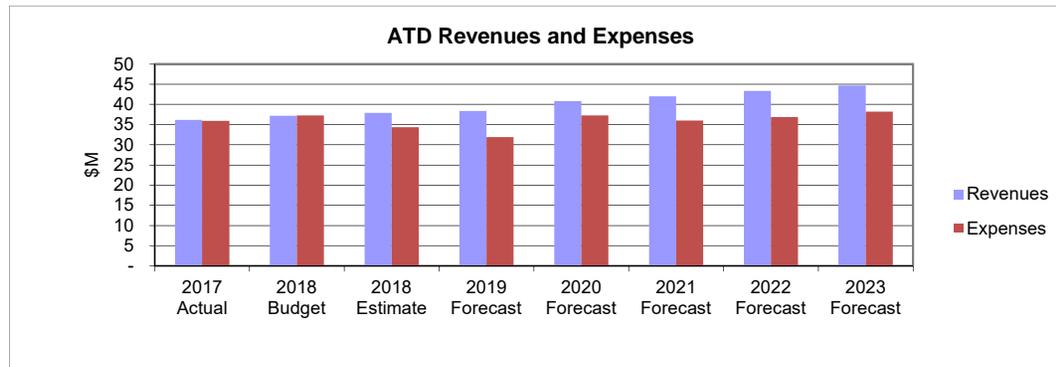
**Advanced Transportation District  
Five-Year Financial Plan Schedules**

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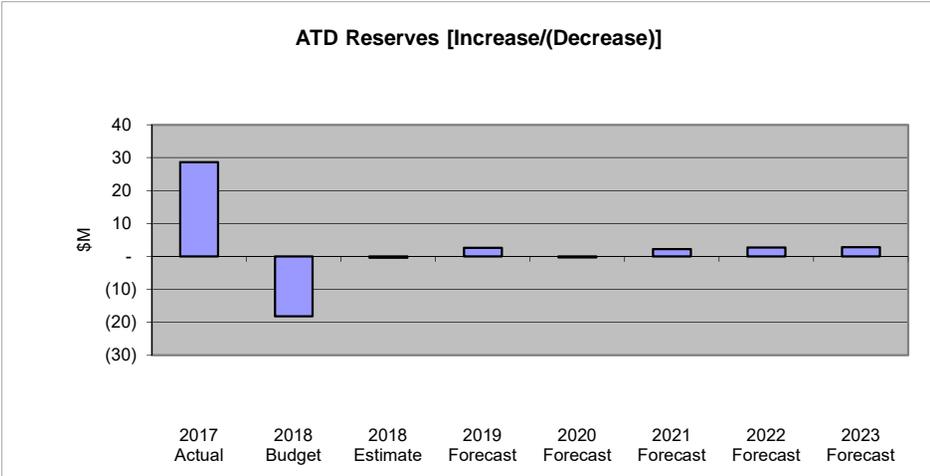
**Advanced Transportation District  
Income Statement Summary  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
<b><u>Income Statement Summary</u></b>									
Operating Revenue	\$ 3.56	\$ 3.72	\$ 3.41	\$ 2.79	\$ 3.80	\$ 3.90	\$ 4.05	\$ 4.22	\$ 18.76
Operating Expense	37.22	38.56	35.60	33.13	38.48	37.15	38.00	39.31	186.07
Non-Operating Revenue/(Expense):									
Net Revenue	32.63	33.51	34.50	35.61	36.99	38.10	39.26	40.46	190.42
Bond Interest & Issuance Expense	(1.32)	(1.29)	(1.28)	(1.24)	(1.21)	(1.16)	(1.11)	(1.08)	(5.80)
MyLink Program	-	-	-	-	-	-	-	-	-
Total NonOp. Revenue/(Expense)	31.31	32.22	33.22	34.37	35.78	36.94	38.15	39.38	184.62
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	<b>(2.35)</b>	<b>(2.62)</b>	<b>1.03</b>	<b>4.03</b>	<b>1.10</b>	<b>3.69</b>	<b>4.20</b>	<b>4.29</b>	<b>17.31</b>
<b><u>Revenue and Expense Summary</u></b>									
Total Revenues	36.19	37.23	37.91	38.40	40.79	42.00	43.31	44.68	209.18
Total Expenses	38.54	39.85	36.88	34.37	39.69	38.31	39.11	40.39	191.87
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	<b>(2.35)</b>	<b>(2.62)</b>	<b>1.03</b>	<b>4.03</b>	<b>1.10</b>	<b>3.69</b>	<b>4.20</b>	<b>4.29</b>	<b>17.31</b>



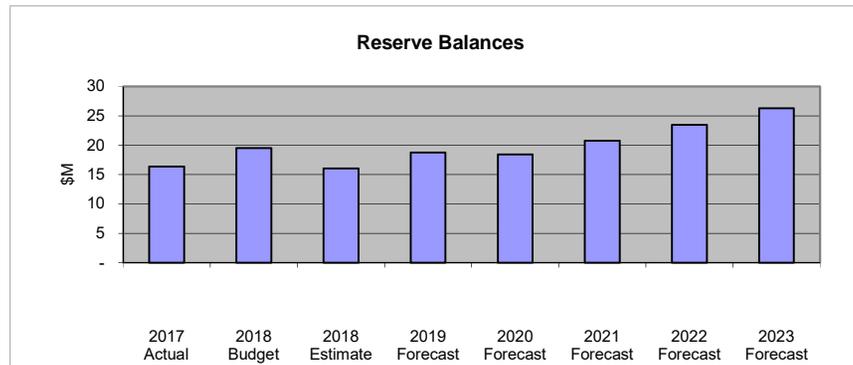
**Advanced Transportation District  
Cash and Reserves Summary  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
<b>Cash [Source/(Use)]</b>									
Operating Activities	\$ (34.73)	\$ (34.84)	\$ (32.19)	\$ (30.34)	\$ (34.68)	\$ (33.25)	\$ (33.95)	\$ (35.09)	\$ (167.31)
Non-Capital Financing Activities	32.35	33.22	34.05	35.35	36.59	37.71	38.85	40.01	188.51
Capital and Related Financing Activities	(27.28)	(2.37)	(2.37)	(2.37)	(2.38)	(2.37)	(2.37)	(2.37)	(11.86)
Investing Activities	22.25	0.08	0.15	0.05	0.19	0.20	0.22	0.25	0.91
Total Change in Cash	(7.41)	(3.91)	(0.36)	2.69	(0.28)	2.29	2.75	2.80	10.25
<b>Total Changes in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	(7.41)	(3.91)	(0.36)	2.69	(0.28)	2.29	2.75	2.80	10.25
Incr./(Decr.) in Invest. Securities Excl. FMV Change	(22.05)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	-	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	(29.46)	(3.91)	(0.36)	2.69	(0.28)	2.29	2.75	2.80	10.25



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

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
<b><u>Reserves (Increase/(Decrease))</u></b>									
Fleet Replacement Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BRT Reserve	-	-	-	-	-	-	-	-	-
Bexar County / TxDOT Fund	-	-	-	-	-	-	-	-	-
Bond Construction Account	(24.81)	-	-	-	-	-	-	-	-
Debt Service Fund	-	-	(0.40)	-	-	-	-	-	-
Capital Account	(8.25)	(6.33)	(0.41)	2.35	(2.25)	2.54	2.29	2.18	7.11
Working Capital	(2.09)	1.21	1.34	-	0.88	(0.22)	0.14	0.21	1.01
Stabilization Fund	0.14	1.21	(0.89)	-	0.88	(0.22)	0.14	0.21	1.01
Local Match Reserve	-	-	-	-	-	-	-	-	-
Sales Taxes	5.55	-	-	0.34	0.21	0.19	0.18	0.20	1.12
Other	-	-	-	0.01	-	-	(0.01)	-	-
<b>Total</b>	<b>(29.46)</b>	<b>(3.91)</b>	<b>(0.36)</b>	<b>2.70</b>	<b>(0.28)</b>	<b>2.29</b>	<b>2.74</b>	<b>2.80</b>	<b>10.25</b>
<b><u>Reserve Ending Balances</u></b>									
Fleet Replacement Reserve	-	-	-	-	-	-	-	-	-
BRT Reserve	-	-	-	-	-	-	-	-	-
Bexar County / TxDOT Fund	-	-	-	-	-	-	-	-	-
Bond Construction Account	-	-	-	-	-	-	-	-	-
Debt Service Fund	0.40	-	-	-	-	-	-	-	-
Capital Account	-	4.41	(0.41)	1.94	(0.31)	2.23	4.52	6.70	
Working Capital	4.11	7.55	5.45	5.45	6.33	6.11	6.25	6.46	
Stabilization Fund	6.34	7.55	5.45	5.45	6.33	6.11	6.25	6.46	
Local Match Reserve	-	-	-	-	-	-	-	-	-
Sales Taxes	5.55	-	5.55	5.89	6.10	6.29	6.47	6.67	
Other	(0.01)	(0.01)	(0.01)	-	-	-	(0.01)	(0.01)	
<b>Total</b>	<b>16.39</b>	<b>19.50</b>	<b>16.03</b>	<b>18.73</b>	<b>18.45</b>	<b>20.74</b>	<b>23.48</b>	<b>26.28</b>	
Reserves Change	(29.46)	(3.91)	(0.36)	2.70	(0.28)	2.29	2.74	2.80	



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

	Actual	Budget	Fcst	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
<b>Cash Flows from Operating Activities</b>									
Farebox Revenue	\$ 3.56	\$ 3.72	\$ 3.41	\$ 2.79	\$ 3.80	\$ 3.90	\$ 4.05	\$ 4.22	\$ 18.76
Other Operating Revenue	-	-	-	-	-	-	-	-	-
Operating Expenses	(38.29)	(38.56)	(35.60)	(33.13)	(38.48)	(37.15)	(38.00)	(39.31)	(186.07)
Net Cash Used in Operating Activities	(34.73)	(34.84)	(32.19)	(30.34)	(34.68)	(33.25)	(33.95)	(35.09)	(167.31)
<b>Cash Flows from Non-Capital Financing Activities</b>									
Sales Taxes	64.70	66.44	68.10	70.70	73.18	75.42	77.70	80.02	377.02
Sales Tax Pymnts to CoSA, TxDOT, Bxr Co.	(32.35)	(33.22)	(34.05)	(35.35)	(36.59)	(37.71)	(38.85)	(40.01)	(188.51)
Capital Grant Funds Used for Operating Exp. Reimb.	-	-	-	-	-	-	-	-	-
Grants - JARC	-	-	-	-	-	-	-	-	-
Grants - MPO UPWP: Operating Expenses	-	-	-	-	-	-	-	-	-
Grants - New Freedom	-	-	-	-	-	-	-	-	-
Carryover Grant Funds Used for Op. Assistance	-	-	-	-	-	-	-	-	-
Interfund Cash Transfers	-	-	-	-	-	-	-	-	-
Net Cash Provided by Noncapital Fin. Activities	32.35	33.22	34.05	35.35	36.59	37.71	38.85	40.01	188.51
<b>Cash Flows from Capital and Related Fin. Activities</b>									
Capital Grant Funds	-	-	-	-	-	-	-	-	-
Carryover Grant Funds	-	-	-	-	-	-	-	-	-
Purchase of Capital Assets	(24.91)	-	-	-	-	-	-	-	-
Sale of Capital Assets	-	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-	-	-
Costs of Debt Issuance	-	-	-	-	-	-	-	-	-
Debt Service	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(11.85)
Other	-	-	-	-	(0.01)	-	-	-	(0.01)
Net Cash Used in Capital and Related Fin. Activities	(27.28)	(2.37)	(2.37)	(2.37)	(2.38)	(2.37)	(2.37)	(2.37)	(11.86)
<b>Cash Flows from Investing Activities</b>									
Sale of Investment Securities (*)	55.58	-	-	-	-	-	-	-	-
Purchase of Investment Securities (*)	(33.53)	-	-	-	-	-	-	-	-
Investment Income	0.20	0.08	0.15	0.05	0.19	0.20	0.22	0.25	0.91
Net Cash Provided by Investing Activities	22.25	0.08	0.15	0.05	0.19	0.20	0.22	0.25	0.91
<b>Total Change in Cash</b>	<b>(7.41)</b>	<b>(3.91)</b>	<b>(0.36)</b>	<b>2.69</b>	<b>(0.28)</b>	<b>2.29</b>	<b>2.75</b>	<b>2.80</b>	<b>10.25</b>
<b>Total Change in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	(7.41)	(3.91)	(0.36)	2.69	(0.28)	2.29	2.75	2.80	10.25
Incr./(Decr.) in Invest. Securities Excl. FMV Change	(22.05)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	-	-	-	-	-	-	-	-	-
Total Change (= Net Change in Reserves)	(29.46)	(3.91)	(0.36)	2.69	(0.28)	2.29	2.75	2.80	10.25
<b>Total Sources and Uses of Funds (**)</b>									
Total Sources of Funds	68.46	70.24	71.66	73.54	77.17	79.52	81.97	84.49	396.69
Total Uses of Funds	(97.92)	(74.15)	(72.02)	(70.85)	(77.45)	(77.23)	(79.22)	(81.69)	(386.44)
Incr./(Decr.) in FMV of Investments / Other	-	-	-	-	-	-	-	-	-
Total Net Change in Reserves	(29.46)	(3.91)	(0.36)	2.69	(0.28)	2.29	2.75	2.80	10.25

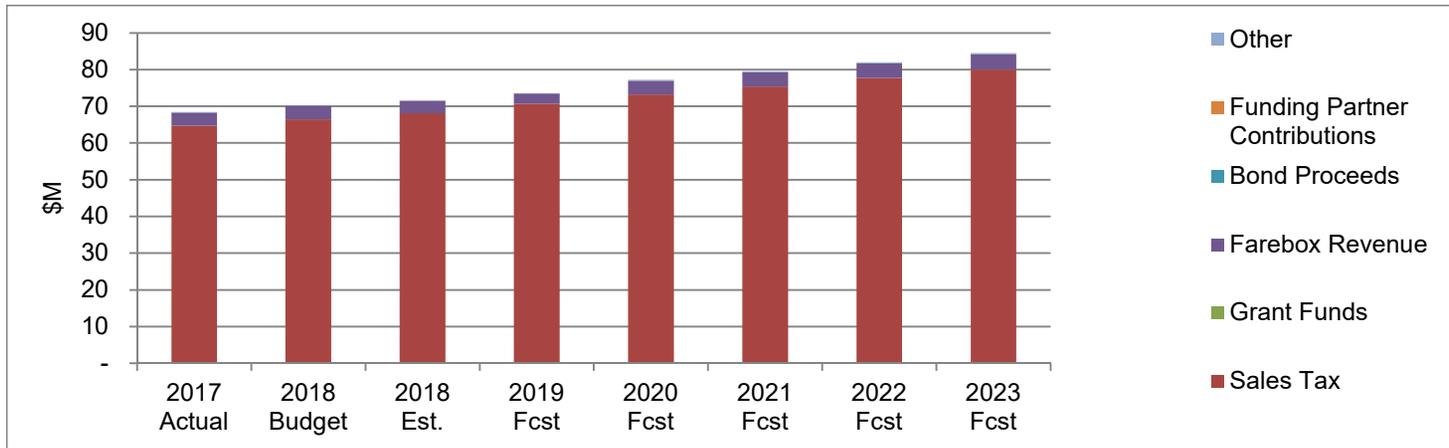
(\*) For budget and estimated/forecasted figures, assumed that purchases and sales will net to zero.

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

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

<b>Sources of Cash</b>	<b>Actual</b>	<b>Budget</b>	<b>Fcst</b>	<b>Forecast</b>					<b>Total</b>
	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
Sales Tax	64.70	66.44	68.10	70.70	73.18	75.42	77.70	80.02	377.02
Grant Funds	-	-	-	-	-	-	-	-	-
Farebox Revenue	3.56	3.72	3.41	2.79	3.80	3.90	4.05	4.22	18.76
Bond Proceeds	-	-	-	-	-	-	-	-	-
Funding Partner Contributions	-	-	-	-	-	-	-	-	-
Other	0.20	0.08	0.15	0.05	0.19	0.20	0.22	0.25	0.91
<b>Total</b>	<b>68.46</b>	<b>70.24</b>	<b>71.66</b>	<b>73.54</b>	<b>77.17</b>	<b>79.52</b>	<b>81.97</b>	<b>84.49</b>	<b>396.69</b>

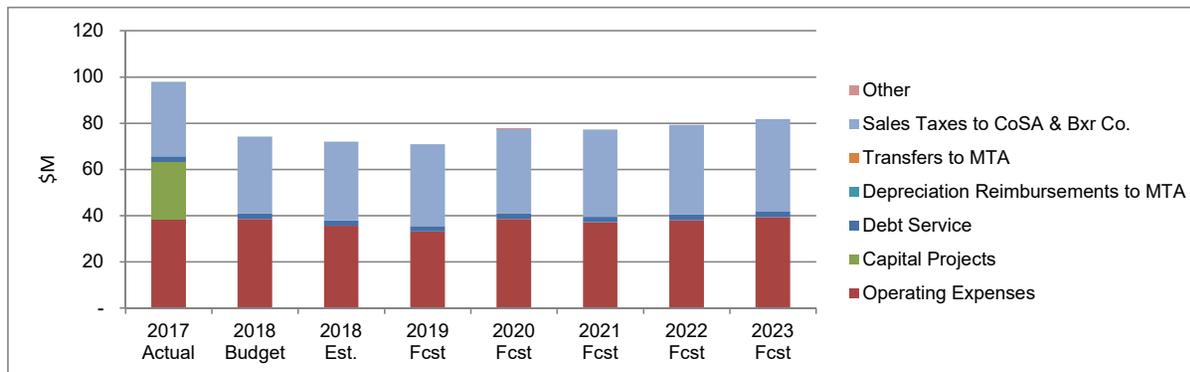
SOURCES OF CASH (\$M)



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

<b>Uses of Cash</b>	<b>Actual</b>	<b>Budget</b>	<b>Fcst</b>	<b>Forecast</b>					<b>Total</b>
	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
Operating Expenses	38.29	38.56	35.60	33.13	38.48	37.15	38.00	39.31	186.07
Capital Projects	24.91	-	-	-	-	-	-	-	-
Debt Service	2.37	2.37	2.37	2.37	2.37	2.37	2.37	2.37	11.85
Depreciation Reimbursements to MTA	-	-	-	-	-	-	-	-	-
Transfers to MTA	-	-	-	-	-	-	-	-	-
Sales Taxes to CoSA & Bxr Co.	32.35	33.22	34.05	35.35	36.59	37.71	38.85	40.01	188.51
Other	-	-	-	-	0.01	-	-	-	0.01
<b>Total</b>	<b>97.92</b>	<b>74.15</b>	<b>72.02</b>	<b>70.85</b>	<b>77.45</b>	<b>77.23</b>	<b>79.22</b>	<b>81.69</b>	<b>386.44</b>
<b>Net Reserves Change</b>									
Total Sources of Funds	68.46	70.24	71.66	73.54	77.17	79.52	81.97	84.49	396.69
Total Uses of Funds	(97.92)	(74.15)	(72.02)	(70.85)	(77.45)	(77.23)	(79.22)	(81.69)	(386.44)
Incr./((Decr.) in FMV of Invest.	-	-	-	-	-	-	-	-	-
<b>Total (Reserves Change)</b>	<b>(29.46)</b>	<b>(3.91)</b>	<b>(0.36)</b>	<b>2.69</b>	<b>(0.28)</b>	<b>2.29</b>	<b>2.75</b>	<b>2.80</b>	<b>10.25</b>
<b>Total Uses &amp; Reserves Change</b>									
	<b>68.46</b>	<b>70.24</b>	<b>71.66</b>	<b>73.54</b>	<b>77.17</b>	<b>79.52</b>	<b>81.97</b>	<b>84.49</b>	<b>396.69</b>
Total Change in Cash	3.44	(3.91)	(0.36)	2.69	(0.28)	2.29	2.75	2.80	10.25
Total Change in Cash, Cash Equivalents, & Investments	(29.46)	(3.91)	(0.36)	2.69	(0.28)	2.29	2.75	2.80	10.25

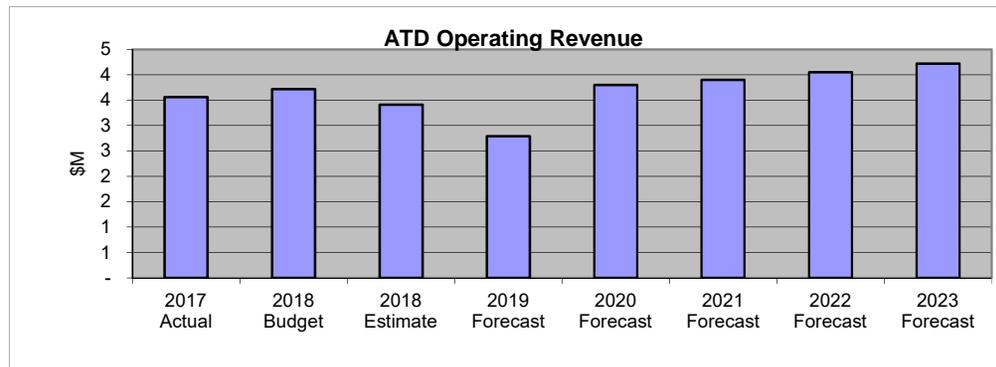
USES OF CASH (\$M)



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

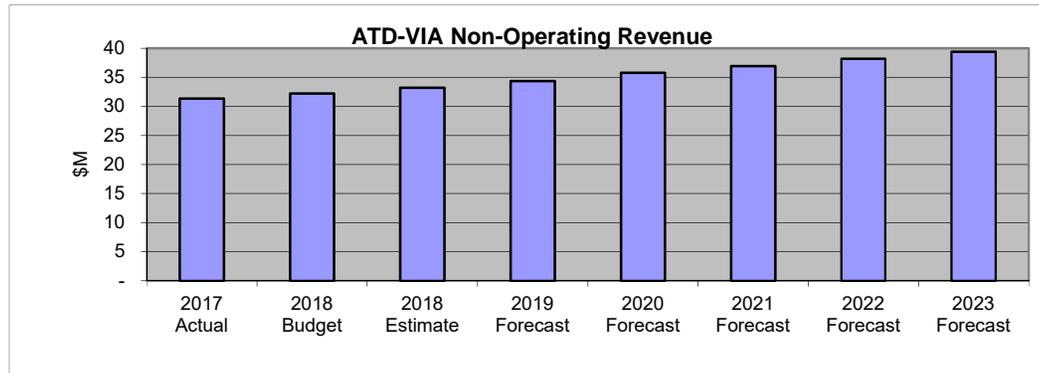
	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
Line - ATD	\$ 3.56	\$ 3.72	\$ 3.41	\$ 2.79	\$ 3.80	\$ 3.90	\$ 4.05	\$ 4.22	\$ 18.76
Subtotal Bus Revenue	3.56	3.72	3.41	2.79	3.80	3.90	4.05	4.22	18.76
<b>Total Operating Revenues</b>	<b>\$ 3.56</b>	<b>\$ 3.72</b>	<b>\$ 3.41</b>	<b>\$ 2.79</b>	<b>\$ 3.80</b>	<b>\$ 3.90</b>	<b>\$ 4.05</b>	<b>\$ 4.22</b>	<b>\$ 18.76</b>
Line Passengers	8,173,613	8,515,749	7,858,754	6,511,807	8,158,499	8,100,310	8,006,815	8,162,590	38,940,021
Line Revenue Per Passenger	\$ 0.44	\$ 0.44	\$ 0.43	\$ 0.43	\$ 0.47	\$ 0.48	\$ 0.51	\$ 0.52	\$ 0.48

Note: Fare increases are included in 2020 and 2022.



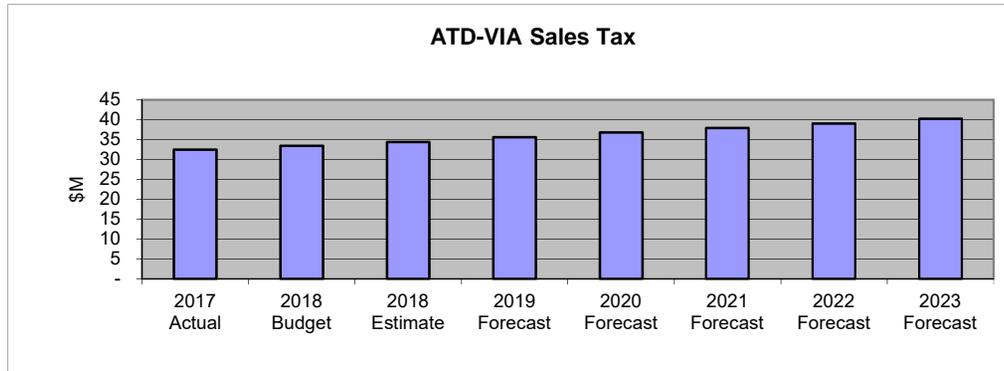
**Advanced Transportation District  
Non-Operating Revenue/(Expense)  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
Sales Tax - ATD	\$ 64.83	\$ 66.84	\$ 68.70	\$ 71.10	\$ 73.60	\$ 75.80	\$ 78.08	\$ 80.42	\$ 379.00
Sales Tax to CoSA and Bexar Co.	(32.41)	(33.42)	(34.35)	(35.55)	(36.80)	(37.90)	(39.04)	(40.21)	(189.50)
Investment Income	0.22	0.08	0.15	0.05	0.19	0.20	0.22	0.25	0.91
Bond Interest and Issuance Expense	(1.32)	(1.29)	(1.28)	(1.24)	(1.21)	(1.16)	(1.11)	(1.08)	(5.80)
Other	(0.01)	0.01	-	0.01	-	-	-	-	0.01
<b>Total Non-Op. Rev/(Exp)</b>	<b>\$ 31.31</b>	<b>\$ 32.22</b>	<b>\$ 33.22</b>	<b>\$ 34.37</b>	<b>\$ 35.78</b>	<b>\$ 36.94</b>	<b>\$ 38.15</b>	<b>\$ 39.38</b>	<b>\$ 184.62</b>



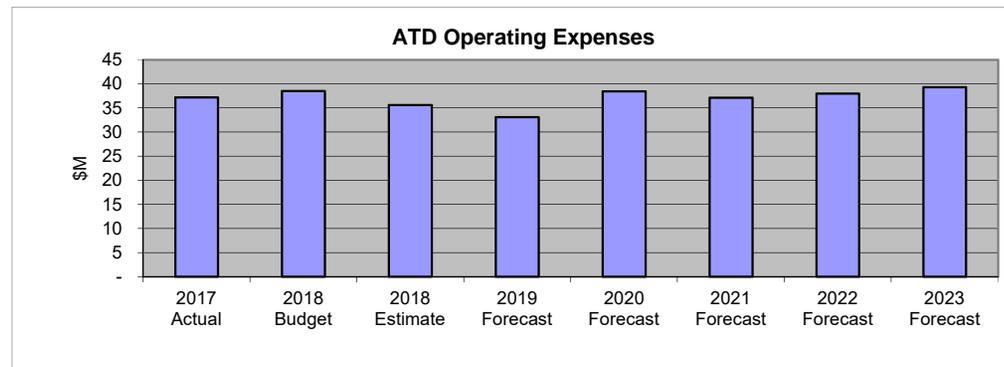
**Advanced Transportation District  
Sales Tax Revenue  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
Sales Tax - ATD	\$ 64.83	\$ 66.84	\$ 68.70	\$ 71.10	\$ 73.60	\$ 75.80	\$ 78.08	\$ 80.42	\$ 379.00
Sales Tax to CoSA & Bexar County	(32.41)	(33.42)	(34.35)	(35.55)	(36.80)	(37.90)	(39.04)	(40.21)	(189.50)
Sales Tax - ATD-VIA	\$ 32.42	\$ 33.42	\$ 34.35	\$ 35.55	\$ 36.80	\$ 37.90	\$ 39.04	\$ 40.21	\$ 189.50
% Growth	3.62%	3.10%	5.97%	3.50%	3.50%	3.00%	3.00%	3.00%	3.20%



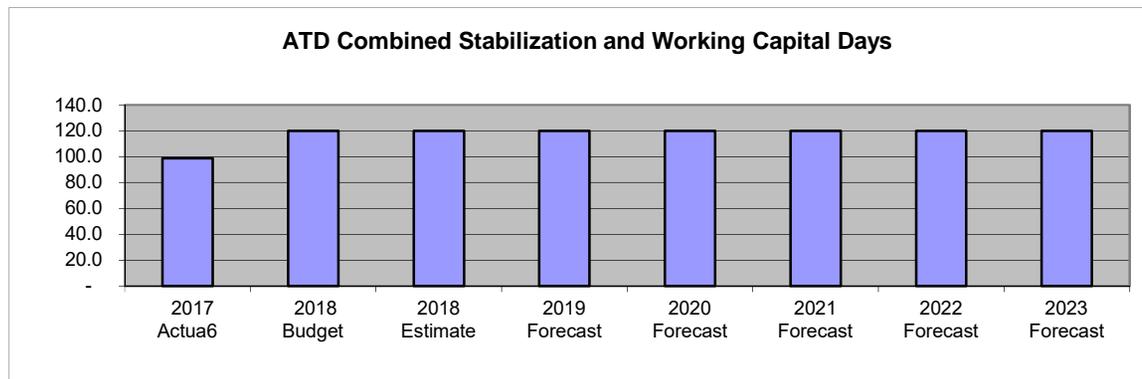
**Advanced Transportation District  
Operating Expenses  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2017	2018	2018	2019	2020	2021	2022	2023	
<u>Expenses by Cost Center</u>									
Line - ATD	36.04	37.47	34.73	32.48	37.82	36.49	37.34	38.64	182.77
Subtotal Bus Expense	36.04	37.47	34.73	32.48	37.82	36.49	37.34	38.64	182.77
Vanpool	0.61	0.62	0.64	0.65	0.66	0.66	0.66	0.67	3.30
Business Development/Real Estate/Other	0.57	0.47	0.23	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>37.22</b>	<b>38.56</b>	<b>35.60</b>	<b>33.13</b>	<b>38.48</b>	<b>37.15</b>	<b>38.00</b>	<b>39.31</b>	<b>\$ 186.07</b>



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

	Actual	Budget	Estimated	Forecast				
	2017	2018	2018	2019	2020	2021	2022	2023
<b>Actual/Forecast Balances</b>								
Stabilization Fund	\$ 6.34	\$ 6.33	\$ 5.45	\$ 5.45	\$ 6.33	\$ 6.11	\$ 6.25	\$ 6.46
Working Capital	4.11	6.33	5.45	5.45	6.33	6.11	6.25	6.46
<b>Total</b>	<b>10.45</b>	<b>12.66</b>	<b>10.90</b>	<b>10.90</b>	<b>12.66</b>	<b>12.22</b>	<b>12.50</b>	<b>12.92</b>
<b>Change from Prior Year</b>	<b>(1.95)</b>	<b>2.21</b>	<b>0.45</b>	<b>-</b>	<b>1.76</b>	<b>(0.44)</b>	<b>0.28</b>	<b>0.42</b>
<b>Days Cash Based on Upcoming Year Expenses</b>								
Stabilization	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
Working Capital	38.9	60.0	60.0	60.0	60.0	60.0	60.0	60.0
<b>Total</b>	<b>98.9</b>	<b>120.0</b>	<b>120.0</b>	<b>120.0</b>	<b>120.0</b>	<b>120.0</b>	<b>120.0</b>	<b>120.0</b>
<b>Balance at 60 Days Expense</b>								
Stabilization	\$ 6.34	\$ 6.33	\$ 5.45	\$ 5.45	\$ 6.33	\$ 6.11	\$ 6.25	\$ 6.46
Working Capital	6.34	6.33	5.45	5.45	6.33	6.11	6.25	6.46
<b>Total</b>	<b>12.68</b>	<b>12.66</b>	<b>10.90</b>	<b>10.90</b>	<b>12.66</b>	<b>12.22</b>	<b>12.50</b>	<b>12.92</b>
Act./Fcst Balance Variance vs. 60 Days Expense	\$ (2.23)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Difference Made up w/ MTA Being Over	\$ 2.23							



**Advanced Transportation District  
Service Hours and Passengers**

	<b>Actual 2017</b>	<b>Budget 2018</b>	<b>Estimated 2018</b>	<b>Forecast</b>					<b>Total</b>
				<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
<b><u>Hours</u></b>									
Line - ATD	366,628	390,416	372,231	329,282	378,063	374,182	374,990	377,143	1,833,660
Total	366,628	390,416	372,231	329,282	378,063	374,182	374,990	377,143	1,833,660
<b><u>Passengers</u></b>									
Line - ATD	8,173,613	8,515,749	7,858,754	6,511,807	8,158,499	8,100,310	8,006,815	8,162,590	38,940,021
Total	8,173,613	8,515,749	7,858,754	6,511,807	8,158,499	8,100,310	8,006,815	8,162,590	38,940,021

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# Five-Year Capital Plan

# Five-Year Capital Plan



# FIVE-YEAR CAPITAL PLAN (FISCAL YEARS 2019-2023)

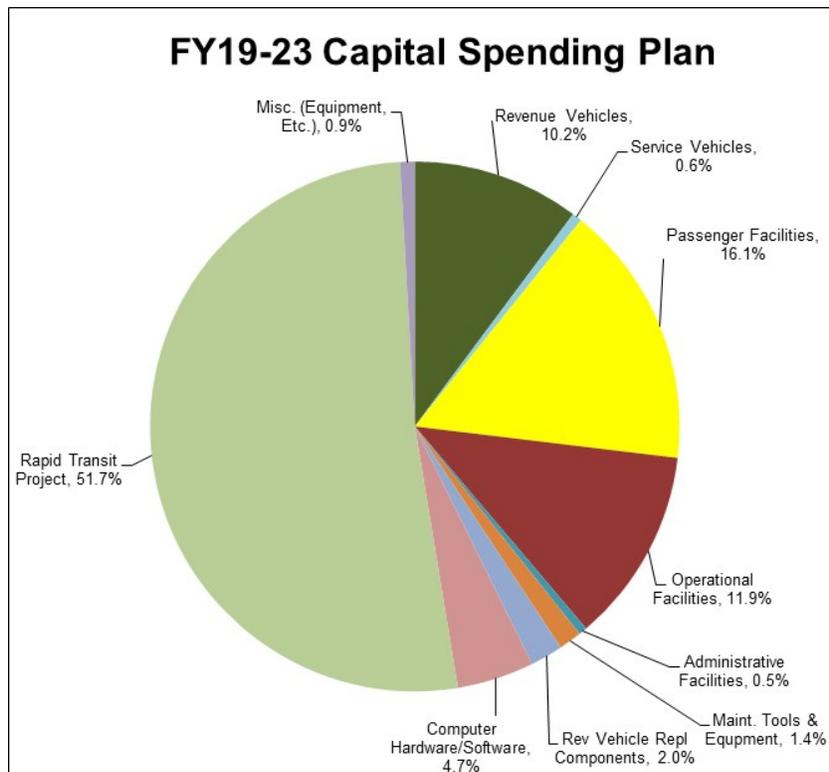
## OVERVIEW AND BACKGROUND INFORMATION

### Capital Plan Summary

VIA has a capital spending plan of \$312M for FY19-23 that includes a variety of important transportation projects that will benefit the community. Programmed spending by year is the following (in \$M):

<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>Total</u>
56.0	74.0	47.0	64.6	70.5	312.1

The largest project in the five-year capital plan is a rapid transit project for which funding has not yet been identified, although this project is consistent with VIA’s Vision 2040 plan. This project accounts for \$161.5M (51.7%) of the \$312.1M of FY19-23 spending. All other projects have identified funding sources. Passenger facilities account for 16.1% of planned capital spending for FY19-23, as VIA has a variety of transit and transfer centers, park & rides, bus shelters and other passenger amenities planned for this time frame. Descriptions and details of these projects were provided in the “Progress on Key Projects Underway” section at the beginning of this book. Operational facilities account for 11.9% of planned spending, with a new paratransit facility being the largest project (accounting for 71% of the category spending total). Revenue vehicles account for 10.2% of planned spending, as VIA plans to purchase 8 electric buses, 14 fullsize CNG-powered buses, and 122 paratransit vans).



Remaining capital spending accounts for 10.1% of capital spending. This spending is for computer hardware and software, service vehicles, revenue vehicles replacement parts, maintenance tools & equipment, administrative facilities, and miscellaneous equipment and other projects.

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

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

Separate sections are then included for the FY19 Capital Spending Plan, and the Five-Year Capital Spending Plan. In addition, included at the back of this document are the following documents: Capital Spending Plan, showing detailed listing of projects; Capital Spending Plan Comparison by Project Category; Capital Spending Plan Comparison by Project; Transportation Improvement Program, including spending and funding figures by year; and Program of Projects, which includes summary information on each project.

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## **Capital Planning Process**

VIA's development of the Five-Year Capital Plan (for 2019-2023) was driven by VIA's Vision 2040 plan. Vision 2040 reflects a 2016 update to the Long-Range Comprehensive Transportation Plan (LRCTP) that was adopted by VIA's Board in July 2011. The Five-Year Capital Plan addresses priorities in the first five years of the Vision 2040 plan.

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

Developing an updated capital plan for VIA was accomplished through a process that began in April 2018 with a request for Division vice-presidents to submit a list of their capital spending needs. Projects were then reviewed by executive/senior management to develop the final list. Projects were evaluated based on project merit and priority, and any ongoing operating costs associated with the projects were also taken into consideration and included in operating expense projections as appropriate. Fiscal Management compiled the capital projects list, reviewed projects to make sure that submitted projects met VIA's capitalization policy, and updated the agency's financing plan.

VIA staff has kept the Board of Trustees updated on the progress on key capital projects such as bus purchases and various passenger facilities. The updated Five-Year Capital Plan was presented to the Board for review in August and September 2018 and was adopted in September 2018. The listing of projects included in the capital plan is used to update the Transportation Improvement Program (TIP). The TIP is a program of projects that is approved by the local Metropolitan Planning Organization. After approval by the MPO, the TIP is then submitted for inclusion in the State Transportation Improvement Program (STIP). When VIA files the annual federal grant application, the projects must be included in the STIP in order to receive federal funding. This process ensures that coordination with other governmental entities occurs and provides a mechanism for community review and input into the overall capital plan for the local area.

## Capital Project Funding

VIA usually funds the capital projects with a combination of federal and local funds. In VIA's 2019-2023 Capital Plan, funding sources include grants, Texas Department of Transportation contributions, bond funds, and VIA capital. The federal grant funds that VIA uses for capital projects include FTA Section 5307 "Urbanized Area Formula Program" grant funds, FTA Section 5339 apportionments, and various competitively awarded discretionary funds. For these grants, the FTA generally pays 80 percent of the total project cost and VIA matches the grant funds by paying 20 percent of the total project cost. The local match funds for any projected grant awards are included in VIA's budget, along with the federal grant funds. As soon as grants are awarded, the local funds are moved into a local share match reserve, where they remain until spent.

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## Key Capital Projects

In the Five-Year Capital Plan, VIA has a robust slate of projects that includes the purchase of 22 buses, 122 paratransit vans, many passenger facility projects, a new paratransit facility, a new Enterprise Resource Planning system, and many other projects.

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

- New park & ride facilities – Stone Oak
- New transit center – Brooks
- Projects to upgrade existing facilities/amenities or provide new service – Naco Pass, Randolph Park and Ride, Robert Thompson Transit Center, South/West Corridor (Zarzamora Primo and Military Primo), and Bus Shelters/Passenger Amenities Program

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

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## Grant Funding and the FAST Act

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

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

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

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## Impact of Capital Expenditures on Operating Budget

Capital projects can have an impact on VIA's operating costs as they are completed, and these incremental operating costs need to be identified and quantified so that they can be properly budgeted. For instance, new and upgraded transit facilities included in Passenger Facilities require staffing for ticket windows, maintenance, and security. The projected incremental operating costs for these facilities total approximately \$600K annually when they are all operational. Costs for the Stone Oak Park and Ride, which became operational in June 2018, are included in the FY19 budget.

VIA will finish implementing a new fare collection system in FY19. Incremental operating expenses have been included in the FY19 budget for that project. Incremental operating costs include: fare media (smart cards); maintenance of the ticket vending machines, point-of-sales devices and ticket office machines; and, electronic payment processing. In recent years, VIA added positions in Fiscal Management, Revenue Accounting, and Fleet & Facilities (which includes maintenance) in connection with the new fare collection system project (new fareboxes for all buses were installed in November 2013 during the first phase of the project).

Expected benefits of the system include the following:

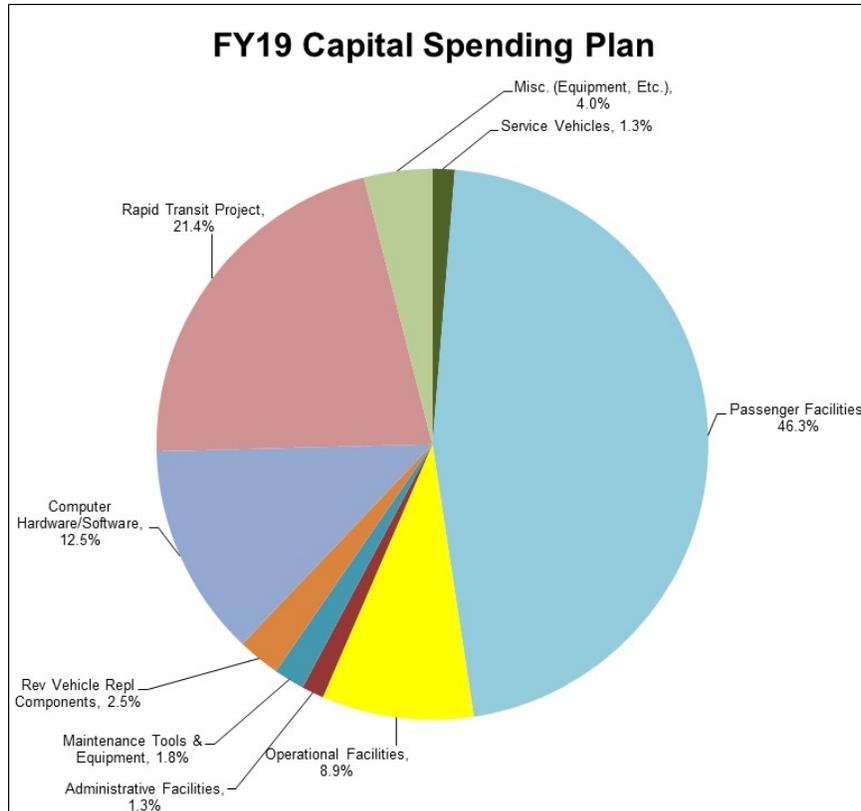
- VIA ridership will benefit from the convenience associated with using the new Smart Fare Media and mobile ticketing
- Boarding times will be reduced, due to decreased collection on buses, resulting in improved service
- Improved passenger ridership data will be available
- System will use modern equipment/technologies

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

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## FY19 CAPITAL SPENDING PLAN

Capital spending for FY19 is projected to be \$56.0M. A detailed Capital Spending Plan is included at the back of this document. Projects accounting for the largest percentage of capital spending in FY19 are the following, as shown in the graph below: Passenger Facilities (46.3%); Rapid Transit Project (21.4%); Computer Hardware/Software (12.5%); and Operational Facilities (8.9%). Other spending makes up the remainder (10.9%).



	\$M	%
Service Vehicles	0.7	1.3%
Passenger Facilities	25.9	46.3%
Operational Facilities	5.0	8.9%
Administrative Facilities	0.7	1.3%
Maintenance Tools & Equipment	1.0	1.8%
Rev Vehicle Repl Components	1.4	2.5%
Computer Hardware/Software	7.0	12.5%
Rapid Transit Project	12.0	21.4%
Misc. (Equipment, Etc.)	2.3	4.0%
<b>Total</b>	<b>56.0</b>	<b>100.0%</b>

A detailed listing of the specific projects that comprise each of the above line items appears in the Capital Spending Plan at the back of this document. FY19 capital spending accounts for 18% of the Five-Year Capital Plan total.

Budgeted Passenger Facility allocations in FY19 includes: SW High-Capacity Transit (Zarzamora Primo and Military Primo), \$4.3M; SH 151 Park& Ride, \$5.1M; Robert Thompson Transit Center, \$3.7M; Brooks Transit Center, \$3.6M; Northeast Park & Ride, \$2.7M; IH10 Park & Ride, \$2.0M; Stone Oak Park & Ride Phase II Bridge, \$950K; Randolph Park & Ride, \$860K; and, and Bus Stop Improvements, \$1.6M. Spending on remaining passenger facility projects is \$500K or less per project in FY19. These passenger facility projects will result in important transit improvements throughout the community as described in the first section of this document.

The Bus Stop Shelters/Passenger Amenities spending included in Passenger Facilities reflects the improvements to existing bus stops. VIA's Next Generation Shelter Program aims to replace aging shelters, increase the number of bus stops with shelters, provide a more uniform look to the shelter design system-wide, and improve passenger access to and comfort at bus stops. In FY18 VIA achieved the milestone of 1,000 new shelters (within a three-year period). VIA is currently working to put in place 200+ additional shelters, including solar lighting.



New NextGen Shelter

Spending on operational facilities is budgeted at \$5.0M in FY19. The largest item in that total is \$1.9M for a new paratransit facility (total project cost will be \$35M, which includes \$8M already spent for the land). The paratransit facility project will help free up space in VIA's existing bus yard. There are a variety of other operational facility projects as well, all with \$450K or less of spending per project in FY19.

The Computer Hardware/Software category totals \$7.0M of the FY19 capital budget. The largest items included in computer hardware and software spending in FY19 are \$3.4M for a new ERP system and \$1.4M for P25 radio system upgrade/replacement. Remaining spending includes a variety of items needed to provide the information technology infrastructure needed for VIA's operations (and all those projects have \$400K or less of spending per project in FY19).

The Revenue Vehicles Replacement Component category accounts for \$1.4M of FY19 capital spending. The largest projects in that total include hybrid and electric bus major components, and engines and transmissions.

Remaining spending programmed for FY19 includes: Service Vehicles (\$0.7M); Administrative Facilities (\$0.7M); Maintenance Tools & Equipment (\$1.0M); and Miscellaneous (\$2.3M). Projects in the Administrative Facilities category include security enhancements (perimeter fence), fitness center buildout, and administration building improvements. Maintenance Tools & Equipment projects include shop tools and equipment, storage cabinets, mobile bus lifts, inground brake tester, and bus washer purchases and upgrades. Projects in the Miscellaneous category include the fare collection system, joint development, and the Scobey complex.

## FIVE-YEAR CAPITAL SPENDING PLAN

Capital spending for the five-year period 2019-2023 is projected to be \$312.1M. Slightly more than half of that spending is attributable to the Rapid Transit Project for which funding has not yet been identified. Passenger Facilities, Operational Facilities, and Revenue Vehicles are the only other categories accounting for more than 10% of spending each. Computer Hardware/Software is the the next largest category, at 4.7% of planned spending. Remaining categories of spending each account for 4% or less of the total.

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

	\$M	%
Revenue Vehicles	31.8	10.2%
Service Vehicles	1.9	0.6%
Passenger Facilities	50.1	16.1%
Operational Facilities	37.2	11.9%
Administrative Facilities	1.5	0.5%
Maintenance Tools & Equipment	4.4	1.4%
Rev Vehicle Repl Components	6.2	2.0%
Computer Hardware/Software	14.7	4.7%
Rapid Transit Project	161.5	51.7%
Misc. (Equipment, Etc.)	2.8	0.9%
<b>Total</b>	<b>312.1</b>	<b>100.0%</b>

**Spending Plan Detail.** The Rapid Transit Project accounts for \$161.5 (51.7%) of VIA’s planned capital spending for FY19-23. VIA’s Vision 2040 plan includes high-capacity transit, and the Rapid Transit Project is consistent with Vision 2040. Funding has not yet been identified but was included in the Five-Year Financial Plan at an amount commensurate with the spending.

Other projects with the largest spending in the FY19-23 period include: Paratransit Facility (\$26.4M); Randolph Park & Ride (\$10.6M); Robert Thompson Transit Center (\$8.0M); SH 151 Park & Ride (\$7.4M); SW High-Capacity Transit Phase 1 (\$4.3M); Bus Stop Improvements (\$4.4M); Brooks Transit Center (\$3.6M); and P25 Radio Replacement (\$3.6M).

Passenger Facilities accounts for \$50.1M (16.1%) of total capital spending. This category consists primarily of the park & rides, transit centers and bus stop improvement projects already noted.

Operational Facilities spending accounts for \$37.2M (11.9%) of total capital spending. The largest FY19-23 spending totals for operational facilities projects are: paratransit facility (\$26.4M), campus master plan & improvements (\$2.0M); existing paint facility upgrade (\$1.7M); other & tire shop pit repair (\$1.0M); facility upgrade/renovation (\$0.7M); and general concrete and/or asphalt work (\$0.7M). All remaining projects have \$0.5M or less each in spending. The paratransit facility project will help free up space at VIA’s current bus yard which is currently filled to capacity and cannot accommodate future growth.

The revenue vehicles category accounts for \$31.8M (10.2%) of total capital spending. VIA plans to purchase 14 fullsize CNG buses and 8 electric buses within the five-year planning horizon. Additionally, 122 paratransit vans will be purchased.

The Computer Hardware and Software category accounts for \$14.7M (4.7%) of total capital spending. Projects with the largest spending amounts in FY19-23 are the P25 radio system upgrade/replacement (\$3.6M), ERP System (\$3.4M), and Network Storage/Servers/Data Center (\$1.2M).

The remaining capital spending line items each account for 4.0% or less of capital spending. The categories are Revenue Vehicles and Replacement Components (\$6.2M), Maintenance Tools and Equipment (\$4.4M), Administrative Facilities (\$1.5M), Service Vehicles (\$1.9M), and Miscellaneous (\$2.8M). The Miscellaneous spending in this year’s Five-Year Capital Plan is joint development, the fare collection system, and the Scobey Complex.

**Spending Plan Changes.** The change in spending plans can be highlighted by comparing last year’s Five-Year Capital Plan (2018-2022), approved in September 2017, to the common period in the September 2018 Five-Year Capital Plan (2019-2023), adjusted to include 2018 forecasted spending and exclude 2023 spending:

	Spending Plan <u>Sept 2018</u>	Spending Plan <u>Sept 2017</u>	<u>Difference</u>	<u>Comments</u>
<b>TOTAL FY18-22</b>				
Revenue Vehicles	101,223,696	58,012,321	43,211,375	Timing on FY17 bus buy
Service Vehicles	3,810,000	1,566,000	2,244,000	Replace older vehicles and purchase additional vehicles
Passenger Facilities	85,540,866	76,433,434	9,107,432	Timing on Stone Oak Park & Ride, \$7.0M; increases for Randolph, Stone Oak P&R Bridge (new), and SW HCT
Operational Facilities	41,026,654	40,875,000	151,654	Largest increase (\$1M) is for Campus Master Plan and Improvements
Rapid Transit Project	101,500,000	101,500,000	-	No change
Administrative Facilities	1,871,000	3,206,000	(1,335,000)	Largest decrease (\$1.1M) is for Security Enhancements -- Perimeter Fence
Maintenance Tools & Equipment	4,597,000	4,327,000	270,000	Largest increases are for warehouse storage cabinets and bus washer purchases and upgrades
Repl Components for Rev. Vehicles	6,648,177	7,382,177	(734,000)	Net impact of a variety of relatively small changes
Computer Hardware/Software	21,685,076	20,792,000	893,076	Largest increases are in Other Vehicle Hardware, Network Upgrade, and Security
Misc. (Facilities, Equipment, Other)	5,511,306	3,000,000	2,511,306	Fare Collection System is +\$2.7M, of which \$1.0M is timing -- add'l TVMs, POS devices, validators and spare parts
<b>FY18-22 Total</b>	<b>373,413,775</b>	<b>317,093,932</b>	<b>56,319,843</b>	
Adjustment for FY17 Underspending			(54,269,104)	Timing difference only; funds not spent in FY17 rolled into FY18 (\$40.7M relates to FY17 bus buy)
Remaining Variance			2,050,739	Net increase not due to timing

The above summary shows five-year totals; a Capital Project Comparison by Project Category and a Capital Spending Plan Comparison by Project are included at the back of this document, and both documents provide yearly totals. Note that as shown in the above summary, there is a \$56.3M increase in capital spending, of which \$42.2M is timing on bus buys (total revenue vehicle difference is \$43.2M). Additional timing differences account for another \$12.1M (underspending in FY17 that hit FY18 instead), reducing the true (non-timing) difference to only a \$2.0M increase. This result was driven mainly by an increase in Fare Collection System spending, as additional ticket vending machines, point-of-sales devices, validators, spare parts, and consulting services were purchased.

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

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

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

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

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

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

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

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

Details of funding sources for the capital plan are shown at the bottom of the TIP summary. Funding for FY19-23 is coming from TxDOT grant funds (\$50.4M), other grant funds (\$33.4M), Rapid Transit funding yet to be identified (\$161.5M), bonds (\$19.0M), and VIA cash/reserves, \$47.8M. The bonds are programmed to be issued for the purchase of paratransit vans in FY21 and FY22, and for buses in FY23.

TxDOT grant funds are the largest grant funding line item, at \$50.4M. Other grant funds include: FTA Section 5339, Bus and Bus Facilities formula and discretionary grants (including “No-Low” grant funds from the FTA for no/low-emissions vehicles); and miscellaneous carryover grant funds (grant funds already awarded but not yet used). In the upcoming five years, VIA plans to use all 5307/40 funds for operating expense reimbursements – none of those funds will be used for capital projects. Section 5307/5340 funds are referred to as federal “Formula Funds”, and are driven by apportionment formulas that take into account factors such as population, population density, revenue vehicle miles, and passenger miles / operating cost.

There is a Program of Projects schedule for FY19 included at the back of this document that is used to support the TIP submission. This schedule provides information on each project, including project category, project number, title, MPO project number, sponsor, dollar amount, description, and funding.

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**VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY19-23) and  
FY18 Forecast (\$)**

Proposed Spending Plan - September 2018

Category	Owner	Proj No	2018	2019	2020	2021	2022	2023	Total 2019-2023
<u>Revenue Vehicles</u>									
Paratransit Vehicles - 15	Carl Woodby	171100	1,594,128	-	-	-	-	-	-
BRT Buses - was 8 now 18	Carl Woodby	181100	9,617,706	-	-	-	-	-	-
Fullsize (40') Buses - 270	Carl Woodby	161100	43,183,954	-	-	-	-	-	-
Fullsize (40') Buses - 44; 14	Carl Woodby	191100	23,027,928	-	-	-	-	8,037,708	8,037,708
Electric Buses - 8	Carl Woodby	181102	-	-	8,400,000	-	-	-	8,400,000
Paratransit Vehicles - 62; 60	Carl Woodby	211101	-	-	-	7,749,980	7,650,000	-	15,399,980
Paratransit Vehicles	Carl Woodby	221100	-	-	-	-	-	-	-
Total Revenue Vehicles			77,423,716	-	8,400,000	7,749,980	7,650,000	8,037,708	31,837,688
<u>Service Vehicles</u>									
<b>Non-Revenue Support Vehicles</b>	Carl Woodby	181201	1,819,000	638,000	377,000	324,000	452,000	-	1,791,000
Cars	Carl Woodby	161200	-	-	-	-	-	-	-
Trucks	Carl Woodby	161201	-	-	-	-	-	-	-
Supervisory Vehicles	Carl Woodby	161202	-	-	-	-	-	-	-
Other Misc Serv Vehicles	Carl Woodby	181200	-	-	-	-	-	-	-
<b>Non-Revenue Support Equipment</b>	Carl Woodby	181202	125,000	35,000	-	40,000	-	-	75,000
Total Service Vehicles			1,944,000	673,000	377,000	364,000	452,000	-	1,866,000
<u>Passenger Facilities</u>									
Centro Plaza	Scott, Darren	161300	880,000	-	-	-	-	-	-
Robert Thompson Transit Center	Scott Bishop	161301	685,330	3,700,000	4,332,000	-	-	-	8,032,000
Brooks Transit Center	Scott Bishop	161302	5,419,100	3,560,882	-	-	-	-	3,560,882
Stone Oak Park & Ride	Scott Bishop	161303	9,202,434	-	-	-	-	-	-
<b>Stone Oak Park &amp; Ride Phase II Bridge</b>	Scott Bishop	181305	50,000	950,000	1,000,000	-	-	-	1,950,000
IH10 Park & Ride	Scott Bishop	161304	75,000	2,025,000	1,213,378	-	-	-	3,238,378
SH 151 Park & Ride	Scott Bishop	161305	65,000	5,125,000	2,225,000	-	-	-	7,350,000
Northeast Park & Ride	Scott Bishop	161306	100,000	2,729,000	-	-	-	-	2,729,000
5 Points	Abigail Rodriguez	161307	18,173	-	-	-	-	-	-
Naco Pass	Scott Bishop	161308	65,000	195,912	2,140,000	-	-	-	2,335,912
SW High-Capacity Transit Phase 1	Scott Bishop	161309	14,646,955	4,268,857	-	-	-	-	4,268,857
Bus Stop Improvements	Abigail Rodriguez	161310	1,191,555	970,000	518,000	360,000	287,000	350,000	2,485,000
Bus Stop Impr. Funded w/ TxDOT Funds	Abigail Rodriguez	161311	1,065,600	423,100	444,000	219,000	120,500	40,000	1,246,600
Bus Stop Impr. Suburban Cities	Abigail Rodriguez	161312	595,300	250,000	150,000	150,000	75,000	75,000	700,000
Randolph Park & Ride	Scott Bishop	161400	770,247	860,000	5,905,000	3,840,000	-	-	10,605,000
Passenger Facility Upgrade/Renovation	Darren Shimek	161403	218,336	150,000	150,000	200,000	200,000	200,000	900,000

**VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY19-23) and  
FY18 Forecast (\$)**

**Proposed Spending Plan - September 2018**

Category	Owner	Proj No	2018	2019	2020	2021	2022	2023	Total 2019-2023
VIA Signage Upgrade	Tom Carrasco	161404	600,000	-	-	-	-	-	-
Ingram Refurbish	Abigail Rodriguez	161406	118,613	-	-	-	-	-	-
Crossroads Refurbish	Abigail Rodriguez	161408	50,421	-	-	-	-	-	-
University Refurbish	Abigail Rodriguez	161410	7,173	-	-	-	-	-	-
Frank Madla Canopy Replacement	Darren Shimek	181301	65,000	-	-	-	-	-	-
Northstar Refurbish	Darren Shimek	201302	100,000	-	-	-	-	-	-
Crossroads Refurbish	Darren Shimek	181302	-	150,000	-	-	-	-	150,000
5 Points Intersection Reconstruction	Tom Carrasco	191300	-	500,000	-	-	-	-	500,000
AMTRAK Bldg. Renovations	Darren Shimek	181303	-	65,000	-	-	-	-	65,000
Ellis Alley Enclave Renovation	Darren Shimek	181304	100,000	-	-	-	-	-	-
<b>Total Passenger Facilities</b>			<b>36,089,237</b>	<b>25,922,751</b>	<b>18,077,378</b>	<b>4,769,000</b>	<b>682,500</b>	<b>665,000</b>	<b>50,116,629</b>
<b>Operational Facilities</b>									
Facility Upgrade/Renovation	Darren, Tom	161600	391,857	150,000	150,000	200,000	200,000	-	700,000
Switch/Breaker/Transf/Gear Eval. & Update	Darren Shimek	171600	350,000	-	-	-	-	-	-
Repairs - Vehicle Repair Pits	Tom Carrasco	161604	75,000	300,000	-	-	-	-	300,000
Existing Paint Facility Upgrade	Tom Carrasco	171602	-	200,000	1,525,000	-	-	-	1,725,000
Paint Maint Bldg. Ceiling	Darren Shimek	161605	-	-	500,000	-	-	-	500,000
Paint Shop Mechanical Yard Ventilation	Darren Shimek	161606	-	-	-	-	-	-	-
Bus Garage Air Compressor Replacement	Darren Shimek	191605	-	150,000	-	-	-	-	150,000
CDC Police Station Renovation	Tom Carrasco	181610	45,000	200,000	-	-	-	-	200,000
Transguide Backup Generator	Tom Carrasco	181611	70,000	-	-	-	-	-	-
Garage Floor Repair & Coating	Darren Shimek	171603	-	-	500,000	-	-	-	500,000
Purchase Rosenberg Building	Tom Carrasco	171604	-	-	-	-	-	-	-
VMF-ERU Condensate Capture and Storage	Darren Shimek	171605	-	-	100,000	-	-	-	100,000
Replace Automated Fuel Control System	Sam Marra	161608	269,327	-	-	-	-	-	-
Install Natural Gas Compressor Facility	Sam Marra	161609	306,953	-	-	-	-	-	-
General Concrete and/or Asphalt Work	Tom Carrasco	161610	150,000	300,000	100,000	100,000	100,000	100,000	700,000
Bus Yard Lighting Upgrade	Sam Marra	161611	30,355	-	-	-	-	-	-
Madla Training Center Upgrades	Tom Carrasco	171609	-	100,000	180,000	-	-	-	280,000
Madla Training Center Add Restrooms (SGR)	Tom Carrasco	161612	-	-	-	-	-	-	-
VMC Parking Lot Resurface	Tom Carrasco	161613	-	-	-	-	-	-	-
VMC Office Remodel	Darren Shimek	161614	8,162	-	150,000	-	-	-	150,000
Paratransit Facility	Scott Bishop	161615	166,000	1,855,000	8,193,000	8,193,000	8,193,000	-	26,434,000
Office Furniture	Darren Shimek	161616	70,000	100,000	100,000	100,000	100,000	100,000	500,000
Propane Infrastructure Upgrades	Sam Marra	171612	350,000	-	-	-	-	-	-
Campus Master Plan & Improvements	Tom Carrasco	171613	-	250,000	1,200,000	500,000	-	-	1,950,000

**VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY19-23) and  
FY18 Forecast (\$)**

Proposed Spending Plan - September 2018

Category	Owner	Proj No	2018	2019	2020	2021	2022	2023	Total 2019-2023
Replace Diesel/Gasoline/Fresh Oil/Waste USTs	Darren Shimek	161618	1,500,000	-	-	-	-	-	-
Rework HU Yard Sump/Separator System	Tom Carrasco	181601	-	200,000	-	-	-	-	200,000
Other & Tire Shop Pit Repair	Tom Carrasco	161620	-	-	-	-	1,000,000	-	1,000,000
Replace VMC Roof	Darren Shimek	191600	-	-	475,000	-	-	-	475,000
VMC Exterior Painting	Tom Carrasco	181602	50,000	-	-	-	-	-	-
Maint Bldg Loading Dock Door Repl	Darren Shimek	181603	-	-	-	-	-	-	-
DAF Unit Replacement	Darren Shimek	191601	-	300,000	-	-	-	-	300,000
VMC Carpet Replacement	Darren Shimek	181604	150,000	150,000	-	-	-	-	150,000
Maint Bldg HU Sump Fill In (Now in 181601)	Tom Carrasco	191602	-	-	-	-	-	-	-
Insp Steamroom Renovations	Darren Shimek	191603	-	150,000	-	-	-	-	150,000
New Paint Shop Upgrades (Now in 171602)	Darren Shimek	181605	-	-	-	-	-	-	-
Parts Warehouse (Laurel St.) Electrical	Darren Shimek	181606	35,000	-	-	-	-	-	-
Heavy Unit Sky Light Replacement	Darren Shimek	191604	-	25,000	-	-	-	-	25,000
Garage Heater Replacement	Darren Shimek	201600	-	450,000	-	-	-	-	450,000
Storeroom Cabinets & Material Handling Trucks	Henry Berrellesa	181607	30,000	150,000	30,000	30,000	30,000	-	240,000
<b>Total Operational Facilities</b>			<b>4,047,654</b>	<b>5,030,000</b>	<b>13,203,000</b>	<b>9,123,000</b>	<b>9,623,000</b>	<b>200,000</b>	<b>37,179,000</b>
<b><u>Rapid Transit Project</u></b>									
High Capacity Transit Project	Scott Bishop	171300	-	12,000,000	24,000,000	22,000,000	43,500,000	60,000,000	161,500,000
<b>Total Rapid Transit Project</b>			<b>-</b>	<b>12,000,000</b>	<b>24,000,000</b>	<b>22,000,000</b>	<b>43,500,000</b>	<b>60,000,000</b>	<b>161,500,000</b>
<b><u>Administrative Facilities</u></b>									
Security Enhancements -- Perimeter Fence	Tom Carrasco	161700	50,000	500,000	-	-	-	-	500,000
<b>Security Doors (Grand, 2nd Floor)</b>	Tom Carrasco	171703	65,000	-	-	-	-	-	-
Replacement of IT HVAC (Liebert)	Sam Marra	171700	-	-	-	-	-	-	-
VIA Signage Upgrade (Now in 161404)	Tom Carrasco	161701	-	-	-	-	-	-	-
Fitness Center Buildout	Darren, Tom	161702	150,000	150,000	-	-	-	-	150,000
<b>Operating Facilities Backup Generators</b>	Darren Shimek	181700	-	-	800,000	-	-	-	800,000
<b>Administration Bldg Patio Improvements</b>	Darren Shimek	161703	-	90,000	-	-	-	-	90,000
Annex Bldg Restroom Renovations	Darren Shimek	171701	66,000	-	-	-	-	-	-
Modifications to Admin Door Entry at Patio	Sam Marra	181701	-	-	-	-	-	-	-
<b>Total Administrative Facilities</b>			<b>331,000</b>	<b>740,000</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,540,000</b>
<b><u>Maintenance Tools &amp; Equipment</u></b>									
<b>Shop Tools and Equipment</b>	Carl Woodby	161800	110,000	100,000	100,000	100,000	100,000	-	400,000
Purchase Warehouse Storage Cabinets	Carl Woodby	161801	-	250,000	-	-	-	-	250,000
Yard Tractor Replacement	Darren Shimek	171800	-	-	-	-	-	-	-

**VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY19-23) and  
FY18 Forecast (\$)**

Proposed Spending Plan - September 2018

Category	Owner	Proj No	2018	2019	2020	2021	2022	2023	Total 2019-2023
Mobile Bus Lifts	Carl Woodby	161802	50,000	100,000	50,000	50,000	50,000	50,000	300,000
Particulate Filter Cleaner	Carl Woodby	171801	-	-	-	-	-	-	-
Filter Crusher	Carl Woodby	181800	40,000	-	-	-	-	-	-
Floor Scrubbers	Carl Woodby	161803	-	-	-	-	-	-	-
Replace Parts Washers, Pressure/Steam Cleaners	Darren Shimek	171805	-	-	-	-	250,000	-	250,000
Inground Brake Tester	Carl Woodby	171806	-	300,000	-	-	-	-	300,000
Dynamic Tire Balancer	Carl Woodby	181801	15,000	-	-	-	-	-	-
In Ground Chassis Dyno	Carl Woodby	171807	-	-	500,000	-	-	-	500,000
Tools & Equip. for New Paratransit Shop	Carl Woodby	171808	-	-	2,000,000	-	-	-	2,000,000
AC Recovery Machines	Carl Woodby	171809	-	-	32,000	-	-	-	32,000
Transmission Dyno	Carl Woodby	171810	-	-	200,000	-	-	-	200,000
Bus Washer Purchases and Upgrades	Carl Woodby	181802	-	200,000	-	-	-	-	200,000
<b>Total Maintenance Tools &amp; Equip.</b>			<b>215,000</b>	<b>950,000</b>	<b>2,882,000</b>	<b>150,000</b>	<b>400,000</b>	<b>50,000</b>	<b>4,432,000</b>
<b><u>Replace Components for Rev. Vehicles</u></b>									
Engines and Transmissions	Carl Woodby	161900	660,000	429,165	286,110	267,902	200,000	300,000	1,483,177
Hybrid Bus Major Components	Carl Woodby	171900	600,000	600,000	800,000	600,000	600,000	500,000	3,100,000
Electric Bus Major Components	Carl Woodby	181900	-	300,000	-	-	-	-	300,000
Diesel Particulate Filters	Carl Woodby	161901	-	40,000	40,000	40,000	40,000	40,000	200,000
Supplemental Fuel Tanks (Vans)	Carl Woodby	161902	-	-	-	-	-	-	-
Other Misc Components for Rev Vehicles	Carl Woodby	211900	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Retrofit Buses with Security Video Monitors	Carl Woodby	181901	-	-	-	-	-	-	-
Infotainment System for Primos/VIVA	Carl Woodby	181902	-	-	795,000	-	-	-	795,000
Pedestrian Warning System	Carl Woodby	181903	100,000	-	-	-	-	-	-
<b>Total Replace Components for Rev. Veh.</b>			<b>1,410,000</b>	<b>1,419,165</b>	<b>1,971,110</b>	<b>957,902</b>	<b>890,000</b>	<b>890,000</b>	<b>6,128,177</b>
<b><u>Computer Hardware/Software</u></b>									
10GB End Switch Network Upgrade	Steve Young	172100	693,282	-	-	-	-	250,000	250,000
Internet Firewalls	Steve Young	162101	45,000	40,000	-	-	-	-	40,000
Park & Ride Network Upgrades	Steve Young	172101	82,569	40,000	40,000	40,000	40,000	-	160,000
New Computers for Police Cars	Steve Young	192100	-	65,000	-	-	-	-	65,000
Computing Devices	Steve Young	162102	200,000	200,000	85,000	220,000	225,000	-	730,000
ArcGIS for Engineering	Steve Young	162103	31,600	75,000	-	-	-	-	75,000
Disaster Recovery Plan	Steve Young	162104	600,000	-	-	-	-	-	-
Network Storage/Servers/Data Ctr	Steve Young	162105	218,526	200,000	255,000	255,000	250,000	250,000	1,210,000
Replace Printers	Steve Young	162106	82,951	-	-	-	-	-	-
Disks and Tape Drives for Backup	Steve Young	162107	60,118	-	-	-	-	-	-

**VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY19-23) and  
FY18 Forecast (\$)**

**Proposed Spending Plan - September 2018**

Category	Owner	Proj No	2018	2019	2020	2021	2022	2023	Total 2019-2023
iPad/Tablet/Laptops	Steve Young	162108	1,516	-	-	-	-	-	-
P25 Radio System Upgrade/Replacement	Steve Young	162109	-	1,435,602	2,153,403	-	-	-	3,589,005
AVL Hardware	Steve Young	162110	177,804	50,000	50,000	50,000	50,000	50,000	250,000
Telephone System Upgrade/Replacement	Steve Young	162111	163,799	-	400,000	-	300,000	-	700,000
UH Tower Extension	Steve Young	162112	20,000	-	-	-	-	-	-
Maintenance and Time Clocks Update	Steve Young	162115	44,561	-	-	-	-	-	-
MS Office and Share Point Ugrades	Steve Young	192102	-	-	-	-	-	-	-
Standard Register Software/Hardware	Steve Young	182102	20,000	-	-	-	-	-	-
ERP System - BPR, Technical Specs	Steve Young	162116	100,000	100,000	-	-	-	-	100,000
ERP System	Steve Young	172102	3,500,000	3,351,616	-	-	-	-	3,351,616
Maintenance Diagnostic Laptops Upgrade	Steve Young	162117	3,300	-	-	65,000	-	-	65,000
Security (Cameras, Doors, Network, Storage)	Steve Young	162118	-	400,000	465,000	65,000	65,000	-	995,000
Spam & Virus Filter Upgrade	Steve Young	162119	-	-	-	-	-	-	-
VMC AV Replacement	Steve Young	162121	-	5,000	5,000	5,000	-	-	15,000
Fleet Simulator	Steve Young	162122	17,000	-	-	-	-	-	-
M7300 Mobile Radio Replacement	Steve Young	172103	61,000	-	-	-	-	-	-
VDI Licenses & HW (Citrix)	Steve Young	172104	350,000	-	-	-	-	125,000	125,000
MAC for Graphic Designer/Illustrator	Steve Young	162127	-	-	-	-	-	-	-
<b>Trapeze Blockbuster</b>	Steve Young	192106	-	400,000	-	-	-	-	-
Cloud Migration & Build Out Svcs	Steve Young	172105	265,000	-	-	90,000	-	-	90,000
Microsoft SQL Server Upgrades	Steve Young	162130	120,000	-	-	-	-	-	-
Wireless Network	Steve Young	162131	136,872	5,000	5,000	5,000	90,000	-	105,000
Fiber Build Out (Grand, GCS, VMC)	Steve Young	172106	-	100,000	-	-	-	-	100,000
Software Development Tools	Steve Young	172107	12,000	-	-	12,000	-	-	12,000
Ergonomic Furniture	Steve Young	172109	32,557	-	-	-	-	-	-
Operating System Licenses	Steve Young	172110	175,000	-	-	-	175,000	-	175,000
<b>Other Transit Software/Hardware</b>		192103	-	125,000	125,000	125,000	125,000	-	500,000
<b>APCs</b>		182105	212,000	-	-	-	-	-	-
Other IT HW/SW (EZ Wallet, TransGuide Radio)	Steve Young	172111	-	-	-	-	-	-	-
Digital Signage/Kiosks	Steve Young	182100	40,000	250,000	40,000	40,000	40,000	-	370,000
<b>Other Vehicle Hardware</b>		212100	-	-	-	900,000	-	-	900,000
<b>Customer Service Automation</b>		192104	-	50,000	-	-	-	-	50,000
<b>Tech Area Office Construction</b>		192105	-	15,000	-	-	-	-	15,000
<b>Admin Boardroom Audio/Video Refresh</b>		202100	-	-	100,000	-	-	-	100,000
IT Security/Network Security	Steve Young	182101	89,000	80,000	125,000	-	-	-	205,000
Service Desk Application Replacemetn	Steve Young	182103	33,000	-	-	-	-	-	-
B2G Upgrade	Steve Young	172112	29,000	-	-	-	-	-	-

**VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY19-23) and  
FY18 Forecast (\$)**

			Proposed Spending Plan - September 2018						Total
Category	Owner	Proj No	2018	2019	2020	2021	2022	2023	2019-2023
Total Computer Hardware/Software			7,617,455	6,987,218	3,848,403	1,872,000	1,360,000	675,000	14,742,621
<u>Misc. (Facilities, Equipment, Other)</u>									
Fare Collection System	Steve Young	163100	2,214,000	486,000	-	-	-	-	486,000
Joint Development	Scott Bishop	193103	500,000	500,000	500,000	-	-	-	1,000,000
Scobey Complex	Scott Bishop	173103	11,306	800,000	-	-	-	-	800,000
Joint Dvlpmnt (Centro Plaza - Core & Shell Bldg)	Scott Bishop	183100	-	500,000	-	-	-	-	500,000
Total Miscellaneous			2,725,306	2,286,000	500,000	-	-	-	2,786,000
Total Capital			131,803,368	56,008,134	74,058,891	46,985,882	64,557,500	70,517,708	312,128,115

Note:

Red font indicates new project

Green font indicated changed description

**VIA Metropolitan Transit**  
**Capital Spending Comparison: FY18-22**  
**(Common 5-Year Period in 6-Year Spending Projections)**  
**By Project Category (\$)**

	Spending Plan <u>Sept 2018</u>	Spending Plan <u>Sept 2017</u>	<u>Difference</u>	<u>Comments</u>
<b><u>TOTAL FY18-22</u></b>				
Revenue Vehicles	101,223,696	58,012,321	43,211,375	Timing on FY17 bus buy
Service Vehicles	3,810,000	1,566,000	2,244,000	Replace older vehicles and purchase additional vehicles
Passenger Facilities	85,540,866	76,433,434	9,107,432	Timing on Stone Oak Park & Ride, \$7.0M; increases for Randolph, Stone Oak P&R Bridge (new), and SW HCT
Operational Facilities	41,026,654	40,875,000	151,654	Largest increase (\$1M) is for Campus Master Plan and Improvements
Rapid Transit Project	101,500,000	101,500,000	-	No change
Administrative Facilities	1,871,000	3,206,000	(1,335,000)	Largest decrease (\$1.1M) is for Security Enhancements -- Perimeter Fence
Maintenance Tools & Equipment	4,597,000	4,327,000	270,000	Largest increases are for warehouse storage cabinets and bus washer purchases and upgrades
Repl Components for Rev. Vehicles	6,648,177	7,382,177	(734,000)	Net impact of a variety of relatively small changes
Computer Hardware/Software	21,685,076	20,792,000	893,076	Largest increases are in Other Vehicle Hardware, Network Upgrade, and Security
Misc. (Facilities, Equipment, Other)	5,511,306	3,000,000	2,511,306	Fare Collection System is +\$2.7M, of which \$1.0M is timing -- add'l TVMs, POS devices, validators and spare parts
<b>FY18-22 Total</b>	<b>373,413,775</b>	<b>317,093,932</b>	<b>56,319,843</b>	
Adjustment for FY17 Underspending			(54,269,104)	Timing difference only; funds not spent in FY17 rolled into FY18 (\$40.7M relates to FY17 bus buy)
Remaining Variance			<u>2,050,739</u>	Net increase not due to timing
<b><u>Fiscal Year 2018</u></b>				
Revenue Vehicles	77,423,716	35,240,000	42,183,716	Timing on FY17 bus buy
Service Vehicles	1,944,000	649,000	1,295,000	Replace older vehicles and purchase additional vehicles
Passenger Facilities	36,089,237	43,201,155	(7,111,918)	Deferred spending on IH10 P&R, SH 151 P&R, and Naco Pass
Operational Facilities	4,047,654	6,400,000	(2,352,346)	Deferred spending on Paratransit Facility
Rapid Transit Project	-	-	-	No change
Administrative Facilities	331,000	2,406,000	(2,075,000)	Mainly reduction from Perimeter Fence project (-\$1.1M) and VIA Signage (-\$300K)
Maintenance Tools & Equipment	215,000	405,000	(190,000)	Mainly Yard Tractor Replacement project
Repl Components for Rev. Vehicles	1,410,000	2,819,000	(1,409,000)	Slight decrease
Computer Hardware/Software	7,617,455	9,823,600	(2,206,145)	Mainly P25 Radio System (-\$1.6M due to timing and lower costs)
Misc. (Facilities, Equipment, Other)	2,725,306	1,000,000	1,725,306	Fare Collection System is +\$2.2M, of which \$1.0M is timing -- add'l TVMs, POS devices, validators and spare parts
<b>FY18 Total</b>	<b>131,803,368</b>	<b>101,943,755</b>	<b>29,859,613</b>	
<b><u>Fiscal Year 2019</u></b>				
Revenue Vehicles	-	6,691,200	(6,691,200)	Change in number of buses
Service Vehicles	673,000	216,000	457,000	Replace older vehicles and purchase additional vehicles
Passenger Facilities	25,922,751	25,548,683	374,068	SH151 (timing) and SWHCT Phase 1 (mostly timing), partially offset by other net items
Operational Facilities	5,030,000	20,630,000	(15,600,000)	Mainly deferral of Paratransit Facility
Rapid Transit Project	12,000,000	12,000,000	-	No change
Administrative Facilities	740,000	-	740,000	Largest increase is from Perimeter Fence (timing)
Maintenance Tools & Equipment	950,000	2,450,000	(1,500,000)	Mainly timing on Tools and Equipment for New Paratransit Shop
Repl Components for Rev. Vehicles	1,419,165	1,489,165	(70,000)	Reduction in Diesel Particulate Filters partially offset by increase in Other Misc. Components for Rev Vehicles
Computer Hardware/Software	6,987,218	6,481,400	505,818	Largest increase is from Trapeze Blockbuster
Misc. (Facilities, Equipment, Other)	2,286,000	500,000	1,786,000	Scobey Complex, Joint Development and Fare Collection System
<b>FY19 Total</b>	<b>56,008,134</b>	<b>76,006,448</b>	<b>(19,998,314)</b>	
<b><u>Fiscal Year 2020</u></b>				
Revenue Vehicles	8,400,000	-	8,400,000	Electric buses (timing)
Service Vehicles	377,000	377,000	-	No change
Passenger Facilities	18,077,378	5,837,953	12,239,425	Randolph (mostly timing), RTTC (timing), Naco Pass (mostly timing), SH151 (timing)
Operational Facilities	13,203,000	8,032,673	5,170,327	Mainly Paratransit Facility
Rapid Transit Project	24,000,000	24,000,000	-	No change
Administrative Facilities	800,000	800,000	-	No change
Maintenance Tools & Equipment	2,882,000	882,000	2,000,000	Timing on Tools and Equipment for New Paratransit Shop
Repl Components for Rev. Vehicles	1,971,110	1,246,110	725,000	Infortainment System for Primo/VIVA
Computer Hardware/Software	3,848,403	2,610,000	1,238,403	Mainly timing on P25 Radio System Replacement
Misc. (Facilities, Equipment, Other)	500,000	500,000	-	No change
<b>FY20 Total</b>	<b>74,058,891</b>	<b>44,285,736</b>	<b>29,773,155</b>	

**VIA Metropolitan Transit**  
**Capital Spending Comparison: FY18-22**  
**(Common 5-Year Period in 6-Year Spending Projections)**  
**By Project Category (\$)**

	Spending Plan <u>Sept 2018</u>	Spending Plan <u>Sept 2017</u>	<u>Difference</u>	<u>Comments</u>
<u>Fiscal Year 2021</u>				
Revenue Vehicles	7,749,980	8,092,772	(342,792)	Change in van prices
Service Vehicles	364,000	324,000	40,000	Replace older vehicles and purchase additional vehicles
Passenger Facilities	4,769,000	1,026,908	3,742,092	Randolph (mostly timing)
Operational Facilities	9,123,000	3,332,327	5,790,673	Paratransit Facility
Rapid Transit Project	22,000,000	22,000,000	-	No change
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	150,000	190,000	(40,000)	Removal of Electric Parts Carts
Repl Components for Rev. Vehicles	957,902	947,902	10,000	Other Misc. Components for Revenue Vehicles partially offset by Diesel Particulate Filters reduction
Computer Hardware/Software	1,872,000	692,000	1,180,000	Mainly Other Vehicle Hardware
Misc. (Facilities, Equipment, Other)	-	500,000	(500,000)	Reduced spending
<b>FY21 Total</b>	<b>46,985,882</b>	<b>37,105,909</b>	<b>9,879,973</b>	
<u>Fiscal Year 2022</u>				
Revenue Vehicles	7,650,000	7,988,349	(338,349)	Change in van prices
Service Vehicles	452,000	-	452,000	Replace older vehicles and purchase additional vehicles
Passenger Facilities	682,500	818,735	(136,235)	Largest item is decrease from Bus Stop Improvements Funded with TxDOT funds
Operational Facilities	9,623,000	2,480,000	7,143,000	Largest item is decrease from Other and Tire Shop Pit Repair project
Rapid Transit Project	43,500,000	43,500,000	-	No change
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	400,000	400,000	-	No change
Repl Components for Rev. Vehicles	890,000	880,000	10,000	Other Misc. Components for Revenue Vehicles partially offset by Diesel Particulate Filters reduction
Computer Hardware/Software	1,360,000	1,185,000	175,000	Mainly Other Transit HW/SW
Misc. (Facilities, Equipment, Other)	-	500,000	(500,000)	Reduced spending
<b>FY22 Total</b>	<b>64,557,500</b>	<b>57,752,084</b>	<b>6,805,416</b>	

VIA Metropolitan Transit  
 Five-Year Capital Spending Plan (FY19-23) and  
 FY18 Forecast (\$)

Category	Proj No	Proposed Spending Plan - September 2018								Proposed Spending Plan - September 2017					Difference					FY17 Over/ (Under)	Adjusted Total Difference			
		2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2018-2022	2018	2019	2020	2021	2022	Total 2018-2022	2018	2019	2020	2021			2022	Total 2018-2022	
<b>Revenue Vehicles</b>																								
Paratransit Vehicles - 15	171100	1,594,128	-	-	-	-	-	-	1,594,128	-	-	-	-	-	-	-	1,594,128	-	-	-	-	1,594,128	(1,550,010)	44,118
BRT Buses - was 8 now 18	181100	9,617,706	-	-	-	-	-	-	9,617,706	-	6,691,200	-	-	-	6,691,200	9,617,706	(6,691,200)	-	-	-	-	2,926,506	-	2,926,506
Fullsize (40') Buses - 270	161100	43,183,954	-	-	-	-	-	-	43,183,954	-	-	-	-	-	-	43,183,954	-	-	-	-	43,183,954	(40,750,494)	2,433,460	
Fullsize (40') Buses - 44; 14	191100	23,027,928	-	-	-	-	-	8,037,708	8,037,708	28,440,000	-	-	-	-	28,440,000	(5,412,072)	-	-	-	-	(5,412,072)	-	(5,412,072)	
Electric Buses - 8	181102	-	8,400,000	-	-	-	-	-	8,400,000	6,800,000	-	-	-	-	6,800,000	(6,800,000)	-	8,400,000	-	-	1,600,000	132,707	1,732,707	
Paratransit Vehicles - 62; 60	211101	-	-	7,749,980	7,650,000	-	-	-	15,399,980	-	-	8,092,772	-	-	8,092,772	-	-	-	(342,792)	7,650,000	7,307,208	-	7,307,208	
Paratransit Vehicles	221100	-	-	-	-	-	-	-	-	-	-	-	7,988,349	7,988,349	-	-	-	-	-	(7,988,349)	(7,988,349)	-	(7,988,349)	
<b>Total Revenue Vehicles</b>		<b>77,423,716</b>	<b>-</b>	<b>8,400,000</b>	<b>7,749,980</b>	<b>7,650,000</b>	<b>-</b>	<b>8,037,708</b>	<b>31,837,688</b>	<b>35,240,000</b>	<b>6,691,200</b>	<b>-</b>	<b>8,092,772</b>	<b>7,988,349</b>	<b>58,012,321</b>	<b>42,183,716</b>	<b>(6,691,200)</b>	<b>8,400,000</b>	<b>(342,792)</b>	<b>(338,349)</b>	<b>43,211,375</b>	<b>(42,167,797)</b>	<b>1,043,578</b>	
<b>Service Vehicles</b>																								
<b>Non-Revenue Support Vehicles</b>																								
Cars	161200	-	-	-	-	-	-	-	-	21,000	21,000	21,000	63,000	-	126,000	(21,000)	(21,000)	(63,000)	-	-	(126,000)	-	(126,000)	
Trucks	161201	-	-	-	-	-	-	-	-	503,000	195,000	356,000	211,000	-	1,265,000	(503,000)	(195,000)	(356,000)	(211,000)	-	(1,265,000)	(791,220)	(2,056,220)	
Supervisory Vehicles	161202	-	-	-	-	-	-	-	-	75,000	-	-	-	-	75,000	(75,000)	-	-	-	-	(75,000)	-	(75,000)	
Other Misc Serv Vehicles	181200	-	-	-	-	-	-	-	-	50,000	-	-	50,000	-	100,000	(50,000)	-	-	(50,000)	-	(100,000)	-	(100,000)	
<b>Non-Revenue Support Equipment</b>	181202	<b>125,000</b>	<b>35,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>35,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>200,000</b>	
<b>Total Service Vehicles</b>		<b>1,944,000</b>	<b>673,000</b>	<b>377,000</b>	<b>324,000</b>	<b>452,000</b>	<b>-</b>	<b>1,866,000</b>	<b>3,810,000</b>	<b>649,000</b>	<b>216,000</b>	<b>377,000</b>	<b>324,000</b>	<b>-</b>	<b>1,566,000</b>	<b>1,295,000</b>	<b>457,000</b>	<b>-</b>	<b>40,000</b>	<b>452,000</b>	<b>2,244,000</b>	<b>(791,220)</b>	<b>1,452,780</b>	
<b>Passenger Facilities</b>																								
Centro Plaza	161300	880,000	-	-	-	-	-	-	880,000	-	-	-	-	-	-	880,000	-	-	-	-	880,000	(335,459)	544,541	
Robert Thompson Transit Center	161301	685,330	3,700,000	4,332,000	-	-	-	8,032,000	8,717,330	3,500,000	4,000,000	1,000,000	-	-	8,500,000	(2,814,670)	(300,000)	3,332,000	-	-	2,620,812	(221,479)	(217,330)	
Brooks Transit Center	161302	5,419,100	3,560,882	-	-	-	-	3,560,882	8,979,982	6,750,000	1,775,000	-	-	-	8,525,000	(1,330,900)	1,785,882	-	-	-	454,982	(454,982)	-	
Stone Oak Park & Ride	161303	9,202,434	-	-	-	-	-	-	9,202,434	2,170,000	-	-	-	-	2,170,000	7,032,434	-	-	-	-	7,032,434	(7,032,434)	-	
<b>Stone Oak Park &amp; Ride Phase II Bridge</b>	181305	<b>50,000</b>	<b>950,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,950,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>950,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	<b>-</b>	<b>2,000,000</b>	
HI10 Park & Ride	161304	75,000	2,025,000	1,213,378	-	-	-	3,238,378	3,313,378	705,000	2,531,500	-	-	-	3,236,500	(630,000)	(506,500)	1,213,378	-	-	76,878	(76,878)	-	
SH 151 Park & Ride	161305	65,000	5,125,000	2,225,000	-	-	-	7,350,000	7,415,000	3,935,000	2,910,000	500,000	-	-	7,345,000	(3,870,000)	2,215,000	1,725,000	-	-	70,000	(70,000)	-	
Northeast Park & Ride	161306	100,000	2,729,000	-	-	-	-	2,729,000	2,829,000	3,919,000	2,665,000	820,000	-	-	7,404,000	(3,819,000)	64,000	(820,000)	-	-	(4,575,000)	-	(4,575,000)	
5 Points	161307	18,173	-	-	-	-	-	-	18,173	-	-	-	-	-	18,173	-	-	-	-	-	18,173	(9,819)	8,354	
Naco Pass	161308	65,000	195,912	2,140,000	-	-	-	2,335,912	2,400,912	3,600,000	1,075,000	-	-	-	4,675,000	(3,535,000)	(879,088)	2,140,000	-	-	(2,274,088)	(221,479)	(2,495,567)	
SW High-Capacity Transit Phase 1	161309	14,646,955	4,268,857	-	-	-	-	4,268,857	18,915,812	14,075,000	2,220,000	-	-	-	16,295,000	571,955	2,048,857	-	-	-	2,620,812	(1,970,812)	650,000	
Bus Stop Improvements	161310	1,191,555	970,000	518,000	360,000	287,000	350,000	2,485,000	3,326,555	1,191,555	335,410	277,685	341,300	224,220	2,370,170	-	634,590	240,315	18,700	62,780	956,385	2,554,831	3,511,216	
Bus Stop Impr. Funded w/ TxDOT Funds	161311	1,065,600	423,100	444,000	219,000	120,500	40,000	1,246,600	2,272,200	1,065,600	891,773	460,268	460,268	394,515	3,272,424	-	(468,673)	(16,268)	(241,268)	(274,015)	(1,000,224)	437,054	(563,170)	
Bus Stop Impr. Suburban Cities	161312	595,300	250,000	150,000	150,000	75,000	-	700,000	1,220,300	250,000	250,000	250,000	25,340	-	775,340	345,300	-	(100,000)	124,660	75,000	444,960	(345,300)	99,660	
Randolph Park & Ride	161400	770,247	860,000	5,905,000	3,840,000	-	-	10,605,000	11,375,247	925,000	6,245,000	2,280,000	-	-	9,450,000	(154,753)	(5,385,000)	3,625,000	3,840,000	-	1,925,247	(425,869)	1,499,378	
Passenger Facility Upgrade/Renovation	161403	218,336	150,000	150,000	200,000	200,000	200,000	900,000	918,336	150,000	150,000	150,000	200,000	200,000	850,000	68,336	-	-	-	-	68,336	(68,336)	-	
VIA Signage Upgrade	161404	600,000	-	-	-	-	-	-	600,000	600,000	-	-	-	-	600,000	-	-	-	-	-	-	(134,619)	(134,619)	
Ingram Refurbish	161406	118,613	-	-	-	-	-	-	118,613	-	-	-	-	-	-	118,613	-	-	-	-	118,613	417,167	535,780	
Crossroads Refurbish	161408	50,421	-	-	-	-	-	-	50,421	-	-	-	-	-	-	50,421	-	-	-	-	50,421	101,430	151,851	
University Refurbish	161410	7,173	-	-	-	-	-	-	7,173	-	-	-	-	-	-	7,173	-	-	-	-	7,173	-	7,173	
Frank Madla Canopy Replacement	181301	65,000	-	-	-	-	-	-	65,000	65,000	-	-	-	-	65,000	-	-	-	-	-	-	-	-	
Northstar Refurbish	201302	100,000	-	-	-	-	-	-	100,000	-	-	100,000	-	-	100,000	100,000	-	(100,000)	-	-	-	-	-	
Crossroads Refurbish	181302	-	150,000	-	-	-	-	150,000	150,000	150,000	-	-	-	-	150,000	(150,000)	150,000	-	-	-	-	-	-	
5 Points Intersection Reconstruction	191300	-	500,000	-	-	-	-	500,000	500,000	-	500,000	-	-	-	500,000	-	-	-	-	-	-	-	-	
AMTRAK Bldg. Renovations	181303	-	65,000	-	-	-	-	65,000	65,000	50,000	-	-	-	-	50,000	(50,000)	65,000	-	-	-	15,000	-	15,000	
Ellis Alley Enclave Renovation	181304	100,000	-	-	-	-	-	-	100,000	100,000	-	-	-	-	100,000	-	-	-	-	-	-	-	-	
<b>Total Passenger Facilities</b>		<b>36,089,237</b>	<b>25,922,751</b>	<b>18,077,378</b>	<b>4,769,000</b>	<b>682,500</b>	<b>665,000</b>	<b>50,116,629</b>	<b>85,540,866</b>	<b>43,201,155</b>	<b>25,548,683</b>	<b>5,837,953</b>	<b>1,026,908</b>	<b>818,735</b>	<b>76,433,434</b>	<b>(7,111,918)</b>	<b>374,068</b>	<b>12,239,425</b>	<b>3,742,092</b>	<b>(136,235)</b>	<b>9,107,432</b>	<b>(7,852,835)</b>	<b>1,254,597</b>	
<b>Operational Facilities</b>																								
Facility Upgrade/Renovation	161600	391,857	150,000	150,000	200,000	200,000	-	700,000	1,091,857	150,000	150,000	150,000	200,000	200,000	850,000	241,857	-	-	-	-	241,857	(41,857)	200,000	
Switch/Breaker/Transf/Gear Eval. & Update	171600	350,000	-	-	-	-	-	-	350,000	350,000	-	-	-	-	350,000	-	-	-	-	-	-	-	-	
Repairs - Vehicle Repair Pits	161604	75,000	300,000	-	-	-	-	300,000	375,000	375,000	-	-	-	-	375,000	(300,000)	300,000	-	-	-	-	235,747	235,747	
Existing Paint Facility Upgrade	171602	-	200,000	1,525,000	-	-	-	1,725,000	1,725,000	-	1,600,000	-	-	-	1,600,000	-	(1,400,000)	1,525,000	-	-	125,000	-	125,000	
Paint Maint Bldg. Ceiling	161605	-	-	500,000	-	-	-	500,000	500,000	500,000	-	-	-	-	500,000	(500,000)	-	500,000	-	-	-	-	-	
Paint Shop Mechanical Yard Ventilation	161606	-	-	-	-	-	-	-	-	25,000	-	-	-	-										

VIA Metropolitan Transit  
 Five-Year Capital Spending Plan (FY19-23) and  
 FY18 Forecast (\$)

Category	Proj No	Proposed Spending Plan - September 2018						Total		Proposed Spending Plan - September 2017						Total		Difference					FY17 Over/ (Under)	Adjusted Total Difference					
		2018	2019	2020	2021	2022	2023	2019-2023	2018-2022	2018	2019	2020	2021	2022	2018-2022	2018	2019	2020	2021	2022	2018-2022								
Other & Tire Shop Pit Repair	161620	-	-	-	-	1,000,000	-	1,000,000	1,000,000	-	-	-	-	2,000,000	2,000,000	-	-	-	-	(1,000,000)	(1,000,000)	-	-	-	-	-	-	(1,000,000)	
Replace VMC Roof	191600	-	-	475,000	-	-	-	475,000	475,000	-	475,000	-	-	-	475,000	-	(475,000)	475,000	-	-	-	-	-	-	-	-	-	-	
VMC Exterior Painting	181602	50,000	-	-	-	-	-	-	50,000	50,000	-	-	-	-	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Maint Bldg Loading Dock Door Repl	181603	-	-	-	-	-	-	-	-	40,000	-	-	-	-	40,000	(40,000)	-	-	-	-	-	-	-	-	-	-	-	(40,000)	
DAF Unit Replacement	191601	-	300,000	-	-	-	-	-	300,000	300,000	-	-	-	-	300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
VMC Carpet Replacement	181604	150,000	150,000	-	-	-	-	-	300,000	300,000	300,000	-	-	-	300,000	(150,000)	150,000	-	-	-	-	-	-	-	-	-	-	-	
Maint Bldg HU Sump Fill In (Now in 181601)	191602	-	-	-	-	-	-	-	-	-	-	35,000	-	-	35,000	-	(35,000)	-	-	-	-	-	-	-	-	-	-	(35,000)	
Insp Steamroom Renovations	191603	-	150,000	-	-	-	-	-	150,000	150,000	-	150,000	-	-	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
New Paint Shop Upgrades (Now in 171602)	181605	-	-	-	-	-	-	-	-	125,000	-	-	-	-	125,000	(125,000)	-	-	-	-	-	-	-	-	-	-	-	(125,000)	
Parts Warehouse (Laurel St.) Electrical	181606	35,000	-	-	-	-	-	-	35,000	35,000	-	-	-	-	35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Heavy Unit Sky Light Replacement	191604	-	25,000	-	-	-	-	-	25,000	25,000	-	25,000	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Garage Heater Replacement	201600	-	450,000	-	-	-	-	-	450,000	450,000	-	-	400,000	-	400,000	-	450,000	(400,000)	-	-	-	-	-	-	-	-	-	50,000	
Storeroom Cabinets & Material Handling Trucks	181607	30,000	150,000	30,000	30,000	30,000	-	240,000	270,000	30,000	150,000	30,000	30,000	30,000	270,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Operational Facilities		4,047,654	5,030,000	13,203,000	9,123,000	9,623,000	200,000	37,179,000	41,026,654	6,400,000	20,630,000	8,032,673	3,332,327	2,480,000	40,875,000	(2,352,346)	(15,600,000)	5,170,327	5,790,673	7,143,000	151,654	(631,716)	(480,062)						
<b>Rapid Transit Project</b>																													
High Capacity Transit Project	171300	-	12,000,000	24,000,000	22,000,000	43,500,000	60,000,000	161,500,000	101,500,000	-	12,000,000	24,000,000	22,000,000	43,500,000	101,500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Rapid Transit Project		-	12,000,000	24,000,000	22,000,000	43,500,000	60,000,000	161,500,000	101,500,000	-	12,000,000	24,000,000	22,000,000	43,500,000	101,500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Administrative Facilities</b>																													
Security Enhancements -- Perimeter Fence	161700	50,000	500,000	-	-	-	-	500,000	550,000	1,800,000	-	-	-	-	1,800,000	(1,750,000)	500,000	-	-	-	-	-	-	-	-	-	-	-	(1,227,547)
Security Doors (Grand, 2nd Floor)	171703	65,000	-	-	-	-	-	-	65,000	-	-	-	-	-	-	65,000	-	-	-	-	-	-	-	-	-	-	-	-	65,000
Replacement of IT HVAC (Liebert)	171700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	113,849	
VIA Signage Upgrade (Now in 161404)	161701	-	-	-	-	-	-	-	-	300,000	-	-	-	-	300,000	(300,000)	-	-	-	-	-	-	-	-	-	-	-	36,895	
Fitness Center Buildout	161702	150,000	150,000	-	-	-	-	150,000	300,000	150,000	-	-	-	-	150,000	-	150,000	-	-	-	-	-	-	-	-	-	-	202,638	
Operating Facilities Backup Generators	181700	-	-	800,000	-	-	-	800,000	800,000	-	-	800,000	-	-	800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Administration Bldg Patio Improvements	161703	-	90,000	-	-	-	-	90,000	90,000	65,000	-	-	-	-	65,000	(65,000)	90,000	-	-	-	-	-	-	-	-	-	-	25,000	
Annex Bldg Restroom Renovations	171701	66,000	-	-	-	-	-	66,000	66,000	66,000	-	-	-	-	66,000	-	-	-	-	-	-	-	-	-	-	-	-	1,744	
Modifications to Admin Door Entry at Patio	181701	-	-	-	-	-	-	-	-	25,000	-	-	-	-	25,000	(25,000)	-	-	-	-	-	-	-	-	-	-	-	(25,000)	
Total Administrative Facilities		331,000	740,000	800,000	-	-	-	1,540,000	1,871,000	2,406,000	-	800,000	-	-	3,206,000	(2,075,000)	740,000	-	-	-	-	-	-	-	-	-	-	-	227,579
<b>Maintenance Tools &amp; Equipment</b>																													
Shop Tools and Equipment	161800	110,000	100,000	100,000	100,000	100,000	-	400,000	510,000	100,000	100,000	100,000	100,000	100,000	500,000	10,000	-	-	-	-	-	-	-	-	-	-	-	-	(10,000)
Purchase Warehouse Storage Cabinets	161801	-	250,000	-	-	-	-	250,000	250,000	-	-	-	-	-	-	-	250,000	-	-	-	-	-	-	-	-	-	-	-	250,000
Yard Tractor Replacement	171800	-	-	-	-	-	-	-	-	125,000	-	-	-	-	125,000	(125,000)	-	-	-	-	-	-	-	-	-	-	-	-	(125,000)
Mobile Bus Lifts	161802	50,000	100,000	50,000	50,000	50,000	50,000	300,000	300,000	50,000	50,000	50,000	50,000	50,000	50,000	-	50,000	-	-	-	-	-	-	-	-	-	-	50,000	
Particulate Filter Cleaner	171801	-	-	-	-	-	-	-	-	75,000	-	-	-	-	75,000	(75,000)	-	-	-	-	-	-	-	-	-	-	-	-	(75,000)
Filter Crusher	181800	40,000	-	-	-	-	-	-	40,000	40,000	-	-	-	-	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Floor Scrubbers	161803	-	-	-	-	-	-	-	-	-	-	-	40,000	-	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	(40,000)
Replace Parts Washers, Pressure/Steam Cleaner	171805	-	-	-	250,000	-	-	250,000	250,000	-	-	-	-	250,000	250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	145,160
Inground Brake Tester	171806	-	300,000	-	-	-	-	300,000	300,000	-	300,000	-	-	-	300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dynamic Tire Balancer	181801	15,000	-	-	-	-	-	15,000	15,000	15,000	-	-	-	-	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
In Ground Chassis Dyno	171807	-	-	500,000	-	-	-	500,000	500,000	-	-	500,000	-	-	500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tools & Equip. for New Paratransit Shop	171808	-	-	2,000,000	-	-	-	2,000,000	2,000,000	-	2,000,000	-	-	-	2,000,000	-	(2,000,000)	2,000,000	-	-	-	-	-	-	-	-	-	-	-
AC Recovery Machines	171809	-	-	32,000	-	-	-	32,000	32,000	-	-	32,000	-	-	32,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transmission Dyno	171810	-	-	200,000	-	-	-	200,000	200,000	-	-	200,000	-	-	200,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bus Washer Purchases and Upgrades	181802	-	200,000	-	-	-	-	200,000	200,000	-	-	-	-	-	-	-	200,000	-	-	-	-	-	-	-	-	-	-	-	200,000
Total Maintenance Tools & Equip.		215,000	950,000	2,882,000	150,000	400,000	50,000	4,432,000	4,597,000	405,000	2,450,000	882,000	190,000	400,000	4,327,000	(190,000)	(1,500,000)	2,000,000	(40,000)	-	-	-	-	-	-	-	-	-	135,160
<b>Replace Components for Rev. Vehicles</b>																													
Engines and Transmissions	161900	660,000	429,165	286,110	267,902	200,000	300,000	1,483,177	1,843,177	660,000	429,165	286,110	267,902	200,000	1,843,177	-	-	-	-	-	-	-	-	-	-	-	-	-	846,104
Hybrid Bus Major Components	171900	600,000	600,000	800,000	600,000	600,000	500,000	3,100,000	3,200,000	600,000	600,000	800,000	600,000	600,000	3,200,000	-	-	-	-	-	-	-	-	-	-	-	-	-	19,183
Electric Bus Major Components	181900	-	300,000	-	-	-	-	300,000	300,000	-	300,000	-	-	-	300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Diesel Particulate Filters	161901	-	40,000	40,000	40,000	40,000	40,000	200,000	160,000	160,000	160,000	160,000	80,000	80,000	640,000	(160,000)	(120,000)	(120,000)	(40,000)	(40,000)	(480,000)	(359,171)	(839,171)	-	-	-	-	(300,000)	
Supplemental Fuel Tanks (Vans)	161902	-	-	-	-	-	-	-	-	200,000	-	-	-	-	200,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Misc Components for Rev Vehicles	211900	50,000	50,000	5																									

VIA Metropolitan Transit  
 Five-Year Capital Spending Plan (FY19-23) and  
 FY18 Forecast (\$)

Category	Proj No	Proposed Spending Plan - September 2018							Proposed Spending Plan - September 2017							Difference					FY17 Over/ (Under)	Adjusted Total Difference		
		2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2018-2022	2018	2019	2020	2021	2022	Total 2018-2022	2018	2019	2020	2021	2022			Total 2018-2022	
UH Tower Extension	162112	20,000	-	-	-	-	-	20,000	-	-	-	-	-	-	20,000	-	-	-	-	-	20,000	(20,000)	-	
Maintenance and Time Clocks Update	162115	44,561	-	-	-	-	-	44,561	-	-	-	-	-	-	44,561	-	-	-	-	-	44,561	(44,561)	-	
MS Office and Share Point Upgrades	192102	-	-	-	-	-	-	-	250,000	130,000	130,000	-	-	510,000	(250,000)	(130,000)	(130,000)	-	-	-	(510,000)	-	(510,000)	
Standard Register Software/Hardware	182102	20,000	-	-	-	-	-	20,000	20,000	-	-	-	-	20,000	-	-	-	-	-	-	-	-	-	
ERP System - BPR, Technical Specs	162116	100,000	100,000	-	-	-	-	100,000	100,000	100,000	-	-	-	200,000	-	-	-	-	-	-	-	7,426	7,426	
ERP System	172102	3,500,000	3,351,616	-	-	-	-	3,351,616	6,851,616	4,509,600	3,838,400	-	-	8,348,000	(1,009,600)	(486,784)	-	-	-	-	(1,496,384)	-	(1,496,384)	
Maintenance Diagnostic Laptops Upgrade	162117	3,300	-	-	65,000	-	-	65,000	68,300	-	-	65,000	-	65,000	3,300	-	-	-	-	-	3,300	(3,300)	-	
Security (Cameras, Doors, Network, Storage)	162118	-	400,000	465,000	65,000	65,000	-	995,000	995,000	105,000	65,000	65,000	65,000	365,000	(105,000)	335,000	400,000	-	-	-	630,000	(432,879)	197,121	
Spam & Virus Filter Upgrade	162119	-	-	-	-	-	-	-	-	30,000	-	-	-	30,000	(30,000)	-	-	-	-	-	-	(30,000)	-	(30,000)
VMC AV Replacement	162121	-	5,000	5,000	5,000	-	-	15,000	15,000	20,000	5,000	5,000	5,000	35,000	(20,000)	-	-	-	-	-	15,000	2,915	(17,085)	
Fleet Simulator	162122	17,000	-	-	-	-	-	17,000	-	-	-	-	-	-	17,000	-	-	-	-	-	-	(17,000)	-	
M7300 Mobile Radio Replacement	172103	61,000	-	-	-	-	-	61,000	-	-	-	-	-	-	61,000	-	-	-	-	-	-	(61,000)	-	
VDI Licenses & HW (Citrix)	172104	350,000	-	-	-	-	125,000	125,000	350,000	350,000	-	-	-	-	350,000	-	-	-	-	-	-	-	-	
MAC for Graphic Designer/Illustrator	162127	-	-	-	-	-	-	-	-	9,000	-	-	-	9,000	-	(9,000)	-	-	-	-	(9,000)	-	(9,000)	
<b>Trapeze Blockbuster</b>	192106	-	400,000	-	-	-	-	-	400,000	-	-	-	-	-	-	400,000	-	-	-	-	400,000	-	400,000	
Cloud Migration & Build Out Svcs	172105	265,000	-	-	90,000	-	-	90,000	355,000	90,000	90,000	-	-	180,000	175,000	(90,000)	-	90,000	-	-	175,000	(175,000)	-	
Microsoft SQL Server Upgrades	162130	120,000	-	-	-	-	-	-	120,000	-	-	-	-	-	120,000	-	-	-	-	-	120,000	(120,000)	-	
Wireless Network	162131	136,872	5,000	5,000	5,000	90,000	-	105,000	241,872	5,000	5,000	5,000	5,000	90,000	110,000	131,872	-	-	-	-	131,872	(131,872)	-	
Fiber Build Out (Grand, GCS, VMC)	172106	-	100,000	-	-	-	-	100,000	100,000	1,400,000	150,000	-	-	-	1,550,000	(1,400,000)	(50,000)	-	-	-	(1,450,000)	(170,000)	(1,620,000)	
Software Development Tools	172107	12,000	-	-	12,000	-	-	12,000	24,000	-	-	12,000	-	-	12,000	12,000	-	-	-	-	12,000	(12,000)	-	
Ergonomic Furniture	172109	32,557	-	-	-	-	-	-	32,557	25,000	-	-	-	-	25,000	7,557	-	-	-	-	7,557	(18,474)	(10,917)	
Operating System Licenses	172110	175,000	-	-	-	175,000	-	175,000	350,000	-	-	-	-	175,000	175,000	175,000	-	-	-	-	175,000	(175,000)	-	
<b>Other Transit Software/Hardware</b>	192103	-	125,000	125,000	125,000	125,000	-	500,000	500,000	-	-	-	-	-	-	-	125,000	125,000	125,000	125,000	500,000	-	500,000	
<b>APCs</b>	182105	212,000	-	-	-	-	-	-	212,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other IT HW/SW (EZ Wallet, TransGuide Radio)	172111	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(110,000)	(110,000)	
Digital Signage/Kiosks	182100	40,000	250,000	40,000	40,000	40,000	-	370,000	410,000	40,000	40,000	40,000	-	40,000	160,000	-	210,000	-	40,000	-	250,000	-	250,000	
<b>Other Vehicle Hardware</b>	212100	-	-	-	900,000	-	-	900,000	900,000	-	-	-	-	-	-	-	-	900,000	-	900,000	-	900,000	-	900,000
<b>Customer Service Automation</b>	192104	-	50,000	-	-	-	-	50,000	50,000	-	-	-	-	-	-	-	50,000	-	-	-	50,000	-	50,000	
<b>Tech Area Office Construction</b>	192105	-	15,000	-	-	-	-	15,000	15,000	-	-	-	-	-	-	-	15,000	-	-	-	15,000	-	15,000	
<b>Admin Boardroom Audio/Video Refresh</b>	202100	-	-	100,000	-	-	-	100,000	100,000	-	-	-	-	-	-	-	-	100,000	-	-	100,000	-	100,000	
IT Security/Network Security	182101	89,000	80,000	125,000	-	-	-	205,000	294,000	89,000	-	125,000	-	-	214,000	-	80,000	-	-	-	80,000	-	80,000	
Service Desk Application Replacemetr	182103	33,000	-	-	-	-	-	-	33,000	-	-	-	-	-	-	33,000	-	-	-	-	33,000	-	33,000	
B2G Upgrade	172112	29,000	-	-	-	-	-	29,000	29,000	-	-	-	-	-	29,000	-	-	-	-	-	29,000	(29,000)	-	
<b>Total Computer Hardware/Software</b>		7,617,455	6,987,218	3,848,403	1,872,000	1,360,000	675,000	14,742,621	21,685,076	9,823,600	6,481,400	2,610,000	692,000	1,185,000	20,792,000	(2,206,145)	505,818	1,238,403	1,180,000	175,000	893,076	(2,541,554)	(1,648,478)	
<b>Misc. (Facilities, Equipment, Other)</b>																								
Fare Collection System	163100	2,214,000	486,000	-	-	-	-	486,000	2,700,000	-	-	-	-	-	2,214,000	486,000	-	-	-	-	2,700,000	(1,041,531)	1,658,469	
Joint Development	193103	500,000	500,000	500,000	-	-	-	1,000,000	1,500,000	500,000	500,000	500,000	500,000	2,500,000	-	-	-	(500,000)	(500,000)	(1,000,000)	(1,000,000)	-	(1,000,000)	
Scobey Complex	173103	11,306	800,000	-	-	-	-	800,000	811,306	-	-	-	-	-	11,306	800,000	-	-	-	-	811,306	(11,306)	800,000	
Joint Dvlpmnt (Centro Plaza - Core & Shell Bldg)	183100	-	500,000	-	-	-	-	500,000	500,000	500,000	-	-	-	500,000	(500,000)	500,000	-	-	-	-	-	-	-	
<b>Total Miscellaneous</b>		2,725,306	2,286,000	500,000	-	-	-	2,786,000	5,511,306	1,000,000	500,000	500,000	500,000	500,000	3,000,000	1,725,306	1,786,000	-	(500,000)	(500,000)	2,511,306	(1,052,837)	1,458,469	
<b>Total Capital</b>		131,803,368	56,008,134	74,058,891	46,985,882	64,557,500	70,517,708	312,128,115	373,413,775	101,943,755	76,006,448	44,285,736	37,105,909	57,752,084	317,093,932	29,859,613	(19,998,314)	29,773,155	9,879,973	6,805,416	56,319,843	(54,269,104)	2,050,739	

Note:  
 Red font indicates new project  
 Green font indicated changed description

**VIA Metropolitan Transit  
Transportation Improvement Program  
2019-2023 Projects (\$)**

**CAPITAL PROJECTS SPENDING:**

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Total</u>
Revenue Vehicles	\$ -	\$ 8,400,000	\$ 7,749,980	\$ 7,650,000	\$ 8,037,708	\$ 31,837,688
Service Vehicles	673,000	377,000	364,000	452,000	-	1,866,000
Passenger Amenities	25,922,751	18,077,378	4,769,000	682,500	665,000	50,116,629
Operational Facilities	5,030,000	13,203,000	9,123,000	9,623,000	200,000	37,179,000
Administrative Facilities	740,000	800,000	-	-	-	1,540,000
Maintenance Tools & Equipment	950,000	2,882,000	150,000	400,000	50,000	4,432,000
Replacement Components for Rev Vehicles	1,419,165	1,971,110	957,902	890,000	890,000	6,128,177
High-Capacity Transit	12,000,000	24,000,000	22,000,000	43,500,000	60,000,000	161,500,000
Computer Hardware/Software	6,987,218	3,848,403	1,872,000	1,360,000	675,000	14,742,621
Miscellaneous	2,286,000	500,000	-	-	-	2,786,000
TIP Capital Projects	<u>56,008,134</u>	<u>74,058,891</u>	<u>46,985,882</u>	<u>64,557,500</u>	<u>70,517,708</u>	<u>312,128,115</u>

**Other Programs (a):**

Section 5310 (Elderly and Disabled)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Preventative Maintenance	23,929,600	24,238,900	24,551,300	24,866,800	25,185,500	122,772,100
Capital Cost of Contracting	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	23,000,000
Paratransit Expenses	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	12,000,000

**Total TIP Projects** 87,937,734    106,297,791    79,537,182    97,424,300    103,703,208    474,900,215

**CAPITAL PROJECTS FUNDING SOURCES:**

**Sources:**

MTA Contractual Obligation Bonds	-	-	7,749,980	7,650,000	3,597,708	18,997,688
TxDOT Grant Funds	24,711,123	21,438,445	4,059,000	120,500	40,000	50,369,068
Section 5307/5340 Grant	-	-	-	-	-	-
Section 5339b Grant	-	-	6,000,000	-	-	6,000,000
Section 5339 Grant	1,087,812	8,898,223	2,193,000	5,451,812	4,440,000	22,070,847
No-Low Grant	-	3,750,000	-	-	-	3,750,000
Rapid Transit Funding	12,000,000	24,000,000	22,000,000	43,500,000	60,000,000	161,500,000
VIA Cash/Capital (b)	17,399,377	15,420,269	4,863,902	7,775,188	2,380,000	47,838,736
Carryover Grant Funds for Pre-'18 Projects	809,822	551,954	120,000	60,000	60,000	1,601,776
<b>Total Capital Projects Funding</b>	<u>56,008,134</u>	<u>74,058,891</u>	<u>46,985,882</u>	<u>64,557,500</u>	<u>70,517,708</u>	<u>312,128,115</u>

**Subtotals by Source:**

Grant Funds	1,897,634	13,200,177	8,313,000	5,511,812	4,500,000	33,422,623
TxDOT Grant Funds	24,711,123	21,438,445	4,059,000	120,500	40,000	50,369,068
Bonds	-	-	7,749,980	7,650,000	3,597,708	18,997,688
Rapid Transit Funding	12,000,000	24,000,000	22,000,000	43,500,000	60,000,000	161,500,000
VIA Cash/Capital (b)	17,399,377	15,420,269	4,863,902	7,775,188	2,380,000	47,838,736
<b>Total</b>	<u>56,008,134</u>	<u>74,058,891</u>	<u>46,985,882</u>	<u>64,557,500</u>	<u>70,517,708</u>	<u>312,128,115</u>

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

Section 5307/5340 Grant	30,929,600	31,238,900	31,551,300	31,866,800	32,185,500	157,772,100
Less JARC Included in 5307/5340	-	-	-	-	-	-
Operating Expense Reimbursements	<u>(30,929,600)</u>	<u>(31,238,900)</u>	<u>(31,551,300)</u>	<u>(31,866,800)</u>	<u>(32,185,500)</u>	<u>(157,772,100)</u>
Total 5307/5340 for Capital Projects	-	-	-	-	-	-

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

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

**VIA 2019 Program of Projects**

Title	MPO Project #	Sponsor	Description	Requested Funding (\$)
<b>Service Vehicles</b>				
Non-Revenue Support Vehicles	10028	Carl Woodby	Replacement of vehicles which have met or exceeded their useful life.	638,000
Non-Revenue Support Equipment	10028	Carl Woodby	Replacement of vehicles which have met or exceeded their useful life.	35,000
			Total	673,000
<b>Passenger Facilities</b>				
Robert Thompson Transit Center	10036	Scott Bishop	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	3,700,000
Brooks Transit Center	10036	Scott Bishop	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	3,560,882
Stone Oak Park & Ride Phase II Bridge	10036	Scott Bishop	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	950,000
IH10 Park & Ride	10036	Scott Bishop	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	2,025,000
SH 151 Park & Ride	10036	Scott Bishop	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	5,125,000
Northeast Park & Ride	10036	Scott Bishop	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	2,729,000
Naco Pass	10036	Scott Bishop	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	195,912
SW High-Capacity Transit Phase 1	10036	Scott Bishop	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	4,268,857
Bus Stop Improvements	10036	Abigail Rodriguez	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	970,000
Bus Stop Impr. Funded w/ TxDOT Funds	10036	Abigail Rodriguez	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	423,100
Bus Stop Impr. Suburban Cities	10036	Abigail Rodriguez	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	250,000
Randolph Park & Ride	10036	Scott Bishop	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	860,000
Passenger Facility Upgrade/Renovation	10036	Darren Shimek	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	150,000
Crossroads Refurbish	10036	Darren Shimek	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	150,000
Crossroads Refurbish	10036	Darren Shimek	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	500,000
AMTRAK Bldg. Renovations	10036	Darren Shimek	Project consists of passenger facility improvements designed to improve customer experience and enhance the attractiveness of public transportation.	65,000
			Total	25,922,751
<b>Operational Facilities</b>				
Facility Upgrade/Renovation	10035	Darren Shimek	Project consists of various upgrades to VIA's operational facilities.	150,000
Repairs - Vehicle Repair Pits	10035	Tom Carrasco	Project consists of various upgrades to VIA's operational facilities.	300,000
Existing Paint Facility Upgrade	10035	Darren Shimek	Project consists of various upgrades to VIA's operational facilities.	200,000
Bus Garage Air Compressor Replacement	10035	Darren Shimek	Project consists of various upgrades to VIA's operational facilities.	150,000

**VIA 2019 Program of Projects**

Title	MPO Project #	Sponsor	Description	Requested Funding (\$)
CDC Police Station Renovation	10035	Tom Carrasco	Project consists of various upgrades to VIA's operational facilities.	200,000
General Concrete and/or Asphalt Work	10035	Tom Carrasco	Project consists of various upgrades to VIA's operational facilities.	300,000
Madla Training Center Upgrades	10035	Scott Bishop	Project consists of various upgrades to VIA's operational facilities.	100,000
Paratransit Facility	10035	Scott Bishop	Project consists of various upgrades to VIA's operational facilities.	1,855,000
Office Furniture	10035	Darren Shimek	Project consists of various upgrades to VIA's operational facilities.	100,000
Campus Master Plan & Improvements	10035	Gary Glasscock	Project consists of various upgrades to VIA's operational facilities.	250,000
Rework HU Yard Sump/Separator System	10035	Tom Carrasco	Project consists of various upgrades to VIA's operational facilities.	200,000
DAF Unit Replacement	10035	Darren Shimek	Project consists of various upgrades to VIA's operational facilities.	300,000
VMC Carpet Replacement	10035	Darren Shimek	Project consists of various upgrades to VIA's operational facilities.	150,000
Insp Steamroom Renovations	10035	Darren Shimek	Project consists of various upgrades to VIA's operational facilities.	150,000
Heavy Unit Sky Light Replacement	10035	Darren Shimek	Project consists of various upgrades to VIA's operational facilities.	25,000
Garage Heater Replacement	10035	Darren Shimek	Project consists of various upgrades to VIA's operational facilities.	450,000
Storeroom Cabinets & Material Handling Trucks	10035	Henry Berrellesa	Project consists of various upgrades to VIA's operational facilities.	150,000
<b>Total</b>				<b>5,030,000</b>
<b>Administrative Facilities</b>				
Security Enhancements - Perimeter Fence	10038	Tom Carrasco	Project consists of various upgrades to VIA's administrative facilities.	500,000
Fitness Center Buildout	10038	Darren, Tom	Project consists of various upgrades to VIA's administrative facilities.	150,000
Administration Bldg Patio Improvements	10038	Darren Shimek	Project consists of various upgrades to VIA's administrative facilities.	90,000
<b>Total</b>				<b>740,000</b>
<b>Maintenance Tools &amp; Equipment</b>				
Shop Tools and Equipment	10039	Carl Woodby	Replacement of old non-serviceable equipment and purchase of new equipment necessary to perform repair and maintenance on VIA buses and other vehicles.	100,000
Purchase Warehouse Storage Cabinets	10039	Carl Woodby	Replacement of old non-serviceable equipment and purchase of new equipment necessary to perform repair and maintenance on VIA buses and other vehicles.	250,000
Mobile Bus Lifts	10039	Carl Woodby	Replacement of old non-serviceable equipment and purchase of new equipment necessary to perform repair and maintenance on VIA buses and other vehicles.	100,000
Inground Break Tester	10039	Carl Woodby	Replacement of old non-serviceable equipment and purchase of new equipment necessary to perform repair and maintenance on VIA buses and other vehicles.	300,000
Bus Washer Purchases and Upgrades	10039	Carl Woodby	Replacement of old non-serviceable equipment and purchase of new equipment necessary to perform repair and maintenance on VIA buses and other vehicles.	200,000
<b>Total</b>				<b>950,000</b>
<b>Rapid Transit Project</b>				
High Capacity Transit Project		Scott Bishop		12,000,000
<b>Total</b>				<b>12,000,000</b>
<b>Replace Components for Rev. Vehicles</b>				
Engines and Transmissions	10043	Carl Woodby	Replacement of old non-serviceable components and purchase of new/reconditioned components.	429,165
Hybrid Bus Major Components	10043	Carl Woodby	Replacement of old non-serviceable components and purchase of new/reconditioned components.	600,000
Electric Bus Major Components	10043	Carl Woodby	Replacement of old non-serviceable components and purchase of new/reconditioned components.	300,000
Diesel Particulate Filters	10043	Carl Woodby	Replacement of old non-serviceable components and purchase of new/reconditioned components.	40,000
Misc. Components for Revenue Vehicles	10043	Carl Woodby	Replacement of old non-serviceable components and purchase of new/reconditioned components.	50,000

**VIA 2019 Program of Projects**

Title	MPO Project #	Sponsor	Description	Requested Funding (\$)
				Total
				1,419,165
<b>Computer Hardware/Software</b>				
Internet Firewalls	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	40,000
Park & Rude Network Upgrades	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	40,000
New Computers for Police Cars	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	65,000
Computing Devices	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	200,000
ArcGIS for Engineering	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	75,000
Network Storage/Servers/Data Ctr	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	200,000
P25 Radio System Upgrade/Replacement	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	1,435,602
AVL Hardware	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	50,000
ERP System - BPR, Technical Specs	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	100,000
ERP System	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	3,351,616
Security (Cameras, Doors, Network, Storage)	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	400,000
VMC AV Replacement	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	5,000
Trapeze Blockbuster	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	400,000
Wireless Network	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	5,000
Fiber Build Out (Grand, GCS, VMC)	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	100,000
Other Transit Software/Hardware	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	125,000

**VIA 2019 Program of Projects**

Title	MPO Project #	Sponsor	Description	Requested Funding (\$)
Digital Signage/Kiosks	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	250,000
Customer Service Automation	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	50,000
Tech Area Office Construction	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	15,000
IT Security/Network Security	10048	Steve Young	This project will fund the necessary hardware and software to maintain VIA's Information Technology infrastructure and to replace and upgrade various components as they become obsolete.	80,000
			Total	6,987,218
<b>Misc. (Facilities, Equipment, Other)</b>				
Fare Collection System	10051	Steve Young	This project is to Implement new fare collection system technology.	486,000
Joint Development	10051	Scott Bishop	This project is to pursue joint development opportunities with other entities.	500,000
Scobey Complex	10051	Scott Bishop	This project is to address needs regarding the Scobey Complex.	800,000
Joint Development (Centro Plaza - Core & Shell Building)	10051	Scott Bishop	This project is to pursue joint development opportunities with other entities.	500,000
			Total	2,286,000
<b>GRAND TOTAL</b>				<b>56,008,134</b>

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# Appendices

# Appendices

## **AGENDA ITEM #8**



September 25, 2018

**TO:** VIA Board of Trustees  
**FROM:** Steve Lange, Vice President Fiscal Management/CFO  
**THROUGH:** Jeffrey C. Arndt, President and CEO  
**RE:** Proposed FY19 Operating Budget

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### **PURPOSE:**

To present the recommended Fiscal Year 2019 Operating Budget for possible adoption by the Board.

### **BACKGROUND:**

The FY19 budget process began in May 2018 with the preliminary formulation of the capital plan. In June, a preliminary hours and miles service plan was developed, and in June through July 2018, the FY19 operating budget was developed. The FY19 Budget was developed looking at a five-year planning horizon. Plan elements evaluated in building the budget include: the Board's strategic priorities; service levels; capital requirements; available grant funding and other funding sources, including debt; operating expenses; cash reserve requirements; and customer service improvements.

VIA's proposed FY19 Operating Budget is \$238,897,267. A preliminary proposed FY19 Operating Budget was reviewed with the Board at a Budget Workshop on August 16, 2018, and in briefings with Board members. Subsequent to the Budget Workshop in August, there was an \$31,527 increase (0.013%) in the proposed budget. The increase resulted from shifting some miles and hours from the ATD to the MTA, which changed cost allocation figures. Also, we adjusted dollars associated with the headcount in the Passenger Amenities Department. The shifting of miles and hours from the ATD to the MTA was done because with new BRT service being funded by the ATD, the ATD can no longer afford to pay for limited stop bus routes. A total of 118,856 hours and 1,684,385 miles were shifted.

The capital reserve figure at the end of FY19 increased by \$1.3M (to a balance of \$5.3M) due to a change in the calculation of the Working Capital and Stabilization Fund balances, partially offset by the prefunding of the local match (\$1.6M) for the recently announced \$2M no-low grant that will be used to purchase electric buses in FY20, along with a slight additional increase to the local match reserve that was deemed appropriate. Per VIA's Restricted and Unrestricted Funds Policy, the local match should be set aside when grant funds are awarded.

A public hearing to present the proposed FY19 Operating Budget is scheduled for September 12, 2018. Three citizens spoke and one of those individuals commented on the budget. VIA provided notice of the availability of the budget and public hearing with legal notices in the *San Antonio Express-News* and *La Prensa* on August 27, 2018. A press release was sent to all media outlets in the Greater San Antonio Region announcing the budget availability for public review. A review copy of the budget was available in the Marketing and Promotions Department at The Grand, as well as being accessible online at VIAinfo.net. In addition, notices publicizing the public hearing

and budget comment period were provided online and on social media platforms, including Facebook and Twitter.

Feedback from the public hearing will be provided to the Board at the Work Session.

**ANALYSIS:**

The proposed FY19 Operating Budget is \$238,897,267, up 9.0% from the FY18 forecast. The budget was formulated based on the goal of improving the customer experience by increasing service frequency throughout the service area, opening new facilities and building others, introducing new technologies to improve customer convenience, pushing ahead on Vision 2040, and building a positive brand message. The proposed FY19 Operating Budget is up from the prior year forecast due mainly to investments in additional line service (up 4.7%), wage increases, and resources needed to address agency initiatives. Additionally, pension expense is up due to assumption changes (mainly lower investment return rate). The Operating Budget includes an assumption that the City of San Antonio will provide \$10.0M in funding for new service (City Council will need to approve this funding).

**RECOMMENDATION:**

Approve the proposed FY19 Operating Budget.

**FINANCE/BUDGET IMPACT:**

The proposed FY18 Operating Budget is \$238,897,267.

**BUSINESS DIVERSITY:**

Not applicable.

**ACTION REQUESTED:**

Board approval of the proposed FY19 Operating Budget of \$238,897,267.

Attachments: Resolution  
FY19 Proposed Operating Budget PowerPoint

## **AGENDA ITEM #4**



September 25, 2018

**TO:** ATD Board of Trustees

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

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

**RE:** Proposed FY19 Operating Budget

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### **PURPOSE:**

To present the recommended Fiscal Year 2019 Operating Budget for possible adoption by the Board.

### **BACKGROUND:**

The FY19 budget process began in May 2018 with the preliminary formulation of the capital plan. In June, a preliminary hours and miles service plan was developed, and in June through July 2018, the FY19 operating budget was developed. The FY19 Budget was developed looking at a five-year planning horizon. Plan elements evaluated in building the budget include: the Board's strategic priorities; service levels; capital requirements; available grant funding and other funding sources, including debt; operating expenses; cash reserve requirements; and customer service improvements.

VIA's proposed FY19 Operating Budget is \$238,897,267. A preliminary proposed FY19 Operating Budget was reviewed with the Board at a Budget Workshop on August 16, 2018, and in briefings with Board members. Subsequent to the Budget Workshop in August, there was an \$31,527 increase (0.013%) in the proposed budget. The increase resulted from shifting some miles and hours from the ATD to the MTA, which changed cost allocation figures. Also, we adjusted dollars associated with the headcount in the Passenger Amenities Department. The shifting of miles and hours from the ATD to the MTA was done because with new BRT service being funded by the ATD, the ATD can no longer afford to pay for limited stop bus routes. A total of 118,156 hours and 1,684,385 miles were shifted.

The capital reserve figure at the end of FY19 increased by \$1.3M (to a balance of \$5.3M) due to a change in the calculation of the Working Capital and Stabilization Fund balances, partially offset by the prefunding of the local match (\$1.6M) for the recently announced \$2M no-low grant that will be used to purchase electric buses in FY20, along with a slight additional increase to the local match reserve that was deemed appropriate. Per VIA's Restricted and Unrestricted Funds Policy, the local match should be set aside when grant funds are awarded.

A public hearing to present the proposed FY19 Operating Budget is scheduled for September 12, 2018. Three citizens spoke and one of those individuals commented on the budget. VIA provided notice of the availability of the budget and public hearing with legal notices in the *San Antonio Express-News* and *La Prensa* on August 27, 2018. A press release was sent to all media outlets in the Greater San Antonio Region announcing the budget availability for public review. A review copy of the budget was available in the Marketing and Promotions Department at The Grand, as well as being accessible online at VIAinfo.net. In addition, notices publicizing the public hearing

and budget comment period were provided online and on social media platforms, including Facebook and Twitter.

Feedback from the public hearing will be provided to the Board at the Work Session.

**ANALYSIS:**

The proposed FY19 Operating Budget is \$238,897,267, up 9.0% from the FY18 forecast. The budget was formulated based on the goal of improving the customer experience by increasing service frequency throughout the service area, opening new facilities and building others, introducing new technologies to improve customer convenience, pushing ahead on Vision 2040, and building a positive brand message. The proposed FY19 Operating Budget is up from the prior year forecast due mainly to investments in additional line service (up 4.7%), wage increases, and resources needed to address agency initiatives. Additionally, pension expense is up due to assumption changes (mainly lower investment return rate). The Operating Budget includes an assumption that the City of San Antonio will provide \$10.0M in funding for new service (City Council will need to approve this funding).

**RECOMMENDATION:**

Approve the proposed FY19 Operating Budget.

**FINANCE/BUDGET IMPACT:**

The proposed FY19 Operating Budget is \$238,897,267 (MTA: \$205,768,216; ATD: \$33,129,049).

**BUSINESS DIVERSITY:**

Not applicable.

**ACTION REQUESTED:**

Board approval the proposed FY19 Operating Budget.

Attachments: Resolution  
FY19 Proposed Operating Budget PowerPoint



RESOLUTION: 9-25-18-14

SUBJECT: FISCAL MANAGEMENT – Adoption of the 2018-2019 MTA and ATD Operating Budgets

RESOLVED, that the October 1, 2018 – September 30, 2019 Operating Budget as presented below be adopted by the VIA Metropolitan Transit Board of Trustees.

Operating Expenses by Cost Center (Excluding Depreciation)	MTA Budget	ATD Budget	Combined Budget
Line	\$ 149,127,311	\$ 32,477,448	\$ 181,604,759
Special Events	1,018,571	-	1,018,571
Promotional Service	76,544	-	76,544
Charter	-	-	-
VIATrans	45,989,199	-	45,989,199
Mobility on Demand	1,050,000	-	1,050,000
Vanpool	-	651,601	651,601
Real Estate Development	3,386	-	3,386
Business Development and Planning	8,503,207	-	8,503,207
Total Operating Expenses	\$ 205,768,218	\$ 33,129,049	\$ 238,897,267

I, the undersigned officer of VIA Metropolitan Transit, do hereby certify that the above and foregoing is a true and correct copy of a resolution adopted at the meeting of the VIA Metropolitan Transit Board of Trustees on September 25, 2018.



A. David Marne, Secretary



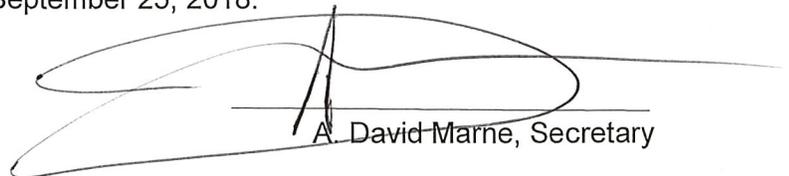
RESOLUTION: 9-25-18-03

SUBJECT: FISCAL MANAGEMENT – Adoption of the 2018-2019 MTA and ATD  
Operating Budgets

RESOLVED, that the October 1, 2018 – September 30, 2019 Budget as presented below be adopted by the Advanced Transportation District Board of Trustees.

Operating Expenses by Cost Center (Excluding Depreciation)	MTA Budget	ATD Budget	Combined Budget
Line	\$ 149,127,311	\$ 32,477,448	\$ 181,604,759
Special Events	1,018,571	-	1,018,571
Promotional Service	76,544	-	76,544
Charter	-	-	-
VIAtrans	45,989,199	-	45,989,199
Mobility on Demand	1,050,000	-	1,050,000
Vanpool	-	651,601	651,601
Real Estate Development	3,386	-	3,386
Business Development and Planning	8,503,207	-	8,503,207
Total Operating Expenses	<u>\$ 205,768,218</u>	<u>\$ 33,129,049</u>	<u>\$ 238,897,267</u>

I, the undersigned officer of VIA Metropolitan Transit, do hereby certify that the above and foregoing is a true and correct copy of a resolution adopted at the meeting of the Advanced Transportation District Board of Trustees on September 25, 2018.

  
A. David Marne, Secretary

## GLOSSARY OF TERMS

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

Budget Schedule	A list of key events that VIA follows in the preparation and adoption of the budget.
Capital Budget	A formal plan of action for a specified time period for purchases of fixed assets that is expressed in monetary terms.
Capital Grant	Monies received from a grantor (for VIA, primarily the Federal Transit Administration (FTA)) used to acquire fixed assets.
Charter Service	Service provided to private providers that do not have a fleet large enough to provide service to conventions or other meetings.
Circulator Routes	Circulator routes are those designed to complement the local bus network by featuring specialized services to smaller markets. Circulators are most often used where larger buses may be impractical due to street patterns, building access, densities, or operating cost. Most circulator services are designed to connect to one or more transit centers where customers can transfer to local and regional transit services.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).
Contract Service	Service provided for schools that cannot provide transportation for all children who require these services.
Cost Center	A unit of a business that incurs expenses and may or may not generate revenue. Line, Contract and VIAtrans are examples of cost centers.
Demand-Response	A type of transit service where an individual passenger can request transportation from a specific location to another specific location at a certain time.
Department	A unit of a division that indicates overall management responsibility for an operation of a group of related operations within a functional area.
Depreciation	The allocation of the acquisition cost of a fixed asset to each period benefited by the asset based on a limited useful life of the fixed asset.
Distinguished Budget Presentation Awards Program	A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Division	A unit of VIA that indicates overall management responsibility for an operation of a group of related operations within a functional area.
Enterprise Fund	Fund established to account for operations financed and conducted in a manner similar to the operations of private business enterprises.
Expense	Charges incurred during a period through activities that constitute VIA's ongoing operations.
Express Service	Express routes are typically designed as "point-to-point" services, serving a very limited number of stops and offering faster trip times for customers. Express routes are often designed to serve employees working traditional Monday-Friday, 8-5 shifts, and as such may only operate during the peak periods (a.m. and p.m.) on weekdays. With more dispersed activity centers and job locations, opportunities now exist for express routes to connect people to jobs in both directions of travel.
Fixing America's Surface Transportation Act (FAST Act)	On December 4, 2015, President Obama signed into law 114-94, the Fixing America's Surface Transportation Act (FAST Act). The FAST Act funds surface transportation programs – including, but not limited to, Federal – aid highways – at over \$305 billion for fiscal years (FY) 2016 through 2020.
Federal Transit Administration (FTA)	The FTA is the federal agency which helps cities and communities provide mobility to their citizens. Through its grant programs, FTA provides financial and planning assistance to help plan, build, and operate rail, bus and paratransit systems.
Fiscal Year	The fiscal year for VIA is October 1 through September 30.
Five-Year Financial Plan	A five – year projection of revenues, expenses, cash flow, reserve balances and related financial information as well as projected service levels upon which the plan is based.
Fixed Asset (Capital Assets)	A long-lived asset acquired for use in the operation of the business and not intended for resale to customers. Examples of fixed assets include office equipment, vehicles, computer equipment, phone equipment and land. This includes all expenditures reasonable and necessary for acquiring or building the asset.
Fixed Route Service	Buses that operate according to fixed schedules and routes.

Fringe Benefits	Contributions made by VIA to meet commitments or obligations for employee fringe benefits. Some examples include VIA's share of Social Security, pension, medical and life insurance.
Full-Time Equivalent Position (FTE)	The number of position based on 2,080 hours per year, with part-time positions converted to the decimal equivalent of a full-time. For example, a part-time position working 20 hours per week would be the equivalent of .5 of a full-time position.
Generally Accepted Accounting Principles (GAAP)	The term used to describe broadly the body of principles that governs the accounting for financial transactions underlying the preparation of a set of financial statements.
Goal	A statement of broad direction, purpose or intent.
Governmental Accounting Standards Board (GASB)	An independent, professional body to establish standards of accounting and financial reporting applicable to state and local governmental entities.
Grants	A contribution by a government or other organization to support a function. A grant may be classified as operational or capital depending on the purpose for which the funds are used.
Headway	The time span between service vehicles on specified routes. Sometimes called frequency.
Income	Compensation for services, interest, rents, royalties, etc.
Indirect Cost	A cost necessary for the functioning of the organization as a whole but which cannot be directly assigned to one service.
Intangible Asset	Economic resources characterized by a lack of physical existence.
Interactive Voice Response (IVR) System	A system that allows access to data (i.e., schedule information) through the use of the touch-tone pad on a telephone.
Internal Controls	Methods and measures implemented to safeguard assets, provide for accuracy of accounting data, and encourage compliance with policies.
Investments	Securities purchased for the generation of income in the form of interest.

JARC	Job Access Reverse Commute is a grant provided by the FTA to provide transportation services between employment sites and low-income residential areas.
Line Service	Service that is scheduled and runs on a fixed route.
Materials and Supplies	Expendable materials and operating supplies necessary to conduct operations.
National Transit Database (NTD)	An annual report to the FTA of financial and statistical information. The report is used by the FTA in calculating the annual grant apportionment.
Net Assets	Total Assets minus Total Liabilities.
NTD Chart of Accounts	The National Transit Database system of accounts used by all transit agencies which facilitates comparison of all transit agencies reporting to the FTA.
Non-Revenue Vehicle	Vehicles that do not carry fare paying passengers that are used to support transit operations.
Off-Peak	Non rush hour time periods.
Operating Budget	A budget of essential income and expenses for a given period (usually on year) excluding capital outlays.
Operating Expense	Operating costs incurred in order to generate operating revenue. Examples of operating expenses include fuel, maintenance supplies, administrative labor, professional fees and office supplies.
Operating Revenues	Revenues generated from the provision of service and from other activities directly related to the provision of service.
Operations Related Salaried Employees	Salaried employees that perform functions related to the provision of transit operations. Functions are identified in the NTD chart of accounts.
Paratransit Service	Non-fixed route service utilizing vans to provide pre-arranged trips to and from specific locations within the service area to certified participants in the program. Most often refers to wheelchair-accessible, demand-response van service.
Park and Rides	Facilities that provide ample parking spaces, transit information centers and amenities for transit users. Usually used for commute to work, school or shopping trips.

Pass	Type of discounted media for fare payment which offers unlimited rides for a specified period of time. Examples include 30-day pass and visitor's pass.
Passenger Miles	The cumulative sum of the distances traveled by passengers.
Peak	Rush hour time periods, typically defined as 6:00 a.m. through 9:00 p.m., Monday through Friday.
Performance Measures	Data collected to determine how effective or efficient a program is in achieving its objectives.
Platform Time	The period of time in which a transit vehicle is in operation. Platform time contains time that buses are in revenue service and time required to support revenue service, for example time from a garage to the beginning of a route.
Purchased Paratransit Service	The cost of providing door-to-door service to certified participants in the paratransit program by a private provider of transit service under contract to the transit agency.
Records Management Program	A program to support the intention of the State of Texas to establish, promote, and support an active continuing program for the efficient and economical management of local government records.
Recovery Ratio	One of the key performance indicators, which measures the amount of operating expense that was recovered from operating revenues. The ratio is calculated as system generated revenues divided by operating expenses.
Reserve	An account used to indicate that a portion of previous earnings is restricted for a specific purpose.
Retained Earnings	The accumulation of prior year earnings.
Revenue	Receipts from the sale of a product or provision of service.
Revenue Bond	A certificate of debt issued by an organization in order to raise revenue. It guarantees payment of the original investment plus interest by specified date. Debt service payment is secured by a specific revenue source.
Revenue Equipment	Includes vehicles that carry fare-paying passengers and equipment used for the collection of fares.
Ride	A trip taken by passengers on the bus or rail system.

Ridership	Each passenger counted each time that person boards a vehicle.
Service Levels	The amount of hours and miles provided in order to serve customers.
Special event Service	Service to regularly scheduled but relatively infrequent events (sporting events, annual festivals) that is open to the public, with routes and schedules set by VIA.
Starlight Service	Demand response service between the hours of 1 a.m. and 4 a.m. The target market for this service is medical and hospitality industry employees.
Sunset Depot	Facility owned by VIA and leased by the Sunset Station Group, LLC to promote economic development in the Alamodome area.
Transguide	An Intelligent Transportation System that provides information to motorists about traffic conditions, such as accidents, congestion and construction.
Transit Centers	Facilities that offer limited parking, transit information centers and passenger amenities, These facilities are transfer hubs for numerous routes which provide shelter for transit passengers waiting to make connections between routes.
Transportation Improvement Program (TIP)	A capital improvement program developed cooperatively by local and state transportation entities. VIA and other transit systems must have their projects in the state TIP before federal funds can be awarded for those project.
Uniform System of Accounts and Records	The uniform accounting structure required by the FTA allowing comparability between all transit systems in the United States.
Unlinked Passenger trip	Each boarding of a transit vehicle by a passenger is defined as an unlinked passenger trip. A single journey by one passenger, consisting of one or more unlinked boardings is considered a linked trip.
Vanpool	A transit service that links patrons making commuter trips to the same location using 12 – 15 passengers vans. The patrons pay a fee for the use of the van.

Vehicle Revenue Hours	The hours that vehicles travel while in revenue service. Vehicle revenue hours include layover/recovery time but exclude travel to and from storage facilities, training operators prior to revenue service, road test and deadhead travel, as well as school bus and charter services.
Vehicle Revenue Miles	The miles that vehicles travel while in revenue service. Vehicle revenue miles exclude travel to and from storage facilities, training operators prior to revenue service, road tests and deadhead travel, as well as school bus and charter services.
Warranty & Credits	Reimbursement for repairs covered by manufacturers' warranty agreements.