

METROPOLITAN TRANSIT AUTHORITY OF HARRIS COUNTY, TEXAS

FY2020 BUSINESS PLAN & BUDGET BOOK



FORTY YEARS OF
CONNECTING COMMUNITIES



Mission Statement

"Provide safe, clean, reliable, accessible and friendly public transportation services to our region."

Board of Directors

Carrin F. Patman
Chair

Jim Robinson
First Vice-Chair

Don Elder, Jr.
Second Vice-Chair

Troi Taylor
Secretary

Lisa Castañeda

Lex Frieden

Bob Fry

Terry Morales

Sanjay Ramabhadran
(Ram)

President & Chief Executive Officer

Thomas C. Lambert

September 9, 2019

Carrin F. Patman
Chair of the Board
Metropolitan Transit Authority

Dear Ms. Patman:

Please find the attached proposed FY2020 Business Plan & Budget for METRO, which includes the Operating, Capital, and Debt Service Budgets, as well as the transfer to the General Mobility Program.

Section 451.102 of the Texas Transportation Code requires the Board of Directors of the Metropolitan Transit Authority of Harris County to adopt an annual budget which specifies major expenditures by type and amount prior to commencement of a fiscal year. In accordance with the code, we have prepared the proposed FY2020 Business Plan & Budget for the Board's consideration at its September meeting.

The annual budgets represent the maximum annual expenditure authorized by the Board to fund METRO's FY2020 Business Plan. In accordance with Board-approved procedures, it is recommended that the Board adopt the following budgets for the Metropolitan Transit Authority of Harris County for Fiscal Year 2020 (October 1, 2019 – September 30, 2020).

Operating Budget	\$ 684,000,000
Capital Budget	\$ 330,506,000
Debt Service Budget	\$ 131,520,000
Transfer to the General Mobility Program	\$ 186,511,000

A Public Hearing on the proposed FY2020 Business Plan & Budget is scheduled to be held at noon on Tuesday, September 24, 2019, in the Second Floor Board Room of the METRO Administration Building. The proposed FY2020 Business Plan & Budget is scheduled for approval by the Board at the regular September meeting scheduled Thursday, September 26, 2019.

Sincerely,



Thomas C. Lambert
President & Chief Executive Officer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Metropolitan Transit Authority of Harris County
Texas**

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morill

Executive Director

A RESOLUTION

APPROVING THE FISCAL YEAR 2020 BUSINESS PLAN & BUDGETS, AND MAKING FINDINGS AND PROVISIONS RELATED TO THE FOREGOING SUBJECT

WHEREAS, Section 451.102(a) of the Texas Transportation Code requires that the Metropolitan Transit Authority of Harris County, Texas ("METRO") Board of Directors adopt an annual budget of all major expenditures by type and amount prior to the expenditure of any funds in the fiscal year to which the budget applies; and

WHEREAS, Section 451.102(b) of the Texas Transportation Code also requires that METRO hold a public hearing prior to adoption of a budget and make such budget available for public review at least fourteen (14) days before the hearing date; and

WHEREAS, in compliance with the statutory requirements cited above, METRO has made its proposed Fiscal Year 2020 Business Plan and Budgets available to the public within the requisite timeframe and has held a public hearing regarding such budgets; and

WHEREAS, the METRO Board of Directors ("Board of Directors") has reviewed such proposed budgets for Fiscal Year 2020 and has considered the public comments thereon.

NOW, THEREFORE, BE IT RESOLVED THAT:

Section 1. The Board of Directors hereby finds and declares that METRO's Fiscal Year 2020 Business Plan & Budgets includes the appropriate strategic priorities, operating principles and organizational structure necessary to implement the Board of Directors' policies for METRO and that the prerequisites required by law for the consideration and adoption of the Fiscal Year 2020 Business Plan & Budgets have been satisfied.

Section 2. The Board of Directors hereby approves and adopts the Fiscal Year 2020 Business Plan & Budgets submitted by the President & CEO.

Section 3. The Board of Directors hereby approves and adopts an Operating Budget for Fiscal Year 2020 totaling \$684,000,000.

Section 4. The Board of Directors hereby approves and adopts a Capital Budget for Fiscal Year 2020 totaling \$330,506,000.


Section 5. The Board of Directors hereby approves and adopts a General Mobility Transfer Budget for Fiscal Year 2020 totaling \$186,511,000.

Section 6. The Board of Directors hereby approves and adopts a Debt Service Budget for Fiscal Year 2020 totaling \$131,520,000.

Section 7. The Board of Directors will receive reports at least quarterly on budgetary expenditures and fund availability as may occur subsequent to the beginning of Fiscal Year 2020.

Section 8. This Resolution is effective immediately upon passage.

I hereby certify that the above resolution is accurate in describing the action herein of the Board of Directors on the date below.

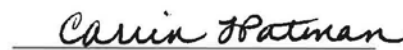

Cydonii Fairfax
Executive Vice President & General Counsel

PASSED this 26th day of September, 2019
APPROVED this 26th day of September, 2019

ATTEST:


Recca Perry
Assistant Secretary




Carrin F. Patman
Chair

Summary of Contents

EXECUTIVE SUMMARY

An outline of the Authority's fiscal priorities and financial highlights

PREFACE

A summary of METRO's Board of Directors, Executive Leadership Team, the Authority's history and a description of the region with economic highlights

OVERVIEW

METRO's service and ridership, workforce by department, budget summary, and year-to-year budget comparisons

FINANCIALS

Explains the Authority's basis of budgeting, its Operating and Capital budgets, plus its plans for the General Mobility Program and Debt Service

ORGANIZATION CHART

Shows METRO's departmental structure

DEPARTMENT SUMMARIES

Descriptions of departments, including their organizational charts, budgets, goals, strategies, and key performance indicators

APPENDICES

Includes relevant organizational policies and procedures, comparative statistics, supplemental demographic and economic data, a list of approved positions, a glossary of terms, and a list of acronyms

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Executive Summary



Turning forty years old means entering midlife. It can be a time of reflection; evaluating one's life choices and beginning to consider one's legacy.

But for a transit authority, forty years old is still young. In some ways, METRO has the best of both worlds. We're a growing agency in a growing region, yet we also have experiences to share with our peers in the United States and abroad.

Our successful reimagining of our local bus system in 2015 is now serving as a model for at least 35 cities in the U.S. and around the globe, some as far away as New Zealand. Lessons learned from our successful handling of transportation for two Super Bowls have helped other cities prepare to host major events.

METRO has come a long way since our first day of operation in January 1979. We started with an aging fleet of only 400 vehicles and now have a network of more than 1,200 buses, paratransit services, express High Occupancy Vehicle/Toll (HOT/HOV) Lanes, and 28 Park & Ride facilities. Just fifteen years ago, we added light rail to the mix with one single line. Now, we have three lines. Together, they carried 19 million riders in Fiscal Year 2018.

METRO's light rail service is literally award-winning; in 2019, the American Public Transportation Association presented METRO with a Gold Award for Rail Safety and Security. METRO collaborated with the city of Houston's traffic timing group on a project to improve traffic/rail signaling at intersections within Houston's Central Business District (CBD) along the Red Line. This project, called SmartSync, allows light rail vehicles (LRVs) to move smoothly through the CBD corridor, while also giving drivers, bicyclists, and pedestrians additional time to cross at intersections. LRV crashes in the CBD, where improvements took place, have decreased by 35 percent since May 2018. In addition, the project has reduced wait times for all road users and saved METRO \$250,000 annually by allowing the Authority to run the same six-minute service using one fewer train.



Buses, however, remain the backbone of our system. FY2019 saw METRO join with the city of Houston and Texas Southern University's (TSU) Center for Transportation Training and Research to test an autonomous shuttle on the TSU campus. The pilot test is being evaluated, and if deemed successful, will enter its second phase in FY2020. Also in FY2020, once the Uptown Development Authority completes construction of its bus lane project, METRO will introduce bus rapid transit to our region with the premiere of METRORapid in Uptown. * In addition, METRO will expand the Community Connector service to more areas. Overall, we're continuing to connect communities, helping our region's residents and visitors drive less and do more.



* The Uptown Development Authority (Uptown) is building a bus rapid transit (BRT) project on Post Oak Boulevard as part of delivering high capacity transit service from Westpark to Northwest Transit Center. METRO's role in the project is to acquire buses and operate service once the project is completed.

FY2020 Business Plan Goals

METRO will change direction slightly from the two previous fiscal years. While continuing to focus on universal accessibility, customer experience, and safety, the board of directors has added two new goals; increasing regional public awareness and providing trustworthy governance. The figures below show the five FY2020 business plan goals and their relationship to METRO's FY2018 - 2019 budget priorities.

FY2020 Business Plan Goals					
Create outstanding trip experiences for all users by connecting residents to more places, more often, in a safe and efficient environment.					
Enhance communities and lives by providing high quality mobility options for all service areas and users, which includes innovation and planning for the future.					
Maintain and improve accessible transportation system infrastructure.					
Increase public awareness and support for the regional transportation system, which includes collaboration with regional and national leadership.					
Provide responsive, accountable, and trustworthy governance within the METRO organization.					

FY2018-2019 Budget Priorities	METRO FY2020 Business Plan Goals				
	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Attain Universal Accessibility	✓	✓	✓		
Improve the Customer Experience	✓	✓	✓		
Invest in Enhanced Safety	✓		✓		
Improve Security	✓				
Maintain a State of Good Repair	✓		✓		
Plan for the Future		✓		✓	
Market Our Service	✓			✓	

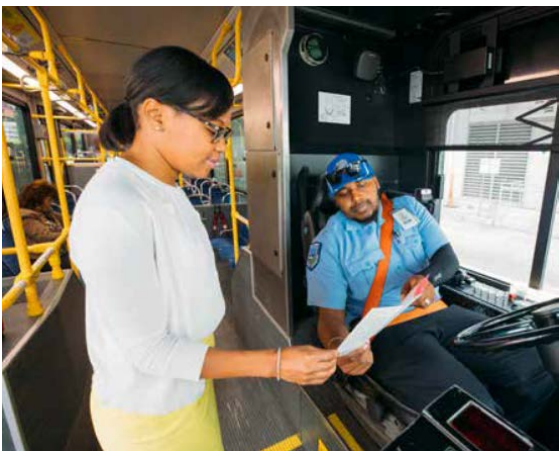
With these goals in mind, each department of the Authority has examined its individual projected expenditures for FY2020 from the ground up. This budgeting approach helps METRO remain a good steward of public funds. The following pages list investments that METRO will make relating to each of the five goals, while the Department Summaries section includes each department’s goals and strategies that fall under one or more of the goals. Budgeted and estimated year-end investments for FY2019 are included in that section to provide context for the FY2020 totals.

Detailed financial information from previous years can be found in METRO’s Comprehensive Annual Financial Reports (CAFR), which are in the Financial and Audit information section on METRO’s website, RideMETRO.org. Current financial information is posted in the same section in the form of monthly and quarterly financial reports.

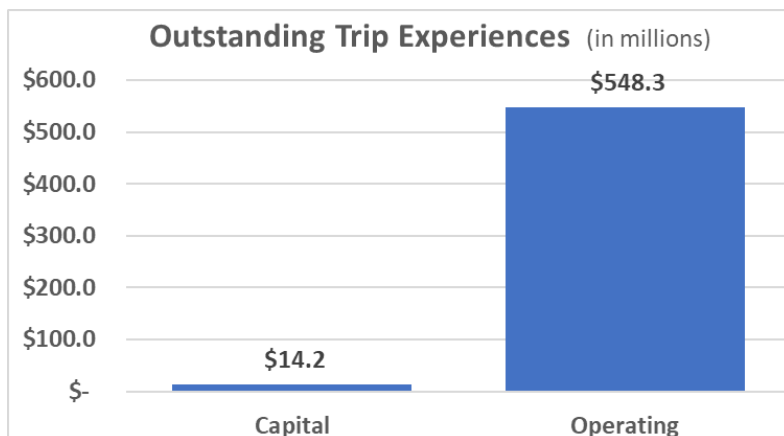
Outstanding Trip Experiences

“The buses in Houston are a good mood on wheels.”

– Marina Kormbaki, Political and Immigration Reporter, RND, Berlin



What makes a transit trip outstanding? Knowing when your bus will arrive thanks to Next Bus Texting, encountering a helpful bus operator who greets you with a smile, and getting where you’re going safely and on time are just the beginning. Operating budget investments in FY2020 include funding the departments responsible for providing transit service, ensuring that service is safe, assisting customers, and developing and evaluating bus and rail service. Administrative departments that help the Authority conduct its business also fit into this category. The initiative “One METRO” will encourage employees in every department to focus on customer service. Capital projects to improve safety along the rail lines will enhance the experience of all road users in the rail corridors.



Capital Budget:

	\$ in millions
Traffic Signal Arm at Main & Pease/Jefferson	\$ 5.8
Eliminate Shared Lanes at Capital & Rusk	1.4
Burnett Transit Center Elevator	1.3
Other	5.7
Total	\$ 14.2

Operating Budget:

Operations	\$ 446.3
METRO Police & Safety	43.5
Information Technology	24.1
Procurement & Materials	12.2
Customer & Client Service	6.4
President & CEO's Allowance & Contingency	15.8
Total	\$ 548.3

Total \$ 562.5

High Quality Mobility Options

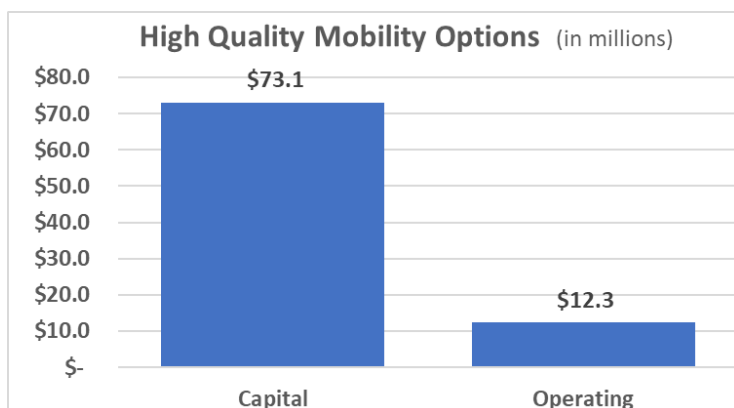
“What does METRO do? It keeps people moving farther, faster and more efficiently every single day.”

– Carrin F. Patman, Chair, METRO



The Houston region continues to grow and change. METRO must anticipate and respond to demographic shifts, technological improvements, and variations in employment type and location. This requires planning and innovation to see the road ahead, along with ensuring that METRO's vehicles and facilities remain in good condition to meet both present and future needs. Continuing construction along METRO's newer rail lines will add more amenities to enhance riders' trips.

After study and discussions with communities across the region, METRO has created the METRONext Transit System Plan*, for which a referendum will be held on November 5, 2019. Throughout this budget document, you will see references to this plan and its proposed projects. Appendix B provides a general description of the plan.



Capital Budget:

	\$ in millions
METROrail Completion, including LRVs	\$ 47.5
METRONext*	25.6
	\$ 73.1

Operating Budget:

Planning	\$ 7.2
METRONext	2.4
Office of Innovation	1.1
Urban Design	0.5
President & CEO's Allowance & Contingency	1.1
	\$ 12.3

Total \$ 85.4

* On August 13, 2019, the METRO Board of Directors passed and approved Resolution 2019-71. This resolution calls for a special election to be held on Tuesday, November 5, 2019 for the purpose of submitting to the qualified electors of the Metropolitan Transit Authority of Harris County, Texas a proposition to authorize METRO to issue bonds, notes and other obligations payable, in whole or in part, from seventy-five percent (75%) of METRO's Sales and Use Tax revenues, with no resulting increase in the current rate of METRO's Sales and Use Tax, for the acquisition, construction, repair, equipping, improvement and/or extension of METRO's Transit Authority System (as described in the METRONext Transit System Plan), to approve such plan and the construction of a Phase III of METRO's rail system known as "METROrail" for purposes of the city charter of the City of Houston, and to continue to dedicate up to twenty-five percent (25%) of METRO's Sales and Use Tax revenues through September 30, 2040, for street improvements, mobility projects and other facilities and services; and making other provisions related to the subject. A general description of METRONext can be found in Appendix B of this Business Plan & Budget Book. Projected FY2020 expenditures for this footnoted project are included in the proposed FY2020 Budget.

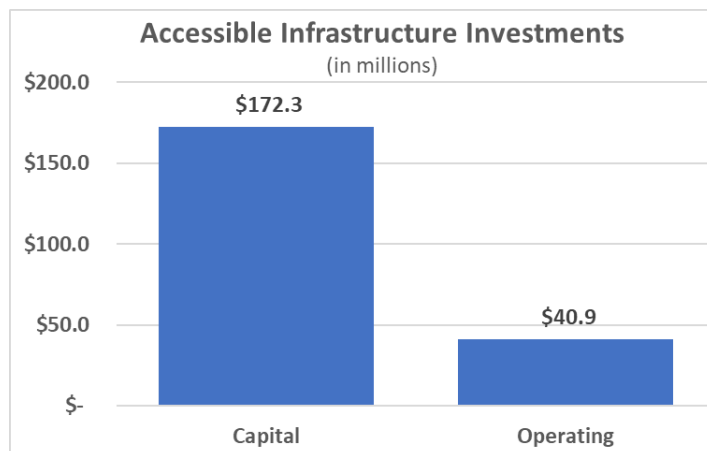
Accessible Infrastructure Investments

"We want to remove as many disincentives as possible to getting people on the system."

– Lex Frieden, METRO board member and architect of the Americans with Disabilities Act



Getting people *on* the METRO system starts with getting people *to* the system. Smooth sidewalks leading to wide bus pads make it easier for mobility-challenged riders to arrive at a bus stop, while well-maintained buses that kneel at the curb enable them to board with ease. That's why we're in our third year of investing in Universal Accessibility, which takes careful planning, design, construction, monitoring, and maintenance.



Capital Budget:

	\$ in millions
Rolling Stock Replacement	\$ 66.4
Rolling Stock State of Good Repair	29.8
Facility State of Good Repair Upgrades	29.8
METRONext Universal Accessibility - Sidewalks*	15.6
Bus Stop Accessibility, Site Improvements, and Shelters	19.0
Accessibility Enhancements at Public Facilities	3.1
First/Last Mile Universal Accessibility Program	2.6
Committed/Non-Obligated Capital Project Fund	6.0
	\$ 172.3

Operating Budget:

Facilities Maintenance	\$ 37.3
Engineering & Capital Projects	1.8
State of Good Repair Department	0.8
President & CEO's Allowance & Contingency	1.0
	\$ 40.9

Total \$ 213.2

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Regional Public Awareness & Support

“Moving Houstonians to and from work, no matter where they are in the region, is essential to the upward mobility of our people, and ultimately, Houston’s success as a great global city.”

– Bob Harvey, President and CEO, Greater Houston Partnership

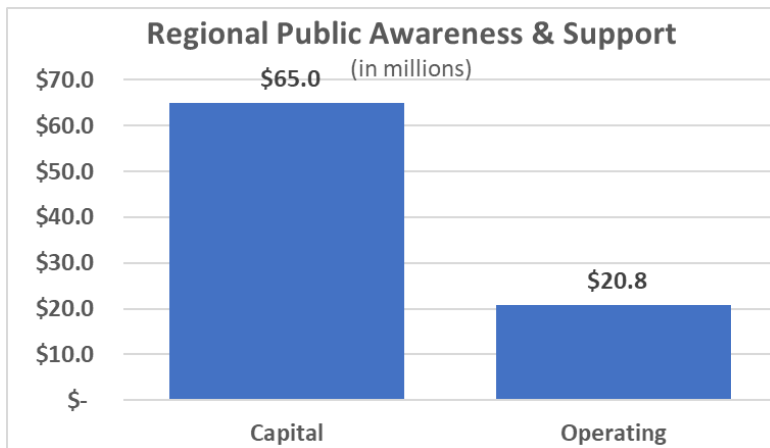


The Sesame Street segment was filmed in Houston by Judy's Child, LLC.

According to *Sesame Street*, T is for Train. T could also stand for Talk to Everyone or Try Transit. METRO’s Communications, Public Engagement, and Government Affairs groups want to make sure that everyone knows about METRO, its services, and how to ride.

Part of getting the word out about METRO is working with regional partners to spread the news and serve riders better. Continuing renovations to METRO’s largest transit hub, the Northwest Transit Center, will benefit METRO’s existing riders who start or continue trips there. They will also benefit future riders of the first METRORapid line. This line is currently being constructed by the Uptown Development Authority. METRO will operate the service

when the project is completed. Lastly, METRO is involving regional partners in its preparation for its next generation fare payment system. The account-based system will offer riders more ways to pay fares, quickly and conveniently. It will also make it easier for riders to move between regional transit providers by using one method of fare payment, much like the ORCA (One Regional Card for All) card in Seattle and the TAP (Transit Access Pass) card in Los Angeles. Looking at the future of fare payment, it’s clear that T stands for Together.



Capital Budget:

Northwest Transit Center Reconfiguration & Parking Upgrade	\$	22.4
North Post Oak Lane Configuration		18.0
Replacement of Fare Collection Equipment		10.8
Uptown Line - Transit Center Busway		4.2
West Bellfort Park & Ride Lot		2.0
Other		7.6
	\$	65.0

Operating Budget:

Communications Department	\$	18.2
Public Engagement Division		1.7
Government Affairs Division		0.9
	\$	20.8

Total \$ 85.8

Trustworthy Governance

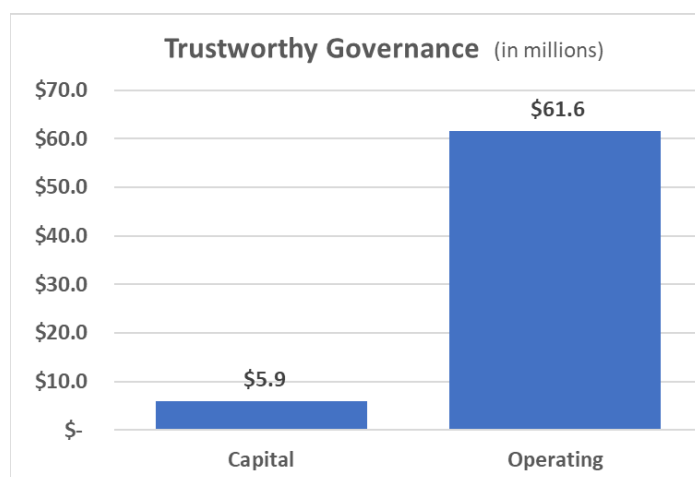
"METRO has an excellent transit system. It provides safe, efficient, reliable, cost-effective service to stakeholders in and around Houston and the 14 municipalities in the service area."

– State of Texas Quadrennial Performance Audit performed by Milligan & Company, Fiscal Years 2012-2015



Our ratings and recognition demonstrate METRO's commitment to transparency, accountability, and good governance. Our Board and committee meetings can be viewed at RideMETRO.org, as well as our finances, including our check register. These are among the reasons why METRO has received one or more Transparency Stars for the past eight years from the Texas Comptroller of Public Accounts along with multiple Certificates of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Awards from the Government Finance Officers Association.

To maintain these high standards, METRO's Operating Budget includes funding for departments that handle matters of compliance, regulations, and management. In addition, METRO is investing in information technology systems and software, as well as a new police building that will enable METRO Police to be housed in one area for greater efficiency.



Capital Budget:

	\$ in millions
Burnett Police Building	\$ 2.5
Information Technology Systems	1.9
SAP SBP Budget Upgrade	1.5
	<u>\$ 5.9</u>

Operating Budget:

Human Resources	\$ 24.6
Finance	11.3
Operations Management Support	8.5
Executive Office, Board, & Authority	5.2
Administration	
Legal	4.8
Audit	1.5
President & CEO's Allowance & Contingency	5.7
	<u>\$ 61.6</u>

Total \$ 67.5

Budget Highlights

The major highlights of METRO's FY2020 Business Plan and Budget are as follows:

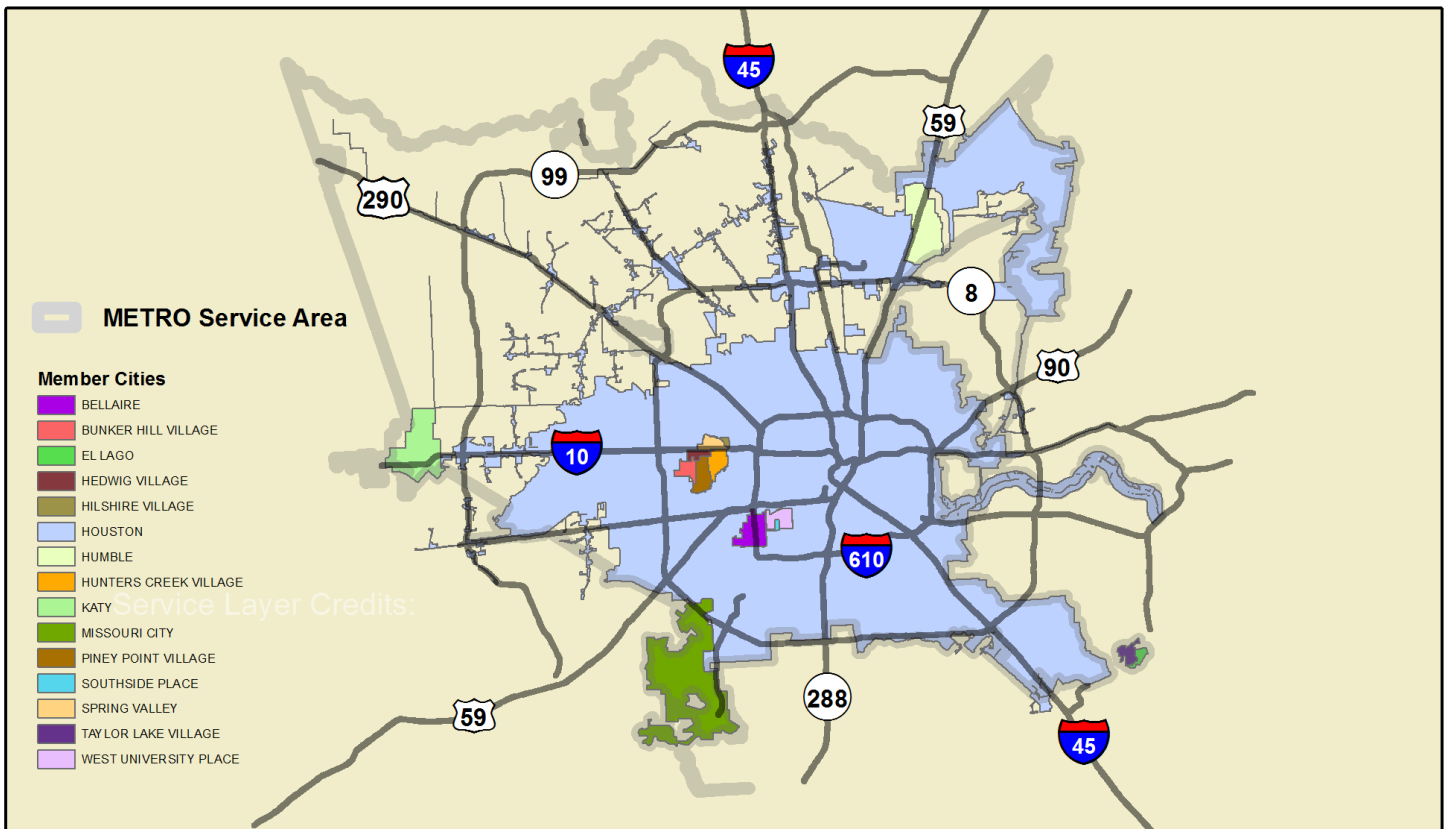
- **The total FY2020 proposed Revenues available to METRO are \$991,731,000**, which represent a 7.0% increase compared to the FY2019 budget. This forecast is fiscally conservative and is mainly driven by increases in projected sales tax revenues resulting from economic growth and in financing for the METRONext plan. * There will be no increase in fares.
- **The total FY2020 proposed Operating Budget is \$684,000,000**, which represents a 9.2% increase over the prior year's budget. New service and increased labor costs are the main factors contributing to this growth. The additional service includes more Community Connectors and the operation of the Uptown METRORapid (Bus Rapid Transit) route, which is being built by the Uptown Development Authority. The growth in labor costs includes increased health care costs, higher union wages resulting from the new labor agreement, and 230 new positions. More details about Operating Budget drivers can be found in the Major Increases and Decreases table in the Operating Budget section.
- **The total FY2020 proposed Capital Budget is \$330,506,000**, which represents an overall increase of 15.6% over the FY2019 budget. This increase is mainly due to an increase in spending on Universal Accessibility, State of Good Repair, and service expansion projects.
- **The total FY2020 proposed Debt Service Budget is \$131,520,000**, which represents a 26.3% increase from the prior year's budget due to additional debt issuances.
- **The total FY2020 proposed transfer to the General Mobility Program is \$186,511,000**, which represents an increase of 3.6% from the FY2019 budget. This reflects the Authority's implementation of the voter-mandated referendum on General Mobility, which was held on November 6, 2012. The referendum continues General Mobility funding to member jurisdictions based on sales tax revenues set at the end of September 2014, with any growth in sales tax above that amount split 50/50 with member jurisdictions through December 31, 2025. *
- **The total FY2020 proposed workforce is 4,510**, a net increase of 230 positions. Most of these new positions will directly support increases in METRO's service, system security, or targeted investments.

We look forward to working with the Board and our regional partners to continue connecting communities for the next forty years – and beyond.

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Preface

The Metropolitan Transit Authority of Harris County, Texas (the “Authority” or “METRO”) is a metropolitan rapid transit authority created pursuant to legislation now codified as Chapter 451, Texas Transportation Code, as amended, and was confirmed at a confirmation and tax election held on August 12, 1978. METRO serves approximately 3.9 million people in an area spanning 1,303 square miles. This area includes the cities of Houston, Bellaire, Bunker Hill Village, El Lago, Hedwig Village, Hilshire Village, Humble, Hunters Creek Village, Katy, Missouri City, Piney Point Village, Southside Place, Spring Valley Village, Taylor Lake Village, and West University Place, in addition to significant portions of unincorporated Harris County. METRO is funded primarily from a one-percent sales tax collected on taxable transactions within the service area. Retaining just over 75% of the tax, METRO transfers the remainder to the General Mobility Program (GMP), which funds eligible construction projects in METRO’s constituent entities. More information on METRO’s revenues and the GMP can be found in their respective sections in this document.



METRO's Governing Principles

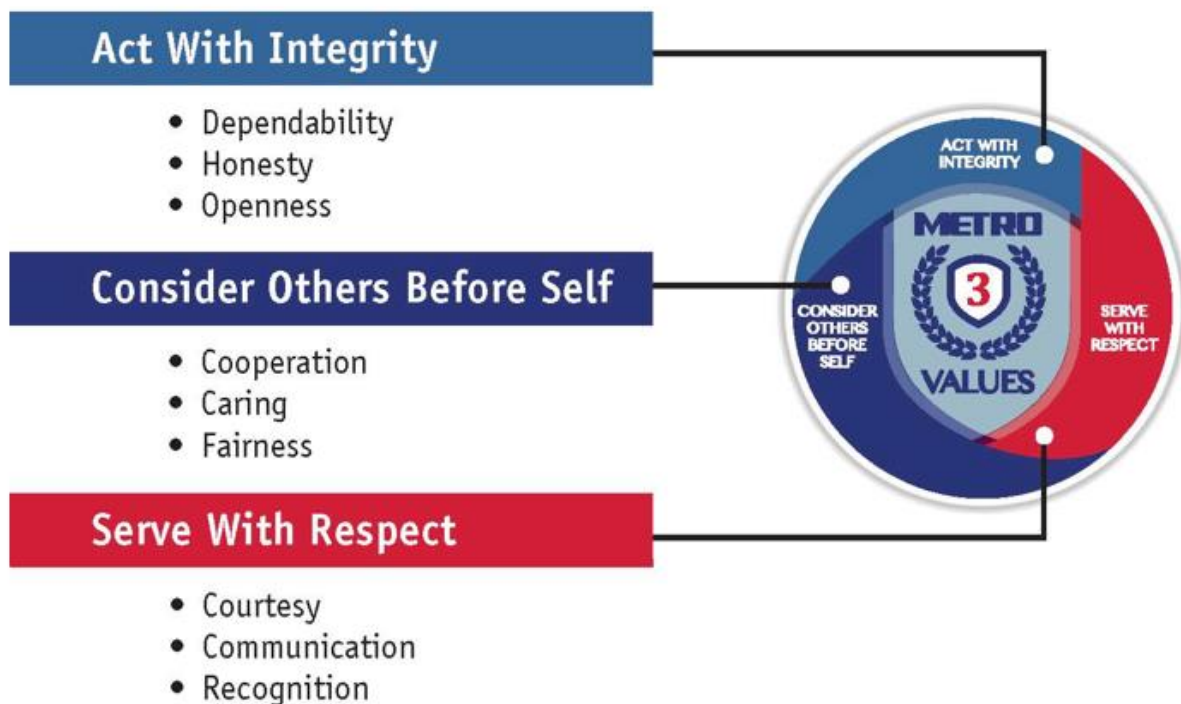
Mission

To provide safe, clean, reliable, accessible and friendly public transportation services to our region.

Vision

Through collaborative relations and innovative approaches, METRO will be an industry leader in delivering timely and efficient service that is transformative by providing multi-modal interactions for communities to connect to everyday work and life opportunities.

Values



Board of Directors

The Board of Directors has nine members. Five are nominated by the Mayor of Houston and confirmed by Houston City Council (C). Two are appointed by the mayors of METRO's 14 other member cities (M). Two are appointed by the Harris County Commissioners Court (H).



Carrin F. Patman, Chair (C)

Carrin Patman is chair of the Metropolitan Transit Authority of Harris County. She is METRO's first woman chair, appointed in 2016 by Mayor Sylvester Turner. She previously served on the board from 2010 to 2013.

Carrin was a partner of Bracewell where for three decades she worked as a trial lawyer representing diverse clients in major litigation involving commercial disputes, securities matters, antitrust and competition issues, and regulatory compliance. She was the first woman elected to the firm's seven-member Management Committee. Carrin retired from Bracewell in 2016.

Carrin graduated from Duke University (with honors) and from the University of Texas School of Law (Texas Law Review).

In 2014, Carrin completed a year-long Advanced Leadership Fellowship at Harvard University. One area of focus concerned transportation (including urban transit) and infrastructure. She is also an American Leadership Forum Senior Fellow (Class XXIX).

Carrin's civic involvement reflects her passion for community service. She is a founding board member of the Center for Women in Law at the University of Texas School of Law and a senior trustee of the UT Law School Foundation.

Some prior activities include serving as a board or executive committee member of the University of Texas Health Science Center at Houston Development Board, Houston Center for Contemporary Craft, Legacy Community Health Services Endowment, Texas Appleseed, Girls Inc. of Greater Houston and Sheltering Arms Senior Services. Carrin was vice chair of the Houston Bar Foundation, and former president of the University of Texas Law Alumni Association and UT Law Review Association.

Carrin has chaired or co-chaired fundraising events for worthy causes, including for Interfaith Ministries of Greater Houston, American Leadership Forum, the Texas Defender Service, the Houston Area Women's Center, Girls Inc. of Greater Houston, the Houston Center for Contemporary Craft, and the Houston School for Deaf Children (now the Center for Hearing and Speech).

Carrin's awards for professional achievements and community service include becoming the first woman to receive the Karen H. Susman Jurisprudence Award, given by the Anti-Defamation League Southwest Region. In 2000, she was selected as a Woman on the Move by the Houston Chronicle, Channel 11 and Texas Executive Women. In 2012, she was inducted into the Greater Houston Women's Chamber of Commerce Hall of Fame. In 2018, Carrin was named Distinguished Alumna for Community Service by the University of Texas Law School Alumni Association.

**Jim Robinson, CFE, First Vice-Chair (H)**

Jim Robinson, who represents Harris County on the METRO Board of Directors, is senior director of special projects in Harris County's Budget Management Department. He previously served 23 years as chief appraiser of the Harris County Appraisal District and has also been executive director of the Texas State Property Tax Board, and a member of the director's staff in the Texas Department of Public Safety.

While with the Texas DPS, he also served as an adjunct faculty member in criminal justice at Southwest Texas State University (now Texas State University).

Robinson began his career as a broadcaster in Houston and Austin, and while still a college student was one of the original owners of what is now Majic 102 FM. He also worked as a correspondent for the Houston Chronicle.

He holds BS and MA degrees from Sam Houston State University and has done work toward a doctorate in traffic safety education at Texas A&M University. He also graduated from the National Security Management Program of the Industrial College of the Armed Forces (National Defense University).

Robinson served 27 years as a citizen-soldier and retired as commanding general of the Texas State Guard. He holds numerous military awards and decorations including the Lone Star Distinguished Service Medal and the Texas Medal of Merit.

While living in the Austin area, he was elected to the Round Rock Independent School District Board of Trustees and served as board president. His civic and professional activities include assisting the Houston SPCA with equine rescues, membership in the National Guard Association of Texas, service as a reserve captain for Harris County Constable Pct. 1, and prior service as chief of reserve deputies for Harris County Constable Pct. 3. He has been president of the Texas Association of Appraisal Districts, metropolitan jurisdiction chair for the International Association of Assessing Officers, and vice chair of the police public information section of the International Association of Chiefs of Police. He represents METRO on the board of directors of the Gulf Coast Rail District, is vice president of the board of directors of Harris County Municipal Utility District 457, and represents Harris County as a member of the board of directors of the Harris County Appraisal District.

For his pioneering support of the nation's emergency managers' weather information network, the National Weather Association presented him its Walter J. Bennett public service award.

In 2010, while serving as chief appraiser of the Harris County Appraisal District, the Houston Press recognized him as Houston's Best Bureaucrat, citing him for his "remarkable job making the agency as transparent and user-friendly as can be," and for "always making himself available to the media to explain what's happened when something goes wrong, and looking further if need be."

He is a Registered Professional Appraiser in the state of Texas, a Master Peace Officer, and a Certified Fraud Examiner.

**Don Elder Jr., Second Vice-Chair (M)**

Don Elder Jr. was raised on a rice farm and ranch in Katy, Texas, where his dad and two uncles farmed for over 33 years. Don graduated from Katy High School and attended Sam Houston State University where he received Bachelor of Science and Master of Education degrees. Upon graduation, he was a professor at both Sam Houston and Hill College. At Hill College, he had his own local sports radio program and served as the athletic public relations director. Following teaching, Don worked in sales/marketing in the Ready-Mix business for over 30 years. He now owns Elder Consulting where he works with school and governmental entities.

Don served on the Katy Independent School District Board of Trustees for two terms. After that, he was elected to the Harris County Department of Education (HCDE) County Board. He served on this Board for ten years, two terms as president. He was on the Katy City Council for five years. He resigned from Katy City Council to run for Mayor and was elected May 12, 2007. He ran unopposed in the May 2009 election and was re-elected for a second term. The Mayor again ran unopposed in May 2011 and his term expired in 2013. The mayor's position in Katy is term-limited.

Don serves on the Talent Committee of the Economic Development Board as well as the Governing Board of the EDC. He has served on the Business Development Board of Sterling Bank and presently serves on the Development Board for Houston Community College (HCC). Some of Don's other community involvement, to name a few: Past member of the Katy Athletic Booster Club; Past president of Katy High School Alumni Association; Honorary member of Katy FFA, as well as other schools in the district; Member of the Katy FFA Sales Committee; Past member of Board of Directors for Katy Area A&M Club; Past president of Katy Area A&M Club; past member of Board of Directors for Katy FFA Rodeo Committee; Member of the 12th Man Foundation, Texas A&M University.

Don is married to Katy native, Ida Faye Moore Elder. They have one son, Shane, who is married to Maddie. They live in Boerne, Texas. Don and Ida Faye are active members of the Katy First United Methodist Church. He enjoys hunting, visiting the Hill Country and attending Texas A&M and UTSA football games.

**Troi Taylor, Secretary (C)**

At age 34, Troi Taylor – President, along with his wife, Kelley Taylor – CEO, started Taylor Construction Management (TCM) – a facilities project management consulting firm. In eight years, the company grew from one to more than 15 associates and three offices in Texas. TCM is currently responsible for managing more than \$1B in active construction projects in Texas alone. The company maintains a strong presence in Mainland China and has an expanding office in Dallas, Texas. Troi is passionate about project management because he connects the mega capital improvement assignments down to the simplest components: people must understand the big picture and be motivated to exceed their own expectations. His dedication and success have garnered acclaim on the national and international platform.

Troi received a Bachelor of Science degree in Chemical Engineering from Prairie View A&M University. He received an MBA degree from the University of Houston-Victoria.

Troi is a native Houston – graduating from Milby Sr. High School in the Houston Independent School District (ISD).

Under the leadership of Kelley and Troi, TCM is currently managing projects across various industries: Education, Transportation, Life Science, and Healthcare. Some of their noteworthy clients include Houston ISD, Texas A&M University System, Houston Airport System, Fort Bend County Toll Road Authority, and several others.

In addition to his METRO Board appointment by Mayor Sylvester Turner, Troi also serves on the Houston Mayor’s Office of Business Opportunity (OBO) Advisory Board as well as on the Board of Directors for the Houston Minority Supplier Development Council (HMSDC).

Through philanthropy, diligence, and maintaining a spiritual compass, Troi has been recognized by several organizations in recent years:

- Emerging 10 Award (HMSDC) 2012
- Upstart Award (Greater Houston Black Chamber) 2013
- International Rising Star (International Trade Development Council) 2014
- Med-Week 2014 MBE Company of the Year
- Top 40 Under 40 Award (Houston Business Journal) 2015
- Minority Contractor of the Year (Houston Area Urban League) 2015.

Troi and Kelley live in Spring, Texas. They have two children: Joshua and Laila Taylor. He is an active presence in his neighborhood. He serves on the steering committee for the Houston Chapter of the National Forum of Black Public Officials (NFBPA). Additionally, he is an active volunteer at The John Cooper School as well as the Star of Hope Homeless Shelter. Finally, Troi can often be found facilitating leadership discussions for at-risk inner-city youth at various Greater Houston school districts.

**Lex Frieden (C)**

Lex Frieden is Professor of Biomedical Informatics and Rehabilitation at The University of Texas Health Science Center at Houston (UTHealth) and he is adjunct Professor of Physical Medicine and Rehabilitation at Baylor College of Medicine. Mr. Frieden also directs the ILRU – Independent Living Research Utilization Program at TIRR Memorial Hermann in Houston. ILRU is a research, training and technical assistance program on independent living for people with disabilities and older adults.

Mr. Frieden has served as chairperson of the National Council on Disability, president of Rehabilitation International, and chairperson of the American Association of People with Disabilities. He is recognized as one of the founders of the independent living movement by people with disabilities in the early 1970's, and he was instrumental in conceiving and drafting the Americans with Disabilities Act (ADA) of 1990.

Mr. Frieden holds degrees in psychology from the University of Tulsa and the University of Houston and he has been awarded an honorary doctorate in law (LL.D.) by the National University of Ireland. He has received two Presidential Citations for his work in the field of disability.

Mr. Frieden is the author of more than 100 published contributions to the literature. He has given more than 1,000 lectures and presentations at events throughout the US and internationally. Mr. Frieden is currently leading a national research study to evaluate the impact of the ADA and to identify population group disparities related to employment, transportation, housing and community living.

**Robert A. Fry, Jr. (M)**

Bob Fry retired in 2011 from the maritime industry after selling the company he founded in 1989. He was elected as Mayor Pro Tem (2007 - 2011) and Mayor (2011 - 2015) of West University Place serving two terms each. While in office he served as President of the Harris County Mayors and Councils Association, as a member of the board of the Houston-Galveston Area Council representing Home Rule Cities and served as a voting member representing Small Cities on its Transportation Policy Council.

A graduate of Milby High School in Houston and the University of Texas at Austin, he received U.S. Army training as a Transportation Corps officer and served in Vietnam.

He currently serves as Chairman of the Texas A&M Galveston Board of Visitors and was the Founding Chairman of the San Jacinto College Maritime Advisory Committee.

In addition, he currently serves as Chairman of the Houston Maritime Museum and recently concluded terms on the boards of the Gulf Coast River Authority and the Oaks Chamber Orchestra.

**Lisa Gonzales Castañeda, P.E. (H)**

Lisa Castañeda, P.E., is the deputy director for the Harris County Toll Road Authority (HCTRA).

In her role in senior management, Ms. Castañeda is a key member of a leadership team which defines the vision for HCTRA's growth to ensure that regional, multi-modal mobility needs are addressed in a way that supports regional economic development, prioritizes resident and business safety and mobility, and strategically plans for system growth.

Ms. Castañeda is a graduate in Civil Engineering from Texas A&M University. She is experienced in toll systems technology, inter-operational and jurisdictional tolling capabilities.

Ms. Castañeda also has working design experience in highway, bridge, traffic, drainage, utility relocation, multi-modal transportation system development, right-of-way acquisition, and toll systems engineering. This background gives her a unique understanding of the needs and issues faced by the region's transportation and infrastructure agencies.

In addition, Ms. Castañeda represents Harris County at the International Bridge, Tunnel and Turnpike Association, where she collaborates with tolling agencies to find solutions to emerging tolling issues.

Ms. Castañeda was selected as The Women's Transportation Seminar (WTS) Houston Woman of the Year in 2011. She is the proud mother of two and a member of Prince of Peace Catholic Community.

**Terry Morales (C)**

Terry Morales is a Senior Vice President and Corporate Banking Lender for Amegy Bank. She has built a new niche for the bank in the Quick Service Restaurant Industry, which today includes some of the top businesses and concepts in the U.S. Morales also focuses on large public and private companies whose revenues exceed \$200 Million. Morales is involved in various internal group activities such as the Amegy PAC, the Diversity & Inclusion Steering Committee, and the Amegy Women's Initiative Diverse Markets Committee.

Morales has been in the banking industry for 30+ years. She was previously with JPMorgan Chase – Retail Division in various management roles, which included managing multi-site branches and Small Business Team Lead for the North Houston territory.

Morales has a BBA in Finance from the University of Houston and is a graduate of the JP Morgan Chase (Small Business Sponsored) Credit Training Program in New York City. In addition, she is a graduate of Leadership Houston, the Center for Houston's Future, and is a Senior Fellow of the American Leadership Forum Class XXXIV. Morales is a native Houstonian and grew up in Houston's East End.

Other affiliations and recognitions include:

- Board Member – Houston Cinema Arts Society
- Board Member – American Leadership Forum
- Past Board Member and President – University of Houston Friends of Women Studies
- Past Board Member – Harris County Child Protective Services
- Past Board Member and Treasurer – Land Assemblage Redevelopment Authority
- Past Board Member – Harris County Finance Corporation
- Past Board Member – Inprint
- Past Board Member – Houston BARC Foundation
- Past Board Member – Houston Hispanic Chamber of Commerce
- Past Board Member – Greater Houston Women's Chamber of Commerce
- Past Board Member – City of Houston Hispanic Advisory Board
- Texas Executive Women's "Women on the Move" – 2018
- "Houston's 50 Most Influential Women of 2014" by Houston Woman Magazine
- National Hispanic Corporate Achievers Award – 2002

**Sanjay Ramabhadran (Ram), P.E. (C)**

Sanjay Ramabhadran is a Partner at VERSA Infrastructure providing engineering and program/construction management services on aviation, transportation, and water / wastewater / flood protection projects. He has served in senior executive / board roles at global and regional engineering firms and has 24 years of experience in public infrastructure consulting. He was appointed to the METRO Board of Directors in May of 2015 and currently serves as Chair of the Capital & Strategic Planning Committee and member of the Finance & Audit Committee.

His civic involvement has included serving as Chairman of the Board of Directors of Leadership Houston; President at the Texas Lyceum – a state-wide leadership group focused on public policy issues impacting Texas; Steering Committee Member – Houston General Plan; Senior Fellow – American Leadership Forum; President of the HESS Club; President of the Indo-American Chamber of Commerce of Greater Houston; Chairperson of the Houston Mayor's International Trade & Development Council (South Asia); City of Houston – Building & Standards Commission; Connecting Communities Initiative at Rice University's Kinder Institute; and Board of Directors of the Indo-American Charity Foundation.

Mr. Ramabhadran was honored as one of the 2012 Ten Outstanding Young Americans by the United States Junior Chamber. He was previously selected as one of Five Outstanding Young Texans in 2011 by the Texas Jaycees and one of Five Outstanding Young Houstonians for the year 2010 by the Houston Jaycees. Selected as an Asia 21 Young Leader, he represented the United States at the 2010 Global Asia 21 Leadership Summit in Jakarta, Indonesia. He has been honored by the American Jewish Committee – Houston with the Human Relations award.

A graduate of BITS-Pilani and Texas A&M University, he is a registered Professional Engineer.

Sanjay and his wife live in Houston and their sons attend public schools. His interests include cycling, traveling and public policy.

Executive Leadership Team

Thomas C. Lambert

President & Chief Executive Officer
713-615-6409

Tom Jasien

Deputy Chief Executive Officer
713-739-4008

Rosa Diaz

Director, Board Support
713-739-4834

Cydonii V. Fairfax

Executive Vice President & General Counsel
713-652-8053

John Garcia

Vice President & Chief Auditor
713-739-4851

Jerome Gray

Executive Vice President & Chief Communications Officer
713-739-4011

Tim Kelly

Executive Vice President, Operations, Public Safety & Customer Service
713-615-6401

Debbie Sechler

Executive Vice President, Administration
713-739-4930

Arthur C. Smiley III

Chief Financial Officer
713-739-6057

Alva I. Treviño

Executive Vice President, Special Projects
713-739-3866

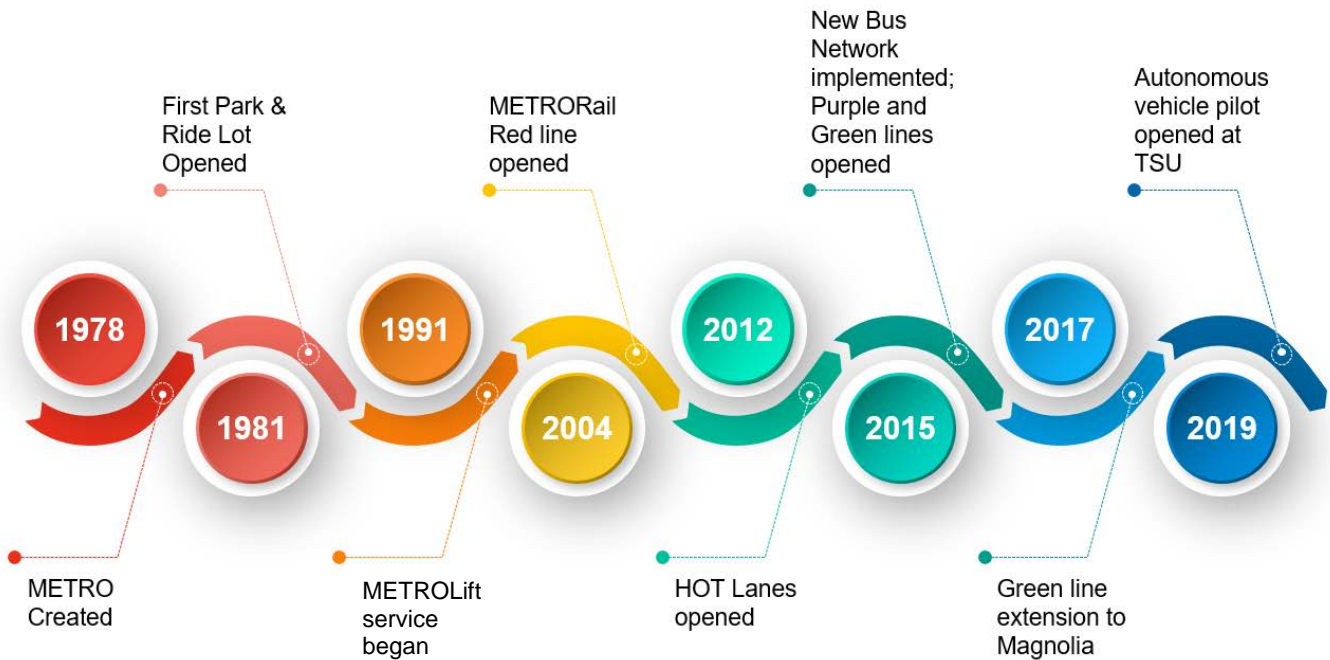
Roberto Treviño, P.E.

Executive Vice President, Planning, Engineering & Construction
713-739-6062

Kimberly J. Williams

Chief Innovation Officer
713-739-4992

Broad METRO History



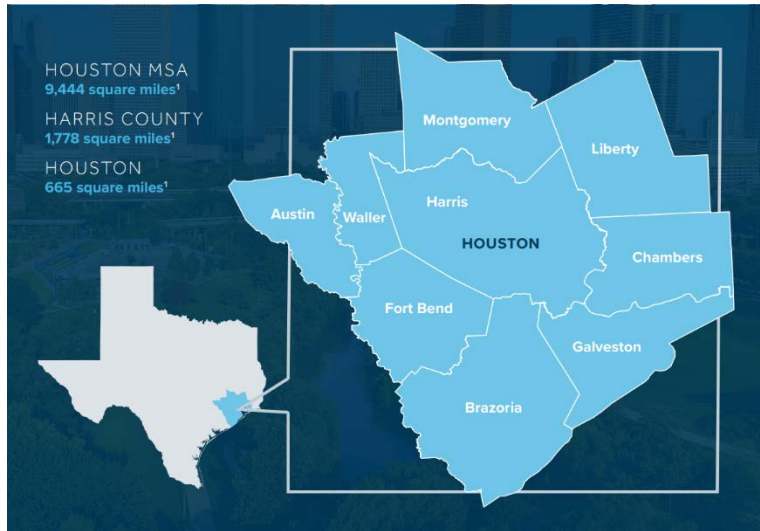
The Texas State Legislature authorized the creation of local transit authorities in 1973. In 1978, Houston-area voters created METRO and approved a one-cent sales tax to support its operations. METRO opened for business in January 1979. The Authority has transformed a broken bus fleet into a regional multimodal transportation system.

Today, METRO has a well-established transit system, including a fleet of 1,420 buses (including METROLift and alternative service vehicles) on 80 local bus routes and 31 Park & Ride routes. The system also includes 76 light rail vehicles on three lines and a regional system of 185.1 miles of HOV/HOT lanes. By the end of FY2019, METRO will have carried over 90 million passengers across its various services, ranking it among the largest US transit agencies by passenger boardings.

Overview of the Region and Service Area



METRO's service area population is approximately 3.9 million. The surrounding metropolitan statistical area (MSA) of Houston – The Woodlands – Sugar Land encompasses nine counties in Texas and has a population of 6.99 million, making it the fifth largest MSA in the nation. METRO serves 15 cities in the area as well as major portions of unincorporated Harris County. The service area maintains a double-digit percent growth in population and is one of the fastest growing metropolitan areas in the country with an almost 18% increase in population since 2010.



If Houston were an independent nation, the region would have the 26th largest economy in the world, behind Belgium and ahead of Thailand.

DECENNIAL CENSUS AND INTERCENSAL POPULATION			
Year	Metro Houston	Harris County	City of Houston
2018	6,997,384	4,698,619	2,325,502
2010	5,920,487	4,092,459	2,099,451
2000	4,693,161	3,400,578	1,953,631
1990	3,750,411	2,818,199	1,637,859
1980	3,135,806	2,409,544	1,594,086
1970	2,195,146	1,741,912	1,232,802
1960	1,594,894	1,243,158	938,219
1950	1,083,100	806,701	596,163
1940	752,937	528,961	384,514
1930	545,547	359,328	292,352
1920	348,661	186,667	138,276
1910	252,066	115,693	78,800
1900	202,438	63,786	44,633
1890	137,800	37,249	27,557
1880	112,053	27,985	16,513
1870	80,866	17,375	9,382
1860	55,317	9,070	4,845
1850	27,984	4,668	2,396

Source: U.S. Census Bureau, Texas Almanac

Recent Economic Highlights

The nine-county Houston metro area has a workforce of 3.1 million people. The region has continued to grow since a period of downturn in 2015 and 2016, adding nearly 117,800 jobs from 2017-18 and 93,600 jobs from 2018 through 2019.

The region remains reliant on the energy sector, but has diversified since the 1980's into medical services/research and transportation/distribution. With this diversification of the economy, job gains in leisure and hospitality, education and health services, and government segments are offsetting the losses in manufacturing, mining, and financial services due to the struggle from low oil prices.

Home prices and sales volume in Houston have reached new heights, which made 2018 a record year for Houston real estate. As of August 2019, home sales remain ahead of 2018's volume by 3.0% on a year-to-date basis.

Diverse urban centers and favorable employment mix throughout the METRO service area provide strong assurances of sales tax revenues and system use. Dr. Bill Gilmer, director of the Institute for Regional Forecasting expects sales tax growth of 5.3% or more for FY2020 – FY2023, due to economic and population growth as well as METRO reaching into faster growing suburban areas.

Sources:

- Greater Houston Partnership, *Houston Facts, 2019*
- Houston Association of Realtors, *August 11, 2019 MLS Report*
- *The Mid-Year Outlook for METRO Sales Tax Revenues: 2018-2022*, C.T. Bauer College of Business/Institute for Regional Forecasting, Dr. Bill Gilmer
- Texas A&M University Real Estate Center, *Current Talking Points and MSA Population Data for Houston-The Woodlands-Sugar Land, TX*

Overview

Service Summary



Transit System

The Authority's purpose is to develop, operate, and maintain a mass transit system to serve the residents within and visitors to its service area. METRO will deploy its resources effectively to meet its customers' needs by implementing the following goals:

- Create Outstanding Trip Experiences
- Provide High Quality Mobility Options
- Maintain Accessible Infrastructure Investments
- Increase Regional Public Awareness & Support
- Provide Trustworthy Governance

The Authority's transit system has these components:

Bus System - The Authority provides public bus service utilizing a fleet of approximately 1,258 buses, including 708 Diesel, 77 CNG, 435 40/45-foot hybrid buses, and 38 alternative service vehicles, as well as 162 METROLift paratransit service vans. Its passenger facilities include 9,103 active bus stops and 38,000 parking spaces. METRO buses will have run 45.2 million revenue miles and will have had an estimated 67.4 million boardings by the end of FY2019.

METRO's Community Connector provides demand-response, curb-to-destination service within a specified zone. Passengers may contact METRO to schedule a ride originating within the service zone to other destinations within the zone or to connect with local and Park and Ride routes that are within the service zone. Currently, METRO operates three Community Connector routes; one in the Acres Homes area, Missouri City and Northeast Houston which began on August 26, 2019. Ending FY2019, all three Connector services will have carried over 80,000 passengers.

HOV/HOT Lane System - The High Occupancy Vehicle/Toll (HOV/HOT) Lane program is a cooperative effort between the Texas Department of Transportation (TxDOT) and METRO, which is funded through a combination of federal, state and local resources. There are 185.1 miles of HOV lanes in Houston freeways, of which 97.9 miles are HOV/HOT lanes operated by METRO. For FY2019, the projected HOV/HOT lane ridership is approximately 26.4 million.

Light Rail System - The Red Line, the Authority's first light rail line, began operation on January 1, 2004. Now extended to 12.8 miles, the line begins at the Northline Transit Center, serving HCC Northeast and Northline Commons mall, and then continues south through Houston's Central Business District, Midtown, the Museum District, Rice University, the Texas Medical Center and the NRG Park Complex to the Fannin South Transit Center.

The Authority opened two additional light rail lines in FY2015, the Purple (Southeast) and Green (East End) Lines. Destinations served by these new lines include Texas Southern University, the University of Houston, BBVA Compass Stadium, and the Theater District. These new lines added another 9.9 miles of light rail. In total, METRO operates 22.7 miles of light rail service. METRO will reach approximately 18.7 million light rail boardings in FY19.

Paratransit Service - The Authority's METROLift paratransit service will have provided 1.8 million trips to 18,231 eligible riders in FY2019, using both METRO-owned lift-equipped vans and contractor-owned and operated accessible minivans. The Feeder Service, implemented in January 2017, enables METROLift customers to request same day service from their home to the nearest transit center, Park & Ride lot, or rail station free of charge.

Commuter Vanpool Service – During FY2019, the Authority's METRO STAR commuter vanpool service averaged 552 vans. Projected FY2019 ridership amounts to 1.8 million trips with approximately 5,506 riders. In FY2020, the Authority is estimating 1.8 million trips annually with approximately 5,577 riders, making METRO STAR one of the largest vanpool programs in the nation.



FY2020 Service Levels Budget

Service Plan

<u>Resources</u>	<u>Fixed Route</u>					<u>Customized Service</u>		
	<u>Contracted</u>		<u>Special</u>	<u>Total Bus</u>	<u>Rail</u>	<u>Total Bus and Rail</u>	<u>Internal</u>	<u>METRO</u>
	<u>METRO Bus*</u>	<u>Bus</u>	<u>Events</u>				<u>Service</u>	<u>STAR</u>
Revenue Miles	37,993,403	8,572,302	182,597	46,748,302	2,196,334	48,944,637	666	20,421,109
Revenue Hours	2,808,130	595,744	16,654	3,420,528	198,910	3,619,438	130	1,190,123
Total Miles	44,694,907	10,380,053	182,597	55,257,557	2,210,087	57,467,644	666	24,804,511
Total Hours	3,076,543	662,753	16,654	3,755,950	201,217	3,957,167	130	1,328,449
Number of Vans								564

FY2019 Service Levels Estimate

<u>Resources</u>	<u>Fixed Route</u>					<u>Customized Service</u>		
	<u>Contracted</u>		<u>Special</u>	<u>Total Bus</u>	<u>Rail</u>	<u>Total Bus and Rail</u>	<u>Internal</u>	<u>METRO</u>
	<u>METRO Bus</u>	<u>Bus</u>	<u>Events</u>				<u>Service</u>	<u>STAR</u>
Revenue Miles	36,905,491	8,083,061	182,597	45,171,149	2,184,084	47,355,233	995	19,972,198
Revenue Hours	2,725,758	564,043	16,654	3,306,455	197,818	3,504,273	151	1,187,219
Total Miles	43,291,914	9,774,345	182,597	53,248,856	2,197,754	55,446,610	995	24,275,036
Total Hours	2,980,726	625,996	16,654	3,623,376	200,112	3,823,488	151	1,274,466
Number of Vans								547

FY2019 Service Levels Budget

<u>Resources</u>	<u>Fixed Route</u>					<u>Customized Service</u>		
	<u>Contracted</u>		<u>Special</u>	<u>Total Bus</u>	<u>Rail</u>	<u>Total Bus and Rail</u>	<u>Internal</u>	<u>METRO</u>
	<u>METRO Bus</u>	<u>Bus</u>	<u>Events</u>				<u>Service</u>	<u>STAR</u>
Revenue Miles	36,914,828	8,393,472	186,054	45,494,353	2,191,285	47,685,638	599	19,191,409
Revenue Hours	2,727,837	586,816	14,671	3,329,324	202,500	3,531,824	96	1,141,460
Total Miles	43,221,973	10,159,094	186,054	53,567,121	2,205,250	55,772,371	599	23,154,053
Total Hours	2,976,252	651,539	14,671	3,642,462	204,844	3,847,306	96	1,348,313
Number of Vans								600

* Includes Bus Rapid Transit (BRT)

Change to Service Levels: FY2019 Estimate to FY2020 Proposed Budget

<u>Resources</u>	<u>Fixed Route</u>					<u>Customized Service</u>		
	<u>Contracted</u>	<u>Special</u>	<u>Total Bus</u>	<u>Rail</u>	<u>Total Bus and Rail</u>	<u>Internal</u>	<u>METROLift</u>	<u>METRO</u>
	<u>METRO Bus</u>	<u>Bus</u>				<u>Service</u>		<u>STAR</u>
Revenue Miles	1,087,912	489,241	0	1,577,153	12,250	1,589,403	-329	448,911
Revenue Hours	82,372	31,701	0	114,073	1,091	115,165	-21	2,904
Total Miles	1,402,993	605,708	0	2,008,701	12,333	2,021,034	-329	529,475
Total Hours	95,817	36,757	0	132,574	1,106	133,680	-21	53,983
Number of Vans								

17

<u>Resources</u>	<u>Fixed Route</u>					<u>Customized Service</u>		
	<u>Contracted</u>	<u>Special</u>	<u>Total Bus</u>	<u>Rail</u>	<u>Total Bus and Rail</u>	<u>Internal</u>	<u>METROLift</u>	<u>METRO</u>
	<u>METRO Bus</u>	<u>Bus</u>				<u>Service</u>		<u>STAR</u>
Revenue Miles	2.95%	6.05%	0.00%	3.49%	0.56%	3.36%	-33.07%	2.25%
Revenue Hours	3.02%	5.62%	0.00%	3.45%	0.55%	3.29%	-13.91%	0.24%
Total Miles	3.24%	6.20%	0.00%	3.77%	0.56%	3.65%	-33.07%	2.18%
Total Hours	3.21%	5.87%	0.00%	3.66%	0.55%	3.50%	-13.91%	4.24%
Number of Vans								

3.11%



Change to Service Levels: FY2019 Budget to FY2020 Proposed Budget

<u>Resources</u>	<u>Fixed Route</u>					<u>Customized Service</u>			
	<u>Contracted</u>		<u>Special</u>	<u>Total Bus</u>	<u>Rail</u>	<u>Total Bus and Rail</u>	<u>Internal</u>	<u>METROLift</u>	<u>METRO</u>
	<u>METRO Bus</u>	<u>Bus</u>	<u>Events</u>				<u>Service</u>		<u>STAR</u>
Revenue Miles	1,078,575	178,831	-3,457	1,253,949	5,049	1,258,998	67	1,229,700	
Revenue Hours	80,294	8,928	1,983	91,204	-3,590	87,614	34	48,663	
Total Miles	1,472,934	220,959	-3,457	1,690,435	4,837	1,695,272	67	1,650,458	
Total Hours	100,291	11,214	1,983	113,488	-3,627	109,861	34	-19,864	
Number of Vans									-36

<u>Resources</u>	<u>Fixed Route</u>					<u>Customized Service</u>			
	<u>Contracted</u>		<u>Special</u>	<u>Total Bus</u>	<u>Rail</u>	<u>Total Bus and Rail</u>	<u>Internal</u>	<u>METROLift</u>	<u>METRO</u>
	<u>METRO Bus</u>	<u>Bus</u>	<u>Events</u>				<u>Service</u>		<u>STAR</u>
Revenue Miles	2.92%	2.13%	-1.86%	2.76%	0.23%	2.64%	11.19%	6.41%	
Revenue Hours	2.94%	1.52%	13.52%	2.74%	-1.77%	2.48%	35.42%	4.26%	
Total Miles	3.41%	2.17%	-1.86%	3.16%	0.22%	3.04%	11.19%	7.13%	
Total Hours	3.37%	1.72%	13.52%	3.12%	-1.77%	2.86%	35.42%	-1.47%	
Number of Vans									-6.00%

Projected Ridership

Category	FY2019 Estimate	FY2020 Budget	Change	% Change
Fixed-Route Service*	86,271,325	85,510,523	-2,012,949	-2.3%
Customized Services**	3,912,482	3,961,331	-1,987	-0.1%
Total Fixed-Route and Customized Services	90,183,807	89,471,854	-2,014,936	-2.2%

Note: The chart above measures the change in system ridership between the **FY2019 estimate and FY2020 budgeted levels.**

* Includes Special Events

**Includes METROLift, METRO STAR Vanpool, and Internal Service.

Boardings by Service Category

	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance	
					#	%
Fixed-Route Service						
Local	59,489,578	59,272,757	59,625,928	59,409,692	136,935	0.2%
Park & Ride	7,691,393	7,645,241	7,749,992	7,768,935	123,694	1.6%
Subtotal Fixed-Route Bus	67,180,971	66,917,998	67,375,920	67,178,627	260,629	0.4%
METRO Rail	19,009,476	20,377,951	18,677,326	18,104,519	(2,273,432)	-11.2%
Subtotal Fixed-Route Service	86,190,447	87,295,949	86,053,246	85,283,146	(2,012,803)	-2.3%
Special Events*	227,231	227,523	218,079	227,377	(146)	-0.1%
Total Fixed-Route	86,417,678	87,523,472	86,271,325	85,510,523	(2,012,949)	-2.3%
Customized Services						
METROLift	2,020,865	1,963,093	2,111,946	2,160,939	197,846	10.1%
METRO STAR Vanpool	1,913,329	2,000,000	1,800,000	1,800,000	(200,000)	-10.0%
Internal Service	248	225	536	392	167	74.2%
Subtotal Customized Services	3,934,442	3,963,318	3,912,482	3,961,331	(1,987)	-0.1%
Total Fixed-Route and Customized Services	90,352,120	91,486,790	90,183,807	89,471,854	(2,014,936)	-2.2%
HOV/HOT Carpools, Vanpools, and Non-METRO Buses	26,494,184	31,454,100	26,377,700	26,641,400	(4,812,700)	-15.3%

*Special Events is a category that reflects customer service-oriented short-term additional motor bus and rail service provided for events at NRG Park, such as football games and the Houston Livestock Show and Rodeo.

Workforce by Department

Authority	FY2018		FY2019		FY2020
	End of Year Authorized Headcount	Actual	End of Year Authorized Headcount	Projected	End of Year Authorized Headcount
Operations, Public Safety & Customer Service	3,568	3,384	3,604	3,418	3,818
EVP Operations, Public Safety & Customer Service	9	9	9	9	9
Operations	3,120	3,008	3,144	3,017	3,262
Union FT	2,466	2,391	2,482	2,395	2,569
Union PT	87	83	89	78	99
Non-Union FT	558	525	564	541	592
Non-Union PT	9	9	9	3	2
Public Safety	370	301	381	331	473
Non-Union FT	336	287	347	309	419
Non-Union PT	34	14	34	22	54
Customer Service	69	66	70	61	74
Planning, Engineering & Construction	242	219	245	220	251
EVP Planning, Engineering & Construction	2	2	2	2	2
Engineering & Construction	27	21	27	23	27
Planning	37	34	37	31	37
Facility Maintenance	176	162	179	164	185
Union FT	128	116	131	119	135
Non-Union FT	48	46	48	45	50
Administration	240	233	246	235	255
EVP Administration	5	5	2	1	2
IT	74	70	74	72	74
Human Resources	42	40	45	41	54
Procurement & Materials	119	118	120	117	120
Union FT	61	60	61	61	61
Non-Union FT	58	58	59	56	59
State of Good Repair	-	-	5	4	5
Government & Public Affairs	18	18	22	21	22
Deputy CEO	-	-	2	2	2
Public Engagement	10	10	10	9	10
Government Affairs	3	3	3	3	3
Ridership & Client Services	5	5	6	6	6
Urban Design	-	-	1	1	1
Audit	11	10	11	8	11
Legal	18	16	19	19	19
Legal	16	14	17	17	17
Records Management	2	2	2	2	2
Finance	80	76	80	74	80
Chief Financial Officer	4	3	4	2	4
Finance	76	73	76	72	76
Communications	35	34	40	38	40
EVP, Communications	2	2	3	3	3
Press Office	7	7	7	6	7
Marketing & Corporate Communications	25	24	29	28	29
Partnership Promotions	1	1	1	1	1
Office of Innovation	4	4	4	4	5
Non-Departmental	-	-	-	-	-
Executive & Board	13	11	9	9	9
Total Union	2,742	2,650	2,763	2,653	2,864
Total Non-Union	1,487	1,355	1,517	1,393	1,646
Total Workforce	4,229	4,005	4,280	4,046	4,510

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

Total Part-Time Workforce (Union and Non-Union)	130	106	132	103	155
Total Full-Time Workforce (Union and Non-Union)	4,099	3,899	4,148	3,943	4,355



FY2020 Operating Budget Workforce Additions/Deletions

Department	Position	Additions	Deletions
Operations: Bus Maintenance	Cleaner Bus Maintenance	3	
Operations: Bus Maintenance	Mechanic Bus Maintenance	11	
Operations: Bus Maintenance	Utility Worker	1	
Operations: Bus Transportation	Bus Operator	61	
Operations: Bus Transportation	Starter	3	
Operations: METRORail	LRT Operator	8	
Operations: Operations Training Division	Transit Bus Repair C	10	
Planning, Engineering & Construction: Facilities Maintenance	Cleaner Facility Maintenance	4	
	Total Union	101	0
Operations: Bus Maintenance	Electronic Revenue System Specialist	4	
Operations: Bus Maintenance	General Foreman	1	
Operations: Bus Maintenance	Manager of Technical Services	1	
Operations: Bus Maintenance	Mechanical Foreman	2	
Operations: Bus Transportation	Assistant Transportation Superintendent	1	
Operations: Bus Transportation	Bus Controller	3	
Operations: Bus Transportation	Service Supervisor	3	
Operations: Contract Paratransit & Vanpool Service	Community Connector Customer Care Representative	2	
Operations: Contract Paratransit & Vanpool Service	Community Connector Customer Care Representative/Dispatcher	2	
Operations: Contract Paratransit & Vanpool Service	Manager, Community Connector Service	1	
Operations: Operations Training Division	Training Instructor - METRORapid	2	
Public Safety: METRO Police	Civilian Fare Inspectors	37	
Public Safety: METRO Police	Communication Liaison V	2	
Public Safety: METRO Police	Lieutenant	2	
Public Safety: METRO Police	Police Officer (PT)	20	
Public Safety: METRO Police	Police Officer	21	
Public Safety: METRO Police	Records Clerk	2	
Public Safety: METRO Police	Sergeant	3	
Public Safety: METRO Police	Supervisor Fare Inspector	4	
Customer Service	Customer Service Associate	3	
Customer Service	Sr. Customer Service Associate	1	
Planning, Engineering & Construction: Facilities Maintenance	Facilities Supervisor - METRORapid	1	
Planning, Engineering & Construction: Facilities Maintenance	General Foreman - METRORapid	1	
Administration: Human Resources	ADA and Accessibility Manager	1	
Administration: Human Resources	Sr Staffing Representative	2	
Administration: Human Resources	Staffing Representative	3	
Administration: Human Resources	Staffing Coordinator	3	
Office of Innovation	Project Manager	1	
	Total Non-Union	129	0

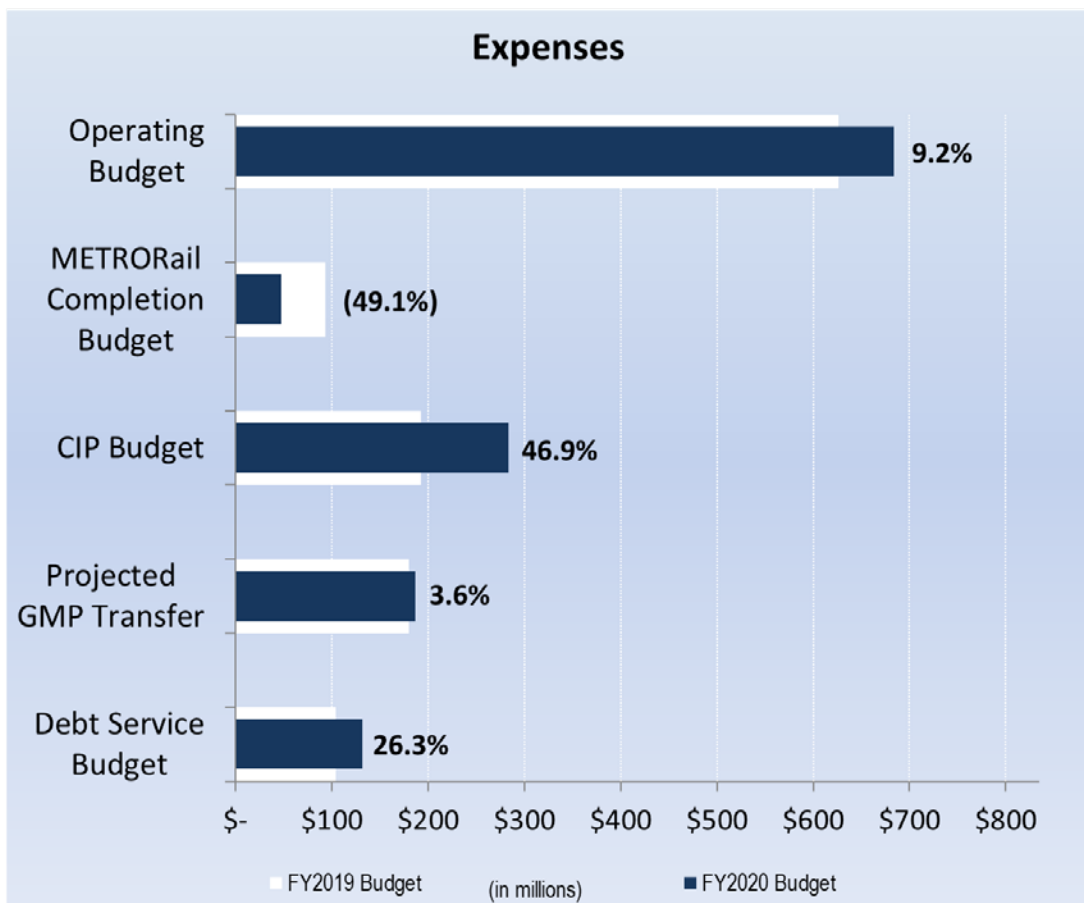
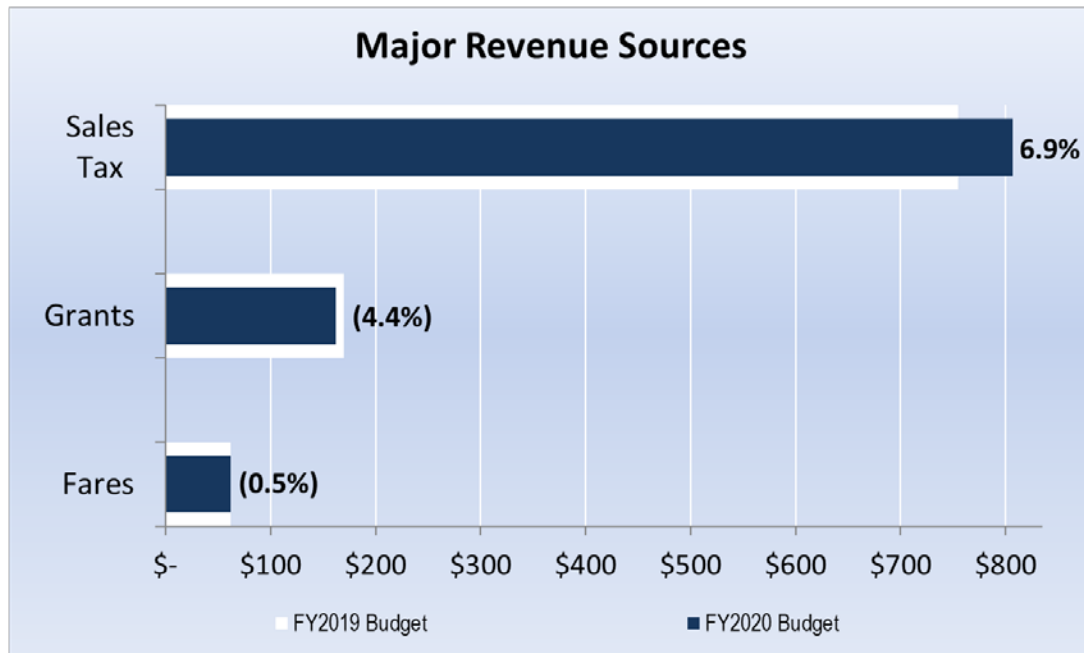
Total	230	0
Total Year-Over-Year Change in Authorized Positions	230	



Authority Budget Summary

	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance	
	\$	\$	\$	\$	\$	%
Sales Tax	\$ 759,063,519	\$ 754,727,884	\$ 762,700,000	\$ 806,755,942	\$ 52,028,058	6.9%
Transfer to GMP	\$ (180,460,891)	\$ (180,007,573)	\$ (181,004,087)	\$ (186,511,080)	(6,503,507)	3.6%
Sales Tax (net GMP Transfer)	\$ 578,602,628	\$ 574,720,312	\$ 581,695,913	\$ 620,244,862	\$ 45,524,551	7.9%
Fares	\$ 60,600,856	\$ 61,906,163	\$ 61,906,163	\$ 61,593,487	(312,675)	(0.5%)
Vanpool	\$ 6,654,986	\$ 5,547,761	\$ 6,367,143	\$ 6,395,643	847,882	15.3%
HOT Lane Revenue	\$ 7,581,783	\$ 7,249,000	\$ 7,249,000	\$ 7,344,167	95,167	1.3%
Grants	\$ 71,386,862	\$ 169,493,679	\$ 169,493,679	\$ 162,077,701	(7,415,979)	(4.4%)
Interest	\$ 6,413,959	\$ 2,200,000	\$ 9,974,492	\$ 2,200,000	-	0.0%
Miscellaneous	\$ 4,843,493	\$ 8,080,000	\$ 5,144,379	\$ 4,212,720	(3,867,280)	(47.9%)
Bond Proceeds	\$ 171,791,684	\$ 97,682,700	\$ 97,682,700	\$ 127,662,714	29,980,014	30.7%
Total Revenues	\$ 907,876,251	\$ 926,879,615	\$ 939,513,469	\$ 991,731,294	\$ 64,851,679	7.0%
Payroll & Benefits						
Wages	\$ 139,435,792	\$ 145,469,381	\$ 145,404,328	\$ 161,530,586	\$ 16,061,205	11.0%
Union Fringe Benefits	77,445,803	80,985,364	79,013,216	87,683,719	6,698,355	8.3%
Subtotal Union Labor	216,881,595	226,454,745	224,417,544	249,214,305	22,759,560	10.1%
Salaries and Non-Union Wages	97,106,819	108,038,439	105,115,145	119,242,089	11,203,650	10.4%
Non-Union Fringe Benefits	43,022,245	45,517,228	44,364,585	50,633,345	5,116,117	11.2%
Subtotal Non-Union Labor	140,129,064	153,555,667	149,479,730	169,875,433	16,319,766	10.6%
Allocation to Capital & GMP	(8,680,123)	(10,268,408)	(8,811,245)	(11,839,795)	(1,571,387)	15.3%
Subtotal Labor and Fringe Benefits	348,330,537	369,742,004	365,086,029	407,249,943	37,507,939	10.1%
Materials & Supplies						
Services	45,121,264	61,771,461	61,771,461	64,362,158	2,590,697	4.2%
Materials and Supplies	32,068,622	33,030,690	33,030,690	32,924,067	(106,623)	(0.3%)
Fuel and Utilities	33,973,420	38,932,173	38,932,173	41,705,839	2,773,666	7.1%
Administration						
Casualty and Liability	3,361,538	5,359,774	5,359,774	5,812,894	453,120	8.5%
Purchased Transportation	99,761,003	103,079,017	103,079,017	107,554,303	4,475,286	4.3%
Leases, Rentals and Misc.	10,733,729	13,317,975	12,317,975	22,931,790	9,613,815	72.2%
Allocation to Capital & GMP - Non-Labor	(802,084)	(867,119)	(867,119)	(1,040,994)	(173,875)	20.1%
Subtotal Non-Labor	224,217,493	254,623,971	253,623,971	274,250,057	19,626,086	7.7%
Subtotal Labor and Non-Labor	572,548,030	624,365,975	618,710,000	681,500,000	57,134,025	9.2%
Contingency	-	1,844,025	-	2,500,000	655,975	35.6%
Total Operating Budget	\$ 572,548,030	\$ 626,210,000	\$ 618,710,000	\$ 684,000,000	\$ 57,790,000	9.2%
Capital Expenses						
METRO Rail Expansion/ Completion	5,444,676	93,368,000	46,108,932	47,528,415	(45,839,585)	(49.1%)
Capital Improvement Program	100,766,423	192,599,000	111,865,478	282,977,985	90,378,985	46.9%
Total Capital Budget	\$ 106,211,099	\$ 285,967,000	\$ 157,974,410	\$ 330,506,400	\$ 44,539,400	15.6%
Debt Service	\$ 96,212,438	\$ 104,171,344	\$ 101,505,405	\$ 131,520,209	\$ 27,348,864	26.3%

FY2019 to FY2020 Budget-to-Budget Comparisons



Financials

Development Guidelines

METRO is committed to being a responsible steward of public funds and to financial sustainability. Accordingly, METRO's FY2020 Business Plan was developed using these Board-approved guidelines:

- Estimates of sales tax growth will be consistent with the growth estimates provided by Dr. Robert W. (Bill) Gilmer, Director of the Institute for Regional Forecasting at the University of Houston. Dr. Gilmer's estimated growth rate for FY2020 has been reduced by 1.00% in the budget calculations.
- No fixed-route fare increases will be proposed for FY2020.
- METRO will present the Five Year Cash Flow model on a yearly basis, clearly specifying all sources and uses of revenue. (The model will be updated periodically as required.)
- METRO will position itself for optimum receipt of federal grants.
- METRO will allocate sufficient resources to operate METRO core services.
- METRO will support financial sustainability by managing the growth of "baseline" operating expenses to no more than 3.0%.
- METRO will meet the funding objective for defined benefit pension plans by continuing to make 100% of the actuarially determined annual contributions.
- METRO will ensure that capital expenditures are supported upon project completion by a sustainable revenue source (e.g. sales tax) and that future operating costs have been included.
- Requests to improve service or service quality will require a cost/benefit analysis, which will include changes to future operating cost. If included, additional service will be added above the baseline level of expenses.
- METRO will retain fund balances in accordance with Debt Policy requirements (15% of operating expenses), Emergency Reserve requirements (10% of operating expenses), and an additional \$10,000,000 as directed by the Board. The total of these reserves in FY2020 is projected to be \$181.0 million.
- When reallocating or modifying budgets within the Board-adopted levels, staff will adhere to the approval levels detailed in the Financial Parameters (found in Appendix A).
 - All budget changes will be reported to the Finance & Audit Committee on a quarterly basis.
 - Any modifications increasing budgets (Budget Amendments) would require Board approval and will adhere to Texas Transportation Code 451.102 and 451.103.

Debt service expenses, transfer of General Mobility funds, and operating expenditures received priority in allocating available funds, followed by capital expenses.

Basis of Budgeting

METRO maintains its budget using the current financial resources measurement focus and the modified accrual basis of accounting as defined by Generally Accepted Accounting Principles (GAAP) and interpreted by the Governmental Accounting Standards Board (GASB), with certain exceptions. Under the current financial resources measurement focus, revenues are recorded when they are both measurable and available. Revenues are considered available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recognized when the liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and vested compensated absences.

Exceptions between the budget and modified accrual bases of accounting are as follows:

- Unrealized changes in the fair market value of investments are not recognized on a budget basis.
- Investment earnings are not accrued on a budget basis.
- Prepaid expenditures for equipment and software maintenance are reported on a budget basis.

For budget purposes, the financial activities of the Authority are reported in four separate funds: Operating, Debt Service, General Mobility Transfer, and Capital Projects including METRORail Completion, bus acquisition and other capital projects. This division by fund is required by provisions of state law, voter referendum on General Mobility, and bond indentures. Such funds are combined for financial reporting purposes in order to present the financial position and results of operations of the Authority as a whole.

The Authority's financial statements are prepared according to GAAP for proprietary funds on the full accrual basis of accounting using the economic resources measurement focus. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Therefore, additional adjustments are required to convert proprietary fund types from the budget basis/modified accrual basis of accounting to the full accrual basis of accounting. For example, disbursements for the acquisition of capital assets would be considered expenditures in METRO's local budget and the modified accrual basis of accounting, but are capitalized as capital assets under full accrual reporting. Conversely, receipts of proceeds from debt financing are a budgetary resource under METRO's local budget and the modified accrual basis of accounting, but are reported as liabilities under full accrual reporting. In the Comprehensive Annual Financial Report (CAFR), a budget-to-actual reconciliation is not required for an enterprise reporting system. The CAFR for the Metropolitan Transit Authority of Harris County is available at www.RideMETRO.org.

Fiscal Policies and Principles

The Metropolitan Transit Authority is accountable to its citizens for the use of public dollars. The following policies and principles adopted by management establish the framework for METRO's overall fiscal planning and management to ensure that it fulfills this fiduciary responsibility. They set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. METRO's adopted financial and budget policies show the credit rating industry and prospective investors (bond buyers) the Authority's commitment to sound financial management and fiscal integrity. The financial and budget policies also improve the Authority's fiscal stability by helping METRO's management plan fiscal strategy with a consistent approach. Complete fiscal policies can be found in the Appendix.

Operating Management Principles

- Recurring operating expenses/expenditures will be funded using recurring operating revenues rather than one-time revenues such as bonds and other debt.
- The budget process is intended to weigh all competing requests for the Authority's resources, within expected fiscal constraints.
- Requests for new, ongoing programs should be made in conjunction with the annual budget process or a budget adjustment process.
- An annual budget approach will be used to provide stability to the day to day operations while allowing budget corrections as unforeseen circumstances arise.
- A five-year forecast of the Authority's revenue and expense forecasts will be prepared at the beginning of each budget process to determine whether the current mix and level of resources are likely to continue to be sufficient to cover current service levels and to provide for long-term strategic planning.
- All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health.
- Provide sufficient resources to the Contingency Reserve so that they can be used to reasonably respond to critical unforeseen needs of the Authority without requiring the Authority to divert resources from other important services.
- Expenditures from the Contingency Reserve require the approval of the Chief Executive Officer.

Explanation of Consolidated Annual Financial Report (CAFR) Discrepancies

The Metropolitan Transit Authority of Harris County budget document is a blueprint for a "specific grouping" of the Authority's spending over the course of an annual financial period. General purpose budgets contain both the spending categories of specified units, such as Public Safety, Operations and Customer Service; Planning, Engineering, and Construction; Administration, and Finance, along with estimates of revenues expected to occur during the year, such as investment return, fare revenue, and sales tax. Budgets are usually more limited to the expected costs of running the aforementioned transit operations through available resources, as opposed to describing the status of any fixed assets and short term liabilities.

A CAFR is a report of the complete overall financial results of both those "specific groupings" of the Authority's departments that appear in the current fiscal year general purpose budget and all other departments. The CAFR can be used along with a budget document to compare the organizations total financial standing to the annual general purpose budget. The CAFR is the complete showing of the financial investment and income records from all sources that reflects what has developed over decades, whereas a budget report is primarily focused on what revenue is expected to be brought in and spent for just the year.

The primary difference between a budget and a CAFR is that while the budget is a plan for the fiscal period primarily showing where income is to be allocated, the CAFR contains the results of the period with previous years' accumulations. A CAFR shows the total of all financial accounting that general-purpose budget reports do not. Additionally, the CAFR gives a detailed showing of assets, liabilities, and investment accounts by category reflecting balances over previous years.

Summary of Significant Accounting Principles and Policies

METRO prepares its financial statements in accordance with generally accepted accounting principles established or approved by the Governmental Accounting Standards Board (GASB), the more significant of which are described below.

Reporting Entity

The Authority is a stand-alone governmental entity as defined by Governmental Accounting Standards Board (GASB) Statement No. 14, *The Financial Reporting Entity*, amended by GASB Statement No. 39, *Determining Whether Certain Organizations Are Component Units*.

Investment Policy

The Authority's investment policy is to minimize interest rate and credit risk by investing a majority of the portfolio in short-term investments such as commercial paper, money market mutual funds and obligations of the United States of America with maturities generally less than two years. Investments not insured or guaranteed by a governmental entity must be rated by a nationally recognized organization with rating not less than AAAM, A-1, P-1, F-1 or equivalent ratings.

METRO has historically maintained a working capital reserve to cover operating and capital expenses. The absolute minimum cash balance is defined by METRO's Board-approved debt policy. The ending balance required by the debt policy is 15% of annualized operating expenditures for the following fiscal year. The complete Investment Policy can be found in Appendix D.

Financing Approach

The current method of financing that will be used by METRO is traditional financing. This method of financing pays costs as they are incurred by using traditional bonds, as well as revenue sources comprised of fare revenues, sales tax revenues, federal grants and other sources. The complete Debt Policy can be found in Appendix C.

Underlying Assumptions

The financial analysis in this document was structured around assumptions described in terms of the following major considerations:

- Federal funding and local funding including sales taxes (see the Revenue section and Appendix J for more information)
- Inflation and interest rates
- Bond financing (see the Debt service section for more information)

Net Summary

Section 451.102 of the 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 the commencement of a fiscal year.

The table below shows the four major expenditures by type – Operating, Capital, General Mobility and Debt Service.

Net Summary Proposed FY2020 Annual Budget (in millions)

Description	Approved FY2019 Budget	Proposed FY2020 Budget	Change	
Operating Budget	\$ 626.2	\$ 684.0	\$ 57.8	9.2%
Capital Budget	286.0	330.5	44.5	15.6%
Projected Transfer to GMP	180.0	186.5	6.5	3.6%
Debt Service Budget	104.2	131.5	27.3	26.3%
Total	\$ 1,196.4	\$ 1,332.5	\$ 136.1	11.4%

Operating Budget

The proposed Operating budget is \$684,000,000, an increase of \$57.8 million or 9.2% from the FY2019 approved budget level. The increase reflects a 3% annual increase, plus additional investments in new service, safety, security, and long-range planning activities.

Capital Budget

The current Capital budget of \$330,506,000 reflects an increase of \$44.5 million or 15.6% from the FY2019 approved budget level. This increase is largely due to a \$90.4 million or 46.9% increase in planned Capital Improvement Program (CIP) expenditures and a \$45.8 million or 49.1% decrease in METRORail Completion (MRC) expenditures.

General Mobility Program Transfer

The FY2020 projected General Mobility Program (GMP) transfer is \$186,511,000, an increase of \$6.5 million or 3.6% from the prior year. Funds for this budget are deposited monthly into a METRO escrow account as sales tax revenue is collected; GMP partners are then paid from this account as invoices are received.

Capital Program
Proposed FY2020 Annual Budget
(in millions)

Description	Approved FY2019 Budget	Proposed FY2020 Budget	Change	
<u>METRORail Completion Program (MRC)</u>				
LRT Lines	\$ 93.368	\$ 47.528	\$ (45.840)	(49%)
Total MRC	93.368	47.528	(45.840)	(49.1%)
<u>Capital Improvement Program (CIP)</u>				
<u>State of Good Repair</u>				
Bus and Van Acquisitions	63.389	66.447	3.058	5%
State of Good Repair Projects	29.208	71.504	42.296	145%
Safety	13.903	12.195	(1.709)	(12%)
Enhancement of Existing Assets	26.241	7.961	(18.280)	(70%)
Universal Accessibility Projects	9.667	40.421	30.754	318%
Service Expansion	45.756	78.451	32.695	71%
Non-Obligated Capital Project Fund	4.436	6.000	1.564	35%
Total CIP	192.600	282.978	90.378	47%
TOTAL Capital Program	\$ 285.967	\$ 330.506	\$ 44.539	16%

The proposed Capital budget of \$330.5 million is allocated in two program categories – the METRORail Completion (MRC) program and the Capital Improvement Program (CIP). The FY2020 budget allots \$47.5 million for the MRC program and \$283.0 million for the CIP program: specifically, \$138.0 million for State of Good Repair projects (including bus acquisitions, METROLift van replacements, bus and facilities improvements and support vehicles), \$60.6 million for projects that enhance existing assets, support Universal Accessibility and improve safety, \$78.5 million for projects relating to service expansion, and \$6.0 million of unallocated funding for projects that are currently not under contract or otherwise obligated.

Debt Service Budget

METRO's annual debt service budget includes the principal and interest payments as well as all administrative costs associated with the Authority's debt program, including line of credit fees and dealer fees associated with its Commercial Paper program.

The proposed budget for debt service is \$131.5 million, an increase of \$27.3 million or 26.3% from the FY2019 approved budget level. This increase reflects the following:

- An increase in principal payments for existing debt scheduled in FY2020 versus FY2019 (\$71.6MM versus \$46.3MM, respectively)
- An increase in Commercial Paper paydown funded by METRO's General Mobility Program Increment of \$4.6MM

METRO's current five-year plan calls for financing future annual bus purchases as well as the financing of light rail vehicles and some small equipment, including fare box replacements, through additional senior-lien contractual obligations (KO's). The plan also identifies potential senior-lien sales and use tax bonds to fund its METRONext program. *

Any prospects to decrease METRO's interest expenses through refunding or refinancing are considered on a case-by-case basis as market opportunities present themselves.

Outstanding debt as of the end of FY2019 is estimated to be approximately \$1.2 billion. Tables summarizing METRO's debt position are provided in the Debt Service section of this book.

* On August 13, 2019, the METRO Board of Directors passed and approved Resolution 2019-71. This resolution calls for a special election to be held on Tuesday, November 5, 2019 for the purpose of submitting to the qualified electors of the Metropolitan Transit Authority of Harris County, Texas, a proposition to authorize METRO to issue bonds, notes and other obligations payable, in whole or in part, from seventy-five percent (75%) of METRO's Sales and Use Tax revenues, with no resulting increase in the current rate of METRO's Sales and Use Tax, for the acquisition, construction, repair, equipping, improvement and/or extension of METRO's Transit Authority System (as described in the METRONext Transit System Plan), to approve such plan and the construction of a Phase III of METRO's rail system known as "METRORail" for purposes of the city charter of the City of Houston, and to continue to dedicate up to twenty-five percent (25%) of METRO's Sales and Use Tax revenues through September 30, 2040, for street improvements, mobility projects and other facilities and services; and making other provisions related to the subject. A general description of METRONext can be found in Appendix B of this Business Plan & Budget Book. Projected FY2020 expenditures for this footnoted project are included in the proposed FY2020 Budget.

Sources & Uses of Funds

The FY2020 budget requires \$1.333 billion to fund Operating Expenditures, Debt Service, General Mobility Program (GMP), Capital Improvement Projects (CIP) and the METRORail Completion (MRC) program. The table below summarizes the Sources and Uses of Funds for the FY2020 budget. It categorizes the Authority's operations into two parts - the Operating & Capital Improvement Program and METRORail Completion (MRC). Fund balances carrying over from the previous year are considered sources of funds.

Sources & Uses of Funds (in millions)

	Operating & CIP	METRORail Completion	TOTAL
SOURCES OF FUNDS			
Beginning Fund Balance	\$ 316.743	\$ 19.044	\$ 335.788
<u>Revenues:</u>			
Sales Tax	806.756	-	806.756
Transportation Fares*	61.593	-	61.593
HOT Lanes	7.344	-	7.344
Vanpool	6.396	-	6.396
Grants	136.384	25.695	162.079
Other Income	6.413	-	6.413
Total Revenues	1,024.886	25.695	1,050.581
<u>Debt Funding</u>			
Proceeds from Borrowing	124.873	2.789	127.663
Total Sources of Funds	\$ 1,466.502	\$ 47.528	\$ 1,514.031
USES OF FUNDS			
<u>Expenses:</u>			
Operating Budget	\$ 684.000	-	\$ 684.000
General Mobility Program Transfer	186.511	-	186.511
Capital Improvement Projects	282.978	-	282.978
MRC Expenditures	-	47.528	47.528
Debt Service	131.520	-	131.520
Total FY2020 Expenses	1,285.009	47.528	1,332.538
Ending Fund Balance	181.493	-	181.493
Total Uses of Funds	\$ 1,466.502	\$ 47.528	\$ 1,514.031
<i>* Includes Fixed Route and METROLift Revenues</i>			

Funding of Operating and Capital Improvement Projects

The Operating Budget of \$684.0 million, GMP transfer of \$186.5 million, Capital Projects including Universal Accessibility and Safety Projects of \$330.5 million and Debt Service expenses of \$131.5 million will be largely funded from several revenue sources (including sales tax receipts, transportation fares, vanpool revenues, operating and capital grants and other income) totaling \$1,050.6 million and proceeds received from borrowing of \$127.7 million. The METRO Board-approved Debt Policy, which can be found in the appendix, adopted in August 2016 sets the minimum target fiscal year ending fund balance (cash and investment portfolio) at 15% of the forward 12-month operating expenditures. Thus, the projected FY2020 year-end general fund of \$181.5 million includes a total of \$102.6 million, a reserve available to assist in the funding of the operating and non-MRC capital expenditures. In addition, the METRO Board requested an additional 10% of the forward 12-month operating expenditures to be reserved and another \$10 million reserve as directed by the board. Thus, the FY2020 year-end general fund balance also includes an additional \$78.4 million similarly available to assist with the funding of such expenditures. In total, METRO has earmarked \$181.5 million to be available in the event of an emergency.

Funding of the METRORail Completion Program

The FY2020 budget for METRORail Completion is \$47.5 million. The funding sources are grant revenues of \$25.7 million, borrowing of \$2.8 million and the balance of \$19.0 million to be drawn from the fund balance.

Fiscal Year 2020								
Sources of METRO Funds (in millions)	Operations	General Mobility	Debt Service	METRORail Completion	Bus/Van Replacements	Capital Improvement	Reserves	TOTAL
Sales Tax	489	187	132					807
Farebox	62							62
HOT Lanes	7							7
Vanpool	6							6
Grants	90			26		46		162
Borrowing				3	55	56	13	128
Other	6							6
Fund Balance	24			19	11	114	168	336
TOTAL	684	187	132	48	66	217	181	1,514

* Many expenses that accounting rules classify as operating costs are eligible as capital expenses in the 5307 formula grant program, including preventative maintenance, expenses (up to 10% of the amount apportioned) for providing non-fixed route paratransit transportation services in accordance with section 223 of the ADA, and mobility management expenses.



Five Year Sources and Uses Summary

The table below shows an overall financial projection for the next five years to FY2024.

Five Year Sources and Uses Summary

(\$ in Thousands)

	2019 Est.	2020	2021	2022	2023	2024
SOURCES OF FUNDS						
Revenues						
Gross Sales Tax (includes GMP Referendum Increment)	\$ 762,700	\$ 806,756	\$ 856,630	\$ 918,450	\$ 985,379	\$ 1,033,601
GMP Transfer	(181,004)	(186,511)	(192,745)	(200,473)	(208,839)	(214,867)
Net Sales Tax Available to METRO	\$ 581,696	\$ 620,245	\$ 663,885	\$ 717,977	\$ 776,540	\$ 818,734
Farebox	\$ 61,906	\$ 61,593	\$ 61,593	\$ 61,593	\$ 63,144	\$ 64,154
Vanpool	5,548	6,396	6,396	6,396	6,396	6,639
HOT Lanes	7,249	7,344	7,395	7,469	7,577	7,865
Misc. & Other	10,280	6,413	10,286	10,290	10,481	10,481
Grants						
Service-Related Grants (Formula - Capital Maintenance)	\$ 60,112	\$ 89,991	\$ 75,112	\$ 75,112	\$ 75,112	\$ 75,112
Capital Grants (Formula & Discretionary)	55,426	46,393	25,260	17,038	10,356	10,356
FTA Public Transportation Emergency Relief Program	6,000	-	-	-	-	-
FFGA Funds	47,955	25,695	26,786	12,531	0	-
True-Up	-	-	(5,426)	(8,773)	(16,423)	-
Federal Assistance for METRONext Capital Expenditures	-	-	-	8,596	178,570	204,575
Financing						
Bus Financing	\$ 45,277	\$ 42,317	\$ 64,381	\$ 61,002	\$ 34,157	\$ 58,591
LRV Financing	22,052	-	14,064	-	-	-
Farebox Replacement Financing	18,702	38,346	-	-	-	-
CIP Financing	11,652	-	-	-	-	-
Sales Tax Bonds & Notes	-	5,815	102,640	85,568	81,490	14,586
METRONext Financing	-	41,185	112,360	212,432	205,510	217,414
Local Financing (Sales Tax Bonds & Notes)	-	41,185	112,360	212,432	205,510	217,414
TOTAL ANNUAL SOURCES OF FUNDS	\$ 933,855	\$ 991,732	\$ 1,164,732	\$ 1,267,231	\$ 1,432,910	\$ 1,488,507
USES OF FUNDS						
Sales & Use Tax Bonds, KO's, and CP Program Debt Service	\$ 97,526	\$ 126,685	\$ 125,268	\$ 133,298	\$ 157,229	\$ 187,958
Debt Reduction - GMP Referendum Increment	3,979	4,835	7,589	10,706	14,570	18,753
Total Debt Service Expense	\$ 101,505	\$ 131,520	\$ 132,857	\$ 144,004	\$ 171,799	\$ 206,711
General Bus Current Service	\$ 442,503	\$ 460,734	\$ 512,799	\$ 517,467	\$ 525,991	\$ 534,565
Bus Service - GMP Referendum Increment	1,990	2,418	3,794	5,353	7,285	9,376
MetroLift	70,555	72,672	74,852	78,594	82,524	86,650
Star Van Pool	13,321	13,721	13,721	13,721	13,995	14,275
Rail	69,890	73,157	74,620	76,112	77,634	79,187
HOT Lanes	8,215	8,461	8,461	8,461	8,631	8,803
Network Expansion	2,334	30,093	-	-	-	-
Safety & Security	1,300	1,604	-	-	-	-
Uptown Dedicated Bus Lanes	500	5,500	-	-	-	-
METRONext System Improvements	-	5,306	-	-	-	-
Long Range Plan (LRP) Development	3,310	-	-	-	-	-
Draft LRP Public Outreach	1,350	-	-	-	-	-
Final LRP Public Engagement & Education	4,602	1,825	-	-	-	-
Bond Referendum Education	3,440	6,710	-	-	-	-
Bond Referendum Legal Expenses	1,900	800	-	-	-	-
Allowance for Real Estate Fund Investments	1,000	1,000	-	-	-	-
Budget Savings	(7,500)	-	-	-	-	-
Operating Expenses	\$ 618,710	\$ 684,000	\$ 688,247	\$ 699,708	\$ 716,060	\$ 732,857
METRONext O&M Expenses	-	-	-	-	-	579
Operating Expenses (includes METRONext Operating Expenses)	618,710	684,000	688,247	699,708	716,060	733,437
NET PRIOR TO CAPITAL EXPENSES	\$ 213,640	\$ 176,212	\$ 343,627	\$ 423,519	\$ 545,050	\$ 548,360
Capital Program Expenses						
METRORail Completion	\$ 7,826	\$ 41,418	\$ 21,788	\$ 25,387	\$ 3,273	-
Enhancement to Existing Assets	5,240	7,961	6,948	12,736	6,000	-
Service Expansion	6,806	48,718	19,586	18,023	21,717	-
Uptown Dedicated Bus Lanes Vehicles	15,301	4,184	-	-	-	-
Universal Accessibility - Shelters, Signage, Last Mile, Other	6,778	24,786	26,266	30,027	32,252	13,406
State of Good Repair Projects (incl. LRV & other lifecycle costs)	23,221	57,683	25,343	11,895	19,254	19,800
State of Good Repair - GMP Referendum	1,990	2,418	3,794	5,353	7,285	9,376
Non-Obligated SOGR	1,868	6,000	6,000	6,000	6,000	6,000
Bus Purchases	43,575	67,040	69,246	66,043	39,235	64,001
LRV Purchases	38,283	6,110	2,580	14,944	10,904	808
Farebox Replacement	-	10,810	38,346	-	-	-
Safety Projects	4,513	12,195	10,000	10,000	10,000	8,729
METRONext Capital Expenditures	2,574	41,185	112,360	221,028	384,079	421,989
Total Capital Program Expenses	\$ 157,974	\$ 330,506	\$ 342,257	\$ 421,436	\$ 539,999	\$ 544,110
TOTAL ANNUAL USES OF FUNDS	\$ 878,190	\$ 1,146,027	\$ 1,163,361	\$ 1,265,149	\$ 1,427,858	\$ 1,484,257
NET FLOW OF FUNDS	\$ 55,665	\$ (154,294)	\$ 1,370	\$ 2,083	\$ 5,051	\$ 4,250

Five Year Sources and Uses Summary continued

Five Year Sources and Uses Summary

(\$ in Thousands)

	2019 Est.	2020	2021	2022	2023	2024
RECONCILIATION OF CASH POSITION						
BEGINNING CASH BALANCE (Net Prior Year Accruals)	\$ 280,122	\$ 335,788	\$ 181,493	\$ 182,863	\$ 184,946	\$ 189,998
NET FLOW OF FUNDS	55,665	(154,294)	1,370	2,083	5,051	4,250
ENDING CASH BALANCE (includes Operating Reserves)	\$ 335,788	\$ 181,493	\$ 182,863	\$ 184,946	\$ 189,998	\$ 194,248
15% Operating Reserve (Debt Policy)	93,931	102,600	103,237	104,956	107,409	110,015
10% Operating Reserve (Board Policy)	62,621	68,400	68,825	69,971	71,606	73,344
Additional Operating Reserve (Board Policy)	6,000	10,000	10,000	10,000	10,000	10,000
Total Operating Reserves	162,552	181,000	182,062	184,927	189,015	193,359
Ending Cash Net of Reserves	\$ 173,235	\$ 493	\$ 802	\$ 19	\$ 983	\$ 888
Debt Coverage Multiple	6.62	5.30	5.02	4.65	4.27	3.96
DEBT RECAP						
Commercial Paper Outstanding	116,100	114,900	106,200	94,600	79,200	59,900
Take Out Outstanding	21,913	-	-	-	-	-
Bus Debt Outstanding	253,471	234,176	272,844	304,351	312,238	338,215
Refunding Debt Outstanding	414,823	389,772	359,304	335,923	302,679	266,565
Rail Debt Outstanding (incl. KO's & Maintenance)	327,240	318,225	321,990	315,748	315,259	313,711
Infrastructure	-	47,000	261,431	556,172	817,066	1,007,344
Equipment	25,880	64,226	64,226	62,090	56,205	49,774
Total Debt Outstanding	\$ 1,159,427	\$ 1,168,298	\$ 1,385,994	\$ 1,668,883	\$ 1,882,646	\$ 2,035,509

Statement of Revenues, Expenses, and Changes in Net Assets

The table below – Statement of Revenues, Expenses and Changes in Net Assets – uses the Comprehensive Annual Financial Report (CAFR) format and is prepared using the economic resources focus and the accrual basis of accounting – revenues are recognized when earned and expenses are recognized when incurred. All the current year’s revenues and expenses are included regardless of when the cash is received or paid.

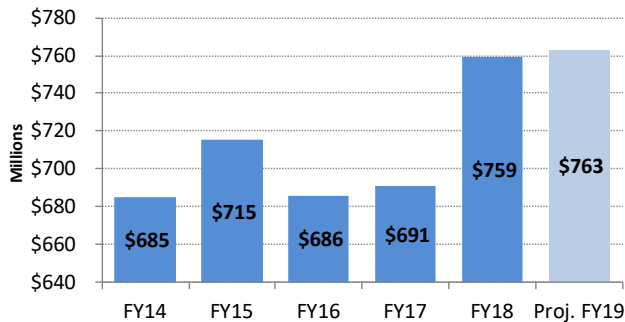
	FY2018 Actual	FY2019 Budget	FY2019 Estimate
REVENUES			
Operating Revenues:			
<u>Revenues:</u>			
Transportation Fares	60.601	61.906	61.906
HOT Lane & Special Events Revenues	7.582	7.249	7.249
Vanpool Revenues	6.655	5.548	5.548
Total Operating Revenues	74.838	74.703	74.703
Operating Expenses:			
Transit Operating	607.412	626.210	618.710
Depreciation and Amortization	203.728	212.560	190.787
Total Operating Expenses	811.140	838.770	809.497
Operating Loss	\$ (736.302)	\$ (764.067)	\$ (734.794)
Non-Operating Revenues (Expenses):			
Sales Tax	\$ 759.064	\$ 754.728	\$ 762.700
Investment Income	6.414	2.200	9.974
Inter-Government Revenue	1.855	1.855	1.855
Non-capitalized Interest Expense	(46.704)	(31.600)	(33.257)
Other Income	2.988	6.225	3.289
Grant Proceeds - Operating	65.175	75.112	60.112
Local Infrastructure Assistance/GMP	(151.755)	(180.008)	(181.004)
Funds passed to subrecipients	(1.850)	-	-
Loss for Asset Impairments (Harvey)	(0.489)	-	-
Gain (Loss) on Sale for Disposal of Assets	(0.009)		(2.738)
Total Non-Operating Revenues	\$ 634.689	\$ 628.512	\$ 620.932
Gain/(Loss) before Capital Grants	\$ (101.614)	\$ (135.555)	\$ (113.861)
Capital Grant Proceeds	8.061	88.382	103.382
Changes in net assets	(93.553)	(47.173)	(10.480)
Net Assets - beginning of the year	1,390.731	1,598.361	1,297.179
Net Assets - end of the year	1,297.179	1,551.187	1,286.699

Revenues

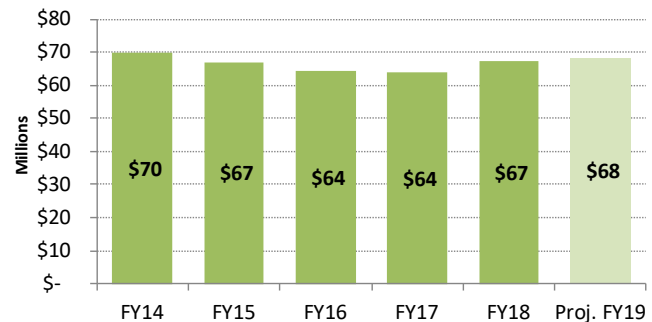
The Texas Transportation Code authorizes METRO to impose fares, tolls, charges, rents, and other compensation in amounts sufficient to produce revenue, together with sales tax revenue received by the Authority, in an amount adequate to: (1) pay all expenses necessary to operate and maintain its transit system; (2) pay debt service, sinking fund and reserve fund payments (agreed to be made with respect to all Authority obligations payable in whole or part from such revenue) when due; and (3) fulfill the terms of any other agreement with the holders of any such obligations. The total of compensation and sales taxes imposed may not exceed the amounts necessary to produce revenue sufficient to meet the obligations of the Authority under Chapter 451, Texas Transportation Code.

Available funding sources include: sales tax, fares paid (“farebox revenue”), federal grants, investment income, and other miscellaneous sources. The graphs below show the actual and estimated revenues by the largest funding sources for the past six years.

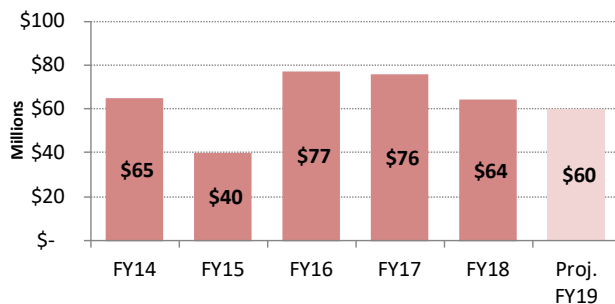
Sales Tax



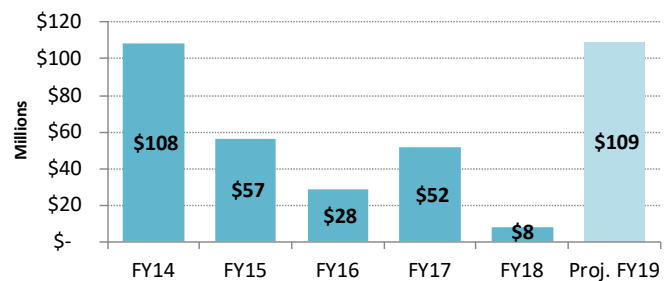
Farebox Revenue



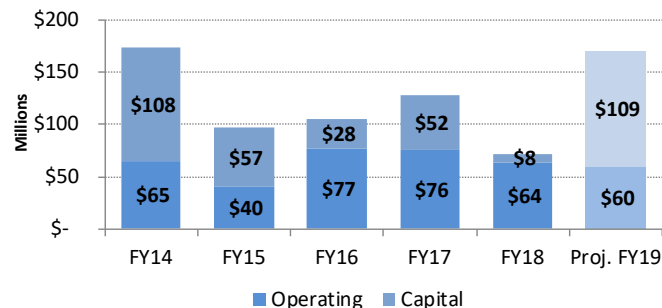
Operating Grants



Capital Grants

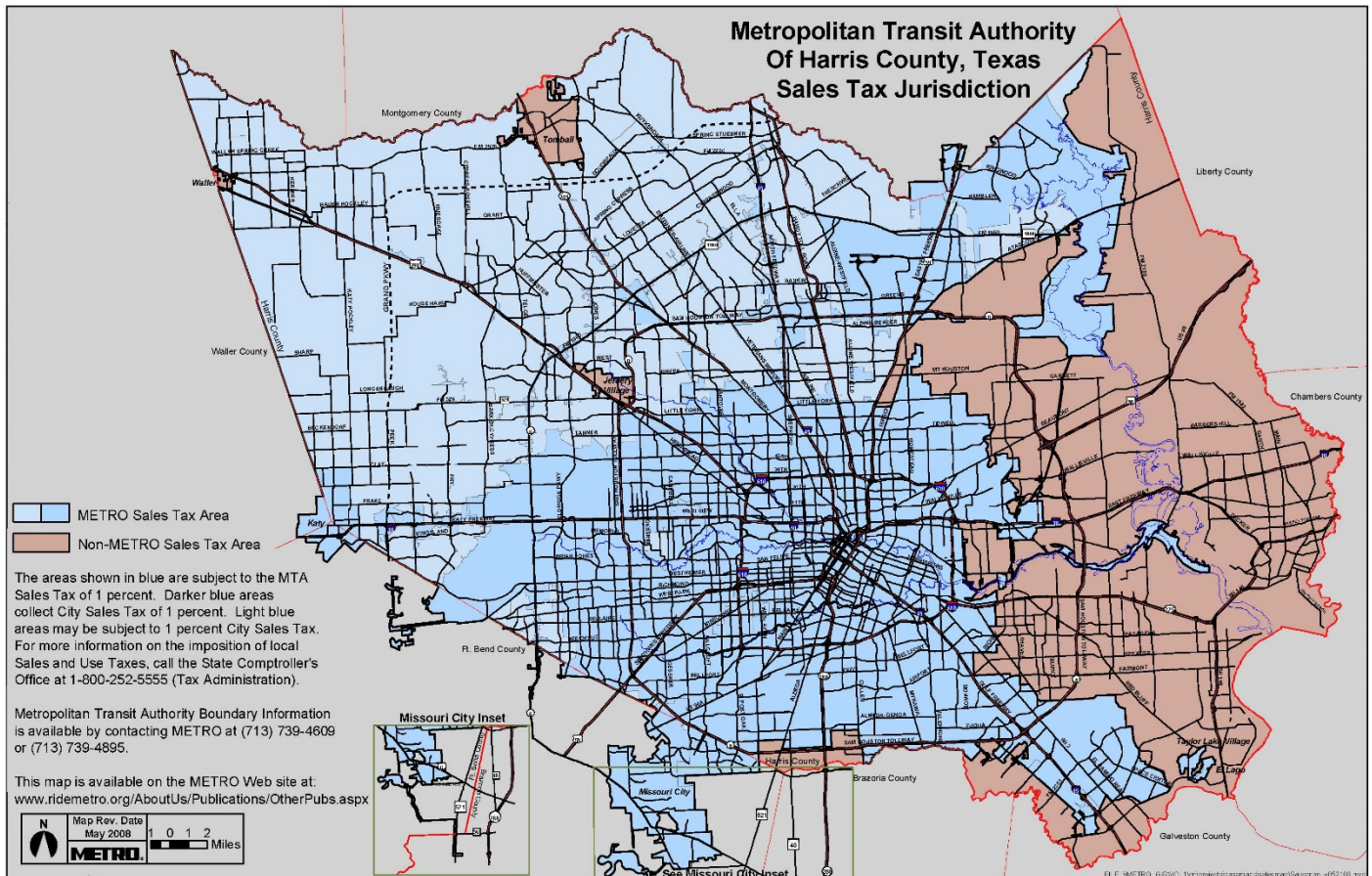


Total Grants



Sales Tax

METRO's primary source of revenue is a dedicated one-percent tax on all taxable sales within the METRO service area, which includes the cities of Houston, Bellaire, Bunker Hill Village, El Lago, Hedwig Village, Hilshire Village, Humble, Hunters Creek Village, Katy, Missouri City, Piney Point Village, Southside Place, Spring Valley Village, Taylor Lake Village, and West University Place, plus major portions of unincorporated Harris County.



When METRO was created, service area voters approved the tax via referendum. METRO has collected the tax since 1978. This tax currently provides METRO well over \$600 million per year. Sales tax projections are developed by Dr. William (Bill) Gilmer of the Institute for Regional Forecasting at the Bauer College of Business at the University of Houston.

A portion of METRO's sales and use tax revenues are dedicated to the member entities through a contract with the voters for street improvements, mobility projects, and other facilities. These dedicated funds and their associated projects are locally known as the General Mobility Program (GMP). The Comptroller for the State of Texas collects and distributes these amounts to the appropriate governmental organizations with funding normally occurring within approximately 60 days from date of the sale. The amount of sales tax transferred to the GMP is just under 25%. The largest risk to METRO's ability to receive projected sales tax would be reduced economic activity, especially relating to oil and gas activity. More information on the GMP can be found in the GMP section; actual and projected total sales tax revenues through 2024 can be found in Appendix J.

Farebox Revenue

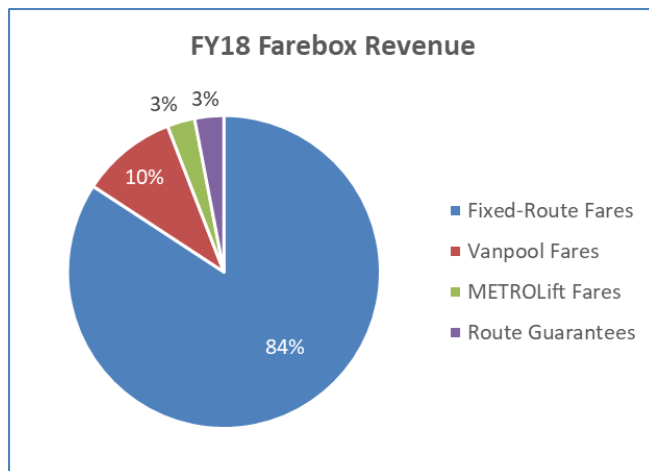
METRO's second source of revenues is farebox revenues, which include these categories:

- Bus and train fares, called “fixed-route fares”, which are paid by METRO Q® fare card, cash, mobile tickets, or paper tickets
- METROLift paratransit fares, which are paid using METROLift paper tickets, monthly passes, or annual passes
- METRO Star vanpool fares, which are paid by participants; costs vary depending on the number of riders in the van
- Route guarantees, which are payments made by organizations or governmental entities to offset the costs of providing a specified service.

Fixed-Route Fares (Bus & Train)



Non-Fixed-Route Fares



Most of METRO's farebox revenue, as seen in the chart at the left, comes from fixed-route fares.

METRO recognizes farebox revenue in two ways, depending on the mode: at point of purchase or at point of usage. Revenue from METROLift, METRO Star vanpool, and route guarantees is recognized at the point of purchase, regardless of the time the fare media is used. In contrast, revenue from fixed-route fares is recognized at the point of usage. For example, when a rider loads \$5.00 to their METRO Q® fare card and then pays a fare of \$1.25, METRO would recognize \$1.25 as fare revenue and place the remaining \$3.75 in a category called “deferred revenue” until used.



In 1985, METRO's fare was \$0.55. Over the years, the fare has been increased by \$0.10, \$0.20, and in 1994 by \$0.15, which resulted in a fare of \$1.00. In conjunction with the implementation of new fare collection technology in 2008, METRO made changes to simplify its fare structure and levels. On November 2, 2008, METRO's local base fare (bus and rail) increased \$0.25 to \$1.25 and Park & Ride fares increased between \$0.50 and \$1.00 per trip as well.

The METROLift base fare also increased on February 1, 2016, from \$1.15 to \$1.25 for trips within the service area mandated by the Americans with Disabilities Act (ADA). The ADA service area is within $\frac{3}{4}$ mile of METRO's Local bus and light rail service. The cost for trips outside the ADA service area, but still within the METRO service area, increased from \$1.15 to \$2.50 each way, offset by making all fixed-route service free for METROLift riders.

METRO has one of the lowest base fares for local service in the country, as shown on the Comparative Base Fares map in Appendix G. METRO has no plans to increase either fixed-route or paratransit fare in FY2020.

Current Fares: Fiscal Year 2019

	Full Fare	Discounted Fare
Local/METRORail	\$1.25	\$0.60
Park & Ride Zone 1	\$2.00	\$1.00
Park & Ride Zone 2	\$3.25	\$1.60
Park & Ride Zone 3	\$3.75	\$1.85
Park & Ride Zone 4	\$4.50	\$2.25
Park & Ride Zone 7	\$8.00	\$4.00
METROLift (paratransit)		
Inside ADA Service Area	\$1.25	
Outside ADA Service Area	\$2.50	

Riders Eligible for Discounted or Free Fixed-Route Fares

Discounted Fare	Free Fare
Senior citizens (aged 65-69)*	Senior citizens aged 70+*
Students aged six - college*	Children aged five and under
Disabled riders who do not qualify for paratransit*	METROLift riders*
Medicare cardholders*	Qualified decorated and/or disabled military veterans*
	Jurors with their summons or jury pass (if selected)

*With applicable METRO Q® Fare Card

Federal Grants

METRO receives federal grant funds from several categories, including Section 5307 – Urbanized Area Formula Grants; Section 5309 – New Starts; Section 5309 – Fixed Guideway Modernization; Section 5310 – Enhanced Mobility of Seniors and Individuals with Disabilities; Section 5337 – State of Good Repair, Section 5339 – Bus and Bus Facilities; Congestion Mitigation/Air Quality Improvement Program (CMAQ); and Surface Transportation Program (STP). Federal Highway Administration (FHWA) CMAQ and STP funds are highway funds that can be transferred from highways to transit to fund projects that will improve air quality, reduce congestion, or improve regional mobility.

When programmed by the Transportation Policy Council (TPC) of the Houston-Galveston Area Council (H-GAC), the CMAQ grant program may be applied to capital projects and to support operations of some transit services, including programmed receipts for the Clean Vehicle Program, bike racks, and Signature Bus Service; the STP funds may be applied to transit capital projects.

Federal Transit Administration Grants

The FTA plays an essential role in funding capital projects and certain operating expenses through two types of grant programs: formula grants and discretionary grants. Formula grants are awarded based on demographics, service levels, and ridership. Discretionary grants are awarded based on meeting application requirements and selected using criteria specific to each program. The following FTA grant programs are included in the development of the financial plan:

Section 5307 – Urbanized Area Formula Grants

These formula grants are mainly limited to capital expenses; however, federal regulations allow preventative maintenance expenses in the operating budget to be considered as “capital.” Factors in the formula that allocates grants to urbanized areas were estimated based on annual growth in total Section 5307 funds, adjusted to account for METRO’s larger transit service and demographic base.

Section 5309 - Fixed Guideway Modernization

These formula grants provide capital funds for modes of transportation using fixed guideways, such as light rail, HOV/HOT lanes, and commuter rail.

Section 5309 - New Starts

These discretionary grants provide capital funds for modes of transportation using fixed guideways, such as light rail, HOV/HOT Lanes, and commuter rail. METRO’s Full Funding Grant Agreement that provided 60% of the funding of the North Line (extension of the Red Line) and 55% of the funding of the Southeast (Purple) Line falls into this category.

Section 5310 – Enhanced Mobility of Seniors and Individuals with Disabilities

This grant program provides formula funding to improve mobility for seniors and individuals with disabilities by removing barriers to transportation service and expanding transportation mobility options. METRO is both a direct recipient of Section 5310 funds as well as the manager of funds provided to area nonprofit agencies to meet the transportation needs of seniors and/or people with disabilities. The latter funds are considered “pass-through funds” and are not included in METRO’s grant revenue estimates.

Section 5337 – State of Good Repair

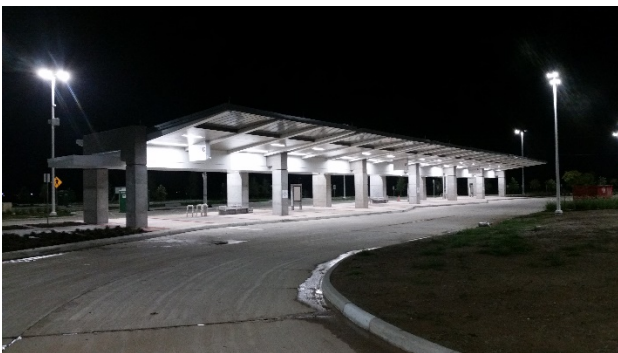
This grant program provides formula funding for maintenance, replacement, and rehabilitation projects for light rail, bus rapid transit, and bus systems to help transit agencies maintain their assets in a state of good repair.

Section 5339 – Bus and Bus Facilities

This grant program provides formula funding to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities.

Congestion Mitigation/Air Quality Improvement Program (CMAQ)

This grant program is applied to capital projects and support in the operation of some transit services.

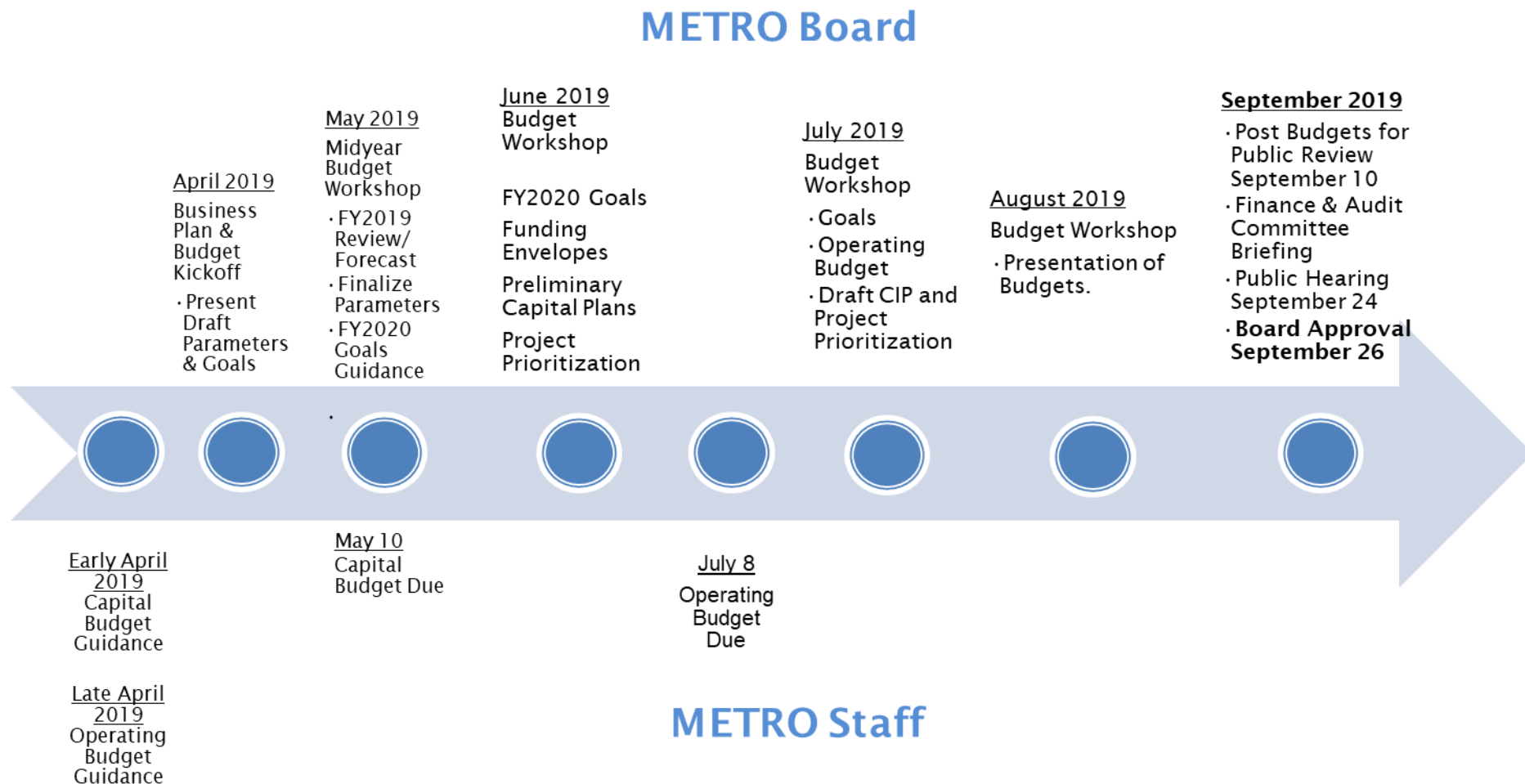


Miscellaneous Revenue and Investment Income

METRO's other sources of revenues outside of grants are Miscellaneous Revenue and Investment Income. Miscellaneous Revenue includes income from such sources as High Occupancy/Toll (HOT) Lanes, parking, right-of-way easement leases, and concessions at Park & Ride lots, whereas METRO receives Investment Income from its portfolio. A complete Investment Policy can be found in Appendix D.

FY2020 Budget Planning

Timeline



PUBLIC HEARING NOTICE

Metropolitan Transit Authority of Harris County, Texas (METRO)

Public Hearing for FY2020 Operating & Capital Budgets

The Public Hearing for METRO's FY2020 Operating & Capital Budgets will be held on **Tuesday, September 24, 2019, at noon** in the **METRO Boardroom** on the 2nd Floor at 1900 Main Street in Houston, Texas.

METRO's FY2020 Operating & Capital Budgets will be available for public review beginning September 10, 2019. You can view the document online at RideMETRO.org, or at METRO headquarters, at 1900 Main Street on the 14th Floor, by contacting the Board Office at **713-739-4834**. Comments can be made by email to Budget.Book@RideMETRO.org or by calling the Customer Care Center at 713-635-4000.

Chapter 451 of the Texas Transportation Code requires the Board of Directors to adopt an annual operating budget of all major expenditures by type and amount for each fiscal year before conducting any business in the fiscal year. The Authority must hold a public hearing on each proposed annual operating budget, or any amendment to the budget, before adopting the budget or amendment. In addition, it has been the Board's standard practice to hold several budget workshops prior to the public hearing, as shown in the timeline. These workshops, along with every Board meeting, are open to the public. The proposed

budgets are always made available to the public to review 14 days prior to the public hearing, via electronic copy on www.RideMETRO.org or hard copy at METRO's headquarters.

The Authority constantly manages performance against its budget. The Office of Management and Budget produces detailed financial reports every month for the Board of Directors to review. Each department also produces quarterly reports and meets with the Chief Executive Officer to review the departmental budget performance.

METRO budgets its Total Operating Expense for each fiscal year, which runs October 1 through September 30. "Total Operating Expense" is the sum of all employee labor, the cost of supporting that labor (e.g., insurance, space, utilities), and the direct costs to operate and maintain the bus and rail system. These direct costs not only include parts, fuel, tires, batteries, etc., but also purchased transportation (contracting with outside vendors to provide bus or METROLift service) and support vehicles (such as police cars and street supervisor vehicles.) Last, Total Operating Expense includes labor expenses of METRO employees performing work on capital improvement projects.

Operating and Maintenance (O&M) Costs

METRO uses a cost allocation methodology, the Cost Allocation Model (CAM), to estimate its systemwide operating and maintenance costs that are used as inputs to the cost-effectiveness and operating efficiencies criteria. Transit authorities need a well-documented and defensible cost allocation methodology that accurately accounts for the true costs of providing transit services. This methodology uses actual METRO operating data as the foundation for the estimates and is described in more detail below.

Selection of Key Driving Supply Variables

METRO's CAM was developed by a statistician and is designed to allocate METRO's operating expenses across all operating modes, also known as service categories. The model takes audited net operating expenses from METRO's financials and calculates the cost to run each service category per revenue hour. The service categories are listed below:

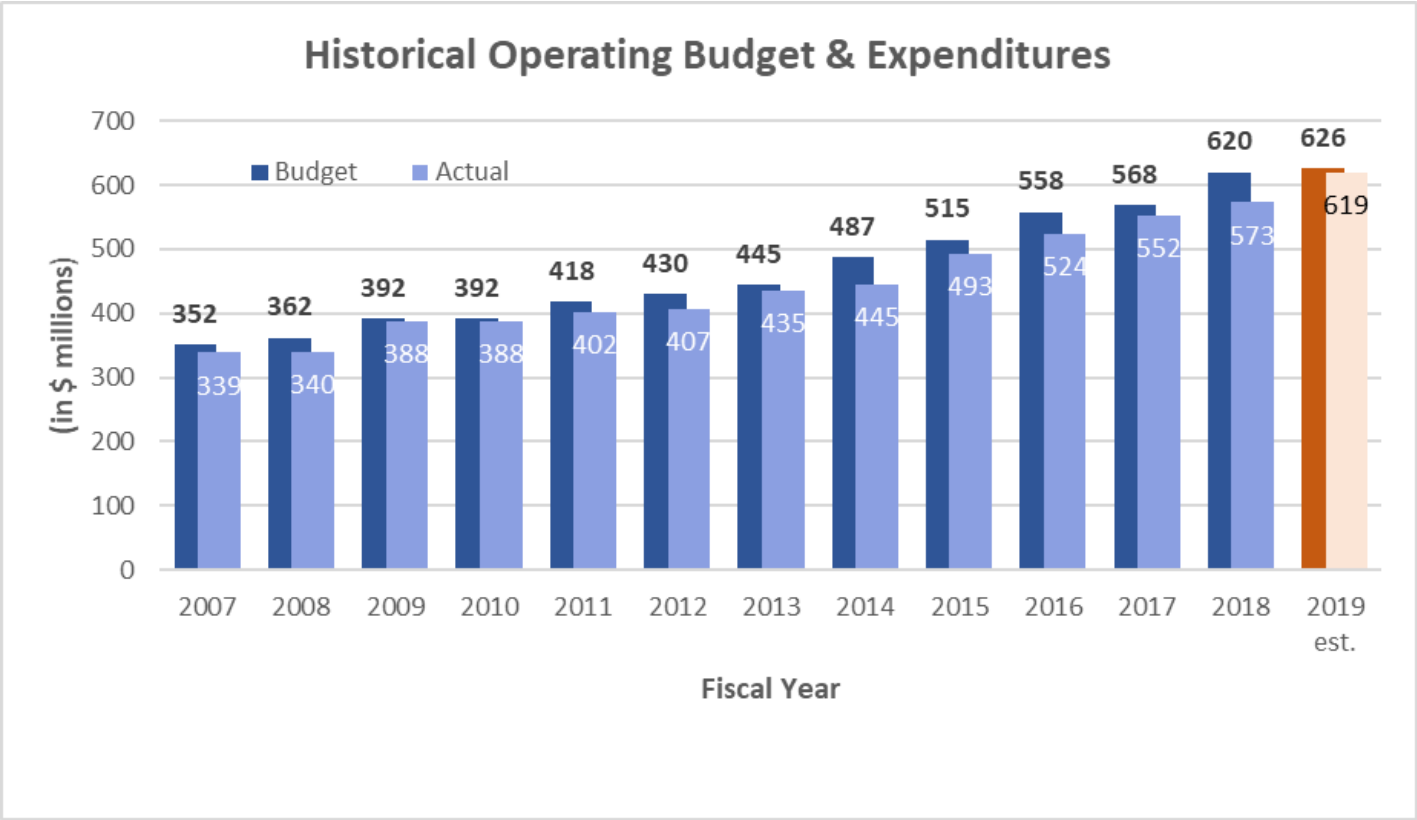
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| • METRO-operated Local Bus | • METROLift (standard service) |
| • Contractor-operated (First Transit) Local Bus | • METROLift Subsidy Program (taxi service) |
| • METRO-operated Park & Ride | • METRORail |
| • Contractor-operated (First Transit) Park & Ride | • METRO Star vanpool |
| • METRO-operated Alternative Service (Community Connector) | • HOV/HOT Lanes |
| • Greenlink | • Special Events |
| | • Internal Charter |

METRO’s Cost Allocation Model allocates current costs on many driving variables, called allocation bases. These allocations are based on revenue and vehicle miles, scheduled and vehicle hours, passenger boardings, number of peak buses, employees by service category, or are directly allocated to specific services as applicable (Rail, Greenlink, METROLift, etc.).

By using these allocation bases, the CAM properly allocates all of METRO’s net operating expenses to the proper type of service category, expense (fixed or variable), and expense type (direct or allocated).

Substantial risks that could cause a variance between actual and budgeted expenses include possible increases in pension and other employee benefit funding requirements; possible increases in non-hedged energy costs or failures of hedges; increased costs from possible future storm damage; and other risks that cannot be predicted or avoided.

METRO has a history of conservative budgeting leading to solid financial performance, ending each fiscal year since 2007 with an operating budget surplus. The chart below shows how METRO has a demonstrated history of budgetary compliance.



Operating Budget

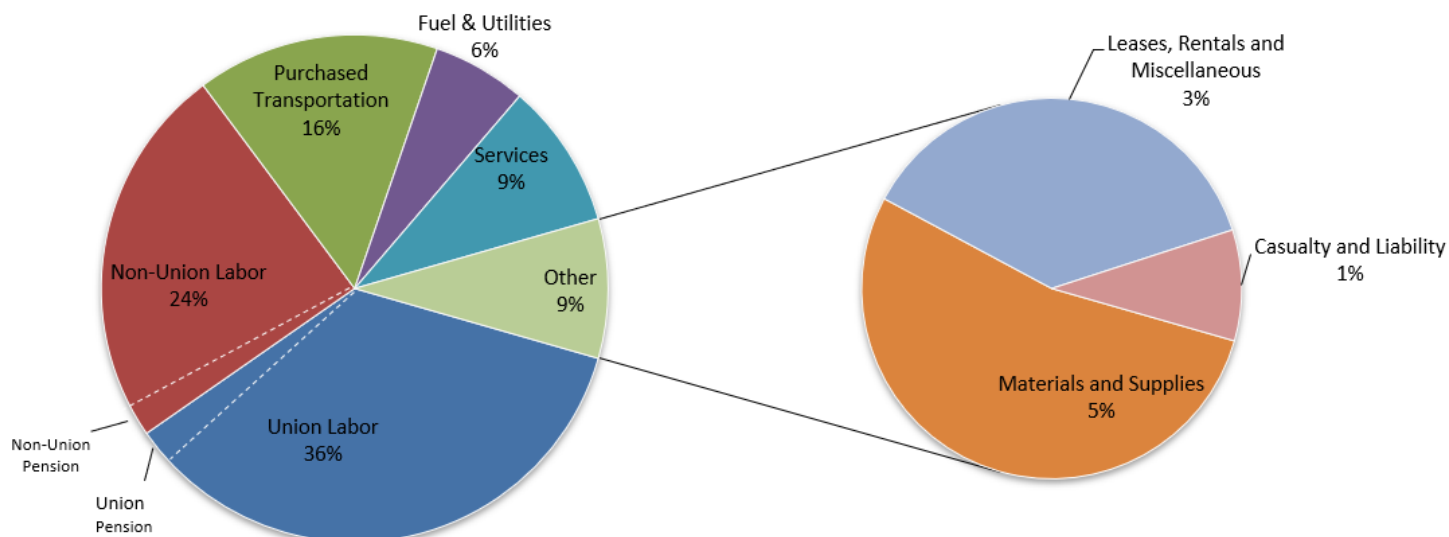
Summary		
FY 2019 Operating Budget	\$	626,210,000
Net Increase		63,056,500
Net Decrease		(5,266,500)
FY 2020 Operating Budget	\$	684,000,000
FY 2020 Net Increase		57,790,000
Major Increases & Decreases		
<u>Increases</u>		
Unbudgeted August 2019 Service Change - Increase to Base		3,127,000
New Service: Uptown METRORapid		9,354,711
New Service: Community Connectors		10,000,000
New Service: Fixed Route		5,306,000
New Service: Increase in Paratransit Ridership		2,072,940
20 Part-time Police Officers to increase Rail Safety - Increase to Base		1,395,802
Board Authorized Year 3 METRO Police Department expansion		529,452
18 additional Fare Inspectors and 2 Supervisory Fare Inspectors		1,169,824
Allowance for METRO Police Department salary adjustment		1,603,526
Contracted Fixed Route and Paratransit rate growth - Increase to Base		1,193,771
Cost of Living/Merit Adjustment for Non-Union Employees		3,692,716
Targeted Investment: Attract and retain Bus Mechanics		870,484
Enhanced Cleanliness Standards		3,605,679
Increase in pension costs		5,288,427
Increase in retiree benefits		1,545,190
3% Union Contract Wage increase and associated FICA		4,487,103
Union Benefit Trust excluding Retirees		1,166,467
Increase in Salaried Healthcare Benefits		803,031
Increase in Workers Compensation Benefits		665,842
Increases in Diesel, Gasoline and CNG		3,106,059
Targeted Investments and Allowances		2,068,395
Other		4,080
Total Increases	\$	63,056,500
<u>Decreases</u>		
METRONext Public Education and Legal Fees	\$	(5,266,500)
Total Decreases	\$	(5,266,500)

Operating Budget by Cost Category

	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance	
					\$	%
Wages	\$ 139,435,792	\$ 145,469,381	\$ 145,404,328	\$ 161,530,586	\$ 16,061,205	11.0%
Union Fringe Benefits	77,445,803	80,985,364	79,013,216	87,683,719	6,698,355	8.3%
Subtotal Union Labor	\$ 216,881,595	\$ 226,454,745	\$ 224,417,544	\$ 249,214,305	\$ 22,759,560	10.1%
Salaries and Non-Union Wages	97,106,819	108,038,439	105,115,145	119,242,089	11,203,650	10.4%
Non-Union Fringe Benefits	43,022,245	45,517,228	44,364,585	50,633,345	5,116,117	11.2%
Subtotal Non-Union Labor	\$ 140,129,064	\$ 153,555,667	\$ 149,479,730	\$ 169,875,433	\$ 16,319,766	10.6%
Allocation to Capital and GMP	\$ (8,680,123)	(10,268,408)	(8,811,245)	(11,839,795)	(1,571,387)	15.3%
Subtotal Labor and Fringe Benefits	\$ 348,330,537	\$ 369,742,004	\$ 365,086,029	\$ 407,249,943	\$ 37,507,939	10.1%
Services	45,121,264	61,771,461	61,771,461	64,362,158	2,590,697	4.2%
Materials and Supplies	32,068,622	33,030,690	33,030,690	32,924,067	(106,623)	(0.3%)
Fuel and Utilities	33,973,420	38,932,173	38,932,173	41,705,839	2,773,666	7.1%
Casualty and Liability	3,361,538	5,359,774	5,359,774	5,812,894	453,120	8.5%
Purchased Transportation	99,761,003	103,079,017	103,079,017	107,554,303	4,475,286	4.3%
Leases, Rentals and Miscellaneous	10,733,729	13,317,975	12,317,975	22,931,790	9,613,815	72.2%
Subtotal Non-Labor	\$ 225,019,577	\$ 255,491,090	\$ 254,491,090	\$ 275,291,051	\$ 19,799,961	7.7%
Subtotal Labor and Non-Labor	\$ 573,350,114	\$ 625,233,094	\$ 619,577,119	\$ 682,540,994	\$ 57,307,900	9.2%
Contingency	-	1,844,025	-	2,500,000	655,975	35.6%
Allocation to Capital and GMP	(802,084)	(867,119)	(867,119)	(1,040,994)	(173,875)	20.1%
Total Operating Expenses	\$ 572,548,030	\$ 626,210,000	\$ 618,710,000	\$ 684,000,000	\$ 57,790,000	9.2%

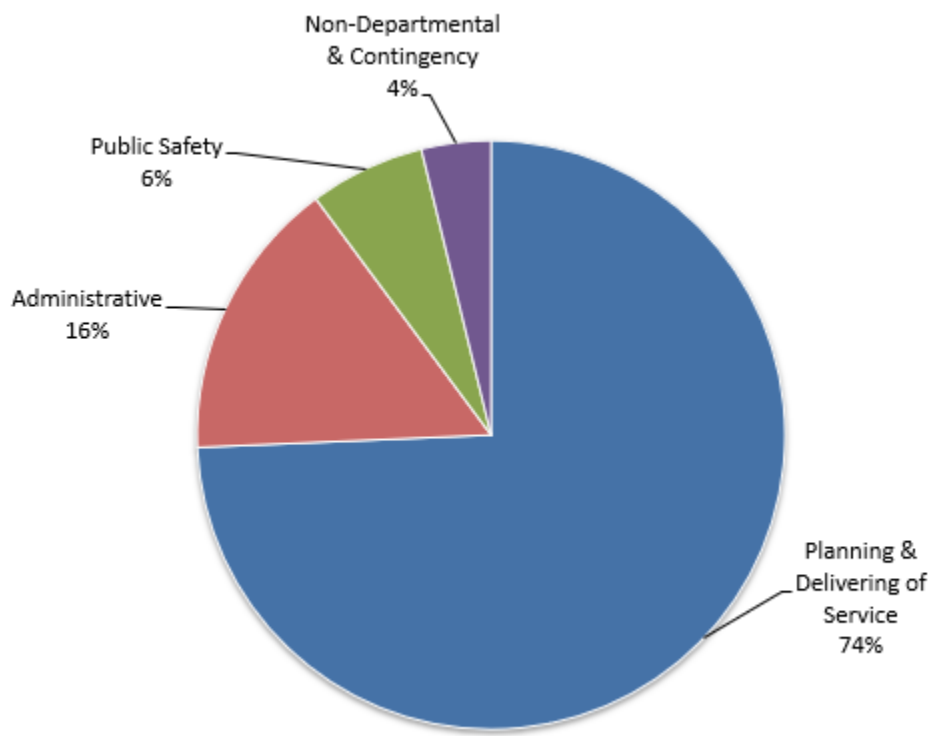
FY 2020 Operating Budget Breakdown

By Cost Category



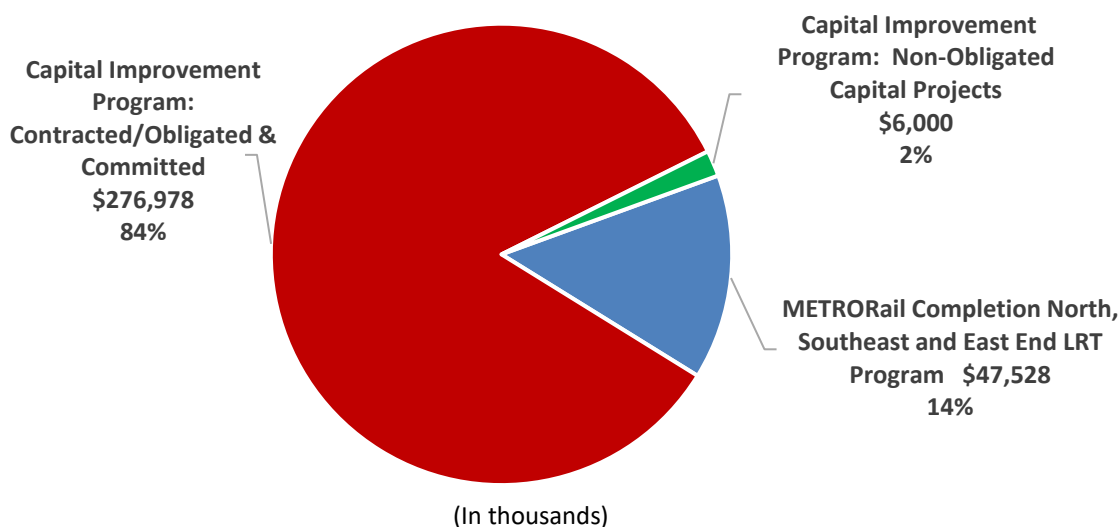
NOTE: Non-Union Pension represents 2.4% of total operating budget. Union Pension represents 3.1% of total operating budget.

By Function



Capital Budget

METRO's FY2020 Capital Programs: \$330,506,400



Capitalization Policy

The Authority's overall capitalization policy requires expenditures to be capitalized when they exceed \$5,000 and (a) the useful life of the asset acquired exceeds one year and/or (b) the useful life of an existing asset is increased beyond its original useful life. Please see the appendix F for complete capitalization guidelines.

FY2020 Capital Budget and Five-Year Capital Program Plan

METRO's Capital Programs consist of the METRORail Completion (MRC) Program and the Capital Improvement Program (CIP). It is the first year of the five-year plan that comprises the FY2020 budgets.

The Capital Improvement Program includes \$277.0 million for funding of Contracted/Obligated or Committed projects in FY2020 and the METRORail Completion Program involves a \$47.5 million effort.

A CIP project is considered Contracted/Obligated or Committed, if the project meets any of the following criteria:

- Involves a predominantly procured item and is under active contract.
- Has progressed beyond the Planning and Engineering/Design phase and is under contract for construction.
- Has a commitment or agreement with another external entity to advance the project, but not under contract.

FY2020 Capital Budget and Five-Year Capital Program Plan, continued

If a project is Non-Obligated, it may be funded from the \$6.0 million Non-Obligated Capital Project funds included in the FY2020 Budget. After internal review and recommendation, a project may be presented to the METRO Board for approval to move forward from the development phase into active status.

In order to do so, METRO executives convene a Capital Budget Review Committee meeting, or a series of meetings, to thoroughly review the project request using a company-wide Capital Project Ranking Model that assesses and vets the project from a standpoint of established METRO goals:

- **Create outstanding trip experiences for all users by connecting residents to more places, more often, in a clean, comfortable, safe and efficient environment.**
- **Enhance communities and lives by providing high quality mobility options for all service areas and users, which includes innovation and planning for the future.**
- **Maintain and improve an accessible transportation system infrastructure.**
- **Increase public awareness and support for the regional transportation system, which includes collaboration with regional and national leadership.**
- **Provide responsive, accountable and trustworthy governance within the METRO organization.**

If the project meets the intent of METRO's goals and results in a high score using the ranking model, the Capital Budget Review Committee can then recommend that the project be presented to the METRO Board for approval to move forward.

A Capital Improvement Project is considered a Non-Obligated Capital Project, if the project is:

- Predominantly a procured item and is not yet under contract.
- Currently in the early Planning and Engineering/Design phase and requires additional scoping before being assigned as a capital project.
- Included in the out-years of the current Five-Year CIP, and not currently under contract. In some cases, a multi-year project may be obligated in the first year only.

The types of capital improvement projects are categorized with their primary attribute as follows:

- Universal Accessibility initiatives focus on ADA compliance and enhancing our customers' ability to access METRO service.
- Investment in Safety initiatives reduce accidents and incidents involving our patrons and employees.
- Security initiatives reduce crime on METRO vehicles and at METRO facilities.
- Maintaining a State of Good Repair initiatives extend the life of METRO's capital assets, including revenue vehicles and public facilities.
- Customer Experience initiatives focus on providing quality service and amenities to our riders.
- Enhancing an Existing Asset initiative increases the value of the asset and can extend the life cycle replacement of an existing asset.

Five-Year Capital Program Plan

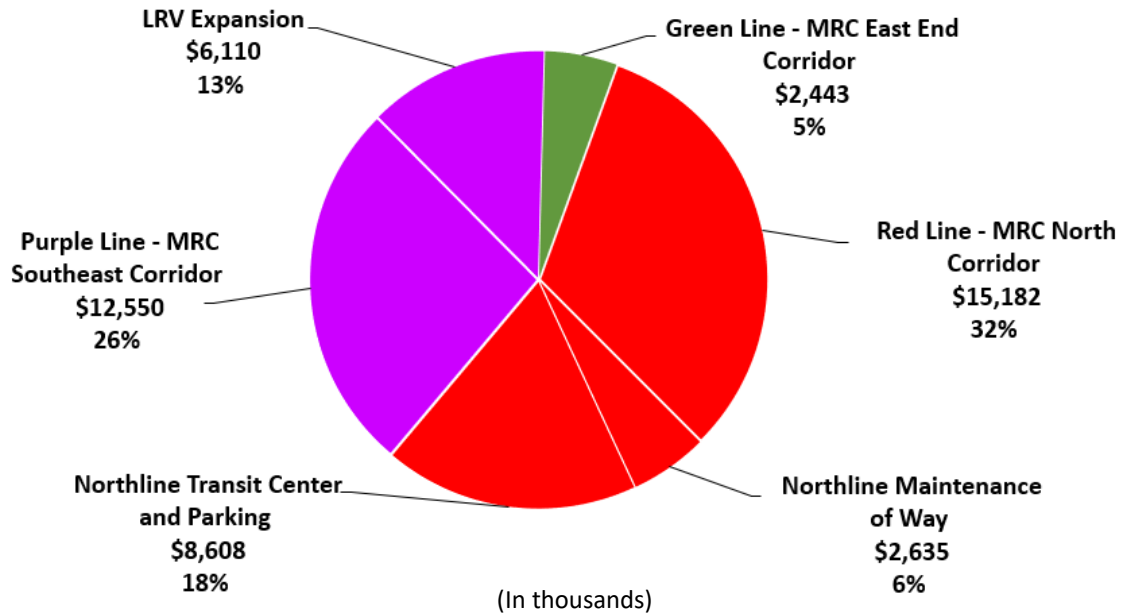
The following reflects METRO's Five-Year Capital Program plan:

PROJECTS (\$)	FY2020				
	<u>Budget</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>
METRORail Completion					
North, Southeast and East End LRT & LRV Program	\$ 36,285,415	\$ 4,954,506	\$ 14,944,165	\$ 10,903,899	\$ 807,877
Phase 2: Northline & Maintenance of Way facilities	11,243,000	19,413,000	25,387,000	3,273,000	-
METRORail Completion - Total	\$ 47,528,415	\$ 24,367,506	\$ 40,331,165	\$ 14,176,899	\$ 807,877
Capital Improvement Program					
Contracted/Obligated & Committed	235,793,424	199,529,972	154,077,218	135,742,640	115,312,789
Capital Improvement Program - METRONext*	41,184,561	112,359,805	221,028,023	384,079,359	421,989,334
Capital Improvement Program					
Non-Obligated Capital Project Fund	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Total Projects	\$ 330,506,400	\$ 342,257,283	\$ 421,436,406	\$ 539,998,898	\$ 544,110,000

* On August 13, 2019, the METRO Board of Directors passed and approved Resolution 2019-71. This resolution calls for a special election to be held on Tuesday, November 5, 2019 for the purpose of submitting to the qualified electors of the Metropolitan Transit Authority of Harris County, Texas, a proposition to authorize METRO to issue bonds, notes and other obligations payable, in whole or in part, from seventy-five percent (75%) of METRO's Sales and Use Tax revenues, with no resulting increase in the current rate of METRO's Sales and Use Tax, for the acquisition, construction, repair, equipping, improvement and/or extension of METRO's Transit Authority System (as described in the METRONext Transit System Plan), to approve such plan and the construction of a Phase III of METRO's rail system known as "METRORail" for purposes of the city charter of the City of Houston, and to continue to dedicate up to twenty-five percent (25%) of METRO's Sales and Use Tax revenues through September 30, 2040, for street improvements, mobility projects and other facilities and services; and making other provisions related to the subject. A general description of METRONext can be found in Appendix B of this Business Plan & Budget Book. Projected FY2020 expenditures for this footnoted project are included in the proposed FY2020 Budget.

METRORail Completion Program

FY2020 METRORail Completion Budget: \$47,528,415



The METRORail Completion program (MRC) began with Phase 1 of METRO's existing LRT system that added three lines (North, Southeast, and East End). This program included the design and construction of approximately 15 miles of LRT, 24 LRT stations, a storage facility on the Southeast line, a service and inspection facility on the East End line, and the procurement of 39 light rail vehicles (LRV) for the opening-day fleets.

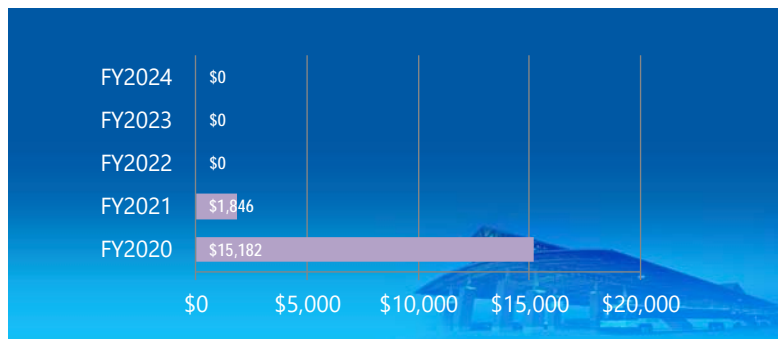
Phase 1 of the MRC program completes in FY2020 with the closeout of construction on the original three corridors and Phase 2 of the MRC Program will begin.

Phase 2 involves the procurement of the final order of 14 light rail vehicles, the construction of a Rail Operations Center storage track needed to accommodate the new LRVs, a number of safety initiatives on each of the three lines. Phase 2 would also involve the development of a new Northline Maintenance of Way facility that would include a METRO Police facility and the development of the Northline Transit Center and Parking facility, currently pending FTA approvals.

FY2020 METRO Rail Completion (MRC) (in thousands)	Grant	Finance	Local	Total
Red Line - MRC North Corridor	\$ 9,037	\$ -	\$ 6,145	\$ 15,182
Northline Maintenance of Way	1,568	-	1,067	2,635
Northline Transit Center and Parking	5,124	-	3,484	8,608
Purple Line - MRC Southeast Corridor	6,863	-	5,687	12,550
LRV Expansion	3,103	2,789	218	6,110
Green Line - MRC East End Corridor	-	-	2,443	2,443
Total METRORail Completion	\$ 25,695	\$ 2,789	\$ 19,045	\$ 47,528

Red Line - MRC North Corridor & Other Expenditures

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

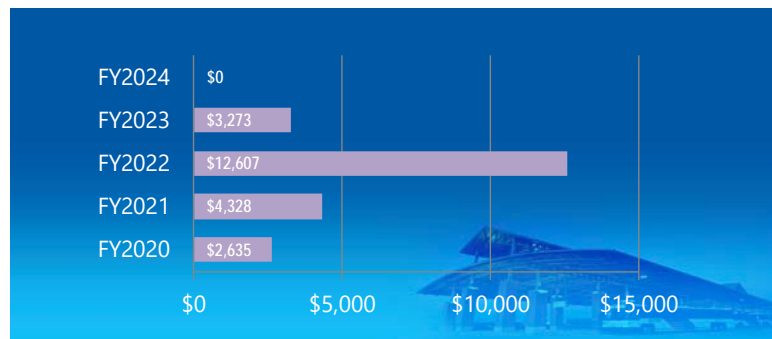
The North Line Project is a 5.31-mile fixed guideway system that includes 8 platforms, an opening day fleet of 14 LRT vehicles, and extends the existing Main St. light rail line from the University of Houston Downtown to the newly expanded Northline Transit Center. The project's goal is to provide a high-capacity transportation system in the corridor that encourages economic development and revitalization, provides more frequent trips and expanded hours from the North Line Project, and improves customer experience as a one-seat ride to employment and recreation centers from Northline to Fannin South, linking the historic Northside area with employment centers downtown and in the Texas Medical Center. The North Line project includes a full buildout of the Rail Operations Center yard track to increase LRV storage capacity from 40 to 60 vehicles. The project is included in North Corridor FFGA Phase 2, and includes design, site work and drainage, track and overhead catenary system (OCS). Additionally, there will be a Burnett Maintenance of Way (MOW) / Police Building built, currently under review with the FTA and would be operational by FY2024.

Operating Impact

The cost of maintenance and eventual replacement have been developed as part of the long range operating budget.

Northline Maintenance of Way

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The Maintenance of Way project consists of constructing a new Maintenance of Way (MOW) facility for METRO Rail. This facility is part of FFGA Phase 2 scope. A new building is proposed to house both Metro Police Department (MPD) and Maintenance of Way facility on the METRO owned parcel located at 1507 Keene Street, which is located on the northeast area of the IH 45 and IH 10 interchange. This parcel is approximately 2.56 acres and will include a multi-story building, parking (surface and garage), and stormwater detention facilities. The MOW requires additional right-of-way for inventory storage, utility and heavy equipment.

Operating Impact

The cost of maintenance and eventual replacement have been developed as part of the long range operating budget.

Northline Transit Center and Parking

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

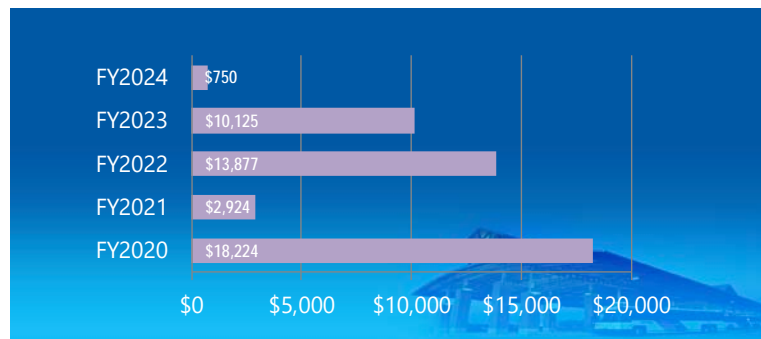
The Northline Transit Center and Parking project consist of construction of a new facility along with parking adjacent to the Houston Community College. A central parking structure at the north end of the Red Line would encourage additional riders among students and staff and will enhance safety and security.

Operating Impact

The cost of maintenance and eventual replacement have been developed as part of the long range operating budget.

Purple Line - MRC Southeast Corridor

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

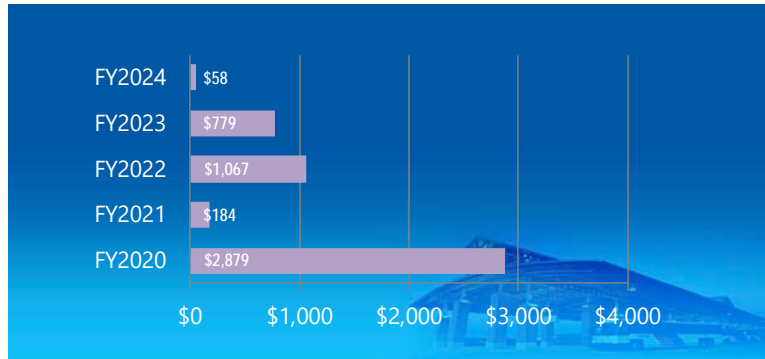
The Southeast Line Project is a 6.56-mile, double track-LRT line, with 10 stations, a storage facility and an opening day fleet of 15 LRT vehicles. The project will operate in semi-exclusive right-of-way from downtown Houston, east to the University of Houston main campus and Texas Southern University to a terminus along Griggs Road at Beekman Road. Additional Light Rail Vehicles (LRVs) are being added with Phase 2 procurement, totaling 14 light rail vehicles, with one diverting to the East End Line. The Project intersects with the Red Line in downtown Houston and is intended to provide improved mobility for transit-dependent populations and to connect Southeast Line commuters to the major activity centers of downtown and the Texas Medical Center.

Operating Impact

The cost of maintenance and eventual replacement have been developed as part of the long-range operating budget.

Green Line - MRC East End Corridor

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The East End Line Project is a 3.34-mile, double track-LRT line with 6 stations, a Service & Inspection Facility, and an opening day fleet of 10 LRT vehicles. The project extends from the Southeast Line in the East downtown area. At Dowling Street, the East End Line leaves the Southeast Line and then crosses the Union Pacific Railroad (UPRR) tracks using the existing underpass. The line continues east in the median of Harrisburg Blvd. and crosses over the UPRR via an overpass and then continues in the median of Harrisburg to the terminus of the line at 70th Street and Magnolia Transit Center. The East End Line Project includes the Harrisburg Overpass Project involving a 2,400 linear feet overpass along Harrisburg, starting at Linwood Street and extending east, crossing over the railroad tracks at Hughes St. and ending approximately 250 linear feet east of 66th street. The project includes landscaping along the project limits, rope lighting on either side of the bridge, underpass lighting, blue accent lighting under the bridge, and a crossing gate at 66th Street. One additional Light Rail Vehicle (LRV) is being added with Phase 2 procurement, out of a total 14 LRV procurement.

Operating Impact

The cost of maintenance and eventual replacement have been developed as part of the long-range operating budget.

Capital Improvement Program

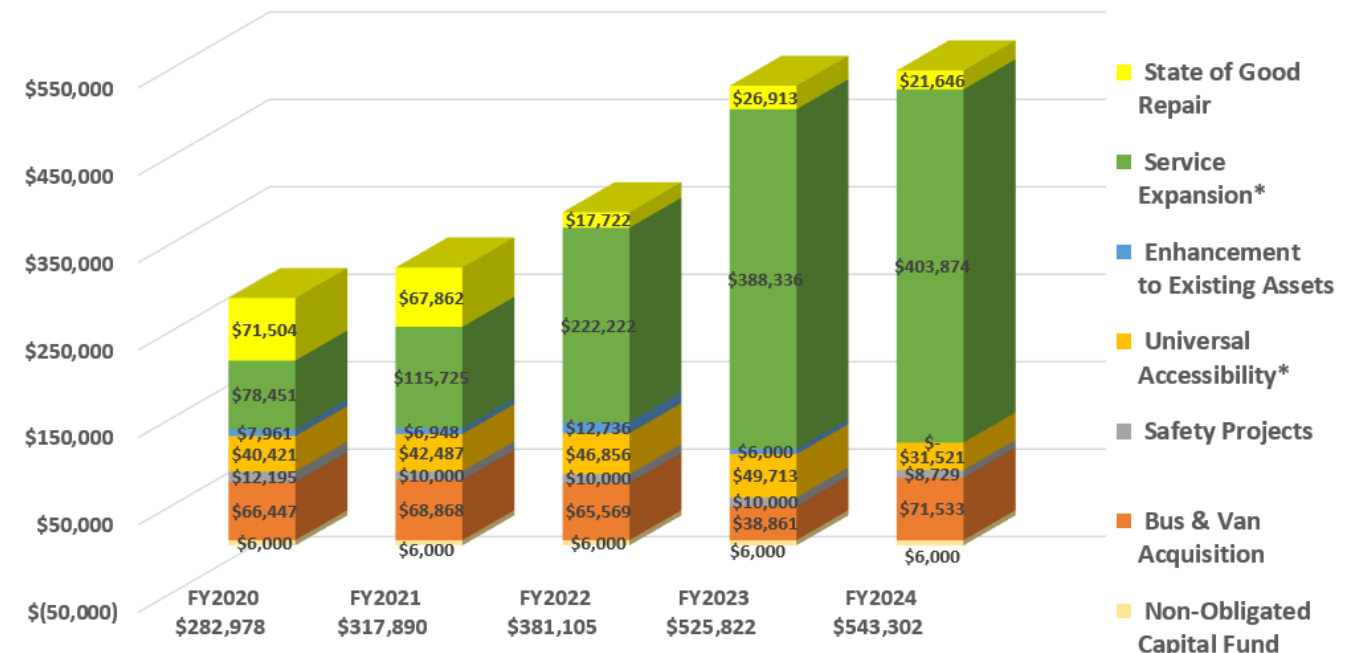
The Capital Improvement Program (CIP) provides for the capital needs that are outside the scope of the METRORail Expansion (e.g. bus replacement, facility renovations, procurement of equipment).

The Authority's funding of its capital improvement plan is subject to available funding sources and access to the financial markets. METRO launched capital improvement projects that will help preserve its capability for high-quality service delivery and keep the system in a state of good repair.

Capital Improvement Program – Contracted/Obligated, Committed, and Non-Obligated Projects

FY2020 Capital Improvement Program (in thousands)	Grant	Finance	Local	Total
Bus & Van Acquisition (Subset of SOGR)	\$ -	\$ 55,252	\$ 11,195	\$ 66,447
Safety Projects	-	-	12,195	12,195
Universal Accessibility	15,230	15,635	9,556	40,421
Enhancements to Existing Assets	3,428	-	4,533	7,961
Service Expansion	22,681	25,905	29,865	78,451
State of Good Repair	5,054	14,911	51,539	71,504
Non-Obligated Capital Fund			6,000	6,000
Total Capital Improvement Program	\$ 46,393	\$ 111,703	\$ 124,882	\$ 282,978

The infrastructure supported by the FY2020 CIP budget includes facilities (maintenance and administrative support), revenue rolling stock (rail cars, buses and paratransit vans), and bus system infrastructure including transit center improvements and bus shelters. Maintenance of these assets is critical to ensure a high level of service, reliability and optimized operating costs. There are five main project types: State of Good Repair Projects (SOGR), Universal Accessibility Projects, Enhancements to Existing Assets, Safety Projects, and Service Expansion / New Projects. The Enhancements to Existing Assets category includes two projects that are expected to be funded using FFGA grants, and the five-year cash flow includes their expected grant reimbursements in the FFGA section.



(in thousands)

Capital Improvement Program, continued

* The METRONext program to enhance mobility and ease traffic congestion within the METRO territory and service area will be voted on in the upcoming November 2019 Referendum. This METRONext project is included in the FY2020 Capital Budget and will continue regardless of the outcome of the Referendum vote. Refer to details of the METROPOLITAN TRANSIT AUTHORITY OF HARRIS COUNTY, TEXAS PROPOSITION A, METRONext Program, located in Appendix B of this FY2020 Business Plan & Budget Book.

* On August 13, 2019, the METRO Board of Directors passed and approved Resolution 2019-71. This resolution calls for a special election to be held on Tuesday, November 5, 2019 for the purpose of submitting to the qualified electors of the Metropolitan Transit Authority of Harris County, Texas, a proposition to authorize METRO to issue bonds, notes and other obligations payable, in whole or in part, from seventy-five percent (75%) of METRO's Sales and Use Tax revenues, with no resulting increase in the current rate of METRO's Sales and Use Tax, for the acquisition, construction, repair, equipping, improvement and/or extension of METRO's Transit Authority System (as described in the METRONext Transit System Plan), to approve such plan and the construction of a Phase III of METRO's rail system known as "METRORail" for purposes of the city charter of the City of Houston, and to continue to dedicate up to twenty-five percent (25%) of METRO's Sales and Use Tax revenues through September 30, 2040, for street improvements, mobility projects and other facilities and services; and making other provisions related to the subject. A general description of METRONext can be found in Appendix B of this Business Plan & Budget Book. Projected FY2020 expenditures for this footnoted project are included in the proposed FY2020 Budget.

Capital Improvement Program – Non-Obligated Capital Projects

Capital Improvement Projects, which may be funded from the \$6.0 million Non-Obligated Capital Project Fund, will be selected by the METRO Capital Budget Review (CBR) committee, prioritized and recommended to move forward for METRO Board approval to advance the projects from their conceptual/ developmental design phase into active capital project status.

Projects potentially funded from the Non-Obligated Capital Project Fund:

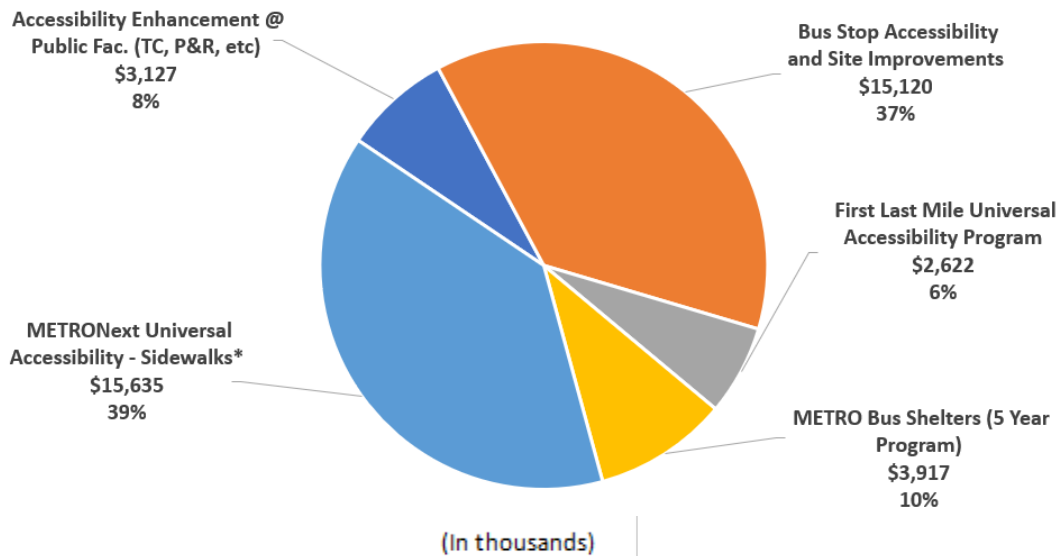
<u>FY2020 CIP Program (in thousands)</u>	<u>Grant</u>	<u>Local</u>	<u>Total</u>
Universal Accessibility	\$ -	\$ 1,271	\$ 1,271
State of Good Repair (SOGR)	-	35,757	35,757
Enhancements to Existing Assets	-	39,409	39,409
Safety Projects	-	-	-
Service Expansion / New Projects	-	-	-
Total Non-Obligated CIP	\$ -	\$ 76,437	\$ 76,437

Universal Accessibility Projects

The Capital Improvement Program (CIP) provides for a capital upgrade program titled “Universal Accessibility”, which is designed to ensure that METRO’s facilities and services are usable for all riders.

Although METRO’s entire fleet of buses and trains are already accessible, improvements to bus stops, bus shelters, and public facilities will make it easier for riders to use the system. These improvements include installing new bus shelters, the repair sidewalks, ADA ramps, bus stop pads, and crosswalks considered as Tier 1 Bus Stop ADA Compliance upgrades. The Universal Accessibility program will also provide enhancements at a number of METRO public facilities (such as Park & Ride lots and transit centers), “First & Last Mile” Universal Accessibility and bus stop signage upgrades at over 7,000 locations over a five-year timeframe.

FY2020 Universal Accessibility Project Budget: \$40,421,545



Universal Accessibility – Contracted/Obligated or Committed

FY2020 Universal Accessibility Projects (in thousands)	Grant	Finance	Local	Total
Accessibility Enhancement @ Public Fac. (TC, P&R, etc)	\$ -	\$ -	\$ 3,127	\$ 3,127
Bus Stop Accessibility and Site Improvements	12,096	-	3,024	15,120
First Last Mile Universal Accessibility Program	-	-	2,622	2,622
METRO Bus Shelters (5 Year Program)	3,134	-	783	3,917
METRONext Universal Accessibility - Sidewalks*	-	15,635	-	15,635
Total Universal Accessibility	\$ 15,230	\$ 15,635	\$ 9,556	\$ 40,421

* On August 13, 2019, the METRO Board of Directors passed and approved Resolution 2019-71. This resolution calls for a special election to be held on Tuesday, November 5, 2019 for the purpose of submitting to the qualified electors of the Metropolitan Transit Authority of Harris County, Texas, a proposition to authorize METRO to issue bonds, notes and other obligations payable, in whole or in part,

from seventy-five percent (75%) of METRO's Sales and Use Tax revenues, with no resulting increase in the current rate of METRO's Sales and Use Tax, for the acquisition, construction, repair, equipping, improvement and/or extension of METRO's Transit Authority System (as described in the METRONext Transit System Plan), to approve such plan and the construction of a Phase III of METRO's rail system known as "METRORail" for purposes of the city charter of the City of Houston, and to continue to dedicate up to twenty-five percent (25%) of METRO's Sales and Use Tax revenues through September 30, 2040, for street improvements, mobility projects and other facilities and services; and making other provisions related to the subject. A general description of METRONext can be found in Appendix B of this Business Plan & Budget Book. Projected FY2020 expenditures for this footnoted project are included in the proposed FY2020 Budget.

Accessibility Enhancements at Public Facilities

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

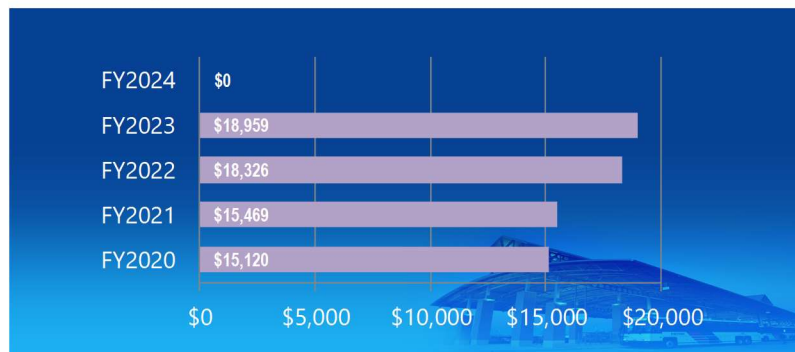
This project includes: Installation of safety and accessibility features such as bus platform/elevator/restroom identification signs in Braille and tactile lettering for visually impaired people; adding or modifying curb ramps with new raised dome plates in front of vehicular pathways, restriping if needed, and adding stop bar/crosswalk to enhance pedestrian safety etc. The project will provide further universal accessibility at METRO public facilities (e.g. Park & Rides & Transit Centers) with improved ADA features.

Operating Impact

This project will be implemented in multiple phases during construction thereby reducing operational impacts.

Bus Stop Accessibility and Site Improvements Program

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

METRO's bus stops have been ranked in their need for accessibility improvements. In FY2019, METRO began addressing the highest priority (Tier 1) stops. Some of the accessibility improvements will be sidewalk repair, ADA ramps, bus stop pads, crosswalks, pad leveling etc. Other improvements could be the removal of elements at discontinued stops and adding required site amenities such as trash receptacles at stops that are in need of them. With improved accessibility and improved safety and security, customers will be more likely to use METRO buses on a more frequent basis.

Operating Impact

This project will result in reduced operating costs. Currently, the Facility Maintenance department spends an excessive amount of recurring maintenance funds to keep these areas with accessibility issues in a state of good repair. With improved accessibility features, approximately \$1 million can be saved over a five-year period.

First and Last Mile Universal Accessibility Program

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

To improve access to most patrons by incorporating and enhancing universal access elements to improve pedestrian networks and connectivity. ADA accessibility, bike and stroller access, etc. will be made available at selected locations near bus stops and rail stations throughout the system. The program will also develop Universal Accessibility guidelines for the agency. METRO intends to secure FTA/TxDOT funding to fund this program.

Operating Impact

This project will increase ridership by enhancing access to all customers, especially those who may be transit-dependent and have challenges with the first or last mile of their trip. This program will leverage funds with other agencies which will allow improvements to have a greater impact to the access and connectivity of the transit system.

METRO Bus Shelters (5 Year Program)

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

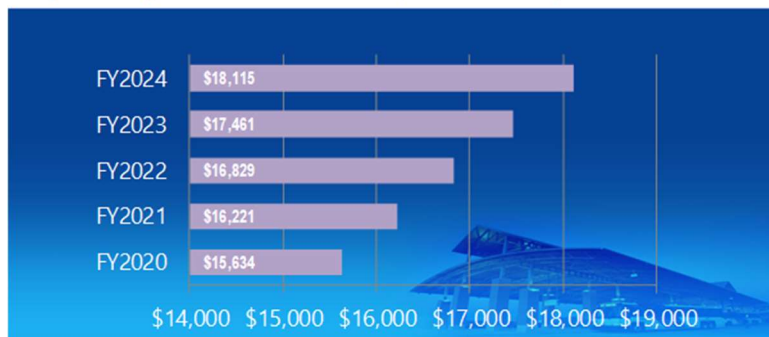
The METRO New Bus Network program restructured the existing bus network to be more aligned with the needs of METRO's growing service area. There will be 100 new bus shelters installed in FY2020. This program reinforces METRO's commitment to reinvest in the Authority's bus system backbone and continues to be a proven way to enhance ridership. METRO history has proven that a shelter placed in a location that meets placement criteria will increase ridership by 20 boardings per day on average.

Operating Impact

Additional bus shelters result in increased operating and maintenance costs. Maintenance cost (cleaning, breakage, etc.) for the additional shelters will be included in the annual operating budget. The estimated annual maintenance cost per shelter is an average of \$1,200.

METRONext Universal Accessibility - Sidewalks

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

On August 13, 2019, the METRO Board of Directors passed and approved Resolution 2019-71. This resolution calls for a special election to be held on Tuesday, November 5, 2019 for the purpose of submitting to the qualified electors of the Metropolitan Transit Authority of Harris County, Texas, a proposition to authorize METRO to issue bonds, notes and other obligations payable, in whole or in part, from seventy-five percent (75%) of METRO's Sales and Use Tax revenues, with no resulting increase in the current rate of METRO's Sales and Use Tax, for the acquisition, construction, repair, equipping, improvement and/or extension of METRO's Transit Authority System (as described in the METRONext Transit System Plan), to approve such plan and the construction of a Phase III of METRO's rail system known as "METRORail" for purposes of the city charter of the City of Houston, and to continue to dedicate up to twenty-five percent (25%) of METRO's Sales and Use Tax revenues through September 30, 2040, for street improvements, mobility projects and other facilities and services; and making other provisions related to the subject. A general description of METRONext can be found in Appendix B of this Business Plan & Budget Book. Projected FY2020 expenditures for this footnoted project are included in the proposed FY2020 Budget.

Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

Universal Accessibility – Non-Obligated Capital Projects

Capital Improvement Projects, which may be funded from the \$6.0 million Non-Obligated Capital Project Fund, will be selected by the METRO Capital Budget Review (CBR) committee, prioritized and recommended to move forward for METRO Board approval to advance the projects from their conceptual/ developmental design phase into active capital project status.

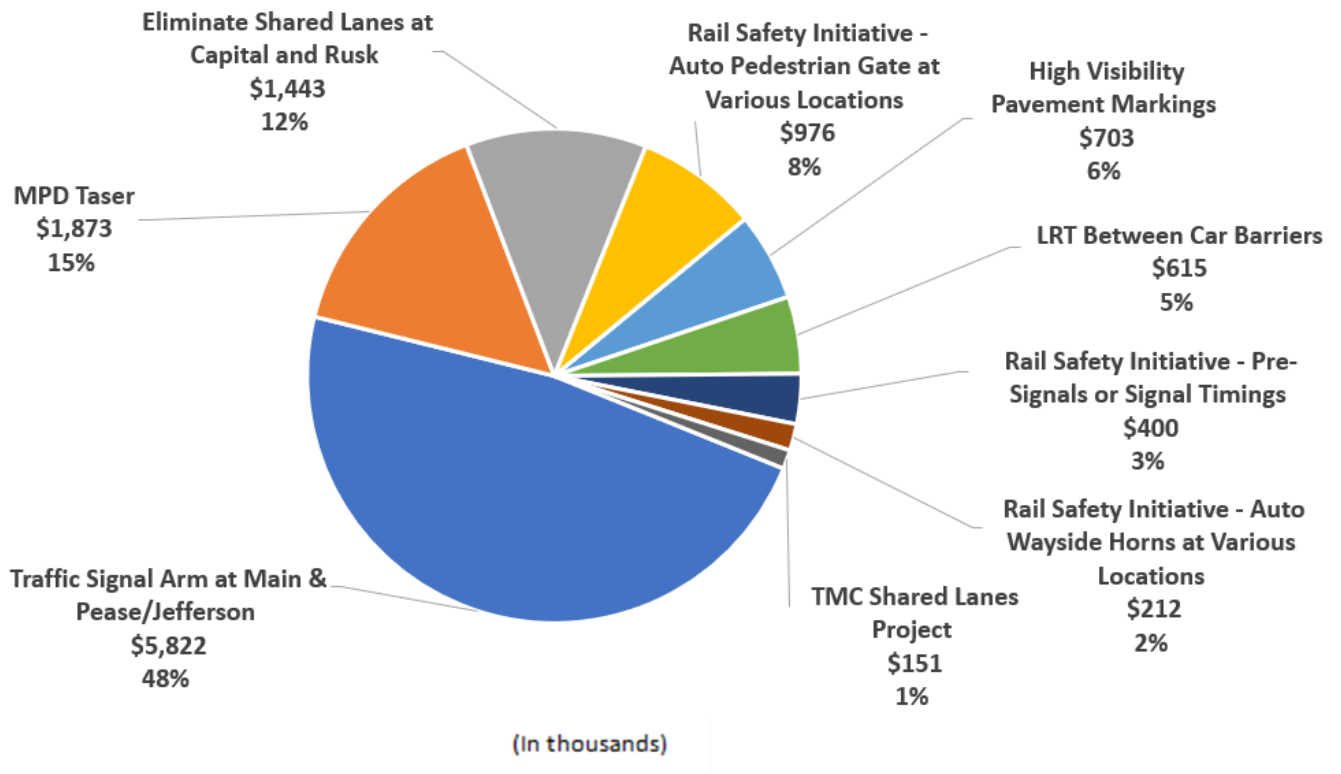
Projects potentially funded from the Non-Obligated Capital Project Fund:

<u>Universal Accessibility</u> (in thousands)	<u>Grant</u>	<u>Local</u>	<u>Total</u>
Accessibility & Safety Enhancement - Field Service Center (FSC)	\$ -	\$ 550	\$ 550
Accessibility & Safety Enhancement - Central Stores (CS)	-	440	440
Accessibility & Safety Enhancement - Rail Ops Center (ROC)	-	220	220
Accessibility & Safety Enhancement - Griggs Facility	-	61	61
Total Universal Accessibility	\$ -	\$ 1,271	\$ 1,271

Safety Projects

The Capital Improvement Program (CIP) provides for a capital upgrade program titled “Safety”, which are projects designed to reduce accidents and incidents on the METRO system.

FY2020 Safety - Enhancements to Existing Assets: \$12,194,500



Safety Projects – Contracted/Obligated or Committed

FY2020 SAFETY Projects (in thousands)	Finance	Local	Total
Traffic Signal Arm at Main & Pease/Jefferson	\$ -	\$ 5,822	\$ 5,822
MPD Taser	-	1,873	1,873
Eliminate Shared Lanes at Capital and Rusk	-	1,443	1,443
Rail Safety Initiative - Auto Pedestrian Gate at Various Locations	-	976	976
High Visibility Pavement Markings	-	703	703
LRT Between Car Barriers	-	615	615
Rail Safety Initiative - Pre-Signals or Signal Timings	-	400	400
Rail Safety Initiative - Auto Wayside Horns at Various Locations	-	212	212
TMC Shared Lanes Project	-	151	151
Total SAFETY	\$ -	\$ 12,195	\$ 12,195

Traffic Signal Arm at Main & Pease and Main & Jefferson

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This project may install a longer traffic light arm and may add three traffic light fixtures above each traffic lane in an effort to better alert drivers to the standard traffic lighting at this intersection. The individual traffic light fixtures would be further illuminated with an LED back plate providing added visibility to the traffic lights.

Operating Impact

The cost of maintenance and eventual replacement have been developed as part of the long range operating budget.

MPD Tasers & Cameras

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The MPD Taser project will combine tasers, body cameras, and telemetrics in a coordinated system that coordinates communication with each component and transfers information uniformly. This MPD Taser system technology would be considered as a law enforcement best practice and would greatly improve the MPD response for public safety.

Operating Impact

This initiative will improve safety and customer experience by providing METRO Police with updated technology which will increase accountability and safety for officers and patrons.

Eliminate Shared Lanes at Capital & Rusk

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This project, located in the vicinity of the Capital and Rusk Streets, may install a series of delineated rail line separators from local traffic lanes in an effort to reduce the amount of incidents and accidents associated with Light Rail Vehicles sharing the same lane with automobile traffic entering the lane to turn left.

Operating Impact

The cost of maintenance and eventual replacement have been developed as part of the long range operating budget.

Rail Safety Initiative - Auto Pedestrian Gate at Various Locations

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

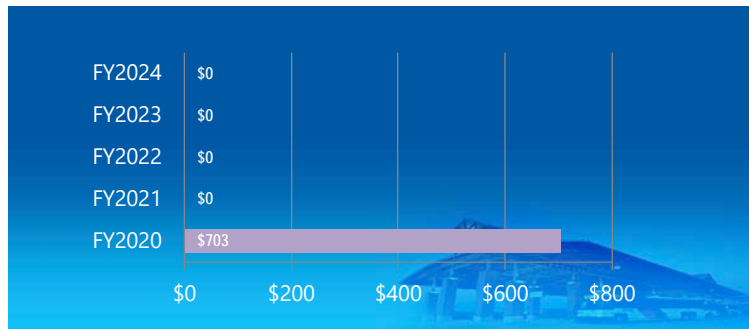
Based on incidents at several locations, METRO is attempting to reduce, prevent or discourage pedestrian or bicyclist from crossing trackway when an LRT vehicle is approaching train and interactions by using pedestrian gates to keep the trackway clear when a train is approaching. 6 locations have been identified where crossing gates, or other pedestrian channelization measures could be used to increase safety.

Operating Impact

The additional hardware will require more maintenance effort.

High Visibility Pavement Markings

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

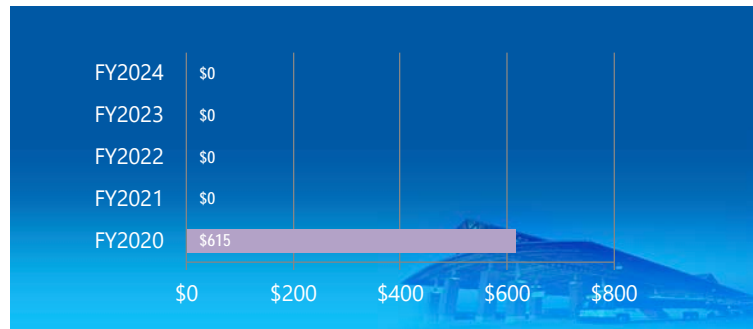
This project may paint specific crosswalks and railroad crossing pavement signage with high visibility pavement markings in an effort to better define the correct crossing locations and railroad crossing pavement markings

Operating Impact

The cost of maintenance and eventual replacement have been developed as part of the long range operating budget.

LRT Between car Barriers

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

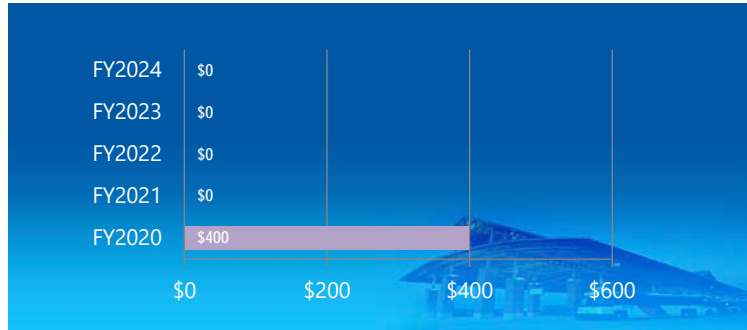
The FTA now requires that all trains provide measures to warn visually impaired patrons of the gap between trains while boarding is occurring. The most effective implementation of this requirement is to place a short barrier along the tactile strip area of the station platform where a train's gap will be located. This will require signage and additional training of operators to stop with enough precision to allow this measure to work without impacting the passenger experience.

Operating Impact

Maintenance of barriers will be required.

Rail Safety Initiative - Pre-Signals or Signal Timings

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The purpose of pre-signal installation is to clear motor vehicles off the tracks and prevent any more motor vehicles to move onto tracks. Pre-signal may also prevent queues from forming between intersection and LRT tracks. Main @ Elgin is proposed as a pilot testing location.

Operating Impact

These projects will improve safety and greatly reduce accidents. Operating Impacts will be determined on a case by case basis which should be minimal.

Rail Safety Initiative - Auto Wayside Horns at Various Locations

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

Based on incidents at several locations, METRO is attempting to reduce train and pedestrian interactions by using wayside horns to keep the trackway clear when a train is approaching. A pilot location has been selected at Fannin and I-610 to evaluate the effectiveness of this measure.

Operating Impact

The additional hardware will require more maintenance effort.

Safety - TMC Shared Lanes Project

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

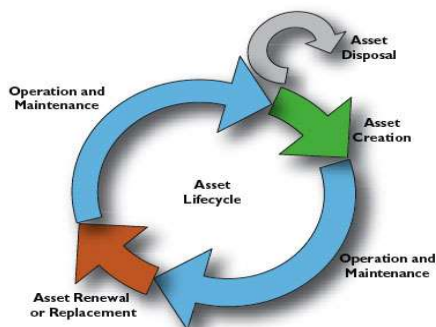
This project may eliminate the shared turn lanes in the Texas Medical Center. Guideway to be fully dedicated for LRVs and emergency vehicles. This project includes: lane separators, traffic signal upgrades, pedestrian fencing, pavement markings, & signage.

Operating Impact

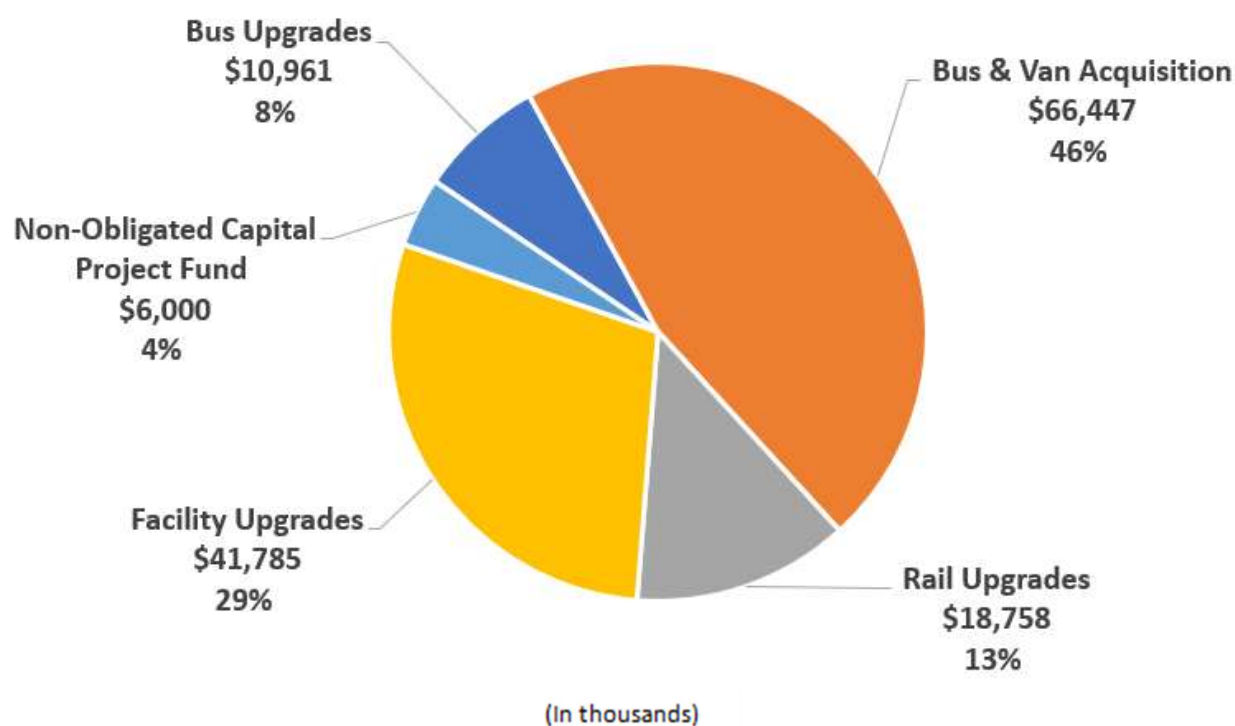
The cost of maintenance and eventual replacement have been developed as part of the long range operating budget.

State of Good Repair (SOGR) Projects

A state of good repair standard is where all capital assets are functioning at their ideal capacity within their design life. -- Federal Transit Administration (FTA)



FY2020 Bus & Van Acquisitions and State of Good Repair Projects \$143,950,905



State of Good Repair (SOGR) – Contracted/Obligated or Committed

Bus Fleet Vehicle Acquisition

Bus & Van Acquisition (Subset of SOGR) (in thousands)	Grant	Finance	Local	Total
45' Commuter Buses	\$ -	\$ 30,309	\$ -	\$ 30,309
40' Transit Buses (Clean Diesel)	-	18,261	-	18,261
Alternative Service Vehicle	-	3,887	3,888	7,775
40' Transit (CNG) NOVA Bus	-	2,794	2,795	5,589
METROLIFT Vans	-	-	4,372	4,372
Wheelchair Vans	-	-	142	142
Total Bus & Van Acquisition SOGR	\$ -	\$ 55,251	\$ 11,196	\$ 66,447

State of Good Repair (SOGR) – Contracted/Obligated or Committed, continued

FY2020 State of Good Repair Projects (in thousands)	Grant	Finance	Local	Total
Bus Upgrades				
All Fleets-Engines	\$ -	\$ -	\$ 4,600	\$ 4,600
All Fleets-Transmissions	-	-	1,750	1,750
All Fleets-Axles	-	-	1,100	1,100
All Fleets-HEV Hybrid Bus Batteries	-	-	1,060	1,060
FSC Tools & Equipment	-	-	805	805
ALL New Bus Make Ready	-	-	700	700
Bus GPS Router Replacement	-	476	-	476
Police Motorcycle Replacement	-	-	435	435
ALL New METROLift Make Ready	-	-	35	35
Total Bus Upgrade State of Good Repair Projects	\$ -	\$ 476	\$ 10,485	\$ 10,961
Rail Upgrades				
Redline Rail Tie Upgrade	\$ 2,500	\$ -	\$ 2,760	\$ 5,260
ROC Tie Upgrades/Crossing Replacement (Ph 1)	-	-	4,964	4,964
Redline Drainage Improvement	-	-	2,883	2,883
LRV Friction Brake Overhaul (H1/H2/H3 LRVs)	-	-	2,040	2,040
Pull Boxes	-	1,645	-	1,645
Sunset Reconstruction	-	-	936	936
LRV Door Overhaul	-	-	480	480
LRV Headlight Upgrade Wig/Wag	-	-	210	210
LRV Truck Overhaul	-	-	195	195
EKOS Switch Rollers	-	-	120	120
Fannin Switch Upgrade	-	-	25	25
Total Rail Upgrade State of Good Repair Projects	\$ 2,500	\$ 1,645	\$ 14,613	\$ 18,758
Facility Upgrades				
Automated Fare Collection Equipment Replacement	\$ -	\$ 10,810	\$ -	\$ 10,810
Kashmere BOF Electrical System	-	-	5,789	5,789
Field Service Roof Construction	-	-	5,087	5,087
Lifecycle Cost of Existing Capital Assets	-	-	3,625	3,625
NWBOF Bus Wash	2,554	-	639	3,193
UNIX/Intel Servers & Storage Enhancements	-	-	2,811	2,811
BOF Shop Tools Garage Equipment	-	-	2,118	2,118
Fortify Network Communications	-	1,981	-	1,981
Replace Existing Waste Water Treatment Plant Hiram Clair	-	-	1,807	1,807
Polk Oil Water Separator System Rehab	-	-	1,492	1,492
SAP HANA	-	-	1,212	1,212
Hillcroft Park & Ride Canopy	-	-	760	760
Bus-OPS Crane, Hi-Rail and Platform Trucks	-	-	500	500
Artwork Glass Rehabilitation	-	-	337	337
IT Data Management System	-	-	263	263
Total Facility Upgrade State of Good Repair Projects	\$ 2,554	\$ 12,790	\$ 26,440	\$ 41,785
Non-Obligated Capital Project Fund				
Committed / Non-Obligated Capital Project Fund	\$ -	\$ -	\$ 6,000	\$ 6,000
Total State of Good Repair Projects	\$ 5,054	\$ 14,911	\$ 57,538	\$ 77,504
Total Bus & Van Acquisition SOGR	\$ -	\$ 55,251	\$ 11,196	\$ 66,447
Total State of Good Repair	\$ 5,054	\$ 70,162	\$ 68,735	\$ 143,951

45' Commuter Buses

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

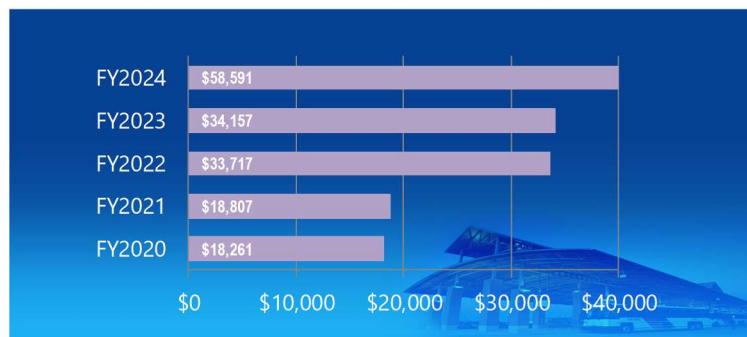
This procurement of 134 commuter buses in FY2020 is part of METRO's bus replacement program. New operating data with the clean diesel buses has shown that the transit buses are more cost-effective for the daily commuter routes to and from Park & Ride lots. New commuter buses include new camera systems that will enhance security and safety for both customers and operators.

Operating Impact

Procurement of these buses is part of the life-cycle replacement and will maintain operational reliability and cost-effectiveness. Regularly replacing commuter buses that have met their useful life not only improves customer experience, but provides stability and predictability by leveling the fleet asset management costs over time.

40' Transit Buses - Clean Diesel

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

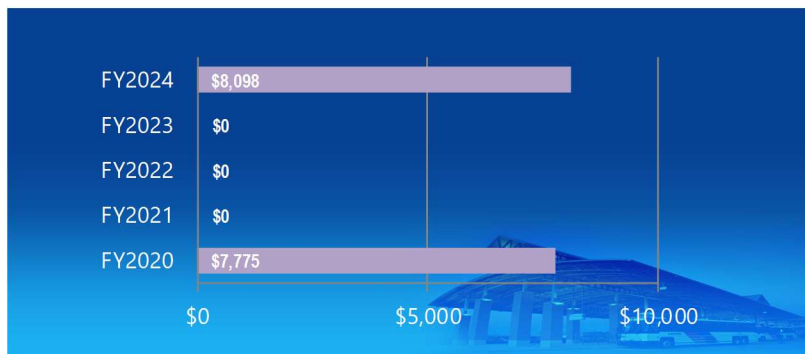
FY2020 thru FY2024 includes 291 Transit buses in the five year plan. New operating data with the clean diesel buses has shown that the transit buses are more cost-effective for the daily transit routes. New transit buses include new camera systems that will enhance security and safety for both customers and operators.

Operating Impact

Procurement of these buses is part of the life-cycle replacement and will maintain operational reliability and cost-effectiveness. Regularly replacing transit buses that have met their useful life with new buses, not only improves customer experience, but provides stability and predictability by leveling the fleet asset management costs over time.

Alternative Service Vehicles

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

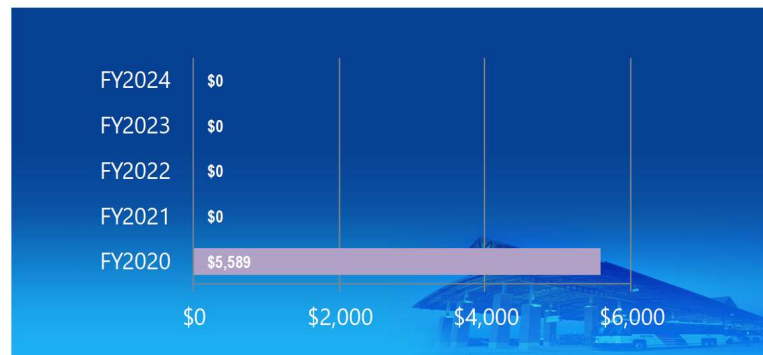
Purchase and replacement of 80 alternative service vehicles that have met their useful life. New vehicles would improve the customer experience, which would lead to more use of METRO's transit system.

Operating Impact

This purchase will keep operating costs in check and will increase reliability as a life-cycle replacement. Regularly replacing vehicles that have met their useful life not only improves customer experience, but provides stability and predictability by leveling the fleet asset management costs over time.

40' Transit CNG Buses

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

FY2020 thru FY2024 includes 40' Transit CNG buses in the five year plan. Operating data with the CNG buses has shown that the transit buses are cost-effective for the daily transit routes. New transit buses include new camera systems that will enhance security and safety for both customers and operators.

Operating Impact

Procurement of these buses is part of the life-cycle replacement and will maintain operational reliability and cost-effectiveness. Regularly replacing transit buses that have met their useful life with new buses, not only improves customer experience, but provides stability and predictability by leveling the fleet asset management costs over time.

METROLift Vans

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

Purchase of 40 paratransit vans per year is a part of METRO's annual METROLift paratransit van replacement program. Replacing paratransit vans that have met their useful life with new paratransit vans improves the customer's experience. New paratransit vans with camera systems and improved lift devices also enhance security and safety for both customers and operators.

Operating Impact

This purchase will keep operating costs in check and will increase reliability as a life-cycle replacement. Regularly replacing METROLift vans that have met their useful life not only improves customer experience, but provides stability and predictability by leveling the fleet asset management costs over time.

Non-Revenue Vehicles

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

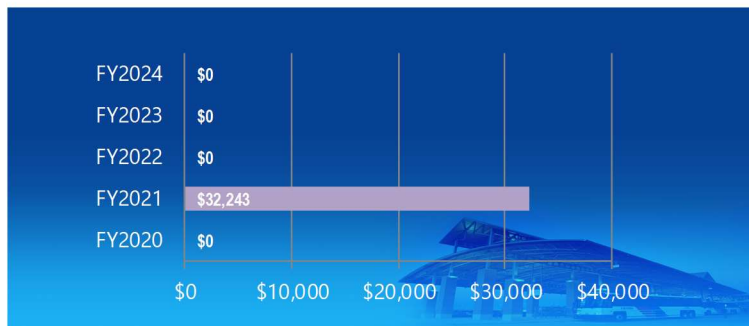
Non-Revenue vehicles in FY2020-2024 includes wheelchair vans, pickup trucks, SUV police vehicles, speciality vehicles and motorcycle replacements. Requirements are based on life cycle averages, anticipated purchases and retirements.

Operating Impact

This purchase will reduce the vehicles' operating cost and increase their reliability and safety.

60' Articulated Buses

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

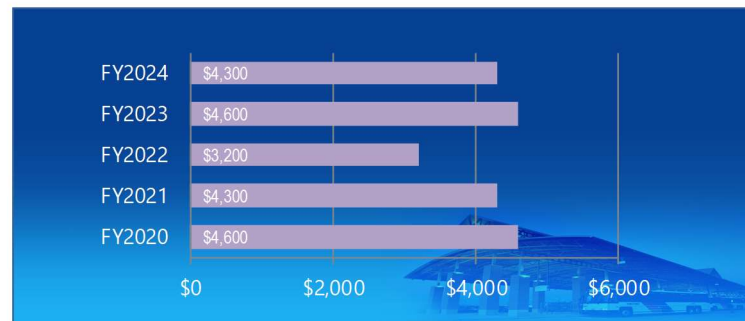
This procurement of 40 articulated buses in FY2021 is part of METRO's bus replacement program. Operating data has shown that the articulated buses are more cost-effective. New articulated buses include new camera systems that will enhance security and safety for both customers and operators.

Operating Impact

Procurement of these buses is part of the life-cycle replacement and will maintain operational reliability and cost-effectiveness. Regularly replacing commuter buses that have met their useful life not only improves customer experience, but provides stability and predictability by leveling the fleet asset management costs over time.

Bus Engine Assemblies

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This project would involve engine replacements for 40' transit buses; 45' commuter buses, and 60' articulated buses to assure fleet dependability and provide safe and reliable transportation to METRO customers.

Operating Impact

Renovating engine assemblies in a routine state of good repair program lowers the costs to maintain and repair them, compared to repairs on an as-needed basis. This is considered a major component life cycle replacement to support all bus types operated by METRO.

Bus Transmission Assemblies

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This project involves a bus fleet transmission replacement effort for the 40' transit buses and 45' commuter buses to assure fleet dependability and provide safe and reliable transportation to METRO customers.

Operating Impact

Renovating the METRO bus fleet with a routine state of good repair transmission replacement program lowers the costs to maintain and repair them, compared to repairs on an as-needed basis. This is considered a major component life cycle replacement to support all bus types operated by METRO.

Bus Axles

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This project involves a bus fleet axles replacement effort for the 40' transit buses, 45' commuter buses, and 60' articulated buses to ensure fleet dependability and provide safe and reliable transportation to METRO customers.

Operating Impact

Renovating the METRO bus fleet with a routine state of good repair axle replacement program lowers the costs to maintain and repair them, compared to repairs on an as-needed basis. This is considered a major component life cycle replacement to support all bus types operated by METRO.

Hybrid Bus Batteries

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This project would involve replacing hybrid batteries for the 40' Orion Transit and 45' MCI Park & Ride buses to assure fleet dependability and provide safe, reliable transportation to METRO customers.

Operating Impact

Renovating hybrid batteries in a routine state of good repair program lowers the costs to maintain and repair them, compared to repairs on an as-needed basis. This is considered a major component life cycle replacement to support all bus types operated by METRO.

FSC Shop Tools & Equipment

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The projects of this request comprise an asset replacement program development in support of METRO's asset management plan with the objective of keeping METRO's tools and equipment assets at a state of good repair rating at a level 3 or above. The selection and timing of assets to be replaced are both based on documented useful life benchmarks (ULBs) and condition assessments for the respective assets.

Operating Impact

No additional operating cost will be required.

All New Bus Make Ready

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This is part of METRO's annual bus replacement program to make buses ready for revenue service. Once the buses are delivered to METRO property, QA staff will inspect and either accept or reject the new buses. If accepted, installation of electronic equipment is required to prepare buses for revenue service.

Operating Impact

No additional operating cost will be required.

METROLift Vans Make Ready

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

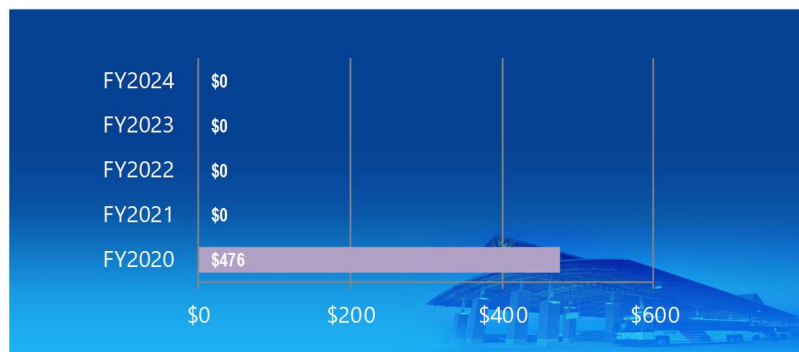
This is part of METRO's annual revenue vehicle replacement program to make vehicles ready for revenue service. Once the METROLift vans are delivered to METRO property, QA staff will inspect and either accept or reject the vehicles. If accepted, installation of electronic equipment is required to prepare vans for revenue service.

Operating Impact

No additional operating cost will be required.

Bus GPS Router Replacement

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This is a SOGR and Safety project to replace the bus modems that have exceeded their expected life. This project will also provide robust "first responder" cellular connections through the nationwide First Net contract for all METRO buses, provide improved bandwidth to support the future new fare collection system, allow "video look in" capability for MPD, and provide the capability for customer Wi-Fi on bus service.

Operating Impact

No additional operating cost will be required.

Red Line Rail Tie Upgrade

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

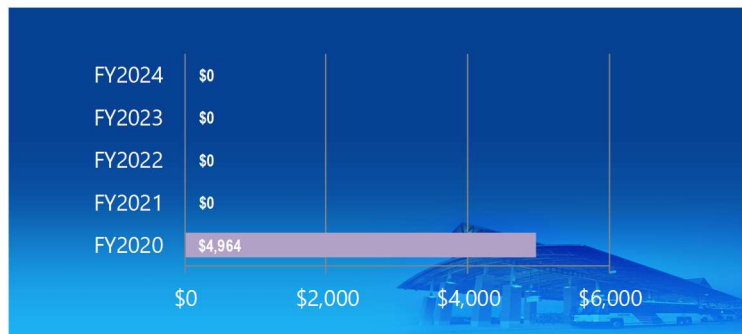
This project will upgrade/replace the rail ties along the Red Line. This project will replace all the timber crossties installed along the Red Line with new composite ties. The timber ties are approaching a poor condition, and replacing them will reduce the risk of LRV derailments due to poor track conditions. The initiative ensure that state of good repair is maintained along our rail line.

Operating Impact

Decreased maintenance and reduced down time due to longer life cycle.

ROC Tie Upgrades/Crossings Replacements

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

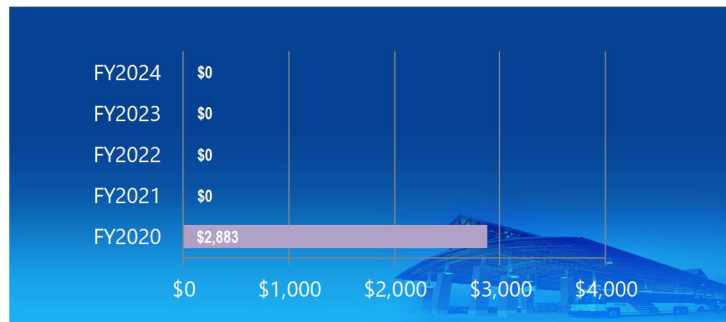
This project will upgrade/replace the rail ties at the Rail Operations Center (ROC). The initiative will provide proper maintenance of our rail facilities thereby ensuring that state of good repair is maintained at our rail facilities.

Operating Impact

Project will be implemented in multiple phases during construction thereby reducing/minimizing operational impact.

LRT: Red Line Drainage and Subgrade Stabilization

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

Project provides for improved drainage along the Red Line Light Rail Corridor from Holly Hall to the IH-610 area. Slow drainage issues and persistent flooding around the light rail corridor and NRG Stadium area are becoming more prevalent. During intense rainfalls, localized flooding results in operation shutdowns. This project will improve drainage characteristics of the existing area inlets and replace the French-drain system with a concrete swale and will improve the safety and security of train operations in the area. Due to the drainage issue in this area the subgrade is extremely saturated causing the rail in the area to lose its line and level (out of adjustment). The rail is brought back into its proper line and adjustment by rail tamping. Rail tamping is done two to three times per year on average.

Operating Impact

With the implementation of this project, Rail Operations will no longer be required to tamp the rail in the affected area, resulting in projected annual savings of \$100K.

LRV: Brakes Overhaul

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

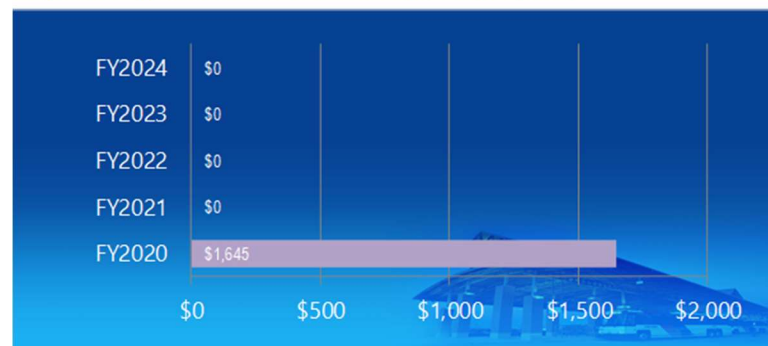
This project would install brakes in accordance with OEM overhaul recommendations, in an effort to provide safe and reliable vehicles. Brakes on the Siemens H1 and H2 LRVs were replaced in the FY2018 timeframe and brakes on the CAF H3 LRVs will be overhauled in FY2020.

Operating Impact

Renovating brake components in a routine state of good repair program will lower the costs to maintain and repair them on an as-needed basis.

Traction Power Pull Box Upgrade

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The project will install new above-ground cabinets so the traction power cable are not sitting in water-soaked underground pull boxes, where the electrical wiring could cause a shortage leading to fires in the underground boxes.

Operating Impact

Decreased maintenance and reduced down time due to longer life cycle.

Sunset Reconstruction

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

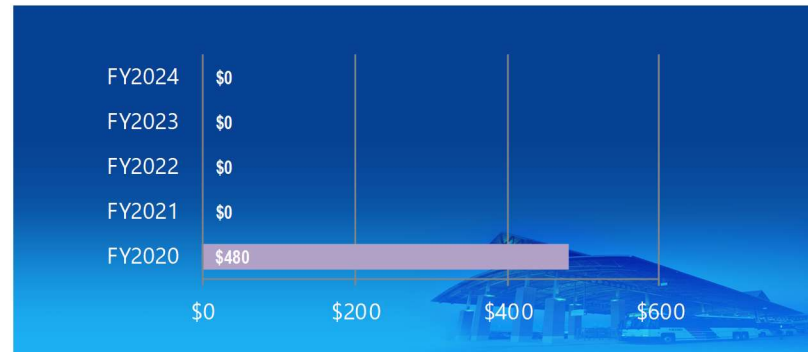
METRO will be coordinating with the City of Houston (COH) regarding the rehabilitation of the Sunset road in accordance with an upcoming agreement with the COH.

Operating Impact

No additional operating cost will be required.

LRV (H1) Door Overhaul

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This project will overhaul LRV doors to extend their life and improve reliability. This will involve replacing the motors, drive belts, rollers, and pushbuttons.

Operating Impact

No additional operating cost will be required.

LRV (H1/H2/H3) Headlight - Wig Wag

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This is a safety initiative to make light rail vehicles more noticeable. It will rewire vehicles to flash headlights when audibles are triggered.

Operating Impact

No additional operating cost will be required.

LRV: Truck Overhaul

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

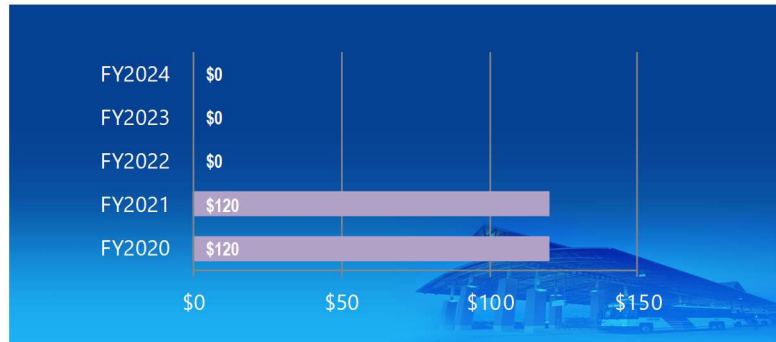
The OEM-recommended truck overhaul for FY2020 includes completing Light Rail Vehicle (LRV) Couplers. This recurring overhaul needs to be accomplished roughly every eight years.

Operating Impact

This overhaul will reduce the operating cost and increase the reliability and service life of the rail vehicles.

EKOS Slide Roller

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

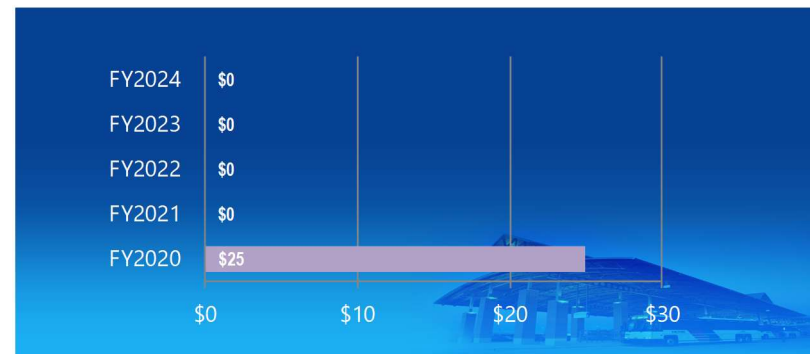
Installing these EKOS slide rollers will help reduce injury to personnel when attempting to throw the switch for switching the tracks.

Operating Impact

No additional operating cost will be required.

Fannin Switches Upgrade

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

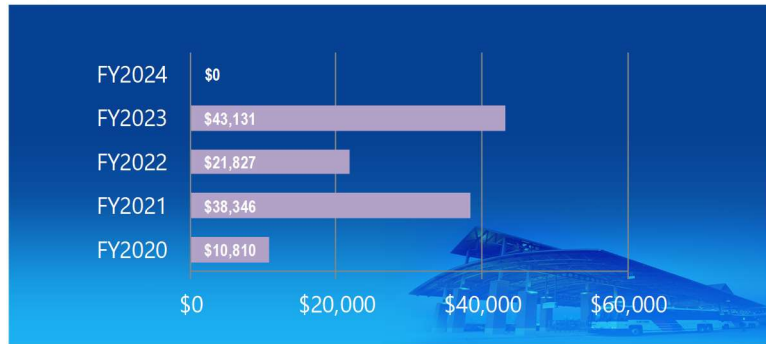
The existing power switches require overhauling and replacement of various parts to maintain safe operations on the Red Line. Failure to replace power switches could result in damage to various parts on the Red Line and would also cause a loss of service and fare revenue.

Operating Impact

No additional operating cost will be required.

Automated Fare Collection System

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

Replace obsolete fare collection system including back-end software and onboard hardware as needed. The current systems are beyond end of life and are failing and have to be replaced. This provides the ability for METRO to expand product offerings, integrate with regional partners and provide better overall service to the customer.

Operating Impact

If the system is replaced, it will reduce overall operating cost and staff time to maintain.

Rehabilitate Kashmere Electric Transformer

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

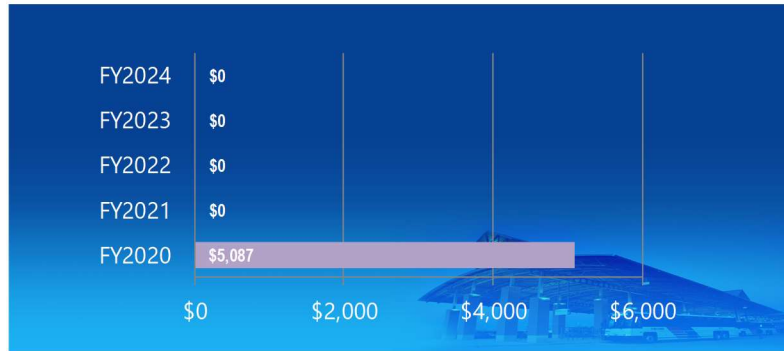
The goal of the project is to replace/upgrade or rehabilitate the existing electric transformer at the Kashmere BOF. The proposed transformer will help METRO keep an important bus operating facility like Kashmere in a state of good repair and keeping an important bus operating facility like Kashmere will help METRO market its services better and plan efficiently for the future.

Operating Impact

Project will be implemented in multiple phases during construction thereby reducing/minimizing operational impact.

Rehabilitate FSC Roofing

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

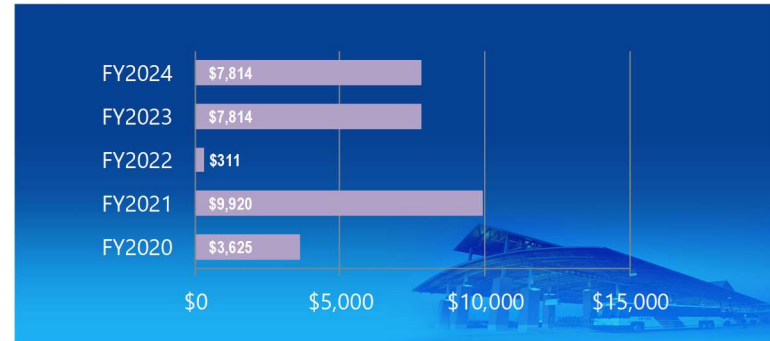
The goal of the project is to replace/upgrade or rehabilitate the existing 65,000 SF (approximately) roofing of the METRO Field Service Center.

Operating Impact

Operation impact will be minimal.

Lifecycle Cost of Existing Capital Assets

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

Capital asset procurement is part of the life-cycle replacement program planned to maintain operational reliability and cost-effectiveness. Replacing capital assets that have met their useful life with new or updated capital investment, not only improves customer experience, but provides stability and predictability by leveling the operational program management costs over time.

Operating Impact

If the capital asset or system is replaced, it will typically reduce overall operating cost and staff time to maintain.

Northwest BOF Bus Wash

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This project would upgrade the Bus Wash System at the Northwest Bus Operating Facility with the replacement of old hydraulic system with a more automated electric system. The current bus wash system is nearing the end of its useful service life and is in need of an overall rehabilitation. New bus wash equipment will have improved water reclamation technology, thus reducing potential negative environmental impacts and lessening overall water requirements .

Operating Impact

Installation of code compliant bus wash features will keep the buses clean and will reduce current maintenance costs.

Data Center Management

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

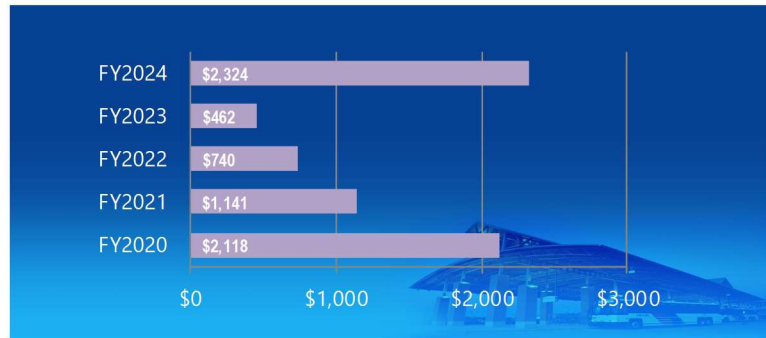
The Data Center Management Project for FY2020 will replace servers supporting mission-critical functions that have reached the end of their useful life and need to be upgraded or consolidated. This will also replace active storage that supports all functions (Rail, Bus Operations, Payroll, Finance, etc.) which has exceeded its service life and needs to be replaced to ensure that the data is maintained in good operational state.

Operating Impact

This project will add approximately \$375,000 per year through FY2024 for equipment warranty.

BOF Shop Tools & Equipment

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The projects of this request support METRO's asset management plan with the objective of keeping METRO's tools and equipment assets at a state of good repair rating at a level 3 or above. The selection and timing of assets to be replaced are based on both documented useful life benchmarks (ULBs) and condition assessments for the respective assets.

Operating Impact

No additional operating cost will be required.

Network Upgrades and Management

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The Network Upgrades and Management project for FY2020 will replace all Local Area Network switches in the 1900 Main Administrative Office building that have reached end-of-life and end-of-support. These support all METRO computer functions, including Bus and Rail Operations, Finance, Human Resources and other business functions.

Operating Impact

This project will add approximately \$310,000 per year through FY2024 for equipment warranty.

Replace Waste Water Treatment Plant at Hiram Clarke BOF

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

Replacement of existing WWTP that was installed in 1982. The WWTP serves the industrial waste water and after necessary treatment steps, the effluent is discharged to the City of Houston waste water main. However due to age (36 years) the WWTP is past its useful life and no longer functioning properly. A complete replacement is thereby proposed.

Operating Impact

Project will be implemented in multiple phases during construction thereby reducing/minimizing operational impact.

Replace Existing 20k Oil Water Separator at Polk BOF

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

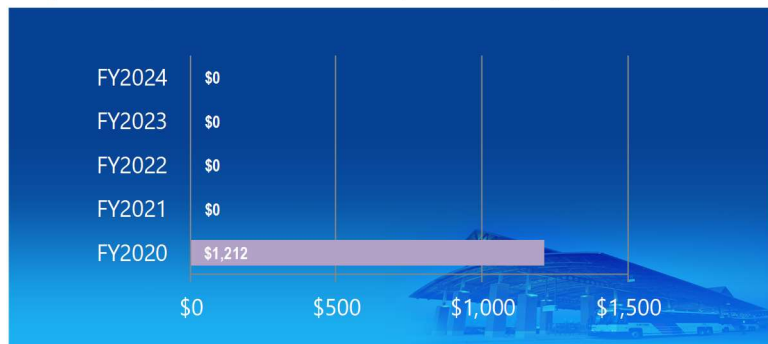
Replace Existing 20k Oil Water Separator @ Polk BOF. The proposed new 20k Oil water Separator will help METRO keep an important bus operating facility like Polk in a state of good repair and keeping an important bus operating facility like Polk will help METRO market its services better and plan efficiently for the future.

Operating Impact

Project will be implemented in multiple phases during construction thereby reducing/minimizing operational impact.

Five Year Replacement Cycle for SAP Server Environment

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

METRO's SAP server environment has approximately 70 virtualized servers, running at 1900 Main, and a smaller DR environment at TranStar. The goal of this project is to replace all the servers, and to prepare this environment for future implementation of SAP S4/HANA. S4/HANA is a two-step approach, and the first step is to replace Microsoft SQL Server databases with HANA in-memory databases (aka Suite On HANA).

Operating Impact

Additional maintenance for HANA (\$265K), SAP SQL Server support will drop in subsequent years (\$235K).

Hillcroft Park & Ride Upper Canopy Replacement

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

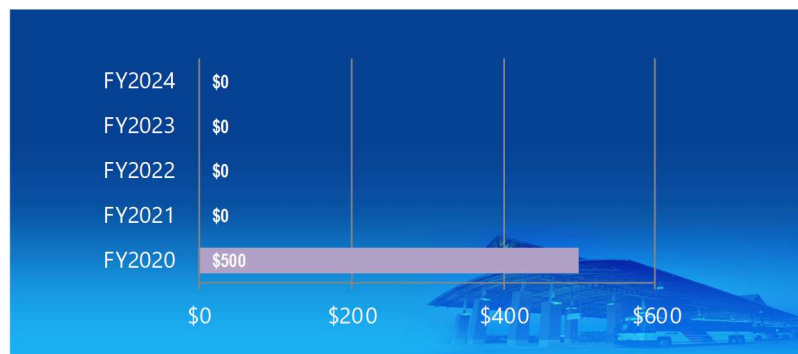
Replace the existing 5,000 SF upper canopy at Hillcroft Park & Ride facility at 6220 Southwest Freeway. The existing canopy was damaged during a high wind event. The canopy was installed June 1993. This initiative will maintain customer satisfaction at Hillcroft P&R and will help METRO keep an important infrastructure in a state of good repair.

Operating Impact

The canopy provides shelter and cover to patrons using the facility while waiting for bus service.

Bus Operations Crane, Hi-Rail and Platform Trucks

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

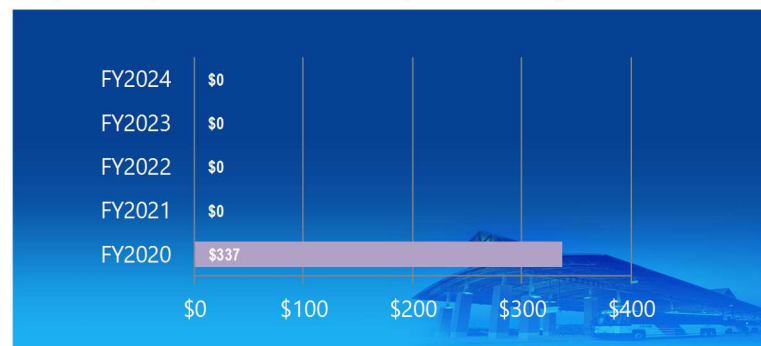
The projects of this request support METRO's asset management plan with the objective of keeping METRO's equipment assets at a state of good repair rating at a level 3 or above. The selection and timing of assets to be replaced are based on both documented useful life benchmarks (ULBs) and condition assessments for the respective assets.

Operating Impact

No additional operating cost will be required.

Artwork Glass Rehab

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

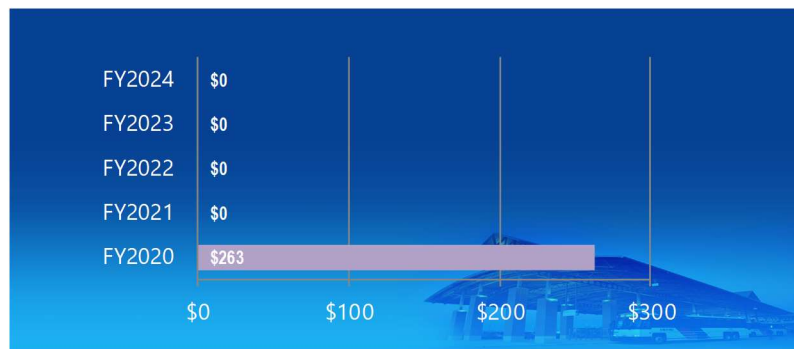
This project involves improvements at the METRO Public Facilities and includes the following - Replace broken canopy panels along rail line and artwork replacement. The majority of the equipment at the METRO Public facilities is reaching its useful life and needs to be replaced

Operating Impact

The artwork in the overhead canopy panels provides shelter and cover to patrons using the facility while waiting for METRO service.

Regional Data Management System

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

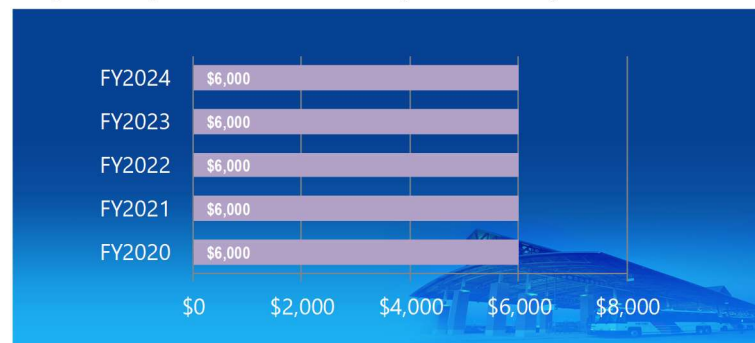
METRO is taking the lead in providing transit information and trip planning to the Greater Houston region. A consolidated data management system is needed to combine crucial transit data from each of METRO's regional partners. The system will enable METRO staff to create and manage the data that will enable regional patrons to receive scheduled or real time predictions, service alerts, and emergency alerts. The system will also enable patrons to plan trips that span multiple transit agencies.

Operating Impact

Operational impact will be minimal.

Non-Obligated Capital Fund

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

Capital Improvement Projects, which may be funded from the \$6.0 million Non-Obligated Capital Project Fund, will be selected by the METRO Capital Budget Review (CBR) committee, prioritized and recommended to move forward for METRO Board approval to advance the projects from their conceptual/ developmental design phase into active capital project status.

Operating Impact

If the capital asset or system is replaced, it will typically reduce overall operating cost and staff time to maintain.

State of Good Repair (SOGR) – Non-Obligated Capital Projects

Capital Improvement Projects, which may be funded from the \$6.0 million Non-Obligated Capital Project Fund, will be selected by the METRO Capital Budget Review (CBR) committee, prioritized and recommended to move forward for METRO Board approval to advance the projects from their conceptual/ developmental design phase into active capital project status.

Projects potentially funded from the Non-Obligated Capital Project Fund:

State of Good Repair (SOGR) (in thousands)	Grant	Local	Total
Kashmere Restroom & Kitchen Rehabilitation	\$ -	\$ 3,158	\$ 3,158
North Shepherd P&R Rehabilitation	-	2,710	2,710
Wheel Truing Machine/S&I Facility	-	2,470	2,470
Burnett Street Improvement	-	2,000	2,000
Hiram Clarke BOF Upgrade Facility & CNG Fueling Station	-	1,100	1,100
Pull Boxes Phase 2	-	1,035	1,035
Clay Road Upgrade	-	1,000	1,000
LRV Operator Seat Replacement & Interior Upgrade (H1/H3)	-	928	928
OCS Safety Inspection System	-	765	765
Replace all obsolete gate operators in all P&Rs	-	708	708
BOF Fuel Tank remove & replace	-	705	705
Field Service Center - Bulk Storage Replacement	-	632	632
Pantograph Scanner	-	614	614
North Corridor Barrier Transitions	-	591	591
Transtar Dispatch Radio Backup Upgrade	-	585	585
LRV Propulsion Overhaul	-	555	555
Traction Power Pull Box Covers	-	542	542
Fannin South Bus Lane Upgrade	-	524	524
LRV Thermal Scanning	-	520	520
Hiram Clark BOF 3rd Bus Wash Lane Rehabilitation	-	512	512
Canopy Lighting / Parking Lot lighting pole & Fixture replacements	-	472	472
Artwork Glass Replacement (Windscreen)	-	436	436
Kashmere Perimeter Security	-	413	413
Balance Weight Assembly Running Wire	-	400	400
Bus Security Monitor System	-	385	385
ROC Rail Turn Table Replacement	-	381	381
Grand Pkwy P&R Garage Structural Rehabilitation	-	377	377
METRO Radio Replacement (Rail, Bus Transp, MPD)	-	365	365
METROLift Office (Trailer) at Field Service Center	-	365	365
Canopy Replacement	-	354	354
Field Service Center - Fueling System Rehabilitation	-	341	341
Bathroom/Mechanical Room Rehabilitation	-	340	340
Expansion Joint @ Braeswood	-	340	340
Central Stores Fire Code Compliance	-	316	316
Fallbrook BOF Bus Wash Rehabilitation	-	312	312
West BOF Bus Wash Rehabilitation	-	312	312
Northwest Chassis Wash Rehabilitation	-	295	295
LRV Automated Odometer Reading	-	280	280
Communication Case HVAC Replacement	-	270	270
Fallbrook BOF Elevator Rehab	-	268	268
West BOF Elevator Rehab	-	268	268
Signal House for Generator	-	265	265

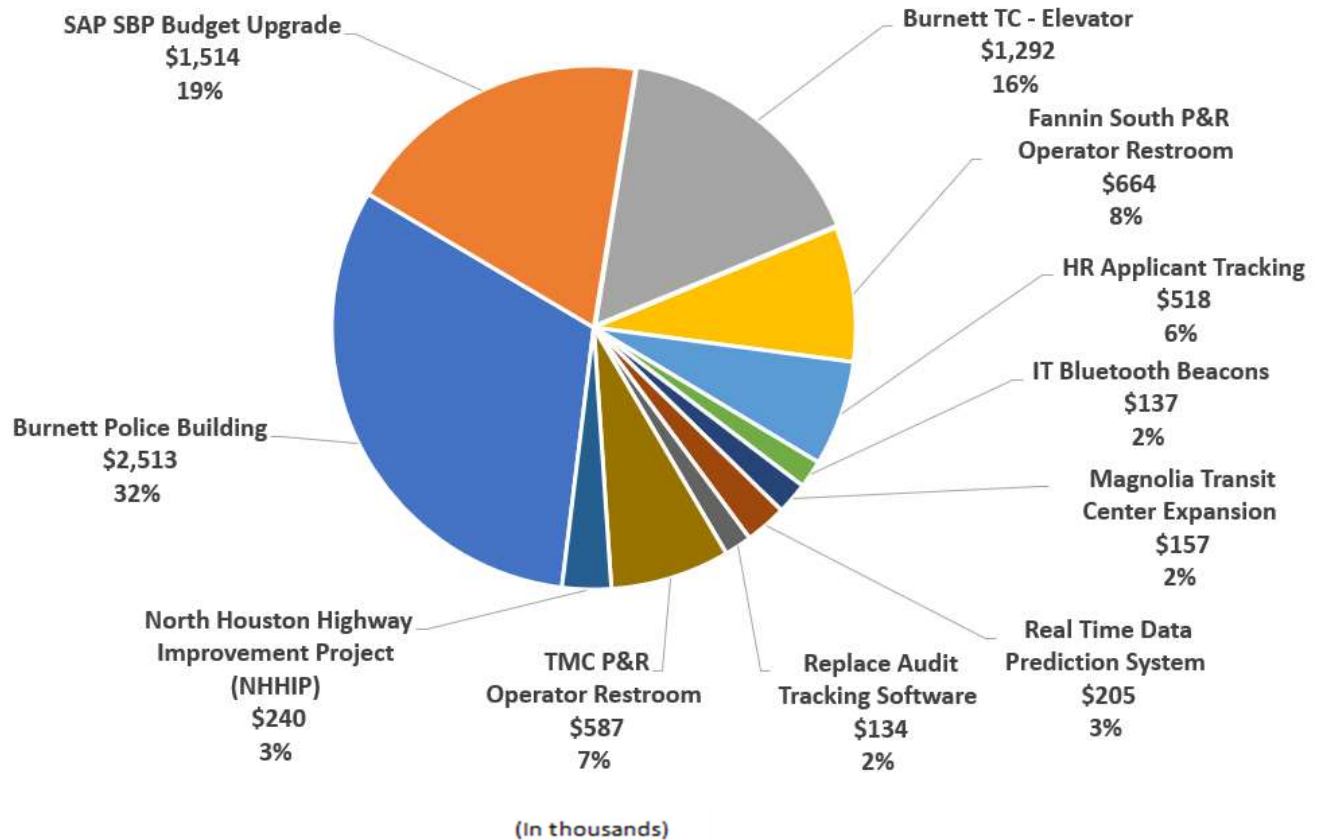
State of Good Repair (SOGR) – Non-Obligated Capital Projects, continued

Projects potentially funded from the Non-Obligated Capital Project Fund:

<u>State of Good Repair (SOGR) (in thousands)</u>	<u>Grant</u>	<u>Local</u>	<u>Total</u>
Kashmere Fire Code Compliance	\$ -	\$ 263	\$ 263
ROC - Sidewalk/Walking Path - ADA Compliant	-	246	246
ROC Jib Cranes Removal/Relocation	-	228	228
Multi BOF - Perimeter Intrusion System	-	225	225
NW BOF 2nd Bus Wash Lane Rehabilitation	-	225	225
ROC and S&I Security System Installation	-	225	225
S&I - Sidewalk/Walking - ADA Compliant	-	221	221
ROC Fire Code Compliance	-	210	210
LRV APS Blower Motor Replacement	-	210	210
LOT C Access Control	-	200	200
Kashmere Chiller Cooling Tower Rehabilitation	-	195	195
FSC - Security Fence for the Employee Parking Lot	-	183	183
Kashmere Boilers Rehabilitation	-	181	181
Striping of Lots	-	177	177
West BOF Unleaded Fuel Tank Rehabilitation	-	166	166
Car stop replacement	-	165	165
Bus Shelter Benches	-	154	154
Field Service Center - Diesel & Piping Rehabilitation	-	152	152
Buffalo Bayou Duct Rehabilitation	-	152	152
Field Service Center - Fuel System Heads Rehabilitation	-	152	152
Security Booths	-	148	148
BOF Tools & Equipment	-	145	145
West BOF Bus Entrance Gate Rehabilitation	-	137	137
Fallbrook Administration Building Chiller Rehabilitation	-	137	137
Fannin South TC – Install a fence / gate along perimeter	-	118	118
FSC Rehab Diesel and Unleaded Piping	-	118	118
Kashmere Air Compressor and Dryer	-	118	118
Field Service Center Storage Area Reconfiguration	-	108	108
S/I - New Compactor	-	100	100
Lubricator Battery Replacement & Excavation	-	100	100
1900 Main 1st Floor Renovation	-	95	95
Bus Shelter Trash Cans	-	94	94
Axle Counter Case HVAC Replacement	-	90	90
Kashmere Bus Yard Concrete	-	89	89
Relocate Security Booth	-	89	89
Three New Platform Lifts, NW, Polk, and Kashmere	-	89	89
Insulated Joints @ Red Line	-	85	85
Axle Counter Case (UPS) Replacement	-	70	70
Signal Case for HVAC & UPS	-	65	65
TMC - Rinse and clean area	-	59	59
TMC Security cameras	-	59	59
PCZ Camera @ Hi-Low Detector	-	57	57
Trailer for Traction Power	-	55	55
ROC Air Compressor	-	53	53
Canopy at Field Service Center	-	41	41
Surge Arrestors OCS Replacement	-	40	40
Wood Chipper	-	38	38
Service & Inspection Facility - Split Unit	-	19	19
Total State of Good Repair (SOGR)	\$ -	\$ 35,557	\$ 35,557

Enhancement to Existing Assets Projects

FY2020 Enhancements to Existing Assets: \$7,960,660



Enhancement to Existing Assets – Contracted/Obligated or Committed

FY2020 Enhancement to Existing Assets Projects (in thousands)	Grant	Finance	Local	Total
Burnett Police Building	\$ 2,010	\$ -	\$ 503	\$ 2,513
SAP SBP Budget Upgrade	-	-	1,514	1,514
Burnett TC - Elevator	1,292	-	-	1,292
Fannin South P&R Operator Restroom	-	-	664	664
HR Applicant Tracking	-	-	518	518
IT Bluetooth Beacons	-	-	137	137
Magnolia Transit Center Expansion	125	-	31	157
Real Time Data Prediction System	-	-	205	205
Replace Audit Tracking Software	-	-	134	134
TMC P&R Operator Restroom	-	-	587	587
North Houston Highway Improvement Project (NHHIP)	-	-	240	240
Total Enhancements to Existing Assets	\$ 3,428	\$ -	\$ 4,533	\$ 7,961

Burnett Police Building

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

This project consists of constructing a new METRO Police Department (MPD) facility. A new building is proposed to house both Metro Police Department (MPD) and Maintenance of Way (MOW) on the METRO owned parcel located at 1507 Keene Street, which is located on the northeast area of the IH 45 and IH 10 interchange. This parcel is approximately 2.56 acres and will include a multi-story building, parking (surface and garage), and stormwater detention facilities.

Operating Impact

Investing in enhanced safety will improve security while simultaneously improving the customer experience.

SAP SBP Budget Upgrade

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The FY2019/20 Capital Budget System upgrade would develop and incorporate the SAP Budget & Planning Module & would involve the following:

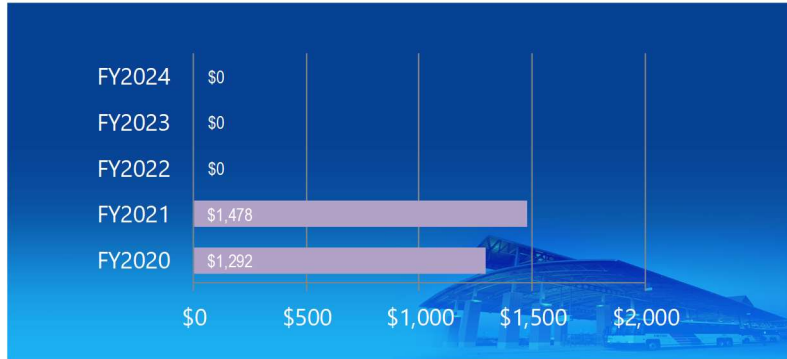
- Operating Budget derived from SAP FICO actual data and contracts, with a Long term Year CIP (Capital Improvement Program) and ranking criteria by project
- Historicals pulled from SAP FICO and SAP SOGR/EAM Database
- SAP would have the ability to summarize the Capital Labor components of CIP projects for comparison to the Operating Budget Capitalized Labor budget
- SAP CRM would have the capability to shift, move, and suspend multi-year project budgets from "Active List" into an "Inactive List" for future inclusion
- Data will come from Excel CIP sheets, Excel spreadsheets and Primavera software used by PEC

Operating Impact

This project will incur an annual operating cost of \$10K.

Burnett TC - Elevator

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

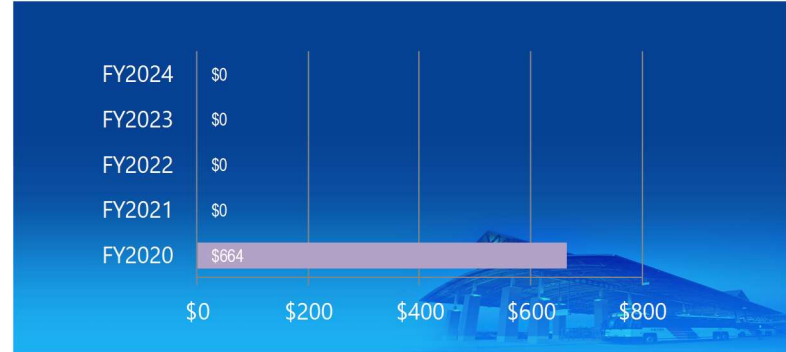
The Burnett Transit Center Elevator project involves the Installation of a Code Compliant 3rd elevator at the Burnett TC providing better customer service to the patrons and furthering the universal accessibility program.

Operating Impact

Project will be implemented in multiple phases during construction thereby reducing/minimizing operational impact.

Fannin South P&R Operator Room

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

Installation of additional Rest Rooms at the Fannin South Park & Ride facility will involve an ADA accessible installation of Operator rest rooms. Accommodating a busy METRO Public Facility such as Fannin South P&R will boost employee morale, provide convenience and eventually enhance ridership.

Operating Impact

Rest Room will be installed in a green space away from traffic; so no operational impact.

HR Applicant Tracking

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

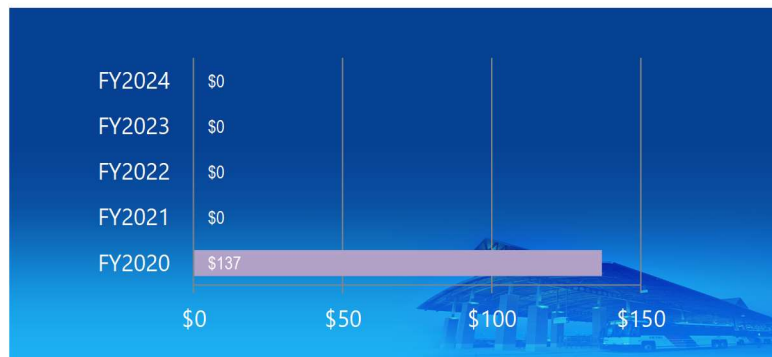
This project would expand the current SAP Success Factors implementation to include both an applicant tracking system (ATS) and onboarding system. The project would effectively replace the current NEOGOV system. The current ATS system lacks a number of capabilities that are needed to search critical job requirements. Success Factors ATS and Onboarding have many advanced features, that include sophisticated search, integrated social media, and the ability to apply from a mobile device.

Operating Impact

The hosting fee for NEOGOV is \$35K per year, and the quoted hosting fee for the SAP ATS and Onboarding is \$110K. The net increase would be approximately \$75K.

Bluetooth Beacon Project Phase II

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

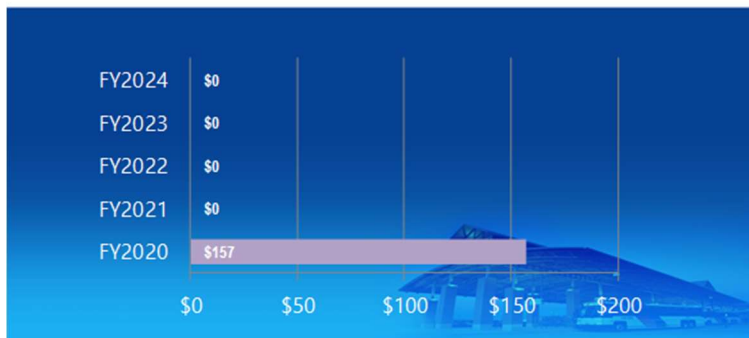
METRO was awarded a Google grant for projects that will use Bluetooth beacons. Phase I involved devising an application that uses technology to assist disabled patrons in finding METRO stops and navigating METRO's facilities. Phase II involves expanding this technology to all METRO stops, transit centers, Park & Rides, and buses. This project makes all METRO stops, Transit Centers & Park & Rides more accessible for vision-impaired patrons.

Operating Impact

The operating impacts associated with beacons are very small at \$0.25 per beacon per month for vendor cloud hosting data management.

Magnolia Transit Center Expansion

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The Magnolia Transit Center, located in the vicinity of Harrisburg Boulevard and 70th Street, is planned to undergo modification to include, but not be limited to, adding approximately 30 feet of extensions to both ends of the existing canopy; extending the platform on both ends to increase the capacity from four to six bus bays; upgrades of the existing signage (English & Spanish); and the addition of platform amenities such as trash receptacles.

Operating Impact

This expansion is necessary to meet the demand as a result of the METRORail Green Line expansion in the area as well as the New Bus Network. Increased service into the Magnolia Transit Center will provide for increase in ridership.

Real Time Data Prediction System

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

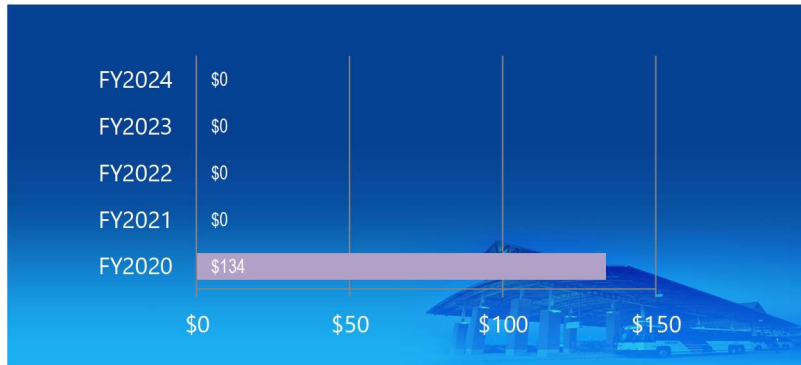
The System is a hosted Software as a Service (SaaS) Real-Time Data Prediction System that will generate and provide arrival prediction information for all bus routes, including Bus Rapid Transit (BRT), in the METRO network. The System will include a prediction engine, consolidated GTFS-RT and vehicle location feed, and reporting and performance information. The most important METRO objective is to increase the prediction accuracy of METRO's current feed and provide a better customer experience for vision & non-impaired patrons at the stops.

Operating Impact

The minimal operating cost of the system will start in FY2020.

Replace Audit Tracking Software

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The current audit tracking software is obsolete and the vendor is out of business. There is no vendor support in the event the system fails, no upgrade path and no opportunity to customize the system to meet the demands of METRO's Board of Directors.

A new system must be found to replace the current obsolete system. The system must be vendor supported with the ability to customize the application and reports as our Board of Directors require.

Data migration from the legacy system will "not" be required.

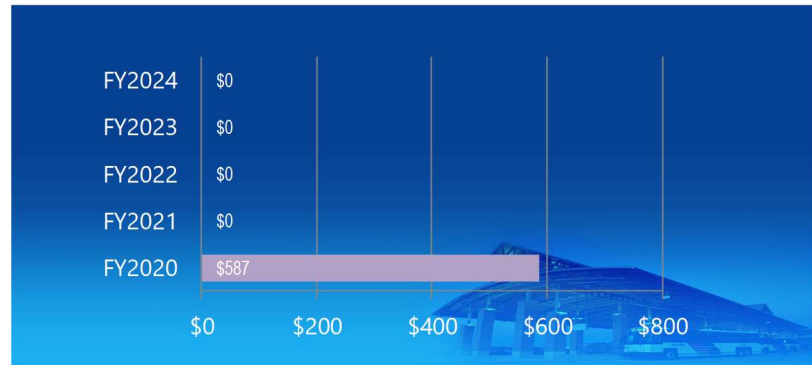
Continuing to use the current obsolete audit management software also might expose METRO to cyberthreats because of its interdependency on an older version of a popular cybertarget application called Adobe.

Operating Impact

This project will incur a slight operating yearly cost of \$6,752 per year for annual maintenance and support.

TMC P&R Operator Rest Room Upgrade

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

Installation of additional Rest Rooms at the TMC Park & Ride facility will involve an ADA accessible installation of Operator rest rooms. Accommodating a busy METRO Public Facility such as the TMC P&R will boost employee morale, provide convenience and eventually enhance ridership.

Operating Impact

Rest Room will be installed in an area away from traffic; so no operational impact.

North Houston Highway Improvement Project (NHHIP)

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

METRO agreed to developing the multi-year phases of the TxDOT “NHHIP Project” into three “designated/named” METRO capital CIP projects, each with specific limits of the NHHIP (i.e.: Wheeler, GRB and Burnett). Details of each METRO Project will include design development coordination for the various LRT Station(s), input into specifications for design build, bus and train service detours and bus-bridges, etc.

Operating Impact

The operating impacts associated with these projects has not been determined at this time.

Enhancement to Existing Assets – Non-Obligated Capital Projects

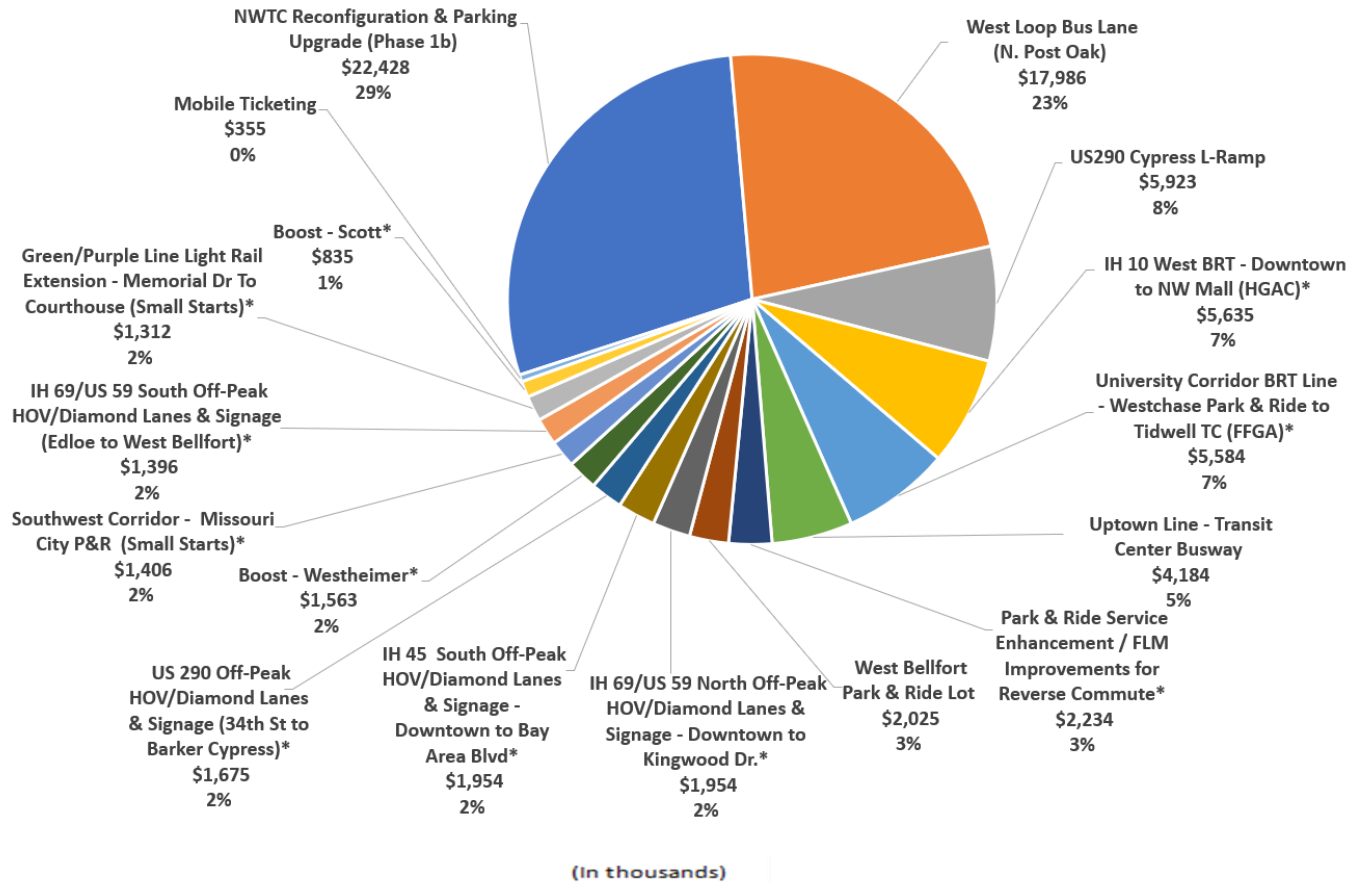
Capital Improvement Projects, which may be funded from the \$6.0 million Non-Obligated Capital Project Fund, will be selected by the METRO Capital Budget Review (CBR) committee, prioritized and recommended to move forward for METRO Board approval to advance the projects from their conceptual/ developmental design phase into active capital project status.

Projects potentially funded from the Non-Obligated Capital Project Fund:

Enhancements to Existing Assets (in thousands)	Grant	Local	Total
MS HOT Lanes Reserved Funds	\$ -	\$ 10,000	\$ 10,000
Fully Signalized Interlocking - Colonnade	-	2,449	2,449
Fully Signalized Interlocking - Sunset	-	2,449	2,449
Irrigation/Landscaping at METRO Public Facilities	-	2,312	2,312
Vanpool Vehicle Program B	-	2,063	2,063
Digital Bus Stop technology	-	1,727	1,727
US-290 Off-Peak HOV Lanes	-	1,600	1,600
Fully Signalized Interlocking - Gray	-	1,224	1,224
Fully Signalized Interlocking - Hayes	-	1,224	1,224
Fully Signalized Interlocking - Hogan	-	1,224	1,224
Fully Signalized Interlocking - Kelly	-	1,224	1,224
Fully Signalized Interlocking - MacGregor	-	1,224	1,224
Fully Signalized Interlocking - Velasco	-	1,224	1,224
Vanpool Vehicle Program	-	1,048	1,048
Hi Load Detectors Tie In	-	887	887
Bus Stop Data Lifecycle	-	749	749
Rehabilitate Redline Tactile Pavers	-	732	732
Left Turn Gates	-	725	725
Bay Area P&R - Additional Operators Restrooms	-	509	509
Eastwood TC - Additional Operators Restrooms	-	509	509
North Shepherd P&R - Additional Operators Restrooms	-	509	509
Northline TC - Additional Operators Restrooms	-	509	509
Wrong Way Mitigation	-	500	500
HOV/HOT Lanes - Carma Technology Implementation	-	460	460
Success Factors LMS	-	430	430
Bollard Installation	-	345	345
Expansion Joint-Fannin at Braseswood	-	325	325
Flexible Pole Repairs	-	249	249
MDT Real Time Traffic Mapping	-	166	166
Project Management Information System	-	150	150
Headway Management - BOOST System	-	147	147
Spring Tensioner Pilot Project	-	121	121
Between Car Barriers	-	83	83
Legal Case Management System	-	63	63
Driver File System	-	59	59
License Plate Recognition	-	53	53
Call Center & METROLift Wall Boards	-	48	48
MPD Field Training OPS PPO Tracking System	-	47	47
Microtransit Pilot for Community Connect	-	43	43
Total Enhancements to Existing Assets	\$ -	\$ 39,409	\$ 39,409

Service Expansion/New Projects

FY2020 Service Expansion/New Projects: \$78,451,375



Service Expansion – Contracted/Obligated or Committed

FY2020 Service Expansion Projects (in thousands)	Grant	Finance	Local	Total
NWTC Reconfiguration & Parking Upgrade (Phase 1b)	\$ 17,942	\$ -	\$ 4,486	\$ 22,428
West Loop Bus Lane (N. Post Oak)	-	-	17,986	17,986
US290 Cypress L-Ramp	4,738	-	1,185	5,923
IH 10 West BRT - Downtown to NW Transit Center (HGAC)*	-	5,635	-	5,635
University Corridor BRT Line - Westchase Park & Ride to Tidwell TC (FFGA)*	-	5,584	-	5,584
Uptown Line - Transit Center Busway	-	-	4,184	4,184
Park & Ride Service Enhancement / FLM Improvements for Reverse Commute*	-	2,234	-	2,234
West Bellfort Park & Ride Lot	-	-	2,025	2,025
IH 69/US 59 North Off-Peak HOV/Diamond Lanes & Signage - Downtown to Kingwood Dr. *	-	1,954	-	1,954
IH 45 South Off-Peak HOV/Diamond Lanes & Signage - Downtown to Bay Area Blvd*	-	1,954	-	1,954
US 290 Off-Peak HOV/Diamond Lanes & Signage (34th St to Barker Cypress)*	-	1,675	-	1,675
Boost - Westheimer*	-	1,563	-	1,563
Southwest Corridor - Missouri City P&R (Small Starts)*	-	1,406	-	1,406
IH 69/US 59 South Off-Peak HOV/Diamond Lanes & Signage (Edloe to West Bellfort)*	-	1,396	-	1,396
Green/Purple Line Light Rail Extension - Memorial Dr To Courthouse (Small Starts)*	-	1,312	-	1,312
Boost - Scott*	-	835	-	835
Mobile Ticketing	-	355	-	355
Total Service Expansion	\$ 22,681	\$ 25,905	\$ 29,865	\$ 78,451

Service Expansion – Contracted/Obligated or Committed, continued

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Northwest Transit Center Reconfiguration & Parking Upgrade

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

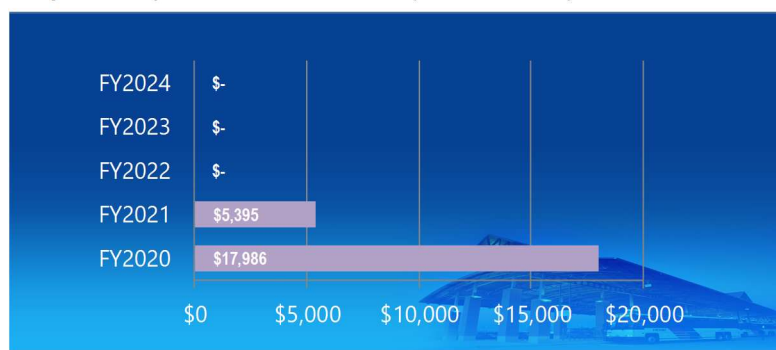
The Northwest Transit Center Reconfiguration (NWTC) and Parking Upgrade will increase the number of bays to accommodate METRO's Local Network and Uptown BRT service, and enhance bike and pedestrian amenities. In addition, parking capacity will be increased by 200 spaces to replace the capacity lost from the closure of the Pinemont Park & Ride, due to TxDOT and HCTRA's joint US 290 Managed Lane Project. The parking would be provided on right-of-way that has been purchased by TxDOT adjacent to the eastbound US-290 Frontage Road at the Old Katy Road intersection.

Operating Impact

Operating costs includes operating and maintenance cost for the NWTC facility only and will be developed as the project progresses.

North Post Oak Lane Configuration

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

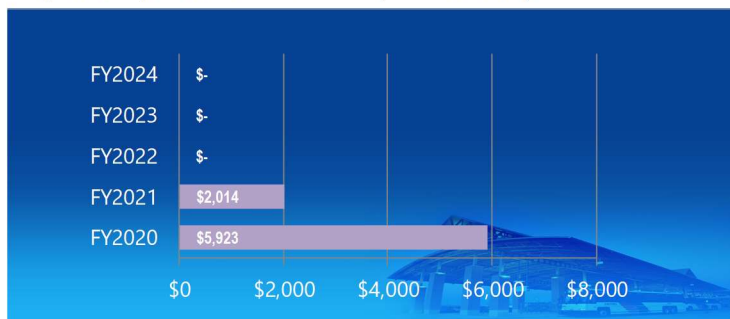
Design, Construction and Inter-agency Coordination for West Loop Bus Lane connecting Uptown BRT with the Northwest Transit Center over North Post Oak Road and bridge over IH-10. This project is being developed in coordination with TxDOT, Uptown and the City of Houston. The project includes improvements to North Post Oak Road such as restriping and a bike/pedestrian path connecting Northwest Transit Center to Memorial Drive. This project also includes estimated cost of a potential Advance Funding Agreement with TxDOT to include fiber along their West Loop Dedicated Bus Lanes Project.

Operating Impact

The project will potentially reduce operating costs compared to service in mixed flow on IH-610 frontage roads, with new connectivity that would enhance both Uptown and NWTC customers' experience. Local communities would benefit from faster BRT service and increased connections to METRO's bus network.

US290 Cypress L-Ramp

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

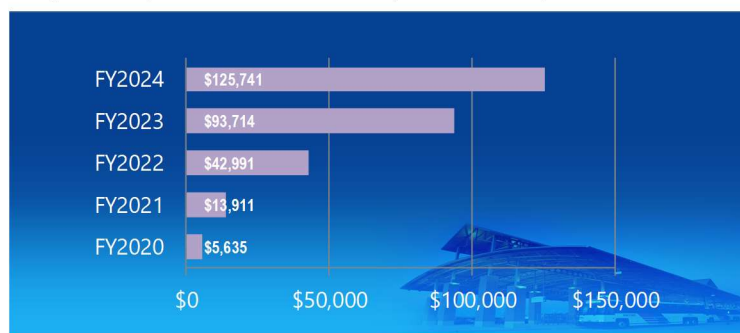
A TxDOT project will extend the single lane barrier-separated HOV/HOT lane beyond the location of the existing Cypress Park & Ride facility. As part of the project, a new L-Ramp is proposed from the Cypress Park & Ride lot to the managed lanes. METRO buses will be able to directly access the HOV/HOT lanes, rather than exiting the facility into mixed traffic. Currently, buses are required to cross four lanes of traffic in order to enter the managed lanes at the next slip entrance ramp.

Operating Impact

This project will provide a direct access from the existing Cypress Park & Ride lot to the US-290 Managed Lanes, and will improve bus and HOV/HOT lane operations from this facility including reduced travel times.

IH 10 West BRT - Downtown to NW Transit Center (HGAC)

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

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Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

University Corridor BRT Line - Westchase P&R to Tidwell TC

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

On August 13, 2019, the METRO Board of Directors passed and approved Resolution 2019-71. This resolution calls for a special election to be held on Tuesday, November 5, 2019 for the purpose of submitting to the qualified electors of the Metropolitan Transit Authority of Harris County, Texas, a proposition to authorize METRO to issue bonds, notes and other obligations payable, in whole or in part, from seventy-five percent (75%) of METRO's Sales and Use Tax revenues, with no resulting increase in the current rate of METRO's Sales and Use Tax, for the acquisition, construction, repair, equipping, improvement and/or extension of METRO's Transit Authority System (as described in the METRONext Transit System Plan), to approve such plan and the construction of a Phase III of METRO's rail system known as "METRORail" for purposes of the city charter of the City of Houston, and to continue to dedicate up to twenty-five percent (25%) of METRO's Sales and Use Tax revenues through September 30, 2040, for street improvements, mobility projects and other facilities and services; and making other provisions related to the subject. A general description of METRONext can be found in Appendix B of this Business Plan & Budget Book. Projected FY2020 expenditures for this footnoted project are included in the proposed FY2020 Budget.

Operating Impact

The fully allocated annual operating cost for these facilities is estimated to begin in 2032 at \$29.2 MM annually.

Uptown Line - Transit Center Busway

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

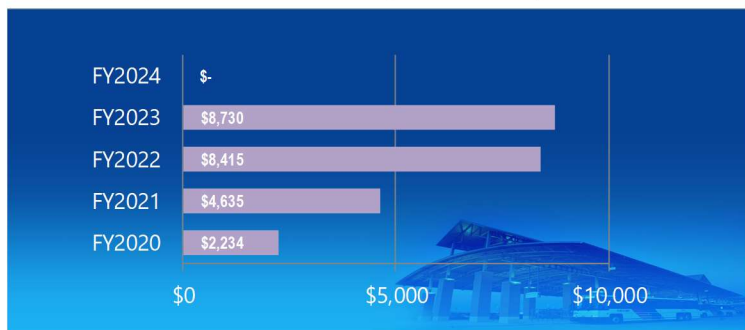
Uptown Line was approved by voters and METRO Board of Directors in Nov. 2003. The Uptown project currently consists of the Post Oak Boulevard Busway and the Westpark/Lower Uptown Transit Center. Uptown Houston is taking the lead on the advanced planning, environmental analysis, and preliminary engineering for the project. METRO is partnering with Uptown Houston in this effort by providing technical assistance/review, data gathering, modeling along with engineering support and review. This project includes the procurement and installation of TVMs and other communications system elements.

Operating Impact

Operating costs include costs of BRT service and other associated increase in Park & Ride service, etc. with route restructuring costs netted from the operating cost.

P&R Service Enhancement/FLM Imp. Reverse Commute

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

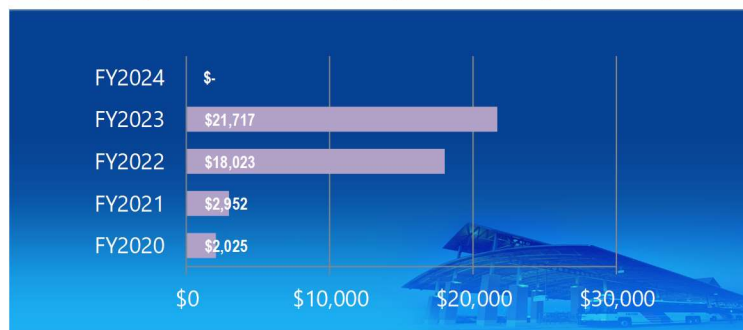
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Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

West Bellfort Park & Ride

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

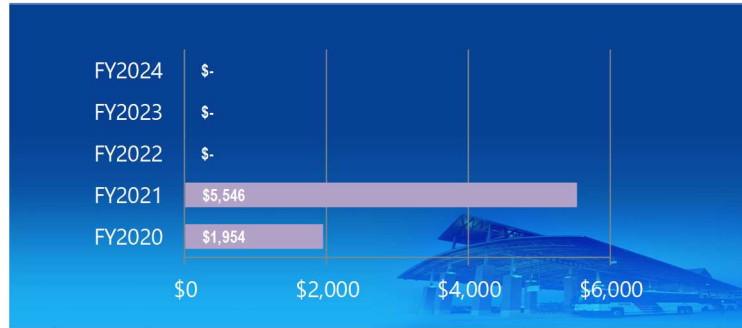
METRO is developing expansion opportunities at the West Bellfort Park & Ride, specifically environmental clearance, design and construction. Expansion of the Park & Ride would provide for continued growth in ridership and customers will enjoy more parking spaces at the already crowded Park & Ride facility. The southwest region would benefit from additional parking spaces.

Operating Impact

Operating costs will be developed as the project progresses.

IH 69/US 59 N. Off-Peak HOV/Diamond Lanes & Signage

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

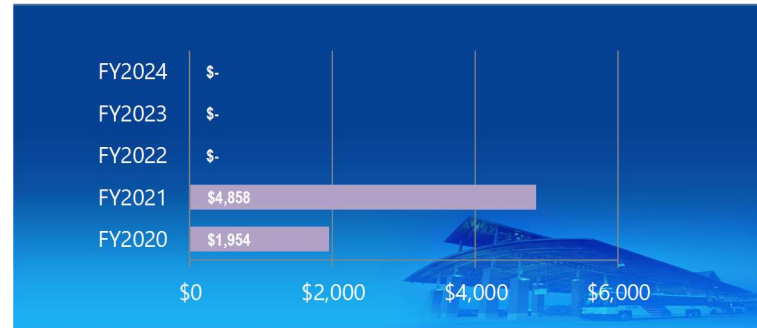
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Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

IH 45 So.Off-Peak HOV/Dia Lanes & Signage - DT to Bay Area

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

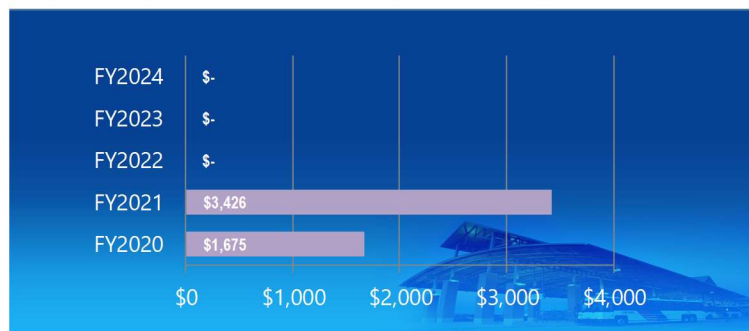
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Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

US 290 Off-Peak HOV/Diamond Lanes & Signage

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

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Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

Boost Corridors - Westheimer

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

The Boost Corridor includes the following corridors that will align with METRONext: Tidwell, Long Point, Westheimer, Broadway, Bellfort, MLK-Lockwood, Beechnut, Scott, Airline-Montrose. This project includes 10 bus routes that have been identified to improve the customer experience by increasing reliability and average speed of service, and improving accessibility of the service. The improvements may consist of sidewalk improvements, bus stop amenities, bus shelters, signage, wayfinding, intersection treatments and enhancements that result in the optimization of the service.

Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

Southwest Corridor - Missouri City P&R

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

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Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

IH 69/US 59 South Off-Peak HOV/Diamond (Edloe to W.Bellfort)

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

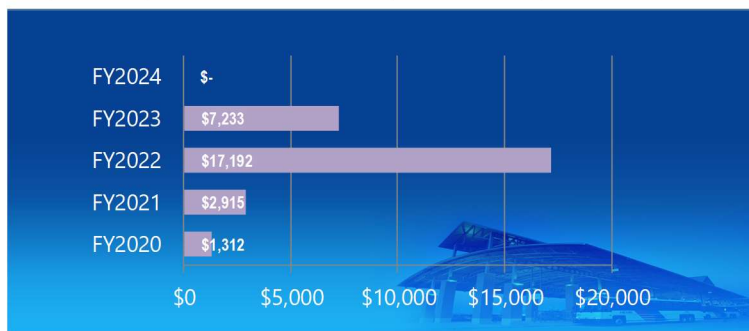
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Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

Green/Purple Line LRT Extension

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

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Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

Boost Corridors - Scott

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

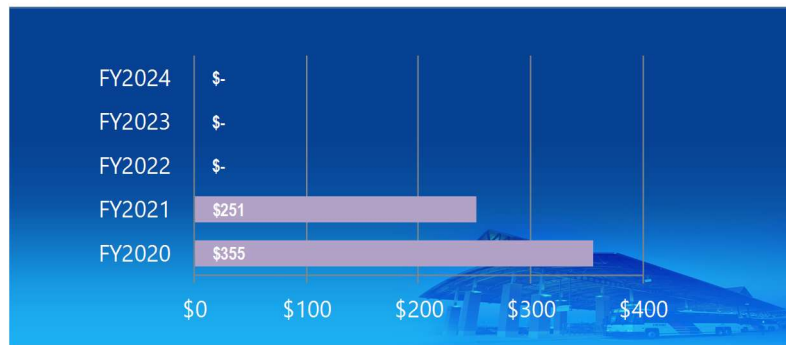
The Boost Corridor includes the following corridors that will align with METRONext: Tidwell, Long Point, Westheimer, Broadway, Bellfort, MLK-Lockwood, Beechnut, Scott, Airline-Montrose. This project includes 10 bus routes that have been identified to improve the customer experience by increasing reliability and average speed of service, and improving accessibility of the service. The improvements may consist of sidewalk improvements, bus stop amenities, bus shelters, signage, wayfinding, intersection treatments and enhancements that result in the optimization of the service.

Operating Impact

The fully allocated annual operating cost for these facilities will be addressed during the preliminary design.

Mobile Ticketing

Projected Expenditures FY20-FY24 (In Thousands)



Project Scope

Provide a Mobile Ticketing alternative for our tech savvy patrons and partners, using their smartphone as an integrated METRO experience (ticketing, planning, alerts, promotions, events, partners, combos and offers).

Operating Impact

There is an operating component for annual hosting and support fees, transaction fees and processing fees. Transaction and process will increase proportionally based on the success of the mobile ticketing program

Debt Service Budget

Debt Service

(in millions)

Debt Service Category	Projected FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<u>Bonds & KOs</u>						
Principal	\$ 26.904	\$ 53.362	\$ 67.048	\$ 64.514	\$ 73.026	\$ 87.904
Interest	38.654	50.173	53.173	64.313	80.166	96.698
	\$ 65.558	\$ 103.535	\$ 120.222	\$ 128.826	\$ 153.191	\$ 184.602
<u>Commercial Paper</u>						
Credit Facility Fees	\$ 0.576	\$ 0.576	\$ 0.741	\$ 0.741	\$ 0.741	\$ 0.741
CP Dealer Fees	0.406	0.406	0.521	0.372	0.331	0.396
Budgeted CP Interest	1.567	1.646	1.611	1.519	1.344	1.073
Add'l Budgeted CP Interest @ 1%	1.161	1.149	1.062	0.946	0.792	0.599
	\$ 3.711	\$ 3.777	\$ 3.936	\$ 3.577	\$ 3.208	\$ 2.809
<u>Commercial Paper Pay Down</u>						
Payments from GMP Increment	\$ 4.835	\$ 7.589	\$ 7.600	\$ 10.700	\$ 14.600	\$ 18.800
Payments from Interest Underrun	-	1.200	1.100	0.900	0.800	0.500
	\$ 4.835	\$ 8.789	\$ 8.700	\$ 11.600	\$ 15.400	\$ 19.300
<u>2015 Series A Bonds</u>						
Principal	\$ 14.151	\$ 14.324	\$ -	\$ -	\$ -	\$ -
Interest	2.045	1.096	-	-	-	-
	\$ 16.196	\$ 15.419	\$ -	\$ -	\$ -	\$ -
Release of Debt Service Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Service	\$ 90.300	\$ 131.520	\$ 132.857	\$ 144.004	\$ 171.799	\$ 206.711

Outstanding Debt Balances

(in millions)

	Projected FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bus Replacement	\$ 243.171	\$ 223.876	\$ 262.544	\$ 294.902	\$ 303.762	\$ 330.764
2019 Uptown P&R Buses (14)	10.300	10.300	10.300	9.449	8.475	7.452
Total Bus Debt Outstanding	253.471	234.176	272.844	304.351	312.238	338.215
Equipment Debt Outstanding	25.880	64.226	64.226	62.090	56.205	49.774
Rail Debt Outstanding	742.063	707.996	681.294	651.670	617.937	580.276
Bonds & KO's	1,021.414	1,006.398	1,018.364	1,018.111	986.380	968.265
Commercial Paper	116.100	114.900	106.200	94.600	79.200	59.900
2015 Series A Bonds	21.913	-	-	-	-	-
Infrastructure	-	47.000	261.431	556.172	817.066	1,007.344
TOTAL Debt Outstanding	\$ 1,159.427	\$ 1,168.298	\$ 1,385.994	\$ 1,668.883	\$ 1,882.646	\$ 2,035.509



Each year, METRO budgets debt service payments for senior lien obligations, including voter authorized sales tax bonds, contractual obligations, and its commercial paper program. The debt service budget includes cash transfers required in the current year for interest, principal, and any required debt service reserve contributions.

The following table outlines the proposed FY2020 Schedule of Debt Payments.

FY2020 PROPOSED DEBT SERVICE PAYMENTS

Series	Source	Principal	Interest	Fees	TOTAL
<u>Contractual Obligations (KOs)</u>					
2010A	Sales Tax / Grants	2,607,917	344,250		2,952,167
2011B	Sales Tax	-	431,950		431,950
2014A	Sales Tax	7,501,667	3,826,417		11,328,083
2015B	Sales Tax	4,740,417	2,301,104		7,041,521
2016B	Sales Tax Refunding	1,274,167	1,247,925		2,522,092
2016C	Sales Tax Refinancing	11,227,500	360,817		11,588,317
2016D	Sales Tax	4,445,000	2,018,521		6,463,521
2017B	Sales Tax/ Sales Tax Refunding	7,145,417	5,047,500		12,192,917
2017C	Sales Tax Refunding	479,167	561,657		1,040,824
2018A	Sales Tax	-	5,951,500		5,951,500
2019B (NEW)	Sales Tax Refunding	855,417	591,425		1,446,842
2020 Small Equipment Purchases (NEW)	Sales Tax	-	1,103,717		1,103,717
<u>Five Year Bond</u>					
2015A	Sales Tax	17,077,043	1,095,625		18,172,668
<u>Voted Sales Tax</u>					
2009A	Sales Tax / Grants	-	-		-
2011A	Sales Tax / Grants	9,015,417	15,409,000		24,424,417
2009C	Sales Tax / Subsidy	-	-		-
2016A	Sales Tax Refunding	-	6,069,500		6,069,500
2017A	Sales Tax Refunding	4,070,000	1,499,750		5,569,750
2019A (NEW)	Sales Tax Refunding	-	3,407,961		3,407,961
<u>Commercial Paper</u>					
Principal					
	- Payments from GMP Increment	4,835,457			4,835,457
	- Payments from Interest Underrun	1,200,000			1,200,000
Interest					
			2,794,655		2,794,655
<u>Fees</u>					
	LOC Fees			576,000	576,000
	Dealer Fees			406,350	406,350
Total Debt Service		\$ 76,474,583	\$ 54,063,275	\$ 982,350	\$ 131,520,209

On its senior lien debt, METRO has pledged 75% of its sales tax receipts, not including the 25% of sales tax designated for General Mobility Program. Each month, the sales tax receipts are sent directly from the State Comptroller to the bond trustee, who first deposits 1/6 of the next interest payment and 1/12 of the next principal payment to the Interest and Sinking Fund, followed by any required contributions to METRO's debt service reserve escrows before sending the remaining receipts on to METRO.

DEBT POLICY

In August 2016, the METRO Board of Directors approved an updated Debt Policy for the Authority (the “*Debt Policy*”). The Debt Policy sets forth guidance on the type of debt that may be incurred by the Authority, the source of payment for its debt obligations and other factors to be considered when incurring debt. The Debt Policy allows the Authority to incur debt for only the following purposes: financing capital assets, improving infrastructure, refunding or defeasing existing obligations, funding capitalized interest, paying costs of issuance or making deposits to debt service funds and other funds required by debt covenants.

Voter Authorized

In the 2003 Election, voters authorized the issuance of \$640,000,000 of bonds payable from a pledge of 75% of the sales and use tax revenue collected by the Authority (the “Voted Sales Tax Bonds”) to fund projects for its transit system. The Authority has issued all the bonds authorized at the 2003 Election. The Authority may hold one or more future elections to authorize additional sales tax bonds; however, none are planned at this time.

- Pledge of 75% of sales tax
- Long-term, fixed rate bonds up to 40 years
- Purpose: Any capital improvements
- Authorization: \$640 million approved by voters in 2003

Senior Lien

Under current State law, in addition to the Voted Sales Tax Bonds and other sales tax bonds approved by future elections, the Authority may issue certain other Senior Lien Obligations without an election, specifically (i) contractual obligations and (ii) commercial paper notes and Sales and Use Tax Bonds or notes with a five-year or shorter term.

Contractual Obligations

Contractual obligations may be issued as Senior Lien Obligations on a parity with the Voted Sales Tax Bonds and may be issued to finance vehicles and other personal property.

- Pledge of 75% of sales tax
- Long-term, fixed rate bonds up to useful life of asset being financed with a maximum of 25 years
- Purpose: Equipment such as rail cars and buses

Commercial Paper Notes

The Authority has established a \$400 million commercial paper program (“CP Program”) for the issuance of Sales and Use Tax Revenue Commercial Paper Notes (the “CP Notes”) in multiple separate series. The current maximum issuance capacity of the CP Program is \$165 million, which is the amount of authorized CP Notes secured by credit facilities. The CP Notes are Senior Lien Obligations payable on a parity with the Obligations. The Commercial Paper Notes are not subject to Reserve Fund requirements.

- Pledge of 75% of sales tax
- Short-term, variable rate notes
- Program limited to 5 years with extensions of additional 5 year periods with Texas Attorney General approvals
- Purpose: Interim financing of any capital improvement project

RATINGS

METRO's Sales Tax and Use Tax Bonds and Contractual Obligations have received high investment grade ratings from both the Moody's Investor Services and Standard & Poor's rating agencies as follows:

Issue	Kroll/S&P
Sales and Use Tax Revenue Bonds	AA+/AAA
Sales and Use Tax Contractual Obligations	AA+/AAA

BUS REPLACEMENT

The Authority's fleet replacement plan is designed to ensure service reliability. In accordance with FTA standards, the Authority assumes a life expectancy of 12-16 years for each bus. Therefore, the Authority plans to replace one-twelfth of its vehicle bus fleet, or approximately 100 buses, each year.

FUTURE DEBT ISSUANCE

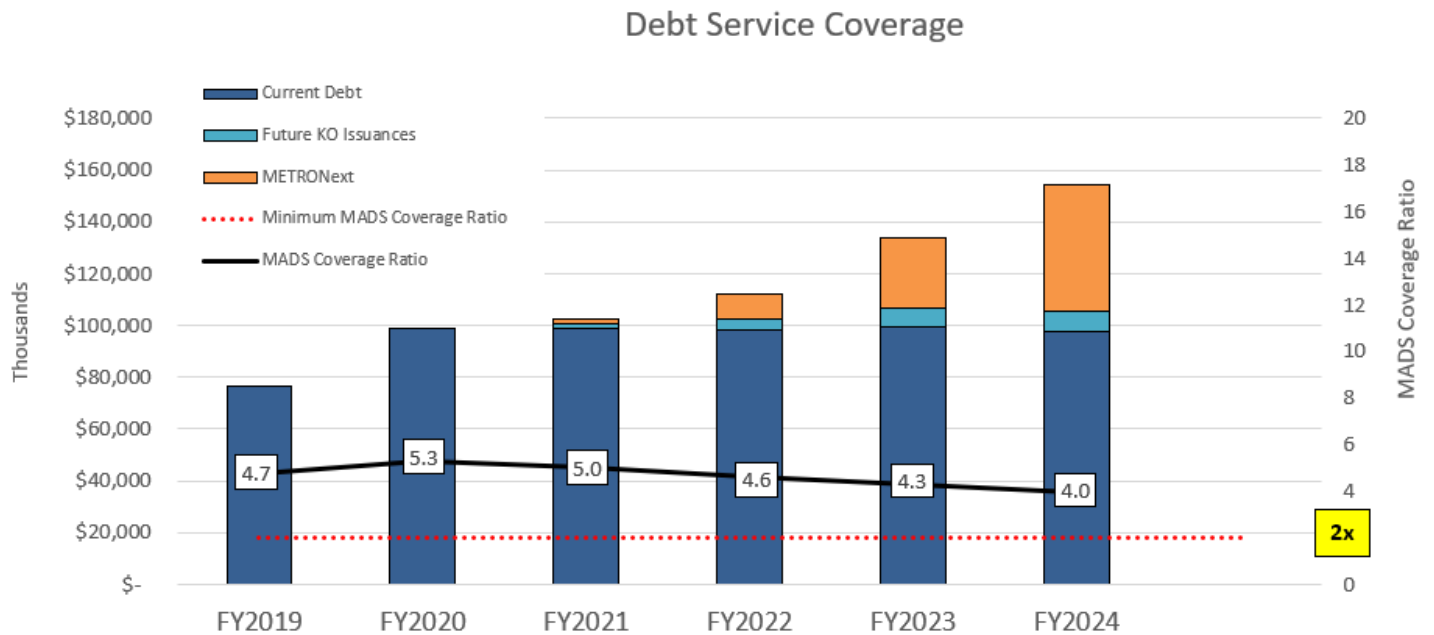
METRO plans to continue issuing contractual obligations over the next five years. The table below highlights how the debt will be used.

Fiscal Year	Bus Purchases	Light Rail Vehicle Purchases	Fare Box Replacements	METRONext
2020			\$38.346MM	\$47.000MM
2021	\$64.381 MM	\$14.064MM		\$215.000MM
2022	\$61.002 MM			\$298.000MM
2023	\$34.157 MM			\$287.000MM
2024	\$58.591MM			\$232.000MM

CURRENT DEBT LEVELS vs. LEGAL DEBT LIMITS

The chart below shows the relationship between current debt levels and legal debt limits. In the chart, the dotted line shows the Authority’s legal minimum coverage. This minimum Sales Tax Coverage Ratio is set at 2x. The chart below demonstrates that METRO’s Sales Tax Coverage far exceeds the Minimum Requirement.

SALES TAX COVERAGE FAR EXCEEDS MINIMUM REQUIREMENT

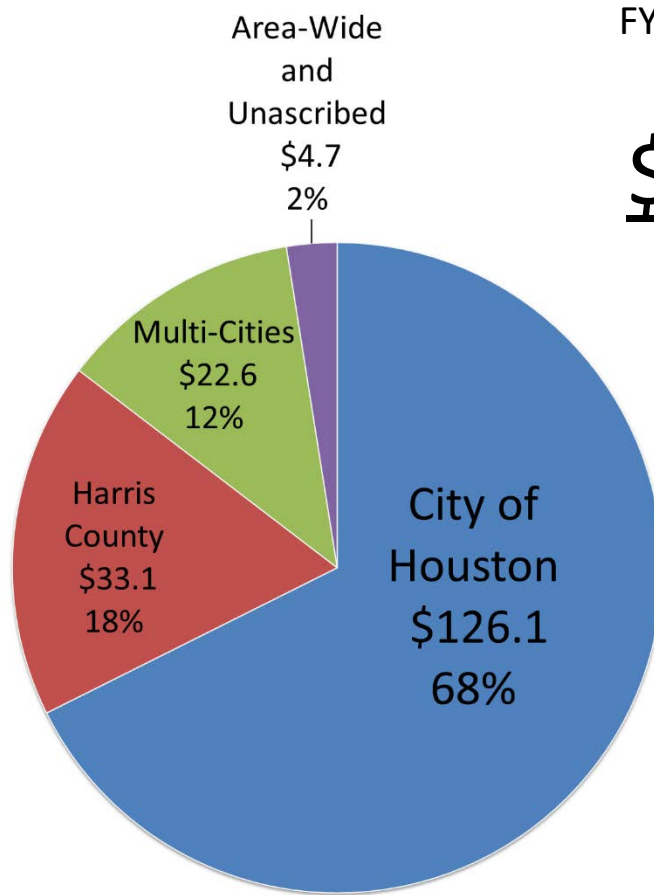


METRO has a legal responsibility to limit Maximum Annual Debt Service to 2x pledged sales tax revenues. METRO relies on sales tax revenue to fund transit services and has no intent to issue additional debt that would compromise its operations.

Metropolitan Transit Authority of Harris County, Texas
Debt Report
As of July 31, 2018

Type of Debt	Purpose	Issued Par Value	Average Rate	Issuance Date	Maturity / Term	Cost of Issuance	Interest Earned on Proceeds	Disbursements from Proceeds	Outstanding Balance
Commercial Paper	General Mobility	\$ 189,402,000	Wtd. Avg. 1.605%	Program Inception 10-Jan-06	Wtd. Avg. 50.96 days	\$ 7,014,204	\$ 241,452	\$ 189,402,000	\$ 98,502,000
Certificates of Participation (COPS) Series 2006A	46 Orion HEV Buses 52 MCI HEV Buses	\$ 62,255,000	4.413%	July 15, 2006	Defeased August 31, 2016	\$ 215,566	\$ 420,316	\$ 61,959,754	\$ -
Certificates of Participation (COPS) Series 2006B	10 Signature Orion 50 MCI HEV	\$ 45,785,000	4.965%	December 9, 2006	Defeased August 31, 2016	\$ 151,432	\$ 97,461	\$ 41,937,000	\$ -
Sales & Use Tax Contractual Obligations Series 2006D	40 Orion HEV Buses 20 MCI HEV Buses	\$ 35,050,000	4.204%	December 30, 2006	Defeased November 1, 2017	\$ 175,686	\$ 8,913	\$ 35,612,306	\$ -
Sales & Use Tax Contractual Obligations Series 2010A	80 Orion HEV Buses	\$ 40,290,000	3.101%	June 23, 2010	Pre Refund: November 1, 2022 Post Refund: November 1, 2021	\$ 186,496	\$ 27,485	\$ 41,902,115	\$ 6,885,000
Sales & Use Tax Contractual Obligations Series 2011B	100 Orion HEV Buses	\$ 49,405,000	2.320%	September 28, 2011	Pre Refund: November 1, 2023 Post Refund: November 1, 2022	\$ 93,614	\$ 7,784	\$ 53,007,784	\$ 9,575,000
Sales & Use Tax Contractual Obligations Series 2014	70 Nova Articulated Buses 70 MCI Commuter Buses 40 NABI Transit Buses	\$ 97,953,750	2.893%	April 22, 2014	November 1, 2029	\$ 861,445	\$ 11,381.00	\$ 106,690,895	\$ 55,225,000
Sales & Use Tax Contractual Obligations Series 2015B	75 NABI Buses 50 NABI CNG Buses 25 MCI Commuter Buses	\$ 62,485,000	2.392%	August 26, 2015	November 1, 2027	\$ 500,949	\$ 8	\$ 72,789,714	\$ 50,170,000
Sales & Use Tax Series 2015A	CP Take Out	\$ 52,575,000	1.486%	August 26, 2015	August 15, 2020	\$ 385,930	\$ -	\$ 60,000,000	\$ 43,820,000
Sales & Use Tax Contractual Obligations Series 2016D	80 Nova 40' Transit Buses 20 60' Articulated Buses	\$ 44,445,000	2.530%	December 1, 2016	November 1, 2028	\$ 575,919	\$ 49,230	\$ 49,580,273	\$ 44,445,000
Sales & Use Tax Refunding Contractual Obligations Series 2017B	100 New Flyer 40' Transit Buses 45 45' MCI Commuter Buses Refunded: \$4,685,000 of Series 2006B, \$13,520,000 of Series 2006D, \$12,425,000 of Series 2010A, \$18,110,000 of Series 2011B, & \$2,000,000 of Series 2014	\$ 100,950,000	1.950%	October 16, 2017	November 1, 2029	\$ 826,213	\$ 153,082	\$ 88,985,733	\$ 100,950,000
Sales & Use Tax Refunding Contractual Obligations Series 2017C	Refunded \$21,315,000 of Series 2014	\$ 25,200,000.00	2.310%	December 15, 2017	November 1, 2027	\$ 197,926	\$ 413	\$ 25,124,201	\$ 24,745,000.00
Sales & Use Tax Contractual Obligations Series 2018A	104 45' Commuter Buses 20 40' CNG Transit Buses 14 60' BRT 36 40' Transit Diesel Buses Small Equipment	\$ 99,970,000	2.891%	December 20, 2018	November 1, 2043	\$ 780,986	\$ 1,110,471	\$ 32,356,536	\$ 99,970,000
Total Non-METRO/Rail Expansion		\$ 885,765,750	2.253%			\$ 11,866,329	\$ 2,127,997	\$ 919,346,313	\$ 531,287,899
Commercial Paper	METRO/Rail Expansion Real Estate	\$ 20,598,000	Wtd. Avg. 1.605%	Program Inception 10-Jan-06	Wtd. Avg. 50.96 days	\$ 852,957	\$ 29,362	\$ 20,598,000	\$ 20,598,000
Sales & Use Tax Bonds Series 2009A	North and Southwest Corridor Expansion	\$ 94,465,000	4.963%	June 11, 2009	Pre Refund: November 1, 2029 Post Refund: November 1, 2018	\$ 560,859	\$ 145,597	\$ 96,577,321	\$ -
Sales & Use Tax Contractual Obligations Series 2009B	Rail Vehicles & Set-Up	\$ 42,780,000	4.476%	June 11, 2009	Defeased November 1, 2017	\$ 253,994	\$ 83,868	\$ 42,161,735	\$ -
Sales & Use Tax Bonds Series 2009C	North and Southwest Corridor Expansion	\$ 82,555,000	4.559%	June 11, 2009	November 1, 2038	\$ 440,193	\$ 222,578	\$ 77,116,267	\$ 82,555,000
Sales & Use Tax Bonds Series 2011A	North and Southwest Corridor Expansion	\$ 461,010,000	4.254%	September 28, 2011	November 1, 2041	\$ 869,396	\$ 295,759	\$ 461,301,403	\$ 325,180,000
Sales & Use Tax Contractual Obligations Series 2014	10 East Corridor CAF Light Rail Vehicles	\$ 32,651,250	2.893%	April 22, 2014	November 1, 2029	\$ 293,815	\$ 207,565	\$ 36,657,462	\$ 26,180,000
Sales & Use Tax Refunding Bonds Series 2015A	Refunded \$81,980,000 of Series 2011A & \$54,000,000 of Series 2009A	\$ 126,245,000	2.207%	April 27, 2015	November 1, 2029	\$ 937,716	\$ 122	\$ 159,952,249	\$ 126,245,000
Sales & Use Tax Refunding Contractual Obligations Series 2015B	Refunded \$25,365,000 of Series 2009B	\$ 25,635,000	2.563%	April 27, 2015	November 1, 2033	\$ 295,017	\$ 49	\$ 31,680,692	\$ 25,635,000
Sales & Use Tax Bonds Series 2016C	Refinanced \$25,910,000 of 2009A COPS & \$25,525,000 of 2009B COPS	\$ 55,330,000	1.601%	August 31, 2016	August 1, 2021	\$ 179,849	\$ 27	\$ 59,844,543	\$ 33,615,000
Sales & Use Tax Refunding Bonds Series 2017A	Refunded \$23,280,000 of Series 2011A & \$9,045,000 of Series 2009A	\$ 29,995,000.00	1.692%	October 16, 2017	November 1, 2025	\$ 332,004	\$ -	\$ 35,039,616	\$ 29,995,000.00
Sales & Use Tax Contractual Obligations Series 2018A	14 Light Rail Vehicles	\$ 19,060,000	2.891%	December 20, 2018	November 1, 2043	\$ 148,897	\$ 211,719.36	\$ 11,592,997	\$ 19,060,000
Total METRO/Rail Expansion		\$ 996,324,250	3.446%			\$ 5,164,678	\$ 1,186,647	\$ 1,031,522,387	\$ 669,863,899
Total Debt		\$ 1,876,090,000	2.928%			\$ 17,150,997	\$ 3,314,644	\$ 1,850,876,700	\$ 1,201,151,799

General Mobility Program



FY2020 Projected Transfer to the
General Mobility Program

\$186.5 million

METRO's enabling legislation authorizes the Authority to construct or maintain streets, roads, traffic signals, sidewalks, and hike and bike trails, or perform these functions through agreements with other government agencies. As early as 1982, METRO began to participate in and contribute funds for various "joint construction projects" with the City of Houston, Harris County and the 14 Multi-Cities within its service area. In 1988, this use of METRO's sales tax revenues was formalized into the General Mobility Program (GMP), dedicating 25% of its sales tax revenues to its constituent entities for General Mobility projects. These dedicated funds and their associated projects are locally known as the General Mobility Program.

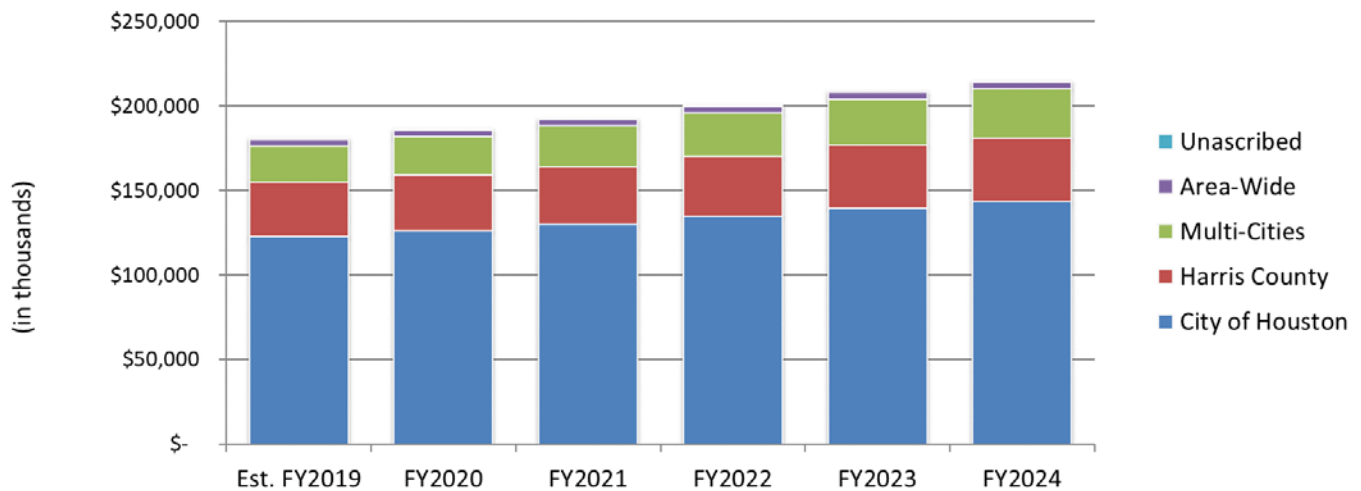
In FY2013, METRO entered into new interlocal agreements with its partner entities coinciding with the Authority's implementation of the voter mandated referendum on General Mobility held on November 6, 2012. This referendum continues General Mobility funding to member jurisdictions based on sales tax revenues set at the end of September 2014, with any growth in sales tax above that mark split 50/50 with member jurisdictions through December 31, 2025.

Projected Funding

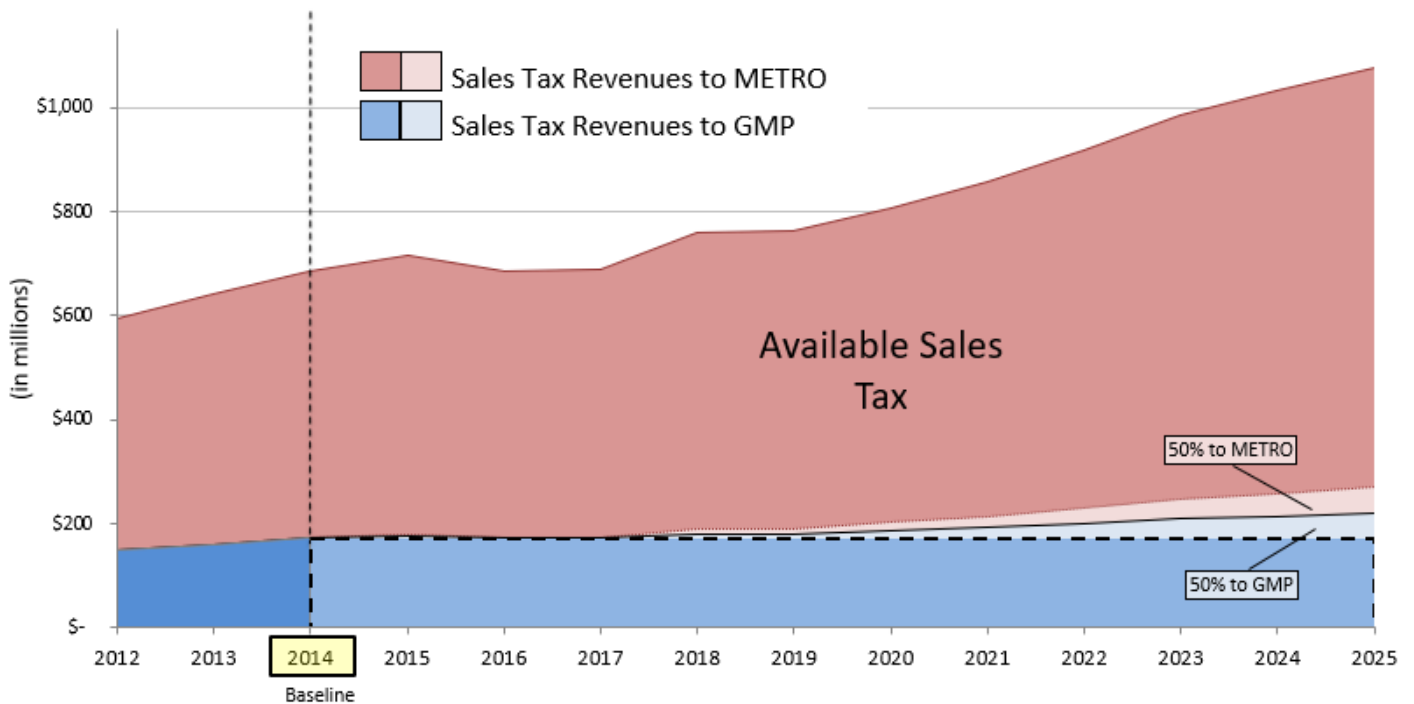
(in thousands)

	Est. FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Street Repair & Congestion Mitigation						
City of Houston	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Multi-Cities	21,398	22,598	23,955	25,638	27,460	28,773
Area-Wide	4,000	4,000	4,000	4,000	4,000	4,000
Subtotal	\$ 35,398	\$ 36,598	\$ 37,955	\$ 39,638	\$ 41,460	\$ 42,773
Future Designated Projects						
City of Houston	\$ 112,801	\$ 116,138	\$ 119,916	\$ 124,599	\$ 129,668	\$ 133,321
Harris County	32,150	33,101	34,178	35,512	36,957	37,998
Unascribed	655	675	697	724	753	774
Subtotal	\$ 145,606	\$ 149,914	\$ 154,790	\$ 160,835	\$ 167,379	\$ 172,094
Total Commitment						
City of Houston	\$ 122,801	\$ 126,138	\$ 129,916	\$ 134,599	\$ 139,668	\$ 143,321
Harris County	32,150	33,101	34,178	35,512	36,957	37,998
Multi-Cities	21,398	22,598	23,955	25,638	27,460	28,773
Area-Wide	4,000	4,000	4,000	4,000	4,000	4,000
Unascribed	655	675	697	724	753	774
Total General Mobility Funding	\$ 181,004	\$ 186,511	\$ 192,745	\$ 200,473	\$ 208,839	\$ 214,867

5-Year General Mobility Projected Funding

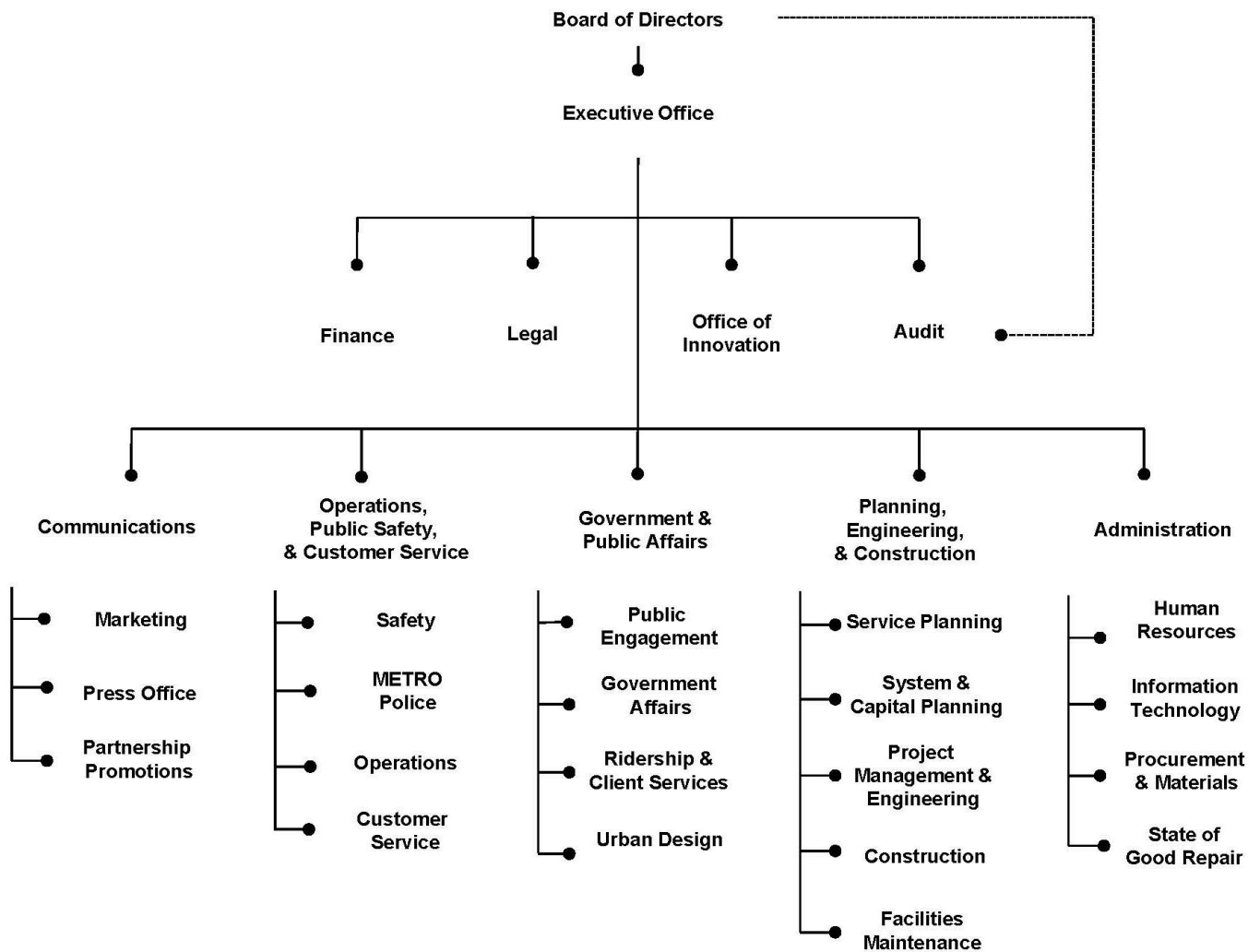


GMP Projections Based on the 2012 Referendum



The above graphic illustrates the projections for the voter mandated referendum on General Mobility held on November 6, 2012. This referendum continues General Mobility funding to member jurisdictions based on sales tax revenues set at the end of September 2014 with any growth in sales tax above that mark split 50/50 with member jurisdictions through December 31, 2025.

Organization Chart



Department Summaries

This section provides a brief description of each METRO department, along with an organization chart, financial data showing the FY2020 budget and comparing it to the current year’s budget and year-end estimate, goals, and key performance indicators when applicable.

Each department’s goals are linked to one or more of the Authority’s goals:

Create outstanding trip experiences for all users by connecting residents to more places, more often, in a safe and efficient environment.

Enhance communities and lives by providing high quality mobility options for all service areas and users, which includes innovation and planning for the future.

Maintain and improve accessible transportation system infrastructure.

Increase public awareness and support for the regional transportation system, which includes collaboration with Regional and National leadership.

Provide responsive, accountable, and trustworthy governance within the METRO organization.

Accomplishing these goals will further METRO’s mission and vision:

Mission

To provide safe, clean, reliable, accessible and friendly public transportation services to our region.

Vision

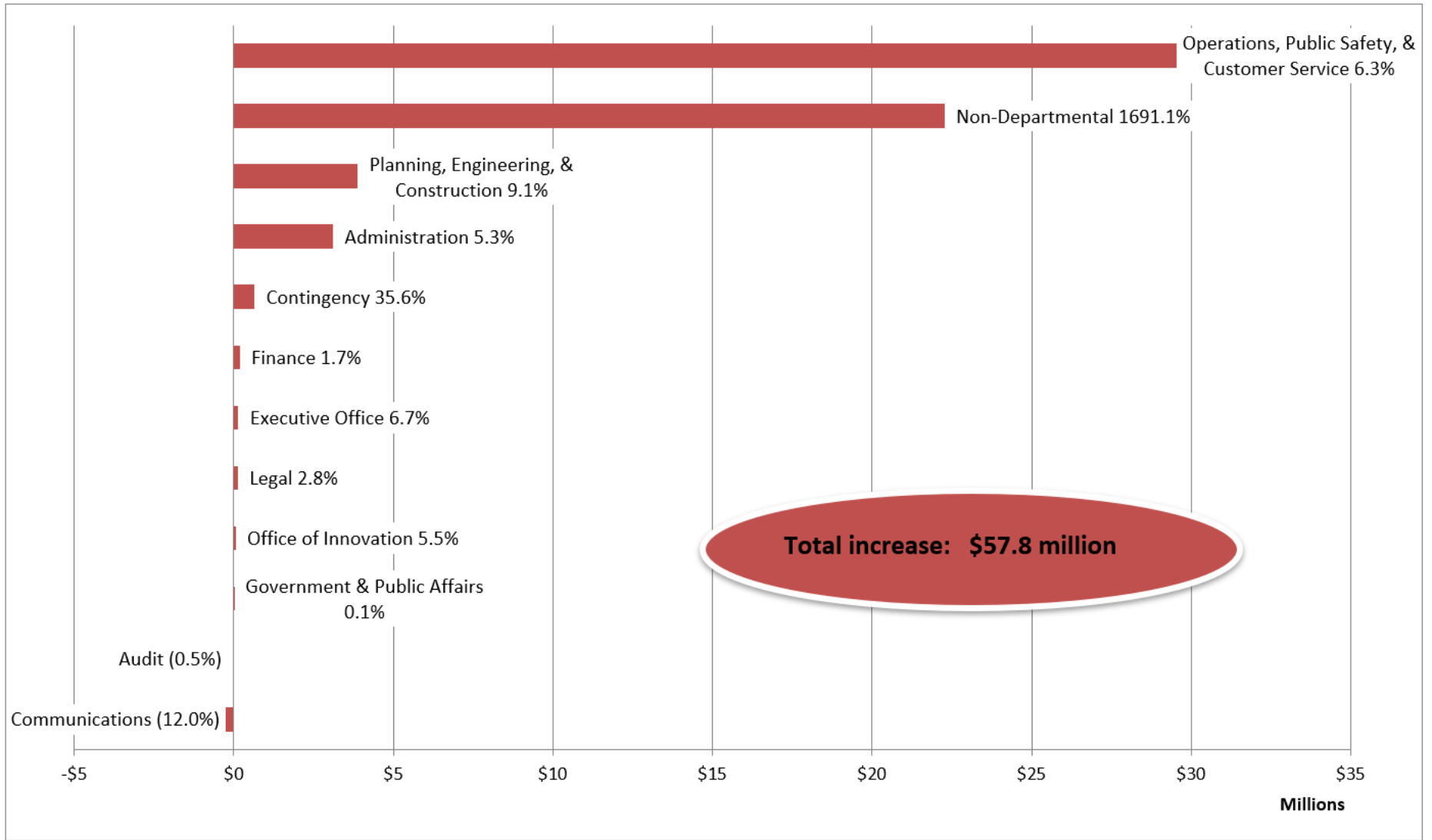
Through collaborative relations and innovative approaches, METRO will be an industry leader in delivering timely and efficient service that is transformative by providing multi-modal interactions for communities to connect to everyday work and life opportunities.

Department Summaries

Budget by Department

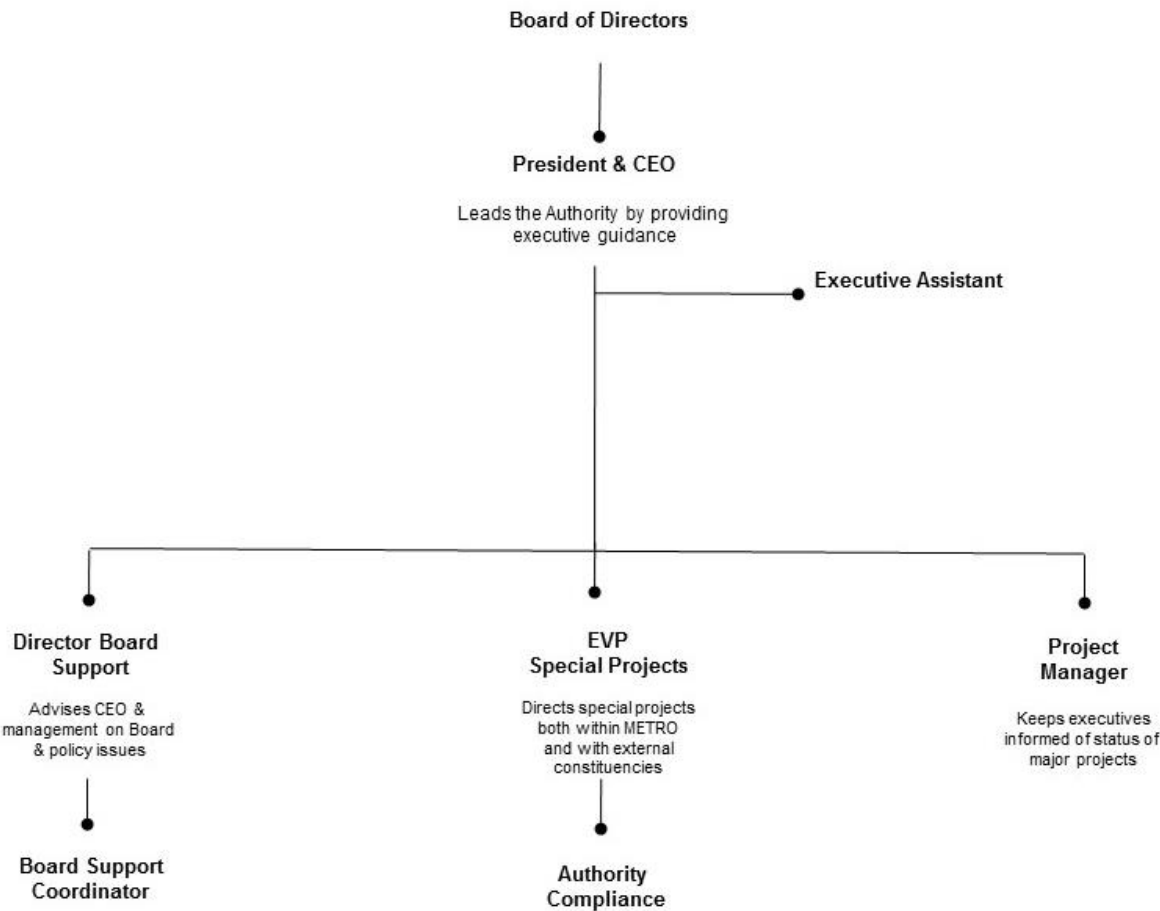
Departments	FY2019	FY2019	FY2020	Budget-to-Budget Variance	
	Budget	Estimate	Budget	\$	%
Operations, Public Safety, & Customer Service	\$ 474,945,187	\$ 473,370,466	\$ 504,863,751	\$ 29,918,564	6.3%
Administration	59,097,622	58,367,637	62,206,115	3,108,493	5.3%
Planning, Engineering, & Construction	42,562,341	41,048,908	46,449,346	3,887,005	9.1%
Communications	21,239,456	21,061,792	18,681,804	(2,557,652)	(12.0%)
Finance	11,115,714	10,769,025	11,300,989	185,275	1.7%
Legal	4,642,958	4,577,311	4,771,865	128,907	2.8%
Government & Public Affairs	4,718,543	4,756,552	4,721,162	2,619	0.1%
Executive Office	2,171,299	2,036,461	2,317,766	146,467	6.7%
Audit	1,535,793	1,386,020	1,527,846	(7,947)	(0.5%)
Office of Innovation	1,020,364	1,019,130	1,076,100	55,736	5.5%
Contingency	1,844,025	-	2,500,000	655,975	35.6%
Non-Departmental	1,316,698	316,698	23,583,256	22,266,558	1691.1%
TOTAL NET OPERATING	\$ 626,210,000	\$ 618,710,000	\$ 684,000,000	\$ 57,790,000	9.2%

Budget by Department - Budget-to-Budget Variance



Executive Office

The President and CEO oversees the management and operations of transit services. The Authority Compliance Division ensures METRO’s compliance with legislation and regulations, and the Board staff provide support for METRO’s Board of Directors.



Executive Office

	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance	
	\$	\$	\$	\$	%
Wages	\$ -	\$ -	\$ -	\$ -	N/A
Union Fringe Benefits	1,669	649	1,868	199	11.9%
Subtotal Union Labor	\$ 1,669	\$ 649	\$ 1,868	\$ 199	11.9%
Salaries and Non-Union Wages	1,258,412	1,125,420	1,276,826	18,414	1.5%
Non-Union Fringe Benefits	428,512	427,686	526,941	98,429	23.0%
Subtotal Non-Union Labor	\$ 1,686,924	\$ 1,553,106	\$ 1,803,766	\$ 116,842	6.9%
Allocation to Capital and GMP	-	-	-	-	N/A
Subtotal Labor and Fringe Benefits	\$ 1,688,593	\$ 1,553,755	\$ 1,805,634	\$ 117,041	6.9%
Services	108,007	108,007	116,325	8,318	7.7%
Materials and Supplies	6,504	6,504	6,994	490	7.5%
Fuel and Utilities	14,656	14,656	14,827	171	1.2%
Casualty and Liability	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	N/A
Leases, Rentals and Miscellaneous	353,539	353,539	373,986	20,447	5.8%
Subtotal Non-Labor	\$ 482,706	\$ 482,706	\$ 512,132	\$ 29,426	6.1%
Subtotal Labor and Non-Labor	\$ 2,171,299	\$ 2,036,461	\$ 2,317,766	\$ 146,467	6.7%
Allocation to Capital and GMP	-	-	-	-	N/A
Total Operating Expenses	\$ 2,171,299	\$ 2,036,461	\$ 2,317,766	\$ 146,467	6.7%

Executive Office

Description of Departmental Functions and Activities:

The Executive Office is responsible for the administration of the management and daily operations of the authority's transit services as well as providing support for METRO's Board of Directors. These duties include supporting all departments of the authority in their various tasks associated with accomplishing the mission and goals of the authority. The office is also responsible for the implementation of policies and directives set by the Board of Directors as well as ensuring the authority's policies, guidelines, procedures and manuals are updated in accordance with Board of Director's direction, state and federal regulations, and industry best practices.

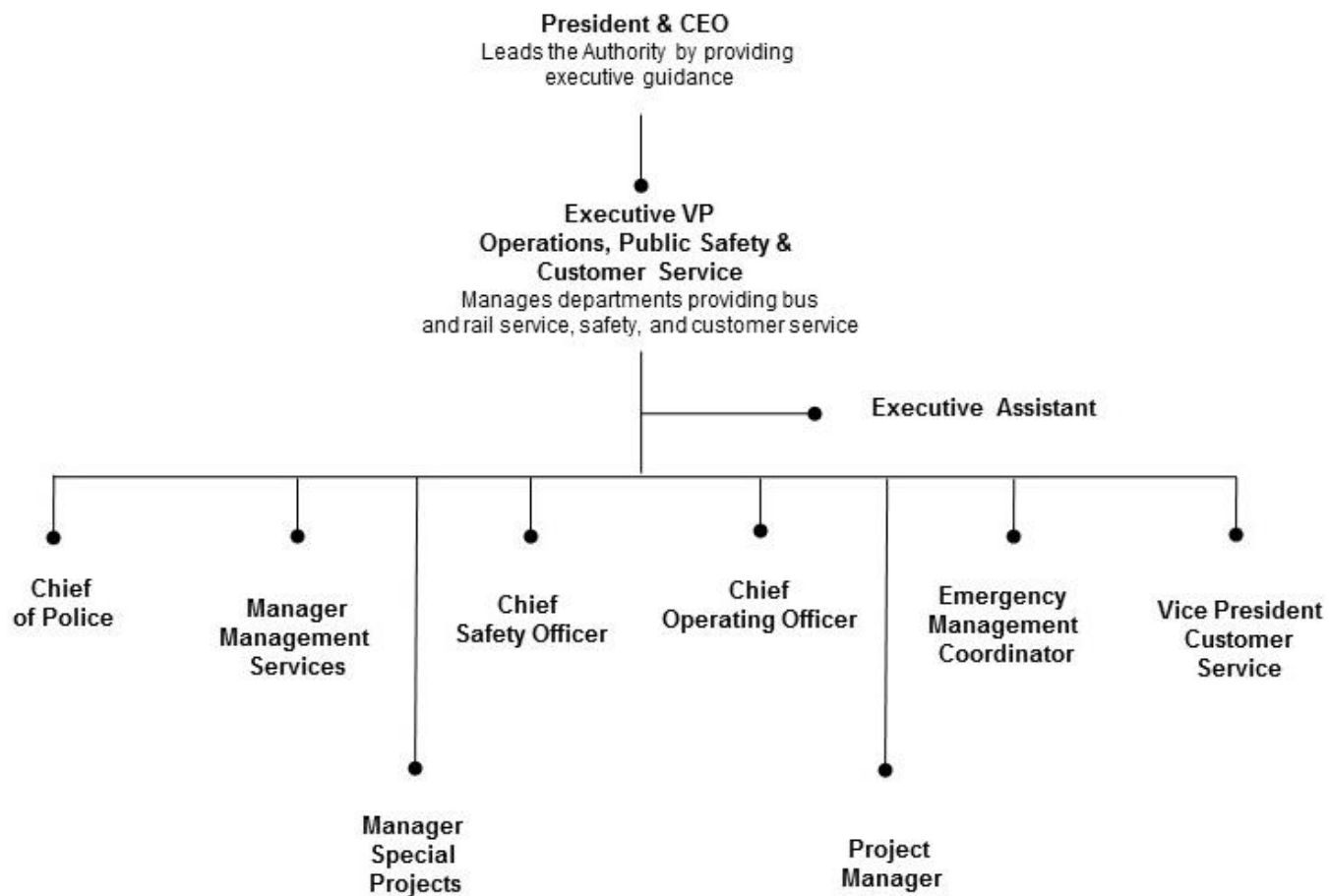
Number of Employees: 9

FY2020 Goals		METRO Budget Priorities				
Dept.	Initiative/Objective	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Executive Office	Support the Board of Directors by providing information, data and facts to assist them in making public policy decisions to improve mobility in the region.	✓	✓	✓	✓	✓
	Ensure that policies and directives set by the Board of Directors are executed and implemented in a timely manner and as directed.	✓	✓	✓	✓	✓
	Lead and support executive leadership in their goals and objectives to accomplish Board priorities toward attaining universal accessibility, improving the customer experience, investing in enhanced safety, improving security, maintaining a state of good repair, planning for the future and marketing our services.	✓	✓	✓	✓	✓
	Lead and support the employees of the authority as they work to accomplish the mission of the agency to provide safe, clean, reliable, accessible and friendly public transportation services to our region.	✓	✓	✓	✓	✓
	Continue to implement policies and procedures to employ sound financial principles and transparency practices.					✓
	Support the departments in the review of and update of the authority's policies, guidelines, procedures and manuals to meet industry best practices.	✓	✓	✓	✓	✓

Operations, Public Safety, and Customer Service

Operations, Public Safety, and Customer Service functions as the core of METRO’s transit services, including local bus, Park & Ride bus, light rail train, paratransit, vanpools, and HOV/HOT lane network, as well as the related functions of METRO Police, Safety, Customer Service, and emergency management.

OPERATIONS, PUBLIC SAFETY, & CUSTOMER SERVICE



Operations, Public Safety, and Customer Service

	FY2019	FY2019	FY2020	Budget-to-Budget Variance	
	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>\$</u>	<u>%</u>
Wages	\$ 136,047,064	\$ 136,392,423	\$ 142,424,168	\$ 6,377,104	4.7%
Union Fringe Benefits	63,301,075	62,188,420	68,384,934	5,083,859	8.0%
Subtotal Union Labor	\$ 199,348,139	\$ 198,580,843	\$ 210,809,102	\$ 11,460,963	5.7%
Salaries and Non-Union Wages	65,961,229	64,556,900	72,001,795	6,040,566	9.2%
Non-Union Fringe Benefits	26,731,966	26,402,232	29,487,508	2,755,542	10.3%
Subtotal Non-Union Labor	\$ 92,693,195	\$ 90,959,132	\$ 101,489,304	\$ 8,796,109	9.5%
Allocation to Capital and GMP	(4,950,798)	(4,024,160)	(5,170,087)	(219,289)	4.4%
Subtotal Labor and Fringe Benefits	\$ 287,090,536	\$ 285,515,815	\$ 307,128,318	\$ 20,037,782	7.0%
Services	17,308,724	17,308,724	18,095,688	786,964	4.5%
Materials and Supplies	27,283,658	27,283,658	28,133,605	849,947	3.1%
Fuel and Utilities	32,777,237	32,777,237	36,115,599	3,338,362	10.2%
Casualty and Liability	5,359,774	5,359,774	5,812,894	453,120	8.5%
Purchased Transportation	103,079,017	103,079,017	107,554,303	4,475,286	4.3%
Leases, Rentals and Miscellaneous	2,913,360	2,913,360	3,064,337	150,977	5.2%
Subtotal Non-Labor	\$ 188,721,770	\$ 188,721,770	\$ 198,776,426	\$ 10,054,656	5.3%
Subtotal Labor and Non-Labor	\$ 475,812,306	\$ 474,237,585	\$ 505,904,745	\$ 30,092,439	6.3%
Allocation to Capital and GMP	(867,119)	(867,119)	(1,040,994)	(173,875)	20.1%
Total Operating Expenses	\$ 474,945,187	\$ 473,370,466	\$ 504,863,751	\$ 29,918,564	6.3%

	FY2019	FY2020	Budget-to-Budget Variance	
	<u>Budget</u>	<u>Budget</u>	<u>\$</u>	<u>%</u>
Total Operating Expenses	431,628,502	\$ 454,834,079	\$ 23,205,577	5.4%
Operations	27,076,644	32,781,719	5,705,075	21.1%
METRO Police Department	9,912,445	10,667,861	755,416	7.6%
Safety	5,089,935	5,275,124	185,189	3.6%
Customer Service	1,237,661	1,304,968	67,307	5.4%
Executive Vice President				

Operations

METRO's goal is to provide clean, safe, and reliable service to the public. METRO operates an extensive transit network combining different types of service tailored to varying needs. Following is a listing of services provided by METRO:

Number of Employees: 3,262 (594 non-union and 2,668 union). This does not include employees of METRO's contractors.

Local Bus and Park and Ride Service – METRO's bus service is the heart of our system, with 85 fixed routes, 9,103 active bus stops, and 21 Transit Centers. The local bus service will have had an estimated 59.6 million boardings by the end of FY2019.

METRO's Park and Ride service provides commutes to and from the suburbs. Riders park a car at one of METRO's 27 Park and Ride lots, board a 45-foot commuter bus, and travel on an HOV lane to downtown, the Texas Medical Center and other major employment centers. METRO's Park and Ride buses will have approximately 7.7 million boardings in 2019.

METRO's Bus Maintenance department actively maintains, cleans, repairs, and replaces the fleet that is comprised of 1,258 buses, including 708 diesel buses, 77 Compressed Natural Gas buses, 435 40/45 foot-hybrid buses, and 38 alternative service vehicles. There are also 162 METROLift paratransit service vans. METRO buses will have run 44.9 million revenue miles and will have had an estimated 67.4 million boardings by the end of FY2019.

FY2020 Goals			METRO Budget Priorities				
Service	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Bus Services	Bus Accidents	Absolute Number: <= 594 accidents per year	✓				
		Preventable Number: <= 196 accidents per year	✓				
	On-Time Performance for Local Bus	75% On-Time Performance for Local Bus	✓				
	On-Time Performance for Park and Ride Bus	76% On-Time Performance for Park and Ride	✓				
	Bus Mean Distance Between Mechanical Failure (MDBF)	MDBF goal for all Buses of 8,875	✓				
	Customer Service	FY2020 Complaints per boarding of <18.5 per 100,000 boardings; Commendations 3,600 per year; 300 per month	✓				

Contract, Paratransit, and Vanpool - One of METRO's most important missions is providing our disabled community access to employment, health care, and all of our region's assets and opportunities (METROLift service). 100% of METRO vehicles are accessible under the standards of the Americans with Disabilities Act (ADA). By the end of FY2019, METRO expects to have provided 1.8 million rides on METROLift vehicles.

METRO Star Vanpool is a cost-effective public transit option that serves not only Harris County, but Brazoria, Chambers, Fort Bend, Galveston, Liberty, Montgomery and Waller Counties. Riders share the cost of the van, fuel, maintenance, parking and tolls. Employers help defray these costs. METRO Star Vanpool averaged 552 vanpools in 2019 and will have provided 1.9 million rides.

FY2020 Goals			METRO Budget Priorities				
	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Contract, praransit, and Vanpool	METROLift On-Time Performance	On-time performance goal of 90%	✓				
	METROLift Mean Distance Between Failure (MBDF)	MBDF goal of 20,000	✓				

METRORail - METRORail quickly connects people to the most frequented destinations in the city, including: Downtown, the Texas Medical Center, University of Houston and Texas Southern University campuses, NRG Park, the George R. Brown Convention Center, and the historic East End. METRORail consists of three light rail lines totaling 22.7 miles of light rail service. METRO will reach approximately 18.7 million boardings in 2019.

FY2020 Goals			METRO Budget Priorities				
	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
METRORail	On-Time Performance	Red Line 93%; East End 95%;South East 95%; Rail Weighted Average 92%	✓				
	Rail Mean Distance Between Service Interruptions (MDBS)	MDBS 15,000 per month	✓				
	Rail Accidents	Rail accident goal of absolute number 99; Preventable number of 10	✓				

HOV/HOT Lanes - METRO HOV/HOT Lanes is also included in this division, comprising lane operations, management of contractors, and the ARGO division at TranStar. METRO operates more 97.9 miles of the region’s HOV Lanes. During off-peak hours METRO’s HOV lanes become HOT Lanes that allow one-passenger vehicles to use the lanes for a small fee. For FY2019, the projected HOV/HOT lane ridership is approximately 26.4 million.

FY2020 Goals			METRO Budget Priorities				
	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
OMS	HOT Lanes Speed	Average Peak HOT Lanes Speed (All Lanes) of 45mph	✓				

Department Key Performance Indicators

The primary element in the success METRO has had in building its transit system has been its dedication to service quality. By focusing on specific, measurable goals, METRO can track its progress toward meeting the budget priorities of improving the customer experience, safety, and security. To that end, the department of Operations, Public Safety, and Customer Service tracks key performance indicators and compares performance to annual goals. These statistics measure service reliability, safety, security, and customer service. Below are descriptions of the eight most important performance indicators, which are reported to the Board of Directors every month and the most recent Monthly Status Report. All Key Performance Indicators for FY2016 and FY2017 (through August) and the goals for FY2018 can be found immediately afterward.

On-Time Performance (OTP): A local bus is considered on-time if it does not leave early and is within a five (5) minute window after the scheduled departure time. A Park & Ride bus is considered on-time if it does not depart early (except in the morning when a bus can leave from a Park & Ride lot when full) and is within a five (5) minute window after the scheduled departure time, with measurements during peak hours. OTP is measured by the IVOMS system which calculates data to the second, and the five (5) minute window is defined as anything less than six (6) minutes. For METRORail, a train departing from the beginning of the line or arriving at the end of the line less than five (5) minutes after the scheduled time is considered on-time.

Mean Distance Between Mechanical Failures (MDBF): MDBF mechanical roadcalls are defined as any mechanical issue encountered during operation of the vehicle in revenue service that requires a maintenance action resulting from a mechanical failure. Mechanical failures include warranty and fleet defects but exclude accidents. This indicator is for the bus system but excludes METROLift.

Bus and Rail Accidents: An accident is a transit incident with passenger injuries that requires immediate medical treatment away from the scene or a collision between a revenue vehicle and an object such that the amount of damage exceeds \$1,000. Bus accidents (which include METROLift) and rail accidents are reported separately and in terms of the absolute number of accidents and the relative number of accidents per 100,000 vehicle miles. A rail accident is defined as any physical contact between a rail vehicle and another vehicle (including another rail vehicle, car, truck, or motorcycle), a pedestrian, or bicyclist along the main rail line.

Complaint Contacts: Patrons contact METRO's Customer Information Center to express dissatisfaction with METRO. Contacts made via telephone and over the Internet which result in a complaint record being generated in the Public Comment System are reported both in terms of the absolute number of contacts received and the number of contacts as a percentage of total boardings.

Major Security Incidents: The total "Major Security Incidents" is based on two industry standards: the Federal Bureau of Investigation (FBI) Uniform Crime Report and the National Transit Database (NTD) Report issued by the Federal Transit Administration (FTA). The eight (8) categories included are: homicide, forcible rape, robbery, aggravated assault, burglary, larceny and theft, motor vehicle theft, and arson. This metric is reported both in terms of the absolute number of incidents and the number of incidents per 100,000 boardings.

Major Security Incidents – METRO Properties: The total “Major Security Incidents – METRO Properties” is the number of incidents that occur at Park & Ride lots, Transit Centers, onboard buses and trains, and on Light Rail Vehicle (LRV) platforms. This metric is reported both in terms of the absolute number of incidents and the number of incidents per 100,000 boardings.

Average Call Center Answer Delay:

METRO is committed to providing customers with accurate, customer-friendly service information in a timely manner. Customers may obtain bus information over METRO's website and by telephone using an interactive voice response system without speaking to a representative and with no customer wait time. For those customers who prefer to speak with a representative, METRO's goal is to answer their call in 120 seconds or less. In addition to bus information, METRO's Customer Service/Information Center provides general information, supports METRO Q® Fare Card requests, documents and researches public comments, aids with Lost and Found inquiries, and provides general vanpool and HOV information.

MONTHLY PERFORMANCE REPORT July 2019 Performance Statistics

													Benchmark Met	Benchmark Missed	
Fiscal Year 2019															
SERVICE & RELIABILITY	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	Current Month Target	FY2019 YTD Actual	FY2019 YTD GOAL
On-Time Performance															
Bus - Local	74.8%	74.6%	75.3%	76.1%	75.7%	76.6%	76.1%	75.7%	76.6%	77.5%			≥ 75%	75.9%	≥ 75%
Bus - Park & Ride	77.6%	76.9%	77.1%	78.7%	77.4%	78.7%	78.4%	77.8%	77.6%	77.6%			≥ 76%	77.8%	≥ 76%
Bus - Weighted Average	75.9%	75.6%	76.0%	77.1%	76.4%	77.4%	77.0%	76.5%	77.0%	77.5%			≥ 75%	76.7%	≥ 75%
METROLift	89.0%	90.8%	91.5%	93.1%	90.3%	89.3%	90.1%	90.5%	91.5%	92.2%			≥ 90%	90.8%	≥ 90%
Rail - Red Line	91.9%	93.3%	91.7%	92.7%	92.6%	84.6%	92.4%	92.3%	93.3%	93.6%			≥ 93%	91.8%	≥ 93.0%
Rail - South East Purple Line	98.4%	98.3%	98.9%	94.6%	95.5%	95.1%	94.5%	93.6%	95.4%	95.4%			≥ 95%	96.1%	≥ 95.0%
Rail - East End Green Line	98.7%	98.7%	98.9%	98.1%	97.3%	97.9%	97.9%	97.4%	97.7%	97.3%			≥ 95%	98.1%	≥ 95.0%
MDBF (Mean Distance Between Mechanical Failures) - All Buses	10,186	11,246	10,785	11,398	10,610	11,694	10,947	10,170	7,704	8,654			≥ 7,750	10,185	≥ 9,100
MDBF (Mean Distance Between Mechanical Failures) - METROLift	25,095	23,585	27,069	24,057	31,558	28,011	30,239	27,713	22,140	22,119			≥ 20,000	25,786	≥ 20,000
MDBSI (Mean Distance Between Service Interruptions) - METRORail	17,119	18,610	14,059	15,837	18,331	30,544	9,727	17,339	14,683	14,637			≥ 18,000	15,957	≥ 15,600
Average Peak HOT Lanes Speed (miles per hour)															
I-45 North HOV	52	53	54	54	52	55	55	56	57	59			≥ 45	55	≥ 45
I-45 South HOV	52	52	52	52	53	55	55	55	56	57			≥ 45	54	≥ 45
US-290 HOV	57	57	57	58	59	59	58	58	56	68			≥ 45	59	≥ 45
US-59 North HOV	61	61	60	61	58	61	61	61	60	62			≥ 45	61	≥ 45
US-59 South HOV	51	51	52	50	50	52	52	52	53	53			≥ 45	52	≥ 45

Department Annual Performance and Goals

Performance Indicator	FY 2018 Actual	FY 2019 Goal	FY 2019 Actual*	FY2020 Goal
Service and Reliability				
Bus-Local On-Time Performance (OTP)	75.1%	75%	76%	75%
Bus-Park & Ride OTP	76.8%	75%	78%	76%
Bus Weighted Average OTP	75.8%	75%	77%	75%
Rail-Red Line OTP	88.3%	90%	92%	93%
Rail-East Line OTP ³	98.2%	95%	98%	95%
Rail-South Line OTP ³	98.1%	95%	96%	95%
METROLift OTP	90.7%	90%	91%	90%
Mean Distance Between Mechanical Failures (all buses)	11,016	8,920	10,185	8,875
Mean Distance Between Service Interruptions (Rail)	18,743	15,000	15,957	15,000
Mean Distance Between Mechanical Failures (METROLift)	23,221	20,000	25,786	21,000
Safety				
Bus Accidents Absolute Number	575	625	495	594
Bus Accidents Per 100,000 Vehicle Miles	0.79	1.20	0.79	1.11
Rail Accidents Absolute Number	113	83	76	99
Rail Accidents Per 100,000 Vehicle Miles	3.12	2.80	2.52	2.75
Security - Major Security Incidents				
Total	519	840	359	820
Per 100,000 Boardings	0.44	0.98	0.38	0.98
Security - Major Security Incidents - METRO Properties				
Total	341	360	230	420
Per 100,000 Boardings	0.29	0.40	0.24	0.40
Customer Service				
Customer Contacts Per 100,000 Boardings	16.94	<20.00	16.62	<18.50
Commendations	3,574	3,082	3,940	3,600
Average Call Center Answer Delay in seconds	91	105	87	<105

* July 2019 Actual

Operations, Public Safety & Customer Service

Public Safety & Customer Service consists of three services that further METRO’s goal to provide clean, safe and reliable service to the public. The following is a listing of services provided by Customer Service, METRO Police, and Safety:

Number of Employees: 556

Customer Service – The Customer Service Department is responsible for front-line customer interaction and service through the agency’s call center and related functions, RideStores, retail partners, and the Fannin South parking lot. The Customer Service Department also works on agency-wide customer-related issues to help all departments keep a customer-centered focus.

FY2020 Goals			METRO Budget Priorities				
Service	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Call Center	Improve the customer experience in the Call Center	Improve the quality of information customers receive from the Customer Service Call Center. Coordinate the agency’s efforts to better respond to complaints. Initiate improvements in the quality of the agency’s customer complaint resolution and follow-up process	✓			✓	
Agency-wide	Improve the customer experience by working on Agency-wide customer service initiatives	Develop and implement Agency-wide programs to advance METRO’s goal of improving the customer experience; Manage efforts to assist all METRO departments to be more customer friendly with their programs, projects, and processes to fulfill the agency’s mission too provide	✓			✓	
RideStores	Improve the customer experience in the RideStores	Evaluate the RideStores functions and branding to make them more customer friendly (1900 Main, Travis, Fannin South, on line store, and retail outlets locations)	✓			✓	

METRO Police – METRO Police Department is responsible for the safety and security of METRO employees, patrons and property. METRO Police Department is proactive in providing safety information, patrol service area and engaging communities surrounding the service area.

FY2020 Goals			METRO Budget Priorities				
Service	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Field Operations	Provide a safe and secure system for employees and patrons.	Number of Part 1 Crimes on the system	✓			✓	
	Increase Police Recruitment efforts	Attending recruiting froums, Academy(jies), Job Fairs etc.	✓			✓	
	Improve efficiency of Police Recruit Background Investigations	Purchase & implementation of new background software; Measured in % of applications completed via new system	✓			✓	
	Train all certified police personnel in mandated Texas Commission on Law Enforcement courses	40 hour training in progress: measured in % of personnel trained	✓			✓	
	Increase Civilian Fare Inspector fare verifications to average 450 per workday	New HIT devices-monthly reports now available. Measured in percentage. Verified via new system	✓			✓	

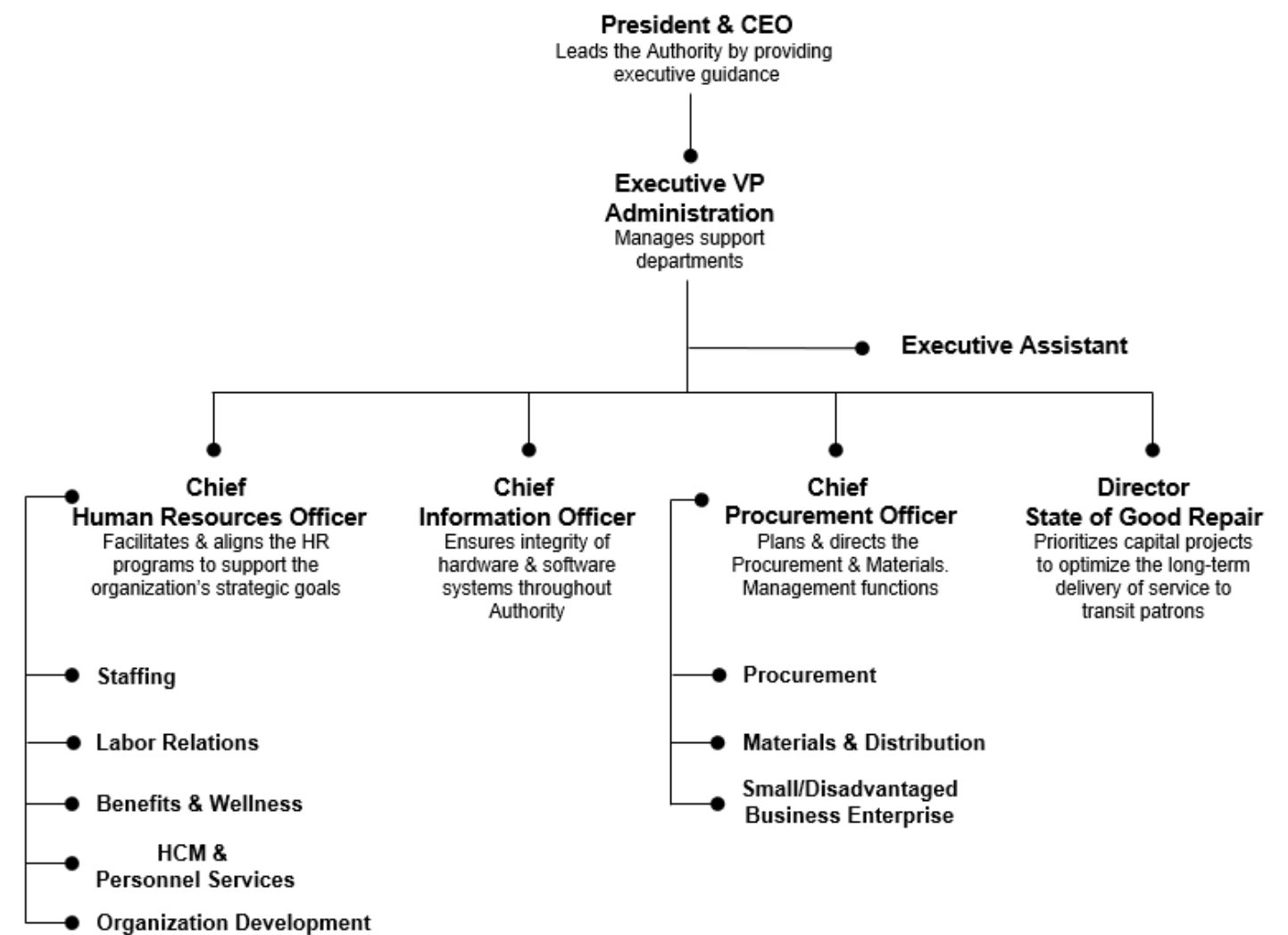
Safety – The Safety Department’s employees are responsible for the review/establishment of guidelines and assurance of compliance with METRO safety rules and governmental regulations. Safety works with both executive and operations personnel to resolve known safety issues and identify potential ones.

FY2020 Goals			METRO Budget Priorities				
Service	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Safety Administration	Implement an ongoing effort to improve rail safety education	Conduct ongoing rail safety awareness presentations each quarter. Implement Transit Safety Education program	✓		✓	✓	✓
	Develop Agency Safety Plan based on Safety Management System framework	Ongoing refinement of Agency Safety Plan Circulate & Promote ASP for review	✓		✓	✓	✓
	Develop Safety Managements System training modules for various job classifications	Ongoing refinement of training modules	✓		✓	✓	✓
Drug and Alcohol	Achieve FTA Random Drug Testing Goal of 50%	Percentage of employees tested quarterly	✓		✓	✓	✓
	Achieve FTA Random Alcohol Testing Goal of 10%	Percentage of employees tested quarterly	✓		✓	✓	✓
Safety Risk Management	Draft updated workers compensation guideline for modified duty	Ongoing refinement of guidelines	✓		✓	✓	✓
	Draft updated workers compensation policy for workers comp claims	Ongoing refinement manual	✓		✓	✓	✓
Customer Safety	Minimize bus and rail accidents	Number of bus and rail accidents not to exceed target	✓		✓	✓	✓
	Enhance and promote safety through leading indicator activities	Conduct a combination of 520 safety assessments (ride checks/observations, radar checks) inspections each quarter; Conduct 1500 safety contacts (coaching activities) each quarter; Conduct 150 facility safety inspections each quarter; Conduct 50 safety meetings and blitzes at bus/rail operating facilities each quarter	✓		✓	✓	✓

Administration

Includes Human Resources, Information Technology, Procurement and State of Good Repair and is responsible for administering guidelines for internal procedures while also dealing with many outside customers and vendors.

ADMINISTRATION



Administration

	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance	
				\$	%
Wages	\$ 3,103,028	\$ 3,106,267	\$ 3,188,849	\$ 85,821	2.8%
Union Fringe Benefits	14,302,440	13,889,171	15,656,374	1,353,934	9.5%
Subtotal Union Labor	\$ 17,405,468	\$ 16,995,438	\$ 18,845,222	\$ 1,439,754	8.3%
Salaries and Non-Union Wages	16,350,573	15,868,399	16,820,177	469,604	2.9%
Non-Union Fringe Benefits	9,744,607	9,296,168	10,876,372	1,131,765	11.6%
Subtotal Non-Union Labor	\$ 26,095,180	\$ 25,164,567	\$ 27,696,549	\$ 1,601,369	6.1%
Allocation to Capital and GMP	(1,382,904)	(772,246)	(2,427,561)	(1,044,657)	75.5%
Subtotal Labor and Fringe Benefits	\$ 42,117,744	\$ 41,387,759	\$ 44,114,210	\$ 1,996,466	4.7%
Services	6,794,299	6,794,299	6,964,369	170,070	2.5%
Materials and Supplies	559,950	559,950	719,829	159,879	28.6%
Fuel and Utilities	1,494,306	1,494,306	1,005,820	(488,486)	(32.7%)
Casualty and Liability	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	N/A
Leases, Rentals and Miscellaneous	8,131,323	8,131,323	9,401,887	1,270,564	15.6%
Subtotal Non-Labor	\$ 16,979,878	\$ 16,979,878	\$ 18,091,905	\$ 1,112,027	6.5%
Subtotal Labor and Non-Labor	\$ 59,097,622	\$ 58,367,637	\$ 62,206,115	\$ 3,108,493	5.3%
Allocation to Capital and GMP	-	-	-	-	N/A
Total Operating Expenses	\$ 59,097,622	\$ 58,367,637	\$ 62,206,115	\$ 3,108,493	5.3%

	FY2019 Budget	FY2020 Budget	Budget-to-Budget Variance	
			\$	%
Total Operating Expenses				
Human Resources	\$ 22,424,471	\$ 24,642,682	\$ 2,218,211	9.9%
Information Technology	23,873,068	24,127,076	254,008	1.1%
Procurement and Materials	11,597,764	12,165,733	567,969	4.9%
State of Good Repair	738,492	777,087	38,595	5.2%
Executive Vice President	463,827	493,537	29,710	6.4%

Administration

The Administration department consists of four divisions: Information Technology, Human Resources, Procurement & Materials and State of Good Repair

Number of Employees: 255

Information Technology provides strategic direction, technical guidance and direct technology services for METRO. Focuses on building and directing a security program to manage and mitigate risks to the confidentiality and integrity of METRO's systems, data and information. Directs, develops, administers and monitors the Authority's technology solutions for technology infrastructure which supports all operating facilities, administrative offices, rail systems, transit centers and Park & Rides.

Administration FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Information Technology	Provide stable and reliable revenue systems for our customers, business partners and internal administration staff.	Ensure automated fare collection systems and subsystems maintain an average monthly uptime of 97%.	✓				
	Provide a secure, stable and highly available computing infrastructure for all METRO facilities and services.	Ensure available computing infrastructure with an average monthly uptime of 98%.			✓		✓
	Improve internal customer support through the IT Support Center.	Meet internal service levels for administrative support at 80% > per month.	✓			✓	
	Maintain high availability for CCC and METROLift Call Center applications.	Ensure Trapeze Pass, Trapeze FX, and IVR systems maintain an average monthly uptime of 98%.	✓			✓	



Human Resources provides support and services to METRO in the following areas: Employee Relations/EEO, Staffing, Organization Development, Labor Relations, Benefits, Pension & Wellness, Compensation and Human Resources Information Systems.

Administration FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Human Resources	Recruit and hire all METRO personnel	Q1 - Q4: Fill Non-Union positions in median 60 business days Q1 - Q4: Partner with Operations & community organizations on recruiting and retention strategies					✓
	Endure adherence to the Labor Agreement, work rules, procedures and guidelines	Q1 - Q4: Update the Employee Performance Code and Rules Q2 - Q4: Conduct training sessions with Office Assistants and Managers					✓
	Ensure cost-effective, comprehensive programs for the following: benefits, disability and leave, retirement, paid time off, and wellness	Q1 - Q4: Keep abreast of trends and updates in the benefits field by attending applicable seminars, workshops and conferences Q1 - Q4: Map out well-rounded 2020 Wellness programs events Q2 - Q4: Schedule training and provide updates on Disability and FMLA processes to management team and employees Q2 - Q4: Implement and schedule retirement and exit meetings to ensure understanding and knowledge					✓
	Design and implement training and development programs for METRO, and provide other services such as succession planning, coaching, customized programs, etc.	Q1: 2020 calendar of classes developed and distributed Q1 - Q2: Vendors are selected and booked for the specific classes Q1 - Q4: Other services provided as requested throughout the year Q2 - Q4: Host interns and Hire Houston Youth program; ongoing training and OD programs					✓
	Investigate and resolve internal Employee Relations and Equal Employment Opportunity (EEO) complaints. Ensure compliance with all employment laws, including development and monitoring of FTA Title VI and EEO programs	Q1 - Q4: Investigate and close EEO & ER compliant files within 60 days from receipt Q1 - Q4: Conduct monthly facility visits (ER/EEO) Q1 - Q4: Conduct EEO training for new supervisors within 90 days of hire/promotion Q1 - Q4: Conduct semi-annual contractor's meeting (Title VI)					✓
	Ensure jobs and salaries are compliant, competitive, equitable, and non-discriminatory	Q1: Implement approved pay programs and performance Q1 - Q4: Maintain accurate job descriptions, salary offer documentation, salary surveys and market data, current gender/diversity analytics, performance appraisals and reports					✓

Procurement & Materials provides the Authority with timely acquisition of goods and services, distribution of inventory and provide the Small Business community with solicitation opportunities through outreach certification and compliance.

Administration FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Procurement & Materials	Achieve zero (0) sustainable protests of contract awards	Zero sustainable protests					✓
	Timely aquisition and delivery of parts	Less than 10 vehicles down/month based on the daily Material Availability Report	✓	✓			
	Increase small business opportunities	Small business forums outreach sessions conducted					✓



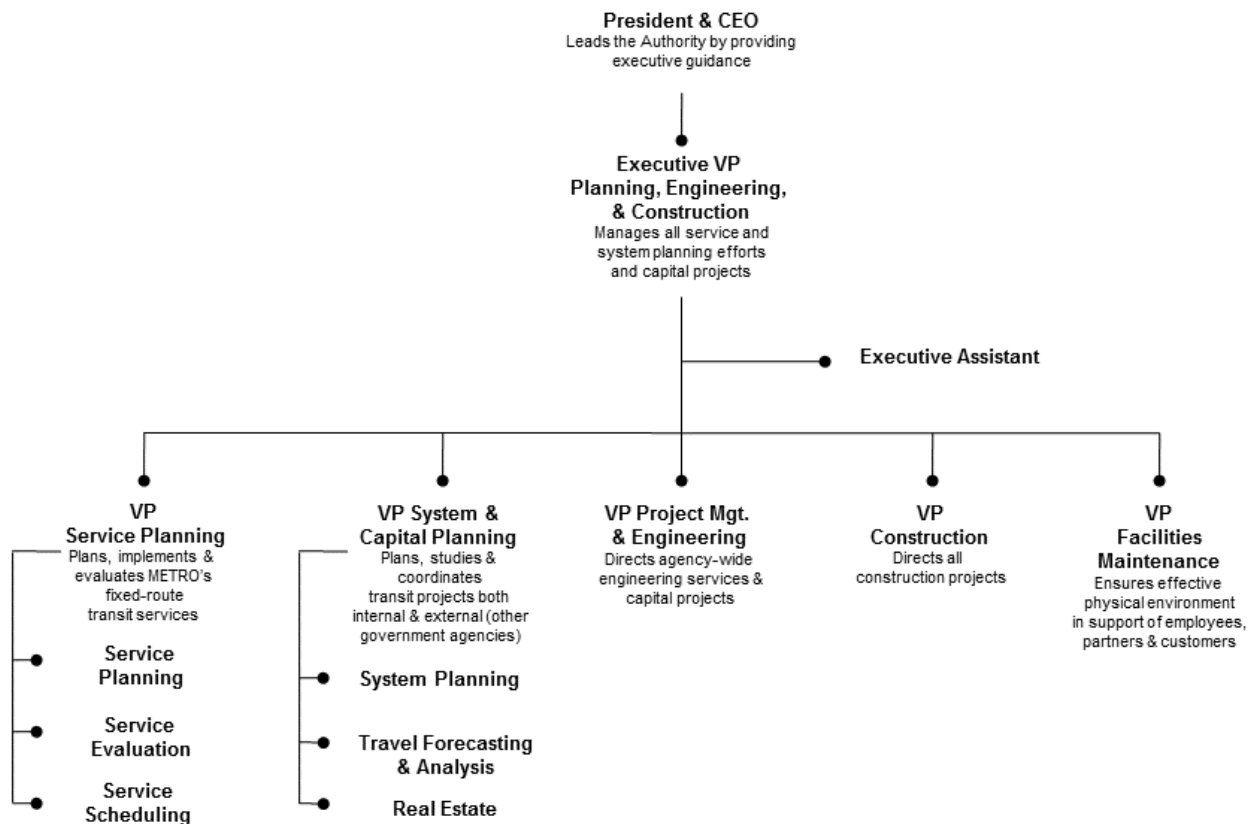
State of Good Repair develops a strategic system to ensure safety, sustainability, accessibility and reliability of METRO’s bus and rail systems. This includes establishing a recapitalization program, innovative finance strategies, and maintenance issue guidelines. Establishes asset management practices, provides project measurement of the condition of transit capital assets. Prioritizes local transit re-investment decisions and preventive maintenance practices.

Administration FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
State of Good Repair	Inventory of capital assets	Itemized list of capital inventory detailed in the system of record (SAP) for all vehicles and facilities including equipment and components > \$50K.			✓		
	Assessment of asset conditions	Detailed, itemized assessment of asset system conditions including sufficient detail to support project definitions. For vehicles this is 100% of the fleet annually; for facilities this is at least 25% of facilities annually (100% every 4 years); for rail infrastructure (MOW) this is average monthly slow zones for the prior year.			✓		
	Capital investment decision support & prioritization	Develop input form prioritized capital investment projects.			✓		
	Complete and implement Transit Asset Management Plan and / or Narrative Report	Original TAMP due 10/01/2018. Completed. Annually thereafter a narrative describing changes and updates is due with the NTD reporting.			✓		

Planning, Engineering, and Construction

Every METRO rider boarding a bus or train has benefited from the work of the Planning, Engineering, and Construction Department – from the design of the routes and schedules to the planning, construction, cleanliness and upkeep of bus shelters, transit centers and Park & Ride lots. This department includes the divisions of Service Planning, System and Capital Planning, Project Management and Engineering, Construction, and Facilities Maintenance.

PLANNING, ENGINEERING, AND CONSTRUCTION



Planning, Engineering, and Construction

	FY2019	FY2019	FY2020	Budget-to-Budget Variance	
	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>\$</u>	<u>%</u>
Wages	\$ 6,319,289	\$ 5,905,638	\$ 6,255,387	\$ (63,902)	(1.0%)
Union Fringe Benefits	3,356,491	2,927,044	3,614,680	258,189	7.7%
Subtotal Union Labor	\$ 9,675,780	\$ 8,832,682	\$ 9,870,066	\$ 194,286	2.0%
Salaries and Non-Union Wages	9,707,240	9,206,751	9,803,501	96,261	1.0%
Non-Union Fringe Benefits	3,449,845	3,345,886	3,700,267	250,422	7.3%
Subtotal Non-Union Labor	\$ 13,157,085	\$ 12,552,637	\$ 13,503,768	\$ 346,683	2.6%
Allocation to Capital and GMP	(3,922,909)	(3,988,796)	(4,220,584)	(297,675)	7.6%
Subtotal Labor and Fringe Benefits	\$ 18,909,956	\$ 17,396,523	\$ 19,153,251	\$ 243,295	1.3%
Services	16,359,002	16,359,002	20,128,558	3,769,556	23.0%
Materials and Supplies	2,524,688	2,524,688	2,477,539	(47,149)	(1.9%)
Fuel and Utilities	4,571,246	4,571,246	4,498,128	(73,118)	(1.6%)
Casualty and Liability	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	N/A
Leases, Rentals and Miscellaneous	197,449	197,449	191,871	(5,578)	(2.8%)
Subtotal Non-Labor	\$ 23,652,385	\$ 23,652,385	\$ 27,296,095	\$ 3,643,710	15.4%
Subtotal Labor and Non-Labor	\$ 42,562,341	\$ 41,048,908	\$ 46,449,346	\$ 3,887,005	9.1%
Allocation to Capital and GMP	-	-	-	-	N/A
Total Operating Expenses	\$ 42,562,341	\$ 41,048,908	\$ 46,449,346	\$ 3,887,005	9.1%

	FY2019	FY2020	Budget-to-Budget Variance	
	<u>Budget</u>	<u>Budget</u>	<u>\$</u>	<u>%</u>
Total Operating Expenses	\$ 33,270,201	\$ 37,331,682	\$ 4,061,481	12.2%
Facilities Maintenance	8,152,163	7,210,851	(941,312)	(11.5%)
Planning	1,056,721	1,785,737	729,016	69.0%
Engineering and Construction	83,256	121,077	37,821	45.4%
Executive Vice President				

Planning, Engineering & Construction

The Planning, Engineering and Construction department consists of five divisions: Service Planning, Capital and System Planning, Project Management and Engineering, Construction and Facilities Maintenance.

Number of Employees: 251

Service Planning designs and implements new bus service and monitors and maintenance the existing bus service.

FY2020 Department Goals			FY2020 Business Plan Goals				
Dept.	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Service Planning	Ensure the bus and rail service schedules are designed to ensure a good customer experience	Implement two service changes in FY2020 Provide monthly ridership evaluation reports	✓				

Capital and System Planning maintains the agency's long-range plan, manages real estate assets and is responsible for third-party coordination of regional projects.

FY2020 Department Goals			METRO Business Plan Goals				
	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
System and Capital Planning	Advance projects in FY2020 CIP	Advance projects in conceptual design to FTA process		✓	✓		
	Ensure transit is considered in third-party projects.	Ensure thorough coordination of projects such as NHHIP and Inner Katy Attend interagency coordination meetings throughout the year	✓			✓	

Project Management and Engineering manages and designs the agency's service expansion and facilities maintenance capital projects.

FY2020 Department Goals			METRO Business Plan Goals				
	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Project Management and Engineering	Progress design of FY2019 service expansion, safety and state of good repair projects.		✓	✓	✓		
	Implement METRO's bus stop accessibility program.	Design bus stop accessibility improvements Complete Universal Accessibility designs for 1000 sites & construction for 500 sites	✓	✓	✓		

The **Construction** division is responsible for ensuring the agency's projects are constructed in compliance with applicable requirements.

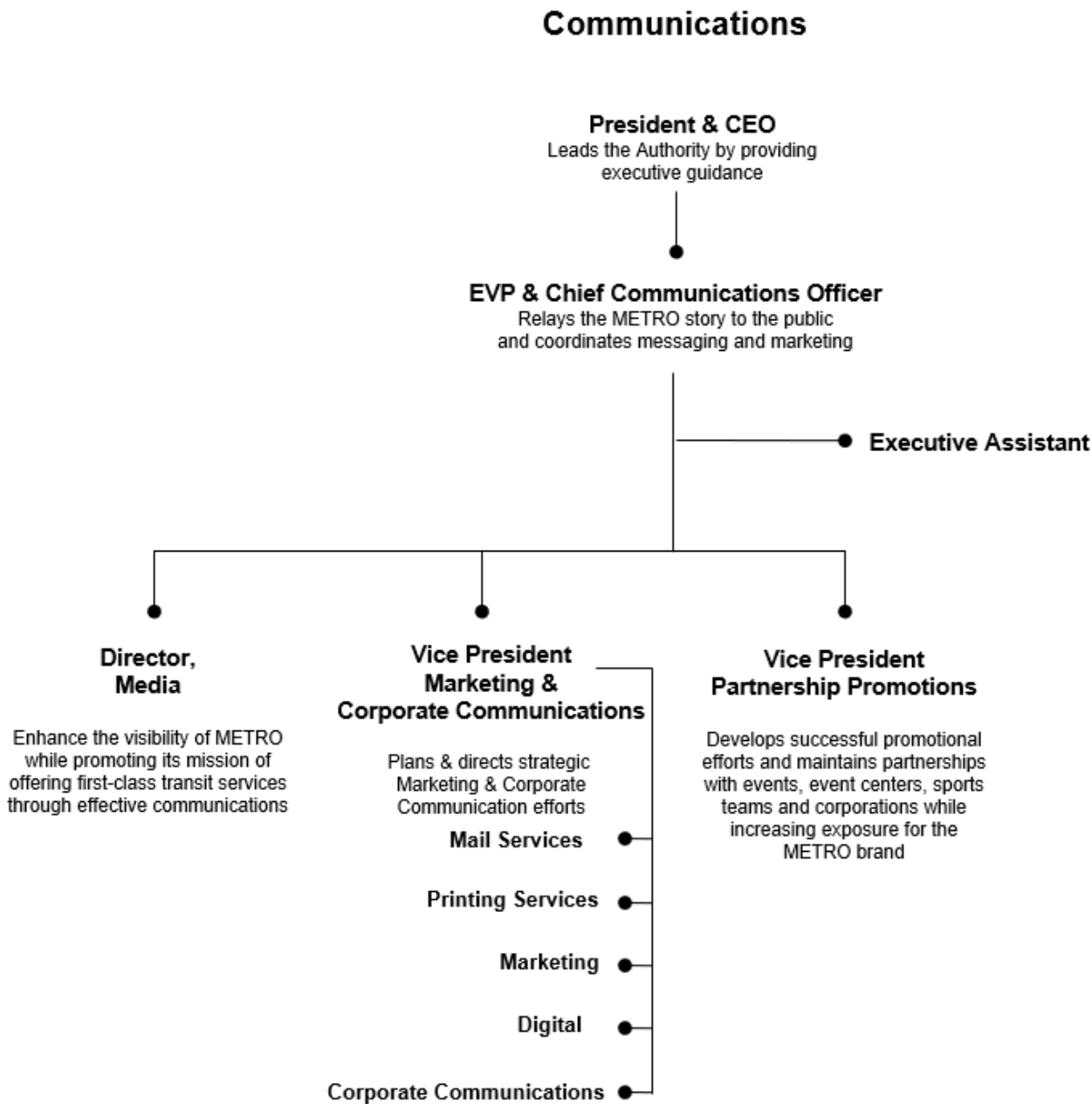
FY2020 Department Goals			METRO Business Plan Goals				
	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Construction	Complete construction of Magnolia TC Complete construction and implement BRT Program inclusive of NWTC, Old Katy Road, North Post Oak. Monitor progress of transit elements, elevated Bus Lanes, Post Oak Blvd. Westpark-L. Uptown TC.	Percentage of project completion vs. schedule.	✓	✓	✓		

Facilities Maintenance maintains the agency's assets in a state of good repair.

FY2020 Department Goals			METRO Business Plan Goals				
	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Facilities Maintenance	Maintain agency public and private facilities in a state of good repair.	Perform preventative maintenance on facilities and equipment. Meet 100% preventive maintenance completion rate on METRO's mission and safety related equipment. 90% preventive maintenance completion rate on all other equipment.	✓	✓	✓		

Communications

Focuses on providing key information about METRO and all its services. The team is responsible for managing and directing internal and external messaging. The Press Office, Marketing & Corporate Communications and Partnership Promotions divisions accomplish the mission through collaboration, customer service and creativity.



Communications

	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance	
	\$	\$	\$	\$	%
Wages	\$ -	\$ -	\$ -	\$ -	N/A
Union Fringe Benefits	4,000	684	4,531	531	13.3%
Subtotal Union Labor	\$ 4,000	\$ 684	\$ 4,531	\$ 531	13.3%
Salaries and Non-Union Wages	3,018,653	2,877,469	3,094,589	75,936	2.5%
Non-Union Fringe Benefits	1,048,204	1,015,040	1,218,186	169,982	16.2%
Subtotal Non-Union Labor	\$ 4,066,857	\$ 3,892,509	\$ 4,312,774	\$ 245,917	6.0%
Allocation to Capital and GMP	-	-	-	-	N/A
Subtotal Labor and Fringe Benefits	\$ 4,070,857	\$ 3,893,193	\$ 4,317,305	\$ 246,448	6.1%
Services	14,885,098	14,885,098	13,037,007	(1,848,091)	(12.4%)
Materials and Supplies	2,225,481	2,225,481	1,262,100	(963,381)	(43.3%)
Fuel and Utilities	13,378	13,378	16,775	3,397	25.4%
Casualty and Liability	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	N/A
Leases, Rentals and Miscellaneous	44,642	44,642	48,617	3,975	8.9%
Subtotal Non-Labor	\$ 17,168,599	\$ 17,168,599	\$ 14,364,499	\$ (2,804,100)	(16.3%)
Subtotal Labor and Non-Labor	\$ 21,239,456	\$ 21,061,792	\$ 18,681,804	\$ (2,557,652)	(12.0%)
Allocation to Capital and GMP	-	-	-	-	N/A
Total Operating Expenses	\$ 21,239,456	\$ 21,061,792	\$ 18,681,804	\$ (2,557,652)	(12.0%)

	FY2019 Budget	FY2020 Budget	Budget-to-Budget Variance	
	\$	\$	\$	%
Total Operating Expenses	\$ 19,632,322	\$ 16,986,034	\$ (2,646,288)	(13.5%)
Marketing	724,984	738,291	13,307	1.8%
Press Office	454,936	487,798	32,862	7.2%
EVP, Communications	427,214	469,681	42,467	9.9%
Partnership Promotions				

Communications

The Communications department consists of three divisions: Press Office, Marketing & Corporate Communications and Partnership Promotions.

Number of Employees: 40

Press Office enhances the visibility of METRO while promoting its mission of offering first-class transit services through effective communications. The office serves as the official point of contact between journalists and media professionals, manages METRO-owned social media platforms, generates original content for those platforms and facilitates responses to customer inquiries.

Communications FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Press Office	Enhance the visibility of METRO on digital, broadcast and print media while promoting the agency's first-class transit services as well as safety and security initiatives through effective communications.	•Issue two (2) press releases per month. •Have a minimum of 1,000 social media posts on METRO digital channels per quarter. •Publish a minimum of four (4) METRO Connections newsletters per year. •Post a minimum of four (4) "The Next Stop Podcasts" per year.				✓	

Marketing & Corporate Communications is further divided into four groups: Mail & Printing Services, Marketing, Digital and Corporate Communications.

Mail & Printing Services handles Authority-wide printing needs/requests. Is a full-service, in-house, digital print shop that produces all advertising, marketing, signage, brochures, guides and any other printed material METRO needs for both internal and external audiences.

Communications FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Mail & Printing Services	Provide exceptional mail services for the entire Authority within stated deadlines to meet each client's needs.	Daily Processing & Distribution by 4 pm					✓
	Support the effort to educate the public on METRONext	<ul style="list-style-type: none">• Produce collateral to continue educating the public prior to November 5• Produce post-METRONext collateral in Q1/Q2		✓		✓	
	Support the marketing promotion of Bus Rapid Transit (BRT)	<ul style="list-style-type: none">• Produce collateral for BRT awareness in Q1/Q2• Produce service promotion collateral for METRO Rapid Uptown BRT Q2/Q3				✓	
	Continuing support for the "Drive Less Do More" ridership campaign	<ul style="list-style-type: none">• Back of the bus window messaging production and installation• Production of printed marketing collateral for the kiosks and rail platforms				✓	

Marketing is a full-service, in-house agency providing advertising and marketing services for internal and external audiences.

Communications FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Marketing	METRONext Education	<ul style="list-style-type: none">Continue educating the public prior to November 5Produce post-METRONext materials describing status of various METRONext projects		✓		✓	
	Promote Bus Rapid Transit (BRT)	<ul style="list-style-type: none">Build educational awareness of BRT Q1/Q2Create service promotion of METRO Rapid Uptown BRT Q2/Q3 with targeted campaignDistribute and position messaging with key stakeholders in the corridorPending budget approval, generate 45,000,000 impressions across purchased and owned media				✓	
	Continue marketing “Drive Less Do More” ridership campaign	<ul style="list-style-type: none">Pending budget approval, generate 75,000,000 impressions based on owned and purchased mediaPosition METRO as an alternative to driving, which offers tangible quality of life, environmental and convenience benefits				✓	

Digital manages the METRO enterprise website redesign with a primary focus on user experience and extensive collaboration with key internal stakeholders on content aggregation and positioning

Communications FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Digital	Work with vendor on redevelopment and redesign of METRO website	<ul style="list-style-type: none">• Execute project according to scope of work and associated phases of completion• Stay on time and on budget throughout project	✓			✓	✓
	Development content marketing strategy and plan	<ul style="list-style-type: none">• Meet with key stakeholders on content-related issues• Determine assets needed to support “visual storytelling” approach• Implement plan consistent with user experience principles addressed in scope				✓	

Corporate Communications helps the Authority meet its business plan goals by providing clear and concise communications to internal and external audiences.

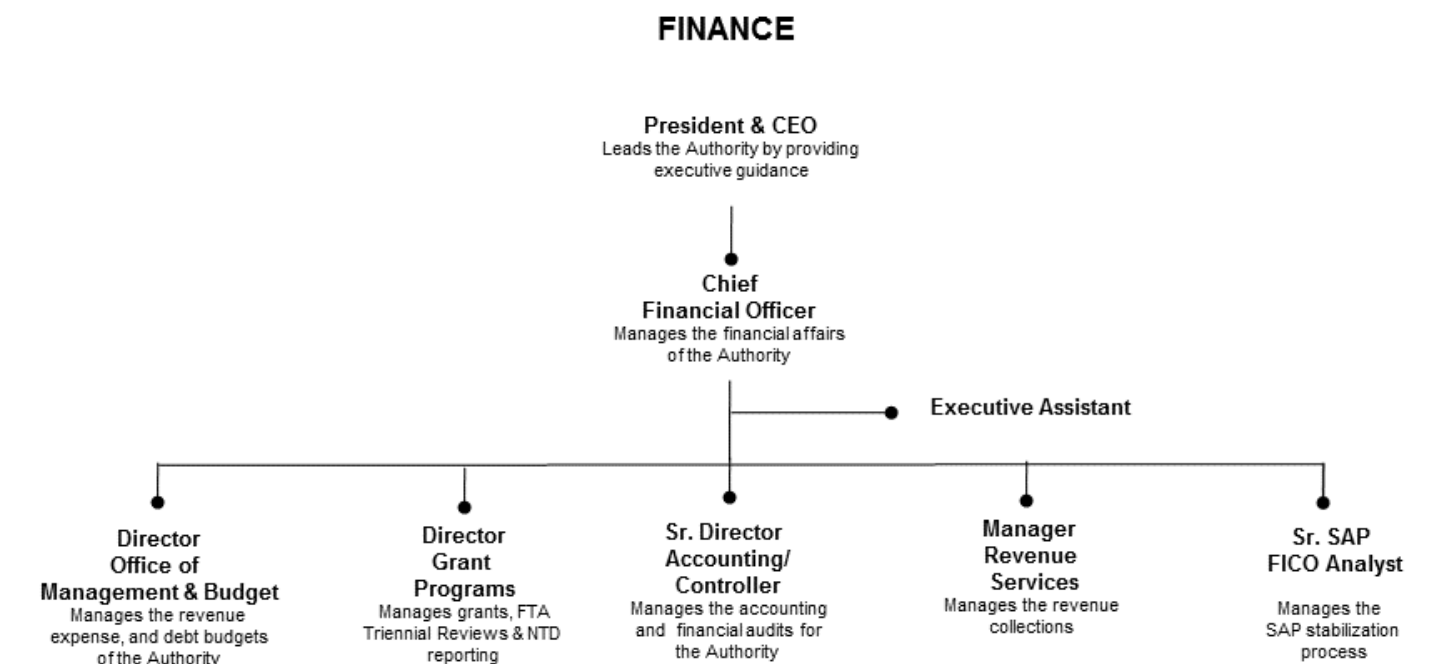
Communications FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Corporate Communications	Use Inside Track e-newsletter to inform and engage employees	<ul style="list-style-type: none">• Create and circulate 20-25 e-newsletters and corresponding printed versions• Average 4,000 total page views per issue over the fiscal year					✓
	Use electronic display screens to inform and engage employees	<ul style="list-style-type: none">• Create content calendar for screen postings• Prepopulate calendar a minimum of 30 days in advance at all times					✓
	Use METRO Matters TV show to inform employees and members of the general public about timely and relevant METRO initiatives	<ul style="list-style-type: none">• Produce one new show per quarter, featuring agency leaders• Repurpose agency content (e.g., videos, graphics, etc.) when appropriate• Capitalize on commercial inventory to promote METRO, consistent with marketing priorities (BRT, RideMETRO app, Drive Less Do More, etc.)					✓
	Use intranet to inform and engage employees	<ul style="list-style-type: none">• Learn how to use content management system update tool for preprogramming intranet home page carousel• Create content calendar for main page postings• Prepopulate calendar a minimum of 30 days in advance at all times					✓
	Advertise/promote internal communications channels to employees	<ul style="list-style-type: none">• Inventory all options for employee-facing METRO real estate (breakrooms, facility lobbies, etc.)• At all times, promote one or more forms of internal communication using this real estate					✓

Partnership Promotions works to develop and maintain partnerships with events, event centers, sports teams, and corporations that meet the qualifications listed in the department's guidelines.

Communications FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Partnership Promotions	Develop partnerships with five (5) entities that meet the criteria to promote using METRO among their current customers while increasing visibility and image for both parties	Develop and implement five (5) partnerships by end of FY2020	✓	✓		✓	

Finance

Provides management oversight and control of all financial functions including accounting and cash management, revenue management, grant management, and business and budget planning.



Finance

	FY2019 <u>Budget</u>	FY2019 <u>Estimate</u>	FY2020 <u>Budget</u>	Budget-to-Budget Variance	
	\$	\$	\$	\$	%
Wages	\$ -	\$ -	\$ -	\$ -	N/A
Union Fringe Benefits	12,503	6,031	13,378	875	7.0%
Subtotal Union Labor	\$ 12,503	\$ 6,031	\$ 13,378	\$ 875	7.0%
Salaries and Non-Union Wages	6,020,458	5,826,977	6,087,643	67,185	1.1%
Non-Union Fringe Benefits	2,441,059	2,308,569	2,681,534	240,475	9.9%
Subtotal Non-Union Labor	\$ 8,461,517	\$ 8,135,546	\$ 8,769,177	\$ 307,660	3.6%
Allocation to Capital and GMP	(11,797)	(26,043)	(21,563)	(9,766)	82.8%
Subtotal Labor and Fringe Benefits	\$ 8,462,223	\$ 8,115,534	\$ 8,760,992	\$ 298,769	3.5%
Services	2,164,433	2,164,433	2,129,632	(34,801)	(1.6%)
Materials and Supplies	379,553	379,553	287,000	(92,553)	(24.4%)
Fuel and Utilities	9,662	9,662	24,662	15,000	155.2%
Casualty and Liability	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	N/A
Leases, Rentals and Miscellaneous	99,843	99,843	98,703	(1,140)	(1.1%)
Subtotal Non-Labor	\$ 2,653,491	\$ 2,653,491	\$ 2,539,997	\$ (113,494)	(4.3%)
Subtotal Labor and Non-Labor	\$ 11,115,714	\$ 10,769,025	\$ 11,300,989	\$ 185,275	1.7%
Allocation to Capital and GMP	-	-	-	-	N/A
Total Operating Expenses	\$ 11,115,714	\$ 10,769,025	\$ 11,300,989	\$ 185,275	1.7%

	FY2019 <u>Budget</u>	FY2020 <u>Budget</u>	Budget-to-Budget Variance	
	\$	\$	\$	%
Total Operating Expenses				
Office of the Controller	\$ 4,298,273	\$ 4,378,666	\$ 80,393	1.9%
Revenue Service	2,998,750	2,994,754	(3,996)	(0.1%)
Office of Management and Budget	2,190,953	2,273,365	82,412	3.8%
Chief Financial Officer	982,560	952,300	(30,260)	(3.1%)
Grants	645,178	701,905	56,727	8.8%

Finance

Finance Department provides management oversight and control of all financial functions including accounting and cash management, revenue management, grant management, and business and budget planning. The department consists of five divisions.

Number of Employees: 80

Chief Financial Officer (CFO): Primarily responsible for managing the Authority finance, including financial planning, reporting, data analysis and management of financial risk, in compliance with local, state and federal laws. Coordinates Union Health & Welfare Trust interacting with METRO financial management, HOV/HOT lanes financial reporting to TxDOT, SAP/FICO stabilization, SAP/FICO systems integration and coordinates the collection of the Federal Emergency Management Agency (FEMA) data.

FY2020 Goals			METRO Budget Priorities				
Dept.	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
CFO	Directs the financial affairs of the Authority	Prepare Monthly CFO Performance Report, which documents and explains the Authority financial position					✓
	Continue the SAP/FICO stabilization	Continue stabilization of SAP/FICO as updates are performed and new modules are implemented.					✓
	Continue to coordinate with the Union Health & Welfare Trust Fund	Working with investment advisor, actuary, investment managers and other consultants,					✓

Office of Management and Budget (OMB): Supports the Authority in implementing Business Plan priorities and fiscal policies set by the METRO Board, through independent and objective analysis to ensure financial sustainability.

FY2020 Goals			METRO Budget Priorities				
	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
OMB	Ensure the Authority has sufficient funds to implement Business Plan priorities in FY19 and beyond	Produce the Authority's annual Operating and capital Budgets.					✓
	Conduct periodic financial analyses to ensure financial sustainability	Develop the Authority's five-year and long term financial forecast and update it as additional information is received (example: semiannual sales tax forecasts).					✓
	Monitor Authority revenues and analyze variances to ensure financial sustainability	Conduct monthly or quarterly analyses of revenues received from sales tax, fares, grants and other sources. Update variance slide(s) for CFO report and brief CFO on major sources of variance.					✓
	Prepare bond and other debt issuances to fund the Authority's present and future needs as required	Maintain a balanced portfolio of reserve funds adhering to METRO's Investment Policy and the Public Funds Investment Act (PFIA). Administering the issuance of new debt and managing the debt service on existing debt.					✓

Office of the Controller: Maintains METRO’s financial reporting system, including related internal controls, that supports compliance with related state and federal laws and required accounting standards.

	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Office of the Controller	Prepare external financial reports that comply with applicable rules, regulations, professional standards, and management instructions. Analyze financial information while providing support to OMB, OMS, and other departments. Manage the independent external financial audit and support compliance with related laws, rules and reporting requirements. Support internal controls and maintain the reliability of the financial reporting system by performing timely and accurate reconciliations account analysis, and identify and recommend improvements to accounting processes.	Internal controls over financial accounting, reporting is working effectively and financial information/reports are issued timely					✓
	Achieve prompt and accurate processing of METRO invoices and subsequent disbursement, monitor compliance with applicable METRO policies, and maintain a database of Accounts Payable transactions. Increase invoice production through better use of existing technology, improving processes, training, and enhancing oversight. Achieve greater financial accuracy through the accurate recording of the accrual at period end for unrecorded liabilities, reconcile the subsidiary system and related accounts to the general ledger timely, and maintain a high level of service with external and internal customers	Vendor invoices are processed timely and accurately while maintaining effective internal controls and compliance over the payment/recording process.					✓
	Ensure the sales and use tax are collected and distributed to METRO as scheduled. Administer Union and Non-Union Pension Funds according to IRS approved plans which include working with actuary, custodian banks, attorneys and CPA Firms regarding pension matters.	Ensure sale tax receipts are received and disbursements for interlocal agreements are completed timely. Develop daily short-term cash flow analysis. Prepare and disburse all checks and record all cash receipts daily. Meet reporting dates and auditing requirements for pension plans' financial statements					✓
	Record and disburse employees' wages on a weekly and bi-weekly cycle, deposit weekly payroll taxes, prepare quarter and year end wage and tax reports for state and federal governments, issue W-2 statements to current and former employees, perform SAP software updates and modifications as required to comply with regulations and union contractual obligations, prepare period end accruals and reconcile the subsidiary system to the general ledger along with related accounts, and provide high quality service to departments and individual employees	Payment to employees are processed timely and accurately while maintaining effective internal controls and compliance over the payment/recording process.					✓

Grants Programs Division: Provides Grant management of FTA funded programs and oversight of subrecipient pass-through funds.

FY2020 Goals			METRO Budget Priorities				
	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Grants	Submit Annual National Transit Data (NTD) Report without validation issues.	Increase efficiency of reporting to meet NTD Annual Report due date of 1/31/20					✓
	Complete Annual Single Audit Report without audit findings	Increased efficiency of audit along with increased effectiveness of subrecipient oversight before audit work commencement during Fall 2019					✓
	Apply for a minimum of three discretionary grants	Grants Programs will continue to research grant Opportunities and submit applications as appropriated throughout Fiscal Year 2019,					✓

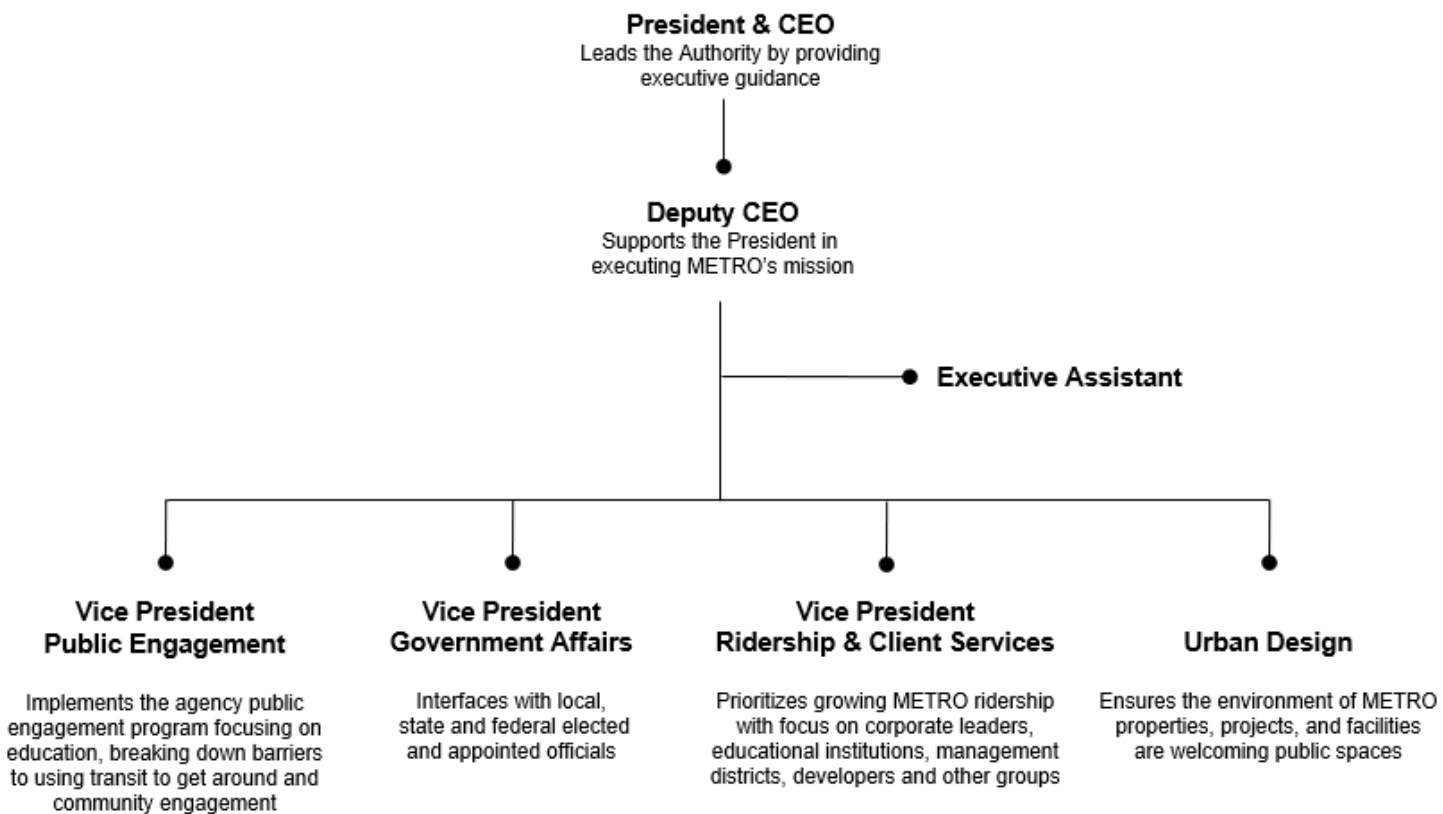
Revenue Service Division: Provides cash collection, counting and deposit service; fare media creation & inventory; fare related customer service; HOT lanes revenue accounting; mobile ticketing system support & customer service; retailer, RideSponsor & agency invoicing & support; revenue servicing of rail ticket vending machines (TVMs) & parking equipment; credit card system setup & support.

FY2020 Goals			METRO Budget Priorities				
	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Revenue Services	In-house repair of certain ticket vending machine (TVM) fare collection components	The reduction of outside repair and maintenance costs and the necessity to purchase new equipment during the second half of 2020, Q3	✓				✓
	All day cash collections (bus & rail) are prepared for deposit the following morning	Consistent daily cash flow throughout FY2020; Revenue services will continue to strive for continued process improvements throughout the fiscal year.	✓				✓
	Revenue Services will provide superior customer service assistance during the transition from the old to the new mobile ticketing provider	Revenue Services will continue to provide outstanding customer service to enhance the user's mobile ticketing experience before and after the transition to the new provider during FY2019	✓				✓

Government & Public Affairs

Responsible for interfacing and maintaining relationships with government officials and represent METRO’s interests in legislative forums. Responsible for implementing the Authority’s public engagement program focusing on education, breaking down barriers to using transit and community engagement. Responsible for robust engagement, outreach and sales efforts to position the Authority’s favorably in the community and maximize METRO’s awareness in order to succeed at local, state and federal levels.

GOVERNMENT & PUBLIC AFFAIRS



Government and Public Affairs

	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance	
				\$	%
Wages	\$ -	\$ -	\$ -	\$ -	N/A
Union Fringe Benefits	2,856	479	3,102	246	8.6%
Subtotal Union Labor	\$ 2,856	\$ 479	\$ 3,102	\$ 246	8.6%
Salaries and Non-Union Wages	2,387,997	2,482,966	2,506,077	118,080	4.9%
Non-Union Fringe Benefits	740,687	686,104	819,698	79,011	10.7%
Subtotal Non-Union Labor	\$ 3,128,684	\$ 3,169,070	\$ 3,325,775	\$ 197,091	6.3%
Allocation to Capital and GMP	-	-	-	-	N/A
Subtotal Labor and Fringe Benefits	\$ 3,131,540	\$ 3,169,549	\$ 3,328,877	\$ 197,337	6.3%
Services	1,146,662	1,146,662	1,000,095	(146,567)	(12.8%)
Materials and Supplies	36,783	36,783	22,000	(14,783)	(40.2%)
Fuel and Utilities	37,564	37,564	17,220	(20,344)	(54.2%)
Casualty and Liability	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	N/A
Leases, Rentals and Miscellaneous	365,994	365,994	352,971	(13,023)	(3.6%)
Subtotal Non-Labor	\$ 1,587,003	\$ 1,587,003	\$ 1,392,285	\$ (194,718)	(12.3%)
Subtotal Labor and Non-Labor	\$ 4,718,543	\$ 4,756,552	\$ 4,721,162	\$ 2,619	0.1%
Allocation to Capital and GMP	-	-	-	-	N/A
Total Operating Expenses	\$ 4,718,543	\$ 4,756,552	\$ 4,721,162	\$ 2,619	0.1%

	FY2019 Budget	FY2020 Budget	Budget-to-Budget Variance	
			\$	%
Total Operating Expenses				
Public Engagement	\$ 1,655,214	\$ 1,673,273	\$ 18,059	1.1%
Ridership & Client Services	1,025,665	1,078,485	52,820	5.1%
Government Affairs	1,339,784	911,977	(427,807)	(31.9%)
Deputy CEO	506,580	554,510	47,930	9.5%
Urban Design	191,300	502,917	311,617	162.9%

Government & Public Affairs

The Government & Public Affairs department consists of four divisions: Public Engagement, Government Affairs, Ridership & Client Services and Urban Design.

Number of Employees: 22

Public Engagement develops, manages and implements the Authority's comprehensive public engagement program that focuses on transit education and awareness, community engagement and partnerships, and problem solving and issues resolution. Key program activities will focus on raising awareness about and gaining broad public participation in regional transit plan development, rail safety and outreach, stakeholder engagement and increasing overall knowledge and awareness about METRO.

Government & Public Affairs FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Public Engagement	Manage all public engagement and outreach efforts relative to service and project implementation.	Develop and implement a community engagement plan of activities at key phases of universal accessibility and BOOST corridor project implementation.	✓	✓	✓	✓	
	Develop and implement a comprehensive and diverse program of activities that raises awareness and educates the public about METRO services, projects and programs.	Execute a minimum of 120 community engagement activities across a multitude of touchpoints every month.	✓	✓	✓	✓	
	Direct and manage social network analysis to evaluate public reaction to METRO service, project and program initiatives and expand efforts to grow participation in project and service development public involvement activities.	Each quarter, execute a minimum of five (5) community engagement and/or public involvement activities directly tied to social network analysis data.	✓	✓	✓	✓	

Government Affairs coordinates interaction with local, state and federal elected officials to advocate and promote METRO's projects, programs and policies. Government Affairs develops and manages overall strategy for all METRO legislative activities.

Government & Public Affairs FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Government Affairs	Work to ensure that METRO's interests are properly represented at the federal level by effectively influencing federal legislation.	Work closely with our delegation to advance METRO's legislative items including discretionary and formula in the new appropriations bill, funding as well as regulatory policies that impact the agency.	✓	✓	✓	✓	
	During the state interim legislative year, METRO will work with state legislators and state agencies to best position the organization for the upcoming biennium. Efforts will include protecting METRO's current funding and operational structure as well as finding opportunities to advance METRO's short and long-term goals.	Build support for METRO's issues by working closely with key members of the legislature during the interim year. Monitor the interim committee charges for the 2 Transportation Committee and effect/monitor committee reports.	✓	✓	✓	✓	
	Continue to strengthen METRO's relationships with elected officials through regular meetings to discuss METRO's long-range planning and short-range projects, including the METRONext plan.	Coordinate meetings with elected officials for educational briefings on METRONext as well as short term projects. Manage City Council Engagements. Meet with all 14 Multi-City Mayors on a quarterly basis or as needed.	✓	✓	✓	✓	



Ridership & Client Services serves as a liaison for corporate, educational, and community partners working together to increase METRO’s ridership and revenue by educating and enhancing client/patron knowledge in METRO services and Q Card products through multiple touch points. Ridership & Client Services collaborates effectively to make fare items accessible through effective sales and marketing to corporations, apartments, hotel concierge services, conventions, universities, retailers and other non-traditional partners in new markets.

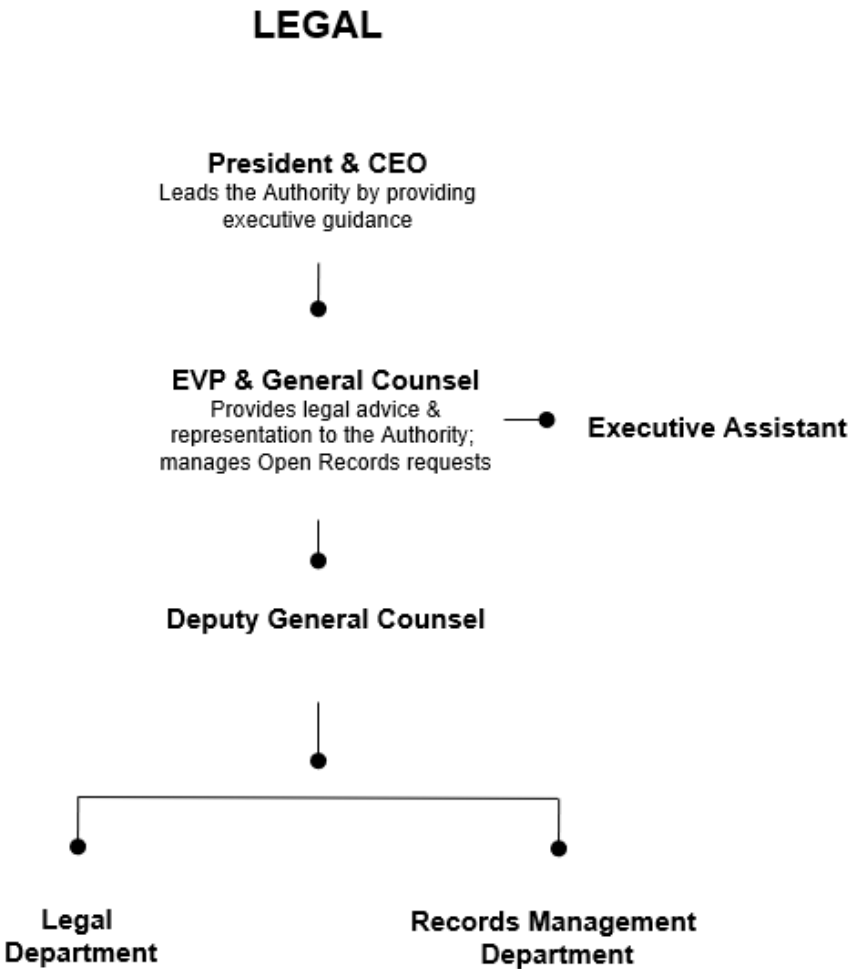
Government & Public Affairs FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Ridership & Client Services	Increase RideSponsor program by 27 new Corporate accounts	27 new Corporate accounts by end of FY2020	✓	✓	✓	✓	
	Increase Rider Reward program by 40 new clients	40 new Corporate accounts by end of FY2020	✓	✓	✓	✓	
	Increase ridership program results by 3%	3% ridership program increase	✓	✓	✓	✓	
	Create Rail ridership opportunity by managing & leading collaboration for 10 conventions with multiple partners	Includes conventions, City of Houston, NRG and other partnerships (working with Planning)	✓	✓	✓	✓	
	Create Ridership Development Strategy utilizing incentives to influence behavioral changes that will be key to helping get non-riders on the bus and turn occasional riders into regular riders	1) Free MM for contracts executed during FY2020, scaled by size of organization 2) Work with HGAC and METRO's Office of Innovation to partner with APP tech companies to create a platform to incentivize people to make greener choices such as METRO (Ritual & Transit Screen)	✓	✓	✓	✓	
	Enhance Go-to Market Plan – Maximize ways to make our channels work for METRO by increasing usage of METRO Q fare cards issued by 1%.	1) "Convention Niche" – Strategic partnerships with Houston First, and other top 10 conventions i.e., National Black MBA, OTC, First Robotics, and others for cross-pollinated promotion, sales and ridership 2) Continue "College/School Niche" Strategic alignment - 80% of accredited higher education institutions are METRO Distributors 3) Expanding K-12 market with a rail/bus Field Trip Distribution program 4) Improved Rider Reward Program 5) Collaboration with METRO/Uptown to expand and create ridership awareness/need for Uptown BRT from all modes of service	✓	✓	✓	✓	

Urban Design enhances the overall experience of using transit by working with design consultants to ensure capital improvement projects are designed to support an enriching transit experience. The urban design process aims to value the social, economic and need of the project sites city, neighborhood, and community. It is a design process that maximizes the use of a development project. To not only impact the project itself; but to enhance the projects surrounding environment for people to use, appreciate and preserve

Government & Public Affairs FY2020 Goals							
Dept.	Initiative/Objective	Measurement	Budget Priorities				
			Outstanding Trip Experiences	High Quality Mobility Options	Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Urban Design	Provide urban transit design guides for METRO design consultants	This will follow regular procurement proceedings. Continue staff and stakeholder coordination to ensure guides and manuals provide best practice urban design strategies for consultant use.	✓	✓	✓	✓	
	Facilitate a transparent design review process for station area enhancement capital improvement projects	Review and comment on all project designs.	✓	✓	✓	✓	
	Create transit projects that improve the waiting environment and welcoming public spaces for all	Ongoing process working with Engineering design	✓	✓	✓	✓	
	Reinforce a sense of place and give structure and orientation to the transit experience	Coordinate with PEC to design transit stops to meet universal accessibility requirements per METRO design guidelines	✓	✓	✓	✓	
	Contribute positively to the fabric of communities and the unique qualities of adjacent neighborhoods	Complete urban site analysis to understand the riders of the transit stop location; where they are coming from; where they are going; and how nearby amenities are used throughout the day in order to propose the most effective amenities to the site	✓	✓	✓	✓	
	Contribute to the sustainability of the urban environment	Encourage an urban environment that supports and enhances transit's contribution to create healthy, smart, resilient, livable, walkable places.	✓	✓	✓	✓	
	Support joint-development projects	Urban design projects are development projects. Include in project analysis and work with real estate to identify and understand best land value and partnership opportunities to advance transit facilities to operate as valuable public spaces of communities	✓	✓	✓	✓	
	Design transit infrastructure to work with its natural environment and act as the natural landscape it has replaced. Allow creative thinking to impact transit design to work as a key agent of alleviating environmental impacts and restoring service to daily life	Include design strategies to restore ecosystem services in transit infrastructure specifically in dense urban areas	✓	✓	✓	✓	

Legal

The Legal Department helps advance METRO’s mission by providing legal advice and services to the Board of Directors, management and staff to foster sound decision-making in all areas of the Authority’s operations, services and administration.



Legal

	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance	
	\$	\$	\$	\$	%
Wages	\$ -	\$ -	\$ -	\$ -	N/A
Union Fringe Benefits	2,435	417	2,711	276	11.3%
Subtotal Union Labor	\$ 2,435	\$ 417	\$ 2,711	\$ 276	11.3%
Salaries and Non-Union Wages	1,783,112	1,735,630	1,806,584	23,472	1.3%
Non-Union Fringe Benefits	486,653	470,506	506,366	19,713	4.1%
Subtotal Non-Union Labor	\$ 2,269,765	\$ 2,206,136	\$ 2,312,949	\$ 43,184	1.9%
Allocation to Capital and GMP	-	-	-	-	N/A
Subtotal Labor and Fringe Benefits	\$ 2,272,200	\$ 2,206,553	\$ 2,315,661	\$ 43,461	1.9%
Services	2,274,975	2,274,975	2,352,975	78,000	3.4%
Materials and Supplies	10,073	10,073	6,500	(3,573)	(35.5%)
Fuel and Utilities	6,465	6,465	8,508	2,043	31.6%
Casualty and Liability	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	N/A
Leases, Rentals and Miscellaneous	79,245	79,245	88,221	8,976	11.3%
Subtotal Non-Labor	\$ 2,370,758	\$ 2,370,758	\$ 2,456,204	\$ 85,446	3.6%
Subtotal Labor and Non-Labor	\$ 4,642,958	\$ 4,577,311	\$ 4,771,865	\$ 128,907	2.8%
Allocation to Capital and GMP	-	-	-	-	N/A
Total Operating Expenses	\$ 4,642,958	\$ 4,577,311	\$ 4,771,865	\$ 128,907	2.8%

Legal

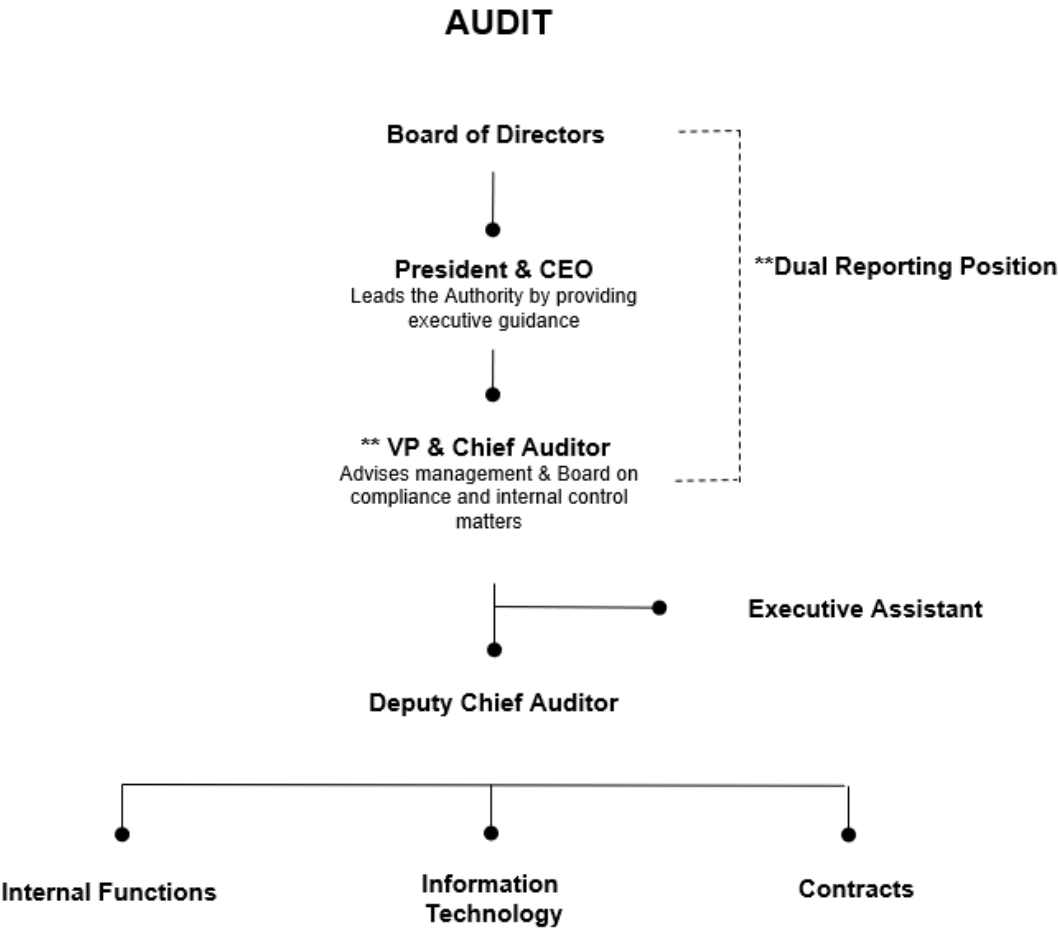
The Legal Department helps advance METRO's mission by providing legal advice and services to the Board of Directors, management and staff to foster sound decision-making in all areas of the Agency's operations, services and administration.

Number of Employees: 19

FY2020 Goals			METRO Budget Priorities				
Service	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Legal	Combine subject matter expertise and institutional knowledge to provide valuable business-driven legal advice and services	Daily: Draft and review contracts, oversee governance and compliance matters, manage litigation and advise on all legal matters, including labor and procurement law.	✓		✓		✓
	Minimize the Agency's liability exposure by providing advice on legal implications of policy and other decisions under applicable law, regulations and policies.	Ongoing review and advice on the implementation of new policies and updates.	✓		✓		✓
	Administer the Agency's legal affairs in the most cost-efficient manner reasonable to ensure operations are completed expeditiously and in compliance with existing laws, regulations and ethical standards.	Continuously monitor the Agency's legal affairs ensuring timeliness and cost efficiency.	✓		✓		✓
	Maintain and update a comprehensive records management program in accordance with the Local Government Records Act and overseeing the Agency's compliance with the Texas Public Information Act.	Staff works daily to maintain and update the Agency's robust records management program.	✓		✓		✓
	Oversee the provision of all outside legal services to METRO to ensure efficiency, containment of costs and reliability of service	The Legal department reviews invoices monthly for outside counsel services. It also reviews timekeeper rates and obtains estimates for services in advance.	✓		✓		✓
	Provide in-house training to staff about various legal requirements and risks to prevent or reduce liabilities and legal disputes.	Ongoing collaborative development of Agencywide policies and training.	✓		✓		✓

Audit

Provides objective assurance and consulting activity designed to add value and improve METRO's operations. Audit performs independent assessments of systems controls and efficiency, which are guided by professional standards using innovative approaches such as supporting our customers' efforts to achieve their objectives and maintaining a dynamic, team-oriented environment.



Audit

	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance \$	%
Wages	\$ -	\$ -	\$ -	\$ -	N/A
Union Fringe Benefits	1,333	227	1,415	82	6.1%
Subtotal Union Labor	\$ 1,333	\$ 227	\$ 1,415	\$ 82	6.1%
Salaries and Non-Union Wages	964,230	850,487	942,818	(21,412)	(2.2%)
Non-Union Fringe Benefits	343,650	308,726	338,323	(5,327)	(1.6%)
Subtotal Non-Union Labor	\$ 1,307,880	\$ 1,159,213	\$ 1,281,141	\$ (26,739)	(2.0%)
Allocation to Capital and GMP	-	-	-	-	N/A
Subtotal Labor and Fringe Benefits	\$ 1,309,213	\$ 1,159,440	\$ 1,282,556	\$ (26,657)	(2.0%)
Services	211,200	211,200	216,200	5,000	2.4%
Materials and Supplies	1,500	1,500	6,500	5,000	333.3%
Fuel and Utilities	900	900	900	-	0.0%
Casualty and Liability	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	N/A
Leases, Rentals and Miscellaneous	12,980	12,980	21,690	8,710	67.1%
Subtotal Non-Labor	\$ 226,580	\$ 226,580	\$ 245,290	\$ 18,710	8.3%
Subtotal Labor and Non-Labor	\$ 1,535,793	\$ 1,386,020	\$ 1,527,846	\$ (7,947)	(0.5%)
Allocation to Capital and GMP	-	-	-	-	N/A
Total Operating Expenses	\$ 1,535,793	\$ 1,386,020	\$ 1,527,846	\$ (7,947)	(0.5%)

Audit

Department: Audit

Description of Departmental Functions and Activities:

Provides objective assurance and consulting activity designed to add value and improve METRO's operations. Audit performs independent assessments of systems controls and efficiency, which are guided by professional standards using innovative approaches such as supporting our customers' efforts to achieve their objectives and by maintaining a dynamic, team-oriented environment.

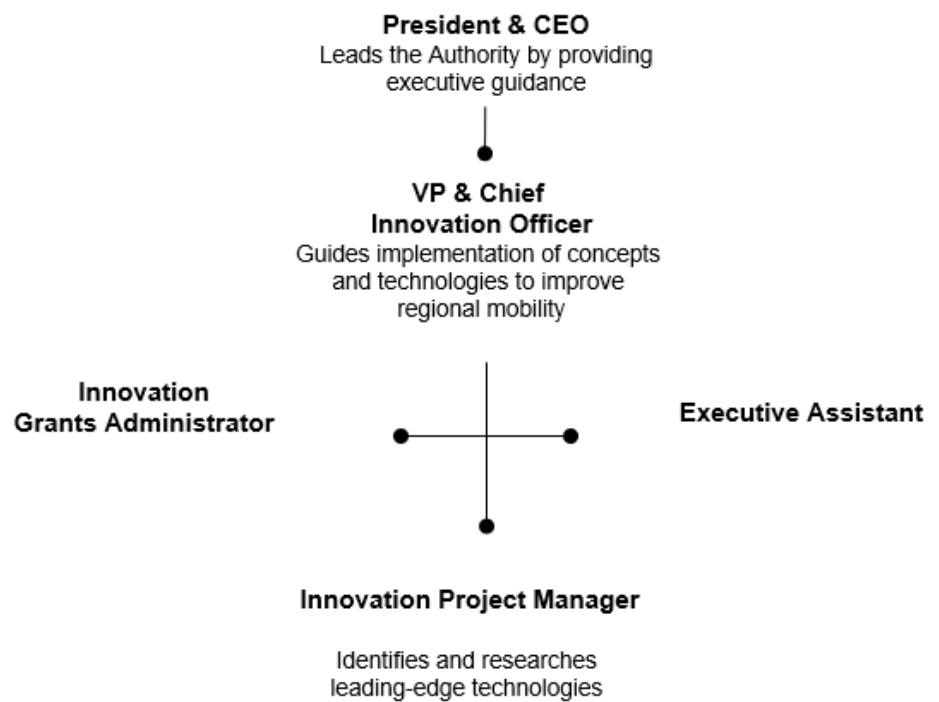
Number of Employees: 11

FY2020 Goals			METRO Budget Priorities				
Service	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Audit	Perform follow-up of previous recommendations issued in the previous year's Audit Reports (Corrective Action Compliance)	Monthly follow-up on outstanding recommendations	✓		✓		✓
	Perform follow-up of previous recommendations issued in the previous year's Audit Reports (Corrective Action Compliance)	Each Quarter: perform Buy America Pre-Award and Post Delivery Audits as needed.					✓
	Perform Cost/Price Analysis at the request of Procurement to ensure compliance with FTA regulations in a timely manner to help support METRO's initiative with planning for the future and improve customer experience (internally)	Each Quarter perform Cost/Price Analysis as requested by Procurement.	✓	✓	✓	✓	✓
	Perform special projects as requested by Executive Leadership or Board of Directors.	Perform special projects as requested.	✓	✓	✓	✓	✓
	Initiate all Internal Function and Information Technology Audits documented on the Audit Plan presented to the Board for the fiscal year.	Initiate and complete as many Audits as possible without sacrificing quality of review and collaboration with Auditee. (Please note - Audit timing of completion maybe impacted by resources available from Auditee or 3rd Party Information Technology Consultants as well as Department Personnel changes such as retirements or special project request not previously identified during risk assessment.)					✓
	Perform follow-up of recommendations from the external Light Rail Transit System Safety Assessment to help ensure safety enhancements are properly implemented.	Provide quarterly follow-up and updates of recommendations from the Light Rail Transit System Safety Assessment.		✓			✓
	Perform oversight of the Audit of Rail System Safety Program Plan to help ensure the required elements are reviewed by the contractor	Perform oversight of consultants performing Audit of Rail System Safety Program Plan.		✓			✓
	Create a career path within Audit, allowing employees to develop leadership skills, setting up the opportunity for upward mobility within the department.	On-going cross training of employees.	✓	✓			✓
	Cross train department employees that have displayed in interest to grow skill set and career goals across current Audit value added services (internal functions and contracts).	On-going cross training of employees.	✓				✓

Office of Innovation

Keeps up with technological innovations and challenges redefining public transit to enhance safety, efficiency, and the customer experience.

OFFICE OF INNOVATION



Office of Innovation

	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance	
	\$	\$	\$	\$	%
Wages	\$ -	\$ -	\$ -	\$ -	N/A
Union Fringe Benefits	562	94	727	165	29.4%
Subtotal Union Labor	\$ 562	\$ 94	\$ 727	\$ 165	29.4%
Salaries and Non-Union Wages	408,037	405,648	484,743	76,706	18.8%
Non-Union Fringe Benefits	102,045	103,668	132,229	30,184	29.6%
Subtotal Non-Union Labor	\$ 510,082	\$ 509,316	\$ 616,972	\$ 106,890	21.0%
Allocation to Capital and GMP	-	-	-	-	N/A
Subtotal Labor and Fringe Benefits	\$ 510,644	\$ 509,410	\$ 617,700	\$ 107,056	21.0%
Services	380,861	380,861	321,310	(59,551)	(15.6%)
Materials and Supplies	2,500	2,500	2,000	(500)	(20.0%)
Fuel and Utilities	6,759	6,759	3,400	(3,359)	(49.7%)
Casualty and Liability	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	N/A
Leases, Rentals and Miscellaneous	119,600	119,600	131,690	12,090	10.1%
Subtotal Non-Labor	\$ 509,720	\$ 509,720	\$ 458,400	\$ (51,320)	(10.1%)
Subtotal Labor and Non-Labor	\$ 1,020,364	\$ 1,019,130	\$ 1,076,100	\$ 55,736	5.5%
Allocation to Capital and GMP	-	-	-	-	N/A
Total Operating Expenses	\$ 1,020,364	\$ 1,019,130	\$ 1,076,100	\$ 55,736	5.5%

Office of Innovation

Keeps up with technological innovations and challenges redefining public transit to enhance safety, efficiency, and the customer experience.

Number of Employees: 5

FY2020 Goals			METRO Budget Priorities				
Service	Initiative/Objective	Measurement	Outstanding Trip Experiences	High Quality Mobility Options	Accessible Infrastructure Investments	Regional Public Awareness & Support	Trustworthy Governance
Office of Innovation	Pursue public - prival partnerships to expand regional transit opportunities	Microsoft wi-fi on Bus Project: Implementation phase and close-out.	✓	✓			✓
	Partner with other transportation entities and Smart City Groups (Intelligent Transportation Systems, Federal Highway Administrator, National Center for Transportation, etc.) to provide regional solutions to the increasing demand for transportation alternatives.	Maintain active Team Houston engagement	✓	✓		✓	✓
	Develop an in-house think tank to leverage employees' expertise.	Host a minimum of one think tank per quarter	✓	✓			✓
	Incorporate autonomous and connected transit solutions into METRO'S modes of service.	University District Project - Phase II	✓	✓		✓	✓
	Manage METRO's unsolicited proposal and pilot program to encourage and incubate innovative ideas.	Pilot microtransit and mobility as a service	✓	✓		✓	✓

Non-Departmental and Contingency

Non-Departmental and Contingencies are used to budget for potential expenses that require President & CEO approval. Upon approval, budgets are transferred out to the departments.

	FY2019 Budget	FY2019 Estimate	FY2020 Budget	Budget-to-Budget Variance \$	%
Wages	\$ -	\$ -	\$ 9,662,182	\$ 9,662,182	N/A
Union Fringe Benefits	-	-	-	-	N/A
Subtotal Union Labor	\$ -	\$ -	\$ 9,662,182	\$ 9,662,182	N/A
Salaries and Non-Union Wages	178,498	-	4,417,337	4,238,839	2374.7%
Non-Union Fringe Benefits	-	-	345,920	345,920	N/A
Subtotal Non-Union Labor	\$ 178,498	\$ -	\$ 4,763,257	\$ 4,584,759	2568.5%
Allocation to Capital and GMP	-	-	-	-	N/A
Subtotal Labor and Fringe Benefits	\$ 178,498	\$ -	\$ 14,425,439	\$ 14,246,941	7981.6%
Services	138,200	-	-	(138,200)	(100.0%)
Materials and Supplies	-	-	-	-	N/A
Fuel and Utilities	-	-	-	-	N/A
Casualty and Liability	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	N/A
Leases, Rentals and Miscellaneous	1,000,000	-	9,157,817	8,157,817	815.8%
Subtotal Non-Labor	\$ 1,138,200	\$ -	\$ 9,157,817	\$ 8,019,617	704.6%
Subtotal Labor and Non-Labor	\$ 1,316,698	\$ -	\$ 23,583,256	\$ 22,266,558	1691.1%
Contingency	1,844,025	-	2,500,000	655,975	35.6%
Allocation to Capital and GMP	-	-	-	-	N/A
Total Operating Expenses	\$ 3,160,723	\$ -	\$ 26,083,256	\$ 22,922,533	725.2%

Budget Item	FY2020 Budget
Allowance for Community Connector Service	\$ 9,662,182
METRONext System Improvements	\$ 5,306,000
3% COLA for Non-Union Employees	\$ 2,872,428
Operating Budget Contingency	\$ 2,500,000
Strategic Initiatives and Innovation Pilots/Projects	\$ 1,851,817
Allowance for MPD Salary Adjustment	\$ 1,603,526
Potential Real Estate Fund Expenditures	\$ 1,000,000
Allowance for ADA Compliance	\$ 1,000,000
President and CEO Allowance for Salary Actions	\$ 287,303

Appendices

Appendix A: Financial Parameters (Resolution 2019-46 and Amendment)

RESOLUTION 2019 - 46

A RESOLUTION

APPROVING A SET OF FINANCIAL PARAMETERS FOR METRO'S FISCAL YEAR 2020 BUSINESS PLAN AND BUDGETS, AND MAKING FINDINGS AND PROVISIONS RELATED TO THE FOREGOING SUBJECT

WHEREAS, during the April 18, 2019 meeting of the Finance & Audit Committee (the "Committee") of the Metropolitan Transit Authority of Harris County, Texas ("METRO"), management proposed a preliminary set of financial parameters for use in the development of the Fiscal Year 2020 Business Plan and Budgets; and

WHEREAS, following vigorous discussion by the Committee members and management at the Committee meeting, management revised the parameters to incorporate the guidance that they received from the Committee; and

WHEREAS, management presented such revised financial parameters to the Committee at its meeting on May 16, 2019 for further review and discussion; and

WHEREAS, there was a consensus among Committee members to recommend the use of the following parameters in METRO's Fiscal Year 2020 Business Plan and Budgets; and

WHEREAS, METRO's yearly budget cash flow will reflect sales tax growth projections consistent with Dr. Robert W. Gilmer's growth estimates, reduced by 1% for Fiscal Year 2020; and

WHEREAS, the budget will not include fixed-route fare increases; and

WHEREAS, METRO will present the 5-Year Cash Flow model on an annual basis, clearly specifying all sources and uses of revenue; and

WHEREAS, the financial parameters will position METRO for optimum receipt and use of grants; and

WHEREAS, the financial parameters will allocate sufficient resources to operate METRO core services; and

WHEREAS, the financial parameters will help ensure financial sustainability by managing the growth of baseline operating expenses, including limiting paratransit to an increase of no more than 3%,

METRO STAR Vanpool and High Occupancy Toll Lanes to 0%, and fixed-route to an increase of no more than 2%; and

WHEREAS, following the completion of capital projects, future operating costs will be included and will be supported by a sustainable revenue source; and

WHEREAS, service improvements or improvements to service quality will require a cost/benefit analysis which will include changes to future operating costs, and if included, additional service will be added above the baseline of expenses; and

WHEREAS, METRO will retain fund balances of at least Debt Policy requirements (15% of operating expenses), an Operating Reserve as required by the METRO Board of Directors (10% of operating expenses), and an Emergency Reserve of \$10 million; and

WHEREAS, when reallocating or modifying budgets with the Board adopted levels, METRO staff will adhere to the following approval levels:

- Changes up to \$250,000 require approval of the Chief Financial Officer or the Director of the Office of Management and Budget;
- Changes between \$250,000 and \$1,000,000 require approval of the President & CEO;
- Changes over \$1,000,000 require approval of the METRO Board of Directors; and
- Administrative or technical changes (within the scope of the adopted budget that do not represent a change in METRO's work plan or priorities) require approval of the Chief Financial Officer or the Director of the Office of Management and Budget, or the President & CEO if changes involve a centralized allowance for specific actions.

WHEREAS, all budgets will be reported to the Finance and Audit Committee on a quarterly basis and any modifications increasing budgets will require the approval of the METRO Board of Directors and will adhere to the Texas Transportation Code Sections 451.102 and 451.103.

NOW, THEREFORE, BE IT RESOLVED THAT:

Section 1. The METRO Board of Directors hereby approves the set of financial parameters presented above for METRO's Fiscal Year 2020 Business Plan and Budgets.

Section 2. This Resolution is effective immediately upon passage.

I hereby certify that the above resolution is accurate in describing the action herein of the Board of Directors on the date below.



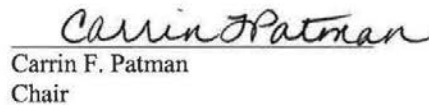
Cydoni Fairfax
Executive Vice President & General Counsel

PASSED this 23rd day of May, 2019
APPROVED this 23rd day of May, 2019

ATTEST:



Recca Perry
Assistant Secretary



Carrin F. Patman
Chair

A RESOLUTION

AMENDING RESOLUTION 2019-46 TO MODIFY CERTAIN FINANCIAL PARAMETERS FOR METRO'S FISCAL YEAR 2020 BUSINESS PLAN AND BUDGETS TO ALLOW FOR A THREE PERCENT GROWTH OF BASELINE OPERATING EXPENSES; AND MAKING FINDINGS AND PROVISIONS RELATED TO THE FOREGOING SUBJECTS

WHEREAS, pursuant to Resolution 2019-46, the Metropolitan Transit Authority of Harris County, Texas ("METRO") Board of Directors ("Board of Directors") approved a set of financial parameters for METRO's Fiscal Year 2020 Business Plan and Budgets; and

WHEREAS, one such financial parameter was to help ensure financial sustainability by managing the growth of baseline operating expenses, including limiting expenses for paratransit services to an increase of no more than 3%, METRO STAR Vanpool and High Occupancy Toll Lanes to 0%, and fixed-route services to an increase of no more than 2%; and

WHEREAS, during the July 18, 2019 meeting of the Finance & Audit Committee (the "Committee"), management presented a list of unanticipated base operating budget growth items totaling \$13.6 million, and requested that the base operating growth parameter be increased from the levels above to 3% on all operating base budget expenses, resulting in an additional growth allowance of approximately \$5.8 million and a total base growth of \$18.3 million; and

WHEREAS, all other financial parameters remain as previously adopted; and

WHEREAS, following a vigorous discussion, there was a consensus among Committee members to support management's proposed modification and to recommend the use of the new financial parameter in METRO's Fiscal Year 2020 Business Plan and Budgets.

NOW, THEREFORE, BE IT RESOLVED THAT:

Section 1. The Board of Directors hereby modifies the financial parameters for METRO's Fiscal Year 2020 Business Plan and Budgets to allow up to a 3% growth of baseline operating expenses.

Section 2. Except as modified herein, all other financial parameters shall remain as previously adopted under Resolution 2019-46.

Section 3. This Resolution is effective immediately upon passage.

I hereby certify that the above resolution is accurate in describing the action herein of the Board of Directors on the date below.

Cydonii Fairfax
General Counsel

PASSED this 22nd day of August, 2019
APPROVED this 22nd day of August, 2019

ATTEST:

Reca Perry
Assistant Secretary

Carrin F. Patman
Chair

This resolution was approved at the August 22 board meeting; a signed copy will be inserted when it is available.

Appendix B: General Description of METRONext as Approved by the METRO Board of Directors in Resolution 2019-71 on August 13, 2019

On August 13, 2019, the METRO Board of Directors passed and approved Resolution 2019-71. This resolution calls for a special election to be held on Tuesday, November 5, 2019 for the purpose of submitting to the qualified electors of the Metropolitan Transit Authority of Harris County, Texas, a proposition to authorize METRO to issue bonds, notes and other obligations payable, in whole or in part, from seventy-five percent (75%) of METRO's Sales and Use Tax revenues, with no resulting increase in the current rate of METRO's Sales and Use Tax, for the acquisition, construction, repair, equipping, improvement and/or extension of METRO's Transit Authority System (as described in the METRONext Transit System Plan), to approve such plan and the construction of a Phase III of METRO's rail system known as "METRORail" for purposes of the city charter of the City of Houston, and to continue to dedicate up to twenty-five percent (25%) of METRO's Sales and Use Tax revenues through September 30, 2040, for street improvements, mobility projects and other facilities and services; and making other provisions related to the subject. A general description of METRONext is set forth below in Exhibit A, an exhibit to Resolution 2019-71 approved by the Board of Directors at a special meeting on August 13, 2019.

EXHIBIT A

General Description of METRONext

METRONext is a comprehensive plan that includes the acquisition, construction, repair, equipping, improvement and/or extension of METRO's transit authority system. METRONext is expected to include some or all of the following:

- Creation of "METRORapid," a new Bus Rapid Transit system, including:
 - Interstate Highway 45 North to George Bush Intercontinental Airport and Greenspoint
 - Inner Katy Corridor to Northwest Transit Center / Proposed High Speed Rail / Uptown
 - University Corridor between Westchase and Tidwell
 - Uptown Corridor extension to Gulfton
 - West Houston Corridor between West Little York Park & Ride and Missouri City
- Improvements to METRO's Regional Express Network, including:
 - United States Highway 90A Two-Way HOV
 - Interstate Highway 10 West Two-Way HOV
 - Interstate Highway 45 North Two-Way HOV
 - United States Highway 59/Interstate Highway 69 South Two-Way HOV Downtown to Edloe
 - State Highway 249 Two-Way Diamond Lanes/HOV
 - 4 Off-Peak Direction Diamond Lane Corridors
- Construction of METRORail Phase III and related parking facilities, including:
 - Connecting the Green Line and Purple Line and extending the combined lines to William P. Hobby Airport
 - Extension of Red Line to North Shepherd
 - Extensions of Green and Purple Lines to the City of Houston Municipal Courthouse

- Improvements to Bus Operations Optimized System Treatments (BOOST) & Signature Service and other METRO bus services, including:
 - Approximately 16 BOOST corridors
 - Westheimer Signature Bus Service
- System Enhancements, including:
 - Systemwide route improvements, including approximately 10 new Community Connectors/Circulators
 - Downtown, Midtown & Texas Medical Center transit improvements
 - Accessibility and usability improvements and other improvements reducing barriers to the use by seniors, the disabled and others of METRO's transit authority system, including improvements to METROLift services
 - Improvements to facilitate portions of a rider's trip before and after use of METRO's transit authority system ("First Mile/Last Mile")
- Construction of new facilities, including:
 - Approximately 10 new or improved Transit Centers
 - Approximately 11 new or improved Park & Rides, including Park & Ride and parking facilities related to METRO's rapid transit services

During the course of the implementation of METRONext, exact routes of the METRORapid and METRORail connections listed above will only be decided and finalized after an extensive community involvement process, which will include the consideration of the various feasible alternatives, and after taking into account design constraints and future unknown conditions including, but not limited to, right-of-way availability, environmental regulations or concerns, and funding availability. If financial circumstances and/or community input dictate, the mode listed above for a given connection could be changed to the mode that is most appropriate in the context of financial conditions and opportunities at a given time. For example, and without limitation, if financial or other circumstances warrant, rail could be replaced with bus rapid transit.

METRO does not intend to issue the full amount of the \$3,500,000,000 bonding authority all at once, but over multiple years, in increments that are financially prudent as each increment is issued (i.e., comply with the covenants in Section 15(e) of this Resolution).

More information concerning METRONext may be obtained at <https://www.metronext.org/>. METRO will update such website from time to time.

Approval of the Proposition at the Election constitutes approval of METRONext, but shall not be deemed to rescind or diminish the approval of METRO Solutions by METRO's voters at the 2003 Election.

The routes described above represent general locations only and should not be considered to be exact.

Appendix C: Debt Policy

METROPOLITAN TRANSIT AUTHORITY

DEBT POLICY

As Adopted August 24, 2016

1.0 Purpose

The purpose of the Metropolitan Transit Authority ("METRO") Board of Directors' ("Board") Debt Policy is to establish guidelines for the utilization of debt instruments. Debt Instruments may include senior lien sales tax revenue bonds, subordinate lien sales tax revenue bonds, commercial paper, bank lines, standby purchase agreements or letters of credit, variable rate demand notes, variable rate auction rate notes, capital leases, grant anticipation revenue vehicles, farebox revenue bonds, contractual obligations and revenue and appropriation bonds ("Debt Instruments"). Debt Instruments will only be used to finance capital assets, infrastructure improvements, and additions, to refund or defease existing obligations, to fund capitalized interest, costs of issuance or to make deposits to reserve funds and other funds required or provided for in such Debt Instruments. Defeased leases are not considered Debt Instruments for purposes of this policy.

METRO will ensure that all uses of Debt Instruments are in compliance with state and Federal laws, the guidelines contained herein, adopted and active bond ordinances, insurance covenants and existing financial agreements. Further, METRO will ensure that the utilization of any Debt Instrument provides the most prudent and cost-effective funding possible taking all material matters into account.

2.0 Debt Limits:

- 2.1 Lines/Letters of Credit/Standby Purchase Agreements not enhancing a Debt Instrument – Up to \$100 million and one year term (non-voted).
- 2.2 Lines/Letters of Credit/Standby Purchase Agreements enhancing a Debt Instrument – No limit.
- 2.3 Commercial Paper – Up to \$400 million (non-voted).
- 2.4 Notes – Up to \$400 million (non-voted).
- 2.5 Sales Tax Bonds – Up to voter authorized amounts and 40 years (voted).
- 2.6 Capital Leases – No limit.
- 2.7 Contractual Obligations – No limit
- 2.8 Fare Box Revenue Bonds – No authorization currently.
- 2.9 Grant Anticipation Revenue Vehicles – No authorization currently.
- 2.10 Revenue & Appropriation Bonds – No limit.

METRO Debt Policy

3.0 Structure of Debt Instruments

- 3.1 Term – The term of the Debt Instruments should equal the lesser of the useful life of the facility being financed or 40 years after the project is placed in service. There shall be no balloon amortization schedules when long-term Debt Instruments are planned for permanent financing.
- 3.2 Subordinate Lien Obligations – Subordinate lien obligations may be recommended by the Finance/Audit Committee for Board approval, and shall be based on the overall financing structure of METRO.
- 3.3 Capital Leases – Capital leases or other equipment financing will generally only be used if the present value of lease payments is less than the present value of debt service payments on notes or bonds issued for the same time frame. Capital leases may be used, however, to increase long-term borrowing capacity regardless of this present value calculation.

4.0 Financial Policies

- 4.1 Sales tax projections used in long term planning shall be performed by external economist(s) with management adjustments for the current year.
- 4.2 The General Fund should be managed to maintain a working capital reserve minimum of 15% of annualized budgeted operating expenditures.
- 4.3 Proceeds from the sale of capital assets should also be placed in a capital reserve and only used for the purposes of the reserve.
- 4.4 Bond Reserve Funds – It is the goal of METRO to only use bond reserve funds when economically feasible. It is METRO's goal to satisfy the liquidity requirements sought by bond investors and credit agencies by maintaining healthy General Fund working capital.

5.0 Variable Rate Exposure

- 5.1 METRO anticipates issuing commercial paper in the inaugural years of the issuance of Debt Instruments and then converting to fixed rates over time. As a result, variable rate debt will initially constitute 100% of METRO's Debt Instruments. Over time METRO will reduce this exposure to more traditional ratios.
- 5.2 Conservative budgeting practices should be utilized for budgeting interest costs on variable rate debt such as 1% above the two year historical average rate for the Bond Market Association index plus ongoing costs such as credit facilities. Savings from budget versus actual should be used to pay off variable rate debt annually.
- 5.3 Commercial paper may be used to provide interim financing. Outstanding commercial paper shall be counted as variable rate debt. METRO shall select commercial paper dealers through a competitive process. A minimum of two commercial paper dealers should be utilized for programs greater than \$100 million to ensure competitive pricing. The maximum maturity shall not exceed

METRO Debt Policy

270 days. Principal outstanding under a commercial paper program may be refinanced to a longer term with fixed or variable rate debt.

6.0 Method of Sale – METRO may use both competitive and negotiated sales.

6.1 Negotiated Sales – In general negotiated sales may be used in any of the following circumstances:

6.1.1 Complex transactions that require extensive financial modeling, credit analysis, or pre-marketing efforts, or that are interest rate sensitive;

6.1.2 Volatile financial markets; or

6.1.3 To better accomplish the objectives of METRO's Small Business Program.

6.1.4 Short-term re-marketings.

6.2 Competitive Sales – Competitive sales may be used when each of the following circumstances are satisfied:

6.2.1 Long-term, fixed rate senior lien sales tax revenue bonds being issued for new projects or to currently refund commercial paper;

6.2.2 Simple structure and financial analysis;

6.2.3 Stable financial markets; and

6.2.4 Moderate par amounts.

7.0 Refunding of Fixed Rate Debt Parameters

7.1 Overall transaction, net of costs of issuance, should produce positive net present value ("PV") savings of at least approximately 3.5% of the refunded par.

7.2 The METRO Board, however, retains the right to consider and approve refunding transactions not meeting the above criteria.

8.0 Continuing Disclosure

METRO shall comply with all continuing disclosure agreements to which it enters in order to comply with SEC Rule 15c2-12. These filings may include the filing of annually updated financial information as well as notice of specified material events as appropriate.

9.0 Interest Rate Swaps and Derivative Debt Instruments

Derivative products shall not be used by METRO.

Appendix D: Investment Policy



METROPOLITAN TRANSIT AUTHORITY OF HARRIS COUNTY, TEXAS
INVESTMENT POLICY
As Approved on November 15, 2018

1.0 Policy

It is the policy of the Metropolitan Transit Authority of Harris County, Texas ("Metro") to invest public funds in a manner that will provide the highest investment return with maximum security while meeting the daily cash flow demands of Metro, conforming to all state and local statutes governing the investment of public funds and giving due consideration to the safety and risk of investments. This policy sets forth the investment program of Metro and the guidelines to be followed in achieving its objectives. Effective cash management is recognized as essential to good fiscal management. Investment interest is a source of revenue to Metro. Metro's portfolio shall be designed and managed to maximize investment earnings as a revenue source, to be responsive to the public trust and to be in compliance with applicable legal requirements and limitations. Investments shall be made with the primary objectives of:

- Preservation and safety of principal and diversification of the investment portfolio;
- Maintenance of sufficient liquidity to meet operating needs and marketability of the investment if the need arises to liquidate before maturity;
- Understanding the suitability of the investment to the financial requirements of Metro and maintaining public trust from prudent investment activities;
- Yield and optimization of interest earnings on the portfolio.

2.0 Purpose

The purpose of this investment policy is to comply with Section 451.104, Texas Transportation Code, and Chapter 2256, Texas Government Code (the "Public Funds Investment Act"). The Public Funds Investment Act requires Metro to adopt a written investment policy regarding the investment of its funds and funds under its control. This investment policy addresses the methods, procedures and practices that must be exercised to ensure effective and judicious fiscal management of Metro's funds.

3.0 Scope

This investment policy shall govern the investment of all financial assets of Metro, except those listed on Schedule 1, which are set up and administered separately and whose investment activities are conducted by third parties in accordance with instructions provided in ordinances, contracts, or escrow agreements, as applicable. The following funds shall be subject to this investment policy and are accounted for in Metro's Comprehensive Annual Financial Report ("CAFR"):

- General and Operating Funds;
- Capital Project Funds;
- Special Revenue Funds;
- Debt Service Funds, including reserves and sinking funds, to the extent not required by law, orders, resolutions or existing contracts to be kept segregated and managed separately;
- Trust and Agency Funds, to the extent not required by law, orders, resolutions or existing contracts to be kept segregated and managed separately.

Any new fund created by Metro shall be subject to this investment policy, unless specifically exempted from this investment policy by the Board or by applicable law.



Metro will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

4.0 Investment Objectives

General

Metro shall manage and invest its cash with four primary objectives, listed in order of priority:

- Safety
- Liquidity
- Suitability
- Yield (expressed as optimization of interest earnings)

The safety of the principal invested always remains the primary objective. All investments shall be designed and managed in a manner responsive to the public trust and consistent with applicable law.

Metro shall maintain a comprehensive cash management program that includes collection of account receivables, vendor payments in accordance with invoice terms and prudent investment of available cash. Cash management is defined as the process of managing monies in order to insure maximum cash availability and maximum earnings on short-term investment of idle cash.

Safety

Safety is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit and interest rate risk.

Metro will minimize credit risk, the risk of loss due to the failure of the issuer or backer of the investment, by (i) limiting investments to the safest types of investments; (ii) pre-qualifying financial institutions and broker/dealers that Metro does business with; and (iii) diversifying the investment portfolio so that potential losses on individual issuers will be minimized.

Metro will minimize the risk that interest earnings and the market value of investments in the portfolio will fall due to changes in general interest rates by (i) structuring the investment portfolio so that investments mature to meet cash requirements for ongoing operations, thereby avoiding the need to liquidate investments prior to maturity; (ii) investing operating funds primarily in certificates of deposit, shorter-term securities, money market mutual funds or local government investment pools functioning as money market mutual funds; and (iii) diversifying maturities and staggering purchase dates to minimize the impact of market movements over time.

Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that investments mature concurrent with cash needs to meet anticipated demands. Because all possible cash demands cannot be anticipated, a portion of the portfolio will be invested in shares of money market mutual funds or local government investment pools that offer same-day liquidity. In addition, a portion of the portfolio will consist of securities with active secondary or resale markets.

Suitability

All investments shall be suitable for the type of fund invested, and the investment portfolio shall be designed with the objective of meeting all legal requirements including yield restrictions. All participants in Metro's investment process shall seek to act responsibly as custodians of the public trust. Investment officers shall avoid any transaction that might impair public confidence in Metro's ability to govern effectively.

Yield (Optimization of Earnings)

The investment portfolio shall be designed with the objective of attaining a market rate of return through budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above.

In order to minimize risk of loss due to interest rate fluctuations, investment maturities will not exceed the anticipated cash flow requirements of the funds. Investment guidelines by fund-type are as follows:

5.0 Investment Strategies for Funds

General and Operating Funds

Investment guidelines for Metro's general and operating funds are as follows:

Safety of Principal — All investments shall be in high quality securities with minimal default risk. Safety of principal shall be further ensured through diversification by issuer, maturity range and security type.

Liquidity — The general and operating funds will have high liquidity needs. Overnight repurchase agreements, local government investment pools and money market mutual funds can provide daily liquidity and may be utilized as competitive yield alternatives to fixed maturity investments.

Suitability — Any investment authorized by this investment policy having a final maturity not to exceed two years is suitable for general and operating funds.

Yield — Attaining a competitive market yield for comparable security types and portfolio restrictions is the desired objective. The minimum yield objective shall be the trailing three month average of the 3-month T-bill yield.

Capital Project Funds

Funds on deposit in capital project funds will pay for capital expenditures of Metro projects. Investment guidelines for such funds are as follows:

Safety — All investments shall be in high quality securities with minimal default risk. Maturities shall be placed to correspond with the anticipated capital spending or construction draw schedules. Safety of principal shall be further ensured through diversification by issuer, maturity range and security type.

Liquidity — Capital project funds require high short-term liquidity as the construction draw schedules are frequently uncertain. Overnight repurchase agreements, local government investment pools and money market mutual funds shall provide daily liquidity and may be utilized as competitive yield alternatives to fixed maturity investments.

Suitability — any investments authorized by this investment policy not exceeding the expected construction draw schedule are suitable for the capital project funds.

Yield — the most desirable yield objective when investing Capital Project Funds is to achieve a positive spread to the arbitrage yield that corresponds to the specific bond issue. In market conditions in which this objective is not possible within safety constraints, attaining a competitive market yield for comparable security types and portfolio restrictions is the desired objective. In this case,



the minimum yield objective shall be the trailing average of the yield on the Treasury security corresponding to the weighted average maturity of the capital project fund portfolio.

Debt Service Funds

Investment guidelines for Metro debt service funds are as follows:

Safety of Principal — all investments shall be in high quality securities with no perceived default risk. Market price fluctuations will however occur, by managing the debt service fund's portfolio to not exceed the debt service payment schedule the market risk of the overall portfolio will be minimized. Market conditions influence the attractiveness of fully extending maturity to the next "unfunded" payment date. Generally, if investment rates are trending down, Metro is best served by locking in fixed rate securities. If interest rates are flat or trending up, concurrent market conditions will determine the attractiveness of extending maturity or investing in shorter alternatives. At no time shall the debt service schedule be exceeded in an attempt to bolster yield.

Liquidity — Debt service funds have predictable payment schedules. Therefore, investment maturities shall not exceed the anticipated cash flow requirements. Overnight repurchase agreements, local government investment pools and money market mutual funds shall provide competitive yield alternatives for short term fixed maturity investments.

Suitability — any investment authorized by this investment policy is suitable for the debt service fund.

Yield — attaining a competitive market yield for comparable security-types and portfolio restrictions is the desired objective. The minimum yield objective shall be the trailing three-month average of the 3-month T-bill yield.

Special Revenue Funds

Metro's revenue funds are short term in nature and the investment guidelines are as follows:

Safety of Principal — all investments shall be in high quality short-term investments with no perceived default risk. Diversification is less of a concern since revenue funds will be highly liquid.

Liquidity — Revenue funds require high short-term liquidity. Overnight repurchase agreements, local government investment pools and money market mutual funds shall provide daily liquidity and may be- utilized as competitive yield alternatives to fixed maturity investments.

Suitability — Eligible investments will be limited to overnight repurchase agreements, \$1 NAV money market funds, \$1 NAV local government investment pools, Treasury, agency and commercial paper issues with final maturities of less than 90 days.

Yield — attaining a competitive market yield for comparable security types and portfolio restrictions is the desired objective. The minimum yield objective shall be the trailing one-month average of the four-week T-bill yield.

6.0 Responsibility and Control

Delegation of Authority

In accordance with the Public Funds Investment Act, the Board designates the officers or employees listed on Schedule 2 as Metro's Investment Officers. An Investment Officer is authorized to execute investment transactions on behalf of Metro. No person may engage in an investment transaction or the management of Metro funds except as provided under the terms of this investment



policy as approved by the Board. Such investment authority granted to the Investment Officers is effective until rescinded by the Board.

Quality and Capability of Investment Management

Metro shall provide periodic training in investments for the designated Investment Officers and other investment personnel through courses and seminars offered by professional organizations, associations, and other independent sources in order to insure the quality and capability of investment management in compliance with the Public Funds Investment Act.

Training Requirement

In accordance with the Public Funds Investment Act, the designated Investment Officers shall attend an investment training session no less often than once within every two of the Authority's fiscal years and shall receive not less than 10 hours of instruction relating to investment responsibilities. A newly appointed Investment Officer must attend a training session of at least 10 hours of instruction within 12 months of the date the officer took office or assumed the officer's duties. The investment training session shall be provided by an independent source approved by the Board. For purposes of this investment policy, an "independent source" from which investment training shall be obtained shall include a professional organization, an institution of higher education or any other sponsor other than a business organization with whom Metro may engage in an investment transaction.

Internal Controls

Metro's Chief Financial Officer is responsible for establishing and maintaining an internal control structure designed to ensure that Metro assets are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (i) the cost of a control should not exceed the benefits likely to be derived; and (ii) the valuation of costs and benefits requires estimates and judgments by management.

Accordingly, the Chief Financial Officer shall establish a process for annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

- Control of collusion
- Separation of transaction authority from accounting and record keeping
- Custodial safekeeping
- Avoidance of physical delivery of securities
- Clear delegation of authority to subordinate staff members
- Written confirmation for telephone (voice) transactions for investments and wire transfers
- Development of a safekeeping agreement with a depository bank or third-party custodian

Prudence

The standard of prudence to be applied by an Investment Officer shall be the "prudent investor" rule, which states that "investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital, as well as the probable income to be derived."



In determining whether an Investment Officer has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration the following:

- The investment of all funds over which the officer had responsibility rather than a consideration as to the prudence of a single investment;
- Whether the investment decision was consistent with this investment policy.

Indemnification

The Investment Officers, acting in accordance with written procedures and exercising due diligence, shall not be held personally responsible for a specific investment's credit risk or market price changes, provided that these deviations are reported immediately and the appropriate action is taken to control adverse developments.

Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that would conflict with the proper execution and management of the investment program, or that would impair their ability to make impartial decisions. Employees and Investment Officers shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of Metro.

An Investment Officer who has a personal business relationship with an organization seeking to sell an investment to Metro shall file a statement disclosing that personal business interest. An Investment Officer who is related within the second degree by affinity or consanguinity to an individual seeking to sell an investment to Metro shall file a statement disclosing that relationship. A statement required under this subsection must be filed with the Texas Ethics Commission and the Board.

7.0 Suitable and Authorized Investments

Portfolio Management

Metro currently has a "buy and hold" portfolio strategy. Maturity dates are matched with cash flow requirements and investments are purchased with the intent to be held until maturity. However, investments may be liquidated prior to maturity for the following reasons:

- An investment with declining credit may be liquidated early to minimize loss of principal;
- Cash flow needs of Metro may require that the investment be liquidated;
- To improve the overall quality or maturity structure of the portfolio;
- To enhance the interest earnings of the portfolio.

Authorized Investments

Metro funds governed by this policy may be invested in the instruments described below, all of which are authorized by the Public Funds Investment Act. Investment of Metro funds in any instrument or security not authorized for investment under such act is prohibited. Metro will not be required to liquidate an investment that becomes unauthorized subsequent to its purchase.

- (a) Obligations of the United States of America or its agencies and instrumentalities.
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- (b) Fully collateralized certificates of deposit issued by a state or national bank domiciled in the State of Texas, a savings and loan association domiciled in the State that are fully insured for the principal and accrued interest by the United States or an instrumentality of the United States
- (c) Direct obligations of the State of Texas or its agencies and instrumentalities;
- (d) Other obligations the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of the State of Texas or the United States of America or their respective agencies and instrumentalities, including obligations that are fully guaranteed or insured by the Federal Deposit Insurance or by the explicit full faith and credit of the United States of America.
- (e) Obligations of states, agencies, counties, cities and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than AA or its equivalent;
- (f) Fully collateralized repurchase agreements if Metro has obtained a signed Master Repurchase Agreement with the company with which the agreement is entered, as authorized by the Public Funds Investment Act or other applicable law;
- (g) Commercial Paper with a stated maturity of 270 days or fewer from the date of issuance, and is rated not less than A-1 or P-1 or an equivalent rating by at least two nationally recognized credit rating agencies, as authorized by the Public Funds Investment Act or other applicable law;
- (h) No-load money market mutual funds registered and regulated by the Securities Exchange Commission, with a dollar-weighted average stated maturity of 90 days or fewer, which provides investing entities with a prospectus and other information required by the Securities Exchange Act of 1934 (15 U.S.C. Section 78a et seq.) or the Investment Company Act of 1940 (15 U.S.C. Section 80a-1 et seq.) and which include in their investment objectives the maintenance of a stable net asset value of \$1 for each share, as authorized by the Public Funds Investment Act.
- (i) Guaranteed investment contracts and flexible repurchase agreements, as authorized by the Public Funds Investment Act or other applicable law.
- (j) Local government investment pools that (i) meet the requirements of the Public Funds Investment Act; (ii) are rated no lower than AAA, or AAAM or an equivalent rating by at least one nationally recognized rating service; and (iii) seek to maintain a stable net asset value of \$1 for each share, as authorized by the Public Funds Investment Act.
- (k) Any other investment authorized by the Public Funds Investment Act.

Credit Downgrade Provision

An investment that requires a minimum rating under this policy does not qualify as an authorized investment during any period in which the investment does not have the minimum rating. All prudent measures consistent with this policy will be taken to liquidate an investment that is downgraded to less than the required minimum rating.

Securities Lending

Metro may enter into a securities lending program with an authorized broker/dealer or financial institution in order to enhance investment return. Metro may administer a securities lending program directly or, if conditions warrant, use an outside agent.



Should an agent be used, one will be selected by the Board using appropriate criteria. Securities lending will only be transacted with a written agreement, approved by legal counsel, which details: (i) acceptable types of collateral; (ii) standards for collateral custody and control; (iii) collateral valuation and initial margin, accrued interest, marking to market, and margin calls; (iv) method for transmitting security income; and (v) acceptable methods for delivery of securities and collateral.

Approved List of Money Market Mutual Funds and Investment Pools and Federal Agencies

An approved list of money market mutual funds and investment pools is attached to this investment policy as Schedule 3. An approved list of federal agencies is attached to this investment policy as Schedule 4.

Not Authorized

The following types of investments are strictly prohibited:

- (a) Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pay no principal. (Commonly referred to as “IOs”)
- (b) Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest. (Commonly referred to as “POs”)
- (c) Collateralized mortgage obligations that have a stated final maturity date of greater than 10 years.
- (d) Collateralized mortgage obligations, the interest rate of which is determined by an index that adjusts opposite to the changes in a market index. (Commonly referred to as “Inverse Floaters”)

Maximum Maturities

The longer the maturity of investments, the greater their price volatility. It is Metro’s policy to concentrate its investment portfolio in shorter-term securities in order to limit principal risk caused by changes in interest rates.

Metro will attempt to match its investments with anticipated cash flow requirements. With the exception of investments made for Capital Projects Funds, Metro will not directly invest in securities maturing more than two (2) years from the date of purchase; however, the above described obligations, certificates or agreements may be collateralized using longer dated investments.

Because no secondary market exists for repurchase agreements, the maximum maturity shall be 120 days, except in the case of a guaranteed investment contract or flexible repurchase agreement for bond proceeds. The maximum maturity for such an investment shall be determined in accordance with project cash flow projections and the requirements of the governing bond order or resolution.

Diversification

It is the policy of Metro to diversify its investment portfolio. Metro recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. All funds shall be diversified to eliminate the risk of loss resulting from over-concentration of assets in a specific maturity, a specific issuer or a specific class of securities. In establishing specific diversification strategies, the following general policies and constraints shall apply:

- (a) Limiting investments to avoid over-concentration in investments from a specific issuer or security type, excluding U.S. Treasury securities and other investments backed by the full faith and credit of the United States.

- (b) Limiting investments that have higher credit risks (example: commercial paper).
- (c) Investing in investments with varying maturities. Portfolio maturities shall be staggered in a way that avoids undue concentration of assets in a specific sector. Maturities shall be selected that provide for stability of income and reasonable liquidity.
- (d) Continuously investing a portion of the portfolio in readily available funds such as local government investment pools (LGIPs), money-market funds or overnight repurchase agreements to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

The following maximum limits, by instrument, are established for Metro's total portfolio:

1. U.S. Treasury Securities	100%
2. Agencies and Instrumentalities	85%
Per issuer maximum limits:	
• FNMA, FHLMC, FHLB, FFBC	40%
• Other Federal Agency/GSE	10%
3. Certificates of Deposit	25%
4. Corporate Commercial Paper	40%
5. Municipal Commercial Paper	25%
6. Municipal Bonds or Notes	25%
7. Repurchase Agreements*	10%
8. Money Market Mutual Funds	50%
9. Authorized Investment Pools	75%

*Excluding flexible repurchase agreements for bond proceeds investments.

8.0 Selection of Banks and Broker/Dealers

Banks

Metro will maintain a list of qualified public depositories approved by the Board that are authorized to hold Metro funds. Deposits will only be placed with those institutions that have:

- (a) Provided audited financial statements;
- (b) Submitted a written request or completed an application to be an authorized depository;
- (c) Been designated by the Board as an authorized depository;
- (d) Signed an appropriate form of security or collateral agreement; and
- (e) Provided collateral as required by applicable law.

An annual review of the financial condition of each depository holding Metro funds will be conducted by Metro. A current audited financial statement is required to be on file for each broker/dealer and financial institution that transacts any investment activities with Metro.

Broker/Dealers

Metro will maintain a list of approved broker/dealers and financial institutions that have been approved by the Board and are authorized to provide investment services in the State of Texas. Investments shall only be made with those firms who qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule) and who have:

- (a) Provided audited financial statements;
- (b) Completed a response to all requested information in any Metro questionnaire relating to creditworthiness, experience and reputation;
- (c) Acknowledged, in writing, that the policy has been thoroughly reviewed by qualified representatives dealing directly with Metro's account and that the organization has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between Metro and the organization that are not authorized by Metro's investment policy, except to the extent that this authorization depends on an analysis of the makeup of Metro's entire portfolio or requires an interpretation of subjective investment standards; and
- (d) Met any qualifications and standards recommended and approved by the Board.

An annual review of the financial condition and registrations of authorized broker/dealers and financial institutions providing investment services will be conducted by Metro. In addition, the quantity of transactions conducted with each approved broker/dealer will be reviewed at least annually. The results of this review and the related recommendations shall be submitted to the Board. The Board shall, at least annually, review, revise, and adopt a list of qualified brokers that are authorized to engage in investment transactions with Metro.

Securities shall be purchased using the delivery vs. payment method with the exception of investment pools and mutual funds. Funds will be released after notification that the purchased security has been received.

Approved List

An approved list of banks and broker/dealers is attached to this investment policy as Schedule 5.

Competitive Quotes

Each investment transaction shall be based upon competitive quotations received from at least three (3) broker/dealers approved by Metro. Competitive quotes shall be documented and retained as part of the transaction record.

Investment Advisors

Metro may contract with an investment advisor, who shall adhere to the spirit, philosophy and specific term of this Policy and shall invest within the same "Standard of Care." The investment advisor must be registered with the Securities and Exchange Commission (SEC) under the Investment Advisor's Act of 1940 as well as with the Texas State Securities Board. Advisors may assist Metro with the management of its funds and other responsibilities including but not limited to, broker compliance, competitive bidding, reporting and security documentation.

An appointed Investment Advisor shall act solely in an advisory and administrative capacity, within the guidelines of this Investment Policy. At no time shall the advisor take possession of securities or funds or otherwise be granted discretionary authority to transact business on behalf of Metro except as delineated by Metro in the pools listed on Schedule 3 – Approved List of Investment Pool, Money Market Mutual Funds and Overnight Sweep Fund.

9.0 Safekeeping of Securities and Collateral

To protect against potential fraud and embezzlement, the financial assets of Metro shall be secured through safekeeping procedures. The Investment Officers shall be bonded to protect the public against possible embezzlement and malfeasance.

Securing Deposits of Authority Funds

Metro shall contract with a bank or banks for the safekeeping of securities either owned by Metro as part of its investment portfolio or held as collateral to secure demand or time deposits. Securities owned by Metro shall be held in Metro's name as evidenced by safekeeping receipts of the institution holding the securities.

Collateral for deposits will be held by a third-party custodian designated by the entity and pledged to Metro as evidenced by safekeeping receipts of the institution with which the collateral is deposited. Original safekeeping receipts shall be obtained. Collateral may be held by the depository bank's trust department, a Federal Reserve Bank or branch of a Federal Reserve Bank, a Federal Home Loan Bank, or a third-party bank approved by Metro.

Collateral Policy

Consistent with the requirements of the Public Funds Collateral Act, it is the policy of Metro to require full collateralization of all Metro funds on deposit with a depository bank. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be 102% of market value of principal and accrued interest on the deposits less the amount insured by the FDIC. At its discretion, Metro may require a higher level of collateralization for certain security types. Securities pledged as collateral shall be held by an independent third party with whom Metro has a current custodial agreement. Metro's Chief Financial Officer is responsible for entering into collateralization agreements with third-party custodians in compliance with this investment policy. The agreements are to specify the acceptable security types for collateral, including provisions relating to possession of the collateral, the substitution or release of collateral, ownership of collateral, and the method of collateral valuation. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to Metro and retained in file. Collateral shall be reviewed at least monthly to assure that the market value of the pledged securities is adequate.

Collateral Defined

Metro shall accept only the following types of collateral:

- Obligations of the United States or its agencies and instrumentalities.
- Direct obligations of the State of Texas or its agencies and instrumentalities.
- Collateralized mortgage obligations directly issued by a federal agency or instrumentality of the United States, the underlying security for which is guaranteed by an agency or instrumentality of the United States, provided that these CMO's do not fall under the Not Authorized section listed above.
- Obligations of states, agencies, counties, cities, and other political subdivisions of any state rated as to investment quality by a nationally recognized rating firm not less than AA or its equivalent with a remaining maturity of ten (10) years or less.
- A surety bond issued by an insurance company rated as to investment quality by a nationally recognized rating firm not less than A.
- A letter of credit issued to the entity by the Federal Home Loan Bank.

Subject to Audit

All collateral shall be subject to inspection and audit by a Metro representative or Metro's independent auditors.

10.0 Performance

Performance Standards

Metro's investment portfolio will be managed in accordance with the parameters specified within this investment policy. The portfolio shall be designed with the objective of obtaining a reasonable market yield through budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow requirements of Metro.

Performance Benchmark

It is the policy of Metro to purchase investments with maturity dates coinciding with cash flow needs. Through this strategy, Metro shall seek to optimize interest earnings utilizing allowable investments available on the market at that time. Market value will be calculated on a quarterly basis on all securities owned and compared to current book value. Metro's portfolio shall be designed with the objective of attempting to meet or exceed the average yield on U.S. Treasury securities at a maturity level comparable to Metro's weighted average maturity in days.

11.0 Reporting

Methods

The Investment Officer shall prepare an investment report on a quarterly basis that summarizes investment strategies employed in the most recent quarter and describes the portfolio in terms of investment securities, maturities, and yield to maturity.

The quarterly investment report shall include a summary statement of investment activity prepared in compliance with generally accepted accounting principles. This summary will be prepared in a manner that will allow Metro to ascertain whether investment activities during the reporting period have conformed to this investment policy. The report will be provided to the Board. The report must:

- Describe in detail the investment position;
- Be prepared jointly by all Metro investment officers;
- Be signed by each investment officer;
- Contain a summary statement prepared in compliance with generally accepted accounting principles of each pooled fund group that states the: beginning market value for the reporting period; additions and changes to the market value during the period; ending market value for the period; fully accrued interest for the reporting period;
- State the book value and market value of each separately invested asset at the beginning and end of the reporting period by the type of asset and fund type invested;
- State the maturity date of each separately invested asset that has a maturity date;
- State the fund for which each individual investment was acquired;
- Include a statement of compliance of Metro's investment portfolio with state law and the investment strategy and policy approved by the Board.

An independent auditor will perform a formal annual review of the quarterly reports with the results reported to the governing body

Monitoring Market Values and Ratings

Market value of all securities in the portfolio will be obtained from a reputable and independent source such as Bloomberg and disclosed to the Board not less than quarterly in a written report. The Ratings of all investments requiring a minimum rating to be considered an acceptable investment will be verified from a reputable, independent source such as Bloomberg, Standard and Poor's



or Moody’s Investor Services and any downgrades disclosed to the Board not less than quarterly in a written report. The Authority shall take all prudent measures that are consistent with its investment policy to liquidate any investment that does not maintain the minimum rating prescribed by the Texas Public Funds Investment Act.

12.0 Investment Policy Adoption

Metro’s investment policy shall be adopted by resolution of the Board. It is Metro’s intent to comply with all applicable state laws and regulations. Metro’s investment policy shall be subject to revisions consistent with changing laws, regulations, and needs of Metro. Metro shall adopt a resolution stating that it has reviewed the policy and investment strategies annually, approving any changes or modifications.

SCHEDULES

- Schedule 1 — Metro Funds Specifically Exempted From Investment Policy
- Schedule 2 — List of Investment Officers
- Schedule 3 — Approved List of Money Market Mutual Funds and Investment Pools
- Schedule 4 — Approved List of Federal Agencies
- Schedule 5 — Approved List of Banks and Broker/Dealers
- Schedule 6 — Approved Sources for Public Funds Investment Training

Schedule 1 — Metro Funds Specifically Exempted From Investment Policy

Construction Funds and balances in both the General Mobility Escrow and Real Estate Fund are specifically exempted from the maximum allocation guidelines set forth in Section 7.0 of the Investment Policy.

Schedule 2 — List of Investment Officers

Arthur C. Smiley III	Chief Financial Officer
George Fotinos	Manager, Debt Service & Investments
Philip Brenner	Director of Office of Management & Budget
Katy Wei	Management Analyst, Debt Service & Investments

Schedule 3 — Approved List of Investment Pools, Money Market Mutual Funds and Overnight Sweep Fund

Investment Pools:

TexStar
LOGIC
TexPool
TexasTerm
PFM Funds Prime Series

Money Market Mutual Funds:

SEI Investments Government Fund
Invesco Government and Agency Portfolio
Wells Fargo 100% Treasury Money Market Fund
Goldman Sachs Financial Square Government Fund/Select

Overnight Sweep Fund:

Wells Fargo Public Institutional Bank Deposit Account

Schedule 4 — Approved List of Federal Agencies and Instrumentalities

All indirect obligations of the U.S. “such as”:

Federal Farm Credit Bank
Federal Home Loan Bank
Federal Home Loan Mortgage Corporation
Federal National Mortgage Corporation
Federal Agricultural Mortgage Corporation
Federal National Mortgage Association

“and other federal agency obligations, the principal and interest of which are unconditionally guaranteed or insured by or backed by the full faith and credit of the United States, its agencies or instrumentalities.”

Direct Obligations of the State of Texas or any county, city, school district or other political subdivision of the State of Texas are also approved investments

Schedule 5 - Depository Banks and Broker/Dealers

Approved Depository Banks:

JPMorgan Chase
BBVA Compass (Formerly Guaranty Federal Savings)
East West Bank (For Certificates of Deposit Only)
Wells Fargo

Approved Broker / Dealers

BOK Financial Securities, Inc
Cabrera Capital Markets, LLC
Cantella & Co. Inc.
Cantor Fitzgerald
Crews & Associates
Cullen Asher (USA) LLC
FTN Financial Securities, Inc.
Great Pacific Securities
Hilltop Securities
IFS Securities, Inc.
Jefferies LLC
Ladenburg Thalmann & Co.
Loop Capital Markets

Multi-Bank Securities, Inc.
Piper Jaffray
PNC Bank
Ramirez and Co.
Raymond James
RBC Capital Markets, LLC
Rice Financial Products
Robert W. Baird & Co.
Stern Brothers & Co.
SunTrust Robinson Humphrey
Vining Sparks
Wells Fargo Securities, LLC

Schedule 6 – Approved Sources for Public Funds Investment Training

American Women’s Society of Certified Public Accountants
Chartered Financial Analyst Society
Government Finance Officers Association of Texas
Government Treasurers’ Organization of Texas
Public Financial Management
Texas Public Employees Retirement System
Texas Society of Certified Public Accountants
Texas State University
The Texas Association of Counties
The University of North Texas Center for Public Management

Appendix E: Fuel Policy

METROPOLITAN TRANSIT AUTHORITY

Fuel Price Risk Management Policy

Amended: July 24, 2008

Preface

The Metropolitan Transit Authority (METRO) recognizes that the purchase of fuels and energy necessary to provide mass transit to the public exposes its operating budget to the volatility inherent in the energy markets. METRO wishes to reduce, as much as practical, budgetary exposure to fuel price volatility by hedging with physical and/or financial contracts.

Goal

METRO will minimize operating budget variance attributable to fuel price variability through physical forward contracts and/or financial contracts. METRO will develop and implement a plan which will provide fuel and energy commodity price certainty for up to 24 months of expected consumption such that the operating budget expense is assured with some potential to realize savings if prices decline.

Philosophy

METRO's Fuel Price Risk Management Policy (the "Policy") is an executable hedge plan which both allows and directs specific actions given certain market conditions. The tactics discussed in the Policy allow METRO alternatives to achieving the goal. The policy applies to all contracts for the purchase of fuel subsequent to the date hereof.

METRO will define the total amount of fuel and energy, which is eligible to be hedged for each budgetary cycle. These quantities will be set as the result of collaboration between the appropriate departments including operations, finance, procurement and the executive office. The volume of any physical or financial contract(s) will never exceed the eligible volume for any period. With a goal of July 15 of each year, the following fiscal year's budget cycle is targeted to be hedged to be within the guidelines of the Policy. Not having the next fiscal year's budget cycle hedged by such date is not a violation of the Policy.

All hedges will be constructed so as to be qualified for hedge accounting treatment under FASB guidelines. (This means that any financial hedge instrument must settle against or be directly linked to the index used as the pricing reference in the applicable procurement contract. For example, if METRO has a contract for delivery of fuel based on Platt's Gulf Coast Low-Sulfur Diesel Index, then the financial hedge must also be based on Platt's Gulf Coast Low-Sulfur Diesel Index.) Therefore, all physical procurement contracts must be priced by an index for which there exists a liquid forward market. In other words, each hedging instrument must match the commodity that is ultimately being used by METRO.

METRO intends to enter into both physical and financial purchase contracts. METRO will use a broad-based competitive process to ensure the lowest possible price. METRO recognizes that

both physical and financial alternatives must be examined to achieve the best results in varying markets. No tactics involving financial leverage or even modest basis risk will be utilized. All tactics will be reviewed in the context of how a prudent man would react to learning of an adverse move in that instrument.

Appropriate procedures will regulate the amount of counterparty credit/performance risk taken by METRO. These procedures will address minimum counterparty credit ratings and collateralization requirements.

Proper reporting practices will insure that both METRO's management and Board will be kept appropriately informed of the relevant metrics of the program. Separation of execution and reporting responsibilities will insure that timely and accurate information is being reported. The Procurement Department will be responsible for competitively bidding and awarding the contracts and executing transaction confirmations. The Treasury Department will be responsible for verifying all orders based on duplicate confirmations from the suppliers and the transaction clerk's daily log. All reports, internal and to the Board, will be produced by the Office of Management and Budget. Monthly reports will be made to the Finance/Audit Committee of the Board.

Procedures and Guidelines

1. Management shall set specific commodity price targets with corresponding authorized quantities to be hedged. The resulting table of price and quantity for each commodity will serve as the "executable hedge plan" which will dictate the course of action for the authorized transaction clerk.
2. Select (and train if necessary) two persons from the Procurement Department who shall be authorized to execute transactions when and as directed with authorized counterparties. The designated fuel transaction clerks shall **complete a transaction record** the day a transaction is executed to ensure a timely record of each and every transaction. Copies will be distributed to Operations, Finance-Treasury & OMB and Procurement management daily.
3. Select and set up master swap agreements (International Swaps and Derivatives Association, Inc.; ISDA agreements; "Guaranteed Price Contract") with as many pre-qualified financial counterparties as possible in order to assure through competition that METRO transacts "at the market" and diversifies counterparty performance/credit risk. All agreements shall require that Counterpartys shall either have a minimum long-term rating of "A3" or "A-" by at least two of the three nationally recognized rating agencies or have collateral posting requirements for entities with ratings below this level.
4. Structure an information system to capture and report physical and financial positions so that each can be reviewed separately and in total so that net price risk and collateralization requirements can be accurately assessed and managed in real time. This system will also serve as a central check and balance tool; therefore, it should allow for reconciliation of physical and financial confirmations with transactional input. The confirmations are generated by the designated fuel transaction clerk. The information system will be maintained by the Finance Department which reports separately to the President & CEO.

All reports, internal and to the Board, will be produced by the Office of Management and Budget.

5. Financial transactions will match the physical risk they are intended to hedge in duration, quantity, and price (basis) risk. At no time shall the quantity of executed financial contracts exceed the quantity of fuel METRO has budgeted for delivery in a given period.
6. By July 15th of each year, the coming fiscal year's fuel/energy budget shall be hedged in such a way that the budget calculations can determine a maximum expense for each budget category.

Tactics

1. Fixed Price Future Delivery Contracts (Fiscal Year 2006 Cost Price Averaging Technique):
 - a. Discuss purchasing opportunities with multiple major suppliers;
 - b. Negotiations with a selected contractor on the component parts of the total price of Number 2 Diesel (base, Txled, transportation);
 - c. Guaranteed delivery within a specified future period;
 - d. METRO pays after delivery. No deposits or collateralization required.

Note: This is the tactic that METRO used to procure diesel fuel for December 2005 through May 2006.

2. Guaranteed Price Contracts (Swaps):
 - a. Pre-qualify fuel vendors and financial companies to enter into guaranteed price contracts with METRO;
 - b. Enter into master agreements with qualified companies; (ISDA Master swap agreements)
 - c. Procure a fuel supplier using a competitive process;
 - d. Procure a fuel deliverer using a competitive process;
 - e. Procure a guaranteed price contract as per guidelines and procedures as described in the policy.

Example:

METRO separates fuel purchasing into two procurements, 1) physical and 2) financial. The physical contract combines the fuel supplier (refinery) and fuel deliverer (trucking company) into one contract. In the physical contract METRO bids out the right to deliver set quantities of diesel to METRO's tanks in December 2006. This is the same procurement method that METRO used prior to January 2005. The low bid specifies that METRO will pay in December 2006 the Platt's Gulf Coast Low Sulfur Diesel Index plus \$0.02 per gallon (transportation). METRO conducts a separate bid process for a contract whereby METRO will sell the same quantity of fuel at the December 2006 index price for Platt's Gulf Coast Low Sulfur Diesel and METRO will simultaneously purchase such amount of fuel at a fixed price. The low bid for the guaranteed price contract is \$1.90 per gallon. Hence, METRO's net cost will be $\$1.90 + 0.02 = \1.92 .

Financial		Physical	
BUY	SELL	BUY	SELL
\$1.90	Platt's	Platt's + .02	

Then in December 2006, the fuel is delivered and the Platt's Index is \$2.50 per gallon. METRO pays the physical contract supplier \$2.52 per gallon (Platt's Index and transportation). METRO receives \$0.60 per gallon from the guaranteed price contract creating a net cost of \$1.92 per gallon.

Financial		Physical	
BUY	SELL	BUY	SELL
\$1.90	Platt's	Platt's + .02	
Supplier \$2.52		Platt's = \$2.50	
Swap (.60)			
METRO \$1.92			

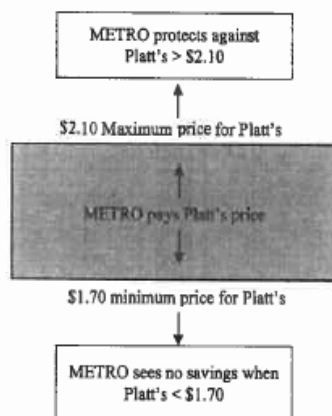
3. Maximum/Minimum Price Contracts (Collars):

- a. Pre-qualify fuel vendors and financial companies to enter into maximum/minimum price contracts with METRO;
- b. Enter into master agreements with qualified companies;
- c. Procure a fuel supplier using a competitive process;
- d. Procure a fuel deliverer using a competitive process;
- e. Procure a maximum/minimum price contract as per guidelines and procedures as described above. This tactic sets a maximum fuel price above which METRO will incur no cost, as well as a minimum price below which METRO will not participate in cost savings. In between the maximum and minimum prices, METRO will pay market price (such as a Platt's Index).

Example:

METRO enters into a competitive procurement for physical delivery of diesel in December 2006. The low bidder agrees to provide to METRO's tanks the diesel fuel for Platt's Index plus \$0.02 per gallon (transportation). A second procurement requests bids for the minimum price in a contract that specifies that METRO will purchase an amount of fuel at Platt's Index with a maximum price of \$2.10 per gallon and that METRO will not make any upfront payment for this contract. The variable in the bid process is the minimum price that METRO will pay. In addition to this purchase the contract specifies that METRO will sell a like amount of diesel at the Platt's Index. The low bidder agrees to enter into a contract with a minimum price of \$1.70 per gallon. Hence METRO pays a net price of Platt's Index within a collar of \$2.10 and \$1.70 plus the \$0.02 transportation from the physical contract.

Assuming that Platt's Index is at \$2.50 in December 2006, METRO will pay the physical supplier \$2.52 per gallon. The collar contract will have METRO buying at \$2.10 and selling at \$2.50 for a net benefit of \$0.40 per gallon. Hence METRO's net cost of fuel is \$2.12 per gallon.



Supplier	\$2.52
Collars	<.40>
METRO	\$2.12

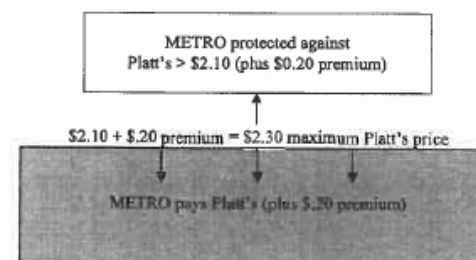
4. Maximum Price Contracts (Cap):

- Pre-qualify fuel vendors and financial companies to enter into maximum price contracts with METRO;
- Enter into master agreements with qualified companies;
- Procure a fuel supplier using a competitive process;
- Procure a fuel deliverer using a competitive process;
- Procure a maximum price contract as per guidelines and procedures as described above. This tactic sets a maximum fuel price above which METRO will incur no cost. Beneath the maximum, METRO will pay the market price (such as a Platt's Index) plus the contract premium price.

Example:

METRO enters into a competitive procurement for physical delivery of diesel in December 2006. The low bidder agrees to provide to METRO's tanks the diesel fuel for Platt's Index plus \$0.02 per gallon transportation. A second procurement requests bids for a contract in which METRO will purchase fuel at Platt's Index with a specified maximum price of \$2.10 per gallon. The variable in the bid process is the price premium that METRO will pay on the contracted volume. In addition to this purchase the contract specifies that METRO will sell a like amount of diesel at the Platt's Index. The low bidder agrees to enter into a contract with a premium of \$0.20 per gallon. Hence METRO pays a net price of Platt's Index with a maximum price of \$2.10, plus \$0.20 premium and plus the \$0.02 from the physical contract.

Assuming that Platt's Index is at \$2.50 in December 2006, METRO will pay the physical supplier \$2.52 per gallon. The cap contract will have METRO buying at \$2.10 and selling at \$2.50 plus paying a premium of \$0.20 for a net benefit of \$0.20 per gallon. Hence METRO's net cost of fuel is \$2.32 per gallon.



Note: Maximum price tactic is analogous to purchasing \$2.10 fuel price insurance for \$.20/gallon.

Appendix F: Capitalization Guidelines

These guidelines establish management and control procedures for METRO's internal and external cost (labor and non-labor) for the purchase of capital assets belonging to or in the custody of METRO.

Capital assets are defined as:

Personal property and equipment owned, leased under a capital lease, controlled or possessed by METRO that meet the following conditions:

- a dollar cost of at least \$5,000 for any building improvements –this threshold includes all building component assets that operate as an integral part of the building (i.e. HVAC).
- a dollar cost of at least \$5,000 for any movable and other fixed equipment (per base unit)
- a useful life of more than ONE year, and
- not consumed in the normal course of business

Assets not meeting this definition of a capital asset should be expensed in the period in which the costs are incurred.

Assets may be acquired by purchase, lease/purchase, loan, gift, transfer, or by trade-in. In addition, assets may be retired by sale, surplus or impairment.

Direct Labor is defined as:

- employees or workers who are directly involved in the production of an asset or services. Direct labor costs are assignable to a specific project or service.

Support Labor is defined as:

- employees or workers whose activities are established for the central administration of operations, services, and functions of the Agency as well as those activities related to general legal tasks. Support functions include (but not limited to): Audit, Board, Executive Management, Finance, Human Resources, Marketing, Procurement, and Legal.

Overhead is defined as:

- those items of METRO's cost which are not assigned directly to a specific project or transit operations because they are either common to all projects/operations (rent) or they would be far too difficult or expensive to track and allocate back to each project or transit operations (paper clips).

- the sum of indirect costs form what is sometimes referred to as the overhead pool.
- overhead is the ratio of the overhead pool to direct labor where the overhead pool is the numerator and direct labor is the denominator. The resulting overhead "rate" is commonly expressed as either a percentage of direct labor, or as a multiple of direct labor.

Any labor or purchase coded as a capital asset is subject to criteria testing by the METRO Controller, and is subject to reclassification to operating expense if any of the criteria are not met. All capital requests require Advance Procurement Plan (APP).

CONSTRUCTION, BUILDINGS AND OTHER IMPROVEMENTS

Construction, buildings and improvements include direct costs related to a project with a capitalizable dollar value greater than \$5,000 and a useful life of more than one year. Furniture, fixtures, software, equipment, or other expenses which are not an integral part of a project are not considered in this category.

Activated projects that have subsequently been put on hold will have a maximum of two budget cycles to carry forward costs as construction in process. These costs will be considered useful if the project is submitted in the next budget cycle and the manager has a reasonable expectation that the budget will be approved. If the project is not reactivated within this time frame, all incurred costs on the project will be expensed.

Construction Costs - examples of construction costs include but are not limited to architect and engineering fees, site preparation, demolition costs, building permit fees, contractor and sub-contractor fees, building materials, construction equipment rental and job-site utilities, construction equipment operating and maintenance costs, owner controlled construction insurance policies and wages and benefits, as compensation for construction work performed.

Costs to move furniture, equipment, and tenants due to construction will be capitalized. This also includes temporary storage of office contents, which is necessary during capital construction.

Signage and other printed material (including internal labor) used for the purpose of informing the public of construction work being performed will be capitalized

Building Components - consists of items permanently affixed/installed to the building shell, necessary for the building to be used as intended, which are integral to the building and cannot be removed without damaging the building. Examples include, but are not limited to, elevators, HVAC, plumbing, electrical wiring, fixed theater or classroom seating, telecommunication/data wiring, fire alarm and sprinkler systems, and

other fixtures and equipment installed with the intent of permanent use in the building. Telecommunication/data wiring is considered a building improvement if any part of it is installed inside of a wall and would remain with the building if the department moved. In contrast, cables/wiring that would be removed from the building if the department moved is considered a separate piece of equipment and will have to meet the capital threshold in order to be capitalized.

Labor - the cost of employees working directly on a capital project must be capitalized. This includes employee payroll and related payroll expense (OH) when known and available.

The labor costs capitalized include only that portion of the employees' payroll (not support labor) and OH directly related to time spent working on the capital project. The portion of the employees' payroll and OH related to time spent working on activities not directly related to a project should be expensed.

Land Improvements – long-lived capital assets that are normally stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Items in this category can include: roads, bridges, curbs, sidewalks, tunnels, drainage systems, water and sewer systems, lighting systems, fencing, and parking lots.

Building Improvements – building improvements are additions, alterations, renovations or structural changes that extend the useful life or enhance the value of an existing building. Building improvements or additions to an existing building which are not integral parts of the original asset will be treated as a separate asset and depreciated over the appropriate useful life.

Leasehold Improvements – leasehold improvements to leased facilities will be capitalized and amortized over the lesser of the useful life of the asset or the remaining life of the existing lease not including any options to renew.

Rehabilitation - for a replacement to be capitalized, it must be a part of a major rehabilitation project that meet the capital threshold for assets, it increases the value, and/or useful life of the facility/equipment (offices, garages and power generators), such as installation of new roof. A replacement may also be capitalized if the new item/part is of significantly improved quality and higher value compared to the old item/part - a replacement of old windows with new hurricane proof windows with a longer life expectancy for example. Ordinary repairs and the replacement of minor parts are considered operating expense as: they do not extend the asset's life, they are not separately identifiable assets, and they only restore the assets to their original operating condition. If a facility/equipment being repaired was not identified as a capital purchase to begin with, the repair would not be considered capital. (See MFRI guideline for more information)

Completion Date - costs for construction projects described above will be capitalized until the asset is deemed placed in service: the walkthrough and final checklist have been completed, and the work is accepted as complete by the project manager. Costs incurred after the work is accepted as complete will be expensed, including costs incurred under the project's warranty.

Feasibility Study – feasibility costs incurred prior to management's commitment of funds to the project will be expensed. This preliminary stage of a project includes design, consulting, internal labor, and other feasibility costs related to evaluating the length and cost of a construction project. Prior to construction, if the design stage of the project is the only stage that is currently approved for capital budget, the project definition and full scope (including deferred costs) must be submitted to Finance to determine the correct accounting treatment.

Capitalized Interest Costs – interest costs incurred during construction should be capitalized in accordance with the provision of Financial Accounting Standards Board (FASB) Statement No. 34, Capitalization of Interest Cost.

Support Labor

All general and administrative (Central Services) and overhead costs incurred, including all costs of support functions, should be expensed. Support functions include (but not limited to):

- Audit
- Board
- Executive Management
- Finance
- Human Resources
- Marketing
- Procurement
- Legal
- Community Outreach

Central Services employee labor is not directly chargeable to capital projects. In major projects where one or more Central Services groups are established within the project staff the labor cost including overhead is directly capitalizable to the project (i.e. – METRO Rail Expansion).

Note: Eventually a portion of the support labor will be charged to capital projects.

Bus, Rail and Support Equipment

Vehicle Replacements and Additions-replacement or additional revenue and non-revenue vehicles (includes buses, rail cars, METRO-Lift vans and support vehicles), all

expenses incurred prior to putting a vehicle in service, including plant inspections and make ready, can be capitalized.

Rail and Bus Improvements-upgrades or major component replacements that meet the capital threshold for assets can be capitalized. Upgrades should increase the value or extend the life of the vehicles. Major components should be at the end of their useful life due to normal wear and tear.

Capital Tools and Equipment-tools and off-road equipment meeting the capital threshold and with a useful life of more than one year can be capitalized.

SOFTWARE AND INFORMATION TECHNOLOGY (IT) PROJECTS

Conditions to Determine if an IT Project Should be Capitalized – in general, computer software, either purchased or developed internally, is considered a capital project if there is significant new functionality gained or if it implements a new technology. Significant new functionality includes, but is not limited to: a new vendor product, a software implementation that involves integration into other existing systems, or a system implementation that results in changes in the workflow processes by other areas not directly affected by the new software. Not included in this definition are software upgrades and system “fixes”.

Stages of Computer Software Development - there are three stages of computer software development: the preliminary project stage, the application development stage, and the post implementation/operation stage. Only the application development stage may be capitalized. The preliminary project and post-implementation/operation stage costs are expensed as incurred.

Preliminary Project Stage (costs are expensed)

- Conceptual formulation of alternatives
- Evaluation of alternatives
- Determination of existence of needed technology
- Final selection of alternatives

Application Development Stage (costs can be capitalized)

- Design of chosen path, including software configuration and software interfaces
- Coding
- Installation to hardware

- Testing, including parallel processing phase

Post-Implementation/Operation Stage (costs are expensed)

- Training
- Application maintenance

Major software projects should be separated into components or modules so that as each module becomes ready to use, it can be capitalized while the other modules remain in process. If a software project is expected to have multiple phases, documentation should be provided to Accounting defining the functionality of each phase and what type of costs there will be in each phase. The document should also include the expected timeframe for the project, and consulting fees need to include a description of the work performed.

Externally Purchased Software - computer software packages and new website design purchased from third parties shall be treated as any other equipment. The individual license agreement must have a useful life of greater than one year, and the cost must meet the capital threshold.

All user licenses will be capitalized with an initial software purchase, up to 90 days after the purchase. Additional software user licenses purchased after 90 days will be capitalized only if each license meets capital threshold and will be used for more than one year. However, additional licenses purchased for existing software which require an IT capital project to add functionality or enhancement to the software, will be capitalized along with other project costs. Licenses associated with added functionality or enhancement to the software will have to meet the \$5,000 capital threshold.

All software licenses that individually meet capital threshold will be capitalized. Software that is on a production server is considered existing in the environment will not be capitalized.

Memberships and subscriptions to website resources and software licenses will not be considered capital.

IT Maintenance contracts and other prepaid services that meet the \$5,000 threshold are expensed to operating and amortized over a 12 month period for which they apply.

Installation of major software renewals and upgrades that are not included in a maintenance contract may be capitalized if they provide additional functionality to the existing software and meet the \$5,000 threshold.

Internally Developed Software – the standard test to determine if software is internally developed is met if the following characteristics are met:

- the software is internally developed, or acquired and modified solely to meet the entity's internal needs
- during the software's development or modification, no substantive plan exists or is being developed to market the software externally

Only the portion of labor costs related to time spent working on the IT project is capitalized. Labor costs to be capitalized include METRO employee payroll and related payroll overhead (OH), temporary labor, personal service agreements, consulting firms, and third party software developers. This does not include employee labor used to cover the work normally performed by the individual directly assigned to the project (backfill labor).

The portion of the employees' payroll and OH related to time spent working on other activities should be expensed. All general and administrative and overhead costs incurred, including all costs of support functions should be expensed. Support functions include administrative assistants and office managers who perform general office duties.

When to Capitalize an IT Project – capitalization of costs should begin when both

- The preliminary project stage is complete, and
- Management commits to funding a computer software project and it is probable that the project will be completed and the software will be used to perform the function intended.
- Capitalization should cease when all substantial testing is completed and/or the system goes live.

Costs not to Capitalize as part of an IT Project:

- General and administrative costs and supplies should not be capitalized as costs of internal-use software. Internal and external costs incurred during the preliminary project stage should be expensed.
- Training costs should be expensed as incurred.
- Website subscriptions should be expensed as incurred.
- Software web hosting where application is not owned by METRO should be expensed as incurred

OTHER ASSETS MANAGEMENT ISSUES

Designation of Property as a Controlled Item

Sensitive or walk-away property items with a value of less than \$5,000 may be subject to control as if they were fixed assets. Examples include police guns, tasers, and vests, certain shop and garage equipment, radios, computers, etc. These items will be tracked within the fixed asset system by serial number and if available METRO's fixed asset tag. Accounting, Property Management and Asset Custodians are jointly responsible for tracking, reconciling, reporting, disposing and protecting METRO's assets.

Major Capital Project

Only a small group of all the METRO's transportation projects are considered "major capital projects (MCP)." They are large projects with a significant effect on the capacity of the region's transportation system, including extensions or additional lanes on the interstate system, entirely new expressways, or similar changes to the passenger rail system. Arterial expansions and intersection improvements are not defined as major capital projects; neither are bus facilities, unless they involve a dedicated lane on a transit corridor. MCP cost for dedicated administrative staff such as, "procurement, finance, and community outreach", may be charged directly to the project and capitalized.

To be included in the Major Capital Project category, a project must meet ONE of the following requirements (criteria):

- It is a new construction, expansion, renovation, or replacement project for an existing facility or facilities. The project must have a total cost of at least \$250 million over the life of the project. Project costs can include Internal overhead staffing, community outreach, land, engineering, architectural planning, and contract services needed to complete the project.
- OR -
- It is a purchase of major equipment (assets) costing \$250 million or more with a useful life of at least 10 years.
- OR -
- It is a major upgrade project for existing facilities with a cost of \$250 million or more and an economic life of at least 10 years.

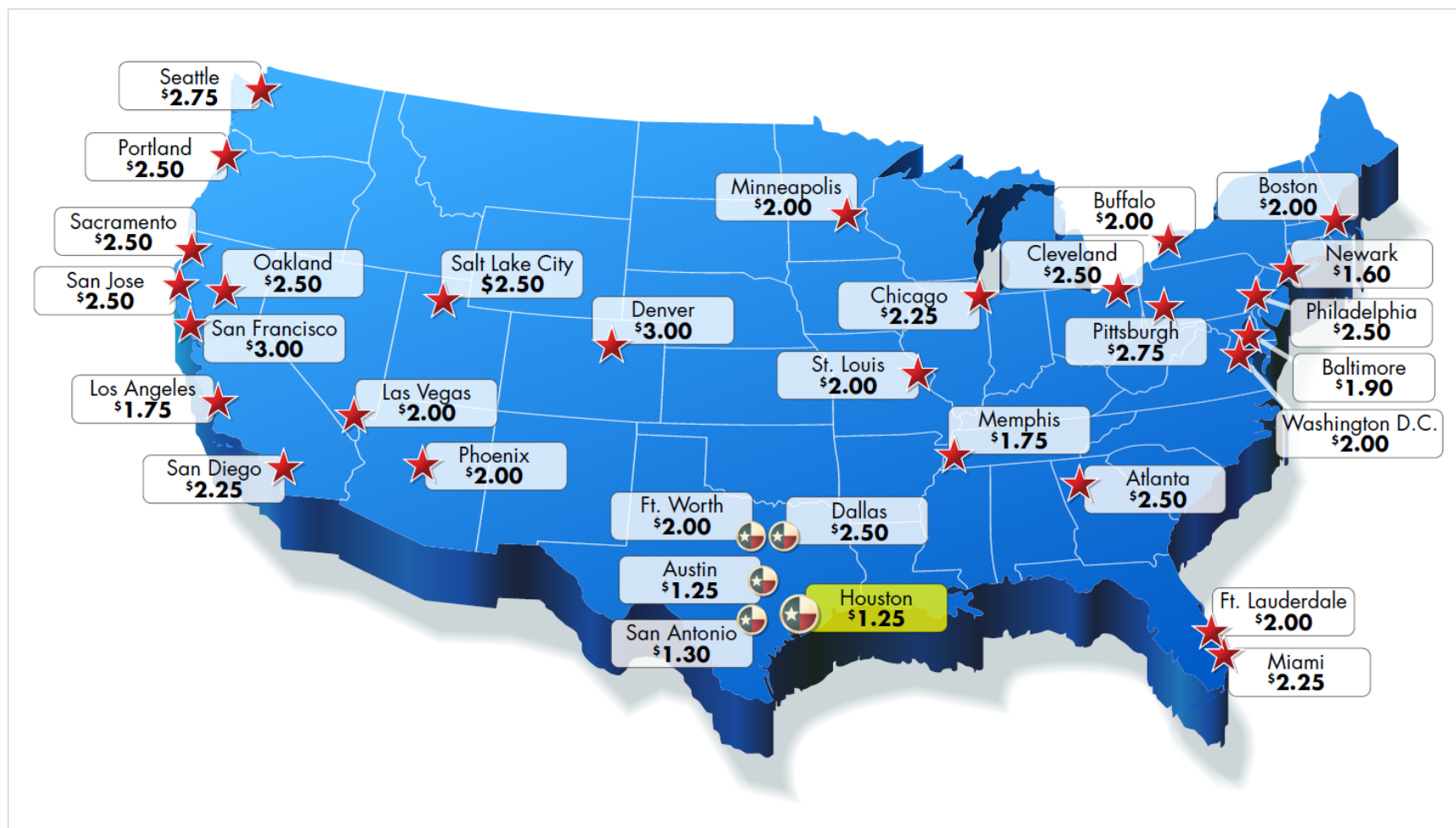
Appendix G: Comparative Statistics

Top 25 North American Bus Fleets

TOP 100 Bus Fleets

2018	2017	Agency	35 ft. and under	Over 35 ft.	Artic.	2018 Total
1	1	MTA New York City Transit/MTA Bus Co. New York City	0	4,860	951	5,811
2	3	New Jersey Transit Corp. Newark, N.J.	418	2,879	85	3,382
3	2	Los Angeles County Metropolitan Transportation Authority Los Angeles	50	1,882	388	2,320
4	4	Pace Suburban Bus Chicago	1593	571	0	2,164
5	6	Coast Mountain Bus Co. Vancouver, B.C.	518	1,165	260	1,943
6	5	Toronto Transit Commission Toronto	0	1,773	153	1,926
7	7	Chicago Transit Authority Chicago	0	1,560	304	1,864
8	8	Société de Transport de Montreal Montreal	0	1,514	257	1,771
9	9	Washington Metropolitan Area Transit Authority Washington, D.C.	87	1,552	65	1,704
10	10	King County Metro Transit Seattle	90	528	965	1,583
11	11	Southeastern Pennsylvania Transportation Authority Philadelphia	35	1,252	185	1,472
12	12	Regional Transportation District Denver	472	836	116	1,424
13	13	Metropolitan Transit Authority of Harris County Houston	45	1,110	88	1,243
14	28	Maryland Transit Administration Baltimore	368	723	52	1,141
15	16	BC Transit Victoria, B.C.	537	567	0	1,104
16	17	Calgary Transit Calgary, Alberta	262	716	93	1,071
17	20	OC Transpo Ottawa, Ontario	82	828	359	1,069
18	18	Valley Metro Phoenix	285	867	109	1,061
19	19	Edmonton Transit Service Edmonton, Alberta	147	847	33	1,027
20	14	Massachusetts Bay Transportation Authority Boston	0	880	101	981
21	15	San Francisco Municipal Railway San Francisco	30	612	326	968
22	31	TriMet Portland, Ore.	275	676	0	951
23	21	Metro Transit Minneapolis	0	724	185	909
24	24	CTransit Hartford, Conn.	334	446	51	831
25	23	Regional Transportation Commission of Southern Nevada Las Vegas	410	253	151	814
25	26	Metropolitan Transit System San Diego	222	479	113	814

Base Fare Map



Appendix H: Demographic Statistics

Year	Population	Per Capita Personal Income	Houston, The Woodlands, Sugar Land Unemployment Rate (%)	Houston, The Woodlands, Sugar Land Civilian Population
2004	5,190,444	\$35,755	6.1	2,553,321
2005	5,299,567	\$38,495	5.6	2,592,940
2006	5,484,883	\$41,643	5.0	2,659,713
2007	5,597,674	\$43,565	4.2	2,703,120
2008	5,726,705	\$47,421	4.7	2,769,258
2009	5,867,489	\$43,448	7.6	2,831,524
2010	5,947,409	\$45,031	8.3	2,970,262
2011	6,056,366	\$48,038	7.8	3,041,173
2012	6,184,861	\$52,048	6.6	3,112,254
2013	6,330,657	\$51,552	6.0	3,182,553
2014	6,503,618	\$54,563	5.0	3,243,328
2015	6,676,565	\$54,322	4.6	3,260,519
2016	6,812,260	\$51,245	5.3	3,300,500
2017	6,905,695	\$52,765	5.0	3,337,385
2018	6,997,384	*	4.3	3,390,634

*The Bureau of Economic Analysis has yet to release its time series data on per capita personal income for 2018.

Sources: Per capita income - The Bureau of Economic Analysis.

Population, unemployment rate and civilian population - Federal Reserve Bank of St. Louis.

"Civilian population" is defined as "persons 16 years of age and older residing in the 50 states and the District of Columbia, who are not inmates of institutions (e.g., penal and mental facilities, homes for the aged), and who are not on active duty in the Armed Forces."



Appendix I: FY2020 Budgeted Positions

Metropolitan Transit Authority of Harris County FY2020 Budgeted Positions

Department	Fund center	Position	Grade	Headcount
2010 - Oper, Public Safety, & Cust Service	1000000011 Sr. VP and Staff	Chief Operating Officer	22	1
2010 - Oper, Public Safety, & Cust Service	1000000011 Sr. VP and Staff	Dir Budget Operations	16	1
2010 - Oper, Public Safety, & Cust Service	1000000011 Sr. VP and Staff	Director of Engineering	15	1
2010 - Oper, Public Safety, & Cust Service	1000000011 Sr. VP and Staff	Exec Asst (Chief)	9	1
2010 - Oper, Public Safety, & Cust Service	1000000031 Sr. Dir. Trans.	Exec Asst (Sr Dir)	8	1
2010 - Oper, Public Safety, & Cust Service	1000000031 Sr. Dir. Trans.	Sr Dir Transportation	17	1
2010 - Oper, Public Safety, & Cust Service	1000000041 Dir. Trans. Prog.	Exec Asst (Sr Dir)	8	1
2010 - Oper, Public Safety, & Cust Service	1000000041 Dir. Trans. Prog.	Project Manager - METROLift	12	1
2010 - Oper, Public Safety, & Cust Service	1000000041 Dir. Trans. Prog.	Sr Dir Customer Care & Custom Service	17	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Applications Support Specialist	10	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Assistant Policy Administrator	7	2
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Call Center System Coordinator	10	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Contract Service Compliance Admin	12	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Contract Svc Compliance Asst	7	3
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Dir Paratransit (METROLift) Services	15	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Contract Svc Compliance Supv	10	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Customer Care Rep I	5	2
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Customer Care Rep II	5	3
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Customer Care Rep III	5	3
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Customer Care Rep IV	5	21
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Customer Service Rep	5	3
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Dispatcher	6	44
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Quality Monitor	9	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Scheduling Coordinator	11	2
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Service Leader	9	3
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Service Monitor	9	8
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	METROLift Training Specialist	9	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Mgr ADA Compliance & Paratransit	13	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Mgr METROLift Passenger Relations	13	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Mgr Metrolift Services	13	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Mgr Paratransit Evaluation & Development	13	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Mgr Transportation Programs	14	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	ML Customer Care Rep	5	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	ML Dispatcher	6	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Mobility Coordinator	7	2
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Paratransit Appeals Coordinator	7	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Paratransit Policy Administrator	10	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	PT Customer Svc Receptionist	4	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Street Supv METROLift	9	1
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Team Leader METROLift Cust Svc Call Ctr	7	2
2010 - Oper, Public Safety, & Cust Service	1000000045 METROLift Svc.	Team Leader METROLift Dispatch Call Ctr	7	4
2010 - Oper, Public Safety, & Cust Service	1000000051 Dir. Svc. Delivery	Dir Transp Service Operations	15	1
2010 - Oper, Public Safety, & Cust Service	1000000061 Sr. Dir. Rail	Exec Asst (Sr Dir)	8	1
2010 - Oper, Public Safety, & Cust Service	1000000061 Sr. Dir. Rail	Sr Dir Rail Operations	17	1
2010 - Oper, Public Safety, & Cust Service	1000000061 Sr. Dir. Rail	Systems Engineer	14	1
2010 - Oper, Public Safety, & Cust Service	1000000061 Sr. Dir. Rail	Systems Integration Test Director	15	1
2010 - Oper, Public Safety, & Cust Service	1000000111 FB Trans. Admin.	Asst Transportation Supt	12	2
2010 - Oper, Public Safety, & Cust Service	1000000111 FB Trans. Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000000111 FB Trans. Admin.	Supt Transportation	14	1
2010 - Oper, Public Safety, & Cust Service	1000000112 FB Starters	Chief Starter	10	1
2010 - Oper, Public Safety, & Cust Service	1000000112 FB Starters	Starter	Union	5
2010 - Oper, Public Safety, & Cust Service	1000000113 FB Operators	Bus Operator	Union	307
2010 - Oper, Public Safety, & Cust Service	1000000113 FB Operators	Bus Operator Trainee	Union	35
2010 - Oper, Public Safety, & Cust Service	1000000113 FB Operators	PT Bus Operator	Union	9
2010 - Oper, Public Safety, & Cust Service	1000000113 FB Operators	PT Bus Operator Retiree	Union	7
2010 - Oper, Public Safety, & Cust Service	1000000121 Kash Trans. Admin	Asst Transportation Supt	12	1
2010 - Oper, Public Safety, & Cust Service	1000000121 Kash Trans. Admin	Interim Supt Transportation K	14	1
2010 - Oper, Public Safety, & Cust Service	1000000121 Kash Trans. Admin	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000000122 Kash Starters	Chief Starter	10	1
2010 - Oper, Public Safety, & Cust Service	1000000122 Kash Starters	Starter	Union	4
2010 - Oper, Public Safety, & Cust Service	1000000123 Kash Operators	Bus Operator	Union	213
2010 - Oper, Public Safety, & Cust Service	1000000123 Kash Operators	PT Bus Operator	Union	8
2010 - Oper, Public Safety, & Cust Service	1000000123 Kash Operators	PT Bus Operator Retiree	Union	4
2010 - Oper, Public Safety, & Cust Service	1000000124 Kash Trans. Operators	Bus Operator	Union	7
2010 - Oper, Public Safety, & Cust Service	1000000124 Kash Trans. Operators	PT Bus Operator	Union	5
2010 - Oper, Public Safety, & Cust Service	1000000124 Kash Trans. Operators	PT Bus Operator Retiree	Union	1
2010 - Oper, Public Safety, & Cust Service	1000000131 Polk Trans. Admin.	Asst Transportation Supt	12	2



Metropolitan Transit Authority of Harris County
FY2020 Budgeted Positions

Department	Fund center	Position	Grade	Headcount
2010 - Oper, Public Safety, & Cust Service	1000000131 Polk Trans. Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000000131 Polk Trans. Admin.	Supt Transportation	14	1
2010 - Oper, Public Safety, & Cust Service	1000000132 Polk Starters	Chief Starter	10	1
2010 - Oper, Public Safety, & Cust Service	1000000132 Polk Starters	Relief Starter	Union	1
2010 - Oper, Public Safety, & Cust Service	1000000132 Polk Starters	Starter	Union	4
2010 - Oper, Public Safety, & Cust Service	1000000133 Polk Operators	Bus Operator	Union	362
2010 - Oper, Public Safety, & Cust Service	1000000133 Polk Operators	PT Bus Operator	Union	8
2010 - Oper, Public Safety, & Cust Service	1000000133 Polk Operators	PT Bus Operator Retiree	Union	3
2010 - Oper, Public Safety, & Cust Service	1000000141 West Trans. Admin.	Asst Transportation Supt	12	2
2010 - Oper, Public Safety, & Cust Service	1000000141 West Trans. Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000000141 West Trans. Admin.	Operations Customer Comment Data Analyst	8	1
2010 - Oper, Public Safety, & Cust Service	1000000141 West Trans. Admin.	Supt Transportation W	14	1
2010 - Oper, Public Safety, & Cust Service	1000000142 West Starters	Chief Starter	10	1
2010 - Oper, Public Safety, & Cust Service	1000000142 West Starters	Relief Starter	Union	1
2010 - Oper, Public Safety, & Cust Service	1000000142 West Starters	Starter	Union	4
2010 - Oper, Public Safety, & Cust Service	1000000143 West Operators	Bus Operator	Union	422
2010 - Oper, Public Safety, & Cust Service	1000000143 West Operators	PT Bus Operator	Union	15
2010 - Oper, Public Safety, & Cust Service	1000000143 West Operators	PT Bus Operator Retiree	Union	3
2010 - Oper, Public Safety, & Cust Service	1000000151 HC Trans. Admin.	Asst Transportation Supt	12	2
2010 - Oper, Public Safety, & Cust Service	1000000151 HC Trans. Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000000151 HC Trans. Admin.	Supt Transportation	14	1
2010 - Oper, Public Safety, & Cust Service	1000000152 HC Starters	Chief Starter	10	1
2010 - Oper, Public Safety, & Cust Service	1000000152 HC Starters	Starter	Union	7
2010 - Oper, Public Safety, & Cust Service	1000000153 HC Operators	Bus Operator	Union	298
2010 - Oper, Public Safety, & Cust Service	1000000153 HC Operators	PT Bus Operator	Union	8
2010 - Oper, Public Safety, & Cust Service	1000000153 HC Operators	PT Bus Operator Retiree	Union	5
2010 - Oper, Public Safety, & Cust Service	1000000154 HC Alternative Service	Service Driver	Union	53
2010 - Oper, Public Safety, & Cust Service	1000000301 Bus Dispatch	Asst Supt Bus Control	12	2
2010 - Oper, Public Safety, & Cust Service	1000000301 Bus Dispatch	Bus Controller	10	21
2010 - Oper, Public Safety, & Cust Service	1000000331 Operational Training	Dir Operational Training	15	1
2010 - Oper, Public Safety, & Cust Service	1000000331 Operational Training	Maintenance Training Instructor	10	4
2010 - Oper, Public Safety, & Cust Service	1000000331 Operational Training	Mgr Maintenance Training	13	1
2010 - Oper, Public Safety, & Cust Service	1000000331 Operational Training	Mgr Transportation Training	13	1
2010 - Oper, Public Safety, & Cust Service	1000000331 Operational Training	Training Instructor	10	12
2010 - Oper, Public Safety, & Cust Service	1000000331 Operational Training	Training Instructor BRT	10	2
2010 - Oper, Public Safety, & Cust Service	1000000331 Operational Training	Transit Bus Repair C	Union	10
2010 - Oper, Public Safety, & Cust Service	1000000332 Street Supv.	Asst Supt Service Supervision	12	2
2010 - Oper, Public Safety, & Cust Service	1000000332 Street Supv.	Asst Supt Special Events & Construction	12	1
2010 - Oper, Public Safety, & Cust Service	1000000332 Street Supv.	Service Supervisor	10	40
2010 - Oper, Public Safety, & Cust Service	1000000351 Budget Operations	Lead Operations Management Analyst	14	1
2010 - Oper, Public Safety, & Cust Service	1000000351 Budget Operations	Manpower Administrator	12	1
2010 - Oper, Public Safety, & Cust Service	1000000351 Budget Operations	Manpower Coordinator	7	1
2010 - Oper, Public Safety, & Cust Service	1000000351 Budget Operations	Mgr Operations Mgmt Analysis	15	1
2010 - Oper, Public Safety, & Cust Service	1000000351 Budget Operations	OMS Liaison	8	1
2010 - Oper, Public Safety, & Cust Service	1000000351 Budget Operations	Operations Management Analyst	12	1
2010 - Oper, Public Safety, & Cust Service	1000000351 Budget Operations	Operations Management Analyst I Maint	10	1
2010 - Oper, Public Safety, & Cust Service	1000000351 Budget Operations	Operations Management Analyst II Trans	11	1
2010 - Oper, Public Safety, & Cust Service	1000000351 Budget Operations	Rail OMS Analyst II	11	1
2010 - Oper, Public Safety, & Cust Service	1000000351 Budget Operations	Sr Proj Mgr Ops Systems and Reporting	13	1
2010 - Oper, Public Safety, & Cust Service	1000000371 Contract Services Admin	Dir Contract Operated Services	15	1
2010 - Oper, Public Safety, & Cust Service	1000000371 Contract Services Admin	Street Supv Contracted & Paratransit	9	2
2010 - Oper, Public Safety, & Cust Service	1000000621 Rail Trans. Admin	Asst Transportation Supt (Rail)	12	1
2010 - Oper, Public Safety, & Cust Service	1000000621 Rail Trans. Admin	Dir Rail Transportation	15	1
2010 - Oper, Public Safety, & Cust Service	1000000621 Rail Trans. Admin	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000000621 Rail Trans. Admin	Sr Training Instructor	11	1
2010 - Oper, Public Safety, & Cust Service	1000000621 Rail Trans. Admin	Supt Transportation Rail	14	1
2010 - Oper, Public Safety, & Cust Service	1000000621 Rail Trans. Admin	Training Instructor Rail	10	3
2010 - Oper, Public Safety, & Cust Service	1000000622 Rail Fld/Sta Supv.	Field Supervisor	10	4
2010 - Oper, Public Safety, & Cust Service	1000000623 Rail Operations	LRT Operator	Union	84
2010 - Oper, Public Safety, & Cust Service	1000000623 Rail Operations	LRT Operator Trainee	Union	15
2010 - Oper, Public Safety, & Cust Service	1000000624 S&I Rail Trans. Admin.	Asst Transportation Supt (Rail)	12	1
2010 - Oper, Public Safety, & Cust Service	1000000624 S&I Rail Trans. Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000000624 S&I Rail Trans. Admin.	Supt Transportation Rail	14	1
2010 - Oper, Public Safety, & Cust Service	1000000625 S&I Rail Sta Supv.	Field Supervisor	10	5
2010 - Oper, Public Safety, & Cust Service	1000000626 Rail Trans.	LRT Operator	Union	69
2010 - Oper, Public Safety, & Cust Service	1000000627 Rail Transportation Utility Worker	Utility Worker (Rail)	Union	5
2010 - Oper, Public Safety, & Cust Service	1000000651 Rail Control Ctr.	Chief Rail Controller	12	3
2010 - Oper, Public Safety, & Cust Service	1000000651 Rail Control Ctr.	Field Supervisor	10	14
2010 - Oper, Public Safety, & Cust Service	1000000651 Rail Control Ctr.	Rail Operations Controller	11	12
2010 - Oper, Public Safety, & Cust Service	1000000651 Rail Control Ctr.	Sr Control Instructor/Rules Examiner	11	1



Metropolitan Transit Authority of Harris County
FY2020 Budgeted Positions

Department	Fund center	Position	Grade	Headcount
2010 - Oper, Public Safety, & Cust Service	1000000651 Rail Control Ctr.	Supt Rail Control	14	1
2010 - Oper, Public Safety, & Cust Service	1000000661 Rail Maint. Admin.	Director, LRV Maintenance	15	1
2010 - Oper, Public Safety, & Cust Service	1000000661 Rail Maint. Admin.	Vehicle Engineer	14	1
2010 - Oper, Public Safety, & Cust Service	1000000662 Rail Maint. Svc. Veh.	Light Rail Servicer	Union	16
2010 - Oper, Public Safety, & Cust Service	1000000662 Rail Maint. Svc. Veh.	LRV Cleaning Supervisor	8	1
2010 - Oper, Public Safety, & Cust Service	1000000663 Rail Inspections	LRV Body Mechanic	Union	4
2010 - Oper, Public Safety, & Cust Service	1000000663 Rail Inspections	LRV Electronic Specialist	9	4
2010 - Oper, Public Safety, & Cust Service	1000000663 Rail Inspections	LRV Machinist Tool & Die Maker	Union	1
2010 - Oper, Public Safety, & Cust Service	1000000663 Rail Inspections	LRV Maintenance Supv	12	4
2010 - Oper, Public Safety, & Cust Service	1000000663 Rail Inspections	LRV Technician T1	Union	1
2010 - Oper, Public Safety, & Cust Service	1000000663 Rail Inspections	LRV Technician T2	Union	2
2010 - Oper, Public Safety, & Cust Service	1000000663 Rail Inspections	LRV Technician T3	Union	27
2010 - Oper, Public Safety, & Cust Service	1000000663 Rail Inspections	Sr Project Manager LRV	13	1
2010 - Oper, Public Safety, & Cust Service	1000000663 Rail Inspections	Supt Maintenance Rail Vehicles	14	1
2010 - Oper, Public Safety, & Cust Service	1000000664 S&I Rail Maint. Svc. Veh.	Light Rail Servicer	Union	7
2010 - Oper, Public Safety, & Cust Service	1000000664 S&I Rail Maint. Svc. Veh.	LRV Cleaning Supervisor	8	1
2010 - Oper, Public Safety, & Cust Service	1000000665 S&I Rail Inspections	LRV Electronic Specialist	9	4
2010 - Oper, Public Safety, & Cust Service	1000000665 S&I Rail Inspections	LRV Maintenance Supv	12	4
2010 - Oper, Public Safety, & Cust Service	1000000665 S&I Rail Inspections	LRV Technician T2	Union	2
2010 - Oper, Public Safety, & Cust Service	1000000665 S&I Rail Inspections	LRV Technician T3	Union	12
2010 - Oper, Public Safety, & Cust Service	1000000665 S&I Rail Inspections	Supt Maintenance Rail Vehicles	14	1
2010 - Oper, Public Safety, & Cust Service	1000000666 Rail Heavy Repair	LRV Maintenance Supv	12	1
2010 - Oper, Public Safety, & Cust Service	1000000666 Rail Heavy Repair	LRV Technician T3 - Heavy Repair	Union	5
2010 - Oper, Public Safety, & Cust Service	1000000691 Track Maintenance	Track Chief	14	1
2010 - Oper, Public Safety, & Cust Service	1000000691 Track Maintenance	Track Maintainer	9	13
2010 - Oper, Public Safety, & Cust Service	1000000691 Track Maintenance	Track Supervisor	10	3
2010 - Oper, Public Safety, & Cust Service	1000000692 Signal/Comm. Maint.	Axle Counter/Maintainer	7	6
2010 - Oper, Public Safety, & Cust Service	1000000692 Signal/Comm. Maint.	Rail Maint Comm Specialist	12	3
2010 - Oper, Public Safety, & Cust Service	1000000692 Signal/Comm. Maint.	Signals & Communications Supervisor	10	3
2010 - Oper, Public Safety, & Cust Service	1000000692 Signal/Comm. Maint.	Signals Communications Technician	9	12
2010 - Oper, Public Safety, & Cust Service	1000000692 Signal/Comm. Maint.	Traffic Engineer	14	1
2010 - Oper, Public Safety, & Cust Service	1000000693 Traction/Elec Maint.	Chief Traction Power	14	1
2010 - Oper, Public Safety, & Cust Service	1000000693 Traction/Elec Maint.	Sr Proj Mgr Maint of Way	13	1
2010 - Oper, Public Safety, & Cust Service	1000000693 Traction/Elec Maint.	Traction Power Supervisor	10	3
2010 - Oper, Public Safety, & Cust Service	1000000693 Traction/Elec Maint.	Traction Power Technician	9	12
2010 - Oper, Public Safety, & Cust Service	1000000694 Director of Maintenance of Way (MOW)	Dir Maintenance of Way	15	1
2010 - Oper, Public Safety, & Cust Service	1000000694 Director of Maintenance of Way (MOW)	Rail Maint Trng Spec	12	1
2010 - Oper, Public Safety, & Cust Service	1000000694 Director of Maintenance of Way (MOW)	Rail Maintenance Trainer	11	2
2010 - Oper, Public Safety, & Cust Service	1000000694 Director of Maintenance of Way (MOW)	Warranty Specialist (Rail)	10	1
2010 - Oper, Public Safety, & Cust Service	1000000831 Community Connector Serv.	Comm Conn Cust Care Rep	5	2
2010 - Oper, Public Safety, & Cust Service	1000000831 Community Connector Serv.	Comm Conn Cust Care Rep/Dispatcher	6	2
2010 - Oper, Public Safety, & Cust Service	1000000831 Community Connector Serv.	Manager Community Connector Service	13	1
2010 - Oper, Public Safety, & Cust Service	1000000831 Community Connector Serv.	METROLift Customer Care Rep II	5	2
2010 - Oper, Public Safety, & Cust Service	1000000831 Community Connector Serv.	METROLift Dispatcher	6	3
2010 - Oper, Public Safety, & Cust Service	1000000831 Community Connector Serv.	METROLift Service Monitor	9	1
2010 - Oper, Public Safety, & Cust Service	1000000911 Chief of Police	Chief of Police	20	1
2010 - Oper, Public Safety, & Cust Service	1000000911 Chief of Police	Exec Asst (Chief)	9	1
2010 - Oper, Public Safety, & Cust Service	1000000911 Chief of Police	Police Sergeant 2	11	1
2010 - Oper, Public Safety, & Cust Service	1000000911 Chief of Police	Police Support Coordinator	7	1
2010 - Oper, Public Safety, & Cust Service	1000000912 Management Services	Budget & Grants Analyst	10	1
2010 - Oper, Public Safety, & Cust Service	1000000912 Management Services	Management Services Budget Associate	8	1
2010 - Oper, Public Safety, & Cust Service	1000000912 Management Services	Management Services Manpower Coordinator	8	1
2010 - Oper, Public Safety, & Cust Service	1000000912 Management Services	Mgr Management Services	14	1
2010 - Oper, Public Safety, & Cust Service	1000000931 Investigations	Police Lieutenant 2	12	1
2010 - Oper, Public Safety, & Cust Service	1000000931 Investigations	Police Officer 3	9	2
2010 - Oper, Public Safety, & Cust Service	1000000931 Investigations	Police Officer 4	9	1
2010 - Oper, Public Safety, & Cust Service	1000000931 Investigations	Police Sergeant 2	11	1
2010 - Oper, Public Safety, & Cust Service	1000000931 Investigations	Project Specialist (Crime Stats)	8	1
2010 - Oper, Public Safety, & Cust Service	1000000931 Investigations	Sr Police Officer	10	6
2010 - Oper, Public Safety, & Cust Service	1000000934 Field Operations-Patrol	Exec Asst (Asst Chief)	7	1
2010 - Oper, Public Safety, & Cust Service	1000000934 Field Operations-Patrol	Police Lieutenant 2	12	3
2010 - Oper, Public Safety, & Cust Service	1000000934 Field Operations-Patrol	Police Officer 1	9	1
2010 - Oper, Public Safety, & Cust Service	1000000934 Field Operations-Patrol	Police Officer 2	9	3
2010 - Oper, Public Safety, & Cust Service	1000000934 Field Operations-Patrol	Police Officer 3	9	5
2010 - Oper, Public Safety, & Cust Service	1000000934 Field Operations-Patrol	Police Officer 4	9	3
2010 - Oper, Public Safety, & Cust Service	1000000934 Field Operations-Patrol	Police Officer 5	9	5
2010 - Oper, Public Safety, & Cust Service	1000000934 Field Operations-Patrol	Police Officer 6	9	10
2010 - Oper, Public Safety, & Cust Service	1000000934 Field Operations-Patrol	Police Sergeant 2	11	8
2010 - Oper, Public Safety, & Cust Service	1000000934 Field Operations-Patrol	Sr Police Officer	10	9
2010 - Oper, Public Safety, & Cust Service	1000000935 Support Operations-Spec Service	Assistant Chief of Police	16	1



Metropolitan Transit Authority of Harris County
FY2020 Budgeted Positions

Department	Fund center	Position	Grade	Headcount
2010 - Oper, Public Safety, & Cust Service	1000000935 Support Operations-Spec Service	Exec Asst (Asst Chief)	7	1
2010 - Oper, Public Safety, & Cust Service	1000000935 Support Operations-Spec Service	Police Cadet	5	9
2010 - Oper, Public Safety, & Cust Service	1000000935 Support Operations-Spec Service	Police Lieutenant 2	12	1
2010 - Oper, Public Safety, & Cust Service	1000000935 Support Operations-Spec Service	Police Officer 2	9	1
2010 - Oper, Public Safety, & Cust Service	1000000935 Support Operations-Spec Service	Police Officer 3	9	1
2010 - Oper, Public Safety, & Cust Service	1000000935 Support Operations-Spec Service	Police Officer 4	9	1
2010 - Oper, Public Safety, & Cust Service	1000000935 Support Operations-Spec Service	Police Officer 6	9	25
2010 - Oper, Public Safety, & Cust Service	1000000935 Support Operations-Spec Service	Police Sergeant 2	11	1
2010 - Oper, Public Safety, & Cust Service	1000000935 Support Operations-Spec Service	Sr Police Officer	10	4
2010 - Oper, Public Safety, & Cust Service	1000000936 Sys. Security K-9 Unit/HLS	Police Officer 2	9	2
2010 - Oper, Public Safety, & Cust Service	1000000936 Sys. Security K-9 Unit/HLS	Police Officer 3	9	1
2010 - Oper, Public Safety, & Cust Service	1000000936 Sys. Security K-9 Unit/HLS	Police Officer 4	9	1
2010 - Oper, Public Safety, & Cust Service	1000000936 Sys. Security K-9 Unit/HLS	Police Officer 5	9	1
2010 - Oper, Public Safety, & Cust Service	1000000936 Sys. Security K-9 Unit/HLS	Sr Police Officer	10	2
2010 - Oper, Public Safety, & Cust Service	1000000942 Transtar Cntr'I Control Fac.	Communication Liaison Opr I	7	2
2010 - Oper, Public Safety, & Cust Service	1000000942 Transtar Cntr'I Control Fac.	Communication Liaison Opr III	6	2
2010 - Oper, Public Safety, & Cust Service	1000000942 Transtar Cntr'I Control Fac.	Communication Liaison Opr V	6	4
2010 - Oper, Public Safety, & Cust Service	1000000942 Transtar Cntr'I Control Fac.	Police Lieutenant 2	12	1
2010 - Oper, Public Safety, & Cust Service	1000000942 Transtar Cntr'I Control Fac.	Police Sergeant 2	11	3
2010 - Oper, Public Safety, & Cust Service	1000000942 Transtar Cntr'I Control Fac.	Sr Police Officer	10	1
2010 - Oper, Public Safety, & Cust Service	1000000943 Dispatch	Communication Liaison Opr I	7	1
2010 - Oper, Public Safety, & Cust Service	1000000943 Dispatch	Communication Liaison Opr III	6	1
2010 - Oper, Public Safety, & Cust Service	1000000943 Dispatch	Communication Liaison Opr IV	6	1
2010 - Oper, Public Safety, & Cust Service	1000000943 Dispatch	Communication Liaison Opr V	6	9
2010 - Oper, Public Safety, & Cust Service	1000000952 Records Management	Police Records Clerk	5	5
2010 - Oper, Public Safety, & Cust Service	1000000952 Records Management	Records Clerk	5	3
2010 - Oper, Public Safety, & Cust Service	1000000952 Records Management	Supv Police Info Services	10	1
2010 - Oper, Public Safety, & Cust Service	1000000964 HOV/HOT Lane Operations	MAP Operator	6	8
2010 - Oper, Public Safety, & Cust Service	1000000965 HOV/HOT Lane Enforcements	Police Officer 3	9	6
2010 - Oper, Public Safety, & Cust Service	1000000965 HOV/HOT Lane Enforcements	Police Officer 4	9	1
2010 - Oper, Public Safety, & Cust Service	1000000965 HOV/HOT Lane Enforcements	Police Officer 5	9	2
2010 - Oper, Public Safety, & Cust Service	1000000965 HOV/HOT Lane Enforcements	Police Officer 6	9	1
2010 - Oper, Public Safety, & Cust Service	1000000965 HOV/HOT Lane Enforcements	Sr Police Officer	10	8
2010 - Oper, Public Safety, & Cust Service	1000000965 HOV/HOT Lane Enforcements	Sr Police Sergeant	11	2
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Assistant Chief of Police	16	1
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Civilian Fare Inspector	6	18
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Fare Inspector	6	36
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Fare Inspectors	6	26
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Lieutenant 2	12	2
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Police Cadet	5	2
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Police Lieutenant 2	12	4
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Police Officer 1	9	2
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Police Officer 3	9	5
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Police Officer 4	9	3
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Police Officer 5	9	11
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Police Officer 6	9	56
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Police Sergeant 2	11	11
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	PT Police Officer	9	54
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Sergeant 2	11	3
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Sr Police Officer	10	6
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Sr Police Sergeant	11	1
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Supervisor Fare Inspector	8	2
2010 - Oper, Public Safety, & Cust Service	1000000966 Rail Operations - Patrol	Supv Fare Inspector	8	6
2010 - Oper, Public Safety, & Cust Service	1000001014 Tech. Svcs.	Manager of Technical Services	13	1
2010 - Oper, Public Safety, & Cust Service	1000001014 Tech. Svcs.	Supv Advanced Technology	11	1
2010 - Oper, Public Safety, & Cust Service	1000001014 Tech. Svcs.	Technical Engineering Specialist	11	1
2010 - Oper, Public Safety, & Cust Service	1000001014 Tech. Svcs.	Technical Writer	11	1
2010 - Oper, Public Safety, & Cust Service	1000001021 Cent. Shop Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000001021 Cent. Shop Admin.	Production Control Analyst	10	1
2010 - Oper, Public Safety, & Cust Service	1000001021 Cent. Shop Admin.	Supt Maintenance CS	14	1
2010 - Oper, Public Safety, & Cust Service	1000001021 Cent. Shop Admin.	Team Leader Central Shops	7	1
2010 - Oper, Public Safety, & Cust Service	1000001022 Heavy Repair	Cleaner Bus Maintenance	Union	3
2010 - Oper, Public Safety, & Cust Service	1000001022 Heavy Repair	Electronic Systems Specialist	10	1
2010 - Oper, Public Safety, & Cust Service	1000001022 Heavy Repair	Mechanical Fmn Heavy Repair	10	1
2010 - Oper, Public Safety, & Cust Service	1000001022 Heavy Repair	Transit Bus Repair A	Union	17
2010 - Oper, Public Safety, & Cust Service	1000001022 Heavy Repair	Transit Technician	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001023 Body Shop	Cert Struct Welder Fabricator	Union	4
2010 - Oper, Public Safety, & Cust Service	1000001023 Body Shop	Cleaner Bus Maintenance	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001023 Body Shop	Collision Repair A	Union	19
2010 - Oper, Public Safety, & Cust Service	1000001023 Body Shop	Mechanical Fmn Body Shop	10	2



Metropolitan Transit Authority of Harris County
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2010 - Oper, Public Safety, & Cust Service	1000001023 Body Shop	Upholstery Fabricator B	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Gen Foreman Unit Overhaul	12	1
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Machinist Tool & Die Maker	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Mechanical Fmn Unit Overhaul	10	2
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Sr Machinist	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Transit Bus Repair A	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Transit Technician	Union	4
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Unit Rebuild A	Union	13
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Unit Rebuild C	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Unit Rebuild Master	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Unit Rebuild Technician	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001024 Unit Overhaul	Utility Worker	Union	5
2010 - Oper, Public Safety, & Cust Service	1000001111 Kash Main. Admin.	Gen Foreman Maintenance	12	1
2010 - Oper, Public Safety, & Cust Service	1000001111 Kash Main. Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000001111 Kash Main. Admin.	Supt Maintenance K	14	1
2010 - Oper, Public Safety, & Cust Service	1000001112 Kash Svc Rev Veh	Cleaner Bus Maintenance	Union	11
2010 - Oper, Public Safety, & Cust Service	1000001112 Kash Svc Rev Veh	Tool Room Attendant	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001112 Kash Svc Rev Veh	Utility Worker	Union	9
2010 - Oper, Public Safety, & Cust Service	1000001113 Kash Inspections	AC & Heat A	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001113 Kash Inspections	Collision Repair A	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001113 Kash Inspections	Electronic Systems Specialist	10	1
2010 - Oper, Public Safety, & Cust Service	1000001113 Kash Inspections	Mechanical Fmn K	10	7
2010 - Oper, Public Safety, & Cust Service	1000001113 Kash Inspections	Transit Bus Repair A	Union	21
2010 - Oper, Public Safety, & Cust Service	1000001113 Kash Inspections	Transit Bus Repair B	Union	3
2010 - Oper, Public Safety, & Cust Service	1000001113 Kash Inspections	Transit Master	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001113 Kash Inspections	Transit Technician	Union	8
2010 - Oper, Public Safety, & Cust Service	1000001116 Kash Greenlink Rev. Veh. Op.	Cleaner Bus Maintenance	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001116 Kash Greenlink Rev. Veh. Op.	Utility Worker	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001117 Kash Greenlink Inspection	Transit Technician	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001121 Polk Maint. Admin.	Gen Foreman Maintenance	12	1
2010 - Oper, Public Safety, & Cust Service	1000001121 Polk Maint. Admin.	Gen Foreman Maintenance P	12	1
2010 - Oper, Public Safety, & Cust Service	1000001121 Polk Maint. Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000001121 Polk Maint. Admin.	Supt Maintenance P	14	1
2010 - Oper, Public Safety, & Cust Service	1000001122 Polk Srv. Rev. Veh.	Cleaner Bus Maintenance	Union	17
2010 - Oper, Public Safety, & Cust Service	1000001122 Polk Srv. Rev. Veh.	Tool Room Attendant	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001122 Polk Srv. Rev. Veh.	Utility Worker	Union	9
2010 - Oper, Public Safety, & Cust Service	1000001123 Polk Inspections	AC & Heat A	Union	6
2010 - Oper, Public Safety, & Cust Service	1000001123 Polk Inspections	Collision Repair A	Union	5
2010 - Oper, Public Safety, & Cust Service	1000001123 Polk Inspections	Collision Repair B	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001123 Polk Inspections	Electronic Systems Specialist	10	1
2010 - Oper, Public Safety, & Cust Service	1000001123 Polk Inspections	Mechanical Fmn P	10	9
2010 - Oper, Public Safety, & Cust Service	1000001123 Polk Inspections	Transit Bus Repair A	Union	22
2010 - Oper, Public Safety, & Cust Service	1000001123 Polk Inspections	Transit Bus Repair B	Union	10
2010 - Oper, Public Safety, & Cust Service	1000001123 Polk Inspections	Transit Bus Repair C	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001123 Polk Inspections	Transit Master	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001123 Polk Inspections	Transit Technician	Union	15
2010 - Oper, Public Safety, & Cust Service	1000001131 West Maint. Admin.	Gen Foreman Maintenance W	12	1
2010 - Oper, Public Safety, & Cust Service	1000001131 West Maint. Admin.	General Foreman	12	1
2010 - Oper, Public Safety, & Cust Service	1000001131 West Maint. Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000001131 West Maint. Admin.	Supt Maintenance W	14	1
2010 - Oper, Public Safety, & Cust Service	1000001132 West Srv. Rev. Veh.	Cleaner Bus Maintenance	Union	28
2010 - Oper, Public Safety, & Cust Service	1000001132 West Srv. Rev. Veh.	Tool Room Attendant	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001132 West Srv. Rev. Veh.	Utility Worker	Union	11
2010 - Oper, Public Safety, & Cust Service	1000001133 West Inspections	AC & Heat A	Union	6
2010 - Oper, Public Safety, & Cust Service	1000001133 West Inspections	Collision Repair A	Union	5
2010 - Oper, Public Safety, & Cust Service	1000001133 West Inspections	Collision Technician	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001133 West Inspections	Electronic Systems Specialist	10	1
2010 - Oper, Public Safety, & Cust Service	1000001133 West Inspections	Mechanical Fmn W	10	10
2010 - Oper, Public Safety, & Cust Service	1000001133 West Inspections	Transit Bus Repair A	Union	42
2010 - Oper, Public Safety, & Cust Service	1000001133 West Inspections	Transit Bus Repair B	Union	6
2010 - Oper, Public Safety, & Cust Service	1000001133 West Inspections	Transit Bus Repair C	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001133 West Inspections	Transit Master	Union	3
2010 - Oper, Public Safety, & Cust Service	1000001133 West Inspections	Transit Technician	Union	16
2010 - Oper, Public Safety, & Cust Service	1000001141 HC Maint. Admin.	Gen Foreman Maintenance HC	12	1
2010 - Oper, Public Safety, & Cust Service	1000001141 HC Maint. Admin.	General Foreman	12	1
2010 - Oper, Public Safety, & Cust Service	1000001141 HC Maint. Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000001141 HC Maint. Admin.	Supt Maintenance HC	14	1
2010 - Oper, Public Safety, & Cust Service	1000001142 HC Srv. Rev. Veh.	Cleaner Bus Maintenance	Union	18
2010 - Oper, Public Safety, & Cust Service	1000001142 HC Srv. Rev. Veh.	Tool Room Attendant	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001142 HC Srv. Rev. Veh.	Utility Worker	Union	13



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Department	Fund center	Position	Grade	Headcount
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	AC & Heat A	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Collision Repair A	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Collision Technician	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Electronic Systems Specialist	10	1
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Mechanical Fmn	10	2
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Mechanical Fmn HC	10	5
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Mechanical Foreman	10	3
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Transit Bus Repair A	Union	30
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Transit Bus Repair B	Union	7
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Transit Bus Repair C	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Transit Master	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001143 HC Inspections	Transit Technician	Union	11
2010 - Oper, Public Safety, & Cust Service	1000001145 HC Alternative & CC Services	Transit Bus Repair A	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001161 FB Maint. Admin.	Gen Foreman Maintenance	12	1
2010 - Oper, Public Safety, & Cust Service	1000001161 FB Maint. Admin.	Gen Foreman Maintenance F	12	1
2010 - Oper, Public Safety, & Cust Service	1000001161 FB Maint. Admin.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000001161 FB Maint. Admin.	Supt Maintenance F	14	1
2010 - Oper, Public Safety, & Cust Service	1000001162 FB Srv. Rev. Veh.	Cleaner Bus Maintenance	Union	15
2010 - Oper, Public Safety, & Cust Service	1000001162 FB Srv. Rev. Veh.	Tool Room Attendant	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001162 FB Srv. Rev. Veh.	Utility Worker	Union	18
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	AC & Heat A	Union	5
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	Collision Repair A	Union	3
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	Collision Repair C	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	Collision Technician	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	Electronic Systems Specialist	10	1
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	Mechanical Fmn	10	1
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	Mechanical Fmn F	10	9
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	Transit Bus Repair A	Union	22
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	Transit Bus Repair B	Union	8
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	Transit Master	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001163 FB Inspections	Transit Technician	Union	16
2010 - Oper, Public Safety, & Cust Service	1000001172 BB Svc. Rev. Veh.	Utility Worker	Union	3
2010 - Oper, Public Safety, & Cust Service	1000001173 BB Inspections	Mechanical Fmn (Support Vehicles)	10	1
2010 - Oper, Public Safety, & Cust Service	1000001173 BB Inspections	Mechanical Fmn BB	10	1
2010 - Oper, Public Safety, & Cust Service	1000001173 BB Inspections	Transit Technician	Union	4
2010 - Oper, Public Safety, & Cust Service	1000001174 BB T-Truck	T Truck Wrecker Operator	Union	11
2010 - Oper, Public Safety, & Cust Service	1000001174 BB T-Truck	Transit Master	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001174 BB T-Truck	Transit Technician	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001191 Prev. Maint. Admin.	Exec Asst (Sr Dir)	8	1
2010 - Oper, Public Safety, & Cust Service	1000001191 Prev. Maint. Admin.	Sr Dir Bus Maintenance	17	1
2010 - Oper, Public Safety, & Cust Service	1000001301 Elect. Maint.	Gen Foreman Intelligent Transp Systems	12	1
2010 - Oper, Public Safety, & Cust Service	1000001301 Elect. Maint.	Intelligent Transportation Systems Fmn	10	1
2010 - Oper, Public Safety, & Cust Service	1000001301 Elect. Maint.	Intelligent Transportation Systems Tech	9	12
2010 - Oper, Public Safety, & Cust Service	1000001301 Elect. Maint.	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000001301 Elect. Maint.	Supt Intelligent Transp Systems	14	1
2010 - Oper, Public Safety, & Cust Service	1000001302 Elect. Maint. Rail	Electronic Revenue System Specialist	9	4
2010 - Oper, Public Safety, & Cust Service	1000001302 Elect. Maint. Rail	Electronic Revenue Systems Specialist	9	9
2010 - Oper, Public Safety, & Cust Service	1000001302 Elect. Maint. Rail	Revenue Systems Foreman	10	1
2010 - Oper, Public Safety, & Cust Service	1000001303 Radio Maint.	Communications Systems Specialist	9	2
2010 - Oper, Public Safety, & Cust Service	1000001303 Radio Maint.	PT Transit Technician Retiree	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001311 Quality Assurance	Mgr Quality Assurance	13	1
2010 - Oper, Public Safety, & Cust Service	1000001311 Quality Assurance	Quality Assurance Insp	10	8
2010 - Oper, Public Safety, & Cust Service	1000001312 Warranty	Mgr Warranty	13	1
2010 - Oper, Public Safety, & Cust Service	1000001312 Warranty	Warranty Parts Analyst	10	1
2010 - Oper, Public Safety, & Cust Service	1000001312 Warranty	Warranty Specialist	10	2
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Elec Communications Spec-SV	9	1
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Gen Foreman Support Vehicles	12	1
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Mechanical Fmn (Support Vehicles)	10	3
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Off Road Technician	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Office Administrator	6	1
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Small Engine Technician	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Support Vehicle Coordinator	8	1
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Support Vehicle Master	Union	4
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Support Vehicle Master Mech	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Support Vehicle Technician	Union	4
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Supt Support Vehicles	14	1
2010 - Oper, Public Safety, & Cust Service	1000001351 Support Vehicles	Utility Worker	Union	2
2010 - Oper, Public Safety, & Cust Service	1000001353 METROLift In-House Maintenance	Support Vehicle Master Mech	Union	3
2010 - Oper, Public Safety, & Cust Service	1000001353 METROLift In-House Maintenance	Utility Worker	Union	1
2010 - Oper, Public Safety, & Cust Service	1000001381 Dir. Maint. Supp.	Dir Maint Support	15	1



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Department	Fund center	Position	Grade	Headcount
2010 - Oper, Public Safety, & Cust Service	1000001381 Dir. Maint. Supp.	Maintenance Support Coordinator	7	1
2010 - Oper, Public Safety, & Cust Service	1000001381 Dir. Maint. Supp.	PT Transit Bus Repair A Retiree	Union	6
2010 - Oper, Public Safety, & Cust Service	1000001381 Dir. Maint. Supp.	PT Transit Technician Retiree	Union	6
2010 - Oper, Public Safety, & Cust Service	1000001821 EVP Op Public Safety & Customer Service	Emergency Mgmt Coordinator	12	1
2010 - Oper, Public Safety, & Cust Service	1000001821 EVP Op Public Safety & Customer Service	EVP Operations, Public Safety & Cust Svcs	22	1
2010 - Oper, Public Safety, & Cust Service	1000001821 EVP Op Public Safety & Customer Service	Exec Asst (EVP)	10	1
2010 - Oper, Public Safety, & Cust Service	1000001821 EVP Op Public Safety & Customer Service	Project Manager Ops Pub Safety & CS	11	1
2010 - Oper, Public Safety, & Cust Service	1000001821 EVP Op Public Safety & Customer Service	Special Projects Manager	12	1
2010 - Oper, Public Safety, & Cust Service	1000002185 HOT Lanes Operations	FT ARGO Operator	6	5
2010 - Oper, Public Safety, & Cust Service	1000002185 HOT Lanes Operations	Hot Lane Projects Manager	15	1
2010 - Oper, Public Safety, & Cust Service	1000002185 HOT Lanes Operations	Sr ARGO	7	2
2010 - Oper, Public Safety, & Cust Service	1000002185 HOT Lanes Operations	Supv ARGO	8	2
2010 - Oper, Public Safety, & Cust Service	1000002233 Fare Coll. Maint.	Transit Bus Revenue Technician	Union	15
2010 - Oper, Public Safety, & Cust Service	1000002233 Fare Coll. Maint.	Transit Revenue Foreman	10	2
2010 - Oper, Public Safety, & Cust Service	1000002234 Revenue Agents	Revenue Agent	Union	8
2010 - Oper, Public Safety, & Cust Service	1000002234 Revenue Agents	Revenue Agent K	Union	1
2010 - Oper, Public Safety, & Cust Service	1000002234 Revenue Agents	Revenue Agent NW	Union	1
2010 - Oper, Public Safety, & Cust Service	1000002234 Revenue Agents	Revenue Collection Foreman	9	1
2010 - Oper, Public Safety, & Cust Service	1000002241 Dir. Risk Mgmt.	Dir Risk Management	16	1
2010 - Oper, Public Safety, & Cust Service	1000002242 Claims	Claims Adjuster	8	5
2010 - Oper, Public Safety, & Cust Service	1000002242 Claims	Claims Assistant	6	2
2010 - Oper, Public Safety, & Cust Service	1000002242 Claims	Claims Supervisor Liability	13	1
2010 - Oper, Public Safety, & Cust Service	1000002242 Claims	Claims Supervisor Workers Comp	13	1
2010 - Oper, Public Safety, & Cust Service	1000002242 Claims	Mgr Claims	14	1
2010 - Oper, Public Safety, & Cust Service	1000002242 Claims	Sr Claims Adjuster	11	3
2010 - Oper, Public Safety, & Cust Service	1000002242 Claims	Sr Claims Adjuster	8	1
2010 - Oper, Public Safety, & Cust Service	1000002243 Bus Safety	Bus Safety Officer	10	5
2010 - Oper, Public Safety, & Cust Service	1000002243 Bus Safety	Manager, Bus Safety	14	1
2010 - Oper, Public Safety, & Cust Service	1000002243 Bus Safety	Safety Officer (Bus)	11	1
2010 - Oper, Public Safety, & Cust Service	1000002243 Bus Safety	Sr Safety Officer (Bus)	12	1
2010 - Oper, Public Safety, & Cust Service	1000002244 General Insurance	Sr Risk Management Analyst	11	1
2010 - Oper, Public Safety, & Cust Service	1000002245 Rail Safety	Mgr Rail Safety	14	1
2010 - Oper, Public Safety, & Cust Service	1000002245 Rail Safety	Rail Safety Officer	10	2
2010 - Oper, Public Safety, & Cust Service	1000002245 Rail Safety	Sr Safety Officer (Rail)	12	1
2010 - Oper, Public Safety, & Cust Service	1000002246 Workplace & Env. Safety	Environmental Compliance Officer	12	1
2010 - Oper, Public Safety, & Cust Service	1000002246 Workplace & Env. Safety	Mgr Environmental Health & Safety	14	1
2010 - Oper, Public Safety, & Cust Service	1000002246 Workplace & Env. Safety	Safety Officer (EHS)	11	3
2010 - Oper, Public Safety, & Cust Service	1000002247 Chief of Safety Officer	Chief Safety Officer	18	1
2010 - Oper, Public Safety, & Cust Service	1000002247 Chief of Safety Officer	Exec Asst (Chief)	9	1
2010 - Oper, Public Safety, & Cust Service	1000002247 Chief of Safety Officer	Safety Project Coordinator	10	1
2010 - Oper, Public Safety, & Cust Service	1000002248 Safety Compliance and Analysis	Mgr Safety Management System	14	1
2010 - Oper, Public Safety, & Cust Service	1000002248 Safety Compliance and Analysis	Safety Compliance & Analysis Administrat	13	1
2010 - Oper, Public Safety, & Cust Service	1000002248 Safety Compliance and Analysis	Safety Compliance & Analysis Officer	11	1
2010 - Oper, Public Safety, & Cust Service	1000002249 Transit Safety Education	Safety Education Programs Rep	10	1
2010 - Oper, Public Safety, & Cust Service	1000002448 Drug & Alcohol Program	D & A Program Specialist	9	1
2010 - Oper, Public Safety, & Cust Service	1000002448 Drug & Alcohol Program	Dir Drug and Alcohol Program	16	1
2010 - Oper, Public Safety, & Cust Service	1000002448 Drug & Alcohol Program	Drug & Alcohol Program Coordinator	10	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Call Center Workforce & Systems Coordinator	10	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Customer Resolution Specialist	6	7
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Customer Service Analyst	9	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Customer Service Associate	5	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Customer Service Representative	5	30
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Customer Service Representative	4	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Director, Customer Service Call Center and Complaint Resolution	15	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Mgr Call Center Services	13	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Mgr Call Center Support	13	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Mgr Customer Complaint & Resolution	13	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Shift Supervisor, Call Center Services	8	3
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Sr Customer Service Representative	6	2
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Sr Customer Service Representative (Lost & Found)	6	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Supervisor, Call Center Services	9	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Supervisor, Call Center Support & Training	9	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Supervisor, Customer Complaint and Resolution	10	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	VP Customer Service	21	1
2010 - Oper, Public Safety, & Cust Service	1000002532 Cust. Call Ctr.	Welcome Center Coordinator	6	1
2010 - Oper, Public Safety, & Cust Service	1000002538 RideStores	Customer Service Account Executive	9	1
2010 - Oper, Public Safety, & Cust Service	1000002538 RideStores	Customer Service Associate	5	8
2010 - Oper, Public Safety, & Cust Service	1000002538 RideStores	Customer Service Associate - Fannin South	5	1
2010 - Oper, Public Safety, & Cust Service	1000002538 RideStores	Customer Service Specialist (RideStores)	7	1
2010 - Oper, Public Safety, & Cust Service	1000002538 RideStores	Fannin Parking Lot Coordinator	8	1



Metropolitan Transit Authority of Harris County
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Department	Fund center	Position	Grade	Headcount
2010 - Oper, Public Safety, & Cust Service	1000002538 RideStores	Mgr Customer Service	13	1
2010 - Oper, Public Safety, & Cust Service	1000002538 RideStores	Sr Customer Service Associate	6	3
2010 - Oper, Public Safety, & Cust Service	1000002538 RideStores	Supv Customer Service	9	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Dir Commuter Services	15	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Mgr Commuter Service Program	13	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Mgr Vanpool Billing & Reporting	13	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Mgr Vanpool Customer Service & Fleet	13	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Operations Analyst-Trans Programs	10	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	PT Vanpool Customer Service Rep	5	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Sr Vanpool Account Executive	10	3
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Sr Vanpool Billing Clerk	6	2
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Supv Vanpool Customer Billing	10	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Supv Vanpool Customer Svc & Fleet	10	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Vanpool Account Executive	9	3
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Vanpool Billing Clerk	5	2
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Vanpool Communications Specialist	9	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Vanpool Customer Service Rep	5	6
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Vanpool Event Coord	8	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Vanpool Fleet Coordinator	8	1
2010 - Oper, Public Safety, & Cust Service	1000002539 Regional Vanpool	Vanpool Market Analyst	10	1
2010 - Oper, Public Safety, & Cust Service	1000002542 Customer Service Programs	Customer Service Program Coord.	10	1
2010 - Oper, Public Safety, & Cust Service	1000002812 Director of Safety	Dir Safety	16	1
2010 - Oper, Public Safety, & Cust Service	1000002812 Director of Safety	Mgr Transit Safety Education Programs	13	1
2010 - Oper, Public Safety, & Cust Service	1000002812 Director of Safety	Safety Programs Coordinator	9	1
2020 - Planning, Engineer, & Construct	1000000321 Scheduling	GIS Data Support Analyst	9	1
2020 - Planning, Engineer, & Construct	1000000321 Scheduling	Lead Scheduler	12	1
2020 - Planning, Engineer, & Construct	1000000321 Scheduling	Mgr Scheduling	15	1
2020 - Planning, Engineer, & Construct	1000000321 Scheduling	Senior Scheduler	11	3
2020 - Planning, Engineer, & Construct	1000000321 Scheduling	Sr GIS Specialist Operations	13	1
2020 - Planning, Engineer, & Construct	1000000321 Scheduling	Transit Scheduler	10	1
2020 - Planning, Engineer, & Construct	1000001331 Fac. Maint. Kash BOF	Cleaner Facility Maintenance	Union	1
2020 - Planning, Engineer, & Construct	1000001331 Fac. Maint. Kash BOF	Facilities Maint Data Spec	7	1
2020 - Planning, Engineer, & Construct	1000001331 Fac. Maint. Kash BOF	Facilities Supervisor	10	2
2020 - Planning, Engineer, & Construct	1000001331 Fac. Maint. Kash BOF	General Maintenance Mechanic A (NSS)	Union	2
2020 - Planning, Engineer, & Construct	1000001331 Fac. Maint. Kash BOF	Licensed Journey Mechanical NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001331 Fac. Maint. Kash BOF	Licensed Journey Plumber (NSS)	Union	1
2020 - Planning, Engineer, & Construct	1000001331 Fac. Maint. Kash BOF	Licensed Maintenance Mechanic (Elec) NSS	Union	2
2020 - Planning, Engineer, & Construct	1000001331 Fac. Maint. Kash BOF	Mgr Operating Facilities	13	1
2020 - Planning, Engineer, & Construct	1000001332 Fac. Maint. Polk BOF	Facilities Supervisor	10	1
2020 - Planning, Engineer, & Construct	1000001332 Fac. Maint. Polk BOF	General Maintenance Mechanic A (NSS)	Union	1
2020 - Planning, Engineer, & Construct	1000001332 Fac. Maint. Polk BOF	Licensed Journey Electrician NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001332 Fac. Maint. Polk BOF	Licensed Journey Mechanical NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001332 Fac. Maint. Polk BOF	Utility Worker Facility Maint	Union	1
2020 - Planning, Engineer, & Construct	1000001333 Fac. Maint. West BOF	Cleaner Facility Maintenance	Union	1
2020 - Planning, Engineer, & Construct	1000001333 Fac. Maint. West BOF	Facilities Supervisor	10	1
2020 - Planning, Engineer, & Construct	1000001333 Fac. Maint. West BOF	General Maintenance Journey NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001333 Fac. Maint. West BOF	General Maintenance Mechanic A (NSS)	Union	2
2020 - Planning, Engineer, & Construct	1000001333 Fac. Maint. West BOF	General Maintenance Mechanic A (SS)	Union	1
2020 - Planning, Engineer, & Construct	1000001333 Fac. Maint. West BOF	Licensed Journey Electrician NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001333 Fac. Maint. West BOF	Licensed Maintenance Mechanic (NSS)	Union	1
2020 - Planning, Engineer, & Construct	1000001334 Fac. Maint. HC BOF	Cleaner Facility Maintenance	Union	1
2020 - Planning, Engineer, & Construct	1000001334 Fac. Maint. HC BOF	Facilities Supervisor	10	1
2020 - Planning, Engineer, & Construct	1000001334 Fac. Maint. HC BOF	Licensed Journey Electrician NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001334 Fac. Maint. HC BOF	Licensed Journey Plumber (NSS)	Union	1
2020 - Planning, Engineer, & Construct	1000001334 Fac. Maint. HC BOF	Licensed Maintenance Mechanic (R&H) NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001336 Fac. Maint. FB BOF	Cleaner Facility Maintenance	Union	1
2020 - Planning, Engineer, & Construct	1000001336 Fac. Maint. FB BOF	Facilities Supervisor	10	1
2020 - Planning, Engineer, & Construct	1000001336 Fac. Maint. FB BOF	General Maintenance Journey NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001336 Fac. Maint. FB BOF	Licensed Journey Electrician NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001336 Fac. Maint. FB BOF	Licensed Journey Mechanical NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001336 Fac. Maint. FB BOF	Licensed Maintenance Mechanic (Plm) NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001337 Fac. Maint. Buffalo Bayou	Cleaner Facility Maintenance	Union	1
2020 - Planning, Engineer, & Construct	1000001337 Fac. Maint. Buffalo Bayou	Licensed Journey Electrician NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001341 Fac. Maint. Admin	VP Facilities Maintenance	19	1
2020 - Planning, Engineer, & Construct	1000001342 Fac. Maint. Field SC/CS	Cleaner Facility Maintenance	Union	1
2020 - Planning, Engineer, & Construct	1000001342 Fac. Maint. Field SC/CS	Facilities Maint Data Spec	7	1
2020 - Planning, Engineer, & Construct	1000001342 Fac. Maint. Field SC/CS	Facilities Supervisor	10	2
2020 - Planning, Engineer, & Construct	1000001342 Fac. Maint. Field SC/CS	General Maintenance Mechanic A (NSS)	Union	2
2020 - Planning, Engineer, & Construct	1000001342 Fac. Maint. Field SC/CS	Licensed Journey Mechanical NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001342 Fac. Maint. Field SC/CS	Licensed Journey Plumber (NSS)	Union	1



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2020 - Planning, Engineer, & Construct	1000001342 Fac. Maint. Field SC/CS	Licensed Maintenance Mechanic (Elec) NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001342 Fac. Maint. Field SC/CS	Mgr Operating Facilities	13	1
2020 - Planning, Engineer, & Construct	1000001342 Fac. Maint. Field SC/CS	Utility Worker Facility Maint	Union	3
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	Cleaner Facility Maintenance	Union	33
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	Dir Public Facilities	15	1
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	Facilities Supervisor - Uptown TC & BRT	10	1
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	Facilities Supervisor (Public) SS	10	3
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	Facility Maintenance Assistant	5	1
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	Gen Foreman Public Facilities	12	1
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	General Foreman - Uptown TC & BRT	12	1
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	General Maintenance Journey (SS)	Union	3
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	General Maintenance Mech A Crane Opr(SS)	Union	2
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	General Maintenance Mechanic A (SS)	Union	13
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	General Maintenance Mechanic B (SS)	Union	4
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	Licensed Journey Plumber (SS)	Union	1
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	Licensed Maintenance Mechanic (SS)	Union	1
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	Mgr Public Facilities	13	1
2020 - Planning, Engineer, & Construct	1000001343 Bus Facilities	Utility Worker	Union	1
2020 - Planning, Engineer, & Construct	1000001344 Fac. Maint. Admin 1900 Main	Facilities Maint Data Spec	7	1
2020 - Planning, Engineer, & Construct	1000001344 Fac. Maint. Admin 1900 Main	Facilities Space Management Coordinator	7	1
2020 - Planning, Engineer, & Construct	1000001344 Fac. Maint. Admin 1900 Main	Supv Administrative Services	10	1
2020 - Planning, Engineer, & Construct	1000001345 Project Management	Environmental Services Manager	13	1
2020 - Planning, Engineer, & Construct	1000001346 Fac. Maint. Contracts Services	Facilities Access Specialist	7	1
2020 - Planning, Engineer, & Construct	1000001346 Fac. Maint. Contracts Services	Facilities Asset Management Coordinator	11	2
2020 - Planning, Engineer, & Construct	1000001346 Fac. Maint. Contracts Services	Facilities Inspector and Coordinator	10	1
2020 - Planning, Engineer, & Construct	1000001346 Fac. Maint. Contracts Services	Facilities Security Access Control Coord	8	1
2020 - Planning, Engineer, & Construct	1000001346 Fac. Maint. Contracts Services	Field Inspector/Coordinator	10	4
2020 - Planning, Engineer, & Construct	1000001346 Fac. Maint. Contracts Services	Mgr Facilities Maintenance	14	1
2020 - Planning, Engineer, & Construct	1000001346 Fac. Maint. Contracts Services	Program Manager I	13	1
2020 - Planning, Engineer, & Construct	1000001346 Fac. Maint. Contracts Services	Sr Facilities Asset Mgmt Coordinator	12	1
2020 - Planning, Engineer, & Construct	1000001346 Fac. Maint. Contracts Services	Supv Facilities Contract	12	1
2020 - Planning, Engineer, & Construct	1000001347 Fac. Maint. Rail	Cleaner Facility Maintenance	Union	1
2020 - Planning, Engineer, & Construct	1000001347 Fac. Maint. Rail	Facilities Supervisor	10	1
2020 - Planning, Engineer, & Construct	1000001347 Fac. Maint. Rail	General Maintenance Mechanic A (NSS)	Union	1
2020 - Planning, Engineer, & Construct	1000001347 Fac. Maint. Rail	Licensed Journey Electrician NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001347 Fac. Maint. Rail	Licensed Journey Mechanical NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Cleaner Facility Maintenance	Union	13
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Facilities Supervisor (Public) SS	10	3
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Facilities Supervisor Public	10	1
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Facilities Supervisor Shop	10	1
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Gen Foreman Public Facilities	12	1
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	General Maintenance Mechanic A (SS)	Union	3
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	General Maintenance Mechanic B (SS)	Union	6
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Licensed Journey Electrician (SS)	Union	1
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Licensed Journey Plumber (SS)	Union	2
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Licensed Maintenance Mechanic Elec (SS)	Union	1
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Mgr Public Facilities	13	1
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Public Facilities Maint Analyst	10	1
2020 - Planning, Engineer, & Construct	1000001348 Rail Facilities	Utility Worker	Union	1
2020 - Planning, Engineer, & Construct	1000001349 Fac. Maint. Headquarters	Energy Manager	13	1
2020 - Planning, Engineer, & Construct	1000001349 Fac. Maint. Headquarters	Facilities Supervisor	10	1
2020 - Planning, Engineer, & Construct	1000001349 Fac. Maint. Headquarters	General Maintenance Mechanic A (NSS)	Union	1
2020 - Planning, Engineer, & Construct	1000001349 Fac. Maint. Headquarters	Licensed Journey Electrician NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001349 Fac. Maint. Headquarters	Licensed Journey Mechanical NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001349 Fac. Maint. Headquarters	Licensed Journey Plumber (NSS)	Union	1
2020 - Planning, Engineer, & Construct	1000001350 Fac. Maint.Storage & Inspection Facility	Cleaner Facility Maintenance	Union	1
2020 - Planning, Engineer, & Construct	1000001350 Fac. Maint.Storage & Inspection Facility	Facilities Supervisor	10	1
2020 - Planning, Engineer, & Construct	1000001350 Fac. Maint.Storage & Inspection Facility	General Maintenance Mechanic A (NSS)	Union	1
2020 - Planning, Engineer, & Construct	1000001350 Fac. Maint.Storage & Inspection Facility	Licensed Journey Electrician NSS	Union	1
2020 - Planning, Engineer, & Construct	1000001350 Fac. Maint.Storage & Inspection Facility	Licensed Journey Plumber (NSS)	Union	1
2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	Dir Environmental, Cap & Long Range Plgn	15	1
2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	Lead Transp Systems Planner	12	1
2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	Mgr Capital Planning & Proj Coordination	14	1
2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	Mgr Regional & Long Range Planning	14	1
2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	Special Projects Director	15	1
2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	Sr Transit Planner	12	3
2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	Sr Transit Planner (Liaison)	12	1
2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	Transit Planner I	9	1
2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	Transit Planner II Cap & Env Planning	10	1
2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	Transportation System Planner	11	1



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2020 - Planning, Engineer, & Construct	1000002031 System Planning & Dev.	VP Systems & Capital Planning	19	1
2020 - Planning, Engineer, & Construct	1000002052 Svc. Planning & Dev.	Dir Service Planning & Evaluation	17	1
2020 - Planning, Engineer, & Construct	1000002052 Svc. Planning & Dev.	Lead Service Evaluation Analyst	12	1
2020 - Planning, Engineer, & Construct	1000002052 Svc. Planning & Dev.	Mgr Ridership Analysis Svc Ev	14	1
2020 - Planning, Engineer, & Construct	1000002052 Svc. Planning & Dev.	Mgr Service Planning	13	1
2020 - Planning, Engineer, & Construct	1000002052 Svc. Planning & Dev.	Service Evaluation Analyst I	9	1
2020 - Planning, Engineer, & Construct	1000002052 Svc. Planning & Dev.	Service Evaluation Analyst II	9	3
2020 - Planning, Engineer, & Construct	1000002052 Svc. Planning & Dev.	Sr Transit Planner Svc Plng	12	1
2020 - Planning, Engineer, & Construct	1000002052 Svc. Planning & Dev.	Transit Analyst	8	1
2020 - Planning, Engineer, & Construct	1000002052 Svc. Planning & Dev.	Transit Planner II	10	1
2020 - Planning, Engineer, & Construct	1000002131 Real Estate	Mgr Real Estate	14	1
2020 - Planning, Engineer, & Construct	1000002131 Real Estate	Real Estate Asset Management Specialist	13	2
2020 - Planning, Engineer, & Construct	1000002161 Eng. Support Services	Architect Engineer	13	1
2020 - Planning, Engineer, & Construct	1000002161 Eng. Support Services	Chief Engineer	17	1
2020 - Planning, Engineer, & Construct	1000002161 Eng. Support Services	Dir Program Mgmt Support Services	16	1
2020 - Planning, Engineer, & Construct	1000002161 Eng. Support Services	GIS Specialist	12	1
2020 - Planning, Engineer, & Construct	1000002161 Eng. Support Services	Mgr Quality Assurance/Quality Control	14	1
2020 - Planning, Engineer, & Construct	1000002161 Eng. Support Services	Project Engineer	11	1
2020 - Planning, Engineer, & Construct	1000002161 Eng. Support Services	Sr Cad Technician	9	1
2020 - Planning, Engineer, & Construct	1000002161 Eng. Support Services	Traffic Engineer	14	1
2020 - Planning, Engineer, & Construct	1000002171 4 Light Rail Lines Expansion	Exec Asst (VP)	9	1
2020 - Planning, Engineer, & Construct	1000002171 4 Light Rail Lines Expansion	Mgr Construction Capital Projects	15	1
2020 - Planning, Engineer, & Construct	1000002171 4 Light Rail Lines Expansion	Mgr Scheduling & Estimating	15	1
2020 - Planning, Engineer, & Construct	1000002171 4 Light Rail Lines Expansion	Program Manager I	13	2
2020 - Planning, Engineer, & Construct	1000002171 4 Light Rail Lines Expansion	Resident Engineer	14	2
2020 - Planning, Engineer, & Construct	1000002171 4 Light Rail Lines Expansion	VP Construction	19	1
2020 - Planning, Engineer, & Construct	1000002181 EVP -Planning Engineering & Construction	EVP Planning Engineering & Construction	22	1
2020 - Planning, Engineer, & Construct	1000002181 EVP -Planning Engineering & Construction	Exec Asst (EVP)	10	1
2020 - Planning, Engineer, & Construct	1000002184 Project Management	Mgr Facility Program/Project Management	14	1
2020 - Planning, Engineer, & Construct	1000002184 Project Management	PE&C Management Analyst	11	1
2020 - Planning, Engineer, & Construct	1000002184 Project Management	Program Manager I	13	1
2020 - Planning, Engineer, & Construct	1000002184 Project Management	Program Manager II	14	1
2020 - Planning, Engineer, & Construct	1000002184 Project Management	Project Engineer	14	1
2020 - Planning, Engineer, & Construct	1000002184 Project Management	Project Engineer	11	2
2020 - Planning, Engineer, & Construct	1000002184 Project Management	Project Mgmt & Eng Coordinator	9	1
2020 - Planning, Engineer, & Construct	1000002184 Project Management	Sr Proj Mgr Security Systems	13	1
2020 - Planning, Engineer, & Construct	1000002184 Project Management	VP Project Management & Engineering	19	1
2020 - Planning, Engineer, & Construct	1000002191 SVP Planning	Executive Assistant	9	1
2020 - Planning, Engineer, & Construct	1000002191 SVP Planning	VP Planning	21	1
2030 - Administration	1000001611 EVP Administration	EVP Administration	22	1
2030 - Administration	1000001611 EVP Administration	Exec Asst (EVP)	10	1
2030 - Administration	1000002341 SBE/DBE	Business Development & Assistance Officer	10	1
2030 - Administration	1000002341 SBE/DBE	Dir Small Business Compliance	15	1
2030 - Administration	1000002341 SBE/DBE	External Relations Officer-Procurement	12	1
2030 - Administration	1000002341 SBE/DBE	Procurement Small Business Coordinator	8	1
2030 - Administration	1000002341 SBE/DBE	Small Business Certification Specialist	10	1
2030 - Administration	1000002341 SBE/DBE	Small Business Compliance Specialist	10	2
2030 - Administration	1000002411 Human Resources	ADA and Accessibility Manager	15	1
2030 - Administration	1000002411 Human Resources	Chief Human Resources Officer	21	1
2030 - Administration	1000002411 Human Resources	Executive Assistant	9	1
2030 - Administration	1000002411 Human Resources	HR Analyst	12	1
2030 - Administration	1000002411 Human Resources	Human Resources Assistant	7	1
2030 - Administration	1000002422 Procurement	Asst Contracts Admin S & T	9	1
2030 - Administration	1000002422 Procurement	Buyer	9	1
2030 - Administration	1000002422 Procurement	Buyer - Materials	9	2
2030 - Administration	1000002422 Procurement	Chief Procurement Officer	21	1
2030 - Administration	1000002422 Procurement	Contract Admin I	10	4
2030 - Administration	1000002422 Procurement	Contract Admin II A & E	11	1
2030 - Administration	1000002422 Procurement	Contract Admin II A & E 1	11	1
2030 - Administration	1000002422 Procurement	Contract Admin II Srvcs Tech	11	1
2030 - Administration	1000002422 Procurement	Contract Services Coordinator	9	4
2030 - Administration	1000002422 Procurement	Contracts Admin I - Materials	10	1
2030 - Administration	1000002422 Procurement	Contracts Admin II	11	1
2030 - Administration	1000002422 Procurement	Deputy Chief Procurement Officer	19	1
2030 - Administration	1000002422 Procurement	Dir Contracts	15	1
2030 - Administration	1000002422 Procurement	Dir Procurement	15	1
2030 - Administration	1000002422 Procurement	Exec Asst (Chief)	9	1
2030 - Administration	1000002422 Procurement	Inventory Surplus Agent	8	1
2030 - Administration	1000002422 Procurement	Mgr Contracts	14	1
2030 - Administration	1000002422 Procurement	Mgr Procurement (Materials)	14	1



Metropolitan Transit Authority of Harris County
FY2020 Budgeted Positions

Department	Fund center	Position	Grade	Headcount
2030 - Administration	1000002422 Procurement	Mgr Property Services	13	1
2030 - Administration	1000002422 Procurement	Procurement & Matl Appl Analyst	12	1
2030 - Administration	1000002422 Procurement	Program Specialist	10	1
2030 - Administration	1000002422 Procurement	Sr Contracts Admin	12	2
2030 - Administration	1000002422 Procurement	Sr Contracts Admin A & E	12	1
2030 - Administration	1000002422 Procurement	Sr Contracts Admin Mat	12	1
2030 - Administration	1000002422 Procurement	Sr Contracts Admin S&T-1	12	1
2030 - Administration	1000002422 Procurement	Supervisor Contracts Specialist	13	3
2030 - Administration	1000002423 Mtrls & Distribution	Dir Materials Management	15	1
2030 - Administration	1000002423 Mtrls & Distribution	Materials Analyst	9	1
2030 - Administration	1000002423 Mtrls & Distribution	Materials Control Specialist	9	1
2030 - Administration	1000002423 Mtrls & Distribution	Mgr Planning and Distribution	13	1
2030 - Administration	1000002423 Mtrls & Distribution	Mgr Stores	13	1
2030 - Administration	1000002423 Mtrls & Distribution	MRP Controller	10	1
2030 - Administration	1000002423 Mtrls & Distribution	Storeroom Attendant	Union	61
2030 - Administration	1000002423 Mtrls & Distribution	Storeroom Foreman	10	7
2030 - Administration	1000002423 Mtrls & Distribution	Storeroom Foreman CW	10	1
2030 - Administration	1000002423 Mtrls & Distribution	Storeroom Foreman Hiram Clarke	10	1
2030 - Administration	1000002423 Mtrls & Distribution	Storeroom Foreman NRV	10	1
2030 - Administration	1000002441 HCM & Personnel Svcs.	HRIS Assistant	7	3
2030 - Administration	1000002441 HCM & Personnel Svcs.	Sr Mgr HRIS & Personnel Services	15	1
2030 - Administration	1000002441 HCM & Personnel Svcs.	Supv HRIS and Employee Records	11	1
2030 - Administration	1000002442 Staffing	Associate Staffing Representative	8	2
2030 - Administration	1000002442 Staffing	Dir Staffing	16	1
2030 - Administration	1000002442 Staffing	Sr Staffing Representative	11	3
2030 - Administration	1000002442 Staffing	Staffing Coordinator	7	6
2030 - Administration	1000002442 Staffing	Staffing Coordinator*New MPD Position*	7	1
2030 - Administration	1000002442 Staffing	Staffing Representative	9	3
2030 - Administration	1000002442 Staffing	Staffing Representative I	9	1
2030 - Administration	1000002442 Staffing	Supv Staffing	12	3
2030 - Administration	1000002443 Benefits & Pension	Benefits Administrator	12	1
2030 - Administration	1000002443 Benefits & Pension	Benefits Representative	9	3
2030 - Administration	1000002443 Benefits & Pension	Dir Benefits Pension Wellness	16	1
2030 - Administration	1000002443 Benefits & Pension	Retirement Plan Analyst	11	2
2030 - Administration	1000002444 Compensation	Compensation Administrator	13	1
2030 - Administration	1000002444 Compensation	Compensation Generalist	10	1
2030 - Administration	1000002444 Compensation	Dir Compensation	16	1
2030 - Administration	1000002444 Compensation	Sr Compensation Generalist	11	1
2030 - Administration	1000002445 OD	Director - Training & OD	16	1
2030 - Administration	1000002445 OD	Sr Organization Development Spec	13	3
2030 - Administration	1000002446 Wellness Programs	Leave and Wellness Coordinator	10	2
2030 - Administration	1000002449 EEO / ER	Dir EEO and Employee Relations	16	1
2030 - Administration	1000002449 EEO / ER	EEO Title VI Compliance Officer	12	1
2030 - Administration	1000002449 EEO / ER	Employee Relations Specialist	11	1
2030 - Administration	1000002449 EEO / ER	Sr Employee Relations Specialist	12	1
2030 - Administration	1000002451 Information Technology	Appl Systems Analyst II	11	1
2030 - Administration	1000002451 Information Technology	Appl Systems Analyst III	12	3
2030 - Administration	1000002451 Information Technology	Appl Systems Analyst IV	13	4
2030 - Administration	1000002451 Information Technology	Associate Project Manager	11	1
2030 - Administration	1000002451 Information Technology	Chief Information Officer	20	1
2030 - Administration	1000002451 Information Technology	Chief Information Security Officer/Dir	17	1
2030 - Administration	1000002451 Information Technology	Chief Technology Officer	18	1
2030 - Administration	1000002451 Information Technology	Database Administrator II	13	2
2030 - Administration	1000002451 Information Technology	Desktop Technician II	9	4
2030 - Administration	1000002451 Information Technology	Dir IT Application Support Revenue	17	1
2030 - Administration	1000002451 Information Technology	Dir IT Applications Support	17	1
2030 - Administration	1000002451 Information Technology	Dir IT Digital Technology	17	1
2030 - Administration	1000002451 Information Technology	Dir IT Infrastructure Support	17	1
2030 - Administration	1000002451 Information Technology	Dir IT Project Management	17	1
2030 - Administration	1000002451 Information Technology	Exec Asst (Chief)	9	1
2030 - Administration	1000002451 Information Technology	Information Security Specialist III	12	1
2030 - Administration	1000002451 Information Technology	Information Security Specialist IV	13	1
2030 - Administration	1000002451 Information Technology	Intelligent Transp System Spec III	12	2
2030 - Administration	1000002451 Information Technology	Intelligent Transp System Spec IV	13	1
2030 - Administration	1000002451 Information Technology	IT Asset Mgmt Analyst	10	1
2030 - Administration	1000002451 Information Technology	IT Audit & Compliance Analyst	11	1
2030 - Administration	1000002451 Information Technology	IT Budget Analyst	10	1
2030 - Administration	1000002451 Information Technology	IT Manager	14	1
2030 - Administration	1000002451 Information Technology	IT Manager - Cybersecurity Office	14	1
2030 - Administration	1000002451 Information Technology	IT Manager - Network and Desktop Support	14	1



Metropolitan Transit Authority of Harris County
FY2020 Budgeted Positions

Department	Fund center	Position	Grade	Headcount
2030 - Administration	1000002451 Information Technology	IT Mgr	14	2
2030 - Administration	1000002451 Information Technology	IT Project Manager	14	1
2030 - Administration	1000002451 Information Technology	Mgr Intelligent Transportation Systems	14	1
2030 - Administration	1000002451 Information Technology	Mgr IT - Webmaster Developer	15	1
2030 - Administration	1000002451 Information Technology	Mgr IT Database Administration	15	1
2030 - Administration	1000002451 Information Technology	Mgr Server & Storage Technologies	14	1
2030 - Administration	1000002451 Information Technology	Network Support Spec II	11	1
2030 - Administration	1000002451 Information Technology	Network Support Spec III	12	1
2030 - Administration	1000002451 Information Technology	Network Support Spec IV	13	2
2030 - Administration	1000002451 Information Technology	SAP Basis & Database Administrator	13	1
2030 - Administration	1000002451 Information Technology	SAP Developer	12	1
2030 - Administration	1000002451 Information Technology	SAP Developer IV	13	1
2030 - Administration	1000002451 Information Technology	SAP FICO Business Systems Analyst	14	1
2030 - Administration	1000002451 Information Technology	SAP HR Payroll Tech Business Analyst IV	13	1
2030 - Administration	1000002451 Information Technology	SAP Plant Maint Analyst III	IT12	1
2030 - Administration	1000002451 Information Technology	SAP Plant Maintenance Analyst IV	13	1
2030 - Administration	1000002451 Information Technology	SAP Security Administrator	14	1
2030 - Administration	1000002451 Information Technology	SAP/ERP Project Manager	16	1
2030 - Administration	1000002451 Information Technology	Server Support Spec I	10	1
2030 - Administration	1000002451 Information Technology	Server Support Spec II	11	1
2030 - Administration	1000002451 Information Technology	Server Support Spec III	12	1
2030 - Administration	1000002451 Information Technology	Server Suppt Spec IV Technical	13	5
2030 - Administration	1000002451 Information Technology	Sr IT Project Manager	16	1
2030 - Administration	1000002451 Information Technology	Support Center Specialist II	9	4
2030 - Administration	1000002451 Information Technology	Tech Business Analyst IV	13	1
2030 - Administration	1000002451 Information Technology	Tech Business Analyst V - SAP BI	14	1
2030 - Administration	1000002451 Information Technology	Technical Business Analyst V	IT14	1
2030 - Administration	1000002451 Information Technology	Web Programmer Analyst II	11	1
2030 - Administration	1000002451 Information Technology	Web Programmer Analyst III	12	1
2030 - Administration	1000002451 Information Technology	Web Programmer Analyst IV	13	1
2030 - Administration	1000002461 Labor Relations	Dir Labor Relations	16	1
2030 - Administration	1000002461 Labor Relations	Labor Relations Hearing Officer	10	1
2030 - Administration	1000002461 Labor Relations	Sr Labor Relations Representative	11	1
2030 - Administration	1000002571 State of Good Repair	Dir State of Good Repair	17	1
2030 - Administration	1000002571 State of Good Repair	SOGA Asset Specialist	12	3
2030 - Administration	1000002571 State of Good Repair	Sr Asset Management Analyst (SOGA)	14	1
2040 - Govt & Public Affairs	1000002352 Government Affairs	Government & Public Affairs Coordinator	9	1
2040 - Govt & Public Affairs	1000002352 Government Affairs	Government Affairs Manager	12	1
2040 - Govt & Public Affairs	1000002352 Government Affairs	VP Government Affairs	18	1
2040 - Govt & Public Affairs	1000002521 Public Engagement	Dir Public Engagement	15	1
2040 - Govt & Public Affairs	1000002521 Public Engagement	Public Affairs Representative	10	2
2040 - Govt & Public Affairs	1000002521 Public Engagement	Sr Public Affairs Representative	11	4
2040 - Govt & Public Affairs	1000002521 Public Engagement	Sr Public Affairs Representative	10	2
2040 - Govt & Public Affairs	1000002521 Public Engagement	VP Public Engagement	19	1
2040 - Govt & Public Affairs	1000002522 Deputy CEO	Deputy Chief Executive Officer	23	1
2040 - Govt & Public Affairs	1000002522 Deputy CEO	Exec Asst to Deputy CEO	11	1
2040 - Govt & Public Affairs	1000002525 Urban Design	Urban Designer	13	1
2040 - Govt & Public Affairs	1000002543 Ridership & Client Services	Dir Client Services	16	1
2040 - Govt & Public Affairs	1000002543 Ridership & Client Services	Ridership & Client Services Coordinator	9	1
2040 - Govt & Public Affairs	1000002543 Ridership & Client Services	Ridership Development Officer	10	1
2040 - Govt & Public Affairs	1000002543 Ridership & Client Services	Sales Account Executive	10	1
2040 - Govt & Public Affairs	1000002543 Ridership & Client Services	Sales Representative III	10	1
2040 - Govt & Public Affairs	1000002543 Ridership & Client Services	VP Ridership Services	21	1
2050 - Audit	1000002331 Audit	Auditor II	11	3
2050 - Audit	1000002331 Audit	Auditor II Internal Functions	11	1
2050 - Audit	1000002331 Audit	Auditor III	12	1
2050 - Audit	1000002331 Audit	Auditor III Internal Functions	12	1
2050 - Audit	1000002331 Audit	Deputy Chief Auditor	15	1
2050 - Audit	1000002331 Audit	Exec Asst (EVP)	10	1
2050 - Audit	1000002331 Audit	Mgr Audit (Contracts)	14	1
2050 - Audit	1000002331 Audit	Mgr Audit (Internal Functions)	14	1
2050 - Audit	1000002331 Audit	VP & Chief Auditor	21	1
2060 - Legal	1000002013 Records Management	Records Management Coord	7	2
2060 - Legal	1000002351 Legal	Deputy General Counsel	20	1
2060 - Legal	1000002351 Legal	EVP/General Counsel	22	1
2060 - Legal	1000002351 Legal	Exec Asst (Gen Counsel)	10	1
2060 - Legal	1000002351 Legal	Legal Counsel	17	1
2060 - Legal	1000002351 Legal	Legal Counsel - Personal Injury	17	1
2060 - Legal	1000002351 Legal	Legal Secretary	9	2
2060 - Legal	1000002351 Legal	Paralegal	10	4



Metropolitan Transit Authority of Harris County
FY2020 Budgeted Positions

Department	Fund center	Position	Grade	Headcount
2060 - Legal	1000002351 Legal	Paralegal - TPIA	10	1
2060 - Legal	1000002351 Legal	Sr Legal Counsel	18	1
2060 - Legal	1000002351 Legal	Sr Paralegal Public Information Officer	13	1
2060 - Legal	1000002351 Legal	Staff Attorney	14	3
2080 - Executive	1000002311 President & CEO	Board Support Coordinator	10	1
2080 - Executive	1000002311 President & CEO	Dir Board Relations	15	1
2080 - Executive	1000002311 President & CEO	Exec Asst to the Pres & CEO	13	1
2080 - Executive	1000002311 President & CEO	President & Chief Exec Officer	25	1
2080 - Executive	1000002311 President & CEO	Project Manager to President & CEO	13	1
2080 - Executive	1000002313 Authority Compliance	Dir Best Practices	15	1
2080 - Executive	1000002313 Authority Compliance	EVP Special Projects	22	1
2080 - Executive	1000002313 Authority Compliance	Process Transformation Analyst IV	14	1
2080 - Executive	1000002313 Authority Compliance	Technical Editor	10	1
2110 - Finance	1000002211 Senior VP/CFO	Chief Financial Officer	22	1
2110 - Finance	1000002211 Senior VP/CFO	Exec Asst (CFO)	10	1
2110 - Finance	1000002211 Senior VP/CFO	Financial Analyst SAP FICO	14	1
2110 - Finance	1000002211 Senior VP/CFO	Sr Management Analyst	13	1
2110 - Finance	1000002221 Office of the Controller	Accountant Accts Payable	9	2
2110 - Finance	1000002221 Office of the Controller	Accountant general Accounting/Financial Reporting	9	1
2110 - Finance	1000002221 Office of the Controller	Accountant II - Payroll	9	1
2110 - Finance	1000002221 Office of the Controller	Accounts Payable Clerk	7	4
2110 - Finance	1000002221 Office of the Controller	Lead Financial Acctg & Reporting	14	1
2110 - Finance	1000002221 Office of the Controller	Lead Financial Analyst Pension & Invest	14	1
2110 - Finance	1000002221 Office of the Controller	Mgr Accounts Payable	14	1
2110 - Finance	1000002221 Office of the Controller	Mgr Payroll	14	1
2110 - Finance	1000002221 Office of the Controller	Mgr Treasury Services	15	1
2110 - Finance	1000002221 Office of the Controller	Sr Accountant Accts Payable	11	2
2110 - Finance	1000002221 Office of the Controller	Sr Accountant Payroll	11	1
2110 - Finance	1000002221 Office of the Controller	Sr Dir Accounting Controller	17	1
2110 - Finance	1000002221 Office of the Controller	Sr Financial Accountant	12	5
2110 - Finance	1000002221 Office of the Controller	Sr Financial Accountant-Fin Acctg & Rptg	12	2
2110 - Finance	1000002221 Office of the Controller	Sr Mgr Financial Accounting & Reporting	15	1
2110 - Finance	1000002221 Office of the Controller	Sr Payroll Clerk	7	2
2110 - Finance	1000002221 Office of the Controller	Team Lead Accountant Payroll	12	1
2110 - Finance	1000002221 Office of the Controller	Team Lead Cap Assets & Acnts Receivable	12	1
2110 - Finance	1000002221 Office of the Controller	Treasury Analyst	10	1
2110 - Finance	1000002221 Office of the Controller	Treasury Coordinator	7	2
2110 - Finance	1000002232 Ticket & Fare Collection	Fare Media Agent Field	6	5
2110 - Finance	1000002232 Ticket & Fare Collection	Fare Media Associate	5	2
2110 - Finance	1000002232 Ticket & Fare Collection	Lead Vault Attendant-SS	7	1
2110 - Finance	1000002232 Ticket & Fare Collection	Mgr Revenue Services	15	1
2110 - Finance	1000002232 Ticket & Fare Collection	Sr Fare Media Agent	7	2
2110 - Finance	1000002232 Ticket & Fare Collection	Sr Fare Media Associate	6	1
2110 - Finance	1000002232 Ticket & Fare Collection	Supv Fare Media	8	1
2110 - Finance	1000002232 Ticket & Fare Collection	Supv Fare Media Agent (Field)	8	1
2110 - Finance	1000002232 Ticket & Fare Collection	Supv Revenue Services Admin	13	1
2110 - Finance	1000002232 Ticket & Fare Collection	Supv Vaulting Services	11	1
2110 - Finance	1000002232 Ticket & Fare Collection	Vault Assistant	4	4
2110 - Finance	1000002232 Ticket & Fare Collection	Vault Attendant	6	4
2110 - Finance	1000002232 Ticket & Fare Collection	Vaulting Services Support Coord - SS	7	1
2110 - Finance	1000002353 Grants	Dir Grant Programs	16	1
2110 - Finance	1000002353 Grants	Grant Programs Administrator	11	1
2110 - Finance	1000002353 Grants	Grants Reimbursements Analyst	10	1
2110 - Finance	1000002353 Grants	Mgr Grant Programs	14	1
2110 - Finance	1000002353 Grants	Sr Grant Programs Specialist	14	1
2110 - Finance	1000002361 Office of Management and Budget	Dir Office of Management & Budget	17	1
2110 - Finance	1000002361 Office of Management and Budget	Lead Management Analyst	14	3
2110 - Finance	1000002361 Office of Management and Budget	Lead Management Analyst Cost Control	14	1
2110 - Finance	1000002361 Office of Management and Budget	Lead Management Analyst-Rev/Fare Policy	14	1
2110 - Finance	1000002361 Office of Management and Budget	Management Analyst	12	1
2110 - Finance	1000002361 Office of Management and Budget	Mgr Capital Budgets Analysis & Reporting	15	1
2110 - Finance	1000002361 Office of Management and Budget	Mgr Debt Service & Investments	15	1
2110 - Finance	1000002361 Office of Management and Budget	Mgr Operating Budget	15	1
2110 - Finance	1000002361 Office of Management and Budget	Sr Management Analyst	13	3
2110 - Finance	1000002361 Office of Management and Budget	Sr Management Analyst - Data Analytics	13	1
2140 - Office of Innovation	1000002511 Office of Innovation	Chief Innovation Officer	21	1
2140 - Office of Innovation	1000002511 Office of Innovation	Exec Asst (EVP)	10	1
2140 - Office of Innovation	1000002511 Office of Innovation	Innovation Grants Administrator	10	1
2140 - Office of Innovation	1000002511 Office of Innovation	Innovation Project Manager	12	2
2150 - Communications	1000002371 Press Office	Dir Media	15	1



Metropolitan Transit Authority of Harris County
FY2020 Budgeted Positions

Department	Fund center	Position	Grade	Headcount
2150 - Communications	1000002371 Press Office	Media Specialist	11	3
2150 - Communications	1000002371 Press Office	Social Media Specialist	10	3
2150 - Communications	1000002372 EVP, Communications	EVP & Chief Communications Officer	22	1
2150 - Communications	1000002372 EVP, Communications	Exec Asst (EVP)	10	1
2150 - Communications	1000002372 EVP, Communications	Sr Corporate Communications Specialist	12	1
2150 - Communications	1000002431 Mail Services	Mail Services Supervisor	8	1
2150 - Communications	1000002431 Mail Services	Mailroom Assistant	4	2
2150 - Communications	1000002432 Print Shop	Digital Publishing Operator	5	2
2150 - Communications	1000002432 Print Shop	Dir Communication Services	15	1
2150 - Communications	1000002432 Print Shop	Lead Offset Press Operator	8	1
2150 - Communications	1000002432 Print Shop	Marketing Dist Coordinator	6	1
2150 - Communications	1000002432 Print Shop	Offset Press Technician	7	1
2150 - Communications	1000002432 Print Shop	Print Shop Assistant	4	1
2150 - Communications	1000002432 Print Shop	Printing Services Coordinator	8	1
2150 - Communications	1000002523 Partnership Promotions	VP Partnership Promotions	18	1
2150 - Communications	1000002531 Marketing	Advertising Account Exec III	10	1
2150 - Communications	1000002531 Marketing	Advertising Account Exec/Multimedia Spec	10	1
2150 - Communications	1000002531 Marketing	Advertising Account Executive Info Sys	10	1
2150 - Communications	1000002531 Marketing	Director, Marketing	15	1
2150 - Communications	1000002531 Marketing	Graphic Designer I	9	2
2150 - Communications	1000002531 Marketing	Graphics Designer II	11	2
2150 - Communications	1000002531 Marketing	Photographer/Associate Account Executive	8	1
2150 - Communications	1000002531 Marketing	Sr Copywriter/Producer	11	1
2150 - Communications	1000002533 Digital	Digital Content Marketing Specialist	10	1
2150 - Communications	1000002533 Digital	Manager, Digital Marketing	14	1
2150 - Communications	1000002534 VP, Mktg Corp Comm	Marketing & Corp Budget Analyst	10	1
2150 - Communications	1000002534 VP, Mktg Corp Comm	Mgr Strategic Analysis	13	1
2150 - Communications	1000002534 VP, Mktg Corp Comm	VP Mkg & Corp Communications	18	1
2150 - Communications	1000002534 VP, Mktg Corp Comm	Web Designer	13	1
2150 - Communications	1000002581 Media & Corp. Comm.	Mgr Corporate Communications	14	1
2150 - Communications	1000002581 Media & Corp. Comm.	Multimedia Specialist/Videographer	11	1

Appendix J. Historical and Projected Sales Tax Rates and Revenues

Sales Tax Revenues (Year of Expenditure \$1,000s)

Fiscal Year	Historical/ Estimated Data	% Change
2016	686,102	-4.1%
2017	690,929	0.7%
2018	759,064	9.9%
2019	762,700	0.5%
2020	806,756	5.8%
2021	856,630	6.2%
2022	918,450	7.2%
2023	985,379	7.3%
2024	1,033,601	4.9%

Estimates are based on the December 2018 forecast produced by Dr. Bill Gilmer, head of the Institute for Regional Forecasting at the University of Houston. The forecast growth for FY2020 has been reduced by 1% by Board decision.

Dr. Gilmer's forecast incorporates data from multiple sources, including population and employment in the nine-county Houston metro area, Gross Domestic Product, the Consumer Price Index, personal income, Treasury bill prices, the Business Cycle Index produced by the Dallas Federal Reserve, the Purchasing Managers' Index, the price and production of oil, and the Baker Hughes Rig Count.

Appendix K: Glossary of Terms

Accrual Accounting – A method of accounting that records revenues and expenses when they are incurred, regardless of when cash is exchanged. The term “accrual” refers to any individual entry recording revenue or expense in the absence of a cash transaction.

Activity Center – An area with a high concentration of activities that generates many trips, such as shopping centers, business or industrial parks, recreational facilities, etc. The major activity centers in the METRO service area include Downtown, Galleria/Uptown, Texas Medical Center, Greenway Plaza, Greenspoint, the Westchase District, and the Energy Corridor.

Articulated Bus – A 60-foot three-axle bus with an "accordion" section in the middle that allows the bus to bend and flex (articulate). Articulated buses typically have 60 seats.

Base Fare – The price charged to one adult for one transit ride; excludes transfer charges, zone charges, express service charges, peak period surcharges, and reduced fares.

Bond Indenture – A legal and binding contract between bond issuers and bondholders, specifying the important features of a bond, including its maturity date, timing of interest payments, method of interest calculation, etc.

Bus Rapid Transit – A high-quality bus-based transit system that delivers fast and efficient service that may include dedicated lanes, busways, traffic signal priority, off-board fare collection, elevated platforms and enhanced stations.

Capital Assets – Purchases recorded as assets, such as property, plant, or equipment, which have a useful life of longer than one year.

Contractual Obligation – Obligations of an entity to others that will become liabilities in the future when the terms of those contracts or agreements are met.

Commuter Service – Bus service that travels directly to a central activity center with single or limited passenger pickup locations. Commuter service is offered by METRO’s Park & Ride routes

Current Financial Resources Measurement Focus – METRO’s budget uses this model, in which increases and decreases in spendable resources are measured, and long-term assets and liabilities are not included.

Demand-Response Service – Non-fixed-route service utilizing vans or buses with passengers boarding and alighting at pre-arranged times at any location within the system's service area. METROLift offers demand-response service to qualified riders who cannot use fixed-route service.

Deadhead – The miles or hours when a bus or train is moving without passengers aboard, often to or from an operating facility.

Economic Resources Measurement Focus – Used when a set of financial statements reports all inflows, outflows, and balances affecting or reflecting an entity’s net position, including long-term assets and liabilities. METRO uses this focus for its financial statements.

45-Foot Bus – A bus used in Park & Ride service, typically with 55 seats.

Frequency – How many buses pass by a point in a given time period.

Full Accrual Basis – Method of accounting in which revenues are recognized when they are earned, and expenditures are recognized in the period that the associated liability is incurred. METRO’s budget uses the modified accrual basis of accounting for its financial statements.

GAAP (Generally Accepted Accounting Principles) – A collection of commonly-followed accounting rules and standards for financial reporting. GAAP specifications include definitions of concepts and principles, as well as industry-specific rules.

GASB (Governmental Accounting Standards Board) – The independent, private-sector organization that establishes accounting and financial reporting standards for U.S. state and local governments that follow Generally Accepted Accounting Principles (GAAP).

Headways – The time between buses in the schedule: 5 minutes would be a very short headway; 60 minutes would be a long headway.

HOT Lane – A barrier-separated road that provides faster trips than freeway main lanes and that has limited access points, which single-occupant vehicles can access for a toll, while buses and vehicles with more than one occupant use it at no charge.

HOV Lane – A barrier-separated road for buses and for cars with more than one occupant that provides faster trips than freeway main lanes and that has limited access points (not always barrier-separated in other cities).

Local Route – Bus service that picks up and discharges passengers all along the route.

METRO Q® Fare Card – Rechargeable electronic fare card that provides free transfers (for three hours in the same direction) and five free trips for every 50 paid trips.

METRORail – Accessible light rail service that has three lines (Red, Purple, and Green) totaling 22.7 miles. Destinations served include the Central Business District, Midtown, the Museum District, the University of Houston, Texas Southern University, Rice University, the NRG Park Complex, BBVA Compass Stadium, and the Theatre District.

Modified Accrual Basis – Method of accounting in which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period that the associated liability is incurred, with some exceptions. METRO’s budget uses the modified accrual basis of accounting.

Park & Ride Route – Commuter service that operates from a single or minimal number of pickup points and travels directly to the activity center with no interim stops.

Park & Ride Lot – A facility comprising a parking area and a passenger boarding area with a covered shelter and other amenities where commuters can park their cars and ride transit to work.

Passenger Boardings – The number of times all passengers get on any bus or train in the system.

Passenger Trips – The number of "journeys" made by all passengers in a given time period. A passenger transferring to a second bus to complete his trip would count as two boardings but only one trip. Also known as "linked trips".

Peak Period – The time with the highest transit ridership during the service day, often 6:00 – 9:00 a.m. and 3:00 – 6:00 p.m.

Peak Vehicles – The number of vehicles required to operate the highest frequency service on a route, during peak periods (morning and evening rush hours).

Revenue Hours – The total number of hours that a vehicle is operated in revenue service.

Revenue Miles – The total number of miles that a vehicle is operated in revenue service.

Revenue Service – The miles or hours operated by a bus when it is scheduled to be picking up or discharging passengers.

Rolling Stock – Transit vehicles such as buses, vans, cars, railcars, locomotives, trolley cars and buses, and ferry boats, as well as vehicles used for support services.

Senior Lien Obligation – The highest priority of debt obligation, paid before other obligations.

Signature Bus Service – A local bus service that serves select stops that have high connectivity and ridership on existing local service routes. Service is characterized by reduced headways, higher speeds, and distinctive buses and stops, when compared to regular local service. Also known as Quickline bus service.

Transit Center – A facility usually comprised of a passenger boarding area with little or no long-term parking, where passengers can transfer from one bus to another in a sheltered environment without having to go to downtown.

Vehicle Hours - The total number of hours that a vehicle is operated, which is the sum of revenue hours and deadhead.

Vehicle Miles - The total number of miles that a vehicle is operated, which is the sum of revenue miles and deadhead.

Appendix L: List of METRO Acronyms and Abbreviations

ADA	Americans with Disabilities Act	KOs	Contractual Obligations
ARGO	Automated Reversible Gate Operation		
BOF	Bus Operating Facility	LRT	Light Rail Transit
BRT	Bus Rapid Transit	LRV	Light Rail Vehicle
CAFR	Comprehensive Annual Financial Report	METRO	Metropolitan Transit Authority of Harris County, Texas
CAM	Cost Allocation Model	MDBF	Mean Distance between (Mechanical) Failures
CBR	Capital Budget Review Committee	MPD	METRO Police Department
CFO	Chief Financial Officer	MRC	METROrail Completion
CIP	Capital Improvement Program		
CNG	Compressed Natural Gas	NTD	National Transit Database
CP	Commercial Paper	NWTC	Northwest Transit Center
DPS	Department Of Public Safety	OCS	Overhead Contact or Catenary System
		OTP	On-Time Performance
EKOS	Manufacturer of slide rollers		
ERP	Enterprise Resource Planning	P&R	Park & Ride
		PCZ	Panavision Compact Zoom, type of security camera
FFGA	Full Funding Grant Agreement		
FTA	Federal Transit Administration	ROC	Rail Operations Center
GAAP	Generally Accepted Accounting Principles	S&I	Service & Inspection Facility
GASB	Government Accounting Standards Board	SAP	Systems, Applications and Products (ERP). Allows METRO to manage databases for different processes from a single unified system.
GMP	General Mobility Program	SAP SBP	SAP module for public sector budgeting and planning
		SAP HANA	SAP business data management platform
H1	First LRV order from Siemens; 100 series	SOGR	State of Good Repair
H2	Second LRV order from Siemens; 200 series		
H3	LRV order from CAF USA; 300 series	Trapeze	Manufacturer of Transportation Software
HCTRA	Harris County Toll Road Authority	TC	Transit Center
H-GAC	Houston-Galveston Area Council	TVM	Ticket Vending Machine
HOT	High-Occupancy Toll (Lanes)	TxDOT	Texas Department of Transportation
HOV	High-Occupancy Vehicle (Facility)		
HVAC	Heating, Ventilation & Air Conditioning	ULB	Useful Life Benchmark
		UPS	Uninterruptible Power Supply
IT	Information Technology		
IVOMS	Integrated Vehicle Operations Mgt System		