

**METRO**  
**BOARD APPROVED**  
**OPERATING & CAPITAL BUDGETS**  
**FISCAL 1995**

**(October 1, 1994 - September 30, 1995)**



Fax 739-4925  
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October 1, 1994

Board of Directors  
Metropolitan Transit Authority

Dear Board Members:

Article 1118x, Section 12A, of Vernon's Texas Civil Statutes requires the Board of Directors of the Metropolitan Transit Authority to adopt an annual operating budget which specifies major expenditures by type and amount, prior to commencement of a fiscal year. In accordance with the statutes, the General Manager prepared proposed Operating and Capital Budgets which were reviewed and approved as amended by the Metropolitan Transit Authority Board of Directors on September 22, 1994. The Operating and Capital budgets for the Metropolitan Transit Authority for fiscal year 1995 (October 1, 1994 - September 30, 1995) are:

- Operating Budget      \$208,407,000
- Capital Budget        \$360,775,000

METRO staff presented to the Board, in a series of budget workshops, METRO's proposed Strategic Business Plan which consists of the following elements:

- Economic Assessments (Barton Smith)
- General Mobility Capital Improvement Program
- Capital Improvement Program
- Transit Services Program (Service Plan and Marketing Plan)
- Service Quality Performance Goals
- Cost Effectiveness Performance Goals
- Fare Structure
- Annual Ridership Forecast
- Annual Revenue Forecast
- Annual Operating Budget
- Annual Capital Budget
- Long Range Cash Flow

The Annual Operating Budget and the Annual Capital Budget represent the Board's approved maximum annual expenditure authority to implement the Authority's programs to achieve stated goals in the context of the current economy.

During the FY1995 strategic planning cycle, it was established that economic conditions in Houston are continuing in a very uncertain state; that Barton Smith's June 1994 forecast for METRO indicates a recovery in FY1995 and FY1996 but calls for a slower recovery from the recession than previously expected; that METRO's two largest transit markets -- downtown and the Texas Medical Center are expected to be weaker than the Houston economy at large.

The FY1995 Operating Budget of \$208,407,000 was prepared based on the following objectives:

- Meet all service legal requirements.
- Preserve the ability to expand the bus system as the economy improves, as the Regional Bus Plan is implemented and as demand for service grows.
- Preserve the ability to perform METRO's basic transit system security function, to operate the transitway system, and to provide traffic congestion management.
- Improve cost efficiency.
- Implement as much planned experimental service with expected high productivity as possible.

Accordingly, the proposed Operating Budget features a \$6.9 million expansion of service including the following new experimental services:

- New transit center flyer connecting the Kashmere Transit Center, Northwest Transit Center, Uptown/Galleria, and the Hillcroft Transit Center, featuring high speed connections with high frequency to a non-downtown major activity center destination starting October 3, 1994.
- New transit center flyer connecting the Kashmere Transit Center, Denver Harbor Transit Center, Magnolia Transit Center, Southeast Transit Center, Texas Medical Center, Bellaire Transit Center, and the Hillcroft Transit Center, featuring high-speed connections with high frequency to a non-downtown major activity center destination starting January, 1995.
- New park & ride service from the Westwood Park & Ride lot to the Texas Medical Center featuring very frequent and fast trips via the Southwest Transitway starting October 3, 1994.
- Increased frequency on the number 1-Hospital route starting October 3, 1994.
- Increased frequency on the number 42-Holman route starting October 3, 1994.
- Start up of METROVan services, October 1994.
- Start up of jitney services, January 1995.
- Start up of subscription bus services, January 1995.

In February 1992 the METRO Board of Directors adopted the Community Transportation program including the Regional Bus Plan. The Fiscal 1995 Capital budget represents the level of Board authorized capital expenditure authority required to implement the General Mobility program, the Regional Bus Plan, transitway facilities, bus procurement and support equipment and facilities.

The Fiscal 1995 Capital budget is \$360,775,000. The major expenditures included in the Fiscal 1995 Capital budget are as follows:

**General Mobility Program - \$154,396,000**

- All designated projects, infrastructure maintenance projects and the Freeway Incident Management Program, funded from the General Mobility fund.

**Regional Bus Plan - \$92,605,000**

- Twenty-eight (28) projects and land acquisition associated with the Regional Bus Plan.

**Transitways and Related Facilities - \$29,995,000**

- Construction of the North Transitway from Beltway 8 to FM1960 including the Kuykendahl and FM1960 interchanges.
- Completion of the Kuykendahl Park & Ride expansion.
- Construction of the Fuqua Park & Ride Lot, Addicks Park & Ride expansion, and Northwest Station Park & Ride expansion.
- Construction of the Southwest Transitway from Keegans Bayou to the Fort Bend county line, and the Eastex Transitway.
- Implementation of transitway modification projects.
- Design of the Crosstimbers access ramp and the Northwest Station Park & Ride second modification, and the South Freeway Transit Center.

**Buses and Support Facilities - \$67,365,000**

- Acquisition of 100 replacement METROLift vans.
- Support facilities and equipment required to upgrade buses, facilities and communications and to acquire needed equipment, including implementation of the MIS projects to replace Unisys and strengthen the Local Area Network, replacement of current fareboxes with electronic registering

fareboxes, upgrade of facilities to add LNG capability in fuel handling and bus repair, acquisition of a fiber optics communication system, and replacement of the outdated radio system.

- Acceleration of passenger shelter installations.

**Transit Mobility and Development Fund Including Land and Contingency - \$16,414,000**

- Construction of 10 transit street projects.
- Continuation of system accessibility improvements to bring route amenities up to ADA standards.
- Implementation of an experimental smart commuter project relative to Intelligent Vehicle Highway System (IVHS).
- Development of the Federal Transit Administration (FTA) funded new generation bus.

The attached document provides details for Fiscal 1995 including:

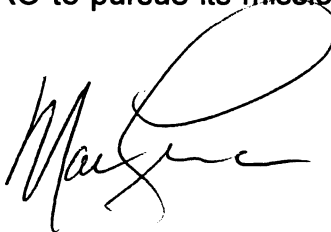
- Forecast of ridership
- Forecast of revenues
- Forecast of service quality performance goals
- Forecast of cost effectiveness performance goals
- Forecast of composite financial statement
- Department detail - Operating budget
- Programmatic Summary - Capital budget

Fiscal 1995 promises to be a challenging and exciting year and the Board has provided the resources for METRO to pursue its mission vigorously.

Sincerely,



Robert G. MacLennan, P. E.  
General Manager



xc: Senior Staff

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## REFERENCE DOCUMENTS

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The METRO Strategic Business Plan is documented in the following reference documents:

- A. Forecasts of Economic Growth, Inflation, and Interest Rates for Houston, Texas - period fiscal year ending September 1994 to fiscal year ending September 2015.

Barton A. Smith  
Professor of Economics - University of Houston  
June, 1994

- B. METRO Board  
Proposed FY1995-2004 METRO General Mobility Capital Improvement Program.

Revised September 16, 1994. Approved by Board September 22, 1994

- C. METRO Board  
Proposed FY1995-2004 METRO Capital Improvement Program.

Issued August 31, 1994. Approved by Board September 22, 1994

- D. The Transit Services Program Fiscal Years 1995-1999.

Issued November 16, 1994. Approved by Board September 22, 1994

# FISCAL 1995 SERVICE PLAN & FARE STRUCTURE

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## Fiscal 1995 Service Plan

The Fiscal 1995 Service Plan is detailed in the referenced document The Transit Services Program Fiscal Years 1995-1999, issued November 16, 1994.

METRO operates 122 fixed route services in a 1,229 square mile service area. In order to grow the system in a highly productive and cost efficient manner, the Service Plan focuses on three main areas:

- Improving the productivity of existing service
- Implementing service enhancements
- Developing and implementing innovative approaches to the provision of service (dubbed experimental services)

### Increasing Productivity of Existing Services

During Fiscal 1994, the productivity focus resulted in weekday bus hours being reduced by 2.5% from 9,121 in October 1993 to 8,884 in September 1994. This reduction was accomplished by decreasing the amount of "deadheading" on routes, increasing the amount of shared resources, utilizing the existing layover by reinvesting into revenue service, and finally by removing empty seats. Of these four productivity strategies, the first three allowed costs to be reduced without significantly reducing the service to the public.

Deadhead. Deadhead service is the time spent traveling to and from the garage and is not available to the public. By assigning more routes to the Kashmere facility and fewer to the Hiram Clarke facility, hours and miles were reduced without any change in revenue service.

Shared Resources. One method of sharing the resources on routes is by through-routing, which involves combining routes in the CBD. Through-routing reduces the number of bus trips in downtown, which reduces both congestion and the related cost of these trips. During Fiscal 1994, six routes were combined into three pairs. These pairs are:

- 4 Beechnut with the 6 Jensen
- 5 Kashmere with the 28 Southmore
- 9 Hirsch with the 52 Scott



Seven park & rides on common corridors had some trips combined and earlier and later service offered. The most significant example of this is the combination of the 262 Westwood and the 263 Alief into the 262 Alief/Westwood. Both lots received additional trips and earlier and later service, without an increase in resources. Additionally, the 56 Airline and 102 IAH Express had their express trips combined to provide a unified "express" service to Greenspoint from the CBD.

Layover. A layover analysis was conducted on all METRO services during Fiscal 1994. Those routes that had a high level of layover time were examined to determine if there was an opportunity to reduce this unproductive time by reinvesting it into revenue service. An example of this would be to take the reduction in layover time and use it to increase the frequency of service or extend the route. Four routes were examined in this manner and had changes instituted:

- 12 Allen Parkway Shuttle
- 18 Kirby
- 47 Hillcroft Crosstown
- 79 West Little York

Removal of Empty Seats. In cases where trips were significantly underutilized, a cutback in service was examined. This analysis looked at the usage of service over the course of the day to determine when extra trips were being provided, and looked at other routes in the area to determine if a more productive way to provide the same service could be found. The equipment used on the route was also examined to determine if a more appropriately sized vehicle could be used. The result of this examination was a reduction on six weekday routes:

- Employee Shuttle - Reduction in the number of trips and conversion to smaller vehicles
- TMC Shuttles - Reduction in the number of trips in coordination with the TMC and conversion to both smaller and larger vehicles when appropriate
- 9 Med Center - Replaced by new circulator service, the 13 Plaza del Oro
- 94 Eastwood TMC - Discontinued with alternate service available on other routes
- 164 Hillcroft - Replaced by new 163 Fondren Express
- 168 Mission Bend - Replaced by extension of the 25 Richmond

These types of productivity improvements will continue during Fiscal 1995. Areas to be examined for enhanced system productivity are as follows:

- Additional through-routing opportunities
- Increased shared trips on park & rides
- Further reinvestment of layover
- Reallocation of underused resources
- Reduction in summer service in line with demand

The reduction in summer service is designed to better balance the demand with the level of service provided. This is accomplished on the local network with the removal of school tripper service on routes where no summer school is provided. Recent analyses have shown there is also a significant and regular decline in the commuter market over the summer as families go on vacation. The regular nature of this decline will allow some of the tripper service on the commuter network to be removed, thereby reducing our service requirement for one-fourth of the year.

### Implementing Service Enhancements

A significant portion of the savings realized from the productivity analyses was reinvested into service enhancements. The major addition during Fiscal 1994 was the rescheduling of METRO's flagship route, the 2 Bellaire. This route received an increase in service, with extensions further west. One branch of this route was also spun-off into a separate route, the 163 Fondren Express. This express route permitted faster travel time to downtown throughout the day.

Service was also added on several routes to extend their hours of service into the later evening hours to provide better access for the area shopping malls. Late hours were designed to improve service for employees as well as shoppers.

For Fiscal 1995, the innovative approaches to service developed in Fiscal 1994 will be implemented. The four fixed route services, 1 Hospital (increased frequency), 42 Holman (increased frequency), 292 Westwood-TMC Park & Ride (new route), and TC Flyer-first phase (new route) will be implemented in October 1994. The TC Flyer-second phase will be implemented in January 1995. Two of these routes will provide a high speed, high frequency service from the first day of implementation, instead of building the level of service over time as ridership grows. These routes are the 292 Westwood-TMC Park & Ride, which replaces the 196 Westwood-TMC Express; and the TC Flyer, the first phase of which will go from the Kashmere Transit Center to the Northwest Transit Center through Uptown/Galleria to the Hillcroft Transit Center. The second phase will complete the circle via the Bellaire Transit Center, Texas Medical Center, Southeast Transit Center, Magnolia Transit Center, and the Fifth Ward/Denver Harbor Transit Center. Both of these routes will offer a high speed connection with high frequency to a non-CBD destination.

The other two routes -- the 1 Hospital and the 42 Holman will be modified to dramatically increase the frequency of service to test the ability of a higher frequency on an existing route to generate ridership growth.

Two areas are under examination for the replacement of existing fixed-route service with another service product. The Aldine and Hobby Airport areas are being considered as potential areas to replace the existing poorly performing fixed routes with a demand-response service similar to METROLift. Unlike METROLift, this demand-response program would be open to all members of the public. Anyone

would be able to reserve, in advance, a pickup and drop-off anywhere within the designated area. For travel outside the area, the rider would be taken to a convenient transfer location, such as a mall or a METRO facility. The demand-response service would be funded through reallocation of existing fixed-route resources in the areas.

Two transit center areas (Acres Home and Tidwell) will have their service examined in detail to determine how connections can be improved and additional destinations served. Based upon the examination to date, many of these enhancements will be funded out of more efficient routing and scheduling of the existing service. Any additional resources that may be required will be funded out of the other productivity programs that are being pursued.

Finally, the Monroe Park & Ride lot will open in January 1995 and will be served by adding stops to the existing 245 Edgebrook Park & Ride. The lots will be served by a combined route, similar to the operation of the 262 Alief/Westwood.

Several opportunities for increased private sector participation will be pursued during Fiscal 1995. These opportunities are in addition to the continuation of the existing private operation of the 40-foot commuter bus routes and the METROLift services. New service concepts to be operated by the private sector include METROVan/CaraVan service, the FasTrak services, subscription bus service and the demand-response service.

Additionally, several existing routes will be examined to determine their potential for privatization. Included in this examination will be low-productivity 40-foot local routes. These routes are more suitable for operation by minibuses, but currently METRO does not have any more of these vehicles to commit to service. This limitation can be overcome by contracting the service to a private provider that has smaller buses available, or has similar operating cost to METRO's minibus cost. This privatization would be phased so that METRO labor reductions can be absorbed through attrition.

#### Developing and Implementing Experimental Services

During Fiscal 1994, METRO began examining innovative approaches to the provision of service. These innovative approaches were designed to identify new ways to provide a highly attractive service to the traveling public at lower costs than traditional fixed route service. The research was also aimed at identifying the potential to involve the private sector in the provision of any new service products that may be developed.

Most of Fiscal 1994 was spent conducting market research to identify what new products would be most appropriate to introduce to what markets. Three new products that go beyond fixed route service were identified that involve innovative approaches that offer the opportunity for private sector participation. The first of

these is the "METROVan" plan. This plan is similar to a traditional vanpooling plan except that METRO would pay a portion of the van's monthly cost. Vans would be provided by the private sector, with the specific providers prequalified to participate in the plan. In September 1994, the first of the providers were qualified, and the first vans organized and placed on the streets. The goal for Fiscal 1995 is 100 vans.

As an expansion of the METROVan concept, an additional program, CaraVan, will begin in Fiscal 1995. The METROVan approach is to fund vanpools independently, without any coordination among vans with similar origins and destinations. The CaraVan approach is to take METROVan to the next step and create a system of coordinated vanpools with similar origins and destinations and schedule them in a manner that mimics a bus service. For example, instead of four independent vans that all go from Katy to the Ship Channel during the 7-8 a.m. hour, these same four vans could be scheduled so that one leaves at 7 a.m., the next at 7:15 and so on. Riders would be assigned to one regular trip, but if they needed, they could switch to a different trip. This offers the advantage of a flexible schedule while maintaining the personalized service and low cost that a vanpool can offer. The CaraVan program could be a precursor to bus service.

The second service product that was examined during the year is the provision of jitney-like service called FasTrak. FasTrak provides METRO the opportunity to develop a quality alternative transportation option that allows for participation of the private sector in the provision of service. Work is continuing on the development of the form of this service, with two general forms under consideration: one focuses on providing additional and complementary service along with existing bus routes; and the other focuses on replacing poorly performing bus routes with a FasTrak service. Under both options, the services would run a fixed route but could deviate within limits to discharge passengers.

FasTrak service will be implemented experimentally as an overlay in five corridors during Fiscal 1995. These overlay projects will significantly increase travel options in the areas and may allow METRO to reduce its peak requirement if enough demand switches to the alternative service. These areas would be where traditional fixed-route service has not been able to operate efficiently, and FasTrak services are anticipated to provide better service at a lower operating cost.

The third innovative approach is the Subscription Bus Plan. This plan is aimed at building a partnership among METRO, a sponsoring organization, and the riders. Each would be responsible for ensuring the success of customized, targeted bus routes. During Fiscal 1994, this plan was extensively marketed to various companies and consortiums. One subscription bus route is scheduled to be implemented in January 1995. This route will connect the Kingwood area with Greenspoint. The route is being designed in close cooperation with the area companies and will serve as a model to be applied in other areas as appropriate.

### **Fiscal 1995 Fare Structure**

The METRO Board approved the following fare structure on September 22, 1994 for implementation October 1, 1994.

# METRO FARE SCHEDULE

AS OF OCTOBER 1, 1994

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FARE TYPE		FARE (\$)
<b>LOCAL</b>		
SINGLE		1.00
TEN-RIDE (TOKENS) NOTE 1		8.00
WEEKLY PASS		9.00
MONTHLY PASS		35.00
ANNUAL PASS		315.00
<b>EXPRESS</b>		
SINGLE		1.50
TEN-RIDE (TICKETS)		13.00
MONTHLY PASS		50.00
ANNUAL PASS		459.00
<b>PARK &amp; RIDE</b>		
<b>BLUE</b>		
SINGLE		2.00
TEN-RIDE		18.00
FORTY-RIDE		71.00
MONTHLY PASS		63.00
ANNUAL PASS		567.00
<b>GREEN</b>		
SINGLE		2.50
TEN-RIDE		22.00
FORTY-RIDE		87.00
MONTHLY PASS		78.00
ANNUAL PASS		702.00
<b>RED</b>		
SINGLE		3.00
TEN-RIDE		26.00
FORTY-RIDE		103.00
MONTHLY PASS		94.00
ANNUAL PASS		846.00
<b>ORANGE</b>		
SINGLE		3.50
TEN-RIDE		29.00
FORTY-RIDE		115.00
MONTHLY PASS		110.00
ANNUAL PASS		990.00
<b>YELLOW</b>		
SINGLE		4.00
TEN-RIDE		33.00
FORTY-RIDE		131.00
MONTHLY PASS		126.00
ANNUAL PASS		1,134.00
SENIOR CITIZENS	NOTE 2	0.40
STUDENTS (JR. & SR. HIGH)	NOTE 2	0.40
DISABLED	NOTES 5&6	0.40
YOUTH (5 TO 11)	NOTE 3	0.25
TEXAS SPECIAL		0.25
<b>METROLIFT</b> NOTE 4		
SINGLE		1.15
TEN-RIDE		9.75
MONTHLY PASS		38.60
ANNUAL PASS		347.00
FREEDOM PASSPORT	NOTES 5&6	0.00

NOTE 1: Tokens, purchased in packs of ten, can be used on local routes only. Because they may be purchased and used by any patron, tokens are only available in packs of ten at the ten-ride price. No other discounts apply to tokens.

NOTE 2: For patrons with a METRO ID, the local service fares for Senior Citizens and Junior and Senior High School Students are as stated above. Other fares for these patrons are shown on Exhibit III.

NOTE 3: The local fares for 5-11 year old patrons are as stated above. Other fares for these patrons are shown on Exhibit III. Children under the age of 5 ride free.

NOTE 4: Registered METROLIFT patrons purchase METROLIFT tickets in advance. A METROLIFT fare includes a free ride for a patron's companion, if necessary.

NOTE 5: When using the Freedom Passport along with the METROLIFT ID, the fares are free on fixed-route service for both the patron and a companion, if necessary.

NOTE 6: The difference between Disabled half fares and METROLIFT fares is that Disabled half fares are intended for those patrons whose condition does not qualify them for METROLIFT. Only METROLIFT participants are eligible for the Freedom Passport.

NOTE 7: Base fares increase in \$.50 increments for each progressively higher fare level.

# METRO FARE SCHEDULE

SENIORS(\*)/STUDENTS/DISABLED/YOUTH (5 TO 11 Years)  
AS OF OCTOBER 1, 1994

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FARE TYPE		FARE (\$)	
LOCAL		SR/ST/DI	Youth
	SINGLE	0.40	0.25
	WEEKLY PASS	4.50	2.70
	MONTHLY PASS	15.00	9.00
	ANNUAL PASS	135.00	81.00
EXPRESS			
	SINGLE	0.60	0.35
	TEN-RIDE (TICKETS)	5.15	3.05
	MONTHLY PASS	21.15	12.65
	ANNUAL PASS	190.00	113.00
PARK & RIDE			
BLUE			
	SINGLE	0.90	0.50
	TEN-RIDE	7.65	4.55
	FORTY-RIDE	30.60	18.35
	MONTHLY PASS	30.25	18.15
	ANNUAL PASS	272.00	163.00
GREEN			
	SINGLE	1.10	0.65
	TEN-RIDE	9.35	5.60
	FORTY-RIDE	37.40	22.40
	MONTHLY PASS	36.95	22.15
	ANNUAL PASS	332.00	199.00
RED			
	SINGLE	1.25	0.75
	TEN-RIDE	10.85	6.50
	FORTY-RIDE	43.35	26.00
	MONTHLY PASS	42.85	25.70
	ANNUAL PASS	385.00	231.00
ORANGE			
	SINGLE	1.45	0.85
	TEN-RIDE	12.30	7.35
	FORTY-RIDE	49.30	29.55
	MONTHLY PASS	48.70	29.20
	ANNUAL PASS	438.00	262.00
YELLOW			
	SINGLE	1.65	0.95
	TEN-RIDE	14.00	8.40
	FORTY-RIDE	56.10	33.65
	MONTHLY PASS	55.45	33.25
	ANNUAL PASS	499.00	299.00
TEXAS SPECIAL		0.15	0.05

(\*) Seniors age 65 and above can purchase an annual pass for \$52 good for unlimited rides on the fixed-route system.

## FORECASTS

### INDEX

- FISCAL 1995 RIDERSHIP
- FISCAL 1995 REVENUES
- FISCAL 1995 SERVICE QUALITY PERFORMANCE GOALS
- FISCAL 1995 COST EFFECTIVENESS PERFORMANCE GOALS
- FISCAL 1995 COMPOSITE FINANCIAL STATEMENT



## FISCAL 1995 RIDERSHIP

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FORECAST PASSENGER TRIPS (000's omitted)	
	FY1995 Forecast
TRANSIT	
Local & Express	52,482
Park & Ride	4,968
Total Fixed Route	57,450
METROLift	941
Special Event/Charter	682
Privatized Experimental Services	1,194
Total Transit System	60,267
Carpools & Vanpools on Transitways	14,220
Total Transit & Transitways	74,487

### NOTES:

1. METRO defines passenger trips as boardings less transfers. This is the same as "linked trips".
2. Total fixed route includes new experimental services added to the existing bus system: e.g., Westwood to TMC park & ride, increased frequency on Hospital and Holman local routes.
3. Privatized experimental services includes new experimental services that are not part of the existing bus system: e.g., METROVan, CaraVan, and FasTrak programs.

## FISCAL 1995 REVENUES

METRO REVENUE FORECAST - FISCAL 1995 (000's omitted)	
	FY1995 Forecast
<b>OPERATING INCOME</b>	
Bus Fares	49,916
Route Guarantees	662
METROLift Revenue	656
Special Event & Charter Revenue	150
Subtotal Fare Income	51,384
Misc. Operating Income	358
Subtotal Operating Income	51,742
<b>NON-OPERATING INCOME</b>	
Sales Tax Income	244,754
Interest Income	19,914
Subtotal Non-Operating Income	264,668
<b>CAPITAL GRANTS REVENUE</b>	
Federal	123,163
<b>TOTAL REVENUE</b>	<b>439,573</b>

**NOTES:**

1. Effective October 1994, METRO Special Event Services are offered on a cost reimbursement basis. The recovery of cost is included in the Operating budget as a reduction of expenditures, not as revenue.
2. METRO's forecast for sales tax income reflects the change in state law reducing the manufacturer's sales tax to zero and the termination of the METRO expanded base sales tax distribution effective in January 1995. Sales tax income is stated on the accrual basis.
3. All revenues are stated in year-of-expenditure dollars.

## FISCAL 1995 SERVICE QUALITY PERFORMANCE GOALS

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	FY1995 Goals
Accidents Per 100,000 Revenue Miles	1.94
On-time Performance	96.0%
Revenue Miles Between Service Interruptions	4,563
Complaints Per 100,000 Passenger Trips	24.7
Incidents Against Persons Per 100,000 Passenger Trips	1.51
Incidents Against Property Per 100,000 Passenger Trips	0.96
<b>INDICATORS WHICH ARE SET BY THE LABOR AGREEMENT</b>	
Vehicle Miles Between Mechanical Road Calls	14,000
Accidents Per 100,000 Vehicle Miles	1.60

## NOTES: Transit System Quality Performance Statistics

### SYSTEM QUALITY

The primary element in the success METRO has had in building a first-rate transit system has been the dedication to QUALITY of our service. METRO has dedicated itself to bringing our transit passengers service that is safe, clean, comfortable, reliable, attractive and economical.

QUALITY INDICATORS: To maintain a sharp focus on quality, a number of quality indicators are tracked, monitored and reported throughout the year. Six of these quality indicators focusing on different aspects of quality transit service are reported to the Board on a monthly basis. Safety is measured using an indicator called "Accidents Per 100,000 Revenue Miles." Timeliness is measured by an indicator called "On-Time Performance." Reliability is measured using an indicator called "Revenue Miles Between Service Interruptions." Customer satisfaction and customer relations are measured using an indicator called "Complaints Per 100,000 Passenger Trips." Personal safety on the transit system is measured using an indicator called "Incidents Against Persons Per 100,000 Trips." The security of METRO's property is measured using an indicator called "Incidents Against Property Per 100,000 Trips."

Two related quality indicators that are used as goals in METRO's labor agreement are also reported monthly. "Vehicle Miles Between Mechanical Road Calls" is a measure of transit reliability, that focuses on those items directly controlled by METRO's Maintenance Department. "Accidents Per 100,000 Vehicle Miles" is a measure of safety, that measures all accidents including METRO buses, whether or not the bus was in revenue service or not.

SETTING FISCAL GOALS: METRO has some of the highest service quality goals in the entire transit industry; but we are always stretching to meet higher goals. METRO sets tighter standards every year through a Board approved formula in which each year's goal is calculated by taking the last three years' actual weighted average results, and then including a 2.0% improvement in that average.

The goals for "On-Time Performance", "Vehicle Miles Between Mechanical Road Calls", and "Accidents Per 100,000 Vehicle Miles" were set in the August 1, 1992 Labor agreement.

### DEFINITIONS

- **Accidents per 100,000 Revenue Miles.** Accidents are defined as passenger injuries or collisions between a revenue vehicle and a fixed object or other vehicle in which there is more than incidental damage. The number of revenue miles operated by METRO and other operators under contract to METRO, including

METROLift, in a month is divided by 100,000 and the result is then divided into the number of accidents to arrive at this statistic. METRO's FY1995 goal is 1.94.

- **On-Time Performance.** The percentage of all the METRO buses operating within the **on-time** window over a monthly operating period. Buses are timed daily at a randomized series of checkpoints. A bus is considered early if it leaves from a designated stop any time before the scheduled time, and is considered late if it arrives more than five minutes after the scheduled time. The bus is considered "on-time" if it is within the five minute window. METRO's FY1995 goal is 96.0%. This indicator is set in the Labor Agreement.
- **Revenue Miles Between Service Interruptions.** A service interruption is defined as an incident where bus service is interrupted for more than one minute. The statistic is calculated by dividing the total number of revenue miles during the month by the number of service interruptions. METRO's FY1995 goal is 4,563 miles between service interruption.
- **Complaints per 100,000 Passenger Trips.** The total number of passenger trips is divided by 100,000 and the result is then divided into the number of registered complaints. Complaints are defined as telephone calls or letters written to METRO in which a complaint regarding some facet of METRO service is reported. METRO's FY1995 goal is 24.7.
- **Incidents Against Persons per 100,000 Trips.** A police incident against a person is defined according to categories established in federal crime statistics. This category includes incidents such as assault, but also more minor offenses such as public intoxication and disorderly conduct. These two types of incidents account for a vast majority of the total incidents against persons. The statistic is calculated by dividing the number of passenger trips by 100,000 and then dividing the results into the number of incidents against persons. METRO's FY1995 goal is 1.51.
- **Incidents Against Property per 100,000 Trips.** A police incident against property is defined according to categories established in federal crime statistics. This category includes such incidents as theft and vandalism, and excludes incidents involving bus passenger shelters. The statistic is calculated by dividing the number of passenger trips by 100,000 and then dividing the results into the number of incidents. METRO's FY1995 goal is 0.96.
- **Miles between Mechanical Road Calls.** A road call is defined as an incident where bus service is interrupted for more than one minute due to a maintenance problem. The statistic is calculated by dividing the total number of miles operated by METRO only during the month by the number of road calls. This statistic is useful in assessing mechanic effectiveness since the better they do their job, the

greater the distance between mechanical road calls. This indicator goal is set in the August 1, 1992 Labor Agreement as 14,000.

- **Accidents Per 100,000 Vehicle Miles.** The total number of miles operated by METRO only in a month is divided by 100,000, and then the result is divided into the number of accidents. Accidents are defined as passenger injuries or collisions between a METRO bus and a fixed object or other vehicle in which there is more than incidental damage. This indicator goal is set in the August 1, 1992 Labor agreement at 1.60.

## FISCAL 1995 COST EFFECTIVENESS PERFORMANCE GOALS

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	FY1995 Goals
Fare Recovery - Transit	20.9%
Subsidy Per Passenger Mile - Transit	41.8¢
Subsidy Per Passenger Trip - Transit	\$3.23
Cost Per Passenger Mile:	
Transit	52.8¢
Total Transit & Transitway	43.2¢
Cost Per Revenue Mile - Transit	\$5.58
Vehicle Capacity Utilization	23.6%
Operator Absenteeism	6.0%

### NOTES:

1. All costs are expressed on a full cost basis in year-of-expenditure dollars. Full cost basis = total departmental costs + depreciation + gain/loss on disposal of fixed assets.
2. The Fare Recovery Ratio - Transit EXCLUDING depreciation and gain/loss on disposal of fixed assets FY1995 GOAL is 26.1%.
3. METRO excludes Traffic Management expenses from total transit costs in these statistics, since these relate to congestion management activities involving automobiles rather than the bus system.
4. Cost Effectiveness & Productivity Definitions
  - **Fare recovery ratio - transit.** The percentage of transit costs (departmental and support expenses plus depreciation) that are paid by passenger fares, including cash fares, pass sales income, route guarantees, METROLift and charter revenue. This value is calculated by dividing transit fares and

revenues by transit costs. It excludes special event revenue beginning in FY1995.

- **Subsidy per passenger mile - transit.** The net cost borne by taxpayers to move a transit passenger one mile. It is calculated by subtracting bus revenues from transit costs (departmental and support expenses plus depreciation) and then dividing by the number of transit passenger miles.
- **Subsidy per passenger trip - transit.** Total transit cost less bus fares equal total transit subsidy. This represents revenues from sales tax, interest income and operating income and grants used to fund the transit system.
- **Cost per passenger mile - transit.** The average cost of moving a transit passenger one mile. It is calculated by dividing total transit costs (departmental and support expenses plus depreciation) by total transit passenger miles.
- **Cost per revenue vehicle mile - transit.** The total cost for providing a unit (revenue mile) of transit service. This value is calculated by dividing the total transit cost (departmental and support expenses plus depreciation) by transit revenue miles.
- **Vehicle capacity utilization.** The percentage of in-service, fixed route bus capacity that is used by passengers. This value is calculated by dividing passenger miles by capacity miles, which are revenue miles multiplied by the average bus capacity, including both seated and standing passenger capacity, consistent with METRO's service standards.
- **Operator Absenteeism.** The "Operator Absenteeism" percentage is the ratio of total unscheduled operator absentee hours divided by total scheduled operator hours. Included in unscheduled operator absentee hours are hours charged to: sick leave, excused leave, a "miss", suspension hours, funeral leave, doctor's appointment, jury duty, union business (other than Union Officers on full-time leave), and military leave.



# FISCAL 1995 COMPOSITE FINANCIAL STATEMENT

(\$000 omitted)	
	FY1995 Forecast
<b>GROSS INCOME</b>	
Bus Fares	51,384
Sales tax income (accrual basis)	244,754
Interest income	19,914
Other operating income & grants	<u>358</u>
TOTAL	316,410
<b>OPERATING EXPENSES - TRANSIT</b>	
Department & support expenditures	196,639
Depreciation expense	49,097
Gain/loss on disposal of fixed assets	<u>250</u>
SUBTOTAL	245,986
<b>OPERATING EXPENSES - TRAFFIC MANAGEMENT</b>	
Department & support expenditures	11,768
Depreciation expense	<u>6,500</u>
SUBTOTAL	18,268
<b>TOTAL OPERATING EXPENSES</b>	264,254
<b>GROSS INCOME LESS TOTAL OPERATING EXPENSES = NET INCOME AVAILABLE FOR CAPITAL EXPENDITURES</b>	52,156
+ depreciation	55,597
+ gain/loss on disposal of fixed assets	<u>250</u>
SUBTOTAL	55,847
<b>CURRENT YEAR CASHFLOW AVAILABLE FOR CAPITAL REPLACEMENTS AND ADDITIONS</b>	108,003
+ Federal/State capital grants collected	123,163
<b>TOTAL CASH FLOW AVAILABLE FOR CAPITAL REPLACE- MENT AND ADDITIONS</b>	231,166
- capital expenditures	360,775
<b>CURRENT YEAR CASH FLOW FOR FUTURE CAPITAL EXPENDITURES INCLUDING REPLACEMENTS AND OPERATING EXPENDITURES</b>	-129,609

**NOTES:**

1. All data in year-of-expenditure dollars.
2. Operating expenses Transit and Traffic Management include \$5 million operating contingency allocated in ratio to the relative amount of cost in each category.
3. Capital expenditures include a \$5 million capital contingency.

## FISCAL 1995 OPERATING BUDGET

The primary product of METRO's transit system is the delivery of high quality bus services. The amount of bus services to be delivered is defined by the Transit Services Program approved by the Board in September 1994, as summarized earlier in this document. This program includes the amount of service in each category: local, express,, and park & ride; lifeline, non-lifeline; probationary and non-probationary. It defines each individual route and the level of service to be provided on each route -- schedule frequency, stops, length of service.

For budgeting purposes, service is primarily measured in bus hours and revenue miles. The following table shows the planned bus hours in Fiscal 1995:

Fixed Route	Annual Bus Hours	% of Total
Local	2,296,177	83%
Express	183,354	7%
Park & Ride	272,045	10%
TOTAL	2,751,576	100%

When METROLift services and special event services are added, the total transit system bus services are defined by the following:

Total System	Annual Bus Hours	% of Total
Fixed Route	2,751,576	90%
METROLift	285,695	9%
Special Event	12,688	1%
TOTAL	3,049,959	100%

NOTE: This estimate excludes bus hours for privatized experimental services as these will not be operated by METRO nor use METRO-owned vehicles. METRO's cost in this case is its estimated subsidy payments which are included in the Operating budget.

The following table shows the planned revenue miles for Fiscal 1995:

System Component	Annual Revenue Miles	% of Total
Local	29,745,535	76%
Express	3,201,396	8%
Park & Ride	6,017,073	16%
Total Fixed Route	38,964,004	100% 88%
METROLift	4,999,656	11%
Special Event	131,335	1%
Total Transit System	44,094,995	100%

The following tables present the Fiscal 1995 Operating budget:

- Personnel in terms of authorized positions at the end of Fiscal 1995 and the sum of full time equivalent personnel over the course of the year.
- Summary of all departments.
- Total Operating expenses by departments with allocations to transit, traffic management and capital projects.
- Total Operating expenses by expense category.

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DGM/Capital Projects & Traffic Management  
Capital & Long Range Planning  
Engineering, Construction & Real Estate  
Traffic Management

DGM/Human Resources  
Personnel  
Labor Relations  
Affirmative Action

Board & Executive Office  
Finance & Administration  
General Administrative Expenses

APPROVED OPERATING BUDGET  
FISCAL 1995

TOTAL AUTHORITY

Personnel Summary by Department*	FY 95	
	Approved	
	Auth	F.T.E.
<b>Transit Services:</b>		
DGM/Transit Services	2	2.0
Transit Operations	1807	1741.9
Maintenance	1014	1015.6
General Operating Expenses		
Service Development	43	39.2
Marketing & External Affairs	53	51.5
Subtotal Transit Services	2919	2850.2
<b>Capital Projects &amp; Traffic Management:</b>		
DGM/Capital Proj. & Traffic Mgt.	2	2.0
Capital & Long Range Planning	64	62.7
Engineering, Const. & Real Estate	78	80.1
Traffic Management	300	299.7
Subtotal Cap. Proj. & Traffic Mgt.	444	444.5
<b>Human Resources:</b>		
DGM/Human Resources	2	2.0
Personnel	26	26.0
Labor Relations	5	5.0
Affirmative Action	10	10.0
Subtotal Human Resources	43	43.0
<b>Management &amp; Support:</b>		
Board & Executive Office	99	91.7
Finance & Administration	177	170.0
General Administrative Expenses		
Subtotal Management & Support	276	261.7
<b>Total Personnel</b>	<b>3682</b>	<b>3599.4</b>

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in manyears for the total fiscal year.

APPROVED OPERATING BUDGET  
FISCAL 1995

TOTAL AUTHORITY

Total Operating Expenses by Department	FY 95 Approved Budget
<b>Transit Services:</b>	
DGM/Transit Services	170,084
Transit Operations	72,675,625
Maintenance	65,505,644
General Operating Expenses	32,816,582
Service Development	1,904,948
Marketing & External Affairs	5,690,504
Subtotal Transit Services	178,763,387
<b>Capital Projects &amp; Traffic Management:</b>	
DGM/Capital Proj. & Traffic Mgt.	144,482
Capital & Long Range Planning	2,953,950
Engineering, Const. & Real Estate	4,164,528
Traffic Management	10,095,181
Subtotal Cap. Proj. & Traffic Mgt.	17,358,141
<b>Human Resources:</b>	
DGM/Human Resources	160,133
Personnel	1,917,884
Labor Relations	271,258
Affirmative Action	504,701
Subtotal Human Resources	2,853,976
<b>Management &amp; Support:</b>	
Board & Executive Office	5,662,236
Finance & Administration	10,278,022
General Administrative Expenses	17,765,734
Subtotal Management & Support	33,705,992
Subtotal – Before Contingency	232,681,496
Contingency	5,000,000
Total Operating Expenses	237,681,496

**APPROVED OPERATING BUDGET  
FISCAL 1995**

**TOTAL AUTHORITY**

Total Operating Expenses by Category	FY 95 Approved Budget
Wages	77,920,605
Salaries	46,549,521
Fringe Benefits	40,058,603
Contract Transportation	14,254,997
Contract Services	13,278,373
Fuel, Lubricants & Taxes	10,202,357
Materials, Supplies & Parts	16,688,951
Utilities	3,832,359
Casualty & Liability	3,241,621
Leases & Rents	3,316,818
Miscellaneous	3,337,291
Subtotal—Before Contingency	232,681,496
Contingency	5,000,000
Total Operating Expenses	237,681,496
Allocation to Transit	191,921,012
Allocation to Traffic Management	11,485,988
Contingency	5,000,000
Subtotal—Operating Budget	208,407,000
Allocation to Capital	29,274,496
Total Operating Expenses	237,681,496



**APPROVED OPERATING BUDGET  
FISCAL 1995**

**Deputy General Manager/Transit Services**

Personnel Summary*	FY 95 Approved	
	Auth	F.T.E.
DGM/Transit Services	2	2.0
Total Personnel	2	2.0

Total Operating Expenses	FY 95 Approved Budget
DGM/Transit Services	170,084
Total Operating Expenses	170,084

Total Operating Expenses by Category	FY 95 Approved Budget
Salaries	155,574
Contract Services	2,150
Materials, Supplies & Parts	700
Utilities	240
Miscellaneous	11,420
Total Operating Expenses	170,084
Allocation to Transit	165,084
Allocation to Traffic Management	0
Subtotal—Operating Budget	165,084
Allocation to Capital	5,000
Total Operating Expenses	170,084

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in many years for the total fiscal year.

**APPROVED OPERATING BUDGET  
FISCAL 1995**

Department: Transit Operations

Personnel Summary by Division*	FY 95 Approved	
	Auth	F.T.E.
AGM & Staff	5	5.0
Transportation Programs	35	33.7
Bus Operating Facilities	1343	1333.8
Mini-Micro Operations	166	152.5
Dispatchers	12	11.8
Safety & Training	16	16.0
Operations/Maintenance Support	8	6.8
Part-Time Hourly Staff	27	26.2
Part-Time Operators	174	137.5
Information Operators	21	18.6
<b>Total Personnel</b>	<b>1807</b>	<b>1741.9</b>

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in manyears for the total fiscal year.

**APPROVED OPERATING BUDGET  
FISCAL 1995**

Department: Transit Operations

Total Operating Expenses by Division	FY 95 Approved Budget
AGM & Staff	1,053,313
Transportation Programs	15,476,860
Bus Operating Facilities	50,941,840
Mini-Micro Operations	2,449,412
Dispatchers	466,873
Safety & Training	687,032
Operations/Maintenance Support	884,143
Information Operators	716,152
<b>Total Operating Expenses</b>	<b>72,675,625</b>

Total Operating Expenses by Category	FY 95 Approved Budget
Wages	51,089,362
Salaries	6,028,504
Fringe Benefits	310,803
Contract Transportation	14,254,997
Contract Services	586,519
Materials, Supplies & Parts	144,745
Utilities	152,000
Miscellaneous	108,695
<b>Total Operating Expenses</b>	<b>72,675,625</b>
Allocation to Transit	72,000,533
Allocation to Traffic Management	0
Subtotal-Operating Budget	72,000,533
Allocation to Capital	675,092
<b>Total Operating Expenses</b>	<b>72,675,625</b>

APPROVED OPERATING BUDGET  
FISCAL 1995

Department: Maintenance

Personnel Summary by Division*	FY 95 Approved	
	Auth	F.T.E.
AGM & Staff	2	2.0
Deputy AGM & Staff	15	15.0
Central Support & Manufacturing	111	111.0
Preventive Maintenance	529	528.8
Electronic Maintenance	7	7.0
System Assurance	24	24.0
M.E.A.D.	49	52.0
Part-Time MEAD Instructors	6	4.8
Facility Maint. & Engineering	129	129.0
Support Vehicle Maintenance	31	31.0
Alternate Fuels	8	8.0
Technical Support	29	29.0
Materials & Distribution	74	74.0
Maintenance General	0	0.0
<b>Total Personnel</b>	<b>1014</b>	<b>1015.6</b>

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in manyears for the total fiscal year.

**APPROVED OPERATING BUDGET  
FISCAL 1995**

Department: Maintenance

Total Operating Expenses by Division	FY 95 Approved Budget
AGM & Staff	261,213
Deputy AGM & Staff	734,009
Central Support & Manufacturing	5,679,732
Preventive Maintenance	27,150,883
Electronic Maintenance	302,193
System Assurance	910,183
M.E.A.D.	2,569,717
Facility Maint. & Engineering	10,638,758
Support Vehicle Maintenance	1,428,882
Alternate Fuels	626,716
Technical Support	317,666
Materials & Distribution	2,416,313
Maintenance General	12,469,379
<b>Total Operating Expenses</b>	<b>65,505,644</b>

Total Operating Expenses by Category	FY 95 Approved Budget
Wages	24,785,597
Salaries	8,566,512
Fringe Benefits	207,190
Contract Services	3,639,272
Fuel, Lubricants & Taxes	10,202,357
Materials, Supplies & Parts	15,391,998
Utilities	2,952,656
Casualty & Liability	-332,417
Leases & Rents	10,862
Miscellaneous	81,617
<b>Total Operating Expenses</b>	<b>65,505,644</b>
Allocation to Transit	58,530,372
Allocation to Traffic Management	398,158
Subtotal—Operating Budget	58,928,531
Allocation to Capital	6,577,113
<b>Total Operating Expenses</b>	<b>65,505,644</b>

APPROVED OPERATING BUDGET  
FISCAL 1995

General Operating Expenses

Total Operating Expenses by Category	FY 95 Approved Budget
Wages	336,000
Fringe Benefits	28,417,145
Contract Services	465,000
Casualty & Liability	3,420,874
Leases & Rents	177,563
<b>Total Operating Expenses</b>	<b>32,816,582</b>
Allocation to Transit	32,516,582
Allocation to Traffic Management	300,000
Subtotal—Operating Budget	32,816,582
Allocation to Capital	0
<b>Total Operating Expenses</b>	<b>32,816,582</b>

**APPROVED OPERATING BUDGET  
FISCAL 1995**

Department: Service Development

Personnel Summary by Division*	FY 95 Approved	
	Auth	F.T.E.
AGM & Staff	3	3.0
Scheduling	14	12.7
Market & Service Research, Analysis	18	16.7
Planning & Programming	8	6.8
<b>Total Personnel</b>	<b>43</b>	<b>39.2</b>

Total Operating Expenses by Division	FY 95 Approved Budget
AGM & Staff	199,558
Scheduling	523,533
Market & Service Research, Analysis	903,205
Planning & Programming	278,652
<b>Total Operating Expenses</b>	<b>1,904,948</b>

Total Operating Expenses by Category	FY 95 Approved Budget
Wages	413,276
Salaries	1,237,996
Contract Services	232,988
Materials, Supplies & Parts	7,653
Utilities	3,185
Miscellaneous	9,850
<b>Total Operating Expenses</b>	<b>1,904,948</b>
Allocation to Transit	1,498,884
Allocation to Traffic Management	0
Subtotal—Operating Budget	1,498,884
Allocation to Capital	406,064
<b>Total Operating Expenses</b>	<b>1,904,948</b>

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in manyears for  
the total fiscal year.

**APPROVED OPERATING BUDGET  
FISCAL 1995**

Department: Marketing & External Affairs

Personnel Summary by Division*	FY 95 Approved	
	Auth	F.T.E.
AGM & Staff	2	2.0
Community Relations	8	7.5
Marketing & Customer Services	40	39.0
Media Relations	3	3.0
<b>Total Personnel</b>	<b>53</b>	<b>51.5</b>

Total Operating Expenses by Division	FY 95 Approved Budget
AGM & Staff	149,580
Community Relations	394,799
Marketing & Customer Services	4,985,710
Media Relations	160,414
<b>Total Operating Expenses</b>	<b>5,690,504</b>

Total Operating Expenses by Category	FY 95 Approved Budget
Wages	44,029
Salaries	1,691,399
Contract Services	3,871,263
Materials, Supplies & Parts	18,498
Utilities	3,017
Miscellaneous	62,297
<b>Total Operating Expenses</b>	<b>5,690,504</b>
Allocation to Transit	5,058,339
Allocation to Traffic Management	315,573
Subtotal—Operating Budget	5,373,912
Allocation to Capital	316,592
<b>Total Operating Expenses</b>	<b>5,690,504</b>

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in many years for the total fiscal year.



APPROVED OPERATING BUDGET  
FISCAL 1995

Deputy General Manager/Capital Projects & Traffic Management

Personnel Summary*	FY 95 Approved	
	Auth	F.T.E.
DGM/Capital Proj. & Traffic Mgmt	2	2.0
Total Personnel	2	2.0

Total Operating Expenses	FY 95 Approved Budget
DGM/Capital Proj. & Traffic Mgmt	144,482
Total Operating Expenses	144,482

Total Operating Expenses by Category	FY 95 Approved Budget
Salaries	139,019
Contract Services	700
Materials, Supplies & Parts	750
Miscellaneous	4,013
Total Operating Expenses	144,482
Allocation to Transit	5,187
Allocation to Traffic Management	27,525
Subtotal—Operating Budget	32,712
Allocation to Capital	111,770
Total Operating Expenses	144,482

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in many years for  
the total fiscal year.

**APPROVED OPERATING BUDGET  
FISCAL 1995**

Department: Capital & Long Range Planning

Personnel Summary by Division*	FY 95 Approved	
	Auth	F.T.E.
AGM & Staff	9	8.8
Capital & Environmental Planning	19	18.4
Conceptual Engineering	13	12.6
Systems Development	3	3.0
Program Control & Support	20	19.9
<b>Total Personnel</b>	<b>64</b>	<b>62.7</b>

Total Operating Expenses by Division	FY 95 Approved Budget
AGM & Staff	381,094
Capital & Environmental Planning	777,471
Conceptual Engineering	666,737
Systems Development	169,198
Program Control & Support	959,450
<b>Total Operating Expenses</b>	<b>2,953,950</b>

Total Operating Expenses by Category	FY 95 Approved Budget
Salaries	2,712,409
Contract Services	91,998
Materials, Supplies & Parts	59,662
Miscellaneous	89,881
<b>Total Operating Expenses</b>	<b>2,953,950</b>
Allocation to Transit	0
Allocation to Traffic Management	0
Subtotal—Operating Budget	0
Allocation to Capital	2,953,950
<b>Total Operating Expenses</b>	<b>2,953,950</b>

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in many years for the total fiscal year.

**APPROVED OPERATING BUDGET  
FISCAL 1995**

Department: Engineering, Construction & Real Estate

Personnel Summary by Division*	FY 95 Approved	
	Auth	F.T.E.
AGM & Staff	4	4.0
Real Estate	6	8.3
Transit Projects	19	18.8
Engineering Services	14	14.1
General Mobility Projects	15	14.9
Construction	20	20.0
<b>Total Personnel</b>	<b>78</b>	<b>80.1</b>

Total Operating Expenses by Division	FY 95 Approved Budget
AGM & Staff	239,069
Real Estate	389,029
Transit Projects	1,007,785
Engineering Services	723,541
General Mobility Projects	831,727
Construction	973,377
<b>Total Operating Expenses</b>	<b>4,164,528</b>

Total Operating Expenses by Category	FY 95 Approved Budget
Salaries	4,056,845
Contract Services	20,015
Materials, Supplies & Parts	35,300
Miscellaneous	52,368
<b>Total Operating Expenses</b>	<b>4,164,528</b>
Allocation to Transit	0
Allocation to Traffic Management	0
Subtotal—Operating Budget	0
Allocation to Capital	4,164,528
<b>Total Operating Expenses</b>	<b>4,164,528</b>

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in many years for the total fiscal year.

APPROVED OPERATING BUDGET  
FISCAL 1995

Department: Traffic Management

Personnel Summary by Division*	FY 95 Approved	
	Auth	F.T.E.
AGM & Staff	5	5.0
Field Operations	164	164.0
H O V Enforcement	32	32.0
Support Operations	61	61.0
H O V Operations	20	20.0
Traffic Mgt. Planning & Development	18	17.7
Total Personnel	300	299.7

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in manyears for  
the total fiscal year.

APPROVED OPERATING BUDGET  
FISCAL 1995

Department: Traffic Management

Total Operating Expenses by Division	FY 95 Approved Budget
AGM & Staff	345,376
Field Operations	5,082,625
H O V Enforcement	877,053
Support Operations	2,251,960
H O V Operations	646,300
Traffic Mgt. Planning & Development	891,866
<b>Total Operating Expenses</b>	<b>10,095,181</b>

Total Operating Expenses by Category	FY 95 Approved Budget
Wages	862,317
Salaries	8,112,824
Fringe Benefits	57,113
Contract Services	824,992
Materials, Supplies & Parts	148,424
Utilities	22,500
Leases & Rents	0
Miscellaneous	67,011
<b>Total Operating Expenses</b>	<b>10,095,181</b>
Allocation to Transit	3,159,532
Allocation to Traffic Management	5,698,406
Subtotal—Operating Budget	8,857,938
Allocation to Capital	1,237,243
<b>Total Operating Expenses</b>	<b>10,095,181</b>

APPROVED OPERATING BUDGET  
FISCAL 1995

Human Resources Group

Personnel Summary*	FY 95 Approved	
	Auth	F.T.E.
DGM – Human Resources	2	2.0
Personnel Department:	0	0.0
AGM/Personnel	4	4.0
Employment & Personnel	11	11.0
Benefits	6	6.0
Compensation and Classification	4	4.0
Training and Staff Development	1	1.0
Subtotal Personnel Department	26	26.0
Labor Relations Department	5	5.0
Affirmative Action Department	10	10.0
Total Personnel	43	43.0

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full–time equivalent employees in manyears for  
the total fiscal year.

**APPROVED OPERATING BUDGET  
FISCAL 1995**

**Human Resources Group**

<b>Total Operating Expenses</b>	<b>FY 95 Approved Budget</b>
<b>Personnel Department:</b>	
DGM – Human Resources	160,133
AGM/Personnel	451,776
Employment & Personnel	507,406
Benefits	341,759
Compensation and Classification	175,627
Training and Staff Development	441,316
Subtotal Personnel Department	1,917,884
Labor Relations Department	271,258
Affirmative Action Department	504,701
<b>Total Operating Expenses</b>	<b>2,853,976</b>

<b>Total Operating Expenses by Category</b>	<b>FY 95 Approved Budget</b>
<b>Wages</b>	<b>0</b>
<b>Salaries</b>	<b>1,718,054</b>
<b>Fringe Benefits</b>	<b>56,000</b>
<b>Contract Services</b>	<b>985,979</b>
<b>Materials, Supplies &amp; Parts</b>	<b>20,685</b>
<b>Utilities</b>	<b>2,160</b>
<b>Leases &amp; Rents</b>	<b>4,200</b>
<b>Miscellaneous</b>	<b>66,898</b>
<b>Total Operating Expenses</b>	<b>2,853,976</b>
<b>Allocation to Transit</b>	<b>2,760,976</b>
<b>Allocation to Traffic Management</b>	<b>0</b>
Subtotal – Operating Budget	2,760,976
<b>Allocation to Capital</b>	<b>93,000</b>
<b>Total Operating Expenses</b>	<b>2,853,976</b>

APPROVED OPERATING BUDGET  
FISCAL 1995

Group: Board & Executive Office

Personnel Summary*	FY 95 Approved	
	Auth	F.T.E.
Office of the Chairman of the Board	2	2.0
Office of the General Manager	6	6.0
Staff Counsel	14	13.7
Office of Audit	15	12.9
Office of Management & Budget	11	9.2
Office of Procurement	51	47.9
Total Personnel	99	91.7

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in manyears for  
the total fiscal year.



**APPROVED OPERATING BUDGET  
FISCAL 1995**

Group: Board & Executive Office

Total Operating Expenses	FY 95 Approved Budget
Office of the Chairman of the Board	226,260
Office of the General Manager	398,713
Staff Counsel	1,261,023
Office of Audit	769,921
Office of Management & Budget	584,012
Office of Procurement	2,422,307
<b>Total Operating Expenses</b>	<b>5,662,236</b>

Total Operating Expenses by Category	FY 95 Approved Budget
Salaries	4,470,669
Contract Services	911,742
Materials, Supplies & Parts	32,595
Utilities	8,180
Leases & Rents	5,100
Miscellaneous	233,950
<b>Total Operating Expenses</b>	<b>5,662,236</b>
Allocation to Transit	3,466,329
Allocation to Traffic Management	164,370
Subtotal—Operating Budget	3,630,699
Allocation to Capital	2,031,537
<b>Total Operating Expenses</b>	<b>5,662,236</b>

APPROVED OPERATING BUDGET  
FISCAL 1995

Department: Finance & Administration

Personnel Summary by Division*	FY 95 Approved	
	Auth	F.T.E.
AGM Finance & Administration	3	3.0
Accounting	39	37.0
Treasury	36	33.0
Risk Management	33	33.0
General Services	21	20.0
Management Information Systems	45	44.0
Total Personnel	177	170.0

\*Auth. = Authorized positions at the end of the fiscal year  
F.T.E. = Full-time equivalent employees in manyears for  
the total fiscal year.

**APPROVED OPERATING BUDGET  
FISCAL 1995**

Department: Finance & Administration

Total Operating Expenses by Division	FY 95 Approved Budget
AGM Finance & Administration	223,925
Accounting	1,622,974
Treasury	1,440,275
Risk Management	1,437,538
General Services	2,910,337
Management Information Systems	2,642,972
<b>Total Operating Expenses</b>	<b>10,278,022</b>

Total Operating Expenses by Category	FY 95 Approved Budget
Wages	390,024
Salaries	5,754,507
Fringe Benefits	10,270
Services	1,569,815
Materials, Supplies & Parts	827,941
Utilities	688,421
Casualty & Liability	153,164
Leases & Rents	792,685
Miscellaneous	91,194
<b>Total Operating Expenses</b>	<b>10,278,022</b>
Allocation to Transit	8,394,700
Allocation to Traffic Management	15,000
Subtotal—Operating Budget	8,409,700
Allocation to Capital	1,868,322
<b>Total Operating Expenses</b>	<b>10,278,022</b>

**APPROVED OPERATING BUDGET  
FISCAL 1995**

**General Administrative Expenses**

Total Operating Expenses by Category	FY 95 Approved Budget
Salaries	1,905,208
Fringe Benefits	11,000,082
Contract Services	75,939
Leases & Rents	2,326,408
Miscellaneous	2,458,097
Total Operating Expenses	17,765,734
Allocation to Transit	4,364,494
Allocation to Traffic Management	4,566,955
Subtotal—Operating Budget	8,931,449
Allocation to Capital	8,834,285
Total Operating Expenses	17,765,734

# FISCAL 1995 CAPITAL BUDGET SUMMARY BY PROGRAM

METRO Capital Budget (000's omitted)	
	FY1995 Budget
<b>GENERAL MOBILITY PROGRAM</b>	
Designated Mobility Projects	75,332
Infrastructure Programs	77,267
Allocated Overhead & Program Costs	1,797
<b>Total General Mobility Program</b>	<b>154,396</b>
<b>REGIONAL BUS PLAN</b>	<b>92,605</b>
<b>TRANSITWAYS &amp; RELATED FACILITIES</b>	
Gulf Transitway	895
Katy Transitway	1,670
North Transitway	12,895
Southwest Transitway	2,185
Northwest Transitway	2,055
Eastex Transitway	9,380
HOV Modernization/SC&C	390
Park & Ride Lots	100
Transit Centers	425
<b>Total Transitways &amp; Related Facilities</b>	<b>29,995</b>
<b>BUSES &amp; SUPPORT FACILITIES</b>	
Revenue Vehicles	10,650
Operating Facilities & Upgrades	10,140
Passenger Shelters	4,005
Support Equipment & Systems	42,570
<b>Total Buses &amp; Support Facilities</b>	<b>67,365</b>
<b>TRANSIT MOBILITY</b>	<b>10,640</b>
<b>DEVELOPMENT FUND, LAND &amp; CONTINGENCY</b>	<b>5,774</b>
<b>TOTAL CAPITAL BUDGET</b>	<b>360,775</b>

NOTE: For project detail see General Mobility Capital Improvement Program Fiscal 1995-2004 and Capital Improvement Program Fiscal 1995-2004.