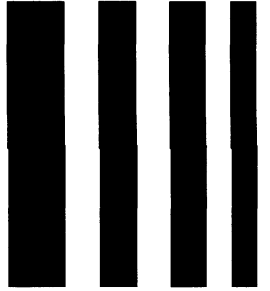
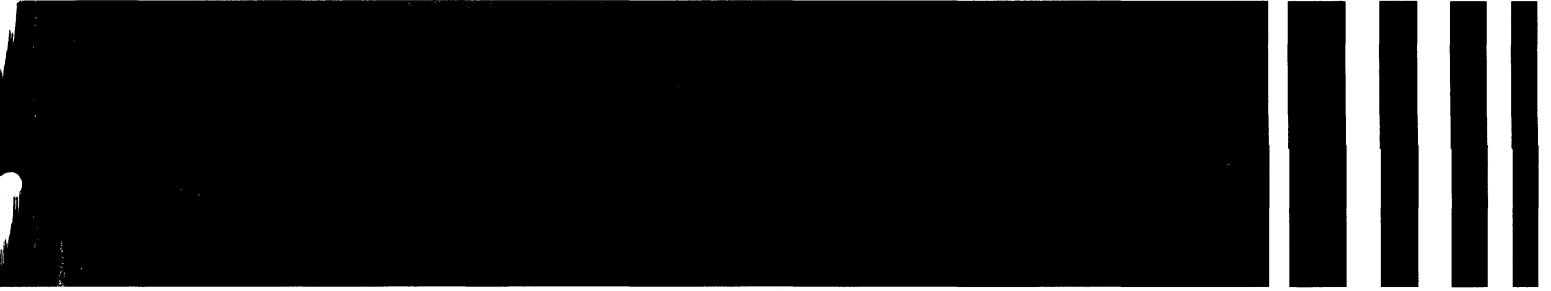
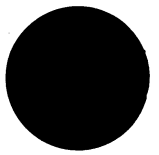


**METRO.**



**Operating and  
Capital Budgets**

**Fiscal Year 1997**

**Metropolitan Transit Authority  
of Harris County, Texas**

METRO

FY1997 OPERATING & CAPITAL BUDGETS

SEPTEMBER 30, 1996

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## **SECTION 1: BOARD RESOLUTION**

A RESOLUTION

APPROVING AND ADOPTING THE FISCAL YEAR 1997 OPERATING AND CAPITAL BUDGETS FOR THE METROPOLITAN TRANSIT AUTHORITY; AND MAKING FINDINGS AND PROVISIONS RELATIVE TO THE SUBJECT.

WHEREAS, Section 451.102, Texas Transportation Code, requires the Board of Directors of the Metropolitan Transit Authority to adopt an annual budget which specifies major expenditures by type and amount prior to commencement of the fiscal year; and

WHEREAS, the General Manager has prepared and submitted recommended operating and capital budgets for fiscal year 1997; and

WHEREAS, the public hearing regarding the recommended budgets has been duly noticed, held and the testimony received considered;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE METROPOLITAN TRANSIT AUTHORITY THAT:

Section 1. The recommended budgets are hereby adopted for fiscal year 1996 with total expenditures authorized being:

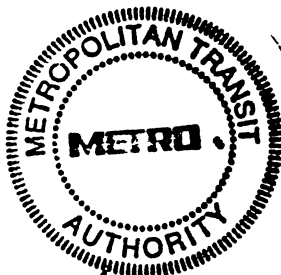
Operating Budget	\$227,506,000
Capital Budget	\$447,382,000


Section 2. The General Manager is authorized to take any and all actions necessary and reasonable to implement the operating budget and the capital budget, including the transfer of funds between budget accounts as may be necessary.


Section 3. This resolution is effective immediately upon passage.

PASSED this 26th day of September, 1996  
APPROVED this 26th day of September, 1996

ATTEST:



  
Assistant Secretary

  
William F. Burge, III  
Chairman

## **SECTION 2: TRANSMITTAL LETTER**



713 739-4000

September 30, 1996

Members of the Board of Directors  
Metropolitan Transit Authority

Dear Board Members:

Section 451.102 of the Texas Transportation Code 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. The Operating and Capital budgets for the Metropolitan Transit Authority for fiscal year 1997 (October 1, 1996 - September 30, 1997) are:

- |                    |               |
|--------------------|---------------|
| • Operating Budget | \$227,506,000 |
| • Capital Budget   | \$447,382,000 |

The budgets have been prepared in conjunction with the following completed activities necessary to update METRO's FY1997 Strategic Business Plan:

- Board approval of FY1997-2001 Transit services Program (May 1996).
- Receipt of Barton Smith and Ray Perryman METRO Economic Forecasts (June 1996).
- Board approval of FY1997-2006 General Mobility Capital Improvement Program (July 1996).
- Board approval of FY1997-2001 Capital Improvement Program (July 1996).
- Board approval of FY1997-2001 Revised Fare Structure (August 1996).

In the simplest terms, the heart of the FY1997 Operating Budget is service, service, and more service with no fare increases:

- Increase in fixed route revenue miles 4.0%
- Increase in METROLift revenue miles 10.4%
- Increase in METROVan equivalent revenue miles 88.5%



The targeted result of the increase in service is a 3.7% increase in total system ridership -- from 74.35 million passenger trips in FY1996 to 77.11 million passenger trips in FY1997. And, METRO will continue to provide the community a wide array of traffic management activities -- including the first full year of operation of the new TranStar center.

The operating budget increase of \$10.096 million (FY1997 budget excluding contingency vs. FY1996 budget excluding contingency) represents an increase of only 1.9% in real dollars -- demonstrating METRO's continued commitment to cost control and improved cost efficiency. With the Operating Budget, METRO will accomplish the following major activity goals:

- increase peak pullout buses by 39 on September 29, 1996 to provide new service
- increase METRO vans by 163, through the new partnership with HGAC
- absorb in January 1997 the bus service contracted to ATE
- put the Fallbrook Bus Operating Facility into service in January 1997 and redistribute buses among facilities to lower deadhead miles
- put 215 new buses into service by the end of the year, retiring completely METRO's old Grumman and Crown articulated buses

The operating budget includes the new labor agreement approved in August 1996. It does not include the potential contracting of the Northwest Bus Operating Facility and its scheduled service since the solicitation process is still ongoing. It includes a contingency of \$10.0 million to provide management flexibility.

The fiscal 1997 Capital Budget is \$447,382,000 which is a sufficient cash flow for FY1997 to implement the programs included in the General Mobility Capital Improvement Program and the Capital Improvement Program adopted by the Board:

General Mobility Program	\$137,320,000
Regional Bus Plan	117,288,000
Transitways and Related Facilities	32,674,000
Buses and Support Facilities	113,059,000
Transit Mobility, Development Fund, Land & Contingency	47,041,000
<b>Capital Budget</b>	<b>\$447,382,000</b>

Board Members  
September 30, 1996  
Page 3

The budgets were approved by your action at the Board of Directors meeting on September 26, 1996. The approved Annual Operating Budget and the Annual Capital Budget, with a grand total of \$674,888,000, 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.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert G. MacLennan", with a large, sweeping flourish extending from the end of the signature.

Robert G. MacLennan, P.E.  
General Manager

xc: Senior Staff

### **SECTION 3: FY1997 OPERATING BUDGET**

## SECTION 3: FY1997 OPERATING BUDGET

### Service Expansion

The primary product of METRO's transit system is the delivery of high quality bus services. The type and amount of bus services to be delivered are defined by the Transit Services Program approved by the Board in May 1996.

From the METRO patron point of view, quality of service can be measured in revenue miles. The following table shows the forecast revenue miles for FY1997 and the changes from FY1996.

As can be seen from the table, METRO's FY1997 Operating Budget features a significant service expansion -- an increase of 5.1%.

Annual Revenue Miles				
	FY96 Estimate	FY97 Proposed Budget	Difference	
Total Fixed Route	37,134,996	38,622,163	1,487,167	4.0%
METROLift	8,050,161	8,889,353	839,192	10.4%
Special Event/Charter	214,707	216,283	1,576	0.7%
<b>Total Bus System</b>	<b>45,399,864</b>	<b>47,727,799</b>	<b>2,327,935</b>	<b>5.1%</b>

NOTE: METRO's measure of revenue miles excludes METROVan service since METROVans are essentially partnerships that do not offer open door service on the street and do not collect fares. To gauge the level of service being offered by the METROVan Program and to measure changes in that level of service, METRO has developed an estimate of equivalent revenue miles of service for the METROVan Program. The estimate defines METROVan revenue miles as the distance from the van driver's home to his/her place of work and the return trip. This is the distance the van is in service. The following table presents METRO's estimate of METROVan equivalent revenue miles.

METROVAN EQUIVALENT ANNUAL REVENUE MILES	
FY95 Actual	919,000
FY96 Estimate	2,060,000
FY97 Forecast	3,883,000
% Change FY97 vs. FY96	88.5%

Adding METROVan equivalent annual revenue miles to revenue miles from the total bus system produces a total increase in bus service for FY1997 of 4.15 million revenue miles, +8.7% over FY1996 – the largest increase in service in over 10 years.

### **Technical Notes Regarding FY1997 Operating Budget Format**

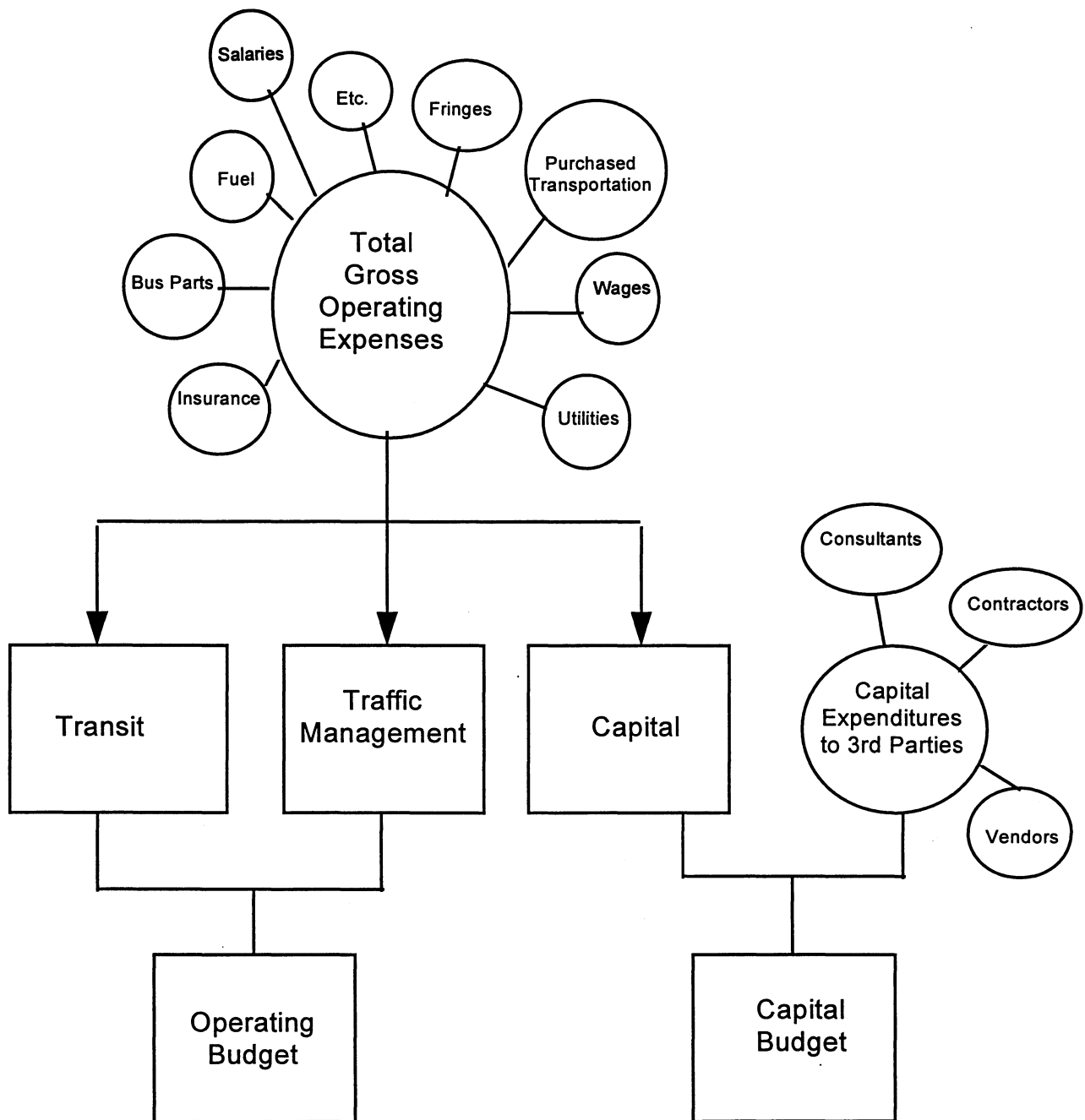
A. The METRO Operating Budget is compiled as follows:

All Labor is put into one pot along with all the cost of supporting that labor (e.g. insurance, space, utilities, etc.). Additionally, the direct costs for operating the bus system and the support vehicle fleet are added to the pot (fuel, tires, batteries, etc.). Additionally, some functions related to the use of labor and materials for capital projects are added to the pot, even though they end up in capital. (e.g. engine and transmission rebuilds and purchased replacements). This pot is labeled Total Gross Operating Expenses.

From the pot, METRO allocates costs, on a full cost basis, into three areas:

- Transit = full cost of operating, maintaining, and securing the bus system including Local, Express, Park & Ride, METROLift, METROVan, Special Events, Charter, FasTrak, and Subscription Bus.
- Traffic Management = full cost of congestion management activities including operation and enforcement on the HOV System, freeway traffic management, special event and major activity center traffic management, and operation of the TranStar center.
- Capital = METRO's labor and support costs to plan, manage, and implement the Capital Improvement Program.

The sum of the transit and traffic management areas = the operating budget. The cost allocated to capital is combined with contract/purchased services and construction to produce total capital project cost = the capital budget. The following chart illustrates how the budgets are compiled:



- B. The proposed METRO operating budget contains a contingency of \$10,000,000. The purpose of this contingency is to provide management flexibility to deal with uncertainties such as cost increases due to unexpected movement in the market prices for resources and adjustments for quantity variations in the forecast of required resources; to fund service augmentation generated by a growth in ridership that was not forecast; and to prevent frequent budget adjustment requests to the Board. The authority has a long history of spending the contingency only when necessary and more often than not returns most of it. For example, in FY1995 the entire contingency was returned and the current outlook is that the same will be true of FY1996.

### **SECTION 3: SUMMARY FOR AUTHORITY**



# OPERATING BUDGET FISCAL YEAR 1997

## AUTHORITY

Expenses by Cost Category	FY1997 Budget
<b>Labor</b>	
Wages	89,568,179
Salaries	45,345,129
Fringe Benefits	<u>38,349,058</u>
Total Labor	173,262,366
 <b>Non-Labor</b>	
Services	15,217,099
Materials & Supplies	28,952,334
Utilities	3,500,096
Casualty & Liability	3,597,714
Taxes	2,825,680
Purchased Transportation	13,762,060
Leases, Rentals & Miscellaneous	<u>4,531,403</u>
Total Non-Labor	72,386,386
 Total	<u>245,648,752</u>
 Contingency	10,000,000
 Total Operating Expenses	<u>255,648,752</u>
 <b>Expenses by Function</b>	
Allocation to Transit	206,065,987
Allocation to Traffic Management	11,439,752
Contingency	<u>10,000,000</u>
Subtotal Operating Budget	<u>227,505,739</u>
 Allocation to Capital	28,143,013
 Total Operating Expenses	<u>255,648,752</u>

# OPERATING BUDGET FISCAL YEAR 1997 AUTHORITY

## Total Operating Expenses By Department

	<u>FY1997 Budget</u>
<b>Transit Services</b>	
Transit Operations	98,957,298
Maintenance	88,570,986
Service Dev. & Public Information	9,635,892
DGM/Transit Services	<u>224,072</u>
Total Transit Services	197,388,248
<b>Capital Projects &amp; Traffic Management</b>	
Engineering, Construction & Real Estate	4,571,693
Capital & Long Range Planning	2,597,218
Traffic Management	13,867,430
DGM/Capital & Traffic Management	<u>207,666</u>
Total Capital Proj. & Traffic Mgt.	21,244,007
<b>Human Resources</b>	
Human Resources	<u>3,904,847</u>
Total Human Resources	3,904,847
<b>Finance &amp; Administration</b>	
Finance & Administration	<u>15,313,897</u>
Total Finance & Administration	15,313,897
<b>Procurement</b>	
Procurement	<u>2,897,278</u>
Total Procurement	2,897,278
<b>Executive Office</b>	
Office of Audit	1,056,692
Office of Staff Council	1,764,977
Office of Management & Budget	1,279,855
Office of the General Manager	<u>628,224</u>
Total Executive Office	4,729,748
<b>Office of the Chairman</b>	
Office of the Chairman	<u>170,727</u>
Total Office of the Chairman	170,727
<b>Contingency</b>	
Contingency	<u>10,000,000</u>
Total Contingency	10,000,000
<b>TOTAL</b>	<u><u>255,648,752</u></u>

**OPERATING BUDGET  
FISCAL 1997  
MANPOWER SUMMARY - AUTHORITY TOTAL**

Personnel Summary By Department*	FY1997	
	Auth.	FTE
<b>Transit Services:</b>		
Transit Operations Full-time	1,730	1,744.9
Transit Operations Part-time	301	166.2
Maintenance Full-time	1,093	1,074.9
Maintenance Part-time	5	3.0
Service Dev. & Public Info. Full-time	103	103.0
Service Dev. & Public Info. Part-time	11	8.8
DGM/Transit Services	2	2.0
Subtotal Transit Services	3,245.0	3,102.8
<b>Capital &amp; Traffic Management:</b>		
Engineering, Construction & Real Estate	65	64.7
Capital & Long Range Planning	41	41.0
Traffic Management Full-time	260	260.0
Traffic Management Part-time	19	14.3
DGM/Capital & Traffic Management	2	2.0
Subtotal Capital & Traffic Management	387	382.0
<b>Human Resources</b>		
Personnel	22	22.0
Labor Relations	4	4.0
Affirmative Action	10	10.0
Assistance Program	2	2.0
DGM	2	2.0
Subtotal Human Resources	40	40.0
<b>Finance &amp; Administration</b>	166	165.8
<b>Procurement</b>	50	49.0
<b>Management &amp; Support</b>		
Executive Office	50	50.0
Board of Directors	1	1.0
Subtotal Management & Support	51	51.0
<b>Total Full-time</b>	<b>3,603</b>	<b>3,598.3</b>
<b>Total Part-time</b>	<b>336</b>	<b>192.3</b>

Auth. = Number of authorized full-time and part-time positions at the end of the year.

FTE = Full-time equivalent employees in person years for the total fiscal year.

\* Part-time personnel work varied hours up to 32 hours per week.

## **SECTION 4: FY1997 CAPITAL BUDGET**

## SECTION 4: FY1997 CAPITAL BUDGET

### Introduction

In February 1992, the METRO Board of Directors adopted the Community Transportation Program including the Regional Bus Plan. The Fiscal 1997 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 1997 Capital budget is \$447,382,000. The major expenditures included in the Fiscal 1997 Capital budget are as follows:

#### General Mobility Program - \$137,320,000

- Complete construction of the following METRO-managed projects:

- \* Blalock Forest Paving
- \* Canal: 65th to 80th
- \* Gessner at IH-10 Intersection Improvements
- \* Gessner: Beltway 8 to SH249
- \* Griggs: Scott to Mykawa
- \* Greenbay/Piney Point: Memorial to Soldier Creek
- \* Missouri City Signals
- \* San Felipe at Post Oak intersection
- \* Stuebner-Airline: Louetta to Spring Cypress
- \* Transit/Neighborhood Streets Overlay Program
- \* Westheimer at Post Oak intersection
- \* West Lake Houston Parkway RR overpass
- \* West Road: Gessner to Sam Houston Parkway
- \* Westview: Wirt to Spring Branch

- Fund the following projects managed by other agencies:

- \* Airport: MLK to Cullen
- \* Alameda-Genoa: Alameda to SH288
- \* Cutten Road: FM1960 to Louetta - Phase I
- \* Hammerly: Crestdale to Bingle
- \* Hidalgo: South Rice to Chimney Rock
- \* Intersections: Harris County Precinct #3

- \* Intersections: Harris County Precinct #4
  - \* Lake Shore Drive: NASA Road to Tallowood
  - \* North Eldridge Parkway: Louetta to Spring-Cypress (Segment 3 of 3)
  - \* Strey Lane: Memorial to Taylorcrest
  - \* Treaschwig: Kingwood to Hardy Tool Road - Phase 1
  - \* Voss Road Paving: Katy Freeway to Westview
  - \* Wesleyan: Bellaire to University
  - \* Westpark: Rogerdale to Walnut Bend
- Design and construction of other designated projects, infrastructure maintenance projects and the Freeway Incident Management Program, funded from the General Mobility Fund.

#### Regional Bus Plan - \$117,288,000

- Completion of Fallbrook Bus Operating Facility, South Main/TMC Transit Street reconstruction on Main Street, Humble (formerly Townsen) Park & Ride site preparation, and NWTC/Inner Katy Connector.
- Continue construction of Katy/CBD Ramp - Phase I, Eastex HOV Ramp at Quitman, Eastex HOV Lane Extension to Kingwood, and Eastex HOV Ramp at Will Clayton.
- Start construction of several major projects including: Downtown/Midtown Transit Street Improvements, South Main/TMC Transit Street reconstruction on Fannin Street, Greenway Plaza Ramp, Westpark HOV Lane, Humble (formerly Townsen) Park & Ride, and West Loop Park & Ride modifications.
- Continue design/construction/procurement of the Regional Computerized Traffic Signal System. As of end of the year expect to have 135 signals of goal of 1,347 completed. Construction of an additional 577 signals will begin during the year. The remaining signals will enter the design phase.
- Start design of the Southeast Transit Center modifications, South Main/TMC Transit Center, Denver Harbor Transit Center modifications, and Bellaire Transit Center modifications.
- Continue procurement of Automated Vehicle Locator, the Automated Telephone Information System, Geographic Information System, and Automatic Passenger Counter System.

#### Transitways and Related Facilities - \$32,674,000

- Complete construction of Gulf Transitway from Alameda-Genoa to Choate Road adding 3.4 miles to the transitway system, Fuqua Park & Pool Lot (+400 spaces),

Addicks Park & Ride second expansion (+674 spaces), North Transitway from Beltway 8 to Airtex, adding 3.4 miles to the transitway system; Southwest Transitway from Keegans Bayou to the Ft. Bend County line adding 0.7 miles to the transitway system, Northwest Station Park & Ride second expansion (+640 spaces), and Phase 1 of the Eastex Park & Ride modification tying the lot via ramp directly to the Eastex HOV.

- Continue construction of the Crosstimbers Access Ramp; North Transitway from Airtex to FM1960, including the Kuykendahl and FM1960 interchanges; and the Eastex Transitway from IH10 to Greens Road.
- Start construction of IH610 Bypass/Kelley Street Interchange.
- Implementation of transitway modification (fixed guideway modernization) projects including ramp control system, direction detector system and slip ramp closure system. Continued funding of TxDot constructed Surveillance, Communication and Control (SC&C) systems on six freeway corridors.
- Start design of the Northline Transit Center.

#### Buses and Support Facilities - \$113,059,000

- Continue acceleration of passenger shelter installations, adding 180 shelters during the year. At year end a total of 1,717 shelters are scheduled to be in place -- 82% of the Authority total goal.
- Acquisition of 215 new buses including, 79 60-foot articulated buses (including 29 acquisitions budgeted in the Regional Bus Plan), 77 40-foot low-floor buses and 59 29-foot mid-size buses.
- Complete design of the Polk Bus Operating Facility Phase I improvements and initiate construction.
- Support facilities and equipment required to upgrade buses, facilities and communications. Complete replacement of the outdated radio system. Acquire needed equipment to implement the MIS projects defined in the MIS Long Range Plan, upgrading the Local Area Networks (LAN), and acquisition of fiber optic equipment for Wide Area Network (WAN) for METRO and Regional Computerized Traffic Signal System.

Continue implementation of several Intelligent Transportation System (ITS) projects including the experimental Smart Commuter Operation Test in the North Freeway and Katy Freeway corridors; the development of and evaluation of several projects in the Priority Corridors Program including the U.S.290 Integrated Corridor Transportation Management and Traveler Information System; and other priority corridor projects that



will provide the infrastructure to collect, process and transmit information to agency service providers and travelers. Continue the Automated Highway Demonstration project.

Transit Mobility and Development Fund Including Land and Contingency - \$47,041,000

- Design and construction of system accessibility improvements to bring route amenities up to ADA standards. Projected to have 95% of system complete by end of year.
- Complete construction of the following transit street projects:
  - \* Package I - McDuffie, W. Clay, Woodhead
  - \* Package VIA - Canal Phase 1
  - \* Package VII - Buffum, Dulcimer, Poe, Sunnydale
  - \* Package VIII - West Gray Phase 1
  - \* Package XIII - Akard, Fairland
- Start construction of the following transit street projects:
  - \* Package VIB - Canal Phase 2
  - \* Package IX - Calgary, Chapman, Hogan/Lorraine
  - \* Package XII - Bowling Green, Cleburne, Gelhorn, Glenhollow, Hillcroft, South Acres
- Continue development of the Federal Transit Administration (FTA) funded next generation bus.
- Continue development of the FY2020 Long Range Plan.

## SECTION 4: EXPENDITURE SUMMARY BY PROGRAM

METRO Capital Budget (000's omitted)	
	FY1997 Capital Budget
General Mobility Program	
Designated Mobility Projects	67,434
Infrastructure Programs	67,850
Allocated Overhead & Program Costs	<u>2,036</u>
Total General Mobility Program	137,320
Regional Bus Plan	117,288
Transitways & Related Facilities	
Gulf Transitway	470
Katy Transitway	1,309
North Transitway	11,182
Southwest Transitway	2,658
Northwest Transitway	3,434
Eastex Transitway	10,279
HOV Modernization/SC&C	3,030
Park & Ride Lots & Transit Centers	<u>312</u>
Total Transitways & Related Facilities	32,674
Buses & Support Facilities	
Passenger Shelters	2,061
Revenue Vehicles	57,163
Operating Facilities & Upgrades	9,009
Support Equipment & Systems	<u>44,826</u>
Total Buses & Support Facilities	113,059
Transit Mobility	15,637
Development Fund, Land & Contingency	31,404
<b>Total Capital Budget</b>	<b>447,382</b>

**NOTE:** For project detail see General Mobility Capital Improvement Program Fiscal Year 1997-2006 and Capital Improvement Program Fiscal 1997-2001.

## **SECTION 5: FY1997 TARGETS/GOALS/ FORECASTS**

### **INDEX**

**Passenger Trips**

**Revenues**

**Service Quality Performance Goals**

**Cost Effectiveness Performance Goals**

**Composite Statement**

**Cash Flow**

## **SECTION 5: PASSENGER TRIPS**

## SECTION 5: PASSENGER TRIPS

METRO - TARGET PASSENGER TRIPS (000's omitted)	
Service Category	FY1997 Target
Fixed Route Bus Services	
Local & Express	53,378
Park & Ride	4,810
Total Fixed Route Bus Service	58,188
Special Bus Services	
METROLift	1,027
METROVan	1,076
Special Events	680
Subscription Bus/Fastrak	9
Charter	28
Total Special Bus Services	2,820
Total All Bus Services	61,008
HOV Carpools & Vanpools	
Carpools	15,250
Vanpools	850
Total HOV Carpools & Vanpools	16,100
Total System Ridership	77,108

## NOTES:

1. METRO defines passenger trips as boardings less transfers. This is the same as "linked trips".
2. The Board has approved a revised fare structure with no fare increases effective September 29, 1996. With expected inflation of 3%, real fares for all riders will decrease. Given fare elasticity, this will promote an increase in ridership on the fixed route system.
3. On September 29, 1996 METRO will introduce its Value Pass for local riders. For \$2, it will allow unlimited rides on local service for 18 hours. METRO will mount a major informational campaign to introduce this media to the public. This new fare media will promote an increase in ridership.
4. The Barton Smith and Ray Perryman economic forecasts for METRO (June 1996) project that FY1997 area population will increase 2.2% over FY1996 and that FY1997 area employment will increase 2.7% over FY1996. Both of these events will promote an increase in ridership.
5. During the fall of FY1997 there will be a 10.4% expansion of METROLift services as the service area is increased to meet ADA requirements. This will promote an increase in ridership.
6. As METRO implements its agreement with HGAC regarding expansion of METROVan, there will be an increase from 146 vans today to 309 vans by the end of FY1997. This translates into an increase from 2.06 million equivalent revenue miles in FY1996 to 3.88 million equivalent revenue miles in FY1997, +88.5%. This will increase ridership.
7. Growth in population and employment are expected to be the major stimulants to car-pools and vanpools on the transitway. A 3.4 mile transitway section on the Gulf Transitway and a .7 mile transitway section on the Southwest Transitway will open sometime in the second quarter of the fiscal year and a 3.0 mile transitway section of the North Transitway will open very late in the fiscal year. These will add some car-pool and vanpool ridership during the year but the total addition is not expected to be significant until FY1998.

## **SECTION 5: REVENUES**

## SECTION 5: REVENUES

METRO REVENUE FORECAST (000's omitted)	
	FY1997 Forecast
<b>Operating Income</b>	
Bus Fares	43,539
Route Guarantees	480
METROLift Revenue	657
Subtotal Fare Income	44,676
Misc. Operating Income	3,546
Subtotal Operating Income	48,222
<b>Non-Operating Income</b>	
Sales Tax Income	282,095
Interest Income	14,681
Subtotal Non-Operating Income	296,776
<b>Capital Grants Revenue</b>	
Federal	164,752
State	6,220
Subtotal Capital Grants Revenue	170,972
<b>Total Revenue</b>	<b>515,970</b>

### NOTES:

1. All revenues are stated in year-of-expenditure dollars.
2. There will be no fare increases in FY1997. Fare revenues are forecast to increase 2.7% from additional riders on the system.
3. Sales tax income is stated on the accrual basis and is based on Barton Smith's and Ray Perryman's, June 1996 economic forecasts for METRO.
4. All Grant Revenues are project specific and receipt depends on meeting project expenditure schedules reflected in the Capital Budget .
5. Effective October 1994, METRO Special Event Services and Charter Services are offered on a cost reimbursement basis. The recovery of cost is included in the operating budget as an offset to expenditures, not as revenue.



## **SECTION 5: SERVICE QUALITY PERFORMANCE GOALS**

## SECTION 5: SERVICE QUALITY PERFORMANCE GOALS

	FY1997 Goals
Accidents Per 100,000 Revenue Miles	1.5
On-Time Performance*	96.0%
Revenue Miles Between Service Interruptions	5041
Complaints Per 100,000 Passenger Trips	25.4
Incidents Against Persons Per 100,000 Passenger Trips	0.78
Incidents Against Property Per 100,000 Passenger Trips	0.58
Vehicle Miles Between Mechanical Road Calls*	14,000
Accidents Per 100,000 Vehicle Miles*	1.6

\*Indicators which are set by the labor agreement

### 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 Depart-

ment. "Accidents Per 100,000 Vehicle Miles" is a measure of safety, that measures all accidents involving METRO buses, whether or not the bus was in revenue service.

## **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 re-established in the August 1, 1996 Labor agreement at the same level as in the last 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.

**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. 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.

**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.

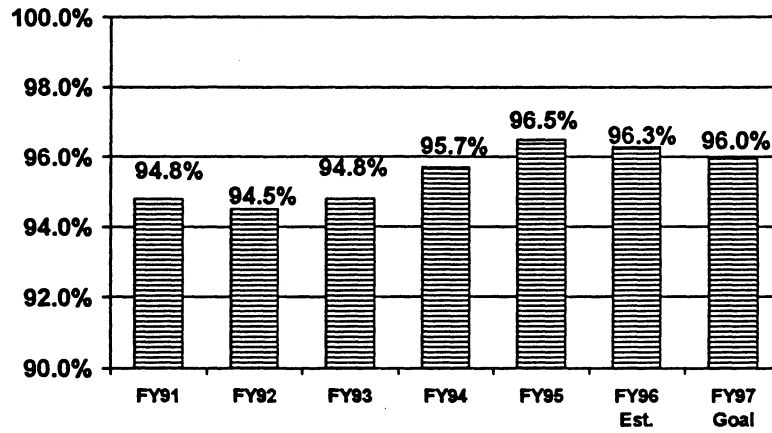
**Incidents Against Persons per 100,000 Trips.** A police incident against a person is defined according to categories established in federal crime statistics. This category includes incidents such as assault, but also more minor offenses such as public intoxication and disorderly conduct. These two 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.

**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.

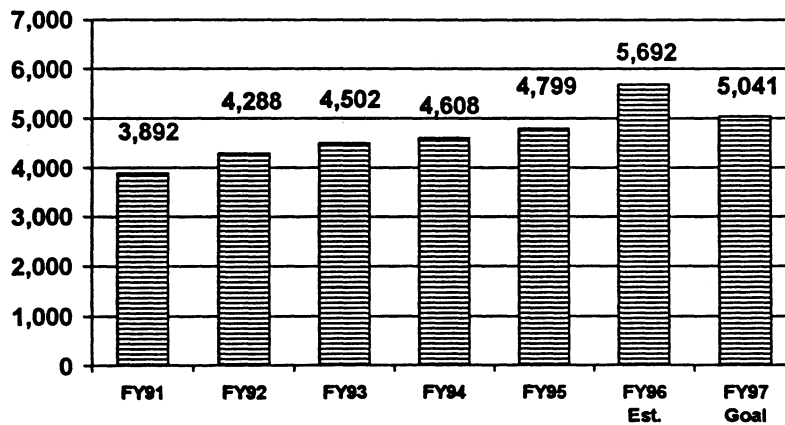
**Miles between Mechanical Road Calls.** A road call is defined as an incident where bus service is interrupted for more than one minute due to a maintenance problem. The statistic is calculated by dividing the total number of miles operated by METRO only during the month by the number of road calls. 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, 1996 Labor Agreement.

**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, 1996 Labor agreement.

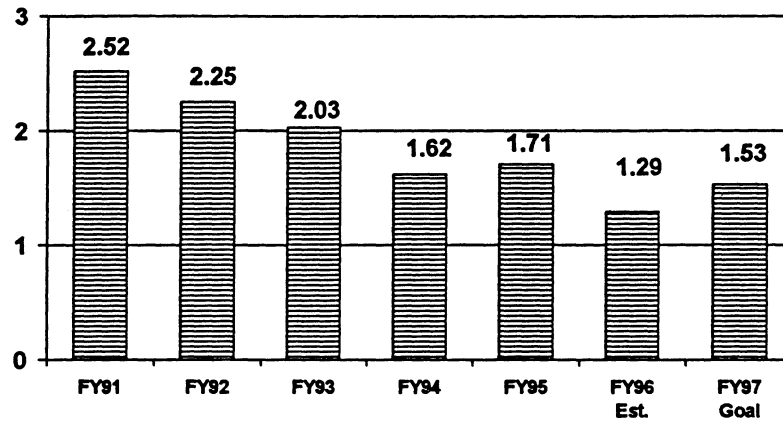
## ON-TIME PERFORMANCE



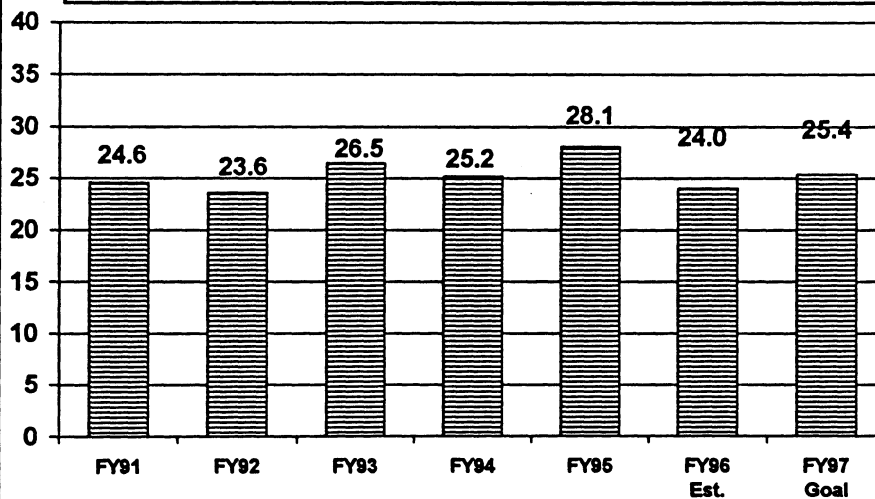
## REVENUE MILES BETWEEN SERVICE INTERRUPTIONS



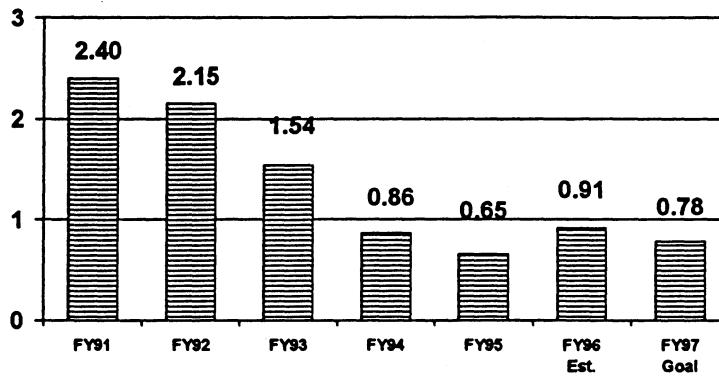
### ACCIDENTS PER 100,000 REVENUE MILES



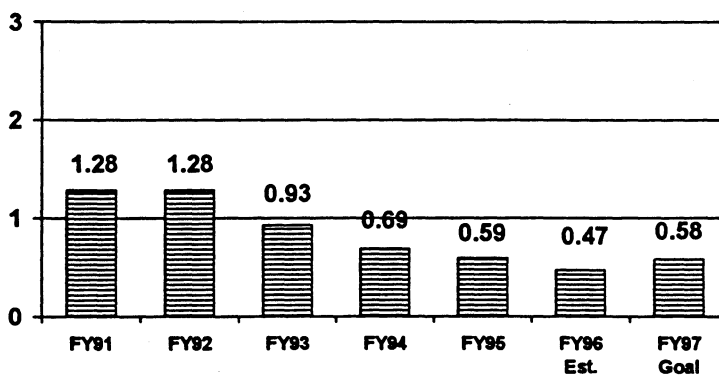
### COMPLAINTS PER 100,000 TRIPS



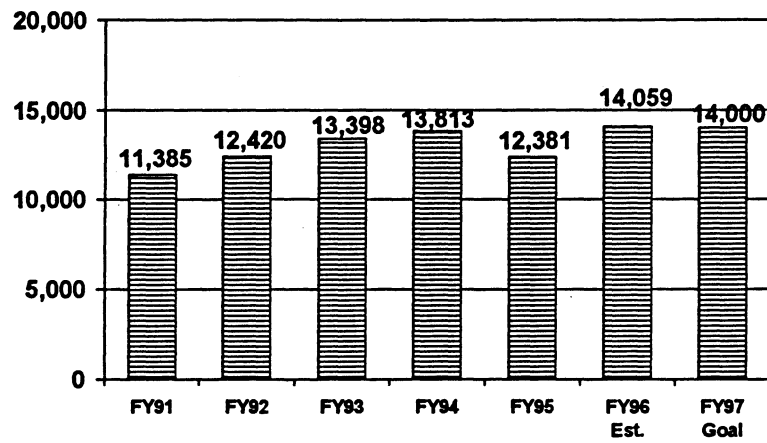
### INCIDENTS AGAINST PERSONS PER 100,000 TRIPS



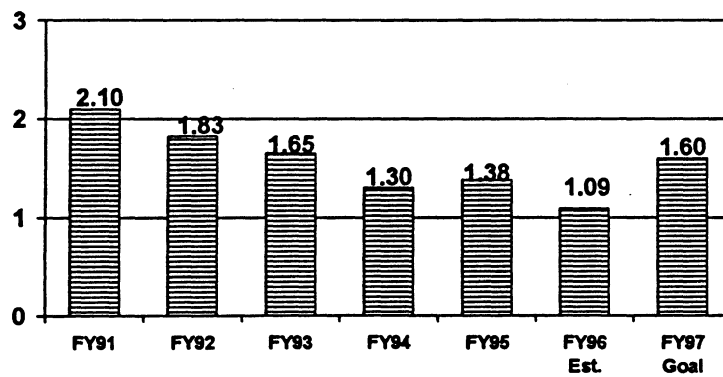
### INCIDENTS AGAINST PROPERTY PER 100,000 TRIPS



### MILES BETWEEN MECHANICAL ROADCALLS {FY97 Goal set by Labor Agreement}



### ACCIDENTS PER 100,000 VEHICLE MILES {FY97 Goal set by Labor Agreement}





## **SECTION 5: COST EFFECTIVENESS PERFORMANCE GOALS**

## SECTION 5: COST EFFECTIVENESS PERFORMANCE GOALS

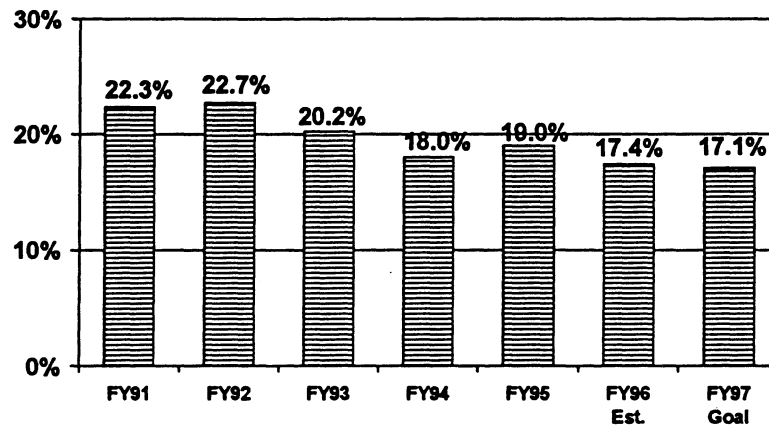
Total Bus System	FY1997 Goals
Fare Recovery-Transit	17.1%
Subsidy Per Passenger Mile-Transit	47.2¢
Subsidy Per Passenger Trip-Transit	\$3.55
Cost Per Passenger Mile:	
Transit	56.9¢
Total Transit & Transitway	44.5¢
Cost Per Revenue Mile-Transit	\$5.48
Vehicle Capacity Utilization	23.6%
Operator Absenteeism	6.0%

### NOTES:

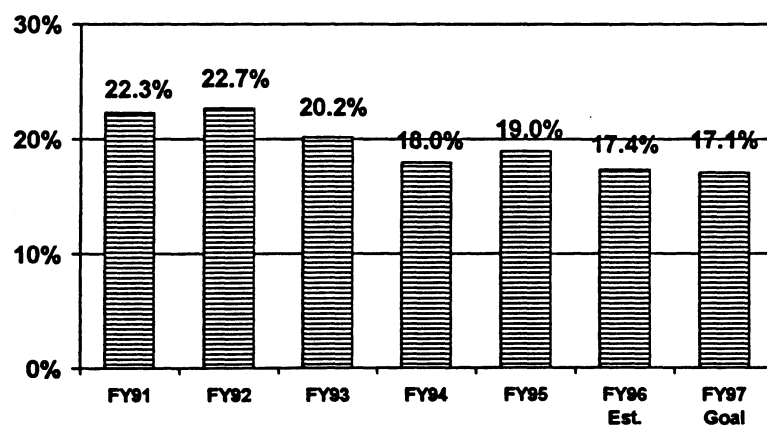
1. All costs are expressed on a full cost basis in year-of-expenditure dollars. Full cost basis = total departmental costs + depreciation + gain/loss on disposal of fixed assets.
2. The Fare Recovery Ratio - Transit EXCLUDING depreciation and gain/loss on disposal of fixed assets FY1997 GOAL is 21.7%.
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.

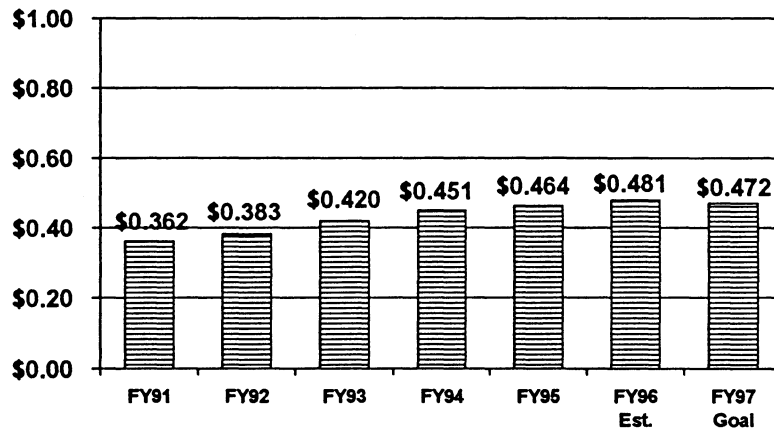
### FARE RECOVERY RATIO - TRANSIT Based on FY97 Constant Dollars



### FARE RECOVERY RATIO - TRANSIT Based on Year of Expenditure Dollars

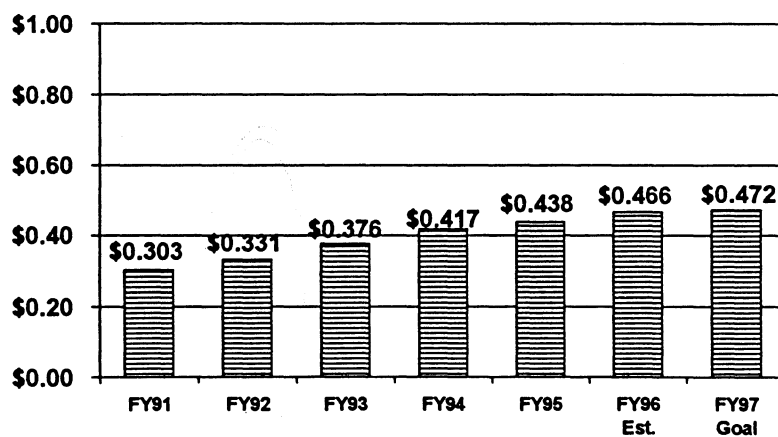


### SUBSIDY PER PASSENGER MILE - TRANSIT Based on FY97 Constant Dollars



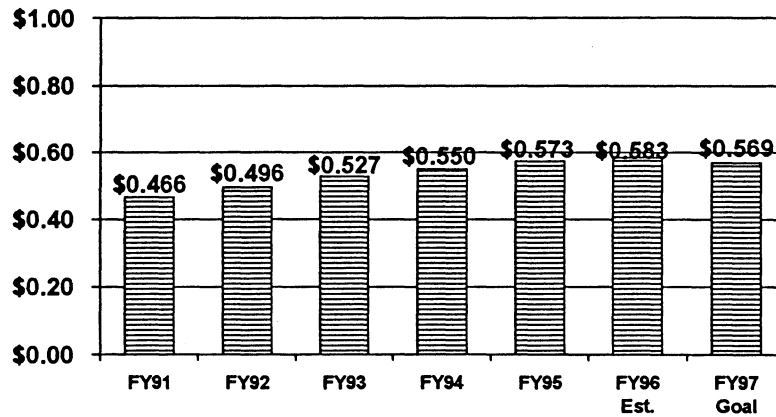
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### SUBSIDY PER PASSENGER MILE - TRANSIT Based on Year of Expenditure Dollars



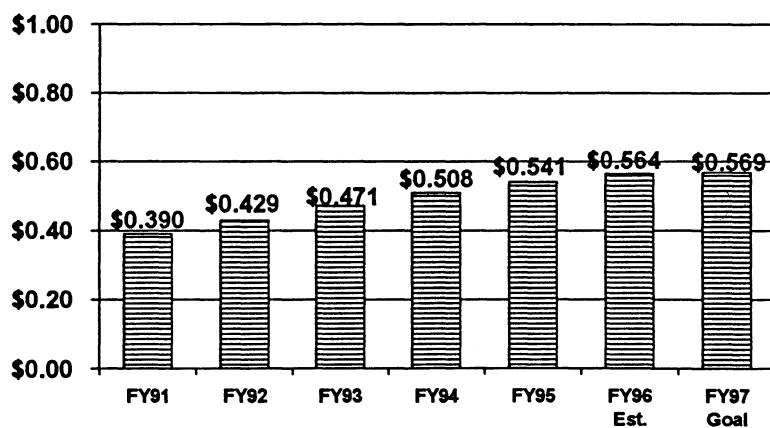
rev. 1,9/4/96

### COST PER PASSENGER MILE - TRANSIT Based on FY97 Constant Dollars



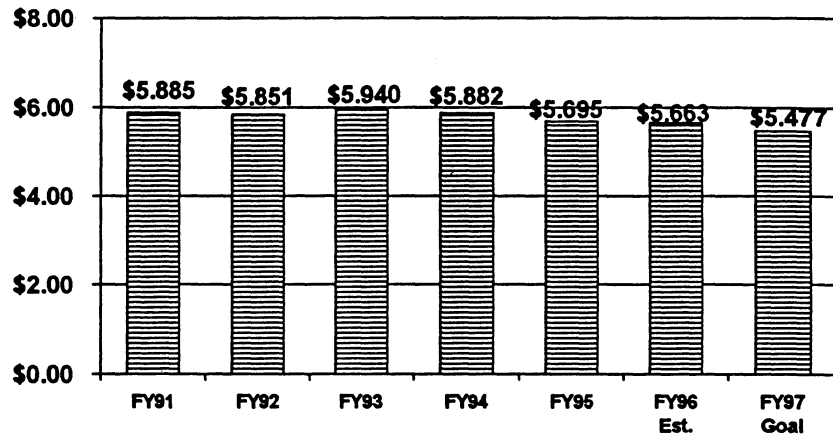
rev. 1, 9/4/96

### COST PER PASSENGER MILE - TRANSIT Based on Year of Expenditure Dollars

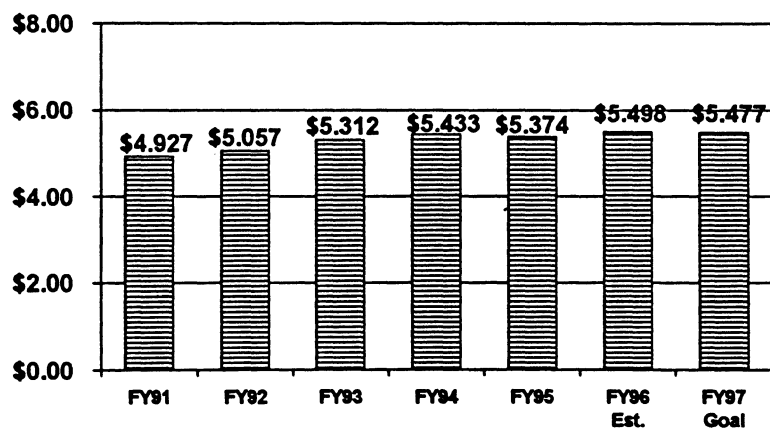


rev. 1, 9/4/96

### COST PER REVENUE MILE - TRANSIT Based on FY97 Constant Dollars



### COST PER REVENUE MILE - TRANSIT Based on Year of Expenditure Dollars



## **SECTION 5: COMPOSITE STATEMENT**



## SECTION 5: COMPOSITE STATEMENT

(000's omitted)	
	FY1997 Estimate
<b>GROSS INCOME</b>	
Bus Fares	44,676
Sales tax income (accrual basis)	282,095
Interest income	14,681
Other operating income & grants	<u>3,546</u>
<b>TOTAL</b>	<b>344,998</b>
<b>OPERATING EXPENSES - TRANSIT</b>	
Department & support expenditures	206,066
Depreciation expense	54,322
Gain/loss on disposal of fixed assets	<u>1,020</u>
<b>SUBTOTAL</b>	<b>261,408</b>
<b>OPERATING EXPENSES - TRAFFIC MANAGEMENT</b>	
Department & support expenditures	11,440
Depreciation expense	<u>6,103</u>
<b>SUBTOTAL</b>	<b>17,543</b>
Contingency	10,000
<b>TOTAL OPERATING EXPENSES</b>	<b>288,951</b>
<b>GROSS INCOME LESS TOTAL OPERATING EXPENSES = NET INCOME AVAILABLE FOR CAPITAL EXPENDITURES</b>	<b>56,047</b>
+ depreciation	
+ gain/loss on disposal of fixed assets	60,425
<b>SUBTOTAL</b>	<u>1,020</u>
	<b>61,445</b>
<b>CURRENT YEAR CASHFLOW AVAILABLE FOR CAPITAL REPLACEMENTS AND ADDITIONS</b>	<b>117,492</b>
+ Federal/State capital grants collected	170,972
<b>TOTAL CASH FLOW AVAILABLE FOR CAPITAL REPLACE- MENT AND ADDITIONS</b>	<b>288,464</b>
- capital expenditures	442,382
<b>CURRENT YEAR CASH FLOW FOR FUTURE CAPITAL EX- PENDITURES INCLUDING REPLACEMENTS AND OPERAT- ING EXPENDITURES</b>	<b>&lt;153,918&gt;</b>

## **SECTION 5: CASH FLOW**

## SECTION 5: CASH FLOW

### Updates To Cash Flow Model

Since September 1995 a number of updates to the cash flow scenario have been made in preparation for development of the FY1997 Strategic Business Plan. These updates include the following:

- FY1995 has been changed from forecast to actual.
- FY1996 has been changed from budget to estimate.
- FY1997 has been changed from forecast to proposed operating and capital budgets.
- The Board approved FY1997-2001 Transit Services Program and revised Fare Structure have been incorporated.
- The Board approved FY1997-2006 General Mobility CIP and FY1997-2001 Capital CIP have been incorporated, including adjusted project schedules and capital expenditures.
- In January 1996, the Judge in the suit between METRO and the Southern Pacific Railroad ruled that METRO must honor its agreement on the relocation of Southern Pacific from the Westpark Line to the Missouri City Line. Previously, METRO's cash flow scenarios had assumed that the relocation agreement would not be paid out until the suit was concluded. Based on the information now available, METRO has prepared a revised set of assumptions relative to the relocation agreement. See Attachment I for assumptions and details.
- In the September 1995 cash flow scenario, Section 9 (Federal formula) grants were lowered by 40% over previous forecasts due to the best guess at what Congress would do with the transportation appropriation for 1996. Since that time, Congress has acted on the FY1996 Section 9 grant and METRO received \$28.784 million in FY1996. This is a reduction of 15% from METRO's earlier forecasts, rather than 40%. The Section 9 grant cash flow for FY1996-2010 has been revised to a 15% reduction from earlier estimates.
- METRO asked Barton Smith to prepare his annual METRO forecast and received the results in June 1996. As a validation check on Barton Smith's forecast, METRO also asked Ray Permian to prepare a METRO forecast using the same measures and definitions as Barton Smith. See Attachment II for a comparison of the two forecasts. While the differences between the two forecasts do not appear to be very large, the differences produce a wide variation in the cash flow model due to the compounding effects of growth over time. For purposes of analyzing METRO's FY1997 Strategic Business Plan, the cash flow

model uses the midpoint between the Barton Smith forecast and the Ray Perryman forecast.

The cash flow resulting from these revisions are documented in Scenario #482. See Attachment III for a copy. In this scenario, there is no borrowing.

## **SECTION 5: CASH FLOW**

### **Attachment I**

## SPRR Relocation Cost Projected Cash Flows

Assumptions: Total contract will be expended.

SPRR will provide documentation for previously challenged billed charges.

Track and Signal work will be completed within 18 months from restart.

Restart projected for December, 1996.

Best guess is that remainder of contract will be billed evenly over 18 month period.

### PROJECTED CASH FLOW

Paid by METRO through

Jul-95 \$4,000,000 Amounts billed and paid to the extent of cap in place.

June through Sept-96 4,000,000 Amounts for work performed through March, 1995 and approved  
for payment in excess of cap in place, which are payable immediately. \*  
1,500,000 Anticipated billing for signal work performed March, 1995  
through March, 1996  
5,500,000 FY1996 projected cash flow.

Jan-97	1,625,000
Feb-97	1,625,000
Mar-97	1,625,000
Apr-97	1,625,000
May-97	1,625,000
Jun-97	1,625,000
Jul-97	1,625,000
Aug-97	1,625,000
Sep-97	1,625,000

14,625,000 FY1997 projected cash flow.

Oct-97	1,625,000
Nov-97	1,625,000
Dec-97	1,625,000
Jan-98	1,625,000
Feb-98	1,625,000
Mar-98	1,625,000
Apr-98	1,625,000
May-98	1,625,000
Jun-98	1,675,000

14,675,000 FY1998 projected cash flow.

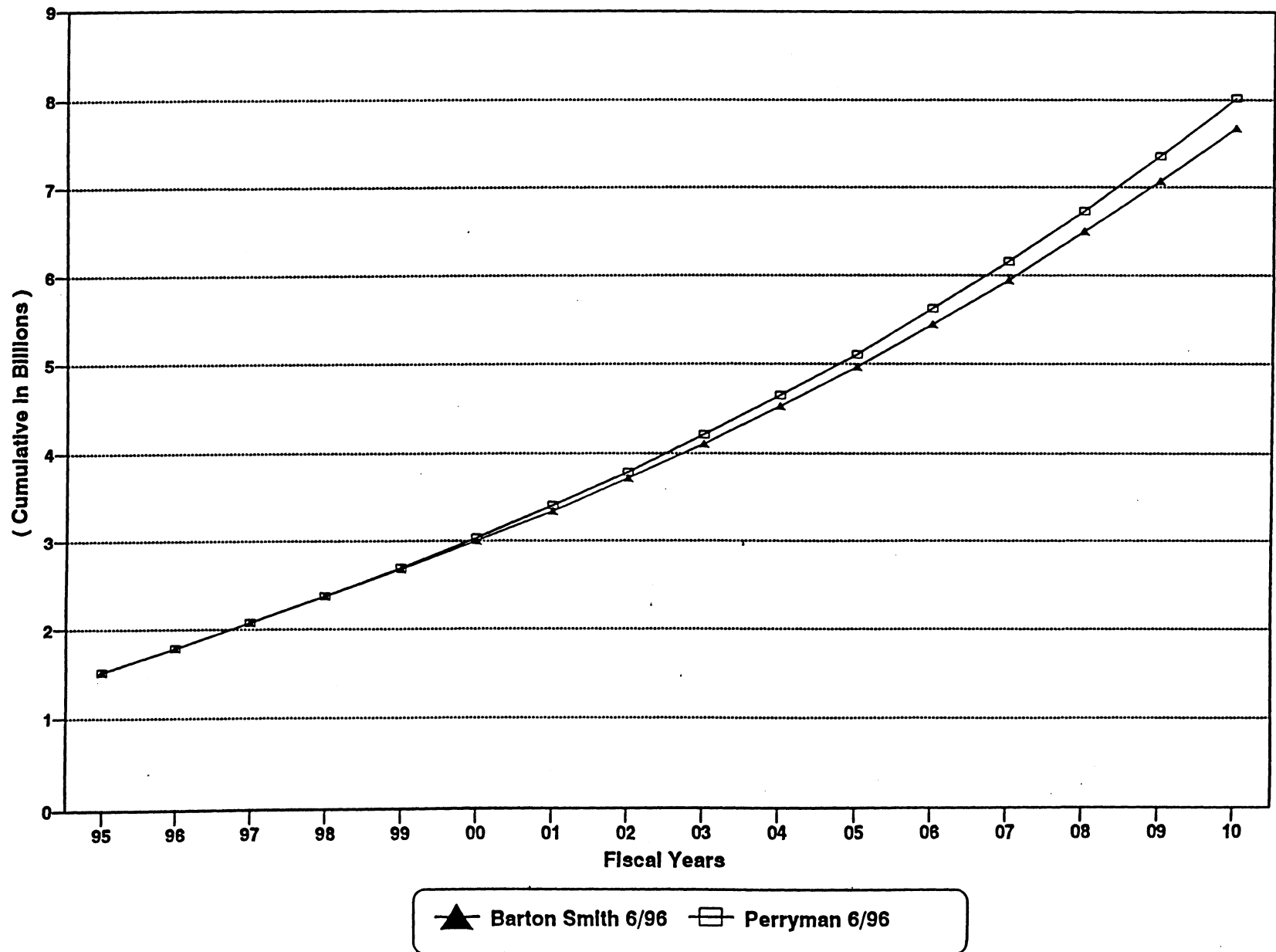
\$38,800,000 Maximum Value of Contract

\* Total Billed to METRO to date = \$ 12.0 million. \$ 2.5 million disallowed by METRO because of insufficient documentation. METRO expects SPRR to provide documentation at some point in the future.

## **SECTION 5: CASH FLOW**

### **Attachment II**

# METRO CASH FLOW STUDIES ANALYSIS OF SALES TAX INCOME FORECASTS





# **METRO CASH FLOW STUDIES ANALYSIS OF SALES TAX FORECASTS**

	BARTON SMITH MAY 31, 1996		PERRYMAN MAY 31, 1996		SMITH / PERRYMAN MIDPOINT MAY 31, 1996	
	%	\$	%	\$	%	\$
FY95	1.000	252,562	1.0000	252,562	1.0000	252,562
FY96	1.056	266,705	1.0578	267,160	1.0569	266,933
FY97	1.054	281,108	1.0596	283,083	1.0568	282,095
FY98	1.044	293,476	1.0621	300,662	1.0531	297,074
FY99	1.046	306,976	1.0639	319,875	1.0550	313,413
FY2000	1.055	323,860	1.0651	340,698	1.0601	332,249
FY2001	1.060	343,291	1.0662	363,253	1.0631	353,214
FY2002	1.072	368,008	1.0670	387,591	1.0695	377,762
FY2003	1.067	392,665	1.0676	413,792	1.0673	403,186
FY2004	1.070	420,152	1.0681	441,971	1.0691	431,046
FY2005	1.067	448,302	1.0685	472,246	1.0663	459,624
FY2006	1.065	477,441	1.0688	504,736	1.0669	490,373
FY2007	1.064	507,998	1.0690	539,563	1.0665	522,983
FY2008	1.063	540,001	1.0692	576,901	1.0661	557,552
FY2009	1.063	574,022	1.0693	616,880	1.0662	594,462
FY2010	1.063	610,185	1.0693	659,630	1.0662	633,815

FY96-99  
FY96-2000  
FY2001-2010

1,148,266
1,472,125
4,682,065

1,170,780
1,511,478
4,976,563

1,159,514
1,491,763
4,824,016

## **SECTION 5: CASH FLOW**

### **Attachment III**

## Integrated Financial Model

Sc. 482

Total Of Funds A &amp; B

Prior: Year-Of-Expenditure \$

Future: Year-Of-Expenditure \$

THE METROPOLITAN TRANSIT AUTHORITY  
HARRIS COUNTY, TEXAS  
Sources and Uses of Funds, \$ Thousands

29-Aug-96

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	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget				
	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
<b>BEGINNING BALANCE</b>	447,430	517,996	576,182	657,447	656,893	502,461	385,103	325,206	260,986	107,067	113,498	156,528
<b>SOURCES</b>												
Sales Tax Receipts	182,479	199,755	213,368	216,322	225,649	235,653	252,562	266,933	282,095	297,074	313,413	332,249
Farebox Revenue	38,847	40,505	41,501	45,676	43,792	41,996	44,679	43,509	44,676	54,295	62,699	82,432
Miscellaneous & Operating Grants	360	390	259	178	274	453	616	500	3,546	2,298	1,865	985
External Interest Income	41,497	45,237	57,106	59,247	42,656	21,197	21,243	19,538	14,681	7,633	9,817	15,042
Internal Interest Income (Expense)	0	0	0	0	0	0	0	0	0	0	0	0
State & County Grants	0	328	0	126	0	0	0	460	6,220	2,344	419	0
Federal Grants, Formula	11,927	19,939	17,281	11,591	30,151	30,758	7,617	27,804	67,212	60,110	29,659	34,884
Federal Grants, Discretionary	13,823	16,751	12,010	13,514	14,369	14,532	43,655	68,518	97,540	104,726	98,724	74,857
Private Sector	0	0	0	0	0	0	0	0	0	0	0	0
Funding Required	0	0	0	0	0	0	0	0	0	0	0	0
Interfund Inflow (Outflow)	0	0	0	0	0	0	0	0	0	0	0	0
Balance Sheet Adjustment	(4,546)	(10,076)	1,968	(1,078)	1,459	784	1,466	0	0	0	0	0
<b>Total Sources</b>	284,387	312,829	343,493	345,576	358,350	345,373	371,838	427,262	515,970	528,480	516,596	540,449
<b>TOTAL FUNDS AVAILABLE</b>	731,817	830,825	919,675	1,003,023	1,015,243	847,834	756,941	752,468	776,956	635,547	630,094	696,977
<b>USES</b>												
Operating Expenses - Transit	139,371	145,788	156,986	167,942	177,065	181,398	186,707	196,822	216,066	224,708	237,111	257,977
Operating Expenses - Traffic Mgt.	0	0	0	5,895	18,605	14,591	11,857	10,588	11,440	11,577	12,052	12,682
Capital Costs												
Gen. Mobility 25% Fund Projects	22,700	28,353	37,493	100,573	127,052	156,828	108,739	111,803	137,321	76,557	17,890	12,746
Regional Bus Plan	0	0	0	1,037	18,902	27,186	54,526	76,916	117,288	148,505	149,232	117,080
Transitways & Related Facilities	21,504	20,247	19,428	32,833	14,858	16,513	19,868	19,524	32,674	30,920	19,889	10,419
Buses, Support Fac. & Equip, Land	30,246	60,255	48,321	37,850	156,300	66,215	50,038	75,829	155,100	29,782	37,392	47,834
Cash Reserve For Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Purchasing Power Adjustment	0	0	0	0	0	0	0	0	0	0	0	0
Short Term Notes												
Principal Paid	0	0	0	0	0	0	0	0	0	0	0	0
Interest/Fees Paid	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Uses</b>	213,821	254,643	262,228	346,130	512,782	462,731	431,735	491,482	669,889	522,049	473,566	458,738
<b>ENDING BALANCE</b>	517,996	576,182	657,447	656,893	502,461	385,103	325,206	260,986	107,067	113,498	156,528	238,239

NOTE: The Forecast of Cash Flows assumes the purchase of real properties and sale of real properties, surplus to METRO's needs, as discussed previously with the METRO Board of Directors.

## Integrated Financial Model

Sc. 482

Total Of Funds A &amp; B

Prior: Year-Of-Expenditure \$

Future: Year-Of-Expenditure \$

THE METROPOLITAN TRANSIT AUTHORITY  
HARRIS COUNTY, TEXAS  
Sources and Uses of Funds, \$ Thousands

29-Aug-96

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	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
BEGINNING BALANCE	238,239	327,165	400,139	417,662	421,290	472,778	549,296	640,847	734,202	866,520
SOURCES										
Sales Tax Receipts	353,214	377,762	403,186	431,046	459,624	490,373	522,983	557,552	594,462	633,815
Farebox Revenue	97,375	107,198	120,930	141,735	163,725	174,330	185,115	200,640	216,435	235,875
Miscellaneous & Operating Grants	990	1,204	1,122	1,002	1,074	1,083	868	1,119	1,411	1,103
External Interest Income	21,543	27,712	31,160	31,966	34,066	38,944	45,347	52,393	60,992	72,221
Internal Interest Income (Expense)	0	0	0	0	0	0	0	0	0	0
State & County Grants	0	0	0	0	0	0	0	0	0	0
Federal Grants, Formula	50,272	43,991	41,573	41,853	45,025	45,712	48,611	51,096	53,707	56,451
Federal Grants, Discretionary	21,813	13,672	14,251	18,272	12,068	7,408	8,243	6,810	6,739	5,014
Private Sector	0	0	0	0	0	0	0	0	0	0
Funding Required	0	0	0	0	0	0	0	0	0	0
Interfund Inflow (Outflow)	0	0	0	0	0	0	0	0	0	0
Balance Sheet Adjustment	0	0	0	0	0	0	0	0	0	0
Total Sources	545,207	571,539	612,223	665,874	715,582	757,849	811,168	869,609	933,745	1,004,479
TOTAL FUNDS AVAILABLE	783,446	898,704	1,012,362	1,083,536	1,136,872	1,230,628	1,360,463	1,510,456	1,667,947	1,870,999
USES										
Operating Expenses - Transit	281,489	299,656	323,135	347,844	378,029	409,856	438,922	479,121	521,688	571,297
Operating Expenses - Traffic Mgt.	13,380	14,115	14,885	15,695	16,547	17,442	18,381	19,368	20,406	21,497
Capital Costs										
Gen. Mobility 25% Fund Projects	17,573	32,348	100,797	107,762	114,906	122,593	130,745	139,388	148,616	158,455
Regional Bus Plan	93,520	97,384	69,799	86,312	40,178	14,816	15,699	14,476	10,688	9,900
Transitways & Related Facilities	2,990	590	12,273	26,483	35,412	17,250	30,025	25,317	0	876
Buses, Support Fac. & Equip, Land	47,329	54,472	73,811	78,150	79,022	99,375	85,845	98,584	100,029	80,056
Cash Reserve For Contingency	0	0	0	0	0	0	0	0	0	1,028,919
Purchasing Power Adjustment	0	0	0	0	0	0	0	0	0	0
Short Term Notes										
Principal Paid	0	0	0	0	0	0	0	0	0	0
Interest/Fees Paid	0	0	0	0	0	0	0	0	0	0
Total Uses	456,281	498,565	594,700	662,246	664,094	681,332	719,617	776,254	801,427	1,870,999
ENDING BALANCE	327,165	400,139	417,662	421,290	472,778	549,296	640,847	734,202	866,520	(0)

New Dollar Format

## Integrated Financial Model

SC. 482

Total Of Funds A &amp; B

Prior: Year-Of-Expenditure \$

Future: Year-Of-Expenditure \$

THE METROPOLITAN TRANSIT AUTHORITY  
HARRIS COUNTY, TEXAS  
Sources and Uses of Funds, \$ Thousands

	1989-2000	2001-2010	1989-2010
BEGINNING BALANCE	447,430	238,239	447,430
SOURCES			
Sales Tax Receipts	3,017,552	4,824,017	7,841,569
Farebox Revenue	584,607	1,643,358	2,227,965
Miscellaneous & Operating Grants	11,724	10,976	22,700
External Interest Income	354,894	416,345	771,239
Internal Interest Income (Expense)	0	0	0
State & County Grants	9,897	0	9,897
Federal Grants, Formula	348,933	478,290	827,223
Federal Grants, Discretionary	573,019	114,290	687,309
Private Sector	0	0	0
Funding Required	0	0	0
Interfund Inflow (Outflow)	0	0	0
Balance Sheet Adjustment	(10,023)	0	(10,023)
Total Sources	4,890,603	7,487,276	12,377,879
TOTAL FUNDS AVAILABLE	5,338,033	7,725,515	12,825,309
USES			
Operating Expenses - Transit	2,287,941	4,051,037	6,338,978
Operating Expenses - Traffic Mgt.	109,287	171,716	281,003
Capital Costs			
Gen. Mobility 25% Fund Projects	938,055	1,073,183	2,011,238
Regional Bus Plan	710,672	452,772	1,163,444
Transitways & Related Facilities	258,677	151,215	409,892
Buses, Support Fac. & Equip. Land	795,162	796,673	1,591,835
Cash Reserve For Contingency	0	1,028,919	1,028,919
Purchasing Power Adjustment	0	0	0
Short Term Notes			
Principal Paid	0	0	0
Interest/Fees Paid	0	0	0
Total Uses	5,099,794	7,725,515	12,825,309
ENDING BALANCE	238,239	0	0