



# FY 2021 Annual Business Plan



October 1, 2020 to September 30, 2021  
San Antonio, Texas



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

(This page intentionally left blank)



# **FY21 ANNUAL BUSINESS PLAN**

OCTOBER 1, 2020 – SEPTEMBER 30, 2021

Annual Budget and  
Five-Year Financial and Capital Plan

VIA METROPOLITAN TRANSIT  
SAN ANTONIO, TEXAS

(This page intentionally left blank)



## **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, 2019**

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, 2019** (fiscal year 2020). 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.

# TABLE OF CONTENTS

	<u>Page</u>
<b><u>Introduction</u></b>	
Transmittal Letter .....	1
FY20: A Year in Review .....	5
FY21: Retaining and Returning Ridership and Delivering “Keep SA Moving Plan” .....	10
FY21: Budget Big Picture .....	13
Format of the Budget Document .....	22
<b><u>Budget Overview</u></b>	
The Community VIA Metropolitan Transit Serves .....	25
VIA Metropolitan Transit Budget Process .....	33
Budget Schedule .....	34
Budget Amendment Process .....	34
Budget Assumptions .....	34
Financial Policies .....	36
Debt .....	38
Appropriations .....	38
Net Position .....	38
<b><u>Financial Overview</u></b>	
Introduction to Financial Overview .....	41
Operating Budget Summary .....	43
Service Statistics .....	44
Service Level Summary Hours .....	45
Service Level Summary Miles .....	46
Service Level Summary Passengers .....	47
Revenue Summary .....	49
Expense Summary .....	53
Authorized Positions, Labor and Non-Labor Budget by Category Summary .....	58
Expense Summary by Account .....	60
Cost Center Detail Analysis .....	63
Line Service .....	65
Special Event Service .....	66
Charter Service .....	66
Disaster Relief Service .....	66
VIAtrans Service .....	67
VIA Link Service .....	68
Contract Service .....	68
Vanpool Service .....	68
Real Estate Development Cost Center .....	68
Business Development and Planning Cost Center .....	69
Fringe Cost Center .....	69
Indirect Cost Center .....	69
Cost Allocation Plan .....	70
Personnel Summary .....	73
Personnel Add and Deletes .....	75
Agency Organization Chart .....	80

**Operating Detail by Group/Division/Department**

Introduction to Detail by Division.....	83
<b>VIA FY2021 Goals and Strategies</b> .....	85
General and Administrative.....	88
Audit .....	89
Legal .....	90
Diversity and Federal Compliance .....	91
Public Engagement Group.....	93
Marketing and Promotions .....	95
Communications.....	96
Government and Community Relations .....	97
Customer Experience and Sales.....	98
Transportation.....	99
Bus Service Departments.....	99
ADA & Accessible Services.....	101
Paratransit Operations .....	101
Fiscal Management.....	102
Human Resources .....	103
Technology and Innovation.....	104
Procurement .....	105
Safety, Training and System Security .....	106
Fleet & Facilities.....	107
Planning & Development Group .....	109
Capital and Service Planning Division.....	111
Capital Programs.....	113
<b>Division Expense Summary</b>	
Operating Expense by Group/Division Summary .....	115
Administration .....	116
Public Engagement.....	117
Business Support Services Administration .....	118
Transportation.....	119
Fiscal Management.....	120
Human Resources .....	121
Technology and Innovation.....	122
Procurement .....	123
Safety, Training and System Security .....	124
Fleet & Facilities.....	125
Non-Departmental.....	126
Planning & Development .....	127
<b><u>Five-Year Financial Plan</u></b>	
Five-Year Financial Planning Process .....	131
VIA Five-Year Financial Plan .....	134
ATD Five-Year Financial Plan.....	138
<b>VIA Charts</b>	
Income Statement Summary .....	143
Cash and Reserves Summary .....	144
Reserve Changes and Balances .....	145
Statement of Cash Flows.....	146
Sources of Cash .....	147
Uses of Cash and Net Reserves Change .....	148

Cash Inflows, Outflows and Reserves .....	149
Grant Fund Awards .....	150
Capital Spending Summary .....	151
Operating Revenue .....	152
Non-Operating Revenue/(Expense) .....	153
Sales Tax Revenue .....	154
Operating Expenses .....	155
Stabilization Fund and Working Capital Reserves .....	156
Service Hours and Passengers .....	157
Bond Issuances and Debt Service .....	158
Debt Ratios and Capital Reserve Balances .....	159

**ATD Charts**

Income Statement Summary .....	163
Cash and Reserves Summary .....	164
Reserve Changes and Balances .....	165
Statement of Cash Flows .....	166
Sources of Cash .....	167
Uses of Cash and Net Reserves Change .....	168
Operating Revenue .....	169
Non-Operating Revenue/(Expense) .....	170
Sales Tax Revenue .....	171
Operating Expenses .....	172
Stabilization Fund and Working Capital Reserves .....	173
Service Hours and Passengers .....	174

**Five-Year Capital Plan**

Capital Plan Summary .....	177
Capital Planning Process .....	178
Capital Project Funding .....	179
Key Capital Projects .....	179
Grant Funding and the FAST Act .....	179
Impact of Capital Expenditures on Operating Budget .....	180
FY21 Capital Spending Plan .....	181
Five-Year Capital Spending Plan .....	183
Five-Year Capital Spending Plan Projects Listing .....	187
Capital Spending Plan Comparison by Project Category .....	190
Capital Spending Plan Comparison by Project .....	192
Transportation Improvement Program .....	195

**Appendices**

Board Resolution – VIA and ATD Transit Authority .....	199
Glossary of Terms .....	205

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

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

(This page intentionally left blank)



# INTRODUCTION

(This page intentionally left blank)



The past year has been unlike any in VIA's history for both the challenges and opportunities it brought for our agency and the community we serve. As a team and a family, VIA continues to rise to meet these daily challenges and keep our city moving safely.

While adapting to rapidly changing conditions, we stayed focused on our mission and vision to connect our community and support the agency's primary goals: to attract and retain ridership, improve the customer experience, and build support for stronger investments in public transit. Despite difficult social and economic realities created by the ongoing global pandemic, we had notable successes in each of these areas and are charting a new course for the future.

The success of ATD Proposition A in the November 2020 election secures a new dedicated source of funding that will allow us to plan and execute the long-range goals of the Keep SA Moving Plan to connect more people to jobs and economic opportunities. With support from San Antonio voters, the ATD proposition sets us on a course for a more mobile future.

The win in November signals the start of a new era for transit and mobility in our region. It means we can prepare for what comes next and begin to recover from a difficult fiscal year, preceded by four lean decades.

We began FY 2020 on a strong financial path and were anticipating another successful year, doing the most with a lean budget that relied on partnerships, innovation, common-sense programs, and good service.

- Ridership was up—30 percent on some routes—because of targeted investments in frequency and reliability on key corridors.
- The new VIA Link on-demand service was delivering a steady climb among new and existing riders in the Northeast Zone, significant cost savings and plans to expand.
- Community feedback was overwhelmingly positive, and support was growing for our "VIA Reimagined" plan to transform our region through transit.

When COVID-19 hit, the world, our city, and the way we connected changed almost overnight. Stay-home orders shuttered schools, businesses, and most public spaces. Our local and state economies were put on pause as more people stayed home.

VIA moved quickly to protect our employees and customers. We focused efforts on preserving essential service as ridership and sales tax collections—our primary means of funding—dropped. We doubled down on our commitment to keep moving and preserve the lifeline for those who rely on us to keep their jobs or look for work, to get food and supplies, or care for a loved one who needs them.

We prioritized safety and kept our wheels in motion for the people who continued to make necessary trips at the height of the local quarantine. For those who could not work from home—those deemed

essential, including our hero operators and front-line workers—VIA put strict health and safety measures in place, limiting passenger counts, enhancing cleaning, requiring masks, and suspending fare collection to reduce crowding at the fare box, foregoing revenue to help slow the spread of the virus.

In the process, we—like most major U.S. transit agencies—experienced a dip in the ridership we had recently seen grow. Unlike most major metros however, ridership decline at VIA is holding at about 50 percent, compared to 70 and 80 percent in some cities. Our challenge moving on from COVID will be to rebuild not only our daily ridership but the confidence in the safety of our system.

Today, we continue to provide 85 percent of our pre-COVID service to preserve social distancing— with compounding economic challenges and revenue losses on the horizon but *without* a reduction in our workforce.

VIA has avoided layoffs among operators and staff and implemented multiple measures and protocols to keep us working safely with assistance from CARES Act funding provided by the federal government, cost-saving measures, and responsible spending.

Throughout, we celebrated our VIA heroes and recognized their brave service—the team members who kept service on the street, helped deliver meals to homebound residents, delivered free Wi-Fi to students struggling without internet access at home, and continue to inspire with their commitment to show by example that VIA cares.

A slimmer FY 2021 budget reflects these priorities, with no fare increases planned and funds earmarked to maintain health and safety measures and to sustain our existing workforce.

Looking ahead, we recast our VIA Reimagined plan to support economic mobility and recovery, while avoiding additional service cuts that could hurt our most vulnerable communities—the people who rely on VIA, every day. The revised plan does what it says – Keep SA Moving.

Keep SA Moving is built on the foundation of the VIA Reimagined and Vision 2040 Long Range plans. It's a community-driven strategy designed to keep an Essential Service Schedule now and grow as conditions improve, including an eventual return to pre-COVID service levels.

The Keep SA Moving plan works to first preserve core service and dedicates resources where they're most needed, including more frequency on routes that maintained high ridership.

It includes solutions proposed to address congestion that will come with forecast population increases of over 1 million more people and 1 million more vehicles by 2040, including an Advanced Rapid Transit system to run high-occupancy, high-frequency vehicles in transit-only lanes. This will be made possible by the success of ATD Proposition A, which secured an additional 1/8-cent of dedicated funding that qualifies San Antonio to receive federal transit dollars for the first time.

We plan is taking shape with the opening of two high-occupancy vehicle lanes on Interstate 10, and another two lanes planned for U.S. Highway 281 in 2021. Several more VIA-managed HOV lanes will follow, creating a network of dedicated lanes that will encourage transit use, ridesharing, and carpooling.

The Keep SA Moving Plan also kicks off an expansion of VIA's on-demand service model that replaces fixed routes with more frequent service at a lower cost to VIA. When the app-based VIA Link service launched in summer 2019, ridership in the Northeast Zone nearly doubled and we were able to cut costs by 30%.

At least a dozen more on-demand areas are planned, beginning with two opening in 2021—to serve the Northwest zone and Sandy Oaks.

In FY 2021, VIAtrans customers will enjoy an entirely new fleet of vans that begin arriving in November 2020. The new VIAtrans Operations Center that will house the fleet and the staff that operates our ADA paratransit service will complete design and go into construction. We anticipate opening the new facility in early 2022.

We will also move forward on several other capital projects—the Eastside Mobility Hub, Naco Pass Mobility Hub, TOD projects at the Scobey Building and the Robert Thompson Transit Center, upgrades at the Randolph Park & Ride.

Months since this crisis began, we are staying the course and planning for a new era of mobility in San Antonio and Bexar County, driven with support from the community who elected to increase its investment in transit and mobility solutions through support for VIA and the Advanced Transportation District.

The future of transit means that people won't have to choose between affording basic needs or affording mobility, between taking a shift at work or standing in line for food. It's a vision for our city where someone's address does not determine their access to opportunity. Transit puts opportunity within everyone's reach. That's the key to uplifting our community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeffrey C. Arndt', with a long horizontal flourish extending to the right.

Jeffrey C. Arndt  
President and CEO

(This page intentionally left blank)



# FISCAL YEAR 2021 BUDGET

## FY20: A YEAR IN REVIEW

Through the efforts of agency Board members, leadership, and employees, VIA advanced its mission to expand access to reliable transit options for our community. VIA started fiscal year 2020 strong, with year-over-year ridership increasing in the first five months of the year. In March, 2020, VIA began seeing the impact of COVID-19, as bus line ridership dropped to about 50% of normal levels, and paratransit ridership dropped by 75-80%. VIA adjusted service levels to match the reduced demand and accommodate reduced passenger capacity to encourage social spacing. On April 8, 2020, VIA implemented a limit of 16 passengers on a bus at a time. This “Safe Capacity” maximum passenger load of 16 passengers was enacted to help protect operators and passengers while continuing to provide essential service.

Operators were redeployed, to assist with enhanced cleaning of vehicles and facilities, and to support the VIA Cares Program. As part of this program, VIA and the San Antonio Food Bank began in collaboration at the onset of the stay-at-home orders to make sure homebound residents wouldn't go hungry during these challenging times. VIA bus and VIAtrans operators delivered more than 5,100 boxes – approximately 142,000 meals – prepared by Food Bank staff and volunteers to homes and distributions points throughout San Antonio. VIA also partnered with the San Antonio Education Partnership, SA2020, and other local organizations to provide mobile hot spots at area high schools, so the community could access free Wi-Fi and watch San Antonio's first virtual College Signing Day.

In August 2020, VIA's Advanced Transportation District Board voted to approve a resolution to authorize the ATD to enter into a Joint Election Agreement for the November 3, 2020 election with the Bexar County / Bexar County Elections Administrator, to order an election to consider reallocation of a 1/8<sup>th</sup> percent sales and use tax. Funds will be used for VIA's “Keep San Antonio Moving” plan, which will enhance mobility for economic opportunities, provide diverse and high-quality options, and improve the customer experience. VIA's long-range plan provides a roadmap to a better, faster, smarter transit system for our region. VIA has garnered significant accolades from local, state, federal, and national interests as well as valuable feedback from our customers, which allows us to continue improving.

---

## Highlights

Highlights of FY20 include:

- Through the first five months of the fiscal year, pre-COVID, bus line ridership was up 5.3% compared to the prior fiscal year, with some routes with increased frequency up over 20%
- Completed the first year of new “VIA Link” shared-ride, on-demand service in the Northeast Zone, with average ridership of over 600 passengers per weekday, pre-COVID, and 30% reduction in cost per boarding
- Received \$92.3M of Coronavirus Aid, Relief and Economic Security Act (CARES Act) to cover operating costs to maintain service due to the coronavirus public health emergency

- Through the VIA Cares Program, provided San Antonio Food Bank deliveries to the homebound/senior population (140,000+ meals), and partnered with CoSA/school districts to deliver wi-fi hotspots and bridge digital divides
- Completed P25 radio system replacement, allowing interoperability with local emergency responders
- Completed development of an Automated Virtual Assistant (“Ava”), featuring a chatbot developed with IBM Watson Artificial Intelligence, to answer customer questions; future upgrades such as trip planning and map integrations are planned
- Awarded a design/build contract for VIA’s new paratransit facility to open in October 2021
- Completed an \$11M bond financing to help purchase 139 paratransit vans being replaced
- Took delivery on 21 additional new environmentally-friendly CNG buses in FY20, with 9 additional buses to be delivered in the fall of 2020
- Completed first full year of offering new Primo service on Zarzamora and Military Drive
- Began conceptual design for replacement of existing Randolph Park & Ride
- Completed schematic design for N.E. Mobility Hub
- Prepared an RFP to seek developer proposals for development of the Scobey complex
- VIA’s smartphone application, goMobile, continued to experience sales growth
- Installed solar lighting at 59 Next Gen shelters, bringing the percentage of lit shelters (all types) in the VIA system to 51%

---



---

## Key Capital Projects

In FY20, VIA made significant progress on key capital projects, reflecting a strong commitment to provide important transit improvements throughout the San Antonio region. VIA’s passenger facilities projects include a variety of new and upgraded/renovated facilities and a robust program for installing new bus shelters.

Progress on key projects is discussed below, under “Progress on Key Projects Underway.” FY20 progress includes VIA’s completion of conceptual design for reconstructing the existing Randolph Park & Ride, schematic design of the Northeast Mobility Hub, and the awarding of a contract for design and construction of the new paratransit operations and maintenance facility.

A significant recent project accomplishment is that in FY20 VIA successfully completed the first full year of providing Primo service along Zarzamora and Military Drive, and the new Brooks Transit Center opened in August 2019.

---



---

## Federal Grant Awards

In addition to building new facilities and introducing new transit services, VIA has pursued federal grants to help modernize the system and expand current services. VIA’s current capital program is being funded

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

---

## Recognition

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

**Del Oro Merit Award** – Public Relations Society of America – San Antonio chapter (for the “VIA Reimagined” Integrated Communications campaign)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

---

---

## Fiscal Year 2021

VIA's budget focuses on the retaining and returning ridership as San Antonio recovers from COVID-19. VIA will also focus on working to get an additional 1/8<sup>th</sup> cent ATD sales tax passed, to support the "Keep SA Moving" plan. The three key elements of this plan are the following:

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

FY21 is a year of continued progress, as VIA will be working to retain and return ridership, planning and building new facilities, introducing new technologies to improve customer convenience, pushing ahead on Keep SA Moving, and building a positive brand message.

The budget is consistent with VIA's mission, which is "VIA Metropolitan Transit provides regional multimodal transportation options that connect our community to opportunity, support economic vitality and enhance quality of life throughout our region" and VIA's vision, which is "Connecting our Region." Demonstrating this commitment to improving transit, VIA's approved FY21 budget includes funding to support the November ATD sales tax ballot initiative, and the approved FY21-25 Capital Plan includes spending for new paratransit vans, new CNG buses, new passenger facilities and other projects. Additionally, VIA has conducted extensive community outreach in developing their Vision 2040 plan.

---

---

(This space intentionally left blank)

# FY21: RETAINING AND RETURNING RIDERSHIP AND DELIVERING “KEEP SA MOVING” PLAN

## Key Budget Objectives

VIA's FY21 budget focuses on retaining and returning ridership as San Antonio recovers from COVID-19. There will be a focus on employee/rider health and safety, continuing development projects such as the Scobey Redevelopment, completing the new Paratransit Campus, rebalancing the VIA System, and improving service delivery – a focus on service quality and the customer experience. Funding for the Keep SA Moving plan will be pursued with the November ballot initiative, and those funds will be used to help achieve the plan's goals – enhancing mobility for economic opportunity, providing diverse, high-quality options, and improving the customer experience.

In FY21, VIA's service will include essential service and expansion of VIA Link service. CMAQ funding will also be used to improve service frequency. Essential service is a modified service level that serves to match service to demand while maintaining social distancing. Demand is expected to continue at a reduced level in FY21 due to the impact of COVID-19. For VIA's VIA Link service – a mobility-on-demand service that was first offered in FY19 – VIA will expand service to a northwest sector of San Antonio in FY21, as well as to Sandy Oaks.

There will be a focus on employee and rider health and safety, through actions such as continuing social distancing, enhanced cleaning, and requiring use of face masks. COVID-19 is expected to continue to adversely impact sales tax revenue and farebox revenue throughout FY21, and is also expected to result in higher expenses due to items including cleaning costs and personal protective equipment. Quarterly updates on the impact of the pandemic and the financial forecast will be provided to VIA's Board throughout FY21.

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

- Enhanced revenue vehicle fleet
  - Purchase of 117 new environmentally-friendly buses in FY20-25, including 8 electric buses
  - Purchase of 139 new paratransit vans
- Build/rehabilitate facilities
  - Complete the new Paratransit Campus
  - Install solar-powered lighting at 90 shelters
- Engineering – final design & construction
  - IH10 Park & Pool
  - Northeast Mobility Hub
  - Randolph Transit Center
- Programming & conceptual design
  - Robert Thompson Transit Station
  - Alamo Ranch Park & Ride
  - Eastside Mobility Hub
  - 2<sup>nd</sup> Maintenance & Operations Facility
- Conduct studies/assessments
  - Advanced Rapid Transit network
    - Advanced conceptual plan design
    - Corridor schematic development
    - Environmental fatal flaw analysis
    - Ridership model and service plans
    - Funding scenario

In FY21, VIA will continue to focus on providing valuable service, enhancing the customer experience, fostering meaningful engagement, and planning for the future. These objectives will be achieved through VIA's strategic investments and by continuing to build on strategies that have already increased ridership through higher frequency on bus routes, installation of more than 1,100 new and improved bus shelters, and free mobile apps that make it easier to get around. To further enhance the customer experience, VIA will also continue goMobile growth and expanded introduction of goCard fare technology.

VIA plans to foster meaningful engagement in FY21 with an institutional brand program, internal communications program, strategic partnerships, corporate engagement program, public awareness campaign, comprehensive community engagement, robust stakeholder engagement, and a speakers bureau with 300+ events. The VIA Transit Advisory Council will also be activated to assist in understanding community needs and communicating regarding VIA services and programs.

VIA's budget also focuses on planning for the future. For the last several years, VIA has engaged the community in developing a plan to provide the San Antonio region a truly multimodal transit system. VIA has asked for the public to imagine a different VIA, a VIA that offers a greater variety of transportation choices, a VIA that invests in technology and infrastructure to bring transit into the 21<sup>st</sup> century. The Keep SA Moving Plan – which will enhance mobility for economic opportunities, provide diverse and high-quality options, and improve the customer experience – will be on the San Antonio election ballot in November 2020.

## **Progress on Key Projects Underway**

**Facility Projects.** VIA will make significant progress on new facilities in FY21. 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.

Paratransit Campus – VIA is building a new Paratransit Operations and Maintenance Facility that will allow for the relocation of the VIA's paratransit fleet from our main operations yard. The facility is expected to be completed in August 2021 and will become operational in October 2021. The design and construction of the paratransit operations and maintenance facility project involves the renovation of an existing 100,000 square-foot building formerly known as the K-Mart Shopping Center and later as the Graham Central Station nightclub. The building is situated on an 11-acre site on the northwest side of San Antonio just outside Loop 410 at 4902 Fredericksburg Road.

The renovation will include: offices; lunchrooms, restrooms with showers and lockers; a fitness center; parking for approximately 174 paratransit vehicles and 73 non-revenue vehicles; propane and unleaded fueling facilities with aboveground and underground storage tanks; vehicle washers; maintenance repair bays; parts warehousing, storage and a loading dock; approximately 250 standard parking spaces for employees; landscaping; lighting; fencing; security cameras and signage; and VIA branding on the building exterior.

Once completed, the facility will serve as VIA's dedicated home-base for Paratransit operations and maintenance, as well as support a portion of VIA's Passenger Amenities, Facilities, and non-revenue vehicle off-property maintenance services staff and vehicles.

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

Northeast Mobility Hub – VIA is currently designing new and improved passenger amenities at the Naco Pass Transfer Area. The Northeast Mobility Hub project effort has been completed to 30% design, received environmental concurrence, and is being advanced toward final design. The current location is home to our

new VIA Link mobility-on-demand service and where several routes converge to allow passengers to transfer between routes. Work will include modification of the street to a full cul-de-sac design, upgraded street pavement, wider sidewalks, improved area lighting, bicycle amenities, expanded shelter amenities along with real-time information signage to display bus arrivals and departures. The project is scheduled for construction to begin in the second quarter of FY21 and to be completed in the summer of FY21.

Robert Thompson Transit Center – The existing Robert Thompson Transit Station (RTTS), located at the Sunset Station/Alamodome area, is being studied for a Transit-Oriented Community project. The project will focus on using the VIA facility and air rights, while studying the special event and fixed-route service in the area. FY21 will see the development of a Request for Proposals for a joint development project on this site.

Eastside Mobility Hub – VIA has identified the need for an Eastside Mobility Hub. The facility will have parking, shelters for customers, and other improvements to ensure sufficient access and circulation for multiple transportation routes. The facility will include enhanced pedestrian access, lighting, security camera, wi-fi and real-time bus arrival information. The next steps for this project include the refinement of the site evaluation criteria and a site evaluation and selection process.

Stone Oak Park & Ride Phase II Bridge – This bridge will connect the Stone Oak Park and Ride facility to the new High-Occupancy Vehicle (HOV) lanes as part of an expanded US 281 North currently under construction by the Texas Department of Transportation (TxDOT). The expansion project is scheduled to be completed in 2021.

Vision 2040 Advanced Rapid Corridor Studies – Four ART 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: North Corridor, West Corridor, East Corridor, and the South Corridor.

**Updated Bus Stop Shelter and Amenities.** In recent years, VIA has installed over 1,140 new bus shelters and will partner with TxDOT and the City of San Antonio to improve approximately 200 additional bus stops in the next five years. VIA is coordinating with partner agencies on site analysis, design, and construction.

**State-of-the-Art Fare Collection System.** VIA will be implementing a new mobility payment platform in FY21 and will be expanding the goCard (smart card) rollout. The mobility payment platform should integrate with VIA's goCard and provide for fare capping. VIA's goCard will provide more fare options, decrease boarding time and give riders greater flexibility.

In summary, FY21 will be a year of significant progress for VIA, as the vision of a multimodal transit system for the San Antonio region continues to develop, and investments are made in transit system assets and improvements throughout the region. Additionally, VIA has been able to realize various cost savings that result in a lower operating budget than in FY20, remaining fiscally sound with Stabilization Fund ("Rainy Day" Fund) and working capital balances at Board policy levels (60 days each).

## **FY21: BUDGET BIG PICTURE**

VIA's FY21 Budget, Five-Year Capital Plan, and Five-Year Financial Plan are discussed below under the following sections:

- FY21 Income Statement Summary
- Revenues
- Operating Expenses
- Capital Budget
- Five-Year Financial Plan

VIA enters FY21 with sound reserves, as both the Stabilization Fund and working capital are at 60 days of expenses. VIA's unrestricted cash reserve is projected to have a balance of \$73.9M at the end of FY20. Financial performance in FY20 was impacted by COVID-19, with resulting sales tax and farebox revenue shortfalls, and various incremental expenses from COVID-19 for items such as cleaning, personal protective equipment, extended family medical leave act (EFLMA) costs, and COVID sick pay. VIA did receive \$92.3M of funds from the Coronavirus Aid, Relief and Economic Security Act (CARES Act), which is the reason that the unrestricted cash reserve balance increased significantly in FY21 (up from \$12.5M on 9/30/19 to a projected \$73.9M on 9/30/20). CARES Act funds were drawn down based on operating costs to maintain service during the coronavirus public health emergency. This freed up local funds that had been budgeted to provide service. In FY20, the incremental impacts of COVID-19 – lost revenue and extra expenses – are less than the CARES Act fund draws. In FY21 and FY22, VIA will use the remaining freed up local funds to cover COVID-related revenue shortfalls and extra expenses.

In FY20, compared to the prior year, total revenue is forecasted to be up 21.3% (\$329.9M, compared to actual revenue of \$271.9M in the prior year), with net expenses growing at 4.0% (\$250.2M, compared to \$240.8M in the prior year). CARES Act revenue of \$92.3M drove these results.

---

## FY21 Income Statement Summary (\$M)

	Budget 2020	Forecast 2020	Budget 2021	Budget 2021 vs. Budget 2020 Variance [Better/(Worse)]	% Variance [Better/ (Worse)]
<b>Income Statement Summary</b>					
Operating Revenues	\$ 23.60	\$ 15.18	\$ 13.01	\$ (10.59)	-44.9%
Operating Expenses	249.43	243.68	247.48	1.95	0.8%
Non-Operating Revenue/(Expense):					
Net Revenue	252.58	314.70	250.95	(1.63)	-0.6%
Bond Interest & Issuance Expense	(5.24)	(5.43)	(5.01)	0.23	4.4%
Local Assistance	(1.00)	(1.06)	(1.80)	(0.80)	-80.0%
Total Non-Op. Revenue/(Expense)	246.34	308.21	244.14	(2.20)	-0.9%
Net Income before Depreciation and Capital Contributions	\$ 20.51	\$ 79.71	\$ 9.67	\$ (10.84)	-52.9%
<b>Revenue and Expense Summary</b>					
Net Revenues	\$ 276.18	\$ 329.88	\$ 263.96	\$ (12.22)	-4.4%
Net Expenses	255.67	250.17	254.29	1.38	0.5%
Net Income before Depreciation and Capital Contributions	20.51	79.71	9.67	(10.84)	-52.9%

**Budget to Budget Comparison.** VIA's budgeted FY21 net income before depreciation and capital contributions is \$9.7M in FY21, which is \$10.8M lower than in the FY20 budget, due mainly to lower sales tax revenue due to COVID-19. Sales tax revenue is down \$11.2M, or 5.5% (budget to budget comparison). VIA's operating expense budget of \$247.5M in FY21 is \$1.9M lower than the FY20 budget.

Budgeted operating expenses are down \$1.9M due primarily to reduced service attributable to COVID-19, eliminated vacancies, and reductions in professional/technical services, purchased transportation, advertising and workers' compensation spending; the impact of these items was partially offset by higher OPEB costs, pension costs, various inflationary costs, and one-time expenses including COVID cleaning and PPE supplies, along with expenses for a November election ballot initiative to secure more sale tax funding for VIA, and a related educational program.

**Budget to Forecast Comparison.** Comparing the FY21 budget to the FY20 forecast, net income before depreciation and capital contributions (\$9.7M in FY21) is \$70.0M below the FY20 forecast. This is due to CARES Act funding received in FY20. In FY21, VIA's operating expenses are projected to be \$247.5M, which is \$3.8M higher than in FY20. This is due to spending on planning studies deferred from FY20. Sales taxes are projected to be down \$0.6M (0.3%) in FY21, due to the impact of COVID-19.

Budgeted FY21 operating expenses are \$3.8M higher than the FY20 forecast. The largest increases are: fuel, +\$5.1M; and, professional/technical services, +\$3.0M. For the fuel increase, approximately +\$3.1M is attributable to only having one year of alternative fuel rebates budgeted in FY21, whereas in FY20 VIA received two years of alternative fuel rebates due to retroactive reinstatement of the program. The remainder of the fuel increase is driven by prices. Professional/technical services spending is up due to planning studies deferred from FY20.

## Revenue Budget

**Revenue Summary.** The proposed FY21 budget included \$264.0M in revenue, down 4.4% from the FY20 budget and down 20% from the FY20 forecast. Revenue comparisons are shown below (in \$M):

	Budget 2020	Forecast 2020	Budget 2021	Budget 2021 vs. Budget 2020 Variance [Better/(Worse)]	% Variance [Better/ (Worse)]
Sales Taxes	\$ 201.78	\$ 191.22	\$ 190.59	\$ (11.19)	-5.5%
Grant Revenue	38.04	114.44	49.41	11.37	29.9%
Farebox Revenue	21.41	13.09	10.87	(10.54)	-49.2%
CoSA Funding Revenue	10.00	7.00	10.00	0.00	0.0%
Other Net Revenue	4.95	4.13	3.09	(1.86)	-37.6%
Total Revenue	\$ 276.18	\$ 329.88	\$ 263.96	\$ (12.22)	-4.4%

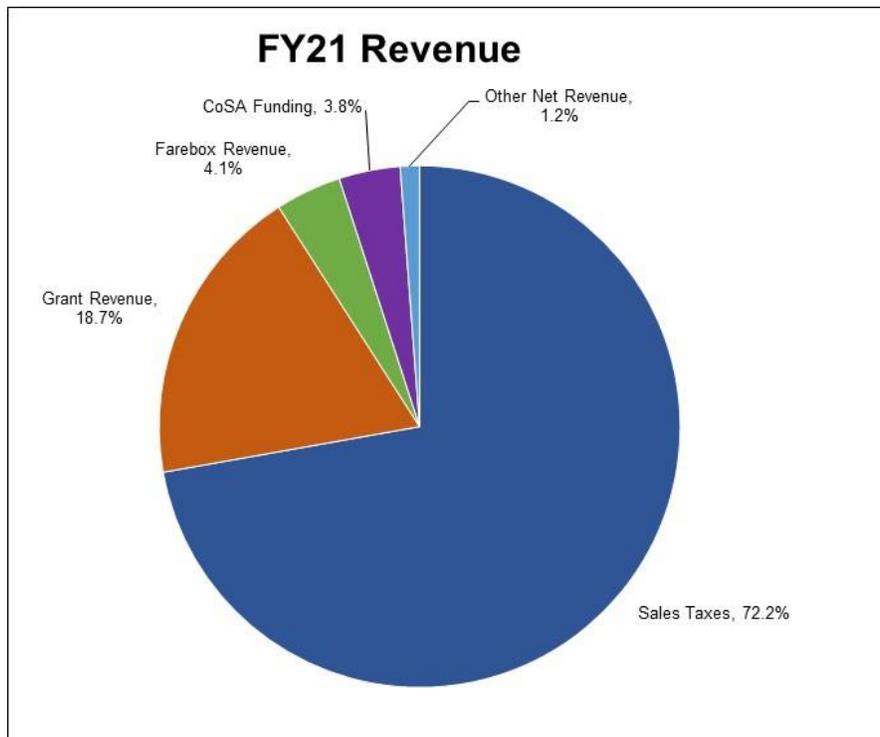
Budgeted FY21 sales taxes are down 5.5% compared to the FY20 budget, and down 0.3% compared to the FY20 forecast, due to the impact of COVID-19. According to Moody's Analytics (in a April 2020 analysis), the San Antonio-New Braunfels economy will weaken as the coronavirus crisis hits retail, hospitality, energy-related, distribution and construction industries. They note that longer term, after the crisis resolves, the metro area's above-average population gains, low costs of doing business, and relatively high housing affordability should contribute to above-average overall performance.

Grant revenue is expected to be up due primarily to use of carryover grant funds awarded in prior years. In FY20, VIA deferred \$12.4M of Section 5307 grant fund draws so that CARES Act funds could be drawn first. Those deferred funds will be drawn in FY21.

Passenger fare revenue is projected to be down significantly due to the projected impact of COVID-19 throughout the year. Ridership is projected to only be approximately 50% of normal levels. VIA's budget includes 1,769,907 hours of line service in FY21.

Other revenues, which account for approximately 1.2% of VIA's revenues, are expected to be down by \$1.7M. Other revenues include investment income, bus advertising, real-estate development, asset sales, and other miscellaneous items. The decrease is primarily due to lower investment income due to lower interest rates.

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



Sales tax receipts account for \$190.6M, or 72.2%, of VIA's FY21 revenue budget. MTA sales taxes are projected to be \$155.5M, and ATD-VIA sales taxes are projected to be \$35.1M. Grant revenues are the second largest category of FY21 revenue, with these revenues totaling \$49.4M (18.7% of budgeted revenue). Of this total, \$45.1M is from Section 5307 operating expense reimbursements. The third largest revenue category is passenger fares, accounting for \$10.9M (4.1% of budgeted revenue). Funding from the City of San Antonio for improved bus service on partnership routes accounts for \$10.0M (3.8% of budgeted revenue). Remaining items account for \$3.1M (1.2% of budgeted revenue).

## Operating Expense Budget

**Operating Expense Summary.** The proposed FY21 budget includes \$247.5M in operating expenses, down 0.9% from the FY20 budget, as shown below (in \$M):

	<u>Budget 2020</u>	<u>Forecast 2020</u>	<u>Budget 2021</u>	<u>Budget 2021 vs. Budget 2020 Variance</u>	<u>% Variance</u>
Operating Expenses	249.43	243.68	247.48	(1.95)	-0.9%

VIA's FY21 operating expense budget includes \$13.2M of savings that were achieved, more than offsetting \$11.3M of budget increases, resulting in a \$1.9M reduction in the FY21 budget compared to the FY20 budget. Budget increases included \$2.8M of one-time items: COVID cleaning, the November election expense, and an educational program. Without the one-time items, VIA's budget would have reflected a \$4.7M reduction.

Budget savings resulted from the following items:

<u>FY21 Projected Budget Savings</u>	
Maintain essential service levels	\$ (4.9)
Eliminate vacancies	(2.7)
Reduction in professional/technical services	(1.3)
Reduction in purchased transportation	(0.4)
Lower advertising spending	(1.1)
Lower workers compensation	(0.6)
Other miscellaneous savings	(2.2)
Total savings	<u>\$ (13.2)</u>

A total of \$8.9M (67%) of the savings result from lower service levels, eliminated vacancies, and a reduction in professional/technical services. VIA's "essential services" level is a modified service level tailored to safely match service to demand given the impact of COVID-19. This service level has bus line service 9.1% lower than budgeted in FY20, which results in \$4.9M of savings from lower variable costs. Also, VIA eliminated 58 vacancies, resulting in \$2.7M of savings. The \$1.3M of savings from professional/technical services is from lower planning study costs.

Additional items noted account for the remaining \$4.3M (33%) of savings. Purchased transportation is down due to lower demand due to COVID-19, advertising spending has been reduced, and workers comp is down consistent with recent expense trends (savings have resulted from better program administration). Miscellaneous spending includes savings from items such as reduced tires and tubes, temporary help, utilities, travel and meetings, and dues & subscriptions.

Budget increases resulted from the following items:

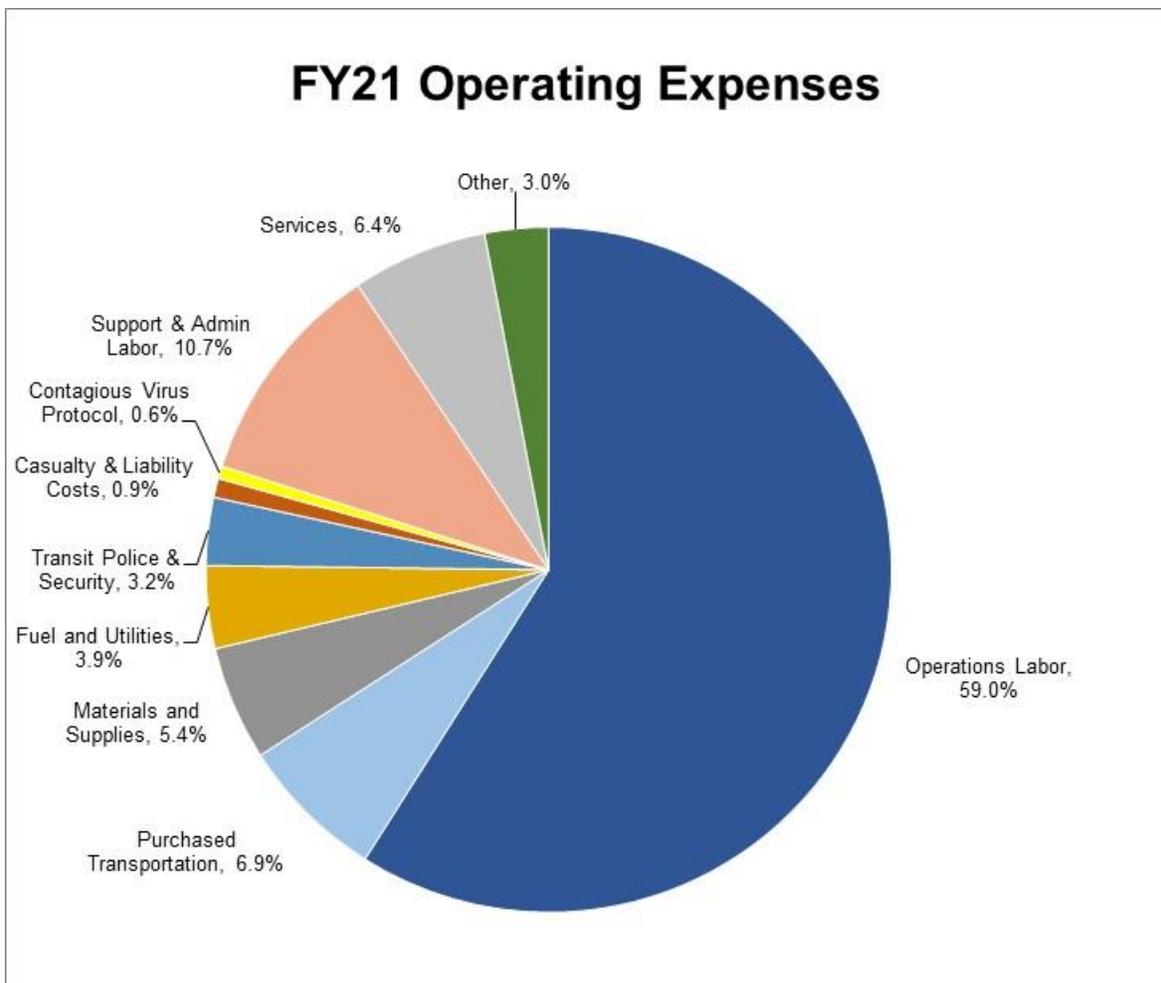
<u>FY21 Projected Budget Increases</u>	
OPEB	\$ 3.4
Increased pension obligation	0.7
Hourly wage increase effective 8/1/20	1.9
Increased healthcare cost	1.1
Materials & supplies	1.4
COVID cleaning contract and PPE supplies	1.6
November 2020 election expense administration	0.5
Educational program	0.7
Total savings	<u>\$ 11.3</u>

Increases include some inflationary increases, increases driven by actuarial estimates (OPEB and pension), and some one-time items. The largest increase is in other post-employment benefit expense (OPEB), which is up \$3.4M due primarily to costs of the post-65 plan, driven mainly by selected high prescription drug costs. With the higher costs, and with the amount members pay for premiums staying flat, there is a wider gap between the plan liability and what members pay. Therefore, VIA's cost has increased significantly. Pension expense is up slightly due to higher plan participation.

Inflationary increases include higher wages, healthcare costs, and materials and supplies. Hourly wages were increased by 3.0% for hourly employees effective 8/1/20, which results in \$1.9M higher wages in the FY21 budget compared to the FY20 budget. Healthcare costs have increased due to medical cost inflation. Materials and supplies are up due to inflation, and higher costs from buses coming off warranty.

One-time items account for \$2.8M of increases. COVID cleaning and personal protective equipment supplies account for a \$1.6M increase. The impact of COVID is expected to last throughout FY21. The November 2020 election expense accounts for a \$0.5M increase. The \$0.5M is the estimated cost associated with putting a sales tax funding initiative on the November election ballot. VIA is seeking funding for their Keep San Antonio Moving (KSAM) program, the objectives of which are to rebalance the system, expand mobility, and build Advanced Rapid Transit plus capital and technology. There will also be an educational program in FY21, which results in a \$0.7M increase.

**Operating Expenses by Account.** In VIA's FY21 budget, total operating expenses are \$247.5M. Operations labor accounts for 59.0% of this amount (see chart below).



Purchased transportation is another significant cost of providing service, and accounts for 6.9% of VIA's FY21 budget. In FY21, VIA plans to launch VIA Link mobility-on-demand service in a second zone in San Antonio (Zone 2, in the northwest sector), as well as in Sandy Oaks.

Materials and supplies accounts for 5.4% of the FY21 budget. This category includes parts used to maintain vehicles, along with supplies for maintaining bus shelters and various other supplies, such as office supplies.

Fuel and utilities accounts for 3.9% of VIA's FY20 budget. This category includes fuel, lubricants, fuel taxes and utilities, with utilities accounting for \$3.7M of the \$9.5M total for this category.

Of the fuel total (including lubricants), the spending breakdown is the following: ultra-low sulfur diesel, 55.6%; unleaded gasoline, 27.1%; propane, 6.1%; CNG, 2.1%; and lubricants, 9.0%. Over 75% of VIA's bus fleet is CNG-powered buses, however, CNG only accounts for 2.1% of the fuel spending total, due mainly to a \$2.7M alternative fuels credit. VIA also has budgeted \$0.4M for an alternative fuels credit on propane. Propane is used for vans that provide paratransit service, both for directly operated and purchased service.

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

---

---

## Capital Budget

**Capital Budget Summary – FY21.** Capital spending for FY21 is projected to be \$84.9M. Revenue vehicles account for 37.9% (\$32.2M) of spending, operational facilities account for 36.0% (\$30.6M), passenger facilities account for 12.4% (\$10.5M), computer hardware/software accounts for 7.2% (\$6.1M), and the remaining 6.5% (\$5.5M) is accounted for by all remaining categories (service vehicles, maintenance tools and equipment, revenue vehicle replacement components, and miscellaneous).

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 – FY21-25.** VIA's capital spending for FY21-25 is projected to be \$173.7M. The four largest spending categories account for 87.3% of the spending: revenue vehicles, 36.2% (\$62.9M), operational facilities, 21.1% (\$36.6M), passenger facilities, 19.5% (\$33.9M), and computer hardware/software, 10.5% (\$18.3M). The remaining categories account for 12.7% (\$22.0M) of spending. These categories are service vehicles, maintenance tools and equipment, revenue vehicle replacement components, and miscellaneous.

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

---

---

**Five-Year Financial Plan.** VIA’s Five-Year Financial Plan for FY21-25 shows that the agency will have an estimated \$1.4B in sources of funds for that period and about \$1.4B in uses of funds.

**SOURCES OF FUNDS**

<u>Description</u>	<u>Amount (\$M)</u>
Sales taxes	1,023.8
Grant funds	249.8
Farebox revenue	99.3
Bond proceeds	-
Funding contributions	50.0
Other	14.6
Total	1,437.5

**USES OF FUNDS AND RESERVE CHANGES**

<u>Description</u>	<u>Amount (\$M)</u>
Operating expenses	1,310.1
Capital projects	173.7
Debt service	80.6
Other uses	3.4
Reserve changes	(130.3)
Total	1,437.5

The net change in cash and capital reserves is a \$130.3M decrease, driven by spending of TxDOT grant funds currently on hand, and a reduction in the unrestricted cash reserve (which had a significant reserve balance at the end of FY20 due to CARES Act funding).

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

- Line service levels are essentially flat, increasing a total of 0.1% over the five-year period (FY25 budget compared to FY20 budget – same comparison as for other items below unless noted otherwise)
- System-wide ridership is projected to increase a total of 1.6% over the five-year period
- Fare increases are included in FY23 and FY25
- Sales taxes, VIA’s key source of revenue, are assumed to decrease by 5.5% in FY21 (compared to FY20 budget, and decrease by 0.3% compared to FY20 forecast); the increase in FY22 is 3.6%, and the annual increase in FY23-25 is 4.3%
- VIA’s Section 5307 grant fund awards are assumed to remain essentially flat in coming years (only 1% growth)
- No new discretionary grant fund awards, although funding for FY21-25 expenditures includes some discretionary grant funds already awarded
- In August FY20, included a 3.0% hourly wage increase
- Other key operating expenses items were forecasted based on known/projected changes. For instance, actuarial estimates were used for pension and Other Post-Employment Benefits (OPEB), VIAcare costs are based on expected medical cost inflation, and service cost changes are based on service hours changes.
- For fuel, generally held unit prices essentially flat. Fuel volumes were adjusted for any service level changes. Total fuel costs include savings associated with shift from diesel to CNG buses. Fuel and lubricant costs in FY21 are budgeted at \$5.4M, down \$0.3M compared to the FY20 budget due mainly to additional new CNG buses.
- Estimated incremental operating costs have been included for the new paratransit facility and new passenger facilities in the capital plan
- Any staffing needed in connection with the capital program is included in the budget.

The Five-Year Financial Plan shows the Stabilization Fund and working capital at Board policy level amounts of 60 days expense at the end of each year in the five-year period. The unrestricted cash reserve has a projected -\$1.2M balance at the end of FY25, indicating that if revenue does not come in slightly higher than projected, or expenses slightly lower, VIA would need to take action to keep the Stabilization Fund and working capital at policy level.

VIA uses debt financing to help fund capital projects. A listing of public debt outstanding as of fiscal yearend 2020 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	Passenger facilities and misc. other items
2014 Sales Tax Bonds	ATD	25	31.69	Passenger facilities and misc. other items
2017 Contractual Obligation Bonds	MTA	12	94.63	Revenue vehicles: buses
2020 Contractual Obligation Bonds	MTA	5	10.88	Revenue vehicles: vans
Total			<u>170.10</u>	

There are no new bond issuances budgeted in FY21-25. However, subsequent to the development of the plan, VIA has determined that due to an interest rate decrease, some of the 2013 Farebox Revenue Bonds and 2014 Sales Tax Revenue bonds will be refunded in early FY21.

In FY21, VIA will make significant capital investments that will bring important transit benefits to the community and will continue to take steps to ensure that we operate very cost efficiently. VIA is in sound financial position and is committed to working towards bringing the Vision 2040 and Keep San Antonio Moving plans 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, 2020 - September 30, 2021. 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 FY21.

## **Sections of Budget Document**

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

### **Budget Overview**

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

### **Financial Overview**

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

### **Group/Division Detail**

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

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

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

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

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

### **Appendices**

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



# BUDGET OVERVIEW

(This page intentionally left blank)

# 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 statues (superseded by Chapter 451 Texas Transportation Code) to provide public transportation services for Bexar County which includes the City of San Antonio, Texas.

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

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

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

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

Source: <sup>1</sup> Texas County Profiles, Bexar County  
<sup>2</sup> World Population Review, San Antonio

## **Culture**

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

## **Education**

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

## **Area Attractions/Recreation**

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

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

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

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

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

## VIA's Service Area

The VIA service area is comprised of approximately 1,213 square miles of which almost all are in Bexar County. This is just over 96% of Bexar County.

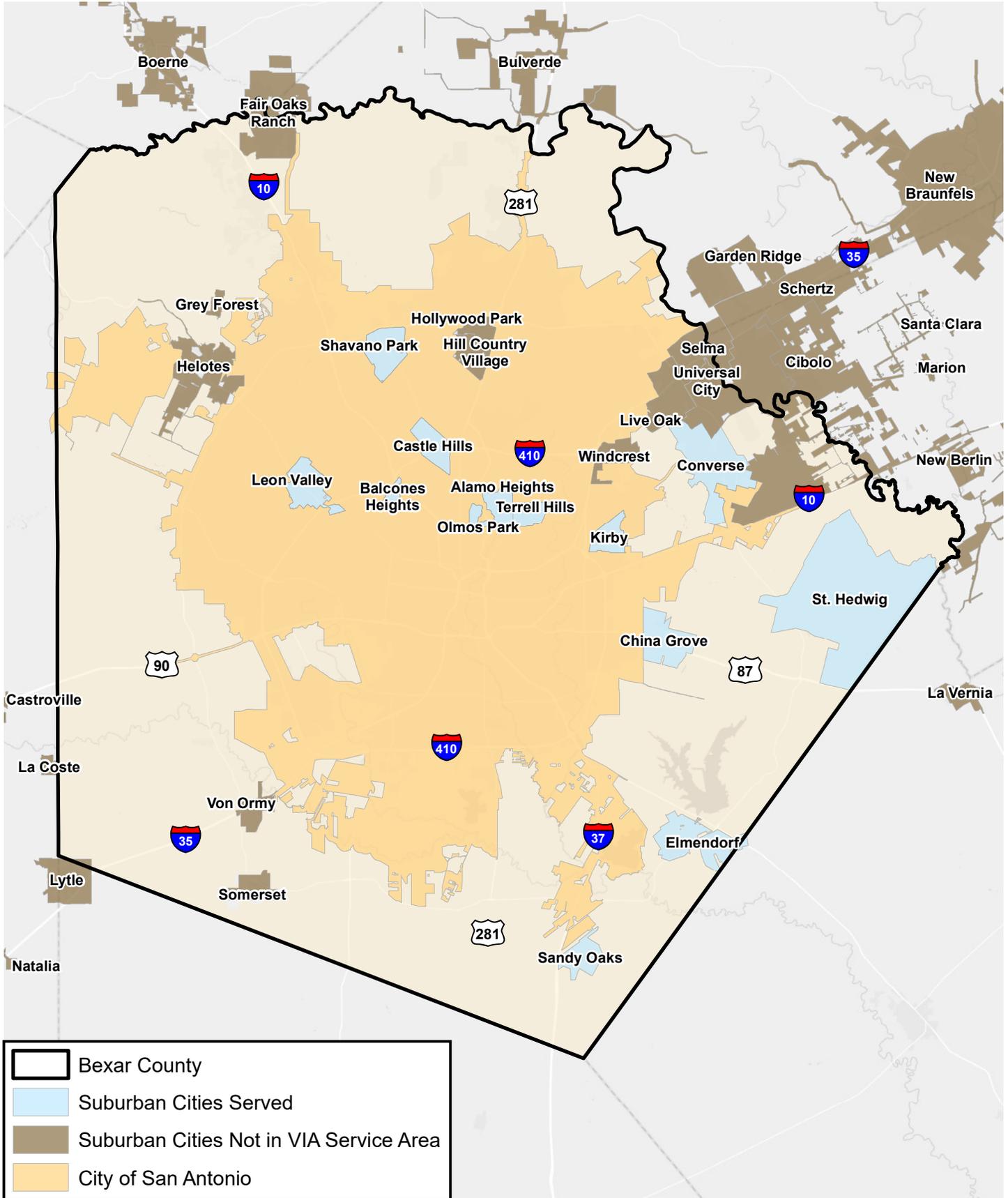
Areas of Bexar County not in the VIA service area are,

<b>Area</b>	<b>Population</b>
Fair Oaks Ranch	9,091
Grey Forest	540
Helotes	9,169
Hill Country Village	1,084
Hollywood Park	3,365
Live Oak	15,820
Lytle	2,927
Schertz	40,092
Selma	10,712
Somerset	1,859
Universal City	20,532
Von Ormy	1,275
Windcrest	5,866

Source: 2017 Census Bureau

VIA carried approximately 86,500 passengers on weekdays in FY2020.

# VIA Service Area



## Bexar County Profile

### Gender Composition

Male	49.4%
Female	50.6%

### Age Distribution

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

### Ethnic Composition

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

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

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

### Educational Attainment

Less than high school graduate	15.3%
High school graduate (includes equivalency)	25.6%
Some college or associate's degree	30.9%
Bachelor's degree or higher	28.1%

### Household Income

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

**Average Persons per Household** 3.1

### Commute Mode

Drove Alone	78.1%
Carpooled	11.4%
Public transportation (excluding taxicab)	2.4%
Walked	2.1%
Taxicab, Motorcycle, Bicycle, or other means	1.5%
Worked at home	4.2%

Source: U.S. Census Bureau, 2019 American Community Survey 1-Year Estimates

(Bexar County Profile Continued)

**Climate**

Record Highest Temperature <sup>1</sup>	111° (September 2000)
Record Lowest Temperature <sup>1</sup>	0° (January 1949)
Average High Max August <sup>1</sup>	95.4°
Average Low Min January <sup>1</sup>	40.5°
Average First Freeze <sup>2</sup>	November 23
Average Last Freeze <sup>2</sup>	March 5
Average Annual Precipitation <sup>3</sup>	30.66"

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

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

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

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

<u>Year</u>	<u>Employment</u>	<u>Average Unemployment Rate</u>
2004	883,892	5.60%
2005	896,886	5.00%
2006	914,917	4.60%
2007	921,968	4.10%
2008	942,671	4.70%
2009	965,670	6.70%
2010	988,724	7.30%
2011	1,011,200	7.70%
2012	1,026,700	6.60%
2013	1,030,300	6.00%
2014	1,058,800	4.70%
2015	1,096,800	3.70%
2016	1,120,579	3.75%
2017	1,157,602	3.57%
2018	1,183,269	3.33%
2019	1,210,947	3.05%

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

(Bexar County Profile Continued)

**Industrial Composition (by number of establishments)**

Retail trade	13.67%
Health care and social assistance	13.57%
Professional, scientific, and technical services	11.92%
Accommodation and food services	11.24%
Other services (except public administration)	9.10%
Finance and insurance	7.11%
Construction	7.10%
Real estate and rental and leasing	5.85%
Administrative and support and waste management and remediation services	5.23%
Wholesale trade	4.46%
Transportation and warehousing	2.48%
Manufacturing	2.35%
Information	1.73%
Arts, entertainment, and recreation	1.34%
Educational services	1.30%
Management of companies and enterprises	0.84%
Mining, quarrying, and oil and gas extraction	0.49%
Industries not classified	0.12%
Agriculture, forestry, fishing and hunting	0.05%
Utilities	0.04%

Source: U.S. Census Bureau, 2018 Annual Economic Survey

(This page intentionally left blank)

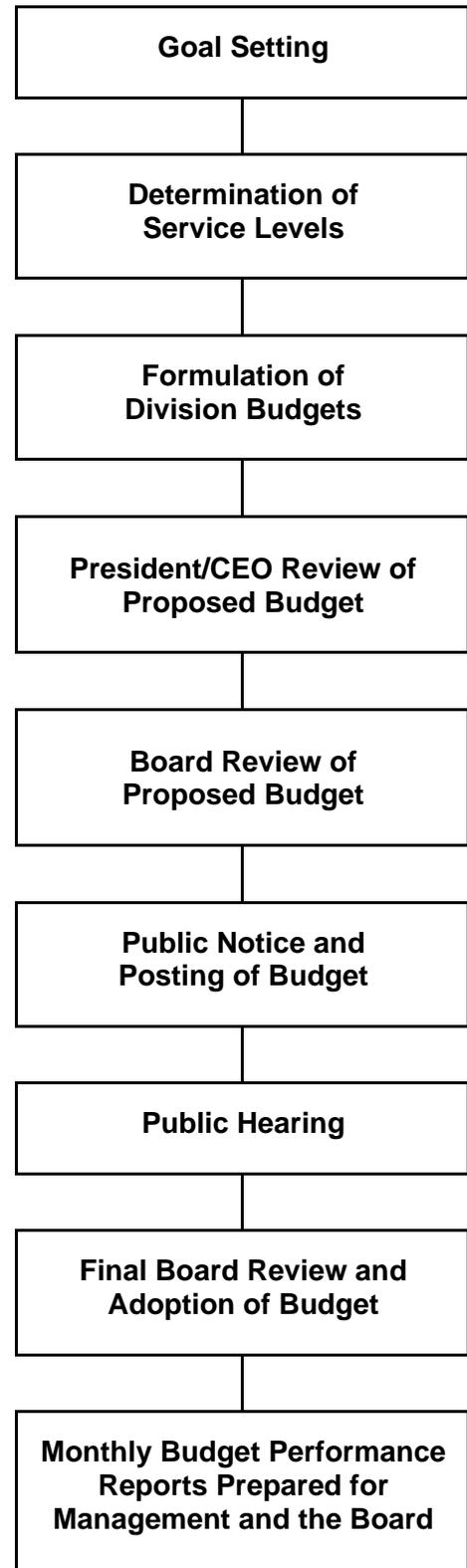
## VIA Metropolitan Transit Budget Process

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 22, 2020.

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

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

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



## FY 2020-2021 Budget Schedule

- May - 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 (August 27, 2020 - September 10, 2020)
  - Board review of division budgets
  - Public hearing on annual budget (September 10, 2020)
  - Budget modifications made as needed
  - Approval of annual budget and five-year capital plan (September 22, 2020)

## Budget Amendment Process

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

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

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

## Budget Assumptions

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

### **Reporting Entity**

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

### **Board of Trustees Governance**

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

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

VIA accounts for the operations of the MTA and the ATD using the enterprise (proprietary fund type) 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 expenses of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

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

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

### **Service Area**

In FY21, the service area will include the expansion of VIA Link service.

### **Inflation**

From September 2019 through September 2020, the increase in the consumer price index was 1.4%.

### **Fare Policy**

There will be no fare structure change in FY21.

### **Sales Tax Rate**

It is assumed the sales tax rate will remain at  $\frac{1}{2}$  cent for VIA Metropolitan Transit, and  $\frac{1}{4}$  cent for the Advanced Transportation District. VIA's portion of the ATD tax is 50%, which equates to  $\frac{1}{8}$  cent.

### **Service Levels**

In FY21, VIA's service will include essential service and expansion of VIA Link service. Essential service is a modified service level that serves to match service to demand while maintaining social distancing.

### **Debt**

Debt is used to help finance capital programs when necessary.

### **Compensation**

Hourly employees received a salary increase of 3.0% effective 08/01/2020.

## Financial Policies

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

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

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

### **Investment Policy**

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

### **Debt Policy**

VIA has a debt policy that is updated as needed and approved by VIA's board on an annual basis. VIA/ATD debt policy guidelines apply to all "Debt Instruments." Debt Instruments may include sales and use tax bonds, sales and use tax contractual obligations, ATD contract revenue bonds, farebox revenue bonds, commercial paper, bank lines, standby purchase agreements or letters of credit, variable rate demand notes, variable rate auction rate notes, capital leases, and grant anticipation notes. Debt included within the period is covered by the five-year financial plan as needed to help fund capital projects. There is no limit on VIA's ability to issue bonds, provided that VIA is in compliance with the law and with debt covenants (debt limit is controlled by debt service coverage ratios and additional bonds test). VIA's Debt Policy has a 1.15x minimum internal debt service coverage ratio. Performance relative to this requirement can be found on Schedule 14 of VIA's Five-Year Financial Plan section.

### **Fare Policy**

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

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

### **Balancing the Operating Budget**

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

## **Best Practices in Budgeting**

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

## **Debt**

VIA has used long-term debt to finance capital asset purchases. Three bond issues are currently outstanding: a \$39,965,000 par issue of Farebox Revenue Improvement and Refunding Bonds, Series 2013, used for various capital projects; a \$32,925,000 par issue of Advanced Transportation District Sales Tax Revenue and Refunding Bonds, Series 2014, used for various capital projects; a \$81,995,000 par issue of Contractual Obligations, Series 2017, used for rolling stock; and, an \$11,000,000 par issue of Contractual Obligations, Series 2020, used to fund van purchases. Interest on all these bond issues is payable semi-annually, with principal payments due annually. There is no limit on VIA’s ability to incur bonded indebtedness if the bonds are issued in accordance with the law and bond covenants are met.

## **Appropriations**

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

## **Net Position**

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



# FINANCIAL OVERVIEW

(This page intentionally left blank)

## Introduction to the Financial Overview Section

The following section gives details of the assumptions used to formulate the fiscal year 2021 budget and an overview of budgeted financial figures including revenues, expenses and projected net income. Information presented includes details for the Metropolitan Transit Authority (MTA), the Advanced Transportation District (ATD) and the combined totals for VIA. The Operating Budget schedule on the following page summarizes the adopted budget and is presented in cost center format.

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

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

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

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

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

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

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

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

(This page intentionally left blank)

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

	MTA				ATD				Total			
	2019 <u>Actual</u>	2020 <u>Budget</u>	2020 <u>Forecast</u>	2021 <u>Budget</u>	2019 <u>Actual</u>	2020 <u>Budget</u>	2020 <u>Forecast</u>	2021 <u>Budget</u>	2019 <u>Actual</u>	2020 <u>Budget</u>	2020 <u>Forecast</u>	2021 <u>Budget</u>
<b>Operating Revenues</b>												
Line	\$ 15,414,524	\$ 15,432,878	\$ 9,588,471	\$ 7,780,591	\$ 2,682,064	\$ 3,472,548	\$ 2,042,257	\$ 1,715,654	\$ 18,096,588	\$ 18,905,426	\$ 11,630,728	\$ 9,496,245
Robert Thompson Terminal	71,168	101,630	28,569	16,257	-	-	-	-	71,168	101,630	28,569	16,257
Special Events	106,386	223,486	15,897	67,479	-	-	-	-	106,386	223,486	15,897	67,479
Promotion/Charter	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Bus Revenues</b>	<b>\$ 15,592,078</b>	<b>\$ 15,757,994</b>	<b>\$ 9,632,937</b>	<b>\$ 7,864,327</b>	<b>\$ 2,682,064</b>	<b>\$ 3,472,548</b>	<b>\$ 2,042,257</b>	<b>\$ 1,715,654</b>	<b>\$ 18,274,142</b>	<b>\$ 19,230,542</b>	<b>\$ 11,675,194</b>	<b>\$ 9,579,981</b>
VIAtrans	1,912,340	2,049,576	1,338,182	1,235,378	-	-	-	-	1,912,340	2,049,576	1,338,182	1,235,378
VIA Link	11,869	125,753	78,253	49,769	-	-	-	-	11,869	125,753	78,253	49,769
Bus Advertising	1,021,564	1,427,000	1,427,000	1,474,992	-	-	-	-	1,021,564	1,427,000	1,427,000	1,474,992
Ellis Alley Park and Ride	13,805	12,000	12,000	10,008	-	-	-	-	13,805	12,000	12,000	10,008
Real Estate Development	557,273	316,292	316,292	302,079	-	-	-	-	557,273	316,292	316,292	302,079
Miscellaneous	455,673	440,000	330,000	360,000	-	-	-	-	455,673	440,000	330,000	360,000
<b>Total Operating Revenues</b>	<b>\$ 19,564,602</b>	<b>\$ 20,128,615</b>	<b>\$ 13,134,664</b>	<b>\$ 11,296,553</b>	<b>\$ 2,682,064</b>	<b>\$ 3,472,548</b>	<b>\$ 2,042,257</b>	<b>\$ 1,715,654</b>	<b>\$ 22,246,666</b>	<b>\$ 23,601,163</b>	<b>\$ 15,176,921</b>	<b>\$ 13,012,207</b>
<b>Operating Expenses</b>												
Line	\$ 147,826,097	\$ 150,772,952	\$ 155,161,949	\$ 151,957,802	\$ 32,048,441	\$ 37,665,100	\$ 35,717,635	\$ 36,912,275	\$ 179,874,538	\$ 188,438,052	\$ 190,879,584	\$ 188,870,077
Robert Thompson Terminal	710,668	622,478	467,214	370,190	-	-	-	-	710,668	622,478	467,214	370,190
Other Special Events	495,404	810,457	62,803	661,952	-	-	-	-	495,404	810,457	62,803	661,952
Promotional Service	70,002	62,358	-	-	-	-	-	-	70,002	62,358	-	-
Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Bus Expenses</b>	<b>\$ 149,102,171</b>	<b>\$ 152,268,245</b>	<b>\$ 155,691,966</b>	<b>\$ 152,989,944</b>	<b>\$ 32,048,441</b>	<b>\$ 37,665,100</b>	<b>\$ 35,717,635</b>	<b>\$ 36,912,275</b>	<b>\$ 181,150,612</b>	<b>\$ 189,933,345</b>	<b>\$ 191,409,601</b>	<b>\$ 189,902,219</b>
VIAtrans	45,611,738	46,923,123	43,356,492	45,810,946	-	-	-	-	45,611,738	46,923,123	43,356,492	45,810,946
VIA Link	375,020	1,079,638	706,922	1,271,801	-	-	-	-	375,020	1,079,638	706,922	1,271,801
Vanpool	-	-	-	-	604,486	721,015	552,185	702,807	604,486	721,015	552,185	702,807
Real Estate Development	1,051	4,453	2,295	4,500	-	-	-	-	1,051	4,453	2,295	4,500
Business Development and Planning	6,598,704	10,765,530	7,650,675	9,790,867	-	-	-	-	6,598,704	10,765,530	7,650,675	9,790,867
<b>Total Expenses</b>	<b>\$ 201,688,684</b>	<b>\$ 211,040,989</b>	<b>\$ 207,408,350</b>	<b>\$ 209,868,058</b>	<b>\$ 32,652,927</b>	<b>\$ 38,386,115</b>	<b>\$ 36,269,820</b>	<b>\$ 37,615,082</b>	<b>\$ 234,341,611</b>	<b>\$ 249,427,104</b>	<b>\$ 243,678,170</b>	<b>\$ 247,483,140</b>
<b>Non-Operating Revenues/(Expenses)</b>												
Sales Tax	\$ 160,092,754	\$ 164,579,733	\$ 156,123,932	\$ 155,459,103	\$ 36,224,798	\$ 37,195,020	\$ 35,095,701	\$ 35,131,394	\$ 196,317,552	\$ 201,774,753	\$ 191,219,633	\$ 190,590,497
Investment Income	3,582,452	2,373,182	1,850,000	902,190	426,254	404,648	200,000	50,496	4,008,706	2,777,830	2,050,000	952,686
Bond Interest and Issuance	(4,352,473)	(4,044,526)	(4,233,405)	(3,848,161)	(1,187,329)	(1,206,046)	(1,206,046)	(1,157,921)	(5,539,802)	(5,250,572)	(5,439,451)	(5,006,082)
Gain / (Loss) on Sale of Assets	(912,121)	-	-	-	-	-	-	-	(912,121)	-	-	-
Grants	39,285,411	38,039,050	114,443,695	49,408,409	-	-	-	-	39,285,411	38,039,050	114,443,695	49,408,409
Intergovernmental Revenue	10,000,000	10,000,000	7,000,000	10,000,000	-	-	-	-	10,000,000	10,000,000	7,000,000	10,000,000
Intergovernmental Expense	-	(1,000,000)	(1,060,231)	(1,802,608)	-	-	-	-	-	(1,000,000)	(1,060,231)	(1,802,608)
<b>Total Non-Operating Revenues/(Expenses)</b>	<b>\$ 207,696,023</b>	<b>\$ 209,947,439</b>	<b>\$ 274,123,991</b>	<b>\$ 210,118,933</b>	<b>\$ 35,463,723</b>	<b>\$ 36,393,622</b>	<b>\$ 34,089,655</b>	<b>\$ 34,023,969</b>	<b>\$ 243,159,746</b>	<b>\$ 246,341,061</b>	<b>\$ 308,213,646</b>	<b>\$ 244,142,902</b>
<b>Net Income/(Loss) Before Depreciation</b>	<b>\$ 25,571,941</b>	<b>\$ 19,035,065</b>	<b>\$ 79,850,305</b>	<b>\$ 11,547,428</b>	<b>\$ 5,492,860</b>	<b>\$ 1,480,055</b>	<b>\$ (137,908)</b>	<b>\$ (1,875,459)</b>	<b>\$ 31,064,801</b>	<b>\$ 20,515,120</b>	<b>\$ 79,712,397</b>	<b>\$ 9,671,969</b>

**Service Statistics**  
For VIA Fiscal Years Beginning October 1 and Ending September 30

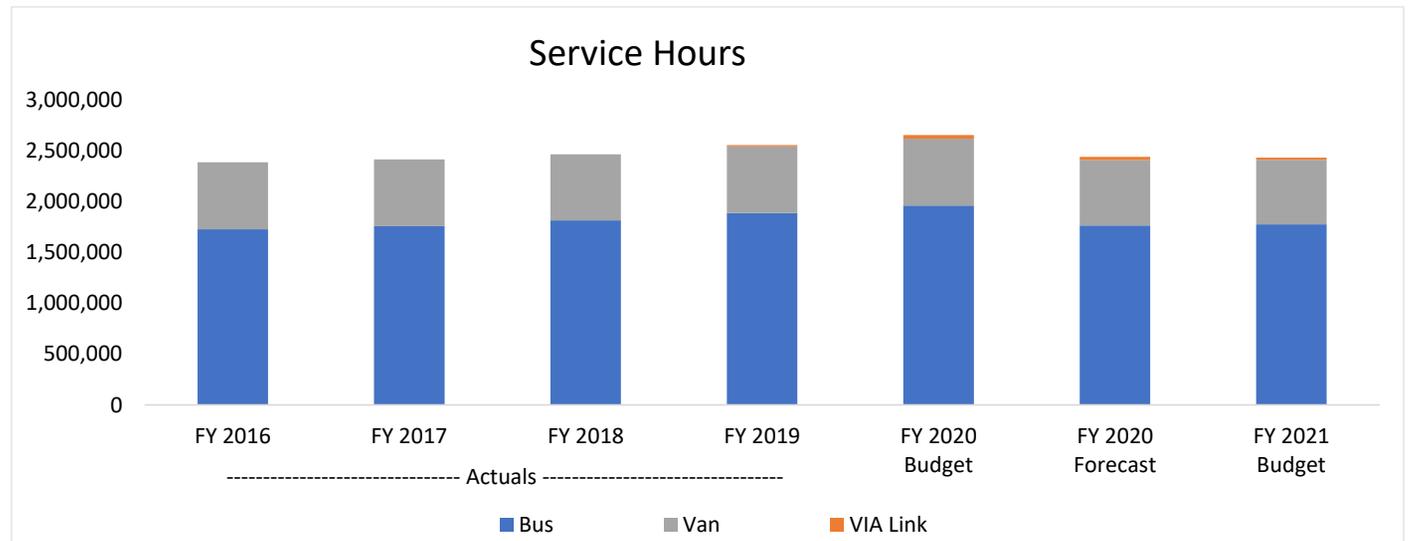
	Actual FY2015	Actual FY2016 (Fare Increase)	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020	Forecast FY2020	Forecast FY2021	Forecast FY2022	Forecast FY2023 (Fare Increase)	Forecast FY2024	Forecast FY2025 (Fare Increase)
<b>Hours</b>												
<b>Bus</b>												
Line - MTA	1,393,045	1,399,014	1,381,105	1,434,631	1,571,666	1,572,720	1,439,713	1,446,097	1,600,724	1,603,085	1,603,732	1,597,902
Line - ATD	285,683	319,023	366,628	370,239	306,013	374,670	321,723	323,810	351,781	352,423	352,352	350,882
Disaster Relief	-	-	1,797	-	-	-	-	-	-	-	-	-
Special Events	10,093	8,602	7,067	9,079	8,153	12,305	2,818	5,171	5,224	5,224	5,224	5,224
Promotion/Charter	1,930	1,322	1,179	877	903	961	316	-	-	-	-	-
Subtotal	1,690,751	1,727,961	1,757,776	1,814,826	1,886,735	1,960,656	1,764,570	1,775,078	1,957,729	1,960,732	1,961,308	1,954,008
<b>Van</b>												
Directly Provided	263,343	281,861	288,551	280,663	286,328	276,672	278,987	277,745	280,522	283,327	286,161	289,022
Purchased	353,801	357,721	347,887	351,076	329,606	358,374	345,129	339,466	342,860	346,289	349,752	353,249
Will Call Taxi	4,024	4,727	5,164	4,979	6,859	4,921	4,773	4,485	4,485	4,485	4,485	4,485
Taxi Subsidy	10,314	14,232	15,183	12,653	14,786	15,628	9,470	11,113	11,113	11,113	11,113	11,113
Taxi ADA	-	-	-	-	17,987	1,446	4,599	1,340	1,067	1,067	1,067	1,067
Subtotal	631,482	658,541	656,785	649,371	655,566	657,041	642,958	634,149	640,047	646,281	652,578	658,936
<b>VIA Link</b>	-	-	-	-	12,388	35,997	31,558	22,745	88,320	88,320	88,320	88,320
<b>Total</b>	<b>2,322,233</b>	<b>2,386,502</b>	<b>2,414,561</b>	<b>2,464,197</b>	<b>2,554,689</b>	<b>2,653,694</b>	<b>2,439,086</b>	<b>2,431,972</b>	<b>2,686,096</b>	<b>2,695,333</b>	<b>2,702,206</b>	<b>2,701,264</b>
Line Service Total	1,678,728	1,718,037	1,747,733	1,804,870	1,877,679	1,947,390	1,761,436	1,769,907	1,952,505	1,955,508	1,956,084	1,948,784
% Change vs Fcst								0.5%	10.3%	0.2%	0.2%	-0.3%
<b>Miles</b>												
<b>Bus</b>												
Line - MTA	18,585,481	18,662,572	18,307,475	19,033,701	21,144,134	21,094,274	19,615,447	19,720,880	21,782,892	21,815,047	21,823,814	21,744,625
Line - ATD	5,069,387	5,435,340	6,043,854	6,120,037	5,070,613	6,265,356	5,355,417	5,534,677	6,173,964	6,186,259	6,183,275	6,156,133
Disaster Relief	-	-	9,219	-	-	-	-	-	-	-	-	-
Special Events	129,111	115,500	92,095	114,367	91,572	148,278	34,793	60,216	60,745	60,745	60,745	60,745
Promotion/Charter	15,225	8,151	6,752	4,718	4,523	4,094	1,569	-	-	-	-	-
Subtotal	23,799,204	24,221,563	24,459,395	25,272,823	26,310,842	27,512,002	25,007,226	25,315,773	28,017,601	28,062,051	28,067,834	27,961,503
<b>Van</b>												
Directly Provided	4,620,731	5,018,275	5,062,700	4,900,387	5,085,099	4,873,903	4,911,964	4,735,574	4,782,930	4,830,760	4,879,067	4,927,858
Purchased	6,905,238	7,101,696	6,871,871	6,694,458	6,441,020	6,787,297	6,274,767	6,422,788	6,487,016	6,551,886	6,617,405	6,683,579
Will Call Taxi	98,234	115,262	126,172	121,490	150,552	120,076	113,552	109,424	109,424	109,424	109,424	109,424
Taxi Subsidy	149,323	188,560	201,170	167,829	146,729	207,065	108,058	147,247	147,247	147,247	147,247	147,247
Taxi ADA	-	-	-	-	374,075	19,164	117,543	17,753	14,138	14,138	14,138	14,138
Subtotal	11,773,526	12,423,793	12,261,913	11,883,964	12,197,475	12,007,505	11,525,884	11,432,786	11,540,755	11,653,455	11,767,281	11,882,246
<b>VIA Link</b>	-	-	-	-	132,697	719,934	426,000	285,460	1,212,196	1,212,196	1,212,196	1,212,196
<b>Total</b>	<b>35,572,730</b>	<b>36,645,356</b>	<b>36,721,308</b>	<b>37,156,787</b>	<b>38,641,014</b>	<b>40,239,441</b>	<b>36,959,111</b>	<b>37,034,019</b>	<b>40,770,552</b>	<b>40,927,702</b>	<b>41,047,311</b>	<b>41,055,945</b>
Line Service Total	23,654,868	24,097,912	24,351,329	25,153,738	26,214,747	27,359,630	24,970,864	25,255,557	27,956,856	28,001,306	28,007,089	27,900,758
% Change vs Fcst								1.1%	10.7%	0.2%	0.2%	-0.4%
<b>Passengers</b>												
<b>Bus</b>												
Line - MTA	33,358,136	30,721,504	28,320,277	27,158,658	28,554,607	28,414,272	20,616,367	14,812,014	29,673,160	29,300,668	29,737,619	29,639,294
Line - ATD	7,580,831	7,613,146	8,173,613	7,826,082	6,309,726	7,878,885	5,446,271	4,175,825	7,186,360	7,099,086	7,202,180	7,174,575
Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-
Special Events	158,050	126,419	112,904	136,640	92,896	171,739	24,470	48,554	107,104	124,440	124,440	124,440
Promotion/Charter	13,555	-	-	-	-	-	-	-	-	-	-	-
Subtotal	41,110,572	38,461,069	36,606,794	35,121,380	34,957,229	36,464,896	26,087,108	19,036,393	36,966,624	36,524,194	37,064,239	36,938,309
<b>Van</b>												
Directly Provided	458,282	505,815	535,285	520,167	518,184	521,469	518,216	282,279	509,750	514,847	519,996	525,196
Purchased	575,907	573,099	563,113	541,279	499,533	555,369	529,936	383,583	542,313	547,736	553,213	558,745
Will Call Taxi	12,989	14,573	15,579	17,297	16,694	13,730	12,601	12,512	12,512	12,512	12,512	12,512
Taxi Subsidy	61,235	80,617	86,855	76,013	74,487	77,200	55,213	54,898	54,898	54,898	54,898	54,898
Taxi ADA	-	-	-	-	32,421	7,145	10,531	6,619	5,271	5,271	5,271	5,271
Subtotal	1,108,413	1,174,104	1,200,832	1,154,756	1,141,319	1,174,913	1,126,497	739,891	1,124,744	1,135,264	1,145,890	1,156,622
<b>VIA Link</b>	-	-	-	-	48,519	239,931	150,487	95,040	381,000	381,000	381,000	381,000
<b>Total</b>	<b>42,218,985</b>	<b>39,635,173</b>	<b>37,807,626</b>	<b>36,276,136</b>	<b>36,147,067</b>	<b>37,879,740</b>	<b>27,364,091</b>	<b>19,871,324</b>	<b>38,472,368</b>	<b>38,040,458</b>	<b>38,591,129</b>	<b>38,475,931</b>
Line Service Total	40,938,967	38,334,650	36,493,890	34,984,740	34,864,333	36,293,157	26,062,638	18,987,839	36,859,520	36,399,754	36,939,799	36,813,869
% Change vs Fcst								-27.1%	94.1%	-1.2%	0.2%	1.1%

### Service Statistics: Service Hours

<b>Service</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2020 Forecast</b>	<b>FY 2021 Budget</b>
<b>Bus</b>							
Line - MTA	1,399,014	1,381,105	1,434,631	1,571,666	1,572,720	1,439,713	1,446,097
Line - ATD	319,023	366,628	370,239	306,013	374,670	321,723	323,810
Disaster Relief - Bus	-	1,797	-	-	-	-	-
Robert Thompson Terminal	4,153	3,231	3,433	4,083	4,833	2,078	2,323
Promotional Service	1,322	1,179	877	903	961	316	-
Other Community Events	4,449	3,836	5,646	4,070	7,472	740	2,848
Commercial Charters	-	-	-	-	-	-	-
	<b>1,727,961</b>	<b>1,757,776</b>	<b>1,814,826</b>	<b>1,886,735</b>	<b>1,960,656</b>	<b>1,764,570</b>	<b>1,775,078</b>
<b>VIA Link</b>							
VIA Link	-	-	-	12,388	35,997	31,558	22,745
	-	-	-	<b>12,388</b>	<b>35,997</b>	<b>31,558</b>	<b>22,745</b>
<b>Van</b>							
Paratransit Directly Operated	281,861	288,551	280,663	286,328	276,672	278,987	277,745
Paratransit Purchased Transportation	357,721	347,887	351,076	329,606	358,374	345,129	339,466
Will Call Taxi	4,727	5,164	4,979	6,859	4,921	4,773	4,485
Taxi Subsidy	14,232	15,183	12,653	14,786	15,628	9,470	11,113
Taxi ADA Flex	-	-	-	17,987	1,446	4,599	1,340
	<b>658,541</b>	<b>656,785</b>	<b>649,371</b>	<b>655,566</b>	<b>657,041</b>	<b>642,958</b>	<b>634,149</b>
<b>Total Hours</b>	<b>2,386,502</b>	<b>2,414,561</b>	<b>2,464,197</b>	<b>2,554,689</b>	<b>2,653,694</b>	<b>2,439,086</b>	<b>2,431,972</b>

#### Change from FY 2020 Budget

Total Hours: -8.4%  
 Line Hours - MTA: -8.1%  
 Line Hours - ATD: -13.6%  
 Paratransit DO Hours: 0.4%  
 Paratransit PT Hours: -5.3%

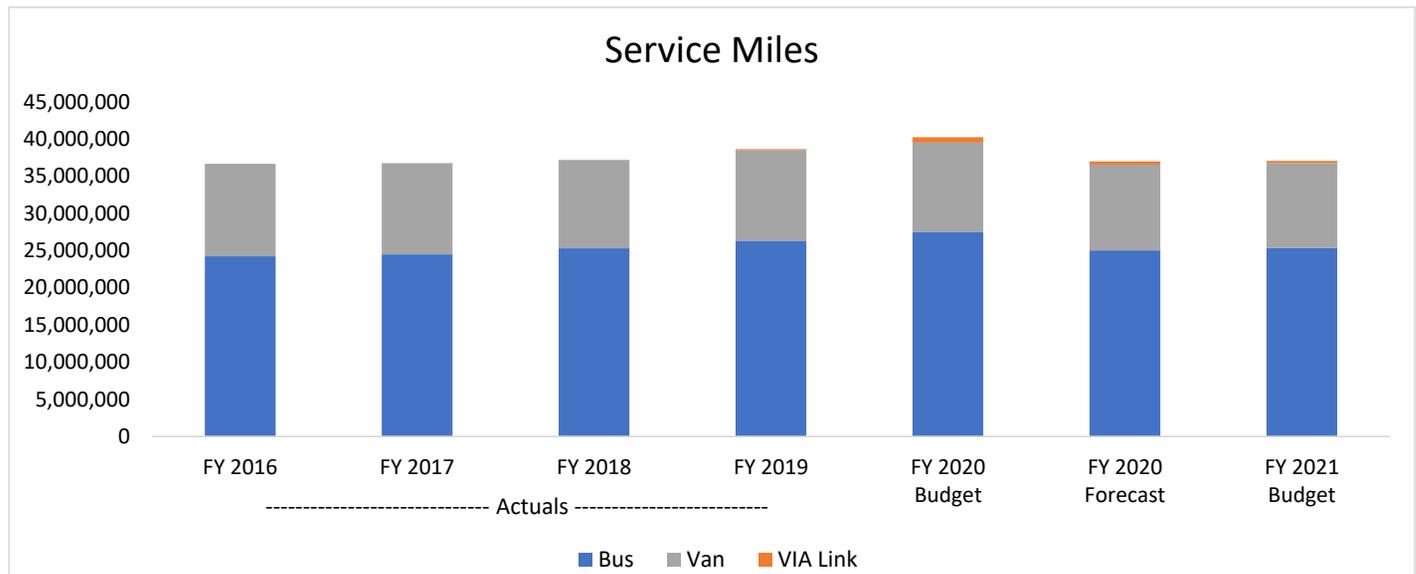


### Service Statistics: Service Miles

Service	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Forecast	FY 2021 Budget
<b>Bus</b>							
Line - MTA	18,662,572	18,307,475	19,033,701	21,144,134	21,094,274	19,615,447	19,720,880
Line - ATD	5,435,340	6,043,854	6,120,037	5,070,613	6,265,356	5,355,417	5,534,677
Disaster Relief - Bus	-	9,219	-	-	-	-	-
Robert Thompson Terminal	54,779	41,002	49,841	48,381	62,314	24,942	28,829
Promotional Service	8,151	6,752	4,718	4,523	4,094	1,569	-
Other Community Events	60,721	51,093	64,526	43,191	85,964	9,851	31,387
Commercial Charters	-	-	-	-	-	-	-
	<b>24,221,563</b>	<b>24,459,395</b>	<b>25,272,823</b>	<b>26,310,842</b>	<b>27,512,002</b>	<b>25,007,226</b>	<b>25,315,773</b>
<b>VIA Link</b>							
Via Link	-	-	-	132,697	719,934	426,000	285,460
	-	-	-	<b>132,697</b>	<b>719,934</b>	<b>426,000</b>	<b>285,460</b>
<b>Van</b>							
Paratransit Directly Operated	5,018,275	5,062,700	4,900,387	5,085,099	4,873,903	4,911,964	4,735,574
Paratransit Purchased Transportator	7,101,696	6,871,871	6,694,458	6,441,020	6,787,297	6,274,767	6,422,788
Will Call Taxi	115,262	126,172	121,490	150,552	120,076	113,552	109,424
Taxi Subsidy	188,560	201,170	167,629	146,729	207,065	108,058	147,247
Taxi ADA Flex	-	-	-	374,075	19,164	117,543	17,753
	<b>12,423,793</b>	<b>12,261,913</b>	<b>11,883,964</b>	<b>12,197,475</b>	<b>12,007,505</b>	<b>11,525,884</b>	<b>11,432,786</b>
<b>Total Miles</b>	<b>36,645,356</b>	<b>36,721,308</b>	<b>37,156,787</b>	<b>38,641,014</b>	<b>40,239,441</b>	<b>36,959,111</b>	<b>37,034,019</b>

#### Change from FY 2020 Budget

Total Miles: -8.0%  
 Line Miles - MTA: -6.5%  
 Line Miles - ATD: -11.7%  
 Paratransit DO Miles: -2.8%  
 Paratransit PT Miles: -5.4%

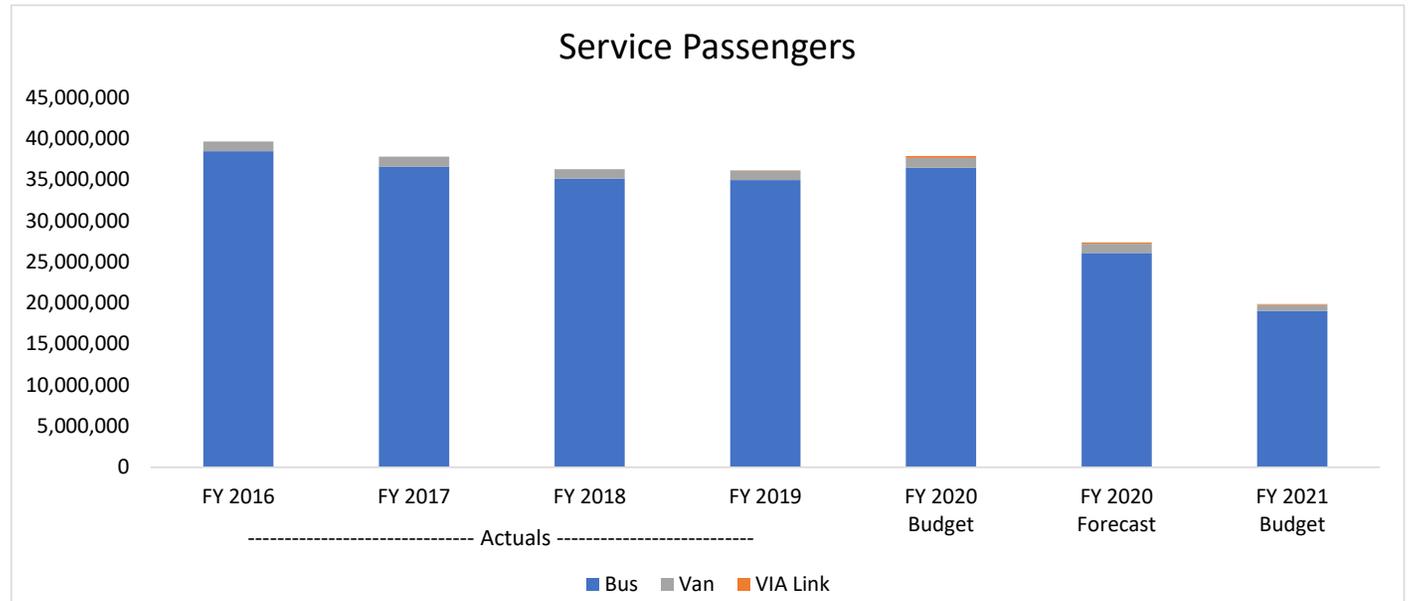


### Service Statistics: Service Passengers

<u>Service</u>	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Forecast	FY 2021 Budget
<b>Bus</b>							
Line - MTA	30,721,504	28,320,277	27,158,658	28,554,607	28,414,272	20,616,367	14,812,014
Line - ATD	7,613,146	8,173,613	7,826,082	6,309,726	7,878,885	5,446,271	4,175,825
Robert Thompson Terminal	53,706	42,994	45,968	38,790	59,930	16,158	8,947
Other Community Events	72,713	69,910	90,672	54,106	111,809	8,312	39,607
Commercial Charters	-	-	-	-	-	-	-
	<b>38,461,069</b>	<b>36,606,794</b>	<b>35,121,380</b>	<b>34,957,229</b>	<b>36,464,896</b>	<b>26,087,108</b>	<b>19,036,393</b>
<b>VIA Link</b>							
VIA Link	-	-	-	48,519	239,931	150,487	95,040
	-	-	-	<b>48,519</b>	<b>239,931</b>	<b>150,487</b>	<b>95,040</b>
<b>Van</b>							
Paratransit Directly Operated	505,815	535,285	520,167	518,184	521,469	518,216	282,279
Paratransit Purchased Transportation	573,099	563,113	541,279	499,533	555,369	529,936	383,583
Will Call Taxi	14,573	15,579	17,297	16,694	13,730	12,601	12,512
Taxi Subsidy	80,617	86,855	76,013	74,487	77,200	55,213	54,898
Taxi ADA Flex	-	-	-	32,421	7,145	10,531	6,619
	<b>1,174,104</b>	<b>1,200,832</b>	<b>1,154,756</b>	<b>1,141,319</b>	<b>1,174,913</b>	<b>1,126,497</b>	<b>739,891</b>
<b>Total Passengers</b>	<b>39,635,173</b>	<b>37,807,626</b>	<b>36,276,136</b>	<b>36,147,067</b>	<b>37,879,740</b>	<b>27,364,091</b>	<b>19,871,324</b>

#### Change from FY 2020 Budget

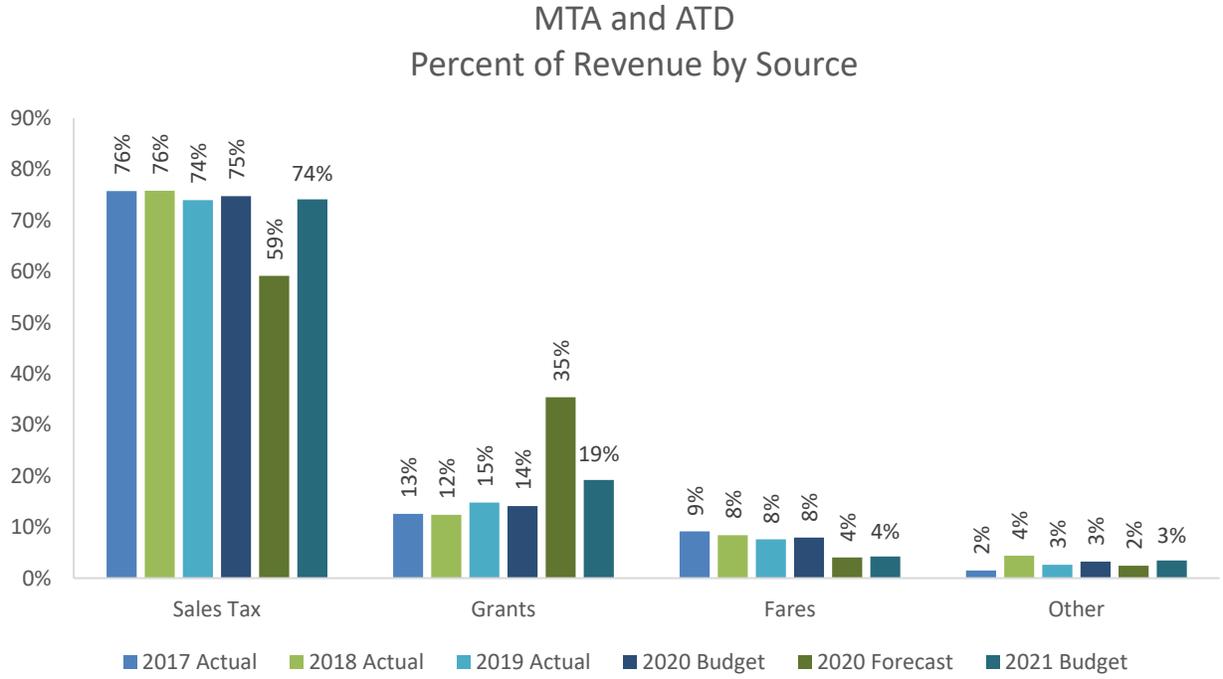
Total Passengers: -47.5%  
 Line Passengers - MTA: -47.9%  
 Line Passengers - ATD: -47.0%  
 Paratransit DO Passengers: -45.9%  
 Paratransit PT Passengers: -30.9%



(This page intentionally left blank)

## 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.

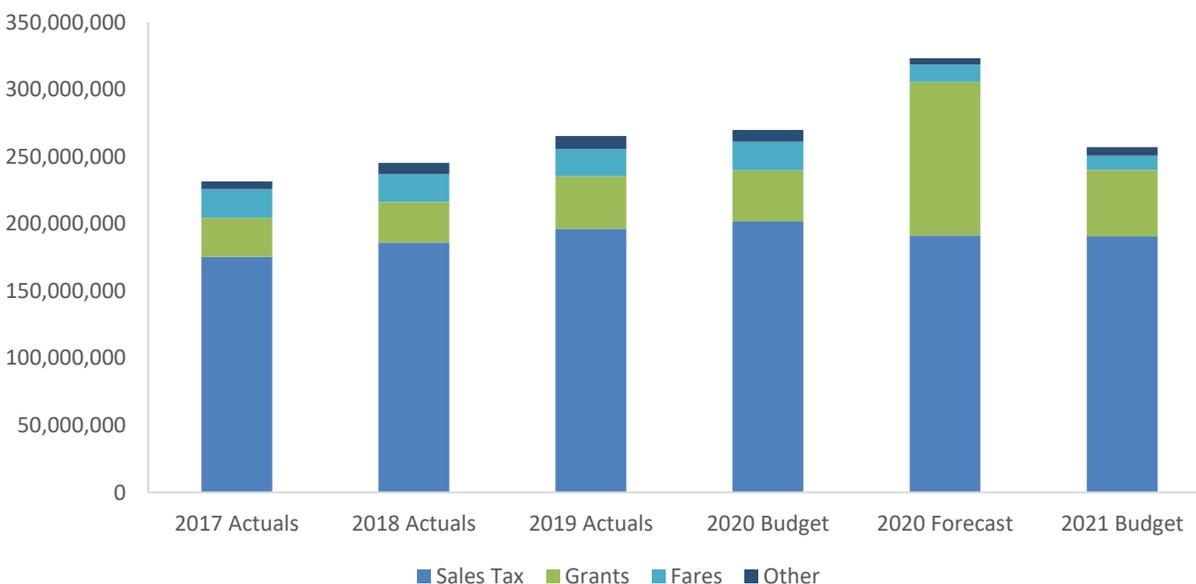
### Revenues by Source

Passenger fares account for approximately 4% of VIA's total revenues. Fares are collected from customers as they board the bus or van. Fares are also collected from private operators through charter operations. The majority of VIA's combined revenue, 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 firm that provides economic consulting services.

Grant revenues are expected to be 19% of total combined revenues in FY21. Included within grant revenues are: grant funds that will be used to offset expenses incurred in providing maintenance, capital cost of contracting, and ADA paratransit service; CMAQ funds; Section 5310 funds; and planning-related grant funds. Other miscellaneous revenues round to 2%. Interest revenue is budgeted based on projected cash and investments and related interest earnings.

A graph of the five-year history of revenues is included below. The actual FY17, FY18, FY19, budgeted FY20, forecasted FY20 and budgeted FY21 figures include both MTA and ATD revenues. There has been an increase in total revenues of approximately 11.0% over the five-year period. This increase is predominately attributable to higher sales taxes. The FY21 budgeted MTA and ATD combined revenues are 4.7% lower than FY20 budget revenues and 20.5% lower than FY20 forecast revenues. FY20 forecast includes an increase of grant funding due to the \$92.3M of Coronavirus Aid, Relief and Economic Security Act (CARES Act) received to cover operating costs to maintain service due to the coronavirus public health emergency.

## MTA and ATD Revenue by Source

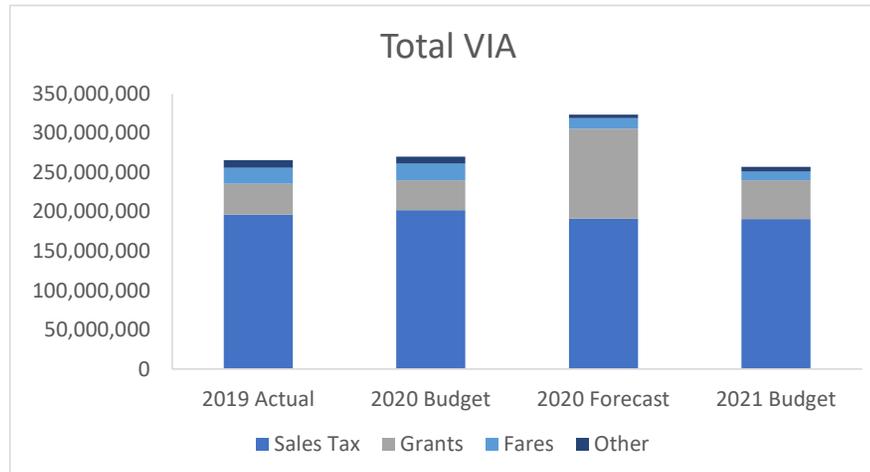
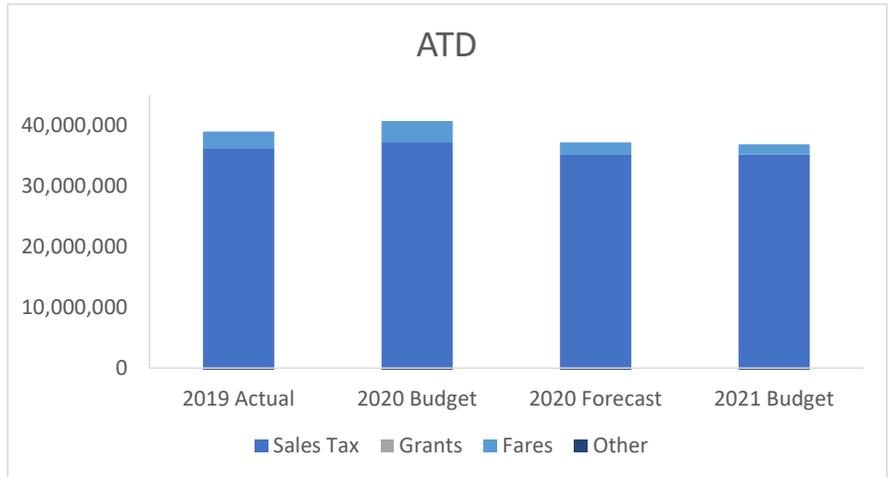
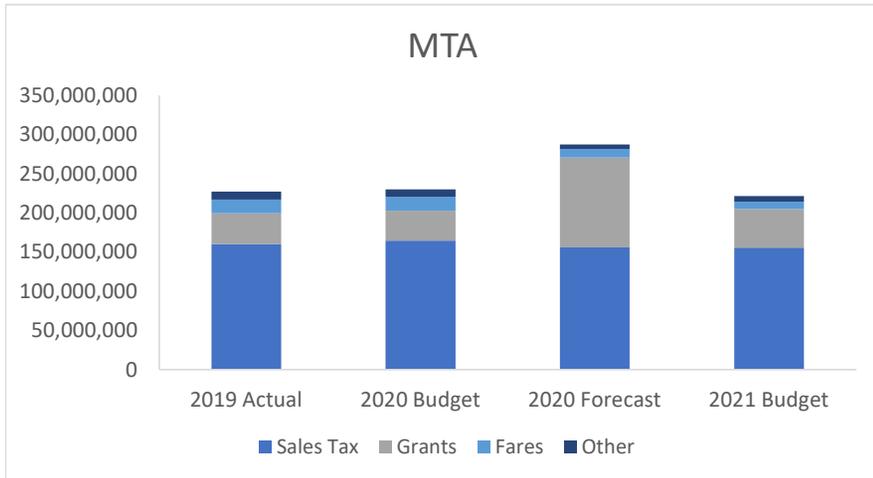


VIA is constantly challenged with obtaining enough revenue to meet the transportation needs of the community. There are constant requests for new service, and VIA has a very robust capital plan. VIA began using debt financing in FY12. Historically (until FY12), VIA operated on a pay-as-you-go basis.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

**Operating Revenue and Non-Operating Revenue/(Expenses) Summary  
By Cost Center**

	MTA				ATD				Total			
	2019 <u>Actual</u>	2020 <u>Budget</u>	2020 <u>Forecast</u>	2021 <u>Budget</u>	2019 <u>Actual</u>	2020 <u>Budget</u>	2020 <u>Forecast</u>	2021 <u>Budget</u>	2019 <u>Actual</u>	2020 <u>Budget</u>	2020 <u>Forecast</u>	2021 <u>Budget</u>
<b>Operating Revenues</b>												
Line	\$ 15,414,524	\$ 15,432,878	\$ 9,588,471	\$ 7,780,591	\$ 2,682,064	\$ 3,472,548	\$ 2,042,257	\$ 1,715,654	\$ 18,096,588	\$ 18,905,426	\$ 11,630,728	\$ 9,496,245
Robert Thompson Terminal	71,168	101,630	28,569	16,257	-	-	-	-	71,168	101,630	28,569	16,257
Special Events	106,386	223,486	15,897	67,479	-	-	-	-	106,386	223,486	15,897	67,479
Promotion/Charter	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Bus Revenues</b>	<b>\$ 15,592,078</b>	<b>\$ 15,757,994</b>	<b>\$ 9,632,937</b>	<b>\$ 7,864,327</b>	<b>\$ 2,682,064</b>	<b>\$ 3,472,548</b>	<b>\$ 2,042,257</b>	<b>\$ 1,715,654</b>	<b>\$ 18,274,142</b>	<b>\$ 19,230,542</b>	<b>\$ 11,675,194</b>	<b>\$ 9,579,981</b>
VIAtrans	\$ 1,912,340	\$ 2,049,576	\$ 1,338,182	\$ 1,235,378	\$ -	\$ -	\$ -	\$ -	\$ 1,912,340	\$ 2,049,576	\$ 1,338,182	\$ 1,235,378
VIA Link	11,869	125,753	78,253	49,769	-	-	-	-	11,869	125,753	78,253	49,769
Bus Advertising	1,021,564	1,427,000	1,427,000	1,474,992	-	-	-	-	1,021,564	1,427,000	1,427,000	1,474,992
Ellis Alley Park and Ride	13,805	12,000	12,000	10,008	-	-	-	-	13,805	12,000	12,000	10,008
Real Estate Development	557,273	316,292	316,292	302,079	-	-	-	-	557,273	316,292	316,292	302,079
Miscellaneous	455,673	440,000	330,000	360,000	-	-	-	-	455,673	440,000	330,000	360,000
<b>Total Operating Revenues</b>	<b>\$ 19,564,602</b>	<b>\$ 20,128,615</b>	<b>\$ 13,134,664</b>	<b>\$ 11,296,553</b>	<b>\$ 2,682,064</b>	<b>\$ 3,472,548</b>	<b>\$ 2,042,257</b>	<b>\$ 1,715,654</b>	<b>\$ 22,246,666</b>	<b>\$ 23,601,163</b>	<b>\$ 15,176,921</b>	<b>\$ 13,012,207</b>
<b>Non-Operating Revenues/(Expenses)</b>												
Sales Tax	\$ 160,092,754	\$ 164,579,733	\$ 156,123,932	\$ 155,459,103	\$ 36,224,798	\$ 37,195,020	\$ 35,095,701	\$ 35,131,394	\$ 196,317,552	\$ 201,774,753	\$ 191,219,633	\$ 190,590,497
Investment Income	3,582,452	2,373,182	1,850,000	902,190	426,254	404,648	200,000	50,496	4,008,706	2,777,830	2,050,000	952,686
Bond Interest and Issuance	(4,352,473)	(4,044,526)	(4,233,405)	(3,848,161)	(1,187,329)	(1,206,046)	(1,206,046)	(1,157,921)	(5,539,802)	(5,250,572)	(5,439,451)	(5,006,082)
Gain / (Loss) on Sale of Assets	(912,121)	-	-	-	-	-	-	-	(912,121)	-	-	-
Grants	39,285,411	38,039,050	114,443,695	49,408,409	-	-	-	-	39,285,411	38,039,050	114,443,695	49,408,409
Intergovernmental Revenue	10,000,000	10,000,000	7,000,000	10,000,000	-	-	-	-	10,000,000	10,000,000	7,000,000	10,000,000
Intergovernmental Expense	-	(1,000,000)	(1,060,231)	(1,802,608)	-	-	-	-	-	(1,000,000)	(1,060,231)	(1,802,608)
<b>Total Non-Operating Revenues/(Expenses)</b>	<b>\$ 207,696,023</b>	<b>\$ 209,947,439</b>	<b>\$ 274,123,991</b>	<b>\$ 210,118,933</b>	<b>\$ 35,463,723</b>	<b>\$ 36,393,622</b>	<b>\$ 34,089,655</b>	<b>\$ 34,023,969</b>	<b>\$ 243,159,746</b>	<b>\$ 246,341,061</b>	<b>\$ 308,213,646</b>	<b>\$ 244,142,902</b>
<b>Total Operating Revenues &amp; Non-Operating Revenues/(Expenses)</b>	<b>\$ 227,260,625</b>	<b>\$ 230,076,054</b>	<b>\$ 287,258,655</b>	<b>\$ 221,415,486</b>	<b>\$ 38,145,787</b>	<b>\$ 39,866,170</b>	<b>\$ 36,131,912</b>	<b>\$ 35,739,623</b>	<b>\$ 265,406,412</b>	<b>\$ 269,942,224</b>	<b>\$ 323,390,567</b>	<b>\$ 257,155,109</b>

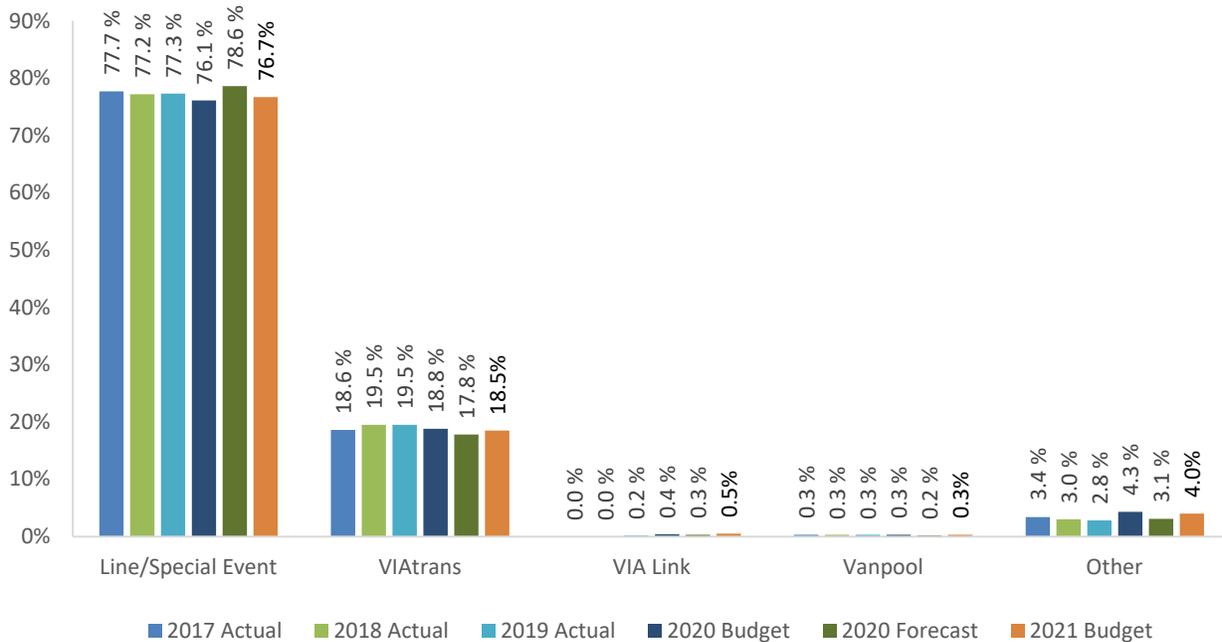
## VIA Metropolitan Transit Operating Revenue and Non-Operating Revenue/(Expenses)



## Expense Summary

VIA's expenses are classified by cost center, or type of service that VIA provides. Expenses related to Line, Special Event, VIAtrans, VIA Link, Vanpool and Miscellaneous services are directly related to the amount of service provided. The operating expenses related to providing service increase or decrease as the level of service increases or decreases. Each of the cost centers includes the labor, fuel, materials and other expenses related to providing the service. The Real Estate Development expenses are related to maintaining the Sunset Station Depot and Amtrak facilities. Service-related cost centers account for 96% of the total combined expenses in the FY21 budget.

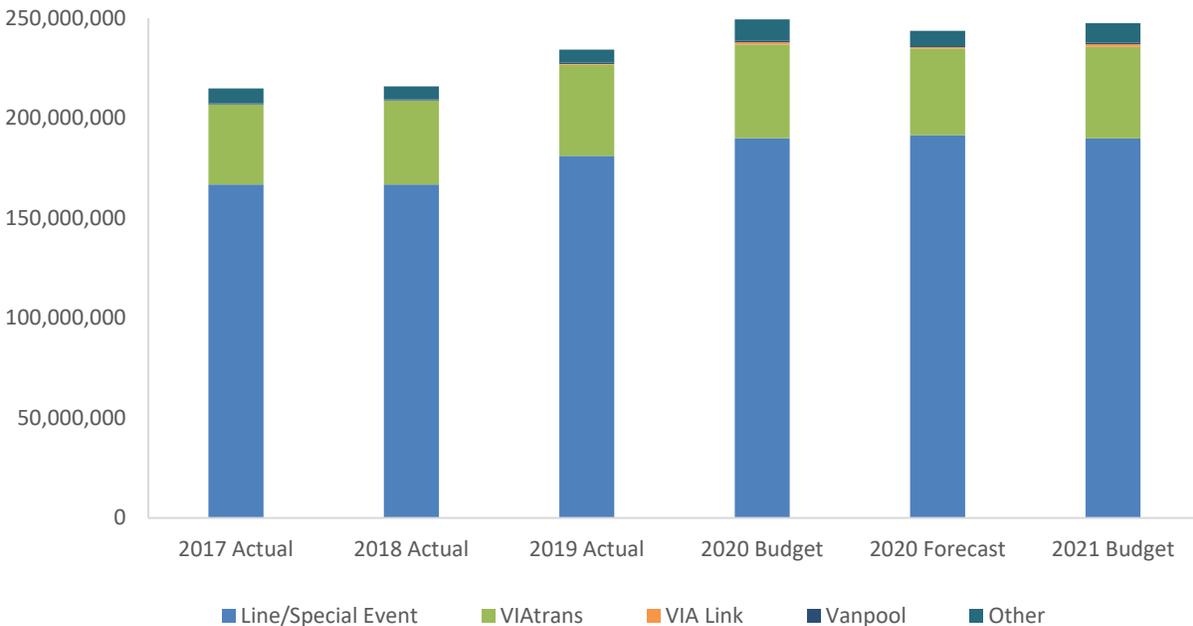
MTA and ATD  
Percent of Expense by Service



### Expenses by Service Type

The following graph shows a five-year history of operating expenses. The combined operating expenses budgeted for FY21 are 15.2% 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 13.8% over the five-year period, while VIAtrans service expense has increased by 14.4% over the same time period. These increases are primarily due to the increased service levels offered over the period as well as many of the operating expense increases mentioned earlier.

## MTA and ATD Expense by Service Type



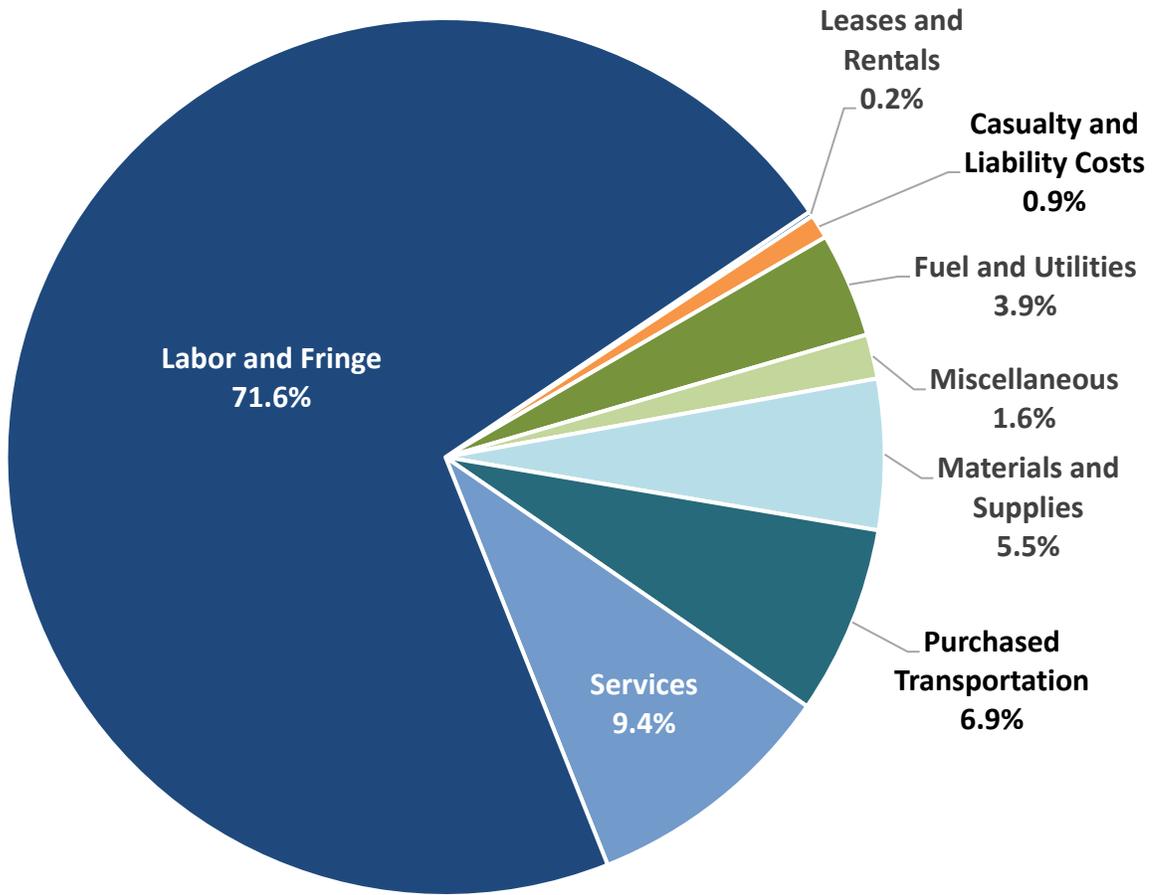
### Expenses by Major Category

VIA's expenses can also be summarized by major category. The Federal Transit Administration (FTA) in the Uniform System of Accounts and Records report defines the categories VIA uses to classify expenses. These categories are used by all transit systems in the United States for comparability. VIA's labor and fringe benefits comprise 71.6% of the total combined budgeted expenditures. Materials and Supplies, which include the parts to maintain the buses and vans and tires needed to run the vehicles, are 5.5% of the combined total.

Purchased transportation is 6.9% of the combined budget. This represents the amount paid to private providers to provide supplemental VIAtrans and VIA Link service. VIAtrans service is transportation service to individuals with mobility impairments (accessible or ambulatory). Patrons requiring accessible service are those in wheelchairs, while ambulatory VIAtrans customers are those with greater mobility. Accessible trips require the larger wheelchair lift-equipped vans that are more costly to operate than the ambulatory trips provided through private providers in small passenger vans. VIA has budgeted to contract over half of all VIAtrans service for FY21. VIA Link is a mobility-on-demand service implemented in FY 2019.

Services including advertising fees, professional and technical services, contract maintenance, security and other services comprise roughly 9.4% of the combined budget. Fuel and Utilities are 3.9% of the combined budget and other expenses (such as leases and miscellaneous expenses that cannot be classified in one of the other categories described above) are 2.7% of the combined total.

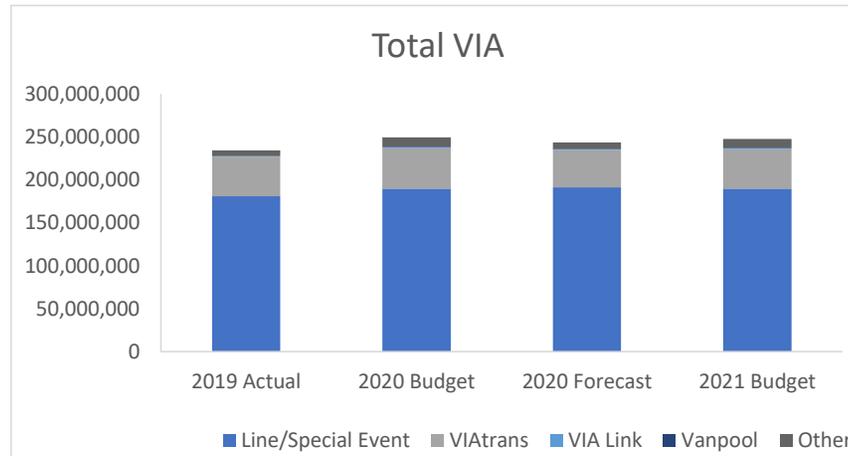
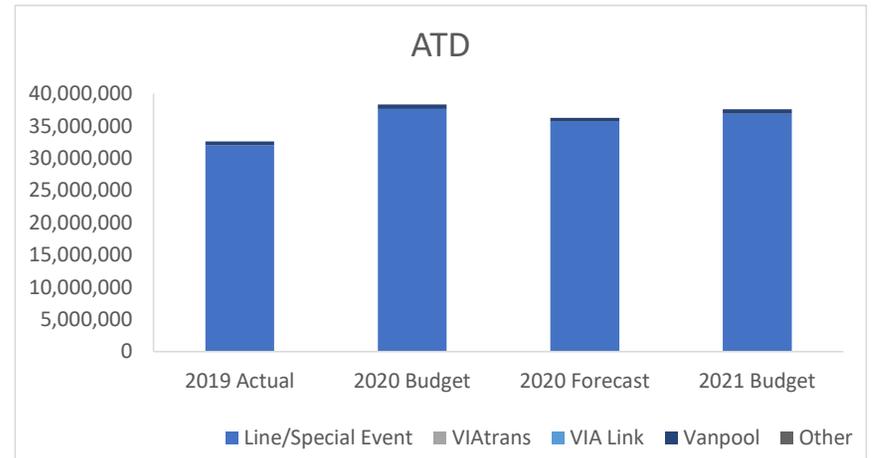
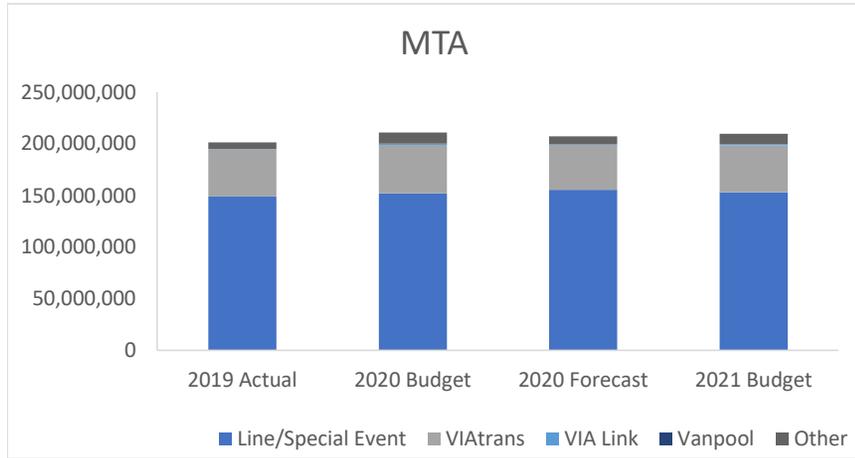
# FY 2021 Budget MTA and ATD Expenses by Major Category



**Operating Budget Expenses Summary  
By Cost Center**

	MTA				ATD				Total			
	2019 <u>Actual</u>	2020 <u>Budget</u>	2020 <u>Forecast</u>	2021 <u>Budget</u>	2019 <u>Actual</u>	2020 <u>Budget</u>	2020 <u>Forecast</u>	2021 <u>Budget</u>	2019 <u>Actual</u>	2020 <u>Budget</u>	2020 <u>Forecast</u>	2021 <u>Budget</u>
<b><u>Operating Expenses</u></b>												
Line	\$ 147,826,097	\$ 150,772,952	\$ 155,161,949	\$ 151,957,802	\$ 32,048,441	\$ 37,665,100	\$ 35,717,635	\$ 36,912,275	\$ 179,874,538	\$ 188,438,052	\$ 190,879,584	\$ 188,870,077
Robert Thompson Terminal	710,668	622,478	467,214	370,190	-	-	-	-	710,668	622,478	467,214	370,190
Other Special Events	495,404	810,457	62,803	661,952	-	-	-	-	495,404	810,457	62,803	661,952
Promotional Service	70,002	62,358	-	-	-	-	-	-	70,002	62,358	-	-
Disaster Relief	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Bus Expenses</b>	<b>\$ 149,102,171</b>	<b>\$ 152,268,245</b>	<b>\$ 155,691,966</b>	<b>\$ 152,989,944</b>	<b>\$ 32,048,441</b>	<b>\$ 37,665,100</b>	<b>\$ 35,717,635</b>	<b>\$ 36,912,275</b>	<b>\$ 181,150,612</b>	<b>\$ 189,933,345</b>	<b>\$ 191,409,601</b>	<b>\$ 189,902,219</b>
VIATrans	45,611,738	46,923,123	43,356,492	45,810,946	-	-	-	-	45,611,738	46,923,123	43,356,492	45,810,946
VIA Link	375,020	1,079,638	706,922	1,271,801	-	-	-	-	375,020	1,079,638	706,922	1,271,801
Vanpool	-	-	-	-	604,486	721,015	552,185	702,807	604,486	721,015	552,185	702,807
Real Estate Development	1,051	4,453	2,295	4,500	-	-	-	-	1,051	4,453	2,295	4,500
Business Development and Planning	6,598,704	10,765,530	7,650,675	9,790,867	-	-	-	-	6,598,704	10,765,530	7,650,675	9,790,867
<b>Total Expenses</b>	<b>\$ 201,688,684</b>	<b>\$ 211,040,989</b>	<b>\$ 207,408,350</b>	<b>\$ 209,868,058</b>	<b>\$ 32,652,927</b>	<b>\$ 38,386,115</b>	<b>\$ 36,269,820</b>	<b>\$ 37,615,082</b>	<b>\$ 234,341,611</b>	<b>\$ 249,427,104</b>	<b>\$ 243,678,170</b>	<b>\$ 247,483,140</b>

## VIA Metropolitan Transit Operating Expenses



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

<b>Authorized Positions:</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2020 Forecast</b>	<b>FY 2021 Budget</b>	<b>FY21 Budget to FY20 Budget</b>	<b>% Difference</b>
<b>Full-Time (FTE)</b>						
Operators	1,202.00	1,202.00	1,202.00	1,202.00	-	-%
Maintenance	392.00	402.00	396.00	396.00	(6.00)	(1.5%)
Salaried:						
Operations/Maintenance	205.00	212.00	210.00	202.00	(10.00)	(4.7%)
Administration (Office)	361.00	378.00	375.00	344.00	(34.00)	(9.0%)
<b>Part-Time (FTE)</b>						
Operators	76.50	76.00	76.00	76.00	-	-%
Salaried:						
Operations/Maintenance	15.00	15.00	15.00	9.75	(5.25)	(35.0%)
Administration	8.25	6.75	6.75	4.50	(2.25)	(33.3%)
<b>Total Positions</b>	<b>2,259.75</b>	<b>2,291.75</b>	<b>2,280.75</b>	<b>2,234.25</b>	<b>(57.50)</b>	<b>(0.03%)</b>
<b>Labor Budget:</b>						
<b>Full-Time</b>						
Operators	\$ 60,454,219	\$ 62,677,035	\$ 62,829,984	\$ 57,856,645	\$ (4,820,390)	(7.7%)
Maintenance	15,495,106	18,344,272	18,125,282	19,787,266	1,442,994	7.9%
Salaried:						
Operations/Maintenance	13,071,750	14,194,669	13,073,832	13,203,692	(990,977)	(7.0%)
Administration (Office)	23,902,777	24,686,712	23,788,274	23,633,899	(1,052,813)	(4.3%)
Administration (Hourly)	574,888	696,086	608,860	726,145	30,059	4.3%
<b>Part-Time</b>						
Operators	2,852,240	2,959,239	2,734,034	2,596,127	(363,112)	(12.3%)
Salaried:						
Operations/Maintenance	385,462	468,395	174,270	313,654	(154,741)	(33.0%)
Administration	148,584	191,907	71,205	156,781	(35,126)	(18.3%)
<b>Overtime:</b>						
Operators	2,795,148	2,942,599	3,078,484	2,770,615	(171,984)	(5.8%)
Maintenance	2,170,088	1,334,027	2,284,049	1,334,027	-	-%
Salaried:						
Operations/Maintenance	1,016,250	728,433	814,924	657,138	(71,295)	(9.8%)
Administration (Office)	150,264	183,415	137,428	164,680	(18,735)	(10.2%)
Administration (Hourly)	50,455	23,878	24,331	23,878	-	-%
	<b>\$ 123,067,231</b>	<b>\$ 129,430,667</b>	<b>\$ 127,744,957</b>	<b>\$ 123,224,547</b>	<b>\$ (6,206,120)</b>	<b>(4.8%)</b>

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

<b>Expense Budget:</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2020 Forecast</b>	<b>FY 2021 Budget</b>	<b>FY21 Budget to FY20 Budget</b>	<b>% Difference</b>
FICA/RR Retirement	\$ 8,936,294	\$ 9,324,781	\$ 9,441,498	\$ 8,766,333	\$ (558,448)	(6.0%)
Pension Plan	15,935,785	19,523,041	22,002,000	20,175,000	651,959	3.3%
Hospitalization (VIACare)	13,821,257	14,076,000	14,224,055	15,202,080	1,126,080	8.0%
OPEB	4,421,525	4,033,000	6,366,000	7,429,000	3,396,000	84.2%
Life Insurance Plans	833,489	780,000	771,568	740,597	(39,403)	(5.1%)
Unemployment Insurance	49,135	30,000	34,769	33,690	3,690	12.3%
Workers Compensation Insurance	73,823	1,100,000	606,882	540,772	(559,228)	(50.8%)
Uniform Allowance	772,820	948,105	867,681	967,356	19,251	2.0%
Other Fringe Benefits	365,881	603,594	552,062	470,314	(133,280)	(22.1%)
Capital Labor Fringes	(361,903)	(494,462)	(408,577)	(403,805)	90,657	(18.3%)
Advertising Fees	1,898,900	310,500	706,534	581,500	271,000	87.3%
Professional and Technical Services	7,011,781	10,838,046	7,106,227	10,079,597	(758,449)	(7.00%)
Temp Help	135,056	160,000	145,303	75,000	(85,000)	(53.1%)
Contract Maintenance Services	4,473,270	5,805,013	5,423,681	6,961,198	1,156,185	19.9%
Security Services	2,959,408	3,283,679	3,401,069	3,171,188	(112,491)	(3.4%)
Other Services	1,671,749	2,060,564	2,106,217	2,320,757	260,193	12.6%
Fuel and Lubricants	7,606,705	5,674,462	329,775	5,430,012	(244,450)	(4.3%)
Tires and Tubes	1,795,781	1,892,839	1,854,731	1,632,443	(260,396)	(13.8%)
Other Materials and Supplies	11,448,235	10,350,453	13,261,491	12,097,671	1,747,218	16.9%
Utilities	3,601,087	4,044,243	3,486,476	3,720,763	(323,480)	(8.0%)
Premiums-Physical Damage Insurance	155,288	181,093	184,305	225,416	44,323	24.5%
Premiums for PL/PD	259,685	289,694	251,345	272,832	(16,862)	(5.8%)
Payouts for Uninsured PL	1,962,546	1,704,563	1,554,563	1,714,544	9,981	0.6%
Fuel and Lube Taxes	436,838	426,718	437,874	396,571	(30,147)	(7.1%)
Purchased Transportation	17,631,858	17,545,883	16,004,082	17,151,540	(394,343)	(2.2%)
Dues and Subscriptions	381,458	429,996	414,213	353,927	(76,069)	(17.7%)
Training and Meetings	471,756	700,000	457,044	552,155	(147,845)	(21.1%)
Fines and Penalties	60	-	-	-	-	100.0%
Bad Debt Expense	(1,549)	24,000	41,710	15,500	(8,500)	(35.4%)
Advertising /Promotion Media	1,105,256	2,509,404	2,713,133	1,836,975	(672,429)	(26.8%)
Other Miscellaneous Expense	1,068,657	1,396,028	1,211,439	1,279,846	(116,182)	(8.3%)
Leases	352,449	445,200	384,063	467,821	22,621	5.1%
	<b>\$ 111,274,380</b>	<b>\$ 119,996,437</b>	<b>\$ 115,933,213</b>	<b>\$ 124,258,593</b>	<b>\$ 4,262,156</b>	<b>3.6%</b>
<b>Total Operating Expense</b>	<b>\$ 234,341,611</b>	<b>\$ 249,427,104</b>	<b>\$ 243,678,170</b>	<b>\$ 247,483,140</b>	<b>\$ (1,943,964)</b>	<b>(0.8%)</b>

## Expense Summary by Account

### Operating Expense

	FY 2019 Actual	FY 2020 Budget	FY 2020 Forecast	FY 2021 Budget	FY21 Budget to FY20 Budget	% Difference
Operators Salaries and Wages	\$ 53,158,021	\$ 55,150,407	\$ 56,091,658	\$ 51,148,974	\$ (4,001,433)	(7.3%)
Operators Salaries and Wages - Over Time	2,795,148	2,942,599	3,078,484	2,770,615	(171,984)	(5.8%)
Operators Salaries and Wages - Part Time	2,852,240	2,940,412	2,726,189	2,577,300	(363,112)	(12.3%)
Other Salaries and Wages	44,840,774	49,638,550	48,513,039	49,512,665	(125,885)	(0.3%)
Other Salaries and Wages - Over Time	3,479,505	2,269,753	3,314,482	2,179,723	(90,030)	(4.0%)
Other Salaries and Wages - Part Time	534,046	731,689	601,869	470,435	(261,254)	(35.7%)
Other Salaries and Wages - Temporary	614,974	130,797	213,687	-	(130,797)	(100.0%)
Sick	3,842,668	3,591,812	1,799,446	3,359,182	(232,630)	(6.5%)
Holiday	5,043,884	5,278,054	5,068,198	5,077,541	(200,513)	(3.8%)
Vacation	5,708,626	6,461,209	6,113,358	5,843,065	(618,144)	(9.6%)
Other Paid Absence	197,345	295,385	224,547	285,047	(10,338)	(3.5%)
<b>Wages</b>	<b>\$ 123,067,231</b>	<b>\$ 129,430,667</b>	<b>\$ 127,744,957</b>	<b>\$ 123,224,547</b>	<b>\$ (6,206,120)</b>	<b>(4.8%)</b>
FICA	\$ 8,936,294	\$ 9,324,781	\$ 9,441,498	\$ 8,766,333	\$ (558,448)	(6.0%)
Pension Plans	15,935,785	19,523,041	22,002,000	20,175,000	651,959	3.3%
Hospital, Medical and Surgical Plans	13,821,257	14,076,000	14,224,055	15,202,080	1,126,080	8.0%
Other Post Employment Benefits (OPEB)	4,421,525	4,033,000	6,366,000	7,429,000	3,396,000	84.2%
Life Insurance Plans	833,489	780,000	771,568	740,597	(39,403)	(5.1%)
Unemployment Insurance	49,135	30,000	34,769	33,690	3,690	12.3%
Worker's Compensation Insurance	73,823	1,100,000	606,882	540,772	(559,228)	(50.8%)
Uniform and Work Clothing Allowance	772,820	948,105	867,681	967,356	19,251	2.0%
Other Fringe Benefits	365,881	603,594	552,062	470,314	(133,280)	(22.1%)
Capital Labor Fringes	(361,903)	(494,462)	(408,577)	(403,805)	90,657	(18.3%)
<b>Fringes</b>	<b>\$ 44,848,106</b>	<b>\$ 49,924,059</b>	<b>\$ 54,457,938</b>	<b>\$ 53,921,337</b>	<b>\$ 3,997,278</b>	<b>8.0%</b>

## Expense Summary by Account

### Operating Expense

	FY 2019 Actual	FY 2020 Budget	FY 2020 Forecast	FY 2021 Budget	FY21 Budget to FY20 Budget	% Difference
Advertising Fees	\$ 1,898,900	\$ 310,500	\$ 706,534	\$ 581,500	\$ 271,000	87.3%
Professional and Technical Services	7,011,781	10,838,046	7,106,227	10,079,597	(758,449)	(7.00%)
Temporary Help	135,056	160,000	145,303	75,000	(85,000)	(53.1%)
Contract Maintenance Services	4,473,270	5,805,013	5,423,681	6,961,198	1,156,185	19.9%
Security Services	2,959,408	3,283,679	3,401,069	3,171,188	(112,491)	(3.4%)
Other Services	1,671,749	2,060,564	2,106,217	2,320,757	260,193	12.6%
Fuel and Lubricants	7,606,705	5,674,462	329,775	5,430,012	(244,450)	(4.3%)
Tires and Tubes	1,795,781	1,892,839	1,854,731	1,632,443	(260,396)	(13.8%)
Other Materials and Supplies	11,448,235	10,350,453	13,261,491	12,097,671	1,747,218	16.9%
Utilities Other than Propulsion Power	3,601,087	4,044,243	3,486,476	3,720,763	(323,480)	(8.0%)
Casualty and Liability Costs - Premiums for PD	155,288	181,093	184,305	225,416	44,323	24.5%
Casualty and Liability Costs - Premiums for PL	259,685	289,694	251,345	272,832	(16,862)	(5.8%)
Casualty and Liability Costs - Payout Unlns PL	1,962,546	1,704,563	1,554,563	1,714,544	9,981	0.6%
Fuel and Lubricant Taxes	436,838	426,718	437,874	396,571	(30,147)	(7.1%)
Purchased Transportation	17,631,858	17,545,883	16,004,082	17,151,540	(394,343)	(2.2%)
Dues and Subscriptions	381,458	429,996	414,213	353,927	(76,069)	(17.7%)
Training and Meetings	471,756	700,000	457,044	552,155	(147,845)	(21.1%)
Fines and Penalties	60	-	-	-	-	100.0%
Bad Debt Expense	(1,549)	24,000	41,710	15,500	(8,500)	(35.4%)
Advertising/Promotion Media	1,105,256	2,509,404	2,713,133	1,836,975	(672,429)	(26.8%)
Other Miscellaneous Expenses	1,068,657	1,396,028	1,211,439	1,279,846	(116,182)	(8.3%)
Leases and Rentals - Transit Way Structures and Equip	69,514	19,915	42,365	3,702	(16,213)	(81.4%)
Leases and Rentals - Passenger Stations	5,374	39,665	11,996	11,900	(27,765)	(70.0%)
Leases and Rentals - Passenger Parking Facilities	7,200	6,000	3,000	13,200	7,200	120.0%
Leases and Rentals - Engine Houses, Car Shops and Garages	16,162	36,960	36,703	36,960	-	-%
Leases and Rentals - Rev Veh Movement Control Facilities	26,120	61,620	38,943	63,770	2,150	3.5%
Leases and Rentals - Data Processing Facilities	-	59,100	53,391	59,100	-	-%
Leases and Rentals - Other General Administration Facilities	228,079	221,940	197,665	279,189	57,249	25.8%
<b>Non-Labor Expenses</b>	<b>\$ 66,426,274</b>	<b>\$ 70,072,378</b>	<b>\$ 61,475,275</b>	<b>\$ 70,337,256</b>	<b>\$ 264,878</b>	<b>0.4%</b>
<b>Total Operating Expense</b>	<b>\$ 234,341,611</b>	<b>\$ 249,427,104</b>	<b>\$ 243,678,170</b>	<b>\$ 247,483,140</b>	<b>\$ (1,943,964)</b>	<b>(0.8%)</b>

(This page intentionally left blank)

## Cost Center Detail Analysis

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

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

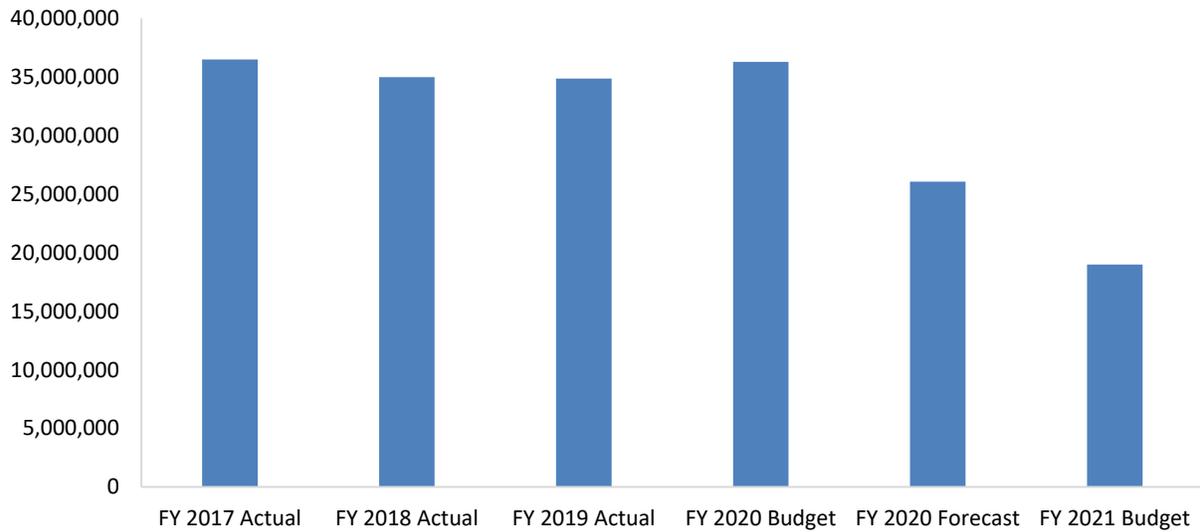
The expenses directly related to providing service are Line, Special Events, Charter, Contract, VIAtrans, VIA Link, Purchased Transportation and Vanpool. Each of the cost centers includes the labor, fuel, materials, and other expenses related to providing the service. The service-related cost centers account for 96.0% of the total combined MTA and ATD expenses for the FY21 budget.

(This page intentionally left blank)

## Line Service

Description	Regularly scheduled bus routes available to the general public for a fare.
Fare	Base one-way \$1.30
Changes	Budgeted service hours and passengers decreased with the FY21 budget. There is a 9.1% decrease in line service hours and a 47.7% decrease in line passengers. Line passengers decreased from 36.2 million to 19.0 million (FY20 budget compared to FY21 budget).

### Service Passengers



Revenues and Expenses	The combined MTA and ATD total operating revenues and non-operating revenues/(expenses) are expected to decrease by 4.7% from FY20 budget, and the combined total operating expenses over the same period are expected to decrease by 0.8%.
-----------------------	---

### **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	FY21 service hours are expected to decrease by 58.0% over the FY20 budget service levels.
Revenues and Expenses	The revenues are expected to decrease by 69.8% and expenses are expected to decrease in this cost center by 18.3% from the FY20 budget.

### **Charter Service**

Description	Transportation services provided to private operators that do not have a bus fleet large enough to provide charter services for conventions and other large meetings or events. VIA is prohibited by federal law from directly chartering bus service and must only support private providers of charter service by the lease of the vehicles.
Fare	The fare is \$125.00 per hour for commercial charters.
Changes	VIA provides a limited amount of charter service. In FY20 VIA did not provide charter services and did not budget charter services for FY21.
Revenues and Expenses	The revenues and expenses are expected to remain at \$0.0 for FY21.

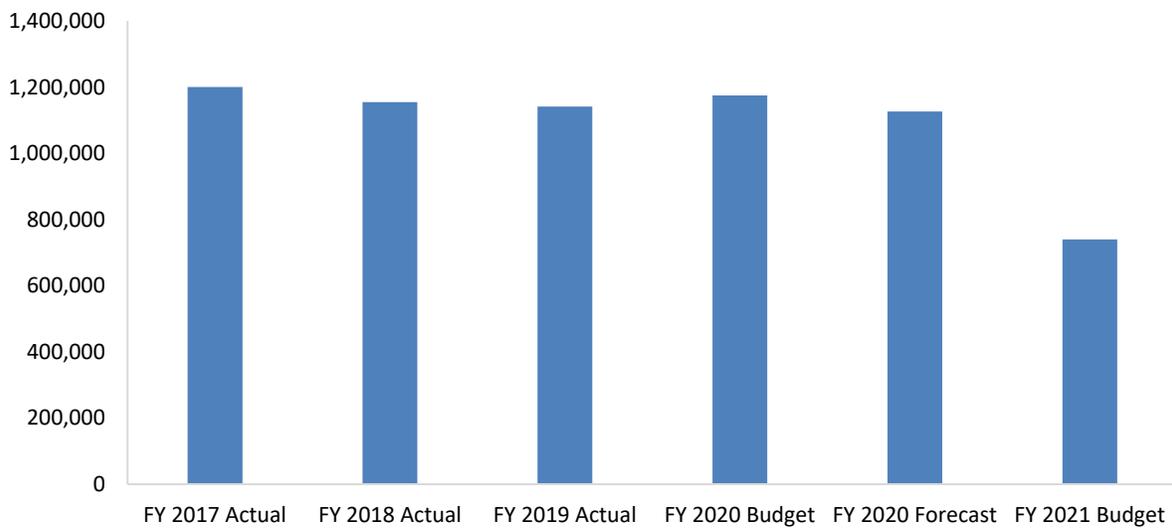
### **Disaster Relief**

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

### VIATrans Service

Description	Demand responsive service for mobility-impaired persons who are certified through a registration process.
Fare	Base one-way \$2.00
Changes	A decrease of 3.5% in total service hours from the FY20 budget service levels is expected for FY21. VIA manages the cost of this service by providing a no-cost alternative to registered VIATrans patrons. Mobility-impaired citizens can ride regular line service at no charge, thus reducing demand for the VIATrans service. The estimated savings for each VIATrans trip avoided in lieu of the free line service is approximately \$43. VIA also contracts a large portion of the service for ambulatory patrons, which can be transported in a standard vehicle. Patrons using wheelchairs are usually carried on VIA's wheelchair lift-equipped vans, which are more expensive to operate.

### VIATrans Passengers



Revenues and Expenses	The revenue is expected to decrease by 39.7% over FY20 budget revenues and expenses are projected to decrease by 2.4%. VIA will use the service of a private transportation provider for greater than half of all demand response trips.
-----------------------	--

### **VIA Link**

Description	VIA Link is a mobility-on-demand service provided by a private provider.
Fare	Base one-way \$1.30
Changes	In FY19, VIA began offering VIA Link in northeast San Antonio. In FY21, VIA plans to expand the service. The FY21 budget includes approximately 22,000 service hours provided to 95,000 passengers.
Revenues and Expenses	FY21 includes a full year of service with approximately \$49,000 in revenue and \$1.3M in anticipated expenses.

### **Contract Service**

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

### **Vanpool**

Description	Transportation services provided to individuals interested in joining a shared ride vanpool. Participants in the program will pay for the fuel used and a monthly fee to cover the capital cost of the 7 to 15 passenger van provided by a private car rental agency.
Fare	Will vary based upon number of participants within each vanpool.
Changes	Expenses are projected to decrease by 2.5% over FY20 budget.
Revenues and Expenses	VIA does not receive revenue from this service. VIA's expense is limited to marketing and subsidy payments to the individuals participating in the vanpool.

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

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

### **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.

Metropolitan Transit Authority (MTA)								
	11	13	16	17	20	25	35	55
			Robert	Other				Real
			Thompson	Special		Purchased	Promotional	Estate
	Line	VIA Link	Event	Event	VIAtrans	Transport.	Service	Develop.
Operator Wages	\$38,372,657	\$0	\$63,567	\$151,042	\$6,179,916	\$0	\$0	\$0
Other Salaries	19,267,781		35,847	101,789	4,503,724	947,123	0	
PT Operator Wages	2,221,795		0	0	0	0	0	
PT Other Salaries	201,219		2,134	3,754	178,802	218,537	0	
<b>Subtotal Labor</b>	<b>\$60,063,452</b>	<b>\$0</b>	<b>\$101,548</b>	<b>\$256,585</b>	<b>\$10,862,442</b>	<b>\$1,165,660</b>	<b>\$0</b>	<b>\$0</b>
Other Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advertising Fees	0	80,000	0	0	0	0	0	0
Prof & Tech Services	204,972	0	309	619	43,018	22,022	0	0
Temporary Help	75,000	0	0	0	0	0	0	0
Contract Maintenance	2,908,493	0	42,446	1,136	383,504	244,072	0	4,000
Security Services	1,590,083	0	18,685	66,538	40,431	49,416	0	0
Other Services	527,647	0	178	785	29,107	35,575	0	0
Fuel & Lubricants	3,100,494	0	7,655	(9,578)	597,527	878,864	0	0
Tires & Tubes	1,074,899	0	1,585	3,158	251,250	0	0	0
Other Mat. & Supplies	8,151,909	0	39,713	22,409	393,618	15,878	0	0
Utilities	1,430,247	0	26,902	3,102	281,661	114,230	0	0
Prem for Phy Dam Ins/Public Liab& Prop. Dam.	85,868	0	111	151	815	0	0	500
Payouts	1,164,920	0	1,703	3,409	217,576	0	0	0
Fuel & Lubricant Taxes	226,068	0	331	664	21,193	84,875	0	0
Purchased Transportation	0	1,091,801	0	0	0	15,799,231	0	0
Dues & Subscriptions	60,253	0	0	0	135	165	0	0
Training & Meetings	43,356	0	16	67	10,500	0	0	0
Bad Debt	24,000	0	0	0	0	0	0	0
Advertising/Promotion	0	100,000	0	0	0	0	0	0
Other Misc. Expense	116,880	0	72	189	3,105	1,100	0	0
Tr Way & Tr St Lease - 574	3,702	0	0	0	0	0	0	0
Passenger Stations Lease - 575	0	0	7,385	4,515	0	0	0	0
Parking Lease - 576	1,800	0	0	0	0	0	0	0
Engine House Lease - 580	27,597	0	40	82	1,500	0	0	0
Revenue Veh Mvmt. Control Lease	0	0	0	0	0	0	0	0
Data Processing Facilities Lease - 583	0	0	0	0	0	0	0	0
Other Gen. & Admin. Lease - 585	137,301	0	206	414	0	0	0	0
<b>Subtotal Expenses</b>	<b>\$20,955,489</b>	<b>\$1,271,801</b>	<b>\$147,337</b>	<b>\$97,660</b>	<b>\$2,274,940</b>	<b>\$17,245,428</b>	<b>\$0</b>	<b>\$4,500</b>
<b>Total Direct Expenses</b>	<b>\$81,018,941</b>	<b>\$1,271,801</b>	<b>\$248,885</b>	<b>\$354,245</b>	<b>\$13,137,382</b>	<b>\$18,411,088</b>	<b>\$0</b>	<b>\$4,500</b>
Full Time Fringe	69,488,047	\$37,816,999	\$0	\$65,173	\$165,749	\$7,003,891	\$620,907	\$0
Part Time Fringe	11,653,721	252,475	0	222	391	18,631	22,771	0
<b>Total Fringe</b>	<b>69,833,346</b>	<b>\$38,069,474</b>	<b>\$0</b>	<b>\$65,395</b>	<b>\$166,140</b>	<b>\$7,022,522</b>	<b>\$643,678</b>	<b>\$0</b>
<i>ATD Indirect</i>	636,650							
Total Indirect (W/O Depr.)	47,809,662	\$32,215,109	\$0	\$54,804	\$138,772	\$5,871,282	\$593,970	\$0
Dist. of Fringe	971,941	654,278	0	1,106	2,795	118,326	12,698	0
<b>Total Fringe &amp; Indirect</b>	<b>\$70,938,861</b>	<b>\$0</b>	<b>\$121,305</b>	<b>\$307,707</b>	<b>\$13,012,130</b>	<b>\$1,250,346</b>	<b>\$0</b>	<b>\$0</b>
<b>FY21 Total before Capital Labor</b>	<b>\$151,957,802</b>	<b>\$1,271,801</b>	<b>\$370,190</b>	<b>\$661,952</b>	<b>\$26,149,512</b>	<b>\$19,661,434</b>	<b>\$0</b>	<b>\$4,500</b>
Less: Capital Labor								
<b>FY21 Total after Capital Labor</b>								

MTA		Advanced Transportation District							
65		12	14	70					
Bus.									
Develop. & Planning	Capital Labor	Line	Vanpool	MTA Indirect	ATD Indirect	Fringe	Total		
\$0	\$0	\$9,152,407	\$0	\$0	\$0	\$0	\$53,919,589	Operator Wages	
1,753,692	650,249	\$4,782,628	58,309	19,543,811	0	431,575	52,076,528	Other Salaries	
0	0	\$355,505	0	0	0	0	2,577,300	PT Operator Wages	
0	0	22800	0	93,699	0	15,600	736,545	PT Other Salaries	
<b>\$1,753,692</b>	<b>\$650,249</b>	<b>\$14,313,340</b>	<b>\$58,309</b>	<b>\$19,637,510</b>	<b>\$0</b>	<b>\$447,175</b>	<b>\$109,309,962</b>	<b>Subtotal Labor</b>	
\$0	\$0	\$0	\$0	\$0	\$0	\$68,889,977	\$68,889,977	Other Fringe Benefits	
0		21,000	20,500	460,000	0	0	581,500	Advertising Fees	
5,309,755		57,479	12,000	2,887,993	625,600	915,830	10,079,597	Prof & Tech Services	
0		0	0	0	0	0	75,000	Temporary Help	
0		106,818	0	3,270,729	0	0	6,961,198	Contract Maintenance	
0		397,514	0	1,008,521	0	0	3,171,188	Security Services	
7,209		123,978	0	1,585,768	5,050	5,460	2,320,757	Other Services	
0		855,050	0	0	0	0	5,430,012	Fuel & Lubricants	
0		301,551	0	0	0	0	1,632,443	Tires & Tubes	
24,611		2,225,268	0	1,219,951	0	4,314	12,097,671	Other Mat. & Supplies	
0		327,368	0	1,537,253	0	0	3,720,763	Utilities	
0		24,099	272,832	113,872	0	0	498,248	Prem for Phy Dam Ins/Public Liab& Prop. Dam.	
0		326,936	0	0	0	0	1,714,544	Payouts	
0		63,439	0	0	0	0	396,570	Fuel & Lubricant Taxes	
0		0	260,508	0	0	0	17,151,540	Purchased Transportation	
15,760		57	0	276,752	0	805	353,927	Dues & Subscriptions	
77,820		5,184	400	408,812	0	6,000	552,155	Training & Meetings	
0		0	0	(8,500)	0	0	15,500	Bad Debt	
0		0	0	1,736,975	0	0	1,836,975	Advertising/Promotion	
443,049		30,051	0	674,440	0	10,960	1,279,846	Other Misc. Expense	
0		0	0	0	0	0	3,702	Tr Way & Tr St Lease - 574	
0		0	0	0	0	0	11,900	Passenger Stations Lease - 575	
0		11,400	0	0	0	0	13,200	Parking Lease - 576	
0		7,741	0	0	0	0	36,960	Engine House Lease - 580	
37,080		0	0	26,690	0	0	63,770	Revenue Veh Mvmt. Control Lease	
0		0	5,100	54,000	0	0	59,100	Data Processing Facilities Lease - 583	
0		38,503	0	96,765	6,000	0	279,189	Other Gen. & Admin. Lease - 585	
<b>\$5,915,284</b>	<b>\$0</b>	<b>\$4,923,436</b>	<b>\$571,340</b>	<b>\$15,350,021</b>	<b>\$636,650</b>	<b>\$69,833,346</b>	<b>\$139,227,232</b>	<b>Subtotal Expenses</b>	
<b>\$7,668,976</b>	<b>\$650,249</b>	<b>\$19,236,776</b>	<b>\$629,649</b>	<b>\$34,987,531</b>	<b>\$636,650</b>	<b>\$70,280,521</b>	<b>\$248,537,194</b>	<b>Total Direct Expenses</b>	
<b>\$1,149,671</b>	<b>\$396,722</b>	<b>\$9,135,414</b>	<b>\$38,226</b>	<b>\$12,812,368</b>	<b>\$0</b>	<b>\$282,928</b>	<b>\$69,488,047</b>	<b>Full Time Fringe</b>	
<b>0</b>	<b>0</b>	<b>39,419</b>	<b>0</b>	<b>9,763</b>	<b>0</b>	<b>1,626</b>	<b>345,299</b>	<b>Part Time Fringe</b>	
<b>\$1,149,671</b>	<b>\$396,722</b>	<b>\$9,174,833</b>	<b>\$38,226</b>	<b>\$12,822,131</b>	<b>\$0</b>	<b>\$284,554</b>	<b>\$69,833,346</b>	<b>Total Fringe</b>	
		634,044	2,606		(636,650)		0	ATD Indirect	
<b>\$953,117</b>		<b>\$7,710,705</b>	<b>\$31,691</b>	<b>(\$47,809,662)</b>		<b>\$240,212</b>	<b>\$0</b>	<b>Total Indirect (W/O Depr.)</b>	
19,103	7,083	155,917	635			(971,941)	0	Dist. of Fringe	
<b>\$2,121,891</b>	<b>\$403,805</b>	<b>\$17,675,499</b>	<b>\$73,158</b>	<b>(\$34,987,531)</b>	<b>(\$636,650)</b>	<b>(\$447,175)</b>	<b>(\$69,833,346)</b>	<b>Total Fringe &amp; Indirect</b>	
<b>\$9,790,867</b>	<b>\$1,054,054</b>	<b>\$36,912,275</b>	<b>\$702,807</b>	<b>\$0</b>	<b>\$0</b>		<b>\$248,537,194</b>	<b>FY21 Total before Capital Labor</b>	
							(1,054,054)	Less: Capital Labor	
							<b>\$247,483,140</b>	<b>FY21 Total after Capital Labor</b>	

(This page intentionally left blank)

## Personnel Summary

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

FY21 personnel decreases are predominantly a result of agencywide efforts to freeze vacancies amid Covid-19 uncertainties.

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

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

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

The number of hourly maintenance employees is expected to decrease 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 decrease by 10 and the number of part-time operations/maintenance salaried positions is expected to decrease by 5.25. These are the individuals primarily responsible for providing administration and direct support for the operations and maintenance functions.

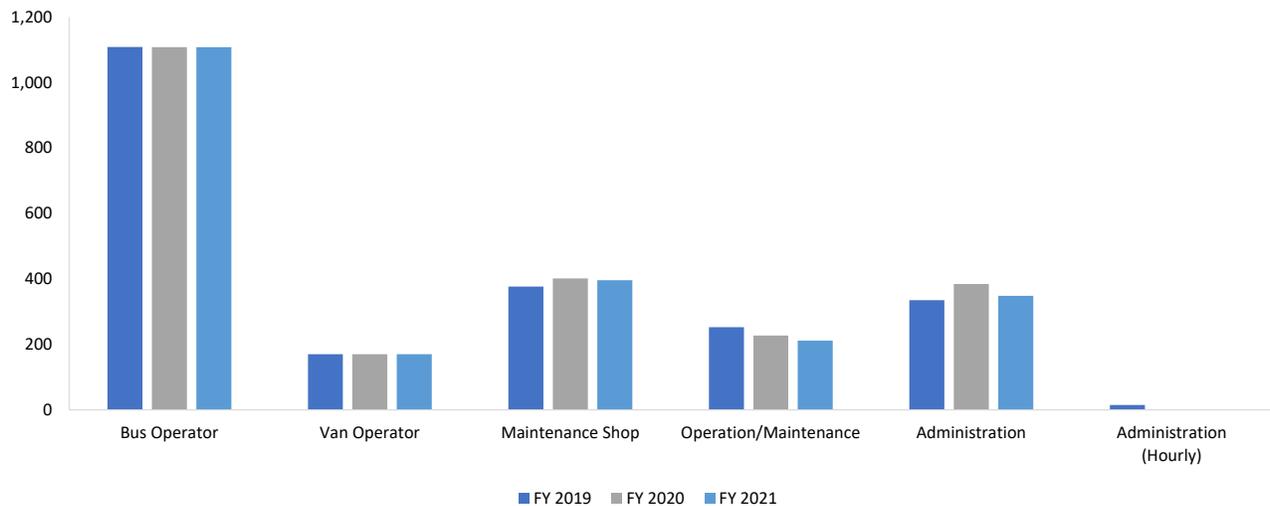
The number of full-time administration salaried positions is expected to decrease by 34 and part time positions by 2.25. These are the individuals primarily responsible for providing general and administrative support services for the agency.

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

**VIA Metropolitan Transit  
Personnel Summary**

	2019 Budget	2020 Budget	2021 Budget	Variance	Variance %
<b><u>FULL-TIME EMPLOYEES (Full-Time Equivalents)</u></b>					
<b><u>Category</u></b>					
Bus Operator	1,032.00	1,032.00	1,032.00	-	0.00%
Van Operator	170.00	170.00	170.00	-	0.00%
Maintenance Shop	377.00	402.00	396.00	(6.00)	(1.49%)
Salaried					
Operation/Maintenance	236.00	212.00	202.00	(10.00)	(4.72%)
Administration (Office)	330.00	378.00	344.00	(34.00)	(8.99%)
Administration (Hourly)	15.00	-	-	-	0.00%
<b>Subtotal Full-Time Employees (FTE)</b>	<b>2,160.00</b>	<b>2,194.00</b>	<b>2,144.00</b>	<b>(50.00)</b>	<b>(2.31%)</b>
<b><u>PART-TIME EMPLOYEES (Full-Time Equivalents)</u></b>					
<b><u>Category</u></b>					
Bus Operator	76.65	76.00	76.00	-	0.00%
Van Operator	-	-	-	-	0.00%
Maintenance Shop	-	-	-	-	0.00%
Salaried					
Operation/Maintenance	16.70	15.00	9.75	(5.25)	(31.44%)
Administration (Office)	5.25	6.75	4.50	(2.25)	(33.33%)
Administration (Hourly)	-	-	-	-	0.00%
<b>Subtotal Part-Time Employees (FTE)</b>	<b>98.60</b>	<b>97.75</b>	<b>90.25</b>	<b>(7.50)</b>	<b>(7.61%)</b>
<b><u>GRAND TOTAL</u></b>					
<b><u>Category</u></b>					
Bus Operator	1,108.65	1,108.00	1,108.00	-	0.00%
Van Operator	170.00	170.00	170.00	-	0.00%
Maintenance Shop	377.00	402.00	396.00	(6.00)	(1.49%)
Salaried					
Operation/Maintenance	252.70	227.00	211.75	(15.25)	(6.72%)
Administration (Office)	335.25	384.75	348.50	(36.25)	(9.42%)
Administration (Hourly)	15.00	-	-	-	0.00%
<b>Full-Time Equivalents (FTE) Grand Total</b>	<b>2,258.60</b>	<b>2,291.75</b>	<b>2,234.25</b>	<b>(57.50)</b>	<b>(2.51%)</b>

Full-Time Employees by Category



## FY2021 VIA Metropolitan Transit Salaried and Hourly Position Additions and Deletions by Group and Department

	<b>ADDED/ DELETED</b>
<b><u>ADMINISTRATIVE GROUP</u></b>	
<b>AUDIT</b>	
<i>DELETED 1 MANAGER OF AUDIT, ADDED 1 SENIOR AUDITOR, DELETED 1 SENIOR IT AUDITOR</i>	-1
	<b>Group Subtotal</b>
	-1
<b><u>BUSINESS SUPPORT SERVICES GROUP</u></b>	
<b>BUS SERVICE OPERATIONS</b>	
<i>ADDED 1 BUS STATION FOREMAN</i>	1
<b>CONTRACTS</b>	
<i>DELETED 1 CONTRACTS SPECIALIST I</i>	-1
<b>EMPLOYEE SERVICES &amp; BENEFITS</b>	
<i>DELETED 1 BENEFITS ANALYST, DELETED 1 EMPLOYEE SERVICES GENERALIST, DELETED 1 EMPLOYEE SERVICES SUPPORT SPECIALIST, ADDED 1 BENEFITS SUPPORT SPECIALIST I, ADDED 1 BENEFITS SUPPORT SPECIALIST II</i>	-1
<b>FACILITY ENGINEERING</b>	
<i>DELETED 2 CONSTRUCTION COMPLIANCE COORDINATORS</i>	-2
<b>FACILITY MAINTENANCE - HOURLY</b>	
<i>DELETED 8 FACILITY MAINTENANCE - HOURLY</i>	-8
<b>FACILITY MAINTENANCE ADMINISTRATION</b>	
<i>DELETED 1 GENERAL FOREMAN - FACILITY MAINTENANCE, DELETED 1 FACILITY FOREMAN COMBINED DUTIES, ADDED 1 MANAGER OF FACILITY MAINTENANCE SERVICES, DELETED 1 SERVICE FOREMAN</i>	-2
<b>FLEET &amp; FACILITIES ADMINISTRATION AND SUPPORT</b>	
<i>ADDED 1 BUSINESS INTELLIGENCE ANALYST, DELETED 1 ADMINISTRATIVE SUPPORT SPECIALIST, DELETED 3 FLEET/FACILITIES MAINTENANCE RESEARCH TECHS, DELETED 1 MAINTENANCE DATA ANALYST, ADDED 1 FLEET &amp; FACILITIES ANALYST - CONTR SVCS, ADDED 1 MAINTENANCE TECHNICAL COORDINATOR, ADDED 3 MAINTENANCE TECHNICAL TRAINERS, ADDED 4 FLEET &amp; FACILITIES MAINT RESEARCH TECHS</i>	5

**BUSINESS SUPPORT SERVICES GROUP**

**ADDED/  
DELETED**

**FLEET MAINTENANCE - HOURLY**

*ADDED 2 FLEET MAINTENANCE - HOURLY*

2

**FLEET MAINTENANCE ADMINISTRATION**

*DELETED 4 FLEET FOREMAN, DELETED 1 GENERAL FOREMAN - VEHICLE MAINTENANCE, ADDED 2 MANAGERS OF FLEET SERVICES, DELETED 1 MANAGER OF FLEET MAINTENANCE (PM), DELETED 3 FLEET MAINTENANCE TECHNICAL TRAINERS, DELETED 1 FLEET & FACILITY ANALYST - CONTRACTED SERVICES, DELETED 1 MAINTENANCE TECHNICAL COORDINATOR*

-9

**GENERAL ACCOUNTING**

*DELETED 1 ACCOUNTING CLERK III, DELETED 1 ASSISTANT CONTROLLER, ADDED 1 LEAD ACCOUNTS PAYABLE CLERK*

-1

**HUMAN RESOURCE ADMINISTRATION**

*DELETED 1 HUMAN RESOURCES CLERK*

-1

**INFORMATION SERVICES**

*DELETED 1 BUSINESS INTELLIGENCE DEVELOPER*

-1

**INNOVATIVE SERVICES**

*DELETED 1 DIRECTOR OF INNOVATIVE SERVICES, ADDED 1 DIRECTOR OF TECHNOLOGY INNOVATION, DELETED 1 CUSTOMER EXPERIENCE APPLIC. COORDIN*

-1

**MATERIAL DISTRIBUTION - HOURLY**

*ADDED 1 MATERIAL DISTRIBUTION - HOURLY*

1

**MATERIALS DISTRIBUTION ADMINISTRATION**

*DELETED 1 INVENTORY CONTROL SPECIALIST, DELETED 3 MATERIAL HANDLING CLERK IIS, DELETED 1 MATERIAL HANDLING CLERK II FOREMAN, ADDED 4 WAREHOUSE SUPERVISORS*

-1

**OFFICE OF MANAGEMENT AND BUDGET**

*DELETED 1 BUSINESS INTELLIGENCE ANALYST, DELETED 1 FEDERAL GRANTS INITIATIVES & COMPLIANCE, ADDED 1 GRANTS & CAPITAL PROGRAMS ADMINISTRATOR, DELETED 1 ACCOUNTANT, ADDED 1 SENIOR ACCOUNTANT*

-1

**PARATRANSIT OPERATIONS**

*DELETED 1 CUSTOMER RESOLUTION SPECIALIST II, DELETED 7 PART TIME PARA RESERVATION AGENTS*

-8

**BUSINESS SUPPORT SERVICES GROUP**

**ADDED/  
DELETED**

**PASSENGER AMENITIES**

*DELETED 2 FOREMAN - PASSENGER AMENITIES, DELETED 1 CADD TECHNICIAN, ADDED 1 MANAGER OF PASSENGER AMENITIES, ADDED 3 SERVICE FOREMAN, DELETED 1 PLANNING/GIS/AGENCY COORDINATOR, DELETED 1 TRANSIT AMENITIES COORDINATOR*

-1

**PASSENGER AMENITIES - HOURLY**

*DELETED 1 PASSENGER AMENITIES - HOURLY*

-1

**PAYROLL**

*DELETED 1 PART TIME PAYROLL CLERK II, ADDED 1 PAYROLL CLERK II*

0

**REVENUE ACCOUNTING**

*DELETED 1 ACCOUNTING CLERK I, DELETED 2 FARE EQUIPMENT CASSETTE FILLERS*

-3

**SAFETY**

*DELETED 1 LEAD SAFETY SUPERVISOR, DELETED 1 SAFETY, TRAINING, & SYSTEM SECURITY SUPV*

-2

**TI CLIENT SERVICES**

*ADDED 1 COMPUTER TECHNICIAN*

1

**TRAINING & DEVELOPMENT**

*DELETED 1 SAFETY, TRAINING & SYSTEM SEC SUPV II*

-1

**TRANSIT POLICE DEPARTMENT**

*DELETED 1 DEPUTY CHIEF OF CONTRACT SECURITY*

-1

---

**Group Subtotal -36**

**PLANNING AND DEVELOPMENT GROUP**

**CAPITAL PLANNING AND PROJECTS**

*DELETED 1 MANAGER OF CAPITAL PLANNING & PROJECTS, DELETED 1 PROJECT MANAGER*

-2

**PLANNING AND DEVELOPMENT GROUP**

**CAPITAL PROGRAMS**

*DELETED 1 ENGINEERING PROJECT MANAGER II, DELETED 1 MANAGER OF PASSENGER AMENITIES, DELETED 1 CONSTRUCTION COMPLIANCE COORDINATOR, DELETED 1 CONSTRUCTION PROJECT MANAGER IV, DELETED 1 PROJECT CONTROLS/SCHEDULER*

-5

**ENGINEERING**

*DELETED 1 CONSTRUCTION PROJECT MANAGER, DELETED 1 ENGINEERING PROJECT MANAGER III*

-2

**SERVICE PLANNING & SCHEDULING**

*DELETED 1 MANAGER OF SERVICE PLANNING, ADDED 1 MANAGER OF SERVICE PLANNING & SCHEDULING, ADDED 1 SENIOR SERVICE ANALYST, DELETED 1 SENIOR SERVICE PLANNER, DELETED 1 SERVICE ANALYST, ADDED 1 SERVICE PLANNING & SCHEDULING COORD*

0

**STRATEGIC PLANNING**

*DELETED 2 STRATEGIC PLANNER II, DELETED 1 STRATEGIC PLANNING SUPPORT SPECIALIST*

-3

---

**Group Subtotal -12**

**PUBLIC ENGAGEMENT GROUP**

**COMMUNICATIONS**

*DELETED 1 CORPORATE COMMUNICATIONS ASSISTANT, DELETED 1 EVENT PLANNER COORDINATOR, ADDED 1 EVENT MANAGEMENT COORDINATOR, ADDED 1 MARKETING & PROMOTIONS ASSISTANT*

0

**CUSTOMER EXPERIENCE AND SALES ADMIN**

*DELETED 1 EXECUTIVE ASSISTANT, DELETED 1 CUSTOMER INFORMATION QUALITY SPECIALIST, ADDED 1 CUSTOMER RELATIONS & SALES ASSISTANT, ADDED 1 CUSTOMER RELATIONS & SALES SPECIALIST, ADDED 1 CUSTOMER RELATIONS/SALES PROJECT MANAGER, DELETED 1 MARKET RESEARCH SPECIALIST*

0

**CUSTOMER INFORMATION**

*DELETED 1 CUSTOMER SERVICE AGENT, DELETED 1 INFORMATION FIELD REPRESENTATIVE, DELETED 1 INFORMATION OPERATOR, DELETED 1 LEAD SUPERVISOR OF CUSTOMER INFORMATION*

-4

**GOVERNMENT AND COMMUNITY RELATIONS**

*ADDED 2 COMMUNITY ENGAGEMENT SPECIALIST, DELETED 3 COMMUNITY RELATIONS SPECIALIST*

-1

**MARKETING**

*DELETED 1 DIRECTOR OF MARKETING, DELETED 1 EXECUTIVE ASSISTANT/ DOCUMENT CONTROL*

-2

**PUBLIC ENGAGEMENT GROUP**

**PUBLIC ENGAGEMENT ADMIN**

*DELETED 1 SPECIAL PROJECTS ADMINISTRATOR*

**ADDED/  
DELETED**

-1

**SALES & RIDESHARE SERVICES**

*DELETED 1 MARKETING PROMOTIONS COORDINATOR*

-1

---

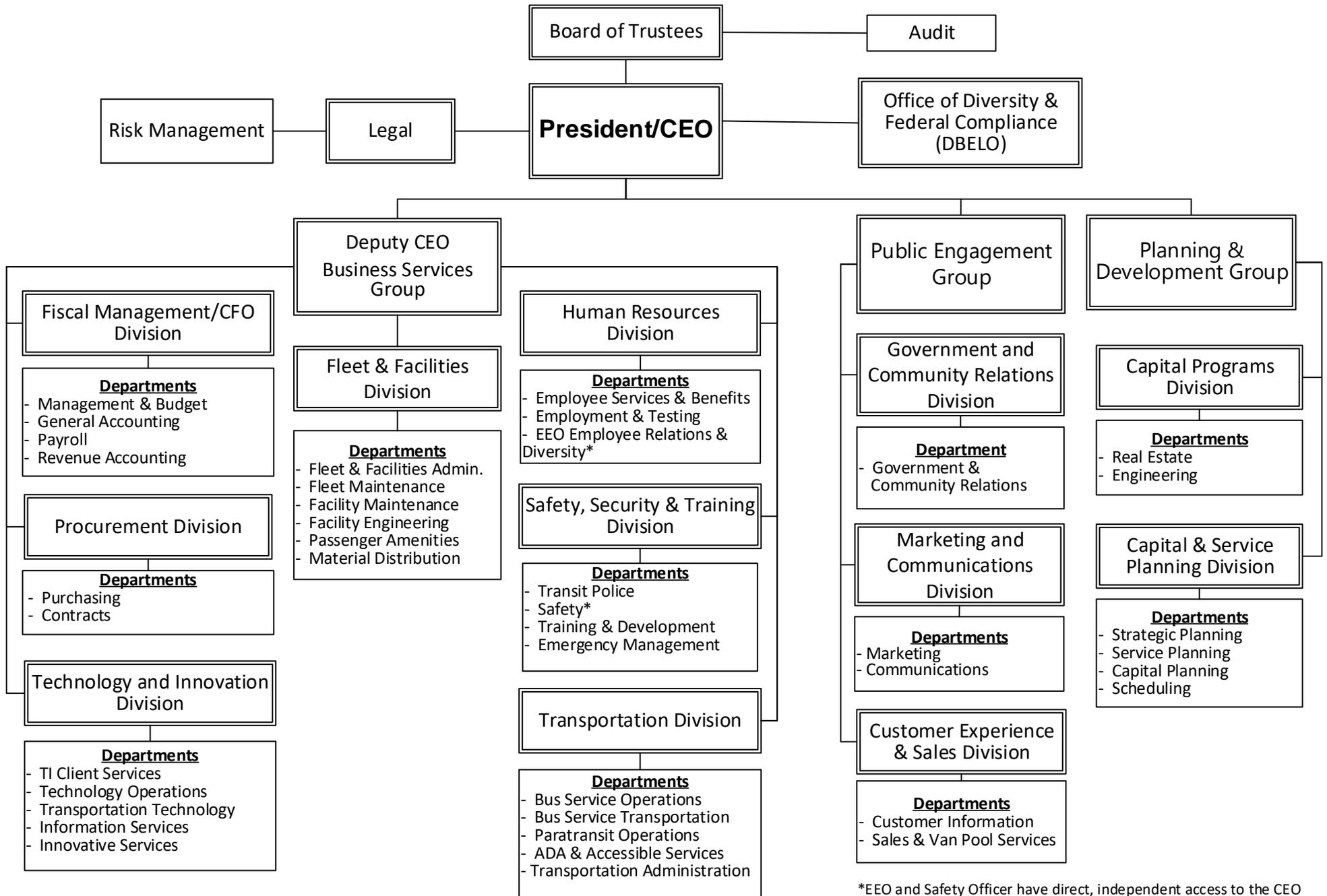
**Group Subtotal -9**

---

**TOTAL -58**

---

# VIA METROPOLITAN TRANSIT ORGANIZATIONAL CHART



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



# OPERATING DETAIL



(This page intentionally left blank)

## Introduction to the Detail by Group/Division Section

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

### **Administrative Group**

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

### **Public Engagement Group**

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

### **Business Support Services Group**

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

### **Planning and Development Group**

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

The section includes:

- **Goals and Strategies**
  - The section on responsibilities describes the functions of each division.
  - The section on goals and strategies describes the key goals to be achieved by each division and how success will be measured.
- **Department Budget**
  - VIA's budget is shown for labor and supplies, services, other expenses and by division.
  - The budgets are presented in eight columns for comparison purposes, which includes FY19 Actual expenses, the FY20 Annual Budget, the FY20 Forecast, the FY21 Preliminary Budget, and the dollar and percent variances between FY20 budget and the FY21 budget and the dollar.
- **Department Authorized Position Detail**

(This page intentionally left blank)



## **FY 2021 GOALS AND STRATEGIES**

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

### **VIA Vision**

Connecting our Region

### **VIA Mission**

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

### **VIA Goals**

VIA's fiscal year 2021 goals and strategies focus on retaining and returning ridership as the community recovers from the impact of COVID-19. VIA will also focus on the "Keep SA Moving" plan to connect more people to jobs and economic opportunities.

### **VIA Strategies**

VIA's FY 2021 strategies follow the Keep SA Moving plan's three key elements:

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

(This page intentionally left blank)

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

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

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

## **General and Administrative**

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

### **Goals/Strategies**

The goals of the division are the goals of the agency, the Board of Trustees and the President/CEO. Performance will be measured by how successfully the agency achieves the board's strategic plans and policies for the agency. The Board's expectations are reflected in the annual budget/business plan; and by the set of initiatives established by the Board during the President/CEO's annual performance review. The support staff is responsible for successfully carrying out the preparation of meeting materials and the management/oversight of the monthly Board meetings, Work Sessions and Committee meetings. They are also responsible for coordinating Board of Trustees requests for information, support services and providing on-going administrative support to the President and CEO.

# Audit Department

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

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

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

## Goals/Strategies

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

## Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
% of Audit Plan Completed	67%	100%	100%	100%

## Legal Division

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

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

### Goals/Strategies

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

### Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
Public Liability Average Incurred Loss per Mile for Vans	\$0.06114	≤ \$0.03570	\$0.03211	≤ \$0.04595
Public Liability Average Incurred Loss per Mile for Buses	\$0.05510	≤ \$0.05275	\$0.04890	≤ \$0.05927

# Office of Diversity and Federal Compliance Department

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

## Goals/Strategies

Strengthen VIA's business relationships

- Improve and enhance communications with DBE/SBE firms regarding upcoming contract opportunities.
- Improve and enhance cross-functional communication among all internal stakeholders.
- Develop capacity building workshops in the following areas: bidding/estimating, contract management, project management, access to capital.
- Develop training for Project Sponsors, Project Managers & Procurement staff to help them better manage DBE & SBE contract compliance requirements using VIA Web Portal.
- Develop and implement Small Business Enterprise Program policy making it easier for firms to compete on VIA's contracts
- Meet or exceed VIA's Federal Transportation Agency (FTA) Three-Year Annual DBE goal of 18.73%.

## Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
Meet or exceed the FTA Three Year Annual DBE goal of 18.73%	6%	18.73%	18.73%	18.73%
Number of trainings/workshops provided to DBE vendors	6	4	4	4
Increase number of new firms on VIA's vendor portal	25	35	50	60
Increase number of certified DBE firms	5	8	8	20
Increase number of certified SBE firms	10	10	15	20

(This page intentionally left blank)

## Public Engagement Group

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

### Goals/Strategies

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

# Public Engagement Group

## Goals/Strategies (Continued)

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

# Marketing Division

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

## Goals/Strategies

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

## Communications Division

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

### Goals/Strategies

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

## Government & Community Relations Division

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

### Goals/Strategies

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

## Customer Experience & Sales Division

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

### Goals/Strategies

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

## Transportation Division

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

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

## Bus Service Departments

### Goals/Strategies

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

# Bus Service Departments

## Goals/Strategies (continued)

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

## Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
On-Time Performance	80.7%	82%	82.1%	85%
Bus Complaint Rate (per 10,000 Passengers)	3.36	3.19	3.77	3.36

# ADA & Accessible Services Department

## Goals/Strategies

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

# Paratransit Operations Department

## Goals/Strategies

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

## Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
Paratransit On-Time Performance	84.5%	88.8%	91.7%	90.0%
Paratransit Complaint Rate (per 1,000 passengers)	3.47	3.34	2.96	3.47

## Fiscal Management Division

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

### Goals/Strategies

- Sound financial stewardship to ensure clean audits, facilitate informed decision-making, obtain attractive borrowing rates, and maintain community support of the agency.
- Financial statement accuracy – keep prior year adjustments to a minimal level to prevent the need to take offsetting actions
  - Continue strong communication regarding importance of year-end cutoffs and closely review year-end accruals.
  - Proactively address accounting implications of any new Governmental Accounting Standards Board (GASB) standards, operational or other changes that impact VIA's financial statements.
  - Maintain account analysis schedules for grants and other key accounts. Sound journal entry review process. Keep desktop procedures documentation current to help ensure accurate and consistent accounting treatment.
- Provide more effective analysis of VIA's service and policy priorities through accurate and timely financial reporting.
- Provide timely and accurate financial reports (National Transit Database (NTD) reports, the Comprehensive Annual Financial Report (CAFR) and the Annual Business Plan submitted to the Government Finance Officers Association (GFOA), and other deliverables).

### Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
Operating revenue variance as percentage of estimate	-2%	N/A	-8%	+/- 5%
Operating expense variance as percentage of estimate	1%	N/A	-5%	+/- 5%
Maintain the stabilization of fund at 60 days	60 days	60 days	60 days	60 days
Maintain working capital at 60 days	60 days	60 days	60 days	60 days

## Human Resources Division

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

### Goals/Strategies

- Enhance our recruitment efforts by partnering with our Public Engagement Team to create a recruitment campaign using multiple media sources to attract highly qualified applicants.
  - Reaffirm and strengthen our ongoing outreach efforts, both broadband and targeted, to ensure a diverse slate of applicants for position vacancies.
  - Pursue development of a short form employment application with our TI Division, as well as other improvements to the existing application and the application experience.
- Dedicate sufficient resources and manpower to meet scheduled conversion dates for the Enterprise Resource Process (ERP).
- Encourage employee skill development through internal and external leadership development trainings including MODE.
  - Provide internal and external leadership and development training throughout the year, monthly or bi-monthly, with incentives to engage employees in continuous professional development.
- Create a culture of wellness and continue to improve the quality of life for VIA employees through education, activity, empowerment, and support through a customized wellness platform.
  - Enhance the current wellness program to allow VIA employees and their spouses to track personal health goals, to include a health risk assessment and company challenges throughout the program year, in order to increase participation.
  - Design a yearly campaign to motivate, encourage and reward employees who are proactive and engaged with improving their health.

### Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
Retention % FT Salaried	88%	89.76%	88.1%	89%
Retention % FT Hourly	83.3%	85%	83.1%	86%
Number of leadership and development trainings provided (External)	2	3	2	2
Number of completed videos within MODE (Internal)	4,777	5,015	13,609	6,000
Number of MODE Campaigns	7	10	8	8
Number of employees participating in VIA's wellness platform	N/A	20% of total employees	18.4% of total employees	22% of total employees

# Technology & Innovation Division

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

## Goals/Strategies

- Innovative solutions to increase ridership
  - Increase the frequency of bus location reporting to under ten seconds from more than thirty seconds and increasing the resulting accuracy of real time next bus predictions for riders consumed through many channels.
  - Procure and implement a new mobility payment platform to enhance ability for VIA to integrate with other platforms and services through APIs, which would allow solution like VIA's passes being available in other apps, such as Transit or Google Maps.
- Enhance Customer Experience
  - Implement new channels for customer support and assistance, to include a new VIA virtual assistant that uses AI to answer questions on the web, from apps, and more. Voice virtual assistant capability will also be explored and tested for leveraging AI to provide 24/7 customer support, improving our customer support hours, and lowering cost per call.
- Improve Operations
  - Finish up all phases on Project MOVE for improved business operations and reporting.
  - Complete the agreement with CPS to collocate VIA's data center at CPS secondary emergency site.
  - Increase VIA's network resiliency for improved continuity of operations, by adding WAN connections to create a network ring topology.

## Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
goMobile Sales	\$1,203,000	\$2,261,600	\$1,413,000	\$1,740,000
Service Desk Customer Satisfaction	N/A	95%	98%	95%
Completed Project Satisfaction	N/A	N/A	N/A	85%
Cybersecurity Training Completion Percentage	N/A	100%	100%	100%
% Employees Phish-Prone (4.8% industry average)	N/A	4.50%	3.30%	3.20%

# Procurement Division

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

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

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

## Goals/Strategies

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

## Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
Number of days to assign a procurement request	2-3 days	1 day	2 days	1day
Percentage of Purchase Order discrepancies	2%	1%	1.5%	1%
Prepare Board memos in advance of Contract Expiration	30 days	60 days	30 days	90 days
Notify Project Managers when Contracts are due to expire	60 days	90 days	90 days	180 days

# Safety, Training, and System Security Division

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

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

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

## Goals/Strategies

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

## Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
Major Accidents/Incidents per 100,000 miles	0.1	0.13	0.11	0.12

## Fleet & Facilities Division

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

### Goals/Strategies

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

### Performance Measures

Performance Measure	FY 2019 Actual	FY 2020 Target	FY 2020 Result	FY 2021 Target
Mechanical Reliability	11,012	11,500	10,432	11,500

(This page intentionally left blank)

# Planning & Development Group

## Goals/Strategies

### Better Bus System

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

### Create a Multimodal Network

- Goals
  - Plan to advance the rapid transit project Phase I to pre-project development stage
- Strategies
  - Put in place contracts to assist staff to meet this goal
    - General Service Planning and Service Scheduling Services and support
    - Demand Response
  - Continue to collaborate with the partner agencies
- Measures
  - Award of both GSPSS & DR contracts
  - Initiate the task of the Advance Project Development for Phase I

### Embrace Innovative Solutions

- Goals
  - Improve upon the VIAlink service model

- Strategies
  - Prepare RFP to evaluate new demand response zone with new models
  - Evaluate applicability of VIALink service model in unincorporated Bexar County
- Measures
  - Award the contract for the new MOD RFP
  - Continue to explore partnerships with TNCs

# Capital and Service Planning Division

## Goals/Strategies

- Rebalance VIA's fixed route system
  - Focus on core service area
  - Reliability improvement
  - Efficiency improvement
  - Improve speed where possible through stop consolidation
- Connect core area with new mobility options
  - Explore 24-hour demand-response service
  - Explore Partnerships with TNCs to expand local and regional connections
  - Explore Partnerships for accessible services, non-medical emergency transport providers, carshare, bikeshare and rideshare services
  - Explore expanded access for individuals with disabilities
- Advanced Project Definition & Conceptual Layout of ART Phase I
- Assess VIA's existing assets for highest and best use
  - Myrtle Administration Building
  - VIA Metro Center Administration and Operations Building
  - Maintenance Building
  - Scobey Complex
  - Robert Thompson Station
- Substantial completion of Conceptual Design of capital facilities
  - Randolph Transit Center
  - Alamo Ranch / US 151 Park and Ride
  - Eastside Mobility Hub
  - IH-10 Park and Pool

## Initiatives for FY21

- Develop Annual Work Plan for FY21 for the following:
  - Existing Capital Project in VIA's capital plan where funding is secured
  - Future Capital Projects currently in planning stage and need funding
  - Existing Advance Rapid Transit Planning Study where funding is secured
- Develop a system plan that rebalances the system
  - Continuous review of VIA fixed routes service
  - With a goal of 30 minutes minimum peak frequency on weekday
  - 24-hour night demand response service
- Develop a mobility services framework
- Equity Analysis planning methodology – completed
- VIALink Zone 1 assessment and implementation planning for Zone 2 – completed
- Implementation of CMAQ frequency enhancements – delayed due to COVID-19
- Design development for capital facilities – in process

- Continuous assessment for route performance enhancements – all route segment assessment to be completed June 2020
- ConnectSA technical support – provided
- Task includes highest and best use for Myrtle/VMC/Scobey and Robert Thompson properties and feasibility of 2<sup>nd</sup> maintenance facility

# Capital Programs Division

## Goals/Strategies

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

## FY 2021 Initiatives

- Advance the following Capital Projects:
  - Randolph Park & Ride – to final design and bidding
  - Naco-Pass Mobility Hub – substantial completion and begin operations
  - Eastside Mobility Hub – to final design and bidding
  - IH-10 (Balcones Creek) Park & Pool facility – substantial completion and begin operations
  - SH 151 (Alamo Ranch) Park & Ride/Pool facility – to final design and bidding
  - Joint Development at Scobey Complex – dependent on the final joint development team and results of the RFP
  - Joint Development at Robert Thompson Transit Station – solicit RFP and begin evaluation
- Continuation of Bus Stop Improvement Program to include solar lighting installation – ongoing with lighting complete in early FY21
- Partner with public agencies and private developers or entities to plan, develop & engineer multimodal transportation initiatives and infrastructure that support transit mobility, economic development and sustainable land development patterns.
- Continue to coordinate with TxDOT on the MyLink program which provides pedestrian connection between the bus routes and ridership generators.
- Manage, educate and promote the use and expansion of the HOV lane network along TxDOT roadways.
- Implement joint development projects to support VIA's transit-oriented community policy which can be in the form of ground leasing, joint partnerships, P3s or Transit Oriented (or adjacent) Communities.

- Fully coordinate and participate in the City Bond Project review process, TxDOT Design Committee Review process and other similar capital project process by partner agencies that may have impacts or reap improvements to corridors on which VIA has service, bus stops and passengers.
- Acquire real property through fee simple purchases, easements, leases or license agreements for the benefit of VIA's ongoing or future operations, or capital projects.

**Operating Expenses by Group/Division Summary**  
MTA/ATD Total

<b>Expenses by Group/Division</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2020 Forecast</b>	<b>FY 2021 Budget</b>	<b>FY21 Budget to FY20 Budget</b>	<b>% Difference</b>
<b><u>Administrative Group</u></b>						
Responsibility: CEO						
General & Administrative	\$ 801,316	\$ 808,835	\$ 826,897	\$ 748,776	\$ (60,059)	(7.4%)
VIA Board	69,607	107,940	86,258	99,690	(8,250)	(7.6%)
Audit	936,311	926,278	796,421	781,400	(144,878)	(15.6%)
Legal Services	3,923,119	4,066,732	3,899,551	4,615,079	548,347	13.5%
Office of Diversity & Federal Compliance	376,241	742,648	653,081	737,186	(5,462)	(0.7%)
Subtotal	<b>\$ 6,106,594</b>	<b>\$ 6,652,433</b>	<b>\$ 6,262,208</b>	<b>\$ 6,982,131</b>	<b>\$ 329,698</b>	<b>5.0%</b>
<b><u>Public Engagement</u></b>						
Responsibility: Senior VP Public Engagement						
Public Engagement Administration	\$ 310,700	\$ 2,078,286	\$ 2,363,155	\$ 1,387,952	\$ (690,334)	(33.2%)
Government and Community Relations	1,351,649	1,131,402	1,080,836	1,077,779	(53,623)	(4.7%)
Customer Experience and Sales	3,907,123	4,491,009	4,129,017	4,171,125	(319,884)	(7.1%)
Marketing	3,349,539	2,228,998	2,059,121	2,101,323	(127,675)	(5.7%)
Communications	943,585	821,680	758,808	825,817	4,137	0.5%
Subtotal	<b>\$ 9,862,596</b>	<b>\$ 10,751,375</b>	<b>\$ 10,390,937</b>	<b>\$ 9,563,996</b>	<b>\$ (1,187,379)</b>	<b>(11.0%)</b>
<b><u>Business Support Services and Operations Group</u></b>						
Responsibility: Deputy CEO						
Business Support Services	\$ 333,695	\$ 357,814	\$ 488,026	\$ 324,365	\$ (33,449)	(9.3%)
Transportation	92,058,000	95,339,698	92,610,852	88,926,026	(6,413,672)	(6.7%)
Fiscal Management	3,575,250	3,802,694	3,278,866	3,411,149	(391,545)	(10.3%)
Human Resources	3,404,225	3,571,093	3,442,135	3,257,735	(313,358)	(8.8%)
Technology and Innovation	6,835,408	8,218,475	7,943,033	8,333,240	114,765	1.4%
Procurement	1,425,199	1,544,404	1,465,663	1,459,568	(84,836)	(5.5%)
Safety, Training, and System Security	9,008,953	10,227,271	10,152,074	10,058,875	(168,396)	(1.6%)
Fleet and Facilities	47,873,840	47,084,506	44,097,578	49,512,513	2,428,007	5.2%
Non-Departmental	48,670,632	52,654,041	57,922,051	57,078,770	4,424,729	8.4%
Subtotal	<b>\$ 213,185,202</b>	<b>\$ 222,799,996</b>	<b>\$ 221,400,278</b>	<b>\$ 222,362,241</b>	<b>\$ (437,755)</b>	<b>(-%)</b>
<b><u>Planning &amp; Development Group</u></b>						
Responsibility: Senior VP Development Officer						
Planning and Development	\$ 294,074	\$ 307,846	\$ 246,366	\$ 439,208	\$ 131,362	42.7%
Capital and Service Planning	4,049,387	7,597,329	4,349,331	6,630,542	(966,787)	(12.7%)
Capital Programs	843,758	1,318,125	1,029,050	1,505,022	186,897	14.2%
Subtotal	<b>\$ 5,187,219</b>	<b>\$ 9,223,300</b>	<b>\$ 5,624,747</b>	<b>\$ 8,574,772</b>	<b>\$ (648,528)</b>	<b>(7.0%)</b>
<b>Total Expenses</b>	<b>\$ 234,341,611</b>	<b>\$ 249,427,104</b>	<b>\$ 243,678,170</b>	<b>\$ 247,483,140</b>	<b>\$ (1,943,964)</b>	<b>(0.8%)</b>

## Expense Summary by Division

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: ADMINISTRATION</b>						
GENERAL & ADMINISTRATIVE	\$801,316	\$808,835	\$826,897	\$748,776	(\$60,059)	(7.43%)
VIA BOARD	69,607	107,940	86,258	99,690	(8,250)	(7.64)
AUDIT	936,311	926,278	796,421	781,400	(144,878)	(15.64)
LEGAL SERVICES	1,004,482	1,215,756	1,209,785	1,731,900	516,144	42.45
OFFICE OF DIVERSITY AND FEDERAL COMPLIANCE	376,241	742,648	653,081	737,186	(5,462)	(0.74)
RISK MANAGEMENT	2,918,637	2,850,976	2,689,766	2,883,179	32,203	1.13
	<u>\$ 6,106,594</u>	<u>\$ 6,652,433</u>	<u>\$ 6,262,208</u>	<u>\$ 6,982,131</u>	<u>\$ 329,698</u>	<u>5.0%</u>

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: PUBLIC ENGAGEMENT</b>						
PUBLIC ENGAGEMENT ADMIN	\$310,700	\$2,078,286	\$2,363,155	\$1,387,952	(\$690,334)	(33.22%)
GOVERNMENT AND COMMUNITY RELATIONS	1,351,649	1,131,402	1,080,836	1,077,779	(53,623)	(4.74)
CUSTOMER INFORMATION	1,951,439	2,331,112	2,216,276	2,123,032	(208,080)	(8.93)
CUSTOMER EXPERIENCE AND SALES ADMIN	900,417	883,192	841,470	807,012	(76,180)	(8.63)
SALES & RIDESHARE SERVICES	1,055,267	1,276,706	1,071,271	1,241,081	(35,625)	(2.79)
MARKETING	3,349,539	2,228,998	2,059,121	2,101,323	(127,675)	(5.73)
COMMUNICATIONS	943,585	821,680	758,808	825,817	4,137	0.50
	<u><b>\$9,862,596</b></u>	<u><b>\$10,751,375</b></u>	<u><b>\$10,390,937</b></u>	<u><b>\$9,563,996</b></u>	<u><b>(\$1,187,379)</b></u>	<u><b>(11.0%)</b></u>

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: BUSINESS SUPPORT SERVICES ADMINISTRATION</b>						
BUSINESS SUPPORT SERVICES ADMINISTRATION	\$333,695	\$357,814	\$488,026	\$324,365	(\$33,449)	(9.35%)
	<u>\$333,695</u>	<u>\$357,814</u>	<u>\$488,026</u>	<u>\$324,365</u>	<u>(\$33,449)</u>	<u>(9.35%)</u>

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: TRANSPORTATION</b>						
TRANSPORTATION ADMINISTRATION	\$948,149	\$958,264	\$976,493	\$940,512	(\$17,752)	(1.85%)
BUS SERVICE OPERATIONS	1,389,951	1,802,303	1,981,984	2,801,840	999,537	55.46
BUS OPERATORS FULL TIME	55,208,238	57,603,537	57,762,008	52,665,760	(4,937,777)	(8.57)
BUS OPERATORS PART TIME	2,378,401	2,459,212	2,228,400	2,139,850	(319,362)	(12.99)
BUS OPERATORS RETIRED	500,116	495,179	510,987	451,744	(43,435)	(8.77)
BUS SERVICE TRANSPORTATION	2,568,266	3,822,384	2,993,496	2,589,243	(1,233,141)	(32.26)
ACCESSIBLE SERVICES	490,296	548,280	386,782	440,623	(107,657)	(19.64)
PARATRANSIT OPERATORS FULL TIME	7,242,189	7,025,764	6,754,777	7,031,257	5,493	0.08
PARATRANSIT OPERATIONS	21,332,394	20,624,775	19,015,923	19,865,197	(759,578)	(3.68)
	<u><b>\$92,058,000</b></u>	<u><b>\$95,339,698</b></u>	<u><b>\$92,610,852</b></u>	<u><b>\$88,926,026</b></u>	<u><b>(\$6,413,672)</b></u>	<u><b>(6.7%)</b></u>

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: FISCAL MANAGEMENT</b>						
FISCAL MANAGEMENT ADMIN	\$727,651	\$717,350	\$698,485	\$643,335	(\$74,015)	(10.32%)
OFFICE OF MANAGEMENT AND BUDGET	1,178,776	1,134,643	1,002,836	1,001,418	(133,225)	(11.74)
GENERAL ACCOUNTING	664,035	814,972	590,974	719,642	(95,330)	(11.70)
PAYROLL	384,201	429,827	359,052	430,534	707	0.16
REVENUE ACCOUNTING	620,588	705,903	627,519	616,220	(89,683)	(12.70)
	<u><b>\$3,575,250</b></u>	<u><b>\$3,802,694</b></u>	<u><b>\$3,278,866</b></u>	<u><b>\$3,411,149</b></u>	<u><b>(\$391,545)</b></u>	<u><b>(10.3%)</b></u>

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: HUMAN RESOURCES</b>						
EEO	\$12,155	\$-	\$-	\$-	\$-	- %
HUMAN RESOURCE ADMINISTRATION	371,377	417,117	373,170	366,994	(50,123)	(12.02)
EMPLOYEE SERVICES & BENEFITS	1,902,684	2,031,771	2,016,142	1,803,679	(228,092)	(11.23)
EMPLOYMENT & TESTING	1,118,010	1,122,205	1,052,823	1,087,062	(35,143)	(3.13)
	<u>\$3,404,225</u>	<u>\$3,571,093</u>	<u>\$3,442,135</u>	<u>\$3,257,735</u>	<u>(\$313,358)</u>	<u>(8.8%)</u>

Note: EEO department was reorganized into Human Resources Administration department in FY2020.

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: TECHNOLOGY AND INNOVATION</b>						
TECHNOLOGY & INNOVATION ADMIN	\$466,309	\$488,933	\$483,345	\$434,402	(\$54,531)	(11.15%)
INNOVATIVE SERVICES	112,020	242,453	170,951	143,022	(99,431)	(41.01)
TRANSPORTATION TECHNOLOGY	2,995,388	3,129,125	3,042,770	3,274,152	145,027	4.63
INFORMATION SERVICES	899,274	1,504,866	1,378,510	1,381,913	(122,953)	(8.17)
TI CLIENT SERVICES	607,509	770,609	748,521	981,909	211,300	27.42
TI OPERATIONS	1,754,908	2,082,489	2,118,936	2,117,842	35,353	1.70
	<u><b>\$6,835,408</b></u>	<u><b>\$8,218,475</b></u>	<u><b>\$7,943,033</b></u>	<u><b>\$8,333,240</b></u>	<u><b>\$114,765</b></u>	<u><b>1.4%</b></u>

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: PROCUREMENT</b>						
PROCUREMENT ADMINISTRATION	\$184,997	\$203,485	\$228,443	\$226,146	\$22,661	11.14%
PURCHASING	386,166	485,213	392,768	415,003	(70,210)	(14.47)
CONTRACTS	854,036	855,706	844,452	818,419	(37,287)	(4.36)
	<u>\$1,425,199</u>	<u>\$1,544,404</u>	<u>\$1,465,663</u>	<u>\$1,459,568</u>	<u>(\$84,836)</u>	<u>(5.5%)</u>

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: SAFETY, TRAINING &amp; SYSTEM SECURITY</b>						
TRAINING & DEVELOPMENT	\$1,562,374	\$1,666,613	\$1,541,040	\$1,612,435	(\$54,178)	(3.25%)
SAFETY	1,037,139	1,311,041	1,114,427	1,097,928	(213,113)	(16.26)
SAFETY, SECURITY & EMERGENCY MANAGEMNT	303,289	460,593	625,867	817,445	356,852	77.48
TRANSIT POLICE DEPARTMENT	6,106,152	6,789,024	6,870,740	6,531,067	(257,957)	(3.80)
	<u><b>\$9,008,953</b></u>	<u><b>\$10,227,271</b></u>	<u><b>\$10,152,074</b></u>	<u><b>\$10,058,875</b></u>	<u><b>(\$168,396)</b></u>	<u><b>(1.6%)</b></u>

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: FLEET &amp; FACILITIES</b>						
FACILITY ENGINEERING	\$225,777	\$365,321	\$399,503	\$300,278	(\$65,043)	(17.80%)
MATERIAL DISTRIBUTION - HOURLY	625,343	719,964	633,191	750,023	30,059	4.18
MATERIALS DISTRIBUTION ADMINISTRATION	408,319	425,424	317,149	449,453	24,029	5.65
FLEET & FACILITIES ADMINISTRATION AND SUPPORT	1,032,033	2,274,947	1,855,137	2,542,639	267,692	11.77
FLEET MAINTENANCE - HOURLY	24,381,734	22,769,425	26,181,349	24,916,357	2,146,932	9.43
FLEET MAINTENANCE ADMINISTRATION	12,525,257	10,931,696	5,270,709	10,113,571	(818,125)	(7.48)
FACILITY MAINTENANCE - HOURLY	5,186,578	5,971,498	6,405,708	7,111,265	1,139,767	19.09
FACILITY MAINTENANCE ADMINISTRATION	793,858	733,588	617,162	586,761	(146,827)	(20.01)
PASSENGER AMENITIES	479,147	513,102	137,789	271,049	(242,053)	(47.17)
PASSENGER AMENITIES - HOURLY	2,215,794	2,379,541	2,279,881	2,471,117	91,576	3.84
	<u>\$47,873,840</u>	<u>\$47,084,506</u>	<u>\$44,097,578</u>	<u>\$49,512,513</u>	<u>\$2,428,007</u>	<u>5.2%</u>

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: NON-DEPARTMENTAL</b>						
NON-DEPARTMENTAL	\$48,670,632	\$52,654,041	\$57,922,051	\$57,078,770	\$4,424,729	8.40%
	<u>\$48,670,632</u>	<u>\$52,654,041</u>	<u>\$57,922,051</u>	<u>\$57,078,770</u>	<u>\$4,424,729</u>	<u>8.40%</u>

	<u>FY2019 Actual</u>	<u>FY2020 Budget</u>	<u>FY2020 Forecast</u>	<u>FY2021 Budget</u>	<u>FY21 Bud to FY20 Bud</u>	<u>% Difference</u>
<b>DIVISION: PLANNING &amp; DEVELOPMENT</b>						
CAPITAL PROGRAMS	\$130,287	\$207,842	\$251,742	\$290,985	\$83,143	40.00%
SERVICE PLANNING & SCHEDULING	1,070,246	1,124,750	941,553	1,196,887	72,137	6.41
CAPITAL PLANNING AND PROJECTS	-	271,044	34,868	-	(271,044)	(100.00)
PLANNING AND DEVELOPMENT ADMIN	294,074	307,846	246,366	439,208	131,162	42.67
STRATEGIC PLANNING	2,861,243	5,546,472	3,122,983	4,689,066	(857,406)	(15.46)
ENGINEERING	122,697	235,538	231,956	380,630	145,092	61.60
REAL ESTATE DEVELOPMENT	590,774	603,701	510,484	833,407	229,706	38.05
CAPITAL AND SERVICE PLANNING ADMIN	117,898	926,107	284,795	744,589	(181,518)	(19.60)
	<u>\$5,187,219</u>	<u>\$9,223,300</u>	<u>\$5,624,747</u>	<u>\$8,574,772</u>	<u>(\$648,528)</u>	<u>7.0%</u>

Note: Capital Planning and Projects was reorganized to Capital Service and Planning Administration department in FY2020.

(This page intentionally left blank)



# FIVE-YEAR FINANCIAL PLAN



(This page intentionally left blank)



# **FIVE-YEAR FINANCIAL PLAN (FISCAL YEARS 2021-2025)**

## **OVERVIEW AND BACKGROUND INFORMATION**

### **Financial Plan Summary**

VIA's Five-Year Financial Plan shows that VIA has a sustainable plan that includes approximately \$1.4B in sources of funds over FY21-25, and a commensurate amount in uses of funds plus net changes in reserves. The Stabilization Fund and Working Capital reserve are both fully funded throughout the five-year period. Board policy level is to have 60 days of operating expenses in each of those reserves.

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

---

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

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

The Five-Year Financial Plan is driven by Board priorities. VIA's budget focuses on retaining and returning ridership and delivering the "Keep SA Moving" plan. Funding for Keep SA Moving will be pursued with the November ballot initiative. Implementation of the plan will plan enhance mobility for economic opportunity, provide diverse, high-quality options, and improve the customer experience. A key priority in the Five-Year Financial Plan is working on planning and implementing high-capacity transit options. The capital project program that was included in the Five-Year Financial Plan was largely driven by the Long-Range Comprehensive Transportation Plan (LRCTP) which was adopted by VIA's Board in FY11; this plan was recently updated through 2040 and is now referred to as VIA's "Vision 2040" plan.

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

---

## Key Assumptions and Forecast Methodology

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

- Line service levels are essentially flat, increasing a total of 0.1% over the five-year period (FY25 budget compared to FY20 budget – same comparison as for other items below unless noted otherwise)
- System-wide ridership is projected to increase a total of 1.6% over the five-year period
- Fare increases are included in FY23 and FY25
- Sales taxes, VIA's key source of revenue, are assumed to decrease by 5.5% in FY21 (compared to FY20 budget, and decrease by 0.3% compared to FY20 forecast); the increase in FY22 is 3.6%, and the annual increase in FY23-25 is 4.3%
- VIA's Section 5307 grant fund awards are assumed to remain essentially flat in coming years (only 1% growth)
- No new discretionary grant fund awards, although funding for FY21-25 expenditures includes some discretionary grant funds already awarded
- In August FY20, included a 3.0% hourly wage increase, although no additional hourly or salaried wage increases were included in FY21-25
- Other key operating expenses items were forecasted based on known/projected changes. For instance, actuarial estimates were used for pension and Other Post-Employment Benefits (OPEB), VIAcare costs are based on expected medical cost inflation, and service cost changes are based on service hours changes.
- For fuel, generally held unit prices essentially flat. Fuel volumes were adjusted for any service level changes. Total fuel costs include savings associated with shift from diesel to CNG buses. Fuel and lubricant costs in FY21 are budgeted at \$5.4M, down \$0.3M compared to the FY20 budget due mainly to additional new CNG buses.
- Estimated incremental operating costs have been included for the new paratransit facility and new passenger facilities in the capital plan
- Any staffing needed in connection with the capital program is included in the budget.

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

Sales taxes, which account for over 70% of VIA's total revenues, are forecasted by an economic consulting firm that has significant expertise regarding the San Antonio economy. COVID-19 has adversely impacted VIA's sales tax receipts in FY20 and is expected to continue impacting receipts throughout FY21. Growth in FY22-25 is expected to return to more normal levels.

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

VIA has saved a significant amount on fuel costs due to the recent replacement of diesel-powered buses in their fleet with CNG-powered vehicles. CNG prices are significantly lower than ULSD (ultra low sulfur diesel) prices. Budgeted prices for fuel in FY21 are \$0.528/gallon for CNG, \$2.39/gallon for ULSD, \$1.00/gallon for propane, and \$2.11/gallon for gasoline. Budgeted prices in the prior year were \$0.528/gallon for CNG, \$2.25/gallon for ULSD, \$1.00/gallon for propane, and \$2.10/gallon for gasoline.

---

---

## **Capital Spending**

VIA's \$173.7M of funded capital spending in the Five-Year Financial Plan is dominated by spending for revenue vehicles (36.2%), operational facilities (21.1%), passenger facilities (19.5%), and computer hardware/software (10.5%), together accounting for 87.3% of spending. In the FY20 forecast, revenue vehicles to be purchased over FY20-25 include 117 buses and 139 vans. The remaining 12.7% of capital spending is accounted for by revenue vehicle replacement components, service vehicles, maintenance tools & equipment, administrative facilities, and miscellaneous spending categories.

VIA uses debt to help fund capital expenditures. Until FY12, when VIA issued some private placement bonds, VIA had always been a "pay-as-you-go" agency. VIA made their first two public bond issuances in FY14: MTA Farebox Revenue Bonds (issued in November 2013) and ATD Sales Tax Revenue Bonds (issued in July 2014). In February 2017, VIA issued MTA Contractual Obligation bonds to help fund the purchase of 270 buses, and in May 2020, VIA issued MTA Contractual Obligation bonds to help fund the purchase of 139 paratransit vans.

There are no new bond issuances budgeted in FY21-25. However, subsequent to development of the plan, VIA has decided to take advantage of lower interest rates and refund some of the MTA Series 2013 bonds and ATD Series 2014 bonds which were issued in fiscal year 2014.

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; Cash Inflows, Outflows and Reserves; 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 Ratio and Unrestricted Cash Reserve Balance. Key observations from these schedules are noted below:

**Schedule 1: Income Statement Summary.** This schedule shows that VIA projects having a total of approximately \$110.4M in operating revenue over the next five years, \$1,322.7M in operating expenses, and \$1,253.3M in non-operating revenue/(expense). This results in net income (before depreciation and capital contributions) of \$41.0M.

**Schedule 2: Cash and Reserves Summary.** VIA's net reserves are expected to decrease by \$118.2M over the next five years, as balances currently on hand are spent down (see explanation below for Schedule 3). VIA does not forecast any changes in the fair market value of securities (they are held until maturity) or forecast splits of future cash, cash equivalents and investments balances. Therefore, the total change in cash, cash equivalents, and investments is the same as the change in cash. Details of the amounts comprising the cash balance change can be found on the cash flow schedule.

**Schedule 3: Reserve Changes and Balances.** The expected decrease of \$118.19M over the five-year planning period is driven mainly by spending down of unrestricted cash reserves on hand at the end of fiscal year 2020, due to CARES Act funds that VIA received for COVID-19. Also, VIA will be using TxDOT grant funds and bond funds currently on hand to pay for the capital expenditures against which they are programmed. The Unrestricted Cash Reserve balance, which is relatively high at the end of fiscal year 2020 due to COVID decreases by \$75.03M. The TxDOT Grant Funds balance decreases by \$43.19M, as those remaining funds are spent. The bond construction account decreases by \$7.05M, as those remaining funds will be spent on vans.

The Stabilization Fund and Working Capital balances each increase by \$3.54M, keeping those reserves at Board policy level (60 days of operating expenses in each reserve).

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

<u>Net Cash Generated/(Used)</u>	<u>Amount (\$M)</u>
Operating Activities	\$ (1,187.54)
Non-Capital Financing Activities	1,265.93
Capital and Related Financing Activities	(200.08)
Investing Activities	3.50
Net Change in Cash	<u>\$ (118.19)</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 \$1.438B over the next five years. The largest source of funds is sales taxes, which account for 71% of total sources of cash. Other key sources of cash include capital grant funds, farebox revenue, bond proceeds, and funding contributions. Other than the one-time CARES Act funds received in FY20, the largest items on the grants line include VIA's Section 5307 grant funds apportionment, Section 5339 apportionments, TxDOT grant funds, and various discretionary grant awards, such as the VW and CMAQ discretionary awards discussed earlier. Funding contributions from the City of San Antonio budgeted at \$10M/year; this funding is for route improvements. The "Other" line captures a variety of relatively small funding sources as listed on the cash flow statement ("other" operating revenue, such as from property rentals; advertising; an Alamodome facility fee; and investment income).

**Schedule 4B: Uses of Cash and Net Reserves Change.** VIA's uses of cash total \$1.438B over the next five years. Most of these funds are used for operating expenses, which account for \$1.298B (90%) of the total. Other key uses include capital projects (\$174M) and debt service (\$81M).

The net reserves change section shows that total uses of cash exceed sources of cash (prior to pulling from existing balances), resulting in a \$118.19M decrease in cash balances (mainly spending down of funds from CARES Act, TxDOT, and bonds, as noted earlier).

**Schedule 4C: Cash Inflows, Outflows and Reserves.** This schedule reconciles the beginning total reserves position to the ending total reserves position. VIA's beginning reserves balance entering FY21 is \$159.60M. Outflows of cash exceed inflows of cash by \$53.25M over FY21-25, resulting in an ending reserve total of \$106.35M. The ending Unrestricted Cash Reserve balance of -\$1.17M indicates that if revenue does not come in slightly higher than projected, or expenses do not come in slightly lower than projected, VIA will need to take action to keep the Stabilization Fund and Working Capital at policy level.

**Schedule 5: Grant Fund Awards.** This schedule shows \$208.6M of grant funds awards for FY21-25. Of this amount, \$37.0M will be used for capital projects, and \$171.6M will be used for operating expenses. Although the purpose of this schedule is primarily to show annual grant fund awards, there are \$4.8M of VW settlement funds and \$13.4M of CMAQ funds that have been included although they were awarded prior to FY20, in order to give visibility to these key discretionary grants that are part of the funding picture for FY21-25.

VIA's largest grant funding source is the FTA's Section 5307/5340 grant program, which accounts for \$166.7M of projected grant funding over FY21-25. VIA plans to use all Section 5307/5340 funds awarded in FY21-25 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 FY21-25 for capital projects is the FTA Section 5339 Bus & Bus Facilities grant program. This funding source accounts for \$21.3M of the \$37.0M of capital grant fund awards shown for FY21-25. The 5339 grant program includes formula funds as well as a discretionary component; no new discretionary awards were assumed, for the sake of conservatism, although VIA has been very successful at getting such awards in the past.

**Schedule 6: Capital Spending Summary.** VIA's capital spending program for 2021-2025 includes \$173.7M of capital projects. The largest spending categories are the following: Revenue Vehicles \$62.8M (36.2% of spending); Passenger Facilities, \$33.9M (19.5%); and, Operational Facilities, \$36.6M (20.8%). Remaining categories account for 23.5% 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 \$110.43M of total operating revenue in the five-year plan, with \$88.96M (81%) coming from bus service. Bus revenue comes primarily from line service, with a relatively small amount coming from special events and charter service. VIAtrans (paratransit service) revenue accounts for \$9.44M of revenue, and remaining operating revenue comes from bus advertising, VIA Link service (mobility-on-demand service) and "other" items ("other" is primarily various items such as oil credits, revenue from old unused tickets, and property rentals).

**Schedule 8: Non-Operating Revenue/(Expense).** VIA's non-operating revenue/(expense) is projected to total a net of \$1.253B in the five-year plan. In FY21, non-operating revenue decreases significantly due to over \$92M of CARES Act funds received in FY20. The decrease in FY22 is due to carryover Section 5307 grant funds in FY21 that resulted from using CARES Act funds first in FY20, which resulted in some Section 5307 grant funds being deferred to FY21. Sales taxes account for 82.4% of net non-operating revenue/(expense) over the five-year period and are projected to decrease by 0.3% in FY21, grow by 3.6% in FY22, and 4.3%/year in FY22-25. Operating expense reimbursements are the next largest non-operating revenue/(expense) line item, accounting for \$179M of revenue over the five-year period.

**Schedule 9: Sales Tax.** VIA projects \$841.96M of MTA sales tax revenue in the five-year plan and \$190.21M of ATD-VIA sales tax revenue, for a total of \$1.032B. 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 \$1.323B over the five-year plan period, with bus expenses accounting for \$1.005B (76%) of that total. VIAtrans service accounts for \$247.09M (19%) of expenses, with miscellaneous other items accounting for the remaining 5% 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 FY25 ridership reflects a 1.6% increase over budgeted FY20 ridership. Estimated FY20 ridership is significantly below budget due to the impact of COVID-19, and FY21 ridership is down significantly from estimated FY20 ridership since COVID-19 is projected to have an impact throughout FY21, compared to having only a seven-month impact in FY20. VIA will be focusing on is focusing on retaining and retaining ridership in FY21. VIA projects that a total of 13.2 million hours of transportation service will be provided in FY21-25.

**Schedule 13: Bond Issuances and Debt Service.** VIA has four outstanding bonds issuances, which generated \$170.1M in net proceeds. Bond issues currently outstanding include: MTA Farebox Revenue and Refunding Bonds, Series 2013; ATD Sales Tax Revenue and Refunding Bonds, Series 2014; MTA Contractual Obligation Bonds, Series 2017; and, MTA Contractual Obligation Bonds, Series 2020. Debt service averages \$16.1M/year over FY21-25. Although no new debt financing is in the five-year plan, subsequent to plan development, VIA has decided to refund some of the Series 2013 and 2014 bonds in order to take advantage of lower interest rates.

**Schedule 14: Debt Ratio and Unrestricted Cash Reserve Balance.** This schedule shows an internal debt service coverage ratio by year, calculated in accordance with VIA's Debt Policy. That policy requires a ratio of at least 1.15x. The forecasted ratio in FY20 is unusually high at 7.32x, due to the CARES Act funds received. Most of those funds were received prior to the shortfalls to which funds will be applied. Consequently, the DSCR ratio in FY21-24 falls below the 1.15x coverage due to COVID's impact on revenues (a lower base in FY20 and FY21 impacts future year receipts). In FY25, the ratio is 1.35x. Based on FY20-25 looked at in aggregate, the coverage ratio is 1.86x, well above the minimum. The Unrestricted Cash Reserve balance is projected to be negative \$1.17M at the end of FY25, indicating that if revenues do not come in higher than projected, or expenses lower, VIA will need to take corrective action to keep the Stabilization Fund and Working Capital funded at 60 days each.

---

---

(This section intentionally left blank)

## 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 \$14.16M in operating revenue over the next five years, \$202.31M in operating expenses, and \$185.43M in non-operating revenue/(expense). This results in a net loss (before depreciation and capital contributions) of \$2.72M.

**Schedule 2: Cash and Reserves Summary.** The ATD's net reserves are expected to decrease by \$10.82M over the next five years. The ATD does not forecast any changes in the fair market value of securities (they are held until maturity) or forecast splits of future cash, cash equivalents and investments balances. Therefore, the total change in cash, cash equivalents, and investments is the same as the change in cash. Details of the amounts comprising the cash balance change can be found on the cash flow schedule.

**Schedule 3: Cash and Reserves Balances.** The expected decrease of \$10.82M over the next five years is primarily attributable to a reduction of \$11.84M in the Unrestricted Cash Reserve, which captures remaining funds after other reserves have been fully funded. The Unrestricted Cash Reserve has a slightly negative balance in most years, and ends up at -\$4.54M at the end of FY25. The negative position indicates that if revenue does not come in slightly higher than projected, or expenses lower, VIA will need to take action to keep the Stabilization Fund and Working Capital at 60 days each. The Stabilization Fund and Working Capital reserve each increase by \$0.51M over the five-year planning horizon, keeping those reserves at Board policy level.

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

<u>Net Cash Generated/(Used)</u>	<u>Amount (\$M)</u>
Operating Activities	\$ (188.16)
Non-Capital Financing Activities	188.68
Capital and Related Financing Activities	(11.85)
Investing Activities	0.51
Net Change in Cash	<u>\$ (10.82)</u>

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

**Schedule 4A: Sources of Cash.** The ATD's sources of cash total \$392.05M over the next five years. The largest source of funds is sales taxes, which account for 96% of total sources of cash. The next largest source of cash in FY21-25 for the ATD is farebox revenue.

**Schedule 4B: Uses of Cash and Net Reserves Change.** The ATD's uses of cash total \$402.87M over the next five years. Most of these funds are used for operating expenses, which account for \$202.32M of the total, and sales taxes passed on to the City of San Antonio and Bexar County, which account for \$188.68M of the total. Debt service accounts for \$11.85M of the total. The net reserves change section shows that reserves decrease by \$10.82M, a result driven by the change in the Unrestricted Cash Reserve. Total uses of cash plus the net reserves change equals total sources of cash.

**Schedule 5: Operating Revenue.** The ATD is projected to have \$14.16M 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 \$185.43M in the five-year plan, growing from \$34.09M in FY20 to \$40.36M in FY25. 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 3.3%/year, with annual growth rates ranging from 0.1% in FY21 to 4.3% in FY25. Investment income totals \$0.5M over the five-year period, with interest rates being near historic lows. The bond interest that is shown reflects interest on the ATD's 2014 bond issue.

**Schedule 7: Sales Tax.** The ATD's sales tax revenue is projected to total \$190.21M 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 \$202.31M in the five-year plan, with bus expenses accounting for \$198.52M (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 FY21 through FY25, with \$6.82M in each of those reserves at the end of FY25.

**Schedule 10: Bus Service Hours and Passengers.** Projected FY25 ridership reflects a decrease of 8.9% over budgeted FY20 ridership, as ridership never fully recovers to where it was projected to be without COVID in last year's budget cycle. Projected FY25 service hours are down 6.3% compared to the FY20 budget. The projected ATD bus transportation service to be provided for FY21-25 totals more than 1.7 million hours.

---

---

(This page intentionally left blank)



VIA Metropolitan Transit  
Five-Year Financial Plan (2021-2025)

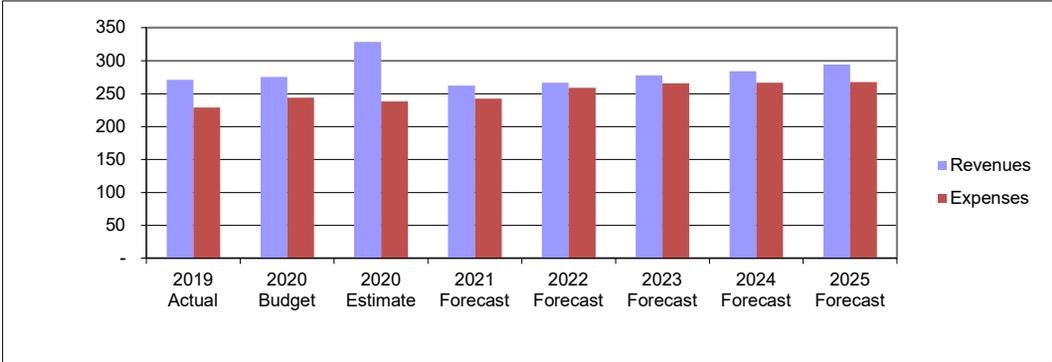
**VIA Metropolitan Transit  
Five-Year Financial Plan Schedules**

**INDEX**

<u>Schedule</u>	<u>Description</u>
1	Income Statement Summary
2	Cash and Reserves Summary
3	Reserve Changes and Balances
4	Statement of Cash Flows
4A	Sources of Cash
4B	Uses of Cash and Net Reserves Change
4C	Cash Inflows, Outflows and Reserves
5	Grant Funds
6	Capital Spending Summary
7	Operating Revenue
8	Non-Operating Revenue
9	Sales Tax Revenue
10	Operating Expenses
11	Stabilization Fund and Working Capital Reserves
12	Service Hours and Passengers
13	Bond Issuances and Debt Service
14	Debt Ratio and Unrestricted Cash Reserve Balance

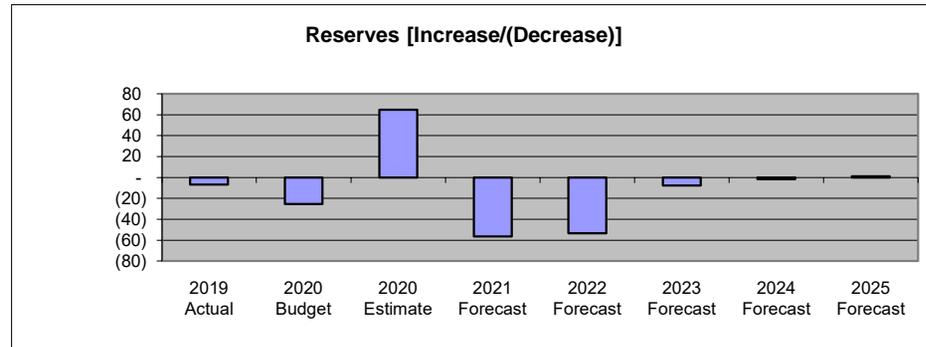
**VIA Metropolitan Transit  
Income Statement Summary  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
<b>Income Statement Summary</b>									
Operating Revenue	\$ 22.24	\$ 23.60	\$ 15.18	\$ 13.01	\$ 22.97	\$ 23.96	\$ 24.79	\$ 25.70	\$ 110.43
Operating Expense	234.34	249.43	243.68	247.48	263.60	270.09	270.57	270.97	1,322.71
Non-Operating Revenue/(Expense):									
Revenue	249.62	252.58	314.70	250.95	245.32	253.75	259.33	268.78	1,278.13
Expense	(6.46)	(6.24)	(6.49)	(6.81)	(6.26)	(4.32)	(3.93)	(3.50)	(24.82)
Total NonOp. Revenue/(Expense)	243.16	246.34	308.21	244.14	239.06	249.43	255.40	265.28	1,253.31
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	<b>31.06</b>	<b>20.51</b>	<b>79.71</b>	<b>9.67</b>	<b>(1.57)</b>	<b>3.30</b>	<b>9.62</b>	<b>20.01</b>	<b>41.03</b>
<b>Revenue and Expense Summary</b>									
Total Revenues	271.86	276.18	329.88	263.96	268.29	277.71	284.12	294.48	1,388.56
Total Expenses	240.80	255.67	250.17	254.29	269.86	274.41	274.50	274.47	1,347.53
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	<b>31.06</b>	<b>20.51</b>	<b>79.71</b>	<b>9.67</b>	<b>(1.57)</b>	<b>3.30</b>	<b>9.62</b>	<b>20.01</b>	<b>41.03</b>



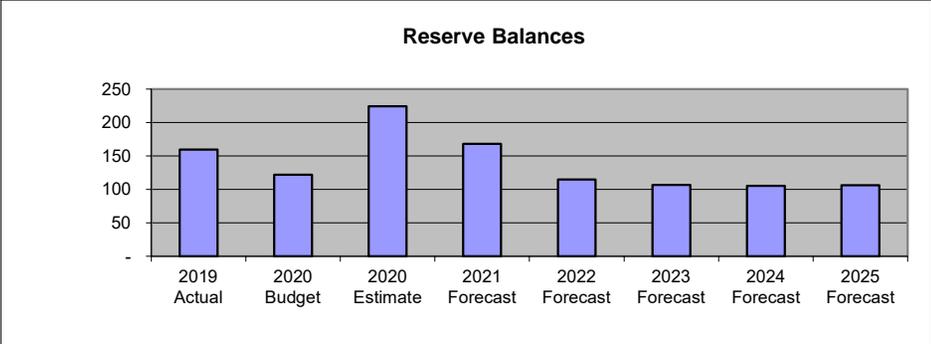
**VIA Metropolitan Transit  
Cash and Reserves Summary  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
<b>Cash [Source/(Use)]</b>									
Operating Activities	\$ (215.19)	\$ (220.78)	\$ (221.19)	\$ (229.80)	\$ (235.40)	\$ (238.17)	\$ (240.87)	\$ (243.30)	\$ (1,187.54)
Non-Capital Financing Activities	248.03	248.86	319.51	248.74	241.54	251.71	257.27	266.67	1,265.93
Capital and Related Financing Activities	(32.40)	(54.39)	(35.43)	(76.27)	(60.33)	(21.94)	(18.75)	(22.79)	(200.08)
Investing Activities	31.76	2.77	2.05	0.95	0.79	0.62	0.58	0.56	3.50
Total Change in Cash	32.20	(23.54)	64.94	(56.38)	(53.40)	(7.78)	(1.77)	1.14	(118.19)
<b>Total Changes in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	32.20	(23.54)	64.94	(56.38)	(53.40)	(7.78)	(1.77)	1.14	(118.19)
Incr./(Decr.) in Invest. Securities Excl. FMV Change	(28.60)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	0.87	-	-	-	-	-	-	-	-
Total Change ( Net Change in Reserves)	4.47	(23.54)	64.94	(56.38)	(53.40)	(7.78)	(1.77)	1.14	(118.19)



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

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
<b>Reserve Changes [Increase/(Decrease)]</b>									
TxDOT Grant Funds	\$ (17.29)	\$ (14.82)	\$ (7.78)	\$ (27.73)	\$ (14.80)	\$ (0.66)	\$ -	\$ -	\$ (43.19)
Bond Construction Account	-	-	7.05	(5.22)	(1.83)	-	-	-	(7.05)
Debt Service Fund	(0.48)	-	0.88	-	-	-	-	-	-
Unrestricted Cash Reserve	12.51	(12.16)	61.35	(22.79)	(42.09)	(9.24)	(1.91)	1.00	(75.03)
Working Capital	15.18	1.72	1.72	(0.32)	2.66	1.06	0.07	0.07	3.54
Stabilization Fund	-	1.72	1.72	(0.32)	2.66	1.06	0.07	0.07	3.54
Local Match Reserve	2.55	-	-	-	-	-	-	-	-
ATD Sales Taxes	(5.74)	-	-	-	-	-	-	-	-
Retainage	(2.26)	-	-	-	-	-	-	-	-
<b>Total</b>	<b>4.47</b>	<b>(23.54)</b>	<b>64.94</b>	<b>(56.38)</b>	<b>(53.40)</b>	<b>(7.78)</b>	<b>(1.77)</b>	<b>1.14</b>	<b>(118.19)</b>
<b>Reserve Ending Balances</b>									
TxDOT Grant Funds	50.97	24.25	43.19	15.46	0.66	-	-	-	
Bond Construction Account	-	-	7.05	1.83	-	-	-	-	
Debt Service Fund	5.43	5.32	6.31	6.31	6.31	6.31	6.31	6.31	
Unrestricted Cash Reserve	12.51	2.31	73.86	51.07	8.98	(0.26)	(2.17)	(1.17)	
Working Capital	39.28	41.00	41.00	40.68	43.34	44.40	44.47	44.54	
Stabilization Fund	39.28	41.00	41.00	40.68	43.34	44.40	44.47	44.54	
Local Match Reserve	10.74	7.00	10.74	10.74	10.74	10.74	10.74	10.74	
ATD Sales Taxes	-	-	-	-	-	-	-	-	
Retainage	1.39	1.34	1.39	1.39	1.39	1.39	1.39	1.39	
<b>Total</b>	<b>159.60</b>	<b>122.22</b>	<b>224.54</b>	<b>168.16</b>	<b>114.76</b>	<b>106.98</b>	<b>105.21</b>	<b>106.35</b>	
Reserves Change	4.47	(23.54)	64.94	(56.38)	(53.40)	(7.78)	(1.77)	1.14	



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

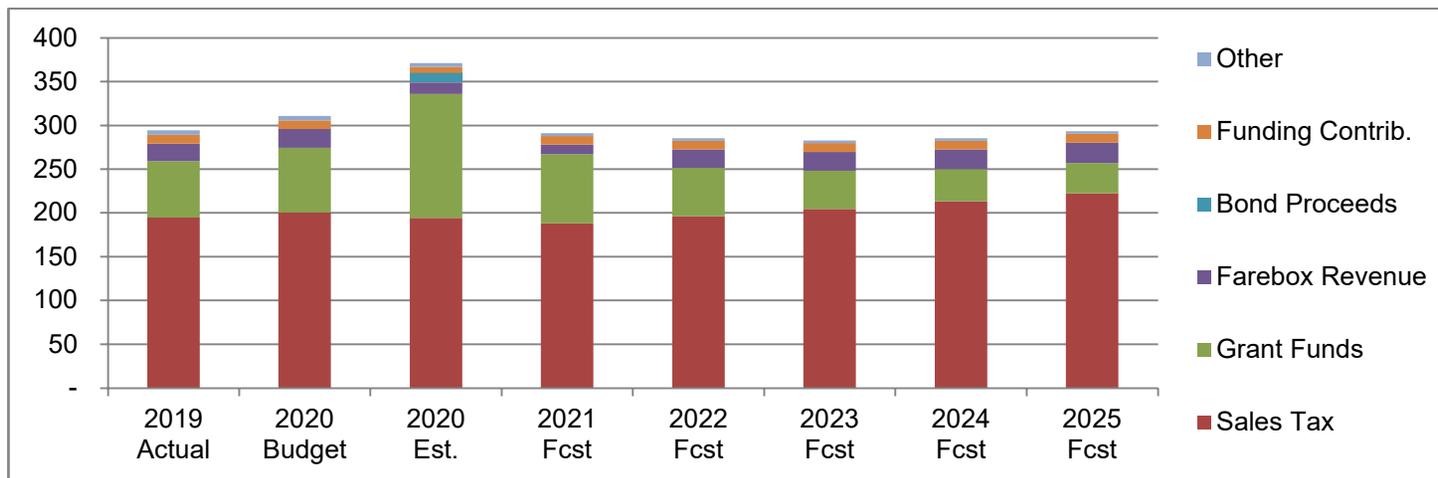
	Actual 2019	Budget 2020	Estimated 2020	Forecast					Total
				2021	2022	2023	2024	2025	
<b>Cash Flows from Operating Activities</b>									
Farebox Revenue	\$ 20.20	\$ 21.41	\$ 13.09	\$ 10.87	\$ 20.78	\$ 21.73	\$ 22.51	\$ 23.37	\$ 99.26
Other Operating Revenue	2.14	2.20	2.09	2.14	2.19	2.23	2.28	2.33	11.17
Operating Expenses	(237.53)	(244.39)	(236.37)	(242.81)	(258.37)	(262.13)	(265.66)	(269.00)	(1,297.97)
Net Cash Used in Operating Activities	(215.19)	(220.78)	(221.19)	(229.80)	(235.40)	(238.17)	(240.87)	(243.30)	(1,187.54)
<b>Cash Flows from Non-Capital Financing Activities</b>									
Sales Taxes: MTA	158.79	163.66	158.65	153.38	159.92	166.73	173.83	181.24	835.10
Sales Taxes: ATD	71.80	73.94	71.38	69.34	72.28	75.34	78.54	81.86	377.36
Sales Tax Pymnts to CoSA, TxDOT, Bxr Co.	(35.90)	(36.97)	(35.69)	(34.67)	(36.14)	(37.67)	(39.27)	(40.93)	(188.68)
Grant Funds Used for Operating Exp. Reimb.	42.55	34.30	24.74	48.16	33.00	33.33	33.67	34.00	182.16
CARES Act Funds	-	-	92.33	-	-	-	-	-	-
Grants - JARC, TOD/UDC Planning Grant	0.04	0.69	0.32	0.24	0.18	0.12	-	-	0.54
Grants - Surface Transportation Block Grant	-	2.40	-	2.40	2.24	3.36	-	-	8.00
Grants - K-9 Program Operating Expenses	0.19	0.15	0.15	-	-	-	-	-	-
Grants - 5310 & New Freedom	0.56	0.50	0.50	0.50	0.50	0.50	0.50	0.50	2.50
City of San Antonio Funding	10.00	10.00	7.00	10.00	10.00	10.00	10.00	10.00	50.00
CMAQ Funds - Operating	-	1.19	1.19	1.19	1.19	-	-	-	2.38
Contributions: MyLink Program	-	(0.50)	(0.50)	(0.40)	(0.80)	-	-	-	(1.20)
Contributions: NE Mobility Hub	-	-	(0.06)	(1.40)	(0.83)	-	-	-	(2.23)
Contribution to CoSA: 5 Points	-	(0.50)	(0.50)	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Net Cash Provided by Noncapital Fin. Activities	248.03	248.86	319.51	248.74	241.54	251.71	257.27	266.67	1,265.93
<b>Cash Flows from Capital and Related Fin. Activities</b>									
Capital Grant Funds (Excl VW, CMAQ)	21.00	18.68	6.84	15.21	8.38	4.25	2.66	0.21	30.71
Carryover Grant Funds from 2019	-	0.52	0.33	0.24	1.51	0.05	0.03	0.03	1.86
Other Carryover Grant Funds	-	-	-	-	-	-	-	-	-
Purchase of Capital Assets	(37.83)	(75.79)	(55.52)	(84.87)	(64.43)	(13.25)	(5.87)	(5.29)	(173.71)
Sale of PP&E	-	-	-	-	-	-	-	-	-
Grant Funds to Suburban Cities	-	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	11.00	-	-	-	-	-	-
Bond Refunds	-	-	-	-	-	-	-	-	-
Costs of Debt Issuance	-	-	(0.13)	-	-	-	-	-	-
Debt Service	(15.57)	(13.04)	(13.06)	(17.82)	(14.33)	(15.02)	(15.63)	(17.79)	(80.59)
Bexar County Funding	-	-	-	-	-	-	-	-	-
TxDOT Grant Funds	-	0.83	0.69	0.71	3.04	2.02	0.06	0.07	5.90
Capital Contribution: TAPS	-	-	-	-	-	-	-	-	-
VW Settlement Funds	-	5.04	5.04	4.78	-	-	-	-	4.78
CMAQ Funds - Capital	-	9.38	9.38	5.49	5.49	-	-	-	10.98
ART Funding	-	-	-	-	-	-	-	-	-
Other	-	(0.01)	-	(0.01)	0.01	0.01	-	(0.02)	(0.01)
Net Cash Used in Capital and Related Fin. Activities	(32.40)	(54.39)	(35.43)	(76.27)	(60.33)	(21.94)	(18.75)	(22.79)	(200.08)
<b>Cash Flows from Investing Activities</b>									
Sale of Investment Securities ( )	123.85	-	-	-	-	-	-	-	-
Purchase of Investment Securities ( )	(95.25)	-	-	-	-	-	-	-	-
Investment Income	3.16	2.77	2.05	0.95	0.79	0.62	0.58	0.56	3.50
Net Cash Provided by Investing Activities	31.76	2.77	2.05	0.95	0.79	0.62	0.58	0.56	3.50
<b>Total Change in Cash</b>	<b>32.20</b>	<b>(23.54)</b>	<b>64.94</b>	<b>(56.38)</b>	<b>(53.40)</b>	<b>(7.78)</b>	<b>(1.77)</b>	<b>1.14</b>	<b>(118.19)</b>
<b>Total Change in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	32.20	(23.54)	64.94	(56.38)	(53.40)	(7.78)	(1.77)	1.14	(118.19)
Incr./(Decr.) in U.S. Agency Secs Excl. FMV Change	(28.60)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	0.87	-	-	-	-	-	-	-	-
Total Change ( Net Change in Reserves)	4.47	(23.54)	64.94	(56.38)	(53.40)	(7.78)	(1.77)	1.14	(118.19)
<b>Total Sources and Uses of Funds (**)</b>									
Total Sources of Funds	294.53	310.69	371.08	290.93	285.35	282.61	285.39	293.24	1,437.52
Total Uses of Funds	(290.93)	(334.23)	(306.14)	(347.31)	(338.75)	(290.39)	(287.16)	(292.10)	(1,555.71)
Incr./(Decr.) in FMV of Investments	0.87	-	-	-	-	-	-	-	-
Total Net Change in Reserves	4.47	(23.54)	64.94	(56.38)	(53.40)	(7.78)	(1.77)	1.14	(118.19)

( ) 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 2019	Budget 2020	Estimated 2020	Forecast					Total
				2021	2022	2023	2024	2025	
Sales Tax	194.69	200.63	194.34	188.05	196.06	204.40	213.10	222.17	1,023.78
Grant Funds	64.34	73.68	141.51	78.92	55.53	43.63	36.92	34.81	249.81
Farebox Revenue	20.20	21.41	13.09	10.87	20.78	21.73	22.51	23.37	99.26
Bond Proceeds	-	-	11.00	-	-	-	-	-	-
Funding Contrib.	10.00	10.00	7.00	10.00	10.00	10.00	10.00	10.00	50.00
Other	5.30	4.97	4.14	3.09	2.98	2.85	2.86	2.89	14.67
<b>Total</b>	<b>294.53</b>	<b>310.69</b>	<b>371.08</b>	<b>290.93</b>	<b>285.35</b>	<b>282.61</b>	<b>285.39</b>	<b>293.24</b>	<b>1,437.52</b>

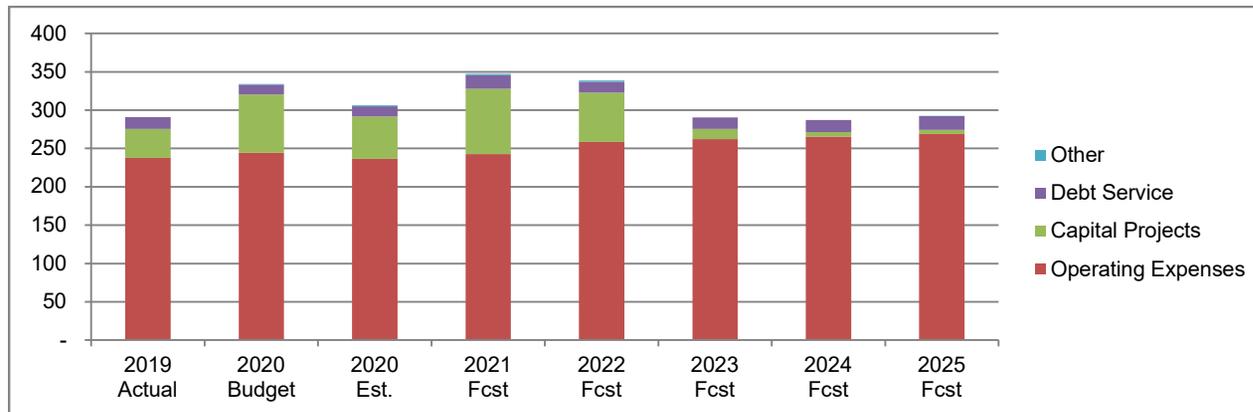
SOURCES OF CASH (\$M)



**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>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
Operating Expenses	237.53	244.39	236.37	242.81	258.37	262.13	265.66	269.00	1,297.97
Capital Projects	37.83	75.79	55.52	84.87	64.43	13.25	5.87	5.29	173.71
Debt Service	15.57	13.04	13.06	17.82	14.33	15.02	15.63	17.79	80.59
Other	-	1.01	1.19	1.81	1.62	(0.01)	-	0.02	3.44
<b>Total</b>	<b>290.93</b>	<b>334.23</b>	<b>306.14</b>	<b>347.31</b>	<b>338.75</b>	<b>290.39</b>	<b>287.16</b>	<b>292.10</b>	<b>1,555.71</b>
<b>Net Reserves Change</b>									
Total Sources of Funds	294.53	310.69	371.08	290.93	285.35	282.61	285.39	293.24	1,437.52
Total Uses of Funds	(290.93)	(334.23)	(306.14)	(347.31)	(338.75)	(290.39)	(287.16)	(292.10)	(1,555.71)
Incr./(Decr.) in FMV of Invest.	0.87	-	-	-	-	-	-	-	-
<b>Total (Reserves Change)</b>	<b>4.47</b>	<b>(23.54)</b>	<b>64.94</b>	<b>(56.38)</b>	<b>(53.40)</b>	<b>(7.78)</b>	<b>(1.77)</b>	<b>1.14</b>	<b>(118.19)</b>
<b>Total Uses &amp; Res. Change</b>	<b>295.40</b>	<b>310.69</b>	<b>371.08</b>	<b>290.93</b>	<b>285.35</b>	<b>282.61</b>	<b>285.39</b>	<b>293.24</b>	<b>1,437.52</b>
Total Change in Cash	(8.59)	(23.54)	64.94	(56.38)	(53.40)	(7.78)	(1.77)	1.14	(118.19)
Total Change in Cash, Cash Equivalents, & Investments	4.47	(23.54)	64.94	(56.38)	(53.40)	(7.78)	(1.77)	1.14	(118.19)

USES OF CASH (\$M)

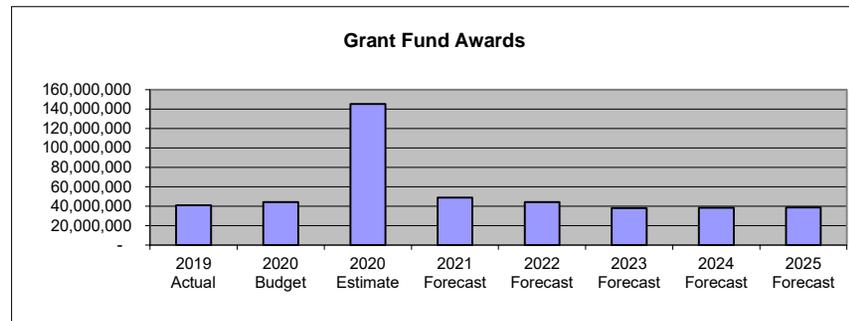


**VIA Metropolitan Transit**  
**Cash Inflows, Outflows and Reserves**  
**(\$ Millions)**

	Actual	Budget	Forecast					Total 2020-2025	
	2019	2020	2020	2021	2022	2023	2024		2025
Beginning Reserves	\$ 155.13	\$ 145.76	\$ 159.60	\$ 224.54	\$ 168.16	\$ 114.76	\$ 106.98	\$ 105.21	
<b>Sources of Cash</b>									
Sales Tax	194.69	200.63	194.34	188.05	196.06	204.40	213.10	222.17	1,218.12
Grant Funds	64.34	73.68	141.51	78.92	55.53	43.63	36.92	34.81	391.32
Farebox Revenue	20.20	21.41	13.09	10.87	20.78	21.73	22.51	23.37	112.35
Bond Proceeds	-	-	11.00	-	-	-	-	-	11.00
Funding Contrib.	10.00	10.00	7.00	10.00	10.00	10.00	10.00	10.00	57.00
Sale of Investment Securities	123.85	-	-	-	-	-	-	-	-
Other	5.30	4.97	4.14	3.09	2.98	2.85	2.86	2.89	18.81
<b>Total Sources of Cash</b>	<b>418.38</b>	<b>310.69</b>	<b>371.08</b>	<b>290.93</b>	<b>285.35</b>	<b>282.61</b>	<b>285.39</b>	<b>293.24</b>	<b>1,808.60</b>
<b>Uses of Cash</b>	<b>386.18</b>	<b>334.23</b>	<b>306.14</b>	<b>347.31</b>	<b>338.75</b>	<b>290.39</b>	<b>287.16</b>	<b>292.10</b>	<b>1,861.85</b>
<b>Total Change in Cash</b>	<b>32.20</b>	<b>(23.54)</b>	<b>64.94</b>	<b>(56.38)</b>	<b>(53.40)</b>	<b>(7.78)</b>	<b>(1.77)</b>	<b>1.14</b>	<b>(53.25)</b>
Incr./(Decr.) in U.S. Agency Secs Excl. FMV Change	(28.60)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	0.87	-	-	-	-	-	-	-	-
<b>Total Change in Reserves</b>	<b>4.47</b>	<b>(23.54)</b>	<b>64.94</b>	<b>(56.38)</b>	<b>(53.40)</b>	<b>(7.78)</b>	<b>(1.77)</b>	<b>1.14</b>	<b>(53.25)</b>
Ending Reserves	159.60	122.22	224.54	168.16	114.76	106.98	105.21	106.35	
Ending Unrestricted Cash Reserve	\$ 12.51	\$ 2.31	\$ 73.86	\$ 51.07	\$ 8.98	\$ (0.26)	\$ (2.17)	\$ (1.17)	

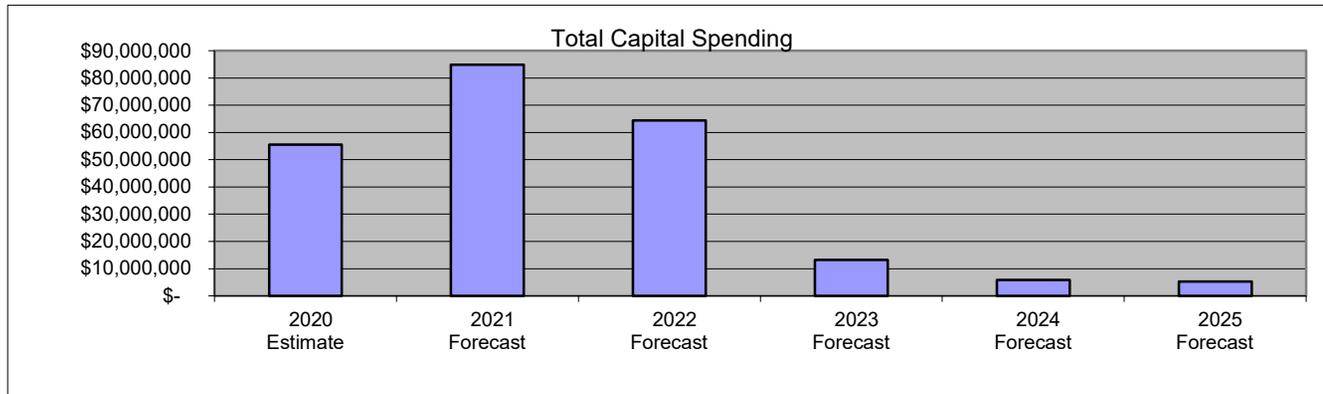
**VIA Metropolitan Transit  
Grant and Discretionary Fund Awards  
(\$)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
<b>Capital Project Grant Fund Awards</b>									
Section 5307/5340 Used for Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Section 5339A, Bus & Bus Facilities - Formula	3,922,871	3,960,000	4,133,163	4,170,000	4,210,000	4,250,000	4,290,000	4,330,000	21,250,000
Section 5339B, Bus & Bus Facilities - Discretionary	-	-	-	-	-	-	-	-	-
VW Settlement Funds Awards	5,035,120	5,035,120	5,035,120	4,783,364	-	-	-	-	4,783,364
CMAQ Funds Used for Capital Projects	-	-	9,377,906	5,493,333	5,493,333	-	-	-	10,986,666
BUILD Grant Funds	-	1,690,000	-	-	-	-	-	-	-
<b>Total Capital Grant Funds</b>	<b>8,957,991</b>	<b>10,685,120</b>	<b>18,546,189</b>	<b>14,446,697</b>	<b>9,703,333</b>	<b>4,250,000</b>	<b>4,290,000</b>	<b>4,330,000</b>	<b>37,020,030</b>
<b>Other Grant and Discretionary Funds (Operating)</b>									
Section 5307/5340 Used for Operating	31,280,692	31,626,800	32,353,110	32,676,600	33,003,400	33,333,400	33,666,700	34,003,400	166,683,500
CMAQ Funds Used for Operating	-	1,191,809	1,191,809	1,191,809	1,191,809	-	-	-	2,383,618
CARES Act Funds	-	-	92,327,276	-	-	-	-	-	-
K-9 Program	151,500	151,500	151,500	-	-	-	-	-	-
Section 5310 - Elderly and Disabled (& 5317)	522,272	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>31,954,464</b>	<b>33,470,109</b>	<b>126,523,695</b>	<b>34,368,409</b>	<b>34,695,209</b>	<b>33,833,400</b>	<b>34,166,700</b>	<b>34,503,400</b>	<b>171,567,118</b>
<b>TOTAL</b>	<b>40,912,455</b>	<b>44,155,229</b>	<b>145,069,884</b>	<b>48,815,106</b>	<b>44,398,542</b>	<b>38,083,400</b>	<b>38,456,700</b>	<b>38,833,400</b>	<b>208,587,148</b>
Section 5307 UZA Pass-Through Funds	570,315	542,688	570,265	575,968	581,728	587,545	593,420	599,354	2,938,015
Section 5310 UZA Pass-Through Funds	1,444,580	1,116,270	1,175,187	1,186,939	1,198,808	1,210,796	1,222,904	1,235,133	6,054,580



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

Description	Estimated	Forecast					Total
	2020	2021	2022	2023	2024	2025	
<b>Capital Spending Totals</b>							
Revenue Vehicles	\$ 25,028,583	\$ 32,193,334	\$ 30,681,396	\$ -	\$ -	\$ -	\$ 62,874,730
Service Vehicles	2,503,900	872,500	799,500	1,325,000	468,271	900,000	4,365,271
Passenger Facilities	6,831,430	10,505,592	16,978,291	5,405,763	550,500	432,000	33,872,146
Operational Facilities	5,479,391	30,573,569	4,075,000	1,705,000	200,000	-	36,553,569
Administrative Facilities	1,370,269	90,000	-	-	-	-	90,000
Maintenance Tools & Equipment	409,971	150,000	3,900,000	150,000	182,000	100,000	4,482,000
Replacement Components for Rev Vehicles	6,265,941	4,105,000	3,410,000	1,566,000	942,000	160,000	10,183,000
Computer Hardware/Software	6,268,118	6,089,626	1,890,000	3,095,000	3,525,000	3,705,000	18,304,626
Miscellaneous	1,364,496	300,000	2,700,000	-	-	-	3,000,000
<b>Total (for Funded Projects)</b>	<b>\$ 55,522,099</b>	<b>\$ 84,879,621</b>	<b>\$ 64,434,187</b>	<b>\$ 13,246,763</b>	<b>\$ 5,867,771</b>	<b>\$ 5,297,000</b>	<b>\$ 173,725,342</b>

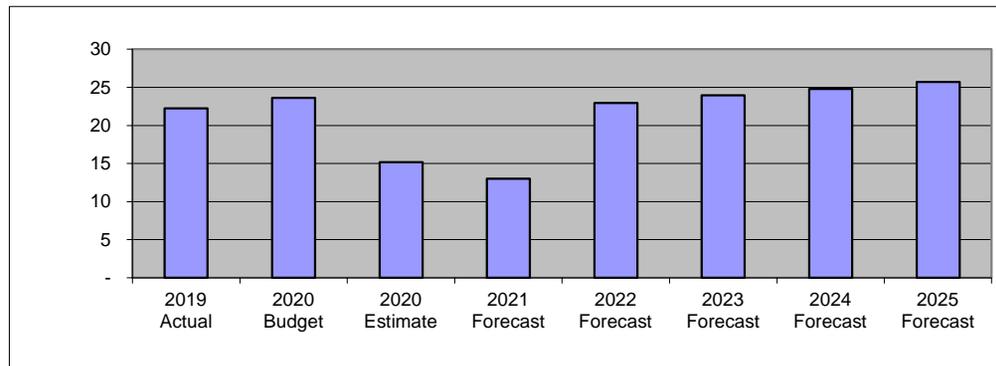


**VIA Metropolitan Transit  
Operating Revenue  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
Line - MTA	\$ 15.41	\$ 15.43	\$ 9.59	\$ 7.78	\$ 15.55	\$ 16.22	\$ 16.84	\$ 17.44	\$ 73.83
Line - ATD	2.68	3.47	2.04	1.72	2.93	3.06	3.17	3.28	14.16
Special Events	0.18	0.33	0.04	0.08	0.18	0.22	0.22	0.27	0.97
Charter	-	-	-	-	-	-	-	-	-
Subtotal Bus Revenue	18.27	19.23	11.67	9.58	18.66	19.50	20.23	20.99	88.96
VIAtans	1.91	2.05	1.34	1.24	1.93	2.03	2.07	2.17	9.44
VIA Link	0.01	0.13	0.08	0.05	0.19	0.20	0.21	0.21	0.86
Bus Advertising	1.02	1.43	1.43	1.47	1.50	1.53	1.57	1.60	7.67
Other	1.04	0.76	0.66	0.67	0.69	0.70	0.71	0.73	3.50
<b>Total Operating Revenues</b>	<b>\$ 22.25</b>	<b>\$ 23.60</b>	<b>\$ 15.18</b>	<b>\$ 13.01</b>	<b>\$ 22.97</b>	<b>\$ 23.96</b>	<b>\$ 24.79</b>	<b>\$ 25.70</b>	<b>\$ 110.43</b>

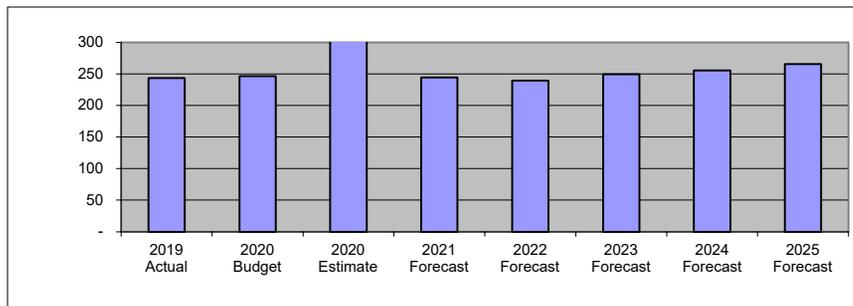
Line Passengers	34,864,333	36,293,157	26,062,638	18,987,839	36,859,520	36,399,754	36,939,799	36,813,869	166,000,781
Line Revenue Per Passenger	\$ 0.52	\$ 0.52	\$ 0.45	\$ 0.50	\$ 0.50	\$ 0.53	\$ 0.54	\$ 0.56	\$ 0.53

Note: Fare increases are included in 2023 and 2025.



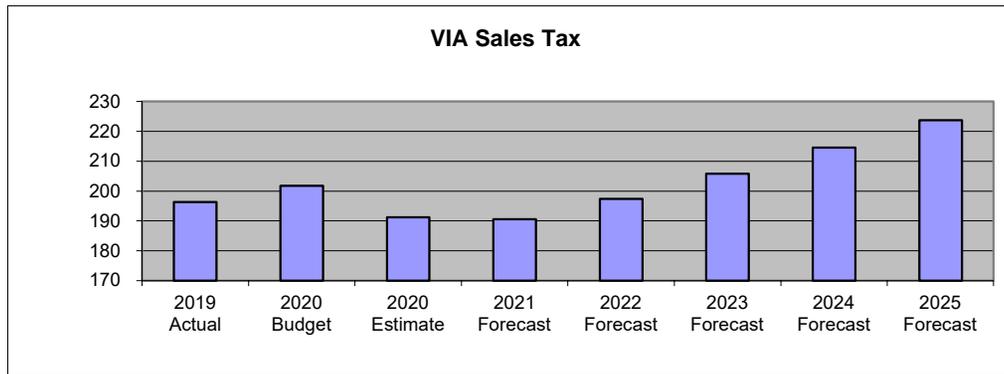
**VIA Metropolitan Transit  
Non-Operating Revenue/(Expense)  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
Sales Tax - MTA	\$ 160.09	\$ 164.58	\$ 156.12	\$ 155.46	\$ 161.04	\$ 167.90	\$ 175.05	\$ 182.51	\$ 841.96
Sales Tax - ATD VIA	36.22	37.20	35.10	35.13	36.39	37.93	39.54	41.22	190.21
Sales Tax - ATD CoSA, Bxr Co. - In	36.22	37.20	35.10	35.13	36.39	37.93	39.54	41.22	190.21
Sales Tax - ATD CoSA, Bxr Co. - Out	(36.22)	(37.20)	(35.10)	(35.13)	(36.39)	(37.93)	(39.54)	(41.22)	(190.21)
Investment Income - MTA	2.43	2.37	1.85	0.90	0.64	0.50	0.48	0.47	2.99
Investment Income - ATD	0.43	0.41	0.20	0.05	0.15	0.12	0.10	0.09	0.51
Change in FMV of Investments	1.15	-	-	-	-	-	-	-	-
Bond Interest and Issuance Expense - MTA	(4.35)	(4.06)	(4.23)	(3.85)	(3.52)	(3.24)	(2.91)	(2.54)	(16.06)
Bond Interest and Issuance Expense - ATD	(1.19)	(1.20)	(1.20)	(1.16)	(1.11)	(1.08)	(1.02)	(0.96)	(5.33)
Grants - Operating Expense Reimb.	38.54	34.30	19.95	45.08	33.00	33.33	33.67	34.00	179.08
Grants - Operating Assistance	-	-	-	-	-	-	-	-	-
CARES Act Funding	-	-	92.33	-	-	-	-	-	-
CMAQ (Operating)	-	-	1.19	1.19	1.19	-	-	-	2.38
CoSA Funding Contribution	10.00	10.00	7.00	10.00	10.00	10.00	10.00	10.00	50.00
Intergov Expense: 5 Points	-	(0.50)	(0.50)	-	-	-	-	-	-
Intergov Expense: MyLink Program	-	(0.50)	(0.50)	(0.40)	(0.80)	-	-	-	(1.20)
Intergov Expense: NE Mobility Hub	-	-	(0.06)	(1.40)	(0.83)	-	-	-	(2.23)
TOD/UDC Planning Grant	-	0.69	0.32	0.24	0.18	0.12	-	-	0.54
Grants - MPO UPWP, STBG	-	2.40	-	2.40	2.24	3.36	-	-	8.00
Grants - K-9 Program	0.19	0.15	0.15	-	-	-	-	-	-
Grants - Section 5310	0.56	0.50	0.50	0.50	0.50	0.50	0.50	0.50	2.50
Grants - New Freedom	-	-	-	-	-	-	-	-	-
Grants - Disaster Relief	-	-	-	-	-	-	-	-	-
Section 5307/40 UZA - In	0.63	0.54	0.57	0.58	0.58	0.59	0.59	0.60	2.94
Section 5307/40 UZA - Out	(0.63)	(0.54)	(0.57)	(0.58)	(0.58)	(0.59)	(0.59)	(0.60)	(2.94)
Section 5310/New Freedom UZA - In	1.44	1.12	1.18	1.19	1.20	1.21	1.22	1.24	1.26
Section 5310/New Freedom UZA - Out	(1.44)	(1.12)	(1.18)	(1.19)	(1.20)	(1.21)	(1.22)	(1.24)	(1.26)
Gain/Loss on Sales of Assets	(0.91)	-	-	-	-	-	-	-	-
Other	-	-	(0.01)	-	(0.01)	(0.01)	(0.01)	(0.01)	(0.04)
<b>Total Non-Op. Rev/(Exp)</b>	<b>\$ 243.16</b>	<b>\$ 246.34</b>	<b>\$ 308.21</b>	<b>\$ 244.14</b>	<b>\$ 239.06</b>	<b>\$ 249.43</b>	<b>\$ 255.40</b>	<b>\$ 265.28</b>	<b>\$ 1,253.31</b>



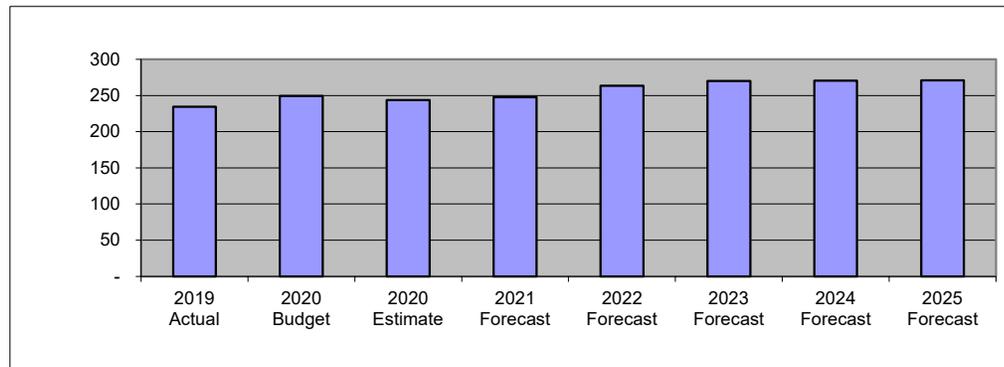
**VIA Metropolitan Transit  
Sales Tax Revenue  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
MTA Sales Tax	\$ 160.09	\$ 164.58	\$ 156.12	\$ 155.46	\$ 161.04	\$ 167.90	\$ 175.05	\$ 182.51	\$ 841.96
% Growth	22.32%	2.80%	-2.48%	-0.42%	3.59%	4.26%	4.26%	4.26%	3.17%
ATD-VIA Sales Tax	\$ 36.22	\$ 37.20	\$ 35.10	\$ 35.13	\$ 36.39	\$ 37.93	\$ 39.54	\$ 41.22	\$ 190.21
% Growth	22.61%	2.71%	-3.09%	0.08%	3.60%	4.25%	4.23%	4.26%	3.27%
Total Sales Tax	\$ 196.31	\$ 201.78	\$ 191.22	\$ 190.59	\$ 197.43	\$ 205.83	\$ 214.59	\$ 223.73	\$ 1,032.17
% Growth	22.37%	2.79%	-2.59%	-0.33%	3.59%	4.25%	4.26%	4.26%	3.19%



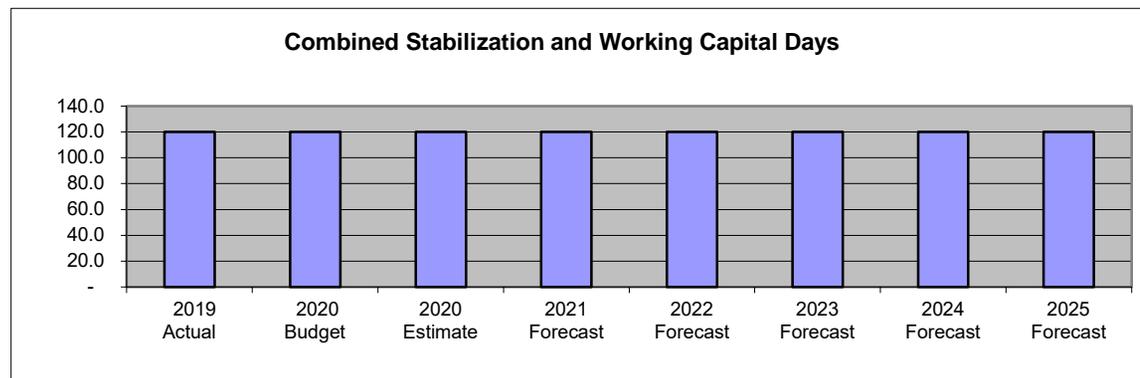
**VIA Metropolitan Transit  
Operating Expenses  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total	
	2019	2020	2020	2021	2022	2023	2024	2025		
<u>Expenses by Cost Center</u>										
Line - MTA	\$ 147.83	\$ 150.77	\$ 155.16	\$ 151.96	\$ 158.54	\$ 162.48	\$ 162.77	\$ 163.01	\$ 798.76	
Line - ATD	32.05	37.67	35.72	36.91	39.61	40.60	40.67	40.73	198.52	
Special Events	1.21	1.43	0.53	1.03	1.50	1.54	1.54	1.55	7.16	
Disaster Relief	-	-	-	-	-	-	-	-	-	
CharterPromotional	-	0.06	-	-	0.06	0.06	0.06	0.06	0.24	
Contract	-	-	-	-	-	-	-	-	-	
Subtotal Bus Expense	181.09	189.93	191.41	189.90	199.71	204.68	205.04	205.35	1,004.68	
VIAtrans	45.61	48.00	43.36	45.81	49.34	50.56	50.65	50.73	247.09	
VIA Link	0.38	-	0.71	1.27	2.46	2.46	2.46	2.46	11.11	
Vanpool	0.60	0.72	0.55	0.70	0.76	0.78	0.78	0.78	3.80	
Business Development/Real Estate/Other	6.66	10.78	7.65	9.80	11.33	11.61	11.64	11.65	56.03	
<b>Total Operating Expenses</b>	<b>234.34</b>	<b>249.43</b>	<b>243.68</b>	<b>247.48</b>	<b>263.60</b>	<b>270.09</b>	<b>270.57</b>	<b>270.97</b>	<b>1,322.71</b>	



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

	Actual	Budget	Estimated	Forecast				
	2019	2020	2020	2021	2022	2023	2024	2025
<b><u>Actual/Forecast Balances</u></b>								
Stabilization Fund	\$ 39.28	\$ 41.00	\$ 41.00	\$ 40.68	\$ 43.33	\$ 44.40	\$ 44.48	\$ 44.54
Working Capital	39.28	41.00	41.00	40.68	43.33	44.40	44.48	44.54
<b>Total</b>	<b>78.56</b>	<b>82.00</b>	<b>82.00</b>	<b>81.36</b>	<b>86.66</b>	<b>88.80</b>	<b>88.96</b>	<b>89.08</b>
<b>Change from Prior Year</b>	15.18	3.44	3.44	(0.64)	5.30	2.14	0.16	0.12
<b><u>Days Cash Based on Daily Operating Expenses</u></b>								
Stabilization	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
Working Capital	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
<b>Total</b>	<b>120.0</b>							
<b><u>Balance at 60 Days Expense</u></b>								
Stabilization	\$ 39.28	\$ 41.00	\$ 41.00	\$ 40.68	\$ 43.33	\$ 44.40	\$ 44.48	\$ 44.54
Working Capital	39.28	41.00	41.00	40.68	43.33	44.40	44.48	44.54
<b>Total</b>	<b>78.56</b>	<b>82.00</b>	<b>82.00</b>	<b>81.36</b>	<b>86.66</b>	<b>88.80</b>	<b>88.96</b>	<b>89.08</b>
Act./Fcst Balance Variance vs. 60 Days Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**VIA Metropolitan Transit  
Service Hours and Passengers**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
<b>Hours</b>									
<b>Bus</b>									
Line - MTA	1,571,666	1,572,720	1,439,713	1,446,097	1,600,724	1,603,085	1,603,732	1,597,902	7,851,540
Line - ATD	306,013	374,670	321,723	323,810	351,781	352,423	352,352	350,882	1,731,248
Disaster Relief	-	-	-	-	-	-	-	-	-
Special Events	8,153	12,305	2,818	5,171	5,224	5,224	5,224	5,224	26,067
Charter/Promotional	903	961	316	-	-	-	-	-	-
Subtotal	1,886,735	1,960,656	1,764,570	1,775,078	1,957,729	1,960,732	1,961,308	1,954,008	9,608,855
<b>Van</b>									
Directly Provided	286,328	276,672	278,987	277,745	280,522	283,327	286,161	289,022	1,416,777
Purchased	329,606	358,374	345,129	339,466	342,860	346,289	349,752	353,249	1,731,616
Will Call Taxi	6,859	92	-	-	-	-	-	4,485	4,485
Taxi Subsidy	14,786	15,628	9,470	11,113	11,113	11,113	11,113	11,113	55,565
Taxi ADA	17,987	1,446	4,599	1,340	1,067	1,067	1,067	1,067	5,608
Subtotal	655,566	652,212	638,185	629,664	635,562	641,796	648,093	658,936	3,214,051
VIA Link	12,388	35,997	31,558	22,745	88,320	88,320	88,320	88,320	376,025
<b>Total</b>	<b>2,554,689</b>	<b>2,648,865</b>	<b>2,434,313</b>	<b>2,427,487</b>	<b>2,681,611</b>	<b>2,690,848</b>	<b>2,697,721</b>	<b>2,701,264</b>	<b>13,198,931</b>
<b>Passengers</b>									
<b>Bus</b>									
Line - MTA	28,554,607	28,414,272	20,616,367	14,812,014	29,673,160	29,300,668	29,737,619	29,639,294	133,162,755
Line - ATD	6,309,726	7,878,885	5,446,271	4,175,825	7,186,360	7,099,086	7,202,180	7,174,575	32,838,026
Disaster Relief	-	-	-	-	-	-	-	-	-
Special Events	92,896	171,739	24,470	48,554	107,104	124,440	124,440	124,440	528,978
Charter/Promotional	-	-	-	-	-	-	-	-	-
Subtotal	34,957,229	36,464,896	26,087,108	19,036,393	36,966,624	36,524,194	37,064,239	36,938,309	166,529,759
<b>Van</b>									
Directly Provided	518,184	521,469	518,216	282,279	509,750	514,847	519,996	525,196	2,352,068
Purchased	499,533	555,369	529,936	383,583	542,313	547,736	553,213	558,745	2,585,590
Will Call Taxi	16,694	13,730	12,601	12,512	12,512	12,512	12,512	12,512	62,560
Taxi Subsidy	74,487	77,200	55,213	54,898	54,898	54,898	54,898	54,898	274,490
Taxi ADA	32,421	7,145	10,531	6,619	5,271	5,271	5,271	5,271	27,703
Subtotal	1,141,319	1,174,913	1,126,497	739,891	1,124,744	1,135,264	1,145,890	1,156,622	5,302,411
Unrestricted Cash Reserve									
VIA Link	48,519	239,931	150,487	95,040	381,000	381,000	381,000	381,000	1,619,040
<b>Total</b>	<b>36,147,067</b>	<b>37,879,740</b>	<b>27,364,092</b>	<b>19,871,324</b>	<b>38,472,368</b>	<b>38,040,458</b>	<b>38,591,129</b>	<b>38,475,931</b>	<b>173,451,210</b>

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

**OUTSTANDING BONDS**

Description	Issuing Entity	Bond Term (Years)	Net Proceeds (\$M)	Use of Funds
2013 Farebox Revenue Bonds	MTA	25	32.90	Passenger facilities and misc. other items
2014 Sales Tax Bonds	ATD	25	31.69	Passenger facilities and misc. other items
2017 Contractual Obligation Bonds	MTA	12	94.63	Revenue vehicles: buses
2020 Contractual Obligation Bonds	MTA	5	10.88	Revenue vehicles: vans
Total			170.10	

**DEBT SERVICE**

Description	2020	2021	2022	2023	2024	2025
2013 Farebox Revenue Bonds	2.82	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	7.86	10.36	6.87	7.56	8.17	10.34
2020 Contractual Obligation Bonds - Vans	0.02	2.27	2.27	2.27	2.27	2.27
Rounding to Tie to Schedule 14	(0.01)	0.01	-	0.01	-	-
Total	13.06	17.82	14.33	15.02	15.63	17.79

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

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

Description	2020	2021	2022	2023	2024	2025
<b><u>Debt Service Coverage Ratio (Per VIA Policy)</u></b>						
MTA Farebox Revenue - Bus	9.71	7.91	15.92	16.64	17.27	17.92
MTA Farebox Revenue - VIAtrans	1.34	1.24	1.93	2.03	2.07	2.17
ATD Farebox Revenue	2.04	1.72	2.93	3.06	3.17	3.28
MTA Operating Expenses	(200.10)	(205.19)	(218.00)	(220.76)	(224.21)	(227.49)
ATD Operating Expenses	(36.28)	(37.61)	(40.37)	(41.38)	(41.45)	(41.51)
MTA Sales Tax	158.65	153.38	159.92	166.73	173.83	181.24
ATD Sales Tax	35.69	34.67	36.14	37.67	39.27	40.93
Section 5307/5340 - Operating	19.95	45.08	33.00	33.33	33.67	34.00
CARES Act Funds	92.33	-	-	-	-	-
Surface Transportation Block Grant	-	2.40	2.24	3.36	-	-
K9 Program Grant	0.15	-	-	-	-	-
TOD/UDC Planning Grant	0.32	0.24	0.18	0.12	-	-
CMAQ Operating Funds	1.19	1.19	1.19	-	-	-
Section 5310 / New Freedom	0.50	0.50	0.50	0.50	0.50	0.50
Bus Advertising	1.43	1.47	1.50	1.53	1.57	1.60
CoSA Contributions	7.00	10.00	10.00	10.00	10.00	10.00
Contribution, MyLink Program	(0.50)	(0.40)	(0.80)	-	-	-
Contribution, NE Mobility Hub	(0.06)	(1.40)	(0.83)	-	-	-
Contribution, CoSA (5 Pts)	(0.50)	-	-	-	-	-
Miscellaneous Operating Revenue	0.66	0.67	0.69	0.70	0.71	0.73
VIA Investment Income	2.05	0.95	0.79	0.62	0.58	0.56
<b>Total Net Revenues</b>	<b>95.57</b>	<b>16.82</b>	<b>6.93</b>	<b>14.15</b>	<b>16.98</b>	<b>23.93</b>
Debt Service - MTA	10.69	15.45	11.96	12.65	13.26	15.42
Debt Service - ATD	2.37	2.37	2.37	2.37	2.37	2.37
<b>Total Debt Service</b>	<b>13.06</b>	<b>17.82</b>	<b>14.33</b>	<b>15.02</b>	<b>15.63</b>	<b>17.79</b>
Debt Service Coverage Ratio (Net Rev./Debt Srvc)	7.32	0.94	0.48	0.94	1.09	1.35
<b><u>Debt Service as % of Operating Expenses</u></b>						
Debt Service	13.06	17.82	14.33	15.02	15.63	17.79
Operating Expenses (Cash)	236.38	242.80	258.37	262.14	265.66	269.00
<b>Debt Service as % of Operating Expenses</b>	<b>5.5%</b>	<b>7.3%</b>	<b>5.5%</b>	<b>5.7%</b>	<b>5.9%</b>	<b>6.6%</b>
<b><u>Unrestricted Cash Reserve</u></b>						
<b>VIA</b>						
Beginning Balance	12.51	73.86	51.07	8.98	(0.26)	(2.17)
Change	62.23	(22.79)	(42.09)	(9.24)	(1.91)	1.00
<b>Ending Balance</b>	<b>74.74</b>	<b>51.07</b>	<b>8.98</b>	<b>(0.26)</b>	<b>(2.17)</b>	<b>(1.17)</b>

(This page intentionally left blank)



## Advanced Transportation District Five-Year Financial Plan (2021-2025)

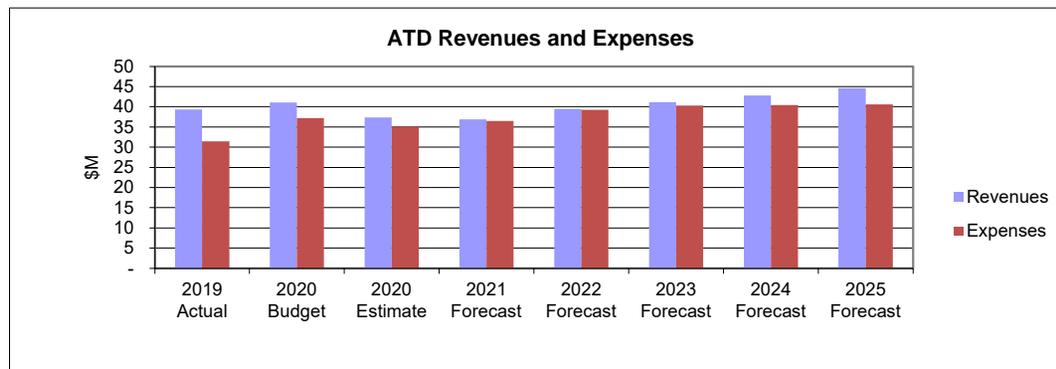
**Advanced Transportation District  
Five-Year Financial Plan Schedules**

**INDEX**

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

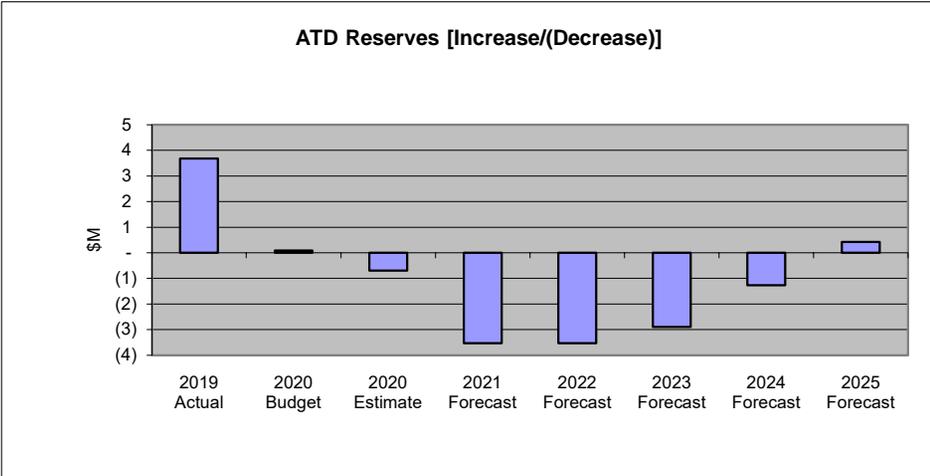
**Advanced Transportation District  
Income Statement Summary  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
<b><u>Income Statement Summary</u></b>									
Operating Revenue	\$ 2.68	\$ 3.47	\$ 2.04	\$ 1.72	\$ 2.93	\$ 3.06	\$ 3.17	\$ 3.28	\$ 14.16
Operating Expense	32.65	38.39	36.27	37.61	40.37	41.37	41.45	41.51	202.31
Non-Operating Revenue/(Expense):									
Revenue	36.66	37.61	35.29	35.18	36.55	38.06	39.65	41.32	190.76
Expense	(1.20)	(1.20)	(1.20)	(1.16)	(1.11)	(1.08)	(1.02)	(0.96)	(5.33)
Total NonOp. Revenue/(Expense)	35.46	36.41	34.09	34.02	35.44	36.98	38.63	40.36	185.43
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	<b>5.49</b>	<b>1.49</b>	<b>(0.14)</b>	<b>(1.87)</b>	<b>(2.00)</b>	<b>(1.33)</b>	<b>0.35</b>	<b>2.13</b>	<b>(2.72)</b>
<b><u>Revenue and Expense Summary</u></b>									
Total Revenues	39.34	41.08	37.33	36.90	39.48	41.12	42.82	44.60	204.92
Total Expenses	33.85	39.59	37.47	38.77	41.48	42.45	42.47	42.47	207.64
<b>Net Income/(Loss) Before Depreciation and Capital Contributions</b>	<b>5.49</b>	<b>1.49</b>	<b>(0.14)</b>	<b>(1.87)</b>	<b>(2.00)</b>	<b>(1.33)</b>	<b>0.35</b>	<b>2.13</b>	<b>(2.72)</b>



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

	Actual	Budget	Estimated	Forecast					Total	
	2019	2020	2020	2021	2022	2023	2024	2025		
<b>Cash [Source/(Use)]</b>										
Operating Activities	\$ (30.28)	\$ (34.92)	\$ (34.23)	\$ (35.90)	\$ (37.44)	\$ (38.31)	\$ (38.28)	\$ (38.23)	\$ (188.16)	
Non-Capital Financing Activities	35.90	36.97	35.69	34.67	36.14	37.67	39.27	40.93	188.68	
Capital and Related Financing Activities	(2.37)	(2.36)	(2.36)	(2.36)	(2.38)	(2.38)	(2.36)	(2.37)	(11.85)	
Investing Activities	5.63	0.40	0.20	0.05	0.15	0.12	0.10	0.09	0.51	
<b>Total Change in Cash</b>	<b>8.88</b>	<b>0.09</b>	<b>(0.70)</b>	<b>(3.54)</b>	<b>(3.53)</b>	<b>(2.90)</b>	<b>(1.27)</b>	<b>0.42</b>	<b>(10.82)</b>	
<b>Total Changes in Cash, Cash Equivalents, and Investments</b>										
Change in Cash	8.88	0.09	(0.70)	(3.54)	(3.53)	(2.90)	(1.27)	0.42	(10.82)	
Incr./(Decr.) in Invest. Securities Excl. FMV Change	(5.21)	-	-	-	-	-	-	-	-	
Incr./(Decr.) in FMV of Investments	0.01	-	-	-	-	-	-	-	-	
<b>Total Change ( Net Change in Reserves)</b>	<b>3.68</b>	<b>0.09</b>	<b>(0.70)</b>	<b>(3.54)</b>	<b>(3.53)</b>	<b>(2.90)</b>	<b>(1.27)</b>	<b>0.42</b>	<b>(10.82)</b>	

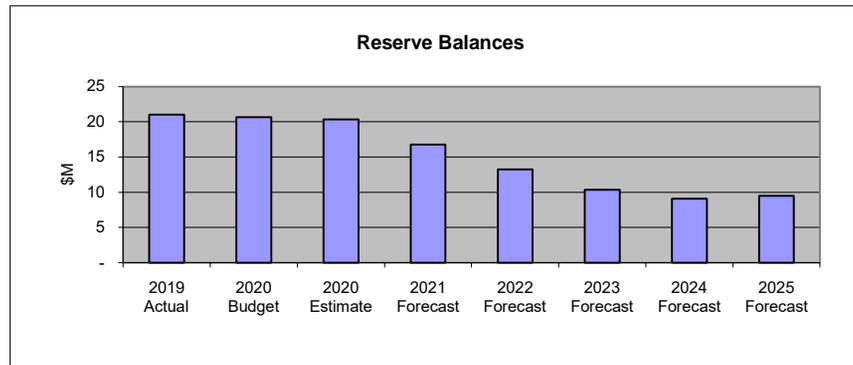


**Advanced Transportation District  
Reserve Changes and Balances  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
<b>Reserves [Increase/(Decrease)]</b>									
Fleet Replacement Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BRT Reserve	-	-	-	-	-	-	-	-	-
Bexar County / TxDOT Fund	-	-	-	-	-	-	-	-	-
Bond Construction Account	-	-	-	-	-	-	-	-	-
Debt Service Fund	-	-	-	-	-	-	-	-	-
Unrestricted Cash Reserve	9.72	(1.63)	(2.42)	(3.29)	(4.44)	(3.21)	(1.30)	0.40	(11.84)
Working Capital	(0.31)	0.86	0.86	(0.13)	0.46	0.16	0.01	0.01	0.51
Stabilization Fund	-	0.86	0.86	(0.13)	0.46	0.16	0.01	0.01	0.51
Local Match Reserve	-	-	-	-	-	-	-	-	-
Sales Taxes	(5.74)	-	-	-	-	-	-	-	-
Other	0.01	-	-	0.01	(0.01)	(0.01)	0.01	-	-
<b>Total</b>	<b>3.68</b>	<b>0.09</b>	<b>(0.70)</b>	<b>(3.54)</b>	<b>(3.53)</b>	<b>(2.90)</b>	<b>(1.27)</b>	<b>0.42</b>	<b>(10.82)</b>

**Reserve Ending Balances**

Fleet Replacement Reserve	-	-	-	-	-	-	-	-
BRT Reserve	-	-	-	-	-	-	-	-
Bexar County / TxDOT Fund	-	-	-	-	-	-	-	-
Bond Construction Account	-	-	-	-	-	-	-	-
Debt Service Fund	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Unrestricted Cash Reserve	9.72	7.64	7.30	4.01	(0.43)	(3.64)	(4.94)	(4.54)
Working Capital	5.45	6.31	6.31	6.18	6.64	6.80	6.81	6.82
Stabilization Fund	5.45	6.31	6.31	6.18	6.64	6.80	6.81	6.82
Local Match Reserve	-	-	-	-	-	-	-	-
Sales Taxes	-	-	-	-	-	-	-	-
Other	-	(0.01)	-	0.01	-	(0.01)	-	-
<b>Total</b>	<b>21.02</b>	<b>20.65</b>	<b>20.32</b>	<b>16.78</b>	<b>13.25</b>	<b>10.35</b>	<b>9.08</b>	<b>9.50</b>
Reserves Change	3.68	0.09	(0.70)	(3.54)	(3.53)	(2.90)	(1.27)	0.42



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

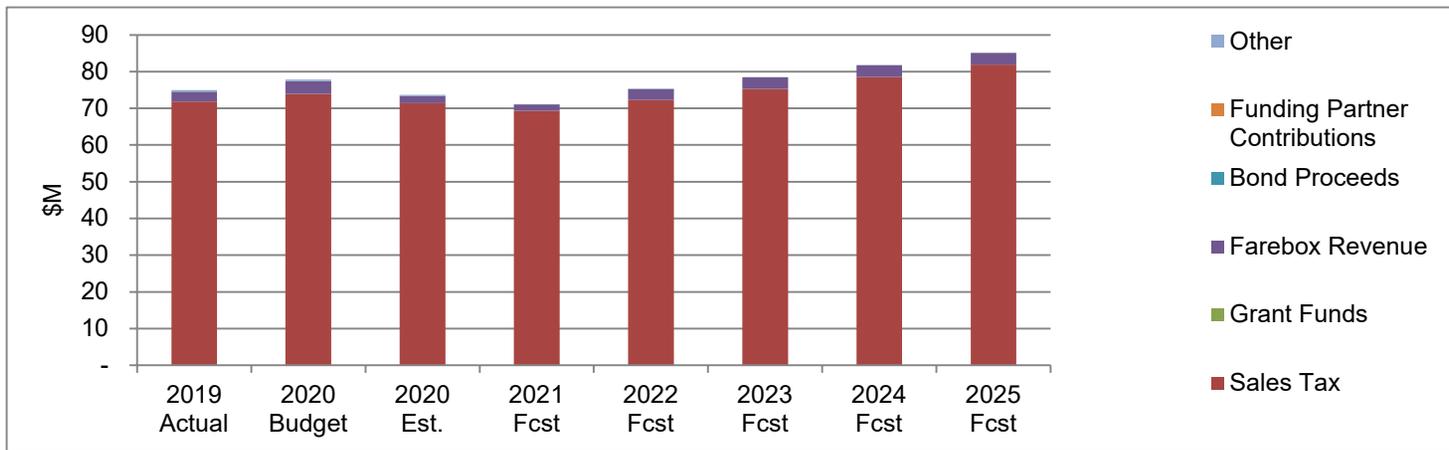
	Actual	Budget	Fcst	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
<b>Cash Flows from Operating Activities</b>									
Farebox Revenue	\$ 2.71	\$ 3.47	\$ 2.04	\$ 1.72	\$ 2.93	\$ 3.06	\$ 3.17	\$ 3.28	\$ 14.16
Other Operating Revenue	-	-	-	-	-	-	-	-	-
Operating Expenses	(32.99)	(38.39)	(36.27)	(37.62)	(40.37)	(41.37)	(41.45)	(41.51)	(202.32)
Net Cash Used in Operating Activities	(30.28)	(34.92)	(34.23)	(35.90)	(37.44)	(38.31)	(38.28)	(38.23)	(188.16)
<b>Cash Flows from Non-Capital Financing Activities</b>									
Sales Taxes	71.80	73.94	71.38	69.34	72.28	75.34	78.54	81.86	377.36
Sales Tax Pymnts to CoSA, TxDOT, Bxr Co.	(35.90)	(36.97)	(35.69)	(34.67)	(36.14)	(37.67)	(39.27)	(40.93)	(188.68)
Capital Grant Funds Used for Operating Exp. Reimb.	-	-	-	-	-	-	-	-	-
Grants - JARC	-	-	-	-	-	-	-	-	-
Grants - MPO UPWP: Operating Expenses	-	-	-	-	-	-	-	-	-
Grants - New Freedom	-	-	-	-	-	-	-	-	-
Carryover Grant Funds Used for Op. Assistance	-	-	-	-	-	-	-	-	-
Interfund Cash Transfers	-	-	-	-	-	-	-	-	-
Net Cash Provided by Noncapital Fin. Activities	35.90	36.97	35.69	34.67	36.14	37.67	39.27	40.93	188.68
<b>Cash Flows from Capital and Related Fin. Activities</b>									
Capital Grant Funds	-	-	-	-	-	-	-	-	-
Carryover Grant Funds	-	-	-	-	-	-	-	-	-
Purchase of Capital Assets	-	-	-	-	-	-	-	-	-
Sale of Capital Assets	-	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-	-	-
Costs of Debt Issuance	-	-	-	-	-	-	-	-	-
Debt Service	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(2.37)	(11.85)
Other	-	0.01	0.01	0.01	(0.01)	(0.01)	0.01	-	-
Net Cash Used in Capital and Related Fin. Activities	(2.37)	(2.36)	(2.36)	(2.36)	(2.38)	(2.38)	(2.36)	(2.37)	(11.85)
<b>Cash Flows from Investing Activities</b>									
Sale of Investment Securities ( )	29.23	-	-	-	-	-	-	-	-
Purchase of Investment Securities ( )	(24.02)	-	-	-	-	-	-	-	-
Investment Income	0.42	0.40	0.20	0.05	0.15	0.12	0.10	0.09	0.51
Net Cash Provided by Investing Activities	5.63	0.40	0.20	0.05	0.15	0.12	0.10	0.09	0.51
<b>Total Change in Cash</b>	<b>8.88</b>	<b>0.09</b>	<b>(0.70)</b>	<b>(3.54)</b>	<b>(3.53)</b>	<b>(2.90)</b>	<b>(1.27)</b>	<b>0.42</b>	<b>(10.82)</b>
<b>Total Change in Cash, Cash Equivalents, and Investments</b>									
Change in Cash	8.88	0.09	(0.70)	(3.54)	(3.53)	(2.90)	(1.27)	0.42	(10.82)
Incr./(Decr.) in Invest. Securities Excl. FMV Change	(5.21)	-	-	-	-	-	-	-	-
Incr./(Decr.) in FMV of Investments	0.01	-	-	-	-	-	-	-	-
Total Change ( Net Change in Reserves)	3.68	0.09	(0.70)	(3.54)	(3.53)	(2.90)	(1.27)	0.42	(10.82)
<b>Total Sources and Uses of Funds (**)</b>									
Total Sources of Funds	74.93	77.82	73.63	71.12	75.36	78.52	81.82	85.23	392.05
Total Uses of Funds	(71.26)	(77.73)	(74.33)	(74.66)	(78.89)	(81.42)	(83.09)	(84.81)	(402.87)
Incr./(Decr.) in FMV of Investments / Other	0.01	-	-	-	-	-	-	-	-
Total Net Change in Reserves	3.68	0.09	(0.70)	(3.54)	(3.53)	(2.90)	(1.27)	0.42	(10.82)

( ) 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)**

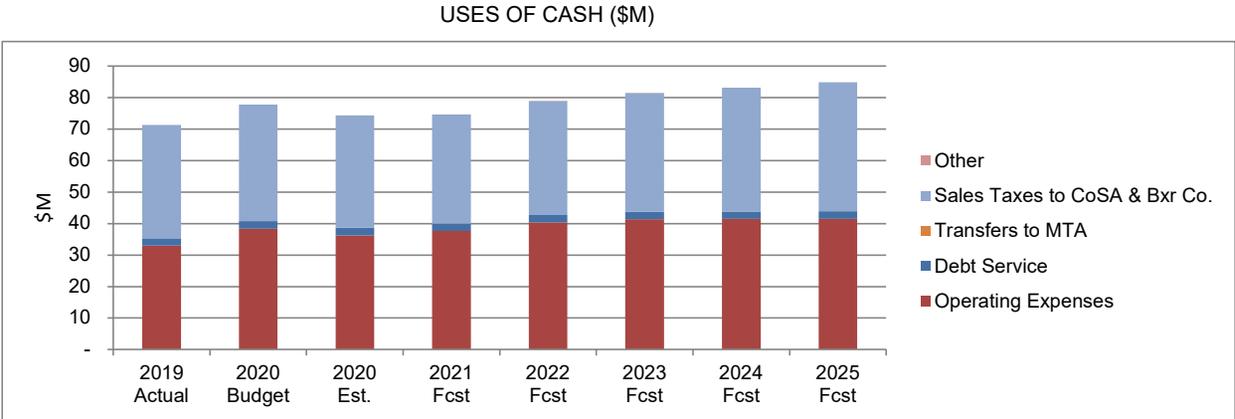
<b>Sources of Cash</b>	<b>Actual</b>	<b>Budget</b>	<b>Fcst</b>	<b>Forecast</b>					<b>Total</b>
	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
Sales Tax	71.80	73.94	71.38	69.34	72.28	75.34	78.54	81.86	377.36
Grant Funds	-	-	-	-	-	-	-	-	-
Farebox Revenue	2.71	3.47	2.04	1.72	2.93	3.06	3.17	3.28	14.16
Bond Proceeds	-	-	-	-	-	-	-	-	-
Funding Partner Contributions	-	-	-	-	-	-	-	-	-
Other	0.42	0.41	0.21	0.06	0.15	0.12	0.11	0.09	0.53
<b>Total</b>	<b>74.93</b>	<b>77.82</b>	<b>73.63</b>	<b>71.12</b>	<b>75.36</b>	<b>78.52</b>	<b>81.82</b>	<b>85.23</b>	<b>392.05</b>

SOURCES OF CASH (\$M)



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

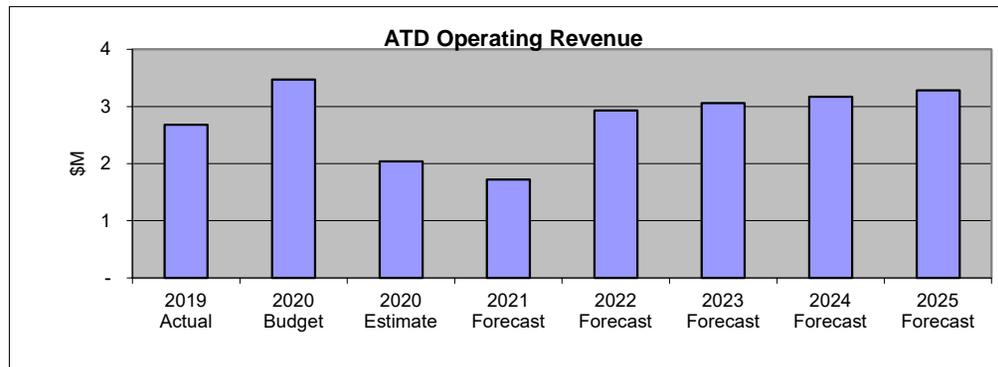
<b>Uses of Cash</b>	<b>Actual</b>	<b>Budget</b>	<b>Fcst</b>	<b>Forecast</b>					<b>Total</b>
	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
Operating Expenses	32.99	38.39	36.27	37.62	40.37	41.37	41.45	41.51	202.32
Debt Service	2.37	2.37	2.37	2.37	2.37	2.37	2.37	2.37	11.85
Transfers to MTA	-	-	-	-	-	-	-	-	-
Sales Taxes to CoSA & Bxr Co.	35.90	36.97	35.69	34.67	36.14	37.67	39.27	40.93	188.68
Other	-	-	-	-	0.01	0.01	-	-	0.02
<b>Total</b>	<b>71.26</b>	<b>77.73</b>	<b>74.33</b>	<b>74.66</b>	<b>78.89</b>	<b>81.42</b>	<b>83.09</b>	<b>84.81</b>	<b>402.87</b>
<b>Net Reserves Change</b>									
Total Sources of Funds	74.93	77.82	73.63	71.12	75.36	78.52	81.82	85.23	392.05
Total Uses of Funds	(71.26)	(77.73)	(74.33)	(74.66)	(78.89)	(81.42)	(83.09)	(84.81)	(402.87)
Incr./((Decr.) in FMV of Invest.	0.01	-	-	-	-	-	-	-	-
<b>Total (Reserves Change)</b>	<b>3.68</b>	<b>0.09</b>	<b>(0.70)</b>	<b>(3.54)</b>	<b>(3.53)</b>	<b>(2.90)</b>	<b>(1.27)</b>	<b>0.42</b>	<b>(10.82)</b>
<b>Total Uses &amp; Reserves Change</b>	<b>74.94</b>	<b>77.82</b>	<b>73.63</b>	<b>71.12</b>	<b>75.36</b>	<b>78.52</b>	<b>81.82</b>	<b>85.23</b>	<b>392.05</b>
Total Change in Cash	3.44	0.09	(0.70)	(3.54)	(3.53)	(2.90)	(1.27)	0.42	(10.82)
Total Change in Cash, Cash Equivalents, & Investments	3.68	0.09	(0.70)	(3.54)	(3.53)	(2.90)	(1.27)	0.42	(10.82)



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

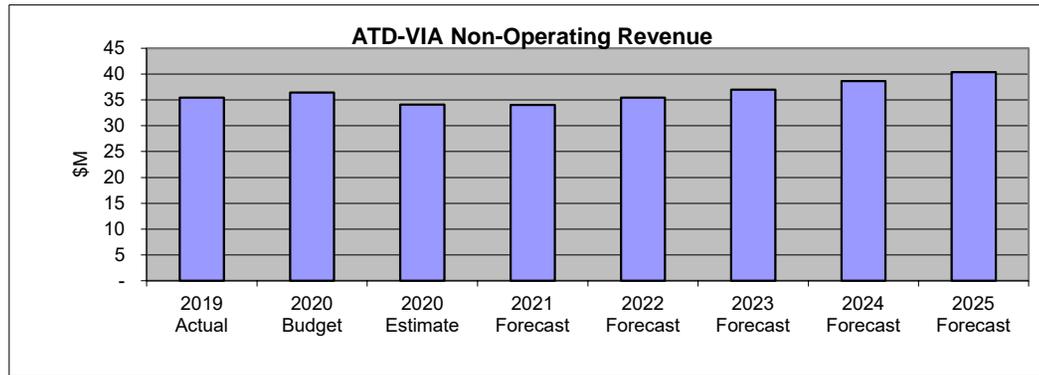
	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
Line - ATD	\$ 2.68	\$ 3.47	\$ 2.04	\$ 1.72	\$ 2.93	\$ 3.06	\$ 3.17	\$ 3.28	\$ 14.16
Subtotal Bus Revenue	2.68	3.47	2.04	1.72	2.93	3.06	3.17	3.28	14.16
<b>Total Operating Revenues</b>	<b>\$ 2.68</b>	<b>\$ 3.47</b>	<b>\$ 2.04</b>	<b>\$ 1.72</b>	<b>\$ 2.93</b>	<b>\$ 3.06</b>	<b>\$ 3.17</b>	<b>\$ 3.28</b>	<b>\$ 14.16</b>
Line Passengers	6,309,726	7,878,885	5,446,271	4,175,825	7,186,360	7,099,086	7,202,180	7,174,575	32,838,026
Line Revenue Per Passenger	\$ 0.42	\$ 0.44	\$ 0.37	\$ 0.41	\$ 0.41	\$ 0.43	\$ 0.44	\$ 0.46	\$ 0.43

Note: Fare increases are included in 2021 and 2023.



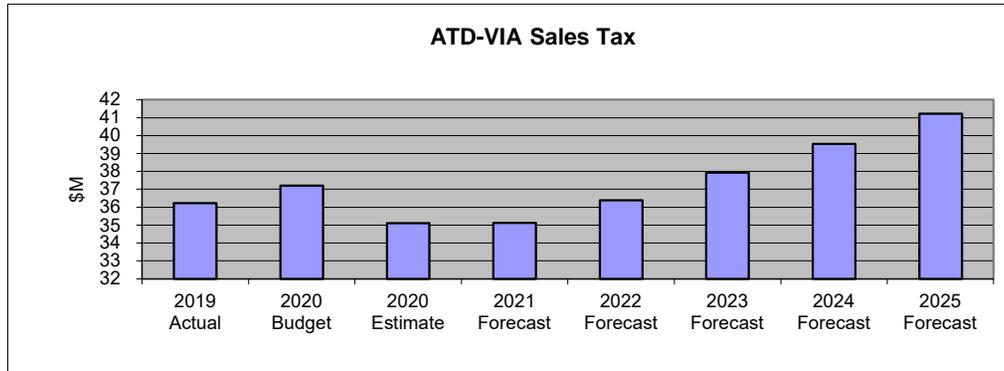
**Advanced Transportation District  
Non-Operating Revenue/(Expense)  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
Sales Tax - ATD	\$ 72.44	\$ 74.40	\$ 70.20	\$ 70.26	\$ 72.78	\$ 75.86	\$ 79.08	\$ 82.44	\$ 380.42
Sales Tax to CoSA and Bexar Co.	(36.22)	(37.20)	(35.10)	(35.13)	(36.39)	(37.93)	(39.54)	(41.22)	(190.21)
Investment Income	0.43	0.40	0.20	0.05	0.15	0.12	0.10	0.09	0.51
Bond Interest and Issuance Expense	(1.19)	(1.20)	(1.20)	(1.16)	(1.11)	(1.08)	(1.02)	(0.96)	(5.33)
Other	-	0.01	(0.01)	-	0.01	0.01	0.01	0.01	0.04
<b>Total Non-Op. Rev/(Exp)</b>	<b>\$ 35.46</b>	<b>\$ 36.41</b>	<b>\$ 34.09</b>	<b>\$ 34.02</b>	<b>\$ 35.44</b>	<b>\$ 36.98</b>	<b>\$ 38.63</b>	<b>\$ 40.36</b>	<b>\$ 185.43</b>



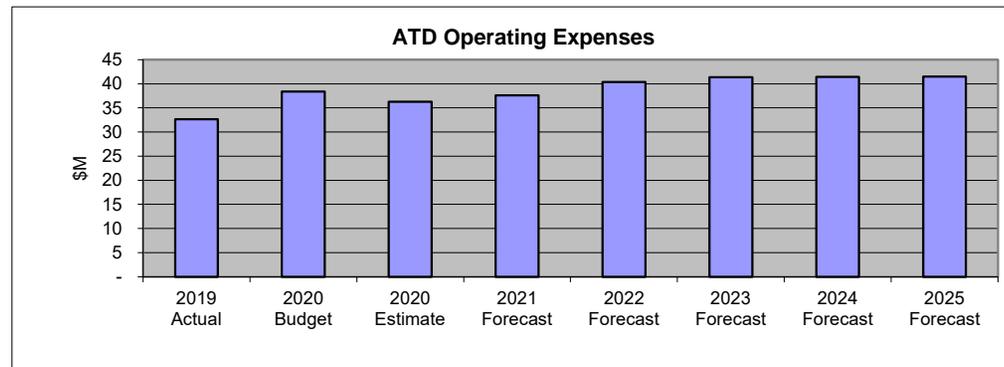
**Advanced Transportation District  
Sales Tax Revenue  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
Sales Tax - ATD	\$ 72.44	\$ 74.40	\$ 70.20	\$ 70.26	\$ 72.78	\$ 75.86	\$ 79.08	\$ 82.44	\$ 380.42
Sales Tax to CoSA & Bexar County	(36.22)	(37.20)	(35.10)	(35.13)	(36.39)	(37.93)	(39.54)	(41.22)	(190.21)
Sales Tax - ATD-VIA	\$ 36.22	\$ 37.20	\$ 35.10	\$ 35.13	\$ 36.39	\$ 37.93	\$ 39.54	\$ 41.22	\$ 190.21
% Growth	3.62%	2.71%	-3.09%	0.08%	3.60%	4.25%	4.23%	4.26%	3.27%



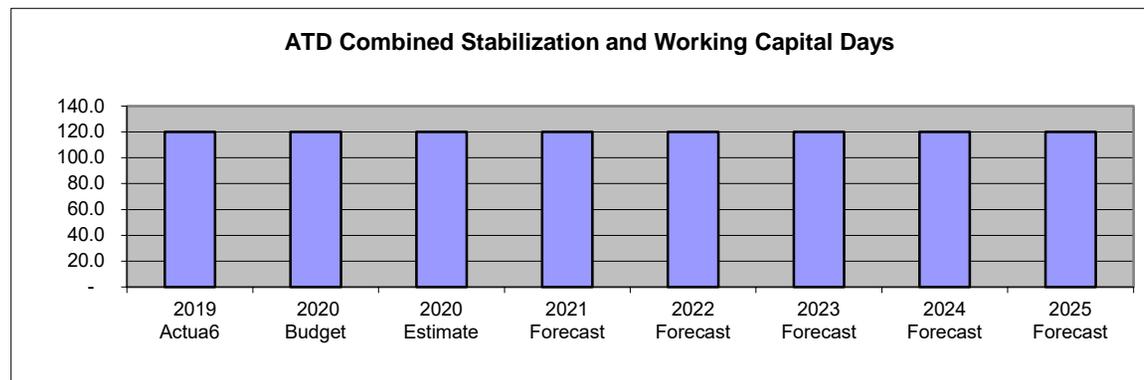
**Advanced Transportation District  
Operating Expenses  
(\$ Millions)**

	Actual	Budget	Estimated	Forecast					Total
	2019	2020	2020	2021	2022	2023	2024	2025	
<u>Expenses by Cost Center</u>									
Line - ATD	32.05	37.67	35.72	36.91	39.61	40.60	40.67	40.73	198.52
Subtotal Bus Expense	32.05	37.67	35.72	36.91	39.61	40.60	40.67	40.73	198.52
Vanpool	0.60	0.72	0.55	0.70	0.76	0.78	0.78	0.78	3.80
Other	-	-	-	-	-	(0.01)	-	-	(0.01)
<b>Total Operating Expenses</b>	<b>32.65</b>	<b>38.39</b>	<b>36.27</b>	<b>37.61</b>	<b>40.37</b>	<b>41.37</b>	<b>41.45</b>	<b>41.51</b>	<b>\$ 202.31</b>



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

	Actual	Budget	Estimated	Forecast				
	2019	2020	2020	2021	2022	2023	2024	2025
<b><u>Actual/Forecast Balances</u></b>								
Stabilization Fund	\$ 5.45	\$ 5.45	\$ 6.31	\$ 6.18	\$ 6.64	\$ 6.80	\$ 6.81	\$ 6.82
Working Capital	5.45	5.45	6.31	6.18	6.64	6.80	6.81	6.82
<b>Total</b>	<b>10.90</b>	<b>10.90</b>	<b>12.62</b>	<b>12.36</b>	<b>13.28</b>	<b>13.60</b>	<b>13.62</b>	<b>13.64</b>
<b>Change from Prior Year</b>	<b>(0.31)</b>	<b>-</b>	<b>1.72</b>	<b>(0.26)</b>	<b>0.92</b>	<b>0.32</b>	<b>0.02</b>	<b>0.02</b>
<b><u>Days Cash Based on Upcoming Year Expenses</u></b>								
Stabilization	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
Working Capital	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
<b>Total</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>120.0</b>
<b><u>Balance at 60 Days Expense</u></b>								
Stabilization	\$ 5.45	\$ 5.45	\$ 6.31	\$ 6.18	\$ 6.64	\$ 6.80	\$ 6.81	\$ 6.82
Working Capital	5.45	5.45	6.31	6.18	6.64	6.80	6.81	6.82
<b>Total</b>	<b>10.90</b>	<b>10.90</b>	<b>12.62</b>	<b>12.36</b>	<b>13.28</b>	<b>13.60</b>	<b>13.62</b>	<b>13.64</b>



**Advanced Transportation District  
Service Hours and Passengers**

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Estimated 2020</b>	<b>Forecast</b>					
				<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
<b><u>Hours</u></b>									
Line - ATD	306,013	374,670	321,723	323,810	351,781	352,423	352,352	350,882	1,731,248
Total	306,013	374,670	321,723	323,810	351,781	352,423	352,352	350,882	1,731,248
<b><u>Passengers</u></b>									
Line - ATD	6,309,726	7,878,885	5,446,271	4,175,825	7,186,360	7,099,086	7,202,180	7,174,575	32,838,026
Total	6,309,726	7,878,885	5,446,271	4,175,825	7,186,360	7,099,086	7,202,180	7,174,575	32,838,026



# FIVE-YEAR CAPITAL PLAN



(This page intentionally left blank)



# FIVE-YEAR CAPITAL PLAN (FISCAL YEARS 2021-2025)

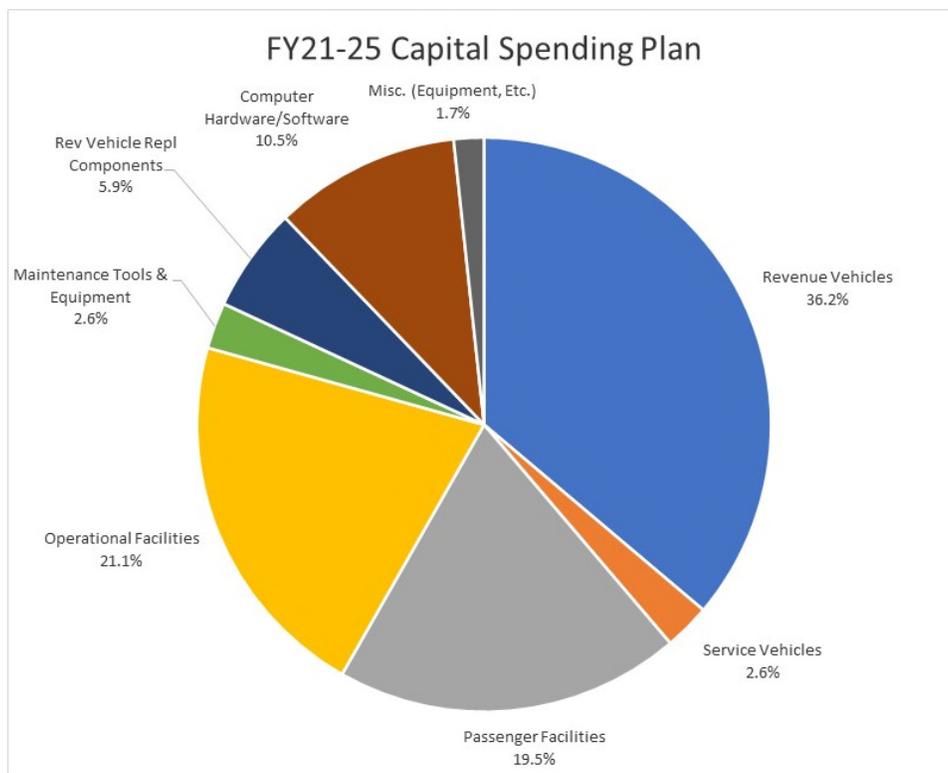
## OVERVIEW AND BACKGROUND INFORMATION

### Capital Plan Summary

VIA’S capital spending for FY21-25 is projected to be \$173.7M. VIA is pursuing a variety of important transportation projects that will benefit the community. Programmed spending by year is the following (in \$M):

<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
84.9	64.4	13.2	5.9	5.3	173.7

Of the funded projects in VIA’s Five-Year Capital Plan, the categories accounting for the largest portion of spending are revenue vehicles (36.2%), operational facilities (21.1%), passenger facilities (19.5%) and computer hardware/software (10.5%). Including the FY20 forecast, revenue vehicles to be purchased through the end of FY25 include 117 buses and 139 vans. In the operational facilities category, a new paratransit facility accounts for 64% of total spending. Passenger facility projects include a variety of transit and transfer centers, park & rides, bus shelters and other passenger amenities. Descriptions and details of key passenger facility projects were provided in the “Progress on Key Projects Underway” section at the beginning of this book. In the computer hardware/software category, the largest projects include spending for automated vehicle locator (AVL) hardware, security, and network upgrades. Other categories shown in the chart below make up the remaining 12.7% of VIA’s total spending.



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

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

Separate sections are then included for the FY21 Capital Spending Plan, and the Five-Year Capital Spending Plan. In addition, included at the back of this document are the following documents: Capital Spending Plan, showing detailed listing of projects; Capital Spending Plan Comparison by Project Category; Capital Spending Plan Comparison by Project; and Transportation Improvement Program, including spending and funding figures by year.

---

## **Capital Planning Process**

VIA's development of the Five-Year Capital Plan (for 2021-2025) was driven by VIA's Vision 2040 plan. Vision 2040 reflects a 2016 update to the Long-Range Comprehensive Transportation Plan (LRCTP) that was adopted by VIA's Board in July 2011. The Five-Year Capital Plan addresses priorities in the first five years of the Vision 2040 plan.

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

Developing an updated capital plan for VIA was accomplished through a process that began in February 2020 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 2020 and was adopted in September 2020. 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 2021-2025 Capital Plan, funding sources include grants, Texas Department of Transportation (TxDOT) contributions, bond funds, and VIA capital. The federal grant funds that VIA uses for capital projects include FTA Section 5307 "Urbanized Area Formula Program" grant funds, FTA Section 5339 Bus and Bus Facilities apportionments, and various competitively awarded discretionary funds. For these grants, the FTA generally pays 80 percent of the total project cost and VIA matches the grant funds by paying 20 percent of the total project cost. The local match funds for any projected grant awards are included in VIA's budget, along with the federal grant funds. As soon as grants are awarded, the local funds are moved into a local share match reserve, where they remain until spent.

In FY19, VIA received an award of Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds for the first time, and also received an award of Volkswagen (VW) settlement funds. The CMAQ funds became available due to San Antonio's nonattainment in the area of ozone air quality. VIA's CMAQ award totaled \$23.9M, of which about 85% was for capital, and 15% for operating expenses. Approximately \$10.5M is programmed for FY20, \$6.7M for FY21, and \$6.7M for FY22. The VW settlement funds became available in connection with litigation involving the EPA, the state of California, and VW and its related entities. The litigation involved an allegation that VW and its related entities manufactured vehicles that contain emission defeat devices. VIA was awarded \$5.0M of VW funds in the first round of awards (VIA has these funds programmed to be spent in FY20) and \$4.8M in the second round of awards (these funds are programmed in FY21).

---

## Key Capital Projects

In the Five-Year Capital Plan, VIA has a robust slate of projects that includes the purchase of new revenue vehicles, many passenger facility projects, a new paratransit facility, a new Enterprise Resource Planning (ERP) System, and many other projects. Over FY20-25, VIA is purchasing 117 buses (including 9 expansion buses and 8 electric buses), and 139 paratransit vans.

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

- **New park & ride facilities projects** – Programming and conceptual design will take place for Alamo Ranch Park & Ride and Eastside Mobility Hub in FY21. Final design & construction will take place for IH10 Park & Pool.
- **Projects to upgrade existing facilities** – Naco Pass Mobility Hub, Randolph Park & Ride, Robert Thompson Transit Center, and Bus Shelters/Passenger Amenities Program
- **New operating facility project** – Paratransit Facility, to open in FY21

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

---

## Grant Funding

VIA obtains a significant amount of grant funding, primarily through the Federal Transit Administration (FTA). In FY20, due to COVID-19, VIA received a \$92.3M of funds from the Coronavirus Aid, Relief and Economic Security Act (CARES Act), to cover operating costs to maintain service due to the coronavirus public health emergency. Each year, VIA receives an apportionment of Section 5307 grant funds from the FTA, which in FY20 was slightly more than \$32M. The current legislation under which transit funding is provided is the Fixing America's Surface Transportation Act (FAST Act).

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

VIA has used FTA Section 5307 grant program funds for various capital and operating expenditures. These are funds that are referred to as the FTA's "Urbanized Area Formula Program grant funds", and are driven by apportionment formulas that take into account factors such as population, population density, revenue vehicle miles, passenger miles, and operating costs. Additionally, VIA receives grant fund apportionments under the Section 5339 program for Buses and Bus Facilities. Discretionary grant awards have also played an important role in funding various projects, and with implementation of the FAST Act, the Section 5339 program now includes a discretionary component. In recent years, VIA has been awarded \$6M for a new paratransit facility and \$3.75M of no/low emissions discretionary grant funds that are being used to purchase buses. VIA was also successful in obtaining a \$8M surface transportation block grant for planning studies.

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

---

---

## Impact of Capital Expenditures on Operating Budget

Capital projects can have an impact on VIA's operating costs as they are completed, and these incremental operating costs need to be identified and quantified so that they can be properly budgeted. For instance, new transit centers typically require staffing for ticket windows, maintenance, and security, and have utility costs as well. VIA's current five-year operating expense projections include annual operating expenses for all new facilities that recently opened such as the Brooks Transit Center, which opened in August 2019), and ones scheduled to open. For the new paratransit facility, scheduled to open in October 2021, all costs associated with operating the facility have been included in budget projections. The estimated incremental annual operating costs for the new facility are expected to be approximately \$700K, with \$400K being for incremental fleet and facility maintenance personnel, and \$300K being for other expenses (mainly professional services, contract maintenance, and materials & supplies).

Other facilities scheduled to open in the five-year planning horizon include the IH10 Park & Pool, Alamo Ranch Park & Ride, N.E. Mobility Hub, and Eastside Mobility Hub. None of these facilities will have buildings or restrooms. Some may have water, for irrigation only. Any lighting will be limited. The combined operating costs for these facilities is expected to be \$150,000/year, covering utilities, materials & supplies, and staffing (for maintenance and security).

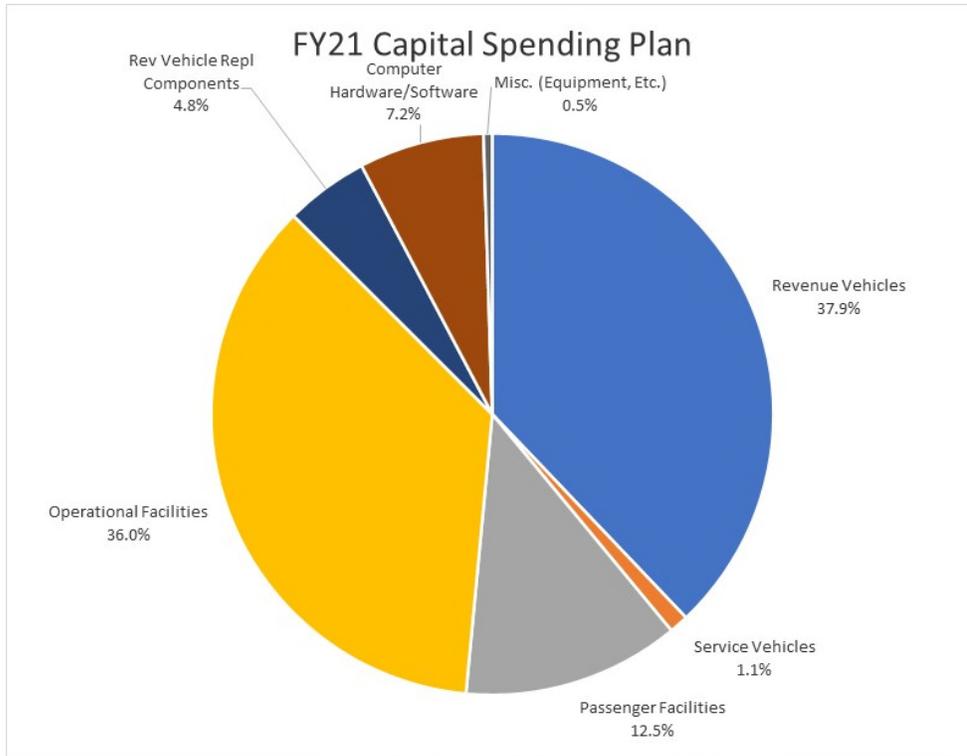
The operating costs for VIA's goCard project have been included in the FY21 budget. Beta testing took place in FY19, a limited go-live implementation occurred in FY20, and the project is expected to go-live systemwide in FY21. Expected benefits of the system include the following:

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

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

## FY21 CAPITAL SPENDING PLAN

Capital spending for FY21 is projected to be \$84.9M. A detailed Capital Spending Plan is included at the back of this document. Project categories accounting for the largest percentage of capital spending in FY21 are the following, as shown in the graph below: Revenue Vehicles (37.9%); Operational Facilities (36.0%); Passenger Facilities (12.5%); and, Computer Hardware/Software (7.2%). Other spending makes up the remainder (6.4%).



	\$M	%
Revenue Vehicles	32.2	37.9%
Service Vehicles	0.9	1.1%
Passenger Facilities	10.6	12.5%
Operational Facilities	30.6	36.0%
Rev Vehicle Repl Components	4.1	4.8%
Computer Hardware/Software	6.1	7.2%
Misc. (Equipment, Etc.)	0.4	0.5%
<b>Total</b>	<b>84.9</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. FY21 capital spending accounts for 48% of the Five-Year Capital Plan total.

Budgeted revenue vehicles spending in FY21 totals \$32.2M and includes 36 buses (\$24.0M) and 62 paratransit vans (\$8.2M). Approximately 69% of this cost will be covered with grant and bond funds. In the operational facilities category, which accounts for \$30.6M of FY21 spending, the new Paratransit Facility project accounts for 73% of category spending, a underground storage tank replacement project accounts for 6% of spending, and fifteen other projects account for the remaining 21% of category spending. For the Paratransit Facility project, the total project cost will be \$33.0M, which includes funds already spent, including \$8M for the land. The paratransit facility project will help free up space in VIA's existing bus yard.

Of the budgeted \$10.6M of passenger facility projects in FY21, the projects with the largest spending totals are the Alamo Ranch Park & Ride, IH10 Park & Pool, and Robert Thompson Transit Center, which together account for 74% of category spending. There is also spending included for: Northeast Mobility Hub, Randolph Park & Ride, Bus Stop Improvements, Eastside Mobility Hub, VIA Signage Upgrade, Passenger Facility Upgrade/Renovation, and Northeast Park & Pool. These passenger facility projects will result in improved access and comfort for the benefit of existing ridership throughout the community.

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



Next Gen Shelter

The Computer Hardware/Software category totals \$6.1M of the FY21 capital budget. The largest items included in computer hardware and software spending in FY21 are the ERP system project, network storage/servers/data center, and "other" vehicle hardware, which together account for 74% of category spending. Remaining spending includes a variety of items needed to provide the information technology infrastructure needed for VIA's operations (and all those projects have \$375K or less of spending per project in FY21).

Remaining spending programmed for FY21 includes: Revenue Vehicle Replacement Components (\$4.1M); Service Vehicles (\$0.9M); and Miscellaneous (\$0.4M). Spending in the Revenue Vehicles Replacement Components category is primarily for engines and transmissions, hybrid bus major components, and an infotainment system for BRT buses (digital information screens for buses). Spending in the Miscellaneous category on the above pie chart includes all remaining spending, which is only 0.5% of the budget: Administrative Facilities, Maintenance Tools & Equipment, and "Miscellaneous" (the only miscellaneous project spending in FY21 is for a mobility payment platform).

## FIVE-YEAR CAPITAL SPENDING PLAN

Capital spending for funded projects in the five-year period 2021-2025 is projected to be \$173.7M. Revenue Vehicles, Passenger Facilities, Operational Facilities, and Computer Hardware/Software projects together account for 87.3% of total spending. Four other categories account for the remaining 12.7% of spending.

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

	\$M	%
Revenue Vehicles	62.9	36.2%
Service Vehicles	4.3	2.5%
Passenger Facilities	33.9	19.5%
Operational Facilities	36.6	21.1%
Maintenance Tools & Equipment	4.5	2.6%
Rev Vehicle Repl Components	10.2	5.9%
Computer Hardware/Software	18.3	10.5%
Misc. (Equipment, Etc.)	3.0	1.7%
<b>Total</b>	<b>173.7</b>	<b>100.0%</b>

**Spending Plan Detail.** The largest spending category is revenue vehicles, which accounts for \$62.9M (36.2%) of total spending. This spending is for 87 buses and 77 paratransit vans. The buses are environmentally-friendly vehicles – 79 are CNG-powered buses and 8 are electric. Together with vehicles programmed for FY20, VIA is purchasing 117 buses and 139 paratransit vans.

The Passenger Facilities category accounts for \$33.9M (19.5%) of spending. Projects with the largest spending in that category include: Randolph Park & Ride (\$10.5M); Alamo Ranch Park & Ride(\$8.6M); IH10 Park & Pool (\$3.8M); Robert Thompson Transit Center (\$3.1M); N.E. Mobility Hub (\$2.9M); Bus Stop Improvements (\$2.6M); and, Eastside Mobility Hub (\$1.0M). All other passenger facilities projects account for \$0.8M/each or less of spending.

Operational Facilities spending accounts for \$36.6M (20.8%) of total capital spending. The largest FY21-25 spending totals for operational facilities projects are: paratransit facility (\$23.4M), underground storage tanks replacement (\$1.9M), existing paint facility upgrade (\$1.6M), wastewater treatment upgrade (\$1.2M), renovation of main service station (\$1.1M), paint maintenance building ceiling (\$1.0M), and the “Other & tire shop pit repair” project (\$1.0M). Remaining spending is accounted for by various projects under \$1.0M each.

The Computer Hardware and Software category accounts for \$18.3M (10.5%) of total capital spending. Projects with the largest spending amounts in FY21-25 are AVL hardware (\$4.1M), security (cameras, doors, network, storage (\$3.4M), ERP System (\$2.6M), network storage/servers/data center (\$1.7M), and network upgrade (\$1.4M).

The remaining capital spending line items each account for 5.9% or less of capital spending. The categories are Revenue Vehicle Replacement Components (\$10.2M), Maintenance Tools and Equipment (\$4.5M), Service Vehicles (\$4.3M), and Miscellaneous (\$3.0M). The Miscellaneous spending in this year’s Five-Year Capital Plan is a mobility payment platform.

**Spending Plan Changes.** The change in spending plans can be highlighted by comparing last year’s Five-Year Capital Plan (2020-2024), approved in September 2019, to the common period in the September 2020 Five-Year Capital Plan (2021-2025), adjusted to include 2020 forecasted spending and exclude 2025 spending:

	Spending Plan Sept 2020	Spending Plan Sept 2019	Variance	Variance Comments
<b>TOTAL FY20-24</b>				
Revenue Vehicles	87,903,313	87,232,976	670,337	Slight change in prices
Service Vehicles	5,969,171	3,821,571	2,147,600	Higher estimate of service vehicle needs
Passenger Facilities	40,271,576	50,979,737	(10,708,161)	Mainly reduced spending for Robert Thompson Transit Center (did not get BUILD grant)
Operational Facilities	42,032,960	29,355,303	12,677,657	Largest increases are spending for Paratransit Facility and garage heater replacement
Administrative Facilities	1,460,269	890,000	570,269	Largest item is security enhancements (perimeter fence), with variance all timing (underspent in FY19)
Maintenance Tools & Equipment	4,791,971	3,014,000	1,777,971	Largest item is bus washer purchases and upgrades (+\$1.8M), partially offset by other items
Repl Components for Rev. Vehicles	16,288,941	8,495,000	7,793,941	Largest items are engines & transmission (\$3.9M) and retrofitting bus doors (\$2.5M)
Computer Hardware/Software	20,867,744	16,183,460	4,684,284	Largest item is network upgrade and related spending (network storage/servers/data center)
Misc. (Facilities, Equipment, Other)	4,364,496	684,600	3,679,896	Largest item is mobility payment platform
<b>Total</b>	<b>223,950,441</b>	<b>200,656,647</b>	<b>23,293,794</b>	
Adjustment for FY19 Underspending			(16,883,934)	Timing difference only; funds not spent in FY19 rolled into FY20
<b>Adjusted Total</b>			<b>6,409,860</b>	Net difference after adjusting for FY19 underspending

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 \$23.3M increase in capital spending, of which \$16.9M is underspending in FY19 that was rolled into FY20. The adjusted spending increase is \$6.4M. Two items that account for most of the increase are the Paratransit Facility (+\$3.5M) and engines and transmissions (+\$3.3M).

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

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

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

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

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

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

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

The remaining line item in the "Other Programs" section of the TIP is Section 5310 (Elderly and Disabled) grant funds. This spending is partially funded by the FTA (50% federal, 50% local). Section 5310 funds are

allocated to urbanized areas to provide services to the elderly and disabled. VIA serves as the Section 5310 grant funds designated recipient for the San Antonio area. Therefore, VIA conducts calls for projects and handles other administrative responsibilities for those funds. VIA can use Section 5310 funds to pay for those administrative costs. VIA has also included some Section 5310 funds in their five-year plan to help pay for VIA's taxi programs.

A summary of funding sources for the capital plan is shown at the bottom of the TIP document. Funding for the \$173.7M of funded projects programmed in FY21-25 is coming from grant funds (\$48.3M), TxDOT grant funds (\$45.6M), bonds (\$7.1M), and cash/reserves (\$72.7M). The amount shown for bonds is to purchase vans.

As shown in the TIP funding sources detail, the largest funding source line items for capital projects include TxDOT grant funds (\$45.6M), FTA Section 5339 Bus and Bus Facilities formula and discretionary grants (\$27.0M total including the 5339b discretionary program), CMAQ funds (\$11.0M), bond funds (\$7.0M), VW settlement funds (\$4.8M), No-Low grant (\$3.7M), miscellaneous carryover grant funds (\$1.9M), and VIA cash/reserve (\$72.7M). The carryover grant funds line shown captures various grant funds already awarded but not yet used. In the upcoming five years, VIA plans to use all 5307/40 funds for operating expense reimbursements – none of those funds will be used for capital projects. Section 5307/5340 funds are referred to as federal "Formula Funds", and are driven by apportionment formulas that take into account factors such as population, population density, revenue vehicle miles, and passenger miles, and operating cost.

---

---

(This page intentionally left blank)

VIA Metropolitan Transit  
 Five-Year Capital Spending Plan (FY21-25) and  
 FY20 Forecast (\$)

Proposed Spending Plan - September 2020

Category	Owner	Proj No	2020	2021	2022	2023	2024	2025	Total 2021-2025
<b>Revenue Vehicles</b>									
Fullsize (40') Buses - 21; 28	F&F Carl Woodby	191101	11,831,407	15,422,400	-	-	-	-	15,422,400
Fullsize (40') Buses - 14	F&F Carl Woodby	191100	771	-	7,865,424	-	-	-	7,865,424
Fullsize (40') Buses - 37	F&F Carl Woodby	211102	-	-	20,787,192	-	-	-	20,787,192
Expansion Buses - 9	F&F Carl Woodby	191102	5,136,405	-	-	-	-	-	-
Electric Buses - 8	F&F Carl Woodby	181102	-	8,549,754	-	-	-	-	8,549,754
Paratransit Vehicles - 62; 62; 15	F&F Carl Woodby	211101	8,060,000	8,221,180	2,028,780	-	-	-	10,249,960
Paratransit Vehicles	F&F Carl Woodby	221100	-	-	-	-	-	-	-
Total Revenue Vehicles			25,028,583	32,193,334	30,681,396	-	-	-	62,874,730
<b>Service Vehicles</b>									
Non-Revenue Support Vehicles	F&F Carl Woodby	181201	2,314,400	722,500	649,500	1,175,000	318,271	750,000	3,615,271
Non-Revenue Support Equipment	F&F Carl Woodby	181202	189,500	150,000	150,000	150,000	150,000	150,000	750,000
Total Service Vehicles			2,503,900	872,500	799,500	1,325,000	468,271	900,000	4,365,271
<b>Passenger Facilities</b>									
Centro Plaza	F&F Scott, Darren	161300	785,659	-	-	-	-	-	-
Robert Thompson Transit Center	SP Scott Bishop	161301	1,000	1,000,000	2,092,291	-	-	-	3,092,291
Brooks Transit Center	SP Scott Bishop	161302	740,000	-	-	-	-	-	-
Stone Oak Park & Ride	SP Scott Bishop	161303	1,294	-	-	-	-	-	-
Stone Oak Park & Ride Phase II Bridge	SP Scott Bishop	181305	855,000	-	-	-	-	-	-
IH10 Park & Pool	SP Scott Bishop	161304	345,000	2,082,000	1,704,773	-	-	-	3,786,773
Alamo Ranch Park & Ride	SP Scott Bishop	161305	1,000	4,735,000	3,854,772	-	-	-	8,589,772
Northeast Park & Pool	SP Scott Bishop	161306	6,800	4,200	-	-	-	-	4,200
NE Mobility Hub (Naco Pass)	SP Scott Bishop	161308	29,769	594,392	412,455	-	-	-	1,006,847
SW High-Capacity Transit Phase 1	SP Scott Bishop	161309	2,405,000	-	-	-	-	-	-
Bus Stop Improvements (BSI)	SP Abigail Rodriguez	161310	281,500	503,500	427,500	423,000	300,500	323,500	1,978,000
BSI TxDOT I-35 Corridor Only	SP Abigail Rodriguez	161311	252,500	101,000	85,500	84,500	60,000	65,000	396,000
BSI Suburban Cities STPM S2M	SP Abigail Rodriguez	161312	144,000	67,500	57,000	56,500	40,000	43,500	264,500
Randolph Park & Ride	SP Scott Bishop	161400	455,000	610,000	6,935,000	2,971,763	-	-	10,516,763
Passenger Facility Upgrade/Renovation	F&F Darren Shimek	161403	118,822	150,000	350,000	150,000	150,000	-	800,000
VIA Signage Upgrade	F&F Tom Carrasco	161404	-	162,000	-	-	-	-	162,000
AMTRAK Bldg. Renovations	F&F Darren Shimek	181303	130,000	-	-	-	-	-	-
Crossroads Renovation	F&F	-	-	50,000	-	200,000	-	-	250,000
Ellis Alley Enclave Renovation	F&F Darren Shimek	181304	4,086	-	-	-	-	-	-
Eastside Mobility Hub	SP Scott Bishop	191301	275,000	446,000	1,059,000	1,520,000	-	-	3,025,000
Total Passenger Facilities			6,831,430	10,505,592	16,978,291	5,405,763	550,500	432,000	33,872,146
<b>Operational Facilities</b>									
Facility Upgrade/Renovation	F&F Darren, Tom	161600	107,579	200,000	-	-	-	-	200,000
Switch/Breaker/Transf/Gear Eval. & Update	F&F Tom Carrasco	171600	-	350,000	-	-	-	-	350,000
Repairs - Vehicle Repair Pits	F&F Tom Carrasco	161604	367,190	150,000	-	-	-	-	150,000
Existing Paint Facility Upgrade	F&F Tom Carrasco	171602	-	-	1,595,000	-	-	-	1,595,000
Paint Maint Bldg. Ceiling	F&F Darren Shimek	161605	-	-	1,000,000	-	-	-	1,000,000
Bus Garage Air Compressor Replacement	F&F Darren Shimek	191605	-	150,000	-	-	-	-	150,000
CDC Police Station Renovation	F&F Tom Carrasco	181610	549,967	-	-	-	-	-	-
Replace Automated Fuel Control System	F&F Carl Woodby	161608	29,500	-	-	-	-	-	-
Install Natural Gas Compressor Facility	F&F Darren Shimek	161609	12,800	-	-	-	-	-	-
General Concrete and/or Asphalt Work	F&F Tom Carrasco	161610	160,000	-	-	-	-	-	-
Madla Training Center Upgrades	F&F Tom Carrasco	171609	150,000	180,000	-	-	-	-	180,000
Paratransit Facility	F&F Tom Carrasco	161615	500,000	23,442,014	-	-	-	-	23,442,014
Office Furniture	F&F Darren Shimek	161616	278,762	200,000	100,000	-	-	-	300,000
Propane Infrastructure Upgrades	F&F Darren Shimek	171612	-	-	-	-	-	-	-
Campus Master Plan & Improvements	F&F Tom Carrasco	171613	1,086,652	200,000	200,000	200,000	200,000	-	800,000
Replace Diesel/Gasoline/Fresh Oil/Waste USTs	F&F Darren Shimek	161618	-	1,874,614	-	-	-	-	1,874,614
Other & Tire Shop Pit Repair	F&F Tom Carrasco	161620	-	-	-	1,000,000	-	-	1,000,000
Replace VMC Roof	F&F Darren Shimek	191600	-	-	-	475,000	-	-	475,000
Waste Water Treatment Upgrade	F&F Tom Carrasco	191601	350,000	1,150,000	-	-	-	-	1,150,000
VMC Carpet Replacement	F&F Darren Shimek	181604	146,941	146,941	-	-	-	-	146,941
Maint Bldg HU Sump Fill In (Now in 181601)	F&F Tom Carrasco	191602	-	-	-	-	-	-	-
Insp Steamroom Renovations	F&F Darren Shimek	191603	350,000	150,000	-	-	-	-	150,000

VIA Metropolitan Transit  
Five-Year Capital Spending Plan (FY21-25) and  
FY20 Forecast (\$)

Proposed Spending Plan - September 2020

Category	Owner	Proj No	2020	2021	2022	2023	2024	2025	Total 2021-2025
Parts Warehouse (Laurel St.) Electrical	F&F Tom Carrasco	181606	-	-	-	-	-	-	-
Garage Heater Replacement	F&F Tom Carrasco	201600	1,000,000	1,000,000	-	-	-	-	1,000,000
Storeroom Cabinets & Material Handling Trucks	F&F Henry Berrelles	181607	390,000	30,000	30,000	30,000	-	-	90,000
Battery Room Upgrade	F&F Tom Carrasco	211601	-	-	150,000	-	-	-	150,000
Renovation of Main Service Station	F&F Tom Carrasco	221601	-	50,000	1,000,000	-	-	-	1,050,000
Replace All VMC HVAC Air Handlers	F&F Tom Carrasco	201601	-	800,000	-	-	-	-	800,000
Yard Capacity Expansion	F&F Tom Carrasco	181612	-	500,000	-	-	-	-	500,000
<b>Total Operational Facilities</b>			<b>5,479,391</b>	<b>30,573,569</b>	<b>4,075,000</b>	<b>1,705,000</b>	<b>200,000</b>	<b>-</b>	<b>36,553,569</b>
<b>Administrative Facilities</b>									
Security Enhancements -- Perimeter Fence	F&F Tom Carrasco	161700	381,235	-	-	-	-	-	-
Fitness Center Buildout	F&F Tom Carrasco	161702	189,034	-	-	-	-	-	-
Operating Facilities Backup Generators	F&F Tom Carrasco	181700	800,000	-	-	-	-	-	-
Administration Bldg Patio Improvements	F&F Tom Carrasco	161703	-	90,000	-	-	-	-	90,000
<b>Total Administrative Facilities</b>			<b>1,370,269</b>	<b>90,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>
<b>Maintenance Tools &amp; Equipment</b>									
Shop Tools and Equipment	F&F Carl Woodby	161800	137,971	100,000	100,000	100,000	100,000	100,000	500,000
Mobile Bus Lifts	F&F Carl Woodby	161802	200,000	50,000	50,000	50,000	50,000	-	200,000
Filter Crusher	F&F Carl Woodby	181800	40,000	-	-	-	-	-	-
Replace Parts Washers, Pressure/Steam Cleaners	F&F Darren Shimek	171805	-	-	250,000	-	-	-	250,000
Inground Brake Tester	F&F Carl Woodby	171806	-	-	300,000	-	-	-	300,000
In Ground Chassis Dyno	F&F Carl Woodby	171807	-	-	500,000	-	-	-	500,000
AC Recovery Machines	F&F Carl Woodby	171809	32,000	-	-	-	32,000	-	32,000
Transmission Dyno	F&F Carl Woodby	171810	-	-	200,000	-	-	-	200,000
Bus Washer Purchases and Upgrades	F&F Carl Woodby	181802	-	-	2,500,000	-	-	-	2,500,000
<b>Total Maintenance Tools &amp; Equip.</b>			<b>409,971</b>	<b>150,000</b>	<b>3,900,000</b>	<b>150,000</b>	<b>182,000</b>	<b>100,000</b>	<b>4,482,000</b>
<b>Replace Components for Rev. Vehicles</b>									
Engines and Transmissions	F&F Carl Woodby	161900	632,752	2,900,000	2,900,000	1,056,000	432,000	-	7,288,000
Hybrid Bus Major Components	F&F Carl Woodby	171900	273,189	350,000	350,000	350,000	350,000	-	1,400,000
Electric Bus Major Components	F&F Carl Woodby	181900	40,000	-	100,000	100,000	100,000	100,000	400,000
Diesel Particulate Filters	F&F Carl Woodby	161901	20,000	10,000	10,000	10,000	10,000	10,000	50,000
Other Misc Components for Rev Vehicles	F&F Carl Woodby	211900	100,000	50,000	50,000	50,000	50,000	50,000	250,000
Infotainment System for Primos/VIVA	F&F Carl Woodby	181902	-	795,000	-	-	-	-	795,000
Operator Safety Compartment	F&F Carl Woodby	181903	2,600,000	-	-	-	-	-	-
<b>Retrofit Bus Doors</b>	F&F Carl Woodby		<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Bus Yard Emergency Alert System	F&F Tom Carrasco	191900	100,000	-	-	-	-	-	-
<b>Total Replace Components for Rev. Veh.</b>			<b>6,265,941</b>	<b>4,105,000</b>	<b>3,410,000</b>	<b>1,566,000</b>	<b>942,000</b>	<b>160,000</b>	<b>10,183,000</b>
<b>Computer Hardware/Software</b>									
10GB End Switch Network Upgrade	T&I Steve Young	172100	118,203	150,000	150,000	250,000	750,000	50,000	1,350,000
Park & Ride Network Upgrades	T&I Steve Young	172101	31,032	-	-	-	-	-	-
New Computers for Police Cars	T&I Steve Young	192100	20,308	-	-	-	-	-	-
Computing Devices	T&I Steve Young	162102	64,725	250,000	100,000	100,000	100,000	100,000	650,000
ArcGIS for Engineering	T&I Steve Young	162103	89,832	-	-	-	-	-	-
Network Storage/Servers/Data Ctr	T&I Steve Young	162105	517,364	980,000	250,000	100,000	100,000	250,000	1,680,000
Replace Printers	T&I Steve Young	162106	-	-	-	-	-	-	-
P25 Radio System Upgrade/Replacement	T&I Steve Young	162109	1,884,383	-	350,000	-	-	-	350,000
AVL Hardware	T&I Steve Young	162110	4,869	50,000	50,000	2,000,000	2,000,000	-	4,100,000
Telephone System Upgrade/Replacement	T&I Steve Young	162111	408,007	-	300,000	-	-	-	300,000
ERP System - BPR, Technical Specs	T&I Steve Young	162116	120,742	-	-	-	-	-	-
ERP System	T&I Steve Young	172102	-	2,647,626	-	-	-	-	2,647,626
Security (Cameras, Doors, Network, Storage)	T&I Steve Young	162118	800,805	65,000	125,000	85,000	105,000	3,000,000	3,380,000
AV Replacement	T&I Steve Young	162121	180,000	55,000	-	95,000	-	-	150,000
Radio Replacement	T&I Steve Young	172103	47,319	-	25,000	-	25,000	-	50,000
VDI Licenses & HW	T&I Steve Young	172104	140,969	185,000	50,000	50,000	40,000	65,000	390,000
Trapeze Blockbuster	T&I Steve Young	192106	-	375,000	-	-	-	-	375,000
Cloud Migration & Build Out Svcs	T&I Steve Young	172105	265,000	-	100,000	-	-	-	100,000
Microsoft SQL Server Upgrades	T&I Steve Young	162130	47,122	-	-	-	-	-	-
Wireless Network	T&I Steve Young	162131	146,872	5,000	40,000	175,000	40,000	40,000	300,000
Fiber Build Out (Grand, GCS, VMC)	T&I Steve Young	172106	100,000	-	-	-	-	-	-

VIA Metropolitan Transit  
 Five-Year Capital Spending Plan (FY21-25) and  
 FY20 Forecast (\$)

Proposed Spending Plan - September 2020

Category	Owner	Proj No	2020	2021	2022	2023	2024	2025	Total 2021-2025
Software Development Tools	T&I Steve Young	172107	12,000	12,000	-	-	-	-	12,000
Operating System Licenses	T&I Steve Young	172110	175,000	-	-	-	-	-	-
Other Transit Software/Hardware	T&I Steve Young	192103	250,000	125,000	125,000	125,000	125,000	125,000	625,000
APCs	T&I Steve Young	182105	212,000	-	-	-	-	-	-
Digital Signage/Kiosks	T&I Steve Young	182100	261,566	40,000	150,000	40,000	40,000	-	270,000
Other Vehicle Hardware	T&I Steve Young	212100	30,000	900,000	-	-	-	-	900,000
Tech Area Office Construction	T&I Steve Young	192105	15,000	-	-	-	-	-	-
IT Security/Network Security	T&I Steve Young	182101	75,000	175,000	75,000	75,000	200,000	75,000	600,000
Engineering Project Mgmt Software	T&I Steve Young	192107	250,000	-	-	-	-	-	-
Police CAD/RMS	T&I Steve Young		-	75,000	-	-	-	-	75,000
Total Computer Hardware/Software			6,268,118	6,089,626	1,890,000	3,095,000	3,525,000	3,705,000	18,304,626
<u>Misc. (Facilities, Equipment, Other)</u>									
Fare Collection System	T&I Steve Young	163100	1,003,845	-	-	-	-	-	-
Mobility Payment Platform	T&I Steve Young		-	300,000	2,700,000	-	-	-	3,000,000
Coin Sorter	FM Steve Lange	193104	54,600	-	-	-	-	-	-
PE/Environmental	F&F Scott Bishop	163101	36,108	-	-	-	-	-	-
Joint Dvlpmnt (Centro Plaza - Core & Shell Bldg)	F&F Scott Bishop	183100	269,943	-	-	-	-	-	-
Total Miscellaneous			1,364,496	300,000	2,700,000	-	-	-	3,000,000
Total Capital			55,522,099	84,879,621	64,434,187	13,246,763	5,867,771	5,297,000	173,725,342

Red font indicates new project

Green font indicates changed description

**VIA Metropolitan Transit**  
**Capital Spending Comparison: FY20-24**  
**(Common 5-Year Period in 6-Year Spending Projections)**  
**By Project Category (\$)**

	Spending Plan <u>Sept 2020</u>	Spending Plan <u>Sept 2019</u>	<u>Variance</u>	<u>Variance Comments</u>
<b>TOTAL FY20-24</b>				
Revenue Vehicles	87,903,313	87,232,976	670,337	Slight change in prices
Service Vehicles	5,969,171	3,821,571	2,147,600	Higher estimate of service vehicle needs
Passenger Facilities	40,271,576	50,979,737	(10,708,161)	Mainly reduced spending for Robert Thompson Transit Center (did not get BUILD grant)
Operational Facilities	42,032,960	29,355,303	12,677,657	Largest increases are spending for Paratransit Facility and garage heater replacement
Administrative Facilities	1,460,269	890,000	570,269	Largest item is security enhancements (perimeter fence), with variance all timing (underspent in FY19)
Maintenance Tools & Equipment	4,791,971	3,014,000	1,777,971	Largest item is bus washer purchases and upgrades (+\$1.8M), partially offset by other items
Repl Components for Rev. Vehicles	16,288,941	8,495,000	7,793,941	Largest items are engines & transmission (\$3.9M) and retrofitting bus doors (\$2.5M)
Computer Hardware/Software	20,867,744	16,183,460	4,684,284	Largest item is network upgrade and related spending (network storage/servers/data center)
Misc. (Facilities, Equipment, Other)	4,364,496	684,600	3,679,896	Largest item is mobility payment platform
Total	<u>223,950,441</u>	<u>200,656,647</u>	<u>23,293,794</u>	
Adjustment for FY19 Underspending			(16,883,934)	Timing difference only; funds not spent in FY19 rolled into FY20
Adjusted Total			<u>6,409,860</u>	Net difference after adjusting for FY19 underspending
<b>Fiscal Year 2020</b>				
Revenue Vehicles	25,028,583	32,908,000	(7,879,417)	Mainly deferred electric buses
Service Vehicles	2,503,900	916,300	1,587,600	Increase in service vehicles
Passenger Facilities	6,831,430	8,635,975	(1,804,545)	Mainly reduced spending for Robert Thompson Transit Center
Operational Facilities	5,479,391	22,438,362	(16,958,971)	Mainly deferral of spending on Paratransit Facility to FY21
Administrative Facilities	1,370,269	890,000	480,269	Security enhancements (perimeter fence) and fitness center buildout (deferrals from FY19)
Maintenance Tools & Equipment	409,971	632,000	(222,029)	Transmission dyno deferral to FY22 (\$200K)
Repl Components for Rev. Vehicles	6,265,941	1,730,000	4,535,941	Largest items are retrofitting bus doors (\$2.5M) and operator safety compartments (\$2.0M)
Computer Hardware/Software	6,268,118	6,956,460	(688,342)	Mainly ERP system timing (some spending deferred to FY21), partially offset by other items
Misc. (Facilities, Equipment, Other)	1,364,496	684,600	679,896	Mainly fare collection system timing (deferred from FY19)
FY20 Total	<u>55,522,099</u>	<u>75,791,697</u>	<u>(20,269,598)</u>	
<b>Fiscal Year 2021</b>				
Revenue Vehicles	32,193,334	23,643,580	8,549,754	Mainly electric buses deferred from FY20
Service Vehicles	872,500	1,454,781	(582,281)	Modified spending plan
Passenger Facilities	10,505,592	19,166,596	(8,661,004)	Mainly reduced spending for Robert Thompson Transit Center
Operational Facilities	30,573,569	3,931,941	26,641,628	Mainly timing of Paratransit Facility spending (deferred from FY20)
Administrative Facilities	90,000	-	90,000	Admin building patio improvements
Maintenance Tools & Equipment	150,000	950,000	(800,000)	Deferral of in-ground brake tester (\$300K) and in-ground chassis dyno (\$500K) to FY22
Repl Components for Rev. Vehicles	4,105,000	3,235,000	870,000	Mainly engines and transmissions, partially offset by other items
Computer Hardware/Software	6,089,626	1,227,000	4,862,626	Mainly timing on ERP system (deferred from FY20) and spending on network
Misc. (Facilities, Equipment, Other)	300,000	-	300,000	Mobility payment platform
FY21 Total	<u>84,879,621</u>	<u>53,608,898</u>	<u>31,270,723</u>	
<b>Fiscal Year 2022</b>				
Revenue Vehicles	30,681,396	30,681,396	-	No change
Service Vehicles	799,500	256,282	543,218	Modified spending plan
Passenger Facilities	16,978,291	19,921,596	(2,943,305)	Mainly reduced spending for Robert Thompson Transit Center
Operational Facilities	4,075,000	280,000	3,795,000	Timing on paint facility upgrade and maintenance building ceiling (deferred from prior year)
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	3,900,000	1,100,000	2,800,000	Mainly bus washer purchases and upgrades (\$1.8M) and deferred spending from FY21
Repl Components for Rev. Vehicles	3,410,000	1,235,000	2,175,000	Mainly engines and transmissions
Computer Hardware/Software	1,890,000	2,050,000	(160,000)	Relatively minor change (net of many projects)
Misc. (Facilities, Equipment, Other)	2,700,000	-	2,700,000	Mobility payment platform
FY22 Total	<u>64,434,187</u>	<u>55,524,274</u>	<u>8,909,913</u>	

**VIA Metropolitan Transit**  
**Capital Spending Comparison: FY20-24**  
**(Common 5-Year Period in 6-Year Spending Projections)**  
**By Project Category (\$)**

	Spending Plan <u>Sept 2020</u>	Spending Plan <u>Sept 2019</u>	<u>Variance</u>	<u>Variance Comments</u>
<b><u>Fiscal Year 2023</u></b>				
Revenue Vehicles	-	-	-	No change
Service Vehicles	1,325,000	483,167	841,833	Modified spending plan
Passenger Facilities	5,405,763	2,768,235	2,637,528	Mainly Randolph P&R and Eastside Mobility Hub (spending deferred from prior years)
Operational Facilities	1,705,000	2,605,000	(900,000)	Mainly renovation of main service station
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	150,000	150,000	-	No change
Repl Components for Rev. Vehicles	1,566,000	2,235,000	(669,000)	Mainly reduced engines and transmissions spending
Computer Hardware/Software	3,095,000	1,005,000	2,090,000	Mainly timing on AVL hardware
Misc. (Facilities, Equipment, Other)	-	-	-	No change
<b>FY23 Total</b>	<b>13,246,763</b>	<b>9,246,402</b>	<b>4,000,361</b>	
<b><u>Fiscal Year 2024</u></b>				
Revenue Vehicles	-	-	-	No change
Service Vehicles	468,271	711,041	(242,770)	Modified spending plan
Passenger Facilities	550,500	487,335	63,165	Mainly bus stop improvements
Operational Facilities	200,000	100,000	100,000	Campus master plan & improvements
Administrative Facilities	-	-	-	No change
Maintenance Tools & Equipment	182,000	182,000	-	No change
Repl Components for Rev. Vehicles	942,000	60,000	882,000	Engines and transmissions and bus major components
Computer Hardware/Software	3,525,000	4,945,000	(1,420,000)	AVL hardware
Misc. (Facilities, Equipment, Other)	-	-	-	No change
<b>FY24 Total</b>	<b>5,867,771</b>	<b>6,485,376</b>	<b>(617,605)</b>	



VIA Metropolitan Transit  
Capital Spending Plan Comparison  
(\$)

Category	Proj No	Proposed Spending Plan - September 2020						Approved Spending Plan - September 2019						Variance					Total FY19 Over/ (Under)	Adjusted Total Variance				
		2020	2021	2022	2023	2024	2025	Total 2021-2025	Total 2020-2024	2020	2021	2022	2023	2024	2025	Total 2020-2024	2020	2021			2022	2023	2024	Total 2020-2024
<b>Administrative Facilities</b>																								
Security Enhancements - Perimeter Fence	161700	381,235	-	-	-	-	-	381,235	-	-	-	-	-	-	-	381,235	-	-	-	-	-	381,235	(381,235)	-
Fitness Center Buildout	161702	189,034	-	-	-	-	-	189,034	-	-	-	-	-	-	-	189,034	-	-	-	-	-	189,034	(189,034)	-
Operating Facilities Backup Generators	181700	800,000	-	-	-	-	-	800,000	800,000	-	-	-	-	-	-	800,000	-	-	-	-	-	-	-	-
Administration Bldg Patio Improvements	161703	-	90,000	-	-	-	-	90,000	90,000	-	-	-	-	-	-	90,000	90,000	-	-	-	-	-	-	-
<b>Total Administrative Facilities</b>		<b>1,370,269</b>	<b>90,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>	<b>1,460,269</b>	<b>890,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>890,000</b>	<b>480,269</b>	<b>90,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>570,269</b>	<b>(570,269)</b>	<b>-</b>
<b>Maintenance Tools &amp; Equipment</b>																								
Shop Tools and Equipment	161800	137,971	100,000	100,000	100,000	100,000	100,000	500,000	537,971	100,000	100,000	100,000	100,000	100,000	500,000	37,971	-	-	-	-	-	37,971	(37,971)	-
Mobile Bus Lifts	161802	200,000	50,000	50,000	50,000	50,000	-	200,000	400,000	200,000	50,000	50,000	50,000	50,000	400,000	-	-	-	-	-	-	-	-	-
Filter Crusher	181800	40,000	-	-	-	-	-	-	40,000	-	-	-	-	-	-	40,000	-	-	-	-	-	40,000	(40,000)	-
Asset Management System	171802	-	-	-	-	-	-	-	-	100,000	-	-	-	-	-	(100,000)	-	-	-	-	-	(100,000)	-	(100,000)
Replace Parts Washers, Pressure/Steam Cleaners	171805	-	-	250,000	-	-	-	250,000	250,000	-	-	250,000	-	-	250,000	-	-	-	-	-	-	-	-	-
Inground Brake Tester	171806	-	-	300,000	-	-	-	300,000	300,000	-	300,000	-	-	-	300,000	-	(300,000)	300,000	-	-	-	-	-	-
In Ground Chassis Dyno	171807	-	-	500,000	-	-	-	500,000	500,000	-	500,000	-	-	-	500,000	-	(500,000)	500,000	-	-	-	-	-	-
AC Recovery Machines	171809	32,000	-	-	-	32,000	-	32,000	64,000	32,000	-	-	-	32,000	64,000	-	-	-	-	-	-	-	-	-
Transmission Dyno	171810	-	-	200,000	-	-	-	200,000	200,000	200,000	-	-	-	-	200,000	(200,000)	-	200,000	-	-	-	-	-	-
Bus Washer Purchases and Upgrades	181802	-	-	2,500,000	-	-	-	2,500,000	2,500,000	-	-	700,000	-	-	700,000	-	-	1,800,000	-	-	-	1,800,000	-	1,800,000
<b>Total Maintenance Tools &amp; Equip.</b>		<b>409,971</b>	<b>150,000</b>	<b>3,900,000</b>	<b>150,000</b>	<b>182,000</b>	<b>100,000</b>	<b>4,482,000</b>	<b>4,791,971</b>	<b>632,000</b>	<b>950,000</b>	<b>1,100,000</b>	<b>150,000</b>	<b>182,000</b>	<b>3,014,000</b>	<b>(222,029)</b>	<b>(800,000)</b>	<b>2,800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,777,971</b>	<b>(77,971)</b>	<b>1,700,000</b>
<b>Replace Components for Rev. Vehicles</b>																								
Engines and Transmissions	161900	632,752	2,900,000	2,900,000	1,056,000	432,000	-	7,288,000	7,920,752	-	1,000,000	1,000,000	2,000,000	-	4,000,000	632,752	1,900,000	1,900,000	(944,000)	432,000	3,920,752	(632,752)	3,288,000	
Hybrid Bus Major Components	171900	273,189	350,000	350,000	350,000	350,000	-	1,400,000	1,673,189	175,000	175,000	175,000	175,000	-	700,000	98,189	175,000	175,000	175,000	350,000	973,189	(98,189)	875,000	
Electric Bus Major Components	181900	40,000	-	100,000	100,000	100,000	100,000	400,000	340,000	-	-	-	-	-	-	40,000	-	100,000	100,000	100,000	340,000	(40,000)	300,000	
Diesel Particulate Filters	161901	20,000	10,000	10,000	10,000	10,000	10,000	50,000	60,000	10,000	10,000	10,000	10,000	10,000	50,000	10,000	-	-	-	-	10,000	(10,000)	-	
Other Misc Components for Rev Vehicles	211900	100,000	50,000	50,000	50,000	50,000	50,000	250,000	300,000	50,000	50,000	50,000	50,000	50,000	250,000	50,000	-	-	-	-	50,000	(50,000)	-	
Infotainment System for Primos/VIVA	181902	-	795,000	-	-	-	-	795,000	795,000	795,000	-	-	-	-	795,000	(795,000)	795,000	-	-	-	-	-	-	-
Operator Safety Compartment	181903	2,600,000	-	-	-	-	-	2,600,000	2,600,000	600,000	2,000,000	-	-	-	2,600,000	2,000,000	(2,000,000)	-	-	-	-	-	-	-
<b>Retrofit Bus Doors</b>		<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>	<b>-</b>	<b>2,500,000</b>
Bus Yard Emergency Alert System	191900	100,000	-	-	-	-	-	100,000	100,000	100,000	-	-	-	-	100,000	-	-	-	-	-	-	-	-	-
<b>Total Replace Components for Rev. Veh.</b>		<b>6,265,941</b>	<b>4,105,000</b>	<b>3,410,000</b>	<b>1,566,000</b>	<b>942,000</b>	<b>160,000</b>	<b>10,183,000</b>	<b>16,288,941</b>	<b>1,730,000</b>	<b>3,235,000</b>	<b>1,235,000</b>	<b>2,235,000</b>	<b>60,000</b>	<b>8,495,000</b>	<b>4,535,941</b>	<b>870,000</b>	<b>2,175,000</b>	<b>(669,000)</b>	<b>882,000</b>	<b>7,793,941</b>	<b>(830,941)</b>	<b>6,963,000</b>	
<b>Computer Hardware/Software</b>																								
10GB End Switch Network Upgrade	172100	118,203	150,000	150,000	250,000	750,000	50,000	1,350,000	1,418,203	40,000	40,000	40,000	250,000	50,000	420,000	78,203	110,000	110,000	-	700,000	998,203	(78,203)	920,000	
Park & Ride Network Upgrades	172101	31,032	-	-	-	-	-	-	31,032	-	-	-	-	-	-	31,032	-	-	-	-	31,032	-	31,032	-
New Computers for Police Cars	192100	20,308	-	-	-	-	-	-	20,308	-	-	-	-	-	-	20,308	-	-	-	-	20,308	-	20,308	-
Computing Devices	162102	64,725	250,000	100,000	100,000	100,000	100,000	650,000	614,725	50,000	50,000	150,000	150,000	150,000	550,000	14,725	200,000	(50,000)	(50,000)	(50,000)	64,725	(14,725)	50,000	
ArcGIS for Engineering	162103	89,832	-	-	-	-	-	-	89,832	-	-	-	-	-	-	89,832	-	-	-	-	89,832	-	89,832	-
Disaster Recovery Plan	162104	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	373,450	373,450	
Network Storage/Servers/Data Ctr	162105	517,364	980,000	250,000	100,000	100,000	250,000	1,680,000	1,947,364	255,000	255,000	250,000	250,000	450,000	1,460,000	262,364	725,000	-	(150,000)	(350,000)	487,364	(262,364)	225,000	
Replace Printers	162106	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(82,951)	(82,951)	
P25 Radio System Upgrade/Replacement	162109	1,884,383	-	350,000	-	-	-	350,000	2,234,383	2,153,403	-	250,000	-	-	2,403,403	(269,020)	-	100,000	-	-	(169,020)	269,020	100,000	
AVL Hardware	162110	4,869	50,000	50,000	2,000,000	2,000,000	-	4,100,000	4,104,869	50,000	50,000	50,000	-	4,000,000	4,150,000	(45,131)	-	-	2,000,000	(2,000,000)	(45,131)	45,131	-	
Telephone System Upgrade/Replacement	162111	408,007	-	300,000	-	-	-	300,000	708,007	400,000	-	300,000	-	-	700,000	8,007	-	-	-	-	8,007	(8,007)	-	
ERP System - BPR, Technical Specs	162116	120,742	-	-	-	-	-	-	120,742	75,000	-	-	-	-	75,000	45,742	-	-	-	-	45,742	(45,742)	-	
ERP System	172102	-	2,647,626	-	-	-	-	2,647,626	2,648,057	2,668,057	-	-	-	-	2,668,057	(2,668,057)	2,647,626	-	-	-	-	(20,431)	20,431	
Maintenance Diagnostic Laptops Upgrade	162117	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Security (Cameras, Doors, Network, Storage)	162118	800,805	65,000	125,000	85,000	105,000	3,000,000	3,380,000	1,180,805	465,000	65,000	65,000	65,000	65,000	725,000	335,805	-	60,000	20,000	40,000	455,805	(335,805)	120,000	
AV Replacement	162121	180,000	55,000	-	95,000	-	-	150,000	330,000	25,000	5,000	-	-	-	30,000	155,000	50,000	-	95,000	-	300,000	(5,000)	295,000	
Radio Replacement	172103	47,319	-	25,000	-	25,000	-	50,000	97,319	25,000	-	25,000	-	25,000	75,000	22,319	-	-	-	-	22,319	(22,319)	-	
VDI Licenses & HW	172104	140,969	185,000	50,000	50,000	40,000	65,000	390,000	465,969	40,000	40,000	40,000	125,000	40,000	285,000	100,969	145,000	10,000	(75,000)	-	180,969	(100,969)	80,000	
Trapeze Blockbuster	192106	-	375,000	-	-	-	-	375,000	375,000	-	-	-	-	-	-	375,000	-	-	-	-	375,000	-	375,000	
Cloud Migration & Build Out Svcs	172105	265,000	-	100,000	-	-	-	100,000	365,000	-	90,000	-	-	-	90,000	265,000	(90,000)	100,000	-	-	275,000	(265,000)	10,000	
Microsoft SQL Server Upgrades	162130	47,122	-	-	-	-	-	-	47,122	-	-	-	-	-	-	47,122	-	-	-	-	47,122	-	47,122	-
Wireless Network	162131	146,872	5,000	40,000	175,000	40,000	40,000	300,000	406,872	5,000	5,000	90,000	-	-	100,000	141,872	-	(50,000)						

VIA Metropolitan Transit  
 Capital Spending Plan Comparison  
 (\$)

Category	Proj No	Proposed Spending Plan - September 2020							Approved Spending Plan - September 2019					Variance					FY19 Over/ (Under)	Adjusted Total Variance			
		2020	2021	2022	2023	2024	2025	Total 2021-2025	Total 2020-2024	2020	2021	2022	2023	2024	Total 2020-2024	2020	2021	2022			2023	2024	Total 2020-2024
Total Capital		55,522,099	84,879,621	64,434,187	13,246,763	5,867,771	5,297,000	173,725,342	223,950,441	75,791,697	53,608,898	55,524,274	9,246,402	6,485,376	200,656,647	(20,269,598)	31,270,723	8,909,913	4,000,361	(617,605)	23,293,794	(16,883,934)	6,409,860

Red font indicates new project  
 Green font indicates changed description

**VIA Metropolitan Transit  
Transportation Improvement Program  
2021-2025 Projects (\$)**

**CAPITAL PROJECTS SPENDING:**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Revenue Vehicles	\$ 32,193,334	\$ 30,681,396	\$ -	\$ -	\$ -	\$ 62,874,730
Service Vehicles	872,500	799,500	1,325,000	468,271	900,000	4,365,271
Passenger Facilities	10,505,592	16,978,291	5,405,763	550,500	432,000	33,872,146
Operational Facilities	30,573,569	4,075,000	1,705,000	200,000	-	36,553,569
Administrative Facilities	90,000	-	-	-	-	90,000
Maintenance Tools & Equipment	150,000	3,900,000	150,000	182,000	100,000	4,482,000
Replacement Components for Rev Vehicles	4,105,000	3,410,000	1,566,000	942,000	160,000	10,183,000
Computer Hardware/Software	6,089,626	1,890,000	3,095,000	3,525,000	3,705,000	18,304,626
Miscellaneous	300,000	2,700,000	-	-	-	3,000,000
TIP Capital Projects	<u>84,879,621</u>	<u>64,434,187</u>	<u>13,246,763</u>	<u>5,867,771</u>	<u>5,297,000</u>	<u>173,725,342</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	36,000,000	23,926,800	24,256,800	24,590,100	24,926,800	133,700,500
Capital Cost of Contracting	6,076,600	6,076,600	6,076,600	6,076,600	6,076,600	30,383,000
Paratransit Expenses	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000

**Total TIP Projects** 130,956,221 98,437,587 47,580,163 40,534,471 40,300,400 357,808,842

**CAPITAL PROJECTS FUNDING SOURCES:**

**Sources:**

MTA Contractual Obligation Bonds	5,218,308	1,832,864	-	-	-	7,051,172
TxDOT Grant Funds	26,633,245	16,209,082	2,678,687	60,000	65,000	45,646,014
Section 5307/5340 Grant	-	-	-	-	-	-
Section 5339b Grant	6,000,000	-	-	-	-	6,000,000
Section 5339 Grant	5,456,034	8,380,000	4,250,000	2,659,200	208,000	20,953,234
No-Low Grant	3,750,000	-	-	-	-	3,750,000
VW Settlement Funds	4,783,364	-	-	-	-	4,783,364
CMAQ Funds - Capital	5,493,333	5,493,333	-	-	-	10,986,666
VIA Cash/Capital (b)	27,300,647	31,006,863	6,272,876	3,116,571	4,989,200	72,686,157
Carryover Grant Funds for Pre-'20 Projects	244,690	1,512,045	45,200	32,000	34,800	1,868,735
<b>Total Capital Projects Funding</b>	<u>84,879,621</u>	<u>64,434,187</u>	<u>13,246,763</u>	<u>5,867,771</u>	<u>5,297,000</u>	<u>173,725,342</u>

**Subtotals by Source:**

Grant Funds	25,727,421	15,385,378	4,295,200	2,691,200	242,800	48,341,999
TxDOT Grant Funds	26,633,245	16,209,082	2,678,687	60,000	65,000	45,646,014
Bonds	5,218,308	1,832,864	-	-	-	7,051,172
VIA Cash/Capital (b)	27,300,647	31,006,863	6,272,876	3,116,571	4,989,200	72,686,157
Total	<u>84,879,621</u>	<u>64,434,187</u>	<u>13,246,763</u>	<u>5,867,771</u>	<u>5,297,000</u>	<u>173,725,342</u>

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

Section 5307/5340 Grant	45,076,600	33,003,400	33,333,400	33,666,700	34,003,400	179,083,500
Less JARC Included in 5307/5340	-	-	-	-	-	-
Operating Expense Reimbursements	(45,076,600)	(33,003,400)	(33,333,400)	(33,666,700)	(34,003,400)	(179,083,500)
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.

(This page intentionally left blank)



# APPENDICES

(This page intentionally left blank)



September 22, 2020

**TO:** VIA Board of Trustees  
**FROM:** Steve Lange, Vice President Fiscal Management/CFO  
**THROUGH:** Jeffrey C. Arndt, President and CEO  
**RE:** Proposed FY21 Operating Budget

---

**PURPOSE:**

To present the recommended Fiscal Year 2021 Operating Budget for possible adoption by the Board.

**BACKGROUND:**

The FY21 budget process began in March 2020 with the preliminary formulation of the capital plan. In April, a preliminary hours and miles service plan was developed, and in May through July 2020, the FY21 Operating Budget was developed. The FY21 Budget was developed looking at a five-year planning horizon. Plan elements evaluated in building the budget include: the Board's strategic priorities; service levels; customer service improvements; capital requirements; available grant funding and other funding sources, including debt; operating expenses; and cash reserve requirements.

VIA's proposed FY21 Operating Budget is \$247,483,140. A preliminary proposed FY21 Operating Budget was reviewed with the Board at a Budget Workshop on August 4, 2020, and subsequent briefings were made available to Board members. Subsequent to the Budget Workshop in August, there were six line item revisions made to the draft Operating Budget, resulting in a \$1,347,000 reduction to the operating expense budget:

- 1) the election expense estimate was reduced by \$1,000,000 (from \$1,500,000 to \$500,000);
- 2) OPEB expense was reduced by \$347,000 based on an updated valuation received from GRS in late August;
- 3) as requested by the Board, VIA added in the annual vacation and sick buyback for FY21 (total cost of \$786,030);
- 4) the purchased transportation budget was increased by \$98,499 for VIA Link service;
- 5) Workers' Compensation expense was reduced by \$567,673 based on a reassessment of the cost trend and estimate; and
- 6) capitalized labor estimate was revised, resulting in \$316,856 of savings.

A public hearing to present the proposed FY21 Operating Budget was conducted virtually on September 10, 2020 utilizing VIA's PublicInput.com platform and Facebook Live, and there were 8 participants, 2 comments, and 125 views (as of 6:00 p.m. on September 10, 2020). VIA provided two weeks advance notice of the availability of the budget and public hearing with legal notices in the San Antonio Express-News and in La Prensa. A press release was sent to all media outlets in the Greater San Antonio Region announcing the budget availability for public review. A review copy of the budget was available in Communications Department at The Grand and all VIA transit centers, and was accessible online at VIAinfo.net. In addition, notices publicizing the public hearing

and budget comment period were provided online and on social media platforms, including Facebook and Twitter.

**ANALYSIS:**

The proposed FY21 Operating Budget is \$247,483,140, down \$1,943,964 (0.8%) from the FY20 budget. A key budget element is VIA's focus on retaining and returning ridership as the community recovers from COVID-19. There will be a focus on employee/rider health and safety, and continuation of development projects such as the Scobey Redevelopment. Examples of major initiatives include completion of the new Paratransit Campus, rebalancing the system to match service to demand, adjusting service to recovery conditions, and service delivery – a focus on service quality and the customer experience. A robust program of strategic investments will be pursued as reflected in the budget book reviewed with the Board in August.

A key item being funded in FY21 is the election expense for the November ballot initiative to obtain sales tax funding for the Keep San Antonio Moving program, which will rebalance the system, expand mobility, and build Advanced Rapid Transit plus capital and technology.

The proposed FY21 Operating Budget is down more than \$1.9M from the prior year budget due to \$13.2M of savings that more than offset \$11.3M of increases. Largest savings items include savings from lower service levels resulting from COVID-19 (-\$4.9M), eliminated vacancies (-\$2.7M), reduction in professional/technical services (-\$1.3M) and reduction in advertising (-\$1.1M). Largest increases include OPEB (+\$3.4M) due to higher post-65 retiree costs, the impact of an 8/1/20 hourly wage increase (+\$1.9M), materials and supplies for buses coming off warranty (+\$1.4M), COVID cleaning contract and PPE supplies (+\$1.6M), and higher healthcare costs (+\$1.1M).

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

**RECOMMENDATION:**

Approve the proposed FY21 Operating Budget.

**FINANCE/BUDGET IMPACT:**

The proposed FY21 Operating Budget is \$247,483,140.

**BUSINESS DIVERSITY:**

Not applicable.

**ACTION REQUESTED:**

Board approval of the proposed FY21 Operating Budget.

Attachments: Resolution  
FY21 Proposed Operating Budget PowerPoint



RESOLUTION: 9-22-20-06

SUBJECT: FISCAL MANAGEMENT – Adoption of the 2020-2021 MTA and ATD Operating Budgets

RESOLVED, that the October 1, 2020 – September 30, 2021 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	\$ 151,957,802	\$ 36,912,275	\$ 188,870,077
Robert Thompson	370,190	-	370,190
Special Events	661,952	-	661,952
Promotional Service	-	-	-
VIAtrans: DO	26,149,512	-	26,149,512
VIAtrans: PT	19,661,434	-	19,661,434
VIA Link	1,271,801	-	1,271,801
Vanpool	-	702,807	702,807
Real Estate Development	4,500	-	4,500
Business Development and Planning	9,790,867	-	9,790,867
Total Operating Expenses	<u>\$ 209,868,058</u>	<u>\$ 37,615,082</u>	<u>\$ 247,483,140</u>

I, the undersigned officer of VIA Metropolitan Transit, do hereby certify that the above and foregoing is a true and correct copy of a resolution adopted at the meeting of the VIA Metropolitan Transit Board of Trustees on September 22, 2020.

  
Akeem Brown, Secretary



September 22, 2020

**TO:** ATD Board of Trustees  
**FROM:** Steve Lange, Vice President Fiscal Management/CFO  
**THROUGH:** Jeffrey C. Arndt, President and CEO  
**RE:** Proposed FY21 Operating Budget

---

**PURPOSE:**

To present the recommended Fiscal Year 2021 Operating Budget for possible adoption by the Board.

**BACKGROUND:**

The FY21 budget process began in March 2020 with the preliminary formulation of the capital plan. In April, a preliminary hours and miles service plan was developed, and in May through July 2020, the FY21 Operating Budget was developed. The FY21 Budget was developed looking at a five-year planning horizon. Plan elements evaluated in building the budget include: the Board's strategic priorities; service levels; customer service improvements; capital requirements; available grant funding and other funding sources, including debt; operating expenses; and cash reserve requirements.

VIA's proposed FY21 Operating Budget is \$247,483,140. A preliminary proposed FY21 Operating Budget was reviewed with the Board at a Budget Workshop on August 4, 2020, and subsequent briefings were made available to Board members. Subsequent to the Budget Workshop in August, there were six-line item revisions made to the draft Operating Budget, resulting in a \$1,347,000 reduction to the operating expense budget:

- 1) the election expense estimate was reduced by \$1,000,000 (from \$1,500,000 to \$500,000);
- 2) OPEB expense was reduced by \$347,000 based on an updated valuation received from GRS in late August;
- 3) as requested by the Board, VIA added in the annual vacation and sick buyback for FY21 (total cost of \$786,030);
- 4) the purchased transportation budget was increased by \$98,499 for VIA Link service;
- 5) Workers' Compensation expense was reduced by \$567,673 based on a reassessment of the cost trend and estimate; and
- 6) capitalized labor estimate was revised, resulting in \$316,856 of savings.

A public hearing to present the proposed FY21 Operating Budget was conducted virtually on September 10, 2020 utilizing VIA's PublicInput.com platform and Facebook Live, and there were 8 participants, 2 comments, and 125 views (as of 6 p.m. on 9/10/20). VIA provided two weeks advance notice of the availability of the budget and public hearing with legal notices in the San Antonio Express-News and in La Prensa. A press release was sent to all media outlets in the Greater San Antonio Region announcing the budget availability for public review. A review copy of the budget was available in Communications Department at The Grand and all VIA transit

centers and was accessible online at VIAinfo.net. In addition, notices publicizing the public hearing and budget comment period were provided online and on social media platforms, including Facebook and Twitter.

**ANALYSIS:**

The proposed FY21 Operating Budget is \$247,483,140, down \$1,943,964 (0.8%) from the FY20 budget. A key budget element is VIA's focus on retaining and returning ridership as the community recovers from COVID-19. There will be a focus on employee/rider health and safety, and continuation of development projects such as the Scobey Redevelopment. Examples of major initiatives include completion of the new Paratransit Campus, rebalancing the system to match service to demand, adjusting service to recovery conditions, and service delivery – a focus on service quality and the customer experience. A robust program of strategic investments will be pursued as reflected in the budget book reviewed with the Board in August.

A key item being funded in FY21 is the election expense for the November ballot initiative to obtain sales tax funding for the Keep San Antonio Moving program, which will rebalance the system, expand mobility, and build Advanced Rapid Transit plus capital and technology.

The proposed FY21 Operating Budget is down more than \$1.9M from the prior year budget due to \$13.2M of savings that more than offset \$11.3M of increases. Largest savings items include savings from lower service levels resulting from COVID-19 (-\$4.9M), eliminated vacancies (-\$2.7M), reduction in professional/technical services (-\$1.3M) and reduction in advertising (-\$1.1M). Largest increases include OPEB (+\$3.4M) due to higher post-65 retiree costs, the impact of an 8/1/20 hourly wage increase (+\$1.9M), materials and supplies for buses coming off warranty (+\$1.4M), COVID cleaning contract and PPE supplies (+\$1.6M), and higher healthcare costs (+\$1.1M).

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

**RECOMMENDATION:**

Approve the proposed FY21 Operating Budget.

**FINANCE/BUDGET IMPACT:**

The proposed FY21 Operating Budget is \$247,483,140 (MTA, \$209,868,058; ATD, \$37,615,082).

**BUSINESS DIVERSITY:**

Not applicable.

**ACTION REQUESTED:**

Board approval of the proposed FY21 Operating Budget.

Attachments: Resolution  
FY21 Proposed Operating Budget PowerPoint



RESOLUTION: 9-22-20-02

SUBJECT: FISCAL MANAGEMENT – Adoption of the 2020-2021 MTA and ATD Operating Budgets

RESOLVED, that the October 1, 2020 – September 30, 2021 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	\$ 151,957,802	\$ 36,912,275	\$ 188,870,077
Robert Thompson	370,190	-	370,190
Special Events	661,952	-	661,952
Promotional Service	-	-	-
VIAtrans: DO	26,149,512	-	26,149,512
VIAtrans: PT	19,661,434	-	19,661,434
VIA Link	1,271,801	-	1,271,801
Vanpool	-	702,807	702,807
Real Estate Development	4,500	-	4,500
Business Development and Planning	9,790,867	-	9,790,867
Total Operating Expenses	\$ 209,868,058	\$ 37,615,082	\$ 247,483,140

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 22, 2020.

  
 Akeem Brown, Secretary

## GLOSSARY OF TERMS

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

Budget Basis	Rules for preparation of the budget. The Budget of the Enterprise Fund are prepared on a full accrual basis, meaning revenues are recognized when they are earned, and expenses are recognized when they are incurred.
Budget Document	A formal plan of action for a specified time period that is expressed in monetary terms.
Budget Resolution	The official enactment by the Board establishing the legal authority for VIA to spend resources.
Budget Schedule	A list of key events that VIA follows in the preparation and adoption of the budget.
Capital Budget	A formal plan of action for a specified time period for purchases of fixed assets that is expressed in monetary terms.
Capital Grant	Monies received from a grantor (for VIA, primarily the Federal Transit Administration (FTA)) used to acquire fixed assets.
Capital Grant Local Share	Represents assets to provide for VIA's matching share of Federal Transit Administration (FTA) grants.
Charter Service	Service provided to private providers that do not have a fleet large enough to provide service to conventions or other meetings.
Circulator Routes	Circulator routes are those designed to complement the local bus network by featuring specialized services to smaller markets. Circulators are most often used where larger buses may be impractical, due to street patterns, building access, densities, or operating cost. Most circulator services are designed to connect to one or more transit centers where customers can transfer to local and regional transit services.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).
Contract Service	Service provided for schools that cannot provide transportation for all children who require these services.

Cost Center	A unit of a business that incurs expenses and may or may not generate revenue. Line, Contract and VIAtrans are examples of cost centers.
Demand-Response	A type of transit service where an individual passenger can request transportation from a specific location to another specific location at a certain time.
Department	A unit of a division that indicates overall management responsibility for an operation of a group of related operations within a functional area.
Depreciation	The allocation of the acquisition cost of a fixed asset to each period benefited by the asset based on a limited useful life of the fixed asset.
Distinguished Budget Presentation Awards Program	A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.
Division	A unit of VIA that indicates overall management responsibility for an operation of a group of related operations within a functional area.
Enterprise Fund	Fund established to account for operations financed and conducted in a manner similar to the operations of private business enterprises.
Expense	Charges incurred during a period through activities that constitute VIA's ongoing operations.
Express Service	Express routes are typically designed as "point-to-point" services, serving a very limited number of stops and offering faster trip times for customers. Express routes are often designed to serve employees working traditional Monday-Friday, 8-5 shifts, and as such may only operate during the peak periods (a.m. and p.m.) on weekdays. With more dispersed activity centers and job locations, opportunities now exist for express routes to connect people to jobs in both directions of travel.

Fixing America's Surface Transportation Act (FAST Act)	On December 4, 2015, President Obama signed into law 114-94, the Fixing America's Surface Transportation Act (FAST Act). The FAST Act funds surface transportation programs including, but not limited to, Federal aid highways at over \$305 billion for fiscal years 2016 through 2020.
Federal Transit Administration (FTA)	The FTA is the federal agency which helps cities and communities provide mobility to their citizens. Through its grant programs, FTA provides financial and planning assistance to help plan, build, and operate rail, bus and paratransit systems.
Fiscal Year (FY)	The fiscal year for VIA is October 1 through September 30.
Five-Year Financial Plan	A five year projection of revenues, expenses, cash flow, reserve balances and related financial information as well as projected service levels upon which the plan is based.
Fixed Asset (Capital Assets)	A long-lived asset acquired for use in the operation of the business and not intended for resale to customers. Examples of fixed assets include office equipment, vehicles, computer equipment, phone equipment and land. This includes all expenditures reasonable and necessary in acquiring or building the asset.
Fixed Route Service	Buses that operate according to fixed schedules and routes.
Fringe Benefits	Contributions made by VIA to meet commitments or obligations for employee fringe benefits. Some examples include VIA's share of Social Security, pension, medical and life insurance.
Full-Time Equivalent Position (FTE)	The number of position based on 2,080 hours per year, with part-time positions converted to the decimal equivalent of a full-time. For example, a part-time position working 20 hours per week would be equivalent of .5 of a full-time position.
Fund Balance	The excess amount of assets over liabilities.
Generally Accepted Accounting Principles (GAAP)	The term used to describe broadly the body of principles governing the accounting for financial transactions underlying the preparation of a set of financial statements.
Goal	A statement of broad direction, purpose or intent.

Governmental Accounting Standards Board (GASB)	An independent, professional body to establish standards of accounting and financial reporting applicable to state and local governmental entities.
Grants	A contribution by a government or other organization to support a function. A grant may be classified as operational or capital depending on the purpose for which the funds are used.
Headway	The time span between service vehicles on specified routes, sometimes called frequency.
Income	Compensation for services, interest, rents, royalties, etc.
Indirect Cost	A cost necessary for the functioning of the organization as a whole but which cannot be directly assigned to one service.
Intangible Asset	Economic resources characterized by a lack of physical existence.
Interactive Voice Response (IVR) System	A system that allows access to data (i.e., schedule information) through the use of the touch-tone pad on a telephone.
Internal Controls	Methods and measures implemented to safeguard assets, provide for accuracy of accounting data, and encourage compliance with policies.
Investments	Securities purchased for the generation of income in the form of interest.
JARC	Job Access Reverse Commute (JARC) is a grant provided by the FTA to provide transportation services between employment sites and low-income residential areas.
Line Service	Service that is scheduled and runs on a fixed route.
Materials and Supplies	Expendable materials and operating supplies necessary to conduct operations.
National Transit Database (NTD)	An annual report to the FTA of financial and statistical information. The report is used by the FTA in calculating the annual grant apportionment.
Net Assets	Total Assets minus Total Liabilities.

Net Income	The total amount of revenue earned in a period of time, minus expenses, taxes and interest.
Net Position	The excess amount of assets over liabilities.
NTD Chart of Accounts	The National Transit Database system of accounts used by all transit agencies which facilitates comparison of all transit agencies reporting to the FTA.
Non-Revenue Vehicle	Vehicles that do not carry fare paying passengers that are used to support transit operations.
Off-Peak	Non rush hour time periods.
Operating Budget	A budget of essential income and expenses for a given period (usually on year) excluding capital outlays.
Operating Expense	Operating costs incurred in order to generate operating revenue. Examples of operating expenses include fuel, maintenance supplies, administrative labor, professional fees and office supplies.
Operating Revenues	Revenues generated from the provision of service and from other activities directly related to the provision of service.
Operations Related Salaried Employees	Salaried employees that perform functions related to the provision of transit operations. Functions are identified in the NTD chart of accounts.
Paratransit Service	Non-fixed route service utilizing vans to provide pre-arranged trips to and from specific locations within the service area to certified participants in the program. Most often refers to wheelchair-accessible, demand-response van service.
Park and Rides	Facilities that provide ample parking spaces, transit information centers and amenities for transit users. Usually used for commute to work, school or shopping trips.
Pass	Type of discounted media for fare payment which offers unlimited rides for a specified period of time. Examples include 30-day pass and visitor's pass.
Passenger Miles	The cumulative sum of the distances traveled by passengers.

Peak	Rush hour time periods, typically defined as 6:00 a.m. through 9:00 p.m., Monday through Friday.
Performance Measures	Data collected to determine how effective or efficient a program is in achieving its objectives.
Platform Time	The period of time in which a transit vehicle is in operation. Platform time contains time that buses are in revenue service and time required to support revenue service, for example time from a garage to the beginning of a route.
Proprietary Fund	A proprietary fund in governmental accounting, is a business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee. Internal service funds account for goods and services provided by one department or agency to another department or agency of the governmental unit (or to other governmental units) on a cost-reimbursement basis.
Purchased Paratransit Service	The cost of providing door-to-door service to certified participants in the paratransit program by a private provider of transit service under contract to the transit agency.
Records Management Program	A program to support the intention of the State of Texas to establish, promote, and support an active continuing program for the efficient and economical management of local government records.
Recovery Ratio	One of the key performance indicators, measuring the amount of operating expense that was recovered from operating revenues. The ratio is calculated as system generated revenues divided by operating expenses.
Reserve	An account used to indicate that a portion of previous earnings is restricted for a specific purpose.
Retained Earnings	The accumulation of prior year earnings.
Revenue	Receipts from the sale of a product or provision of service.
Revenue Bond	A certificate of debt issued by an organization in order to raise revenue. It guarantees payment of the original investment plus interest by specified date. Debt service payment is secured by a specific revenue source.

Revenue Equipment	Includes vehicles that carry fare-paying passengers and equipment used for the collection of fares.
Ride Ridership	A trip taken by passengers on the bus or rail system. Each passenger counted each time that person boards a vehicle.
Service Levels	The amount of hours and miles provided in order to serve customers.
Special event Service	Service to regularly scheduled but relatively infrequent events (sporting events, annual festivals) that is open to the public, with routes and schedules set by VIA.
Stabilization Fund	Represents assets to provide a level of financial resources to protect against revenue shortfalls or unpredicted one-time expenditures
Starlight Service	Demand response service between the hours of 1 a.m. and 4 a.m. The target market for this service is medical and hospitality industry employees.
Sunset Depot	Facility owned by VIA and leased by the Sunset Station Group, LLC to promote economic development in the Alamodome area.
Transguide	An Intelligent Transportation System that provides information to motorists about traffic conditions, such as accidents, congestion and construction.
Transit Centers	Facilities that offer limited parking, transit information centers and passenger amenities, These facilities are transfer hubs for numerous routes which provide shelter for transit passengers waiting to make connections between routes.
Transportation Improvement Program (TIP)	A capital improvement program developed cooperatively by local and state transportation entities. VIA and other transit systems must have their projects in the state TIP before federal funds can be awarded for those projects.
Uniform System of Accounts and Records	The uniform accounting structure required by the FTA allowing comparability between all transit systems in the United States.

Unlinked Passenger trip	Each boarding of a transit vehicle by a passenger is defined as an unlinked passenger trip. A single journey by one passenger, consisting of one or more unlinked boardings is considered a linked trip.
User Charges	The payment of a fee for direct receipt of a public service by the party benefiting from the service.
Vanpool	A transit service that links patrons making commuter trips to the same location using 12 – 15 passengers vans. The patrons pay a fee for the use of the van.
VIA Link	A transit service designed to provide on-demand transit through a ride-sharing program, where people may reserve a van to take a trip with as many as three people going to various destinations.
Vehicle Revenue Hours	The hours that vehicles travel while in revenue service. Vehicle revenue hours include layover/recovery time but exclude travel to and from storage facilities, training operators prior to revenue service, road test and deadhead travel, as well as school bus and charter services.
Vehicle Revenue Miles	The miles that vehicles travel while in revenue service. Vehicle revenue miles exclude travel to and from storage facilities, training operators prior to revenue service, road tests and deadhead travel, as well as school bus and charter services.
Warranty & Credits	Reimbursement for repairs covered by manufacturers' warranty agreements.
Working Capital	Represents assets designated to provide VIA with sufficient operating funds to pay its day-to-day operational obligations

(This page intentionally left blank)