



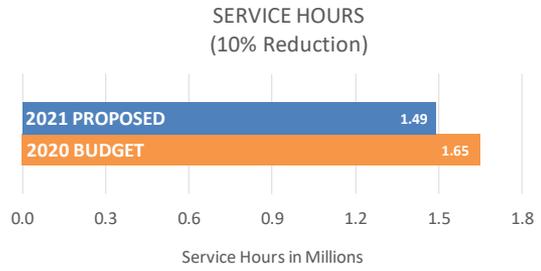
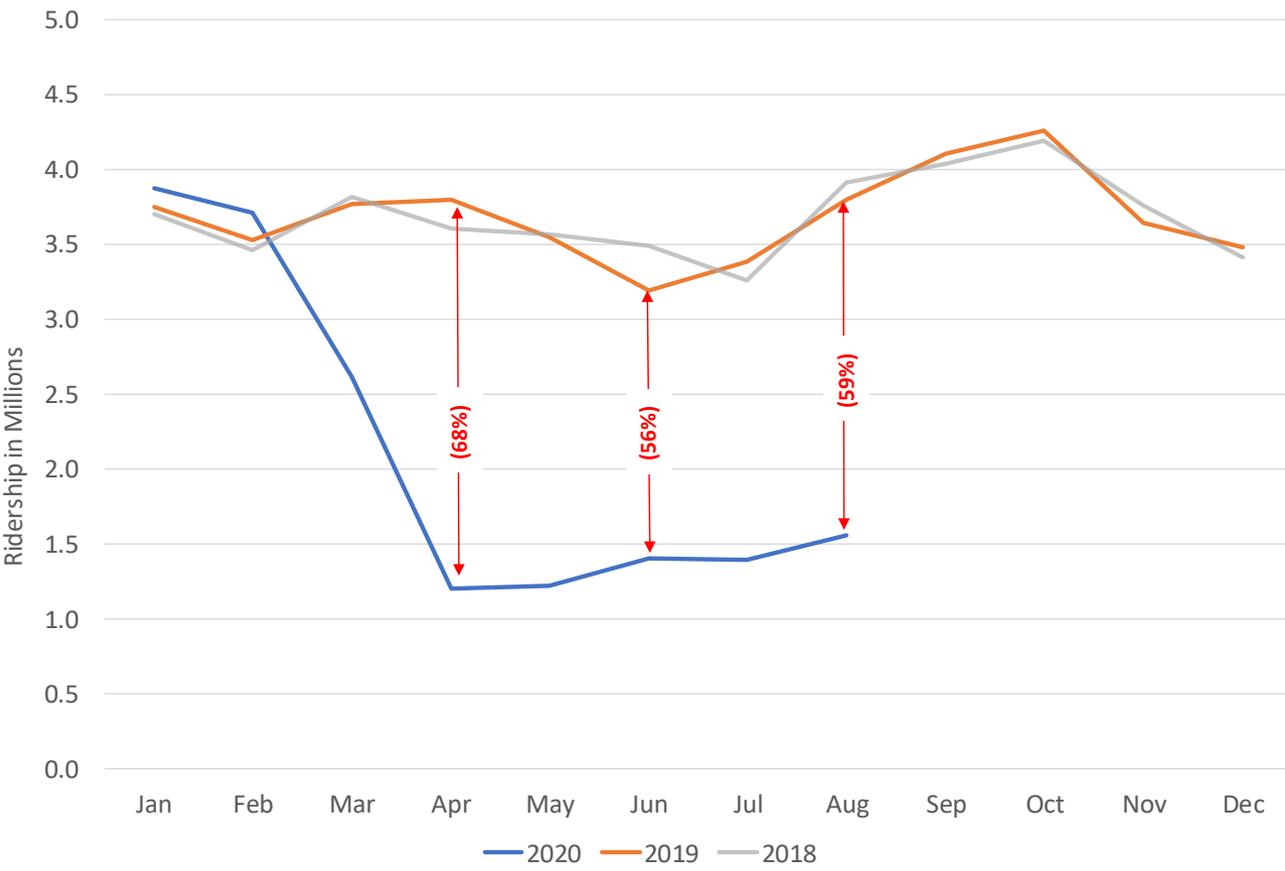
2021 Budget Presentation *Workshop Day 4*

2021 Budget Workshop Agenda

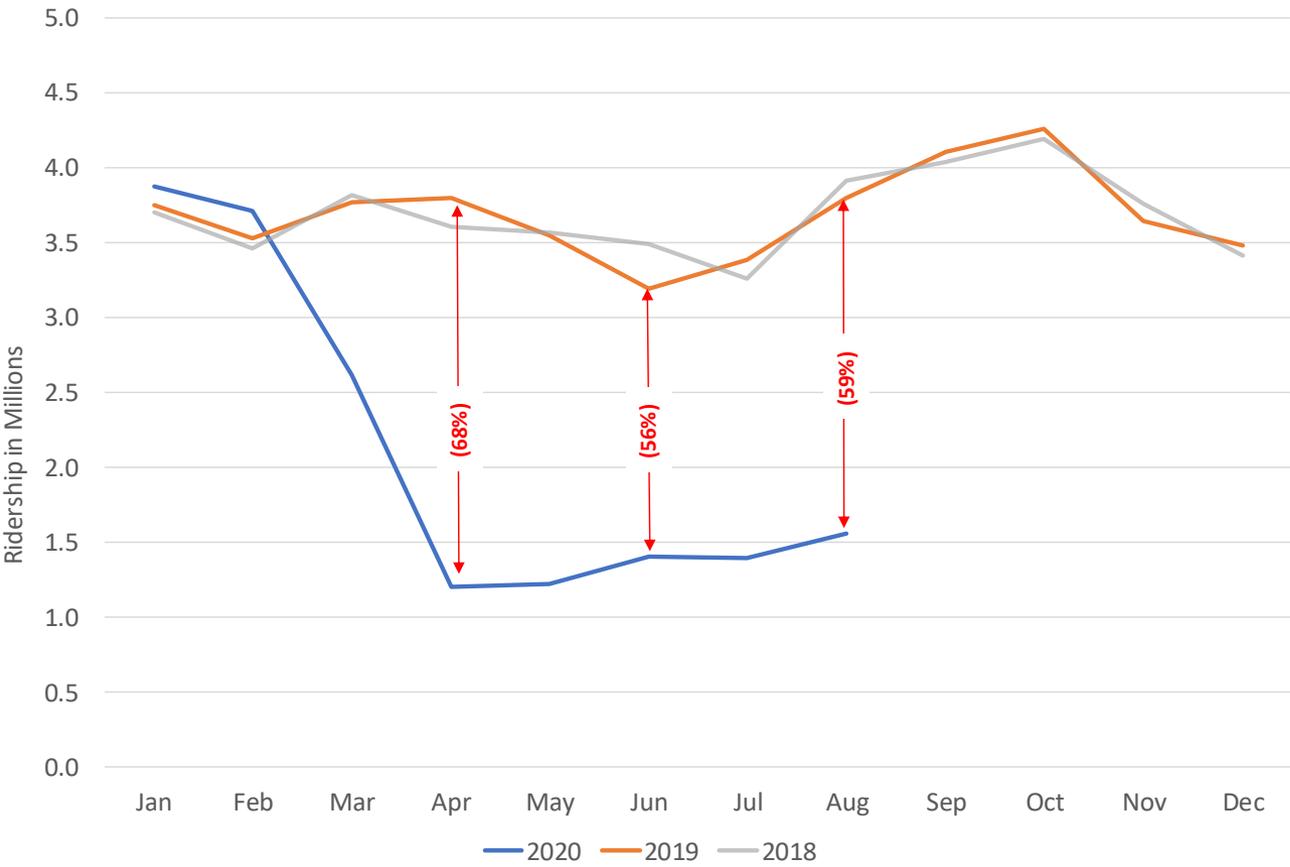
- **Modal Metrics – Bill Greene**
- **Sources and Uses 5 - year Overview – Bill Greene**
- **Fare Collection System Funding & Timeline – Dan Harmuth**
- **Resource Topics – Alisha Garrett**
 - Community Engagement
 - Real Estate & TOD
 - COO
 - Asset Management – Dave Hancock
- **Other Discussion Items – Alisha Garrett**



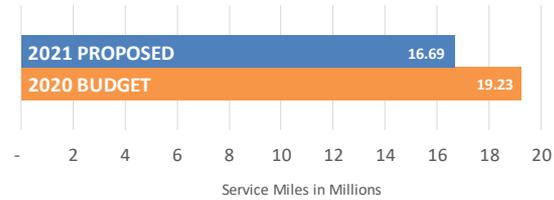
TOTAL SYSTEM RIDERSHIP



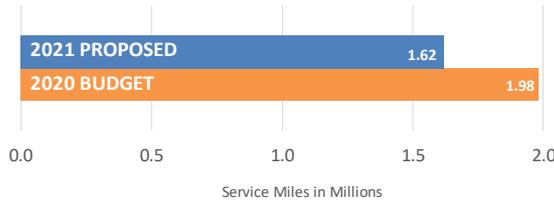
TOTAL SYSTEM RIDERSHIP



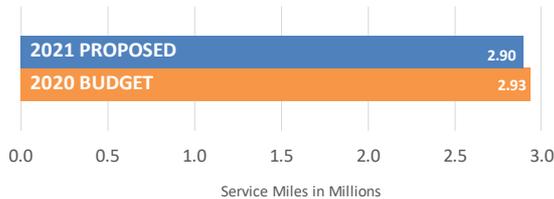
SERVICE MILES - DIESEL (13% Reduction)



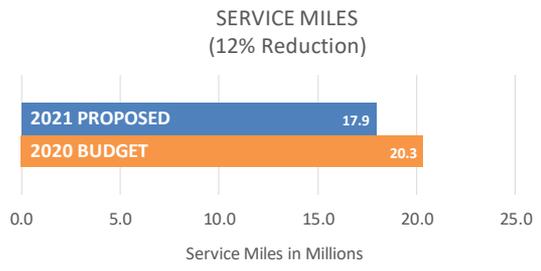
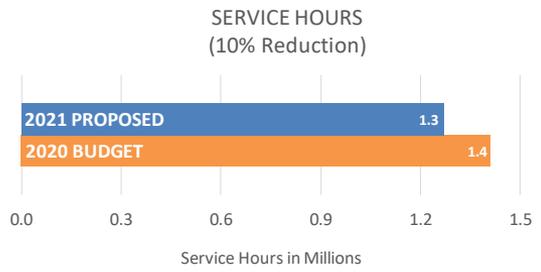
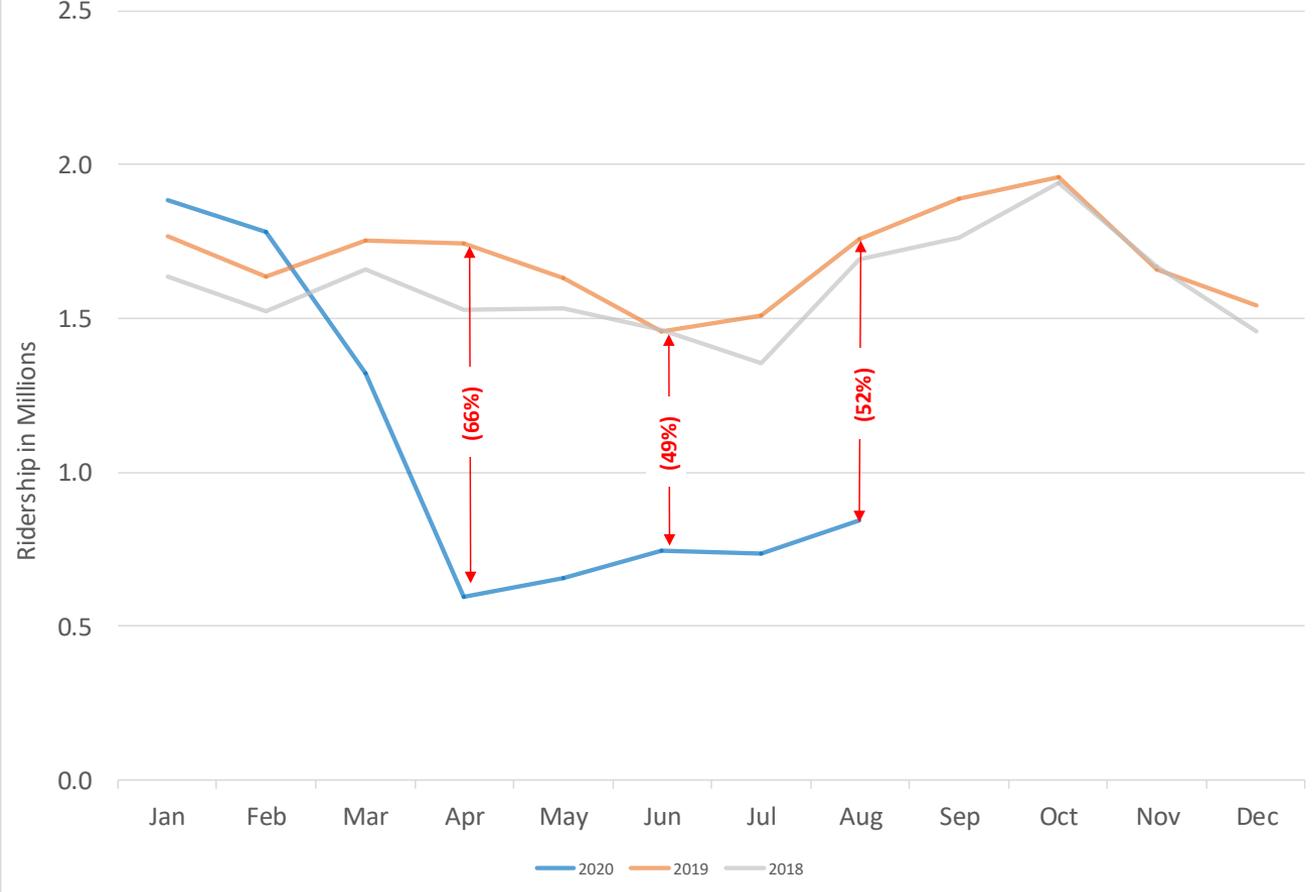
SERVICE MILES - CNG (18% Reduction)



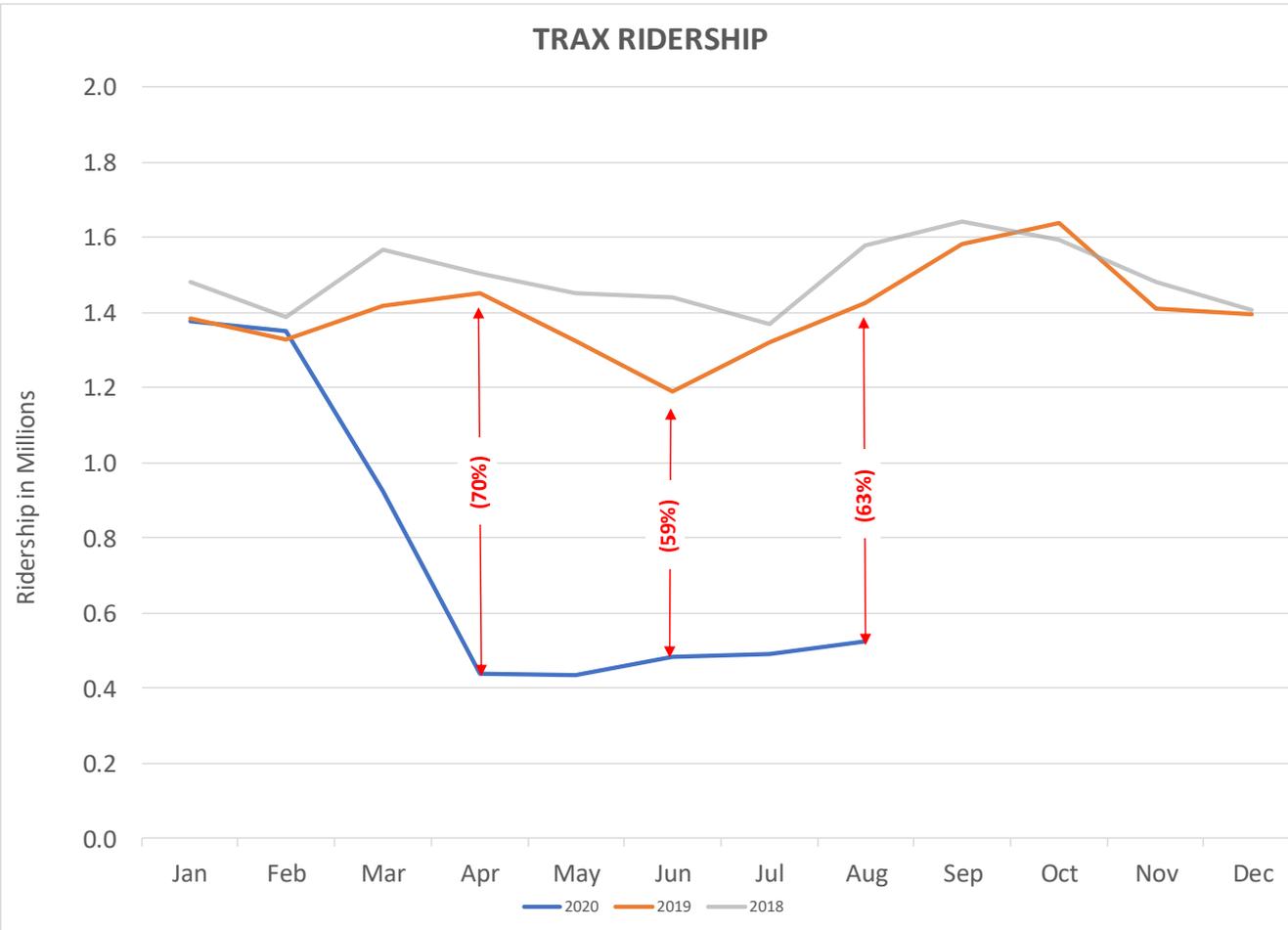
SERVICE MILES - GASOLINE (1% Reduction)



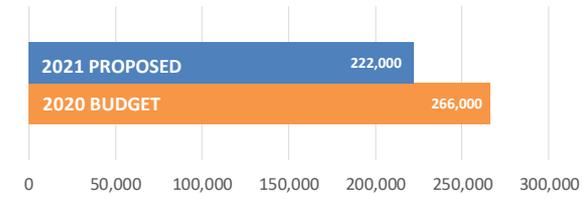
BUS RIDERSHIP



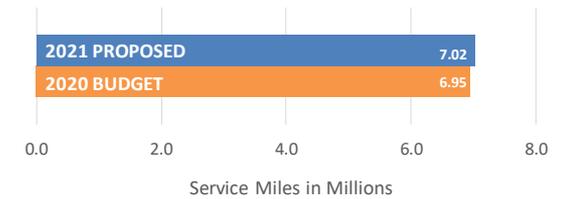
TRAX RIDERSHIP



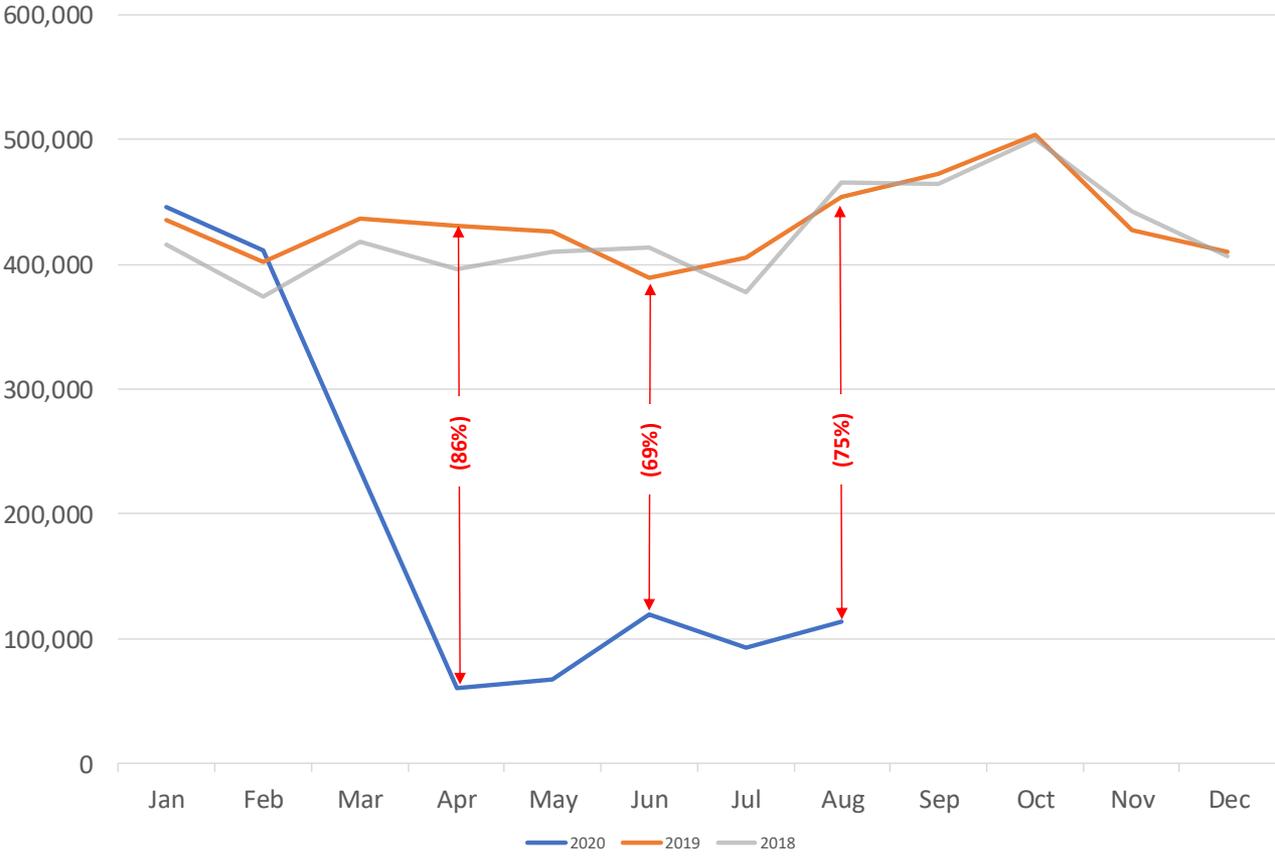
SERVICE HOURS (17% Reduction)



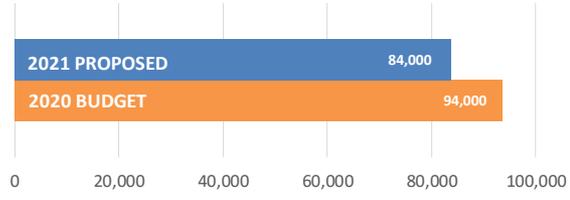
SERVICE MILES (1% Increase)



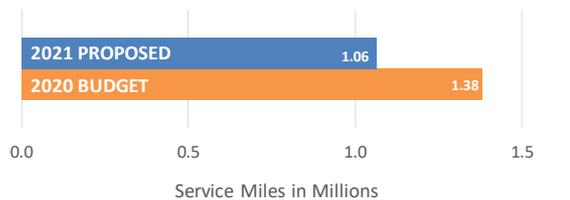
FRONTRUNNER RIDERSHIP



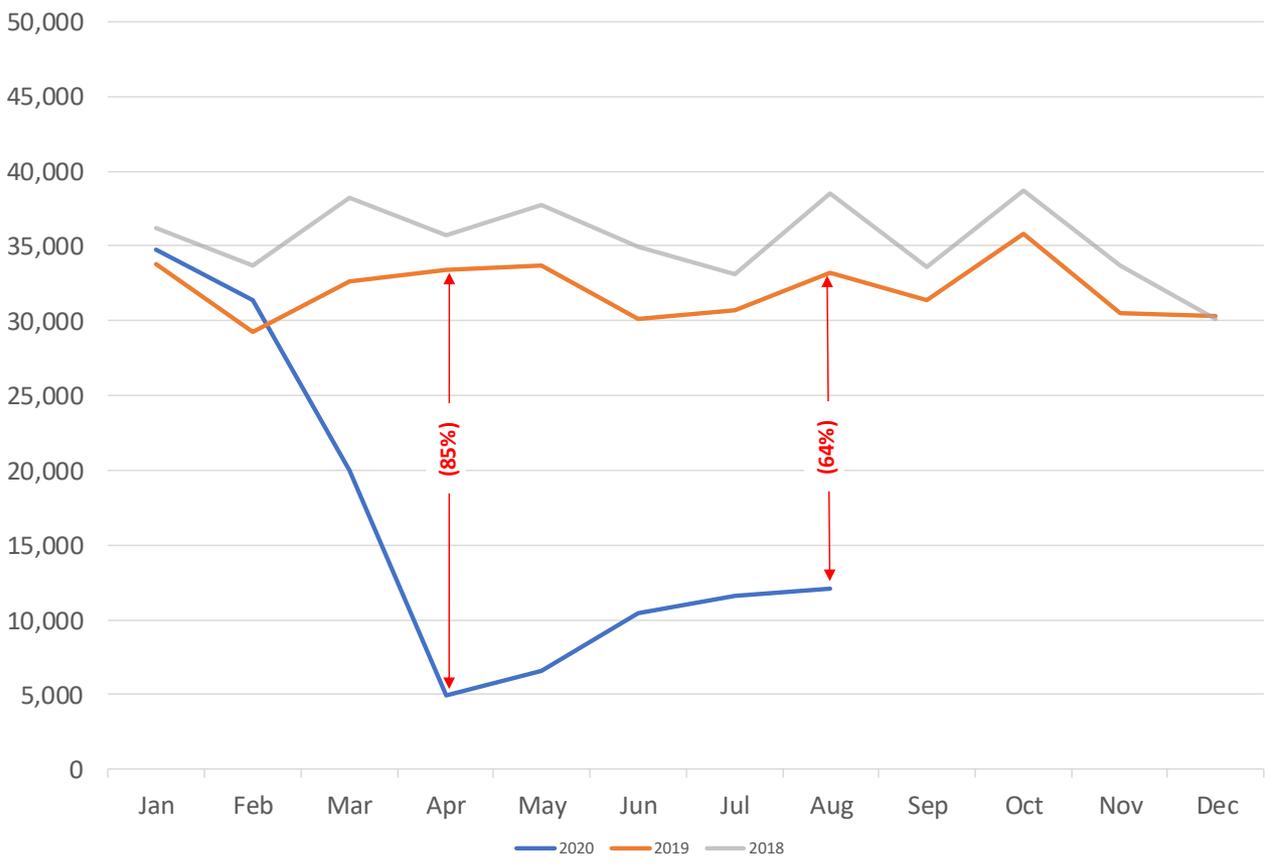
SERVICE HOURS (11% Reduction)



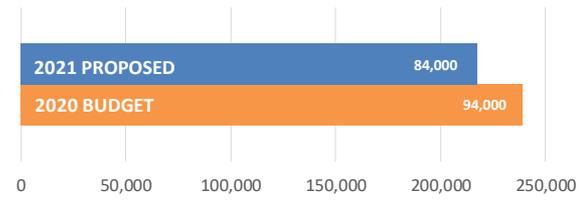
SERVICE MILES (23% Reduction)



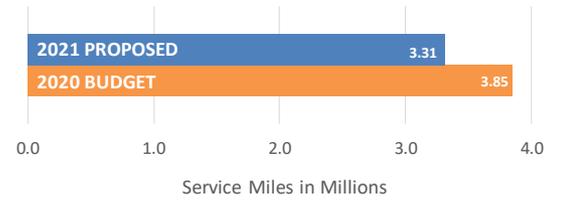
PARATRANSIT RIDERSHIP



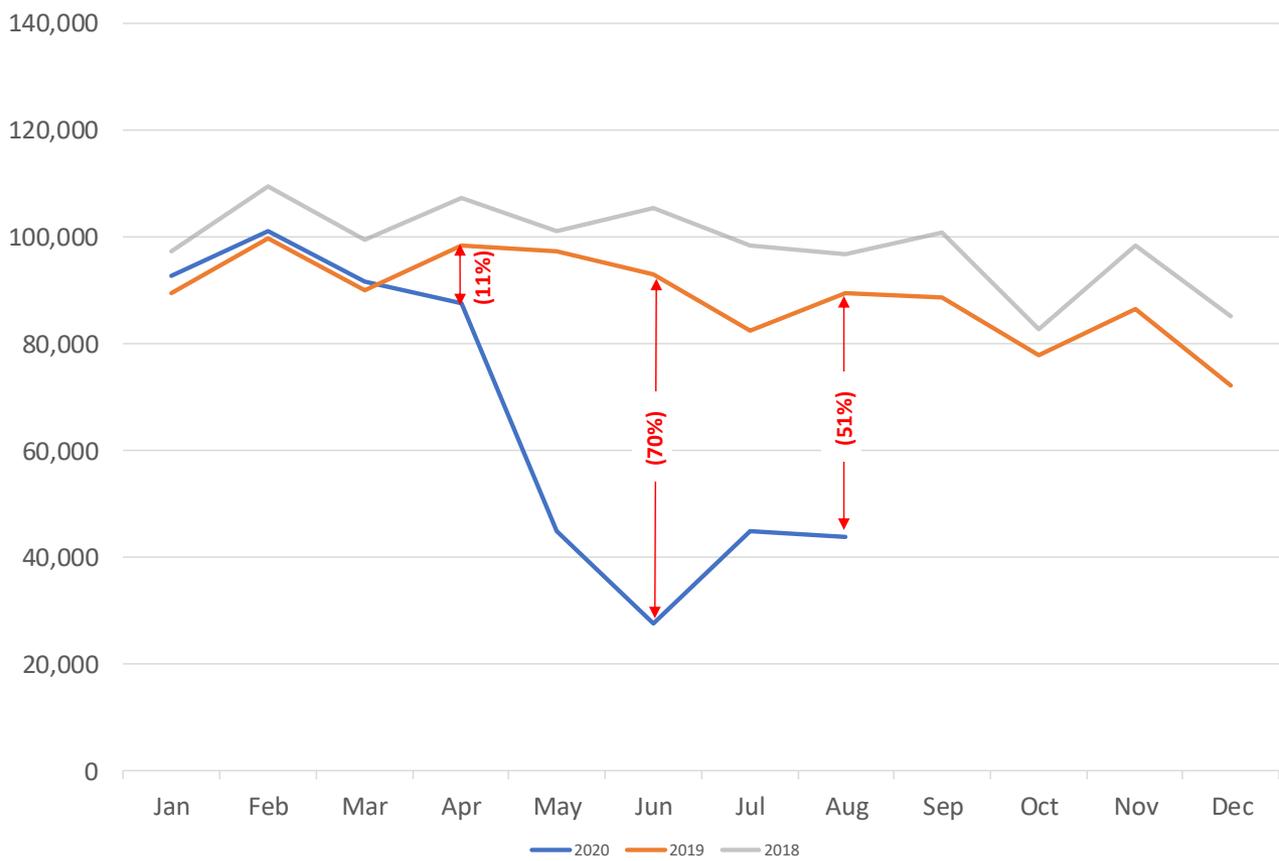
SERVICE HOURS (9% Reduction)



SERVICE MILES (14% Reduction)



VANPOOL RIDERSHIP



Operating Expense By Mode:

	2020 Budget	2021 Proposed Budget	Variance
Bus	\$106.1 M	\$105.9 M	-0.2%
Commuter Rail	\$30.7 M	\$29.3 M	-1.1%
Light Rail	\$52.2 M	\$55.2 M	5.7%
Special Services	\$28.2 M	\$27.9 M	-4.5%
Total	\$217.2 M	\$218.3 M	0.5%



2021 Budget Presentation

Sources & Uses



Influences to Sources & Uses:

- Forecasted 2020 Revenues & Expenses
- Does not assume 5th 0.20%
- Fares will return to 2019 levels by 2025
- CARES Act Funding
- Assumes service reserve of 5% of prior years total operating expense
- Bonding \$103M in 2022
- Board Reserve Policy



Summary of TFP (000's)		Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
A	Beginning Balance	\$291,992	\$334,714	\$334,680	\$339,943	\$280,735	\$214,164
	Revenue						
	Sales Tax	\$ 346,751	\$ 364,088	\$ 382,292	\$ 401,407	\$ 421,477	\$ 442,551
	Federal Prevent. Maint.	67,911	70,507	71,212	73,903	74,642	75,388
	Passenger	33,511	31,979	36,033	40,700	46,183	52,649
	Other Revenues	103,038	117,676	18,999	19,189	19,814	17,922
B	Total Revenues	\$ 551,211	\$ 584,250	\$ 508,537	\$ 535,198	\$ 562,115	\$ 588,510
C	Total Operating Expenses	\$299,885	\$325,853	\$353,446	\$364,931	\$376,789	\$389,033
D	Net Available	\$543,318	\$593,111	\$489,771	\$510,210	\$466,061	\$413,641
E	Capital Sources	\$ 109,207	\$ 166,197	\$ 240,058	\$ 72,385	\$ 152,195	\$ 54,537
F	Capital Uses	186,105	278,652	226,971	126,886	223,713	105,583
G	Debt Service	\$ 131,706	\$ 145,975	\$ 162,916	\$ 174,974	\$ 180,378	\$ 189,409
H	Net Change (Sources less Uses)	\$ 42,722	\$ (33)	\$ 5,263	\$ (59,208)	\$ (66,570)	\$ (40,979)
I	Ending Balance	\$ 334,714	\$ 334,680	\$ 339,943	\$ 280,735	\$ 214,164	\$ 173,186
J	Required Reserves	\$ 150,726	\$ 154,621	\$ 158,760	\$ 160,483	\$ 162,261	\$ 164,098
K	Unrestricted Fund Balance	\$ 183,988	\$ 180,059	\$ 181,183	\$ 120,252	\$ 51,903	\$ 9,088





2021 Budget Presentation

Fare Collection System

Fare Collection System Options:

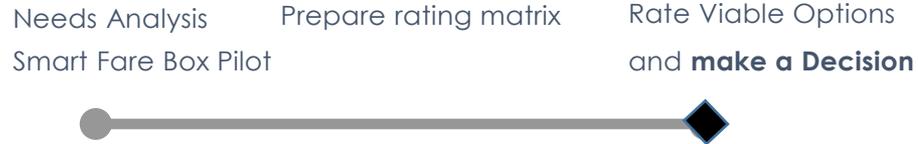
- Option 1: Keep current custom EFC-X back office system
- Option 2: Replace EFCX with “Vendor-hosted” system
- Option 3: Replace EFCX with Vendor-hosted “Complete” system



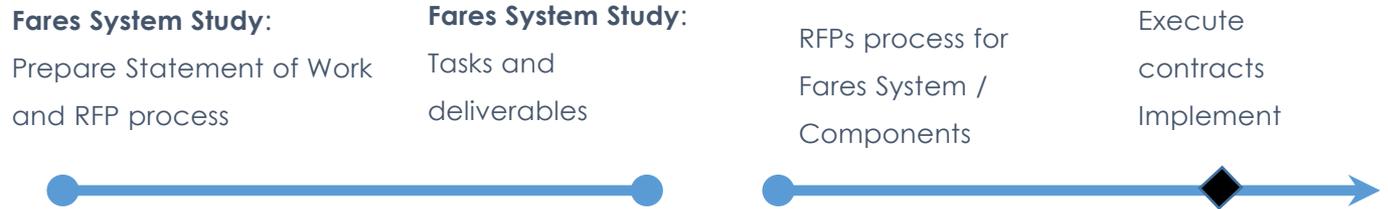
Fare Collection System Timeline:

Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	IMPLEMENT
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Strategy



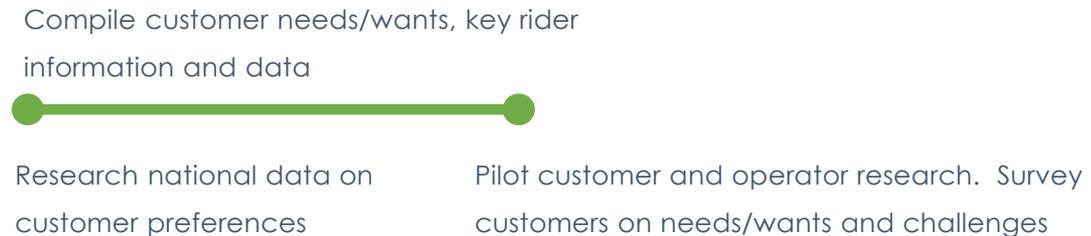
Technology



Finance



Customer Experience



Fare Collection System Costs:

		Annual Costs	Project Costs	
BUDGETED/PLANNED	Ongoing Maintenance	Technology maintenance	\$110,000	
		Mechanical maintenance	\$269,000	
		Mechanical parts	\$173,000	
	One-time Investments	Bus farebox rekeying		\$ 336,000
		TVMs for UVX		\$1,100,000
		Rail TVM SoGR	\$ 50,000	\$7,800,000
		Validators	\$250,000	\$5,000,000
	Unfunded Options	Upgrade Current EFC System	\$350,000	\$1,000,000
		Smart fare boxes		~ \$9,500,000
		Replace EFC System		~ \$10,000,000
	Software maintenance	~ \$950,000		



2021 Budget Presentation *Resources*



2021 Resource Follow-up:

- **No Change**
 - Chief Operating Administration
- **Shift resources within Current Budget and FTE**
 - Community Engagement
- **Evaluate One Time Expense Needs**
 - Real Estate & TOD
- **Propose increases to Asset Management**

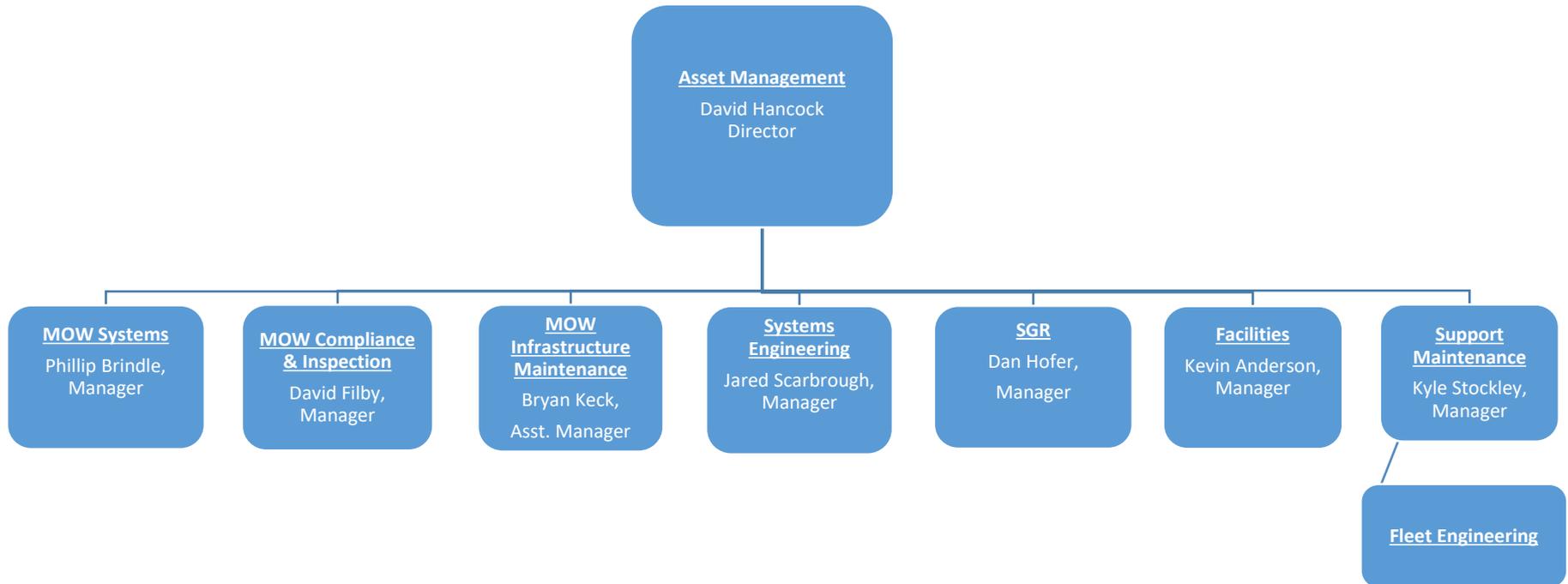


Asset Management Service Unit

Total Funding-

* Operating: \$40.3 M

* SGR Projects: \$81.5M



2021 Proposed Resource Adjustments: Asset Management

- **Increase 5 FTE: Total Increase to Labor & Fringe = ~ \$382K**
 - Increase 1 FTE Systems Engineer
 - Increase 1 FTE Assistant Manager of MOW Systems
 - Increase 1 FTE Assistant Manager of Support Maintenance
 - Increase 2 Additional MOW Infrastructure Rail Workers (net neutral due to RWIC revenue)
- **Increase Contract Services for ~ \$1.5M**
- **Allow new structure adjustments and apprenticeship programs to come to fruition before making further changes**





2021 Budget Presentation

Other

Covid-19 Update: Air Filtration/UV Light

Included in the budget

- **Bus**
 - Air filtration filters are being tested and yielding positive results
 - Pursuing and evaluating UV Light usage options
- **Trax**
 - UV Light filtration procurement in progress
- **Commuter Rail**
 - UV Light filtration procurement in progress



Other Follow-Up Items:

- Establish budget category for non-departmental expenses
- Review currently in progress on telecommuting best practices and creation of UTA guidelines
- Other Digital/Technologic Business Solutions

