

Santa Clara Valley Transportation Authority

# Adopted Biennial Budget

Fiscal Years 2020 and 2021

July 1, 2019 – June 30, 2020  
and  
July 1, 2020 – June 30, 2021



*Solutions that move you*





**Santa Clara Valley  
Transportation Authority**  
*Santa Clara County, California*



**Adopted Biennial Budget  
Fiscal Years 2020 and 2021**

**Adopted by the Board of Directors June 6, 2019**

*ABOUT VTA*

*The Santa Clara Valley Transportation Authority (VTA) is an independent special district responsible for bus and light rail operation, regional commuter and inter-city rail service, Americans with Disabilities Act (ADA) paratransit service, congestion management, specific highway improvement projects, and countywide transportation planning. As such, VTA is both an accessible transit provider and a multi-modal transportation planning and implementation organization involved with transit, roadways, bikeways, and pedestrian facilities. VTA provides services to cities throughout Santa Clara County including Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Los Gatos, Milpitas, Monte Sereno, Morgan Hill, Mountain View, Palo Alto, San Jose, Santa Clara, Saratoga, and Sunnyvale.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Santa Clara Valley Transportation Authority  
California**

For the Biennium Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Santa Clara Valley Transportation Authority for its biennial budget for the biennium beginning July 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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*Overhead View of Milpitas BART Station*



*Light Rail Train Approaching Tasman Station*

## *Message from the General Manager/CEO*

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In accordance with the Santa Clara Valley Transportation Authority (VTA) Administrative Code, I am pleased to present the Adopted Biennial Budget for Fiscal Years 2020 and 2021. This document reflects a culmination of Board, community partner, and staff efforts to solidly place VTA on a path toward financial stability and continue progress towards goals outlined in our organization's Strategic Plan.

### *Pathway to Financial Stability*

The adopted budget presents a comprehensive balancing strategy adopted by the Board of Directors in December 2018, which encompasses recommendations from the Ad Hoc Financial Stability Committee. This committee, consisting of representatives from the Board and stakeholder groups, was formed to address the Agency's structural deficit and develop recommendations to mitigate the increasing gap between revenues and expenses used to sustain the county's network of bus, light rail, paratransit, and inter-regional commuter rail and express bus services. At the time, the Agency's FY 2018 Adopted Budget reflected an annual operating budget deficit of \$20 million—with similar deficits projected for subsequent years—and lacked a dedicated funding source for its estimated capital program needs ranging between \$30-35 million annually.

Over a period of nine months (from March to November 2018), the Committee received information and discussed various issues including: recommendations from a previous Ad Hoc Financial Recovery Committee (2010); VTA's revenue and expense drivers and current structural imbalance; emerging transportation trends; viability of the current service plan; regional funding partnerships; VTA's capital program; workforce productivity; peer agency comparisons; and options to address the structural budget deficit.

Ultimately, the Committee approved and forwarded to the Board of Directors a slate of recommendations that included specific short-term mitigation measures and longer-term policy matters and opportunities for further examination. The recommendations were adopted by the Board in December 2018, including the following measures reflected in the FY 2020 and FY 2021 Adopted Budget. These measures will, over time, serve to increase revenues, reduce expenses, and better align revenue and expense growth rates.

- Right size Transit Service Delivery Plan to Available Resources  
The transit service plan, adopted by the Board in 2017 and reflected in the Adopted FY 2018 & FY 2019 Transit Fund Operating Budget, included a 10.3% increase over the two-year period. However, the level of service envisioned in the original plan was not financially sustainable. Recognizing this, the Ad Hoc Committee recommended changes to this plan in a manner that achieved similar objectives as the original plan, but at a reduced cost. Staff immediately took steps to draft a revised service plan that was presented to the Board and discussed with the community throughout January and February 2019. The subsequent 2019 New Transit Service Plan accomplishes the original goals of better connecting VTA transit with the Milpitas and Berryessa BART stations, increasing overall system ridership, and improving VTA's farebox recovery rate,



## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

meanwhile offering service levels that would achieve approximately \$15 million in savings annually compared to the previously adopted plan. This plan is scheduled to be implemented in coordination with the opening of the BART extension to Berryessa later this year. A summary of these service changes can be found on page 44.

- Restructure and Reorganize  
VTA has many employees who are at or near retirement age. Recognizing this, the Ad Hoc Committee recommended offering a voluntary early retirement incentive to a defined number of eligible employees and a re-structuring of departments where appropriate. Savings estimated at \$1 million would be realized either by reorganizing and absorbing the duties of the position or from filling the position at a lower cost. The FY 2020 and FY 2021 Adopted Budget reflects the implementation of this recommendation. As a result of this restructuring, the new organization is now comprised of five major divisions reporting to the General Manager, which results in a 20% reduction of senior management positions by the end of Fiscal Year 2020. It also reflects the deletion of 11 positions (two in FY 2019 and seven by end of FY 2020) that will not be backfilled. VTA will continue to monitor the progress on the initiatives it has implemented to maximize operational efficiencies and contain costs.
- Index Fares to Inflation  
Prior to the fare increase instituted in January 2018, VTA's Fare structure had not significantly changed for approximately nine years, since October 2009. During that span, VTA's operating expenses increased 37%. To help ensure that fare revenues keep pace with service delivery costs, the Ad Hoc Committee recommended that the Board consider a Fare Policy that indexes certain fares to inflation. There is no change in the current fare pricing structure reflected in the FY 2020 and FY 2021 budget. However, in response to Board adoption of the Ad Hoc Financial Stability Committee Recommendations, in early 2020 staff will be proposing a change to the Fare Policy to index certain fares to inflation. Any change adopted as part of that effort would take effect no earlier than January 2021.

### *Progress towards Strategic Plan Goals*

VTA's proposed budget makes a broad array of investments to support its primary focus areas as outlined in its Strategic Plan:

- Transit Capital Program – to provide a great transit product which is faster, frequent and reliable through maintain assets in state of good repair, increase safety and security, and enhance system service speed in core areas.
- New Transit Service Plan – to increase transit ridership and improve service productivity through a redesigned transit network that brings faster transit to more of the county's residents and jobs.
- Silicon Valley Express Lanes Program – to maximize the value of existing infrastructure by providing long-term mobility benefits and a funding stream for transportation

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

improvements including public transit, through more effective use of existing roadways and new mobility options for commuters.

- BART Silicon Valley Extension Program – to provide more regionally connected transit services for residents of Santa Clara County. Phase 1 of the extension is scheduled to be opened in December 2019.
- 2016 Measure B – in November 2016, the voters of Santa Clara County overwhelmingly approved 2016 Measure B, a 30-year one-half cent countywide sales and use tax to enhance transit, highways, expressways and active transportation (bicycles, pedestrians and complete streets). The measure, which passed by nearly 72%, is anticipated to generate between \$6 billion and \$6.5 billion over the life of the measure. The FY 2020 and FY 2021 Adopted Budget includes appropriation for \$442.5 million for the program areas defined in the 2016 Measure B ballot.

### **Other Budget Highlights**

The Adopted VTA Transit Fund Budget for FY 2020 and FY 2021 includes an operating budget of \$505.4 million and \$509.9 million respectively. Fiscal Year 2020 budgeted expenditures are \$10.3 million under projected FY 2019 actual of \$515.7 million. This decrease is composed primarily of lower materials and supplies, security, professional and special services, insurance, and data processing costs. Expenditures for FY 2021 are expected to increase \$4.5 million over FY 2020 primarily due to higher labor, traction power and utilities costs offset by a decrease in materials and supplies, and tires. These increased costs are primarily due to normal inflationary and contractual increases.

Total VTA Transit Fund revenues are projected at \$507.4 million in FY 2020 and \$513.9 million in FY 2021. Fiscal Year 2020 revenues are expected to decrease \$30.9 million from current FY 2019 projections of \$538.3 million, due primarily to the one-time release of FY 2018 sales tax revenue from escrow for the Transit Operations Program Area of the 2016 Measure B Program, as well as the unexpectedly high sales tax based revenues in FY 2019, due to previously unprocessed returns resulting from the automated tax filing system implemented by the California Department of Tax and Fee Administration (CDTFA) in 2018. Revenues for FY 2021 are expected to increase \$6.5 million over FY 2020 due to increased sales tax based revenues and additional fares.

The primary source of funding for the VTA Transit Fund, responsible for delivery of the bus and light rail service in the county, is sales tax. Sales tax based revenues, including the 1976 half-cent sales tax, a quarter-cent state sales tax that is returned to the county for public transportation purposes, and a portion of the 2000 Measure A half-cent sales tax, account for roughly 75% of the VTA Transit Fund's budgeted operative revenues for FY 2020 and FY 2021. While sales tax receipts have continued to show positive growth over prior year receipts, the rate of growth has slowed. Meanwhile, expenses continue to increase.

The Fiscal Years 2020 and 2021 Capital Budget for VTA Transit appropriates \$216.8 million in capital projects including \$52.9 million in safety, security, and state of good repair maintenance to the light rail system the procurement of electric buses, \$41.4 million in rehabilitate, improve existing and plan for new passenger facilities, as well as \$25.0 million in procurement of electric

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

buses. Over 72% of the FY 2020 and FY 2021 Capital Program is funded with grants or other non-VTA Transit Fund sources.

The FY 2020 and FY 2021 Adopted 2000 Measure A Transit Improvement Program Capital Budget includes new appropriation of \$753.7 million. VTA's BART Silicon Valley Extension Project accounts for \$563.5 million of the new appropriation. The Capitol Expressway Light Rail to Eastridge project receives \$129.7 million of the new appropriation. An additional \$60.5 million is appropriated for the capitalized portion of interest and debt related ancillary charges that arise from the issuance of the 2000 Measure A sales tax revenue bonds.

The Adopted Congestion Management Program (CMP) Fund Budget for FY 2020 and FY 2021 is \$6.5 million and \$6.2 million respectively. Fiscal Year 2020 and 2021 budgeted expenditures reflects an increase of approximately \$1 million from current FY 2019 projections, due to additional professional services in land use, transportation integration and development reviews.

The total new appropriation for VTP Highway Improvement Program Projects for FY 2020 and FY 2021 is \$282.7 million. All of the VTP Highway Improvement Program expenditures will be funded by grants, through agreements with the appropriate cities, financing, a fund exchange (consisting of state funding sources swapped with other available funds), 2016 Measure B, or other funding sources as they become available.

In closing, I would like to acknowledge the teamwork, commitment, and assistance of our Board Members, Ad Hoc Committee members, Agency staff, and participating members of our community in the preparation of VTA's FY 2020 and FY 2021 budget. Through this collective effort, VTA has taking significant steps toward creating and maintaining a sustainable, balanced budget that ensures VTA is able to implement its planned service, activities, capital expenditures and initiatives for the two-year period and many years to come.



Nuria I. Fernandez  
General Manager/CEO

## ***Budget Guide & Document Organization***

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The Santa Clara Valley Transportation Authority's Adopted Biennial Budget Book contains numerous financial and statistical schedules as well as general information about the Authority, the service area it covers, and its organizational structure. The following information is presented to assist the reader in using the budget document efficiently and effectively.

### **Document Organization**

The Adopted Biennial Budget Book covers two fiscal years (2020 and 2021) and is divided into seven sections; Introduction, VTA Transit, 2000 Measure A Transit Improvement Program, Congestion Management Program, VTP Highway Improvement Program, Miscellaneous Programs, and Appendices.

#### **Section 1 ~ Introduction to VTA**

This section is designed to provide the reader with high-level general information about the organizational structure and history, as well as the current biennial budget. Included here you will find information about the organization and its structure; information about the Board of Directors, committees and their structure; the Authority's mission, vision, and values statements; the strategic plan goals of the organization; a discussion of VTA's long-term planning; a description of funded programs; a summary appropriation schedule; an overview of the budget development process; and the current board resolution adopting the FY 2020 and FY 2021 Biennial Budget.

#### **Section 2 ~ VTA Transit**

The Santa Clara Valley Transportation Authority is an independent public agency responsible for bus and light rail operation, regional commuter and inter-city rail service, Americans with Disabilities Act (ADA) paratransit service, congestion management, specific highway improvement projects, and countywide transportation planning. This section presents the transit activities of VTA, which includes bus and light rail operation, regional commuter and inter-city rail services, and paratransit service.

This section starts with an overview of the services and programs, followed by an overview of the major budget assumptions, a comparison statement of revenues and expenses agency-wide, and a statement of sources and uses showing the projected change in operating reserve balance. The agency-wide information is then broken down to the division level including the expense budget, division responsibilities and organization charts, position detail, accomplishments from previous two years, and goals and objectives for the two-year budget period of each division followed by a review of performance measurements of the agency.

The next portion of this section contains information on the VTA Transit Fund Capital Program including a schedule of the FY 2020 and FY 2021 appropriation and project details, as well as a schedule of total available appropriation.

This section concludes with debt service information including an overview of the debt policy and limits, schedules of outstanding debt, and descriptions of current obligations.

**Section 3 ~ 2000 Measure A Transit Improvement Program**

The 2000 Measure A Transit Improvement Program is a thirty-year plan of major transit improvement capital projects approved by Santa Clara County voters in November 2000. Voter approval of this program included authorization of a 30-year, half-cent sales tax with collection beginning April 1, 2006.

This section presents an introduction to the structure of the 2000 Measure A Transit Improvement Program. It also includes a comparison statement of revenues and expenses and a statement of sources and uses showing the projected change in undesignated reserve balance. This is followed by a list of budgeted capital projects with descriptions and funding sources, as well as a schedule of total available appropriation.

The section ends with debt service information including an overview of the debt policy and limits, schedules of outstanding debt, and descriptions of current obligations.

**Section 4 ~ Congestion Management Program**

In 1994 VTA was designated as the Congestion Management Agency (CMA) for Santa Clara County through a joint powers agreement entered into by the fifteen cities and the County of Santa Clara. VTA's Congestion Management Program serves as the CMA for Santa Clara County.

This section presents the activities of the Congestion Management Program starting with an introduction to its structure and work program. The section goes on to include a comparative schedule of revenues and expenses, statement of sources and uses showing the projected change in fund balance, and a list of members and their budgeted contributions.

**Section 5 ~ VTP Highway Improvement Program**

The Valley Transportation Plan (VTP) Highway Improvement Program includes highway improvement projects identified in the long-range countywide transportation plan for Santa Clara County (County). VTP 2040 is the current approved long-range countywide transportation plan. VTA enters into construction agreements with cities in the County for various highway projects that are included in VTP 2040.

This section includes an introduction to the VTP Highway Improvement Program, a list of budgeted capital projects with descriptions and funding sources, and a schedule of total available appropriation.

**Section 6 ~ Miscellaneous Programs**

This section contains the overview, comparison statement of revenues and expenses, and statement of sources and uses for four miscellaneous programs: Joint Development Program,



## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

Silicon Valley Express Lanes Program, 2008 Measure B - BART Operating Sales Tax Program, and 2016 Measure B Program.

### **Section 7 ~ Appendices**

This section provides the reader with additional information about VTA and the materials included in this document. Information is included on VTA's fiscal policies; VTA Transit Fund Unrestricted Net Assets; job classifications and pay ranges; line item descriptions for revenue and expense categories; 1996 Measure B Transportation Improvement Program; VTA/ATU (Amalgamated Transit Union) Pension Plan; general demographic and economic information on Santa Clara County; acronym definitions; and a glossary of terminology used in the document.

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET



*Bus Rapid Transit (BRT) Station at Ocala*

***SECTION 1***  
***INTRODUCTION TO VTA***

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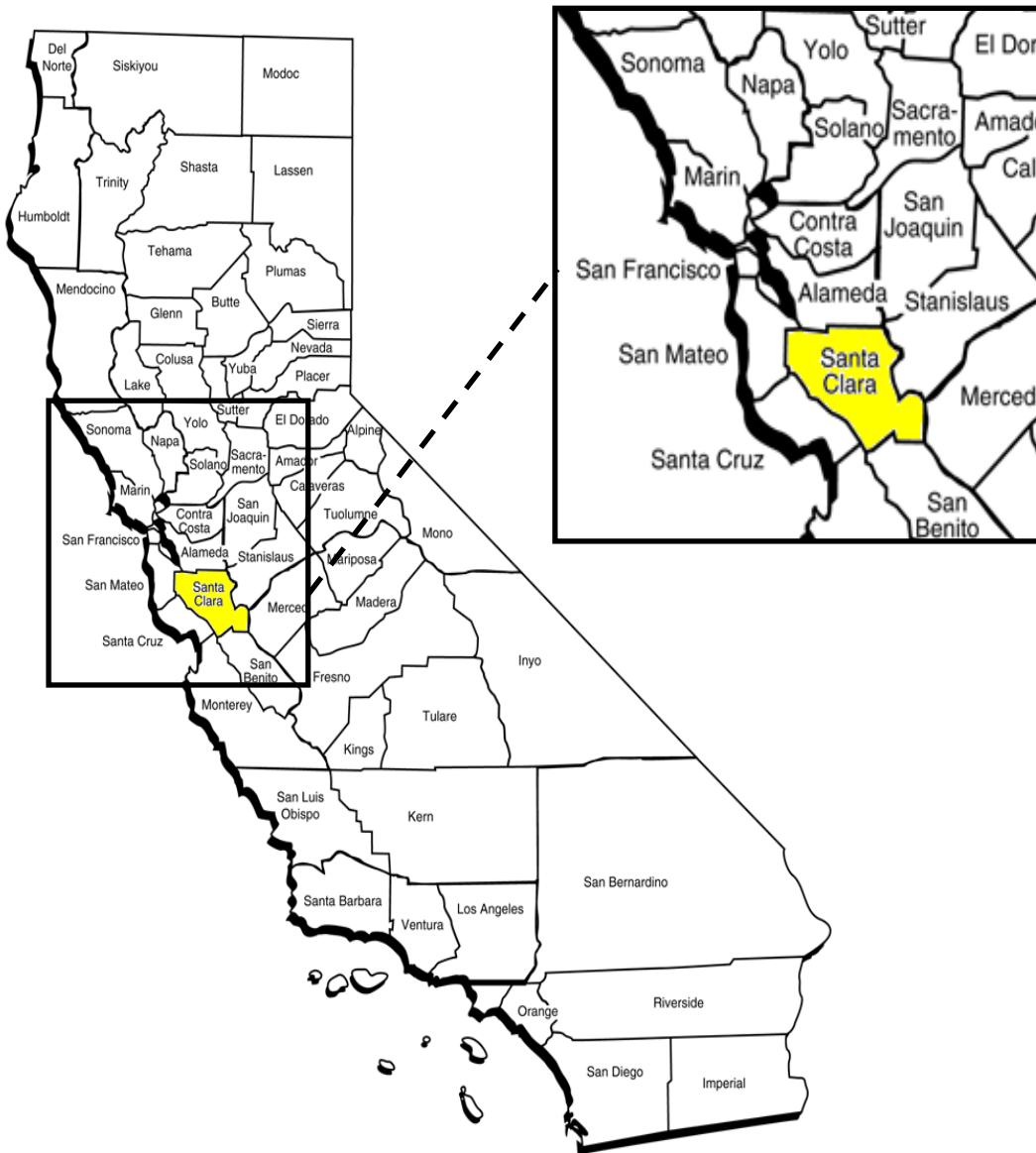


## Organization Profile

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As an independent special district responsible for bus and light rail operation, regional commuter and inter-city rail services, paratransit service, congestion management, specific highway improvement projects, and countywide transportation planning, Santa Clara Valley Transportation Authority (VTA) provides transit services to the 346 square mile urbanized portion of Santa Clara County that is composed of 15 cities and towns and unincorporated areas with a total population of more than 1.95 million residents.

The County of Santa Clara lies immediately south of San Francisco Bay and is the sixth most populous county in the State of California. It encompasses an area of approximately 1,300 square miles. The County was incorporated in 1850 as one of the original 28 counties of the State and operates under a home rule charter adopted by County voters in 1950 and amended in 1976. Additional demographic and economic information on the County can be found in Appendix L.





## *Board of Directors*

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### **Membership**

VTA is an independent special district governed by its own Board of Directors. The Board consists of 12 voting members and 6 alternates, all of whom are elected officials appointed to serve on the Board by the jurisdictions they represent. In addition, Metropolitan Transportation Commissioners who reside in Santa Clara County and who are not members or alternates of the Board are invited to serve as Ex Officio members. Board membership is based on city groupings as follows:

Group Number	Grouping	Representatives
1	San Jose	5 Directors 1 Alternate
2	Los Altos Los Altos Hills Mountain View Palo Alto	1 Director 1 Alternate
3	Campbell Cupertino Los Gatos Monte Sereno Saratoga	1 Director 1 Alternate
4	Gilroy Morgan Hill	1 Director 1 Alternate
5	Milpitas Santa Clara Sunnyvale	2 Directors 1 Alternate
6	Santa Clara County	2 Directors 1 Alternate
Other	Metropolitan Transportation Commissioners	Ex Officio

The 2019 VTA Board of Directors, Alternates, and Ex Officio members are listed on the following page.

## **2019 VTA Board Members**

**Teresa O'Neill**  
Chairperson  
Councilmember  
City of Santa Clara

**Cindy Chavez**  
Vice Chairperson  
Supervisor  
County of Santa Clara

**Larry Carr**  
Councilmember  
City of Morgan Hill

**Magdalena Carrasco**  
Councilmember  
City of San Jose

**David Cortese\***  
Supervisor  
County of Santa Clara

**Lan Diep**  
Councilmember  
City of San Jose

**Charles "Chappie" Jones**  
Vice Mayor  
City of San Jose

**Sam Liccardo\***  
Mayor  
City of San Jose

**John McAlister**  
Councilmember  
City of Mountain View

**Raul Peralez**  
Councilmember  
City of San Jose

**Rob Rennie**  
Councilmember  
Town of Los Gatos

**Rich Tran**  
Mayor  
City of Milpitas

## **Board Member Alternates**

**Marie Blankley**  
Mayor Pro Temp  
City of Gilroy

**Devora "Dev" Davis**  
Councilmember  
City of San Jose

**Susan Ellenberg**  
Supervisor  
County of Santa Clara

**Adrian Fine**  
Vice Mayor  
City of Palo Alto

**Glenn Hendricks**  
Councilmember  
City of Sunnyvale

**Howard Miller**  
Vice Mayor  
City of Saratoga

## **Ex Officio Board Member**

**Jeannie Bruins\***  
Councilmember  
City of Los Altos

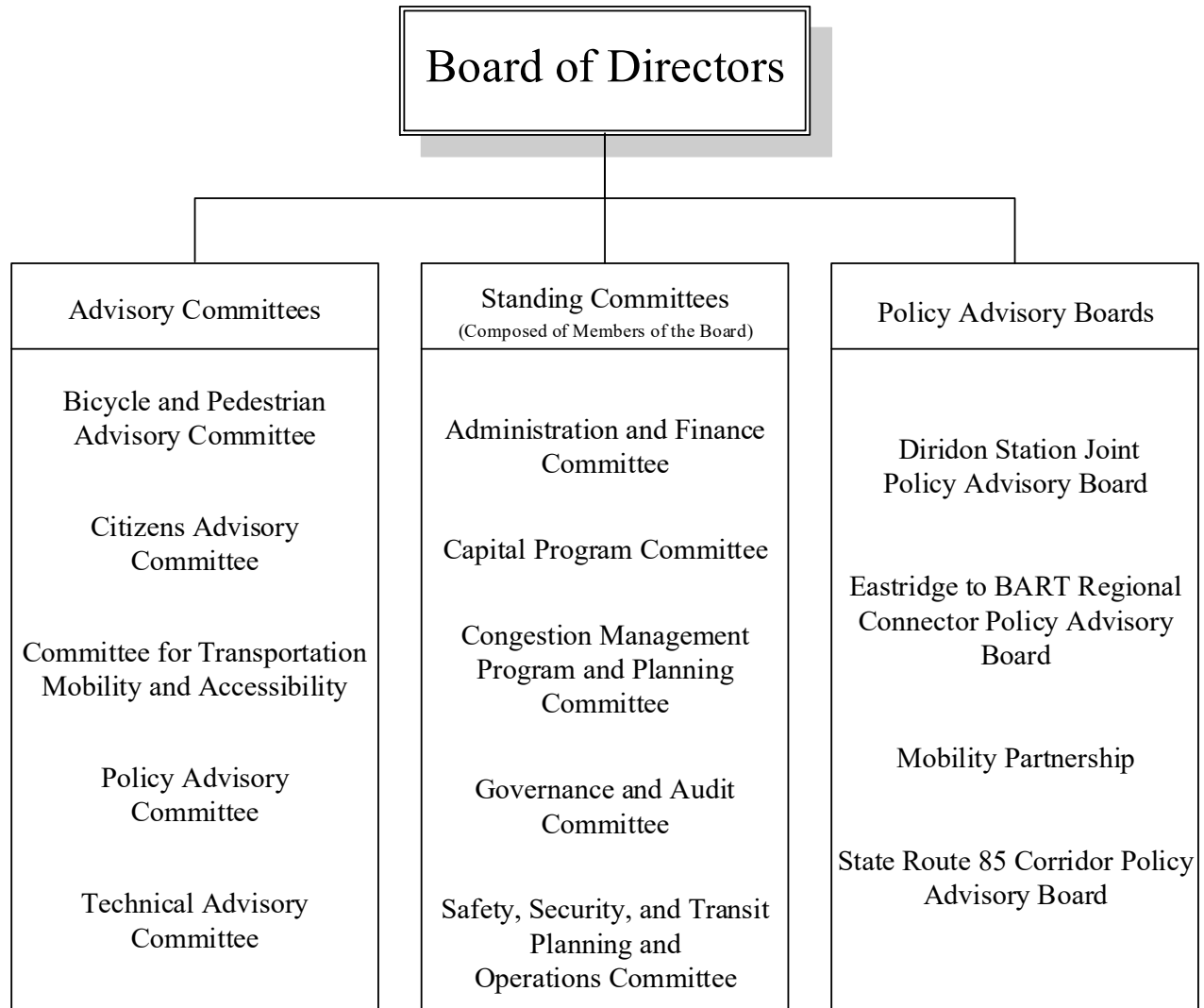
\*Jeannie Bruins, David Cortese, and Sam Liccardo also serve on the Metropolitan Transportation Commission.

## *Board of Directors*

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### Committee Structure

Given the range and complexity of policy issues they oversee, the VTA Board of Directors has established a set of committees to advise it on policy matters and to provide in-depth review of individual issues before the Board of Directors takes final action. The individual committees and their responsibilities are described on the following pages.



## **Standing Committees**

The Board Standing Committees meet regularly to review proposed policies. Committee recommendations are forwarded to the full Board of Directors for final approval. Committees other than the Capital Program and Governance and Audit Committees consist of four Board members who are nominated by the Chairperson and appointed by the Board for a term of one calendar year. The Capital Program Committee consists of one Board member from each of the city groupings. The Governance and Audit Committee consists of the Board Chairperson, Board Vice Chairperson, and the Chairpersons of the Administration and Finance; Congestion Management Program and Planning; and Safety, Security, and Transit Planning and Operations Committees. The general responsibilities of each committee are as follows:

### **Administration and Finance Committee**

Reviews policy recommendations pertaining to the general administration and financial management of VTA.

### **Capital Program Committee**

Monitors and oversees VTA capital projects with major resource, multi-jurisdictional coordination, or public perception/impact factors, making recommendations to the Board on project and policy-related issues.

### **Congestion Management Program and Planning Committee**

Reviews policy recommendations pertaining to the Congestion Management Program and the development of the countywide transportation plan for Santa Clara County.

### **Governance and Audit Committee**

Focuses on the management and coordination of the Board of Directors to assist it with guiding the organization to best accomplish VTA's strategic objectives. The committee also oversees the activities of the VTA Auditor General function and reviews policy decisions required to ensure the integrity of VTA financial statements, compliance with legal and regulatory requirements, and an effective system of internal management and financial controls.

### **Safety, Security, and Transit Planning and Operations Committee**

Reviews policy recommendations pertaining to system safety and security planning, monitoring and reporting, transit planning, transit capital projects, transit operations, and marketing.

## **Advisory Committees**

In addition to the Board Standing Committees, the VTA Board of Directors has established a group of advisory committees. These committees, which do not set VTA policy, review policies under development to ensure that they meet the needs of VTA's constituents—customers, elected officials, the business community, and others. These committees, which meet once a month except as noted, are described below.

### **Bicycle and Pedestrian Advisory Committee**

The committee consists of 16 members representing each of the 15 cities and the County. This committee advises the Board on funding and planning issues for bicycle and pedestrian projects and serves as the countywide bicycle advisory committee for Santa Clara County.

**Citizens Advisory Committee**

The committee consists of 13 members representing business, labor, environmental, and other community groups with interest in transportation. The committee advises the Board on policy issues referred to the committee either by the Board or the General Manager in consultation with the Chairperson. The committee also serves as the oversight body for the 2000 Measure A Transit Improvement Program.

**Committee for Transportation Mobility and Accessibility**

The committee consists of 17 voting members and two ex officio, non-voting members. This committee's members include seven seniors or persons with disabilities, seven representatives of human service agencies within the county, and three additional members from either of the two categories above. The two ex officio members are one employee of VTA's paratransit provider and the Chairperson of the Board of Directors or his/her designee. The committee advises the Board on transportation mobility and accessibility issues for senior citizens and persons with disabilities, paratransit services, accessibility to VTA transit services, and VTA's efforts to comply with the federal Americans with Disabilities Act (ADA). This committee meets every other month.

**Policy Advisory Committee**

The committee consists of one city council member from each of the 15 cities and one member from the Santa Clara County Board of Supervisors. This committee advises the Board on policy issues, as well as the countywide transportation plan (Valley Transportation Plan-VTP 2040), the Short Range Transit Plan (SRTP), development of the biennial budget, and tariff and service modifications. This committee ensures that all jurisdictions within the county have access to the development of VTA's policies.

**Technical Advisory Committee**

The committee consists of one senior staff member (usually the public works or planning director) from each of the 15 cities and the County of Santa Clara. In addition, the California Department of Transportation, the Metropolitan Transportation Commission, and the Santa Clara Valley Water District may each appoint one ex officio and one alternate, non-voting member. The committee advises the Board on technical aspects of transportation-related policy issues and initiatives.

**Policy Advisory Boards**

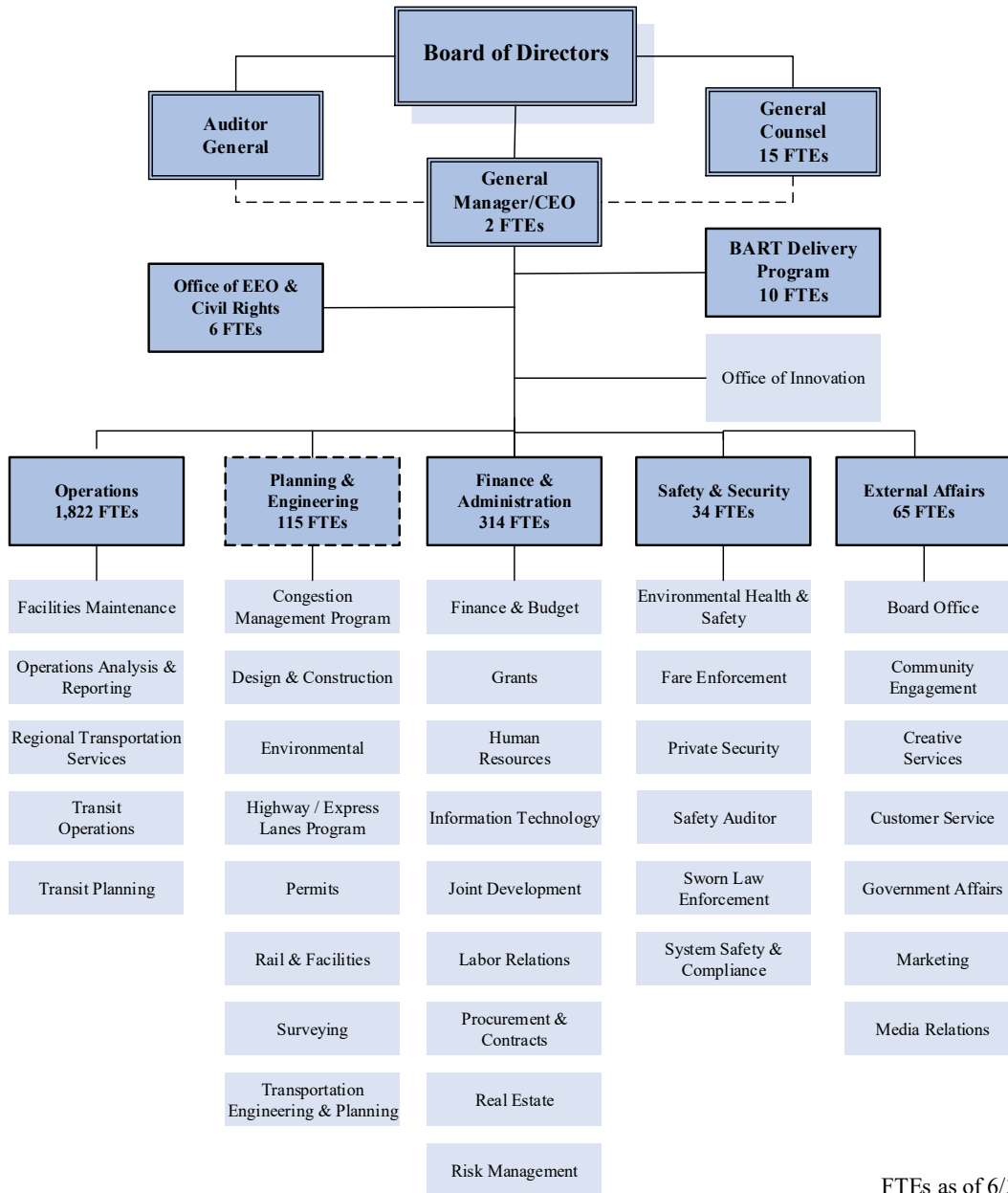
The purpose of these Policy Advisory Boards (PAB) is to ensure that the local jurisdictions most affected by major transportation improvement projects are involved in guiding the planning, design, and construction of these projects. Each PAB consists of two Board members and other elected officials from jurisdictions within a particular corridor. There are currently four active PABs:

- Diridon Station Joint Policy Advisory Board
- Eastridge to BART Regional Connector Policy Advisory Board
- Mobility Partnership
- State Route (SR) 85 Corridor Policy Advisory Board



## Organization Structure

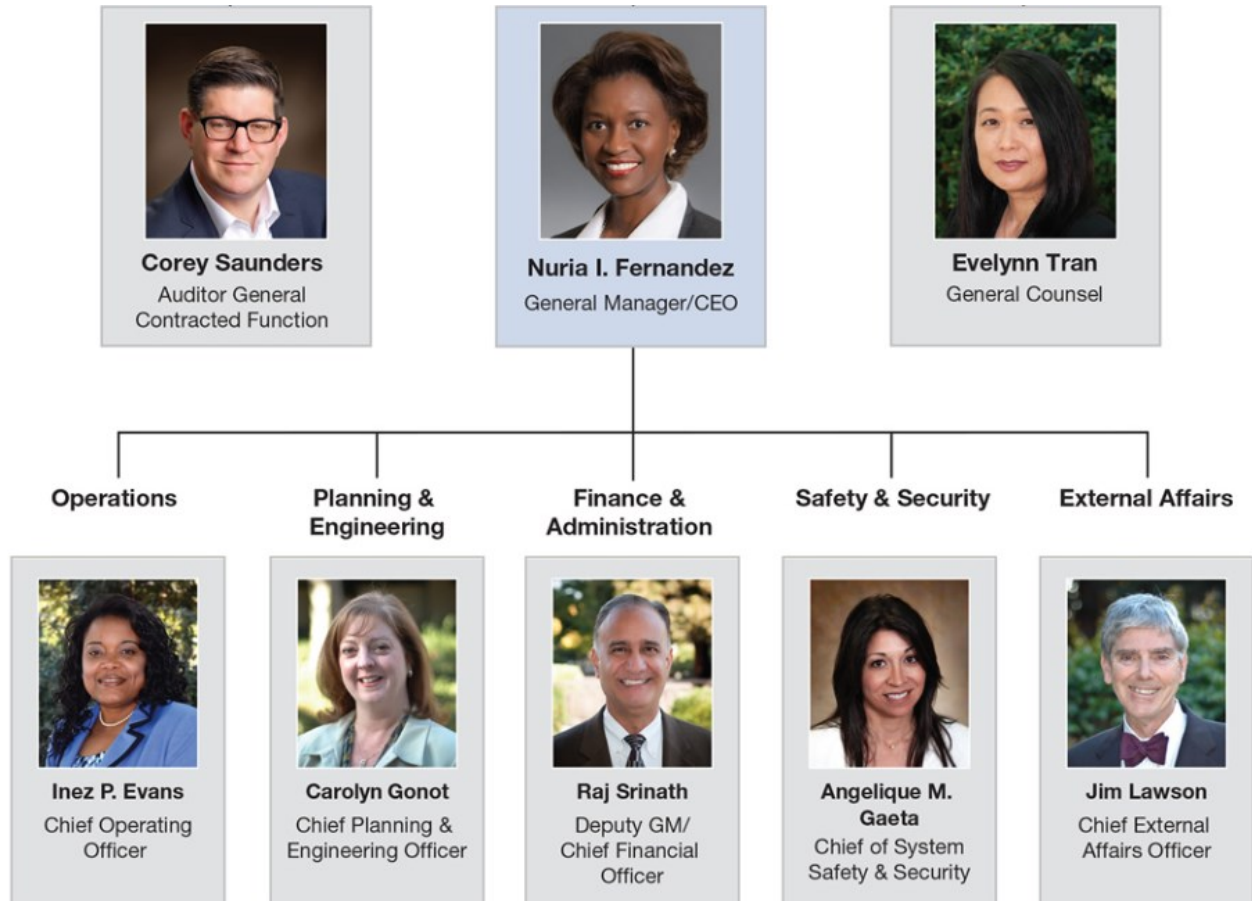
VTA’s broad array of responsibilities and functions are organized into five divisions as depicted in the organization chart below. With the same responsibilities of a President or Chief Executive Officer, VTA’s General Manager/CEO oversees and manages all facets of the organization under policy direction from the Board of Directors. While each division has distinct roles and responsibilities, they work collaboratively to deliver results through an Executive Management Team composed of the General Manager, General Counsel, Auditor General, Board Secretary, and Division Chiefs and Directors. Additional information on each division and the offices of General Manager, General Counsel, and Auditor General can be found on pages 62-111.



FTEs as of 6/30/19

## *Executive Management Team*

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## *VTA's Strategic Plan*

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VTA's updated Strategic Plan was adopted by the Board of Directors on December 2, 2016. The new Strategic Plan is designed to establish a strong foundation for VTA to help lead Silicon Valley into a more successful and sustainable future, provide the framework for its two-year budgets, and provide overarching guidance for all aspects of the agency's operations and management. The plan outlines the Mission, Vision, Core Values, Action Values, and Strategic Goals of the agency.

### **Mission**

*Solutions that move you*—VTA's role is to get people moving and keep them moving.

### **Vision**

*To innovate the way Silicon Valley moves*—Position VTA now and in the future as leaders in the effort to help move the residents of Silicon Valley, an area known for innovation where people expect the newest, cutting edge options to be readily available.

### **Core Values**

These values represent VTA's ethics and code of conduct, guiding the agency's decision-making and apply to everything VTA does. VTA's Core Values are:

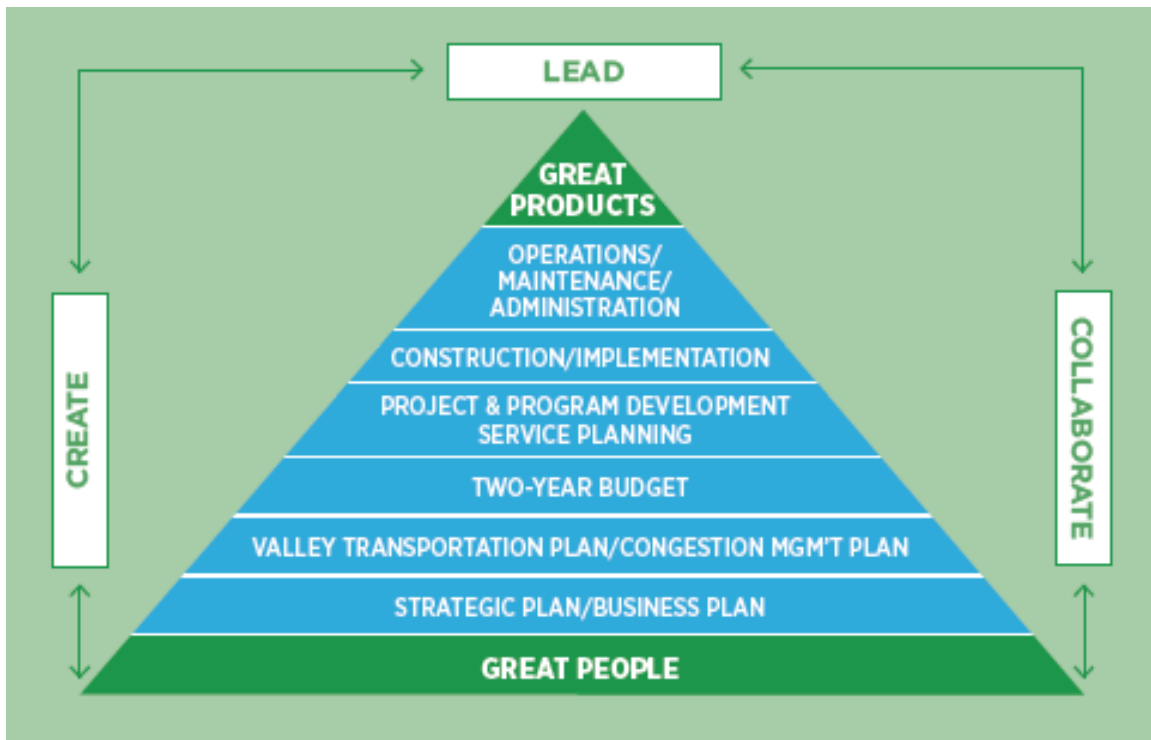
- ✓ **Safety**—We plan and deliver services in a way that promotes the health and safety of our employees and the public.
- ✓ **Integrity**—We conduct our business in an ethical, honest, and transparent manner.
- ✓ **Quality**—We ensure that the services we deliver, and projects that we build, are well designed and maintained to preserve the investment that has been made.
- ✓ **Sustainability**—We operate our services and design our projects to minimize the negative impacts on our environment, in a way that can be maintained over time. Additionally, we operate as a sustainable organization by reducing our carbon footprint.
- ✓ **Diversity**—We value, respect, and serve the unique needs of our community.
- ✓ **Accountability**—We are stewards of the natural resources and transportation tax revenues of the County, take responsibility for our actions, and honestly report our successes and challenges to stakeholders and the public.

## Action Values

These values operationalize VTA’s Core Values and all aspects of the Strategic Plan. VTA’s Action Values are: Creativity, Collaboration and Leadership. Put into practice these values are:

## *Create, Collaborate and Lead*

The pyramid graphic below illustrates VTA’s strategic organization, emphasizing that great people are the foundation upon which great products are built. Through the action value framework of creativity, collaboration, and leadership, VTA can unify the efforts of all divisions to achieve the agency’s goals.



## Strategic Goals

The Strategic Plan identifies three areas of focus or “Business Lines” for VTA. This approach helps employees and the public to better understand what work VTA does; shows how each function of the organization affects the others; relates VTA’s work back to the Mission, Vision, and Values of the organization; helps establish if plans are structured correctly; and indicates if resources are being spent in the right areas, for the right projects and programs. Each area of focus includes an overarching strategy and strategic goals.

## **BUSINESS LINE 1: FASTER FREQUENT RELIABLE TRANSIT**

Strategy: Provide a great transit product that is faster, frequent, and reliable.

**GOAL 1**—Optimize transit travel times and ensure they are preserved and continually improve.

**GOAL 2**—Ensure that transit service, especially in core areas, is frequent (every 15 minutes or better)

**GOAL 3**—Provide customer-focused information systems and preserve and enhance reliable operations through transit-preferential treatments.

## **BUSINESS LINE 2: DELIVERING PROJECTS AND PROGRAMS**

Strategy: Creatively and pragmatically provide a full suite of projects and programs—including land use/transportation integration, bike and pedestrian projects, and project management services—that address the current and evolving multimodal needs of Silicon Valley.

**GOAL 1**—Create concepts, plans, designs, programs, and policies to optimize current conditions and identify and seize new opportunities.

**GOAL 2**—Deliver projects and programs on time and within budget, and creatively pursue new construction, operational, and business practices that make VTA more efficient and successful.

**GOAL 3**—Provide a comprehensive line of services, technical support, funding programs, and mobility solutions to the public and Congestion Management Program Member Agencies.

## **BUSINESS LINE 3: TRANSPORTATION SYSTEM MANAGEMENT**

Strategy: Lead the region in transportation systems management, funding, integration, and innovation.

**GOAL 1**—Address roadway congestion and all modes of transportation system operations by collecting and analyzing data, developing and applying technology, refining current practices, and implementing new planning and management tools.

**GOAL 2**—Retain and increase the value of existing infrastructure and services, and optimize the utility of new investments and services.

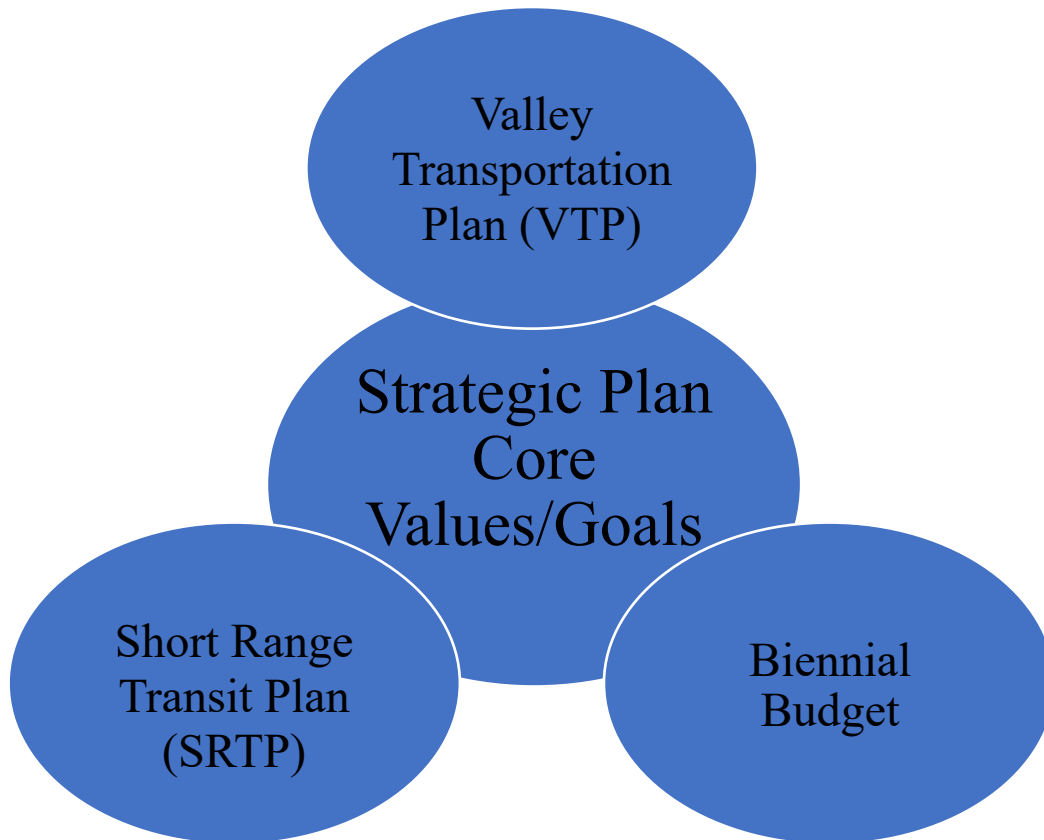
**GOAL 3**—Improve and expand mobility options by innovatively applying technology, planning, design, construction, operations, and business techniques.

Each of the FY 2020 and FY 2021 division specific goals presented on pages 62-110 reference which respective Business Line is supported by that endeavor. The VTA Business Plan, currently under development, will also include implementation goals for each of the strategic goals above.

## *Long-Range Planning*

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The Strategic Plan Core Values and Strategic Goals discussed above provide a framework for the development of VTA’s long-term, mid-term, and near-term plans and budgets.



The Valley Transportation Plan (VTP) provides a long-range vision for transportation systems and services in Santa Clara County. The VTP identifies programs, projects, and policies over the lifetime of the plan to facilitate meeting the mission and vision of the organization. It connects projects and programs with anticipated funds and provides a framework for the development and maintenance of the transportation system over a 25-year horizon. It considers all travel modes and addresses the links between transportation systems, land use planning, air quality, energy use, and community livability.

The Short Range Transit Plan (SRTP) is a planning document that represents VTA’s plan for transit service over a 10-year horizon. The SRTP illustrates a financially constrained projection of transit-related capital and operating expenses and revenues. Capital needs are guided largely by those identified in the long-term plan (VTP). A Financial Forecasting Model is used to identify the projected operating and capital expenditures as well as the forecasted revenues based on various economic and service level assumptions. The adopted two-year capital and operating budgets are used as the base years for the Financial Forecasting Model. The financial capacity identified by the Model determines the constraints on the plan.

## *Funded Programs*

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The Santa Clara Valley Transportation Authority (VTA) is an independent special district responsible for bus and light rail operations, regional commuter and inter-city rail services, paratransit service, congestion management, specific highway improvement projects, and countywide transportation planning. As such, VTA is both an accessible transit provider and a multi-modal transportation planning and implementation organization involved with transit, roadways, bikeways, and pedestrian facilities.

In December 1994, VTA was designated as the Congestion Management Agency and changed from being exclusively a transit provider to an organization responsible for countywide transportation planning, funding, and congestion management within the County. VTA, in partnership with the County of Santa Clara, assumed the responsibility for implementing the 1996 Measure B Transportation Improvement Program of transit and highway improvement projects. In addition, VTA is responsible for implementing the 2000 Measure A Transit Improvement Program and the 2016 Measure B Program.

The FY 2020 and FY 2021 Adopted Biennial Budget consists of eight independent Funds, each corresponding to a specific program:

- VTA Transit
- 2000 Measure A Transit Improvement Program
- Congestion Management Program
- VTP Highway Improvement Program
- Joint Development Program
- Silicon Valley Express Lanes Program
- 2008 Measure B - BART Operating Sales Tax Program
- 2016 Measure B Program

The General Manager may reallocate appropriations between budget types (e.g., operating or capital) and budget units (e.g., project or cost center) within each Fund up to the limits of the Funds' annual appropriations. Any net increase in authorized appropriations to any Fund requires an affirmative vote of at least eight Board members.

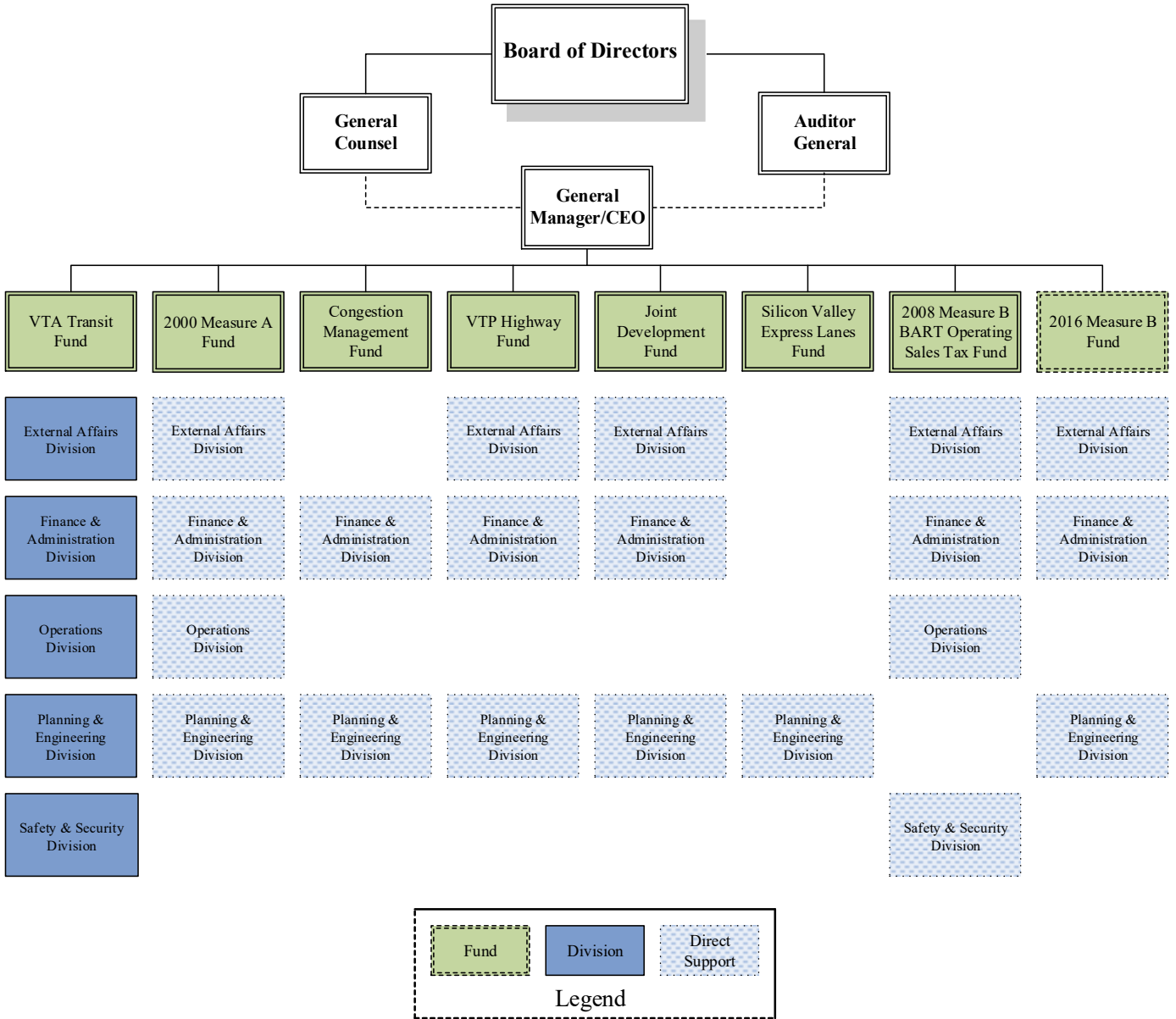
The eight appropriated Funds fall into two categories for accounting purposes: Enterprise funds and Governmental funds.

Enterprise Funds	Governmental Funds
<ul style="list-style-type: none"> <li>• VTA Transit</li> <li>• Joint Development Program</li> <li>• Silicon Valley Express Lanes Program</li> <li>• 2008 Measure B—BART Operating Sales Tax Program</li> </ul>	<ul style="list-style-type: none"> <li>• Congestion Management Program</li> <li>• VTP Highway Improvement Program</li> <li>• 2000 Measure A Transit Improvement Program</li> <li>• 2016 Measure B Program</li> </ul>

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

The chart below depicts the relationship between the appropriated Funds and VTA’s current divisional structure. All VTA employees and divisions are reported in the VTA Transit Fund. The lightly shaded boxes illustrate divisions where one or more departments in that division directly support Funds other than the VTA Transit Fund.

*Appropriated Fund/Division Relationship*





Below is a short description of each Program currently operated and administered by VTA.

## **VTA Transit**

VTA Transit encompasses the operation of 71 bus routes and 3 light rail transit lines, 2 of which travel along the main trunk section between Tasman at the northern end and the Transit Mall in downtown San Jose for a portion of their route. In addition, VTA Transit funds paratransit and privately operated shuttle services in the County and participates in providing inter-regional commuter rail and express bus services.

Additional information and the Operating and Capital Budgets in support of this program can be found in Section 2 - VTA Transit.

## **2000 Measure A Transit Improvement Program**

On November 7, 2000, Santa Clara County voters approved a 30-year half-cent sales tax to fund major transit projects. The tax was designed to take effect after the 1996 Measure B sales tax expired on March 31, 2006. Collection of the 2000 Measure A half-cent sales tax commenced on April 1, 2006.

Additional information and the Operating and Capital Budgets in support of this program can be found in Section 3 - 2000 Measure A Transit Improvement Program.

## **Congestion Management Program (CMP)**

VTA, as the Congestion Management Agency for Santa Clara County, is responsible for coordinating and prioritizing projects for state and federal transportation funds, administering the Transportation Fund for Clean Air Program, and coordinating land use and other transportation planning.

Additional information and the Operating Budget in support of this program can be found in Section 4 - Congestion Management Program.

## **VTP Highway Improvement Program**

The Valley Transportation Plan (VTP) Highway Program includes projects from the currently approved long-range countywide transportation plan for Santa Clara County. The VTP provides a comprehensive planning framework for VTA's projects and programs. VTP 2040 is the current approved long-range Countywide Transportation Plan. Developed by VTA's Congestion Management Program and adopted in October 2014, projects must be included in the plan as a pre-requisite for eligibility to receive Federal, State, regional, and local discretionary fund programming.

Additional information and the Capital Budget in support of this program can be found in Section 5 - VTP Highway Improvement Program.

## **1996 Measure B Transportation Improvement Program (MBTIP)**

In November 1996, the voters in Santa Clara County approved Measure A, an advisory measure listing an ambitious program of transportation improvements for Santa Clara County. Also approved on the same ballot, Measure B authorized the County Board of Supervisors to collect a nine-year half-cent sales tax for general county purposes. Subsequently, the County Board of Supervisors adopted a resolution dedicating the tax for Measure A projects. Collection of the tax began in April 1997. The Measure B tax expired on March 31, 2006.

As this program is nearing completion, there is no additional appropriation for this Fund included in the FY 2020 and FY 2021 Adopted Biennial Budget.

Additional information on this program can be found in Appendix J.

## **Miscellaneous Programs**

### **Joint Development Program**

VTA has an extensive portfolio of real estate assets, many of which are presently underutilized. The Joint Development Program is responsible for managing the process by which development on these underutilized sites occurs.

### **Silicon Valley Express Lanes Program**

The VTA Board of Directors approved the Silicon Valley Express Lanes Program (SVELP) on December 11, 2008. The SVELP has been undertaken to provide long-term mobility benefits and to provide another funding stream for transportation improvements.

### **2008 Measure B - BART Operating Sales Tax Program**

On November 4, 2008, the voters of Santa Clara County approved 2008 Measure B. This 30-year eighth-cent sales and use tax is dedicated solely to providing the operating and maintenance expenses and capital reserve contribution for the VTA's BART Silicon Valley Extension. The tax commenced collection on July 1, 2012.

### **2016 Measure B Program**

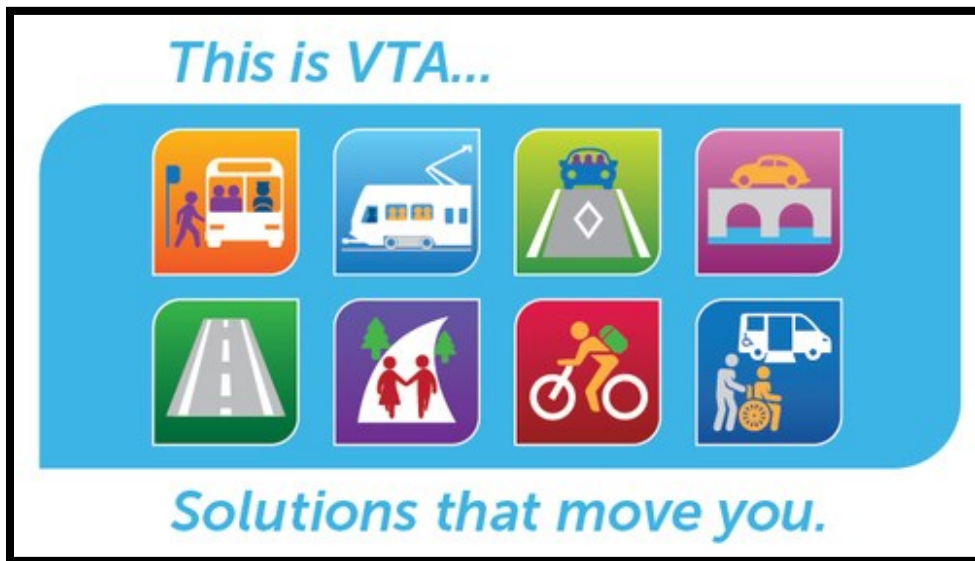
On November 8, 2016, the voters of Santa Clara County approved 2016 Measure B, a 30-year, half-cent countywide sales tax to enhance transit, highways, expressways and active transportation (bicycles, pedestrians and complete streets). The tax commenced collection on April 1, 2017.

Additional information and the Operating and Capital Budgets in support of these programs can be found in Section 6 - Miscellaneous Programs.

***Appropriation Summary<sup>1</sup>***  
*(Dollars in Thousands)*

Fund	Fiscal Year 2020	Fiscal Year 2021
VTA Transit-Operating	505,427	509,901
VTA Transit-Capital	216,752	-- <sup>2</sup>
2000 Measure A Transit Improvement Program-Operating	105,026	107,610
2000 Measure A Transit Improvement Program-Capital	903,685	-- <sup>2</sup>
Congestion Management Program-Operating	6,479	6,241
VTP Highway Improvement Program-Capital	282,663	-- <sup>2</sup>
Joint Development Program-Operating	421	311
Joint Development Program-Capital	8,350	-- <sup>2</sup>
Silicon Valley Express Lanes Program-Operating	1,967	3,013
2008 Measure B - BART Operating Sales Tax Program-Operating	1,050	1,124
2016 Measure B Program	442,460	-- <sup>2</sup>

Note: The Adopted Biennial Budget does not include appropriation for Fiduciary funds which are used to account for resources held for the benefit of parties outside VTA.



***New Tagline and Graphics Representing VTA’s Multifaceted Role as the Mobility Solutions Provider for Santa Clara County***

<sup>1</sup> Includes transfers between funds.

<sup>2</sup> Total Appropriation for FY 2020 and FY 2021 reflected in FY 2020.

## *Operating Budget Development Process*

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The following process is used to develop the Operating Budget for all applicable Funds: VTA Transit, 2000 Measure A Transit Improvement Program, Congestion Management Program, Joint Development Program, Silicon Valley Express Lanes Program, and 2008 Measure B - BART Operating Sales Tax Program.

Like VTA's audited financial statements, the biennial budget is developed using the accrual method of accounting: revenues are recognized in the period they are earned and expenditures are recognized in the period they are incurred. Depreciation is not budgeted. The FY 2020 and FY 2021 budgets were developed using zero-based budgeting which included the examination, evaluation, and analysis of all programs and expenditures. The use of zero-based budgeting facilitates the linking of specific programs and expenditures to the strategic goals and values of the organization.

The Budget Department takes the first step in the development of the budget by reviewing prior processes for potential changes and improvements. Once this analysis has been completed, staff moves forward to develop a draft budget calendar which serves as a timeline guide through final budget adoption.

Staff then works with executive management to determine the overall message and strategy for the two-year budget including the identification of major assumptions to be used and the finalizing of the budget calendar.

A budget instruction packet is distributed including the above information along with detailed instructions and historical line item expense activity to be used by division budget coordinators and cost center managers in the development of their respective budgets.

Initial budget requests from the divisions are reviewed by Budget Department staff for reasonableness, accuracy, and completeness of information including reason for variance from prior periods, and conformity to the stated business plan or service levels. Budget staff then meet with budget coordinators and/or cost center managers from each division to discuss questions or receive further clarification as needed. Based on these communications, Budget staff then complete the Draft Proposed Budget which incorporates staff's recommended changes. The Draft Proposed Budget is reviewed by the Chief Financial Officer (CFO) and Deputy Director of Finance, Budget and Program Management and distributed to the division Chiefs and Directors in preparation for review with the General Manager.

Budget review meetings are conducted to provide the General Manager an opportunity to review the budgets for each division one-on-one with executive management. Upon completion of this review process, the General Manager works with executive staff and the Budget Department to determine changes or recommendations to be included in the Proposed Budget submitted to the Board of Directors.

The Proposed Budget is published and presented at a Board Budget Workshop for input from the Board of Directors and members of the public. Community meetings are also held at various locations throughout the county to receive additional public input and discuss the Proposed

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

Budget. In addition, the Proposed Budget is presented to various Advisory Committees to receive their input and discussion. The comments received at the community and Advisory Committee meetings are provided to the Board for their review prior to adoption of the budget.

The Final Proposed Budget, including any updates or changes subsequent to the Budget Workshop, is presented to the Board for adoption at the regularly scheduled board meeting in June. Board adoption of the budget specifically authorizes the appropriation of funds. This appropriation is the legal authority to spend or otherwise commit VTA's resources. While VTA adopts a biennial budget, each fiscal year is independently appropriated and operating appropriations expire at the end of the fiscal year.



*Zero Emission Bus*

## *Operating Budget Calendar*

Date	Activity
August 1-31, 2018	Review and analyze prior operating budget processes
September 11, 2018	Review budget calendar with executive management
September 21, 2018	Issue FY 2020 & FY 2021 budget instructions
November 2, 2018	Initial budget requests due to Budget Department
November 5-30, 2018	Budget Department review of submissions
December 3-21, 2018	Review meetings with Budget Department, division budget coordinators and cost center managers as needed
December 24-28, 2018	Budget Department recommendations finalized
January 7, 2019	Draft Proposed Budget reviewed with CFO
January 14, 2019	Finance & Budget Division recommendations finalized
January 15-18, 2019	Finance & Budget Division recommendations reviewed with division Chiefs/Directors
January 24, 2019	Draft Proposed Budget distributed to executive management
Jan. 29 - Feb. 1, 2019	General Manager, executive management, and budget staff meet to review and discuss Draft Proposed Budget
Feb. 13 - March 29, 2019	Proposed Budget finalized
April 15, 2019	Proposed Budget distributed to Board and available to public
April 19, 2019	Board Budget Workshop
May 6-9, 2019	Proposed Budget presented at community meetings
May 8-9, 2019	Proposed Budget presented to various Advisory Committees
May 16, 2019	Administration & Finance Committee review of Final Budget
May 2-22, 2019	Proposed Budget updated to reflect changes subsequent to Board Workshop, if applicable
June 6, 2019	Final Budget adopted by VTA Board of Directors

## *Capital Budget Development Process*

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Approximately eleven months prior to the start of the Biennial Budget, the Budget Department issues a call for projects to all divisions for VTA's capital programs: VTA Transit, 2000 Measure A Transit Improvement Program, VTP Highway Improvement Program, Joint Development Program, and 2016 Measure B Program.

The divisions determine which projects to submit based on a variety of factors including available transit asset management tools. In addition, regular asset inspections and specific needs assessments help to identify potential projects. Project managers are encouraged to work with staff in other divisions, consultants, or other sources to develop scopes of work and cost estimates for submitted projects.

Requests for new projects or augmentations to existing project budgets are submitted using a Capital Project Request Form which includes the following information to assist in project prioritization: project description and technical details, project cost, project type, project justification, operating cost impacts, impact of deferring the project, and impact of downsizing the scope of the project.

Once the Capital Project Request Forms are received, requests are reviewed by Budget Department staff for completeness and any outstanding questions or issues are resolved with the respective submitting department. The VTA Transit forms are then reviewed by the Grants Department to determine potential grant eligibility. In addition, any newly requested 2000 Measure A Transit Improvement Program projects are reviewed with General Counsel to confirm they are eligible for 2000 Measure A funding. Any projects submitted utilizing funding from 2016 Measure B are also reviewed by General Counsel to confirm eligibility.

The completed VTA Transit forms are then forwarded to the Capital Improvement Program Working Group (CIPWG) for review. CIPWG is a staff-level committee formed to centralize VTA's capital project request process and consists of up to two representatives per VTA division appointed by the respective Division Chief or Director. CIPWG is charged with rating the VTA Transit Capital Projects against established evaluation criteria. The criteria utilize a weighted scale to rank projects on the following characteristics: transit system preservation; transit system improvements; increases ridership; enhances safety and security; environmental sustainability; and cost impact. Once the VTA Transit Capital Projects have been rated by the CIPWG members, the ratings are consolidated and the projects are ranked by their respective scores.

CIPWG's VTA Transit project rankings and the Capital Project Request Forms for projects from all five programs are then forwarded to the Capital Improvement Program Oversight Committee (CIPOC) for review. CIPOC, which is composed of the Division Chiefs and Directors, is responsible for matching the VTA Transit requested projects with available levels of grant and local funding. The purpose of CIPOC's analysis is to develop a cohesive and comprehensive capital improvement program recommendation to the General Manager.

CIPOC's recommended VTA Transit projects as well as the projects submitted for the other four capital programs are reviewed with the General Manager. Upon completion of this review process, Budget Department staff work with executive management and the General Manager to



## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

determine changes or additions to the respective capital program budgets. Once the recommended capital programs have been finalized, Budget Department staff incorporate the projects into the Proposed Budget document by including general information about each project, funding sources for each project, and operating cost impacts.

Staff presents the Proposed Capital budget to the Capital Program Committee (CPC), a Board standing committee formed to monitor and oversee VTA capital projects with major resource, multi-jurisdictional coordination, or public impact, and make recommendations to the Board on project and policy-related issues.

Subsequently, the Proposed Budget is presented at a Board Budget Workshop for input from the Board of Directors and members of the public. Community meetings are also held at various locations throughout the county to receive additional public input and discuss the Proposed Budget. In addition, the Proposed Budget is presented to various Advisory Committees to receive their input and discussion. The comments received at the community and Advisory Committee meetings are provided to the Board for their review prior to adoption of the budget.

The Final Proposed Budget, including any updates or changes subsequent to the Budget Workshop, is presented to the Board for adoption at the regularly scheduled board meeting in June. Board adoption of the budget specifically authorizes the appropriation of funds. This appropriation is the legal authority to spend or otherwise commit VTA's resources. Capital appropriations, with the exception of the VTA Transit Capital Contingency, do not expire and are carried forward until the project is completed. Appropriation for the VTA Transit Capital Contingency expires at the end of the two-year budget cycle.



*BRT Station at Alum Rock Transit Center*



## *Capital Budget Calendar*

Date	Activity
July 1-31, 2018	Review and analyze prior capital budget processes
August 6, 2018	Issue capital call for projects
September 14, 2018	Capital project requests due
September 17-December 10, 2018	Capital project requests reviewed by Grants and Budget Departments
October 30-November 26, 2018	CIPWG rates VTA Transit project submittals using established evaluation guidelines
December 4, 2018	CIPWG reviews consolidated project scores and rankings for VTA Transit projects
December 11, 2018 to January 14, 2019	CIPOC reviews CIPWG VTA Transit project priority rankings
January 15, 2019	CIPOC finalizes recommended capital budget for all programs
January 31, 2019	General Manager and CIPOC members review recommended capital budgets
February 16, 2019	VTA Transit, 2000 Measure A, VTP Highway, and Joint Development Program capital budgets finalized
February 28, 2019	Proposed Budget presented to Capital Program Committee
April 15, 2019	Proposed Budget distributed to Board and available to public
April 19, 2019	Board Budget Workshop
May 6-9, 2019	Proposed Budget presented at community meetings
May 8-9, 2019	Proposed Budget presented to various Advisory Committees
May 16, 2019	Administration & Finance Committee review of Final Budget
May 2-22, 2019	Proposed Budget updated to reflect changes subsequent to Board Workshop, if applicable
June 6, 2019	Final Budget adopted by VTA Board of Directors

## ***Budget Amendment & Transfer Process***

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### **Budget Amendment**

**Definition:**

Any increase to the Board authorized appropriation limit thereby allowing greater spending or commitment of resources than previously established by the Board.

**Application:**

From time to time, circumstances change requiring additional spending authority. Regardless if these changes are accompanied by additional resources, the adopted appropriation limit may not be exceeded without authorization from the Board. The adopted appropriation limit is the total of all expenditures for a specific fund as approved by the Board and specified via the budget resolution.

**Authority Required:**

Per the VTA Administrative Code, only the VTA Board of Directors can authorize a budget amendment and that authorization requires an affirmative vote by at least eight Board members.

### **Budget Transfer**

**Definition:**

To move line item or project spending authority without increasing the Board authorized appropriation limit including those limits placed on specific funds.

**Application:**

From time to time, circumstances change wherein total spending authority remains intact; however, individual line item or project costs change. Regardless if these changes are accompanied by additional resources, a budget transfer may be necessary to appropriately and accurately reflect cost.

**Authority Required:**

The General Manager or his/her designee may authorize budget transfers between budget types (e.g., operating and capital budgets) and budget units (e.g., project or cost center) within those Funds specified in the budget resolution. Division Chiefs and Directors may authorize budget transfers between non-labor line items within their respective divisions so long as they do not exceed the appropriated budget for said division.

**Resolution No. 2019.06.14**

**RESOLUTION OF THE BOARD OF DIRECTORS  
OF THE SANTA CLARA VALLEY TRANSPORTATION AUTHORITY (VTA)  
ADOPTING A BIENNIAL BUDGET OF VTA  
FOR THE PERIOD JULY 1, 2019 THROUGH JUNE 30, 2021  
(FY 2020 AND FY 2021)**

WHEREAS:

1. Section 100071(b) of the California Public Utilities Code requires the Board of Directors to adopt an annual budget for VTA.
2. Pursuant to Section 11-2(d) of the VTA Administrative Code, the General Manager has proposed that the Board of Directors adopt a biennial (two-year) budget.
3. The Board of Directors desires to adopt a biennial budget for the period July 1, 2019 through June 30, 2021 (FY 2020 and FY 2021).
4. Pursuant to Section 11-2(a) of the VTA Administrative Code the General Manager presented the FY 2020 and FY 2021 Proposed Budget to the Board of Directors and provided a copy to each City Manager in the County of Santa Clara, and to the County Executive prior to May 15, 2019.
5. The Proposed Budget was reviewed by the Administration and Finance Committee on May 16, 2019, and by the Board of Directors on April 19 and June 6, 2019, and at public meetings conducted throughout the County.
6. The Proposed Budget includes all administrative, operational and capital expenses for the Congestion Management Program together with the apportionment of Congestion Management Program expenses by levy against the Managing Agency and each Member Agency to the extent necessary to fund the Congestion Management Program.
7. A list of employee position classifications and pay ranges is included in the Proposed Budget, and the amount of funds budgeted for wages, salaries and benefits for FY 2020 and FY 2021 is based upon VTA's position classification and pay ranges and is set forth in the Statement of Revenues and Expenses in the Proposed Budget.
8. The General Manager proposes an Operating Budget for the VTA Transit Fund for FY 2020 in the amount of \$505,427,000 and for FY 2021 in the amount of \$509,901,176.
9. The General Manager proposes a Capital Budget for the VTA Transit Fund for FY 2020 in the amount of \$216,752,428.
10. The General Manager proposes an Operating Budget for the 2000 Measure A Transit Improvement Program Fund for FY 2020 in the amount of \$105,026,134 and for FY 2021 in the amount of \$107,609,945.

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

11. The General Manager proposes a Capital Budget for the 2000 Measure A Transit Improvement Program Fund for FY 2020 in the amount of \$903,684,780.
12. The General Manager proposes an Operating Budget for the Congestion Management Program Fund for FY 2020 in the amount of \$6,478,885 and for FY 2021 in the amount of \$6,241,000.
13. The General Manager proposes a Capital Budget for the VTP Highway Improvement Program Fund for FY 2020 in the amount of \$282,662,865.
14. The General Manager proposes an Operating Budget for the Joint Development Program Fund for FY 2020 in the amount of \$420,895 and for FY 2021 in the amount of \$310,895.
15. The General Manager proposes a Capital Budget for the Joint Development Program Fund for FY 2020 in the amount of \$8,350,000.
16. The General Manager proposes an Operating Budget for the Silicon Valley Express Lanes Program Fund for FY 2020 in the amount of \$1,966,600 and for FY 2021 in the amount of \$3,013,000.
17. The General Manager proposes an Operating Budget for the 2008 Measure B—BART Operating Sales Tax Program Fund for FY 2020 in the amount of \$1,050,177 and for FY 2021 in the amount of \$1,123,757.
18. The General Manager proposes a Program Budget for the 2016 Measure B Program Fund for FY 2020 in the amount of \$442,460,000.
19. The General Counsel, pursuant to Section 6-2 of the VTA Administrative Code has prepared and recommended a Budget for the Office of General Counsel for FY 2020 and for FY 2021.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Santa Clara Valley Transportation Authority that:

1. The Proposed Biennial Budget for the Santa Clara Valley Transportation Authority (incorporated herein as though set forth at length), is hereby revised as stated in the attached Board Memorandum and adopted as VTA's budget for FY 2020 and FY 2021.
2. Effective July 1, 2019, positions may be authorized and filled, as required, by the General Manager and General Counsel, as appropriate, provided that total VTA-wide budget is not exceeded.
3. As necessary for efficient administration, position classifications may be added, modified, or deleted and salary ranges adjusted with the approval of the General Manager or General Counsel, as appropriate, provided that the changes are in accordance with applicable VTA personnel policies and procedures and are consistent with pay practices in the transportation industry. Such changes shall include pay and

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

classification adjustments arising from agreements between VTA and its recognized labor organizations.

4. Operating appropriations will expire at the end of each fiscal year.
5. Capital and Program appropriations which are not expended during the fiscal year, shall carry over to successive fiscal years until the projects/programs are completed or otherwise terminated.
6. The VTA locally funded portion of the VTA Transit Fund capital appropriation carry over shall be set-aside as a designation of Unrestricted Net Assets in the Comprehensive Annual Financial Report.
7. The budget shall consist of eight Funds: the VTA Transit Fund, the 2000 Measure A Transit Improvement Program Fund, the Congestion Management Program Fund, the VTP Highway Improvement Program Fund, the Joint Development Program Fund, the Silicon Valley Express Lanes Program Fund, the 2008 Measure B—BART Operating Sales Tax Program Fund, and the 2016 Measure B Program Fund. For Operating and Capital Budgets, the General Manager may reallocate appropriations between budget types (Operating or Capital) and budget units (Projects or Cost Centers) within each Fund up to the limits of each Fund's annual appropriation. Any net increase in authorized appropriations to any Fund (including an allocation from reserves) shall require an affirmative vote of at least eight Directors.
8. The FY 2020 and FY 2021 Funding Allocations by Program Area and sub-area for the 2016 Measure B Program are hereby approved.
9. The Recommended Assessments of member agencies for the Congestion Management Program are hereby approved.

PASSED AND ADOPTED by the Santa Clara Valley Transportation Authority Board of Directors on June 6, 2019 by the following vote:

AYES: Carr, Carrasco, Chavez, Cortese, Diep, Jones, Liccardo, McAlister, O'Neill, Peralez, Rennie, Tran

NOES: None

ABSENT: None



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Teresa O'Neill, Chairperson  
Board of Directors

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

I HEREBY CERTIFY AND ATTEST that the foregoing resolution was duly and regularly introduced, passed and adopted by the vote of a majority of the Board of Directors of the Santa Clara Valley Transportation Authority, California, at a meeting of said Board of Directors on the date indicated, as set forth above.

June 6, 2019

Date: June 6, 2019

  
\_\_\_\_\_  
Elaine Baltad, Secretary  
Board of Directors

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Evelynn Cran  
General Counsel

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**



**Bike to Work Day 2019**



**Bike to Work Day 2019**



***SECTION 2***  
***VTA TRANSIT***

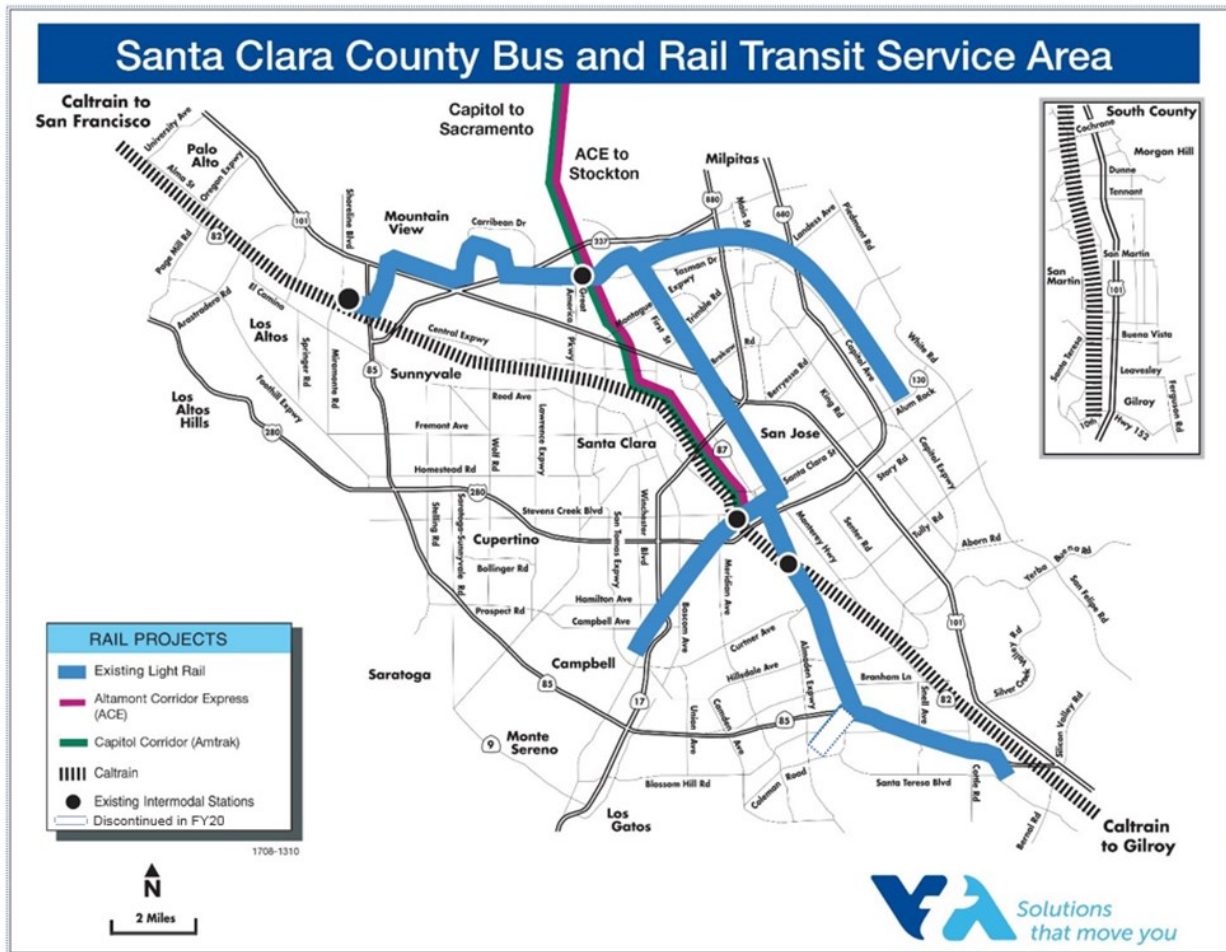
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# VTA Transit Operating

## Overview

VTA Transit encompasses the operation of 71 bus routes and 3 light rail transit lines, two of which travel along the main trunk section between Tasman at the northern end and the Transit Mall in downtown San Jose for a portion of their route. A new line will connect Downtown Mountain View with the Milpitas BART Station and Alum Rock Station once the BART extension to Santa Clara County is in service. In addition, VTA Transit funds paratransit and privately operated shuttle services in the County and participates in providing inter-regional commuter rail and express bus services.



## Bus Operations

VTA has an active bus fleet of 469 buses. VTA’s bus fleet varies in size and configuration based on service requirements. The table on the following page reflects the current makeup of the active fleet.

***Active Bus Fleet***  
(As of July 2019)

Bus Type	Number of Vehicles
Articulated (60')	71
Standard (35' & 40')	140
Hybrid (40')	175
Hybrid (30')	38
Hybrid Express	40
Electric	5
Total	469

The average age of the active fleet is 8.47 years. There are 3,802 bus stops and 633 shelters along the bus routes. VTA also maintains 4 bus park & ride lots. Buses are operated and maintained from three operating divisions and an Overhaul and Repair (O&R) facility: Cerone Operating Division, Don Pedro Chaboya Operating Division, North Operating Division, and Cerone O&R Division.

**Light Rail Transit (LRT)**

VTA operates a 42-mile LRT system connecting the Silicon Valley industrial areas of Mountain View, Sunnyvale, Santa Clara, North San Jose, and Milpitas to residential areas in East and South San Jose and Campbell. The LRT system has a total of 61 stations and 22 park & ride lots. Currently, it operates on three alignments: service between Santa Teresa in South San Jose and Alum Rock in East San Jose, service between downtown Mountain View and the Winchester Station in Campbell, and shuttle service between the Almaden and Ohlone-Chynoweth Stations in South San Jose. However, once the BART extension to Santa Clara County is in operation, the alignment will be modified to instead provide service between Santa Teresa in South San Jose and Baypointe in North San Jose, service between downtown Mountain View and Alum Rock in East San Jose, and service between Old Ironsides in Santa Clara and Winchester in Campbell. A fleet of 98 Kinkisharyo low floor light rail vehicles, stored and maintained at the Guadalupe Operating Division near downtown San Jose, are used to operate these three rail lines.

**ACCESS Paratransit Services**

In accordance with federal regulations, VTA provides ADA paratransit services to persons who are unable to independently access or navigate VTA’s bus or light rail system due to a physical, visual, or cognitive disability. VTA’s responsibility to provide ADA paratransit service has been outsourced since 1993. Under VTA’s current paratransit service delivery model—*VTA ACCESS*—services are directly contracted (as opposed to brokered) and the rider fares are reported separately as revenues.

VTA ACCESS provides curb-to-curb and door-to-door service for eligible individuals for trips made within ¼-mile of VTA’s fixed route transit network at the standard fare of \$4. VTA also

offers service for trips within a premium zone extending an additional mile beyond the ¾-mile standard zone, at a premium fare of \$16. Paratransit service is offered on the same days and at the same times as the corresponding fixed route service. As such, both zones follow the transit network, and changes to the fixed route transit network can impact the geographical footprint of paratransit service.

**Contracted and Interagency Transit Services**

VTA is also a partner in various ventures that expand the transportation options for our customers. These relationships include commuter rail, inter-county express bus lines, and rail feeder services. They are operated either by contract or through cooperative agreements. The following is a description of these services:

**Caltrain**

Caltrain is a commuter rail service, provided by the Peninsula Corridor Joint Powers Board (PCJPB), which is composed of three member agencies: VTA, the San Mateo County Transit District (SamTrans) and the City and County of San Francisco. VTA provides funding for a portion of the operating and capital costs of the Caltrain commuter rail service. Ninety-two trains (including 22 Baby Bullet Express trains) operate between San Jose Diridon Station and San Francisco each weekday, with 34 of these trains extended to the Tamien Station in San Jose where a connection can be made to the LRT System. Connection to the LRT System can also be made at the San Jose Diridon and Mountain View Caltrain Stations. Six peak-hour weekday trains extend south of Tamien station to Gilroy. Twenty-eight Saturday trains and 24 Sunday trains, including 4 Baby Bullet Express trains each day, are operated between San Jose Diridon Station and San Francisco. There are 31 stations along the line of which 15 are located in Santa Clara County. Funding of operating costs is apportioned to each member agency of the PCJPB and is based upon an average weekday passenger count by county conducted in February each year. SamTrans manages the service.

**Altamont Corridor Express**

The Altamont Corridor Express (ACE) is administered and funded under a cooperative agreement among VTA, the Alameda County Congestion Management Agency, and the San Joaquin Regional Rail Commission (SJRRRC). ACE provides four peak hour round trips on weekdays from the Central Valley to Santa Clara County. Stations along the 85-mile route are located in Stockton, Lathrop, Tracy, Livermore (2), Pleasanton, Fremont, Santa Clara (2), and San Jose. The service operates on tracks owned by the Union Pacific railroad. ACE service began in October 1998. SJRRRC is the owner, operator, and policymaking body for ACE service. Pursuant to the ACE agreement, funding of operating costs is based on Fiscal Year 2003 contributions, escalated annually by consumer price index increases.

VTA also provides eight free shuttles to transport ACE riders from the Great America Station in Santa Clara to destinations throughout Silicon Valley. These shuttles are funded by a grant from the Bay Area Air Quality Management District and contributions from ACE and Lockheed Martin Space Systems.

**Capitol Corridor Intercity Rail Service**

VTA is also a member of the Capitol Corridor Joint Powers Authority (Capitol Corridor JPA) that provides Capitol Corridor Intercity Rail Service, which operates 30 week-day trains between Sacramento and Oakland, with 15 continuing to San Jose and operates 22 weekend

trains between Sacramento and Oakland, with 7 continuing to San Jose. Stops are located at stations in Auburn, Rocklin, Roseville, Sacramento, Davis, Suisun/Fairfield, Fairfield/Vacaville, Martinez, Richmond, Berkeley, Emeryville, Oakland (2), Hayward, Fremont, Santa Clara (2), and San Jose. The Capitol Corridor JPA is composed of VTA, the Sacramento Regional Transit District, the Placer County Transportation Planning Agency, the Congestion Management Agencies of Solano and Yolo Counties, and the San Francisco Bay Area Rapid Transit District (BART). Under contract with the Capitol Corridor JPA, BART manages the service and Amtrak operates the service on tracks owned by Union Pacific Railroad. Funding is provided by the State of California.

### **Inter-County Bus Services**

VTA sponsors three inter-county bus services through cooperative arrangements with other transit systems:

1. The Dumbarton Express is a transbay express bus route operating between the Union City BART station and Stanford Research Park in Palo Alto. The service is administered and governed by the Alameda-Contra Costa Transit District (AC Transit) with oversight by the Dumbarton Bridge Regional Operations Consortium, comprised of AC Transit, BART, Union City Transit, SamTrans, and VTA. The service is operated and maintained by MV Transportation and is funded by Regional Measure 2.
2. The Highway 17 Express, operating between Santa Cruz, Scotts Valley, and downtown San Jose, is an inter-county bus service operated through a cooperative arrangement between VTA, the Santa Cruz Metropolitan Transit District (METRO), the Capitol Corridor JPA, and Caltrans. VTA and METRO share the majority of weekday net operating costs equally. The Capitol Corridor JPA and Caltrans provide funding for weekend and holiday service and for certain weekday trips. The service is managed and operated by METRO.
3. The Monterey-San Jose Express operates daily from Monterey to San Jose with three round trips, covering commute times in the morning, mid-day, and evening. The service provides passengers with transfers to and from Capitol Corridor trains that operate between San Jose-Oakland-Sacramento, Caltrain, and VTA's bus and light rail services. The service originates in downtown Monterey with other stops in Monterey County before stopping at the Gilroy Caltrain Station, Morgan Hill Caltrain Station, San Jose State University, downtown San Jose, and the San Jose Diridon Station. The Monterey-San Jose Express is a partnership of Monterey-Salinas Transit (MST), the Capitol Corridor JPA, and VTA. MST operates and maintains the service.

### **San Jose Airport Flyer**

VTA, in partnership with the City of San Jose, provides free Airport Flyer bus service connecting the Norman Y. Mineta San Jose International Airport terminals and airport employee parking lots with the Authority's Metro/Airport Light Rail Station and the Santa Clara Caltrain Station. VTA operates and funds this service and the City of San Jose provides some operating subsidy each year.

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

**Downtown Area Shuttle (DASH)**

VTA, in partnership with San Jose State University, provides free shuttle bus service connecting the Diridon Caltrain Station, Downtown San Jose, and San Jose State University. VTA operates and funds this service in conjunction with San Jose State University and grants from the Bay Area Air Quality Management District's Transportation Fund for Clean Air Program.



*VTA/SJC Airport Flyer*

## ***VTA Transit Operating Budget Assumptions***

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In order to facilitate the preparation of the FY 2020 and FY 2021 Biennial Budget, several major assumptions relating to the economy, revenues, service levels, and other factors that affect costs and revenues were utilized. In addition to the general assumptions listed below, the biennial budget was designed to support VTA's Strategic Plan Core Values and Business Lines.

### **Service Levels**

VTA updates its transit service plan every two years to coincide with the budget development—typically making small adjustments based on rider input and performance data. However, for the FY 2020 and FY 2021 transit service plan, VTA is implementing a significant redesign to its transit network in order to connect to BART at the Milpitas and Berryessa Stations, increase overall ridership and improve cost-effectiveness.

At its December 2018 meeting, the VTA Board adopted recommendations from the Ad Hoc Financial Stability Committee to address a structural imbalance in the Agency's finances. These recommendations included direction to staff to modify a previously adopted service plan, at a lower service level and with a higher ridership focus to achieve \$14.7 million in annual operating savings versus the previous plan. In response, staff developed and presented a draft service plan to the Board and community throughout January and February 2019. Following extensive community engagement, the review of over 1,520 comments and suggestions, and additional analysis, staff proposed a final plan that better aligned with service needs and did not increase the overall network costs. The final 2019 Transit Service Plan for FY 2020 and FY 2021 was adopted by the VTA Board of Directors in May 2019.

The bus portion of the redesign includes the reallocation of service from low-ridership areas to high-ridership areas; transition of Express Bus networks to third-party partnerships in FY 2020; increased weekday and weekend service on some routes; and re-routed or new routes to serve the Milpitas and Berryessa BART stations. Based on community feedback, overnight service on an existing route would continue, frequency increases on certain routes would be deferred until demand warranted them, and the discontinuation of Express routes would occur over time. Overall by the end of FY 2021, the bus redesign results in a slight increase of 0.5% in service hours from the projected FY 2019 service level.

In line with Board direction to create a more ridership-focused network, the redesign reflects several changes that will result in a net increase of 10% in annual light rail service hours upon full implementation. These changes include the introduction of a new line from Alum Rock to Mountain View, increased frequency on the Green line (Winchester to Mountain View), changed frequency for all light rail lines on weekends to align better with BART schedules, and replacement of the Purple Line rail service (Almaden spur) with a new bus route.

Implementation of the approved plan for both bus and light rail would be coordinated with the commencement of BART service to Santa Clara County, currently scheduled for the end of 2019.



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The table on the following page shows a comparison of total service miles and hours for bus and light rail for FY 2018 to FY 2021.

***Service Levels***  
*(In Thousands)*

	<b>FY 2018 Actual</b>	<b>FY 2019 Projected Actual<sup>1</sup></b>	<b>FY 2020 Adopted Budget</b>	<b>FY 2021 Adopted Budget</b>
<b>Service Miles</b>				
Bus	19,064	18,967	19,052	19,087
Light Rail Train	2,242	2,285	2,415	2,529
<b>Total Service Miles</b>	<b>21,305</b>	<b>21,253</b>	<b>21,467</b>	<b>21,616</b>
% change		-0.2%	1.0%	0.7%
<b>Service Hours</b>				
Bus	1,488	1,490	1,495	1,498
Light Rail Train	153	155	163	171
<b>Total Service Hours</b>	<b>1,641</b>	<b>1,645</b>	<b>1,659</b>	<b>1,669</b>
% change		0.2%	0.8%	0.6%

Note: Totals and percentages may not be precise due to independent rounding.

**Ridership**

Transit ridership is on a downward trend across the nation. Several potential factors have been identified including low gas prices, strong economic growth, increased telecommuting, and the emergence of private shuttles and Transportation Network Companies (TNC) such as Uber and Lyft. Another possible contributing factor is the increasingly high housing costs, which cause many lower and middle-income residents to move to more affordable communities in the suburbs where public transit is not a realistic option. Prior to FY 2012, there was a very strong correlation between VTA’s ridership and employment levels in the County. However, in the more recent years, the trend lines have diverged. Employment growth in Silicon Valley is heavily driven by the tech sector (i.e., Google, Facebook, Apple, etc.), and many of those employers provide their own private shuttle service for employees either for first/last-mile connections or longer routes between various Bay Area cities. According to a 2016 Shuttle Census conducted by the Metropolitan Transportation Commission (MTC) and the Bay Area Council, ridership on private and public shuttles in the Bay Area increased by 45% from 2012-2014 to a total of 9.6 million passengers in 2014.

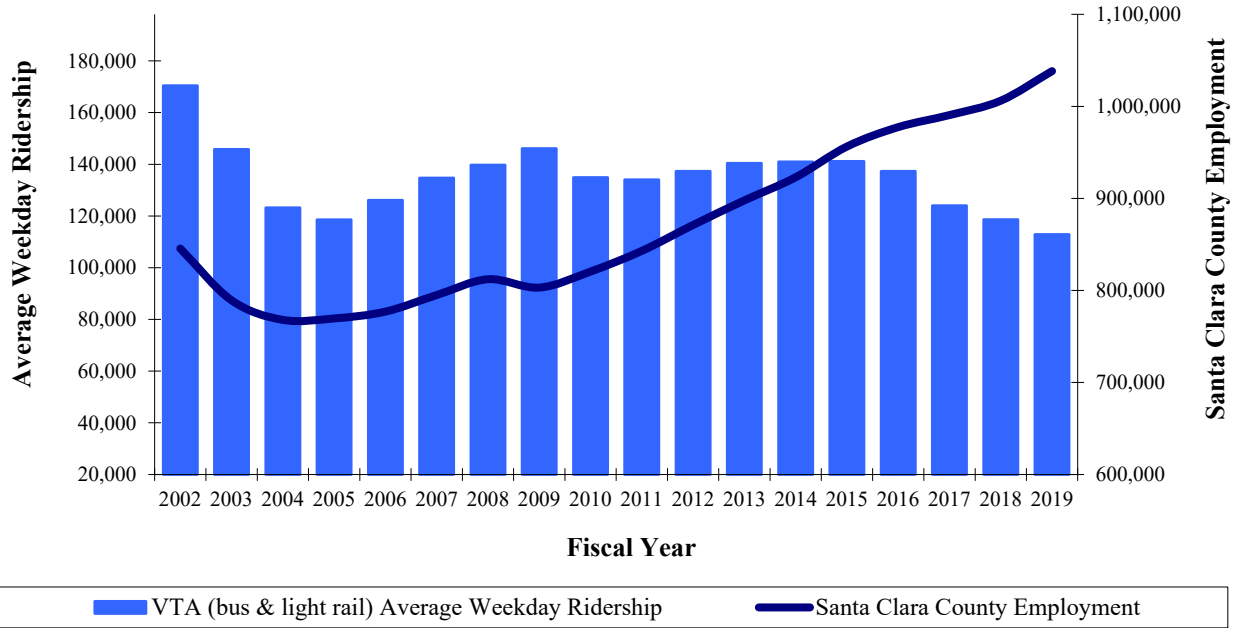
The table on the following page reflects VTA’s Average Weekday Ridership<sup>2</sup> and Santa Clara County Employment levels since FY 2002.

<sup>1</sup> Preliminary Unaudited.

<sup>2</sup> The average number of persons who board the transit system on a day that normal weekday revenue service is provided.

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

VTA Average Weekday Ridership and Santa Clara County Employment



Overall, VTA’s FY 2019 system ridership (bus and rail) decreased by 3.0% from the previous year. Bus ridership totaled 27.0 million, a 3.6% decrease, and light rail ridership totaled 8.4 million, a 0.8% decrease. The primary goal of the changes in the FY 2020 and FY 2021 Final Transit Plan discussed above is to improve VTA bus and light rail ridership.

Although initially bus ridership is projected to decrease in FY 2020, the systemwide trend is expected to change course in VTA’s service network by FY 2021 as a result of the service redesign described above. The development of a more extensive frequent core network and new connecting services to BART are anticipated to increase bus ridership by 7.0% and light rail ridership by 4.0% upon full implementation of the service changes. These projected increases will be phased-in over time as existing riders develop new travel patterns and new riders start using the services. The projected ridership for FY 2020 and FY 2021 incorporates both the phase-in of the increases and timing of service implementation.

**Ridership**  
(In Thousands)

Category	FY18 Actual	FY19 Projected Actual <sup>1</sup>	% Var	FY20 Adopted Budget	% Var	FY21 Adopted Budget	% Var
Bus Ridership	28,048	27,028	-3.6%	25,485	-5.7%	26,639	4.5%
Light Rail Ridership	8,507	8,438	-0.8%	8,732	3.5%	9,048	3.6%
<b>Total Ridership</b>	<b>36,556</b>	<b>35,466</b>	<b>-3.0%</b>	<b>34,217</b>	<b>-3.5%</b>	<b>35,688</b>	<b>4.3%</b>

Note: Totals and percentages may not be precise due to independent rounding.

<sup>1</sup> Preliminary Unaudited.

**Revenues**

**Fares**

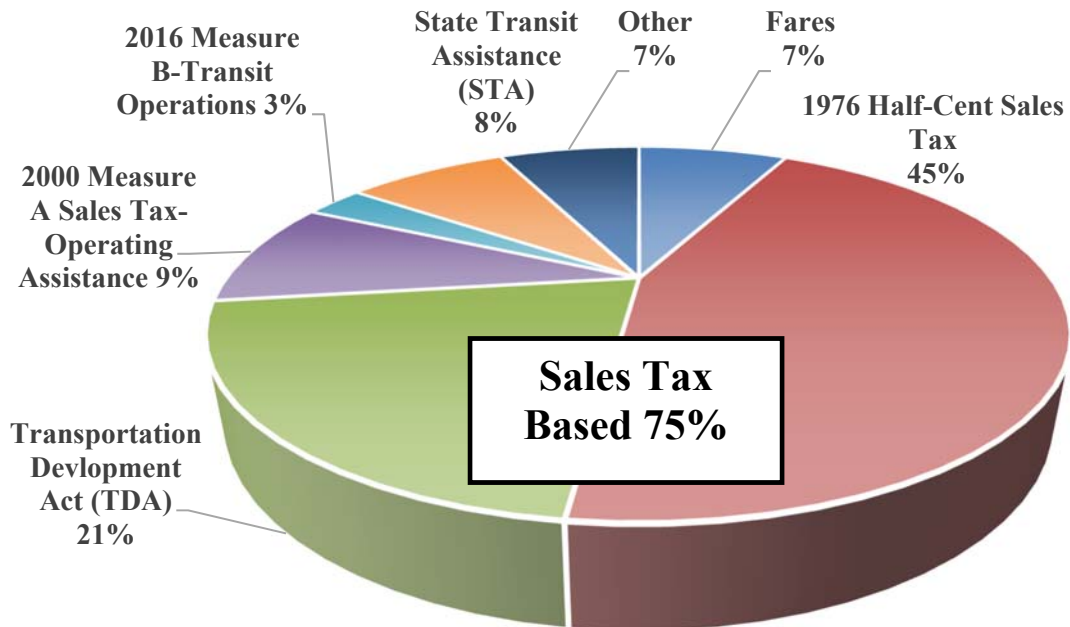
There is no change in the current fare pricing structure at this time. However, in response to Board adoption of the Ad Hoc Financial Stability Committee’s Recommendations, in early 2020 staff will be proposing a change to the Fare Policy to index certain fares to inflation. Any change adopted as part of that effort would take effect no earlier than January 2021.

**Sales Tax Based Revenues**

Sales tax based revenues include 1976 half-cent local sales tax, a quarter-cent state sales tax (from Transportation Development Act or TDA), and 2000 Measure A Sales Tax-Operating Assistance which is derived from 2000 Measure A half-cent sales tax revenues.

As the chart below illustrates, roughly 75% of VTA’s budgeted operating revenues are generated from these sales tax measures, the proceeds from which are driven by the local economy.

***FY 2020 and FY 2021 Budgeted Revenues***



**1976 Half-Cent Sales Tax**

In March 1976, voters approved a permanent half-cent sales and use tax to ensure the continued operation and development of transit service in Santa Clara County. During FY 2018, sales tax receipts from 1976 half-cent sales tax decreased 0.7%, following an increase of 1.7% in FY 2017. Year-to-date growth in FY 2019 has been notably higher with year over year increases of 21.5%, 9.2%, and 12.3% for the first three quarters,

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

respectively. These unprecedented changes reflect the receipt of previously unprocessed returns from FY 2018, which resulted from issues with the new automated tax filing system implemented by the California Department of Tax and Fee Administration (CDTFA) last spring.

To determine the growth assumption for FY 2020 and FY 2021, staff reviewed various projection scenarios including “Optimistic”, “Most Likely”, and “Conservative”. The Adopted Budget reflects projected growth of 1.5% in both FY 2020 and FY 2021 which reflects the “Conservative” scenario, after adjusting for the FY 2018 tax returns received in FY 2019.

### **TDA**

Transportation Development Act (TDA) funds are derived from a quarter-cent sales tax levied by the State on taxable transactions occurring in Santa Clara County. Under the 1971 legislation that created TDA, each county in California could elect to impose a quarter-cent sales tax to be collected by the state Board of Equalization and returned to them on a pro rata basis for public transportation purposes. Subsequent to the enactment of TDA, all 58 counties in California elected to impose such a sales tax within their jurisdictions. The Metropolitan Transportation Commission (MTC) retains a portion of these funds for administration and approximately 94.5% is returned to the source county (e.g., Santa Clara).

Because the TDA funds are derived from the same tax base as the 1976 half-cent sales tax, the budgeted estimates are based on the same 1.5% growth rate listed above, after adjusting for the FY 2018 tax returns received in FY 2019.

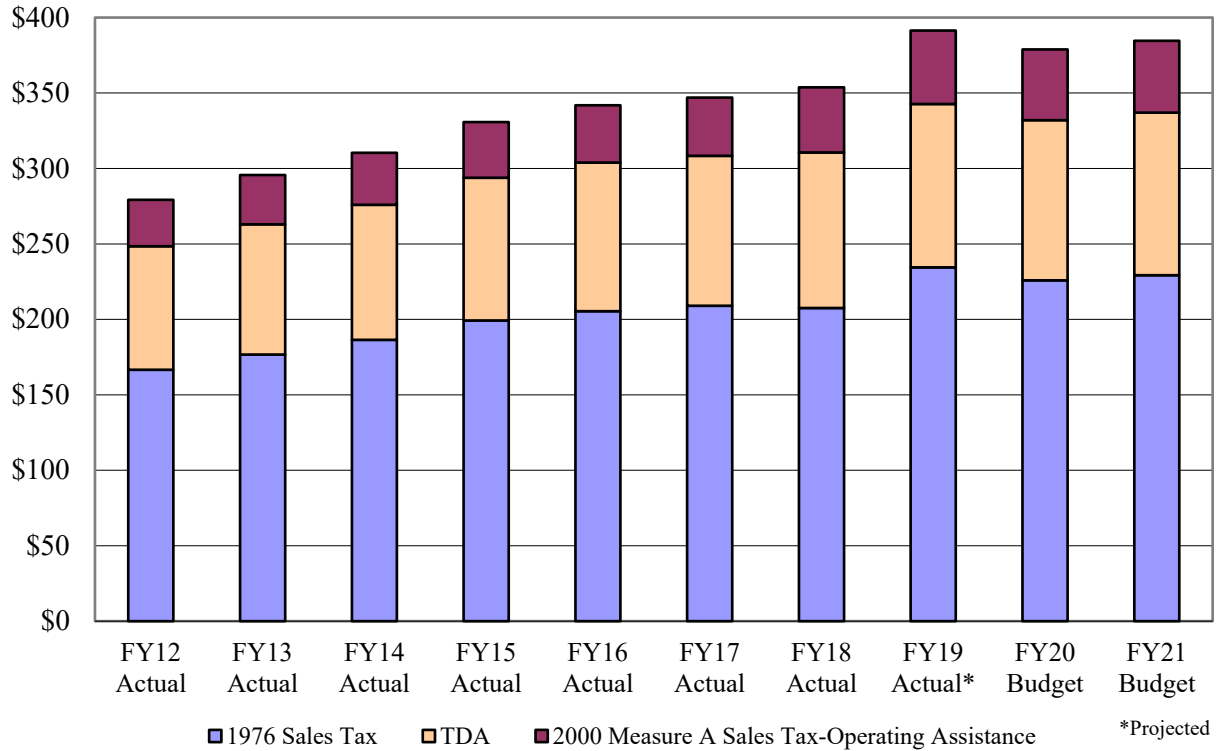
### **2000 Measure A Sales Tax-Operating Assistance**

In November 2000, Santa Clara County voters approved Measure A, which enacted a half-cent sales tax to be collected beginning April 1, 2006 and continuing for a period of 30 years. A portion of this tax is to be used to provide operating assistance for VTA Transit. In FY 2018, the 2000 Measure A sales tax revenue used towards funding VTA Transit operations was increased from 18.5% to 20.75%.

The 2000 Measure A tax is derived from the same taxable sales base as the 1976 half-cent tax and the same two-year growth projections were assumed.

The chart and table on the following page reflect the eight-year historical and two-year budgeted receipts for these three sales tax based revenues.

***Sales Tax Based Revenue Trend***  
(Dollars in Millions)



***Sales Tax Based Revenue Trend***  
(Dollars in Millions)

Category	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual <sup>1</sup>	FY20 Budget	FY21 Budget
1976 Sales Tax	167	177	186	199	205	209	208	236	226	229
TDA	82	86	90	95	99	99	103	109	106	108
2000 Measure A Sales Tax-Operating Assistance	31	33	34	37	38	39	43	49	47	48
<b>Total</b>	<b>279</b>	<b>296</b>	<b>310</b>	<b>331</b>	<b>342</b>	<b>347</b>	<b>354</b>	<b>391</b>	<b>379</b>	<b>385</b>

Note: Totals may not be precise due to independent rounding.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

**Additional Revenues**

**2016 Measure B – Transit Operations**

The 2016 Measure B, discussed in more detail on page 235, includes a program category for Transit Operations. Candidate projects and programs included in the ballot language for this category include:

- Expand mobility services and affordable fare programs for seniors, disabled, students and low-income riders;
- Enhance Frequent Core Bus Network;
- Improve amenities at bus stops to increase safety, security and access; and,
- Support new innovative transit service models to address first/last mile connections.

The Adopted VTA Transit Fund Operating Budget includes \$14.5 million in 2016 Measure B funds for both FY 2020 and FY 2021. Funding from this sales tax measure for the improvement of amenities at bus stops is included in the Adopted VTA Transit Fund Capital Budget discussed on page 118.

**State Transit Assistance (STA)**

State Transit Assistance (STA) funds are derived from the statewide sales tax on diesel fuel and appropriated by the Legislature to the State Controller’s Office. That Office then allocates the tax revenue, by formula, to planning agencies, such as the Metropolitan Transportation Commission (MTC), and other selected agencies. Statute requires that 50% of STA funds be allocated according to population to the State's Regional Transportation Planning Agencies (RTPA) and 50% be allocated to public transit operators according to operator revenues from the prior fiscal year. Senate Bill 1 (Chapter 5, Statutes of 2017; SB1) augmented funding for the STA Program through a 3.5 percent increase of the diesel sales tax rate.

The FY 2020 and FY 2021 Adopted Budget assumes a VTA share of \$40.5 million per year, which reflects the State’s adoption of SB1 in 2017 and are based on the latest estimates from MTC.

The table below shows the eight-year historical and two-year budgeted receipts from STA.

***STA Revenue Trend***  
***(Dollars in Millions)***

<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Actual<sup>1</sup></b>	<b>FY20 Budget</b>	<b>FY21 Budget</b>
14.1	14.9	15.3	14.0	13.6	9.0	21.1	45.1	40.5	40.5

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

**Federal Operating Grants**

President Obama signed the FAST (Fixing America’s Surface Transportation) Act into law on December 4, 2015. For the most part, FAST continues the programs put in place by its predecessor MAP-21 (Moving Ahead for Progress in the 21<sup>st</sup> Century). FAST made the following changes to FTA (Federal Transit Administration) funding programs:

- Reinstated the discretionary bus program, with a small set-aside for Low and No Emission buses;
- Capped the FTA share of the Capital Investment Program at 60%; This includes New Starts, Small Starts and Core Capacity at 60%; and
- Phased in increased Buy-America Requirements – up to 70% by 2020.

The FAST Act Federal funding programs from which VTA receives transit funding and their primary uses are as follows:

- *Section 5307 - Urbanized Area Funds:* This is the largest and most flexible FTA formula fund. This fund encompasses eligible capital activities including preventive maintenance and set aside for support of Americans with Disabilities Act of 1990 (ADA) paratransit services.
- *Section 5337 - State of Good Repair Funding:* This program replaces the old Section 5309 Fixed Guideway program and is restricted to rail system uses.
- *Section 5337 - High Intensity Bus, Section 5339 - Bus and Bus Facilities Funding, and Surface Transportation Program (STP):* These funds are available for bus and bus facility projects. Only VTA’s Express Bus-related services are eligible for Section 5337 bus funding.

The FY 2020 and FY 2021 Adopted Budget includes \$4.7 million and \$4.8 million, respectively for the Americans with Disabilities Act (ADA) set-aside and mobility assistance for low income communities. The remainder of projected formula grants are directed towards the capital program. The table below shows the eight-year historical and two-year budgeted receipts from federal operating grants.

***Federal Operating Grant Revenue Trend***  
*(Dollars in Millions)*

FY12 Actual <sup>1</sup>	FY13 Actual <sup>1</sup>	FY14 Actual <sup>1</sup>	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual <sup>2</sup>	FY20 Budget	FY21 Budget
38.1	28.3	22.7	24.6	4.1	4.2	4.2	4.4	4.7	4.8

<sup>1</sup> Net of transfer for capital.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

### **Low Carbon Fuel Standard Credits**

In 2015, the California Air Resources Board (CARB) established the Low Carbon Fuel Standard (LCFS) program (in its current form) to reduce greenhouse gas emissions produced by the transportation fuel sector. In the program, CARB awards credits or deficits to regulated fuel producers depending on the level of emissions resulting from the production and use of specific fuel types. Generators of electricity that operate electric vehicle charging stations, fixed guideway systems, or electric buses can opt-into the program to earn credits. Regulated parties that do not meet the program requirements, purchase credits from these and other parties in order to reach compliance. The price per credit hinges on market demand and has grown from \$46 per credit in 2015 to \$160 per credit in 2018. In March 2016, VTA opted into the program as a voluntary, regulated party.

The FY 2020 and FY 2021 Adopted Budget reflects the Agency's initial sale of LCFS credits earned for producing clean fuel for transportation purposes via the operation of charging stations, Light Rail system, and electric bus fleet. FY 2020 includes \$3.0 million for the credits accumulated since 2016, and FY 2021 includes \$870 thousand for the estimated credits earned annually.

## **Expenses**

### **Labor Costs**

The Adopted Biennial Budget reflects the following assumptions related to labor costs:

- Wage increases are based on currently negotiated contracts. Budgeting of additional costs, if any, for subsequent contracts will be addressed upon contract ratification by the Board of Directors.
- Pension and Retiree Health contributions are based on latest available actuarial information.
- Six positions are added in FY 2020 and FY 2021 to support the operation of the two new Multi-modal Transit Centers in Milpitas and Berryessa.
- Seven positions are deleted as a result of an early retirement incentive provided in FY 2019. The Adopted Budget reflects that these positions will not need to be refilled.
- Eleven vacant Light Rail Operator positions are also deleted as they are not required to implement the service hours reflected in the 2019 New Transit Service Plan.

The table below shows the eight-year historical and two-year budgeted labor costs.

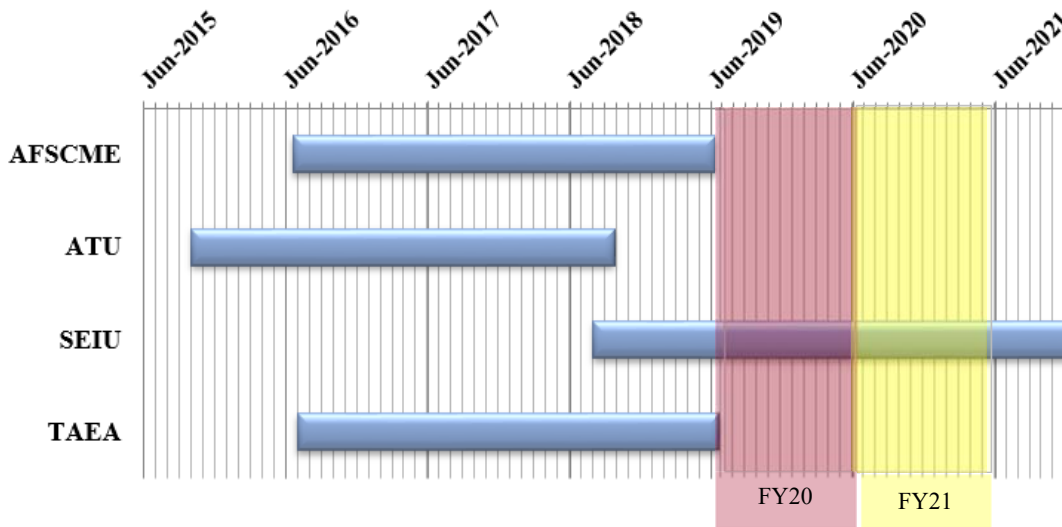


**Labor Cost Trend**  
(Dollars in Millions)

FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Projected Actual <sup>1</sup>	FY20 Budget	FY21 Budget
262.6	272.6	280.7	289.4	300.2	307.1	324.0	342.4	341.4	344.7

Contracts for two bargaining units are scheduled to expire prior to the end of FY 2019, and three are currently under negotiation.

**Contract Duration**



AFSCME—American Federation of State, County, and Municipal Employees, Local 101  
 ATU—Amalgamated Transit Union, Local 265  
 SEIU—Service Employees International Union, Local 521  
 TAEA—Transportation Authority Engineers and Architects Association, Local 21

**Staffing**

FY 2020 and FY 2021 staffing reflect the addition of six positions that will support the operation of the two new Multi-modal Transit Centers in Milpitas and Berryessa. Budgeted staffing levels also reflect the deletion of seven positions resulting from the implementation of an early retirement incentive in FY 2019 and 11 vacant Light Rail Operator positions that are not required to implement the 2019 New Transit Service Plan adopted by the Board in May 2019. The table below shows the approved positions by division for FY 2018 through FY 2021.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

***Position Summary by Division<sup>1</sup>***

<b>Division</b>	<b>FY18<sup>2</sup></b>	<b>FY19<sup>3</sup></b>	<b>FY20<sup>4</sup></b>	<b>FY21<sup>4</sup></b>
External Affairs	66	65	64	64
Finance & Administration	317	314	313	313
Office of the General Counsel	15	15	15	15
Office of the General Manager	19	18	18	18
Operations	1,823	1,822	1,816	1,816
Planning & Engineering	109	115	111	111
Safety & Security	34	34	34	34
<b>Grand Total</b>	<b>2,383</b>	<b>2,383</b>	<b>2,371</b>	<b>2,371</b>

**Non-Labor Costs**

**Fuel**

The Adopted Budget assumes \$2.50 per gallon for diesel in FY 2020 and \$2.60 in FY 2021, including taxes and fees. The assumed level of service miles is based on changes in the 2019 New Transit Service Plan and reflects 19.0 million miles of service for FY 2020 and FY 2021. Annual usage is estimated at approximately 4.1 million gallons in both FY 2020 and FY 2021. The actual average cost per gallon of diesel including taxes, was \$2.38 for FY 2018 and \$2.62 for FY 2019, with prices decreasing during the later part of the year. The average price for June 2019 was \$2.53 per gallon.

**Paratransit**

The Adopted service changes in the 2019 New Transit Service Plan described above are expected to increase paratransit trips by 4% over anticipated levels, upon full implementation. A general growth in trips of 1% in FY 2020 is also anticipated. The tables below detail the major operating metrics for this service and elements of the Paratransit budget.

***Paratransit Operating Metrics***  
*(in Thousands)*

	<b>FY 2018 Actual</b>	<b>FY 2019 Projected</b>	<b>FY 2020 Adopted Budget</b>	<b>FY 2021 Adopted Budget</b>
Ridership	531	522	547	557
Primary Revenue Vehicle Hours	248	229	310	316
Supplemental Trips	145	83	82	84
Fare Revenue	\$2,044	\$2,288	\$2,105	\$2,146

<sup>1</sup> Budgeted positions excluding interns, extra-help and long-term leave.

<sup>2</sup> As of 6/30/18, division totals adjusted to reflect reorganizations.

<sup>3</sup> As of 6/30/19, division totals adjusted to reflect reorganizations.

<sup>4</sup> Budgeted positions.

***Paratransit Expense Detail***  
(In Thousands)

<b>Line</b>	<b>Paratransit Expense</b>	<b>FY18 Actual</b>	<b>FY19 Projected Actual<sup>1</sup></b>	<b>FY 2020 Adopted Budget</b>	<b>FY 2021 Adopted Budget</b>
1	Primary Provider-Fixed	3,169	3,125	3,466	3,559
2	Primary Provider-Revenue Vehicle Hour	11,141	13,376	15,036	15,871
3	Supplemental Service	2,323	1,673	1,614	1,763
4	Eligibility	819	1,081	1,090	1,277
5	Eligibility Transportation	--	0	--	122
6	Vehicle Maintenance	756	709	945	943
7	Fuel	1,128	1,555	1,672	1,709
8	Facilities/Maintenance/Utilities	459	390	428	433
9	Fare Processing	133	105	200	200
10	Software/Hardware	240	217	289	303
11	VTA Staff Services	1,178	1,475	1,920	1,920
12	<b>Total Paratransit Expense</b>	<b>21,347</b>	<b>23,706</b>	<b>26,660</b>	<b>28,099</b>

Note: Totals may not be precise due to independent rounding.

**Caltrain**

VTA's current contribution to Caltrain is approximately 43% of the net operating expenses, based on a ridership formula agreed to by the partner agencies. The Adopted Budget reflects VTA's contribution at approximately \$10.8 million for each fiscal year.

**Transfer to Capital Reserve**

The VTA Transit Fund does not have a dedicated local revenue source for capital expenditures. Any capital enhancements, improvements or state of good repair not covered by grants or other outside sources must be funded from the same sources as the Operating Budget, primarily sales tax-based revenues. The FY 2020 and FY 2021 Adopted Budget reflects a transfer of \$35.0 million to the Capital Reserve in each year. This two-year transfer is anticipated to fully fund the local share of capital costs in the subsequent FY 2022 and FY 2023 budget cycle.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

**VTA Transit**  
**Comparison of Revenues and Expenses**  
*(Dollars in Thousands)*

Line	Category	FY18 Actual	FY19 Current Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Actual	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
1	Fares-Transit	34,511	40,568	35,773	35,371	(402)	-1.1%	36,426	1,055	3.0%
2	Fares-Paratransit	2,044	2,723	2,288	2,105	(183)	-8.0%	2,146	41	2.0%
3	1976 Half-Cent Sales Tax	207,588	219,650	235,959	225,866	(10,093)	-4.3%	229,254	3,388	1.5%
4	TDA	103,052	103,235	109,035	106,157	(2,878)	-2.6%	107,749	1,592	1.5%
5	Measure A Sales Tax-Oper. Asst.	43,133	45,577	48,941	46,867	(2,074)	-4.2%	47,570	703	1.5%
6	2016 Measure B-Transit Operations	0	14,500	29,000	14,500	(14,500)	-50.0%	14,500	0	0.0%
7	STA	21,143	10,300	45,082	40,542	(4,540)	-10.1%	40,542	0	0.0%
8	Federal Operating Grants	4,230	3,910	4,403	4,702	299	6.8%	4,822	120	2.5%
9	State Operating Grants	2,494	960	2,448	2,224	(224)	-9.1%	2,224	0	0.0%
10	Investment Earnings	2,805	4,526	4,980	4,124	(856)	-17.2%	4,536	412	10.0%
11	Advertising Income	2,752	2,909	3,521	3,812	291	8.3%	4,369	577	14.6%
12	Measure A Repayment Obligation	14,936	15,499	11,384	14,729	3,344	29.4%	14,665	(64)	-0.4%
13	Other Income	3,042	2,420	5,518	6,400	883	16.0%	5,090	(1,311)	-20.5%
14	<b>Total Revenue</b>	<b>441,731</b>	<b>466,777</b>	<b>538,331</b>	<b>507,399</b>	<b>(30,933)</b>	<b>-5.7%</b>	<b>513,893</b>	<b>6,494</b>	<b>1.3%</b>
15	Labor Cost	324,031	342,621	342,428	341,425	(1,003)	-0.3%	344,688	3,262	1.0%
16	Materials & Supplies	33,911	37,447	25,959	32,170	6,211	23.9%	31,296	(874)	-2.7%
17	Security	14,853	17,880	14,907	16,517	1,610	10.8%	16,910	394	2.4%
18	Professional & Special Services	5,454	7,170	5,390	6,890	1,500	27.8%	6,769	(121)	-1.8%
19	Other Services	10,927	11,186	10,641	11,209	569	5.3%	11,277	68	0.6%
20	Fuel	9,896	11,832	10,378	10,319	(59)	-0.6%	10,698	379	3.7%
21	Traction Power	4,323	6,049	4,472	5,016	544	12.2%	5,360	344	6.9%
22	Tires	2,160	2,524	2,526	1,849	(678)	-26.8%	1,640	(209)	-11.3%
23	Utilities	3,325	3,712	3,384	3,973	589	17.4%	4,323	349	8.8%
24	Insurance	10,404	6,862	6,179	7,487	1,308	21.2%	7,897	410	5.5%
25	Data Processing	4,837	4,987	5,303	6,176	873	16.5%	6,446	270	4.4%
26	Office Expense	299	412	268	340	72	27.0%	337	(3)	-0.9%
27	Communications	1,723	1,644	1,774	1,791	17	0.9%	1,820	29	1.6%
28	Employee Related Expense	997	1,129	697	1,113	416	59.7%	1,218	105	9.5%
29	Leases & Rents	568	904	759	890	131	17.3%	879	(11)	-1.2%
30	Miscellaneous	929	1,081	1,067	1,117	50	4.7%	1,125	8	0.7%
31	Reimbursements	(43,379)	(37,332)	(43,133)	(46,191)	(3,058)	7.1%	(47,859)	(1,668)	3.6%
32	<b>Subtotal Operating Expense</b>	<b>385,258</b>	<b>420,106</b>	<b>392,998</b>	<b>402,090</b>	<b>9,092</b>	<b>2.3%</b>	<b>404,824</b>	<b>2,734</b>	<b>0.7%</b>
33	Paratransit <sup>3</sup>	21,347	26,338	23,706	26,660	2,954	12.5%	28,099	1,439	5.4%
34	Caltrain	8,967	10,790	10,790	10,800	10	0.1%	10,800	0	0.0%
35	Altamont Corridor Express	5,119	5,307	5,279	5,473	194	3.7%	5,773	300	5.5%
36	Highway 17 Express	350	381	350	375	25	7.1%	400	25	6.7%
37	Monterey-San Jose Express	35	35	35	35	0	0.6%	35	0	0.0%
38	Contribution to Other Agencies	1,020	1,006	(413)	1,173	1,587	-383.9%	1,187	14	1.2%
39	Debt Service	20,404	22,233	17,924	20,821	2,898	16.2%	20,784	(38)	-0.2%
40	<b>Subtotal Other Expense</b>	<b>57,242</b>	<b>66,090</b>	<b>57,670</b>	<b>65,337</b>	<b>7,667</b>	<b>13.3%</b>	<b>67,077</b>	<b>1,740</b>	<b>2.7%</b>
41	<b>Operating and Other Expense</b>	<b>442,500</b>	<b>486,195</b>	<b>450,668</b>	<b>467,427</b>	<b>16,759</b>	<b>3.7%</b>	<b>471,901</b>	<b>4,474</b>	<b>1.0%</b>
42	Transfer to Capital Reserve	5,000	65,000	65,000	35,000	(30,000)	-46.2%	35,000	0	0.0%
43	Contingency	0	2,000		3,000	3,000	N/A	3,000	0	0.0%
44	<b>Total Expense/Contingency/Cap Trsf</b>	<b>447,500</b>	<b>553,195</b>	<b>515,668</b>	<b>505,427</b>	<b>(10,241)</b>	<b>-2.0%</b>	<b>509,901</b>	<b>4,474</b>	<b>0.9%</b>
45	<b>Operating Balance</b>	<b>(5,769)</b>	<b>(86,418)</b>	<b>22,663</b>	<b>1,972</b>			<b>3,991</b>		

Note: Totals and percentages may not be precise due to independent rounding.

Descriptions of each Revenue and Expense Category can be found in Appendix D.

<sup>1</sup> Reflects Adopted Budget approved by the Board on June 1, 2017 and augmentation approved on June 6, 2019.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## ***Major Variances (Variance in excess of 5% and \$1.0 million)***

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### **Revenues**

#### **2016 Measure B–Transit Operations:**

FY 2020 reflects a \$14.5 million decrease from FY 2019 actual. This revenue source is from the Transit Operations Program Area of the 2016 Measure B Program. The receipt of the FY 2018 revenue from 2016 Measure B was delayed due to litigation. Funds from the measure were deposited into an escrow account until the legal challenge was subsequently resolved in January 2019. Funding for both FY 2018 and FY 2019 allocations was reflected in FY 2019.

#### **STA:**

FY 2020 STA receipts are projected to decrease by \$4.5 million or 10.1% from FY 2019 actual. The amount received in FY 2019 includes a FY 2018 grant for prior year State of Good Repair expenses.

#### **Measure A Repayment Obligation:**

FY 2020 reflects a \$3.3 million increase from FY 2019 actual due to a bond refunding, which lowered the 2000 Measure A Transit Improvement Program’s annual repayment obligation for debt service to the Transit Fund in FY 2019.

### **Expenses**

#### **Materials & Supplies:**

The FY 2020 budget shows a \$6.2 million increase or 23.9% compared to FY 2019 due to the delayed need for hybrid battery replacements and timing of scheduled campaigns for Light Rail Vehicle Maintenance.

#### **Security:**

The FY 2020 budget is \$1.6 million higher than FY 2019 due primarily to planned additional security staffing and coverage.

#### **Professional & Special Services:**

The FY 2020 budget shows a \$1.5 million increase or 27.8% compared to FY 2019, due primarily to the delayed need of professional services related to the replacement of hybrid battery and timing of scheduled campaigns for Light Rail Vehicle Maintenance.

#### **Insurance:**

FY 2020 budget is \$1.3 million higher than FY 2019 actual due to a claim reimbursement received in 2019 that resulted in a smaller actuarial recommended transfer to the Self Insured Liability Reserve.

#### **Reimbursements:**

FY 2020 budgeted reimbursements are anticipated to increase \$3.1 million from FY 2019 actual due to an anticipated increase in project activity and staff support in the Paratransit Program, as well as

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

additional positions in support of the 2008 Measure B—BART Operating Sales Tax and 2016 Measure B Programs.

### **Paratransit:**

The FY 2020 budget reflects a \$3.0 million increase over FY 2019 due to contractual rate changes; an anticipated increase in VTA staff time charged to support the services; an anticipated increase in trips provided as a result of the implementation of expanded fixed-route service coverage hours; and a continued increase in primary revenue vehicle hours over taxi service to improve service quality and reliability. The FY 2021 budget reflects a \$1.4 million increase from FY 2020 due to contractual rate changes and the annualized impact of the fixed-route service changes.

### **Contribution to Other Agencies:**

The FY 2020 budget reflects a \$1.6 million increase from FY 2019. The actual expenses in FY 2019 include a reimbursement from the 2016 Measure B Program Fund for the measure's share of costs for the November 2016 General Election.

### **Debt Service:**

The FY 2020 budget reflects a \$2.9 million increase over FY 2019 primarily due to debt service savings achieved in 2019 from the refunding of 2008 bonds.

### **Transfer to Capital Reserve:**

The FY 2020 budget reflects a \$30.0 million decrease over FY 2019. The actuals in FY 2019 included the set-aside for local share of capital for both FY 2018 and FY 2019.

### **Contingency:**

The FY 2020 budget reflects a \$3.0 million increase over FY 2019. For administrative purposes, the Operating Contingency is budgeted as a separate category. As urgent or unexpected needs arise, the required budget is transferred to the appropriate expenditure category.

***VTA Transit***  
***Sources and Uses of Funds Summary***  
*(Dollars in Thousands)*

<u>Line</u>	<u>Description</u>	<u>FY18 Actual</u>	<u>FY19 Projected Actual<sup>1</sup></u>	<u>FY20 Adopted Budget</u>	<u>FY21 Adopted Budget</u>
<b><u>Operating Balance</u></b>					
1	Total Operating Revenues	441,731	538,331	507,399	513,893
2	Total Operating Expenses	(447,500)	(515,668)	(505,427)	(509,901)
3	Operating Balance	(5,769)	22,663	1,972	3,991
<b><u>Operating Balance Transfers</u></b>					
4	Operating Balance (Line 3)	(5,769)	22,663	1,972	3,991
5	Transfers From/(To) Operating Reserve	5,769	(21,007)	(671)	(1,997)
6	Transfers From/(To) Sales Tax Stabilization Fund	0	0	0	0
7	Transfers From/(To) Debt Reduction Fund	0	(1,656)	(1,300)	(1,994)
8	Balance to Undesignated Reserves	0	0	0	0
<b><u>Operating Reserve</u></b>					
9	Beginning Operating Reserve	66,659	54,807	75,814	76,485
10	Transfer From/(To) Operating Balance	(5,769)	21,007	671	1,997
11	Transfer From/(To) Local Share of Capital Projects	(6,083)	0	0	0
12	Ending Operating Reserve <sup>2</sup>	54,807	75,814	76,485	78,482
13	Operating Reserve % <sup>3</sup>	11.1%	15.0%	15.0%	15.0%

The FY 2020 and FY 2021 Ending Operating Reserves, Line 12 above, assume that a portion of the Operating Balance in the respective adopted operating budgets would be used to maintain an Operating Reserve balance at the Board adopted policy level of 15%, with the remainder transferring to the Debt Reduction Fund pursuant to Board Policy.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

<sup>2</sup> Net Assets less funds that are restricted by bond covenants, Board designations, and policy guidelines.

<sup>3</sup> For FY 2018, line 12 divided by FY 2019 Operating Expenses; for FY 2019 and FY 2020, line 12 divided by subsequent fiscal year budgeted Operating Expenses (Line 2); and FY21 is based on projected FY 2022 Operating Expenses.

## *VTA Transit 10-Year Projection*

In order to provide a broader picture beyond the two-year budget horizon, the table below shows projected Revenues, Expenses, and Operating Balance through FY 2029 (in millions).

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>
Revenues	\$507.4	\$513.9	\$530.3	\$542.5	\$556.2	\$569.3	\$583.7	\$580.0	\$595.1	\$609.6
Expenses	505.4	509.9	523.2	536.4	549.6	562.9	579.6	577.0	591.7	602.9
Operating Balance	\$2.0	\$4.0	\$7.1	\$6.2	\$6.6	\$6.4	\$4.0	\$3.0	\$3.3	\$6.8

Note: Totals may not be precise due to independent rounding

Revenue growth during the FY22-FY29 projection period reflects sales tax-based and fare revenue growth of 2.5% with 2.0% growth on most other sources. Expenditures reflect a slowing in the growth rate of labor costs over time as potential mitigation measures related to benefit costs, which are subject to collective bargaining, realize their full impact. Growth on most other expenditure categories is based on an average inflation rate of 3.0%.

As with all forecasts, there is uncertainty regarding the revenue and expenditure estimates above. In particular sales tax-based revenues may exceed or fall below expectations based on changes in economic or non-economic conditions. Additionally, actual expenditures could differ from projections based on final service levels implemented; volatility in fuel, pension, and healthcare costs; and impacts of negotiated contracts.



***Division Budget Summary***  
(Dollars in Thousands)

<b>Division</b>	<b>FY18 Actual</b>	<b>FY19 Current Budget<sup>1</sup></b>	<b>FY19 Projected Actual<sup>2</sup></b>	<b>FY20 Adopted Budget</b>	<b>FY21 Adopted Budget</b>
Auditor General	311	480	475	475	401
Office of the Chief of Staff <sup>3</sup>	836	774	758	-	-
External Affairs	10,058	11,933	9,945	12,516	12,393
Finance & Administration	67,522	71,889	65,956	73,162	74,934
Office of the General Counsel	2,843	3,254	2,880	3,320	3,324
Office of the General Manager	4,002	6,586	4,142	7,702	7,685
Non-Departmental	25,277	71,142	81,271	40,246	40,069
Operations	341,962	378,876	353,989	368,589	373,563
Planning & Engineering	18,267	21,768	20,068	23,146	22,463
System Safety & Security	19,801	23,827	19,319	22,461	22,929
<b>Total Expenses</b>	<b>490,879</b>	<b>590,528</b>	<b>558,801</b>	<b>551,618</b>	<b>557,760</b>
Reimbursements	(43,379)	(37,332)	(43,133)	(46,191)	(47,859)
<b>Grand Total</b>	<b>447,500</b>	<b>553,195</b>	<b>515,668</b>	<b>505,427</b>	<b>509,901</b>

Note: Totals may not be precise due to independent rounding.

<sup>1</sup> Reflects Adopted Budget approved by Board on June 1, 2017 and augmentation on June 6, 2019.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

<sup>3</sup> Office of the Chief of Staff was disbanded as part of an agency-wide reorganization in FY 2019.

## *Office of the General Manager*

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The Office of the General Manager/CEO is responsible for the overall administration of VTA and oversees VTA's construction, planning, financial, and capital program efforts and strategies. The Office also serves as VTA's Purchasing Agent, executes and implements Real Estate transactions, as authorized by VTA's Board of Directors, and executes grant agreements in accordance with VTA's Administrative Code or as authorized by the Board of Directors. VTA's General Manager/CEO reports directly to the Board.

The Office of the General Manager/Chief Executive Officer is also responsible for executive oversight of the BART Delivery Program, Office of Innovation, and Office of Civil Rights (OCR).

### **Department Descriptions**

#### **BART Delivery Program:**

The BART Delivery Program office will be responsible and accountable for ensuring the completion of BART Phase I and delivery of BART Phase II projects.

#### **Office of Civil Rights:**

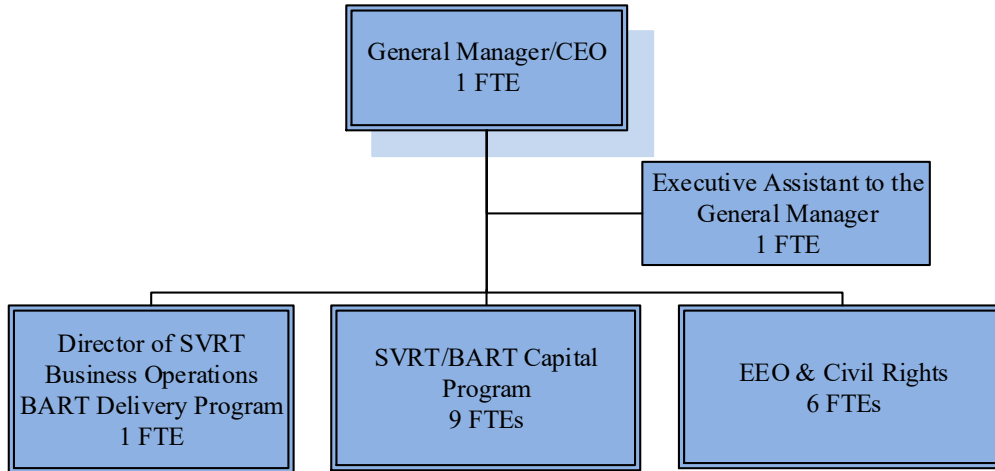
The Office of Civil Rights oversees Civil Rights, Title VI, and all diversity and inclusion initiatives and events.

#### **Office of Innovation:**

The Office of Innovation will serve as the ideas-laboratory and a convening for partners, developers and innovators to accelerate the pace of technology integration into our mobility network.

*Office of the General Manager Division cont.*

**18 FTEs**  
(As of 6/30/19)



**Office of the General Manager  
Position Detail**

Job Title	FY18 <sup>1</sup>	FY19 <sup>2</sup>	FY20 <sup>3</sup>	FY21 <sup>3</sup>
Assistant Transportation Engineer	1	1	1	1
Associate Human Resources Analyst	0	2	2	2
Associate Transportation Engineer	1	1	1	1
Chief of Staff to the General Manager	1	0	0	0
Chief Planning & Engineering Officer	1	0	0	0
Civil Rights Program Manager	1	1	1	1
Deputy Director, SVRT/BART Capital Prog	1	1	1	1
Director of SVRT Business Operations	1	1	1	1
EEO & Civil Rights Manager	1	1	1	1
Executive Assistant to General Manager	1	1	1	1
General Manager	1	1	1	1
Human Resources Analyst	3	2	2	2
Management Aide	1	0	0	0
Office Specialist II	0	1	1	1
Office Support Supervisor	0	1	1	1
Secretary	1	1	1	1
Sr Cost & Schedule Coordinator	1	1	1	1
Sr Management Analyst	1	0	0	0
Sr Transportation Engineer	1	1	1	1
SVRT Project Controls Manager	1	1	1	1
<b>Total</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>18</b>

<sup>1</sup> As of 6/30/18, adjusted to reflect division reorganizations.

<sup>2</sup> As of 6/30/19, adjusted to reflect division reorganizations.

<sup>3</sup> Budgeted positions.

*Office of the General Manager Expense Budget*

*(Dollars in Thousands)*

Category	FY18 Actual	FY19 Current Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
Labor Cost	3,079	3,465	3,370	<b>3,638</b>	268	7.9%	<b>3,665</b>	27	0.7%
Material & Supplies	0	0	0	<b>0</b>	0	227.2%	<b>0</b>	0	0.0%
Professional & Special Services	215	420	123	<b>312</b>	189	154.6%	<b>260</b>	(52)	-16.7%
Other Services	6	8	6	<b>3</b>	(4)	-58.6%	<b>3</b>	0	0.0%
Office Expense	6	4	6	<b>5</b>	(0)	-5.5%	<b>5</b>	0	0.0%
Communications	1	1	1	<b>1</b>	0	18.7%	<b>1</b>	0	0.0%
Employee Related Expense	244	228	163	<b>258</b>	95	58.2%	<b>258</b>	0	0.0%
Leases & Rents	0	1	0	<b>0</b>	0	0	<b>0</b>	0	0.0%
Miscellaneous	167	180	173	<b>175</b>	2	1.1%	<b>172</b>	(3)	-1.7%
Contribution to Other Agencies	285	280	300	<b>310</b>	10	3.5%	<b>321</b>	11	3.5%
Contingency		2,000		<b>3,000</b>	3,000	N/A	<b>3,000</b>	0	0.0%
<b>Total Expense</b>	<b>4,002</b>	<b>6,586</b>	<b>4,142</b>	<b>7,702</b>	<b>3,561</b>	<b>86.0%</b>	<b>7,685</b>	<b>(17)</b>	<b>-0.2%</b>
Reimbursements	(3,366)	(2,946)	(3,393)	<b>(3,076)</b>	318	-9.4%	<b>(3,152)</b>	(77)	2.5%
<b>Net Total</b>	<b>637</b>	<b>3,640</b>	<b>748</b>	<b>4,626</b>	<b>3,878</b>	<b>518.3%</b>	<b>4,532</b>	<b>(94)</b>	<b>-2.0%</b>

Note: Totals and percentages may not be precise due to independent rounding.  
 Descriptions of each Revenue and Expense Category can be found in Appendix D.

**Major Variances (Variance in excess of 5% and \$100,000)**

**Labor Costs:**

The FY 2020 budget reflects a \$268 thousand increase over FY 2019 actual due to the budgeting of 100% of approved positions in FY 2020 while FY 2019 actual costs reflect only filled positions. The estimated impact of FY 2020 and FY 2021 vacancies for the entire agency is reflected under Non-Departmental.

**Professional & Special Services:**

The FY 2020 budget reflects a \$189 thousand increase over FY 2019 actual due to the consultant fees on title VI and ADA related matters.

**Contingency:**

The FY 2020 budget reflects a \$3.0 million increase over FY 2019. For administrative purposes, the Operating Contingency is budgeted as a separate category. As urgent or unexpected needs arise, the required budget is transferred to the appropriate expenditure category.

<sup>1</sup> Reflects Adopted Budget approved by Board on June 1, 2017 and augmentation on June 6, 2019.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## ***Office of the General Manager Division cont.***

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### **Reimbursements:**

FY 2020 budgeted reimbursements reflect a decrease of \$318 thousand from FY 2019 due to division reorganization.

### **FY 2018 & FY 2019 Accomplishments**

1. Completed various milestones on VTA's BART Silicon Valley Berryessa Extension Project (SVBX) – Phase I including: construction of trackway, system, and facilities; construction of sound walls; installation of a photovoltaic (solar) power system at the Berryessa station; and transfer of track, system and facilities to BART for integration, training, and final safety checks.
2. VTA's Bart Silicon Valley Phase II Project was selected as the first transit agency to participate in the Federal Transportation Administration's Capital Investment Grant Expedited Project Delivery pilot program designed to fast track major transportation infrastructure projects.
3. Led efforts, in collaboration with the Planning & Engineering and Operations Divisions, to develop an electronic inventory of over 500 VTA bus stops, Park & Rides, administrative facilities, and the new BART Transit Centers for ADA compliance.
4. Developed and implemented a successful enterprise-wide Anti-Sexual-Harassment campaign through which over 1,000 bus and light rail operators, mechanics, and service workers have been trained.
5. Developed a successful public information campaign to educate bus operators and VTA customers on ADA guidelines which differentiate between service and other support animals used to assist persons with disabilities.

### **FY 2020 & FY 2021 Goals**

The following section details the Division's primary goals for the upcoming two years, the estimated implementation timeframe and the Strategic Plan Business Lines supported by those endeavors.

1. Open of VTA's BART to Silicon Valley Extension – Phase I. (*Timeframe:* End of 2019; *Business Line Supported:* Faster, Frequent, Reliable Transit)
2. Turn over of municipal facilities, e.g. roadways and utilities, to partner agencies. (*Timeframe:* 3rd Quarter 2019; *Business Line Supported:* Transportation System Management)

***Office of the General Manager Division cont.***

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3. Incorporate transit-oriented development within Phase II station designs. (*Timeframe: 2nd Quarter 2021; Business Line Supported: Transportation System Management*)
4. Submit FTA Full Funding Grant Application through FTA's Expedited Project Delivery (EPD) Pilot Program. (*Timeframe: 1st Quarter 2020; Business Line Supported: Delivering Projects and Programs*)
5. Complete construction of the Montague Pedestrian Overcrossing. (*Timeframe: 4th Quarter 2020; Business Line Supported: Transportation System Management*)
6. Implement training on the topics of implicit bias, transgender sensitivity, and non-supervisory civil rights training. (*Timeframe: December 2019; Business Line Supported: Delivering Projects and Programs*)
7. Support Santa Clara County's Census 2020 effort. (*Timeframe: 2019-2020; Business Line Supported: Delivering Projects and Programs*)
8. Implement Not on Transit program, contingent on award of FTA grant funds. (*Timeframe: 2019-2020; Business Line Supported: Transportation System Management*)
9. Complete VTA's ADA Transition Plan to prioritize and fund improved bus stops and transit facilities for ADA access. (*Timeframe: 2nd Quarter 2020; Business Line Supported: Faster, Frequent, Reliable Transit*)
10. Integrate and increase greater visibility of the OCR team into VTA projects, particularly BART to Silicon Valley, 2019 Transit Service Plan, and Eastridge to BART Regional Connector Capitol Expressway Light Rail Project. (*Timeframe: On-going; Business Line Supported: Faster, Frequent, Reliable Transit*)



*Berryessa BART Station*

## *Auditor General*

VTA’s Auditor General is responsible for assisting the Board of Directors in fulfilling its fiduciary responsibilities of overseeing risks and controls in financial reporting, financial integrity, program activities, and reputation and public perception of the organization. The Auditor General has a direct reporting relationship to the Governance and Audit Committee and Board and an administrative reporting relationship to the General Manager. The Auditor General is, among other duties, responsible for:

- Developing and recommending the Annual Internal Audit Work Plan.
- Assigning and managing the audit resources required to conduct each internal audit.
- Providing progress reports to the Governance and Audit Committee and audit results to the Governance and Audit Committee and Board.

Corey Saunders of RSM US, LLP currently serves as VTA’s Auditor General.

### *Auditor General Expense Budget* (Dollars in Thousands)

Category	FY18 Actual	FY19 Current Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
Professional & Special Services	307	475	475	475	0	0.1%	401	(75)	-15.8%
Miscellaneous	4	5	0	0	0	N/A	0		N/A
<b>Total Expense</b>	<b>311</b>	<b>480</b>	<b>475</b>	<b>475</b>	<b>0</b>	<b>0.1%</b>	<b>401</b>	<b>(75)</b>	<b>-15.8%</b>
Reimbursements	0	0	0	0	0	N/A	0	0	N/A
<b>Net Total</b>	<b>311</b>	<b>480</b>	<b>475</b>	<b>475</b>	<b>0</b>	<b>0.1%</b>	<b>401</b>	<b>(75)</b>	<b>-15.8%</b>

Note: Totals and percentages may not be precise due to independent rounding.  
Descriptions of each Revenue and Expense Category can be found in Appendix D.

### **Major Variances (Variance in excess of 5% and \$100,000)**

None

<sup>1</sup> Adopted Budget approved by the Board on June 1, 2017.

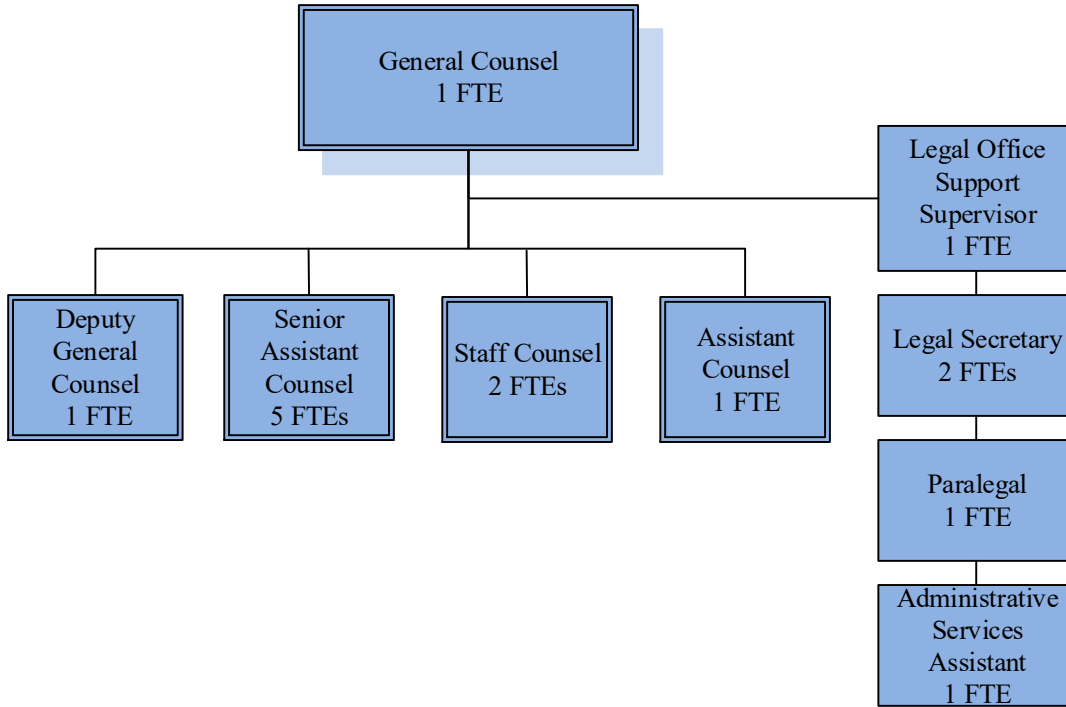
<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.



## Office of the General Counsel

The General Counsel’s Office provides legal advice and counsel with respect to all facets of VTA’s various programs to the Board of Directors, General Manager, and all divisions and departments.

**15 FTEs**  
(As of 6/30/19)



### Position Detail

Job Title	FY18 <sup>1</sup>	FY19 <sup>2</sup>	FY20 <sup>3</sup>	FY21 <sup>3</sup>
Administrative Services Assistant	1	1	1	1
Assistant Counsel	1	1	1	1
Deputy General Counsel	1	1	1	1
General Counsel	1	1	1	1
Legal Office Support Supervisor	1	1	1	1
Legal Secretary	2	2	2	2
Paralegal	1	1	1	1
Sr Assistant Counsel	5	5	5	5
Staff Attorney II	2	2	2	2
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

<sup>1</sup> As of 6/30/18.

<sup>2</sup> As of 6/30/19.

<sup>3</sup> Budgeted positions.

## *Office of the General Counsel cont.*

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### **FY 2018 & FY 2019 Accomplishments**

1. Successfully defended against the lawsuit challenging 2016 Measure B, ensuring the implementation of the program.
2. Successfully tried two cases to jury defense verdict, allowing VTA to release claim reserves to be used instead for operations and business goals.
3. Provided legal guidance and support for VTA's SVBX in connection with contractor claims, right of way acquisitions, and key terms in the Operations and Maintenance Agreement with BART.
4. Assisted in establishing a process wherein all new policies and procedures, or amendments thereto, are coordinated and reviewed by the Office of the General Counsel for clarity, conformity, and legal compliance.
5. Successfully defended VTA's disciplinary actions in labor arbitrations and provided counsel to labor negotiations team regarding legal process.
6. Provided legal support of driverless vehicle pilot program.

### **FY 2020 & FY 2021 Goals**

The following section details the Division's primary goals for the upcoming two years, the estimated implementation timeframe and the Strategic Plan Business Lines supported by those endeavors.

1. Provide legal support to ensure proper implementation of the 2016 Measure B Program. (*Timeframe: On-going; Business Line Supported: Transportation System Management*)
2. Continue to provide legal support that ensures the efficient progress of important projects such as VTA's BART SVBX Phase I and BART Phase II (*Timeframe: On-going; Business Line Supported: Delivering Projects and Programs*)
3. Provide quality legal services to ensure claims are handled in the best interest of the agency. (*Timeframe: On-going; Business Line Supported: Faster, Frequent, Reliable Transit*)
4. Provide training for staff relating to procurement, contracts, and construction issues to minimize risks and support the timely delivery of projects. (*Timeframe: On-going; Business Line Supported: Delivering Projects and Programs*)
5. Provide legal support and guidance regarding issues surrounding emerging technologies in transportation. (*Timeframe: On-going; Business Line Supported: Faster, Frequent, Reliable Transit*)

***Office of the General Counsel cont.***

6. Continue to provide legal services and support of Transit Oriented Joint Development program to promote integration of land use with transportation. (*Timeframe: On-going; Business Line Supported: Transportation System Management*)
7. Continue to provide support on VTA's effort to create a uniform method for transportation impact analysis given the law's change from assessing Level of Service to Vehicle Miles Traveled, which provides a county-wide uniform way to address congestion and greenhouse gas emissions. (*Timeframe: On-going; Business Line Supported: Transportation System Management*)

***Office of the General Counsel Expense Budget***  
*(Dollars in Thousands)*

Category	FY18 Actual	FY19 Current Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
Labor Cost	2,666	2,956	2,627	<b>3,020</b>	393	15.0%	<b>3,034</b>	14	0.5%
Professional & Special Services	78	145	108	<b>206</b>	98	91.1%	<b>194</b>	(12)	-6.0%
Other Services	33	76	67	<b>1</b>	(66)	-98.9%	<b>1</b>	0	8.3%
Data Processing	0	3	0	<b>2</b>	2	N/A	<b>2</b>	0	3.6%
Office Expense	5	11	9	<b>11</b>	2	18.5%	<b>11</b>	0	0.0%
Employee Related Expense	16	20	14	<b>27</b>	13	90.4%	<b>28</b>	1	2.8%
Miscellaneous	45	43	54	<b>54</b>	(0)	-0.9%	<b>55</b>	1	2.8%
<b>Total Expense</b>	<b>2,843</b>	<b>3,254</b>	<b>2,880</b>	<b>3,320</b>	<b>440</b>	<b>15.3%</b>	<b>3,324</b>	<b>4</b>	<b>0.1%</b>
Reimbursements	(1,300)	(1,156)	(1,722)	<b>(1,615)</b>	107	-6.2%	<b>(1,655)</b>	(40)	2.5%
<b>Net Total</b>	<b>1,544</b>	<b>2,097</b>	<b>1,158</b>	<b>1,705</b>	<b>547</b>	<b>47.2%</b>	<b>1,669</b>	<b>(37)</b>	<b>-2.1%</b>

Note: Totals and percentages may not be precise due to independent rounding.  
 Descriptions of each Revenue and Expense Category can be found in Appendix D.

**Major Variances (Variance in excess of 5% and \$100,000)**

**Labor Costs:**

The FY 2020 budget reflects a \$393 thousand increase over FY 2019 actual due primarily to the budgeting of 100% of approved positions in FY 2020 while FY 2019 actual costs reflect only

<sup>1</sup> Adopted Budget approved by the Board on June 1, 2017.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

*Office of the General Counsel cont.*

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filled positions. The estimated impact of FY 2020 and FY 2021 vacancies for the entire agency is reflected under Non-Departmental.

**Reimbursements:**

FY 2020 budgeted reimbursements are \$107 thousand lower than FY 2019 actual due to higher than normal reimbursement of counsel hours related to support of insurance claims in FY 2019.



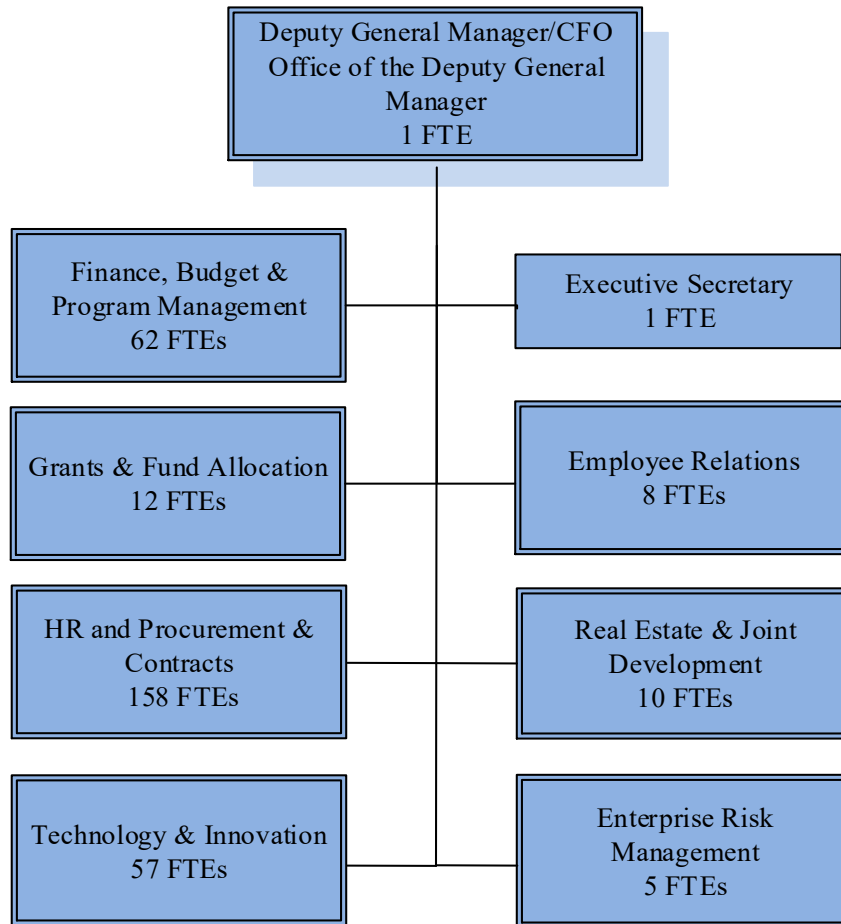
**Connecting San Jose Airport with Transit**

## *Finance & Administration Division*

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Under the direction of the Deputy General Manager/Chief Financial Officer, the Finance & Administration Division fulfills all of the back-office functions for the Agency including: Finance & Budget, Grants Management, Human Resources, Information Technology, Joint Development, Employee Relations, Procurement & Contracts, Real Estate, and Enterprise Risk Management.

***314 FTEs***  
*(As of 6/30/19)*



## *Finance & Administration Division cont.*

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### **Department Descriptions**

***Finance, Budget & Program Management*** – This functional area encompasses five departments.

**Accounting:** Responsible for managing financial and capital accounting activities; maintaining the financial accounting system; external and internal financial reporting; preparation of revenue billings for projects, program contracts, and other program services; and processing and recording of cash deposits.

**Budget:** Responsible for development of the biennial operating and capital budget and monitoring the adopted budget throughout the fiscal year.

**Disbursements:** Responsible for processing payments to employees and outside vendors.

**Fare Programs & Systems:** Responsible for managing the activities of fare media sales and reporting of revenue collection for the bus and light rail operations.

**Finance:** Responsible for identifying need and implementing debt related transactions, preparing and analyzing the financial capacity of VTA, long-term financial planning, establishing effective investment strategies, analyzing investment portfolio performance, reporting investment performance to the Board of Directors, and designing and managing cash management and cash forecasting systems.

**Grants and Fund Allocation:**

Responsible for advocating, programming, managing, and ensuring compliance for all federal, state and regional highway/transit/roadway/bicycle/pedestrian grants.

**Human Resources:**

Responsible for recruitment and hiring, classification and compensation, administering employee and retiree benefits programs, administering deferred compensation, and administering VTA/ATU (Amalgamated Transit Union) and CalPERS retirement programs.

**Information Technology:**

Responsible for management of business and transportation technology systems and developing innovative solutions that improve the future of transportation.

**Joint Development:**

Responsible for implementing the Joint Development Program, through agreements with developers to create Transit-Oriented Development on VTA property to generate revenues, increase transit ridership, and improve station areas.

***Finance & Administration Division cont.***

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**Labor Relations:**

Responsible for the negotiating and administering of collective bargaining agreements and the Substance Abuse Control program.

**Procurement & Contracts:**

Responsible for commodity and non-professional service procurements, construction and professional services contracting, messenger and mail service, central receiving, materials management, and surplus property disposal.

**Real Estate:**

Responsible for the management of VTA’s real property assets, acquisition of right-of-way in support of VTA capital projects, permits, and advertisement and non-fare revenue generation.

**Risk Management:**

Responsible for management of self-insured Workers’ Compensation and Liability claims and Operations and Construction insurance programs.

***Finance & Administration Division  
Position Detail***

Job Title	FY18 <sup>1</sup>	FY19 <sup>2</sup>	FY20 <sup>3</sup>	FY21 <sup>3</sup>
Accountant Assistant	14	14	14	14
Accountant II	1	1	1	1
Accountant III	9	9	8	8
Accounts Payable Support Supervisor	1	1	1	1
Assistant Controller	0	1	1	1
Assistant Real Estate Agent	0	1	1	1
Associate Human Resources Analyst	0	4	4	4
Associate Real Estate Agent	3	3	3	3
Audit Program Manager	1	1	1	1
Business Diversity Program Manager	1	1	1	1
Business Systems Analyst I	0	2	2	2
Business Systems Analyst II	3	2	2	2
Buyer I	0	1	1	1
Buyer II	7	6	6	6
Buyer III	3	3	3	3
Chief Information Officer	1	1	1	1
Claims Analyst	2	2	2	2
Claims Program Manager	1	1	1	1
Communications Systems Analyst II	1	1	1	1
Communications Systems Manager	1	1	1	1
Construction Contracts Admin Manager	1	1	1	1

<sup>1</sup> As of 6/30/18, adjusted to reflect division reorganizations.

<sup>2</sup> As of 6/30/19, adjusted to reflect division reorganizations.

<sup>3</sup> Budgeted positions.

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Job Title</b>	<b>FY18<sup>1</sup></b>	<b>FY19<sup>2</sup></b>	<b>FY20<sup>3</sup></b>	<b>FY21<sup>3</sup></b>
Construction Contracts Administrator II	5	5	5	5
Construction Inspector	2	0	0	0
Contracts Administrator I	0	1	1	1
Contracts Administrator II	5	5	5	5
Contracts Manager	2	2	2	2
Cyber Security Analyst	1	1	1	1
Database Administrator II	1	1	1	1
Deputy Director of Accounting	1	0	0	0
Deputy Director of Finance, Budget & Program Management	0	1	1	1
Deputy Director of Grants & Fund Allocation	1	1	1	1
Deputy General Manager/CFO	1	1	1	1
Director of Business Services	1	1	0	0
Director of HR and Procurement & Contracts	1	1	1	1
Director of Real Estate & Joint Dev	1	1	1	1
Disbursements Manager	1	1	1	1
Document Services Specialist I	0	1	1	1
Document Services Specialist II	1	0	0	0
Employee Relations Manager	1	1	1	1
Enterprise Risk Manager	1	1	1	1
Executive Secretary	6	5	5	5
Finance, Debt & Investment Manager	0	1	1	1
Financial Accounting Manager	1	1	1	1
Financial Analyst	2	2	2	2
Fiscal Resources Manager	3	1	1	1
Human Resources Administrator	1	1	1	1
Human Resources Analyst	17	12	12	12
Human Resources Assistant	10	10	10	10
Human Resources Manager	1	1	1	1
Information Systems Analyst II	6	6	6	6
Information Systems Supervisor	3	3	3	3
Investment Program Manager	1	1	1	1
Light Rail Technical Trainer	4	4	4	4
Light Rail Technical Training Supervisor	1	1	1	1
Mail & Warehouse Worker	2	2	2	2
Maintenance Instructor - Bus	2	2	2	2
Maintenance Instructor - Light Rail	3	3	3	3
Management Aide	1	2	2	2
Management Analyst	8	8	8	8
Management Secretary	1	1	1	1
Manager of OD&T	0	1	1	1
Manager of BART Operating & Maintenance Program	1	1	1	1
Manager, Budget Administration	1	1	1	1
Manager, Transit-Oriented Development	1	1	1	1
Materials Manager	1	1	1	1
Materials Resource Scheduler	4	4	4	4
Manager of Procurement, Contracts & Materials	1	1	1	1
Network Analyst II	1	1	1	1
Office Specialist II	9	9	9	9
Office Support Supervisor	2	2	2	2
Operator - Trainee	30	30	30	30
Parts Clerk	21	21	21	21
Parts Foreperson	1	1	1	1



**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Job Title</b>	<b>FY18<sup>1</sup></b>	<b>FY19<sup>2</sup></b>	<b>FY20<sup>3</sup></b>	<b>FY21<sup>3</sup></b>
Payroll Support Supervisor	1	1	1	1
Permit Technician	1	0	0	0
Principal Transp Planner-Programming & Grants	2	1	1	1
Programmer II	1	1	1	1
Purchasing Manager	1	1	1	1
Revenue Services Manager	1	1	1	1
Risk Analyst	1	1	1	1
Senior Accountant	10	11	11	11
Senior Advisor, Business Development	1	0	0	0
Senior Business Systems Analyst	5	5	5	5
Senior Communications Systems Analyst	6	6	7	7
Senior Construction Contracts Administrator	1	1	1	1
Senior Construction Inspector	1	0	0	0
Senior Contracts Administrator	2	2	2	2
Senior Database Administrator	2	2	2	2
Senior Financial Analyst	2	2	2	2
Senior Human Resources Analyst	7	7	7	7
Senior Information Systems Analyst	6	6	6	6
Senior Management Analyst	4	4	4	4
Senior Network Analyst	2	2	2	2
Senior Policy Analyst	1	1	1	1
Senior Programmer	1	1	1	1
Senior Real Estate Agent	3	2	2	2
Senior Systems Administrator	1	1	1	1
Senior Transportation Planner - Programming & Grants	4	4	4	4
Senior Web Developer	2	2	2	2
Supervising Maintenance Instructor	2	2	2	2
Systems Administrator II	2	2	2	2
Technical Project Manager	2	2	2	2
Technical Trainer	4	4	4	4
Technical Training Supervisor	1	1	1	1
Technology Infrastructure Supervisor	1	1	1	1
Technology Manager	1	1	1	1
Transit Foreperson	1	1	1	1
Transportation Planner II	0	1	1	1
Transportation Planner III	3	1	1	1
Union Business - SEIU	0	1	1	1
Vault Room Worker	3	3	3	3
Vehicle Parts Supervisor	4	4	4	4
Web Developer II	2	2	2	2
<b>Total</b>	<b>317</b>	<b>314</b>	<b>313</b>	<b>313</b>

Includes the addition of one new position in support of the 2008 Measure B—BART Operating Sales Tax Program and deletion of 2 positions as part of the Early Retirement Incentive Program.

## *Finance & Administration Division cont.*

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### **FY 2018 & FY 2019 Accomplishments**

#### *Finance, Budget and Program Management*

1. Implemented the Board adopted fare resolutions and VTA SmartPass program changes.
2. Retrofitted all light rail ticket vending machines to dispense Adult Clipper Cards.
3. Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for both FY 2017 and FY 2018 Comprehensive Annual Financial Reports.
4. Obtained federal and state approval of the agency's proposed indirect cost rates for FY 2019 and FY 2020, providing a potential recovery of approximately \$17 million per year.

#### *HR, Procurement and Labor Relations*

5. Transitioned VTA Enterprise travel to the California Department of General Services Statewide Travel Program, Concur.
6. Achieved \$600 thousand in cost savings to VTA and potential 20% reduction in copays to employees from the contract renewal with Delta Dental by adding a new preferred provider organization enhancement.
7. Developed and administered VTA's Early Retirement Incentive Program as a cost mitigating strategy to address the Agency's structural deficit, which resulted in savings that exceeded the \$1 million goal.
8. Increased agency wellness by 26%, as measured by the HERO Health and Well-Being scorecard, a tool designed to help organizations learn about best practices for promoting workplace health and well-being.
9. Recognized by the American Heart Association for promoting and encouraging a healthy workforce (Silver Award) and by Santa Clara County's Commission on the Status of Women and Office of Women's Policy for its family friendly workplace environment (Bronze Award).

#### *Real Estate*

10. Successfully completed Tamien joint development project in June 2019.
11. Successfully negotiated and signed ground lease with purchase option to City of Mountain View for former Park and Ride Lot at Evelyn Avenue.
12. Executed a new bus shelter advertising contract with Clear Channel that substantially increased the Minimum Annual Payment Guarantee.

## ***Finance & Administration Division cont.***

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### *Risk Management*

13. Collected \$4 million in replacement value from Property Insurer Allianz for the total constructive loss of rail car 934.
14. Negotiated and bound enhanced insurance programs with increased limits and coverage at significant premium reductions for the Transit Operations Insurance Program for both FY 2018 and FY 2019.

### *Technology*

15. Completed the bus arrival and departure real time information (RTI) predictions improvement project, resulting in a 25-50% improvement and the availability of new prediction data to key partners such as Transit App and solar digital bus stop signage.
16. Completed Phase I of the Advanced Cyber Security program
17. Upgraded our Mobile ticketing application to include single and day passes by deploying the industry leader, Moovel, as our new mobile ticketing provider and linking in other application such as Transit App.
18. In collaboration with Maintenance, Engineering, Risk Management, Operations, and Safety & Security staff, replaced and upgraded the Light Rail closed-circuit television (CCTV) safety and security systems, eliminating legacy system shortcomings and adding redundancy to critical video storage & CCTV locations.

## **FY 2020 & FY 2021 Goals**

The following section details the Division's primary goals for the upcoming two years, the estimated implementation timeframe and the Strategic Plan Business Lines supported by those endeavors.

### *Finance, Budget and Program Management*

1. Commission six new ticket vending machines (TVMs) at the Milpitas BART and Light Rail stations. (*Timeframe: December 2019; Business Line Supported: Delivering Projects and Programs*)
2. Submit the FY 2020 and FY 2021 Comprehensive Annual Financial Reports to the Government Finance Officers Association (GFOA) for consideration. (*Timeframe: December 2020 & 2021; Business Line Supported: Delivering Projects and Programs*)

### *Grants & Fund Allocations*

3. Launch 2016 Measure B Sales Tax Program. (*Timeframe: June 2020; Business Line Supported: Delivering Projects and Programs*)

## ***Finance & Administration Division cont.***

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5. Develop and receive approval for 2020 FTA and TDA grant programs. (*Timeframe*: October 2020; *Business Line Supported*: Delivering Projects and Programs)

### *HR, Procurement and Labor Relations*

6. Augment VTA's Business Diversity Program to include Small Business set-aside and increase participation of Minority and Women Owned; Lesbian, Gay, Bisexual, and Transgender; and Disabled Veteran business enterprises. (*Timeframe*: Winter 2019; *Business Line Supported*: Delivering Projects and Programs)
7. Update and implement the Light Rail Operators Rulebook to assist rail employees in quickly finding information and maintaining safety. (*Timeframe*: 1<sup>st</sup> Quarter 2020; *Business Line Supported*: Delivering Projects and Programs)
8. Implement eProcurement to streamline VTA's procurement portal and unify its Enterprise Resource Planning (ERP) and Procure-to-Pay process. (*Timeframe*: Winter 2019; *Business Line Supported*: Transportation System Management)
9. Successfully negotiate Collective Bargaining Agreements to reflect sensible work rules and working conditions for the largest sector of VTA's workforce represented employees. (*Timeframe*: November 2019; *Business Line Supported*: Faster, Frequent, Reliable Transit)

### *Real Estate*

10. Obtain possession of a majority of real estate needed for the Eastridge to BART Regional Connector Project to ensure the timely commencement of construction and service on the LRT extension (*Timeframe*: Ongoing; *Business Line Supported*: Delivering Projects and Programs)
11. Obtain endorsement of BART Phase II Transit Oriented Communities Strategy by San Jose and Santa Clara and establish initial value capture/value creation districts as a funding tool to implement the project and support operating and maintenance costs over the long-term. (*Timeframe*: Ongoing; *Business Line Supported*: Delivering Projects and Programs)
12. Complete Transit Oriented Development (TOD) master planning for VTA Block in Downtown San Jose. (*Timeframe*: 2021; *Business Line Supported*: Delivering Projects and Programs)

### *Risk Management*

13. Implement SVBX Phase II Owner Controlled Insurance Program (OCIP) through Willis Towers Watson Insurance Brokerage Services. (*Timeframe*: Ongoing; *Business Line Supported*: Delivering Projects and Programs)

***Finance & Administration Division cont.***

14. Publish revised procedure manual for indemnity & insurance of contracts and develop related training for internal staff. (*Timeframe: 2020; Business Line Supported: Delivering Projects and Programs*)

*Technology*

15. Improve VTA's Cyber Security posture through improved Cyber Security technologies; unification of existing policies; mitigation of gaps; and regular training, assessment, and improved awareness for VTA employees. (*Timeframe: Ongoing; Business Line Supported: Delivering Projects and Programs*)
16. Transition new SVRT (BART) technology assets to Technology Department. through the implementation of asset management solutions and centralized database, closing any gaps in technologies built by different projects and contractors. (*Timeframe: June 2021; Business Line Supported: Delivering Projects and Programs*)
17. Develop a 5-year roadmap for SAP, the Agency's ERP system, and its support systems. (*Timeframe: June 2021; Business Line Supported: Delivering Projects and Programs*)

***Finance & Administration Division Expense Budget***  
*(Dollars in Thousands)*

Category	FY18 Actual	FY19 Current Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
Labor Cost	43,730	49,694	45,448	<b>49,775</b>	4,327	9.5%	<b>50,386</b>	611	1.2%
Material & Supplies	325	583	315	<b>271</b>	(44)	-14.1%	<b>271</b>	1	0.3%
Professional & Special Services	2,564	3,283	2,590	<b>2,639</b>	49	1.9%	<b>2,632</b>	(7)	-0.3%
Other Services	2,214	2,501	2,489	<b>2,779</b>	289	11.6%	<b>3,025</b>	246	8.9%
Utilities	5	2	2	<b>65</b>	62	2,626.4%	<b>133</b>	68	105.7%
Insurance	10,404	6,862	6,179	<b>7,487</b>	1,308	21.2%	<b>7,897</b>	410	5.5%
Data Processing	4,440	4,641	4,905	<b>5,818</b>	914	18.6%	<b>6,129</b>	311	5.3%
Office Expense	93	123	73	<b>98</b>	25	34.3%	<b>101</b>	3	3.3%
Communications	1,722	1,643	1,771	<b>1,790</b>	18	1.0%	<b>1,819</b>	29	1.6%
Employee Related Expense	545	745	372	<b>675</b>	302	81.2%	<b>780</b>	105	15.6%
Leases & Rents	428	656	549	<b>686</b>	137	25.0%	<b>678</b>	(8)	-1.2%
Miscellaneous	488	556	409	<b>310</b>	(99)	-24.2%	<b>313</b>	3	1.0%
Contribution to Other Agencies	566	601	853	<b>771</b>	(82)	-9.6%	<b>771</b>	0	0.0%
<b>Total Expense</b>	<b>67,522</b>	<b>71,889</b>	<b>65,956</b>	<b>73,162</b>	<b>7,206</b>	<b>10.9%</b>	<b>74,934</b>	<b>1,772</b>	<b>2.4%</b>
Reimbursements	(6,188)	(5,656)	(6,444)	<b>(7,684)</b>	(1,241)	19.3%	<b>(7,961)</b>	(276)	3.6%
<b>Net Total</b>	<b>61,334</b>	<b>66,233</b>	<b>59,512</b>	<b>65,477</b>	<b>5,965</b>	<b>10.0%</b>	<b>66,973</b>	<b>1,496</b>	<b>2.3%</b>

Note: Totals and percentages may not be precise due to independent rounding.  
Descriptions of each Revenue and Expense Category can be found in Appendix D.

<sup>1</sup> Adopted Budget approved by the Board on June 1, 2017.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## ***Finance & Administration Division cont.***

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### **Major Variances (Variance in excess of 5% and \$100,000)**

#### **Labor Costs:**

The FY 2020 budget reflects a \$4.3 million increase over FY 2019 actual due to the budgeting of 100% of approved positions in FY 2020 while FY 2019 actual costs reflect only filled positions. The estimated impact of FY 2020 and FY 2021 vacancies for the entire agency is reflected under Non-Departmental.

#### **Other Services:**

FY 2020 budget is \$289 thousand higher than FY 2019 actual due to budget for new transit center parking enforcement and maintenance and increase CCTV maintenance costs. The FY 2021 budget is \$246 thousand higher than FY 2020 due to an assumed increase CCTV maintenance costs.

#### **Insurance:**

FY 2020 budget is \$1.3 million higher than FY 2019 actual due to a claim reimbursement received in 2019 that resulted in a smaller actuarial recommended transfer to the Self Insured Liability Reserve.

#### **Data Processing:**

The FY 2020 increase of \$914 thousand from FY 2019 actual is due to increase in hardware and software costs. The FY 2021 budget is \$311 thousand higher than FY 2020 due to an assumed percentage increase.

#### **Employee Related Expense:**

FY 2020 reflects a \$302 thousand increase from FY 2019 due to an increase in the educational cost. FY 2021 reflects a \$105 thousand increase from FY 2020 for additional initiatives.

#### **Leases & Rents:**

FY 2020 reflects a \$137 thousand increase from FY 2019 due to new equipment's leases.

#### **Reimbursements:**

FY 2020 budgeted reimbursements increased by \$1.2 million from FY 2019 actual due to an anticipated increase in project activity and staff support in the Paratransit Program, as well as additional positions in support of the 2008 Measure B - BART Operating Sales Tax and 2016 Measure B Programs.

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**



*VTA Light Rail Service and Levi's Stadium*



**VTA Bus Shelter and Bus with Great America advertisements of “Peanuts” characters**

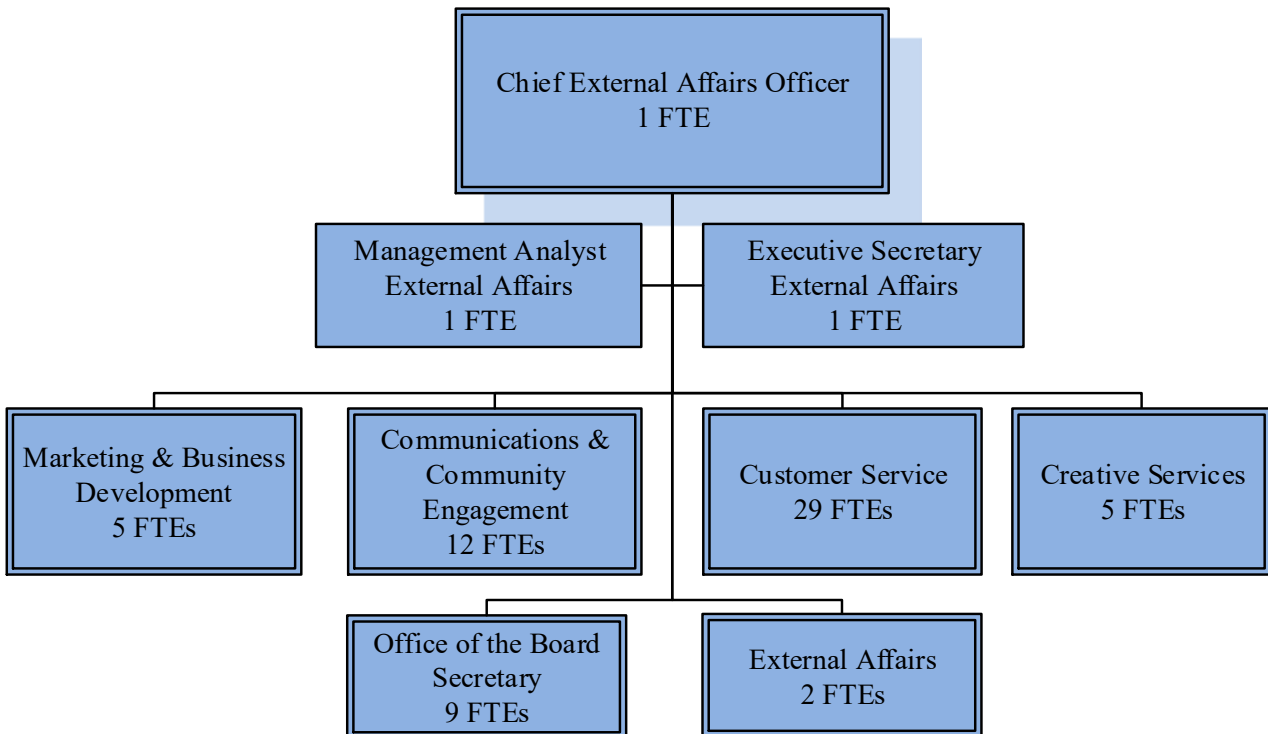
## *External Affairs*

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Under the direction of the Chief External Affairs Officer, this division is responsible for:

- Developing and executing a cohesive communication plan for the agency, integrating media relations, community outreach, marketing, and customer service;
- Developing and coordinating VTA’s legislative and intergovernmental programs at the federal, state, regional, and local levels;
- Improving the communication and information flow between VTA and its Board of Directors, its committees, and the public.

**65 FTEs**  
(As of 6/30/19)





## *External Affairs Division cont.*

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### **Department Descriptions**

#### **Communications:**

Responsible for initiating and responding to media contacts; managing internal, external and executive communications; and maintaining updated information about VTA through both traditional and digital media outlets.

#### **Community Outreach & Public Engagement (COPE):**

Responsible for informing the public about various mobility solutions that are being delivered by VTA while encouraging public involvement and input to best deliver these long-term transportation improvements.

#### **Creative Services:**

Responsible for creative design and production services for all VTA departments to ensure that VTA materials meet established graphic standards and are easy to understand.

#### **Customer Service:**

Responsible for providing current and potential service recipients with accurate and timely assistance through a telephone contact center, the River Oaks and Downtown San Jose Customer Service Centers, community events, site visits, and via VTA's web-site [www.vta.org](http://www.vta.org).

#### **External Affairs:**

Responsible for developing and coordinating VTA's legislative and intergovernmental programs at the federal, state, regional, and local levels.

#### **Marketing and Business Development:**

Responsible for identification of target markets and development of positive advertising campaigns to promote utilization of VTA transit services.

#### **Office of the Board Secretary:**

Responsible for improving the communication and information flow between VTA and the Board, its committees, and the public.

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

*External Affairs Division  
Position Detail*

Job Title	FY18 <sup>1</sup>	FY19 <sup>2</sup>	FY20 <sup>3</sup>	FY20 <sup>3</sup>
Admin of Social Media & Electronic Comm	1	1	1	1
Assistant Board Secretary	1	1	1	1
Associate Management Analyst	0	1	1	1
Board Assistant	5	5	5	5
Board Secretary	1	1	1	1
Chief External Affairs Officer	1	1	1	1
Communications and Media Spokesperson	2	2	2	2
Community Outreach Supervisor	2	2	2	2
Creative Services Manager	1	1	1	1
Customer Experience Manager	1	1	1	1
Customer Services Supervisor	3	3	3	3
Executive Secretary	2	2	1	1
Government Affairs Manager/State & Federal	1	0	0	0
Graphic Designer I	0	1	1	1
Graphic Designer II	4	3	3	3
Information Services Representative	19	19	19	19
Management Analyst	1	1	1	1
Management Secretary	1	1	1	1
Manager, Market Development	1	1	1	1
Media & Public Affairs Manager	1	1	1	1
Office Specialist II	2	2	2	2
Policy Analyst	1	1	1	1
Public Com Specialist II (Project)	0	1	1	1
Public Communication Specialist II	9	8	8	8
Public Information Officer	1	1	1	1
Sales and Promotion Supervisor	1	1	1	1
Senior Policy Analyst	1	1	1	1
Sr Information Representative	2	2	2	2
Webmaster	1	0	0	0
<b>Total</b>	<b>66</b>	<b>65</b>	<b>64</b>	<b>64</b>

Includes the deletion of 1 position as part of the Early Retirement Incentive Program.

<sup>1</sup> As of 6/30/18, adjusted to reflect division reorganizations.

<sup>2</sup> As of 6/30/19, adjusted to reflect division reorganizations.

<sup>3</sup> Budgeted positions.

## *External Affairs Division cont.*

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### **FY 2018 & FY 2019 Accomplishments**

1. Successfully developed and executed VTA's Legislative Program.
2. Ensured compliance with Brown Act regulations and other state statutes relating to the VTA Board and Committees.
3. Successfully managed the implementation of the new Citizens Advisory Committee (CAC) bylaws and transition.
4. Successfully launched a new transit service microsite and new www.vta.org beta website.
5. Provided excellent internal service to staff by processing Board resolutions, Board-related documents, and claims in a timely manner and ensuring increased access to Board/Committee related documents.
6. Through dedicated media interactions and press events, the team generated ongoing local, regional, trade and national media coverage on agency-wide initiatives spanning project groundbreakings, innovations, industry partnerships, transportation planning, safety and security, and sustainability.
7. Supported various speaking opportunities, successful award submissions and articles/blogs that focused on the General Manager/CEO's and VTA's principled leadership.
8. Developed and executed multi-tiered outreach strategies and plans for both phases of the transit service redesign effort, with targeted engagement strategies aimed at transit lines proposed for discontinuation.
9. Led the public engagement efforts and milestone events for various infrastructure improvements including: the award-winning Santa Clara Caltrain Bike/Ped Tunnel, Mathilda Avenue Improvements, and the Silicon Valley Express Lanes Phase 2 and Phase 3 projects.
10. Used innovative, pragmatic and effective methods outside of conventional engagement strategies to expand stakeholder reach and increase public awareness through crowdsourcing maps, street ambassador teams, interactive microsites and surveys, and webinars.
11. Successfully launched VTA's EZfare mobile fare app and the 2-Hour FREE Transfer policy, which benefits both EZfare and Clipper card users and increases customer value by riding VTA.

## *External Affairs Division cont.*

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### **FY 2020 & FY 2021 Goals**

The following section details the Division's primary goals for the upcoming two years, the estimated implementation timeframe and the Strategic Plan Business Lines supported by those endeavors.

1. Advocate for VTA's Legislative Program goals to maximize federal funding for transit and highways, and champion VTA's local share of regional discretionary funds before the Metropolitan Transportation Commission. (*Timeframe: Ongoing; Business Line Supported: Transportation System Management*)
2. Maintain excellent customer service by providing Board/Committee meeting materials in a timely and efficient manner; ensuring timely responses to Board/Committee referrals; and improving access to historical Board/Committee documents. (*Timeframe: Ongoing; Business Line Supported: Transportation System Management*)
3. Redesign VTA's website by incorporating a holistic strategy for effective web-based customer interaction, particularly through microsites, a Headways blog, and the deployment of a mobile app that can be conveniently used by customers. (*Timeframe: Ongoing; Business Line Supported: Transportation System Management*)
4. Partner with local event organizers and major employers located along key transit corridors to promote public transportation use among their employees and event-goers. (*Timeframe: Ongoing; Business Line Supported: Transportation System Management*)
5. Continue to provide accurate, accessible, and timely customer service to VTA riders and the general public through the www.VTA.org website, VTA Call Center, VTA Downtown Customer Service Center, and youth/senior outreach efforts. (*Timeframe: Ongoing; Business Line Supported: Faster, Frequent, Reliable Transit*)
6. Successfully implement the launch of New Transit Service and the BART extension Opening in FY 2020 through great marketing, outreach and customer service. (*Timeframe: March 2020; Business Line Supported: Faster, Frequent, Reliable Transit*)
7. Work to ensure traditional media coverage is accurate and enhances our brand journalism efforts to increase awareness about VTA projects and initiatives. (*Timeframe: Ongoing; Business Line Supported: Delivering Projects and Programs*)
8. Engage community stakeholders during all VTA project and program phases (planning, environmental, design and construction) through a robust program of public engagement. (*Timeframe: Ongoing; Business Line Supported: Delivering Projects and Programs*)

***External Affairs Division cont.***

9. Increase riders, retention, and revenue by promoting the VTA brand as one of the best alternatives to solo driving; promoting bus and light rail improvements to targeted audiences that include SmartPass holders and locations along key corridors; and facilitating sales of Ezfare, Clipper 2-hour FREE Transfer, and SmartPass. (*Timeframe: Ongoing; Business Line Supported: Delivering Projects and Programs*)

***External Affairs Division Expense Budget***  
(Dollars in Thousands)

Category	FY18 Actual	FY19 Current Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
Labor Cost	7,970	9,535	8,078	<b>10,123</b>	2,045	25.3%	<b>10,145</b>	23	0.2%
Material & Supplies	1	2	0	<b>10</b>	10	N/A	<b>0</b>	(10)	-97.2%
Professional & Special Services	315	340	334	<b>499</b>	166	49.6%	<b>497</b>	(3)	-0.5%
Other Services	1,442	1,633	1,174	<b>1,481</b>	307	26.1%	<b>1,343</b>	(138)	-9.3%
Data Processing	0	0	0	<b>3</b>	2	N/A	<b>3</b>	0	0.0%
Office Expense	19	19	13	<b>22</b>	9	72.3%	<b>16</b>	(7)	-29.2%
Employee Related Expense	11	15	18	<b>17</b>	(1)	-3.7%	<b>17</b>	0	0.0%
Leases & Rents	102	120	114	<b>123</b>	8	7.4%	<b>126</b>	4	2.9%
Miscellaneous	114	146	128	<b>146</b>	18	14.4%	<b>151</b>	5	3.5%
Contribution to Other Agencies	85	125	86	<b>92</b>	6	6.9%	<b>95</b>	3	3.0%
<b>Total Expense</b>	<b>10,058</b>	<b>11,933</b>	<b>9,945</b>	<b>12,516</b>	<b>2,571</b>	<b>25.9%</b>	<b>12,393</b>	<b>(123)</b>	<b>-1.0%</b>
Reimbursements	(504)	(336)	(728)	<b>(687)</b>	41	-5.7%	<b>(704)</b>	(17)	2.5%
<b>Net Total</b>	<b>9,554</b>	<b>11,598</b>	<b>9,217</b>	<b>11,829</b>	<b>2,612</b>	<b>28.3%</b>	<b>11,689</b>	<b>(140)</b>	<b>-1.2%</b>

Note: Totals and percentages may not be precise due to independent rounding.  
Descriptions of each Revenue and Expense Category can be found in Appendix D.

**Major Variances (Variance in excess of 5% and \$100,000)**

**Labor Costs:**

The FY 2020 budget reflects a \$2.0 million increase over FY 2019 actual due to the budgeting of 100% of approved positions in FY 2020 while FY 2019 actual costs reflect only filled positions. The estimated impact of FY 2020 and FY 2021 vacancies for the entire agency is reflected under Non-Departmental.

<sup>1</sup> Adopted Budget approved by the Board on June 1, 2017 adjusted to reflect division reorganizations.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## *External Affairs Division cont.*

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### **Professional & Special Services:**

The FY 2020 budget reflects a \$166 thousand increase over FY 2019 actual due to the budgeting for one time Customer Satisfaction surveys.

### **Other Services:**

The FY 2020 budget reflects a \$307 thousand increase over FY 2019 actual due to marketing efforts.



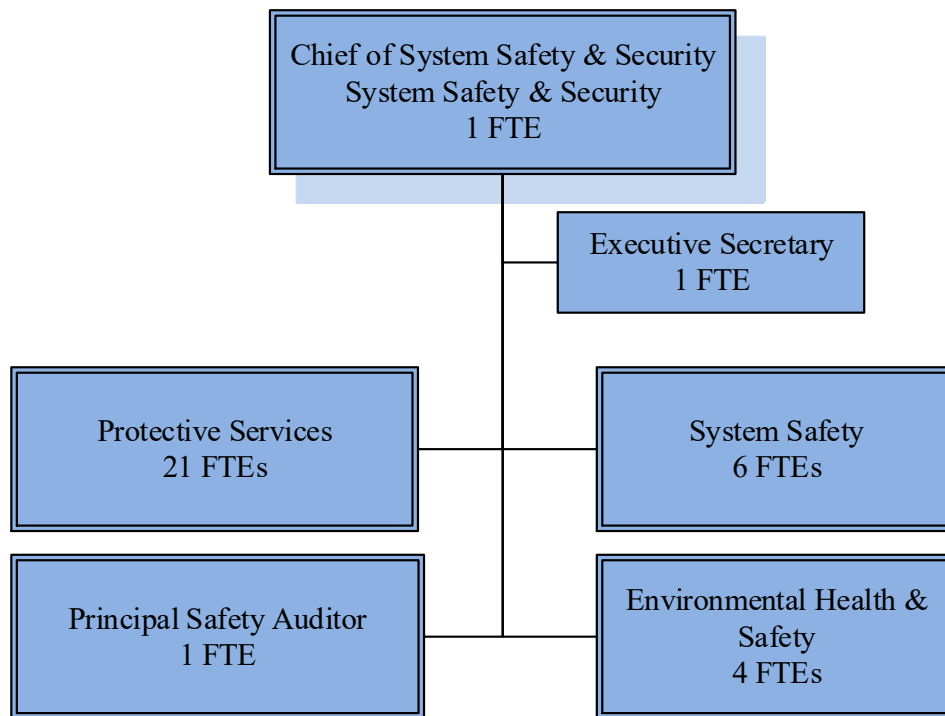
*Bring Your Child to Work Day 2019*

## *System Safety & Security Division*

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Under the direction of the Chief of System Safety and Security, this division is responsible for oversight of all security functions and the management and oversight of all VTA safety functions including training, emergency preparedness, accident response, and regulatory compliance.

**34 FTEs**  
*(As of 6/30/19)*



***System Safety & Security Division cont.***

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**Department Descriptions**

**Protective Services:**

Responsible for oversight of all security functions including contracted supplemental law enforcement and private security services, and VTA’s fare enforcement.

**Environmental, Health & Safety:**

Responsible for ensuring the environmental health and safety of VTA employees, in accordance with federal, state, and local requirements.

**Safety & Compliance:**

Responsible for ensuring the safe mechanical and procedural operation of the transit system, in accordance with federal, state and local requirements, including the development of emergency operations plans, threat & hazard assessments, and safety training.

***System Safety & Security Division  
Position Detail***

Job Title	FY18 <sup>1</sup>	FY19 <sup>2</sup>	FY20 <sup>3</sup>	FY21 <sup>3</sup>
Chief of System Safety & Security	1	1	1	1
Environmental Health & Safety Specialist	2	2	2	2
Environmental Health & Safety Supervisor	1	1	1	1
Executive Secretary	1	1	1	1
Fare Inspector	16	16	16	16
Manager of Security Programs	1	1	1	1
Office Specialist II	2	2	2	2
Principal Safety Auditor	1	1	1	1
Safety Manager	1	1	1	1
Sr Management Analyst	1	1	1	1
Transit Safety Officer	4	4	4	4
Transit Systems Safety Supervisor	1	1	1	1
Transportation Supervisor	2	2	2	2
<b>Total</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>

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<sup>1</sup> As of 6/30/18, adjusted to reflect division reorganizations.

<sup>2</sup> As of 6/30/19, adjusted to reflect division reorganizations.

<sup>3</sup> Budgeted positions.



## ***System Safety & Security Division cont.***

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### **FY 2018 & FY 2019 Accomplishments**

1. Obtained approval from the California Public Utilities Commission (CPUC) for VTA's annual System Safety Program Plan Internal Rail Safety Audit Report and Internal Security Audit Report.
2. Obtained approval from the Federal Railroad Administration (FRA), in consultation with the CPUC, of a short-term waiver extension to operate the Vasona Corridor rail fixed guideway public transit light rail system, at which time VTA will prepare a subsequent renewal request for five years.
3. Increased VTA's security and emergency preparedness; as a result, numerous large-scale Levi Stadium and special events were successfully planned and facilitated, including the 2019 College Football Playoff National Championship.
4. Completed the Reflective Safety Vest Procedure in collaboration with the Injury Illness Prevention Program (IIPP) Committee, ATU Joint Safety Committee, and VTA Legal Department. This procedure was also presented to representatives of the VTA Board at the Safety Security & Transit Planning & Operations (SSTPO) meeting.
5. Developed and implemented a comprehensive agency-wide hazard management program.

### **FY 2020 & FY 2021 Goals**

The following section details the Division's primary goals for the upcoming two years, the estimated implementation timeframe and the Strategic Plan Business Lines supported by those endeavors.

1. Complete final review and revision of the System Security Plan ensuring compliance with CPUC requirements, implement plan updates, and proactively measure/monitor the overall security of VTA's transit operations and services. (*Timeframe: Ongoing; Business Line Supported: Transportation System Management*)
2. Plan, schedule, and implement the transition from the VTA Light Rail System Safety Plan to the new agency-wide VTA - Public Transportation Agency Safety Plan (PTASP) to include light rail, bus, and paratransit services to comply with new regulatory requirements. (*Timeframe: July 2020; Business Line Supported: Transportation System Management*)
3. Complete a collaborative re-write and review of VTA's Respiratory Protection Program. (*Timeframe: December 2019; Business Line Supported: Transportation System Management*)

***System Safety & Security Division Expense Budget***  
*(Dollars in Thousands)*

Category	FY18 Actual	FY19 Current Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
Labor Cost	4,330	5,259	3,903	5,287	1,384	35.5%	5,358	72	1.4%
Material & Supplies	132	52	54	77	23	43.4%	62	(14)	-18.6%
Security	14,853	17,880	14,907	16,517	1,610	10.8%	16,910	394	2.4%
Professional & Special Services	213	359	230	366	135	58.9%	347	(19)	-5.1%
Other Services	46	108	48	64	16	32.6%	99	35	54.8%
Office Expense	26	37	40	34	(6)	-15.7%	34	0	0.0%
Employee Related Expense	150	82	87	99	12	13.7%	99	0	0.0%
Miscellaneous	51	50	50	18	(32)	-63.6%	18	(0)	-1.8%
<b>Total Expense</b>	<b>19,801</b>	<b>23,827</b>	<b>19,319</b>	<b>22,461</b>	<b>3,142</b>	<b>16.3%</b>	<b>22,929</b>	<b>467</b>	<b>2.1%</b>
Reimbursements	0	0	0	0	0	N/A	0	0	N/A
<b>Net Total</b>	<b>19,801</b>	<b>23,827</b>	<b>19,319</b>	<b>22,461</b>	<b>3,142</b>	<b>16.3%</b>	<b>22,929</b>	<b>467</b>	<b>2.1%</b>

Note: Totals and percentages may not be precise due to independent rounding.  
 Descriptions of each Revenue and Expense Category can be found in Appendix D.

**Major Variances (Variance in excess of 5% and \$500,000)**

**Labor Costs:**

The FY 2020 budget reflects a \$1.38 million increase over FY 2019 actual due to the budgeting of 100% of approved positions in FY 2020 while FY 2019 actual costs reflect only filled positions. The estimated impact of FY 2020 and FY 2021 vacancies for the entire agency is reflected under Non-Departmental.

**Security:**

The FY 2020 budget is \$1.61 million higher than FY 2019 due primarily to planned additional security staffing and coverage.

<sup>1</sup> Adopted Budget approved by the Board on June 1, 2017 adjusted to reflect division reorganizations.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**



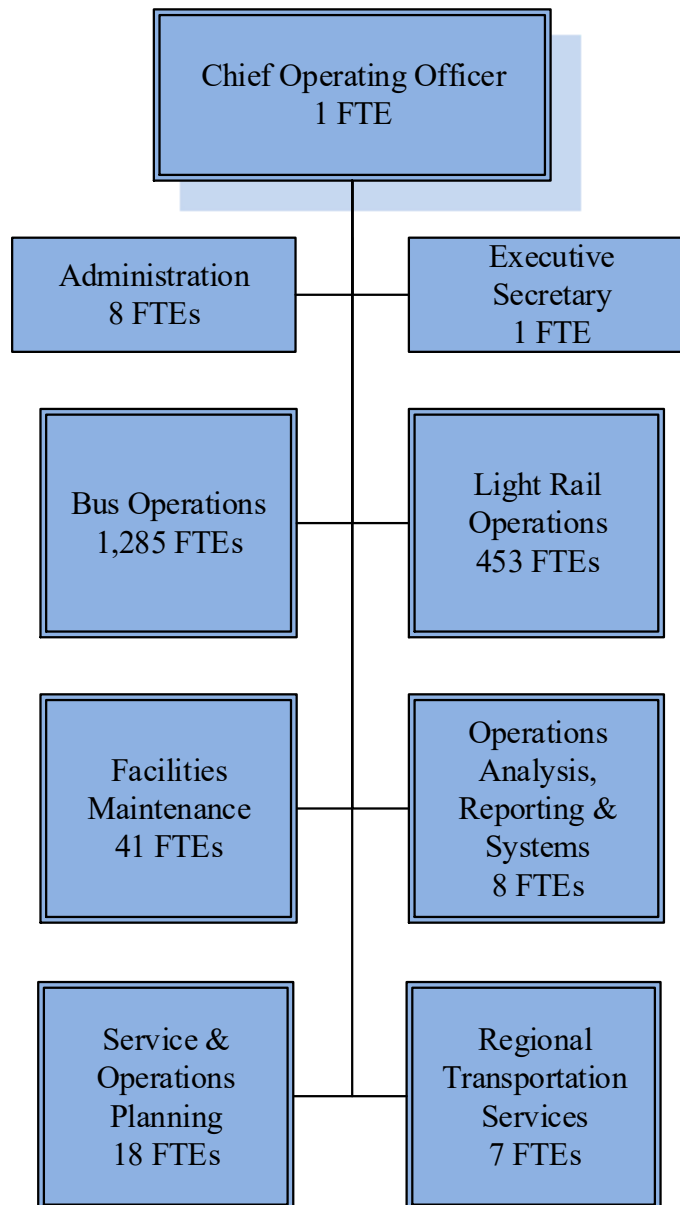
*DBE & SBE Business Summit 2019*

## *Operations Division*

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Under the direction of the Chief Operating Officer, the Operations Division operates, maintains, analyzes, and manages VTA's bus and light rail transit system and facilities. It also oversees contracted shuttle and Paratransit services.

**1,822 FTEs**  
(As of 6/30/19)



## ***Operations Division cont.***

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### **Department Descriptions**

#### **Administration:**

Responsible for division budget, capital projects, policies and procedures, and personnel administration. In addition, this department coordinates VTA's apprenticeship program in conjunction with the Joint Workforce Investment (JWI) Program and Amalgamated Transit Union, Local 265 (ATU).

#### **Bus Operations:**

Responsible for operating and maintaining VTA's fleet of buses. This department is also responsible for bus engineering and quality assurance warranty, bus technical training, and bus maintenance training.

#### **Facilities Maintenance:**

Responsible for maintaining all VTA facilities, including passenger facilities, and non-revenue vehicles.

#### **Light Rail Operations:**

Responsible for operating and maintaining VTA's fleet of light rail vehicles, as well as the light rail system consisting of track, operating signals, power distribution system, and the adjoining right-of-way. In addition, this department is responsible for rail maintenance engineering and configuration management, light rail technical training, light rail maintenance training, field supervision and the operations control center.

#### **Operations Analysis, Reporting & Systems:**

Responsible for analysis and reporting of VTA's transportation and maintenance performance and providing support for VTA operations-related business information systems.

#### **Regional Transportation Services:**

Responsible for management of the paratransit provider contract, ensuring compliance with the Americans with Disabilities Act (ADA) for fixed-route transit operations, and coordination of other contracted and regional interagency transit services.

#### **Service and Operations Planning:**

Responsible for planning, scheduling, and monitoring VTA's bus routes and light rail service, as well as planning and coordinating VTA's bus stops, transit centers, and shelters.

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

*Operations Division  
Position Detail*

Job Title	FY18 <sup>1</sup>	FY19 <sup>2</sup>	FY20 <sup>3</sup>	FY21 <sup>3</sup>
Assistant Supt, Service Management	4	4	4	4
Assistant Supt, Transit Communications	3	3	3	3
Assistant Transportation Engineer	2	2	2	2
Associate Mechanical Engineer - Auto Systems	1	0	0	0
Associate Transportation Engineer	0	1	1	1
Automotive Attendant	1	1	1	1
Bus Operator	923	923	923	923
Bus Stop Maintenance Worker	13	13	14	14
Chief Operating Officer	1	1	1	1
Communications Systems Analyst I	0	1	1	1
Communications Systems Analyst II	1	0	1	1
Dep Dir Transit Operations	2	2	2	2
Dispatcher – Bus	21	21	21	21
Dispatcher – LRT	4	4	4	4
Electrician	1	1	1	1
Electro – Mechanic	63	61	61	61
Electronic Technician	13	13	13	13
Engineering Group Manager - SCADA	1	1	1	1
Engineering Technician III	1	1	1	1
Executive Secretary	2	2	2	2
Facilities Maintenance Coordinator	3	3	3	3
Facilities Maintenance Manager	1	1	1	1
Facilities Maintenance Representative	5	5	6	6
Facilities Worker	23	23	23	23
Foreperson – LRT	6	6	6	6
General Maintenance Mechanic	2	2	2	2
Janitor	6	6	6	6
Lead Bus Stop Maintenance Worker	2	2	2	2
Lead Janitor	1	1	1	1
Lead Maintenance Worker – LRT	7	7	7	7
Light Rail Equipment Superintendent	1	1	1	1
Light Rail Operator	144	143	132	132
Light Rail Power Foreperson	2	2	2	2
Light Rail Power Supervisor	2	2	2	2
Light Rail Signal Maintainer	22	22	22	22
Light Rail Signal Supervisor	2	2	2	2
Light Rail Track Maintenance Supervisor	2	2	2	2
Light Rail Way, Power & Signal Superintendent	1	1	1	1
LR Way, Power, and Signal Supervisor	1	1	1	1
Maintenance Scheduler	6	6	6	6
Maintenance Superintendent	4	4	4	4
Maintenance Worker – LRT	25	25	25	25
Management Aide	1	1	1	1
Management Analyst	10	10	10	10
Manager, Bus Engineering, QA & Warranty	1	1	1	1
Manager, Ops Analysis, Reporting & Systems	1	1	1	1
Office & Timekeeping Technician	22	22	22	22

<sup>1</sup> As of 6/30/18, adjusted to reflect division reorganizations.

<sup>2</sup> As of 6/30/19, adjusted to reflect division reorganizations.

<sup>3</sup> Budgeted positions.

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Job Title</b>	<b>FY18<sup>1</sup></b>	<b>FY19<sup>2</sup></b>	<b>FY20<sup>3</sup></b>	<b>FY21<sup>3</sup></b>
Office Specialist II	5	5	5	5
Office Support Supervisor	5	4	4	4
Operations Manager	1	1	1	1
Operations Manager, Maintenance of Way	1	1	1	1
Operations Systems Supervisor	2	2	2	2
Ops Manager, Rail Vehicle Maintenance & Engineering	1	1	1	1
Overhaul & Repair Foreperson	3	3	3	3
Overhaul & Repair Mechanic	26	26	26	26
Overhead Line Worker	10	12	12	12
Paint & Body Foreperson	1	1	1	1
Paint & Body Foreperson – LRT	1	1	1	1
Paint & Body Worker	11	11	11	11
Paint & Body Worker – LRT	5	5	5	5
Passenger Facilities & Wayside Maintenance Supervisor	2	2	2	2
Quality Assurance & Warranty Specialist	3	3	4	4
Regional Transportation Services Manager	1	1	1	1
Senior Communications Systems Analyst	3	3	3	3
Senior Signal Maintainer	2	2	2	2
Service Mechanic	22	22	22	22
Service Worker	73	73	73	73
Service Worker Foreperson	4	4	4	4
Sr Management Analyst	3	3	3	3
Sr Mechanical Engineer - Auto Systems	1	1	1	1
Sr Systems Engineer	1	1	1	1
Sr Track Worker	9	9	9	9
Sr Transportation Planner	0	1	1	1
Sr. Office & Timekeeping Technician	1	1	1	1
Substation Maintainer	10	10	10	10
Support Mechanic	2	2	2	2
Track Worker	12	12	12	12
Transit Division Supervisor	9	9	9	9
Transit Foreperson	9	9	9	9
Transit Maintenance Supervisor	15	15	16	16
Transit Mechanic	120	120	120	120
Transit Radio Dispatcher	12	12	12	12
Transit Service Development Spec I	0	2	2	2
Transit Service Development Spec II	12	10	10	10
Transit Service Development Spec III	1	1	1	1
Transit Service Development Supervisor	2	2	2	2
Transportation Planner II	0	1	1	1
Transportation Planning Manager	1	0	0	0
Transportation Superintendent	4	4	4	4
Transportation Superintendent, Svc Mgt	2	2	2	2
Transportation Supervisor	42	42	42	42
Union Business – ATU	3	3	3	3
Upholsterer	6	6	6	6
Upholstery Foreperson	1	1	1	1
Utility Worker	2	2	2	2
Warranty Coordinator	1	1	1	1
<b>Total<sup>1</sup></b>	<b>1,823</b>	<b>1,822</b>	<b>1,816</b>	<b>1,816</b>

Includes the addition of 5 positions in support of the new Multi-modal Transit Centers in Milpitas and Berryessa, and the deletion of 11 vacant Operator positions that are not needed to provide the level of service hours in the 2019 New Transit Service Plan.

<sup>1</sup> Does not include Long-Term Leave positions.

## ***Operations Division cont.***

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### **FY 2018 & FY 2019 Accomplishments**

1. Maintained on time performance of 86% for bus and 84% for light rail over the last two fiscal years.
2. Completed the procurement and implementation of the first five electric buses and charging station infrastructure.
3. Received 60' coaches for the Stevens Creek Boulevard corridor and BART connections. All coaches have been put into service as of June 30, 2019.
4. Completed the first Overhead Line Worker Apprenticeship Program in December 2018 with 6 graduates.
5. Completed 82% of the major mid-life rehabilitation and overhaul of VTA's Light Rail Fleet.
6. Completed the Operations Control Center Reconfiguration Project.
7. Equipped 99% of the bus fleet with the Computer Aided Dispatch/Automated Vehicle Locator (CAD/AVL) system.
8. Implemented a new Paratransit web-based reservations and web/phone-based fare payment system in December 2018, though which 25% of all Paratransit fare revenue is processed.
9. Relocated Paratransit Operations to the Eastridge facility in March 2018.
10. Fully deployed the Paratransit web booking system in August 2018, though which 20% of all on demand trips is booked.
11. Implemented the Rider's Choice Program in conjunction with Uber and MV Transportation for same day trips, with a soft launch taking place in March 2019.

### **FY 2020 & FY 2021 Goals**

The following section details the Division's primary goals for the upcoming two years, the estimated implementation timeframe and the Strategic Plan Business Lines supported by those endeavors.

1. Collaborate with Community Partners to invest resources in areas of underserved or vulnerable populations by offering more on-demand mobility options to provide greater flexibility to the user's transportation needs. (*Timeframe: June 2021; Business Lines Supported: All*)
2. Continue to expand the Electric Bus fleet to meet zero emissions requirements set forth by CARB. (*Timeframe: Ongoing; Business Lines Supported: Faster, Frequent, Reliable Transit and Delivering Projects and Programs*)



## *Operations Division cont.*

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3. Assess the Cerone Division for full electrification implementation for the electric bus fleet. (*Timeframe: June 2022; Business Line Supported: Faster, Frequent, Reliable Transit*)
4. Fully implement the CAD/AVL system into the bus and light rail fleet to provide real time information to customers, as well as real time passenger load counts to staff to enable them to right size the service and increase operational efficiencies. (*Timeframe: June 2020; Business Lines Supported: Faster, Frequent, Reliable Transit and Transportation System Management*)
5. Continue the Coupler Overhaul Program on the Light Rail Fleet. (*Timeframe: December 2020; Business Line Supported: Faster, Frequent, Reliable Transit*)
6. Complete the SCADA/TVM Network Separation. (*Timeframe: June 2022; Business Line Supported: Faster, Frequent, Reliable Transit*)
7. Complete the CCTV installation in Paratransit Wheelchair Accessible Fleet. (*Timeframe: June 2021; Business Line Supported: Transportation System Management*)
8. Improve and expand technological options and on-demand solutions to provide transparency, real time information, and a level of independence to the ADA community to self-manage their transportation needs. (*Timeframe: June 2021; Business Line Supported: All*)
9. Implement the Mobility Assistance Program. (*Timeframe: June 2022; Business Line Supported: Delivering Projects and Programs*)
10. Deploy the Commuter Shuttle Permit Program for VTA properties. (*Timeframe: June 2021; Business Line Supported: Delivering Projects and Programs*)
11. Deploy Peery Park On-Demand Service. (*Timeframe: June 2021; Business Line Supported: Delivering Projects and Programs*)
12. Assess the first/last mile service connections for South County due to the Next Network Service Plan. (*Timeframe: June 2022; Business Line Supported: Delivering Projects and Programs*)
13. Develop and institute an Electric Bus Operator & Maintenance Training Program and Light Rail Operator Apprenticeship Program. (*Timeframe: June 2021 and June 2022; Business Lines Supported: Faster, Frequent, Reliable Transit and Transportation System Management*)

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

***Operations Division Expense Budget***  
(Dollars in Thousands)

Category	FY18 Actual	FY19 Current Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
Labor Cost	244,482	266,428	259,198	<b>263,298</b>	4,100	1.6%	<b>266,639</b>	3,340	1.3%
Material & Supplies	33,511	36,809	25,590	<b>31,742</b>	6,152	24.0%	<b>30,961</b>	(781)	-2.5%
Professional & Special Services	593	1,156	759	<b>1,585</b>	826	108.8%	<b>1,563</b>	(22)	-1.4%
Other Services	7,186	6,805	6,817	<b>6,873</b>	55	0.8%	<b>6,798</b>	(75)	-1.1%
Fuel	9,896	11,832	10,378	<b>10,319</b>	(59)	-0.6%	<b>10,698</b>	379	3.7%
Traction Power	4,323	6,049	4,472	<b>5,016</b>	544	12.2%	<b>5,360</b>	344	6.9%
Tires	2,160	2,524	2,526	<b>1,849</b>	(678)	-26.8%	<b>1,640</b>	(209)	-11.3%
Utilities	3,320	3,710	3,382	<b>3,909</b>	527	15.6%	<b>4,189</b>	281	7.2%
Data Processing	346	291	398	<b>336</b>	(61)	-15.4%	<b>295</b>	(41)	-12.3%
Office Expense	131	197	108	<b>152</b>	44	40.8%	<b>152</b>	0	0.2%
Communications	0	0	2	<b>0</b>	(2)	-100.0%	<b>0</b>	0	N/A
Employee Related Expense	26	34	36	<b>30</b>	(6)	-16.6%	<b>30</b>	(0)	-0.1%
Leases & Rents	38	113	95	<b>81</b>	(14)	-15.1%	<b>75</b>	(6)	-7.4%
Miscellaneous	48	79	68	<b>57</b>	(11)	-16.6%	<b>57</b>	0	0.2%
<b>Subtotal Operating Expense</b>	<b>306,060</b>	<b>336,025</b>	<b>313,829</b>	<b>325,246</b>	<b>11,417</b>	<b>3.6%</b>	<b>328,457</b>	<b>3,211</b>	<b>1.0%</b>
Paratransit	21,347	26,338	23,706	<b>26,660</b>	2,954	12.5%	<b>28,099</b>	1,439	5.4%
Caltrain	8,967	10,790	10,790	<b>10,800</b>	10	0.1%	<b>10,800</b>	0	0.0%
Altamont Corridor Express	5,119	5,307	5,279	<b>5,473</b>	194	3.7%	<b>5,773</b>	300	5.5%
Highway 17 Express	350	381	350	<b>375</b>	25	7.1%	<b>400</b>	25	6.7%
Monterey San Jose Express	35	35	35	<b>35</b>	0	0.6%	<b>35</b>	0	0.0%
Contribution to Other Agencies	84	0	0	<b>0</b>	0	N/A	<b>0</b>	0	N/A
<b>Subtotal Other Expense</b>	<b>35,902</b>	<b>42,851</b>	<b>40,160</b>	<b>43,343</b>	<b>3,183</b>	<b>7.9%</b>	<b>45,106</b>	<b>1,764</b>	<b>4.1%</b>
<b>Total Expense</b>	<b>341,962</b>	<b>378,876</b>	<b>353,989</b>	<b>368,589</b>	<b>14,600</b>	<b>4.1%</b>	<b>373,563</b>	<b>4,975</b>	<b>1.3%</b>
Reimbursements	(12,073)	(8,767)	(10,318)	<b>(10,876)</b>	(558)	5.4%	<b>(11,577)</b>	(701)	6.4%
<b>Net Total</b>	<b>329,889</b>	<b>370,109</b>	<b>343,671</b>	<b>357,713</b>	<b>14,042</b>	<b>4.1%</b>	<b>361,987</b>	<b>4,274</b>	<b>1.2%</b>

Note: Totals and percentages may not be precise due to independent rounding.  
Descriptions of each Revenue and Expense Category can be found in Appendix D.

<sup>1</sup> Adopted Budget approved by the Board on June 1, 2017 adjusted to reflect division reorganizations.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## *Operations Division cont.*

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### **Major Variances (Variance in excess of 5% and \$1.0 million)**

#### **Materials & Supplies:**

The FY 2020 budget shows a \$6.2 million higher than FY 2019 due to increased parts costs related to the continuation of light rail vehicle (LRV) mid-life overhaul, the LRV door overhaul, the LRV HVAC overhaul, and the mid-life replacement of batteries in hybrid buses.

#### **Paratransit:**

The FY 2020 budget reflects a \$3.0 million increase over FY 2019 due to contractual rate changes, an anticipated increase in VTA staff time to support the services, an anticipated increase in trips provided as a result of the implementation of expanded fixed-route service coverage hours, and a continued increase in primary revenue vehicle hours over taxi service to improve service quality and reliability. The FY 2021 budget reflects a \$1.4 million increase from FY 2020 due to contractual rate changes and the annualized impact of the fixed-route service changes.



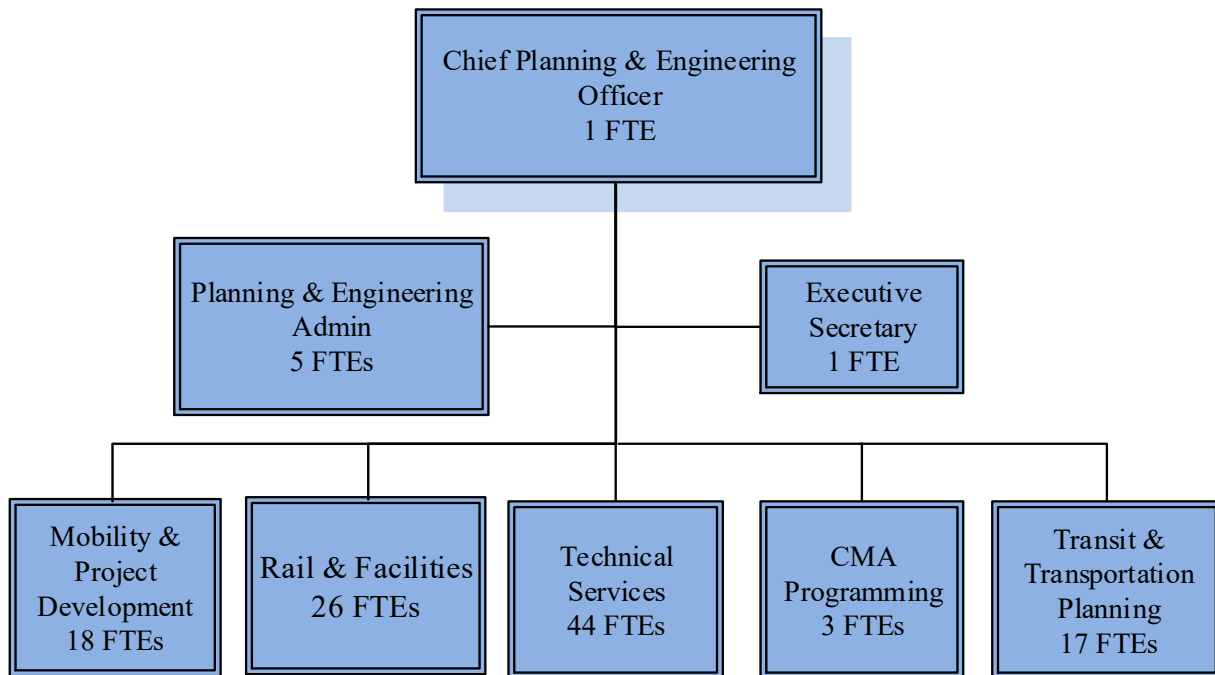
**VTA Access Paratransit Vehicles**

## *Planning & Engineering Division*

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Under the direction of the Chief Planning & Engineering Officer, this division is responsible for transit and transportation planning, project development, delivery of the capital program in VTA’s sales tax measures, and ensuring that VTA’s current system achieves a state-of-good repair. This division is responsible for the Congestion Management Agency functions (CMA) and is also responsible for the development and operations of the Silicon Valley Express Lanes Program.

**115 FTEs**  
(As of 6/30/19)



### **Department Descriptions**

**Mobility & Project Development:**

Responsible for the development and delivery of transportation improvements associated with the State highway system and other roadways. Also responsible for environmental analysis, compliance, and clearance of VTA programs and projects. Manages the operations of the Silicon Valley Express Lanes Program.

**Rail & Facilities:**

Responsible for providing technical support for the assessment and delivery of capital projects necessary for the operation of the infrastructure owned by VTA including bus, light rail, commuter rail and facility improvements.

## ***Planning & Engineering Division cont.***

### **Technical Services:**

Responsible for providing support to groups tasked with the delivery of capital projects throughout VTA including cost and schedule reporting, quality assurance, construction contract compliance, permits, surveying and mapping, environmental engineering, and compliance with State Water Resource Control Board (SWRCB).

### **Congestion Management:**

Responsible for the programming of funds for the Congestion Management Program (CMP).

### **Transit Planning & Transportation Planning:**

Responsible for the planning and conceptual design of all major transit projects as well as the forecasting and modeling analysis for capital projects and the long-range planning functions of the CMP.

## ***Planning & Engineering Division Position Detail***

Job Title	FY18 <sup>1</sup>	FY19 <sup>2</sup>	FY20 <sup>3</sup>	FY21 <sup>3</sup>
Assistant Architect	1	1	1	1
Assistant Cost & Schedule Coordinator	1	1	1	1
Assistant Systems Design Engineer	3	2	2	2
Assistant Transportation Engineer	9	10	10	10
Associate Systems Design Engineer	0	1	1	1
Associate Transportation Engineer	7	6	6	6
Chief Planning & Engineering Officer	0	1	1	1
Construction Contract Compliance Officer	1	1	1	1
Construction Inspector	6	8	8	8
Deputy Director, Mobility Infrastructure Prog	1	1	1	1
Deputy Director, Construction	2	2	2	2
Deputy Director, Transit Planning & Capital Dev	1	1	0	0
Director of Planning & Programming	1	1	0	0
Engineering Aide	2	2	2	2
Engineering Group Manager	3	3	3	3
Engineering Technician II	1	1	1	1
Environmental Planner II	0	2	2	2
Environmental Planner III	3	1	1	1
Executive Secretary	2	2	2	2

<sup>1</sup> As of 6/30/18, adjusted to reflect division reorganizations.

<sup>2</sup> As of 6/30/19, adjusted to reflect division reorganizations.

<sup>3</sup> Budgeted positions.

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Job Title</b>	<b>FY18<sup>1</sup></b>	<b>FY19<sup>2</sup></b>	<b>FY20<sup>3</sup></b>	<b>FY21<sup>3</sup></b>
Junior Transportation Engineer	1	1	1	1
Management Aide	0	1	1	1
Management Analyst	1	1	1	1
Management Secretary	1	1	1	1
Office Specialist II	4	3	3	3
Office Support Supervisor	1	0	0	0
Permit Technician	0	1	1	1
Principal Construction Inspector	1	1	1	1
Principal Transportation Planner	1	2	2	2
Project Controls Group Manager	1	1	1	1
Project Controls Specialist I	0	1	1	1
Project Controls Specialist II	5	4	4	4
Quality Assurance & Warranty Manager	1	1	1	1
Senior Architect	2	2	2	2
Senior Construction Inspector	3	4	4	4
Senior Cost & Schedule Coordinator	2	2	2	2
Senior Environmental Engineer	1	1	1	1
Senior Environmental Planner	3	3	2	2
Senior Land Surveyor	1	1	1	1
Senior Management Analyst	0	1	1	1
Senior Systems Design Engineer	2	2	2	2
Senior Transportation Engineer	6	6	5	5
Senior Transportation Planner	11	10	10	10
Survey and Mapping Manager	1	1	1	1
Transportation Engineering Manager	4	4	4	4
Transportation Planning Manager	1	1	1	1
Transportation Planner II	1	0	0	0
Transportation Planner III	4	6	6	6
Transportation Planning Aide	1	1	1	1
Transportation Planning Manager	2	2	2	2
Utilities Coordination Manager	1	1	1	1
Utility Coordinator	2	2	2	2
<b>Total</b>	<b>109</b>	<b>115</b>	<b>111</b>	<b>111</b>

Includes the deletion of four positions as a result of the Early Retirement Incentive Program implemented in FY 2019.

## *Planning & Engineering Division cont.*

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### **FY 2018 & FY 2019 Accomplishments**

1. Completed construction of VTA's new Paratransit facility and the Capitol Expressway Pedestrian Connection at the Eastridge Transit Center.
2. Completed construction of electric bus charging stations at VTA's Cerone Division.
3. Completed state-of-good-repair condition assessments of all of VTA's administrative and maintenance facilities, light rail station platforms, transit centers, and park-and-ride facilities.
4. Completed installation and testing of new light rail vehicle hoist and dust separation wall in the Guadalupe Light Rail Vehicle Maintenance building.
5. Completed Stelling Road bus stop improvement to speed up travel time and accommodate increased transportation needs in the De Anza College area with the implementation of the Rapid 523 bus service.
6. Helped secure hundreds of millions in grant funding by performing travel forecast analyses for the following projects or acquisitions: US 101/SR 237/Mathilda Avenue Improvements (\$17 million); managed lanes on US-101 and SR-85 in Santa Clara County and on US-101 in San Mateo County (\$233 million); acquisition of 60 BART vehicles for BART to Silicon Valley Phase I (\$34 million); and US 101/SR 25 Interchange Improvements (\$4.2 million).
7. Started construction on the SR 237 Express Lanes Phase 2 Extension and US 101 – SR 85 Express Lanes Phase 3, which would convert the existing High Occupancy Vehicle (HOV) Lanes to Express Lanes.
8. Developed essential data infrastructure for the deployment of Swiftly Insights, a new software used to implement Transit Performance Monitoring and the FAST Program.
9. Provided modeling and spatial analytical support to the SR 85 Transit Study and Rapid Transit Corridor Study, as well as modeling support to two major transit capital planning efforts - Diridon Station Conceptual Plan and Eastridge to BART Regional Connector.
10. Updated the Congestion Management Program Document.
11. Finished Complete Streets Corridor studies for Story/Keys Road.
12. Completed the countywide Bike Plan.
13. Deliver Certified Bicycle League Instructors Training.
14. Finalized 2016 Measure B program guidelines and Complete Streets policy and checklist.
15. Adopted Development Review Policy.

## *Planning & Engineering Division cont.*

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### **FY 2020 & FY 2021 Goals**

The following section details the Division's primary goals for the upcoming two years, the estimated implementation timeframe and the Strategic Plan Business Lines supported by those endeavors.

1. Complete rehabilitation, replacement and upgrades of various Light Rail infrastructure and system elements including: Half-Grand Union at the entrance of the Guadalupe Light Rail Yard; Ohlone/Chynoweth Interlocking; traction power substations along the Guadalupe Line; Overhead Contact System along the Guadalupe Line from I-880 to Convention Center; and platform repair and structure stabilization at the Hamilton Light Rail Station. (*Timeframe: 1<sup>st</sup> Quarter 2021; Business Line Supported: Fast, Frequent, Reliable Transit*)
2. Complete replacement of various equipment at VTA's maintenance facilities including: emergency generators, boilers, propane tank at the Cerone Division; and train wash at the Guadalupe Yard. (*Timeframe: 1<sup>st</sup> Quarter 2021; Business Line Supported: Fast, Frequent, Reliable Transit*)
3. Complete various Light Rail safety enhancements including: track intrusion abatement; pedestrian swing gates; and pedestrian back gates at several Vasona Light Rail crossings. (*Timeframe: 3rd Quarter 2020; Business Line Supported: Fast, Frequent, Reliable Transit*)
4. Complete various transit-related repair, rehabilitation and improvements including: upgrade and improvements at high volume bus stop locations; transit center and park-and-ride rehabilitation; pavement repair and improvements at the North Yard; and facility modifications at the Chaboya Yard to accommodate maintenance of Bus Rapid Transit (BRT) Buses. (*Timeframe: 2nd Quarter 2021; Business Line Supported: Fast, Frequent, Reliable Transit*)
5. Develop performance metrics to ensure documentable progress towards achieving sustainability goals and targets. (*Timeframe: 3rd Quarter 2019; Business Line Supported: Delivery Projects and Programs*)
6. Achieve platinum level recognition for sustainability from the American Public Transportation Association demonstrating VTA's commitment to making continual improvements in energy usage, water consumption, waste generation, and greenhouse gas emissions. (*Timeframe: 2<sup>nd</sup> Quarter 2021; Business Line Supported: Delivery Projects and Programs*)
7. Achieve expanded operations of SR 237 Express Lanes with construction completion of all existing managed lanes to express lanes operations. (*Timeframe: 3<sup>rd</sup> Quarter 2019; Business Line Supported: Transportation System Management*)
8. Complete 9th and 10th editions of annual Transportation Systems Monitoring Program to track performance metrics for transportation system components countywide. (*Timeframe: 4<sup>th</sup> Quarter 2020; Business Line Supported: Transportation System Management*)



***Planning & Engineering Division cont.***

9. Complete construction and closeout of the Mathilda Avenue Improvements at US 101 and SR 237 in the City of Sunnyvale. (*Timeframe: 3rd Quarter 2020; Business Line Supported: Delivering Projects and Programs*)
10. Extend the existing Caltrans two-year blanket Encroachment Permit for the VTA Highway Program. (*Timeframe: 3rd Quarter 2020; Business Line Supported: Delivering Projects and Programs*)

***Planning & Engineering Division Expense Budget***  
*(Dollars in Thousands)*

Category	FY18 Actual	FY19 Current Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
Labor Cost	17,008	20,610	19,047	<b>21,859</b>	2,813	14.8%	<b>21,176</b>	(684)	-3.1%
Material & Supplies	0	1	0	<b>70</b>	70	N/A	<b>1</b>	(69)	-98.8%
Professional & Special Services	1,169	992	772	<b>808</b>	36	4.7%	<b>877</b>	69	8.5%
Other Services	2	50	39	<b>10</b>	(29)	-74.2%	<b>10</b>	0	0.0%
Data Processing	51	53	1	<b>18</b>	17	1901.4%	<b>18</b>	0	0.0%
Office Expense	19	20	19	<b>18</b>	(1)	-5.6%	<b>18</b>	0	0.0%
Employee Related Expense	4	5	6	<b>7</b>	1	15.4%	<b>6</b>	(0)	-4.6%
Leases & Rents	0	15	0	<b>0</b>	0	N/A	<b>0</b>	0	N/A
Miscellaneous	13	22	185	<b>357</b>	172	93.2%	<b>359</b>	1	0.4%
<b>Total Expense</b>	<b>18,267</b>	<b>21,768</b>	<b>20,068</b>	<b>23,146</b>	<b>3,079</b>	<b>15.3%</b>	<b>22,463</b>	<b>(683)</b>	<b>-3.0%</b>
Reimbursements	(19,904)	(18,429)	(20,529)	<b>(22,253)</b>	(1,725)	8.4%	<b>(22,810)</b>	(556)	2.5%
<b>Net Total</b>	<b>(1,637)</b>	<b>3,339</b>	<b>(461)</b>	<b>893</b>	<b>1,354</b>	<b>-293.7%</b>	<b>(346)</b>	<b>(1,239)</b>	<b>-138.8%</b>

Note: Totals and percentages may not be precise due to independent rounding.  
 Descriptions of each Revenue and Expense Category can be found in Appendix D.

**Major Variances (Variance in excess of 5% and \$100,000)**

**Labor Costs:**

The FY 2020 budget reflects a \$2.8 million increase over FY 2019 actual due to the budgeting of 100% of approved positions in FY 2020 while FY 2019 actual costs reflect only filled positions. The estimated impact of FY 2020 and FY 2021 vacancies for the entire agency is reflected under Non-Departmental.

<sup>1</sup> Adopted Budget approved by the Board on June 1, 2017 adjusted to reflect division reorganizations.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## *Planning & Engineering Division cont.*

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### **Miscellaneous:**

The FY 2020 budget is \$172 thousand higher than FY 2019 is due to the additional service to Peninsula Family Service.

### **Reimbursements:**

FY 2020 budgeted reimbursements reflect an increase of \$1.7 million from FY 2019 due to an increase in the indirect cost charge rate and the impact from division reorganization.



**VTA Bus Services in Downtown San Jose**

***Non-Departmental***

Non-Departmental represents all expenses that are beyond the control of an individual division or difficult to be allocated meaningfully to any one division.

***Non-Departmental Expense Budget***  
*(Dollars in Thousands)*

Category	FY18 Actual	FY19 Current Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
Labor Cost	(70)	(16,091)	0	(15,575)	(15,575)	N/A	(15,715)	(140)	0.9%
Material & Supplies	(57)	0	0	0	0	N/A	0	0	N/A
Contribution to Other Agencies	0	0	(1,652)	0	1,652	-100.0%	0	0	N/A
Debt Service	20,404	22,233	17,924	20,821	2,898	16.2%	20,784	(38)	-0.2%
Transfer to Capital	5,000	65,000	65,000	35,000	(30,000)	-46.2%	35,000	0	0.0%
<b>Total Expense</b>	<b>25,277</b>	<b>71,142</b>	<b>81,271</b>	<b>40,246</b>	<b>(41,025)</b>	<b>-50.5%</b>	<b>40,069</b>	<b>(178)</b>	<b>-0.4%</b>

Note: Totals and percentages may not be precise due to independent rounding. Descriptions of each Revenue and Expense Category can be found in Appendix D.

**Major Variances (Variance in excess of 5% and \$100,000)**

**Labor Costs:**

FY 2020 budgeted labor costs reflect a \$15.6 million decrease from FY 2019 actual. For ease of budget administration, the anticipated labor costs for all approved positions is reflected in each respective division and an estimated vacancy rate for the overall agency is reflected in Non-Departmental.

**Contribution to Other Agencies:**

The FY 2020 budget reflects a \$1.7 million increase from FY 2019 actual due to a one-time reimbursement in FY 2019 from the 2016 Measure B Program for the share of costs for the November 2016 General Election.

**Debt Service:**

The FY 2020 budget reflects a \$2.9 million increase from FY 2019 actual primarily from the refunding of 2008 bonds in FY 2019.

**Transfer to Capital Reserve:**

The FY 2020 budget reflects a \$30.0 million decrease over FY 2019. The actuals in FY 2019 included the set-aside for local share of capital for both FY 2018 and FY 2019.

<sup>1</sup> Adopted Budget approved by the Board on June 1, 2017 adjusted to reflect division reorganizations.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## Performance Measures

As a continuation of the recent Strategic Plan update, VTA plans to implement an agency-wide Key Performance Metrics (KPM) program that will tie into the VTA Business Plan implementation goals. This KPM program is included in the FY 2020/21 Capital Program Plan for Board approval.

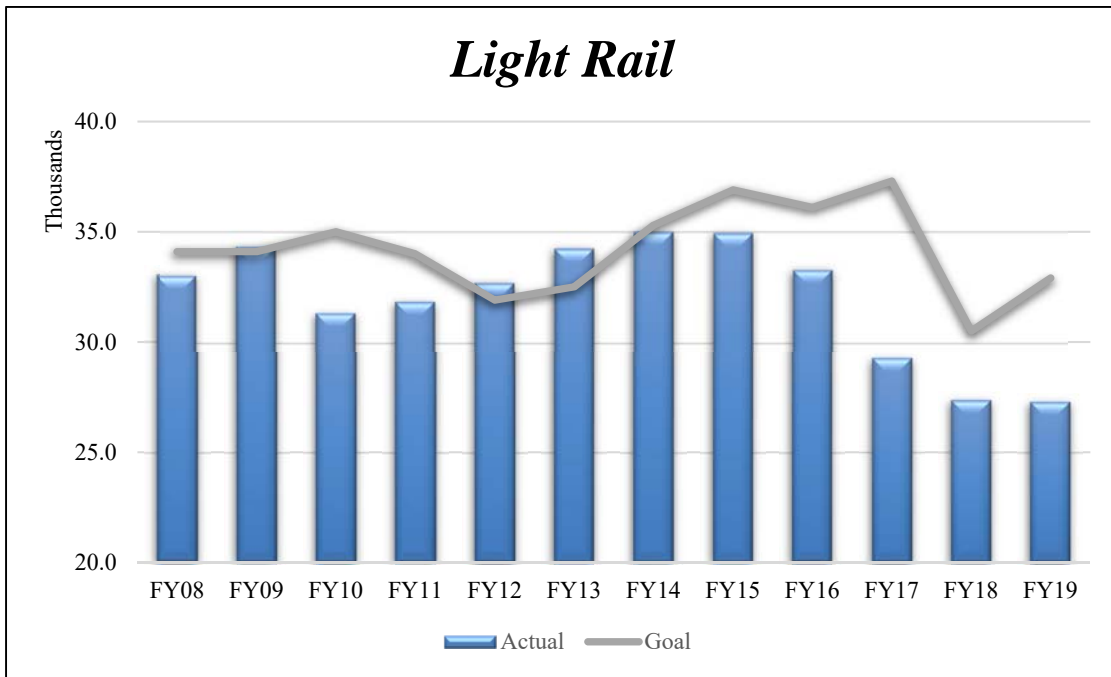
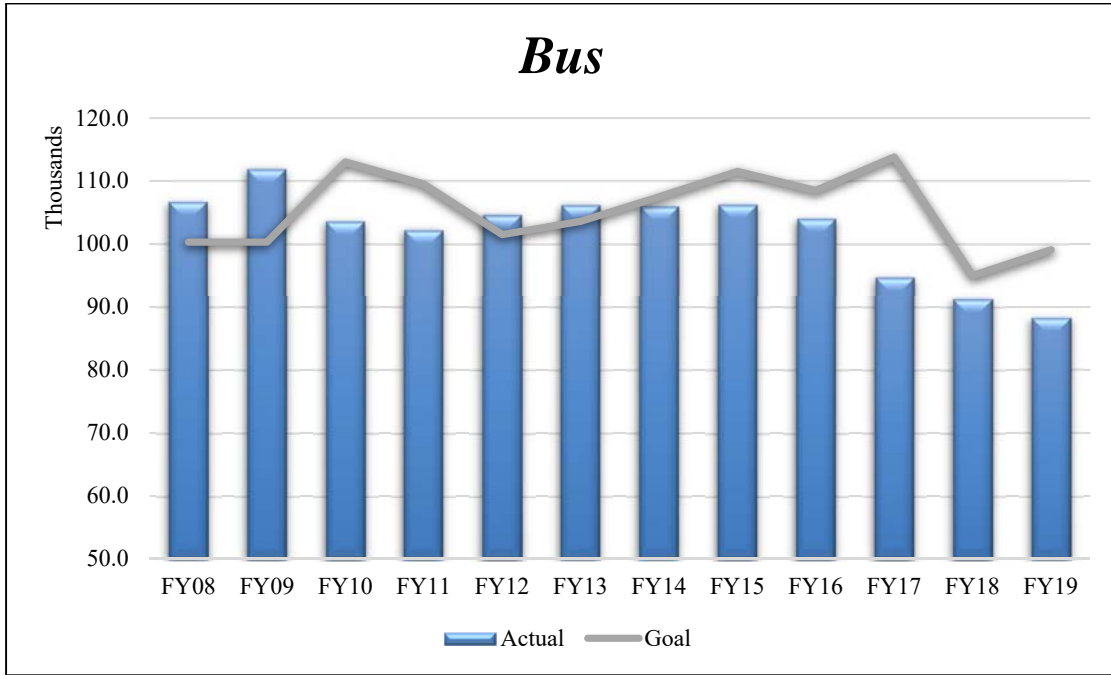
In addition to the new KPM program, VTA sets and monitors key operating performance indicators<sup>1</sup> to measure reliability, efficiency, safety, productivity, and customer satisfaction for VTA's bus and light rail service. The goals are established using historical trend analysis adjusted for variables or factors that affect the results of the performance indicators (e.g., service reductions, enhancements). Where goals have not been met, corrective action plans are developed. The prior two years' performance and the goal for each of the next two fiscal years are presented below. The charts on the following pages show the 10-year historical performance for several key operating indicators against the applicable annual goal.

	FY18 Actual		FY19 Goal	FY19 Actual	Goal Met?	FY20 Goal	FY21 Goal
<b>SYSTEM (Bus &amp; Light Rail)</b>							
Total Boarding Riders (in millions)	36.56	>=	40.64	34.73	No	34.22	35.69
Average Weekday Boarding Riders	118,631	>=	132,000	112,860	No	112,000	116,000
Boardings per Revenue Hour	24.3	>=	24.7	22.9	No	24.7	24.7
Percent of Scheduled Service Operated	99.68%	>=	99.55%	99.39%	No	99.55%	99.55%
Miles Between Major Mechanical Schedule Loss	12,458	>=	9,000	11,046	YES	9,000	9,000
Miles Between Chargeable Accidents	112,718	>=	113,100	156,271	YES	113,000	113,500
Passenger Concerns per 100,000 Boardings	18.5	<=	10.6	16.9	YES	10.6	10.6
<b>BUS OPERATIONS</b>							
Total Boarding Riders (in millions)	28.05	>=	30.39	27.03	No	25.49	26.64
Average Weekday Boarding Riders	91,270	>=	99,100	88,165	No	84,000	87,000
Boardings per Revenue Hour	20.6	>=	20.7	19.8	No	18.6	19.4
Percent of Scheduled Service Operated	99.66%	>=	99.50%	99.33%	No	99.50%	99.50%
Miles Between Major Mechanical Schedule Loss	11,768	>=	8,000	10,132	YES	8,000	8,000
Miles Between Chargeable Accidents	103,607	>=	100,000	142,612	YES	100,000	100,000
On-time Performance	86.4%	>=	92.5%	85.7%	No	92.5%	92.5%
Operator Personal Time-off	10.5%	<=	10.0%	12.0%	YES	10.0%	10.0%
Maintenance Personal Time-off	7.0%	<=	8.0%	9.5%	YES	8.0%	8.0%
Passenger Concerns per 100,000 Boardings	20.0	<=	11.8	17.9	YES	11.8	11.8
<b>LIGHT RAIL OPERATIONS</b>							
Total Boarding Riders (in millions)	8.51	>=	10.25	7.70	No	8.73	9.05
Average Weekday Boarding Riders	27,361	>=	32,900	24,695	No	28,000	29,000
Boardings per Revenue Hour	59.4	>=	57.4	52.4	No	58.1	56.9
Percent of Scheduled Service Operated	99.96%	>=	99.90%	99.97%	YES	99.90%	99.90%
Miles Between Major Mechanical Schedule Loss	24,889	>=	25,000	43,951	YES	25,000	25,000
Miles Between Chargeable Accidents	448,004	>=	2,285,453	761,818	No	2,415,000	2,529,000
On-time Performance	84.7%	>=	95.0%	84.8%	No	95.0%	95.0%
Operator Personal Time-off	9.8%	<=	10.0%	12.2%	YES	10.0%	10.0%
Maintenance Personal Time-off	4.4%	<=	8.0%	6.3%	No	8.0%	8.0%
Way, Power & Signal Personal Time-off	4.1%	<=	8.0%	6.1%	No	8.0%	8.0%
Passenger Concerns per 100,000 Boardings	13.7	<=	2.8	13.2	YES	2.8	2.8
Fare Evasion Rate	2.4%	<=	5.0%	2.3%	No	2.3%	2.3%

<sup>1</sup> Definitions for individual indicators can be found in the glossary in Appendix N.

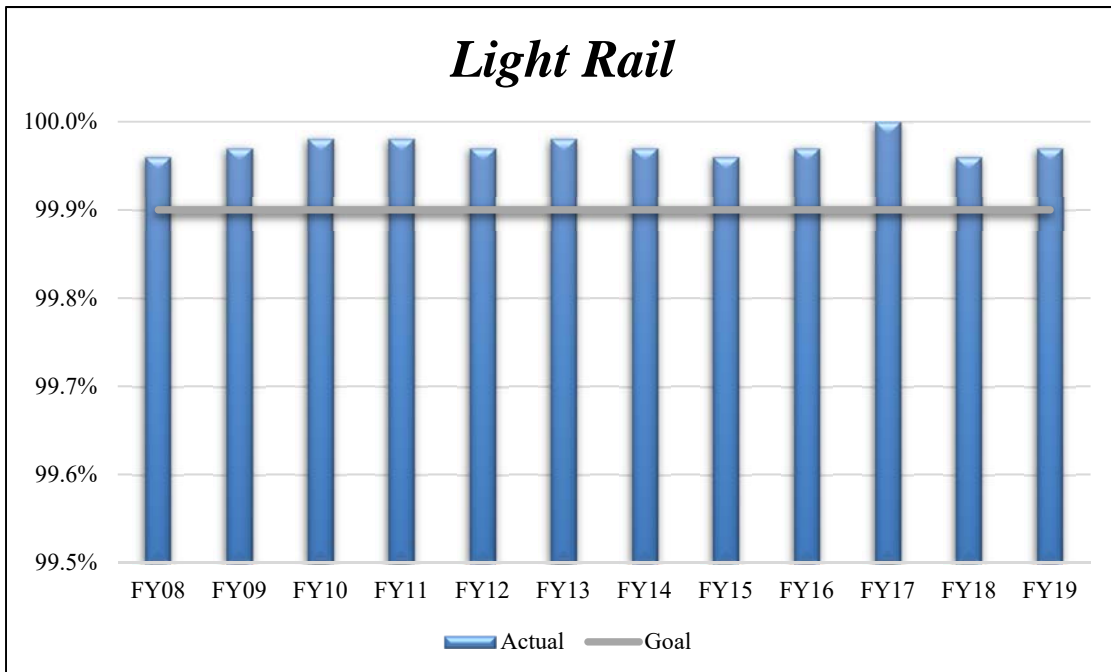
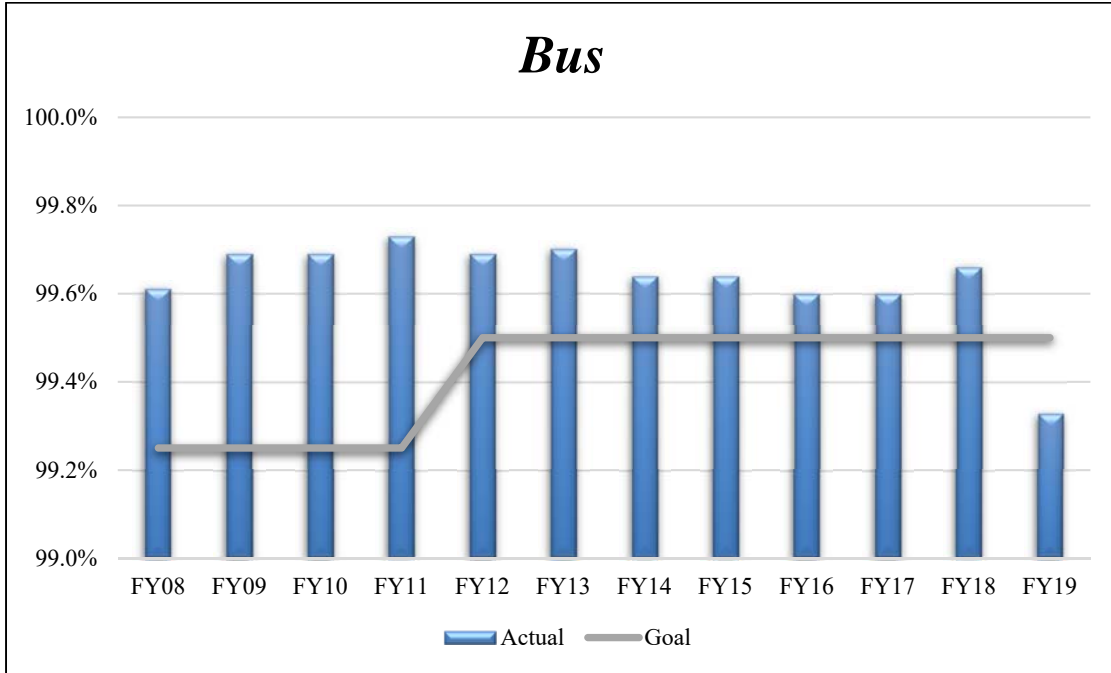
*Performance Measures cont.*

**Average Weekday Boardings**



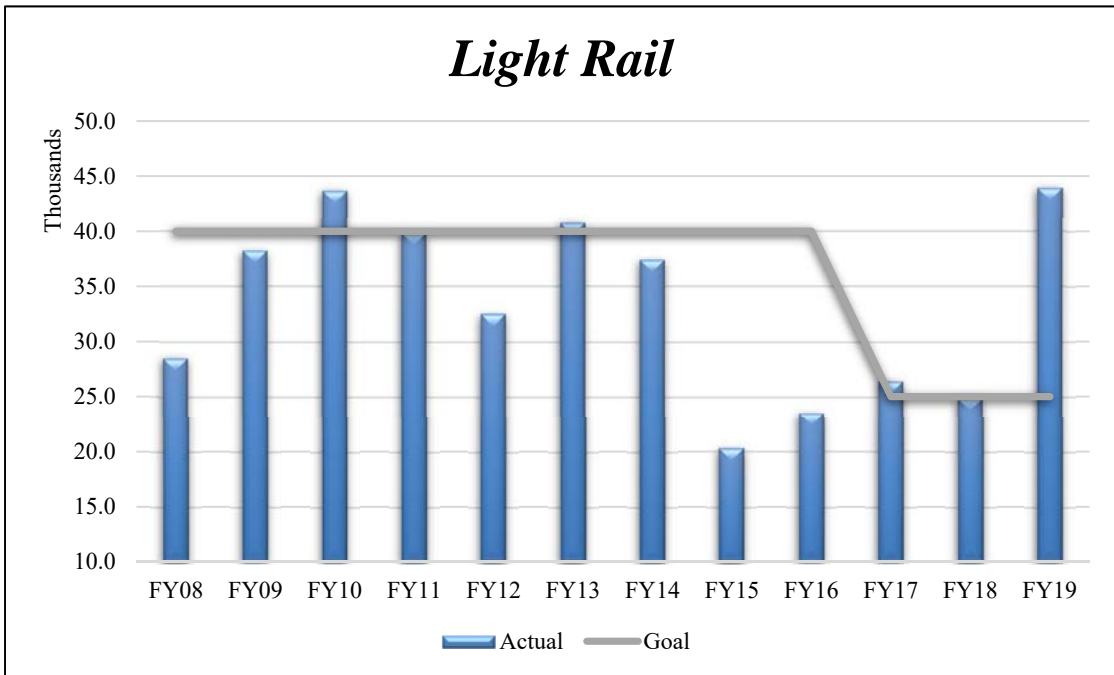
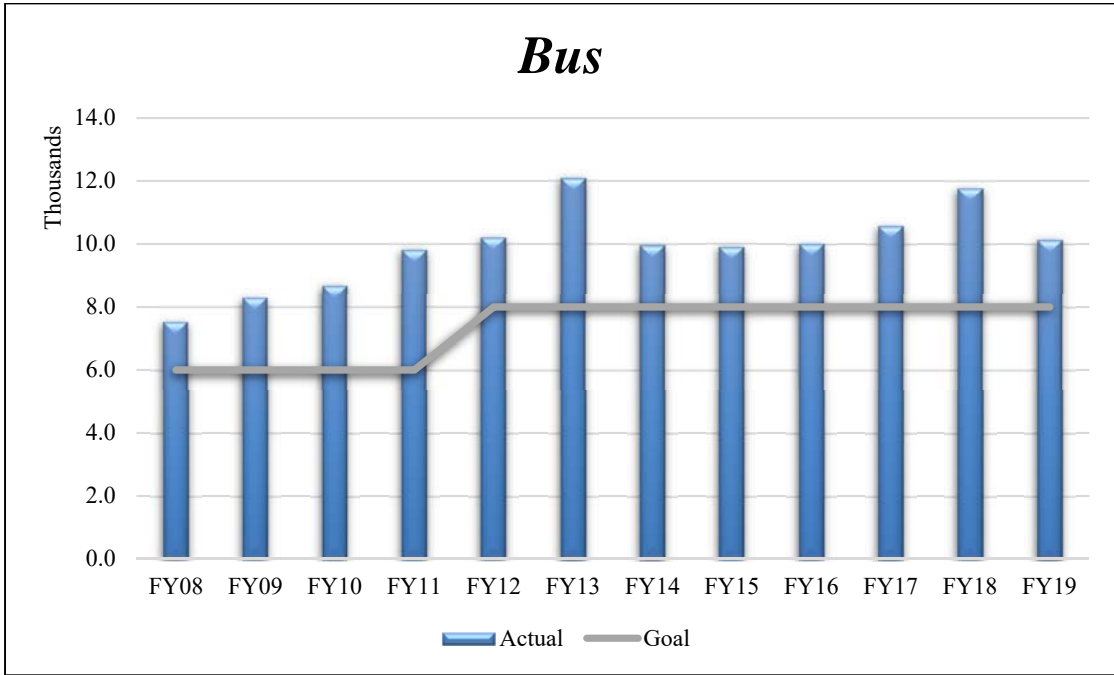
*Performance Measures cont.*

**Percent of Scheduled Service Operated**



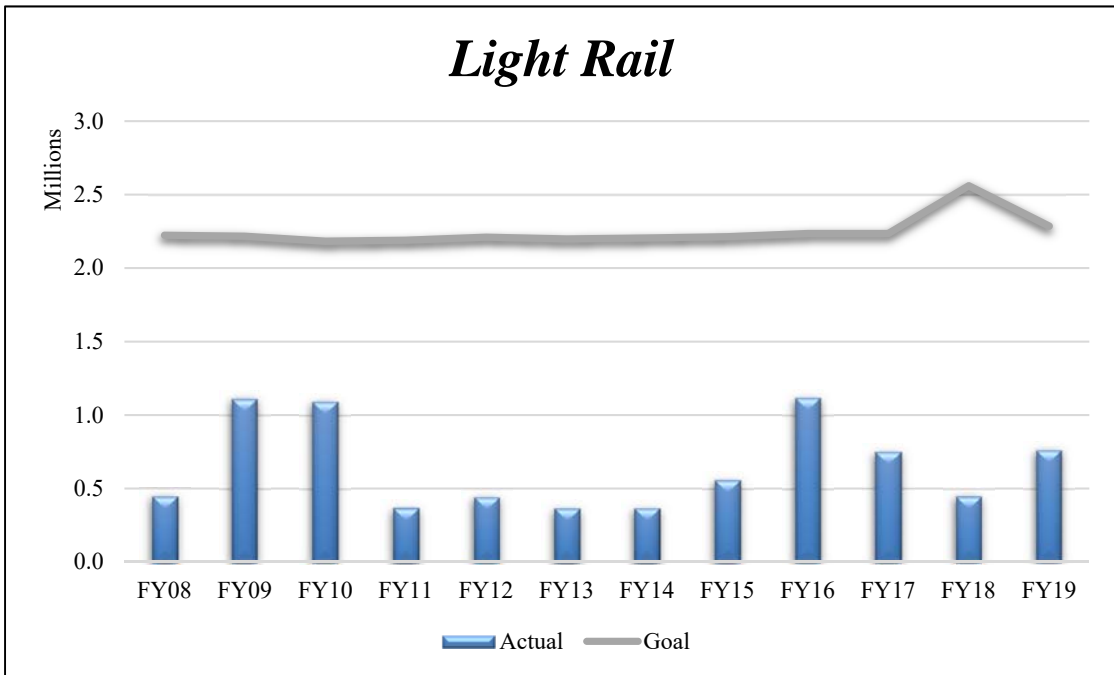
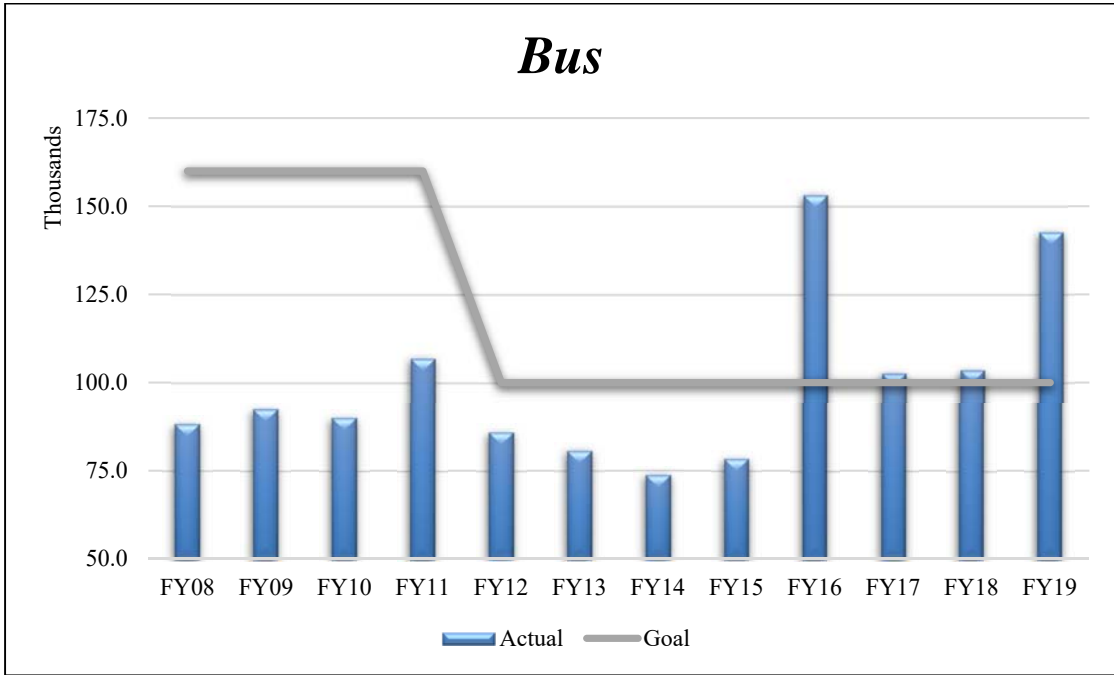
*Performance Measures cont.*

**Miles Between Major Mechanical Schedule Loss**



*Performance Measures cont.*

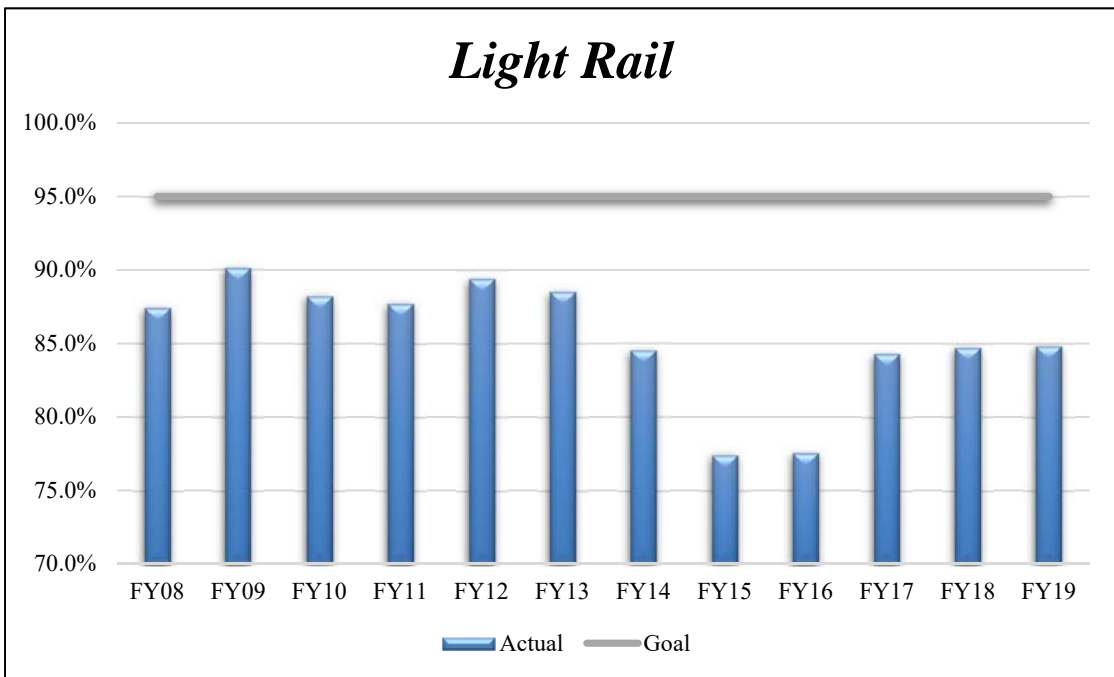
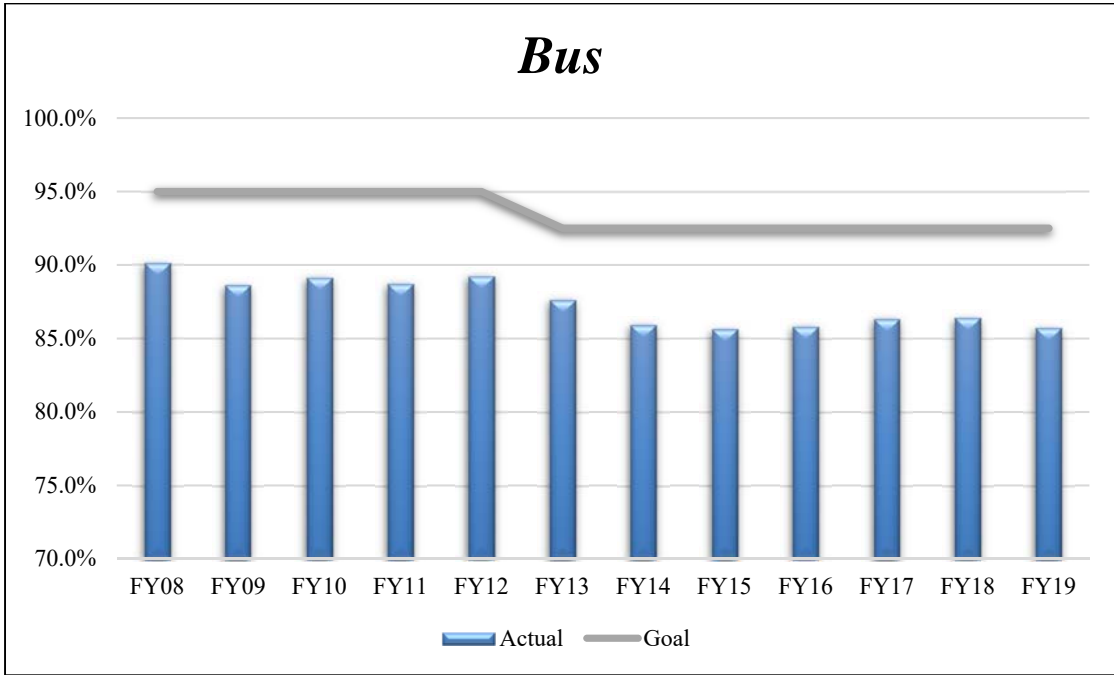
**Miles Between Chargeable Accidents**





*Performance Measures cont.*

**On-time Performance**



## *VTA Transit Capital Program Overview*

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The VTA Transit Capital Program strives to maintain capital infrastructure; keep VTA assets in a state of good repair; and invest in targeted improvements to improve the safety, security, and efficiency of the transit system. In support of those objectives, VTA staff submitted 105 projects for consideration for the upcoming biennial budget. Each project was reviewed and rated based upon the project's overall merit using a previously developed evaluation criteria scale. The projects were then ranked based on their overall score. Once the projects were ranked, the Capital Improvement Program Oversight Committee (CIPOC), which is composed of the Division Chiefs and Directors, matched the VTA Transit requested projects with available levels of grant and local funding in order to develop the Proposed Capital Budget for FY 2020 and FY 2021. This portfolio of prioritized projects was then forwarded to the General Manager for review and approval.

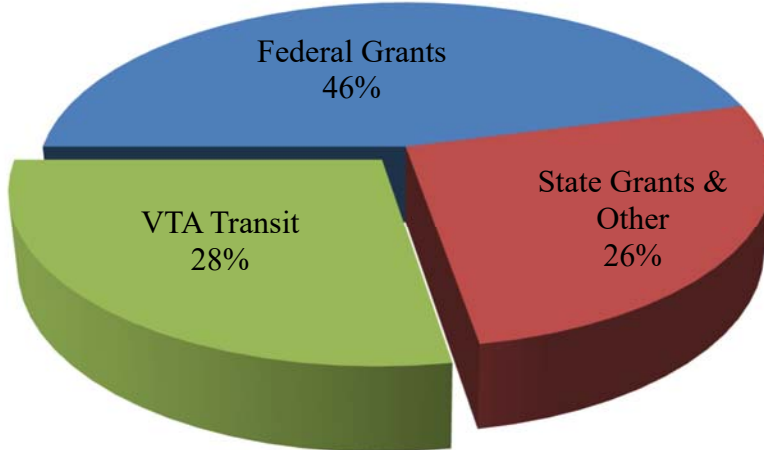
In FY 2018, the Board established a new standing committee—the Capital Program Committee (CPC)—to monitor and oversee VTA capital projects with major resource, multi-jurisdictional coordination, or public impact, and make recommendations to the Board on project and policy-related issues. In February 2019, staff presented the FY 2020 and FY 2021 Proposed Capital budget at a CPC workshop. At the March 2019 meeting, Committee members accepted the Proposed Budget and unanimously recommended the full Board's approval.

The FY 2020 and FY 2021 Adopted Budget creates 49 new VTA Transit Capital projects and augments 21 existing projects. The Adopted Budget also includes \$4.0 million to fund capital contingency. It utilizes \$156.7 million of grants or other outside funding and requires a total VTA Transit Fund commitment of \$60.1 million. Any shortfall in anticipated grant funding could require either the use of additional VTA Transit funds if alternate sources are not available, or a reduction in project scope. The \$216.8 million VTA Transit Capital appropriation reflects the planned capital spending to be incurred or committed in the next two years. Project funding for the two-year period is appropriated in FY 2020 in order to facilitate administration of the program.

The table on the following pages lists each project by category and general funding source. The subsequent pages provide a brief description of each project, identified funding sources for the FY 2020 and FY 2021 requested appropriation, potential operating cost impacts, estimated total project cost, and anticipated completion date.

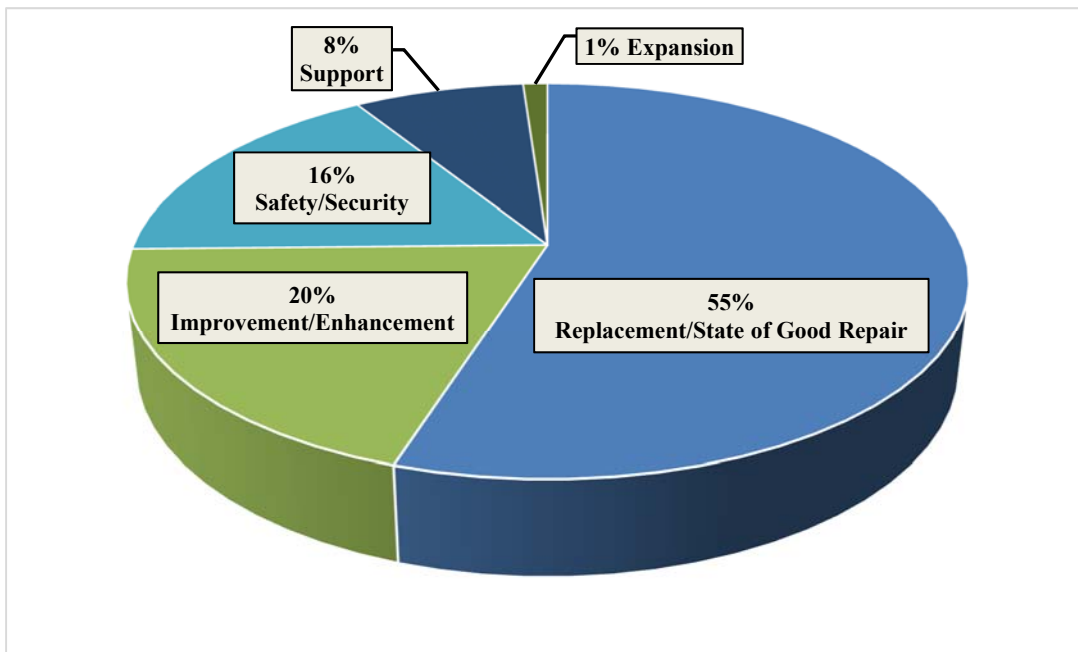
Capital project appropriations, with the exception of the VTA Transit Capital Contingency, do not expire at the end of the fiscal year and are carried forward until the project is completed. Appropriation for the VTA Transit Capital Contingency expires at the end of the two-year budget cycle. Capital carryover is defined as appropriation that is unspent at the end of the fiscal year. The local share of capital carryover is specifically earmarked for previously appropriated capital needs in VTA's Comprehensive Annual Financial Report.

***VTA Transit  
FY 2020 and FY 2021 Appropriation by Funding Source***



As illustrated in the chart below, 55% of the FY2020 and FY2021 appropriation is related to replacement and state of good repair.

***VTA Transit  
FY 2020 and FY 2021 Appropriation by Project Type***



**VTA Transit**  
**Schedule of FY 2020 & FY 2021 Appropriation**  
(Dollars in Thousands)

Project	Funding Source					Total
	Federal	State	2016 Measure B	Other	VTA Local	
1. Bus and LR Vehicle Mobile Router Replacement	1,200	0	0	0	300	1,500
2. Bus CCTV Replacement	2,640	0	0	0	660	3,300
3. Cameras for VTA ACCESS Paratransit Vehicles	1,805	0	0	0	451	2,256
4. Electric Bus Procurement	10,483	14,517	0	0	0	25,000
5. Paratransit Fleet Program FY20	3,978	0	0	0	995	4,973
<b>Revenue Vehicles &amp; Equipment Total</b>	<b>20,106</b>	<b>14,517</b>	<b>0</b>	<b>0</b>	<b>2,406</b>	<b>37,029</b>
6. Non-Revenue Vehicle Replacement Program	0	0	0	0	2,354	2,354
<b>Non-Revenue Vehicles Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,354</b>	<b>2,354</b>
7. Cerone Boiler Replacement	0	0	0	0	1,000	1,000
8. Cerone Emergency Generator Replacement	0	0	0	0	705	705
9. Cerone Energy Storage System	0	2,905	0	0	0	2,905
10. Chaboya Yard Well Removal	120	0	0	0	30	150
11. Electric Buses Charging Station Expansion	0	4,600	0	0	0	4,600
12. Expansion of Bus Yard Electric Capacity for Bus Chargers	0	750	0	0	0	750
13. Facilities Equipment Replacement Project	0	0	0	0	1,219	1,219
14. Fuel Dispenser Replacement	1,920	0	0	0	480	2,400
15. Guadalupe Entrance Security Improvement Project	1,000	0	0	0	250	1,250
16. Guadalupe Steam Rack Improvements	2,400	0	0	0	600	3,000
17. Guadalupe Train Wash Replacement	800	0	0	0	200	1,000
18. HVAC Replacement Program FY20	1,448	0	0	0	362	1,810

Project	Funding Source					Total
	Federal	State	2016 Measure B	Other	VTA Local	
19. LED Exterior Lighting Replacement	0	0	0	0	750	750
20. Painting Management Program FY20	0	0	0	0	1,755	1,755
21. Pavement Management Program FY14	0	0	0	0	1,121	1,121
22. Pavement Management Program FY20	0	0	0	0	1,856	1,856
23. Replace Fire Alarm Systems at Guadalupe and Chaboya	1,200	0	0	0	300	1,500
24. Replace Roll-up Doors at Guadalupe Division	2,000	0	0	0	500	2,500
25. Replace Uninterruptible Power Supplies (UPS) at Quad.	377	0	0	0	94	472
26. Roofing Management Program FY20	0	0	0	0	1,365	1,365
27. Way, Power, and Signals Storage Building	0	0	0	0	560	560
<b><i>Operating Facilities &amp; Equipment Total</i></b>	<b>11,266</b>	<b>8,255</b>	<b>0</b>	<b>0</b>	<b>13,146</b>	<b>32,667</b>
28. Bridge and Structures Repairs FY20	800	0	0	0	200	1,000
29. Bridge Repair/Hamilton Structure Stabilization	280	0	0	0	70	350
30. Downtown San Jose Safety/Speed Improvements	4,920	0	0	0	1,230	6,150
31. Light Rail Crossovers and Switches FY20	0	0	0	0	6,600	6,600
32. OCS Rehabilitation and Replacement FY20	12,520	0	0	0	3,130	15,650
33. Rail Replacement and Rehabilitation FY20	11,440	0	0	0	2,860	14,300
34. Track Intrusion Abatement FY20	4,000	0	0	0	1,000	5,000
35. Union Pacific Culvert Replacement	0	0	0	0	440	440
36. Upgrade Ohlone/Chynoweth Interlocking	2,720	0	0	0	680	3,400
<b><i>Light Rail Way, Power &amp; Signal Total</i></b>	<b>36,680</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,210</b>	<b>52,890</b>
37. ADA Upgrades at Facilities	2,560	0	0	0	640	3,200
38. Bus Stop Improvement Program	0	142	1,300	0	0	1,442
39. Light Rail Platform CCTV Replacement	446	0	0	0	111	557
40. Light Rail Platform Public Address System Upgrade	2,216	0	0	0	554	2,770
41. Light Rail Station Rehabilitation FY 20	776	0	0	0	194	970

Project	Funding Source					Total
	Federal	State	2016 Measure B	Other	VTA Local	
42. North San Jose Transportation Improvements	0	0	0	3,000	0	3,000
43. Pedestrian Backgates at Light Rail Crossings	6,560	0	0	0	1,640	8,200
44. Rehabilitation of LR System Elevators and Escalators	7,440	0	0	0	1,860	9,300
45. San Jose Diridon Station Plan	0	0	2,500	7,500	0	10,000
46. Transit Center Park and Ride Rehabilitation FY20	1,600	0	0	0	400	2,000
<b><i>Passenger Facilities Total</i></b>	<b>21,598</b>	<b>142</b>	<b>3,800</b>	<b>10,500</b>	<b>5,399</b>	<b>41,439</b>
47. Advanced Cyber Security	0	0	0	0	400	400
48. Bus Yard Vehicle Management Solution	0	0	0	0	2,266	2,266
49. Chatbot Interactive Virtual Agent	0	0	0	0	207	207
50. Disaster Recovery Cloud	0	0	0	0	500	500
51. Enterprise Database for Key Performance Indicators	0	0	0	0	500	500
52. GIS Program Development	0	0	0	0	802	802
53. Network and Gigabit Fiber Upgrade	1,200	0	0	0	300	1,500
54. Records Management Program	0	0	0	0	2,900	2,900
55. River Oaks Campus Network Cabling	0	0	0	0	1,400	1,400
56. SAP HANA Data Platform Implementation	0	0	0	0	1,500	1,500
57. SCADA Hardware, Software and Network Upgrade	4,447	0	0	0	1,112	5,559
58. Server Refresh	0	0	0	0	800	800
59. Upgrade Countywide Travel Demand Model	0	0	0	680	280	960
60. Vehicle-Miles-Traveled (VMT) Estimation Tool	130	0	0	250	0	380
61. VTA Gigabit Network Project	960	0	0	0	240	1,200
<b><i>Information Systems &amp; Technology Total</i></b>	<b>6,737</b>	<b>0</b>	<b>0</b>	<b>930</b>	<b>13,207</b>	<b>20,874</b>
62. Caltrain Capital - Annual Local Match	0	9,414	0	0	586	10,000
63. Capital Contingency	0	0	0	2,000	2,000	4,000
64. Community-Based Transportation Plans	300	0	0	0	0	300

Project	Funding Source					Total
	Federal	State	2016 Measure B	Other	VTA Local	
65. Comprehensive Multimodal Corridor Plans	250	250	0	500	0	1,000
66. Facility and Fleet Plan	0	0	0	0	715	715
67. FAST Program Implementation	0	2,844	0	0	3,400	6,244
68. Santa Clara Great America Intermodal Stn Master Plan	0	0	0	750	0	750
69. South County Rail Study	0	0	750	0	0	750
70. SR 85 Transit Guideway Preliminary Engineering	0	0	2,365	0	0	2,365
71. VA Pilot Smart Shuttle	2,700	0	0	0	675	3,375
<b>Miscellaneous Total</b>	<b>3,250</b>	<b>12,509</b>	<b>3,115</b>	<b>3,250</b>	<b>7,376</b>	<b>29,499</b>
<b>Grand Total</b>	<b>99,637</b>	<b>35,423</b>	<b>6,915</b>	<b>14,680</b>	<b>60,098</b>	<b>216,752</b>

Note: Totals may not be precise due to independent rounding.

# VTA Transit Capital Program

## Descriptions of FY 2020 & FY 2021 Appropriated Projects

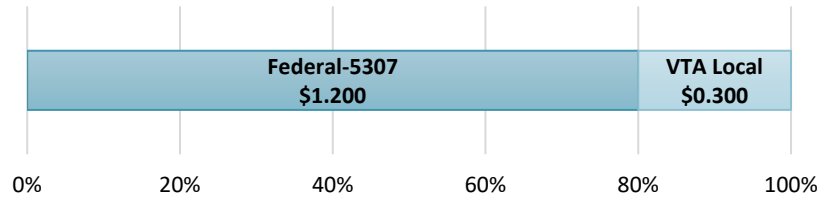
### Revenue Vehicles & Equipment

#### 1. Bus and Light Rail Vehicle Mobile Router Replacement-\$1.5 million

##### Project Scope

This project will replace approximately 700 Mobile Routers used to provide passenger Wi-Fi, live look-in CCTV, CAD/AVL and other technology system communication needs on Light Rail Vehicles and buses that are currently operating with end-of-life routers.

##### Funding (in millions)



##### Business Line(s) Supported

- Faster Frequent Reliable Transit

##### Operating Budget Impact

Software license, support and warranty are expected to cost \$270,000/year for all 700 units.

**Estimated Total Project Cost-\$1.5 million**

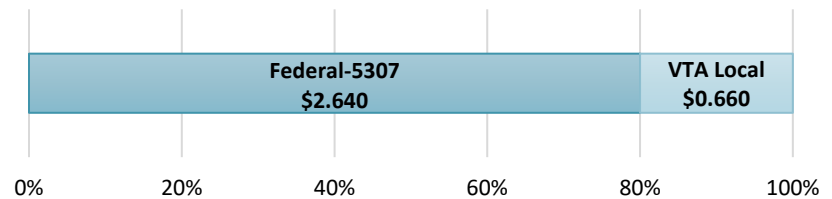
**Anticipated Completion Date-June 2020**

#### 2. Bus CCTV Replacement-\$3.3 million

##### Project Scope

This project will replace approximately 333 CCTV systems on buses operating with end-of life Network Video recorders to ensure that the CCTV systems on these buses continue to operate reliably until the buses are decommissioned to age and/or use.

##### Funding (in millions)



##### Business Line(s) Supported

- Delivering Projects and Programs

##### Operating Budget Impact

Cost savings will be realized due to new product warranty, however additional expenditures are expected as well due to increased functionality. Overall a net zero increase/decrease is anticipated.

**Estimated Total Project Cost-\$3.3 million**

**Anticipated Completion Date-June 2020**

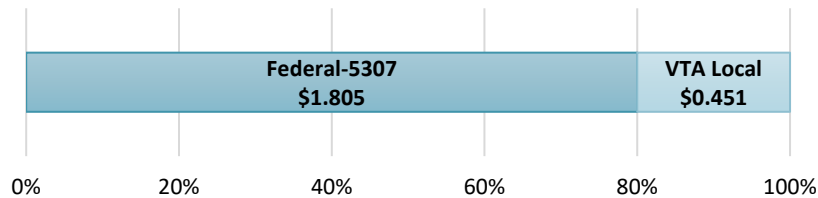


### 3. Cameras for VTA ACCESS Paratransit Vehicles-\$2.256 million

#### Project Scope

This project will install and deploy real-time security cameras on 200 VTA ACCESS Paratransit Vehicles.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Delivering Projects and Programs

#### Operating Budget Impact

The estimated annual operating impact is \$313,840, which includes software maintenance and support; cellular service; and maintenance/support and software licenses.

**Estimated Total Project Cost**-\$2.256 million

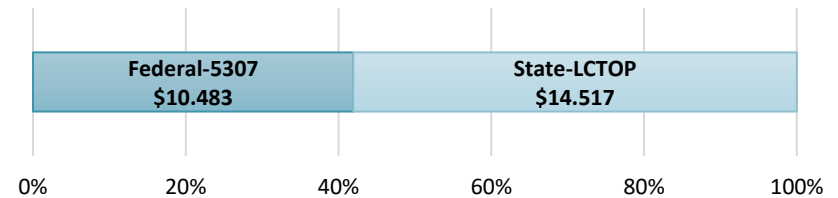
**Anticipated Completion Date**-June 2021

### 4. Electric Bus Procurement-\$25.0 million

#### Project Scope

This project augmentation will provide funding required to purchase an additional 25 electric buses.

#### Funding (in millions)



#### Business Line(s) Supported

- Delivering Projects and Programs
- Transportation System Management

#### Operating Budget Impact

Annual savings estimated at \$5,000 per bus due to reduced maintenance costs for electric buses versus diesel powered buses.

**Estimated Total Project Cost**-\$40.5 million

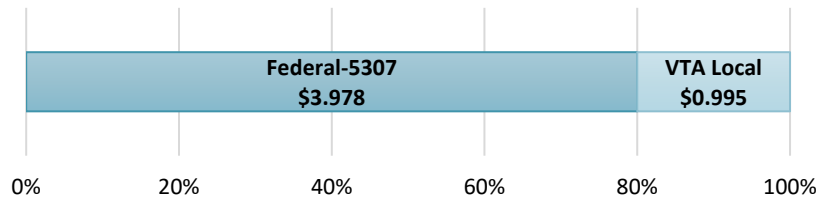
**Anticipated Completion Date**-September 2022

## 5. Paratransit Fleet Program FY20-\$4.973 million

### Project Scope

This project will procure 80 vehicles and associated equipment for provision of paratransit service to replace vehicles that have exceeded their useful life.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Transportation System Management

### Operating Budget Impact

Estimated savings of \$57,000 per year due to reduced maintenance costs for new vehicles.

**Estimated Total Project Cost**-\$4.973 million

**Anticipated Completion Date**-June 2021

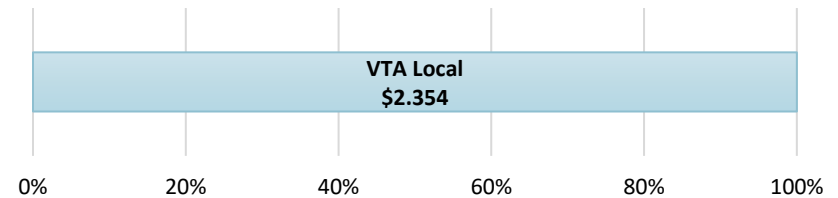
## Non-Revenue Vehicles

## 6. Non-Revenue Vehicle Replacement Program-\$2.354 million

### Project Scope

This project provides for the replacement of 46 non-revenue vehicles that have exceeded their useful life (average mileage of 146,000, average age—14 years). Retired vehicles are replaced with hybrid or electric vehicles whenever possible per VTA's Sustainable Fleet Policy.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

Estimated savings of \$125,000 per year due to less critical maintenance repairs of the aging fleet.

**Estimated Total Project Cost**-\$2.354 million

**Anticipated Completion Date**-June 2021

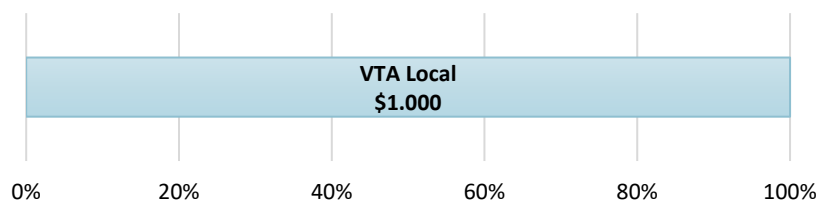
## **Operating Facilities & Equipment**

### **7. Cerone Boiler Replacement-\$1.0 million**

#### **Project Scope**

This project augmentation will provide the remaining funding needed to remove and replace two existing 1978 York Shipley firetube boilers that have reached the end of their useful life.

#### **Funding (in millions)**



#### **Business Line(s) Supported**

- Faster Frequent Reliable Transit

#### **Operating Budget Impact**

Some savings anticipated due to reduced repair costs and fuel consumption.

**Estimated Total Project Cost**-\$2.166 million

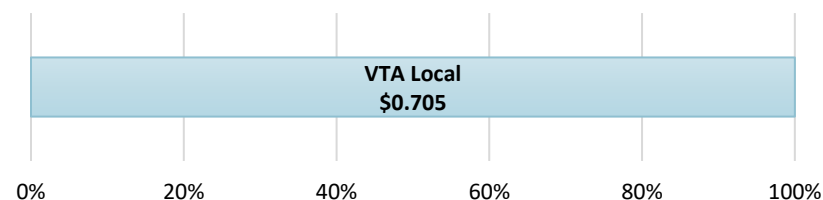
**Anticipated Completion Date**-June 2020

### **8. Cerone Emergency Generator Replacement-\$0.705 million**

#### **Project Scope**

This project augmentation will provide the remaining funding needed to remove and replace two existing 500kw liquid propane gas generators with one 1200kw diesel generator.

#### **Funding (in millions)**



#### **Business Line(s) Supported**

- Faster Frequent Reliable Transit

#### **Operating Budget Impact**

Some savings anticipated due to reduced use of propane.

**Estimated Total Project Cost**-\$3.165 million

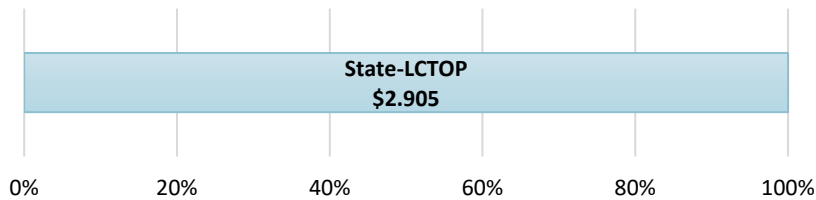
**Anticipated Completion Date**-March 2020

## 9. Cerone Energy Storage System-\$2.905 million

### Project Scope

This project will deploy a commercial, advanced, high-capacity energy storage system to allow charging of electric buses using the stored energy when the electricity rate is at peak price or when there are electrical outages.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

Estimated annual savings of \$15,000.

**Estimated Total Project Cost**-\$2.905 million

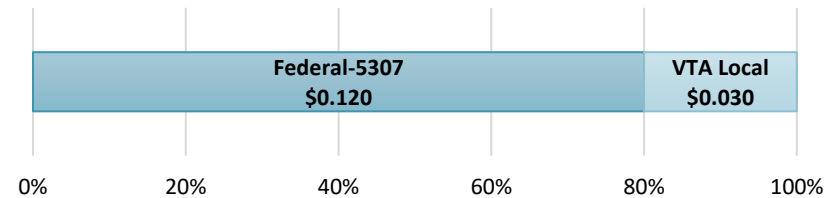
**Anticipated Completion Date**-June 2021

## 10.Chaboya Yard Well Removal-\$0.15 million

### Project Scope

This project augmentation will provide the remaining funding needed to obtain case closure and demolish the ground water remediation system and wells at the Chaboya Bus Yard.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$0.395 million

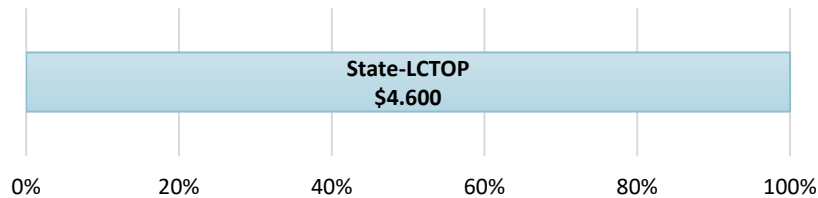
**Anticipated Completion Date**-June 2021

## 11. Electric Buses Charging Station Expansion- \$4.6 million

### Project Scope

This project will fund electric bus chargers and infrastructure to expand the size, capacity, and efficiency of the current charging station to support the deployment of up to 30 electric buses.

### Funding (in millions)



### Business Line(s) Supported

- Delivering Projects and Programs
- Transportation System Management

### Operating Budget Impact

Fueling of buses with electricity instead of diesel is anticipated to result in annual cost savings. In addition, savings on maintenance costs for electric buses versus diesel powered buses are estimated at \$5,000 per year, per bus.

**Estimated Total Project Cost**-\$4.6 million

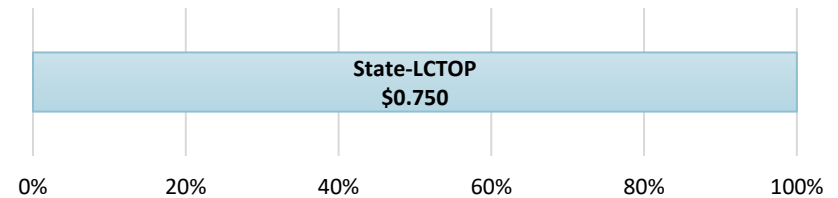
**Anticipated Completion Date**-September 2022

## 12. Expansion of Bus Yard Electric Capacity for Bus Chargers-\$0.75 million

### Project Scope

This project will fund an expansion of electrical capacity at the Cerone Bus Yard to support the deployment of additional electric buses.

### Funding (in millions)



### Business Line(s) Supported

- Delivering Projects and Programs
- Transportation System Management

### Operating Budget Impact

Fueling of buses with electricity instead of diesel is anticipated to result in annual cost savings. In addition, savings on maintenance costs for electric buses versus diesel powered buses are estimated at \$5,000 per year, per bus.

**Estimated Total Project Cost**-\$0.75 million

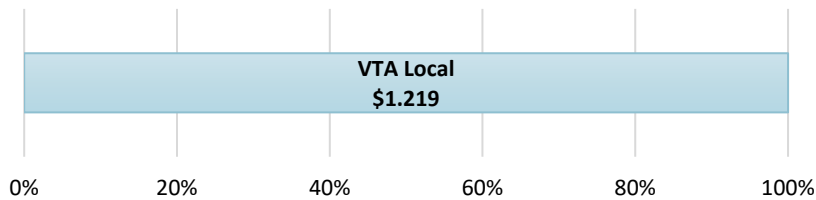
**Anticipated Completion Date**-November 2021

### 13. Facilities Equipment Replacement Project- \$1.219 million

#### Project Scope

This project allows for the scheduled replacement of equipment that has reached the end of its useful life. Scheduled replacements in the two-year period include forklifts, bus lifts, compressors, parts carousels, stationary pressure washers, and brake lathes.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

Estimated savings of \$10,000 per year due to reduced maintenance costs for newer equipment.

**Estimated Total Project Cost**-\$1.219 million

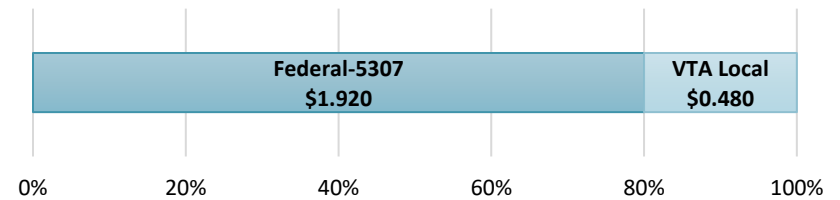
**Anticipated Completion Date**-November 2020

### 14. Fuel Dispenser Replacement-\$2.4 million

#### Project Scope

This project will replace 16 diesel and 1 gasoline dispensers that are outdated and near the end of their useful life. The project will also replace all Under-Dispenser Containment (UDCs) for these dispensers.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$2.4 million

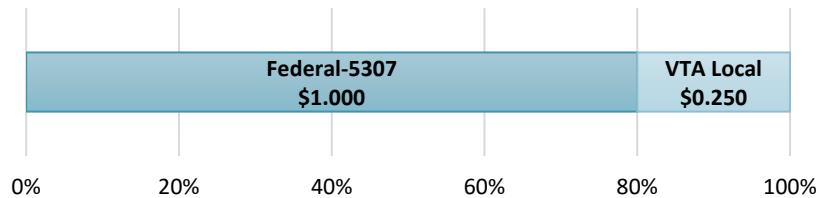
**Anticipated Completion Date**-June 2021

## 15. Guadalupe Entrance Security Improvement Project-\$1.25 million

### Project Scope

This project will enhance security at the Guadalupe Light Rail Division by relocating the security guard house and installing equipment to bolster security measures.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Delivering Projects and Programs
- Transportation System Management

### Operating Budget Impact

Anticipated annual maintenance expense of \$1,000 for CCTV cameras, electronic card readers and crossing gates.

**Estimated Total Project Cost**-\$1.25 million

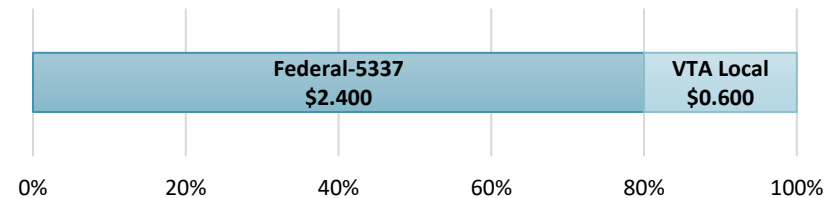
**Anticipated Completion Date**-June 2020

## 16. Guadalupe Steam Rack Improvements-\$3.0 million

### Project Scope

This project will replace and upgrade the existing steam rack track with a new liner system and overhead roof structure. The steam rack is used to clean the undercarriage of light rail vehicles to remove heavy debris and grease buildup to assist with visual inspections. This improvement will ensure the proper collection of contaminated water and reduce unnecessary collection and treatment of rainwater.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Transportation System Management

### Operating Budget Impact

Estimated annual net savings of \$7,000 due to reduction in water treatment chemicals required for improved steam rack system.

**Estimated Total Project Cost**-\$3.0 million

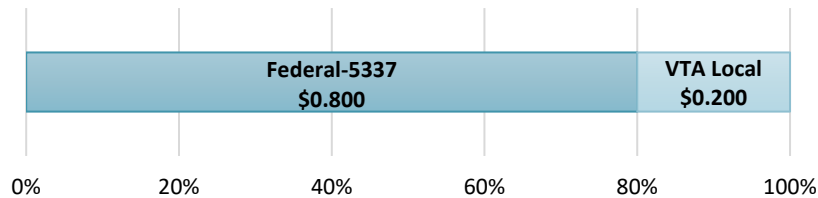
**Anticipated Completion Date**-December 2021

## 17. Guadalupe Train Wash Replacement-\$1.0 million

### Project Scope

This project augmentation will provide the remaining funding needed to remove and replace the light rail vehicle wash system that has reached the end of its useful life.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

Some savings anticipated from reduced overtime for maintenance workers.

**Estimated Total Project Cost**-\$2.81 million

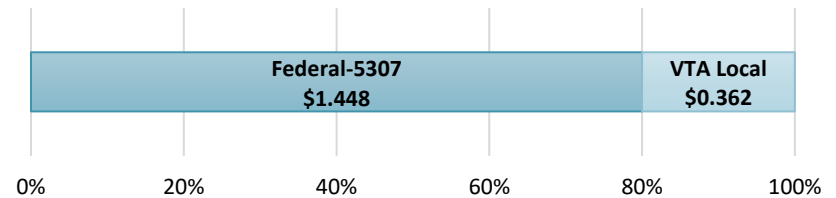
**Anticipated Completion Date**-July 2021

## 18. Heating, Ventilation and Air-Conditioning (HVAC) Replacement Program FY20-\$1.81 million

### Project Scope

This project will replace HVAC units that have reached the end of their working life spans at various VTA facilities. The new equipment will be integrated into the overall Energy Management System that will allow automated control functions to maximize efficiency of operation and track costs.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

Annual savings of \$5,000 to \$20,000 depending on size of unit due to improved energy efficiency.

**Estimated Total Project Cost**-\$1.81 million

**Anticipated Completion Date**-June 2021

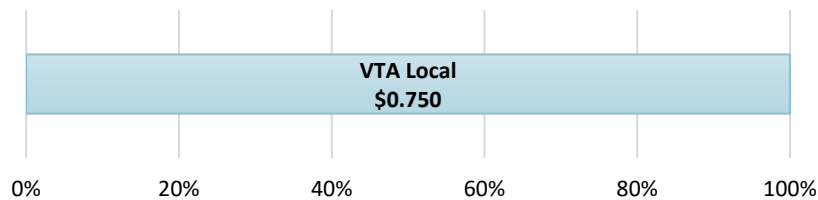


## 19. LED Exterior Lighting Replacement-\$0.75 million

### Project Scope

This project augmentation will provide the remaining funding required to retrofit existing facilities with energy efficient LED light fixtures to improve lighting levels and reduce energy consumption.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Transportation System Management

### Operating Budget Impact

Based on previous LED upgrades, energy savings of 22% of project cost and maintenance savings of 10% of project costs are anticipated. These savings result in an approximate 3-year payback on investment.

**Estimated Total Project Cost**-\$1.838 million

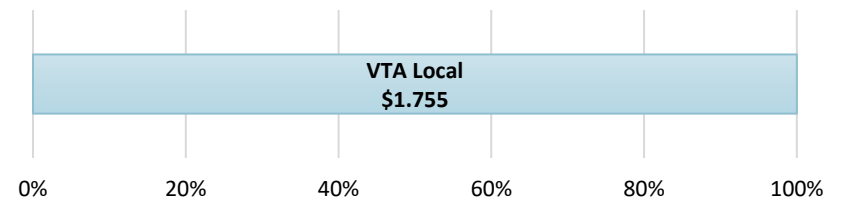
**Anticipated Completion Date**-June 2021

## 20. Painting Management Program FY20-\$1.755 million

### Project Scope

This project provides painting maintenance and repair to the exterior and interiors of all VTA operational, administrative and passenger facilities.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$1.755 million

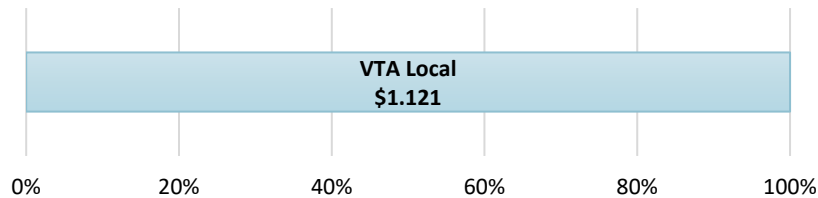
**Anticipated Completion Date**-June 2021

## 21. Pavement Management Program FY14-\$1.121 million

### Project Scope

This project augmentation will provide the remaining funding needed for pavement rehabilitation and repair for the North Division Operating Facility.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

Potential maintenance savings associated with keeping pavement in a state of good repair.

**Estimated Total Project Cost**-\$3.437 million

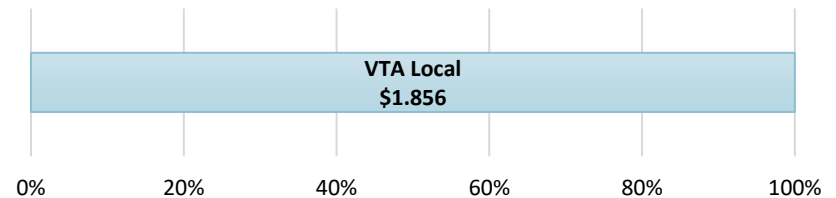
**Anticipated Completion Date**-January 2021

## 22. Pavement Management Program FY20-\$1.856 million

### Project Scope

This project addresses immediate pavement failure issues and maintains the existing assets in a condition that preserves them from future failure. Planned activities in the two-year period include general maintenance, rehabilitation of two lots at the River Oaks Administration Facility, and slurry seal and restriping at various Cerone Division locations.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

Potential maintenance savings associated with keeping pavement in a state of good repair.

**Estimated Total Project Cost**-\$1.856 million

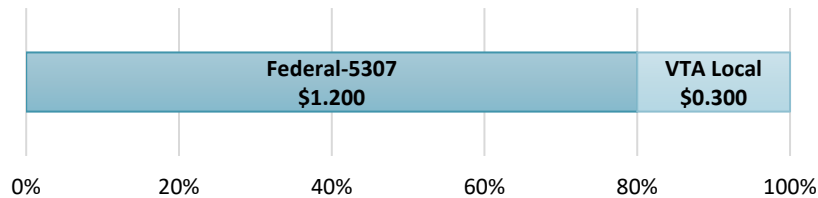
**Anticipated Completion Date**-June 2021

## 23. Replace Fire Alarm Systems at Guadalupe and Chaboya-\$1.5 million

### Project Scope

This project will replace the fire alarm systems at the Guadalupe and Chaboya Operating Facilities which are progressively degrading leading to extremely high maintenance costs.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Transportation System Management

### Operating Budget Impact

Annual net savings of \$38,000 due to elimination of repairs and maintenance of old system.

**Estimated Total Project Cost**-\$1.5 million

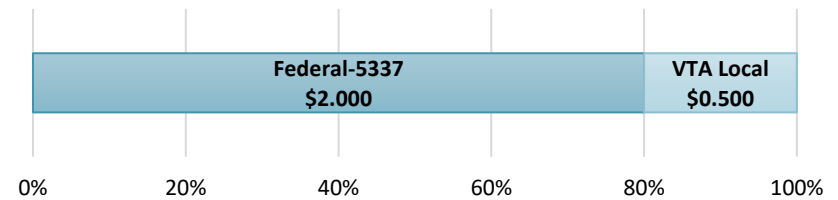
**Anticipated Completion Date**-January 2021

## 24. Replace Roll-up Doors at Guadalupe Division-\$2.5 million

### Project Scope

This project will replace roll-up doors at Guadalupe Division with newer updated models that have modern safety precautions. The existing doors have reached the end of their useful life and replacement parts for repair are no longer available.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Transportation System Management

### Operating Budget Impact

Annual net savings of \$15,000 due to less maintenance and repair costs for newer updated models.

**Estimated Total Project Cost**-\$2.5 million

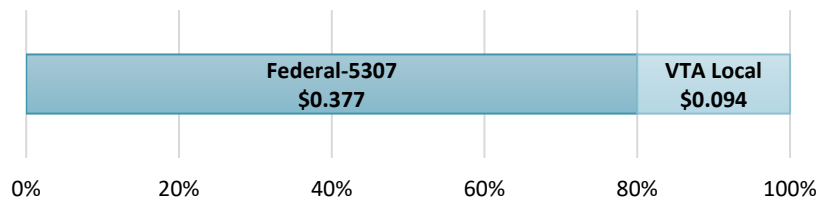
**Anticipated Completion Date**-December 2020

## 25. Replace Uninterruptible Power Supplies (UPS) at Guadalupe-\$0.472 million

### Project Scope

This project will replace various uninterruptible power supplies (UPS) and power distribution units at the Guadalupe Light Rail Operating Facility which have reached the end of their useful life.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$0.472 million

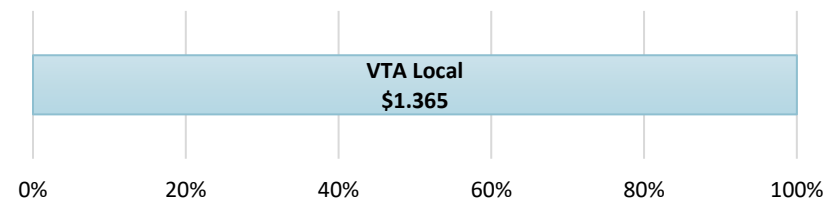
**Anticipated Completion Date**-May 2020

## 26. Roofing Management Program FY20-\$1.365 million

### Project Scope

This project funds the ongoing, comprehensive program to maximize the useful life and integrity of VTA facilities. Planned activities in the two-year period include general maintenance, and re-roofing of various areas at the North Division Operating Facility.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

Estimated annual savings of \$30,000 from reduced energy costs in air-conditioned spaces and reduced man-hours lost due to disruptions from roof leaks or other water intrusions.

**Estimated Total Project Cost**-\$1.365 million

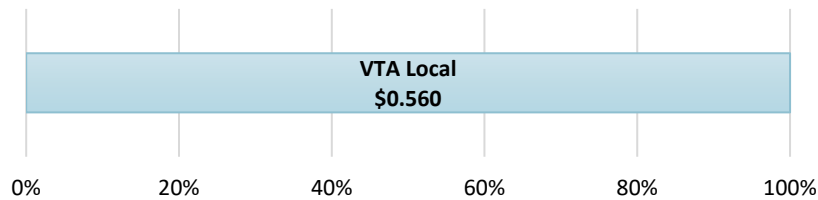
**Anticipated Completion Date**-June 2021

## 27. Way, Power, and Signals Storage Building- \$0.56 million

### Project Scope

This project will expand the existing building for storage of Way, Power and Signals material and equipment at the Guadalupe Light Rail Facility to provide for secure storage, protection from the elements, and elimination of potential storm water contamination.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$0.56 million

**Anticipated Completion Date**-May 2021

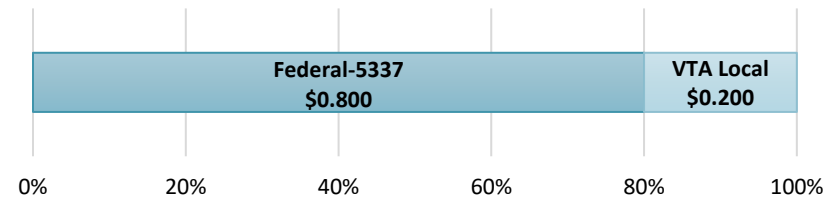
## Light Rail Way, Power & Signal

## 28. Bridge and Structures Repairs FY20-\$1.0 million

### Project Scope

This project will provide corrective work as necessary for compliance with California Public Utilities Commission (CPUC) regulations.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$1.0 million

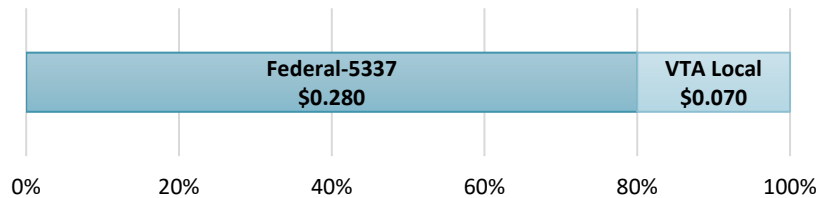
**Anticipated Completion Date**-July 2022

## 29. Bridge Repair/Hamilton Structure Stabilization-\$0.35 million

### Project Scope

This project augmentation will provide the remaining funding required to complete stabilization of the Hamilton Bridge Structure.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$3.55 million

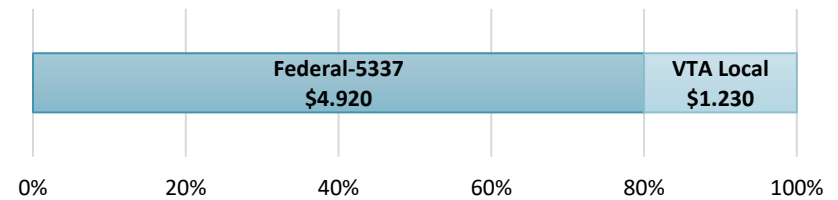
**Anticipated Completion Date**-April 2020

## 30. Downtown San Jose Safety/Speed Improvements-\$6.15 million

### Project Scope

This project augmentation will extend safety enhancements to the full Downtown San Jose Transit Mall (1<sup>st</sup> and 2<sup>nd</sup> street from St. James to San Carlos) to deter pedestrian, bicycle, scooter, and vehicle intrusion into the light rail trackway.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

Annual maintenance costs estimated at \$30,000.

**Estimated Total Project Cost**-\$7.05 million

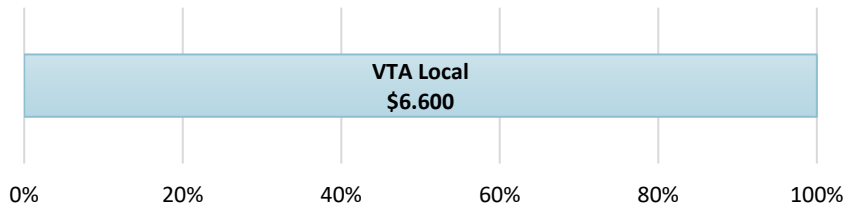
**Anticipated Completion Date**-June 2021

### 31. Light Rail Crossovers and Switches FY20-\$6.6 million

#### Project Scope

This project will procure and install special trackwork, double crossovers, manual switches, and overhead catenary systems at two locations (Capitol/Mabury and North First/Bonaventura) along the existing light rail corridor to improve operational flexibility and reliability.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit

#### Operating Budget Impact

Potential cost savings due to improved operational flexibility.

**Estimated Total Project Cost**-\$6.6 million

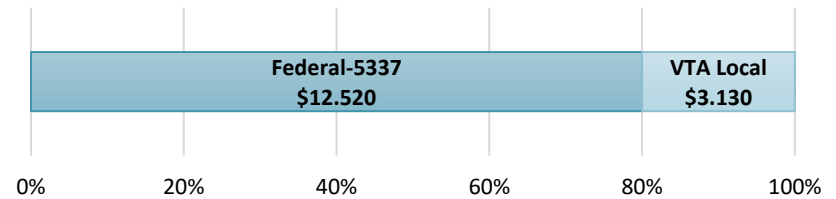
**Anticipated Completion Date**-June 2022

### 32. OCS Rehabilitation and Replacement FY20-\$15.65 million

#### Project Scope

This project funds the rehabilitation and replacement of portions of the light rail Overhead Catenary System (OCS) as identified in various assessment studies. The rehabilitation activities include replacement of contact wires, wire support systems, under bridge supports, and feeder cables.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit

#### Operating Budget Impact

Potential maintenance and emergency repair cost savings associated with keeping the assets in a state of good repair.

**Estimated Total Project Cost**-\$15.65 million

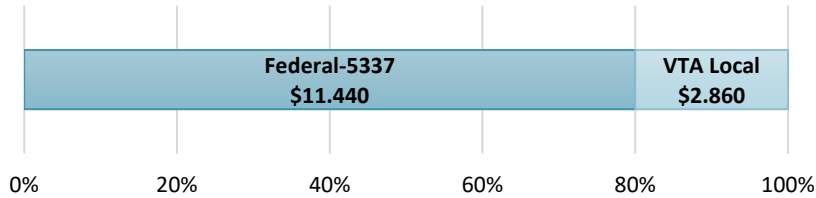
**Anticipated Completion Date**-June 2021

### 33. Rail Replacement and Rehabilitation FY20-\$14.3 million

#### Project Scope

This project is part of a capital replacement and maintenance program to ensure that the Light Rail track infrastructure remains safe, reliable and in an enhanced state of good repair. The scope of this request includes rehabilitation and replacement of track components as identified by inspections and assessments.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit

#### Operating Budget Impact

Potential maintenance and emergency repair cost savings associated with keeping the assets in a state of good repair.

**Estimated Total Project Cost**-\$14.3 million

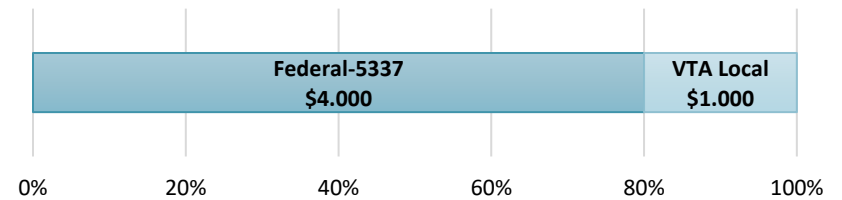
**Anticipated Completion Date**-June 2022

### 34. Track Intrusion Abatement FY20-\$5.0 million

#### Project Scope

This project will take steps to prevent track intrusion at priority segments as evaluated by VTA's Safety Committee. Planned improvements include signage, pavement striping, fencing and barriers.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$5.0 million

**Anticipated Completion Date**-November 2021

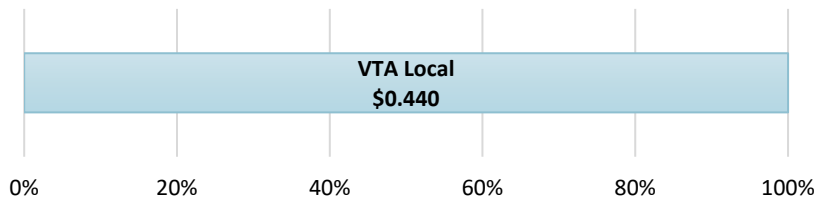


### 35. Union Pacific Culvert Replacement-\$0.44 million

#### Project Scope

This project consists of assessment and design for the replacement of Union Pacific Structure 4 – Hacienda Culvert due to visible deterioration. Additional funds for construction will be requested in the next budget cycle.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$1.44 million

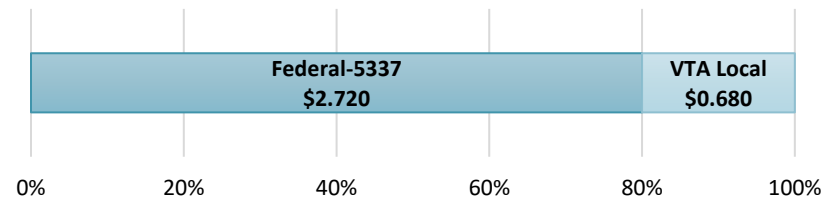
**Anticipated Completion Date**-October 2022

### 36. Upgrade Ohlone/Chynoweth Interlocking-\$3.4 million

#### Project Scope

This project augmentation will complete the redesign of existing relay-based interlocking at Ohlone/Chynoweth to implement a fully functioning interlocking using existing infrastructure where possible.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit

#### Operating Budget Impact

Reduced maintenance costs and equipment failures due to increased system reliability.

**Estimated Total Project Cost**-\$4.6 million

**Anticipated Completion Date**-June 2021

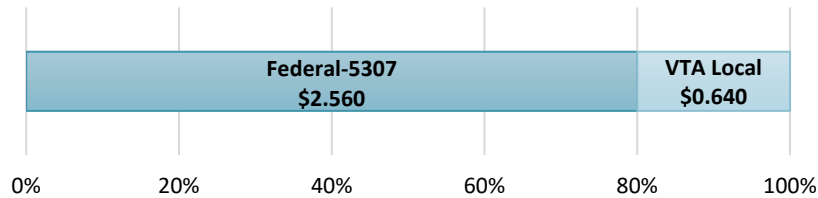
## Passenger Facilities

### 37. ADA Upgrades at Facilities-\$3.2 million

#### Project Scope

This project will modify, construct and mitigate ADA (Americans with Disabilities Act) non-compliant items at various VTA facilities.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$3.2 million

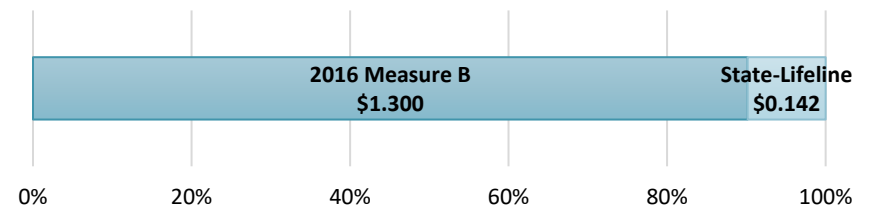
**Anticipated Completion Date**-April 2022

### 38. Bus Stop Improvement Program-\$1.442 million

#### Project Scope

This project augmentation funds the continued implementation of bus stop improvements systemwide for improved passenger safety, comfort and access. Planned improvements include new and replacement shelters, lighting, access improvements including safe sidewalk connections, passenger information signs and security.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

Annual maintenance of new shelters estimated at \$50,000.

**Estimated Total Project Cost**-\$6.729 million

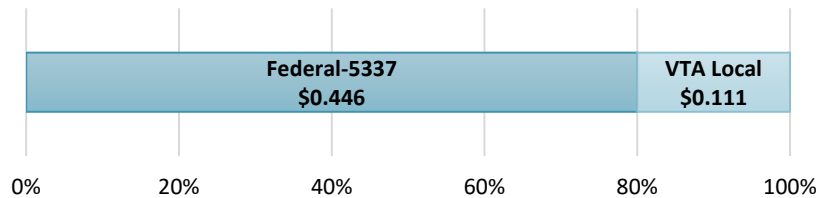
**Anticipated Completion Date**-June 2021

**39. Light Rail Platform CCTV Replacement-\$0.557 million**

**Project Scope**

This project will replace CCTV equipment at four to six Light Rail Station platforms.

**Funding (in millions)**



**Business Line(s) Supported**

- Delivering Projects and Programs

**Operating Budget Impact**

Estimated annual savings of \$18,000 initially due to reduced number of maintenance calls for newer equipment.

**Estimated Total Project Cost-\$0.557 million**

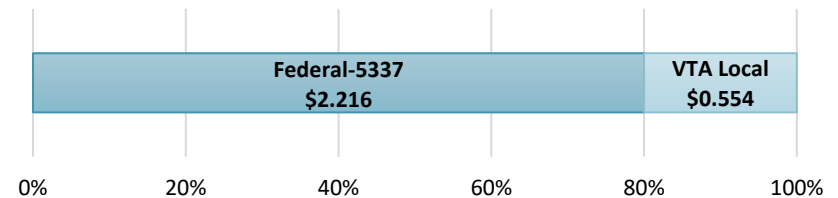
**Anticipated Completion Date-June 2020**

**40. Light Rail Platform Public Address System Upgrade-\$2.77 million**

**Project Scope**

This project will replace existing equipment on older Public Address (PA) systems such as power lines, amplifiers, preamp/mixers; upgrade PA maintenance telephones; and augment, test and commission the PA system on all stations.

**Funding (in millions)**



**Business Line(s) Supported**

- Faster Frequent Reliable Transit

**Operating Budget Impact**

Estimated net annual saving of \$139,000 due to reduced maintenance costs for new equipment.

**Estimated Total Project Cost-\$2.77 million**

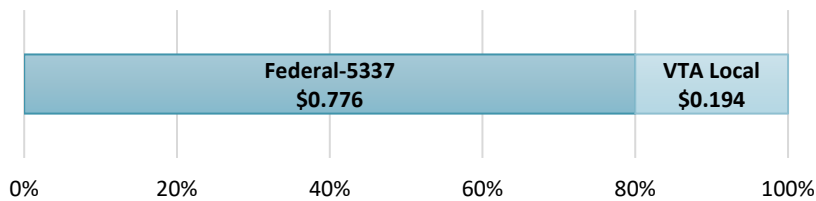
**Anticipated Completion Date-June 2021**

## 41. Light Rail Station Rehabilitation FY 20-\$0.97 million

### Project Scope

This project will provide rehabilitation and repair for various light rail stations including repainting, crack sealing, light pole replacement, tactile warning band replacement, concrete repair, etc.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$0.97 million

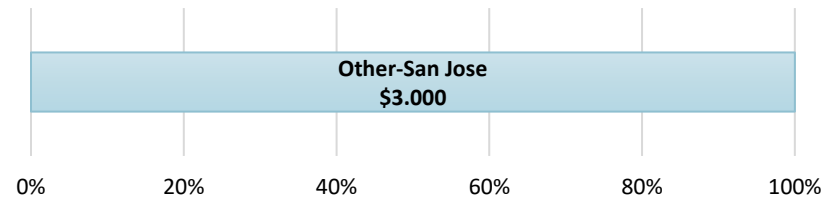
**Anticipated Completion Date**-February 2022

## 42. North San Jose Transportation Improvements-\$3.0 million

### Project Scope

This project will plan, design and construct eligible transit projects in North San Jose using developer fees collected by the City of San Jose.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

Annual maintenance of various improvements estimated at \$5,000.

**Estimated Total Project Cost**-\$6.0 million

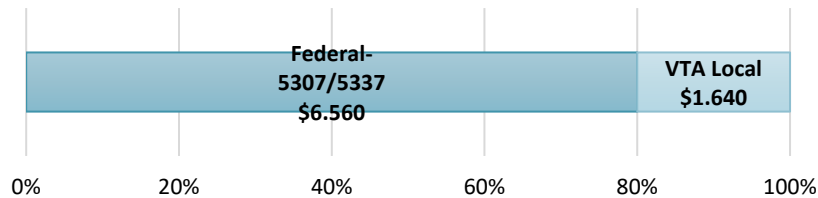
**Anticipated Completion Date**-June 2021

### 43. Pedestrian Backgates at Light Rail Crossings-\$8.2 million

#### Project Scope

This project will install pedestrian gates at several crossings along the Guadalupe and Tasman West light rail corridors to enhance safety at pedestrian crossings.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$8.2 million

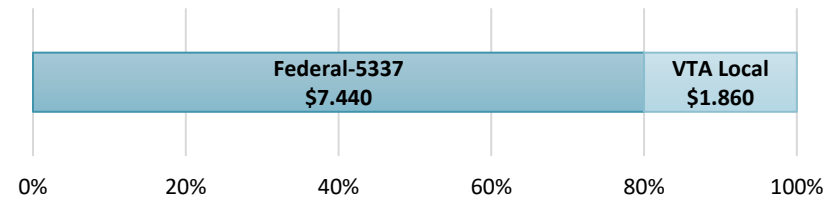
**Anticipated Completion Date**-March 2022

### 44. Rehabilitation of Light Rail System Elevators and Escalators-\$9.3 million

#### Project Scope

This project will repair and rehabilitate elevators and escalators at various locations along the light rail system.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Transportation System Management

#### Operating Budget Impact

Anticipated savings from reduction in ongoing maintenance costs.

**Estimated Total Project Cost**-\$9.3 million

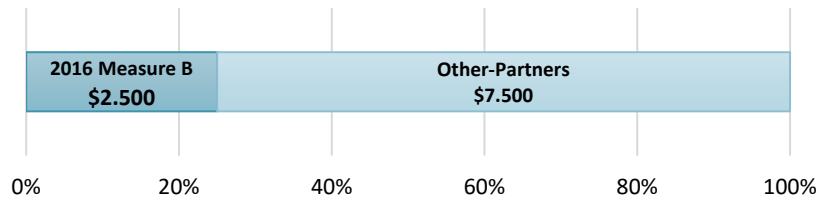
**Anticipated Completion Date**-December 2021

## 45. San Jose Diridon Station Plan-\$10.0 million

### Project Scope

This project augmentation will complete funding required for the planning, environmental clearance and preliminary engineering of the San Jose Diridon Station Multimodal Transportation Center.

### Funding (in millions)



### Business Line(s) Supported

- Delivering Projects and Programs

### Operating Budget Impact

Development of a new station will have operating and maintenance cost impacts on the entities involved in the project. Determination of how the station will be managed, funded and governed is part of the project scope.

**Estimated Total Project Cost**-\$16.0 million

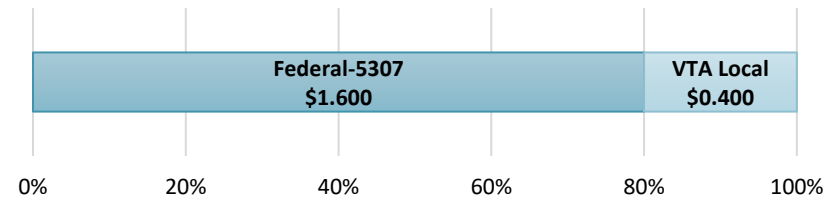
**Anticipated Completion Date**-June 2021

## 46. Transit Center Park and Ride Rehabilitation FY20-\$2.0 million

### Project Scope

This project will provide for refurbishment and repair of maintenance issues at transit centers and park and ride lots throughout the VTA service area.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

Potential maintenance savings associated with keeping assets in a state of good repair.

**Estimated Total Project Cost**-\$2.0 million

**Anticipated Completion Date**-September 2021

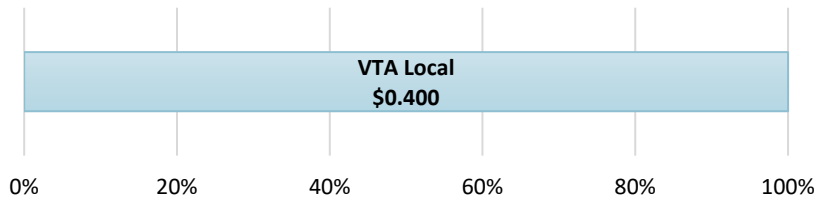
## **Information Systems & Technology**

### **47. Advanced Cyber Security-\$0.4 million**

#### **Project Scope**

This project augmentation provides funding to complete development of a cyber security program including software, hardware, network monitoring tools, anti-malware tools, consulting/audit/testing services, training, and development/update of policies and procedures to mitigate risk.

#### **Funding (in millions)**



#### **Business Line(s) Supported**

- Delivering Projects and Programs

#### **Operating Budget Impact**

Ongoing maintenance and support for security technologies, amount to be determined.

**Estimated Total Project Cost**-\$1.2 million

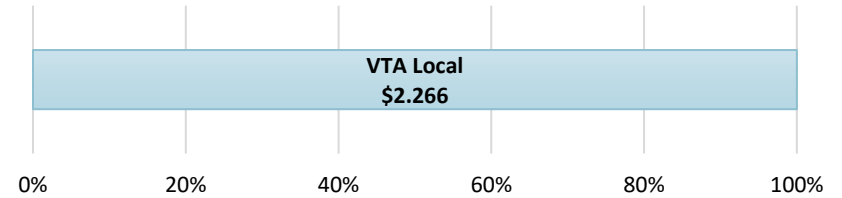
**Anticipated Completion Date**-June 2020

### **48. Bus Yard Vehicle Management Solution-\$2.266 million**

#### **Project Scope**

This project will design and implement an advanced yard management solution to locate vehicles anywhere in the yard real time. The solution provides 24x7 tracking, even when vehicles and onboard systems are powered down, reports on vehicle inventory, pullout performance, and vehicle movement in the yard.

#### **Funding (in millions)**



#### **Business Line(s) Supported**

- Faster Frequent Reliable Transit
- Delivering Projects and Programs
- Transportation System Management

#### **Operating Budget Impact**

Operation efficiency savings are anticipated due to elimination of manual tracking of vehicles.

**Estimated Total Project Cost**-\$2.266 million

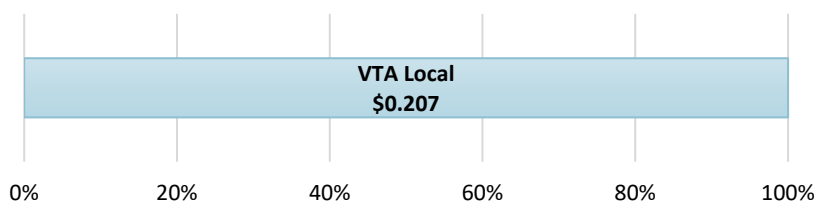
**Anticipated Completion Date**-June 2021

## 49. Chatbot Interactive Virtual Agent-\$0.207 million

### Project Scope

This project would design and build an interactive virtual agent, commonly known as a “Chatbot”. This software can efficiently help VTA customers and potentially other audiences with basic needs 24/7/365 and in multiple languages.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Delivering Projects and Programs
- Transportation System Management

### Operating Budget Impact

Annual maintenance costs estimated at \$26,000 offset by savings from operational efficiencies.

**Estimated Total Project Cost**-\$0.207 million

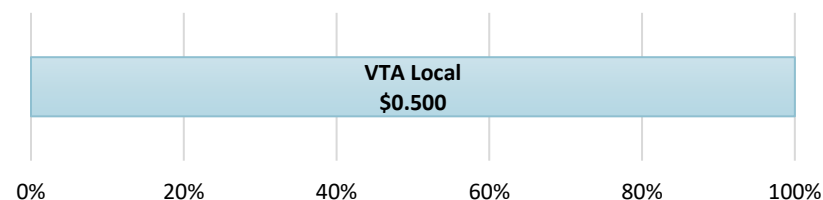
**Anticipated Completion Date**-June 2021

## 50. Disaster Recovery Cloud-\$0.5 million

### Project Scope

This project will secure a Cloud Disaster Recovery site to replicate VTA’s production servers enabling VTA computer systems to function during a major emergency or disaster.

### Funding (in millions)



### Business Line(s) Supported

- Delivering Projects and Programs

### Operating Budget Impact

Annual maintenance costs estimated at \$100,000.

**Estimated Total Project Cost**-\$0.5 million

**Anticipated Completion Date**-June 2020

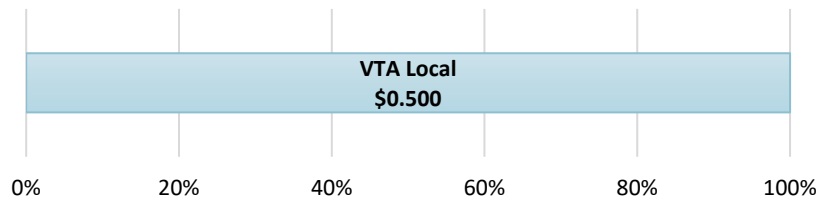


## 51. Enterprise Database for Key Performance Indicators-\$0.5 million

### Project Scope

This project will create an enterprise transit database as a central repository of key performance data used agency-wide for analysis, planning, tracking, measuring, reporting, and decision-making purposes.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Delivering Projects and Programs
- Transportation System Management

### Operating Budget Impact

Annual maintenance costs estimated at \$8,000 offset by savings from operational efficiencies.

**Estimated Total Project Cost**-\$0.65 million

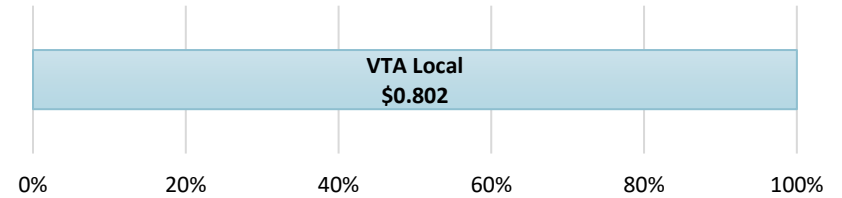
**Anticipated Completion Date**-June 2022

## 52. Geographic Information System (GIS) Program Development-\$0.802 million

### Project Scope

This project supports the continued development of the VTA GIS Program and its products. These products provide geospatial information and solutions to all VTA divisions and departments, external data feeds, big data management and analysis, open data proliferation, and Congestion Management Member Agencies.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

Annual maintenance costs including software subscriptions estimated at \$50,000.

**Estimated Total Project Cost**-\$1.052 million

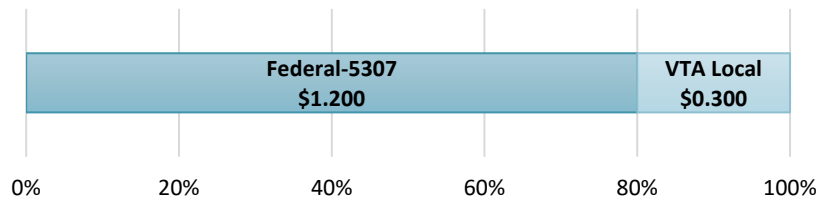
**Anticipated Completion Date**-June 2021

### 53. Network and Gigabit Fiber Upgrade-\$1.5 million

#### Project Scope

This project augmentation provides the remaining funding needed to upgrade VTA’s backbone network to enhance network capacity. It will provide for additional fiber optic installations as well as minor equipment to help augment VTA’s existing wide area network.

#### Funding (in millions)



#### Business Line(s) Supported

- Delivering Projects and Programs

#### Operating Budget Impact

Annual increase to maintenance support contract of \$80,000.

**Estimated Total Project Cost**-\$2.2 million

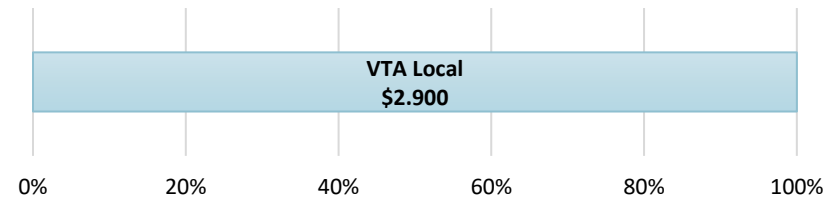
**Anticipated Completion Date**-June 2021

### 54. Records Management Program-\$2.9 million

#### Project Scope

This project provides software, hardware, and consulting services needed to deploy an in-depth electronic record management program, including resources to help in the transition of business processes and documents to an Electronic Document Management System (EDMS). This augmentation will build on tools previously implemented to automate other critical, paper centric business processes.

#### Funding (in millions)



#### Business Line(s) Supported

- Delivering Projects and Programs

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$5.688 million

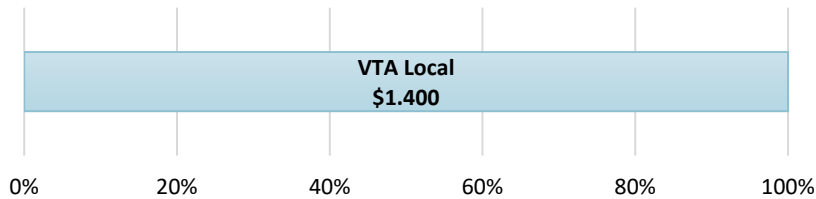
**Anticipated Completion Date**-June 2021

## 55. River Oaks Campus Network Cabling-\$1.4 million

### Project Scope

This project will install a new physical copper wire network (voice, data, video) for portions of the River Oaks Administration campus. The current cabling system is experiencing a 30% failure rate. This effort will allow for deployment of network intensive software or applications and improve network stability and reliability.

### Funding (in millions)



### Business Line(s) Supported

- Delivering Projects and Programs

### Operating Budget Impact

Annual savings estimated at \$20,000 per year due to decreased need to maintain and troubleshoot old, failing network.

**Estimated Total Project Cost**-\$1.4 million

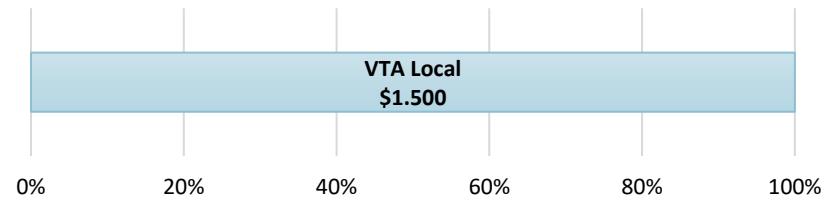
**Anticipated Completion Date**-June 2021

## 56. SAP HANA Data Platform Implementation-\$1.5 million

### Project Scope

This project will implement SAP HANA, a business data platform that processes transactions and analytics with built-in advanced analytics and multi-model data processing engines. Deployment of the SAP HANA data platform allows for simplification of technology landscapes, eliminating data preparation and allowing instant access to structured and unstructured data from different sources.

### Funding (in millions)



### Business Line(s) Supported

- Delivering Projects and Programs

### Operating Budget Impact

Annual maintenance fees estimated at \$145,600.

**Estimated Total Project Cost**-\$1.5 million

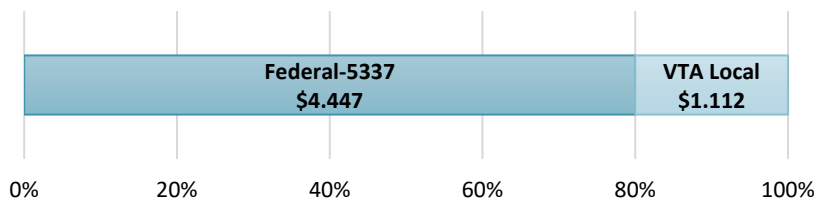
**Anticipated Completion Date**-June 2020

## 57. SCADA Hardware, Software and Network Upgrade-\$5.559 million

### Project Scope

This project will augment, test, and commission all three components of the Supervisory Control and Data Acquisition (SCADA) system: hardware, network equipment, and software. The SCADA system provides safety critical controls for operation of the light rail system. The existing associated hardware and software are at the end of their useful lives. This update is essential for the system to remain operational in the event of a hardware or network equipment failure.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

Application software support estimated at \$200,000 per year.

**Estimated Total Project Cost**-\$5.559 million

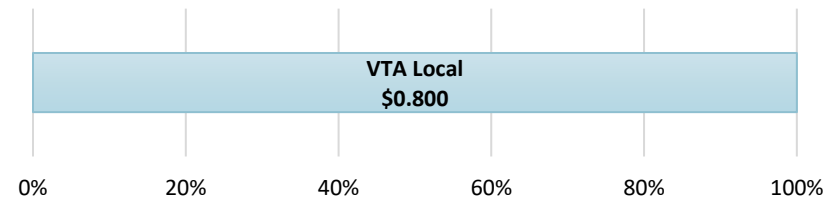
**Anticipated Completion Date**-December 2021

## 58. Server Refresh-\$0.8 million

### Project Scope

This project augmentation provides the remaining funding needed to replace aging server equipment that has reached the end of its useful life in order to provide maximum uptime and minimize unplanned system outages.

### Funding (in millions)



### Business Line(s) Supported

- Delivering Projects and Programs

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$1.3 million

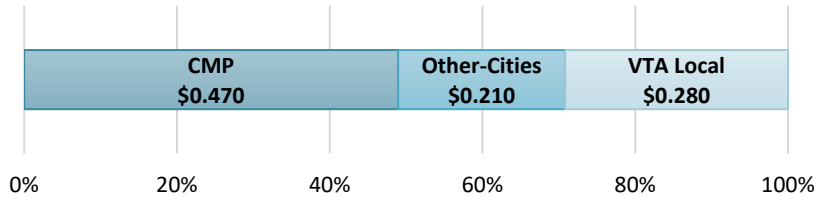
**Anticipated Completion Date**-June 2020

## 59. Upgrade Countywide Travel Demand Model- \$0.96 million

### Project Scope

This project augmentation provides remaining funding needed to complete the development of the new travel demand model to meet the Model Consistency Requirements set for by the Metropolitan Transportation Commission (MTC), while improving model accuracy and expanding model functionalities.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$1.61 million

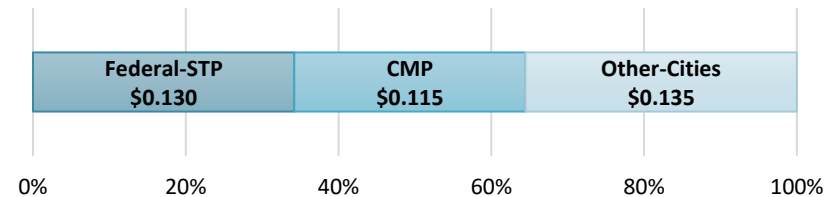
**Anticipated Completion Date**-June 2021

## 60. Vehicle-Miles-Traveled (VMT) Estimation Tool-\$0.38 million

### Project Scope

This project involves the creation of a “VMT Estimation Tool” (an online, Geographic Information Systems-based tool) to allow VTA and the Congestion Management Member Agencies to estimate Vehicle Miles Traveled (VMT) for land use projects and plans. This tool is necessary due to the enactment of Senate Bill (SB) 743, which calls for agencies to move away from the use of Level of Service (LOS) and towards the use of VMT in transportation analysis.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$0.38 million

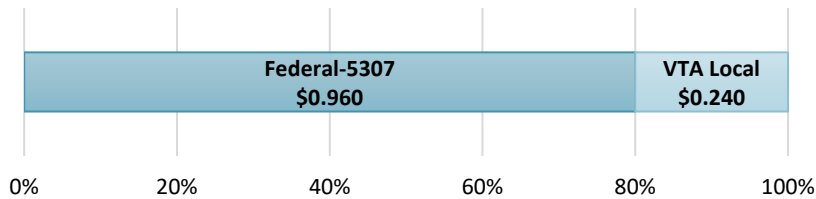
**Anticipated Completion Date**-June 2020

## 61. VTA Gigabit Network Project-\$1.2 million

### Project Scope

This project will provide optic fiber installation, network equipment and materials necessary to support the increased needs for new passenger, fare payments, CCTV (closed circuit television), audio, passenger information and other systems being installed throughout VTA's WAN (wide area network) and MAN (metropolitan area network). This budget augmentation will fund the project through completion.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

Annual hardware warranty and system support estimated at \$120,000.

**Estimated Total Project Cost**-\$2.590 million

**Anticipated Completion Date**-June 2021

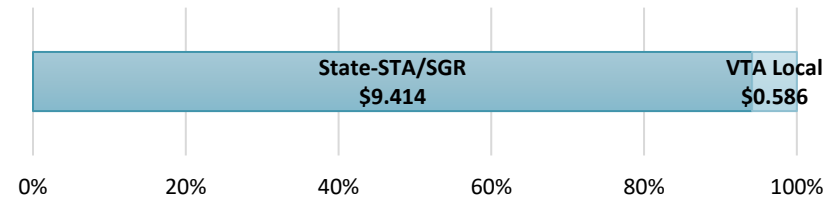
## Miscellaneous

## 62. Caltrain Capital – Annual Local Match-\$10.0 million

### Project Scope

This project provides funding for VTA's portion of Caltrain's Capital program. The contributions from the funding partners (VTA, the City and County of San Francisco, and the San Mateo County Transit District) are primarily used to match state and federal grant funds that are provided to Caltrain.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Transportation System Management

### Operating Budget Impact

There is no direct operating costs impact to VTA. Operating and maintenance costs for Caltrain service are incorporated in the Caltrain operating subsidy.

**Estimated Total Project Cost**-\$10.0 million

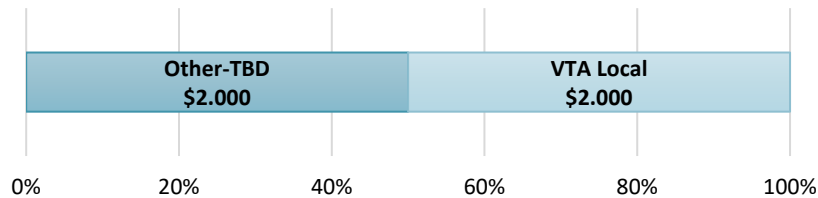
**Anticipated Completion Date**-June 2021

### 63. Capital Contingency-\$4.0 million

#### Project Scope

This appropriation is a placeholder for projects that are not currently anticipated but may arise during the two-year budget cycle. These funds are administered by the Capital Improvement Program Oversight Committee, which is composed of VTA’s Division Chiefs and Directors. Unused Capital Contingency appropriation expires at the end of the two-year budget cycle.

#### Funding (in millions)



#### Business Line(s) Supported

- N/A

#### Operating Budget Impact

Potential impact on operating cost is dependent on nature of identified activities.

**Estimated Total Project Cost**-\$4.0 million

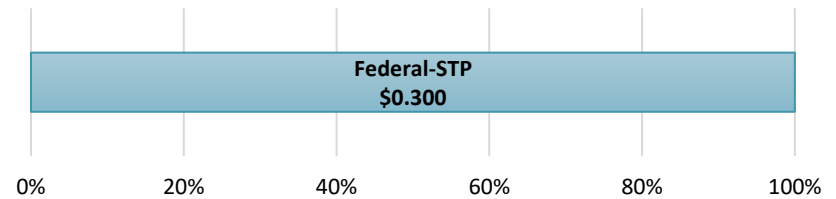
**Anticipated Completion Date**-June 2021

### 64. Community-Based Transportation Plans-\$0.3 million

#### Project Scope

This project will complete Community-Based Transportation Plans for Santa Clara County as required by the Metropolitan Transportation Commission (MTC) for all Congestion Management Agencies (CMAs). These studies will improve access and mobility for low-income communities and engage residents and community organizations in conducting the analysis and shaping the recommendations.

#### Funding (in millions)



#### Business Line(s) Supported

- Delivering Projects and Programs

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$0.3 million

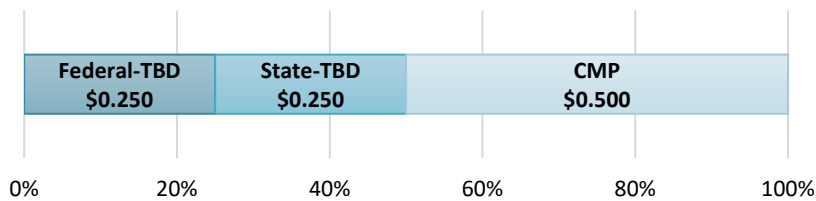
**Anticipated Completion Date**-June 2021

## 65. Comprehensive Multimodal Corridor Plans- \$1.0 million

### Project Scope

This project will study key congested corridors in Santa Clara Valley to produce a comprehensive multimodal corridor plan. The program is designed to reduce congestion by identifying improvements while preserving the character of the local community. The state requires that local agencies develop corridor plans to be eligible for funding through the Solutions for Congested Corridor Program.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$1.0 million

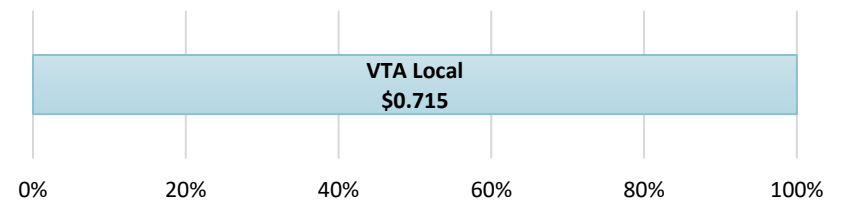
**Anticipated Completion Date**-July 2021

## 66. Facility and Fleet Plan-\$0.715 million

### Project Scope

This project would develop a facility and fleet plan outlining the roadmap for future fleet purchases and facility needs in light of state policies that require VTA to modernize its fleet to be in line with California Air Resources Board (CARB) requirements by 2030.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$0.715 million

**Anticipated Completion Date**-June 2021

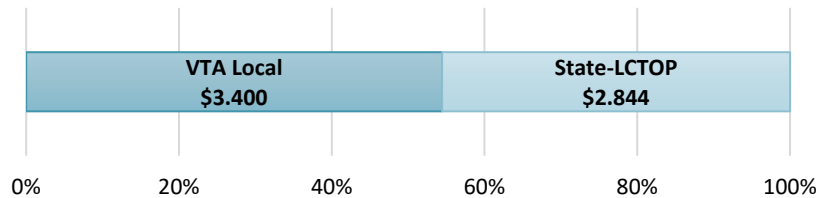


## 67. FAST Program Implementation-\$6.244 million

### Project Scope

This project will implement transit signal priority, bus stop balancing and other speed-related improvements in frequent transit corridors to improve travel times and reduce operating costs.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit

### Operating Budget Impact

Estimates indicate that an increase in average speed of one mile-per-hour would reduce annual operating costs by over \$15M per year.

**Estimated Total Project Cost**-\$11.2 million

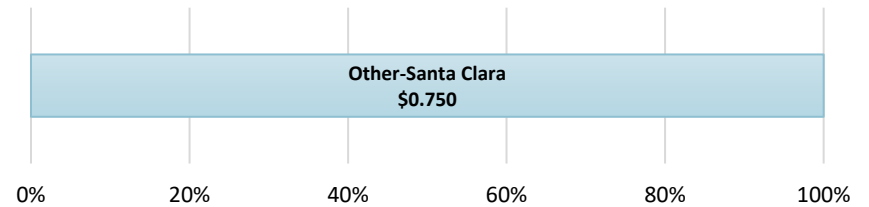
**Anticipated Completion Date**-June 2023

## 68. Santa Clara Great America Intermodal Station Master Plan-\$0.75 million

### Project Scope

This project will study potential designs to upgrade the existing Santa Clara Great America Intermodal Station to a multi-level, urban-style station that would serve the new growth and transportation demand proposed by City Place, Levi's Stadium and future development in the city of Santa Clara.

### Funding (in millions)



### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Delivering Projects and Programs
- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$0.75 million

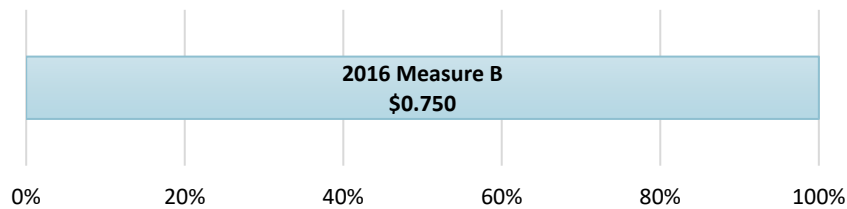
**Anticipated Completion Date**-January 2021

## 69. South County Rail Study-\$0.75 million

### Project Scope

This project will study potential options for enhanced South Santa Clara County heavy rail service in relation to the potential service expansion as part of the 2016 Measure B program.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$0.75 million

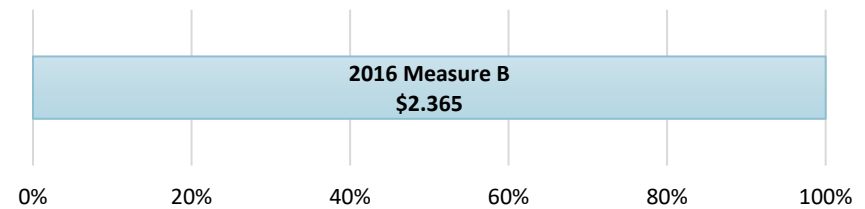
**Anticipated Completion Date**-December 2020

## 70. State Route 85 Transit Guideway Preliminary Engineering-\$2.365 million

### Project Scope

This project will fund preliminary engineering for the investment decision identified by the SR 85 Transit Guideway Study. This will include refined corridor definition, potential station locations, updated capital and operating cost estimates, and ridership projections.

### Funding (in millions)



### Business Line(s) Supported

- Delivering Projects and Programs
- Transportation System Management

### Operating Budget Impact

Updated operating cost estimates would be determined as part of the project scope.

**Estimated Total Project Cost**-\$2.365 million

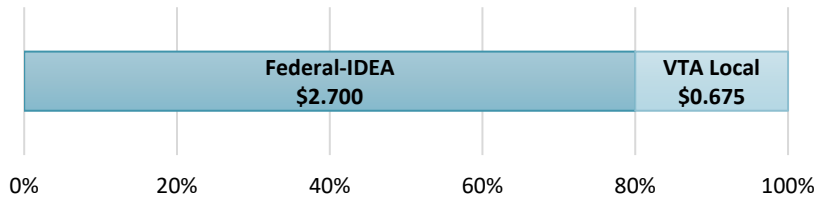
**Anticipated Completion Date**-June 2021

## 71. VA Pilot Smart Shuttle-\$3.375 million

### Project Scope

This project augmentation provides the remaining funding needed for this five-year pilot project. The goal of the project is to develop a “Comprehensive Autonomous Shuttle System” featuring on-demand or pre-scheduled service for all types of passengers in and around the Palo Alto Hospital area using a connected autonomous shuttle and pre-identified Smart Stop locations.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$4.74 million

**Anticipated Completion Date**-July 2022

## VTA Transit Total Available Appropriation

Capital project appropriations, with the exception of the VTA Transit Capital Contingency, do not expire at the end of the fiscal year and are carried forward until the project is completed. Appropriation for the VTA Transit Capital Contingency expires at the end of the two-year budget cycle. Capital carryover is defined as appropriation that is unspent at the end of the fiscal year. The local share of capital carryover is specifically earmarked for previously appropriated capital needs in VTA’s Comprehensive Annual Financial Report. The following table reflects the projected carryover at June 30, 2019, as well as the total available appropriation for the VTA Transit Capital Program after the FY 2020 and FY 2021 appropriations, by project and funding source. Project funding for the two-year period is appropriated in FY 2020 in order to facilitate administration of the program.

*(Dollars in Thousands)*

Project #	Project Name	Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	E=(C+D) Total Available Appropriation
P-0711	Infrastructure Replacement Fund	VTA Transit	310	0	310		310
P-0769	SCADA GEisys Software Upgrade	VTA Transit	1,250	536	714		714
P-0779	Trapeze OPS Software Installation	VTA Transit	3,200	3,043	157		157
P-0782	VTA Gigabit Network Project	VTA Transit	1,390	863	527	240	767
		Federal	0	0	0	960	960
		Total	1,390	863	527	1,200	1,727
P-0806	Record Management Program	VTA Transit	2,788	2,412	376	2,900	3,276
P-0841	Train to Wayside Communicat.Sys.Upgrade	VTA Transit	321	155	166		166
		Federal	1,285	621	664		664
		Total	1,606	776	830		830
P-0848	TERM Lite Deployment	VTA Transit	400	266	134		134
P-0850	SAP Plant Maint. & Materials Management	VTA Transit	300	0	300		300
P-0869	Upgrade Countywide Travel Demand Model	VTA Transit	0	0	0	280	280
		Federal	445	0	445		445
		Other	205	205	0	680	680
		Total	650	205	445	960	1,405
P-0874	Telecommunications System Updates	VTA Transit	375	46	329		329
P-0879	CAD-AVL Update	VTA Transit	28,708	16,274	12,434		12,434
		State	703	698	5		5
		Total	29,411	16,972	12,439		12,439
P-0880	Upgrade LR Ring #1 Communications Equip.	VTA Transit	440	51	389		389
		Federal	1,760	203	1,557		1,557
		Total	2,200	253	1,947		1,947

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Project #</b>	<b>Project Name</b>	<b>Funding Source</b>	<b>A Adopted Budget Through FY19</b>	<b>B Projected Expenditures Through FY19<sup>1</sup></b>	<b>C=(A-B) Projected FY19 Capital Carryover</b>	<b>D FY20 Appropriation</b>	<b>E=(C+D) Total Available Appropriation</b>
P-0904	Des/Install ICMB Signs@Transit Locations	VTA Transit	690	536	154		154
P-0905	Multimodal TripDataCollector/Planner APP	VTA Transit	213	178	35		35
		Other	63	63	0		0
		Total	275	240	35		35
P-0906	Integrated Landuse/Transportation Model	Other	150	75	75		75
P-0907	Virtual Transit Ride Visualization APP	VTA Transit	134	134	0		0
		Other	84	84	0		0
		Total	218	218	0		0
P-0909	Demand Response & Subscription Solution	VTA Transit	400	179	221		221
P-0927	Network and Gigabit Fiber Upgrade	VTA Transit	700	230	470	300	770
		Federal	0	0	0	1,200	1,200
		Total	700	230	470	1,500	1,970
P-0937	Server Refresh	VTA Transit	800	289	511	800	1,311
P-0939	Credit Card Authorization Sys Enhancement	VTA Transit	180	0	180		180
P-0943	GIS Program Development	VTA Transit	250	216	34	802	836
P-0946	Server Sec Replmnt and System Perf Upg	VTA Transit	1,675	557	1,118		1,118
P-0953	Electronic Procurement & Contract Bidding	VTA Transit	210	0	210		210
P-0955	Connected Vehicles Technology Platform	VTA Transit	200	0	200		200
		Federal	800	0	800		800
		Total	1,000	0	1,000		1,000
P-0963	Dynamic Transit Pilot Service	VTA Transit	667	151	516		516
		Federal	1,129	0	1,129		1,129
		Other	204	0	204		204
		Total	2,000	151	1,849		1,849
P-0988	Project/Construction Management Software	VTA Transit	325	257	68		68
P-0993	B-106 Technology Build Out	VTA Transit	360	262	98		98
P-1007	Advanced Cyber Security	VTA Transit	800	402	398	400	798
P-1022	Customer Service Contact Center Enhancem	VTA Transit	70	0	70		70
P-1041	Survey and Data Collection Program	VTA Transit	220	154	66		66
		Other	220	149	71		71
		Total	440	303	137		137
P-1046	Mobile Network Upgrade	VTA Transit	550	129	421		421
P-1047	PCI and EMV Compliance Enhancements	VTA Transit	1,500	5	1,495		1,495
P-1049	VTA Big Data Analytics Program	VTA Transit	50	0	50		50
		Other	50	0	50		50
		Total	100	0	100		100
P-1052	SCADA Middleware Replacement	VTA Transit	288	0	288		288
		Federal	1,150	0	1,150		1,150
		Total	1,438	0	1,438		1,438
P-1053	Office 365 Deployment	VTA Transit	350	66	284		284

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Project #</b>	<b>Project Name</b>	<b>Funding Source</b>	<b>A Adopted Budget Through FY19</b>	<b>B Projected Expenditures Through FY19<sup>1</sup></b>	<b>C=(A-B) Projected FY19 Capital Carryover</b>	<b>D FY20 Appropriation</b>	<b>E=(C+D) Total Available Appropriation</b>
P-1068	Automate Travel, Expense and Peard Processes	VTA Transit	121	45	76		76
P-1069	VTA External Website Redesign/Upgrade	VTA Transit	500	324	176		176
P-1070	Advanced Transit Bus VGI Project	VTA Transit	879	483	396		396
		Other	608	296	312		312
		<b>Total</b>	<b>1,487</b>	<b>779</b>	<b>708</b>		<b>708</b>
P-1076	SVRIA Radio High Availability Connection	VTA Transit	250	0	250		250
P-1080	Vacating VTA Radio Sites	VTA Transit	200	0	200		200
P-1095	Disaster Recovery Cloud	VTA Transit	0	0	0	500	500
P-1099	River Oaks Campus Network Cabling	VTA Transit	0	0	0	1,400	1,400
P-1105	SCADA Hardware/Software Network Upgrade	VTA Transit	0	0	0	1,112	1,112
		Federal	0	0	0	3,167	3,167
		Other	0	0	0	1,281	1,281
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,559</b>	<b>5,559</b>
P-1106	Enterprise Database for Key Perf Indicators	VTA Transit	0	0	0	500	500
P-1107	Bus Yard Vehicle Management Solution	VTA Transit	0	0	0	2,266	2,266
P-1116	Chatbot Interactive Virtual Agent	VTA Transit	0	0	0	207	207
P-1117	SAP HANA Data Platform Implementation	VTA Transit	0	0	0	1,500	1,500
P-1128	Vehicle-Miles-Traveled Estimation Tool	Federal	0	0	0	130	130
		Other	0	0	0	250	250
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>380</b>	<b>380</b>
	<b>Information Sys &amp; Technology Total</b>		<b>60,918</b>	<b>30,637</b>	<b>30,281</b>	<b>20,874</b>	<b>51,155</b>
P-0670	Rail Replacement & Rehab-FY09	VTA Transit	3,054	2,931	123		123
		Federal	15,899	15,538	360		360
		State	1,559	1,559	0		0
		<b>Total</b>	<b>20,511</b>	<b>20,028</b>	<b>483</b>		<b>483</b>
P-0689	Traction Power Substation Procurement	VTA Transit	4,362	4,287	75		75
		Federal	14,580	14,414	166		166
		State	1,592	1,592	0		0
		<b>Total</b>	<b>20,535</b>	<b>20,293</b>	<b>241</b>		<b>241</b>
P-0707	Guadalupe OCS Rehab & Replacement	VTA Transit	818	407	410		410
		Federal	7,030	5,391	1,640		1,640
		State	1,231	1,231	0		0
		<b>Total</b>	<b>9,079</b>	<b>7,029</b>	<b>2,050</b>		<b>2,050</b>
P-0757	LRT Crossovers and Switches	VTA Transit	789	785	3		3
		Federal	3,155	3,142	13		13
		<b>Total</b>	<b>3,944</b>	<b>3,927</b>	<b>16</b>		<b>16</b>
P-0761	Bridge Repair/Hamilton Struct.Stabilizat	VTA Transit	960	701	259	70	329
		Federal	2,240	1,403	837	280	1,117
		<b>Total</b>	<b>3,200</b>	<b>2,104</b>	<b>1,096</b>	<b>350</b>	<b>1,446</b>

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Project #</b>	<b>Project Name</b>	<b>Funding Source</b>	<b>A Adopted Budget Through FY19</b>	<b>B Projected Expenditures Through FY19<sup>1</sup></b>	<b>C=(A-B) Projected FY19 Capital Carryover</b>	<b>D FY20 Appropriation</b>	<b>E=(C+D) Total Available Appropriation</b>
P-0762	Guada Signal Assessment/SCADA Sys Replac	VTA Transit	700	305	395		395
		Federal	2,800	1,219	1,581		1,581
		<b>Total</b>	<b>3,500</b>	<b>1,524</b>	<b>1,976</b>		<b>1,976</b>
P-0763	N 1st and DT SJ LR Speed Improvmt Design	VTA Transit	762	751	11		11
		2000 Measure A	375	304	71		71
		Federal	400	364	36		36
		<b>Total</b>	<b>1,537</b>	<b>1,418</b>	<b>119</b>		<b>119</b>
P-0771	Update Santa Teresa Interlock Sig. House	VTA Transit	432	432	0		0
		Federal	1,728	1,728	0		0
		<b>Total</b>	<b>2,160</b>	<b>2,160</b>	<b>0</b>		<b>0</b>
P-0821	LR Transit Signal Priority Improvements	VTA Transit	546	391	154		154
		Federal	1,587	724	863		863
		<b>Total</b>	<b>2,133</b>	<b>1,116</b>	<b>1,017</b>		<b>1,017</b>
P-0843	Upgrade Ohlone/Chynoweth Interlocking	VTA Transit	240	33	207	680	887
		Federal	960	131	829	2,720	3,549
		<b>Total</b>	<b>1,200</b>	<b>164</b>	<b>1,036</b>	<b>3,400</b>	<b>4,436</b>
P-0845	Track Intrusion Abatement FY14	VTA Transit	400	144	256		256
		Federal	1,600	578	1,022		1,022
		<b>Total</b>	<b>2,000</b>	<b>722</b>	<b>1,278</b>		<b>1,278</b>
P-0918	Guadalupe SCADA and OCC UPS replment project	VTA Transit	105	14	92		92
P-0922	SCADA Rehabilitation	VTA Transit	1,803	1,549	254		254
P-0923	Downtown San Jose Speed Improvement-Ph1	VTA Transit	900	233	667	1,230	1,897
		Federal	0	0	0	4,920	4,920
		<b>Total</b>	<b>900</b>	<b>233</b>	<b>667</b>	<b>6,150</b>	<b>6,817</b>
P-0925	Light Rail Crossovers and Switches FY16	VTA Transit	4,845	3,567	1,278		1,278
		State	3,028	0	3,028		3,028
		<b>Total</b>	<b>7,873</b>	<b>3,567</b>	<b>4,306</b>		<b>4,306</b>
P-0926	Rail Rehabilitation & Replacement FY16	VTA Transit	900	270	630		630
		Federal	3,600	1,081	2,519		2,519
		<b>Total</b>	<b>4,500</b>	<b>1,351</b>	<b>3,149</b>		<b>3,149</b>
P-0928	Traction Power Substation Procurement FY16	VTA Transit	1,800	600	1,200		1,200
		Federal	7,200	2,401	4,799		4,799
		<b>Total</b>	<b>9,000</b>	<b>3,001</b>	<b>5,999</b>		<b>5,999</b>
P-0938	Bridge and Structure Repairs FY16	VTA Transit	140	7	133		133
		Federal	560	30	530		530
		<b>Total</b>	<b>700</b>	<b>37</b>	<b>663</b>		<b>663</b>
P-0956	Track Intrusion Abatement FY16	VTA Transit	400	127	273		273
		Federal	1,600	508	1,092		1,092
		<b>Total</b>	<b>2,000</b>	<b>635</b>	<b>1,365</b>		<b>1,365</b>

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Project #</b>	<b>Project Name</b>	<b>Funding Source</b>	<b>A Adopted Budget Through FY19</b>	<b>B Projected Expenditures Through FY19<sup>1</sup></b>	<b>C=(A-B) Projected FY19 Capital Carryover</b>	<b>D FY20 Appropriation</b>	<b>E=(C+D) Total Available Appropriation</b>
P-0958	Traction Power Substation Monitoring System	VTA Transit	235	16	219		219
P-1023	Rail Replacement and Rehabilitation FY18	VTA Transit	3,420	0	3,420		3,420
		Federal	13,680	0	13,680		13,680
		<b>Total</b>	<b>17,100</b>	<b>0</b>	<b>17,100</b>		<b>17,100</b>
P-1024	Track Intrusion Abatement FY18	VTA Transit	400	12	388		388
		Federal	1,600	48	1,552		1,552
		<b>Total</b>	<b>2,000</b>	<b>60</b>	<b>1,940</b>		<b>1,940</b>
P-1035	Roadway Protection System for Light Rail	VTA Transit	2,039	17	2,022		2,022
P-1037	Upgrade Hwy Rail Grade Crossing Ctrl Equ	VTA Transit	1,092	2	1,090		1,090
		Federal	4,368	7	4,361		4,361
		<b>Total</b>	<b>5,460</b>	<b>9</b>	<b>5,451</b>		<b>5,451</b>
P-1054	Guadalupe Overhead Catenary System Rehab	VTA Transit	1,615	40	1,575		1,575
		Federal	6,460	160	6,300		6,300
		<b>Total</b>	<b>8,075</b>	<b>200</b>	<b>7,875</b>		<b>7,875</b>
P-1086	Rail Replacement and Rehabilitation FY20	VTA Transit	0	0	0	2,860	2,860
		Federal	0	0	0	11,440	11,440
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,300</b>	<b>14,300</b>
P-1087	Light Rail Crossovers and Switches FY20	VTA Transit	0	0	0	6,600	6,600
P-1088	Track Intrusion Abatement FY20	VTA Transit	0	0	0	1,000	1,000
		Federal	0	0	0	4,000	4,000
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>
P-1092	Bridge and Structures Repairs FY20	VTA Transit	0	0	0	200	200
		Federal	0	0	0	800	800
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
P-1094	Union Pacific Culvert Replacement	VTA Transit	0	0	0	440	440
P-1127	OCS Rehabilitation & Replacement FY20	VTA Transit	0	0	0	3,130	3,130
		Federal	0	0	0	12,520	12,520
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,650</b>	<b>15,650</b>
P-1145	LRT Alternative Technologies Tech Review	VTA Transit	0	0	0		0
	<b>Light Rail Way, Power &amp; Signal Total</b>		<b>131,589</b>	<b>71,176</b>	<b>60,413</b>	<b>52,890</b>	<b>113,303</b>
P-0857	Non-Revenue Vehicle Procurement FY14	VTA Transit	1,072	882	189		189
P-0940	Non-Revenue Vehicle Procurement FY16	VTA Transit	863	488	375		375
P-1033	NRV Replacement Program FY18	VTA Transit	1,300	0	1,300		1,300
P-1110	NRV Replacement Program	VTA Transit	0	0	0	2,354	2,354
	<b>Non-Revenue Vehicles Total</b>		<b>3,235</b>	<b>1,371</b>	<b>1,864</b>	<b>2,354</b>	<b>4,218</b>
P-0572	Bus Signal Priority	VTA Transit	182	148	34		34
		Federal	729	593	136		136
		<b>Total</b>	<b>911</b>	<b>742</b>	<b>169</b>		<b>169</b>
P-0646	Green Facility Improvements	VTA Transit	5,846	5,757	89		89



**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Project #</b>	<b>Project Name</b>	<b>Funding Source</b>	<b>A Adopted Budget Through FY19</b>	<b>B Projected Expenditures Through FY19<sup>1</sup></b>	<b>C=(A-B) Projected FY19 Capital Carryover</b>	<b>D FY20 Appropriation</b>	<b>E=(C+D) Total Available Appropriation</b>
P-0675	Pavement Management Program-FY09	VTA Transit	717	709	8		8
P-0741	SCADA System Hardening	VTA Transit	581	342	239		239
		Federal	755	755	0		0
		State	2,567	2,567	0		0
		Other	331	0	331		331
		<b>Total</b>		<b>4,234</b>	<b>3,663</b>	<b>571</b>	
P-0750	GFCI (switchgear) Testing & Replacement	VTA Transit	592	500	93		93
P-0780	River Oaks Auditorium & Lobby Reconfig	VTA Transit	555	508	47		47
P-0828	Downtown Customer Service Ctr.Move(2013)	VTA Transit	827	757	70		70
		Other	140	140	0		0
		<b>Total</b>		<b>967</b>	<b>897</b>	<b>70</b>	
P-0839	Replace Wheel Turning Machine	VTA Transit	5,810	36	5,774		5,774
P-0840	LED Exterior Lighting Replacement	VTA Transit	1,088	434	654	750	1,404
P-0844	Cerone Propane Tank Replacement	VTA Transit	1,110	263	847		847
P-0846	Facilities Maint. Equipment Program FY14	VTA Transit	980	567	413		413
P-0847	Paving Management Program FY14	VTA Transit	2,316	1,116	1,200	1,121	2,321
P-0849	Cerone Boiler Replacement	VTA Transit	1,166	326	840	1,000	1,840
P-0852	Cerone Emergency Generator Replacement	VTA Transit	2,460	763	1,697	705	2,402
P-0917	OCC Rail Control Reconfiguration	VTA Transit	150	130	20		20
P-0931	Auto Wheel Measuremnt Syst for LR Vehicles	VTA Transit	879	6	873		873
P-0932	Guadalupe Train Wash Replacement	VTA Transit	362	17	345	200	545
		Federal	1,448	68	1,380	800	2,180
		<b>Total</b>		<b>1,810</b>	<b>85</b>	<b>1,725</b>	<b>1,000</b>
P-0941	Facilities Maint Equipment Program FY16	VTA Transit	949	9	941		941
P-0947	HVAC Replacement Program FY16	VTA Transit	1,306	1,178	128		128
P-0957	Painting Management Program FY16	VTA Transit	1,540	1,495	45		45
P-0962	Chaboya Yard Well Removal	VTA Transit	49	31	18	30	48
		Federal	196	123	73	120	193
		<b>Total</b>		<b>245</b>	<b>153</b>	<b>92</b>	<b>150</b>
P-0965	Employee Facility Updates at Chaboya	VTA Transit	533	183	350		350
P-1004	SCADA and TVM Network Separation	VTA Transit	4,715	852	3,863		3,863
P-1005	Eastridge Paratransit Facility	VTA Transit	6,299	5,509	791		791
P-1006	Emergency Electrical Repair River Oaks	VTA Transit	225	193	32		32
P-1026	Facilities Assessments	VTA Transit	550	513	37		37
P-1029	HVAC Replacement Program FY18	VTA Transit	1,944	791	1,153		1,153
P-1030	Painting Management Program FY18	VTA Transit	800	0	800		800
P-1031	Paving Management Program FY18	VTA Transit	1,800	926	874		874
P-1032	Facilities & Equip Emergency Repair FY18	VTA Transit	619	0	619		619
P-1040	Sustainability Program FY18	VTA Transit	1,054	420	634		634
P-1051	SCADA Control Center & System Replacemen	VTA Transit	754	0	754		754

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Project #</b>	<b>Project Name</b>	<b>Funding Source</b>	<b>A Adopted Budget Through FY19</b>	<b>B Projected Expenditures Through FY19<sup>1</sup></b>	<b>C=(A-B) Projected FY19 Capital Carryover</b>	<b>D FY20 Appropriation</b>	<b>E=(C+D) Total Available Appropriation</b>
		Federal	3,015	0	3,015		3,015
		Total	3,769	0	3,769		3,769
P-1055	Roofing Management Program FY18	VTA Transit	1,300	131	1,169		1,169
P-1056	Facilities Maint Equip Replacement FY18	VTA Transit	1,770	25	1,745		1,745
P-1072	HSQ RTU Replacement	VTA Transit	1,680	1,207	472		472
P-1077	Trapeze Ops Web Module	VTA Transit	106	0	106		106
P-1081	Chaboya Fuel Island Modular Building	VTA Transit	163	0	163		163
P-1084	Expansion of Bus Yard Electric Capacity for Bus Chargers	State	0	0	0	750	750
P-1085	Electric Buses Charging Station Expansion	State	0	0	0	4,600	4,600
P-1100	Cerone Energy Storage System	State	0	0	0	2,905	2,905
P-1108	Facilities Equipment Replacement Project	VTA Transit	0	0	0	1,219	1,219
P-1109	HVAC Replacement Program FY20	VTA Transit	0	0	0	362	362
		Federal	0	0	0	1,448	1,448
		Total	0	0	0	1,810	1,810
P-1111	Painting Management Program FY20	VTA Transit	0	0	0	1,755	1,755
P-1112	Pavement Management Program FY20	VTA Transit	0	0	0	1,856	1,856
P-1113	Replace Uninterrupt Power Supplies at Guad.	VTA Transit	0	0	0	94	94
		Federal	0	0	0	377	377
		Total	0	0	0	472	472
P-1114	Roofing Management Program FY20	VTA Transit	0	0	0	1,365	1,365
P-1115	Guadalupe Entrance Security Improvemnt Project	VTA Transit	0	0	0	250	250
		Federal	0	0	0	1,000	1,000
		Total	0	0	0	1,250	1,250
P-1118	Replace Roll Up Doors at Guadalupe Division	VTA Transit	0	0	0	500	500
		Federal	0	0	0	2,000	2,000
		Total	0	0	0	2,500	2,500
P-1119	Guadalupe Steam Rack Improvements	VTA Transit	0	0	0	600	600
		Federal	0	0	0	2,400	2,400
		Total	0	0	0	3,000	3,000
P-1120	Repl Fire Alarm Syst at Guadalupe & Chaboya	VTA Transit	0	0	0	300	300
		Federal	0	0	0	1,200	1,200
		Total	0	0	0	1,500	1,500
P-1121	Fuel Dispenser Replacement	VTA Transit	0	0	0	480	480
		Federal	0	0	0	1,920	1,920
		Total	0	0	0	2,400	2,400
P-1123	Way, Power, and Signals Storage Building	VTA Transit	0	0	0	560	560
	<b>Operating Facilities &amp; Equipment Total</b>		<b>62,957</b>	<b>30,085</b>	<b>32,873</b>	<b>32,667</b>	<b>65,540</b>
P-0811	West San Carlos Infill Station	Other	1,000	0	1,000		1,000
P-0818	High Volume Bus Stop Improvement	VTA Transit	1,300	523	777		777

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Project #</b>	<b>Project Name</b>	<b>Funding Source</b>	<b>A Adopted Budget Through FY19</b>	<b>B Projected Expenditures Through FY19<sup>1</sup></b>	<b>C=(A-B) Projected FY19 Capital Carryover</b>	<b>D FY20 Appropriation</b>	<b>E=(C+D) Total Available Appropriation</b>
		Federal	600	459	141		141
		Total	1,900	982	918		918
P-0819	Ped Swing Gates Replacement	VTA Transit	1,426	566	860		860
		Federal	3,424	176	3,248		3,248
		Total	4,850	742	4,108		4,108
P-0836	Infrastructure-Add'l Clipper Fare Devices	VTA Transit	415	415	0		0
		Other	60	30	30		30
		Total	475	445	30		30
P-0913	RTI Signs at Light Rail Stations	VTA Transit	2,651	2,640	10		10
P-0944	Ticket Vending Machines for Stadium Events	VTA Transit	1,700	1,367	333		333
		2000 Measure A	500	495	5		5
		Total	2,200	1,863	338		338
P-0948	Light Rail Station Signage Replacement	VTA Transit	646	534	112		112
		2000 Measure A	624	614	10		10
		Total	1,270	1,148	122		122
P-0949	Transit Center Park & Ride Upgrades FY16	VTA Transit	602	593	8		8
		Other	8	7	1		1
		Total	609	600	9		9
P-0954	Vasona Corridor Pedestrian Back Gates	VTA Transit	580	10	570		570
		Federal	2,320	40	2,280		2,280
		Total	2,900	49	2,851		2,851
P-0989	Diridon Sta. Intermodal Conceptual Plan	VTA Transit	1,500	555	945		945
		2016 Measure B	0	0	0	2,500	2,500
		Federal	1,793	683	1,109		1,109
		State	808	300	508		508
		City	569	118	451		451
		1996 Measure B	700	700	0		0
		Other	630	519	111	7,500	7,611
		Total	6,000	2,876	3,124	10,000	13,124
P-1025	Transit Center Park & Ride Upgrades FY18 Shelters LR	VTA Transit	500	132	368		368
P-1027	STN:Tasman/Orchard/Component	Other	1,800	0	1,800		1,800
P-1038	Bus Stop Improvement Program FY18	2016 Measure B	1,300	0	1,300	1,300	2,600
		Federal	3,987	0	3,987		3,987
		State	0	0	0	142	142
		Total	5,287	0	5,287	1,442	6,729
P-1045	North SJ Transportation Improvements	Other	3,000	0	3,000	3,000	6,000
P-1089	Transit Center Park and Ride Rehab FY20	VTA Transit	0	0	0	400	400
		Federal	0	0	0	1,600	1,600
		Total	0	0	0	2,000	2,000
P-1090	Pedestrian Backgates at Light Rail Crossings	VTA Transit	0	0	0	1,640	1,640

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Project #</b>	<b>Project Name</b>	<b>Funding Source</b>	<b>A Adopted Budget Through FY19</b>	<b>B Projected Expenditures Through FY19<sup>1</sup></b>	<b>C=(A-B) Projected FY19 Capital Carryover</b>	<b>D FY20 Appropriation</b>	<b>E=(C+D) Total Available Appropriation</b>
		Federal	0	0	0	6,560	6,560
		Total	0	0	0	8,200	8,200
P-1091	Light Rail Station Rehabilitation FY 20	VTA Transit	0	0	0	194	194
		Federal	0	0	0	776	776
		Total	0	0	0	970	970
P-1093	ADA Upgrades at Facilities	VTA Transit	0	0	0	640	640
		Federal	0	0	0	2,560	2,560
		Total	0	0	0	3,200	3,200
P-1098	Light Rail Platform CCTV Replacement	VTA Transit	0	0	0	111	111
		Federal	0	0	0	446	446
		Total	0	0	0	557	557
P-1104	Light Rail Platform Public Address System Upgrade	VTA Transit	0	0	0	554	554
		Federal	0	0	0	2,216	2,216
		Total	0	0	0	2,770	2,770
P-1122	Rehab of Light Rail Syst Elevators and Escalators	VTA Transit	0	0	0	1,860	1,860
		Federal	0	0	0	7,440	7,440
		Total	0	0	0	9,300	9,300
	<b><i>Passenger Facilities Total</i></b>		<b>34,443</b>	<b>11,478</b>	<b>22,965</b>	<b>41,439</b>	<b>64,404</b>
P-0687	Advanced ZEB Demo Project	VTA Transit	8,984	8,984	0		0
		Federal	522	487	35		35
		Other	98	88	10		10
		Total	9,604	9,558	46		46
P-0834	60' Articulated Bus Procurement	VTA Transit	23,839	21,518	2,321		2,321
		Federal	6,944	0	6,944		6,944
		State	29,965	29,919	46		46
		Total	60,748	51,437	9,311		9,311
P-0924	40' Bus Procurement FY16	VTA Transit	12,508	8,183	4,324		4,324
		Federal	50,030	32,733	17,297		17,297
		Total	62,538	40,916	21,622		21,622
P-0945	Light Rail Vehicle CCTV Upgrade	VTA Transit	450	449	1		1
		State	8,737	8,488	248		248
		Total	9,187	8,937	250		250
P-0951	3-Position Exterior Bike Racks for Buses	VTA Transit	80	61	19		19
		State	820	549	271		271
		Total	900	609	291		291
P-0961	Electric Bus Pilot Project	VTA Transit	7,251	290	6,961		6,961
		Federal	2,458	2,458	0	10,483	10,483
		State	5,679	3,792	1,886	14,517	16,403
		Other	112	110	2		2

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

Project #	Project Name	Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	E=(C+D) Total Available Appropriation
		Total	15,500	6,651	8,849	25,000	33,849
P-0964	Tire Barrier Retrofit	VTA Transit	329	329	0		0
P-1000	Trapezoid Paratransit Scheduling Software	VTA Transit	1,878	1,612	265		265
P-1034	Paratransit Fleet Program FY18	VTA Transit	1,052	527	525		525
		Federal	4,195	2,106	2,089		2,089
		Total	5,247	2,633	2,614		2,614
P-1036	Upgrade Fault Monitoring Sys LR Vehicles	VTA Transit	564	0	564		564
		Federal	2,255	0	2,255		2,255
		Total	2,819	0	2,819		2,819
P-1039	40' Bus Procurement FY18	VTA Transit	12,109	0	12,109		12,109
		Federal	44,000	0	44,000		44,000
		Total	56,109	0	56,109		56,109
P-1050	Automatic Passenger Counters (APC)	VTA Transit	1,835	2	1,833		1,833
P-1096	Bus CCTV Replacement	VTA Transit	0	0	0	660	660
		Federal	0	0	0	2,640	2,640
		Total	0	0	0	3,300	3,300
P-1097	Bus and LR Vehicle Mobile Router Replacement	VTA Transit	0	0	0	300	300
		Federal	0	0	0	1,200	1,200
		Total	0	0	0	1,500	1,500
P-1102	Paratransit Fleet Program FY20	VTA Transit	0	0	0	995	995
		Federal	0	0	0	3,978	3,978
		Total	0	0	0	4,973	4,973
P-1103	Cameras for VTA ACCESS Paratransit Vehicles	VTA Transit	0	0	0	451	451
		Federal	0	0	0	1,805	1,805
		Total	0	0	0	2,256	2,256
<b>Revenue Vehicles &amp; Equipment Total</b>			<b>226,693</b>	<b>122,684</b>	<b>104,009</b>	<b>37,029</b>	<b>141,037</b>
P-0915	Slow Speed Zone Study	VTA Transit	600	299	301		301
P-0991	North Bayshore Transportation Study	Other	1,500	185	1,315		1,315
P-1078	Caltrain Grade Separation Implementation	2016 Measure B	1,000	62	938		938
P-1079	Dev Portal- CMA Land Use/Dev Review Prog	VTA Transit	49	0	49		49
		Other	49	0	49		49
		Total	98	0	98		98
P-1101	Caltrain Capital - Annual Local Match	VTA Transit	0	0	0	586	586
		State	0	0	0	9,414	9,414
		Total	0	0	0	10,000	10,000
P-1124	Comprehensive Multimodal Corridor Plans	Federal	0	0	0	250	250
		State	0	0	0	250	250
		Other	0	0	0	500	500
		Total	0	0	0	1,000	1,000

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Project #</b>	<b>Project Name</b>	<b>Funding Source</b>	<b>A Adopted Budget Through FY19</b>	<b>B Projected Expenditures Through FY19<sup>1</sup></b>	<b>C=(A-B) Projected FY19 Capital Carryover</b>	<b>D FY20 Appropriation</b>	<b>E=(C+D) Total Available Appropriation</b>
P-1125	Facility and Fleet Plan	VTA Transit	0	0	0	715	715
P-1126	Community Based Transportation Plans	Federal	0	0	0	300	300
P-1129	State Route 85 Transit Guideway Preliminary Engineering	2016 Measure B	0	0	0	2,365	2,365
P-1130	South County Rail Study	2016 Measure B	0	0	0	750	750
P-1131	Fast Program Implementation	VTA Transit	0	0	0	3,400	3,400
		State	0	0	0	2,844	2,844
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,244</b>	<b>6,244</b>
P-1132	Santa Clara Great America Intermodal Station Master Plan	Other	0	0	0	750	750
P-1146	Not on Transit (NoT) Program	VTA Transit	150	0	150		150
		Federal	350	0	350		350
		<b>Total</b>	<b>500</b>	<b>0</b>	<b>500</b>		<b>500</b>
P-1028	Condition Assessment Rail/Bus Infrastruc	VTA Transit	550	156	394		394
P-1042	Bus-on-Shoulder Feasibility Study	VTA Transit	72	0	72		72
		State	288	0	288		288
		<b>Total</b>	<b>360</b>	<b>0</b>	<b>360</b>		<b>360</b>
P-1044	Innovative First/Last-Mile Services Prog	2016 Measure B	3,000	0	3,000		3,000
P-1048	VA Pilot Smart Shuttle	VTA Transit	370	15	355	675	1,030
P-1048		Federal	0	0	0	2,700	2,700
		Other	995	0	995		995
		<b>Total</b>	<b>1,365</b>	<b>15</b>	<b>1,350</b>	<b>3,375</b>	<b>4,725</b>
P-1057	Caltrain Capital Match FY18	VTA Transit	10,000	8,200	1,800		1,800
A-1000	Capital Contingency fund	VTA Transit	0	0	0	2,000	2,000
A-2000	Capital Contingency -outside funding	Other	0	0	0	2,000	2,000
	<b>Miscellaneous Total</b>		<b>18,973</b>	<b>8,917</b>	<b>10,056</b>	<b>29,499</b>	<b>39,555</b>
	<b>Grand Total</b>		<b>538,808</b>	<b>276,347</b>	<b>262,461</b>	<b>216,752</b>	<b>479,213</b>

Note: Totals may not be precise due to independent rounding.

***VTA Transit  
Total Available by Funding Source  
(Dollars in Thousands)***

<b>Funding Source</b>	<b>A Adopted Budget Through FY19</b>	<b>B Projected Expenditures Through FY19<sup>1</sup></b>	<b>C=(A-B) Projected FY19 Capital Carryover</b>	<b>D FY20 Appropriation</b>	<b>E=(C+D) Total Available Appropriation</b>
1996 Measure B	700	700	0	0	0
2000 Measure A	1,499	1,414	85	0	85
2016 Measure B	5,300	62	5,238	6,915	12,153
City	569	118	451	0	451
Federal	226,638	90,370	136,268	98,356	234,624
Other	11,307	1,950	9,357	15,961	25,317
State	56,976	50,694	6,281	35,423	41,704
VTA Transit	235,819	131,038	104,781	60,098	164,879
<b>Grand Total</b>	<b>538,808</b>	<b>276,347</b>	<b>262,461</b>	<b>216,752</b>	<b>479,213</b>

Note: Totals may not be precise due to independent rounding



***Diesel/Electric Hybrid Bus with New Logo and Color Scheme***

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## *VTA Transit Debt Service*

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### **Debt Policy Overview**

VTA’s debt policy permits issuance of long-term debt to accomplish the following objectives: accelerate the delivery of projects, spread cost over the useful life of an asset, smooth out annual cash flow, optimize overall financial resources, and refund existing debt. As of June 30, 2019, VTA had three outstanding bond issues secured by 1976 half-cent sales tax revenues.

VTA’s debt policy states that debt affordability shall be determined by the requirements of VTA’s bond indentures (e.g., additional bonds test/debt service coverage) and VTA’s ability to meet all of its ongoing operating, capital, and reserve requirements. If VTA were to issue new 1976 half-cent sales tax bonds the bond indenture requires a minimum gross sales tax revenue bond coverage ratio of 2.0 times maximum annual debt service.

The table below shows the calculation of the current maximum annual debt coverage ratio for FY 2020 and FY 2021 for debt secured by the 1976 half-cent sales tax as of June 30, 2019.

***VTA Transit  
Debt Coverage Ratio<sup>1</sup>  
Issues Secured by 1976 Half-Cent Sales Tax  
(Dollars in Thousands)***

	<b>FY20</b>	<b>FY21</b>
Sales Tax Revenues	225,866	229,254
Maximum Annual Debt Service <sup>2</sup>	20,891	20,891
Coverage Ratio	10.8	11.0

All bonds secured by the 1976 half-cent sales tax have a bond reserve requirement. The requirement is zero unless the coverage ratio drops below 3.0 times coverage in which case VTA is required to fund the debt service reserve fund to the lesser of: a) 10% of original principal amount, b) 125% of average annual debt service, or c) 100% of maximum annual debt service. At the start of FY 2020 there is no bond reserve fund required.

The tables on the following pages show additional information about outstanding debt secured by the 1976 half-cent sales tax.

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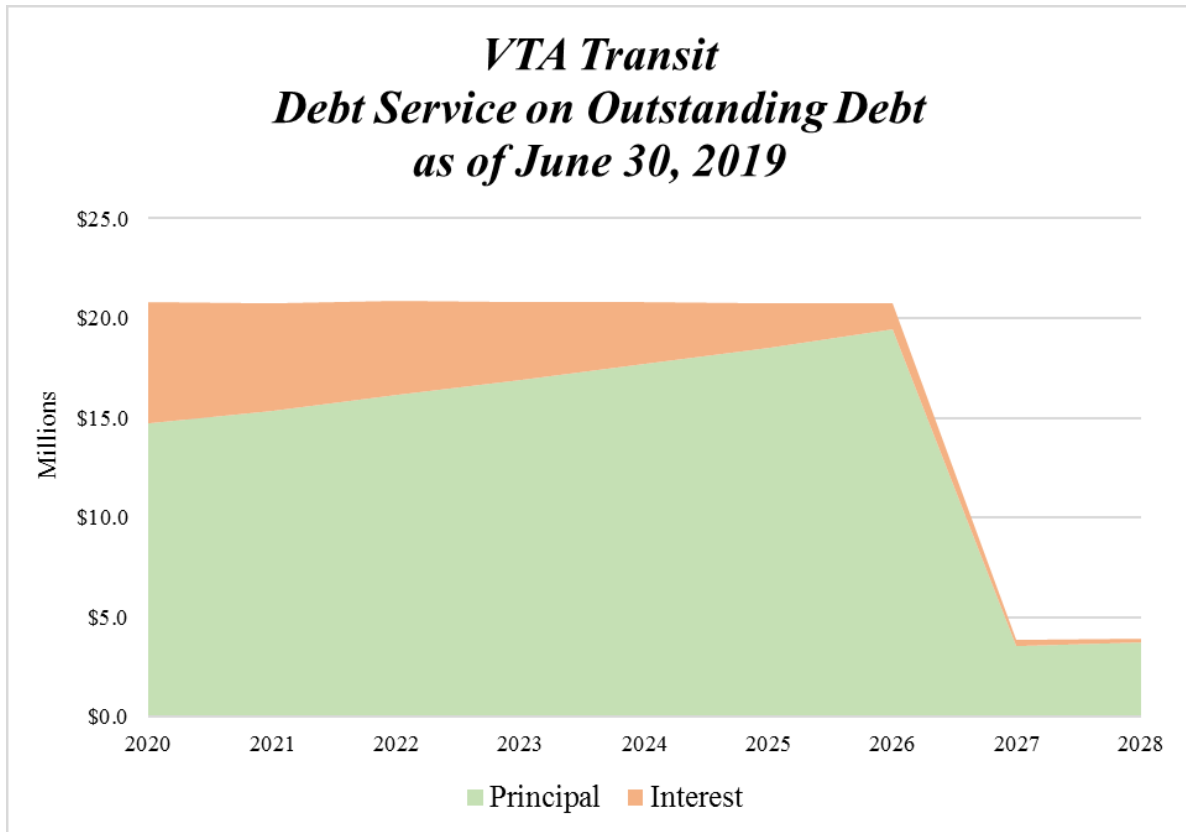
<sup>1</sup> Reflects outstanding debt as of June 30, 2019.

<sup>2</sup> The maximum amount of annual debt service (principal and interest) becoming due and payable through the final maturity date of all outstanding obligations.



***VTA Transit  
Outstanding Debt as of June 30, 2019  
Sales Tax Revenues Bonds  
Secured by 1976 Half-Cent Sales Tax  
(Dollars in Thousands)***

Series	Type of Debt	Interest Rate	Par Amount
2017 Series A Refunding	Traditional Fixed	2.00% <sup>1</sup>	5,150
2017 Series B Refunding	Traditional Fixed	1.98% <sup>1</sup>	24,465
2018 Series A Refunding	Traditional Fixed	3.14% <sup>1</sup>	96,440
<b>Total</b>			<b>126,055</b>



<sup>1</sup> All-in True Interest Cost.

***VTA Transit  
Debt Service Schedule  
Sales Tax Revenues Bonds  
Secured by 1976 Half-Cent Sales Tax  
(Dollars in Thousands)***

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020	14,733	6,070	20,803
2021	15,342	5,419	20,761
2022	16,160	4,732	20,892
2023	16,910	3,921	20,831
2024	17,710	3,072	20,782
2025	18,535	2,183	20,718
2026	19,415	1,322	20,737
2027	3,525	348	3,873
2028	3,725	171	3,896
<b>Total</b>	<b>126,055</b>	<b>27,236</b>	<b>153,291</b>

Note: Totals may not be precise due to independent rounding.

***VTA Transit  
FY 2020 and FY 2021 Debt Service Detail  
Sales Tax Revenues Bonds  
Secured by 1976 Half-Cent Sales Tax  
(Dollars in Thousands)***

<b>Category</b>	<b>FY20 Adopted Budget</b>	<b>FY21 Adopted Budget</b>
Interest Expense	6,069	5,422
Principal	14,733	15,342
Other Bond Charges <sup>2</sup>	20	20
<b>Total</b>	<b>20,821</b>	<b>20,784</b>

Note: Totals may not be precise due to independent rounding.

<sup>1</sup> Reflects outstanding debt as of June 30, 2019.

<sup>2</sup> Includes trustee fees, and other bond related charges.

## **Overview of Outstanding Debt Issues**

### **2017 Series A Refunding**

In March 2017, \$10.0 million of 2017 Series A Sales Tax Revenue Refunding Bonds were issued to current refund \$12.1 million principal amount of the 2007 Series A bonds maturing on June 1, 2017 or later. The refunding was done in order to take advantage of the lower interest cost of the refunding bonds. The refunding bonds were issued at an all-in true interest cost of 2.00%. The economic gain, which is calculated by comparing the present value of the original issue debt service to the present value of the refunded issue debt service, is \$637 thousand. The 2017 Bonds were issued as traditional fixed rate bonds in a direct purchase by Bank of the West. The 2017 bonds were unrated, did not carry a CUSIP and were issued as a physical, non-book entry security.

### **2017 Series B Refunding**

In December 2017, \$27.8 million of VTA 2017 Series B Sales Tax Revenue Refunding Bonds were issued to advance refund \$31.5 million principal amount of the VTA 2011 Series A bonds maturing on June 1, 2028. The refunding was done in order to take advantage of the lower interest cost of the refunding bonds. The refunding bonds were issued at an all-in true interest cost of 1.98%. The 2017 Series B Bonds were issued as a traditional fixed rate bond in a negotiated sale.

### **2018 Series A Refunding**

In September 2018, \$103.2 million of VTA 2018 Series A Sales Tax Revenue Refunding Bonds were issued to current refund \$114.9 million principal amount of the VTA 2008 Series A, B and C Bonds (the “2008 Bonds”) maturing on June 1, 2026. As part of the refunding, VTA terminated the three fixed payor interest rate swaps associated with the 2008 Bonds. Unlike a traditional refunding for debt service savings, the purpose of the 2018 Bonds was to simplify VTA’s debt portfolio, and to eliminate future uncertainty related to variable rate 2008 Bonds and the related interest rate swaps. Nonetheless, the 2018 Series A Bonds also generated a net present value savings of \$1.6 million. The refunding bonds were issued at an all-in true interest cost of 3.14%. The 2018 Series A Bonds were issued as a traditional fixed rate bond in a negotiated sale.



*Berryessa BART Station Garage*

***SECTION 3***  
***2000 MEASURE A TRANSIT***  
***IMPROVEMENT PROGRAM***

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## ***2000 Measure A Transit Improvement Program***

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### **Overview**

The 2000 Measure A Transit Improvement Program, a 30-year plan of major transit improvement capital projects, was approved by Santa Clara County voters in November 2000. The 2000 Measure A Ordinance implemented a 30-year half-cent sales tax that became effective on April 1, 2006 and is scheduled to expire on March 31, 2036. Pursuant to the ballot measure, revenues from the Tax are limited to the following uses:

- Fund operating and maintenance costs for increased bus, rail and paratransit service.
- Extend BART from Fremont through Milpitas to Downtown San Jose and the Santa Clara Caltrain Station.
- Provide connections from Mineta San Jose International Airport to BART, Caltrain and VTA light rail.
- Extend Light Rail from Downtown San Jose to the East Valley.
- Purchase low-floor light rail vehicles.
- Improve Caltrain: double-track to Gilroy and electrify from Palo Alto to Gilroy.
- Increase Caltrain service.
- Construct a new Palo Alto Intermodal Transit Center.
- Improve bus service in major bus corridors.
- Upgrade Altamont Commuter Express (ACE).
- Improve Highway 17 Express bus service.
- Connect Caltrain with Dumbarton Rail Corridor.
- Purchase Zero Emission buses and construct service facilities.
- Develop new light rail corridors.

The 2000 Measure A Transit Improvement Program budget appropriation is broken into two major components. The operating budget includes appropriation for non-project specific expenditures such as professional services, debt service, and operating assistance to VTA Transit. The capital budget appropriation is comprised of the anticipated expenditures and commitments on capital projects for the two-year budget period.

## ***2000 Measure A Transit Improvement Program Operating Budget Assumptions***

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### **Revenues**

#### **2000 Measure A Half-Cent Sales Tax**

During FY 2018, sales tax receipts from the 2000 Measure A half-cent sales tax decreased 0.4%, following an increase of 1.5% in FY 2017. Year-to-date growth in FY 2019 has been notably higher with year over year increases of 21.5%, 9.4%, and 11.3% for the first three quarters, respectively. These unprecedented changes reflect the receipt of previously unprocessed returns from FY 2018, which resulted from issues with the new automated tax filing system implemented by the California Department of Tax and Fee Administration (CDTFA) last spring.

The Adopted Budget reflects projected growth of 1.5% for both FY 2020 and FY 2021, after adjusting for the FY 2018 tax returns received in FY 2019.

#### **Federal BABs Subsidy**

Funds a portion of the interest cost for 2010 Sales Tax Revenue Bonds, 2010 Series A, Build America Bonds which were issued in November 2010.

#### **Investment Earnings**

Investment earnings are derived from three primary sources; short, mid, and long-term investment portfolios. Pursuant to VTA's adopted investment policy and California Government Code, 100% of surplus assets are invested in domestic fixed income. All three portfolios are invested by a money manager whose performance is evaluated by comparing actual earnings against the appropriate benchmark for each portfolio's duration. The estimated earnings rate for these funds is 2.0% in FY 2020 and 2.2% in FY 2021.

### **Expenses**

#### **VTA Operating Assistance**

A portion of the 2000 Measure A tax is used to provide operating assistance for VTA Transit. The Adopted Budget reflects the amount shifting in FY 2020 and FY 2021 is 20.75% of sales tax revenues.

#### **Debt Service**

This expense category reflects the debt service attributable to assets already placed in service. The remaining debt service is eligible for capitalization and is appropriated under the Capital Budget (page 181).



***2000 Measure A Transit Improvement Program  
Comparison of Revenues and Expenses  
(Dollars in Thousands)***

Line	Category	FY18 Actual	FY19 Adopted Budget	FY19 Projected Actual <sup>1</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
1	2000 Half-Cent Sales Tax	207,870	219,650	235,860	<b>225,866</b>	(9,994)	-4.2%	<b>229,254</b>	3,388	1.5%
2	Federal BABs Subsidy <sup>2</sup>	8,784	8,750	8,807	<b>8,816</b>	9	0.1%	<b>8,701</b>	(116)	-1.3%
3	Investment Earnings	7,379	5,486	9,994	<b>8,205</b>	(1,789)	-17.9%	<b>9,026</b>	821	10.0%
4	Other Income	414	395	376	<b>439</b>	63	16.9%	<b>446</b>	7	1.6%
5	<b>Total Revenue</b>	<b>224,447</b>	<b>234,282</b>	<b>255,037</b>	<b>243,327</b>	<b>(11,711)</b>	<b>-4.6%</b>	<b>247,426</b>	<b>4,100</b>	<b>1.7%</b>
6	VTA Operating Assistance	43,133	45,577	48,941	<b>46,867</b>	(2,074)	-4.2%	<b>47,570</b>	703	1.5%
7	Professional & Special Services	560	1,002	581	<b>639</b>	58	10.1%	<b>585</b>	(54)	-8.4%
8	Miscellaneous	25	27	22	<b>31</b>	9	39.4%	<b>31</b>	0	0.0%
9	Contributions to Other Agencies	195	0	177	<b>0</b>	(177)	-100.0%	<b>0</b>	0	N/A
10	Debt Service	37,598	46,200	38,407	<b>42,760</b>	4,353	11.3%	<b>44,759</b>	1,999	4.7%
11	Repayment Obligation	14,936	15,499	11,384	<b>14,729</b>	3,344	29.4%	<b>14,665</b>	(64)	-0.4%
12	<b>Total Expense</b>	<b>96,447</b>	<b>108,304</b>	<b>99,512</b>	<b>105,026</b>	<b>5,514</b>	<b>5.5%</b>	<b>107,610</b>	<b>2,584</b>	<b>2.5%</b>
13	<b>Revenues Over (Under) Expenses</b>	<b>128,000</b>	<b>125,978</b>	<b>155,525</b>	<b>138,300</b>			<b>139,816</b>		

Note: Totals and percentages may not be precise due to independent rounding.

Descriptions of each Revenue and Expense Category can be found in Appendix E.

**Major Variances (Variance in excess of 5% and \$500,000)**

**Expenses**

**Debt Service:**

The FY 2020 budget shows a \$4.3 million increase from FY 2019 due to a decrease in interest expense eligible for capitalization as more projects are completed.

**Repayment Obligation:**

FY 2020 reflects a \$3.3 million increase from FY 2019 actual due to a bond refunding, which lowered the 2000 Measure A Fund's annual repayment obligation for debt service to the Transit Fund in FY 2019.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

<sup>2</sup> Represents remittance from the federal government for a portion of the interest cost for 2010 Sales Tax Revenue Bonds, 2010 Series A, Build America Bonds (BABs) which were issued in November 2010

**2000 Measure A Transit Improvement Program**  
**Sources and Uses of Funds Summary**  
*(Dollars in Thousands)*

<u>Line</u>	<u>Description</u>	<u>FY18 Actual</u>	<u>FY19 Projected Actual<sup>1</sup></u>	<u>FY20 Adopted Budget</u>	<u>FY21 Adopted Budget</u>
1	<b>REVENUES</b>				
2	Sales Tax	207,870	235,860	225,866	229,254
3	Grants	88,269	67,028	77,349	121,265
4	Other Revenues	3,225	20,184	8,644	9,472
5	Total Revenues	299,364	323,072	311,860	359,990
6	<b>EXPENDITURES</b>				
7	Contribution to other agencies	(54,203)	(11,260)	0	0
8	Debt Services	(39,637)	(40,320)	(42,760)	(44,759)
9	Other Expenses	(1,452)	(1,155)	(1,185)	(1,185)
10	Total Expenditures	(95,292)	(52,735)	(43,945)	(45,944)
11	Transfers Out	(250,769)	(268,501)	(61,596)	(62,235)
12	Net change in Fund Balance	(46,697)	1,836	206,319	251,812
13	Fund Balance at Beginning of Year	499,683	452,986	454,822	661,141
14	Net change in Fund Balance	(46,697)	1,836	206,319	251,812
15	Fund Balance at End of Year	452,986	454,822	661,141	912,952

Note: Totals may not be precise due to independent rounding.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## ***2000 Measure A Transit Improvement Program Capital Budget Assumptions***

The Adopted FY 2020 & FY 2021 2000 Measure A Capital Program utilizes cash-on-hand and projected cash receipts, and does not anticipate incurring additional debt in the two-year period. The total additional appropriation for the identified projects for FY 2020 and FY 2021 is \$903.7 million which reflects the planned capital spending to be incurred or committed in the next two years. Project funding for the two-year period is appropriated in FY 2020 in order to facilitate administration of the program.

The table below lists each project by category and general funding source. The subsequent pages provide a brief description of each project, identified funding sources for the FY 2020 and FY 2021 requested appropriation, potential operating cost impacts, estimated total project cost, and anticipated completion date.

Capital project appropriations do not expire at the end of the fiscal year and are carried forward until the project is completed. Capital carryover is defined as appropriation that is unspent at the end of the fiscal year.

### ***Schedule of FY 2020 & FY 2021 Appropriation (Dollars in Thousands)***

Project	Funding Source		Total
	2016 Measure B	2000 Measure A	
1. SVRT Project Development After FY09	150,000	563,500	713,500
<b><i>SVRT Program Total</i></b>	<b><i>150,000</i></b>	<b><i>563,500</i></b>	<b><i>713,500</i></b>
2. Eastridge to BART Regional Connector	0	129,700	129,700
<b><i>Light Rail Program Total</i></b>	<b><i>0</i></b>	<b><i>129,700</i></b>	<b><i>129,700</i></b>
3. Capitalized Interest and Other Bond Costs	0	60,485	60,485
<b><i>Measure A Programwide Total</i></b>	<b><i>0</i></b>	<b><i>60,485</i></b>	<b><i>60,485</i></b>
<b><i>Grand Total</i></b>	<b><i>150,000</i></b>	<b><i>753,685</i></b>	<b><i>903,685</i></b>

## *2000 Measure A Transit Improvement Program Descriptions of FY 2020 & FY 2021 Appropriated Projects*

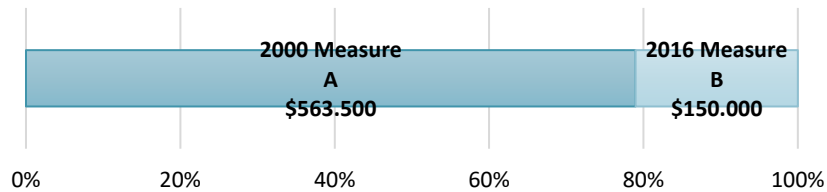
### **SVRT Program**

#### **1. SVRT Project Development After FY09- \$713.5 million**

##### **Project Scope**

This project provides BART Silicon Valley program management as well as work specific to Phase II of the BART Silicon Valley. Phase II work to be undertaken in the two-year period includes engineering, right-of-way and advance utility relocation efforts, long lead construction, and procurement items.

##### **Funding (in millions)**



##### **Business Line(s) Supported**

- Delivering Projects and Programs
- Transportation System Management

##### **Operating Budget Impact**

Ongoing operating and maintenance costs are currently under negotiation with BART. These expenditures will be funded by BART fare revenues and the 2008 Measure B one-eighth sales tax.

**Estimated Total Project Cost-**\$4.78 billion

**Anticipated Completion Date-**December 2026

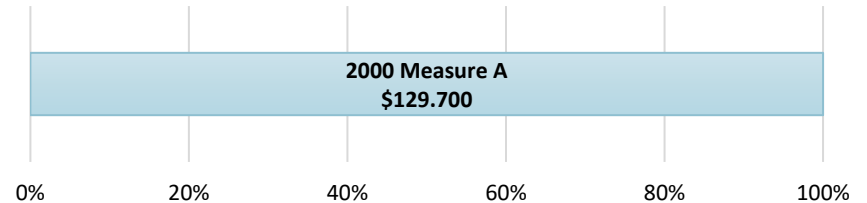
### **Light Rail Program**

#### **2. Eastridge to BART Regional Connector-\$129.7 million**

##### **Project Scope**

This project will construct a light rail extension from Alum Rock to the Eastridge Transit Center with a continuous elevated guideway. The extension will include LRT stations at Story Road (aerial) and Eastridge (at-grade).

##### **Funding (in millions)**



##### **Business Line(s) Supported**

- Delivering Projects and Programs
- Transportation System Management

##### **Operating Budget Impact**

Operating and maintenance costs are estimated at \$2-\$3 million annually depending on service frequency.

**Estimated Total Project Cost-**\$453.0 million

**Anticipated Completion Date-**December 2024

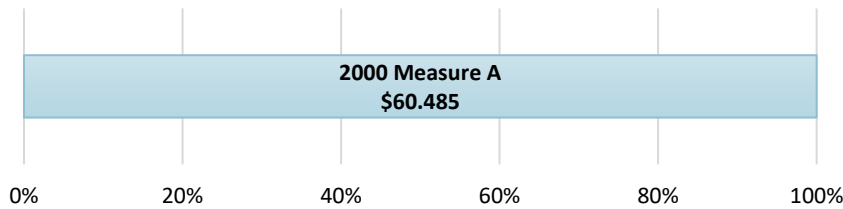
## Measure A Programwide

### 3. Capitalized Interest and Other Bond Costs- \$60.485 million

#### Project Scope

This project represents the capitalized portion of interest and debt related ancillary charges that arise from the issuance of sales tax revenue bonds, the proceeds of which fund a portion of various 2000 Measure A capital projects.

#### Funding (in millions)



#### Business Line(s) Supported

- Delivering Projects and Programs

#### Operating Budget Impact

None

Estimated Total Project Cost-N/A

Anticipated Completion Date-March 2036

## *2000 Measure A Transit Improvement Program Total Available Appropriation*

Capital project appropriations do not expire at the end of the fiscal year and are carried forward until the project is completed. Capital carryover is defined as appropriation that is unspent at the end of the fiscal year. The following table reflects the projected carryover at June 30, 2019, as well as the total available appropriation for the 2000 Measure A Capital Program after the FY 2020 and FY 2021 appropriations, by project and funding source. Project funding for the two-year period is appropriated in FY 2020 in order to facilitate administration of the program.

*(Dollars in Thousands)*

Project #	Project Name	Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	E=(C+D) Total Available Appropriation	
SVRT1	BART SV Program Development & Warm Springs	2000 Measure A	187,026	186,009	1,017	768	1,785	
		Federal	808	808	0		0	
		State	123,306	123,306	0		0	
		City	154	154	0		0	
		<b>Total</b>	<b>311,294</b>	<b>310,277</b>	<b>1,017</b>		<b>768</b>	<b>1,785</b>
SVRT2	BART SV Corridor Establishment and Maintenance	2000 Measure A	298,036	293,861	4,175		4,175	
		Federal	13,458	7,130	6,327		6,327	
		State	74,778	70,281	4,497		4,497	
		City	31,777	28,470	3,307		3,307	
		Others	44,400	39,861	4,539		4,539	
<b>Total</b>	<b>462,450</b>	<b>439,604</b>	<b>22,845</b>	<b>22,845</b>				
SVRT3	Berryessa Extension Project SVBX - Phase 1	2000 Measure A	1,094,354	926,414	167,940		167,940	
		Federal	893,306	771,481	121,825		121,825	
		State	369,219	355,859	13,360		13,360	
		City	18,019	17,894	125		125	
		Others	1,041	1,041	0		0	
<b>Total</b>	<b>2,375,939</b>	<b>2,072,689</b>	<b>303,250</b>	<b>303,250</b>				
SVRT4	Future Extension to Santa Clara - Phase II and NMF	2000 Measure A	128,833	86,782	192,051	562,732	754,783	
		2016 Measure B	150,000				150,000	150,000
		Federal	1,520	1,413	107		107	
		State	160,802	160,802	0		0	
		<b>Total</b>	<b>441,155</b>	<b>248,997</b>	<b>192,158</b>		<b>712,732</b>	<b>904,890</b>
SVRT5	BART Core Systems Modifications	2000 Measure A	180,964	101,307	79,657		79,657	
		State	69,778	58,898	10,880		10,880	
		<b>Total</b>	<b>250,742</b>	<b>160,205</b>	<b>90,536</b>		<b>90,536</b>	
SVRT6	Other Supporting Projects	2000 Measure A	97,156	86,044	11,112		11,112	
		VTA Transit	8,000	8,000	0		0	
		State	875	0	875		875	
		<b>Total</b>	<b>106,031</b>	<b>94,044</b>	<b>11,987</b>		<b>11,987</b>	
<b>SVRT Program Total</b>			<b>3,947,610</b>	<b>3,325,817</b>	<b>621,793</b>	<b>713,500</b>	<b>1,335,293</b>	
P-0476	DTEV-CELR To Eastridge	2000 Measure A	56,181	56,181	0		0	
		Federal	0	0	0		0	
		State	157	157	0		0	
		Others	0	0	0		0	

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

Project #	Project Name	Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	E=(C+D) Total Available Appropriation
		Total	56,338	56,338	0		0
P-0552	New Rail Corridors	2000 Measure A	3,022	1,275	1,747		1,747
P-0587	LRT Extension to Vasona Junction	2000 Measure A	20,942	1,726	19,216		19,216
		Federal	0	0	0		0
		Total	20,942	1,726	19,216		19,216
P-0744	Eastridge Transit Center - CELR	2000 Measure A	42,910	33,342	9,568		9,568
		Federal	18,540	18,540	0		0
		State	8,340	8,340	0		0
		Others	2,120	0	2,120		2,120
		Total	71,910	60,222	11,688		11,688
P-0787	Eastridge to BART Regional Connector	2000 Measure A	159,451	16,896	142,555	129,700	272,255
		Federal	0	0	0		0
		State	9,442	87	9,355		9,355
		Others	130,000	0	130,000		130,000
		Total	298,893	16,983	281,910	129,700	411,610
P-0968	Winchester LR Line Dbl Trk & Pltform Ext	2000 Measure A	22,003	762	21,241		21,241
P-1003	SR 85 Major Transit Investment Study	2000 Measure A	603	584	19		19
		2016 Measure B	1,400	7	1,393		1,393
		Total	2,003	591	1,412		1,412
	<b>Light Rail Program Total</b>		<b>475,112</b>	<b>137,897</b>	<b>337,214</b>	<b>129,700</b>	<b>466,914</b>
P-0511	Caltrain Service Upgrades	2000 Measure A	18,000	16,847	1,153		1,153
P-0595	Caltrain Electrifications to Tamien	2000 Measure A	1,312	629	683		683
P-0829	Caltrain Electrification Invest. Program	2000 Measure A	80,373	56,518	23,855		23,855
P-3201	Caltrain Mountain View Parking Structure	2000 Measure A	577	239	338		338
		City	425	86	339		339
		Total	1,002	325	677		677
P-3203	Caltrain Safety Enhancements	2000 Measure A	31,325	15,676	15,649		15,649
		City	90	90	0		0
		Total	31,415	15,766	15,649		15,649
P-3204	SC Sta. Pedestrian Underpass Extension	2000 Measure A	742	703	39		39
		Federal	2,719	2,719	0		0
		State	117	117	0		0
		City	5,973	5,130	843		843
		1996 Measure B	3,556	1,346	2,210		2,210
		Others	675	675	0		0
		Total	13,782	10,690	3,093		3,093
	<b>Commuter Rail Program Total</b>		<b>145,884</b>	<b>100,774</b>	<b>45,110</b>		<b>45,110</b>
P-0336	ZEB Bus Procurement	2000 Measure A	3,233	3,223	11		11
		Federal	7,702	7,638	64		64
		State	1,000	1,000	0		0
		Others	2,805	2,805	0		0
		Total	14,740	14,666	74		74
P-0475	Alum Rock/Santa Clara BRT Project	2000 Measure A	53,974	46,795	7,178		7,178
		State	90,008	90,008	0		0
		City	4,243	4,235	8		8
		Total	148,224	141,038	7,187		7,187
P-0715	Stevens Creek BRT Project	2000 Measure A	3,671	3,128	543		543
		Federal	713	575	138		138
		Total	4,384	3,703	681		681
P-0717	El Camino Real BRT	2000 Measure A	24,102	10,505	13,597		13,597
		Total	24,102	10,505	13,597		13,597
P-0719	Procurement of 40 BRT Articulated Buses	2000 Measure A	38,131	13,513	24,618		24,618

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

Project #	Project Name	Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	E=(C+D) Total Available Appropriation
		State	19,161	19,161	0		0
		Others	363	0	363		363
		<b>Total</b>	<b>57,655</b>	<b>32,674</b>	<b>24,981</b>		<b>24,981</b>
P-0785	Mod.of Chaboya & North Div.for BRT Buses	2000 Measure A	14,449	2,408	12,041		12,041
		<b>Total</b>	<b>14,449</b>	<b>2,408</b>	<b>12,041</b>		<b>12,041</b>
P-0967	De Anza College Transit Center Improvements	2000 Measure A	7,435	320	7,115		7,115
		<b>Total</b>	<b>7,435</b>	<b>320</b>	<b>7,115</b>		<b>7,115</b>
P-0998	Rapid 523 Bus Stop Improvements	2000 Measure A	3,714	2,936	778		778
		City	207	207	0		0
		<b>Total</b>	<b>3,921</b>	<b>3,143</b>	<b>778</b>		<b>778</b>
P-1008	Stelling Road Bus Stop Improvement Proj.	2000 Measure A	1,325	1,225	100		100
		City	585	585	0		0
		<b>Total</b>	<b>1,911</b>	<b>1,811</b>	<b>100</b>		<b>100</b>
	<b>Bus Program Total</b>		<b>276,820</b>	<b>210,266</b>	<b>66,553</b>		<b>66,553</b>
P-0588	San Jose Mineta APM	2000 Measure A	5,026	2,092	2,934		2,934
	<b>San Jose Mineta APM Total</b>		<b>5,026</b>	<b>2,092</b>	<b>2,934</b>		<b>2,934</b>
P-0500	Capitalize Int.& Other Costs-2000 Meas.A	2000 Measure A	15,601	0	15,601	60,485	76,085
P-0510	Measure A Programwide	2000 Measure A	2,870	0	2,870		2,870
P-0712	Swap Payments to Other Agencies	2000 Measure A	122,480	113,019	9,461		9,461
	<b>Measure A Programwide Total</b>		<b>140,950</b>	<b>113,019</b>	<b>27,931</b>	<b>60,485</b>	<b>88,416</b>
	<b>Grand Total</b>		<b>4,991,402</b>	<b>3,889,866</b>	<b>1,101,536</b>	<b>903,685</b>	<b>2,005,221</b>

Note: Totals may not be precise due to independent rounding.

**2000 Measure A  
Total Available by Funding Source  
(Dollars in Thousands)**

Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	Total Available Appropriation
Federal	938,764	810,304	128,460	0	128,460
State	926,983	888,016	38,967	0	38,967
City	61,473	56,851	4,622	0	4,622
Other	181,404	44,382	137,022	0	137,022
1996 Measure B	3,556	1,346	2,210	0	2,210
2000 Measure A	2,719,821	2,080,959	788,862	753,685	1,542,546
2016 Measure B	151,400	7	1,393	150,000	151,393
VTA Transit	8,000	8,000	0	0	0
<b>Grand Total</b>	<b>4,991,402</b>	<b>3,889,866</b>	<b>1,101,536</b>	<b>903,685</b>	<b>2,005,221</b>

Note: Totals may not be precise due to independent rounding.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited



## ***2000 Measure A Transit Improvement Program Debt Service***

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### ***Debt Policy Overview***

VTA’s debt policy permits issuance of long-term debt to accomplish the following objectives: accelerate the delivery of projects, spread cost over the useful life of an asset, smooth out annual cash flow, optimize overall financial resources, and refund existing debt. As of June 30, 2019, VTA had three outstanding bond issues secured by 2000 Measure A half-cent sales tax revenues.

VTA’s debt policy states that debt affordability shall be determined by the requirements of the 2000 Measure A bond indentures (e.g., additional bonds test/debt service coverage) and VTA’s ability to meet all of its ongoing operating, capital, and reserve requirements. If VTA were to issue new 2000 Measure A bonds the bond indenture requires a minimum gross sales tax revenue bond coverage ratio of 1.3 times maximum annual debt service.

The table below shows the calculation of the current maximum annual debt coverage ratio for FY 2020 and FY 2021 for debt secured by the 2000 Measure A half-cent sales tax.

### ***Debt Coverage Ratio<sup>1</sup> Issues Secured by 2000 Measure A Half-Cent Sales Tax (Dollars in Thousands)***

	<b>FY20</b>	<b>FY21</b>
Sales Tax Revenues	225,866	229,254
Maximum Annual Debt Service <sup>2</sup>	73,036	73,036
Coverage Ratio	3.09	3.14

Currently VTA has two outstanding bonds secured by the 2000 Measure A half-cent sales tax that have a bond reserve fund requirement. The 2008 bonds reserve fund requirement is zero unless the coverage ratio drops below 2.0 times coverage in which case VTA is required to fund the debt service reserve fund to fifty percent of maximum annual debt service within twelve months. At the start of FY 2020, there is no reserve required for the 2008 bonds. For the 2010 bond there is an ongoing reserve requirement that is cash funded at fifty percent of maximum annual debt service of the 2010 bonds. At the start of FY 2020, the 2010 bond reserve fund has a balance of \$28.7 million. For the 2015 bonds there is no requirement to fund a reserve.

The tables on the following pages show additional information about outstanding debt secured by the 2000 Measure A half-cent sales tax.

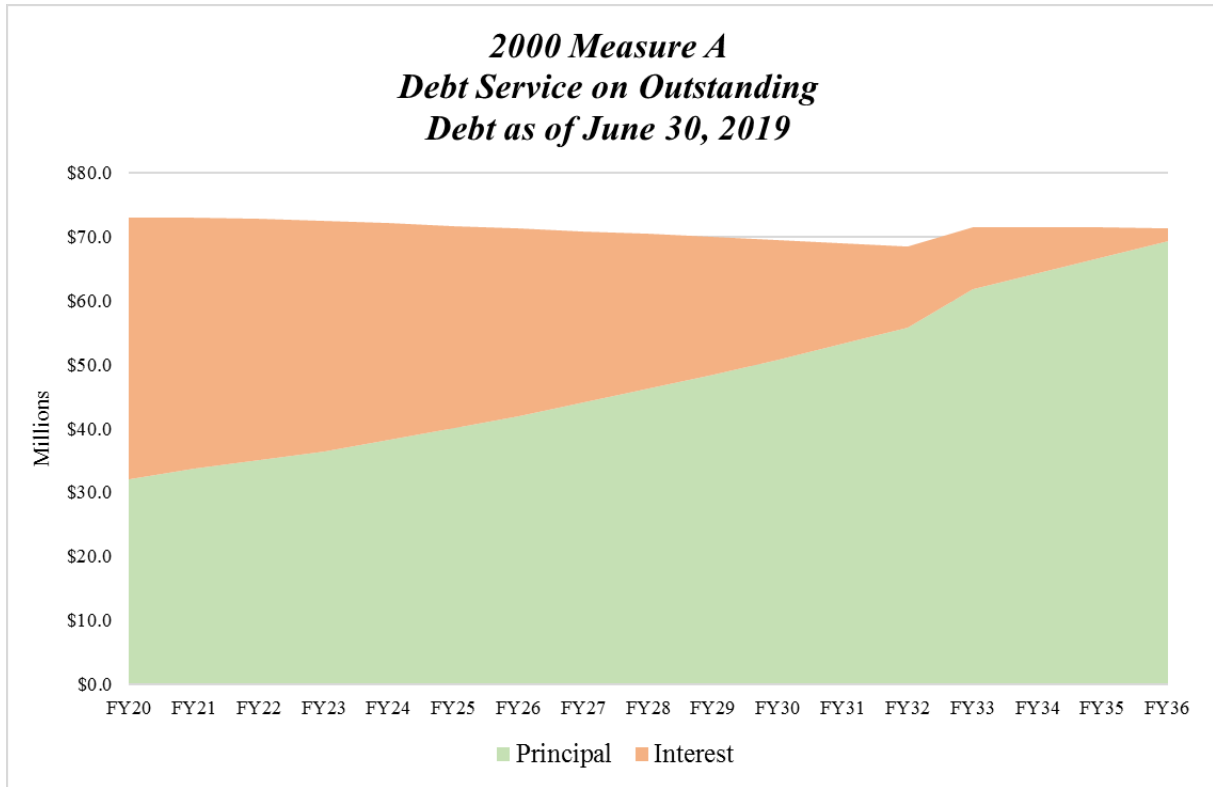
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<sup>1</sup> Reflects outstanding debt as of June 30, 2019

<sup>2</sup> The maximum amount of annual debt service (principal and interest) becoming due and payable through the final maturity date of all outstanding obligations.

***Outstanding Debt as of June 30, 2019***  
***Sales Tax Revenues Bonds***  
***Secured by 2000 Measure A Half-Cent Sales Tax***  
*(Dollars in Thousands)*

Series	Type of Debt	Interest Rate	Par Amount
2008 Series A-D Refunding	Synthetically Fixed	3.70% <sup>1</sup>	235,875
2010 Series A	Traditional Fixed (Taxable BABs <sup>2</sup> )	3.79% <sup>3</sup>	469,730
2010 Series B	Traditional Fixed	2.33% <sup>3</sup>	28,845
2015 Series A	Traditional Fixed	2.93% <sup>3</sup>	83,560
<b>Total</b>			<b>818,010</b>



<sup>1</sup> Effective interest rate including liquidity and remarketing fees as of June 30, 2019.

<sup>2</sup> Build America Bonds.

<sup>3</sup> All-in True Interest Cost.

***Debt Service Schedule<sup>1</sup>***  
***Sales Tax Revenues Bonds***  
***Secured by 2000 Measure A Half-Cent Sales Tax***  
***(Dollars in Thousands)***

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest<sup>2</sup></b>	<b>Total</b>
2020	32,080	40,954	73,034
2021	33,680	39,356	73,036
2022	35,015	37,743	72,758
2023	36,460	35,944	72,404
2024	38,180	33,861	72,041
2025	40,035	31,625	71,660
2026	41,985	29,281	71,266
2027	44,025	26,822	70,847
2028	46,165	24,244	70,409
2029	48,410	21,541	69,951
2030	50,765	18,706	69,471
2031	53,235	15,734	68,969
2032	55,820	12,617	68,437
2033	61,795	9,594	71,389
2034	64,280	7,167	71,447
2035	66,750	4,645	71,395
2036	69,330	2,023	71,353
<b>Total</b>	<b>818,010</b>	<b>391,855</b>	<b>1,209,865</b>

Note: Totals may not be precise due to independent rounding.

<sup>1</sup> Reflects outstanding debt as of June 30, 2019.

<sup>2</sup> Interest rate on swap related obligations is based on the fixed part of the swaps 3.765%.

***FY 2020 and FY 2021 Debt Service Detail***  
***Sales Tax Revenues Bonds***  
***Secured by 2000 Measure A Half-Cent Sales Tax<sup>1</sup>***  
*(Dollars in Thousands)*

<b>Category</b>	<b>FY20 Adopted Budget</b>	<b>FY21 Adopted Budget</b>
Interest Expense	40,954	39,356
Principal	32,080	33,680
Other Bond Charges <sup>2</sup>	967	966
<b>Total</b>	<b>74,001</b>	<b>74,003</b>

Note: Totals may not be precise due to independent rounding.

## **Overview of Outstanding Debt Issues**

### **2008 Measure A Series A-D**

In June 2008, \$236.7 million of 2008 Series A-D Measure A Sales Tax Revenue Refunding Bonds (2008 Measure A Bonds) were issued to current refund Series A-D of the 2006 Bonds (Defeased Bonds). The Defeased Bonds were originally issued to finance the retirement of a portion of Measure A Sales Tax Revenue Bonds Series 2003 A, 2004 A, and 2004 B. The 2008 Measure A Bonds were issued as variable rate demand bonds and bear interest at a weekly rate, which is determined by the Remarketing Agent to be the rate necessary to remarket the 2008 Measure A Bonds at par value. The Defeased Bonds were issued as auction rate securities insured by Ambac Assurance Corporation, a municipal insurance provider, who had been downgraded by all three national rating agencies. As a result of the downgrade and disruption in the auction rate market, VTA was paying weekly interest rates that were above market rates. By issuing the 2008 Measure A Bonds as uninsured variable rate demand bonds, VTA was able to eliminate the higher interest rates caused by the Ambac bond insurance and the auction rate structure.

In conjunction with the Defeased 2006 Bonds and subsequently the 2008 Measure A Bonds, VTA entered into swap agreements with various counterparties. Under the agreements, VTA pays a fixed rate to the counterparties and in return, the counterparties pay VTA a variable rate based on a percentage of LIBOR<sup>3</sup>. The variable rate that VTA receives from the counterparties is intended, over the life of the bonds, to offset the payments VTA makes to bondholders.

<sup>1</sup> Includes debt service from both the Operating (page 179) and Capital (page 183) Budgets.

<sup>2</sup> Includes liquidity fees, remarketing fees, trustee fees, and other bond related charges.

<sup>3</sup> LIBOR—London Interbank Offering Rate—A daily reference rate based on the interest rate at which banks offer to lend unsecured funds to other banks in the London wholesale (interbank) money market.

**2010 Measure A Series A-B**

In November 2010, \$645.9 million of 2010 Series A-B Measure A Sales Tax Revenue Bonds (2010 Measure A Bonds) were issued to fund certain Measure A transit capital improvement projects, most notably the BART extension to Berryessa. The bonds were issued as a combination of taxable, Build America Bonds (BABs) (Series A), and traditional tax-exempt bonds (Series B). Both are fixed interest rate bonds. VTA receives a 35% Federal subsidy on its interest cost for the taxable Build America Bonds, which brings the net cost on those bonds in line with the interest rate for tax-exempt bonds. The true interest cost for the 2010 Measure A Bonds was 3.54%.

**2015 Measure A Series A-B**

In January 2015, \$90.0 million of 2015 Measure A Series A-B were issued to current refund the 2007 Measure A Series A bonds maturing on April 1, 2018 or later. The refunding was done in order to take advantage of the lower interest cost of the refunding bonds. The refunding bonds were issued at a true interest cost of 2.894% and resulted in a debt service cost savings of \$14.5 million.



***Blossom Hill Pedestrian Overcrossing***



*DBE & SBE Business Summit 2019 Certification Workshop*

***SECTION 4***  
***CONGESTION MANAGEMENT***  
***PROGRAM (CMP)***

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## *Congestion Management Program*

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### Overview

Congestion Management Agencies (CMAs) were created in 1990 by Proposition 111 and its accompanying legislation, which required that every county with an urbanized population of more than 50,000 establish a CMA. CMAs were designed to meet the goals of increasing the efficiency of existing transit and roadway systems, planning the best capital improvements to these systems, and improving the local land use decision-making process to support and complement the transportation system investments.

In 1994, VTA was designated as the CMA for Santa Clara County through a Joint Powers Agreement entered into by the 15 cities and the County of Santa Clara. VTA's Congestion Management Program (CMP) serves as the CMA for Santa Clara County. The CMP, which is fiscally separate from VTA Transit, is funded through assessments to local jurisdictions (Member Agencies), federal and state planning grants, grant program manager administration fees, State Transportation Improvement Program (STIP) Planning Programming and Monitoring Funds, and fees for services provided.

Proposition 111 mandates that the CMP contain five elements: 1) a system definition and traffic level of service standard; 2) a multimodal performance measures; 3) transportation demand management and trip reduction; 4) a land use impact analysis; and 5) a capital improvement program (CIP). In addition to the Proposition 111 requirements, each CMP Work Program also addresses and incorporates other federal, state, regional, or local statutory requirements.

The Adopted FY 2020 and FY 2021 CMP Budget is a result of a number of inputs including statutory requirements, Board initiated activities, Member Agency requested activities, and staff recommended initiatives regarding federal, state, and regional issues. Based on these inputs, the budget reflects major focus on tasks and activities related to coordination and advocacy of funding for local projects, capital project initiatives, state/regional advocacy, land use coordination due to new state mandates, and Member Agency assistance.

The Adopted CMP Work Program is funded through the following sources:

- Member Agency Fees
- Metropolitan Transportation Commission (MTC) STP Planning Grant
- STIP Programmed Project Monitoring (PPM) Funds
- Vehicle Registration Fee (VRF) Program Administration Fee
- TFCA 40% Local Program Manager Administration Fee
- Investment Earnings

Member Agency Fees are based on the fee schedule adopted by the Board in June 2005, which specifies annual increases of 3.5%. The Adopted Budget reflects this increase for both FY 2020

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

and FY 2021, as well as the payment of a one-time surcharge for Member Agencies in FY 2020 for the local share of cost to create a Vehicle Miles Traveled Estimation Tool.

***Congestion Management Program  
Comparison of Revenues and Expenses  
(Dollars in Thousands)***

Line	Category	FY18 Actual	FY19 Adopted Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
1	Federal Operating Grants	2,178	2,136	2,439	2,179	(260)	-10.7%	2,222	44	2.0%
2	State Operating Grants	1,081	908	943	160	(783)	-83.0%	1,072	912	570.0%
3	Investment Earnings	2	12	4	2	(2)	-54.7%	2	0	0.0%
4	Member Agency Fees	2,528	2,654	2,458	2,747	289	11.8%	2,843	96	3.5%
5	Other Income	346	148	448	493	45	10.1%	360	(133)	-27.0%
6	<b>Total Revenue</b>	<b>6,135</b>	<b>5,858</b>	<b>6,292</b>	<b>5,581</b>	<b>(712)</b>	<b>-11.3%</b>	<b>6,499</b>	<b>919</b>	<b>16.5%</b>
7	Professional & Special Services	817	1,412	449	778	329	73.4%	779	1	0.1%
8	Other Services	14	16	16	0	(16)	-100.0%	0	0	N/A
9	Data Processing	0	7	0	6	6	N/A	6	0	0.0%
10	Employee Related Expense	0	0	0	0	(0)	-100.0%	0	0	N/A
11	Contribution to Other Agencies	116	300	305	825	520	170.8%	442	(383)	-46.4%
12	VTA Staff Services	4,632	4,080	4,690	4,870	180	3.8%	5,014	144	3.0%
13	<b>Total Expense</b>	<b>5,578</b>	<b>5,815</b>	<b>5,459</b>	<b>6,479</b>	<b>1,019</b>	<b>18.7%</b>	<b>6,241</b>	<b>(238)</b>	<b>-3.7%</b>
14	<b>Revenues Over (Under) Expenses</b>	<b>556</b>	<b>43</b>	<b>833</b>	<b>(898)</b>			<b>258</b>		

Note: Totals and percentages may not be precise due to independent rounding. Descriptions of each Revenue and Expense Category can be found in Appendix F.

**Major Variances (Variance in excess of 5% and \$100,000)**

**Revenues**

**Federal Operating Grants:**

The FY 2020 budget reflects a \$260 thousand decrease from FY 2019 actual due to decreased utilization of planning grants to offset lower anticipated expenditures.

**State Operating Grants:**

The FY 2020 budget reflects a \$783 thousand decrease from FY 2019 and FY 2021 reflects a \$912 thousand increase from FY 2020 due to a decrease in the Programmed Projects Monitoring grant amount in FY 2020.

<sup>1</sup> Adopted Budget approved by the Board on June 1, 2017.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

**Other Income:**

The FY 2020 budget reflects a \$45 thousand increase from FY 2019 actual and FY 2021 reflects a \$133 thousand decrease from FY 2020 due to the receipt of a one-time surcharge from Member Agencies for the local share of cost to create a Vehicles Miles Traveled Estimation Tool.

**Expenses**

**Professional & Special Services:**

The FY 2020 budget reflects a \$329 thousand increase over FY 2019 due to additional expenditures related to land use, transportation integration and development review efforts.

**Contribution to Other Agencies:**

FY 2020 budget reflects a \$520 thousand increase from FY 2019 actual and FY 2021 reflects a \$383 thousand decrease from FY 2020 due to the timing of various projects implemented in the VTA Transit Fund that are partially funded by the Congestion Management Program.

***Congestion Management Program  
Sources and Uses of Funds Summary  
(Dollars in Thousands)***

<u>Line</u>	<u>Description</u>	<u>FY18 Actual</u>	<u>FY19 Projected Actual<sup>1</sup></u>	<u>FY20 Adopted Budget</u>	<u>FY21 Adopted Budget</u>
1	Total Revenues	6,135	6,292	5,581	6,499
2	Total Expenses	(5,578)	(5,459)	(6,479)	(6,241)
3	Revenues Over (Under) Expenses	556	833	(898)	258
4	Beginning Fund Balance	611	1,167	2,000	1,101
5	Revenues Over (Under) Expenses	556	833	(898)	258
6	Ending Fund Balance	1,167	2,000	1,101	1,360

Note: Totals may not be precise due to independent rounding.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

***Congestion Management Program  
Member Assessments***

<b>Member Agency</b>	<b>FY 2020</b>			<b>FY 2021</b>
	<b>Assessment</b>	<b>One-time VMT Tool Surcharge<sup>1</sup></b>	<b>Total</b>	<b>Assessment</b>
County of Santa Clara	\$310,077	\$26,740	\$336,817	\$320,929
Campbell	57,658	4,972	62,630	59,676
Cupertino	88,580	7,639	96,219	91,681
Gilroy	43,096	3,716	46,812	44,605
Los Altos	28,443	2,453	30,896	29,438
Los Altos Hills	7,584	654	8,238	7,850
Los Gatos	39,255	3,385	42,640	40,629
Milpitas	87,848	7,576	95,424	90,922
Monte Sereno	2,280	197	2,477	2,360
Morgan Hill	28,647	2,470	31,117	29,649
Mountain View	142,659	12,302	154,961	147,652
Palo Alto	161,431	13,921	175,352	167,081
San Jose	894,549	0	894,549	925,859
Santa Clara	236,289	20,377	256,666	244,560
Saratoga	24,751	2,134	26,885	25,617
Sunnyvale	283,685	24,464	308,149	293,614
Subtotal:	\$2,436,834	\$133,000	\$2,569,834	\$2,522,123
VTA - Managing Agency Contribution	310,077	0	310,077	320,929
<b>TOTAL:</b>	<b>\$2,746,911</b>	<b>\$133,000</b>	<b>\$2,879,911</b>	<b>\$2,843,053</b>

<sup>1</sup> This amount is reflected as Other Income in the Comparison of Revenues and Expenses schedule.

***SECTION 5***  
***VTP HIGHWAY IMPROVEMENT***  
***PROGRAM***

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## ***VTP Highway Improvement Program***

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### **Overview**

VTP 2040 is the current approved long-range countywide transportation plan for Santa Clara County. Developed by the Congestion Management Program (CMP) and adopted in October 2014, projects must be included in the plan as a pre-requisite for eligibility to receive federal, state, regional, and local discretionary fund programming. VTA enters into construction agreements with cities in the County for various projects that are included in VTP 2040. The next update of the long-range countywide transportation plan, VTP 2050, is scheduled for adoption by the VTA Board in mid-2021.

The total additional appropriation for the identified VTP Highway Improvement Program Capital Projects for FY 2020 and FY 2021 is \$282.7 million, which reflects the planned capital spending to be incurred or committed in the next two years. Project funding for the two-year period is appropriated in FY 2020 in order to facilitate administration of the program and includes projects related to express lanes, freeway and highway improvements, complete streets, and bicycle/pedestrian improvements.

The table on the following page lists each project and its general funding source category. The subsequent pages provide a brief description of each project, identified funding sources for the FY 2020 and FY 2021 requested appropriation, potential operating cost impacts, estimated total project cost, and anticipated completion date.

Capital project appropriations do not expire at the end of the fiscal year and are carried forward until the project is completed. Capital carryover is defined as appropriation that is unspent at the end of the fiscal year.

***VTP Highway Improvement Program  
Schedule of FY 2020 & FY 2021 Appropriation  
(Dollars in Thousands)***

Project	Funding Source				Total
	Federal	State	2016 Measure B	Other	
1. Calaveras Boulevard Near-term Improvements	0	0	1,800	200	2,000
2. Freeway Performance Initiative Phase 2	2,000	0	0	0	2,000
3. I-280 Foothill Expressway Ramp Improvements	0	0	800	0	800
4. I-280 HOV: Magdalena Ave to San Mateo County Line	0	0	1,800	200	2,000
5. I-280 Soundwalls	0	2,000	0	0	2,000
6. I-280/Saratoga Ave Interchange Improvements	0	0	1,800	200	2,000
7. I-280/Winchester Boulevard Interchange Improvements	0	0	8,000	0	8,000
8. I-280/Wolfe Road Interchange Improvements	0	0	2,600	0	2,600
9. I-680 Sound Walls	0	1,000	0	0	1,000
10. I-680/Alum Rock/McKee Interchange Improvements	0	0	1,800	200	2,000
11. Noise Reduction Program on SR 85	0	100	7,525	0	7,625
12. SR 17 Corridor Congestion Relief	0	0	3,600	400	4,000
13. SR 237 Westbound On-Ramp at Middlefield Road	0	0	34,000	5,500	39,500
14. SR 237/Great America Pkwy WB Off-Ramp Improvements	0	0	1,500	0	1,500
15. SR 237/US 101/Mathilda Ave Landscaping Project	0	0	3,000	0	3,000
16. US 101 De La Cruz/Trimble Interchange Improvements	0	0	50,600	0	50,600
17. US 101 San Antonio/Charleston/Rengstorff Ramp Impvmt	0	0	1,800	200	2,000
18. US 101/I-880 Interchange Improvement Feasibility Study	0	0	0	1,500	1,500
19. US 101/SR 25 Interchange Improvements	0	0	55,000	0	55,000
<b><i>Highways Total</i></b>	<b><i>2,000</i></b>	<b><i>3,100</i></b>	<b><i>175,625</i></b>	<b><i>8,400</i></b>	<b><i>189,125</i></b>



Project	Funding Source				Total
	Federal	State	2016 Measure B	Other	
20. Lawrence Expressway Grade Separation	0	0	22,500	2,500	25,000
<b>Expressways Total</b>	<b>0</b>	<b>0</b>	<b>22,500</b>	<b>2,500</b>	<b>25,000</b>
21. Silicon Valley Express Lanes - Electronic Toll System (ETS)	0	0	0	22,000	22,000
22. Silicon Valley Express Lanes - US 101 Phase 5	0	5,000	0	0	5,000
23. Silicon Valley Express Lanes - US 101/SR 85 Phase 4	0	2,300	0	7,700	10,000
<b>Express Lanes Total</b>	<b>0</b>	<b>7,300</b>	<b>0</b>	<b>29,700</b>	<b>37,000</b>
24. Bicycle Superhighway Feasibility and Alternatives Analysis	0	0	480	1,520	2,000
25. Countywide Bike and Ped Education/Encouragement Program	0	0	500	0	500
26. King Road Ped Safety and Transit Access Improvements	0	2,816	0	0	2,816
<b>Bicycle &amp; Pedestrian Total</b>	<b>0</b>	<b>2,816</b>	<b>980</b>	<b>1,520</b>	<b>5,316</b>
27. Bascom Complete Streets Project	5,137	0	5,137	0	10,274
28. Story-Keys Complete Streets Project	0	0	7,668	0	7,668
29. Tasman Corridor Complete Streets Project	828	0	7,452	0	8,280
<b>Complete Streets Total</b>	<b>5,965</b>	<b>0</b>	<b>20,257</b>	<b>0</b>	<b>26,222</b>
<b>Grand Total</b>	<b>7,965</b>	<b>13,216</b>	<b>219,362</b>	<b>42,120</b>	<b>282,663</b>

***VTP Highway Improvement Program  
Descriptions of FY 2020 & FY 2021 Appropriated Projects***

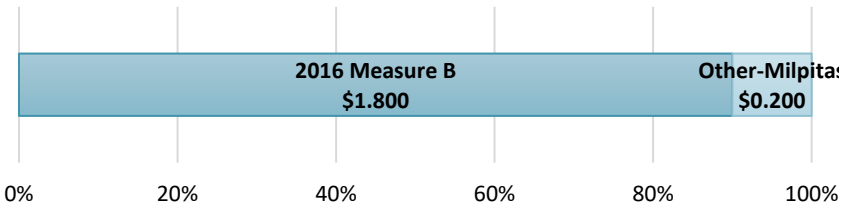
**Highways**

**1. Calaveras Boulevard Near-term Improvements-\$2.0 million**

**Project Scope**

This project will construct High-Occupancy Vehicle (HOV) bypass lanes at the westbound SR 237 on-ramp from McCarthy Boulevard and at the westbound SR 237 on-ramp from Calaveras Boulevard in Milpitas.

**Funding (in millions)**



**Business Line(s) Supported**

- Transportation System Management

**Operating Budget Impact**

None

**Estimated Total Project Cost-\$2.0 million**

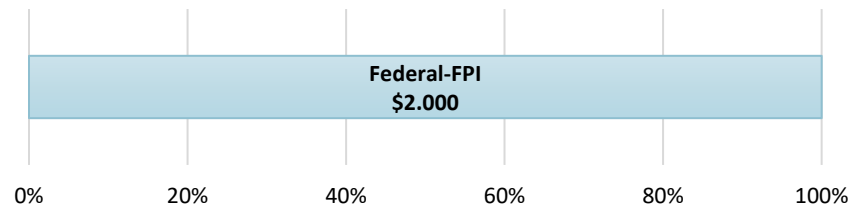
**Anticipated Completion Date-May 2023**

**2. Freeway Performance Initiative Phase 2-\$2.0 million**

**Project Scope**

This project augmentation funds future phases of work on MTC's Freeway Performance Initiative program designed to maximize efficiency of the existing highways using technology. The project's purpose is to prepare plans and construct improvements to implement technologies that provide for better surveillance of traffic conditions.

**Funding (in millions)**



**Business Line(s) Supported**

- Transportation System Management

**Operating Budget Impact**

None

**Estimated Total Project Cost-\$9.0 million**

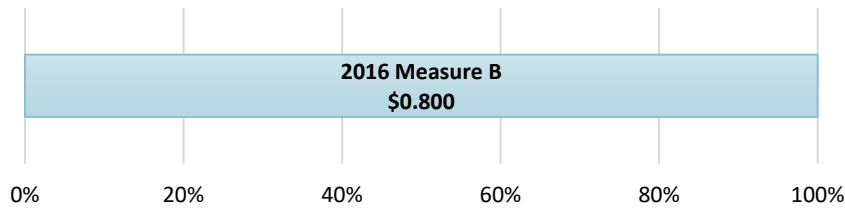
**Anticipated Completion Date-June 2026**

### 3. I-280 Foothill Expressway Ramp Improvements-\$0.8 million

#### Project Scope

This project augmentation completes funding needed to add one new off-ramp lane, retaining walls, new lighting, and related improvements at the northbound I-280 off-ramp to Foothill Expressway in Los Altos.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$4.0 million

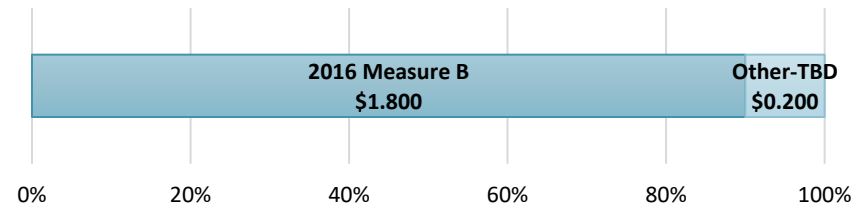
**Anticipated Completion Date**-December 2021

### 4. I-280 HOV: Magdalena Ave to San Mateo County Line-\$2.0 million

#### Project Scope

This project will construct a new High-Occupancy Vehicle (HOV)/Express Lane on I-280 between Magdalena Avenue and the San Mateo County Line. The requested budget is for the Project Initiation Document only.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$60.0 million

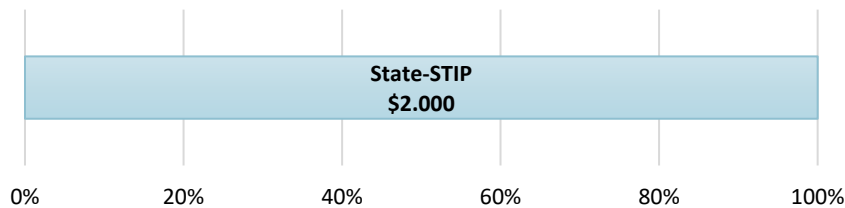
**Anticipated Completion Date**-December 2025

### 5. I-280 Soundwalls-\$2.0 million

#### Project Scope

This project will construct soundwalls along I-280 between Los Gatos Creek and Bird Avenue in San Jose. The requested budget is for the Project Approval/Environmental Document and Plans, Specifications, and Estimates phases of the project.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$7.0 million

**Anticipated Completion Date**-April 2026

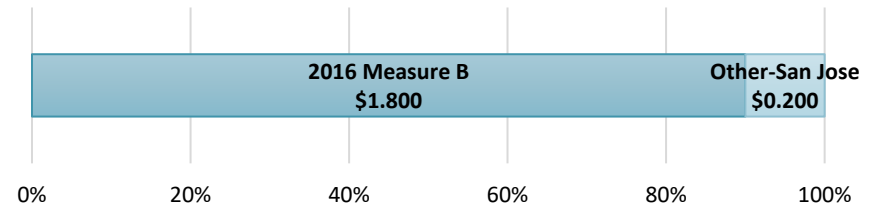
### 6. I-280/Saratoga Ave Interchange

### Improvements-\$2.0 million

#### Project Scope

This project will modify the I-280/Saratoga Avenue interchange to improve operations for local and freeway traffic including adding bicycle and pedestrian facilities on Saratoga Avenue in San Jose. The requested budget will fund the Project Initiation Document including related preliminary engineering efforts.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$60.0 million

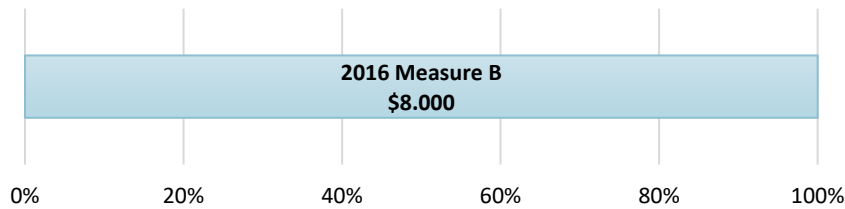
**Anticipated Completion Date**-December 2027

## 7. I-280/Winchester Boulevard Interchange Improvements-\$8.0 million

### Project Scope

This project augmentation will provide funds for the completion of Project Approval/Environmental Documents and the final design, plans, specifications and estimate in order to construct improvements near the I-280/Winchester Boulevard Interchange in San Jose.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$90 million

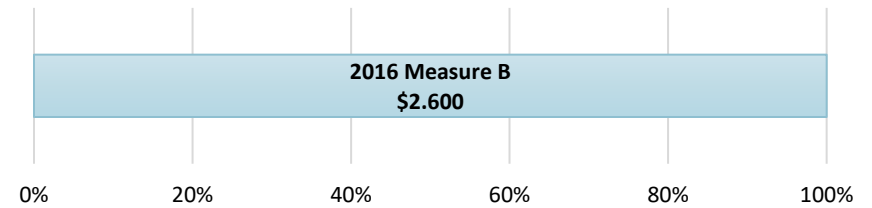
**Anticipated Completion Date**-December 2025

## 8. I-280/Wolfe Road Interchange Improvements-\$2.6 million

### Project Scope

This project augmentation will provide funds for the completion of Project Approval/Environmental Documents and final design for the I-280/Wolfe Road Interchange improvements in Cupertino.

### Funding (in millions)



### Business Line(s) Supported

- Transportation System Management

### Operating Budget Impact

None

**Estimated Total Project Cost**-\$85.0 million

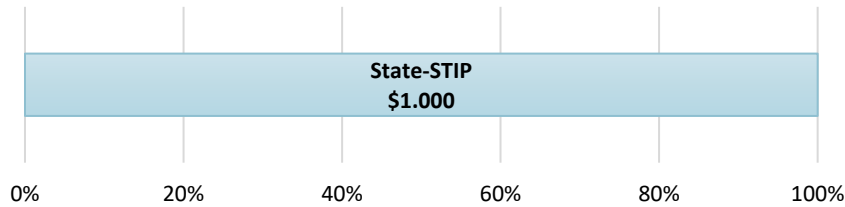
**Anticipated Completion Date**-December 2025

### 9. I-680 Sound Walls-\$1.0 million

#### Project Scope

This project augmentation will complete the funding needed to construct sound walls along I-680 between Capitol Expressway and Mueller Avenue in San Jose.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$7.0 million

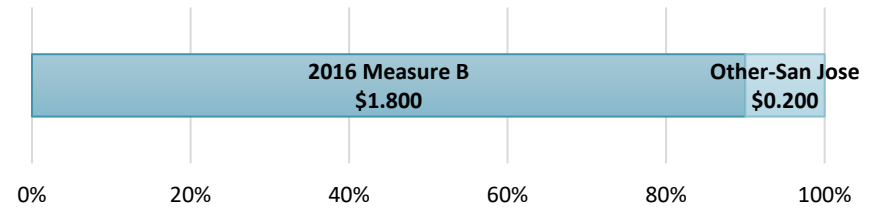
**Anticipated Completion Date**-August 2021

### 10. I-680/Alum Rock/McKee Interchange Improvements-\$2.0 million

#### Project Scope

This project will modify the I-680/Alum Rock Avenue/McKee Road interchange to improve operations for local and freeway traffic. It will also add bicycle and pedestrian facilities on the Alum Rock Avenue and McKee Road overcrossings. The requested budget will fund the Project Initiation Document including related preliminary engineering efforts.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$40.0 million

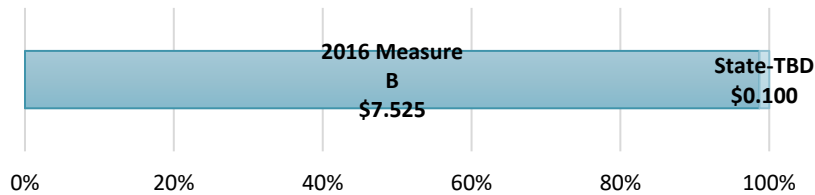
**Anticipated Completion Date**-August 2024

### 11. Noise Reduction Program on SR 85- \$7.625 million

#### Project Scope

This project augmentation will address noise reduction along the SR 85 corridor including the preliminary engineering and project environmental documents process, and noise reduction pilot project design and construction.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$10.0 million

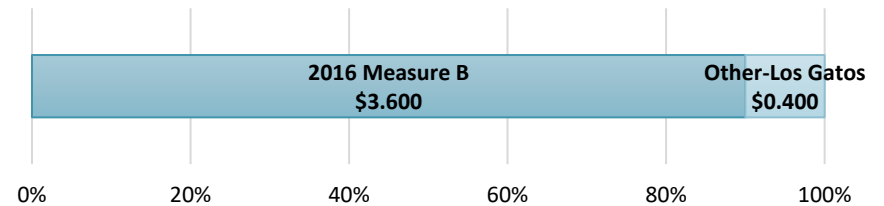
**Anticipated Completion Date**-December 2025

### 12. SR 17 Corridor Congestion Relief -\$4.0 million

#### Project Scope

The project proposes to modify the SR 17 /SR 9 interchange to relieve congestion and improve traffic operations on the freeway and local roadways. Scope includes modifying existing on- and off-ramps and local intersections and upgrading bicycle/pedestrian facilities at this interchange. The requested budget will fund completion of the Project Initiation Document and Project Approval/Environmental Document.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$19.0 million

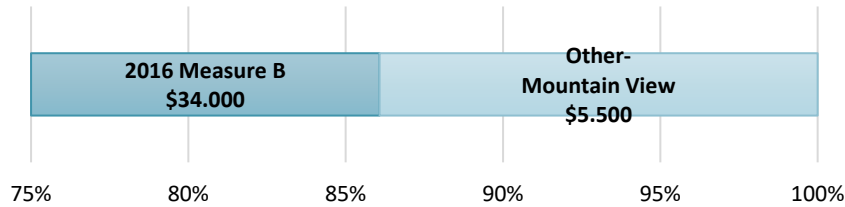
**Anticipated Completion Date**-December 2026

### 13. SR 237 Westbound On-Ramp at Middlefield Road-\$39.5 million

#### Project Scope

This project will address local traffic operations and bicycle/pedestrian accommodations by construction of a loop on-ramp from northbound Middlefield Road to westbound SR 237 in Mountain View. The requested funds are for the Project Approval/Environmental Document (PA/ED) phase of the project and right-of-way acquisitions.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$55.0 million

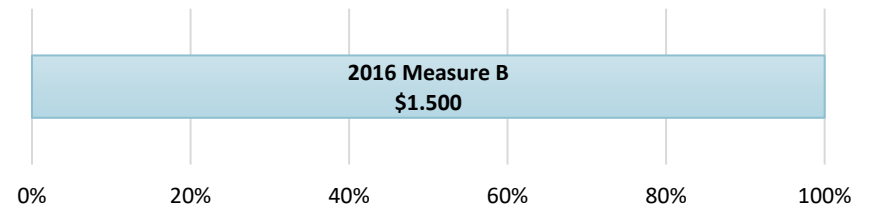
**Anticipated Completion Date**-September 2024

### 14. SR 237/Great America Pkwy WB Off-Ramp Improvements-\$1.5 million

#### Project Scope

This project will modify the westbound SR 237 off-ramp to Great America Parkway in Santa Clara to improve operations including modifications to local intersections and upgrades to bicycle/pedestrian facilities as necessary. The requested budget is for completion of the Project Initiation Document.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$13.0 million

**Anticipated Completion Date**-December 2025

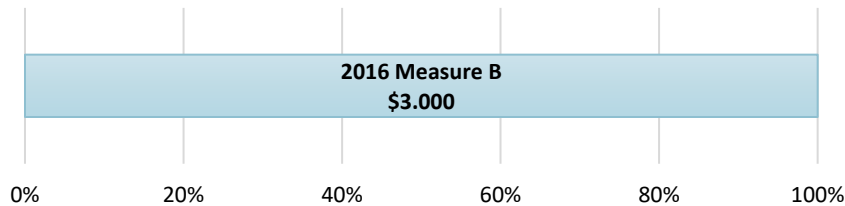


**15. SR 237/US 101/Mathilda Ave Landscaping Project-\$3.0 million**

**Project Scope**

This project provides for completion of plans, specification and estimate, right of way, and construction to complete the landscape contract for the US 101/SR 237 Mathilda project in Sunnyvale.

**Funding (in millions)**



**Business Line(s) Supported**

- Transportation System Management

**Operating Budget Impact**

Ongoing maintenance costs will be the responsibility of the City of Sunnyvale and Caltrans.

**Estimated Total Project Cost-\$3.0 million**

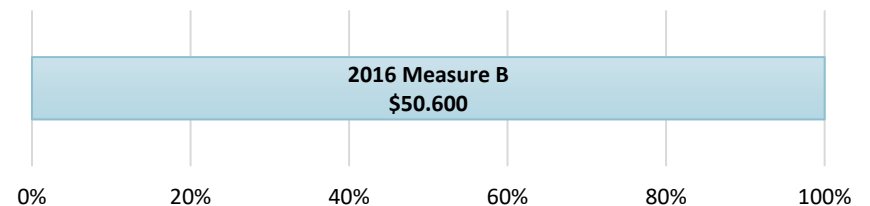
**Anticipated Completion Date-August 2022**

**16. US 101 De La Cruz/Trimble Interchange Improvements-\$50.6 million**

**Project Scope**

This project augmentation funds completion of final design, right-of-way, and construction for improvements in the vicinity of the US 101/Trimble Road Interchange in San Jose.

**Funding (in millions)**



**Business Line(s) Supported**

- Transportation System Management

**Operating Budget Impact**

None

**Estimated Total Project Cost-\$60.0 million**

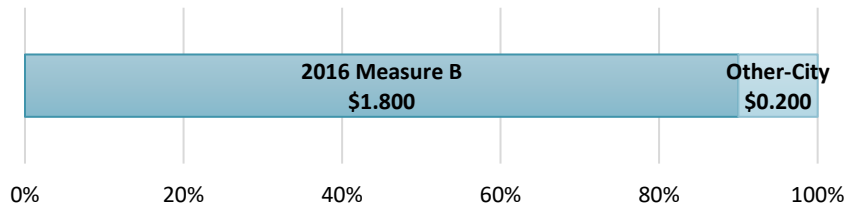
**Anticipated Completion Date-December 2023**

**17. US 101 San Antonio/Charleston/Rengstorff Ramp Improvements-\$2.0 million**

**Project Scope**

This project augmentation will provide funds for the completion of Project Initiation Documents and Project Approval/Environmental Documents for US 101 southbound improvements at the San Antonio Road and Charleston Road/Rengstorff Avenue ramps in Palo Alto and Mountain View.

**Funding (in millions)**



**Business Line(s) Supported**

- Transportation System Management

**Operating Budget Impact**

None

**Estimated Total Project Cost**-\$40.0 million

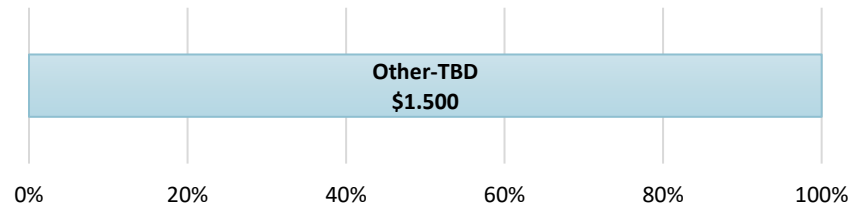
**Anticipated Completion Date**-December 2026

**18. US 101/I-880 Interchange Improvement Feasibility Study-\$1.5 million**

**Project Scope**

This project will fund a feasibility study for improvements to the US 101/I-880 interchange. The project proposes to develop geometric alternatives to improve freeway to freeway operations, reduce the US 101 and I-880 corridor congestion, and improve local street circulation within the North San Jose area.

**Funding (in millions)**



**Business Line(s) Supported**

- Transportation System Management

**Operating Budget Impact**

None

**Estimated Total Project Cost**-\$1.5 million

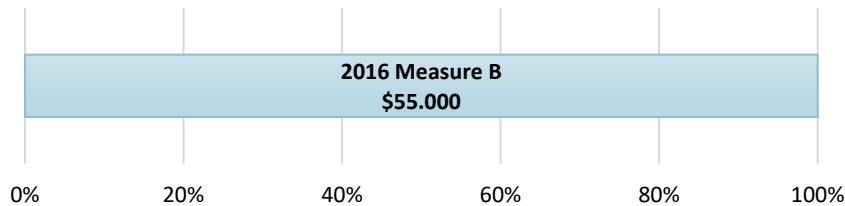
**Anticipated Completion Date**-December 2020

### 19. US 101/SR 25 Interchange Improvements-\$55.0 million

#### Project Scope

This project augmentation provides the remaining funding needed for completion of right-of-way and construction phases for reconstruction of the US 101/SR 25 Interchange and additional ramp lanes in Gilroy.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$65.0 million

**Anticipated Completion Date**-December 2024

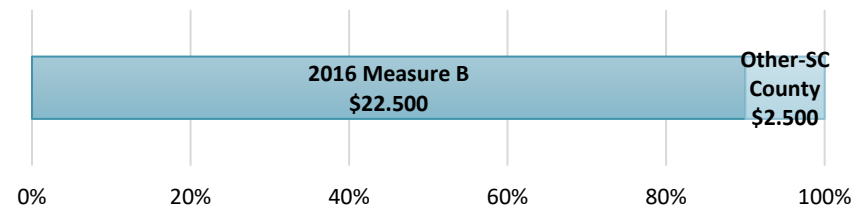
## Expressways

### 20. Lawrence Expressway Grade Separation-\$25.0 million

#### Project Scope

This project proposes to improve traffic operations by constructing grade separation intersections along Lawrence Expressway at Reed Avenue/Monroe Street, Kifer Road, and Arques Avenue in Santa Clara. The requested funds are for the completion of the Preliminary Engineering and Project Approval/Environmental Document.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$500.0 million

**Anticipated Completion Date**-June 2023

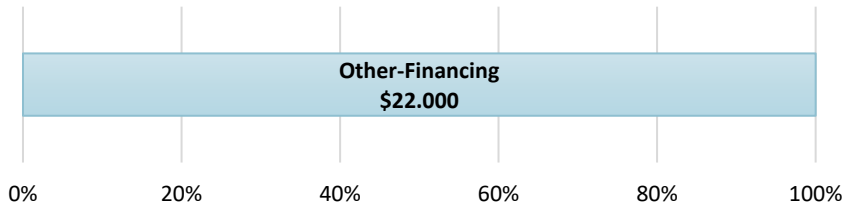
**Express Lanes**

**21. Silicon Valley Express Lanes - Electronic Toll System (ETS)-\$22.0 million**

**Project Scope**

This project will develop and implement an Electronic Toll System (ETS) to support the US 101/SR 85 Express Lanes projects.

**Funding (in millions)**



**Business Line(s) Supported**

- Delivering Projects and Programs
- Transportation System Management

**Operating Budget Impact**

Ongoing operating and maintenance costs will be funded from future toll revenues.

**Estimated Total Project Cost**-\$51.001 million

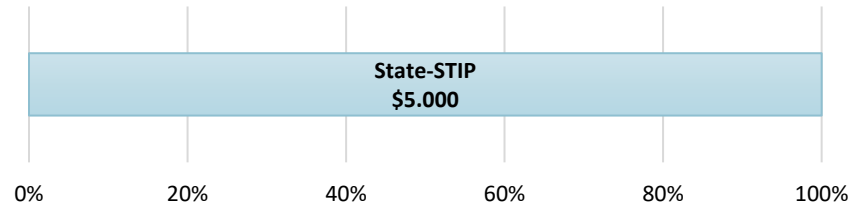
**Anticipated Completion Date**-December 2024

**22. Silicon Valley Express Lanes - US 101 Phase 5-\$5.0 million**

**Project Scope**

This project will implement a roadway pricing system on US 101 by converting the existing carpool lane to an Express Lane on US 101 (between the SR 237 and I-880 interchanges) and add a second Express Lane to create a dual Express Lanes system within this segment of US 101. The requested funds are for the final civil design and right-of-way services.

**Funding (in millions)**



**Business Line(s) Supported**

- Delivering Projects and Programs
- Transportation System Management

**Operating Budget Impact**

Ongoing operating and maintenance costs will be funded from future toll revenues.

**Estimated Total Project Cost**-\$111.0 million

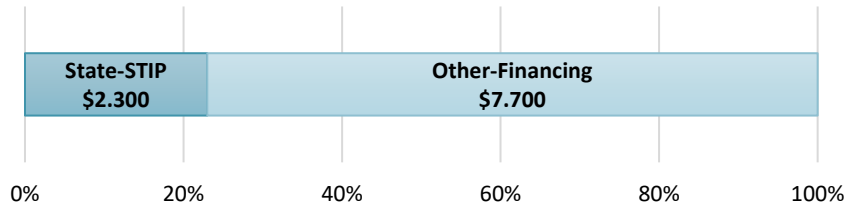
**Anticipated Completion Date**-June 2025

### 23. Silicon Valley Express Lanes - US 101/SR 85 Phase 4-\$10.0 million

#### Project Scope

This project augmentation will provide the remaining funds needed for construction to convert the existing carpool lanes to Express Lanes on SR 85 from the US 101/SR 85 interchange in South San Jose to SR 87, including the existing US 101/SR 85 direct High-Occupancy Vehicle (HOV) to HOV connector ramps and the approaches to and from US 101.

#### Funding (in millions)



#### Business Line(s) Supported

- Delivering Projects and Programs
- Transportation System Management

#### Operating Budget Impact

Ongoing operating and maintenance costs will be funded from future toll revenues.

**Estimated Total Project Cost-\$34.0 million**

**Anticipated Completion Date-June 2022**

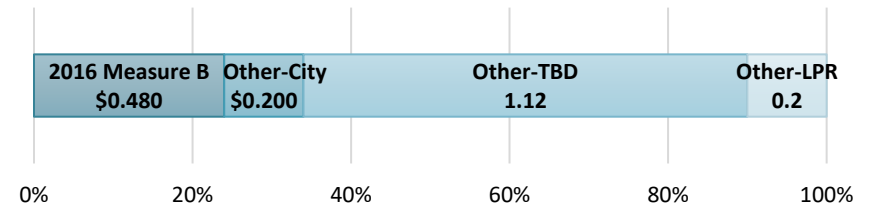
### Bicycle & Pedestrian

### 24. Bicycle Superhighway Feasibility and Alternatives Analysis-\$2.0 million

#### Project Scope

This project will fund a feasibility study and alternative analysis for a continuous high-quality, low-stress protected bikeway between Palo Alto and East San Jose. The plan will ultimately identify a list of improvements that increase transportation options for the corridor, including connection to existing and planned bike trails and to the Berryessa/North San Jose BART station.

#### Funding (in millions)



#### Business Line(s) Supported

- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost-\$2.0 million**

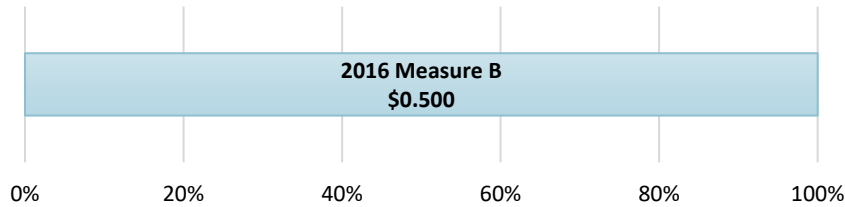
**Anticipated Completion Date-June 2021**

**25. Countywide Bike and Ped Education/ Encouragement Program-\$0.5 million**

**Project Scope**

This project will deliver up to five countywide education and encouragement programs. VTA, in collaboration with the Santa Clara County Public Health Department will provide countywide support and direct services to encourage walking and bicycling, and to educate all roadway users on safe, responsible, and respectful driving, walking, and bicycling.

**Funding (in millions)**



**Business Line(s) Supported**

- Transportation System Management

**Operating Budget Impact**

None

**Estimated Total Project Cost-\$0.5 million**

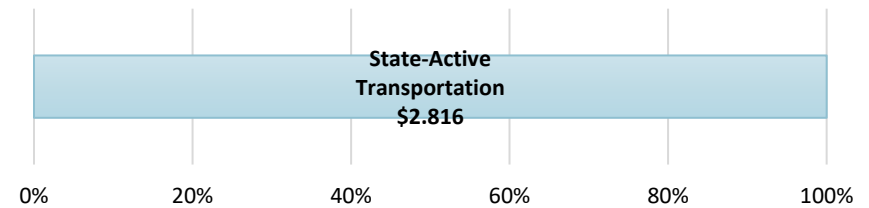
**Anticipated Completion Date-June 2021**

**26. King Road Ped Safety and Transit Access Improvements-\$2.816 million**

**Project Scope**

This project augmentation completes funding required to construct pedestrian safety improvements recommended in VTA’s Countywide Pedestrian Access to Transit Plan and San Jose’s Vision Zero Plan along a 4.5-mile stretch of King Road in East San Jose.

**Funding (in millions)**



**Business Line(s) Supported**

- Transportation System Management

**Operating Budget Impact**

None

**Estimated Total Project Cost-\$3.502 million**

**Anticipated Completion Date-January 2022**

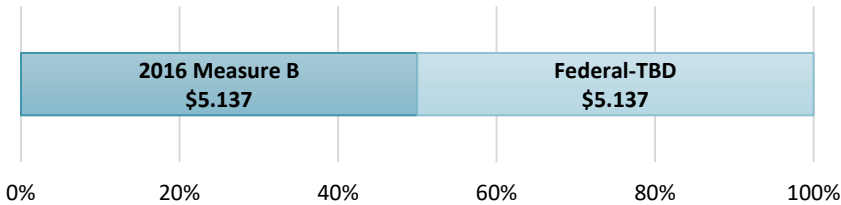
## Complete Streets

### 27. Bascom Complete Streets Project- \$10.274 million

#### Project Scope

This project augmentation funds environmental clearance, right-of-way, and 100% design to improve transit, bicycle and pedestrian infrastructure along the Bascom corridor from I-880 to SR 85.

#### Funding (in millions)



#### Business Line(s) Supported

- Faster Frequent Reliable Transit
- Delivering Projects and Programs
- Transportation System Management

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$11.743 million

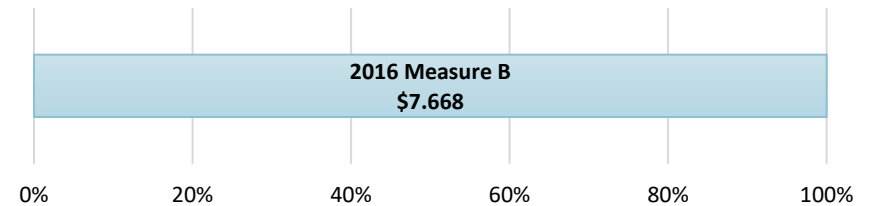
**Anticipated Completion Date**-June 2021

### 28. Story-Keys Complete Streets Project- \$7.668 million

#### Project Scope

This project augmentation funds final design, engineering and environmental clearance of improvements to transit, bicycle and pedestrian infrastructure along the Story-Keys corridor from Willow Street/SR 87 to Story Road/Capitol Expressway.

#### Funding (in millions)



#### Business Line(s) Supported

- Delivering Projects and Programs

#### Operating Budget Impact

None

**Estimated Total Project Cost**-\$9.058 million

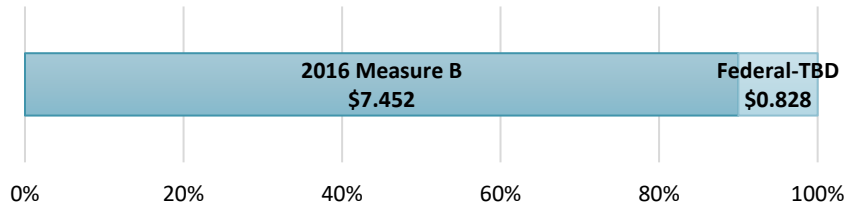
**Anticipated Completion Date**-August 2022

**29. Tasman Corridor Complete Streets Project-\$8.280 million**

**Project Scope**

This project augmentation funds the next phase of improvements to transit, bicycle and pedestrian infrastructure along the Tasman corridor from Tasman/Fair Oaks to Great Mall Parkway/Montague Expressway. The planned activities in the two-year period include environmental clearance, right-of-way, and 100% design.

**Funding (in millions)**



**Business Line(s) Supported**

- Delivering Projects and Programs

**Operating Budget Impact**

None

**Estimated Total Project Cost-\$12.291 million**

**Anticipated Completion Date-June 2021**



## *VTP Highway Improvement Program Total Available Appropriation*

Capital project appropriations do not expire at the end of the fiscal year and are carried forward until the project is completed. Capital carryover is defined as appropriation that is unspent at the end of the fiscal year. The following table reflects the projected carryover at June 30, 2019, as well as the total available appropriation for the VTP Highway Improvement Program after the FY 2020 and FY 2021 appropriations, by project and funding source. Project funding for the two-year period is appropriated in FY 2020 in order to facilitate administration of the program.

*(Dollars in Thousands)*

Project #	Project Name	Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	Total Available Appropriation
P-0455	I-280/I-880/Steven Creek Blvd Interchange	2016 Measure B	0	0	0		0
		Federal	18,225	17,957	268		268
		State	39,231	36,275	2,956		2,956
		City	2,586	2,586	0		0
		Fund Exchange	1,526	1,444	82		82
		Other	86	0	86		86
		<b>Total</b>	<b>61,654</b>	<b>58,262</b>	<b>3,392</b>		<b>3,392</b>
P-0535	Coyote Ridge Butterfly Habitat Mgmt.	City	996	996	0		0
		1996 Measure B	1,600	0	1,600		1,600
		Fund Exchange	245	212	33		33
		<b>Total</b>	<b>2,841</b>	<b>1,208</b>	<b>1,633</b>		<b>1,633</b>
P-0565	Route 101/De La Cruz Blvd./Trimble Road	2016 Measure B	4,000	100	3,900	50,600	54,500
		City	3,850	2,423	1,427		1,427
		Fund Exchange	54	53	0		0
		<b>Total</b>	<b>7,904</b>	<b>2,576</b>	<b>5,327</b>	<b>50,600</b>	<b>55,927</b>
P-0617	SR 152 Realignment Concept Study	Federal	2,862	81	2,781		2,781
		State	20,428	4,082	16,346		16,346
		Fund Exchange	5,000	4,087	913		913
		Other	150	144	6		6
		<b>Total</b>	<b>28,440</b>	<b>8,395</b>	<b>20,046</b>		<b>20,046</b>
P-0654	Rt 87/Narvaez Interchange	Other	800	0	800		800
P-0678	Rt 237/Rt 101 Mathilda Interchange	2016 Measure B	19,000	3,068	15,932		15,932
		State	17,000	3,056	13,944		13,944
		City	8,000	7,852	148		148
		Fund Exchange	900	734	166		166
		<b>Total</b>	<b>44,900</b>	<b>14,710</b>	<b>30,190</b>		<b>30,190</b>
P-0730	US 101/Capitol Expwy/Yerba Buena Interch	2016 Measure B	0	0	0		0
		Federal	1,100	1,100	0		0
		State	22,532	21,340	1,192		1,192
		City	1,574	1,574	0		0

Note: Totals may not be precise due to independent rounding.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

Project #	Project Name	Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	Total Available Appropriation
		Fund Exchange	5,482	5,041	441		441
		Total	30,688	29,055	1,634		1,634
P-0749	Double Lane SB US 101 off-ramp to SB SR 87	2016 Measure B	1,500	3	1,497		1,497
		Federal	5,300	1,563	3,738		3,738
		Fund Exchange	200	13	187		187
		Total	7,000	1,578	5,422		5,422
P-0788	SR 237 Express Lanes-Phase II Extension	Federal	1,600	1,600	0		0
		State	0	0	0		0
		City	3,119	2,610	509		509
		Fund Exchange	9,025	7,995	1,030		1,030
		Other	28,820	19,963	8,857		8,857
		Total	42,564	32,168	10,396		10,396
P-0812	I-280/Foothill Expressway Ramp Improv.	2016 Measure B	2,500	22	2,478	800	3,278
		Fund Exchange	700	700	0		0
		Total	3,200	722	2,478	800	3,278
P-0826	Combined Landscaping & Maint. Project	State	1,000	1,000	0		0
		City	624	624	0		0
		Fund Exchange	2,175	2,172	3		3
		Total	3,799	3,796	4		4
P-0862	101 Express Lanes - 101 San Mateo	Other	2,000	0	2,000		2,000
P-0864	Innovat. Transportation Technology Prog.	Fund Exchange	85	76	9		9
		Other	1,915	0	1,915		1,915
		Total	2,000	76	1,924		1,924
P-0865	Intelligent Transportation System Proj.	Federal	13,700	0	13,700		13,700
		Other	300	300	0		0
		Total	14,000	300	13,700		13,700
P-0866	Landscaping@ I-280/I-880/Stevens Crk Blvd	Federal	1,921	1,643	278		278
		City	1,596	1,018	579		579
		Fund Exchange	141	141	0		0
		Total	3,658	2,802	857		857
P-0867	US 101 / Buena Vista Avenue	City	1,000	0	1,000		1,000
		Other	3,000	0	3,000		3,000
		Total	4,000	0	4,000		4,000
P-0868	US 101 SB Ramp Improv.10th St. in Gilroy	Other	3,600	0	3,600		3,600
P-0876	Silicon Valley Express Lanes - I-880	Other	4,000	0	4,000		4,000
P-0877	101 SB SanAntonio/Charleston/Rengstorff	2016 Measure B	0	0	0	1,800	1,800
		Other	4,000	0	4,000	200	4,200
		Total	4,000	0	4,000	2,000	6,000
P-0878	US 101/Old Oakland Road Improvements	Other	3,450	0	3,450		3,450
P-0900	SV Express Lanes-US101/SR85, PH 3	State	32,068	5,523	26,545		26,545
		Fund Exchange	5,500	5,324	176		176
		Other	7,432	0	7,432		7,432
		Total	45,000	10,848	34,152		34,152
P-0901	Silicon Valley Exp.Lanes-US101/SR85,PH 4	State	9,200	0	9,200	2,300	11,500
		Fund Exchange	2,855	650	2,205		2,205
		Other	11,945	0	11,945	7,700	19,645
		Total	24,000	650	23,350	10,000	33,350
P-0902	SV Exp.Lanes-Electronic Toll System(ETS)	State	15,400	461	14,939		14,939
		Fund Exchange	3,748	1,742	2,005		2,005
		Other	853	0	853	22,000	22,853
		Total	20,001	2,203	17,798	22,000	39,798
P-0903	Noise Reduction Program on SR85	2016 Measure B	2,090	3	2,087	7,525	9,612

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

Project #	Project Name	Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	Total Available Appropriation
		State	0	0	0	100	100
		Fund Exchange	285	284	1		1
		<b>Total</b>	<b>2,375</b>	<b>287</b>	<b>2,088</b>	<b>7,625</b>	<b>9,713</b>
P-0919	Bicycle Safety Educat./Promotional Act.	1996 Measure B	143	124	19		19
P-0920	Local PDA Planning- Santa Clara	Federal	899	714	185		185
		City	116	93	23		23
		Other	1	0	1		1
		<b>Total</b>	<b>1,015</b>	<b>807</b>	<b>208</b>		<b>208</b>
P-0921	Keyes-Story St. Complete Corridor Study	2016 Measure B	0	0	0	7,668	7,668
		Federal	415	0	415		415
		State	815	394	421		421
		Other	159	51	108		108
		<b>Total</b>	<b>1,389</b>	<b>445</b>	<b>945</b>	<b>7,668</b>	<b>8,613</b>
P-0969	Freeway Performance Initiative Phase 2	2016 Measure B	1,000	3	997		997
		Federal	1,000	0	1,000	2,000	3,000
		<b>Total</b>	<b>2,000</b>	<b>3</b>	<b>1,997</b>	<b>2,000</b>	<b>3,997</b>
P-0970	Silicon Valley Express Lanes - US 101 Phase 5	Federal	3,278	0	3,278		3,278
		State	10,589	4	10,585	5,000	15,585
		Fund Exchange	1,035	0	1,035		1,035
		Other	1,133	0	1,133		1,133
		<b>Total</b>	<b>16,035</b>	<b>4</b>	<b>16,031</b>	<b>5,000</b>	<b>21,031</b>
P-0971	SV Express Lanes - Future Phase - Project B	Other	15,000	0	15,000		15,000
P-0972	US101/Zanker/Skyport/N 4th Interchnge Improv 1	2016 Measure B	3,000	0	3,000		3,000
		City	4,100	2,884	1,216		1,216
		Other	2,900	0	2,900		2,900
		<b>Total</b>	<b>10,000</b>	<b>2,884</b>	<b>7,116</b>		<b>7,116</b>
P-0973	SR 237 Improvements - Lawrence Expwy to US 10	Other	2,000	0	2,000		2,000
P-0974	I-280 Corridor Improvements-Initiation Document Development	Other	2,500	0	2,500		2,500
P-0975	I-680 Corridor Improvements-Initiation Document Development	Other	2,500	0	2,500		2,500
P-0976	I-680 Sound Walls	State	4,824	139	4,685	1,000	5,685
		Other	1,176	922	254		254
		<b>Total</b>	<b>6,000</b>	<b>1,061</b>	<b>4,939</b>	<b>1,000</b>	<b>5,939</b>
P-0977	New Corridor Studies-SR87/SR237/I-880/SR17	Other	1,675	0	1,675		1,675
P-0979	Countywide Traffic Signal Coordination Study	State	135	0	135		135
		Other	35	0	35		35
		<b>Total</b>	<b>170</b>	<b>0</b>	<b>170</b>		<b>170</b>
P-0980	Tasman Drive Complete Street Corridor Study	2016 Measure B	0	0	0	7,452	7,452
		Federal	1,186	786	400	828	1,228
		State	188	0	188		188
		Other	178	102	76		76
		<b>Total</b>	<b>1,553</b>	<b>889</b>	<b>664</b>	<b>8,280</b>	<b>8,944</b>
P-0981	Bascom Corridor Complete Street Corridor Study	2016 Measure B	0	0	0	5,137	5,137
		Federal	1,145	676	469	5,137	5,606
		State	155	0	155		155
		Other	169	88	81		81
		<b>Total</b>	<b>1,469</b>	<b>764</b>	<b>705</b>	<b>10,274</b>	<b>10,979</b>
P-0987	I-280/Wolfe Rd Interchange Improvement	2016 Measure B	4,440	377	4,063	2,600	6,663
		City	1,960	1,953	7		7
		<b>Total</b>	<b>6,400</b>	<b>2,330</b>	<b>4,070</b>	<b>2,600</b>	<b>6,670</b>

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

Project #	Project Name	Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	Total Available Appropriation
P-1058	Countywide Noise Abatement Program	2016 Measure B	4,000	0	4,000		4,000
P-1059	SR 87/Charcot Avenue On-Ramp HOV Bypass	2016 Measure B	3,000	0	3,000		3,000
P-1060	Traffic Analysis Software Procurement	Other	145	114	31		31
P-1061	SR 237 Exp LN: Mathilda Ave to SR 85	Other	2,000	0	2,000		2,000
P-1062	King Rd Ped Safety/Transit Access Improv	Federal	607	0	607		607
		State	0	0	0	2,816	2,816
		Other	79	0	79		79
		Total	686	0	686	2,816	3,502
P-1063	I-280 NB Braided Ramps Btw Foothill Expw	2016 Measure B	3,000	0	3,000		3,000
P-1064	US 101/SR 25 Interchange Improve	2016 Measure B	4,000	121	3,879	55,000	58,879
		State	4,200	276	3,924		3,924
		Other	1,800	0	1,800		1,800
		Total	10,000	396	9,604	55,000	64,604
P-1071	I-280/Winchester Boulevard Impr Project	2016 Measure B	2,000	0	2,000	8,000	10,000
		City	2,000	1,312	688		688
		Total	4,000	1,312	2,688	8,000	10,688
P-1075	Keep Santa Clara Valley Beautiful Project	Other	106	4	102		102
P-1083	I-280 Soundwalls (through PS&E)	State	0	0	0	2,000	2,000
P-1133	I-280 HOV Magdalena/ San Mateo Cnty Line	2016 Measure B	0	0	0	1,800	1,800
		Other	0	0	0	200	200
		Total	0	0	0	2,000	2,000
P-1134	I-680/Alum Rock/McKee Rd Interchange Imp	2016 Measure B	0	0	0	1,800	1,800
		Other	0	0	0	200	200
		Total	0	0	0	2,000	2,000
P-1135	Calaveras Boulevard Near-term Improvements	2016 Measure B	0	0	0	1,800	1,800
		Other	0	0	0	200	200
		Total	0	0	0	2,000	2,000
P-1136	I-280/Saratoga Ave. Interchange Improvements	2016 Measure B	0	0	0	1,800	1,800
		Other	0	0	0	200	200
		Total	0	0	0	2,000	2,000
P-1137	SR 237/Great America WB Off-Ramp Improv	2016 Measure B	0	0	0	1,500	1,500
P-1138	SR 17 Corridor Congestion Relief	2016 Measure B	0	0	0	3,600	3,600
		Other	0	0	0	400	400
		Total	0	0	0	4,000	4,000
P-1139	SR237 Westbound On-Ramp Middlefield Rd	2016 Measure B	0	0	0	34,000	34,000
		Other	0	0	0	5,500	5,500
		Total	0	0	0	39,500	39,500
P-1140	SR 237/US 101/Mathilda Ave Landscaping	2016 Measure B	0	0	0	3,000	3,000
P-1141	US 101/ I-880 Interchange Improve Feasibility Study	Other	0	0	0	1,500	1,500
P-1142	Lawrence Expressway Grade Separation	2016 Measure B	0	0	0	22,500	22,500
		Other	0	0	0	2,500	2,500
		Total	0	0	0	25,000	25,000
P-1143	Bicycle Superhwy Feasibility&Alternt Ana	2016 Measure B	0	0	0	480	480
		Other	0	0	0	1,520	1,520
		Total	0	0	0	2,000	2,000
P-1144	Countywide Bicycle&Ped ED/Encourage Prog	2016 Measure B	0	0	0	500	500
<b>Grand Total</b>			<b>462,660</b>	<b>180,768</b>	<b>281,892</b>	<b>282,663</b>	<b>564,555</b>

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

***VTP Highway Program  
Total Available by Funding Source  
(Dollars in Thousands)***

Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	FY20 Appropriation	Total Available Appropriation
Federal	53,238	26,120	27,118	7,965	35,084
State	177,766	72,549	105,216	13,216	118,432
City	31,521	25,922	5,599	0	5,599
Fund Exchange	38,956	30,669	8,287	0	8,287
2016 Measure B	55,273	3,819	51,453	219,362	270,815
Other	105,906	21,688	84,218	42,120	126,338
<b><i>Grand Total</i></b>	<b><i>462,660</i></b>	<b><i>180,768</i></b>	<b><i>281,892</i></b>	<b><i>282,663</i></b>	<b><i>564,555</i></b>

Note: Totals may not be precise due to independent rounding.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.



*Mathilda Avenue Improvements at SR237 and US101 Groundbreaking Ceremony*

***SECTION 6***  
***MISCELLANEOUS PROGRAMS***

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## *Joint Development Program*

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### **Overview**

The VTA Board of Directors, based on staff recommendations, has adopted a Joint Development Policy that establishes a deliberate and aggressive real estate development and disposition program aimed at generating revenue, promoting transit-oriented development, and enhancing transit operations.

VTA has identified 25 sites in the Joint Development portfolio that total approximately 175 acres and that may be appropriate for joint development, which is defined as mixed-use, mixed-income Transit-Oriented Development pursuant to the FTA (Federal Transit Administration) Circular on Joint Development. To date, five of six sites identified as “surplus property,” meaning they can be disposed of in the near term with no effect on current or future transit operations, have been sold with proceeds accruing to the Joint Development Program Fund.

The FY 2020 and FY 2021 Adopted Budget for the Joint Development Program represents current and anticipated lease revenues, as well as the level of effort (expenditures) required to implement multiple joint development projects with the goal of generating a substantial new long-term revenue source for the Agency. Prior to FY 2012, activities related to the Joint Development Program were captured solely in the VTA Transit Operating Budget. Based on the anticipated level of future activities, they are now being captured as a separately reported fund.

The Joint Development Program budget is broken into two major components. The operating budget includes appropriation for program-wide planning and analysis. The capital budget captures costs for site analysis, entitlement processing, developer solicitation, and joint development agreements for individual properties. The work program is focused on accomplishing close to full build-out of the current Joint Development portfolio. The current work effort in a given fiscal year reflects the interaction between obtaining entitlements to support joint development, current market and economic conditions, developer interest, and VTA staff capacity to initiate as well as complete new joint development projects.

The table on page 224 shows the capital budget appropriation requested for FY 2020 and FY 2021 and is followed by a brief project description, funding sources, and potential operating cost impact. Project funding for the two-year period is appropriated in FY 2020 in order to facilitate administration of the program. Capital project appropriations do not expire at the end of the fiscal year and are carried forward until the project is completed.

***Joint Development Program  
Comparison of Revenues and Expenses  
(Dollars in Thousands)***

Line	Category	FY18 Actual	FY19 Adopted Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
1	Investment Earnings	175	569	1,375	741	(634)	-46.1%	729	(12)	-1.6%
2	Property Rental	947	460	941	348	(593)	-63.0%	346	(2)	-0.6%
3	<b>Total Revenue</b>	<b>1,123</b>	<b>1,029</b>	<b>2,316</b>	<b>1,089</b>	<b>(1,226)</b>	<b>-53.0%</b>	<b>1,075</b>	<b>(14)</b>	<b>-1.3%</b>
4	Professional & Special Services	142	223	169	390	221	130.3%	280	(110)	-28.2%
5	Utilities	1	0	0	0	0	N/A	0	0	N/A
6	Data Processing	0	0	1	1	0	19.8%	1	0	0.0%
7	Miscellaneous	0	10		10	10	N/A	10	0	0.0%
8	VTA Staff Services	10	20	13	20	7	52.3%	20	0	0.0%
9	<b>Total Expense</b>	<b>154</b>	<b>253</b>	<b>183</b>	<b>421</b>	<b>238</b>	<b>129.7%</b>	<b>311</b>	<b>(110)</b>	<b>-26.1%</b>
	<b>Revenues Over (Under)</b>									
10	<b>Expenses</b>	<b>969</b>	<b>776</b>	<b>2,132</b>	<b>668</b>			<b>764</b>		

Note: Totals and percentages may not be precise due to independent rounding.

Descriptions of each Revenue and Expense Category can be found in Appendix G.

**Major Variances (Variance in excess of 5% and \$100,000)**

**Revenues**

**Investment Earnings:**

The FY 2020 budget reflects a decrease of \$634 thousand from FY 2019 actual due primarily to recording of an unrealized gain in FY 2019.

**Property Rental:**

The FY 2020 budget reflects a decrease of \$593 thousand from FY 2019 actual due primarily to expiration of three Evelyn lot licenses to allow for JD affordable housing project.

**Expenses**

**Professional & Special Services:**

The FY 2020 budget increase of \$221 thousand over FY 2019 actual and FY 2021 decrease of \$110 thousand from FY 2020 is due primarily to a one-time Land Use Analysis planned in FY 2020.

<sup>1</sup> Adopted Budget approved by the Board on June 1, 2017.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

***Joint Development Program  
Sources and Uses of Funds Summary***  
(Dollars in Thousands)

<u>Line</u>	<u>Description</u>	<u>FY18 Actual</u>	<u>FY19 Projected Actual<sup>1</sup></u>	<u>FY20 Adopted Budget</u>	<u>FY21 Adopted Budget</u>
1	Total Operating Revenues	1,123	2,316	1,089	1,075
2	Total Operating Expenses	(154)	(183)	(421)	(311)
3	Total Site-Specific Expenses <sup>2</sup>	<u>(926)</u>	<u>(897)</u>	<u>(967)</u>	<u>(948)</u>
4	Revenues Over (Under) Expenses	44	1,235	(299)	(184)
5	Beginning Net Position	28,880	28,924	30,159	29,860
6	Revenues Over (Under) Expenses	<u>44</u>	<u>1,235</u>	<u>(299)</u>	<u>(184)</u>
7	Ending Net Position	28,924	30,159	29,860	29,677
8	Joint Development Program Share of Capital <sup>3</sup>	<u>(4,656)</u>	<u>(2,953)</u>	<u>(6,133)</u>	<u>(4,671)</u>
9	Uncommitted Net Position	24,267	27,206	23,728	25,006

Note: Totals and percentages may not be precise due to independent rounding.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

<sup>2</sup> Expenses for site specific development costs that are managed in the Capital Program

<sup>3</sup> Joint Development funded share of previously appropriated projects not yet expended

***Joint Development Capital Program  
Schedule of FY 2020 & FY 2021 Appropriation  
(Dollars in Thousands)***

Project	FY 2020 & FY 2021		
	Funding Source		Total
	Joint Development	Other	
1. Joint Development Predevelopment Activities	5,100	3,250	8,350
<b><i>Grand Total</i></b>	<b><i>5,100</i></b>	<b><i>3,250</i></b>	<b><i>8,350</i></b>

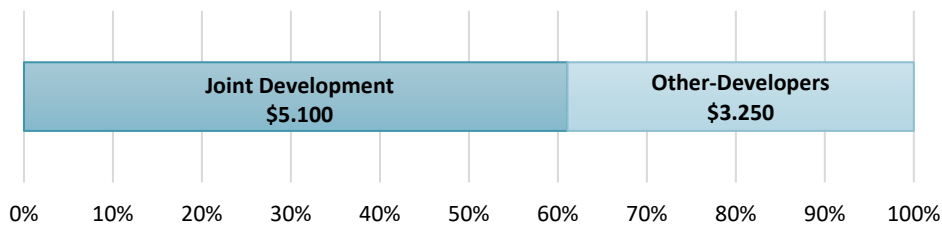
***Description of FY 2020 & FY 2021 Appropriated Project***

**1. Joint Development Predevelopment Activities - \$8.4 million**

**Project Scope**

This placeholder project reserves appropriation for various predevelopment and project assistance activities on joint development sites. These activities include development feasibility, CEQA (California Environmental Quality Act) Analysis, land entitlements, site design, parking and circulation analysis, financial feasibility, legal review, peer review, transactional support, and construction management. As expenditure needs are identified, appropriation is reallocated from this placeholder project to the respective site-specific project.

**Funding (in millions)**



**Business Line(s) Supported**

- Delivering Projects and Programs

**Operating Budget Impact**

None

**Estimated Total Project Cost-**\$9.1 million

**Anticipated Completion Date-**December 2028

## *Joint Development Capital Program Total Available Appropriation*

Capital project appropriations do not expire at the end of the fiscal year and are carried forward until the project is completed. Capital carryover is defined as appropriation that is unspent at the end of the fiscal year. The following table reflects the projected carryover at June 30, 2019, as well as the total available appropriation for the Joint Development Capital Program after the FY 2020 and FY 2021 appropriations, by project and funding source. Project funding for the two-year period is appropriated in FY 2020 in order to facilitate administration of the program.

*(Dollars in Thousands)*

Project #	Project Name	Funding Source	A Adopted Budget Through FY19	B Projected Expenditures Through FY19 <sup>1</sup>	C=(A-B) Projected FY19 Capital Carryover	D FY20 Appropriation	E=(C+D) Total Available Appropriation
P-0825	Tamien Joint Development	Joint Dev	1,450	1,191	259		259
		Other	465	212	253		253
		<b>Total</b>	<b>1,915</b>	<b>1,403</b>	<b>512</b>		<b>512</b>
P-0870	Cerone Joint Development	Joint Dev	210	82	128		128
P-0871	Alder Joint Development	Joint Dev	392	271	121		121
P-0872	River Oaks Joint Development	Joint Dev	340	212	128		128
P-1001	Joint Develop. Predevelopment Activities	Joint Dev	37	0	37	5,100	5,137
		Other	0	0	0	3,250	3,250
		<b>Total</b>	<b>37</b>	<b>0</b>	<b>37</b>	<b>8,350</b>	<b>8,387</b>
P-1002	Ohlone/Chynoweth Joint Development	Joint Dev	276	171	105		105
P-1009	Cottle Station JD	Joint Dev	330	268	62		62
P-1010	Almaden Station JD	Joint Dev	223	76	147		147
P-1011	Branham Station JD	Joint Dev	307	208	99		99
P-1012	Blossom Hill Station JD	Joint Dev	550	314	236		236
		Other	142	0	142		142
		<b>Total</b>	<b>692</b>	<b>314</b>	<b>378</b>		<b>378</b>
P-1013	Capitol Station JD	Joint Dev	87	37	50		50
P-1014	Curtner Station JD	Joint Dev	411	258	153		153
P-1015	Diridon Station JD	Joint Dev	148	25	123		123
P-1016	VTA Block JD	Joint Dev	200	166	34		34
P-1017	Morgan Hill Caltrain Lot JD	Joint Dev	82	11	71		71
P-1018	Santa Teresa Station JD	Joint Dev	87	2	85		85
P-1019	Milpitas Transit Center JD	Joint Dev	515	220	295		295
P-1021	Evelyn Station JD	Joint Dev	515	305	210		210
P-1065	Snell Station JD	Joint Dev	45	9	36		36
P-1066	Great Mall Station JD	Joint Dev	50	25	25		25
P-1067	Santa Clara Transit Center JD	Joint Dev	202	154	49		49
		Other	67	0	67		67
		<b>Total</b>	<b>269</b>	<b>154</b>	<b>115</b>		<b>115</b>
P-1073	Berryessa/N. San Jose Transit Center JD	Joint Dev	100	28	72		72
P-1074	Tamien West JD	Joint Dev	150	60	90		90
P-1082	Community Design & Transportation Manual Update	Joint Dev	200	0	200		200
		Other	166	0	166		166
		<b>Total</b>	<b>366</b>	<b>0</b>	<b>366</b>		<b>366</b>
<b>Grand Total</b>			<b>7,747</b>	<b>4,306</b>	<b>3,441</b>	<b>8,350</b>	<b>11,791</b>

Note: Totals may not be precise due to independent rounding

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## *Silicon Valley Express Lanes Program*

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### Overview

In December 2008, the VTA Board of Directors approved the Silicon Valley Express Lanes Program (SVELP) which had been under development since 2003. The SVELP, as approved, was the result of 18 months of coordination, analysis, and outreach on both technical and policy areas related to implementing Express Lanes to address congestion levels on highways while also looking towards new solutions to accommodate the future growth in travel demand.

The primary objectives of the SVELP are to provide congestion relief through more effective use of existing roadways; provide commuters with a new mobility option; and provide a new funding source for transportation improvements including public transit. In line with these objectives, the Express Lanes projects implement a roadway pricing system to allow for the use of unused capacity in the carpool lanes to provide congestion relief and a new mobility option for some commuters. The roadway pricing system allows solo commuters to use the available capacity in the carpool lanes for a fee. The fee changes dynamically in response to existing congestion levels and available capacity in the carpool lanes. When solo commuters choose to use Express Lanes, this in turn also provides for traffic congestion relief in the general purpose lanes.

The SVELP is comprised of two corridors: the SR 237 corridor between I-880 and SR 85, and the US 101/SR 85 corridor within Santa Clara County up to the San Mateo County line. VTA has legislative authority to convert existing carpool lanes on two corridors within the county and extend the two corridors into the adjacent counties subsequent to an agreement with the neighboring county's Congestion Management Agency (CMA).

The SR 237/I-880 Express Connectors project was the first phase of the SR 237 Express Lanes project that converted the carpool lane connector ramps at the SR 237/I-880 interchange to Express Lanes operations. The SR 237 Express Lanes opened for tolling on March 20, 2012. The second phase of the SR 237 Express Lanes (Phase 2) will involve extending Express Lanes further to the west on SR 237 close to US 101, including conversion of the remaining lengths of carpool lanes to Express Lanes operations. Phase 2 is projected to open in Fall 2019.

In September 2017, VTA entered into a loan agreement with Western Alliance Bank (WAB) to provide up to a \$24 million loan to fund construction costs of the Phase 2 project, pay capitalized interest, and fund issuance costs of the loan. The loan is secured solely by toll revenues and any other related revenues received from the operation of the SR 237 Express Lanes.

Upon Phase 2 opening, SR 237 Express Lanes will operate under expanded hours of operation (from 5 a.m. to 8 p.m.) and new business rules, including the requirement that users carry a transponder; operation of a video-based toll enforcement system; and a toll discount for single occupant clean air vehicles (CAVs) based on vehicle occupancy. The transponder requirement was approved by the VTA Board of Directors in September 2016 whereas the hours of operations are set by California Department of Transportation (Caltrans). In December 2018, the VTA Board of Directors adopted the toll ordinance allowing for the collection of toll violation

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

penalties as well as providing discounted tolls for single occupant CAVs and vehicle occupancy.

The map below illustrates the Silicon Valley Express Lanes Program corridors.



The Adopted FY 2020 and FY 2021 SVELP Budget represents the anticipated revenues and expenditures for the expanded operation of the SR 237 Express Lanes and general Express Lanes program expenditures over the next two fiscal years, including repayment of loan principal and interest. The primary revenue source for this program is tolls.

### **Operating**

For Express Lanes Operations, the anticipated expenditures incorporate operations and maintenance (O&M) costs including but not limited to labor, professional and special services (such as toll processing fees, enforcement, electronic toll system maintenance, and Caltrans road maintenance), utilities, debt service, and contingency.

***Silicon Valley Express Lanes Program  
Comparison of Revenues and Expenses  
(Dollars in Thousands)***

Line	Category	FY18 Actual	FY19 Adopted Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
1	Toll Revenues	1,297	1,250	1,300	<b>2,938</b>	1,638	126.0%	<b>3,050</b>	112	3.8%
2	Investment Earnings	34	25	128	<b>46</b>	(82)	-63.9%	<b>51</b>	5	9.9%
3	<b>Total Revenue</b>	<b>1,331</b>	<b>1,275</b>	<b>1,428</b>	<b>2,984</b>	<b>1,556</b>	<b>109.0%</b>	<b>3,101</b>	<b>117</b>	<b>3.9%</b>
4	Professional & Special Services <sup>3</sup>	707	908	625	<b>1,419</b>	794	127.0%	<b>1,427</b>	8	0.6%
5	Utilities	2	2	3	<b>10</b>	7	263.1%	<b>10</b>	0	4.2%
6	Office Expense	0	0	0	<b>0</b>	0	N/A	<b>0</b>	0	N/A
7	Communications	0	2	0	<b>50</b>	50	N/A	<b>50</b>	0	0.0%
8	Miscellaneous	0	5	0	<b>13</b>	13	N/A	<b>13</b>	0	0.0%
9	VTA Staff Services	218	206	258	<b>320</b>	62	24.1%	<b>330</b>	10	3.1%
10	Debt Service	0	0	0	<b>55</b>	55	N/A	<b>1,083</b>	1,028	1869.1%
11	Contingency	0	70		<b>100</b>	100	N/A	<b>100</b>	0	0.0%
12	<b>Sub-total Operating Expense</b>	<b>928</b>	<b>1,193</b>	<b>886</b>	<b>1,967</b>	<b>1,081</b>	<b>122.0%</b>	<b>3,013</b>	<b>1,046</b>	<b>53.2%</b>
13	Contribution to Other Agencies-Ph2 Upgrades	1,010	0	(190)	<b>0</b>	190	-100.0%	<b>0</b>	0	N/A
14	<b>Sub-total Program Expense</b>	<b>1,010</b>	<b>0</b>	<b>(190)</b>	<b>0</b>	<b>190</b>	<b>-100.0%</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
15	<b>Total Expense</b>	<b>1,938</b>	<b>1,193</b>	<b>696</b>	<b>1,967</b>	<b>1,271</b>	<b>182.6%</b>	<b>3,013</b>	<b>1,046</b>	<b>53.2%</b>
16	<b>Revenues Over (Under) Expenses</b>	<b>(608)</b>	<b>82</b>	<b>732</b>	<b>1,018</b>	<b>0</b>		<b>88</b>		

Note: Totals and percentages may not be precise due to independent rounding.  
Descriptions of each Revenue and Expense Category can be found in Appendix H.

**Major Variances (Variance in excess of 5% and \$100,000)**

**Revenues**

**Toll Revenues:**

FY 2020 budget is \$1.6 million higher than FY 2019 actual reflecting the additional revenue from the opening of the SR 237 Express Lanes Phase 2 extended section which is set to open in FY 2020.

<sup>1</sup> Reflects Adopted Budget approved by the Board on June 1, 2017.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

<sup>3</sup> Professional & Special Services includes but is not limited to funding for Bay Area Toll Authority collection and customer service; California Highway Patrol Express Lanes Program enforcement; and Caltrans roadway maintenance.



## **Expenses**

### **Professional & Special Services:**

The FY 2020 budget is \$794 thousand higher than FY 2019 actual due primarily to increased cost of professional services to including accommodation of staff support for increased hours of toll operations (between 10 a.m. - 3 p.m. and 7 p.m. - 8 p.m.), Bay Area Toll Authority for increased toll transaction processing, issuance and collection of toll violation penalty, and electronic toll system integration costs for license plate review.

### **Debt Service:**

The FY 2021 budget reflects a \$1.0 million increase over FY 2019 and FY 2020. The increase is primary due to higher bond principal payments and interest expense in FY 2021.

### **Contingency:**

The FY 2020 budget reflects a \$100 thousand increase over FY 2019. This budget is to allow for urgent and unexpected needs as they arise.

### **Contribution to Other Agency-Phase 2 Upgrades:**

The FY 2020 budget reflects a \$190 thousand decrease over FY 2019. The FY 2019 actual represents reclassification of cost relating to the loan.



*SR 237 Express Lanes*

***Silicon Valley Express Lanes Program  
Summary of Program-related Sources and Uses  
(Dollars in Thousands)***

<u>Line</u>	<u>Description</u>	<u>FY18 Actual</u>	<u>FY19 Projected Actual<sup>1</sup></u>	<u>FY20 Adopted Budget</u>	<u>FY21 Adopted Budget</u>
1	Loan Proceeds	2,126	13,362	8,321	0
2	Contribution to Other Agencies – PH 2 Funding	(253)	(13,362)	(10,195)	0
3	Sources Over (Under) Uses	<b>1,874</b>	<b>0</b>	<b>(1,874)</b>	<b>0</b>

***Silicon Valley Express Lanes Program  
Summary of Changes in Net Position  
(Dollars in Thousands)***

<u>Line</u>	<u>Description</u>	<u>FY18 Actual</u>	<u>FY19 Projected Actual<sup>1</sup></u>	<u>FY20 Adopted Budget</u>	<u>FY21 Adopted Budget</u>
1	Beginning Net Position	2,769	1,909	(10,911)	(20,088)
2	Operating & Program-wide Revenues	1,331	1,428	2,984	3,101
3	Operating & Program-wide Expenses	(1,938)	(696)	(1,967)	(3,013)
4	Program Uses (Loan Funded)	<u>(253)</u>	<u>(13,552)</u>	<u>(10,195)</u>	<u>0</u>
5	Ending Net Position	1,909	(10,911)	(20,088)	(20,000)

Note: Totals may not be precise due to independent rounding

In FY 2020, the SVELP is projected to end the fiscal year with a negative net position of \$20.0 million, made up primarily of the outstanding balance from the loan financed for the construction of Phase 2. After adjusting for this balance—which will be repaid over the remaining 18 years of the loan term - staff is proposing to set-aside a portion of the net position as Restricted Reserves for debt service and other loan related expense as outlined in the WAB Loan agreement. A portion would also be set aside as Unrestricted Reserves for Express Lanes toll system replacement, Equity Program funding to provide assistance to low income travelers within the corridor, funding to provide support for VTA Transit Operations, and future pavement rehabilitation work along the express lanes corridors. The remaining balance would be undesignated.

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

***Silicon Valley Express Lanes Program***  
***Restricted & Unrestricted Reserves***  
*(Dollars in Thousands)*

<u>Line</u>	<u>Description</u>	<u>FY20</u>	<u>FY21</u>
1	<b>RESTRICTED</b>		
2	Debt Service & Loan Related Expenses	<b>1,957</b>	<b>1,990</b>
3	<b>UNRESTRICTED</b>		
4	Electronic Toll System Replacement	1,000	1,000
5	Equity Program	100	100
6	VTA Transit Operations	100	100
7	Pavement Rehabilitation	100	100
8	Other Undesignated Reserves	<u>600</u>	<u>600</u>
9	<b>Total Unrestricted Reserves</b>	<b>1,900</b>	<b>1,900</b>
10	Outstanding Loan Balance	<u>(23,945)</u>	<u>(23,890)</u>
11	<b>Ending Net Position</b>	<b><u>(20,088)</u></b>	<b><u>(20,000)</u></b>

## ***2008 Measure B - BART Operating Sales Tax Program***

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### **Overview**

On November 4, 2008, the voters of Santa Clara County approved 2008 Measure B (Measure), a 30-year one-eighth cent sales and use tax dedicated solely to providing the operating and maintenance expenses and capital reserve contribution for VTA's BART Silicon Valley Extension. Per the Measure, the tax would only commence collection if sufficient state and federal funds were secured to match local construction dollars. Federal funds would be considered secured and matched when the Federal Transit Administration (FTA) executed a Full Funding Grant Agreement (FFGA), or its equivalent, in an amount of at least \$750 million. State funds would be considered secured and matched when the California Transportation Commission (CTC) approved an Allocation Request, or its equivalent, in an amount of at least \$240 million.

The FFGA for \$900 million was signed on March 12, 2012 and State funding has been secured and matched through state statute, administered by the CTC. With both the federal and state funding requirements met, the tax commenced collection on July 1, 2012.

Construction of Phase I of VTA's BART Silicon Valley project, the 10-mile extension to Milpitas and Berryessa, is nearing completion. The service levels, maintenance, and costs for the extension will be managed under a VTA/BART Operations and Maintenance (O&M) Agreement. The O&M Agreement, which defines each agency's roles, responsibilities and costs, as well as the revenue allocation for operation of the extension, is currently being finalized.

The projected FY 2019 actuals were lower than originally anticipated, as the FY 2018 and FY 2019 budget assumed an earlier revenue service start date. While the FY 2020 and FY 2021 Budget assumes the Phase I extension will begin operations at the end of 2019, only a continuation of current costs, safety & compliance monitoring, and the addition of two support positions previously approved are assumed in the following schedules as the details of the final O&M agreement are pending. The complete budgeting of the additional operating costs will be presented to the Board of Directors in conjunction with the request for approval of the final O&M agreement.

***BART Operating Sales Tax Program  
Comparison of Revenues and Expenses  
(Dollars in Thousands)***

Line	Category	FY18 Actual	FY19 Adopted Budget <sup>1</sup>	FY19 Projected Actual <sup>2</sup>	FY20 Adopted Budget	Variance from FY19 Projection	% Var	FY21 Adopted Budget	Variance from FY20 Budget	% Var
1	Sales Tax Revenues	49,791	52,716	57,583	54,208	(3,375)	-5.9%	55,021	813	1.5%
2	Investment Earnings	1,316	5,994	14,738	7,220	(7,519)	-51.0%	8,495	1,275	17.7%
3	<b>Total Revenue</b>	<b>51,107</b>	<b>58,709</b>	<b>72,321</b>	<b>61,428</b>	<b>(10,893)</b>	<b>-15.1%</b>	<b>63,516</b>	<b>2,088</b>	<b>3.4%</b>
4	Security	0	5,240	0	0	0	N/A	0	0	N/A
5	Professional & Special Services	260	196	296	470	175	59.1%	544	74	15.6%
6	Other Services	0	800	0	0	0	N/A	0	0	N/A
7	Insurance	0	178	0	0	0	N/A	0	0	N/A
8	Contribution to Other Agencies	0	13,000	0	0	0	N/A	0	0	N/A
9	VTA Staff Time	0	1,455	0	580	580	N/A	580	0	0.0%
10	Transfer to Capital Reserve	0	3,875	0	0	0	N/A	0	0	N/A
11	<b>Total Expense</b>	<b>260</b>	<b>24,744</b>	<b>296</b>	<b>1,050</b>	<b>754</b>	<b>255.1%</b>	<b>1,124</b>	<b>74</b>	<b>7.0%</b>
	<b>Revenues Over (Under)</b>									
12	<b>Expenses</b>	<b>50,847</b>	<b>33,966</b>	<b>72,025</b>	<b>60,378</b>			<b>62,392</b>		

Note: Totals and percentages may not be precise due to independent rounding.  
Descriptions of each Revenue and Expense Category can be found in Appendix I.

**Major Variances (Variance in excess of 5% and \$100,000)**

**Revenues**

**Sales Tax Revenues:**

FY 2020 budget reflects a \$3.4 million decrease from FY 2019 actual. The FY 2019 revenue included unprocessed returns from prior fiscal year which resulted in higher than normal receipts.

**Investment Earnings:**

The FY 2020 budget is \$7.5 million lower than FY 2019 actual due primarily to recording of an unrealized gain in FY 2019. The FY 2021 budget is \$1.3 million higher than FY 2020 due to higher portfolio balance and interest rate assumptions.

<sup>1</sup> Reflects Adopted Budget approved by the Board on June 1, 2017.

<sup>2</sup> Projection as of July 31, 2019; Preliminary Unaudited.

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

**Expenses**

**Professional & Special Services:**

The FY 2020 budget is \$175 thousand higher than FY 2019 actual due to the cost of Systems & Safety monitoring services reflecting the beginning of revenue service in FY 2020.

**VTA Staff Services:**

The FY 2020 and FY 2021 budgets are is \$580 thousand higher than FY 2019 actual reflecting the beginning of revenue service in FY 2020.

***BART Operating Sales Tax Program  
Sources and Uses of Funds Summary  
(Dollars in Thousands)***

<u>Line</u>	<u>Description</u>	<u>FY18 Actual</u>	<u>FY19 Projected Actual<sup>1</sup></u>	<u>FY20 Adopted Budget</u>	<u>FY21 Adopted Budget</u>
1	Total Revenues	51,107	72,321	61,428	63,516
2	Total Expenses	(260)	(296)	(1,050)	(1,124)
3	Revenues Over (Under) Expenses	50,847	72,025	60,378	62,392
4	Beginning Unrestricted Net Position <sup>1</sup>	238,006	288,853	360,879	421,256
5	Revenues Over (Under) Expenses	<u>50,847</u>	<u>72,025</u>	<u>60,378</u>	<u>62,392</u>
6	Ending Net Position	288,853	360,879	421,256	486,648

Note: Totals may not be precise due to independent rounding

<sup>1</sup> Unrestricted Net Position excluding 2000 Measure A assets that were reclassified to the BART Operating Fund in 2018.

## ***2016 Measure B Program***

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### **Overview**

On November 8, 2016, the voters of Santa Clara County approved 2016 Measure B, a 30-year, one-half cent countywide sales and use tax to enhance transit, highways, expressways and active transportation (bicycles, pedestrians and complete streets). The measure passed by nearly 72%, the highest level of support for any Santa Clara County transportation tax. Collection of the tax began on April 1, 2017.

The 2016 Measure B ballot identified nine program categories for funding allocations:

- Local Streets and Roads
- BART Phase II
- Bicycle and Pedestrian
- Caltrain Grade Separation
- Caltrain Corridor Capacity Improvements
- Highway Interchanges
- County Expressways
- SR 85 Corridor
- Transit Operations

While program guidelines for each of the categories were adopted by the Board of Directors on October 5, 2017; the implementation of the program was delayed due to a legal challenge. The 2016 Measure B revenue was deposited in an escrow account until the litigation was resolved in January 2019. For FY 2019, the projected revenue includes the amount accumulated since the measure's enactment.

The FY 2020 and FY 2021 Adopted 2016 Measure B Program Fund Budget on the following page represents the anticipated program revenues, and expenditures by program category, over the next two fiscal years. This budget reflects the programming and allocation approved by the VTA Board of Directors at its April 4, 2019 meeting. Funding for the two-year period is appropriated in FY 2020 in order to facilitate administration of the program. Similar to a capital budget, appropriation for the program will not expire at the end of the fiscal year and will be carried forward until the 2016 Measure B Program is completed.

**2016 Measure B Program  
Projected Revenues  
(Dollars in Thousands)**

Line	Category	FY18 Actual	FY19 Projected Actual <sup>1</sup>	FY20 Adopted Budget	FY21 Adopted Budget
1	Sales Tax Revenues	--	489,789	225,866	229,254
2	Investment Earnings	--	5,948	11,283	14,723
3	<b>Total Revenue</b>	--	<b>495,737</b>	<b>237,149</b>	<b>243,977</b>

Note: Totals and percentages may not be precise due to independent rounding.

**Adopted Funding Allocation  
(Dollars in Millions)**

		FY20	FY21
Administrative Costs		3.30	3.30
<b>Program Area</b>			
<b>FORMULA BASED<sup>2</sup></b>	<b>Local Streets &amp; Roads</b>	40.00	40.00
	<b>Transit Operations</b>		
	Enhance Core Network	12.00	12.00
	Innovative Transit Models	1.50	1.50
	Expand Mobility & Affordable Fares	2.50	2.50
	Improve Amenities	1.30	
	<b>Bicycle &amp; Pedestrian</b>		
	Education/Encouragement	2.50	
	Capital Projects	13.33	
	Planning Projects	0.83	
<b>NEED/ CAPACITY BASED</b>	<b>BART Phase II</b>	150.00	
	<b>Caltrain Grade Separation</b>	31.00	
	<b>Caltrain Corridor Capacity</b>	2.50	
	<b>SR 85 Corridor</b>	2.50	
	<b>County Expressways</b>	--	
	<b>Highway Interchanges</b>	119.90	
	<b>Total</b>	<b>442.46</b>	

<sup>1</sup> Projection as of July 31, 2019, includes all revenue collected and held in escrow prior to FY 2019

<sup>2</sup> Allocation based on Program Area total divided by number of years in Measure



***SECTION 7***  
***APPENDICES***

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## ***VTA Financial Policies***

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VTA's various financial policies provide guidance to staff and the Board of Directors regarding the administration of the agencies financial affairs. The financial policy statements below are a summarization of the current financial policies. The objective of the financial policy statements is to provide an overview of guidelines, policies, and procedures utilized during the budget preparation process.

### **Accounting**

- VTA shall establish and maintain a high standard of accounting practices.
- VTA shall maintain records on a basis consistent with generally accepted accounting principles for local governments.
- The accounts of the Authority shall be reported using the appropriate fund accounting. Revenues shall be recognized when earned and expenses shall be recognized when incurred.
- An independent firm of certified public accountants shall perform an annual financial and grant compliance audit and shall issue an opinion that will be incorporated into the Comprehensive Annual Financial Report (CAFR).
- VTA shall submit the annual CAFR to the Government Finance Officers Association for consideration for the Certificate of Excellence in Financial Reporting.
- Internal Control policies shall be developed and maintained to include procedures that separate control of assets from accounting for those assets.
- The establishment of internal controls shall be based on the recognition that the cost of a system of internal control should not exceed the benefits derived thereof.

### **Revenues**

- VTA shall avoid dependence on temporary/one-time revenues to fund ongoing services. Every effort shall be made to use one-time revenues for one-time expenditures.
- VTA shall continuously explore additional sources of revenue to help balance the budget, such as identifying on an annual basis excess capital property and equipment, including real property, and shall make an ongoing attempt to sell or enter into Joint Development arrangements for such property to enhance revenue.
- One hundred percent of eligible capital funding may be used for operating purposes, but should be reviewed on an annual basis.
- VTA shall maintain a Fare Policy to ensure that there is a fair and reasonable relationship between the fares or fees charged for transit service provided and the operating costs of such services, and that fares are reviewed regularly.
- Funds shall be invested within the guidelines of the Board's approved Investment Policy and in compliance with applicable California Government Code.

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

- VTA shall review its investment policy annually to ensure consistency with the following objectives (in order of priority):
  - Safety of invested funds
  - Maintenance of sufficient liquidity to meet cash flow needs
  - Attainment of the maximum yield possible consistent with the first two objectives
- On an annual basis, VTA shall benchmark, against peer agencies (such as other governmental agencies, including transit districts), the investment performance for the following investment portfolios: VTA unrestricted and restricted funds, VTA/ATU Pension funds, and Other Post-Employment Benefits funds.
- When appropriate, the Board of Directors (Board) shall actively pursue legislation that would help ensure the continued accomplishment of VTA’s goals and mission statement. The Board shall support efforts to ensure that legislative intent is realized in allocation of state financial resources to public transit. The Board shall actively oppose legislation that would limit or diminish revenue.

### Expenditures

- VTA shall work to achieve service levels that will make the bus system easier to use, improve travel times, and be more effective.
- VTA shall continue to look for and implement the most cost effective and reliable methods of delivering transportation services.
- VTA shall maintain all assets at a level that protects capital investment and minimizes future maintenance and replacement costs.
- The risk management program shall provide protection against loss and a reduction in exposure to liability.
- VTA shall develop service changes as needed to respond to budget shortfalls using performance measures established in the Transit Sustainability Policy.
- Quarterly variance reports shall be presented to the Board of Directors to enhance operational accountability.
- An annual actuarial analysis shall be performed on VTA’s Other Post-Employment Retirement Benefit Trust funds. VTA shall make annual contributions that fund the actuarially required contribution.

### Budget

- VTA shall comply with all legal budget requirements of the State of California and the VTA Administrative Code.
- The budget shall be appropriated at the Fund and budget type (operating or capital) level. The General Manager may reallocate appropriations between budget types and budget units (e.g., division, cost group or project) within each Fund up to the limits of each Fund’s annual appropriation.
- There shall be a budgetary monitoring system that charges expenditures against approved budget appropriations.

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

- A balanced operating budget, in which total operating revenues exceed total operating expenditures, shall be prepared.
- The budget shall be prepared using Generally Accepted Accounting Principles with the following exceptions:
  - Inclusion of capital outlays and bond principal payments as expenditures
  - Exclusion of depreciation, amortization of bond discounts, interest earnings on restricted reserves, and unrealized gains and losses on investments
- An operating budget, in which total projected operating and unrestricted revenues less total budgeted operating expenditures, including interest expense, maintains an Operating Reserve balance of at least 15% of the operating expenditures shall be prepared and presented for adoption.
- The budget document shall be submitted to the Government Finance Officers Association for consideration for the Distinguished Budget Presentation Award, which evaluates the document as a communications device, financial plan, operations guide, and policy document.
- Budgetary procedures that fund current expenditures at the expense of future needs, such as postponing preventative maintenance expenditures or replacement of equipment, shall be avoided.
- VTA shall provide conservative revenue estimates that take into consideration recent experience and reflect reasonable future growth.
- The Authority shall monitor revenue sources regularly and quarterly modify forecasts as necessary to reflect the most current information available. The Authority shall also change the level of expenditures, as needed, to fit within sources of revenue.
- A budget shall be prepared that contains essential programs and projects needed to support the goals and objectives of the Authority, responds to citizen demands, is within the parameters of the Transit Sustainability Policy, and reflects administrative evaluation of current needs.

### **Long-Range Planning**

- VTA shall annually update and incorporate the VTA Financial Forecasting Model as part of its long-range planning process.

### **Grants**

- Grants are accounted for in accordance with the purpose for which the funds are intended.
  - Approved grants for the acquisition of land, building, and equipment are recorded as revenue as the related expenses are incurred
  - Approved grants for operating assistance are recorded as revenues in the year in which the related grant conditions are met
  - Advances received on grants are recorded as a liability until related grant conditions are met

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

- When both restricted and unrestricted resources are available for the same purpose VTA shall use restricted resources first
- All grants shall be managed to comply with the laws, regulations and guidance of the grantor.
- All potential grants shall be carefully examined for matching requirements (both dollar and level-of-efforts matches).
- VTA shall program its federal grant funds to minimize the time between appropriation and draw down of federal funds.

### Debt

- Sales Tax Revenue Bonds shall not be issued to support current operating expenditures.
- Capital projects funded through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the project.
- Debt may be issued to accomplish the following objectives: accelerate the delivery of projects, spread cost over the useful life of an asset, smooth out annual cash flow, optimize overall financial resources, and refund existing debt.
- Debt affordability shall be determined by the requirements of VTA's bond indentures (e.g., additional bonds test/debt service coverage) and VTA's ability to meet all of its ongoing operating, capital, and reserve requirements.
- The Authority shall remain in compliance with Securities and Exchange Commission Rules 15c2-12 by filing its annual financial statements and other financial and operating data for the benefit of its bondholders within the period required by each Continuing Disclosure Agreement.

### Capital Improvement

- The Authority shall prepare a 10-Year Capital Improvement Plan (CIP) including projected capital construction and improvements, service levels and operating costs and revenues to fund the capital operating programs in accordance with the requirements and schedule set by the Metropolitan Transportation Commission (MTC). Capital projects included in the CIP shall be evaluated using the following criteria:
  - Total project cost (design and construction) and schedule for completion
  - Source of funding
  - Ongoing operating and maintenance costs
  - Benefits and contributions to the Authority and the community such as safety and service enhancements, including, but not limited to the effect on future operating and maintenance costs, economy, service, and gains in boardings
  - Alternatives considered
  - Consequences of not funding
- Priority shall be given to replacement of existing assets before consideration of new assets.

**Capitalized Assets**

- The Authority capitalizes all assets with an individual cost of more than \$5,000 and a useful life in excess of one year.
- Capital assets shall be stated at historical cost, and infrastructure, which includes light rail vehicle tracks, shall be capitalized.
- Improvements shall be capitalized and depreciated over the remaining useful lives of the related properties.
- VTA computes depreciation using the straight-line method over estimated useful lives as follows:
  - Buildings and improvements 30 to 50 years
  - Buses and maintenance vehicles 4 to 12 years
  - Light-rail structures and light-rail vehicles 25 to 45 years
  - Other operating equipment 5 to 15 years

**Risk Management and Self-Insurance**

- Appropriate insurance coverage shall be maintained to mitigate the risk of material loss. For self-insured retentions, VTA shall record the liabilities, including losses incurred but not reported, at 100% of the net present value. The goal is to maintain restricted cash balances in amounts equal to the present value of estimated liabilities but in no event less than the next year’s projected cash outflows. An actuarial review of self-insured liabilities shall be made annually.

**Reserves**

- The Authority shall maintain an Operating Reserve of at least 15% of the operating budget for the VTA Transit Fund. These funds are to remain unappropriated for any operating or capital use except to meet emergency needs that cannot be funded from any other source. The purpose of this reserve is to ensure that sufficient funds are always available in the event of either unavoidable expenditure needs or unanticipated revenue shortfalls from sources other than sales tax based revenues.
- VTA Transit Fund Operating Reserves in excess of 15% of the operating budget at year end shall be transferred to the Debt Reduction Fund, the use of which is governed by the Debt Reduction Fund Policy.
- The Authority shall maintain a Sales Tax Stabilization Fund up to a maximum balance of \$35M for the VTA Transit Fund. The purpose of this reserve is to mitigate the impact of the volatility of sales tax based revenues on service levels. Sales tax based revenues received in excess of the budgeted amount shall be placed in the Sales Tax Stabilization Fund up to the maximum balance. The Sales Tax Stabilization Fund may be used to supplement budgeted declines in sales tax based revenues or offset declines in actual sales tax based revenue receipts.

## VTA Transit Fund Unrestricted Net Assets/Reserves

Because of the recognized volatility of VTA’s primary revenue source (e.g., sales tax receipts) it is prudent to maintain reserves that enable VTA to survive periodic swings in the economy without impacting service levels to the public and agency employment/compensation levels. It is also prudent to ensure that funds are available to sustain a capital program that maintains VTA’s infrastructure and keeps assets in a state of good repair. The VTA Board of Directors has been proactive in managing VTA’s finances in a manner that protects the interests of the public and helps provide a level of security for VTA’s personnel by designating funds for specific purposes. VTA’s reserves are largely static with adjustments approved by the Board either directly, or through the budget process. Any changes to the policies governing these reserves or the appropriate level of reserves are subject to Board policy decisions.

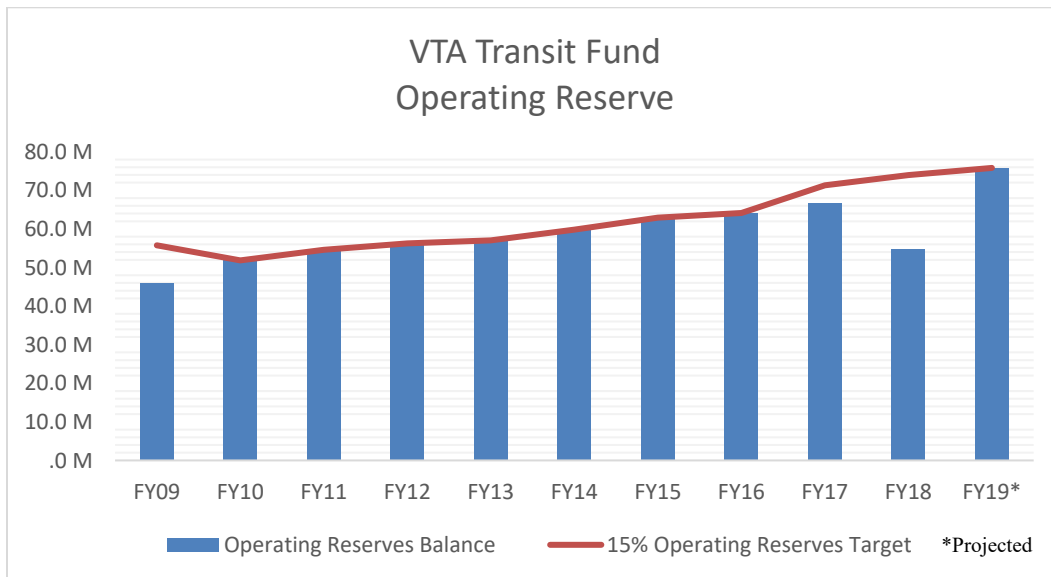
### Reserve Accounts

The VTA Transit Fund currently maintains three reserve accounts as described below:

#### Operating Reserve

It is the policy of VTA to accumulate a prudent level of reserves by building and maintaining an Operating Reserve equal to 15% of the annual operating budget for the VTA Transit Fund. The purpose of this reserve is to ensure that sufficient funds are always available in the event of either unavoidable expenditure needs or unanticipated revenue shortfalls from sources other than sales tax based revenues. The Board formalized this long-standing practice with adoption of the VTA Transit Fund Operating Reserve Policy on April 5, 2012.

The chart below shows the Operating Reserve balance versus the 15% target for the previous 10-year period.





**Sales Tax Stabilization Fund**

The Sales Tax Stabilization Fund reserve was created by the Board as part of the FY 2012 and FY 2013 Biennial Budget adoption on June 2, 2011 to mitigate the impact of the volatility of sales tax based revenues on service levels and the operating budget. Per the Board policy adopted on April 5, 2012, this reserve may be utilized during development of the biennial budget if sales tax based revenues are projected to decline. In the event sales tax based revenues received for a fiscal year are in excess of the amount budgeted, the excess shall be transferred to the VTA Transit Sales Tax Stabilization Fund up to a maximum balance of \$35 million.

**Debt Reduction Fund**

The Debt Reduction Fund was established by the Board on February 7, 2008. Per the Board policy also approved on February 7, 2008, this fund may be used to reduce long-term liabilities or provide funding for approved transit-related capital improvements and replacement of capital assets. This reserve is used primarily to fund the local portion of the VTA Transit capital program in order to keep assets in a state of good repair.

**Other Designated Funds**

In addition to the reserve accounts listed above, there are three other components to the VTA Transit Fund Unrestricted Net Assets that have been restricted by board resolution, contractual requirements, or other practical reasons.

**Local Share of Capital Projects**

This designation represents funds previously appropriated for and committed to capital projects. Per VTA Budget Resolution, “Capital appropriations, which are not expended during the fiscal year, shall carry over to successive fiscal years until the projects are completed or otherwise terminated.” The Local Share of Capital Projects designation represents the locally funded portion of this carryover. The Budget Resolution also states that “The locally funded portion of the VTA Transit Fund capital appropriation carry over shall be set-aside as a designation of Unrestricted Net Assets in the Comprehensive Annual Financial Report.” Details of the total FY 2019 projected carryover including the local share can be found on pages 160-170.

**Inventory and Prepaid Expenses**

This component of net assets represents the value of parts inventory and the prepayment of expenses which are not liquid or otherwise unavailable for use.

**Unrestricted Net Assets Status**

The table on the following page shows the VTA Transit Fund Unrestricted Net Assets as reported in the FY 2018 Comprehensive Annual Financial Report as well as the projected balances for FY 2019 through FY 2021.

***VTA Transit Fund Unrestricted Net Assets***  
*(Dollars in Thousands)*

Fund	FY18 Ending Balance	FY19 Projected Ending Balance <sup>1</sup>	FY20 Projected Ending Balance <sup>1</sup>	FY21 Projected Ending Balance <sup>1</sup>
<u>Reserves:</u>				
Operating Reserve	54,807	75,814	76,485	78,482
Sales Tax Stabilization Fund	35,000	35,000	35,000	35,000
Debt Reduction Fund	5,000	70,144	44,902	79,902
<b>Total Reserves</b>	<b>94,807</b>	<b>180,958</b>	<b>156,387</b>	<b>193,384</b>
<u>Other Designated Funds:</u>				
Local Share of Capital Projects	149,453	103,341	145,303	113,178
Inventory and Prepaid Expenses <sup>2</sup>	36,665	36,409	36,409	36,409
<b>Total Other Designated Funds</b>	<b>186,118</b>	<b>139,750</b>	<b>181,712</b>	<b>149,843</b>
Net OPEB Asset (GASB 75) <sup>2,3</sup>	57,978	57,978	57,978	57,978
Net Pension Liability (GASB 68) <sup>2,3</sup>	(233,639)	(241,654)	(241,654)	(241,654)
<b>Total Unrestricted Net Assets</b>	<b>105,264</b>	<b>137,031</b>	<b>154,423</b>	<b>159,295</b>

Note: Totals may not be precise due to independent rounding.

<sup>1</sup> Projection as of July 31, 2019

<sup>2</sup> Balance assumed to remain stable over time

<sup>3</sup> Represents amount owed by VTA for benefits provided through an Other Post Employment Benefit (OPEB) plan or defined benefit pension (net of related deferred inflows/outflows)

VTA Administrative Code requires that the recommended budget include a list of all employee position classifications and pay ranges. The table below lists the minimum and maximum annual salary for each VTA job classification as of March 1, 2019 as presented in the FY 2020 and FY 2021 Adopted Budget.

### *Job Classifications and Pay Range*

Job Classification	Minimum Annual Salary	Maximum Annual Salary
Accountant Assistant	63,043	76,191
Accountant I	67,005	81,051
Accountant II	74,029	89,572
Accountant III	86,535	105,129
Accounts Payable Support Supervisor	71,159	86,535
Administrative Services Assistant	56,687	74,827
Administrator of Social Media & Electr. Communications	115,931	140,934
Assistant Architect	89,100	108,348
Assistant Board Secretary	101,779	134,348
Assistant Cost & Schedule Coordinator	89,100	108,348
Assistant Controller	150,363	198,479
Assistant Counsel	117,816	155,516
Assistant Real Estate Agent	76,890	93,034
Assistant Supt, Service Management	105,129	127,816
Assistant Supt, Transit Communications	105,129	127,816
Assistant Systems Design Engineer	89,100	108,348
Assistant Transportation Engineer	89,100	108,348
Associate Architect	103,691	125,992
Associate Environmental Engineer	103,691	125,992
Associate Financial Analyst	74,709	90,837
Associate Financial Analyst - NR	75,978	100,291
Associate Human Resources Analyst	75,978	100,291
Associate Land Surveyor	90,837	110,395
Associate Management Analyst	74,709	90,837
Associate Mechanical Engr - Auto Sys	103,691	125,992
Associate Real Estate Agent	94,832	114,836
Associate Systems Design Engineer	103,691	125,992
Associate Systems Engineer	103,691	125,992
Associate Transportation Engineer	103,691	125,992
Audit Program Manager	117,816	155,516
Automotive Attendant	48,630	58,717
Board Assistant	67,637	81,850
Board Secretary	146,744	248,251
Bus Stop Maintenance Worker	55,721	67,337
Business Diversity Program Manager	105,129	127,816
Business Systems Analyst I	73,662	89,139
Business Systems Analyst II	89,139	107,913

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Job Classification</b>	<b>Minimum Annual Salary</b>	<b>Maximum Annual Salary</b>
Buyer I	60,414	72,963
Buyer II	71,598	86,677
Buyer III	79,553	96,230
Chief Engineering & Program Delivery Officer	173,224	292,384
Chief Financial Officer	173,224	292,384
Chief Information Officer	146,744	248,251
Chief of Staff to the General Manager	173,224	292,384
Chief Operating Officer	173,224	292,384
Civil Rights Program Manager	112,187	148,087
Claims Analyst	87,946	116,089
Claims Program Manager	106,864	141,061
Communications & Media Spokesperson	112,187	148,087
Communications Systems Analyst I	73,662	89,139
Communications Systems Analyst II	89,139	107,913
Communications Systems Manager	115,931	140,934
Community Outreach Supervisor	90,837	110,395
Construction Contracts Administration Manager	136,361	179,996
Construction Contracts Administrator I	73,662	89,139
Construction Contracts Administrator II	92,635	112,140
Construction Contracts Compliance Officer	105,129	127,816
Construction Inspector	82,216	99,491
Contracts Administrator I	73,662	89,139
Contracts Administrator II	92,635	112,140
Contracts Manager	115,931	140,934
Cost & Schedule Coordinator	103,691	125,992
Creative Services Manager	110,395	134,224
Customer Experience Manager	121,738	147,975
Customer Services Supervisor	86,535	105,129
Cyber Security Analyst	92,320	121,862
Database Administrator I	73,662	89,139
Database Administrator II	89,139	107,913
Deputy Director	146,744	248,251
Deputy General Counsel	146,744	248,251
Director of Business Services	173,224	292,384
Director of Government Affairs/Exec Policy Advisor	173,224	292,384
Director of Marketing & Customer Service	146,744	248,251
Director of Planning & Programming	173,224	292,384
Director of Safety & Compliance	146,744	248,251
Disbursements Manager	123,681	163,259
Dispatcher - Bus	57,866	82,659
Dispatcher - LRT	57,866	82,659
Diversity & Inclusion Manager	136,361	179,996
Document Services Specialist I	49,362	59,582
Document Services Specialist II	55,721	67,337

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Job Classification</b>	<b>Minimum Annual Salary</b>	<b>Maximum Annual Salary</b>
Electrician	83,048	100,455
Electro - Mechanic	81,349	92,435
Electronic Technician	81,349	92,435
Employee Relations Manager	136,361	179,996
Engineering Aide	58,717	70,932
Engineering Group Manager	146,744	248,251
Engineering Group Manager - SCADA	150,363	198,479
Engineering Technician I	64,242	77,623
Engineering Technician II	72,297	87,509
Engineering Technician III	82,216	99,491
Enterprise Risk Manager	143,209	189,036
Environmental Health & Safety Spec	95,763	115,968
Environmental Health & Safety Supervisor	100,134	121,738
Environmental Planner I	65,773	79,553
Environmental Planner II	78,787	95,298
Environmental Planner III	94,366	114,304
Executive Assistant to the General Manager	75,978	100,291
Executive Secretary	68,926	90,983
Facilities Maintenance Coordinator	105,129	127,816
Facilities Maintenance Manager	117,816	155,516
Facilities Maintenance Representative	72,297	87,509
Facilities Worker	44,200	63,149
Fare Inspector	52,229	74,610
Financial Accounting Manager	117,816	155,516
Financial Analyst	86,535	105,129
Financial Analyst - NR	87,946	116,089
Fiscal Resources Manager	143,209	189,036
Foreperson - LRT	88,650	100,734
General Counsel	230,000	230,000
General Maintenance Mechanic	72,297	87,509
General Manager/CEO	336,190	336,190
Graphic Designer I	64,541	77,989
Graphic Designer II	74,693	90,437
Human Resources Administrator	79,775	105,303
Human Resources Analyst	87,946	116,089
Human Resources Assistant	59,535	78,586
Human Resources Manager	136,361	179,996
Information Services Representative	46,238	66,040
Information Systems Analyst Assistant	64,242	77,623
Information Systems Analyst I	73,662	89,139
Information Systems Analyst II	89,139	107,913
Information Systems Supervisor	115,931	140,934
Investment Program Manager	115,931	140,934
Janitor	47,765	57,617

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Job Classification</b>	<b>Minimum Annual Salary</b>	<b>Maximum Annual Salary</b>
Janitor (U)	47,765	57,617
Junior Cost & Schedule Coordinator	81,960	99,571
Junior Real Estate Agent	68,635	83,048
Junior Systems Design Engineer	81,960	99,571
Junior Transportation Engineer	81,960	99,571
Lead Bus Stop Maintenance Worker	59,282	71,598
Lead Janitor	50,527	60,980
Lead Maintenance Worker - LRT	46,384	66,269
Legal Office Support Supervisor	75,978	100,291
Legal Secretary	72,351	95,503
Light Rail Equipment Superintendent	115,931	140,934
Light Rail Operator	51,043	72,904
Light Rail Power Foreperson	103,085	117,146
Light Rail Power Supervisor	110,395	134,224
Light Rail Signal Maintainer	91,303	110,543
Light Rail Signal Supervisor	105,129	127,816
Light Rail Technical Trainer	95,350	115,931
Light Rail Technical Training Supervisor	105,129	127,816
Light Rail Track Maintenance Supervisor	95,350	115,931
Light Rail Way, Power & Signal Supervisor	110,395	134,224
Light Rail Way, Power & Signal Supt	115,931	140,934
Mail & Warehouse Worker	57,352	69,301
Maintenance Instructor	100,134	121,738
Maintenance Scheduler	68,935	83,414
Maintenance Superintendent	115,931	140,934
Maintenance Worker - LRT	44,200	63,149
Management Aide	65,773	79,975
Management Aide - NR	68,926	90,983
Management Analyst	86,535	105,129
Management Analyst - NR	87,946	116,089
Management Secretary	62,519	82,525
Manager of Procurement, Contracts & Materials	150,363	198,479
Manager of Security Programs	123,681	163,259
Manager, Budget & Administration	117,816	155,516
Manager, Bus Engineering, Quality Assurance & Warranty	136,361	179,996
Manager, Market Development	121,738	147,975
Manager, Ops Analysis, Reporting & Systems	115,931	140,934
Manager, Transit-Oriented Development	143,209	189,036
Materials Manager	115,931	140,934
Materials Resource Scheduler	60,414	72,963
Media & Public Affairs Manager	136,361	179,996
Network Analyst I	73,662	89,139
Network Analyst II	89,139	107,913
Office & Timekeeping Technician	56,552	68,303

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Job Classification</b>	<b>Minimum Annual Salary</b>	<b>Maximum Annual Salary</b>
Office Specialist I	47,965	57,884
Office Specialist II	53,724	64,841
Office Support Supervisor	71,159	86,535
Operations Manager	143,209	189,036
Operations Systems Supervisor	100,134	121,738
Operator	43,742	72,904
Operator - Trainee	36,462	36,462
Overhaul & Repair Foreperson	88,650	100,734
Overhaul & Repair Mechanic	81,349	92,435
Overhead Line Worker	95,555	108,597
Paint & Body Foreperson	88,650	100,734
Paint & Body Worker	81,349	92,435
Paralegal	72,351	95,503
Parts Clerk	50,835	72,613
Parts Foreperson	79,082	89,877
Passenger Facilities & Wayside Maintenance Supervisor	86,535	105,129
Payroll Support Supervisor	71,159	86,535
Permit Technician	66,405	80,285
Policy Analyst	101,779	134,348
Principal Construction Inspector	105,129	127,816
Principal Environmental Planner	121,738	147,975
Principal Safety Auditor	112,187	148,087
Principal Transportation Planner	121,738	147,975
Programmer I	73,662	89,139
Programmer II	93,933	113,738
Project Controls Group Manager	146,744	248,251
Project Controls Specialist I	73,662	89,139
Project Controls Specialist II	89,139	107,913
Project Controls Supervisor	121,738	147,975
Public Communication Specialist I	73,662	89,139
Public Communication Specialist II	83,048	100,455
Public Information Officer	123,681	163,259
Purchasing Manager	115,931	140,934
Quality Assurance & Warranty Manager	121,738	147,975
Quality Assurance & Warranty Specialist	86,677	104,883
Regional Transportation Services Manager	123,681	163,259
Revenue Services Manager	115,931	140,934
Risk Analyst	87,946	116,089
Safety Manager	123,681	163,259
Sales & Promotions Supervisor	90,837	110,395
Secretary	58,717	70,932
Senior Advisor, Business Development	123,681	163,259
Service Mechanic	64,958	73,819
Service Worker	49,754	71,074

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Job Classification</b>	<b>Minimum Annual Salary</b>	<b>Maximum Annual Salary</b>
Service Worker - Foreperson	53,602	76,565
Sr Accountant	100,134	121,738
Sr Architect	121,272	147,392
Sr Assistant Counsel	143,209	189,036
Sr Business Systems Analyst	103,819	125,854
Sr Communications Systems Analyst	103,819	125,854
Sr Construction Contracts Administrator	105,129	127,816
Sr Construction Inspector	90,005	108,912
Sr Contracts Administrator	105,129	127,816
Sr Cost & Schedule Coordinator	121,272	147,392
Sr Database Administrator	103,819	125,854
Sr Environmental Engineer	121,272	147,392
Sr Environmental Planner	110,395	134,224
Sr Financial Analyst	100,134	121,738
Sr Financial Analyst - NR	101,779	134,348
Sr Human Resources Analyst	101,779	134,348
Sr Information Representative	63,794	72,488
Sr Information Systems Analyst	103,819	125,854
Sr Land Surveyor	105,129	127,816
Sr Management Analyst	100,134	121,738
Sr Management Analyst - NR	101,779	134,348
Sr Mechanical Engr-Auto Systems	121,272	147,392
Sr Network Analyst	103,819	125,854
Sr Office & Timekeeping Technician	62,444	75,459
Sr Policy Analyst	112,187	148,087
Sr Programmer	103,819	125,854
Sr Real Estate Agent	110,395	134,224
Sr Signal Maintainer	100,455	121,726
Sr Systems Administrator	103,819	125,854
Sr Systems Design Engineer	121,272	147,392
Sr Systems Engineer	121,272	147,392
Sr Track Worker	81,349	92,435
Sr Transportation Engineer	121,272	147,392
Sr Transportation Planner	110,395	134,224
Sr Web Developer	103,819	125,854
Staff Attorney I	79,775	105,303
Staff Attorney II	96,931	127,948
Substation Maintainer	95,555	108,597
Supervising Maintenance Instructor	105,129	127,816
Supervising Maintenance Instructor - LRT	105,129	127,816
Support Mechanic	53,602	76,565
Survey & Mapping Manager	121,738	147,975
SVRT Env Planning Manager (Project)	129,885	171,448
SVRT Project Controls Manager	143,209	189,036



**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b>Job Classification</b>	<b>Minimum Annual Salary</b>	<b>Maximum Annual Salary</b>
Systems Administrator I	73,662	89,139
Systems Administrator II	89,139	107,913
Technical Project Manager	103,819	125,854
Technical Trainer	95,350	115,931
Technical Training Supervisor	105,129	127,816
Technology Infrastructure Supervisor	115,931	140,934
Technology Manager	143,209	189,036
Track Worker	69,971	79,518
Transit Division Supervisor	95,350	115,931
Transit Foreperson	88,650	100,734
Transit Maintenance Supervisor	105,129	127,816
Transit Mechanic	81,349	92,435
Transit Radio Dispatcher	57,866	82,659
Transit Safety Officer	95,350	115,931
Transit Service Development Supervisor	95,350	115,931
Transit Svc Development Aide	57,086	68,935
Transit Svc Development Specialist I	62,744	75,825
Transit Svc Development Specialist II	72,963	88,341
Transit Svc Development Specialist III	77,257	93,500
Transit Systems Safety Supervisor	100,134	121,738
Transportation Engineering Manager	127,816	155,376
Transportation Planner I	65,773	79,553
Transportation Planner I (U)	65,773	79,553
Transportation Planner II	78,787	95,298
Transportation Planner II (U)	78,787	95,298
Transportation Planner III	94,366	114,304
Transportation Planner III (U)	94,366	114,304
Transportation Planning Aide	54,722	66,105
Transportation Planning Manager	129,885	171,448
Transportation Superintendent	115,931	140,934
Transportation Supervisor	95,350	115,931
Upholsterer	81,349	92,435
Upholstery Foreperson	88,650	100,734
Utilities Coordination Manager	105,129	127,816
Utility Coordinator	86,243	104,351
Utility Worker	51,228	61,845
Vault Room Worker	51,759	62,444
Vehicle Parts Supervisor	95,350	115,931
Warranty Coordinator	105,129	127,816
Web Developer I	73,662	89,139
Web Developer II	89,139	107,913
Webmaster	103,565	125,920

## *VTA Transit Revenue and Expense Category Descriptions*

Line	Category	Description
1	Fares-Transit	Fares from bus, light rail, & VTA operated shuttles
2	Fares-Paratransit	Fares from Paratransit service
3	1976 Half-Cent Sales Tax	1976 half-cent sales tax
4	TDA	Transportation Development Act (TDA), derived from a quarter-cent sales tax, limited to development & support of public transit
5	Measure A Sales Tax-Operating Assistance	Portion of 2000 Measure A half-cent sales tax allocated to fund VTA operating and maintenance costs (20.75%)
6	2016 Measure B-Transit Operations	Funding from Transit Operations Program Area of 2016 Measure B
7	STA	State Transit Assistance (STA)—Sales tax on gasoline & diesel fuel distributed based on population & annual transit operator revenues
8	Federal Operating Grants	Americans with Disabilities Act (ADA) set-aside from Section 5307 of FAST (Fixing America's Surface Transportation) Act
9	State Operating Grants	AB 434 Transportation Fund for Clean Air (TFCA) Program grants derived from vehicle registration fees used to fund DASH and ACE shuttles
10	Investment Earnings	Earnings on investments
11	Advertising Income	Advertising on vehicles and bus shelters
12	Measure A Repayment Obligation	Payment to VTA for debt service incurred on behalf of 2000 Measure A projects
13	Other Income	Property rental; permit fees; parking citations; ACE shuttle revenue; other non-operating revenues
14	Total Revenue	Sum of lines 1 to 13
15	Labor Costs	Wages & fringe benefits for all employees
16	Materials & Supplies	Vehicle parts; fasteners; small tools; maintenance supplies; lubricants; oils; fluids; gasoline for non-revenue vehicles; propane; janitorial & safety supplies
17	Security	Allied Universal & Santa Clara County Sheriff's contracts
18	Professional & Special Services	Outside consulting & specialized professional services; auditors; special studies
19	Other Services	Outside repair; laundry service; towing; ads & promotion; external printing
20	Fuel	Diesel for revenue vehicles
21	Traction Power	Electricity cost for light rail system
22	Tires	Tires for revenue vehicles
23	Utilities	Non-traction power electricity; gas; water; trash
24	Insurance	Property & Casualty premiums and self-insurance annual reserve contribution
25	Data Processing	Software license fees and PC/hardware purchases
26	Office Expense	Office supplies

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

Line	Category	Description
27	Communications	Telephone, Wi-Fi, and cell phone usage
28	Employee Related Expense	Mileage, parking, and toll reimbursements; professional licenses; education & training; workshops; travel; employee recognition costs; operators' drivers licenses
29	Leases & Rents	Equipment leases (reproduction equipment) and property rentals (such as transit centers)
30	Miscellaneous	Books & subscriptions; Board member expenses; legal notices; membership dues; in-house printing costs; postage
31	Reimbursements	Reimbursement of staff labor & indirect costs or overhead for staff time spent in support of projects and programs
32	Subtotal Operating Expense	Sum of lines 15 to 31
33	Paratransit	VTA costs associated with providing Paratransit service
34	Caltrain	VTA costs associated with Caltrain rail service operating between San Francisco & Gilroy
35	Altamont Corridor Express	VTA costs associated with Altamont Corridor Express (ACE) including shuttles
36	Highway 17 Express	VTA costs associated with Highway 17 Express bus service
37	Monterey-San Jose Express	VTA costs associated with Monterey to San Jose Express bus service
38	Contribution to Other Agencies	Managing Agency (VTA) contribution to Congestion Management Program; payment to BART for administering the Regional Transit Connection Discount Card Program (RTC) for paratransit passenger IDs; payments to cities for a portion of the revenue generated from bus shelter advertising; reimbursement to other agencies for Eco Pass/VTA SmartPass usage; payment to Santa Clara County for low-income fare program administration costs
39	Debt Service	Interest; principal; other bond charges
40	Subtotal Other Expense	Sum of lines 33 to 39
41	Operating and Other Expense	Line 32 plus line 40
42	Transfer to Capital Reserve	Set-aside to fund future Capital needs
43	Contingency	Organization-wide contingency fund for urgent and unexpected programs
44	Total Expense/Contingency/Capital Transfer	Sum of lines 41 to 43
45	Operating Balance	Line 14 minus line 44

***2000 Measure A Transit Improvement Program  
Revenue and Expense Category Descriptions***

Line	Category	Description
1	2000 Half-Cent Sales Tax	2000 Measure A half-cent sales tax
2	Federal BABs Subsidy	Federal subsidy on Build America Bonds (BABs)
3	Investment Earnings	Earnings on investments
4	Other Income	Property rental
5	Total Revenue	Sum of lines 1 to 4
6	VTA Operating Assistance	Portion of 2000 Measure A half-cent sales tax allocated to fund VTA operating and maintenance costs (20.75%)
7	Professional & Special Services	Outside consulting and specialized professional services; auditors; special studies
8	Miscellaneous	Legal notices and printing for Citizens Watchdog Committee
9	Contributions to Other Agencies	Payment for operating contribution for phase II ZEB project, and contribution of funding for various projects implemented in the VTA Transit Fund
10	Debt Service	Interest; principal; other bond charges
11	Repayment Obligation	Payment to VTA for debt service incurred on behalf of 2000 Measure A projects
12	Total Expense	Sum of lines 6 to 11
13	Revenues Over (Under) Expenses	Line 5 minus line 12

## *Congestion Management Program Revenue and Expense Category Descriptions*

Line	Category	Description
1	Federal Operating Grants	Surface Transportation Program Planning grant
2	State Operating Grants	Transportation Fund for Clean Air 40% Local Program Manager Administrator fees and SB 45 Programmed Project Monitoring Funds
3	Investment Earnings	Earnings on investments
4	Member Agency Fees	Fees paid by the County of Santa Clara, the 15 cities, and the managing agency (VTA)
5	Other Income	Revenues received for providing CMP's Regional Transportation Model to other entities and reimbursement for administration of SB 83 Vehicle Registration Fee Program
6	Total Revenue	Sum of lines 1 to 5
7	Professional & Special Services	Outside consulting and specialized professional services
8	Other Services	Ads & promotion; external printing
9	Data Processing	Software license fees and PC/hardware purchases
10	Employee Related Expense	Mileage, parking, and toll reimbursements; professional licenses; education & training; workshops; travel; employee recognition costs
11	Contribution to Other Agencies	Contribution of funding for various projects implemented in the VTA Transit and VTP Highway Funds
12	VTA Staff Services	Labor, benefits, and allocation of indirect costs for VTA staff providing support of Congestion Management Program
13	Total Expense	Sum of lines 7 to 12
14	Revenues Over (Under) Expenses	Line 6 minus line 13

***Joint Development Program  
Revenue and Expense Category Descriptions***

Line	Category	Description
1	Investment Earnings	Earnings on investments
2	Property Rental	Rental income from VTA owned properties
3	Total Revenue	Sum of lines 1 and 2
4	Professional & Special Services	Specialized professional services
5	Utilities	Electricity; gas; water; trash
6	Data Processing	Software license fees and PC/hardware purchases
7	Miscellaneous	Printing and reproduction services
8	VTA Staff Services	Labor, benefits, and allocation of indirect costs for VTA staff providing support of Joint Development Program
9	Total Expense	Sum of lines 4 to 8
10	Revenues Over (Under) Expenses	Line 3 minus line 9

***Silicon Valley Express Lanes Program  
Revenue and Expense Category Descriptions***

Line	Category	Description
1	Toll Revenues	Tolls collected from express lane users
2	Investment Earnings	Earnings on investments
3	Total Revenue	Sum of line 1 and 2
4	Professional & Special Services	Toll collection administration fees; toll collection system maintenance; enforcement
5	Utilities	Electricity and communications
6	Office Expense	Office supplies
7	Communications	Data lines
8	Miscellaneous	Membership dues
9	VTA Staff Services	Labor, benefits, and allocation of indirect costs for VTA staff providing support of Silicon Valley Express Lanes Program
10	Debt Service	Interest; principal; other bond charges
11	Contingency	For urgent or unexpected needs
12	Sub-total Operating Expense	Sum of lines 4 to 11
13	Contribution to Other Agencies-Phase 2 Upgrades	Program expenditure for signage upgrades related to Phase 2
14	Sub-total Program Expense	Line 13
15	Total Expense	Line 12 plus line 14
16	Revenues Over (Under) Expenses	Line 3 minus line 15

***2008 Measure B - BART Operating Sales Tax Program  
Revenue and Expense Category Descriptions***

Line	Category	Description
1	Sales Tax Revenues	2008 Measure B eighth-cent sales tax
2	Investment Earnings	Earnings on investments
3	Total Revenue	Sum of lines 1 and 2
4	Security	Allied Universal & Santa Clara County Sheriff's contracts
5	Professional & Special Services	Specialized professional services
6	Other Services	Contracted facility maintenance and repairs
7	Insurance	Property & Casualty premiums
8	Contributions to Other Agencies	Operating and Maintenance payments to BART
9	VTA Staff Services	Labor, benefits, and allocation of indirect costs for VTA staff providing support of 2008 Measure B - BART Operating Sales Tax Program
10	Transfer to Capital Reserve	Annual Capital Reserve set-aside
11	Total Expense	Sum of lines 4 to 10
12	Revenues Over (Under) Expenses	Line 3 minus line 11

## ***1996 Measure B Transportation Improvement Program***

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### **Overview**

In November 1996, the voters in Santa Clara County approved Measure A, an advisory measure listing an ambitious program of transportation improvements for Santa Clara County. Also approved on the same ballot, Measure B authorized the County Board of Supervisors to collect a nine-year half-cent sales tax for general county purposes. Subsequently, the County Board of Supervisors adopted a resolution dedicating the tax for Measure A projects. Collection of the tax began in April 1997. However, use of the revenue was delayed pending the outcome of litigation challenging the legality of the sales tax. In August 1998, the California courts upheld the tax allowing the implementation of the Measure A transportation projects to move forward.

In February 2000, the VTA Board of Directors approved a Master Agreement formalizing the partnership with the County of Santa Clara to implement the 1996 Measure B Transportation Improvement Program (1996 MBTIP). With this partnership in place, the County and VTA were in a position to complete a transportation program valued at over \$1.4 billion. VTA was responsible for project implementation and management of the transit and highway projects and assisted in the administration of the pavement management and bicycle elements of the program.

The Measure B sales tax expired on March 31, 2006. Subsequent to expiration of the tax, VTA executed two amendments to the Master Agreement; one to allocate Measure B funding for station improvements at the Palo Alto and California Avenue Caltrain stations, and one to define the financial terms and responsibilities to complete the 1996 MBTIP. This final amendment, No. 20, takes into consideration the projects still in progress, reconciles remaining payments between VTA and the County, and establishes priorities in the event that remaining contracts are closed-out under budget. Pursuant to the amendment, the County made a lump sum payment to VTA for the completion of the projects remaining to be advertised and closed out.

There are no new funds appropriated to this program as part of the FY 2020 and FY 2021 budget.



## ***1996 Measure B Transportation Improvement Program Total Available Appropriation***

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Capital project appropriations do not expire at the end of the fiscal year and are carried forward until the project is completed. Capital carryover is defined as appropriation that is unspent at the end of the fiscal year. The following table reflects the projected carryover at June 30, 2019 for the 1996 Measure B Transportation Improvement Program.

*(Dollars in Thousands)*

Project #	Project Name	Funding Source	Adopted Budget Through FY19	Projected Expenditures Through FY19 <sup>1</sup>	Projected FY19 Capital Carryover	FY20 Appropriation	Total Available Appropriation
P-0002	Vasona Light Rail	1996 Measure B	161,332	161,259	72		72
		City	580	580	0		0
		Fund Exchange	1,644	1,644	0		0
		Federal	61,505	61,505	0		0
		State	15,000	15,000	0		0
		Other	56,417	56,417	0		0
		VTA Transit	16,500	16,500	0		0
	<b>Total</b>		<b>312,977</b>	<b>312,905</b>	<b>72</b>		<b>72</b>
P-0189	RT 85/101 Interchange Mt. View	1996 Measure B	101,513	101,433	80		80
		Fund Exchange	27,154	27,154	0		0
		<b>Total</b>	<b>128,667</b>	<b>128,587</b>	<b>80</b>		<b>80</b>
P-0273	Route 152 Improvement	1996 Measure B	18,957	18,470	487		487
		City	5,494	5,494	0		0
		<b>Total</b>	<b>24,451</b>	<b>23,965</b>	<b>487</b>		<b>487</b>
P-0560	SC Valley Habitat Conservation Plan/NCCP	1996 Measure B	1,280	1,205	75		75
		Fund Exchange	150	150	0		0
		<b>Total</b>	<b>1,430</b>	<b>1,355</b>	<b>75</b>		<b>75</b>
P-0652	Measure B Close Out	1996 Measure B	10,105	9,241	863		863
<b>Grand Total</b>			<b>477,630</b>	<b>476,053</b>	<b>1,577</b>		<b>1,577</b>

Note: Totals may not be precise due to independent rounding

<sup>1</sup> Projection as of July 31, 2019; Preliminary Unaudited.

## *VTA/ATU Pension Plan*

All VTA employees represented by Amalgamated Transit Union, Local 265 (ATU) are covered by the VTA/ATU Pension Plan. The Pension Plan and Pension contract are administered and enforced by the Board of Pensions. The Board of Pensions is composed of seven Trustees, three appointed by ATU, three appointed by VTA, and one jointly appointed by ATU and VTA. The Board of Pensions oversees, directs, and administers the Pension contract and its funds.

The table below shows the FY 2020 and FY 2021 VTA/ATU Pension Plan Budget adopted by the Board of Pensions.

### *VTA/ATU Pension Plan Comparison of Revenues and Expenses (Dollars in Thousands)*

Line	Category	FY20 Adopted Budget	FY21 Adopted Budget	% Var
1	VTA Employer Contribution	30,584	30,584	0.0%
2	Investment Earnings	38,500	41,000	6.5%
3	<b>Total Revenue</b>	<b>69,084</b>	<b>71,584</b>	3.6%
4	Pension Payments to Retirees	50,337	54,818	8.9%
5	Professional & Special Services	3,761	3,878	3.1%
6	<b>Total Expense</b>	<b>54,098</b>	<b>58,696</b>	8.5%
7	<b>Surplus/(Deficit) to Fund Balance</b>	<b>14,986</b>	<b>12,888</b>	

Note: Totals and percentages may not be precise due to independent rounding.

## ***Santa Clara County Demographic and Economic Information***

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### **General Information**

The County of Santa Clara (the "County") lies immediately south of San Francisco Bay and is the sixth most populous county in the State of California (the "State"). It encompasses an area of approximately 1,300 square miles. The County was incorporated in 1850 as one of the original 28 counties of the State and operates under a home rule charter adopted by County voters in 1950 and amended in 1976.

The southern portion of the County has retained the agricultural base which once existed throughout the area and has two cities, separated by roughly 10 miles. The northern portion of the County is densely populated, extensively urbanized and heavily industrialized. The County contains 15 cities, the largest of which is the City of San Jose, the third largest city in the State and the County seat. The uppermost northwestern portion of the County, with its concentration of high-technology, electronics-oriented industry, is popularly referred to as the "Silicon Valley." Large employers include Apple Inc., Cisco Systems Inc., Google Inc., and Oracle Corporation.

Neighboring counties include San Mateo in the northwest, Santa Cruz in the southwest, San Benito in the south, Merced and Stanislaus in the east, and Alameda in the northeast. The City of San Jose is approximately 50 miles south of San Francisco and 42 miles south of the City of Oakland. These are the three largest cities of the nine-county San Francisco Bay Area, with the City of San Jose being the largest.



*View of the Santa Clara Valley from Coyote Ridge*

## **Population**

### **Historical Population Growth**

Over the past 60 years, the County's population growth pattern has exhibited three decades of rapid growth followed by three decades of more sustainable growth rates.

According to U.S. Census figures, the number of County residents grew by 66% between 1940 and 1950, with most of the increase concentrated in the unincorporated areas and in the largest cities of San Jose, Palo Alto and Santa Clara. In the next decade, from 1950 to 1960, population grew by 121% with every major city, as well as the unincorporated areas experiencing huge increases. The County also recorded the incorporation of four new cities during the 1950s, raising the total number of cities to its current level of fifteen.

The County's population growth subsided somewhat during the 1960s, although the 66% growth rate was over four times the 15.4% statewide increase. The population of San Jose doubled for the second decade in a row, while the cities of Mountain View, Santa Clara, and Sunnyvale added at least 23,000 residents each. As a result of the incorporation of four cities, the unincorporated area of the County posted its first decline in the 1960s, setting the stage for further drops in each of the subsequent three decades.

The County population growth rate fell to 21.5% during the 1970s. San Jose continued to add more residents (183,621) than any other city, while two of the larger cities (Palo Alto and Santa Clara) recorded small population declines and residents in the unincorporated area fell by 25,160. The slower growth of the 1970s reflected a slowing urbanization, due in part to policies adopted by the County to preserve agricultural areas.

The data from the 2010 U.S. Census indicate that the County's population reached 1,954,286, representing a 50.9% increase from the population base in 1980, an average rate of 11.2% per Census count. Over the same period, statewide population grew more rapidly at a rate of 16.3%. San Jose surpassed San Francisco as the largest city in the Bay Area, with a population of 945,942. According to the 2010 census data, over one-half of the County's residents live in San Jose.

The proportion of residents living in cities is currently 95.5%, in contrast to the County's makeup in 1940 when urban residents made up only 6.5% of the County's population. Since the 1940s, the increasing maturation of the County's employment and economic sectors has resulted in the incorporation of new cities, as well as the expansion of city boundaries, resulting in a shrinking fraction (currently 4.5%) of residents living in unincorporated areas.

### **Recent Annual Population Performance**

Between 2010 and 2019, the County population grew another 9.7%. All of the cities in the County experienced growth during this period, with the City of Morgan Hill posting the fastest growth (20.8%). The number of residents living in the unincorporated areas of the County declined 1.8% from 2010 to 2019. Currently, approximately 4.5% of the County residents live in unincorporated areas, a percentage which has steadily decreased over time as the population continues to migrate toward the cities.

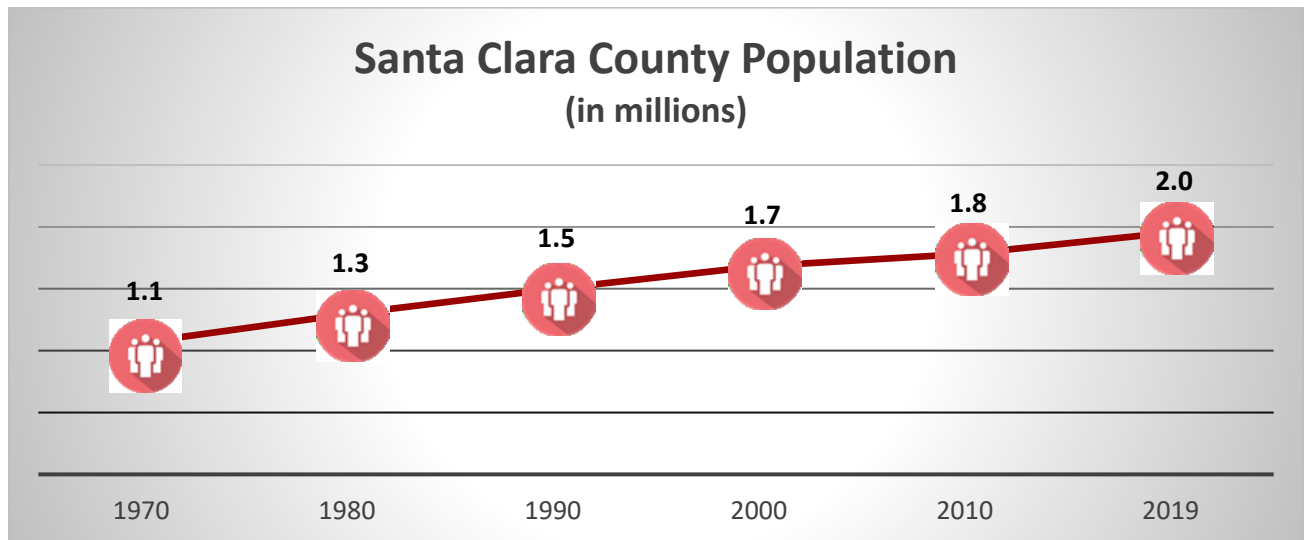
VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

By the year 2030, the State Department of Finance predicts that the County’s population will grow by approximately 217,439 residents, a 11% increase from 2017. (Source: State of California, Department of Finance, Demographic Research Unit (Report P-1). The table and chart below provide a historical summary of population in the County and its incorporated cities.

**County of Santa Clara Population**

<u>City</u>	<u>1970</u>	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2010</u>	<u>2019<sup>1</sup></u>
Campbell	24,731	26,843	36,088	38,138	39,349	43,250
Cupertino	18,216	34,297	39,967	50,602	58,302	59,879
Gilroy	12,665	21,641	31,487	41,464	48,821	55,928
Los Altos	24,872	25,769	26,599	27,693	28,976	31,190
Los Altos Hills	6,862	7,421	7,514	8,025	7,922	8,785
Los Gatos	23,466	26,906	27,357	28,592	29,413	30,988
Milpitas	27,149	37,820	50,690	62,698	66,790	76,231
Monte Sereno	3,074	3,434	3,287	3,483	3,341	3,787
Morgan Hill	6,485	17,060	23,928	33,586	37,882	45,742
Mountain View	54,206	58,655	67,365	70,708	74,066	81,992
Palo Alto	55,999	55,225	55,900	58,598	64,403	69,397
San Jose	445,779	629,400	782,224	895,131	945,942	1,043,058
Santa Clara	87,717	87,700	93,613	102,361	116,468	128,717
Saratoga	27,199	29,261	28,061	29,849	29,926	31,407
Sunnyvale	95,408	106,618	117,324	131,844	140,081	155,567
Unincorporated	152,181	127,021	106,173	99,813	89,960	88,368
County Total	<u>1,066,009</u>	<u>1,295,071</u>	<u>1,497,577</u>	<u>1,682,585</u>	<u>1,781,642</u>	<u>1,954,286</u>
California	18,136,045	23,668,145	29,760,021	33,873,086	37,253,956	39,927,315

Source: U.S. Census 1970-2010; State of California, Department of Finance, Demographic Research Unit (E-4 Population Estimates for Cities, Counties and State, 2011-2019, with 2010 Benchmark).



<sup>1</sup> As of January 1, 2019.

**Employment and Industry**

The County is home to a highly skilled and diverse work force, a situation that has traditionally translated into lower unemployment rates in the County when compared to state and national average unemployment rates. Four major industry sectors account for nearly 74% of the County’s employment for 2018: Professional & Business Activities (236,100); Goods Producing (217,100); Education & Health Services (171,300); and Trade, Transportation & Utilities (131,800).

Development of high technology has been enhanced by the presence of Stanford University, Santa Clara University, San Jose State University, other institutions of higher education, and research and development facilities within the County.

The table below lists wage and salary employment in the County by Industry.

***County of Santa Clara***  
***Average Annual Employment by Industry***  
*(In Thousands)*

TITLE	2013	2014	2015	2016	2017	2018
Civilian Labor Force	971.9	989.9	1,013.2	1,028.7	1,039.9	1,048.8
Civilian Employment	909.0	938.9	971.1	989.9	1,006.5	1,021.5
Civilian Unemployment	62.8	51.0	42.0	38.8	33.4	27.3
<b>Unemployment Rate:</b>						
Civilian Unemployment Rate	6.5%	5.2%	4.1%	3.8%	3.2%	2.6%
Civilian Unemployment Rate - State	8.9%	7.5%	6.2%	5.5%	4.8%	4.2%
<b>Industry Employment</b>						
Total, All Industries	950.7	991.0	1,028.9	1,060.6	1,093.7	1,114.0
Total Farm	3.3	3.5	3.7	3.9	3.6	3.5
Total Nonfarm	947.3	987.5	1,025.2	1,056.7	1,090.1	1,110.4
<b>Goods Producing</b>	190.6	195.8	203.3	209.3	211.2	217.1
Mining and Logging	0.3	0.3	0.2	0.3	0.2	0.2
Construction	36.7	38.8	42.9	47.6	47.9	47.8
Manufacturing	153.6	156.7	160.2	161.3	163.1	169.1
Service Providing	756.8	791.7	821.9	847.4	878.9	893.3
Trade, Transportation & Utilities	131.9	134.6	136.1	137.3	132.0	131.8
Information	58.6	65.6	70.4	74.5	84.6	91.6
Financial Activities	33.3	33.8	34.2	35.2	35.8	36.8
Professional & Business Services	190.1	201.8	215.2	224.1	236.2	236.1
Educational & Health Services	142.6	148.7	154.9	160.6	167.4	171.3
Leisure & Hospitality	86.3	90.7	94.5	97.6	102.0	103.6
Other Services	25.0	26.0	26.5	27.0	28.4	28.3
<b>Government</b>	89.0	90.6	90.1	91.2	92.7	94.0

Note: Totals may not be precise due to independent rounding.

Source: State of California Employment Development Department. Data based on June 2019 Benchmark.

**Major Employers**

The County, which is centered in the heart of Silicon Valley, is home to numerous high technology and computer software and hardware manufacturing companies. According to the Silicon Valley Business Journal, as of December 2018, Apple Inc., a consumer electronics company, was the largest employer in the Silicon Valley with 20,000 employees. Among Public-sector employers, the County ranks as number one, employing over 17,800 workers.

The following tables list the 10 largest private-sector and public-sector employers in the Silicon Valley, which encompasses the County and surrounding areas.

***10 Largest Private-Sector Employers  
Silicon Valley***

<b>Employer Name</b>	<b>Employees</b>	<b>Nature of Operations</b>
Apple Inc.	25,000	Consumer electronics
Alphabet Inc./Google Inc..	20,000	Search, advertising and web software
Stanford University.	16,919	Research university
Cisco Systems Inc.	14,120	Design, manufacture and sell networking equip
Facebook, Inc.	14,000	Social Media, Advertising
Kaiser Permanente Northern California	12,500	Integrated healthcare delivery plan
Stanford Hospital & Clinics	10,034	Health system
Tesla Motors Inc..	10,000	Electric Vehicle Designer & Manufacturer
Intel Corp.	8,450	Semiconductors
Safeway	7,887	Retails

Source: Silicon Valley Business Journal, 2018-2019 *Book of Lists*, December 28, 2018.

***10 Largest Public-Sector Employers  
Silicon Valley***

<b>Employer Name</b>	<b>Employees</b>	<b>Nature of Operations</b>
Santa Clara County	17,800	County government
University of California, Santa Cruz	8,800	University
City of San Jose	6,159	Government agency
San Mateo County	5,500	County government
Pajaro Valley Unified School District	4,316	County government
Department of Veteran Affairs	3,900	Government healthcare
San Jose State University	3,696	Public university
Fremont Union High School District	2,925	School District
Foothill-De Anza Community College	2,902	Community College
Santa Clara Valley Transportation Authority	2,281	Public Transportation

Source: Silicon Valley Business Journal, 2018-2019 *Book of Lists*, December 28, 2018.



**Income**

The American Community Survey, a nationwide survey conducted by the U.S. Census Bureau, reported that in 2017 the County had a median household income of \$106,761, whereas the state median was \$67,169.

**Commercial Activity**

The County is an important center of commercial activity. Taxable sales activity at business and personal service outlets, as well as at other non-retail commercial establishments, is a significant component of the County's commercial activity.

The table on the following page sets forth the amount of taxable transactions by business type from 2014 through 2018, the last full calendar year for which information is available.

***County of Santa Clara  
Taxable Transactions by Business Type  
2014 through 2018<sup>1</sup>  
(Dollars in Millions)***

Type of Business	2014 <sup>2</sup>	2015	2016	2017	2018
Motor Vehicle Parts Dealers	3,959.10	4,254.76	4,453.92	4,673.44	5,188.42
Furniture and Home Furnishings Stores	716.4	2,216.91	2,279.29	2,334.89	2,487.06
Electronics and Appliance Stores	1,411.70	-	-	-	-
Building Materials, Garden Equip. & Supplies	1,757.70	1,784.19	1,852.93	1,927.09	2,054.02
Food and Beverage Stores	1,169.20	1,227.35	1,250.06	1,298.59	1,301.22
Health and Personal Care Stores	645.2	-	-	-	-
Gasoline Stations	2,526.50	2,107.95	1,880.22	2,029.35	2,286.79
Clothing and Clothing Accessories Stores	2,417.90	2,505.42	2,502.06	2,502.27	2,641.62
Sporting Goods, Hobby, Book and Music Stores	709.4	-	-	-	-
General Merchandise Stores	2,593.30	2,633.25	2,560.95	2,631.16	2,734.24
Miscellaneous Store Retailers	746.6	-	-	-	-
Nonstore Retailers	587.2	-	-	-	-
Food Services and Drinking Places	4,031.50	4,426.07	4,678.45	4,844.47	5,079.07
Other Retail Group	-	2,838.00	2,997.46	2,965.24	3,042.11
Total Retail and Food Services	23,271.80	23,993.91	24,455.35	25,206.50	26,814.55
All Other Outlets	16,356.90	17,530.85	17,673.08	17,942.54	18,419.37
Total All Outlets	39,628.70	41,524.76	42,128.43	43,149.03	45,233.92

Note: Totals may not be precise due to independent rounding.

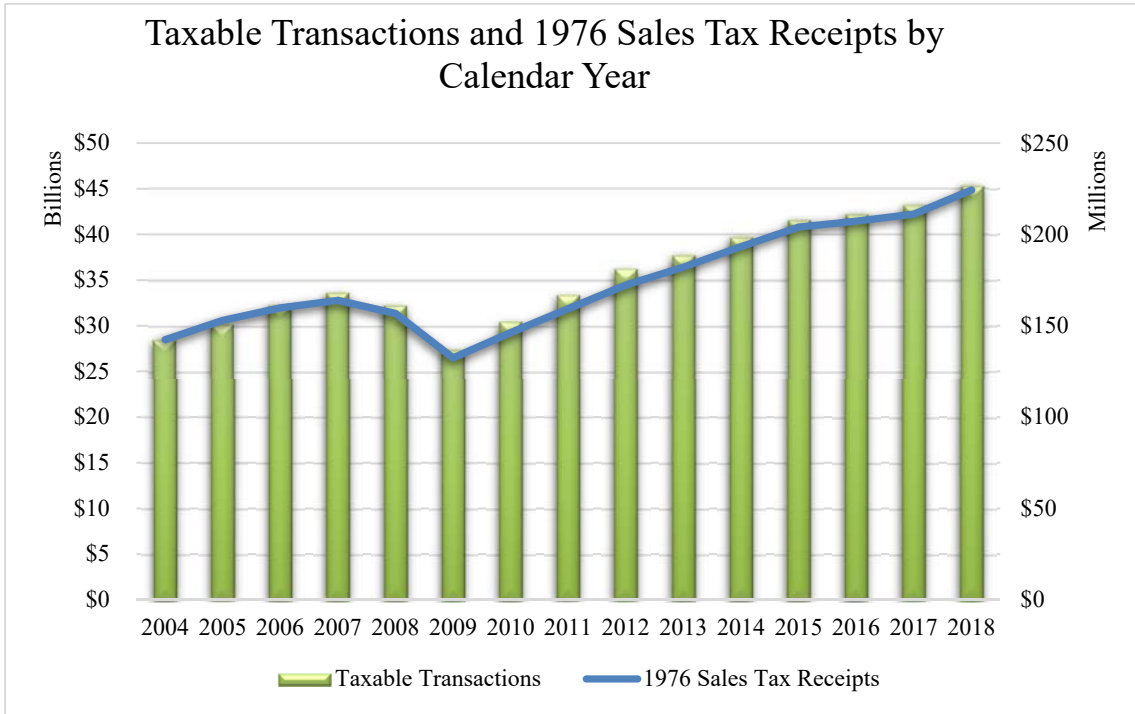
Source: State Board of Equalization, Taxable Sales in California (Sales & Use Tax).

<sup>1</sup> Most recent data available.

<sup>2</sup> Industry-level data for 2014 are not comparable to that of subsequent years.

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

The chart below illustrates the trend in taxable transactions in the county since 2004 and the corresponding sales tax receipts from the 1976 half-cent local sales tax.

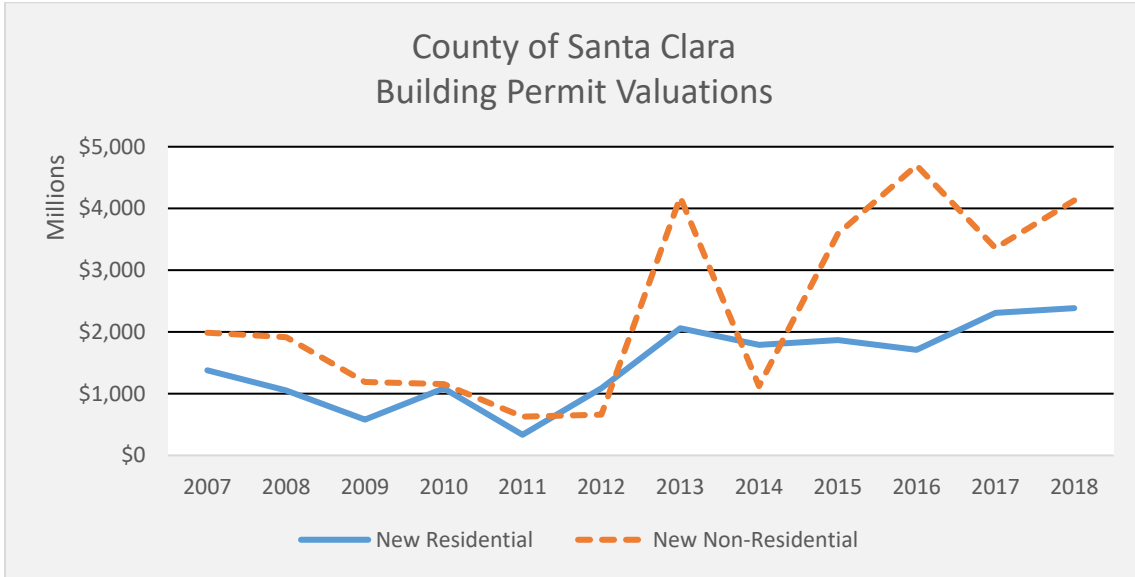


**Construction Activity and Home Sales**

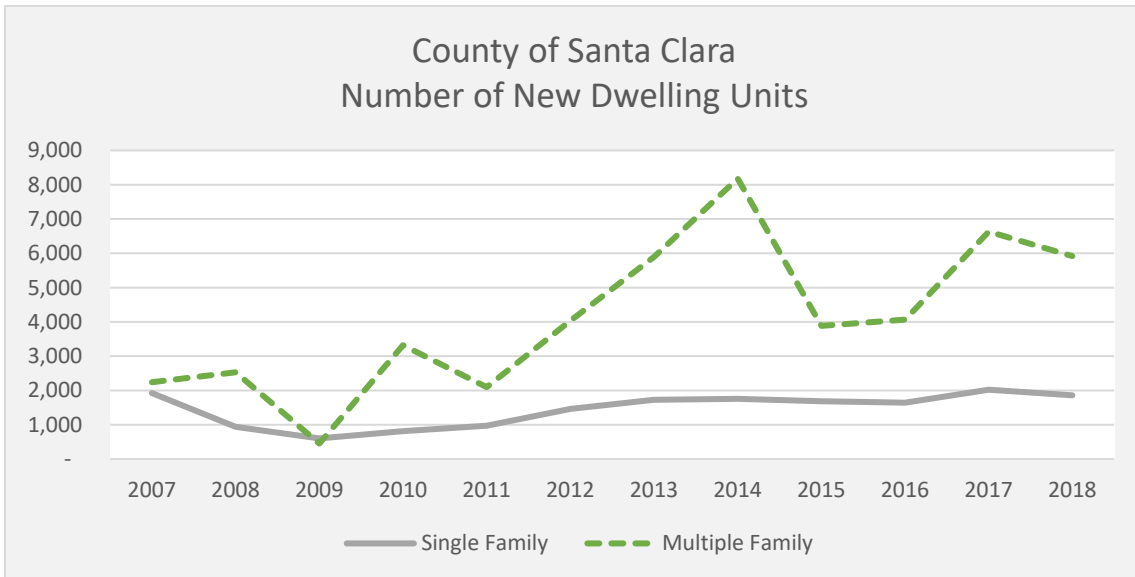
Following a major slowdown from 2008-2012, construction and home sales activity in the County have returned to pre-Great Recession levels. Construction data for the County indicates that the average value of new residential and non-residential permits from 2013 to 2018 were over 200% higher than those from the previous four year period. The total valuation of new residential and non-residential construction permits issued in the County was approximately \$6.5 billion in 2018. The number of new single family dwelling units in the County has rebounded and stabilized while the number of new multiple-family dwelling units has increased dramatically in the last 7 years.

The charts on the following page provide a summary of building permit valuations and the number of new dwelling units authorized in the County since 2007.

VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET



Source: Construction Industry Research Board



Source: State of the Cities Data Systems (SOCDS), <https://socds.huduser.gov/permits/>

While the number of sales of single-family homes decreased slightly for calendar year 2018 compared to calendar year 2017, the median sales price for a single-family home in the County increased by 13.65%.

## *List of Acronyms*

<u>Term</u>	<u>Definition</u>
AB	Assembly Bill
AC	Alameda County
ACE	Altamont Corridor Express
ACTC	Alameda County Transportation Commission
ADA	The Americans with Disabilities Act of 1990
AFSCME	American Federation of State, County, and Municipal Employees
APC	Automatic Passenger Counter
APM	Airport People Mover
APP	Application
ATU	Amalgamated Transit Union
BAAQMD	Bay Area Air Quality Management District
BABs	Build America Bonds
BART	Bay Area Rapid Transit
BRT	Bus Rapid Transit
CAD-AVL	Computer Aided Dispatch-Automated Vehicle Location
CAFR	Comprehensive Annual Financial Report
CalPERS	California Public Employees' Retirement System
CARB	California Air Resources Board
CAV	Clean Air Vehicle
CCTV	Closed Circuit Television
CELR	Capitol Expressway Light Rail
CEO	Chief Executive Officer
CEQA	California Environmental Quality Act
CFO	Chief Financial Officer
CIP	Capital Improvement Plan
CIPOC	Capital Improvement Program Oversight Committee
CIPWG	Capital Improvement Program Working Group
CMA	Congestion Management Agency
CMP	Congestion Management Program
CPUC	California Public Utilities Commission
CTC	California Transportation Commission
CUSIP	Committee on Uniform Securities Identification Procedures
DASH	Downtown Area Shuttle

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b><u>Term</u></b>	<b><u>Definition</u></b>
DTEV	Downtown East Valley
EMV	Europay, MasterCard, AMEX & Visa
FAST	Fixing America's Surface Transportation
FFGA	Full Funding Grant Agreement
FMS	Fault Monitoring System
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FY	Fiscal Year
GASB	Governmental Accounting Standards Board
GFCI	Ground Fault Circuit Interrupter
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
HCP	Habitat Conservation Plan
HOV	High Occupancy Vehicle
HVAC	Heating, Ventilation and Air Conditioning
IT	Information Technology
JD	Joint Development
JPA	Joint Powers Authority
JWI	Joint Workforce Investment
KPM	Key Performance Metrics
LED	Light-Emitting Diode
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Questioning
LIBOR	London Interbank Offering Rate
LLP	Limited Liability Partnership
LOS	Level of Service
LPG	Liquid Propane Gas
LR	Light Rail
LRT	Light Rail Transit
LRV	Light Rail Vehicle
LUTI	Land Use/Transportation Integration
MAN	Metropolitan Area Network
MAP-21	Moving Ahead for Progress in the 21 <sup>st</sup> Century Act
MBTIP	1996 Measure B Transportation Improvement Program
METRO	Santa Cruz Metropolitan Transit District
MPG	Miles per Gallon

**VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET**

<b><u>Term</u></b>	<b><u>Definition</u></b>
MST	Monterey-Salinas Transit
MTC	Metropolitan Transportation Commission
NASA	National Aeronautics and Space Administration
NB	Northbound
NCCP	Natural Community Conservation Planning
NR	Non-represented
O&M	Operations and Maintenance
O&R	Overhaul and Repair
OBAG	One Bay Area Grant
OCC	Operations Control Center
OCS	Overhead Catenary System
OH	Overhead
OPEB	Other Post-Employment Benefits
PA/ED	Project Approval/Environmental Document
PAB	Policy Advisory Board
PC	Personal Computer
PCI DSS	Payment Card Industry Data Security Standard
PCJPB	Peninsula Corridor Joint Powers Board (Caltrain)
PDA	Priority Development Area
PID	Project Initiation Document
PPM	Programmed Project Monitoring
RFP	Request for Proposal
RTC	Regional Transit Connection Discount Card Program
RTCI	Regional Transit Capital Inventory
RTI	Real Time Information
SAP	Systems, Applications and Products Software
SB	Senate Bill
SC	Santa Clara
SCADA	Supervisory Control and Data Acquisition
SEIU	Services Employees International Union
SJ	San Jose
SJRRC	San Joaquin Regional Rail Commission
SOM	Systems Operations & Management
SR	State Route
SRTP	Short Range Transit Plan

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

<u>Term</u>	<u>Definition</u>
STA	State Transit Assistance
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
SVBX	Silicon Valley Berryessa Extension
SVELP	Silicon Valley Express Lanes Program
SVRIA	Silicon Valley Radio Interoperability Authority
SVRT	Silicon Valley Rapid Transit Corridor Project
TAC	Technical Advisory Committee
TAEA	Transportation Authority Engineers and Architects Association
TAP	Transit Assistance Program
TB	Terabyte
TBD	To Be Determined
TDA	Transportation Development Act
TERM	Transit Economics Requirements Model
TFCA	Transportation Fund for Clean Air
TIC	True Interest Cost
TNC	Transportation Network Company
TOD	Transit-Oriented Development
TVM	Ticket Vending Machine
UPRR	Union Pacific Railroad
UPS	Uninterruptable Power Supply
US	United States
UZA	Urbanized Area
VA	Veterans Affairs
VES	Violation Enforcement System
VETS	Veterans' Employment and Training Service
VGI	Vehicle Grid Integration
VMT	Vehicle Miles Traveled
VRF	Vehicle Registration Fee
VTA	Santa Clara Valley Transportation Authority
VTP	Valley Transportation Plan
WAN	Wide Area Network
ZEB	Zero Emission Bus

## *Glossary of Terms*

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### **A**

**Accrual Accounting**

A method of accounting where revenues are recognized in the accounting period in which they are earned and become measurable, and expenses are recognized in the period incurred, if measurable.

**Administrative Code**

A set of rules which have been formally adopted or amended by the Board of Directors.

**Adopted Budget**

The official budget adopted by VTA Board of Directors.

**Altamont Corridor Express (ACE)**

A commuter rail service that runs between the City of Stockton in San Joaquin County and the City of San Jose in Santa Clara County. The service is a partnership involving VTA, the San Joaquin Regional Rail Commission, and the Alameda County Congestion Management Agency.

**American Recovery and Reinvestment Act of 2009 (ARRA)**

A job and economic stimulus bill intended to help states and the nation restart their economies and stimulate employment.

**Americans with Disabilities Act (ADA)**

Federal civil rights legislation that, among other provisions, gives disabled persons the right to equal access to fixed route transit service or to comparable paratransit service if they are unable to use fixed route transit.

**Appropriation**

Legal authorization expressed by fund and budget type granted by the Board of Directors to make expenditures and to incur obligations for specific purposes. Operating appropriations are time period limited and must be expended or encumbered within the time limits. Capital appropriations have no expiration.

**Articulated Bus**

A bus usually 55-feet or more in length that bends at a connecting point when the bus turns a corner.

**Avaya Stadium**

18,000 seat soccer stadium in San Jose, California home of Major League Soccer's San Jose Earthquakes. Opened in February 2015.

**Average Weekday Boarding Riders**

The average number of persons who board the transit system on a day that normal weekday revenue service is provided.

### **B**

**Balanced Budget**

A budget in which expected revenues equal expected expenses during a fiscal period.



## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

### **Bay Area Air Quality Management District**

Commonly referred to as the “air district,” this agency regulates industry and employers to keep air pollution in check and sponsors programs to clean the air in the San Francisco Bay Area.

### **Bay Area Council**

A public policy advocacy organization sponsored by businesses throughout the San Francisco Bay region.

### **Bay Area Rapid Transit (BART)**

The San Francisco Bay Area Rapid Transit District (BART) provides heavy passenger rail service in Alameda, Contra Costa, San Mateo, and San Francisco counties, between the cities of Fremont, Pleasanton, Richmond, Pittsburg, Millbrae, and San Francisco.

### **Board Designation**

Designations by the Board of Directors reflecting self-imposed limitations on the use of otherwise available and expendable financial resources.

### **Boardings per Revenue Hour**

A productivity measure comparing the number of boardings to the number of revenue hours operated. Used to measure service utilization per unit of service operated.

### **Bond**

Long-term debt issued by an agency to help finance new acquisitions of property, facilities, and equipment.

### **Bond Indenture**

A contract between an issuer of bonds and the bondholder stating the time period before repayment, amount of interest paid, if the bond is convertible, if the bond is callable, and the amount to be repaid.

### **Budget Type**

A unit of budget funding control (e.g., operating or capital).

### **Budget Unit**

A unit of budget funding control (e.g., division, cost group, or project number).

### **Build America Bonds (BABs)**

Taxable municipal bonds that carry special tax credits and federal subsidies for either the bond issuer or the bondholder. Build America Bonds were created as part of the 2009 American Recovery and Reinvestment Act (ARRA).

### **Bus Rapid Transit (BRT)**

BRT combines the quality of rail transit and the flexibility of buses. It can operate on exclusive transit-ways, HOV lanes, expressways, or ordinary streets. A BRT system combines Intelligent Transportation Systems technology, priority for transit, cleaner and quieter vehicles, rapid and convenient fare collection, and integration with land use policy.

## C

### **California Air Resources Board (CARB)**

The “clean air agency” in the government of California.

### **California Environmental Quality Act (CEQA)**

A statute that requires state and local agencies to identify the significant environmental impacts of their actions and to avoid or mitigate those impacts, if feasible.

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

### **California Public Utilities Commission (CPUC)**

A regulatory agency that regulates privately owned utilities in the State of California, including electric, natural gas, telecommunications, water, railroad, rail transit, and passenger transportation companies.

### **California Transportation Commission (CTC)**

A commission of eleven voting members appointed by the Governor (9), Senate Rules Committee (1), and Speaker of the Assembly (1) formed in 1978 to provide a single, unified California transportation policy. The CTC is responsible for the programming and allocating of funds for the construction of highway, passenger rail, active transportation, aeronautics, and transit improvements throughout California.

### **Caltrain**

Commuter rail service running between Gilroy and San Francisco through San Jose. The Peninsula Corridor Joint Powers Board (PCJPB), made up of representatives from the counties of San Francisco, San Mateo, and Santa Clara, oversees this commuter rail service.

### **Caltrans**

California Department of Transportation.

### **Capital Budget**

Appropriation of funds for the purchase of capital equipment items, capital projects, or studies that lead to or inform future capital projects.

### **Capital Expenditure**

Expenses that acquire, improve, or extend the useful life of any item with an expected life of one or more years and a value of more than \$5,000.

### **Capital Project**

Expenditure for tangible long-lived assets, such as property and equipment used by VTA in its operations, which is expected to benefit future periods.

### **Capital Reserve**

A designated reserve fund established to provide funds for capital improvements and replacement of capital assets.

### **Capitol Corridor Intercity Rail Service**

A 150-mile intercity rail service along the Union Pacific right-of-way, which runs between San Jose and Auburn, through Oakland and Sacramento.

### **Catenary**

Suspended overhead wire which carries high voltage for electrically powered transit vehicles from a central power source.

### **Clipper®**

A regional electronic fare payment collection system in the San Francisco Bay Area. Previously known as Translink®.

### **Congestion Management Agency (CMA)**

A countywide organization responsible for preparing and implementing the county's Congestion Management Program. CMAs came into existence as a result of state legislation and voter approval of Proposition 111 in 1990 (later legislation removed the statutory requirements of Proposition 111, making CMAs optional). TA is the designated CMA in Santa Clara County.

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

### **Congestion Management Program (CMP)**

A comprehensive program designed to reduce traffic congestion, enhance the effectiveness of land use decisions, and improve air quality. The program must comply with CMP state statutes, and with State and Federal Clean Air Acts.

### **Contingency**

A reserve created to cover the deficiency that may arise where an original appropriation proves inadequate to cover the necessary expenditures.

### **Cost Center**

A unit of business under a single manager that incurs costs for an activity or group of activities.

### **Cost Group**

VTA uses expenditure cost groups such as labor costs, non-labor costs, contracted and interagency transit services, and debt service. They are the lowest units of budget funding control.

### **Counterparty**

A party in a swap transaction.

### **CUSIP**

A nine-character alphanumeric code that identifies North American financial securities for the purposes of facilitating clearing and settlement of trades.

## **D**

### **Debt Reduction Fund**

A designated reserve fund established to facilitate reductions in unfunded obligations and long-term liabilities and to provide funds for transit related capital improvements and for replacement of capital assets in lieu of financing.

### **Debt Service**

The payment of interest and principal on long-term borrowed funds according to a predetermined payment schedule. May also include other bond-related costs such as remarketing, liquidity, and trustee fees.

### **Defeased Bonds**

Bonds that have been secured by cash or securities which have been placed in escrow until the maturity date of the bonds.

### **Department**

Mid-level unit of organization structure. A sub-section of a division responsible for specific functions or duties.

### **Designated Fund**

Fund designated by the Board of Directors for specific use.

### **Division**

Top-level grouping of departments representing the functions of the organization.

## E

### **Eco Pass**

Partnership between VTA and Santa Clara Valley employers, residential communities, and colleges/universities for transit card with unlimited use of VTA bus and light rail services. Employers, residential communities, colleges, or universities purchase annual/school-term passes for full-time employees/residents/students at a given site for one low cost. Rebranded in January 2018 as VTA SmartPass.

### **Enterprise Fund**

A fund type used to account for “business-type activities” – activities similar to those found in the private sector.

### **Envision Silicon Valley**

An effort spearheaded by VTA to engage community leaders in a dynamic visioning process to discuss current and future transportation needs in Santa Clara County, identify solutions and craft funding priorities.

### **Ex Officio Board Members**

Metropolitan Transportation Commissioners who reside in Santa Clara County, and who are not members or alternates of the Board of Directors, are invited to serve as Ex Officio members of the Board of Directors. Upon acceptance as Ex Officio Board members they are invited to, and may regularly attend, Board meetings including closed sessions. Their attendance is not counted for purposes of establishing a quorum, they do not have voting rights, and they do not serve on the standing committees of the Board.

### **Express Bus Service**

Long-distance, limited stop bus routes operated primarily to connect commuters from outlying suburban areas with urban employment centers/areas and schools. Express buses primarily operate in peak commute periods and usually only on weekdays.

### **Express Lanes**

High occupancy toll lanes that combine the characteristics of High Occupancy Vehicle (HOV) lanes and toll roads by allowing carpools, vanpools, and buses free access, while charging for single occupant vehicle or drive alone use.

## F

### **Fare Evasion Rate**

Number of passengers checked who do not have a valid paid fare divided by total number of passengers checked.

### **Farebox Recovery/Farebox Recovery Ratio**

The percentage of operating expenses which are met by the fares paid by passengers. Computed by dividing fare revenues by total operating expenses.

### **Fares**

Income generated from passengers using transit service. This includes cash deposited in fareboxes; income from the sales of tokens, tickets, and monthly passes; and revenues from special pass programs.

### **FAST Act (Fixing America’s Surface Transportation Act)**

Legislation passed by Congress in 2015 to reauthorize federal surface transportation grant programs.

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

### **FasTrak**

The electronic toll collection system used in the state of California.

### **Federal Transit Administration (FTA)**

A component of the U.S. Department of Transportation that provides financial assistance to cities and communities to provide mobility to their citizens.

### **Fiduciary Funds**

Funds used to account for resources held for the benefit of parties outside VTA.

### **Financial Forecasting Model**

A financial analysis model that integrates projections of expenses and revenues, both capital and operating, to assess financial capacity.

### **First/Last-Mile**

The portion of a transit trip between a transit stop and a rider's final destination, most often a home or work place.

### **Fiscal Year**

Period of any 12 consecutive months used as an accounting period. VTA's fiscal year is July 1 through June 30.

### **Fixed Rate Swap**

A swap, under which a borrower pays a counterparty a fixed rate in exchange for receiving a variable rate; most commonly used to convert variable rate bonds into synthetic fixed rate obligations.

### **Freeway Performance Initiative**

A Metropolitan Transportation Commission (MTC) initiative consisting of concurrent corridor studies with an emphasis on effective management and operations as a means to improve system performance.

### **FTA Section 5307**

Funds provided through the Federal Transit Administration to Urbanized Areas (UZAs) using a complex formula, also known as Federal Formula Funds. These funds are not available for operating assistance in UZAs with a population over 200,000; however, they can be used for preventive maintenance purposes. Additionally, in UZAs with populations greater than 200,000, one percent of the UZA formula funds are to be spent on transit enhancements, which include rehabilitation, connections to parks, signage, pedestrian and bicycle access, and enhance access for those persons with disabilities; and one percent must be spent on security.

### **FTA Section 5337**

Discretionary and formula transit capital funds provided through the Federal Transit Administration. Categories include "State of Good Repair Funding" (restricted to rail system uses) and "High Intensity Bus". Replaced the Fixed Guideway Modernization program (Section 5309 FG).

### **FTA Section 5339**

"Bus and Bus Facilities Funding, and Surface Transportation Program" transit capital funds provided through the Federal Transit Administration. Replaced the Bus and Bus Facilities discretionary program (Section 5309 Bus).

### **Full-Time Equivalent Position (FTE)**

Numeric equivalent of one person, occupying one employment position, for one year (equivalent of 2,080 hours).

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

### **Fund**

A group of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives.

### **Fund Balance**

The difference between assets and liabilities reported in a governmental fund.

### **Fund Exchange**

An exchange of State Transportation Improvement Program (STIP) and 2000 Measure A Sales Tax funding approved by the VTA Board of Directors on June 7, 2007, December 13, 2007, and November 7, 2013.

## **G**

### **GASB 68**

Governmental Accounting Standards Board (GASB) Statement 68 which requires public employers that participate in a defined benefit pension plan to record the net pension liability, pension contributions, and deferred outflows/inflows of resources related to pensions in their financial statements.

### **Geographic Information System (GIS)**

A system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data.

### **Governmental Fund**

A fund type used to account for “governmental-type activities” including services largely funded through non-exchange revenues (i.e., taxes).

### **Grants**

A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

## **H**

### **HOV Lanes – High Occupancy Vehicle Lanes**

Lanes on heavily congested roadways that are used exclusively by carpools, vanpools, buses, or any vehicle that transports multiple passengers.

## **I**

### **Indirect Cost**

Expenses of doing business that are not readily identified with a particular activity, program, or project, but are necessary for the general operation of the organization and the conduct of activities it performs.

### **Innovative Delivery Team Program (iTEAM)**

Collaboration between VTA and Caltrans for the cooperative delivery of transportation projects and operations of the State highways and federal aid funding of local streets within Santa Clara County.

### **Intelligent Transportation Systems**

Technologies that improve the management and efficiency of transportation systems, such as electronic fare payment systems, ramp metering, timed traffic signals, and on-board navigation systems.

## J

### **Joint Workforce Investment**

A partnership between VTA and the Amalgamated Transit Union, Local 265 (ATU) dedicated to creating a work environment that supports the long-term professional development and health and wellness of employees.

## L

### **Level of Service (LOS) Standards**

LOS measures the interrelationship between travel demand (volume) and supply (capacity) of the transportation system. LOS is a quantitative measure categorized into six levels, “A” through “F”, with “A” representing ideal conditions—or no congestion—and LOS “F” representing poor conditions or congested flow.

### **Levi’s Stadium**

68,500 seat stadium located in Santa Clara, California. Home of the San Francisco 49ers football team and various other events. Opened in August 2014 and host of Super Bowl 50 in February 2016.

### **LIBOR – London Interbank Offering Rate**

A daily reference rate based on the interest rate at which banks offer to lend unsecured funds to other banks in the London wholesale (interbank) money market.

### **Light Rail**

A transit mode that typically is an electric railway with a light volume traffic capacity compared to heavy rail. It is characterized by passenger rail cars operating individually or in short, usually two car, trains on fixed rails in shared or exclusive right-of-way; low or high platform loading; and vehicle power drawn from an overhead electric line via a trolley pole or a pantograph.

### **LoNo Grant**

Funding provided through the Federal Transit Administration’s Low or No Emission Vehicle Deployment Program. The LoNo program focuses on deploying the cleanest and most energy-efficient U.S.-made transit buses designed to cut carbon pollution and other traditional pollutants.

## M

### **MAP-21 (Moving Ahead for Progress in the 21<sup>st</sup> Century Act)**

Legislation passed by Congress in 2012 to reauthorize federal surface transportation grant programs through 2014.

### **Maximum Annual Debt Service**

The maximum amount of annual debt service (principal and interest) becoming due and payable through the final maturity date of all outstanding obligations.

### **Metropolitan Transportation Commission (MTC)**

MTC is recognized by the state as the Regional Transportation Planning Agency and by the federal government as the Metropolitan Planning Organization for the nine counties in the San Francisco Bay Area. It has 21 commissioners, of which 18 are voting members appointed by local elected officials. The two most populous counties, Alameda and Santa Clara, each have three representatives on the Commission. The next three most populous counties, Contra Costa, San Francisco, and San Mateo, are represented by two members each. The four less populous northern counties of Marin, Napa, Solano and Sonoma each appoint one

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

commissioner. In addition, two voting members represent regional agencies — the Association of Bay Area Governments and the Bay Conservation and Development Commission. Finally, three nonvoting members represent federal and state transportation agencies and the federal housing department.

### **Miles Between Chargeable Accidents**

A safety measure capturing the number of total scheduled miles traveled between each preventable accident.

### **Miles Between Major Mechanical Schedule Loss**

A service quality measure capturing the number of total scheduled miles traveled between each mechanical breakdown that results in a loss of service to the public.

## **N**

### **Net Assets**

The difference between assets and liabilities reported in an enterprise fund.

### **Non-Represented Employee**

Any VTA employee whose position is not represented by an organized bargaining unit for the purpose of negotiating wages, benefits, and work rules.

### **Non-Revenue Vehicle**

Vehicles used for purposes other than to transport passengers, including supervisors' cars/vans, service trucks, and equipment.

## **O**

### **One Bay Area Grant (OBAG)**

A new funding approach that better integrates the region's federal transportation program with California's climate law and the Sustainable Communities Strategy.

### **On-Time Performance**

A reliability measure capturing the percentage of time a bus or light rail service meets the published schedule.

### **Operating Budget**

The planning of revenues and expenses for a given period of time to maintain daily operations.

### **Operating Reserve**

Funds unavailable for appropriation for any operating or capital use except to meet emergency needs that cannot be funded from any other source.

## **P**

### **Par Value**

The face or maturity value of a security or bond.

### **Paratransit**

Comparable transportation service required by the Americans with Disabilities Act (ADA) of 1990 for individuals with disabilities who are unable to use fixed-route transportation systems.



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### **Peninsula Corridor Joint Powers Board (PCJPB)**

A joint powers authority made up of representatives from the counties of San Francisco, San Mateo, and Santa Clara, who oversee Caltrain commuter rail service.

### **Percent of Scheduled Service Operated**

A service reliability measure indicating the percent of service hours completed based on the published schedule.

### **Performance Measure**

A quantitative measurement of an activity used to judge program effectiveness.

### **Personal Time Off**

Time off for non-scheduled absences such as: sick, industrial injury, Family Medical Leave Act, excused/unexcused leave, union business, and suspension.

### **Preventive Maintenance**

Maintaining equipment and facilities in satisfactory operating condition by providing for systematic inspection, detection, and correction of incipient failures either before they occur or before they develop into major defects.

### **Priority Development Area**

Locally identified infill development areas near transit.

### **Program**

A set of interrelated work, activities, or tasks which, when completed, satisfies a stated objective.

### **Program Budget**

Appropriation of funds related to a particular funding source limited to use for specific purposes.

## **R**

### **Regional Measure 2**

Measure passed on March 2, 2004 raising the toll on the seven State-owned toll bridges in the San Francisco Bay Area by \$1.00 to fund various transportation projects within the region that have been determined to reduce congestion or to make improvements to travel in the toll bridge corridors.

### **Regional Transportation Plan**

A multimodal blueprint required by state and federal law to guide the region's transportation development for a 20-year period. Updated every two to three years, it is based on projections of growth and travel demand coupled with financial assumptions.

### **Represented Employee**

Any VTA employee whose position is represented by the American Federation of State, County, and Municipal Employees, Local 101 (AFSCME), Amalgamated Transit Union, Local 265 (ATU), Service Employees International Union, Local 521 (SEIU), or Transportation Authority Engineers and Architects Association, Local 21 (TAEA) for the purpose of negotiating wages, benefits, and work rules.

### **Reserves**

Unrestricted Net Assets represented by cash, investments, and receivables that are unappropriated and designated by the Board of Directors to be used for a specific purpose.

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

### **Revenue Service**

The time that a revenue vehicle is available to pick up or discharge passengers.

### **Revenue Vehicle**

Vehicles used to transport passengers.

## **S**

### **Sales and Use Tax**

A tax on the retail sale, storage, use, or other consumption of tangible personal property.

#### **Sales Tax – 1976 Measure A**

A permanent half-cent sales and use tax passed in March 1976 to ensure the continued operation and development of transit service in Santa Clara County.

#### **Sales Tax – 1996 Measure B**

A nine-year half-cent sales and use tax passed in November 1996 for general county purposes. The County Board of Supervisors subsequently adopted a resolution dedicating the tax for transportation improvements. The tax expired on March 31, 2006.

#### **Sales Tax – 2000 Measure A**

A 30-year half-cent sales and use tax passed in November 2000 to fund major transit improvement capital projects effective on April 1, 2006.

#### **Sales Tax – 2008 Measure B**

A 30-year eighth-cent sales and use tax passed in November 2008 to fund operating and maintenance expenses and capital reserve contributions for the Silicon Valley Rapid Transit extension of BART to Santa Clara County. The tax becomes effective only if sufficient state/federal funds are secured to match local construction dollars.

#### **Sales Tax – 2016 Measure B**

A 30-year half-cent sales and use tax passed in November 2016 to fund enhancements for transit, highways, expressways and active transportation (bicycles, pedestrians and complete streets).

#### **Sales Tax Stabilization Fund**

Board designated reserve fund used to mitigate impact of volatility of sales tax based revenues on service levels.

#### **Senate Bill 1 (SB 1)**

California State Senate Bill signed in 2017 implementing various taxes and fees to provide funding for repair and maintenance of state highways and local roads, trade corridor improvements, and public transit and active transportation support.

#### **Senate Bill 743**

California State Senate Bill signed in 2013 requiring a move away from vehicle delay and level of service (LOS) within California Environmental Quality Act (CEQA) transportation analysis. Also require the identification of new metrics for identifying and mitigating transportation impacts, such as Vehicle Miles Traveled (VMT) per capita and VMT per employee.

### **Service Hours**

Hours incurred by revenue vehicles from the time the vehicle leaves the operating division until it returns to the operating division.

**Service Miles**

Miles incurred by revenue vehicles from the time the vehicle leaves the operating division until it returns to the operating division.

**Short Range Transit Plan (SRTTP)**

A 10-year financially constrained projection of transit-related capital and operating expenses and revenues.

**Silicon Valley BART Extension (SVRT)**

VTA's BART Silicon Valley Extension. The project extends BART from Warm Springs, through Milpitas and downtown San Jose to Santa Clara, a distance of 16.1 miles. The project includes construction of a heavy rail rapid transit system, all ancillary requirements, and the upgrading of the existing BART system to be fully integrated with the enhanced service of the Silicon Valley Extension. Six stations and a maintenance and vehicle storage yard are proposed along the alignment.

**Silicon Valley BART Extension-Phase II**

The second phase of VTA's BART Silicon Valley Extension. Implements the remaining 6 miles from the Berryessa Station through downtown San Jose continuing onto the City of Santa Clara. Includes four stations and a maintenance and vehicle storage yard.

**Silicon Valley Berryessa Extension (SVBX)**

The first phase of the BART to Santa Clara County Project. Implements the first 10 miles from Warm Springs to San Plumas Avenue in San Jose.

**Silicon Valley Radio Interoperability Authority (SVRIA)**

A joint powers authority formed in 2010 to coordinate, manage, and plan regional public safety technology initiatives.

**State Transit Assistance (STA)**

A portion of the revenues budgeted annually by the state for the Transportation Planning & Development Account. Funds are used for mass transit operations, transit coordination projects, and transportation planning. These funds are apportioned to the regional transportation planning agencies according to a formula based on population and annual transit operator revenues.

**State Transportation Improvement Program (STIP)**

A multi-year planning and expenditure plan adopted by the California Transportation Commission for the State Transportation System that is updated in even-numbered years.

**Supervisory Control and Data Acquisition (SCADA)**

Industrial control systems - computer systems that monitor and control industrial, infrastructure, or facility-based processes.

**Surface Transportation Program**

A flexible funding program for mass transit and highway projects.

**Sustainability Program**

A program designed to strengthen VTA's commitment to the environment through the conservation of natural resources, the reduction of greenhouse gases, the prevention of pollution, and the use of renewable energy and materials. Goals and strategies for VTA's Sustainability Program were formally adopted by the Board of Directors in February 2008.

**Sustainable Communities Strategy**

Senate Bill 375 (Steinberg) signed into law in 2008. This legislation directs the California Air Resources Board (CARB) to set regional targets for reducing greenhouse gas emissions. SB 375 requires each

## VTA FY 2020 & FY 2021 ADOPTED BIENNIAL BUDGET

Metropolitan Planning Organization to include a “Sustainable Communities Strategy” in the regional transportation plan that demonstrates how the region will meet the greenhouse gas emission targets.

### **Swap Agreement**

An agreement between a borrower and a swap counterparty in conjunction with a fixed-to-variable rate or variable-to-fixed rate swap.

### **Synthetic Fixed Rate**

The resulting rate a borrower will pay on an issue of variable rate obligations after entering into a variable-to-fixed interest rate swap.

## **T**

### **Title VI**

Section of the Civil Rights Act of 1964 which assures nondiscrimination in the distribution of funds under federally assisted programs.

### **Traffic Congestion Relief Program**

A program established in 2000 to provide \$2 billion in funding for traffic relief and local street and road maintenance projects throughout California.

### **Transit and Intercity Rail Program**

A program that provides grants to fund transformative capital improvements to modernize intercity, commuter, and urban rail systems, and bus and ferry transit systems.

### **Transit Assistance Program**

A program providing discounted fares for low income adults not receiving other forms of transportation support.

### **Transit Sustainability Policy**

A policy that provides a framework for the efficient and effective expenditure of funds to achieve the highest return on transit investments. The policy guides the development and implementation of new transit services, as well as the refinement of existing services. VTA’s Transit Sustainability Policy was adopted by the Board of Directors in February 2007.

### **Transportation Development Act (TDA)**

An act passed by the state Legislature in 1972 allowing each county to elect to participate in a quarter-cent state sales tax program for public transportation purposes. TDA sales tax revenues are apportioned by the state, through the regional transportation planning organizations, to each participating county based on the amount collected within that county.

### **Transportation Fund for Clean Air (TFCA)**

Funds generated by a \$4.00 surcharge on vehicle registrations used to implement projects and programs to reduce air pollution from motor vehicles.

### **Transportation Network Company (TNC)**

An organization that provides pre-arranged transportation services for compensation using an online-enabled platform to connect passengers with drivers using the driver’s personal vehicle.

**True Interest Cost (TIC)**

A method of calculating the overall cost of a financing that takes into account the time value of money. The TIC is the rate of interest that will discount all future payments so that the sum of their present value equals the issue proceeds.

**U**

**Undesignated Reserves**

Reserves that have not been restricted or designated by the entity for other specific use.

**Unfunded Obligations**

Obligations or liabilities for which funds have not been identified or provided.

**Urbanized Area (UZA)**

An area defined by the United States Census Bureau that includes one or more incorporated cities, villages, and towns (or “central place”) and the adjacent densely settled surrounding territories (or “urban fringe”) that together have a minimum of 50,000 persons.

**V**

**Vehicle Registration Fee – SB 83**

Senate Bill 83 (Hancock), signed into law in 2009, authorized countywide transportation agencies to implement a vehicle registration fee of up to \$10 on motor vehicles registered within the county to fund transportation programs and projects.

**VTA SmartPass**

Partnership between VTA and Santa Clara Valley employers, residential communities, and colleges/universities for transit card with unlimited use of VTA bus and light rail services. Employers, residential communities, colleges, or universities purchase annual/school-term passes for full-time employees/residents/students at a given site for one low cost. Formerly known as Eco Pass.

**VTP 2040**

A 25-year plan developed by VTA which provides policies and programs for transportation in the Santa Clara Valley including roadways, transit, Intelligent Transportation Systems, bicycle, pedestrian facilities, and land use. The VTP is updated every three to four years to coincide with the update of the Regional Transportation Plan.

**Z**

**Zero Emission Bus (ZEB)**

An urban bus certified to have zero exhaust emissions of any pollutant under any and all conditions and operations. This includes hydrogen-powered fuel cell buses, electric trolley buses, and battery electric buses.

**Zero-Based Budgeting**

A budgeting method in which all expenses must be justified for each new period. Zero-based budgeting starts from a “zero base” and every function within an organization is analyzed for its needs and costs.

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