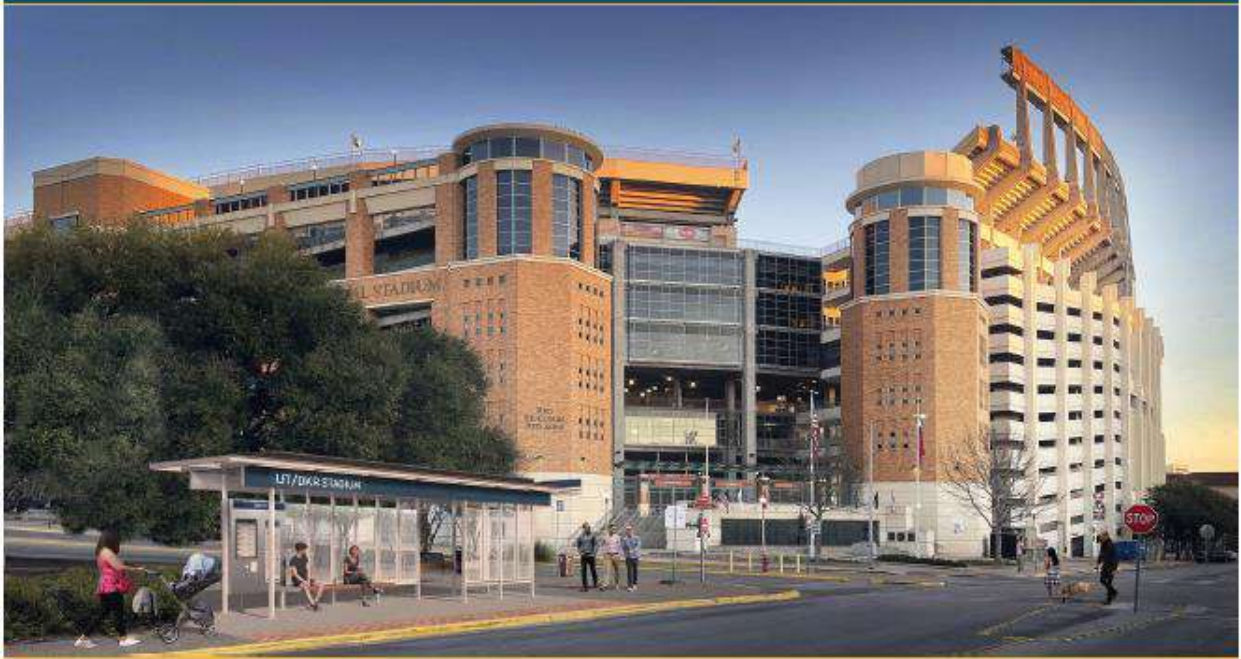


**APPROVED**

# FY2024 Operating & Capital Budget

## & 5-Year Capital Improvement Plan



Capital Metropolitan Transportation Authority | Austin, Texas

**CapMetro**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Capital Metropolitan Transportation Authority  
Texas**

For the Fiscal Year Beginning

**October 01, 2022**

*Christopher P. Morill*

Executive Director

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## Organization of the Budget Document

This document is the annual budget for Capital Metropolitan Transportation Authority (CapMetro or the Authority) for the period October 1, 2023 - September 30, 2024. A budget is a formal plan of action, expressed in monetary terms, for a specified period of time. This document details CapMetro's plan for Fiscal Year (FY) 2024.

### Major Sections

CapMetro's budget document is divided into nine sections: Introduction and Overview, Financial Policies, Financial and Service Summary, Capital Budget, Long-Range Financial Plan, Operating Detail by Department, Glossary, Index and Appendices. Each section contains information on the process for budget approval.

Introduction and Overview .....	7
This section provides an overview of CapMetro's mission, history, infrastructure, service area, long-range strategic goals and organization by department.	
Financial Policies .....	28
This section describes the policies that guide financial decisions at CapMetro.	
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This section includes financial highlights, statements, factors affecting revenues, expenses and detailed service levels information.	
Capital Budget .....	59
This section describes the capital projects that support strategic goals and includes estimated funding sources and anticipated impact on operational costs.	
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This section contains the 10-year forecast for financial resources and expenditures based on planned levels of service and strategic goals.	
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This section has detailed information on each department's function, structure and operating budget.	
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# Introduction and Overview



CapMetro

To the CapMetro Board of Directors, staff, customers, partners, and communities of Central Texas,

CapMetro's Core Values guide the agency's every action, as they are the foundation of the Strategic Plan, which in turn informs our budgeting process: Safety, Innovation, Equity, Sustainability and Transparency. In Fiscal Year 2023, our teams committed every day to fulfilling CapMetro's mission of connecting people, jobs, and communities by providing quality transportation services. Our ridership reached numbers we haven't seen in years, we focused on building our frontline team and managed to hire hundreds of operators, mechanics and other team members, and improved service reliability, our lost time percentage has decreased, reaching about 1% in June 2023.

Though FY2023 saw a lot of improvement in the wake of the years-long COVID-19 public health crisis, the agency has more work to do in FY2024. While the impacts from COVID-19 will continue to be a reality, CapMetro has pivoted and is focused on how we deliver on being the agency our community wants and needs today. The world is not the same place it was before the pandemic, and CapMetro will reflect that reality in a context sensitive way and one that prepares us for the future.

This is my first budget as the President and CEO of CapMetro, and over the next year, we will strive to continue being thoughtful and effective stewards of our agency's resources through realistic goals that align with the vision of the Board of Directors and our community.

Our focus is to be the best, most efficient public transit agency for our region and continue to be a reliable and trustworthy community partner by delivering on key commitments, initiatives, and projects. We will continue to collaborate with our partners on the Project Connect program, work on transforming our fare system technology, focus on establishing our new headquarters, and so much more.

I am proud to present the FY2024 Budget, on behalf of the entire CapMetro team.

## **FY2023 Significant Activities and Achievements**

- CapMetro made great strides in solidifying a stable future for the agency in FY2023. The Board approved me, Dottie Watkins, as permanent President and CEO in January 2023 and the purchase of a new headquarters at 3100 East 5<sup>th</sup> Street in June 2023, which is expected to provide enough space for our administrative staff for at least 20 years. The new property is immediately adjacent to our facility at 2910 East Fifth Street, which will allow our administrative staff to remain connected to our frontline team and daily operations in a campus-like environment.
- We continued to improve our Red Line commuter rail through various projects, most notably the McKalla Station. Crews began construction on the highly anticipated station near Q2 Stadium, which will also feature a double track, quiet zones and drainage improvements, and are expected to finish in the next fiscal year. The agency also finished construction on the Leander-Lakeline Double Tracking project in December 2022. The project makes the CapMetro Rail service more reliable today, by allowing service to recover faster in the event of a disruption and will eventually allow us to increase service frequency along the Red Line in the future.
- CapMetro remains committed to our Small City partners across the region and voters in both Manor and Lago Vista remained committed to us in FY2023. Both cities voted to stay in the CapMetro service area in November 2022 and we look forward to a continued partnership and investment in public transit with them for years to come.



- We also received several grants from the U.S. Department of Transportation and Federal Transit Administration this past year. They awarded us with two grants, equaling \$66 million, for our future CapMetro Rapid Lines, Expo and Pleasant Valley, which allows us to continue construction with the expected completion date of 2025. We were also awarded a \$20 Million Bus and Bus Facilities Grant to help build a Demand Response and Operations Facility, a \$950,000 Bus Automation Grant which will go towards exploring how automated bus operations can help in our bus yards and maintenance facilities, and an \$18 Million RAISE grant to help improve our Plaza Saltillo station along the Red Line. The continued support from the USDOT, FTA and our Congressional delegation plays a key role in our efforts to improve our agency for all Central Texas, and we thank them immensely for working with us this past year.
- We also updated our Service Standards and Guidelines for the first time since 2015 after staff completed an extensive community engagement process to gather input on key priorities for our region. The new set of policies that will guide our staff on how best to update our service network and amenities include an expanded set of service types, changes to our service standards, as well as updating our priority process for placing amenities at stops, and much more.
- We're also in the process of overhauling our fare system and structure. In FY2023, we launched a two-month pilot for our new fare structure and technology, including the new Amp system, which will bring greater efficiency and equity to paying for fares through a physical card or in the CapMetro App. Alongside Amp, the agency is also in the process of updating its fare structure with two new segments called fare capping and Equifare. Fare capping is a new way to pay for rides and save money by limiting or "capping" how much our customers pay for all their trips each month, while Equifare will be a reduced fare for qualifying individuals. The successful pilot program tested various segments, including both new fare structures, physical Amp cards, and online Amp systems, which allowed staff to gain feedback on necessary changes to the permanent program ahead of FY2024's anticipated release.

## **FY2024 Planned Projects and Initiatives**

The FY2024 budget is drafted with the intent to remain efficient and fiscally responsible. This year's budget enables CapMetro to continue improving our operations and service levels, while also delivering crucial projects and commitments with Project Connect and our 5-year capital improvements plan using our current staff.

In the upcoming fiscal year of FY24, our dedication remains steadfastly fixed on strategic priorities for the agency. These priorities, among others, encompass pioneering the establishment of the first-ever transit police department, upholding our commitment to deliver service excellence to every rider within our expansive system, fostering collaboration with elected and appointed officials to harness mobility prospects, and orchestrating the transformation of our digital technology landscape to enhance process improvement.

*Highlights of the approved FY2024 budget include:*

- The agency will continue implementing our new fare system to ensure an equitable structure for our entire community. It's expected to be fully launched by the end of FY2024.
- We will be completing construction on the McKalla Station at Q2 Stadium. Crews have been working hard since breaking ground in 2022 and construction is expected to be completed by the start of the 2024 Austin FC season. We will also be continuing construction on the new CapMetro Rapid Expo Center and Pleasant Valley Lines to stay on track to open them in 2025.

- We'll work to establish a new Pickup Zone for our Dove Springs neighbors in Southeast Austin, which we are hoping to launch in January 2024.
- Our facilities team will focus on establishing our new headquarters at 3100 East 5<sup>th</sup> Street to allow our administration staff to be closer to operations at 2910 East 5<sup>th</sup> Street and reduce our reliance on rent across the city of Austin.
- Progress on creating a Transit Police department will continue in FY2024. Our main priorities are focused on finishing our TCOLE certification, establishing our police facility on Cameron Road, and starting the process to hire officers, once the former two are complete.

CapMetro's core mission is to enhance, empower and serve our community, and it's not something our staff take lightly. Ensuring our service is reliable and gets our customers where they need to go guides our every decision and it will continue to do so as we complete the key projects the community has entrusted us with to help improve our region this next fiscal year.

We are committed to a thorough FY2024 budgeting process to guarantee our agency is mindful of how we utilize the resources we are given. I am looking forward to our exciting year ahead and am deeply grateful for the continued trust and support.

Sincerely,



Dottie L. Watkins  
President & CEO

## **Austin Area Information, History and Economy**

CapMetro is the regional public transportation leader for Central Texas. The Central Texas region is one of the fastest-growing areas in the country, and mobility and traffic congestion remain top concerns. CapMetro was created in 1985 in accordance with Chapter 451 of the Texas Transportation Code and was established by a voter referendum on January 19, 1985, to provide mass transportation service to the metropolitan area and is funded in part by a 1% sales tax levied by its service area members.

Since 2010 the Austin metropolitan area has gained about 705,000 residents, a 41% population growth, according to the latest U.S. Census Bureau figures. According to the Capital Area Metropolitan Planning Organization (CAMPO) 2045 Regional Transportation Plan, the total population in the six-county Central Texas region of Bastrop, Burnet, Caldwell, Hays, Travis and Williamson Counties is projected to continue to increase, growing from 1.7 million in 2010 to nearly 4.7 million in 2045.

The Austin area is host to six universities, a robust community college system and numerous other institutions of higher learning. In Austin, 49% of adults 25 years or older hold a bachelor's or advanced degree, compared to 29% for Texas and 31% for the U.S. The University of Texas at Austin (UT), a world-class center of education and research, is the 7th largest public university in the U.S. in terms of undergraduate enrollment.

Austin is nationally recognized as a great place to live due in part to its diverse and eclectic population, as well as an environment that allows a year-round outdoor active lifestyle. Austin's quality of life has become its most significant economic development engine, and the city's diverse demographics serve to support and enrich its quality of life.

### History

Starting as a small town to be called Waterloo, Austin was selected to be the capital of the Republic of Texas in 1839 and then renamed after Stephen F. Austin. By using the electricity generated by the Great Granite Dam, manufacturers utilized a well-established power grid to assist the U.S. in the war effort during World War II and pulled itself out of the Great Depression as much of the rest of the country had. After that several research laboratories and high-tech companies were brought to the area by the stable power and established educational base in the area. A growth that continues to this day. Population growth and a creative cultural wave continued from the 1960s to the current day and a musical boom drew national attention to the city because of artists such as Stevie Ray Vaughan and Willie Nelson. Music festivals such as Austin City Limits (ACL) and art/culture/technology conventions such as South by Southwest (SXSW) continue to make the Greater Austin Area a destination for tourism as well as an excellent place to live, creating a fertile environment for various forms of transit.

### Economy

Austin-Round Rock-Georgetown held its number two position in the Milken Institute's Best-Performing Cities 2023 report. It is the fifth consecutive year the Austin region ranked in the top three. According to the report, "The city benefits from a strong labor market, with rapid job and wage growth in the past five years", and "the Austin-Round Rock area continues to be bolstered by a robust tech scene".

The overall economic activity of the Austin-Round Rock metropolitan statistical area (MSA) continued to grow at a brisk rate of 13.8% growth in 2022 per the Business Cycle Index by the Federal Reserve Bank of Dallas and continues to grow in 2023 with a 7% increase in the index through May compared to the same period the previous year.

In 2022, the Texas real gross domestic product (GDP) grew 3.4% compared to 2021, slightly higher than the increase in the U.S. annual growth rate.

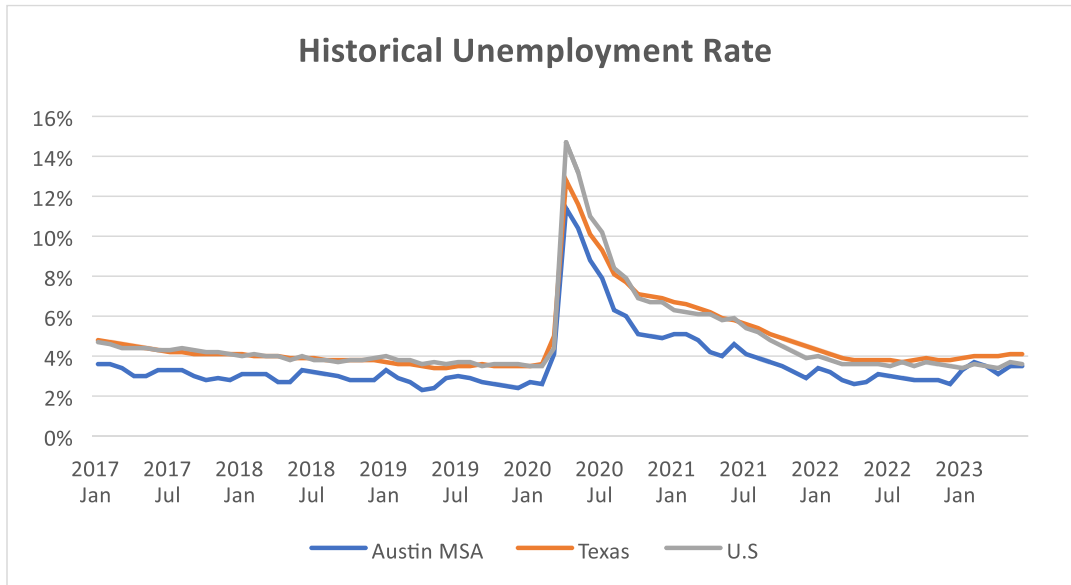
## Employment

The statewide unemployment rate decreased to 3.8% in 2022 from 4.5% in 2021 but is still higher than the record low of 3.5% in 2019. Texas gained nearly 8.9 million new nonfarm jobs in 2022.

Austin has a high demand for skilled workers as seen in the manufacturing sector, which continues to move from traditional to advanced manufacturing requiring specific, highly technical skills. High-tech companies, including Apple, Amazon, Tesla, Oracle, Alphabet, Meta, Dell and Indeed, have a large presence in the Austin area.

The Austin area had an 8.7% increase in employment in 2022, gaining more than 1,226,000 net new nonfarm jobs in the calendar year. Job growth in the Austin-Round Rock MSA from April 2022 to April 2023 was ranked 4th among the largest 51 metropolitan areas per the U.S. Bureau of Labor statistics.

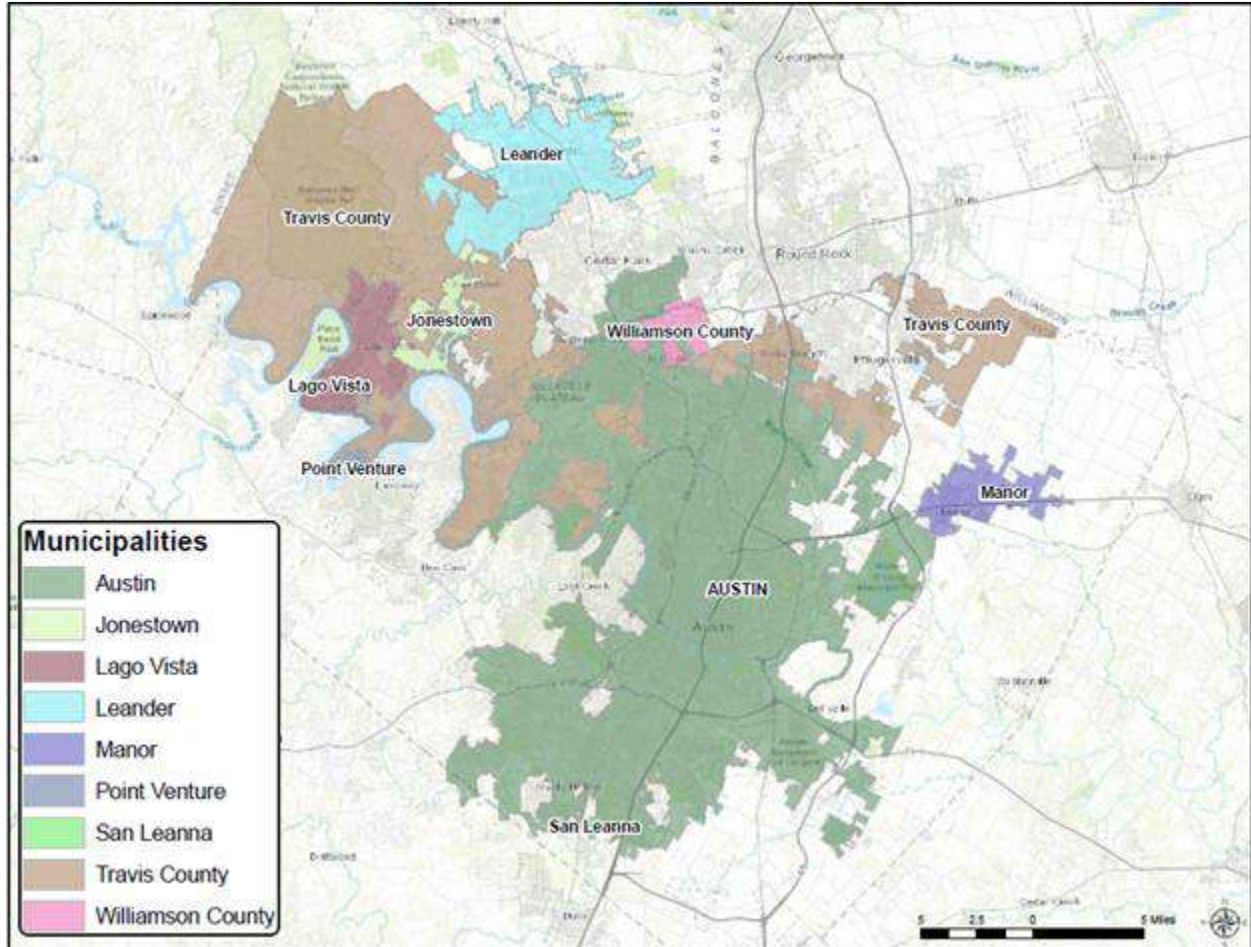
The Austin area unemployment rate of 2.6% in December 2022 was well below the state and national unemployment rates of 3.8% and 3.5% respectively and is comparable to the Austin area pre-pandemic rate of 2.6% in February 2020. The area's largest employers are the State of Texas, the University of Texas, the city of Austin and many technology companies, such as Apple, Alphabet, IBM, Amazon and Samsung.



Source: Bureau of Labor Statistics and Texas Workforce Commission

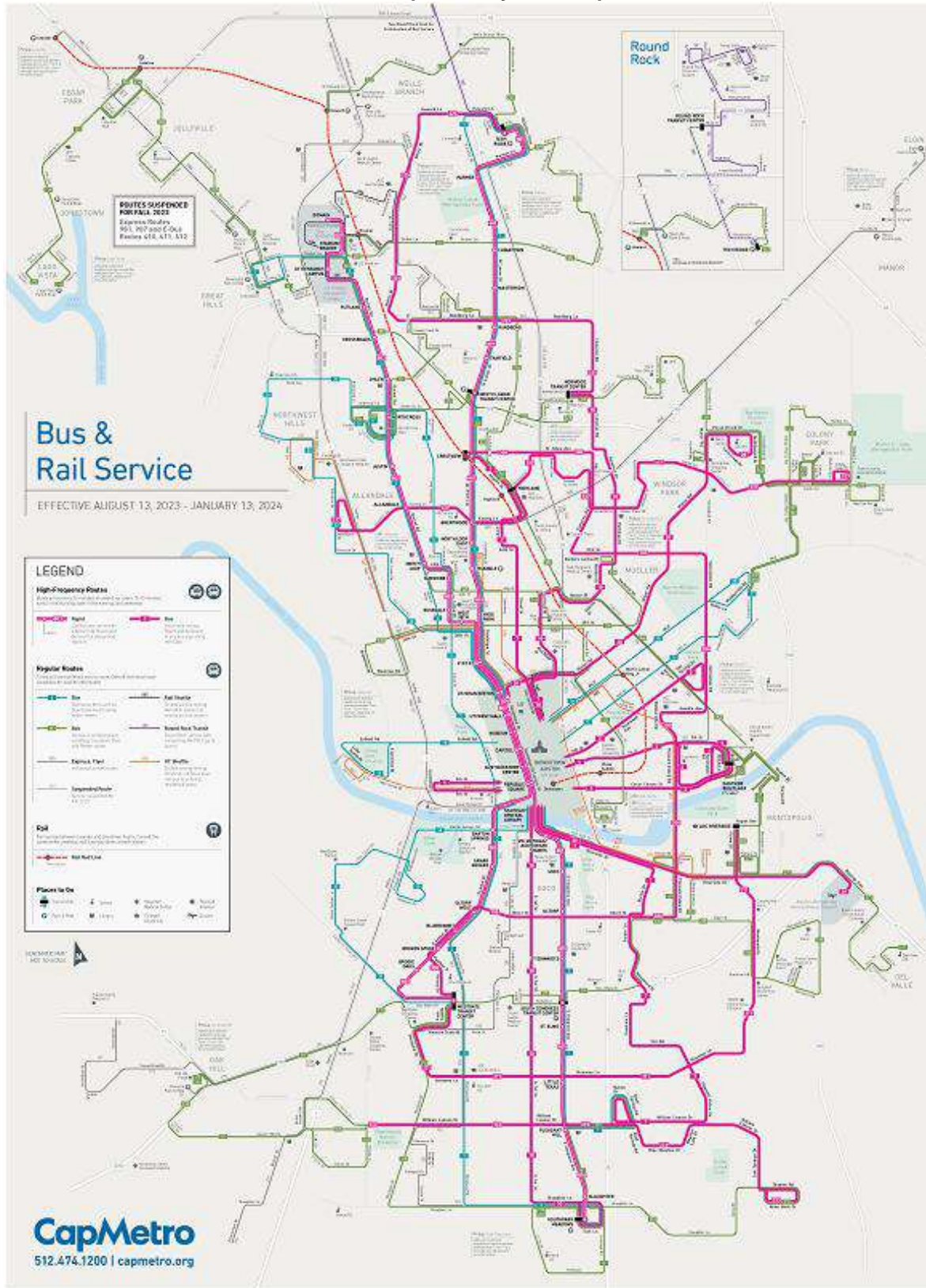
## Service Area Member Cities and Communities

The CapMetro service area extends across approximately 542 square miles and includes more than 1.3 million residents. The following map shows the CapMetro service area. The areas that participate in the agency include Austin, Jonestown, Lago Vista, Leander, Manor, Point Venture, San Leanna, and Precinct Two of Travis County and the Anderson Mill area of Williamson County.



This information is to be used for reference purposes only. Capital Metro does not guarantee the accuracy of this material and is not responsible for any misuse or misrepresentation of this information.

## CapMetro System Map



This information is to be used for reference purposes only. Capital Metro does not guarantee the accuracy of this material and is not responsible for any misuse or misrepresentation of this information.

## **Community Information and CapMetro Engagement**

CapMetro is invested in the Central Texas community and has adopted a Community Engagement Policy to ensure the community is part of its decision-making process. CapMetro works with four citizen advisory committees, which provide recommendations and feedback on planning, operations and services (the first three are appointed by the board of directors): the Customer Satisfaction Advisory Committee (CSAC), the Access Advisory Committee (AAC), the Diversity, Equity and Inclusion Community Advisory Group and the Public Safety Advisory Committee (PSAC). In addition, the agency is a partner with dozens of stakeholder organizations throughout the region to ensure their voices are considered.

CapMetro partners with various nonprofit, cultural, business and social service organizations to serve the community. In 2023, the agency continued our partnerships with organizations like the Paramount Theatre, ATX Kids Club, Dress for Success, Creative Action, Austin Parks Foundation, TILT, Financial Health Pathways and the Central Texas Food Bank and forged new ones with groups like Con Mi Madre, AVANCE, Age of Central Texas, DivInc, and Todos Juntos Learning Center.

Over the last year, CapMetro has worked closely with Transit Empowerment Fund (TEF) and the community to identify opportunities to enhance the program. As a result, in FY2024, CapMetro will launch a new transit pass for people experiencing homelessness to further complement the suite of work accomplished through our partnership with TEF and the other CapMetro fare programs. Since its establishment in 2012, the program has provided more than 10 million rides.

In 2021, CapMetro continued to partner with H-E-B and For the Children, Inc. to collect school supplies through the Stuff the Bus program. For the Children, Inc. is an Austin-based nonprofit organization that provides basic school supplies to children who qualify for the federal Free and Reduced-Price Lunch Program. Its goal is to reach all elementary school children in the 10 school districts in Central Texas. In 2022, the program collected enough to provide more than 160,000 school supply kits to Central Texans.

CapMetro supports emergency response operations, both within and outside of the service area, by sending buses to be used as temporary shelters during floods, fires and other emergencies. In addition, when temperatures fall below 32 degrees, CapMetro sends “cold weather buses” for Austin-area residents experiencing homelessness, transporting them to local emergency shelters in cooperation with the city of Austin’s Office of Emergency Management. The agency has provided similar support when the city has issued extreme heat warnings, to transport people to cooling centers.

CapMetro’s engagement team has continued its hybrid approach to public involvement both in-person and virtually. Areas of focus for Community Engagement include: performing engagement for Project Connect in coordination with the Austin Transit Partnership to support the program’s engineering, design and implementation efforts; collaborating with the CapMetro Planning department to launch phase I and phase II of equitable transit-oriented development (ETOD) engagement, with an emphasis on small focus groups to hear from communities of color; supporting agencywide proposed fares program with the development of a community involvement plan. The CapMetro Art program expanded the Art on the Bus program in partnership with Creative Action to several area school districts including Austin, Leander, Manor and Del Valle. This program collaborates with the Marketing team, featuring student artwork on five vehicle wraps through an art engagement curriculum focusing on sustainability and the value of transit. Additionally, it launched a Diversity Equity and Inclusion Art project to highlight National Heritage Months and partnered with local artists to engage the community in the design creation.

Future plans for CapMetro call for the continued growth of its community engagement programming, including CapMetro Cares and CapMetro Art. CapMetro Cares strives to amplify the good causes of local nonprofits by offering a limited opportunity for qualifying organizations to use available space on CapMetro vehicles. CapMetro Music's pop-up performances at bus stops provide an enjoyable experience for riders and enable local musicians to amplify their music.

## **Benefits of Public Transportation**

### **Saves Money:**

Riding transit is an affordable option. The average cost of car ownership is \$774 a month. CapMetro has some of the lowest fares in the nation. A 31-Day Pass for local services costs our customers just \$41.25, almost 20 times less than the cost of owning and maintaining a car.

### **Protects the Environment and Improves Air Quality:**

Switching to riding public transportation is one of the most effective actions individuals can take to reduce their carbon footprint. Car transportation accounts for nearly half of the carbon footprint of a typical American family with two cars; it is by far the largest source of household emissions and, as such, the largest target for potential reductions. The average passenger car in the U.S. produces just under one pound of carbon dioxide per mile traveled. If just one driver per household switched to taking public transportation for a daily commute of 10 miles each way, it would save 4,800 pounds of carbon dioxide per household per year. Each year since 2019, CapMetro engages the community and children in this conversation through the Electric Bus Art contest to raise awareness of the benefits of electric buses.

### **Improves Health:**

Riding CapMetro is a healthy choice. Studies have shown that regular transit riders tend to be healthier because of the exercise they get walking to and from bus stops, train stations and their homes or offices. Compared to car travel, traveling by bus carries 23 times less risk of fatal injury and five times less risk of non-fatal injury. Additionally, those who drive less frequently tend to have lower levels of stress. Reduced stress levels can decrease the risk of cardiovascular disease and improve mental health. Riding transit also increases the opportunity for social connections. Stronger social networks within a community have been shown to have positive correlations with physical and mental well-being.

### **Manages Traffic Congestion:**

According to Texas A&M's Texas Transportation Institute, (TTI), Austin ranked 12th in travel-time delay for medium-sized cities with an index of 1.33, meaning peak-hour travel takes an average of 33% longer than free-flow travel, particularly on I-35 and MoPac. Drivers in the region are wasting millions of hours annually stuck in traffic.

Transit agencies play an important role in reducing congestion by providing transportation alternatives and supporting land use patterns that reduce vehicle travel. Based on the most recent TTI report on congestion, public transportation saved travelers 865 million hours in travel time and 450 million gallons of fuel. During rush hour, a full 40-foot bus can take 35 cars off the road, a full train more than 100 cars.



## Governance

An eight-member board of directors has governance responsibilities over CapMetro. The 2009 Texas Legislature changed the composition of the CapMetro board as shown below:

- ◆ Three members appointed by CAMPO, of whom
  - One must be an elected official.
  - One must have at least 10 years of experience as a financial or accounting
  - One must have at least 10 years of experience in an executive-level position.
- ◆ Two members appointed by the city of Austin, of whom
  - One must be an elected official.
- ◆ One member appointed by Travis County Commissioners.
- ◆ One member appointed by Williamson County Commissioners.
- ◆ One member, who must be an elected official, appointed by all small city mayors (excludes city of Austin).

<u>BOARD MEMBER</u>	<u>APPOINTING BODY</u>	<u>TERM EXPIRES</u>
Jeffrey Travillion, Chair	Travis County	June 1, 2024
Leslie Pool, Vice Chair	City of Austin	June 1, 2025
Becki Ross, Secretary	Small Cities	June 1, 2024
Eric Stratton	Williamson County	June 1, 2026
Paige Ellis	Capital Area Metropolitan Planning Organization	June 1, 2025
Diane Bangle	Capital Area Metropolitan Planning Organization	June 1, 2026
Jose "Chito" Vela	City of Austin	June 1, 2025
Matt Harriss	Capital Area Metropolitan Planning Organization	June 1, 2024

## Management

CapMetro's executive management team has diverse experience and the skills to lead the organization into the future.

<b>Executive Management Team</b>	
President and Chief Executive Officer	Dottie Watkins
Deputy Chief Executive Officer	Kerri Butcher
Executive Vice President, Chief Financial and Risk Officer	Catherine Walker
Executive Vice President, Chief Experience and Engagement Officer	Samantha Alexander
Executive Vice President, Strategic Programs and Organizational Readiness	Molly King
Executive Vice President, Engineering, Construction and Operations Systems	Dave Kubicek
Executive Vice President, Chief Strategic Planning and Development Officer	Sharmila Mukherjee
Executive Vice President, Administration, Diversity and Inclusion Officer	Donna Simmons
Executive Vice President, Chief Operating Officer	Andrew Skabowski
Executive Vice President, Systemwide Accessibility and Chief Safety Officer	Gardner Tabon
Senior Vice President, Chief Information Officer	Tanya Acevedo
Vice President, Procurement and Chief Contracting Officer	Muhammad Abdullah
Vice President, Government Affairs	Leroy Alloway
Vice President, Demand Response and Innovative Mobility	Chad Ballentine
Vice President, Chief Counsel	Brad Bowman
Vice President, Facility Management and Capital Construction	Kenneth Cartwright
Vice President, Internal Audit	Terry Follmer
Vice President, Rail Operations	Muriel Friday
Vice President, Chief Information Security Officer	John Kiczek
Vice President, Power Systems	John Martin
Vice President, Rolling Stock and Support Equipment	Rahul Nair
Vice President, CBTC, Signals and Operational Networks	Juan Rincon
Vice President, People & Culture	Benjamin Sims
Vice President, Bus Operations and Maintenance Oversight	Miles Turpin

## System Facility and Fleet Characteristics

### CapMetro Facilities

CapMetro Headquarters  
700 Lavaca, Austin, Texas 78701  
19,671 square feet, 2019

Future CapMetro Headquarters  
3100 E. Fifth St., Austin, Texas 78702  
182,716 square feet, 2023

Administrative Office and Administrative Facility  
2910 E. Fifth St., Austin, Texas 78702  
Administration: 42,840 square feet, 1986  
Maintenance: 116,495 square feet, 1986

Transit Store, Paratransit Eligibility  
209 W. Ninth St., Austin, Texas 78701  
7,052 square feet, 2013

Future Transit Store, Paratransit Eligibility  
1705 Guadalupe. Master Unit 1  
Austin, Texas 78701  
7,749 square feet, 2023

Administrative Annex/Childcare Facility  
624 Pleasant Valley, Austin, Texas 78702  
25,500 square feet, 2006

Administrative Office  
507 Calles Street, Austin, Texas 78702  
12,181 square feet, 2019

Demand Response Services Facility  
509 Thompson Lane, Austin, Texas 78742  
24,821 square feet, 2000

North Operations Facility  
9315 McNeil Road, Austin, Texas 78758  
136,827 square feet, 2008

MetroBike Maintenance Facility  
1000 Brazos, Suite 100, Austin, Texas 78701  
4,850 square feet, 2022

Transit Police Station  
8200 Cameron Road, Austin, Texas 78754  
9,246 square feet, 2023

Central Warehouse  
9715-A Burnet Road, Austin, Texas 78758  
20,822 square feet, 2023

### Park & Ride Facilities

#### **Austin**

Great Hills Park & Ride  
Howard Station Park & Ride  
Lakeline Station Park & Ride  
New Life Park & Ride  
Norcross Transit Center  
North Lamar Transit Center  
Pavilion Park & Ride  
Pinnacle Park & Ride  
South Congress Transit Center  
SouthPark Meadows Park & Ride  
Tech Ridge Park & Ride

Triangle Park & Ride  
Westgate Transit Center

#### **Jonestown**

Jonestown Park & Ride

#### **Lago Vista**

Lago Vista Park & Ride

#### **Leander**

Leander Station Park & Ride

#### **Manor**

Manor Park & Ride

## Rail Stations

Leander Station and Park & Ride  
Lakeline Station and Park & Ride  
Howard Station and Park & Ride  
Kramer Station  
Crestview Station

Highland Station  
MLK Jr. Station  
Plaza Saltillo Station  
Downtown Station

## Fleet Description

Diesel buses: 337  
Electric buses: 19  
MetroRapid buses: 55  
Fixed-route vans: 4  
Paratransit vans: 108  
Pickup vans: 32  
Rail vehicles: 10

## **Business Planning and Budget Process**

### **Overview**

Chapter 451 of the Texas Transportation Code mandates that CapMetro's board adopt an annual operating and capital budget of all major expenditures by type and amount. The budget must be adopted before the beginning of each fiscal year and before CapMetro conducts any business in the new fiscal year. CapMetro's fiscal year begins on October 1.

CapMetro's governing legislation further provides that the board shall hold a public hearing on the proposed operating budget prior to its adoption and shall, at least 14 days before the date of the hearing, make the proposed budget available to the public. After adoption, the board may subsequently amend the budget after public notice and hearing.

### **Business and Service Planning Linked to Strategic Goals**

The strategic planning process begins when the board and management meet to review and discuss CapMetro's long-range vision and organizational mission and goals.

The board and the management team worked together to develop the FY2024 Strategic Plan to focus on four strategic goal areas:

- ◆ Customer
- ◆ Community
- ◆ Workforce
- ◆ Organizational Effectiveness

Annual service levels are developed based on the strategic goals, objectives and tasks identified in the plan. Each department develops a business plan and a budget that support the service levels and the objectives in the strategic plan.

The board receives semiannual reports on the status of the strategic plan and the progress of the initiatives and key performance indicators (KPIs) within the plan.

# CORE VALUES

**Safety, Equity, Innovation,  
Transparency and  
Sustainability**

### Mission

To empower, enhance and serve the region and its communities through the responsible delivery of high-quality public transportation.

### Vision

CapMetro is integral to the region and its communities, providing connectivity, fostering economic activity and ensuring safe, environmentally sustainable and equitable access to opportunity.

Goals	Objectives
<p><b>Customer</b> Provide a convenient, desirable and accessible option for mobility in the region and its communities.</p>	<ul style="list-style-type: none"> <li><b>A</b> Provide a reliable and safe transit service.</li> <li><b>B</b> Continue to improve the customer experience.</li> <li><b>C</b> Ensure the system is accessible for everyone in the region.</li> </ul>
<p><b>Community</b> Demonstrate our value to a growing region by collaborating with partners and communities.</p>	<ul style="list-style-type: none"> <li><b>D</b> Support sustainable growth through improved access to jobs, services and opportunities.</li> <li><b>E</b> Continue to improve the environment by transforming into a fully carbon-neutral transit agency by 2040.</li> <li><b>F</b> Engage the community, customers and stakeholders in a constant process to reflect their input in the transit system and respond to immediate needs.</li> <li><b>G</b> Foster community conversations to improve regional mobility.</li> </ul>
<p><b>Workforce</b> Invest in a productive and valued workforce.</p>	<ul style="list-style-type: none"> <li><b>H</b> Recruit, hire and develop an engaged workforce from a diverse talent community.</li> <li><b>I</b> Foster an inclusive, collaborative culture that develops a diverse and engaged workforce.</li> <li><b>J</b> Expand and develop a highly skilled workforce to meet the changing needs of the agency and community.</li> </ul>
<p><b>Org. Effectiveness</b> Deliver responsibly and sustainably on the mission.</p>	<ul style="list-style-type: none"> <li><b>K</b> Be a fiscally responsible and transparent steward of public funds.</li> <li><b>L</b> Advance the culture of safety throughout the organization.</li> <li><b>M</b> Balance investments while prioritizing a state of good repair.</li> </ul>

Annual Calendar	Month
Board provides strategic direction for the coming year.	January
Management team develops objectives and strategies to achieve organizational goals.	February
Budget development begins.	February
Department managers develop business plans that support achievement of objectives.	April
Board reviews strategic plan.	May
Board reviews proposed budget. Staff provides budget updates to the Access Advisory Committee. Staff provides budget updates to the Customer Satisfaction Advisory Committee. Staff holds meetings with stakeholders.	July/August
Proposed budget document is posted online for public review (14-day requirement).	August
Staff conducts budget outreach across service area for public input.	Late August
Board holds public hearing on proposed budget	Mid-September
Board is scheduled to adopt budget.	Late September
Approved budget document is published.	October

## **Basis of Budget and Basis of Accounting**

CapMetro accounts for its operations as a proprietary (enterprise) fund. Proprietary funds are used to account for operations that: (a) are financed and operated in a similar manner to private business where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

As a proprietary fund, the budget is prepared on a full-accrual basis of accounting. This means that expenses are recognized as they are incurred, and revenues are recognized when earned. Accounting records and financial statements are developed and maintained in accordance with generally accepted accounting principles (GAAP).

To prepare the budget, CapMetro uses a zero-based budgeting concept. Each year, expenses must be justified to the president and chief executive officer, the deputy chief executive officer, the chief financial and risk officer, the executive team and Budget staff. Revenue projections are developed based on service levels, ridership estimates and the economic outlook. CapMetro's policy is to prepare a structurally balanced budget such that estimated ongoing revenue is sufficient to fund ongoing operating expenses and to use the accumulated fund balance prudently for capital investment or one-time needs.

### **Budget Assumptions**

#### Service Area

It is assumed that the service area will sustain minimal changes.

#### Sales Tax Rate

The sales tax rate is anticipated to remain at 1%.

#### Service Levels

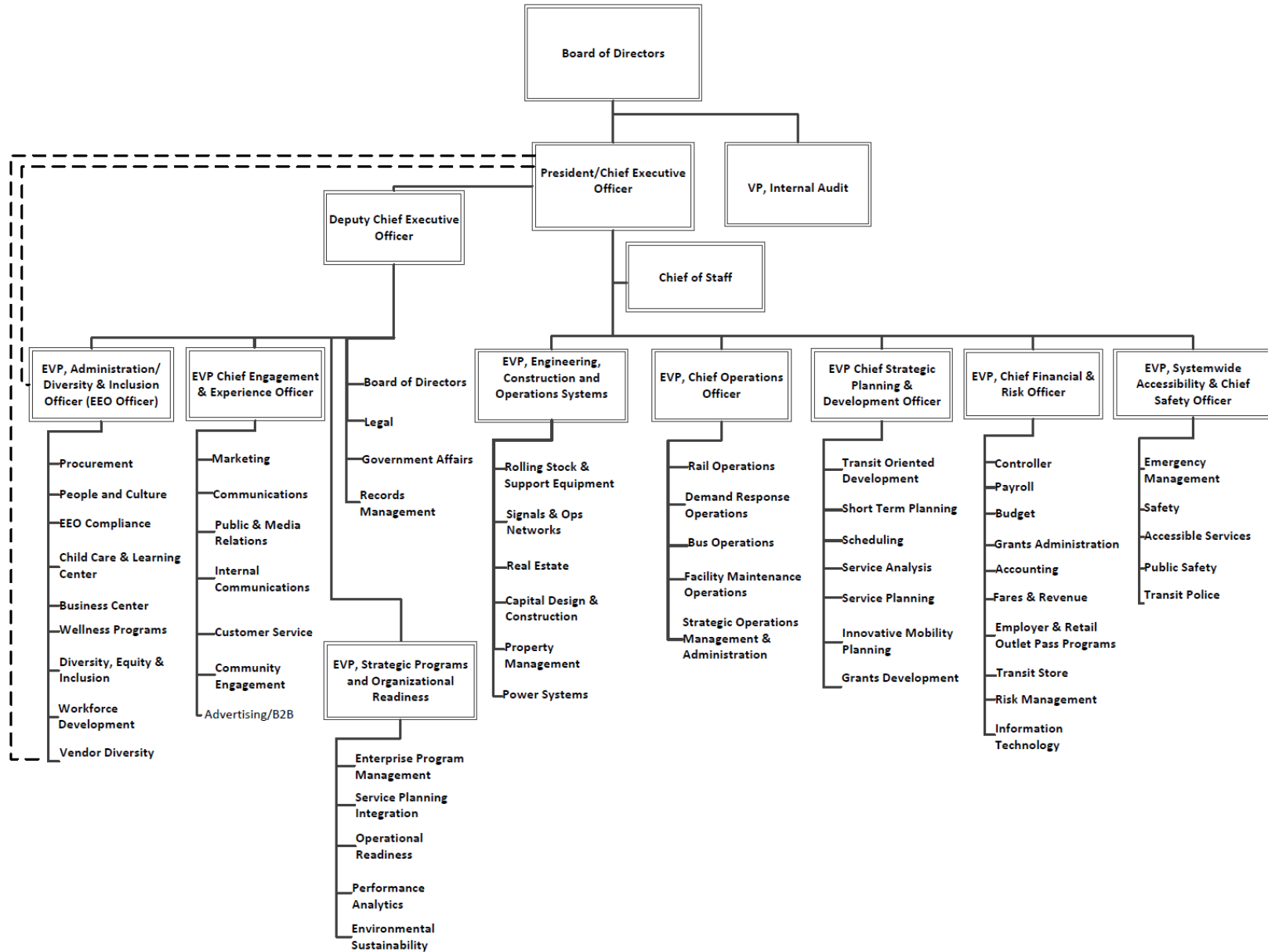
It is assumed that bus and rail service miles and hours traveled will be funded at budgeted levels. Further details are available in the Financial and Service Summary section.

#### Staffing Levels

The Full-Time Equivalent (FTE) Staffing Chart shows the staffing levels by department, which will increase by a combined 36 FTEs in FY2023 and FY2024. FY2023 additions totaled 24 and the remaining 12 are planned for FY2024 to begin standing up the new Transit Police department.



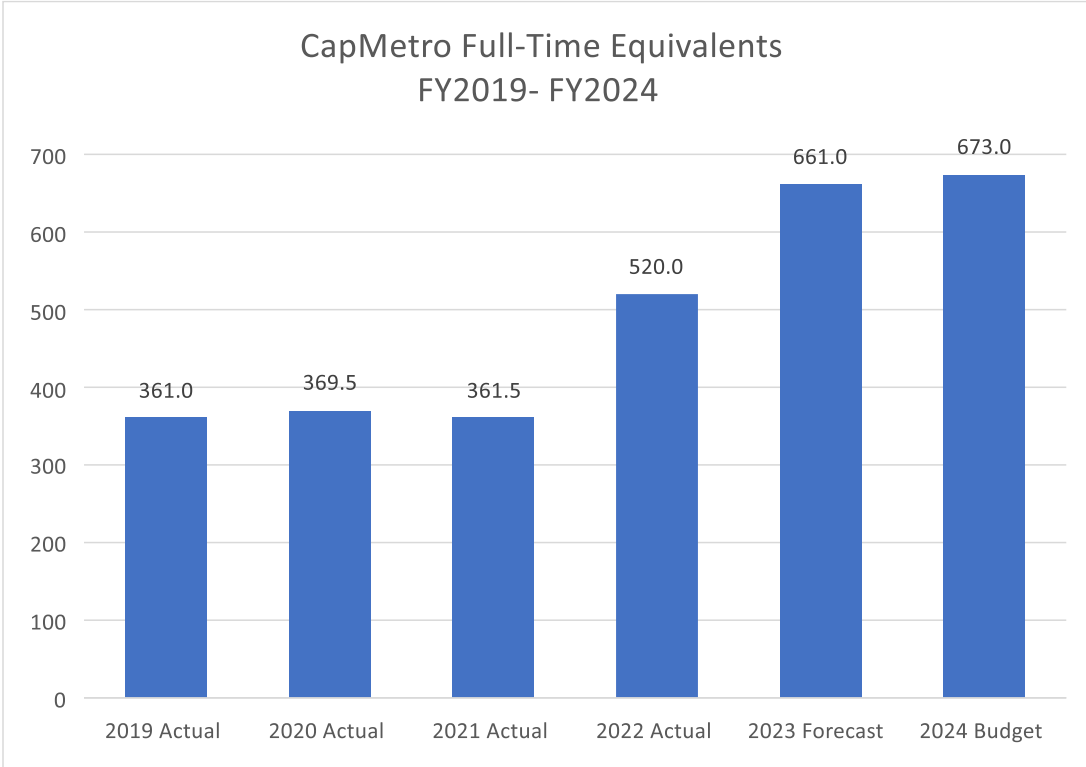
## Organizational Chart



## Full-Time Equivalent Staffing Chart

Department	FY2022 Actual	FY2023 Budget	FY2023 Staffing Changes	FY2024 Staffing Changes	FY2024 Budget
Board of Directors Support	1.00	1.00	-	-	1.00
Business Center	-	-	-	-	-
Capital Construction, Engineering and Design	-	-	1.00	-	1.00
Capital Design and Construction	9.00	14.00	2.00	-	16.00
CBTC Signals and Operational	-	-	1.00	-	1.00
Child Care Center	-	-	-	-	-
Community Engagement	5.50	7.50	(1.00)	-	6.50
Customer Care	16.00	18.50	(1.50)	-	17.00
Demand Response Control and Call Center	31.00	38.00	(1.00)	-	37.00
Demand Response Oversight	5.00	5.50	0.85	-	6.35
Diversity, Equity and Inclusion	2.00	5.00	1.00	-	6.00
Executive Staff	8.00	8.00	(1.00)	-	7.00
Finance	33.50	37.50	(3.00)	-	34.50
Government Affairs	1.00	5.50	-	-	5.50
Information Technology	50.50	64.50	2.00	-	66.50
Innovative Mobility	2.00	2.50	(0.15)	-	2.35
Internal Audit	3.00	3.00	3.50	-	6.50
Legal	6.50	7.50	-	-	7.50
Marketing and Communications	20.00	25.00	1.00	-	26.00
MetroBike	12.00	13.00	0.30	-	13.30
Operations and Maintenance Oversight	99.00	123.00	12.00	-	135.00
Paratransit Eligibility	9.00	12.00	-	-	12.00
People and Culture	27.00	30.50	5.00	-	35.50
Power Systems	-	-	1.00	-	1.00
Procurement	21.00	20.00	2.00	-	22.00
Project Connect	9.00	-	-	-	-
Project Connect Integration	4.00	10.00	(10.00)	-	-
Property and Asset Management	9.50	12.00	(3.50)	-	8.50
Public Facilities	18.00	28.00	(5.00)	-	23.00
Public Safety and Emergency Management	56.50	70.50	-	-	70.50
Rail Commuter Operations	8.00	11.50	-	-	11.50
Rail Freight Management	1.00	1.00	-	-	1.00
Real Estate and Facility Planning	4.00	4.00	1.00	-	5.00
RideShare	1.00	1.00	-	-	1.00
Rolling Stock and Support Equipment	-	-	1.00	-	1.00
Safety	12.00	16.50	1.00	-	17.50
Strategic Planning and Development	25.00	29.00	1.50	-	30.50
Strategic Programs and Organizational Readiness	9.00	10.00	9.00	-	19.00
Systemwide Accessibility	1.00	2.00	-	-	2.00
Transit Police	-	-	4.00	12.00	16.00
Wellness and Fitness Center	-	-	-	-	-
<b>Total CapMetro FTEs</b>	<b>520.00</b>	<b>637.00</b>	<b>24.00</b>	<b>12.00</b>	<b>673.00</b>

The following chart shows full-time equivalents for CapMetro from FY2019 to FY2024.



# 2

# Financial Policies



CapMetro

## Summary of Financial Policies

CapMetro is not included in any other governmental “reporting entity” as defined in Section 2100, Codification of Governmental Accounting and Financial Reporting Standards. The appointed members of the board have the authority to make policy decisions, select the president and chief executive officer of CapMetro and maintain primary accountability for fiscal matters. CapMetro is in compliance with its financial policies.

CapMetro’s primary financial goal focuses on providing effective and efficient transportation services and systems to the public using a balanced budget. The financial goals of CapMetro are to:

- Operate under a balanced budget.
- Safeguard and maximize resources.

The following guidance and policies are in place to achieve these goals:

- CapMetro operates under a balanced budget. CapMetro’s definition of a balanced budget is in accordance with the Texas Transportation Code, Section 451.103.
- CapMetro utilizes the zero-based budgeting concept.
- Capital assets are recorded at cost and are depreciated over their useful life using the straight-line method.
- Fixed assets for capitalization and financial reporting purposes are purchased items that have a useful life of more than one year, are of a tangible nature and have a value of \$5,000 or more, net cost, not including trade-ins or any taxes, licenses.
- Sales tax revenue is accrued monthly based on information provided by the Texas Comptroller of Public Accounts.
- CapMetro funds its capital improvements with sales taxes and grants, primarily from the Federal Transit Administration (FTA). Revenue is recognized when all eligibility requirements have been met. The grantor retains a reversionary interest in the capital asset over the estimated useful life of that asset.

Per policy, CapMetro will establish accounting practices that conform to generally accepted accounting principles as set forth by the authoritative standard-setting body.

An annual audit will be performed by an independent certified public accounting firm and an annual comprehensive financial report shall be issued no later than six months following the end of the fiscal year.

The independent certified accounting firm shall report the results of the annual audit to the board’s Finance, Audit and Administration Committee no later than 60 days after the issuance of the annual comprehensive financial report. The chief financial officer shall be responsible for establishing processes to ensure timely resolution of audit recommendations, if applicable.

CapMetro shall provide its annual share of contributions to retirement plans in accordance with actuarial recommendations.

Investments shall be made prudently in conformance with CapMetro’s Investment Policy and state statute.

All grants and other federal and state funds shall be managed to comply with the laws, regulations and guidance of the grantor.

A five-year financial forecast shall be prepared annually projecting revenue and expenditures. The forecast shall be used as a planning tool in developing the following year's budget and five-year capital improvement plan.

A financial forecast that spans a longer planning horizon shall be prepared at least every five years, or more frequently if dictated by changing conditions or priorities. The long-range financial forecast shall be developed in conjunction with CapMetro's comprehensive service plan development to evaluate whether estimated funding sources are sufficient to address service priorities over the planning period.

The board shall adopt a budget for the coming fiscal year as required by Section 451.102 of the Code, and a five-year capital improvement plan as required by Section 451.135, no later than its September board meeting. As required by statute, the proposed budget will be made available for public review at least 14 days prior to the board meeting.

Budget accountability rests primarily with individual departments. Department directors and the Finance department shall review budget variances on a monthly basis. Significant budget variances will be further evaluated by the Finance department, the respective department director and business unit vice president to determine whether remedial action is required. If remedial action is required, the Finance department will make recommendations to the Chief Executive Officer, the Deputy Chief Executive Officer and the Chief Operating Officer to address the variance.

Section 451.103 of the Code states that an agency may not spend on operations in excess of the total amount specified for operating expenses in the annual operating budget. CapMetro maintains budget control at the departmental level for purposes of operational spending. Section 451.133 of the Code states that an agency may not spend for capital improvements in excess of the total amount allocated for major capital expenditures in the annual budget. CapMetro maintains budget control at the project level for capital expenditures.

CapMetro is in compliance with its financial policies.

### **Reserves and Contingencies Policy**

CapMetro will maintain the following reserve and budgetary contingency accounts in addition to any cash balances that must be maintained to support current spending requirements. CapMetro management will report quarterly to the board of directors and annually as part of the budget development and long-range planning processes the reserve and budgetary contingency balances and any significant changes to the balances.

- A statutory operating reserve equal to at least two months of operating expenses. The prior fiscal year's actual audited operating expenses will be used when calculating the allocation. The statutory operating reserve is to be used at the discretion of the board only if the board considers the expenditure necessary to address circumstances that could not have been planned or anticipated. Expenditures from the reserve should provide temporary financing for emergencies or unforeseen extraordinary needs.
- A capital project reserve equal to at least 10% of the five-year annual average capital expenditure of the adopted Five-Year Capital Improvement Plan, but not less than \$2 million. The capital reserve is

to be used at the discretion of the board or the chief executive officer for needed capital costs not already included in CapMetro's budget for a given year.

- A budgetary operating contingency account equal to 2% of the prior fiscal year's actual operating expenses, but not less than \$1 million. The operating contingency account is to be used at the discretion of the board or the chief executive officer to provide for unforeseen needs that arise during the year, including new service needs that are identified after the budget process. Transfers to and from the contingency account of \$150,000 or more are to be reported to the board of directors quarterly.
- A self-insurance reserve equal to at least 25% of the prior fiscal year's actual claim payments. The self-insurance reserve is to be used at the discretion of the board only to fund claims not already included in CapMetro's budget for a given year.
- A budget stabilization reserve ("rainy day fund") equal to one month of annual average operating expenses. The budget stabilization reserve is to be used at the discretion of the board of directors, in times of unexpected revenue shortfall caused by events such as significant economic downturns.
- The \$10 million sustainability capital fund was established in FY2022 to support CapMetro's sustainability vision plan.
- A \$7 million facility master plan reserve fund was established in March 2022 as CapMetro addresses one of the largest needs of the agency. An additional \$23 million was added during FY2022 and an additional \$30 million contribution in FY2023 bringing it up to a total of \$60 million, which was utilized for the purchase of a future headquarters facility at 3100 East 5<sup>th</sup> Street in August 2023.
- In March 2022, a regional partnership with small-member cities and a one-time \$10 million transit-supportive infrastructure fund was established.
- Additional reserves may be created by the agency to set aside funds for specific future purposes. These reserves are to be used at the discretion of the chief executive officer.

CapMetro is in compliance with its reserve and contingency policy.

### **Summary of Debt Policy**

Debt: Section 451.352 of the Texas Transportation Code authorizes an authority to issue bonds at any time and for any amounts it considers necessary or appropriate for the acquisition, construction, repair, equipping, improvement or extension of its transit authority system with the following conditions:

- The board, by resolution, may authorize the issuance of bonds payable solely from revenue.
- Bonds, any portion of which is payable from taxes, may not be issued until authorized by a majority of the votes received in an election ordered and held for that purpose.
- CapMetro's bonds may be sold at a public or private sale as determined by the board to be more advantageous.
- The board, by resolution, may issue short-term bonds secured from revenue or taxes received if the debt has a term not exceeding 12 months, and the bond is payable with taxes or other revenue

received on or after the date of issuance and before the end of the fiscal year following the fiscal year during which the bonds were issued.

- CapMetro may not issue short-term debt (less than 12 months in duration) or bonds secured by the revenue of the agency to finance the purchase, acquisition, construction, operation or maintenance of a fixed-rail transit system without a voter referendum.

**Pension Obligation Bonds:** Section 451.139 of the Transportation Code gives CapMetro the authority to issue bonds in the amounts necessary for managing or funding retiree pension benefit obligations for pension plans existing as of January 1, 2011, and that result from the competitive bidding of transit services required by Section 451.137. The use of this bonding authority is strictly limited, and it is the board's policy to use the authority only in a manner that is consistent with the original intent of the law and only at such a time as it can be justified in terms of the long-term financial sustainability of CapMetro.

**Contractual Obligations:** Chapter 271, Subchapter A of the Local Government Code authorizes CapMetro to execute, perform and make payments under a contract with any person for the use or the purchase or other acquisition of personal property, or the financing thereof. This provision specifically applies to the purchase or lease of personal property or for financing the acquisition of personal property, such as vehicles. Projects involving purchases of real property or improvements to real property cannot be financed using contractual obligations under state law.

- The contract must (1) be on terms considered appropriate by the board, (2) be in the form of a lease, a lease with an option or options to purchase, an installment purchase or any other form considered appropriate by the board, including that of an instrument that would be required to be approved by the Texas Attorney General, provided that contracts in such form must be approved by the attorney general, (3) be for a term approved by the board and contain an option or options to renew or extend the term and (4) be made payable from a pledge of all or any part of any revenues, funds or taxes available to CapMetro for its public purposes.
- Subject only to applicable constitutional restrictions, the board may obligate taxes or revenues for the full term of a contract for the payment of the contract. The contract may be for any term not to exceed 25 years.

**Lease Financing:** Lease obligations may also be considered appropriate for financing capital. Lease financing should be considered when determined to be more beneficial, either economically or from a policy perspective. Factors to be considered and evaluated include the useful life of the capital, the terms and conditions of the lease, market convention and the impact on debt capacity and budget flexibility.

The primary goal of the board is to minimize the use of debt and to use debt financing prudently when it is utilized. CapMetro will keep outstanding debt within the limits prescribed by state law and at levels consistent with its creditworthiness objectives. CapMetro will maintain debt service coverage ratios consistent with the best practices for local government debt issuance. At a minimum, the debt service coverage ratio for financial planning purposes will be set at an average coverage ratio of two times net revenue over annual debt service costs. The debt-to-net-revenue coverage ratio will be calculated and presented to the board annually and included in CapMetro's Annual Comprehensive Financial Report.

CapMetro is in compliance with its debt policy.



## Summary of Fare Policy

### **Purpose**

The purpose of this policy is to establish goals, objectives and guidelines to assist CapMetro's board and staff in making decisions regarding adjustments to fares. All such decisions will also be made in accordance with CapMetro's enabling legislation, Texas Transportation Code Section 451, as amended, and FTA fare requirements including 49 Code of Federal Regulations (CFR) section 609 for reduced fares. When considering increasing or restructuring fares, CapMetro will conduct a comprehensive review of ways to reduce costs and increase ridership and the corresponding effects on farebox recovery, to minimize the effects of fare changes on customers. CapMetro's fare recovery ratio remained relatively stable at close to 6% over the last three fiscal years.

### **Goal**

The goal of this fare policy is to support CapMetro's overall strategic mission to provide quality public transportation choices for our community that meets the needs of our growing region. To accomplish this mission, CapMetro must develop and use its resources in a manner that ensures sustainable business growth.

### **Fare Policy Review**

CapMetro will review its fare policy and pricing annually with the expectation that fares may need to be adjusted to keep pace with the increase in the cost of transit operations. Generally, fare changes will become effective in conjunction with service changes in January or August. Recommendations for fare adjustments will be developed in conjunction with the budget process for the following fiscal year. No fare increases are planned during FY2024.

CapMetro is in compliance with its fare policy.

## Current Fare Structure

Fare Type	Local	Local Equifare	Local Reduced	Commuter	Commuter Equifare	Commuter Reduced	CapMetro Access
Single Ride	\$1.25	\$1.00	\$0.60	\$3.50	\$3.00	\$1.75	\$1.75
Day Pass	\$2.50	\$2.00	\$1.25	\$7.00	\$6.00	\$3.50	None
7-Day Pass	\$11.25	None	None	\$27.50	None	None	None
31-Day Pass	\$41.25	\$33.00	\$20.60	\$96.25	\$77.00	\$48.10	\$46.50

Additional Passes	
CapMetro Access 10-Ride Ticket Booklet	\$17.50
CapMetro Access Monthly Pass	\$46.50
Stored Value Card (\$20.00 value)	\$20.00
Stored Value Card (\$40.00 value)	\$40.00

Local: CapMetro Bus, High-Frequency routes, UT Shuttle, CapMetro Rapid and Pickup.

Commuter: CapMetro Rail and CapMetro Express (Commuter passes are also valid on all Local services).

Reduced Fares are available to qualified riders with a CapMetro Reduced Fare ID. Seniors 65 and older, Medicare cardholders, active-duty military personnel and people with disabilities may obtain the ID for \$3.00 from the CapMetro Transit Store and is valid for two years.

Fare Capping: A pay-as-you-go system to reduce or "cap" customer spending on fares in a day or month.

Equifare: A discounted fare category for income-eligible customers.

Kids 18 and younger ride free on all CapMetro services.

CapMetro Access Monthly Passes are valid for all Local and Commuter services. Customers riding Local or Commuter services with a valid CapMetro Access Monthly Pass also need a valid CapMetro issued CapMetro Access ID.

CapMetro Access Single Ride and 10-Ride Ticket Booklets are valid only for CapMetro Access services. The tickets are not valid for Local or Commuter services.

Metro RideShare program provides eligible groups of four to 12 people with a month-to-month vanpool lease agreement including maintenance, insurance, 24-hour roadside assistance and a fuel purchasing program. The cost of a MetroRideShare vanpool varies and is based on vehicle selection, commute distance and number of riders sharing the monthly vanpool lease, plus fuel and tolls. Groups must either start or end their trip within the CapMetro service area. CapMetro provides a monthly subsidy to offset the monthly lease of the vanpool vehicle. CapMetro will provide ½ the cost of the monthly lease agreement paid directly to the vanpool service provider.

## Expense Policies

### **Expenditure Accountability**

All invoices are reviewed on multiple levels. Monthly and quarterly reports that provide operational accountability are provided to department directors, the executive team and the board. Capital project budgets and progress are monitored and reported to the department directors, the senior management team and the board at predetermined intervals. CapMetro has an Internal Audit department that reports directly to the board and is an independent source of objective advice.

### **Income Taxes**

CapMetro is a political subdivision of the state of Texas and is not subject to income taxation.

### **Procurement Policy and Procurement Methods**

CapMetro's Procurement department is responsible for purchasing all required goods and services in accordance with sound public contracting policies and procedures. These policies are designed to provide timely delivery of goods and services, quality customer service and savings through:

- Obtaining the most competitive market price to meet or exceed the agency's needs.
- Maintaining effective and user-friendly processes and systems.
- Building strategic partnerships with internal customers.
- Obtaining maximum value from supplier relationships.
- Providing education tools for procurement teams, customers and suppliers.

CapMetro is in compliance with its procurement policy, which is entitled "Acquisition Policy."

CapMetro uses a variety of procurement methods. Selecting the best method is dependent on several factors. One important factor is estimated price. Small purchases expected to cost less than \$50,000 are purchased via CapMetro's "small purchases" method of procurement. Other infrequently used procurement methods include sole source, emergency procurements and statement of qualifications for statutory professional services that must comply with the Texas Professional Services Act.

### **Micro Purchases**

Purchases less than \$10,000 are micro-purchases and can be completed without securing competitive quotes if the price is fair and reasonable. Procurement staff and employees using purchasing cards for micro-purchases are required to equitably distribute the purchase of like goods and services among qualified suppliers. Micro-purchase procedures may not be used for construction contracts with a value of \$2,000 or more.

### **Request for Quotes**

A request for quotes (RFQ) is used when a good or service is expected to cost between \$10,000 and \$50,000. A brief description of the item is provided to vendors, who submit written quotes to CapMetro by an established deadline. Whenever possible, CapMetro distributes an RFQ through PlanetBids, a third-party solicitation distribution website. Vendors can register with PlanetBids and receive a free subscription. Registered vendors will automatically receive notification of CapMetro solicitations that match their profile.

### **Large Purchases**

Purchases in excess of \$50,000 require more comprehensive methods than those used for small purchases. These purchases are solicited using a full and open competitive process to allow all prospective bidders an opportunity to do business with CapMetro. Special efforts are made to make the vendor community aware of CapMetro's requirements. Solicitations are advertised in newspapers and transit

industry publications, and CapMetro distributes solicitation notifications to registered vendors on PlanetBids.

Occasionally, if it is deemed to be in the best interest of the Authority, we may utilize state and local governmental cooperatives. These cooperatives use procurement methods that are in full compliance with all federal and state best practices for full and open competition.

The basic types of procurement methods used for large purchases are invitation for bids (IFB) and request for proposals (RFP). Generally, goods/commodities are procured via IFB, and services through RFP. The solicitation includes a detailed purchase description and/or statement of work, contractual terms and conditions, and instructions on how to submit an offer. Solicitations generally remain open for 30 days.

For IFBs, CapMetro awards contracts to the responsive and responsible bidder offering the lowest price. A bid is responsive if it meets all the material requirements of a solicitation. A bidder is responsible if it can demonstrate the capacity and willingness to meet the requirements (e.g., proper equipment, manpower, financial resources and technical expertise). An award is made to the “low bidder” only if the bidder meets both tests of responsiveness and responsibility.

For RFPs, awards are not based on price alone but include additional weighted factors of importance specified in the solicitation. An independent evaluation team reviews the proposals submitted, and the vendor/contractor offering the best value to the Authority is selected.

For each solicitation, CapMetro assigns a contract administrator as the primary point of contact. In addition, a conference is generally scheduled well in advance of the bid/proposal submission deadline so vendors may obtain clarification. Information contained in the proposals or concerning the number or identity of offerors is unavailable to the public or CapMetro staff members who do not have a legitimate need to know prior to the recommendation of award of a contract. After evaluation of all offers, CapMetro awards a contract. Contracts in the amount of \$150,000 and above require approval by CapMetro's board of directors.

# 3

## Financial and Service Summary



CapMetro

## Fund Balance, Reserves and Contingency Requirements

Sound governmental financial practices require the accumulation and maintenance of funds to help stabilize the budget when needed or to accumulate funds for future spending requirements. An entity's accumulated fund balance provides funds that may be needed to address shortfalls that can occur periodically, such as temporary cash flow shortages, emergencies, global pandemics or other unforeseen events. These balances also help provide funding for long-term capital needs. Through years of responsible budgeting and prudent fiscal management, CapMetro is in a strong financial position with fully-funded reserves. These reserves will provide financial resiliency and the funding needed to deliver transit services to the community and ensure that a stable financial position is maintained coming out of the recent economic crisis. In FY2022, CapMetro completed a comprehensive assessment of its transit assets and developed a long-range financial forecast that includes a funding framework for the systematic replacement of assets.

Senate Bill 650 was passed by the Texas Legislature in 2011. This legislation requires CapMetro to establish a reserve account in an amount equal to or greater than actual operating expenses for two months. The amount held in reserve shall be adjusted annually based on CapMetro's actual operating expenses for the 12 months immediately preceding the adjustment. This reserve account is referred to as the "statutory operating reserve."

In FY2023, CapMetro's budget met the operating reserve requirements set forth by the Texas Legislature. The statutory operating reserve account is fully funded at \$48.0 million based on the FY2022 Annual Comprehensive Financial Report and is expected to increase to approximately \$71.2 million in FY2024 as depicted in the table that follows. CapMetro established the statutory operating reserve account on September 1, 2016. The reserve amount will be adjusted annually when audited financial information becomes available. In addition to the statutory operating reserve, the board approved an operating contingency account to be funded at a minimum of \$1 million each year.

CapMetro set aside funding to help provide for critical needs including a capital expansion fund of \$60 million between FY2018 and FY2021 that was transferred to the Austin Transit Partnership (ATP) to be used for implementation of the Project Connect System Plan. CapMetro has also budgeted additional amounts to contribute to the ATP for the Project Connect System Plan of \$30.0 million in FY2023 and \$20.6 million in FY2024.

While sales tax receipts were increasing, CapMetro began funding a budget stabilization reserve in FY2016. This reserve was approved by the board in 2010 and was established to set aside excess revenue for use in times of unexpected revenue shortfall caused by emergencies or economic downturns. The reserve was fully funded at the targeted one month of annual average operating expenses in FY2018. In FY2024, the budget stabilization reserve is expected to increase to approximately \$35.6 million. Projections are depicted in the table that follows. A new sustainability capital fund of \$10 million was created in FY2022 for the purpose of supporting the new CapMetro Sustainability Vision Plan and future projects that are developed from the plan. The budget also includes a self-insurance reserve of approximately \$1.7 million, a reserve of \$3.7 million to fund estimated commitments beyond FY2023 under interlocal agreements with the city of Austin for mobility programs. The operating budget includes \$1.5 million in appropriations for potential billings from the city of Austin in FY2023. In March FY2022, CapMetro created a Facility Master Plan Reserve Fund of \$7 million increased by \$23 million during FY2022 and an additional \$30 million in FY2023 bringing it up to a total of \$60 million, which was utilized for the purchase of a future headquarters facility at 3100 East 5<sup>th</sup> Street in August 2023. A Small Cities Transit Supportive Infrastructure Fund of \$2.3 million has also been set aside.

**FY2024 Projected Ending Fund Balance:**

**Projected Beginning Balance** **\$425,758,839**

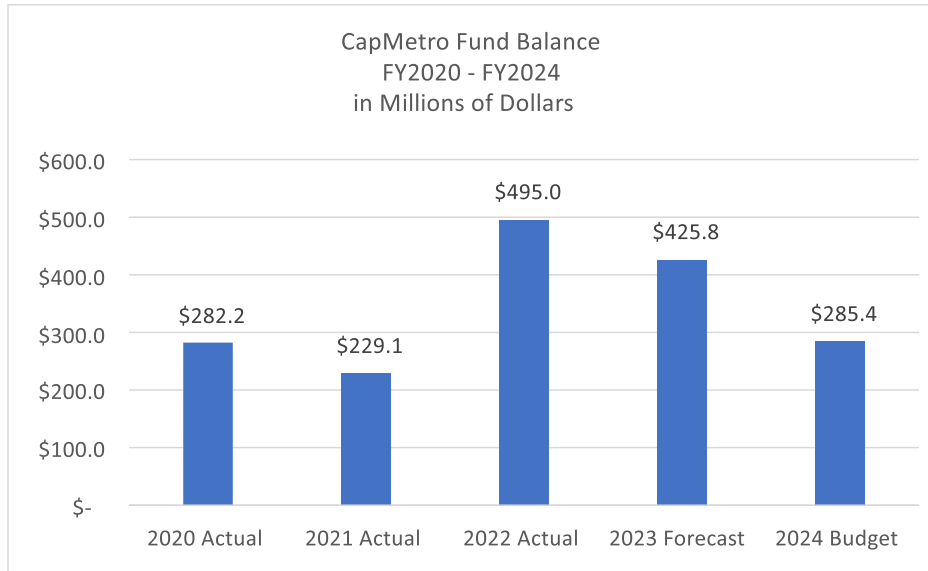
**FY2024 Projected Activity:**

+ Revenue	730,671,142
- Operating Expenses	427,453,204
- Interlocal Agreements	12,029,774
- Contribution to Austin Transit Partnership	20,600,000
- Capital Projects	410,950,712
<b>= Projected Beginning Balance</b>	<b>\$285,396,291</b>

**Breakdown of Ending Balance:**

Statutory Operating Reserve Requirement	71,242,201
Budget Stabilization Reserve	35,621,100
Facility Master Plan Reserve Fund	0
Sustainability Capital Fund	10,000,000
Small Cities Transit Supportive Infrastructure Fund	2,262,998
City of Austin Mobility Programs	3,734,990
Self-Insurance Reserve	1,716,327
Funding for 5-Year Capital Improvement Plan	160,818,675
<b>Projected Beginning Balance</b>	<b>\$285,396,291</b>

The following chart depicts the history and a projection of ending fund balance for five fiscal years.



## Revenue by Category

The following schedule summarizes FY2024 revenue projections by category and shows the increase or decrease compared to the FY2023 Budget. The schedule also depicts FY2022 actual revenue, as well as FY2023 forecast revenue. Sales tax revenue represents the primary source of revenue for CapMetro, contributing approximately 54.3% of the total revenue budget.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
Sales Tax	\$366,924,492	\$371,011,156	\$379,652,453	\$396,736,814	\$25,725,658	6.9%
Passenger Revenue	15,240,344	17,636,362	17,230,520	18,591,722	955,360	5.4%
Freight Railroad Revenue	6,773,719	6,831,803	6,651,900	6,701,074	(130,729)	(1.9%)
Miscellaneous Revenue	6,884,757	7,138,744	4,959,609	6,835,899	(302,845)	(4.2%)
Operating Contributions and Grants	214,263,893	132,926,925	85,906,573	91,140,574	(41,786,351)	(31.4%)
Capital Grants - Federal	8,057,913	81,999,520	28,842,549	74,330,752	(7,668,768)	(9.4%)
Capital Grants - State	—	5,463,163	2,672,569	3,067,594	(2,395,569)	(43.8%)
Other Capital Contributions	44,379,738	158,910,779	55,225,032	133,266,713	(25,644,066)	(16.1%)
<b>Total Revenue</b>	<b>\$662,524,856</b>	<b>\$781,918,452</b>	<b>\$581,141,205</b>	<b>\$730,671,142</b>	<b>(\$51,247,310)</b>	<b>(6.6%)</b>

## Factors Affecting Revenue

### Sales Tax Revenue

Sales tax represents the largest component of CapMetro's total revenue. Sales tax revenue can fluctuate significantly from year to year since collections are directly related to economic conditions. For FY2024, sales tax revenue is budgeted at \$396.7 million, 6.9% above the amount budgeted in FY2023 due to favorable sales tax trends. FY2023 forecasted sales tax collections are \$379.7 million, or 2.3%, more than originally budgeted.

Sales tax is levied on the sale, lease or rental of all taxable goods and services within the CapMetro service area. Certain foods and drugs as well as governmental purchases are exempted from sales tax. For FY2024, sales tax revenue is budgeted at 4.5% above the FY2023 forecast.

### Passenger Revenue

In total, \$18.6 million is projected in passenger revenue with a continued gradual increase of ridership projected. Included in the passenger revenue category are payments from the University of Texas (UT) for shuttle and bus services for their students, faculty and staff with revenue estimated at \$7.0 million. No fare increase is planned for FY2024.

Revenue from Metro RideShare, CapMetro's vanpool service is expected to continue recovering with total revenue estimated at \$1.1 million in FY2024. CapMetro projects 206 vanpools by the end of FY2024 and has 153 vanpools in service as of June 2023.



## **Freight Rail Revenue**

In June 2015, the board approved a contract with Watco Companies, LLC, for freight operations and maintenance services on CapMetro's railroad. The contract provides for a base period of 20 years with six five-year options and Watco assumed complete operation of the assigned services on October 1, 2015. The contract includes a revenue-sharing component, under which CapMetro will receive 16.5% of gross revenue each year. In FY2024, CapMetro's share of gross revenue is expected to be approximately \$5.4 million based on estimated shipping activity. As the owner of the railroad, CapMetro will continue to be responsible for certain capital investments, such as its bridge replacement program.

In January 2005, the United States Congress enacted the Railroad Track Maintenance Tax Credit — section 45G of the U.S. Tax Code. The 45G tax credit is a federal income tax credit for track maintenance conducted by short lines and regional railroads in the United States. The credit is equal to 40% (down from 50% in previous years) of qualified track maintenance expenditures and other qualifying railroad infrastructure projects estimated to an annual amount of approximately \$435,600.

The remainder of the freight rail revenue includes approximately \$824,000 and is related to licenses and fees associated with the use of CapMetro's railroad right-of-way.

## **Miscellaneous Revenue**

Revenue in this category includes \$2.4 million of lease income, \$800,000 in interest earnings, \$1.7 million in purchased transportation agreement revenue, \$1.3 million projected in advertising revenue on CapMetro buses and \$486,000 from fees generated at the Child Care Center.

## **Operating Contributions from Grants**

Grants are typically the second largest component of CapMetro's total revenue. CapMetro uses its grant funding for eligible operating and capital activities. The majority of grant funding contributed to operating activities is provided through the FTA. CapMetro has projected \$68.8 million of its Urbanized Area Formula (Section 5307) program funds for FY2024 and FY2023 carryover. For public transit agencies that operate in urban areas with a population greater than 1 million, the use of Section 5307 grants for operations is restricted to specific categories of expenses, primarily related to capital consumed for service or maintenance, special services required by the Americans with Disabilities Act (ADA), and mobility management.

Other operating expenses that will be reimbursed by federal grants during FY2024 include \$900,000 for Transit-Oriented Development, \$750,000 for Equitable Transit-Oriented Development, \$750,000 for Earmark Training Expense and \$949,500 for Bus Automation project.

## **Capital Grants**

CapMetro receives grant funding through a variety of grant programs for various capital projects. These projects include new CapMetro Rapid lines, new buses, facilities and rail infrastructure improvements. Some of the federal grant funds are apportioned to CapMetro annually by the FTA under a prescribed formula. One example is the Grants for Buses and Bus Facilities Formula Program (Section 5339(a)). CapMetro programs its annual Section 5339(a) funds to replace buses that have exceeded their minimum useful life. The State of Good Repair Program (Section 5337) is another formula grant CapMetro receives annually. It programs the funds for rail maintenance and rehabilitation projects to maintain a state of good repair. In FY2024, CapMetro also plans to allocate amounts from its FY2023 and FY2024 Urbanized Area Formula Program (Section 5307) apportionment toward revenue vehicle replacements.

Other grants have been awarded to CapMetro for specific capital projects at the discretion of the funding agency instead of by formula. Discretionary grants will provide revenue for various capital projects in FY2024 the largest of which will be the development of the Expo Center and Pleasant Valley CapMetro Rapid lines which are Project Connect program initiatives partially funded by the FTA's Capital Investment Grant Program. Other capital projects funded by discretionary grants awarded through both federal and state agencies include double tracking for commuter rail optimization in East Austin through the U.S. DOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program, a demand response operations and maintenance facility replacement and expansion through the FTA's Bus and Bus Facilities Competitive Program (Section 5339(b)), Low or No Emission Vehicle Program (Section 5339(c)), replacement of a rail bridge in the East Subdivision through the Federal Railroad Administration's Consolidated Rail Infrastructure and Safety Improvements (CRISI) program, and preliminary engineering for grade separating N. Lamar Boulevard and the CapMetro Rail Red Line and redesign of the N. Lamar Blvd. and Airport Blvd. intersection through the Federal Highway Administration's Surface Transportation Block Grant (STBG) program.

CapMetro continues to pursue other grant opportunities to maximize transit benefits available to the region. Because many of these grant programs are highly competitive, capital grant projections only reflect grants for projects that have already been awarded or for project selections that have been announced.

### **Other Capital Contributions**

Other capital contributions include \$97.6 million from the Austin Transit Partnership for reimbursement of projects within the Project Connect program sequence plan.

### **Types of Grants**

Most of CapMetro's grants are provided through programs authorized in legislation and administered by the Federal Transit Administration (FTA), one of 10 modal administrations within the U.S. Department of Transportation. The FTA's most recent authorizing legislation is the Bipartisan Infrastructure Law or BIL (enacted as the Infrastructure Investment and Jobs Act (Pub. L. 117-58)), signed into law on November 15, 2021, and effective on October 1, 2021. The BIL reauthorized federal public transportation program funding for FY2022 through FY2026. It provides a significant increase (approximately 67%) in annual funding for public transportation in comparison with the period authorized in the previous authorization, the Fixing America's Surface Transportation (FAST) Act (P.L. 114-94) of 2015. CapMetro benefits from the following major programs administered by FTA including:

#### **Urbanized Area Formula Grant (Section 5307)**

The Urbanized Area Formula Program (Section 5307) provides annual grants to U.S. Census designated urbanized areas (UZAs) for public transportation capital, planning, job access and reverse commute projects. These funds constitute a core investment in the enhancement and revitalization of public transportation systems in the nation's UZAs, which depend on public transportation to improve mobility and reduce congestion. This grant funding is apportioned using factors that are specified in the law. The UZA was apportioned approximately \$45.1 million in Section 5307 grant funds for FY2023. As the Designated Recipient of Section 5307 funds, CapMetro sub-allocated approximately \$1 million to the city of Round Rock and appropriated the rest for CapMetro services. CapMetro estimates \$45.6 million will be apportioned to the Austin, TX UZA in FY2024 and will sub-allocate \$1 million to the city of Round Rock. These funds will be applied to eligible operating expenses including but not limited to preventive maintenance, special services required by the Americans with Disabilities Act, safety-related activities and capital outlays for revenue vehicle replacement.

### **Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310)**

The Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310) program is intended to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve their special needs. Since it became the designated recipient for this program in 2014, CapMetro has been responsible for administering Section 5310 funds apportioned to the Austin UZA. In FY2023 \$1.58 million was apportioned to the Austin UZA and CapMetro estimates a similar amount will be apportioned in FY2024. CapMetro has established a competitive project selection process to award grants for projects carried out by sub-recipients. Although most Section 5310 projects are awarded to local nonprofit agencies, CapMetro uses a portion of the funds for its own activities including program administration, mobility management and for operating assistance for specific transit services.

### **State of Good Repair Grants Program (Section 5337)**

The State of Good Repair Grants Program (Section 5337) provides capital assistance for maintenance, replacement and rehabilitation projects of high-intensity fixed guideway and bus systems to help transit agencies maintain assets in a state of good repair. This grant funding is apportioned annually to states and urbanized areas with fixed guideways and high-intensity motorbus systems in service for at least seven years. The CapMetro Rail Red Line has been in service since FY2010, making it eligible for these funds. In FY2023, CapMetro was apportioned \$4.6 million and has budgeted a similar amount for FY2024. The funds will be used for activities that maintain the MetroRail in a state of good repair.

### **Bus and Bus Facilities Formula and Discretionary Grants (Section 5339)**

The Bus and Bus Facilities Formula (Section 5339(a)) program provides funding to replace, rehabilitate and purchase buses, related equipment, and bus-related facilities. This grant funding is apportioned annually to states and urbanized areas using factors that are specified in the law. CapMetro was apportioned approximately \$2.7 million in Section 5339(a) grant funds for FY2021 and has budgeted a similar amount for FY2022. These funds will be used to acquire new buses to replace vehicles that have exceeded their useful lives in terms of years and/or miles of service.

In addition to the formula bus program, the FAST Act established two programs, the Bus and Bus Facilities Competitive (Section 5339(b)) program and the Low or No Emission Vehicle (Section 5339(c)) program, for projects selected through an annual competitive process. Section 5339(b) grants may be awarded to states and transit agencies to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities. The competitive allocation provides funding for major improvements to bus transit systems that would not be achievable through formula allocations. In FY2017, CapMetro in partnership with the Capital Area Rural Transportation System (CARTS) was awarded \$11.2 million to implement a bus replacement project. Most of the buses acquired by CARTS and a portion of those acquired by CapMetro under this award were delivered in FY2019. A portion of the grant remains available for replacement of CapMetro buses used for CapMetro Express services.

Section 5339(c) include grants awarded for the purchase or lease of zero-emission and low-emission transit buses as well as acquisition, construction, and leasing of required supporting facilities. Under this program, CapMetro was awarded \$2.3 million in FY2019 and \$2.26 million in FY2020 to replace diesel buses with battery-electric buses and evaluate the performance and interoperability of various technology providers and platforms.

### **Capital Investment Grant Program (CIG)**

The Capital Investment Grant (CIG) Program is a discretionary funding program for the construction of new fixed-guideway public transportation systems and the expansion of existing systems. Eligible projects include transit rail, including subway/elevated rail (heavy rail), light rail and commuter rail, as well as bus rapid transit (BRT) and ferries. There are three categories of eligible projects under the CIG program: New Starts, Small Starts and Core Capacity. Federal transit law requires transit agencies seeking CIG funding to complete a series of steps over several years. The law requires projects to be rated by FTA at various points in the process according to statutory criteria evaluating project justification and local financial commitment. Project sponsors must successfully complete each step and receive a minimum evaluation

rating before FTA commits federal funds for the projects. CapMetro is pursuing CIG funding to implement several projects associated with the Project Connect System Plan. On February 7, 2023, CapMetro executed two Small Starts Grants Agreements with FTA for construction of the Expo Center CapMetro Rapid (\$30.9 million) and the Pleasant Valley CapMetro Rapid (\$34.7 million) lines. Both are currently under construction.

### **Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Program**

The Rebuilding American Infrastructure with Sustainability and Equity, or RAISE Discretionary Grant program, provides a unique opportunity for the DOT to invest in road, rail, transit and port projects that promise to achieve national objectives. Previously known as the Better Utilizing Investments to Leverage Development (BUILD) and Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grants, Congress has dedicated nearly \$14.3 billion for fifteen rounds of National Infrastructure Investments to fund projects that have a significant local or regional impact.

In each application period, DOT receives hundreds of applications to build and repair critical pieces of our freight and passenger transportation networks. The RAISE program enables DOT to examine these projects on their merits to help ensure that taxpayers are getting the highest value for every dollar invested. The eligibility requirements of RAISE allow project sponsors at the State and local levels to obtain funding for multi-modal, multi-jurisdictional projects that are more difficult to support through traditional DOT programs. In FY2023 CapMetro was awarded \$18 million in RAISE program funds to undertake a commuter rail optimization project. The project will fund the design, engineering, and construction of double tracks along the existing Red Line from Onion Street in the west to E. Timbes in the east. The project also includes a second station platform at Plaza Saltillo, signalization, positive train control (PTC) modifications, safer railroad crossings at five locations, construction of new active transportation infrastructure between Chicon and Pedernales, and the reconfiguration of 5<sup>th</sup> Street.

### **Other Grants**

CapMetro monitors and pursues other FTA grant opportunities to maximize transit benefits available to the region. Recent efforts have resulted in great success. For example, four CapMetro projects have been selected over five rounds of funding under the FTA's Pilot Program for Transit-Oriented Development (TOD) Planning grant program with awards ranging from \$600,000 to \$900,000. The funds have been used to conduct planning studies focused on maximizing land use and transportation development for various transit corridors. In FY2022, CapMetro was awarded \$780,100 under the FTAs Route Planning Restoration Program. The funds will be used for workforce development activities including training, recruitment, and retention of transit personnel. In FY2023, two CapMetro projects were selected for Community Projects/Congressionally Directed Spending funding. Appropriations included \$4.169 million for electric vehicle charging infrastructure (Congressman Doggett), and \$3.3 million for wheelchair-accessible vehicles at the North Austin ADA Paratransit Base (Congressman Sessions).

Grants from other Federal agencies have also been critical to the successful implementation of CapMetro projects. The Federal Railroad Administration (FRA) awarded more than \$2.3 million under the FRAs Consolidated Rail Infrastructure and Safety Improvements (CRISI) program to replace the Walnut Creek Bridge on the East Subdivision short line railroad. In FY2023, CapMetro executed an advanced funding agreement with the Texas Department of Transportation for \$4.6 million in Federal Surface Transportation Program (Federal Highway Administration) funding for environmental studies and preliminary engineering design of a CapMetro Rail Red Line grade separation project at North Lamar and Airport Blvd. Also, the Federal Emergency Management Agency (FEMA) awarded \$120,000 to CapMetro for cybersecurity and information infrastructure.

In recent years, state grants have also been an important source of funds. The Texas Commission on Environmental Quality (TCEQ) has awarded more than \$11.1 million to CapMetro through various grant programs including the Emissions Reduction Incentive Grant (ERIG) and Texas Clean Fleet Program (TCFP), and the Alternative Fueling Facilities Program (AFFP). These TCEQ funds have provided financial

assistance for replacing old buses with new buses, including zero-emission, battery-electric buses and associated infrastructure to reduce pollution emissions.

## Operating Expenses by Category

The following schedule summarizes FY2024 operating expenses projections by category and shows the increase or decrease compared to the FY2023 Budget. The schedule also depicts FY2022 actual expenses, as well as FY2023 forecast expenses. Purchased transportation services represent approximately 47.6% of the total operating budget.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
Labor and Benefits	\$62,883,052	\$84,039,438	\$83,188,317	\$92,164,790	\$8,125,352	9.7%
Professional Services	38,621,465	60,523,924	46,822,858	68,945,277	8,421,353	13.9%
Materials and Supplies	6,973,234	18,680,180	17,373,793	17,636,027	(1,044,153)	(5.6%)
Fluids	10,893,665	16,427,077	16,426,030	15,276,103	(1,150,974)	(7.0%)
Utilities	3,548,476	4,294,444	4,536,523	5,447,939	1,153,495	26.9%
Insurance	407,339	987,585	954,634	689,400	(298,185)	(30.2%)
Purchased Transportation	166,319,548	182,817,566	200,570,642	209,091,610	26,274,044	14.4%
Other	3,715,851	13,266,542	6,661,784	11,982,828	(1,283,714)	(9.7%)
Interest Expense	172,881	—	—	—	—	0.0%
Lease and Rent	2,292,667	6,434,609	6,326,196	6,219,230	(215,379)	(3.3%)
Interlocal Agreements	51,958,279	10,287,720	10,282,043	12,029,774	1,742,054	16.9%
<b>Total Operating Expenses, including Interlocal Agreements</b>	<b>\$347,786,457</b>	<b>\$397,759,086</b>	<b>\$393,142,820</b>	<b>\$439,482,978</b>	<b>\$41,723,892</b>	<b>10.5%</b>

## Factors Affecting Operating Expenses

### Labor and Benefits

FY2024 labor and benefits increase by \$8.1 million or 9.7% and include a net increase of 24 full-time positions during FY2023 and 12 additional positions in FY2024, primarily due to standing up the new Transit Police department, the return of seconded employees from the Austin Transit Partnership, and additional People and Culture, Capital Construction Engineering and Design, Facilities Management, Internal Audit, Procurement, Strategic Programs and Organizational Readiness and Information Technology personnel. The budget also includes funding for performance-based salary increases for CapMetro employees, estimated at an average 4% increase, a one-time across-the-board market 3% increase adjustment and a one-time compression/equity increase for hourly workers driven by the recently implemented living wage adjustments.

Funding for healthcare claims is projected based on current claims utilization, national medical trends and increases in eligible participants. CapMetro's overall benefits expense is flat in FY2024 from FY2023 with rising health care costs offset by an anticipated decrease in pension expense. CapMetro offers premium and cash incentives to help manage health care costs by encouraging employees and spouses to complete health risk assessments and biometric testing. The goal is to help participants identify any potential health issues proactively. The medical plan network discounts through United Healthcare (UHC) were 65.8% with local providers, which also contributes to controlling costs. In addition to these discounts, UHC offers wellness, health education and disease management programs for participants. CapMetro also has an on-site wellness and fitness program. Estimated employer costs related to two pension plans are included in this category.

## **Professional Services**

External services are needed for various operational and planning purposes in FY2024. These services include various planning studies, software and hardware contracts, security services, bus repair and maintenance, janitorial and landscaping services, and building maintenance. In FY2024, budgeted costs will increase by approximately \$8.4 million compared to the FY2023 Budget. This is primarily driven by repair and maintenance, additional software contract expenses and consultation fees.

## **Materials and Supplies**

The budget is forecasted to decrease by \$1.1 million. This is attributable to a decrease in estimated bus maintenance materials and associated freight charges.

## **Fluids**

The budget for fluids consists primarily of funding for diesel fuel, but also includes gasoline and is estimated to decrease by approximately \$1.2 million from the prior year due to fewer miles traveled. Diesel fuel costs are projected at an average per gallon with taxes of \$2.60 for FY2024. Approximately 75% of the FY2024 projected diesel consumption is secured through a fuel hedging program. During FY2023, CapMetro incurred average fuel prices closer to \$2.40 per gallon for diesel, including taxes.

## **Purchased Transportation**

Purchased transportation costs are expected to increase by approximately \$26.3 million. An increase of \$12.8 million is projected for bus services due to the rise in pass-through expenses for operations, maintenance and other functions from the service provider to CapMetro, including the startup of Expo Center and Pleasant Valley CapMetro Rapid lines. Demand Response Paratransit is increasing by \$3.9 million. CapMetro Rail increases by \$4.1 million driven by an increase of 27% in planned hours. Pickup increases by \$5.6 million due to a rise of 28% in estimated hours.

## **Other Operating Expense**

The FY2024 other operating expense budget is projected to decrease by approximately \$1.3 million due to reclassifying computer hardware and software expense to Professional Services.

## **Lease and Rent**

The FY2024 budget includes a slight decrease of \$200 thousand in lease and rent expenses.

## **Interlocal Agreements**

CapMetro entered into an interlocal agreement with the city of Austin, which was amended in April 2010, to pay the city its pro-rata share of 25% of CapMetro's one-cent sales tax from 2001 to 2004 in consideration for the city to carry out transportation mobility projects approved by CapMetro. The amount is payable annually based on eligible expenditures incurred during the previous fiscal year. The Austin City Council approved an allocation for the funding under this interlocal agreement and plans to begin moving forward with a revised list of priority projects. Accordingly, costs in FY2024 are expected to be slightly higher compared to FY2023, and \$2 million is budgeted for this mobility program compared to \$1.5 million in the FY2023 Budget. CapMetro has also set aside estimated funding in a separate reserve account so that funds will be available beyond FY2024 as the city continues to work on these project priorities. In addition,

this category includes funding for the expanded Build Central Texas Program for transportation projects in suburban communities that support transit in the amount of \$7.9 million.



## Budget Summary

The table below summarizes CapMetro’s structurally balanced budget for FY2024 and includes projected funding and expenses.

### Budget Summary

<b>Funding</b>	<b>FY2024</b>
Sales Tax	\$396,736,814
Passenger Revenue	18,591,722
Freight Railroad Revenue	6,701,074
Miscellaneous Revenue	6,835,899
Operating Contributions and Grants	91,140,574
Capital Grants - Federal	74,330,752
Capital Grants - State	3,067,594
Other Capital Contributions	133,266,713
Fund Balance	140,362,548
<b>Total Funding</b>	<b>\$871,033,690</b>

<b>Expenses</b>	<b>FY2024</b>
Operating Expenses	\$427,453,204
Capital Project Expense	410,950,712
Austin Transit Partnership Contribution	20,600,000
Interlocal Agreements	12,029,774
<b>Total Expenses</b>	<b>\$871,033,690</b>

### Debt Amortization

CapMetro paid off all outstanding debt in FY2018, accumulated no additional debt since then and has no borrowing projected in the FY2024 budget. As part of the planning effort for Project Connect funding sources, CapMetro obtained a credit rating in FY2019. S&P Global Ratings (“S&P”), a leading national rating agency, assigned an issuer credit rating of AA- to CapMetro with a stable outlook. In its report published January 28, 2019, S&P cited CapMetro’s “very strong management and governance” bolstered by “prudent financial policies,” “very strong liquidity position” and “extremely strong economic fundamentals” due to service area “population and employment growth” as key factors underpinning the strong credit rating.

In April 2020, S&P Global Ratings affirmed its AA- issuer credit rating on CapMetro with a negative outlook. In its report published April 29, 2020, S&P cited CapMetro's management's flexibility to adjust capital spending and operating expenses, "\$147 million in unrestricted reserves as of March 2020, equal to 218 days' cash on hand, that we expect will be bolstered by an additional \$102 million in federal stimulus aid received from the CARES ACT" and "no debt outstanding" as key factors for affirming its rating. S&P's negative outlook reflected an opinion that "the sudden drop in activity levels and sales tax revenues due to the COVID-19 pandemic will strain CapMetro's financial metrics over the next few months, followed by a potentially slow recovery as measures to control the outbreak become more effective and widespread, allowing for gradual improvements in overall mobility and consumer spending. In addition, a prolonged recession following the pandemic could also strain CapMetro's financial metrics over the longer term, depending on the severity of the recession."

In April 2021, S&P Global Ratings raised its issuer credit rating on CapMetro to AA from AA- with a stable outlook. In its report published April 1, 2021, S&P cited "the upgrade reflects our opinion of CapMetro's strong enterprise and financial risk profiles, as well as its significant tax support." and "the stable outlook reflects no current debt outstanding and our expectation for financial metrics to be maintained at levels consistent with the current rating" as key factors for the upgrade in its rating.

A credit rating is a measure of the risk associated with an agency's ability to repay its obligations. For transit agencies such as CapMetro, a credit rating is an independent assessment of overall financial performance and position, economic trends, ridership trends, management and governance, and debt and pension liabilities. A high credit rating of AA will allow CapMetro to borrow at low interest rates.

A rating in the AA category puts CapMetro in the top tier of mass transit entities with credit ratings from S&P.

## **Service Overview**

### **CapMetro Bus**

CapMetro Bus fixed-route service is the mainline service of CapMetro's transit system. CapMetro operates 59 CapMetro Bus routes, including local and cross-town routes. The transit authority operates approximately 14.1 million total bus miles over its fixed-route system. The fleet of buses provided riders with an average of 63,150 weekday boardings in FY2022, an increase over FY2021 as riders continue to return post-pandemic. CapMetro's 363 buses operate seven days a week, providing service to more than 1.3 million residents of the service area.

### **CapMetro Express**

CapMetro Express service is a limited-stop commuter service to and from the University of Texas, the Capitol Complex, downtown and Park & Rides. Five routes serve North and Northwest Austin as well as the cities of Leander and Manor. Average weekday boardings were 388 in FY2022, an increase compared to FY2021 as riders continue to return post-pandemic.

### **CapMetro Rapid**

CapMetro Rapid is a fixed-route service that runs along North Lamar/South Congress (Route 801) and Burnet/South Lamar (Route 803) and offers faster, more convenient service for the community. Some of the features include frequent service, limited stops, boarding from all doors, unique and upgraded stops with real-time arrival information and vehicles equipped with signal priority technology. The fleet of 55 buses carried 3.1 million riders in its eighth year of operation. Average weekday boardings were 9,140 in FY2022, an increase compared to FY2021 as riders continue to return post-pandemic.

### **CapMetro Rail**

The CapMetro Rail Red Line runs on 32 miles of tracks between downtown Austin and Leander. The Red Line provides convenient service for suburban and Central Austin residents. Service is typically provided six days per week with increased service levels for special events. Average weekday boardings were 1,380 in FY2022, an increase compared to FY2021 as riders continue to return post-pandemic.

### **Pickup**

Pickup by CapMetro is an on-demand transit service, introduced in June 2019, that operates in several neighborhood zones in the Greater Austin Metro Area. This service takes multiple riders heading in the same direction and schedules them into a shared vehicle. There is no set route for the service, customers can be picked up and transported anywhere within a zone, and all vehicles are wheelchair accessible. Average weekday boardings were 811 in FY2022, an increase as ridership demand continued to grow in each of the 10 existing zones.

### **University of Texas Shuttle**

Student shuttle service is provided in partnership with the University of Texas. Nine routes provide connections between housing and the downtown campus. Routes move students between the greater UT campus area and areas with high-density student populations. Average daily ridership for full class days was 6,800 at the end of FY2022, an increase over the previous year.

### **Metro RideShare Program**

The Metro RideShare program provides eligible groups of 5-12 people with a month-to-month lease agreement of a passenger van that includes insurance, maintenance, 24-hour roadside assistance, administrative support and fuel purchasing program. The cost of a Metro RideShare vanpool varies based on van selection, commute distance and number of riders sharing the monthly fare, plus fuel and tolls. Average weekday boardings were 882 in FY2021, a significant reduction due to the COVID-19 pandemic.

### **CapMetro Access**

The CapMetro Access paratransit program is for people who have a disability or medical condition that limits or prevents them from independently using accessible bus service some or all of the time as defined in the Americans with Disabilities Act. People certified by CapMetro under this program may ride CapMetro Access within three-quarters of a mile of CapMetro's non-commuter fixed-route bus service on the same days and during the same hours as the fixed-route service in their area. Average weekday boardings were 1,320 in FY2021.

### **Suburban Service**

CapMetro provides service to suburban communities within the service area such as Jonestown, Manor and Del Valle. Additional interest has been expressed by these and other communities within the CapMetro service area. In addition, CapMetro is working with jurisdictions outside the service area, including Georgetown, Round Rock, Pflugerville, Hutto, Buda and Travis County to help them plan and develop transit services. Georgetown and Round Rock began receiving transit services in August 2017. Transportation service in Round Rock is provided by CapMetro and by CARTS in Georgetown. Travis County receives transit service from both CapMetro and CARTS in the urbanized, unincorporated portions of the county. CapMetro has partnered with these jurisdictions to provide transit service through interlocal agreements where the cities reimburse CapMetro directly for the cost of service to their communities.

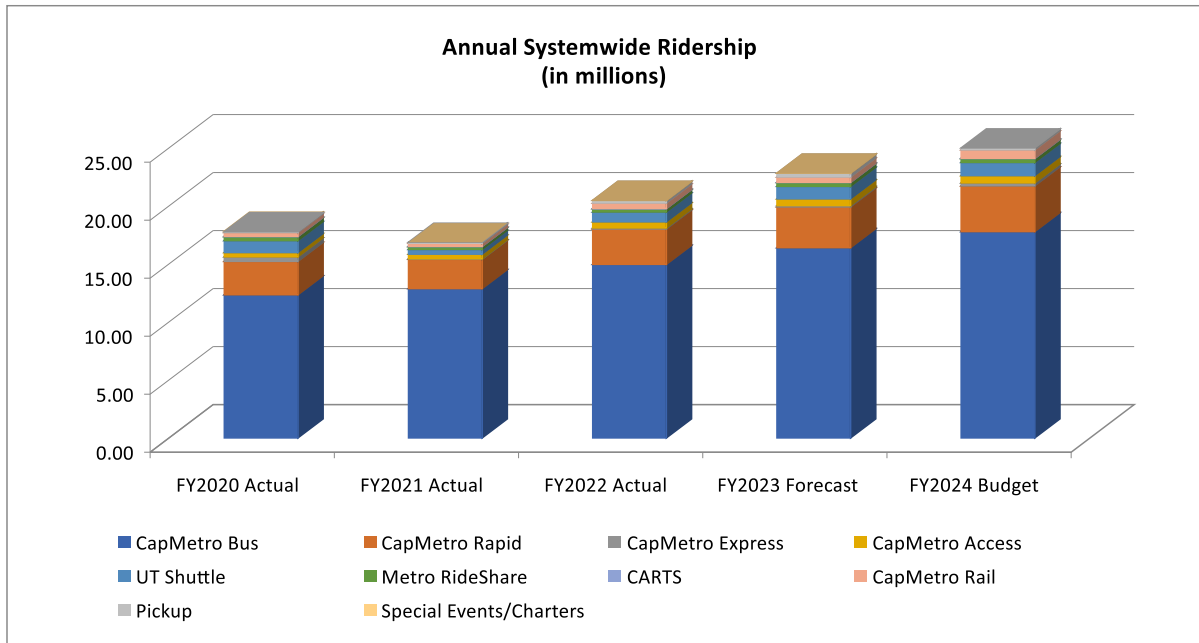
## Ridership

The table below reflects ridership by mode of service and shows the increase or decrease compared to the FY2023 budget.

Mode of Service	FY2022 Actual	FY2023 Budget	FY2023 Forecast *	FY2024 Budget	Var FY2024 vs. FY2023	Var % FY2024 vs. FY2023
CapMetro Bus <sup>(1)</sup>	14,961,223	16,276,239	16,399,296	17,784,266	1,508,026	9.3 %
CapMetro Rapid <sup>(2)</sup>	3,052,354	4,088,460	3,520,638	3,947,805	(140,655)	(3.4)%
CapMetro Express <sup>(3)</sup>	88,573	197,768	103,655	252,276	54,508	27.6 %
CapMetro Access <sup>(4)</sup>	527,142	646,512	588,032	627,669	(18,843)	(2.9)%
UT Shuttle	849,786	1,139,715	1,073,468	1,136,269	(3,447)	(0.3)%
Metro RideShare	281,009	333,300	329,124	333,300	0	—
Capital Area Rural Transportation System (CARTS) <sup>(1)</sup>	9,279	12,698	11,649	14,331	1,633	12.9 %
Capital Area Rural Transportation System (CARTS) - Express <sup>(3)</sup>	10,486	13,214	13,804	13,786	572	4.3 %
CapMetro Rail <sup>(5)</sup>	473,312	534,725	455,700	727,830	193,106	36.1 %
Pickup <sup>(6)</sup>	224,850	258,478	328,249	327,780	69,302	26.8 %
Special Events/Charters	4,580	17,986	3,242	17,986	0	—
<b>Total</b>	<b>20,482,594</b>	<b>23,519,095</b>	<b>22,826,856</b>	<b>25,183,297</b>	<b>1,664,202</b>	<b>7.1 %</b>

\* FY2023 Forecast completed in June 2023

- (1) - Increase due to riders continuing to return post-pandemic. Service levels are designed to ensure consistency in delivery, ensure coverage to essential services and activity centers, and maintain on-time performance.
- (2) - Decrease due to overstatement of 2023 budgeted ridership. Anticipate an increase over actuals due to riders continuing to return post-pandemic. Current service levels are designed to ensure consistency in delivery, ensure coverage to essential services and activity centers, and maintain on-time performance.
- (3) - Increase due to riders continuing to return post-pandemic as businesses are requiring more workers to return to the office. Reduction in service levels from pre-pandemic levels continues and reflects major changes to commuting patterns to core downtown/university areas.
- (4) - Decrease based on anticipated service demand.
- (5) - Increase due to riders continuing to return post-pandemic as businesses are requiring more workers to return to the office and while service levels also remain relatively unchanged.
- (6) - Increase based on anticipated service demand.



## Vehicle Hours of Service

The table below reflects vehicle hours of service by mode.

Mode of Service	FY2022 Actual	FY2023 Budget	FY2023 Forecast *	FY2024 Budget	Var FY2024 vs. FY2023	Var % FY2024 vs. FY2023
CapMetro Bus <sup>(1)</sup>	1,123,292	1,204,099	1,120,021	1,153,592	(50,507)	(4.2)%
CapMetro Rapid <sup>(2)</sup>	200,442	271,755	198,452	219,261	(52,494)	(19.3)%
CapMetro Express <sup>(3)</sup>	13,755	38,834	13,646	31,564	(7,271)	(18.7)%
CapMetro Access <sup>(4)</sup>	372,952	478,272	392,742	449,856	(28,416)	(5.9)%
UT Shuttle <sup>(5)</sup>	90,176	83,502	96,907	85,206	1,704	2.0 %
Metro RideShare <sup>(6)</sup>	51,823	71,706	61,519	84,930	13,224	18.4 %
Capital Area Rural Transportation System (CARTS)	8,163	8,095	8,190	8,095	(0)	(0.0)%
Capital Area Rural Transportation System (CARTS) - Express <sup>(3)</sup>	2,986	2,820	2,903	2,030	(790)	(28.0)%
Cap MetroRail <sup>(7)</sup>	20,881	27,462	20,059	34,904	7,442	27.1 %
Pickup <sup>(8)</sup>	85,169	123,716	108,261	158,778	35,062	28.3 %
Special Events/Charters	438	5,134	759	5,134	(0)	(0.0)%
<b>Total</b>	<b>1,970,077</b>	<b>2,315,395</b>	<b>2,023,458</b>	<b>2,233,349</b>	<b>(82,046)</b>	<b>(3.5)%</b>

\* FY2023 Forecast completed in June 2023.

(1) - Decrease due to slower return of service enhancements to frequency in concert with slower than anticipated labor force hiring and service delivery. However, service levels are designed to ensure consistency in delivery, ensure coverage to essential services and activity centers, and maintain on-time performance.

(2) - Decrease based on changes to planned introduction of new CapMetro Rapid Expo Center and Pleasant Valley services. FY2023 anticipated a June 2023 start date (4 months of fiscal calendar) which did not occur due to continuing design of end of line charging facilities. FY2024 anticipates a potential for soft-launch in mid-Fall 2023 (1 1/2 months of fiscal calendar) in mid-2024.

(3) - Decrease based on slower return of service levels from anticipated service planned for FY2023. Post-pandemic levels reflect changes to commuting patterns in core Downtown/University areas.

(4) - Decrease due to restablizing ridership trends based on demand fluctuations post-pandemic

(5) - Increase due to minor changes to service levels for Weekdays, Sundays, Finals and Registration in Fall/Spring reflecting continued changes in student commuting patterns.

(6) - Increase reflects changes in utilization of services post-pandemic.

(7) - Increase due to projected adjustments to service levels for Weekdays and Saturdays including minor adjustments to support special event schedules (Austin FC-Q2 Stadium, Austin City Limits and South by Southwest, etc.) as conditions improve.

(8) - Increase due to introduction of new zones and adjustments to spans of service for weekdays/Saturday operation in select zones.

## Vehicle Miles of Service

The table below reflects vehicle miles of service by mode.

Mode of Service	FY2022 Actual	FY2023 Budget	FY2023 Forecast *	FY2024 Budget	Var FY2024 vs. FY2023	Var % FY2024 vs. FY2023
CapMetro Bus <sup>(1)</sup>	12,773,587	13,579,274	12,770,464	12,887,727	(691,547)	(5.1)%
CapMetro Rapid <sup>(2)</sup>	2,594,731	3,321,228	2,561,515	2,810,843	(510,385)	(15.4)%
CapMetro Express <sup>(3)</sup>	323,235	816,882	321,774	674,646	(142,236)	(17.4)%
CapMetro Access <sup>(4)</sup>	5,157,929	6,744,911	5,325,191	5,848,125	(896,786)	(13.3)%
UT Shuttle <sup>(5)</sup>	934,584	872,269	1,004,610	884,083	11,814	1.4 %
Metro RideShare <sup>(6)</sup>	2,791,038	2,653,122	3,131,133	3,933,600	1,280,478	48.3 %
Capital Area Rural Transportation System (CARTS)	183,668	186,430	184,901	186,430	0	0.0 %
Capital Area Rural Transportation System (CARTS) - Express <sup>(3)</sup>	65,083	53,235	63,315	40,618	(12,617)	(23.7)%
Cap MetroRail <sup>(7)</sup>	434,830	482,354	420,541	617,069	134,715	27.9 %
Pickup <sup>(8)</sup>	838,537	1,596,413	1,181,712	1,888,822	292,409	18.3 %
Special Events/Charters	5,968	62,416	10,053	62,416	(0)	(0.0)%
<b>Total</b>	<b>26,103,190</b>	<b>30,368,534</b>	<b>26,975,209</b>	<b>29,834,378</b>	<b>(534,156)</b>	<b>(1.8)%</b>

\* FY2023 Forecast completed in June 2023.

(1) - Decrease due to slower return of service enhancements to frequency in concert with slower than anticipated labor force hiring and service delivery. However, service levels are designed to ensure consistency in delivery, ensure coverage to essential services and activity centers, and maintain on-time performance.

(2) - Decrease based on changes to planned introduction of new CapMetro Rapid Expo Center and Pleasant Valley services. FY2023 anticipated a June 2023 start date (4 months of fiscal calendar) which did not occur due to continuing design of end of line charging facilities. FY2024 anticipates a potential for soft-launch in mid-Fall 2023 (1 1/2 months of fiscal calendar) in mid-2024.

(3) - Decrease based on slower return of service levels from anticipated service planned for FY2023. Post-pandemic levels reflect changes to commuting patterns in core Downtown/University areas.

(4) - Decrease due to restablizing ridership trends based on demand fluctuations post-pandemic

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(7) - Increase due to projected adjustments to service levels for Weekdays and Saturdays including minor adjustments to support special event schedules (Austin FC-Q2 Stadium, Austin City Limits and South by Southwest, etc.) as conditions improve.

(8) - Increase due to introduction of new zones and adjustments to spans of service for weekdays/Saturday operation in select zones.

## Performance Measures

The table below is used by the board of directors to assess the agency and the Chief Executive Officer's annual performance as it relates to the main operational and financial performance measures for fiscal year 2023.

Additionally, CapMetro is working towards an agency-level "Enterprise Strategic Scorecard" and began identifying department-level Key Performance Indicators (KPI) planned to be included in the FY2025 budget document.

Performance Measure	FY2023 Actual	Goal	% Of Goal	FY2022 Actual	Var % FY2023 vs. FY2022
<b>Ridership</b>					
<b>Overall Measure</b>	24,172,913	25,030,290	96.57%	20,333,298	18.9%
CapMetro Bus, Rapid, Express	22,784,781	23,492,710	96.99%	19,115,305	19.2%
CapMetro Access	549,011	N/A	N/A	524,036	4.8%
CapMetro Rail	475,465	597,599	79.56%	469,073	1.4%
Pickup	363,656	N/A	N/A	224,884	61.7%
<b>On Time Performance</b>					
CapMetro Bus, Rapid, Express	80.2%	83.0%	96.6%	77.0%	4.2%
CapMetro Access	88.2%	92.0%	95.9%	92.4%	-4.5%
CapMetro Rail	90.7%	96.0%	95.0%	89.4%	1.5%
Pickup	73.5%	92.0%	79.89%	82.2%	-10.58%
<b>Mean Distance Between Failures</b>					
CapMetro Bus, Rapid, Express	4,330	5,500	78.73%	3,797	14.0%
Demand Response (CapMetro Access & Pickup)	7,947	20,000	39.74%	8,704	-8.70%
CapMetro Rail	23,267	15,000	155.1%	15,881	46.5%
<b>Lost Time (Bus)</b>	0.2%	1.5%	750.0%	0.6%	-66.7%
<b>Customer Satisfaction Survey</b>	88.0%	88%	100.0%	90%	-2.2%
<b>Employee Turnover (CapMetro Only)</b>	16.5%	18%	109.1%	20.9%	-21.1%
<b>Safety</b>					
Vehicle Collisions CapMetro Bus, Rapid, Express	0.60		N/A	0.54	11.0%
Vehicle Collisions Demand Response (Access & Pickup)	0.14		N/A	0.34	-59.0%
Vehicle Collisions CapMetro Rail	1.28		N/A	0.42	205.00%
Passenger Incidents CapMetro Bus, Rapid, Express	0.60	0.35	58.33%	0.53	13.21%
Passenger Incidents Demand Response (Access & Pickup)	0.30	0.20	66.67%	0.14	114.29%
Passenger Incidents CapMetro Rail	-	0.25	100.0%	0.00	0.0%
<b>Disadvantaged Business Enterprise (DBE) Utilization</b>	14.9%	22.5%	66.22%	13.5%	10.4%
<b>Operating Expense Vs Budget (% Of Budget Spent) <sup>(1)</sup></b>	90.0%	90%-100%	100.0%	86.3%	4.3%
<b>Capital Expense Vs Budget (% Of Budget Spent) <sup>(1)</sup></b>	49.0%	90%-100%	54.48%	19.4%	152.7%

<sup>(1)</sup> Unaudited FY2023 financial statements

CapMetro utilizes performance dashboards to provide transparency of quarterly summary activity reported to the board of directors and the public in a more efficient manner. The dashboards track on-time performance or reliability, safety incidents reported to the National Transit Database (NTD), financial revenue and expenses and ridership. Performance dashboards reside on the CapMetro website and are updated each month. They are available at [capmetro.org/dashboard/](http://capmetro.org/dashboard/).

## Reliability Dashboard

CapMetro recognizes that reliability is key to providing an excellent customer experience. Key components of reliability include timeliness and mechanical failures. Timeliness of the service is tracked as on-time performance and mechanical failure that interrupts a trip is measured as miles between road calls.

Bus Service

Rail Service

On-Demand Service

**Reliability for Bus Services**

CapMetro recognizes that reliability is key to providing an excellent customer experience. Primary components of reliability include timeliness and the reduction of mechanical failures that can take our vehicles out of service. On-Time Performance (OTP) is a measure of the timeliness of our service, and Mean Distance Between Failure (MDBF) measures how often a mechanical failure interrupts a scheduled trip.

Viewing as  
**Charts**

View as  
Tables

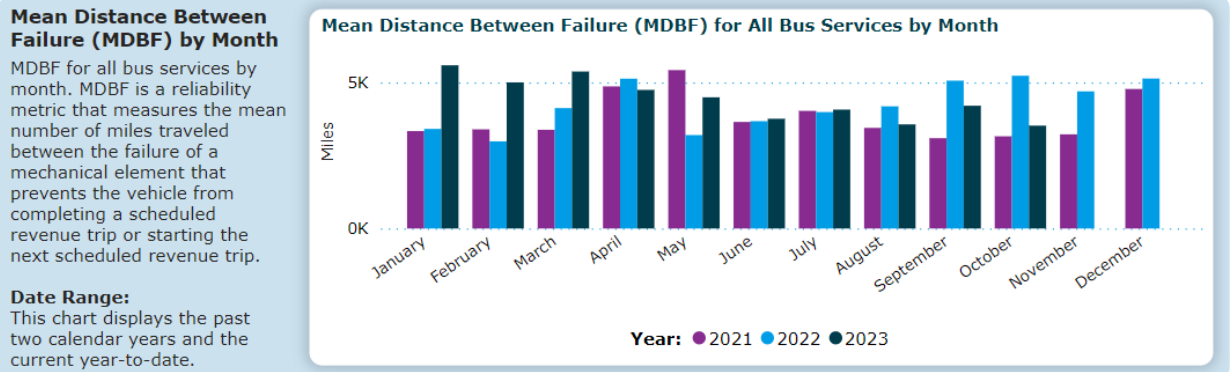
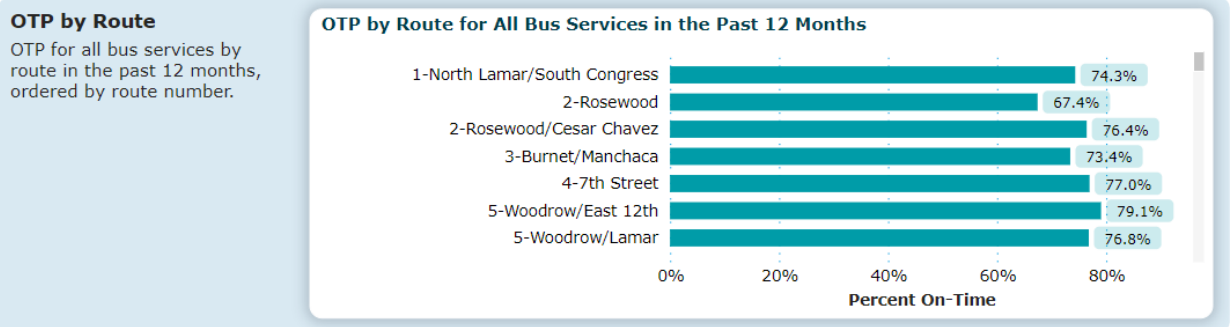
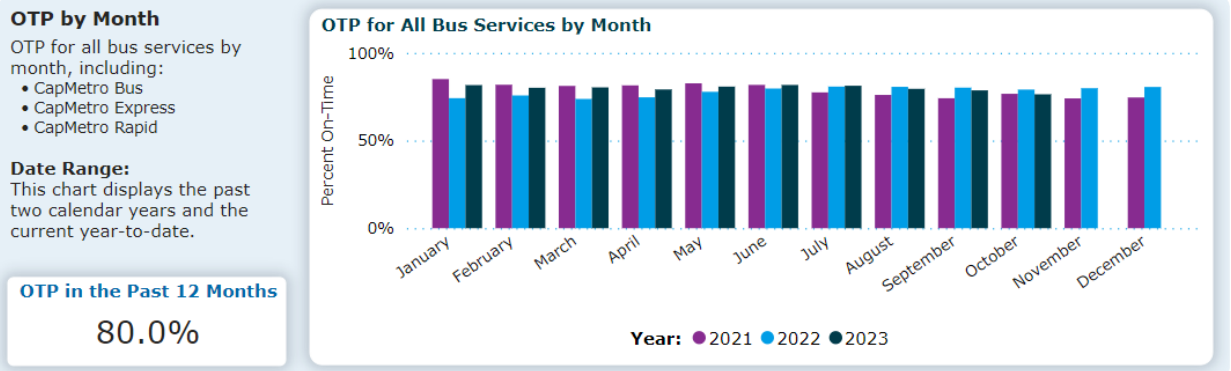
**Filter by Bus Service(s):**

All Bus Services

 CapMetro Bus
 

 CapMetro Express
 

 CapMetro Rapid

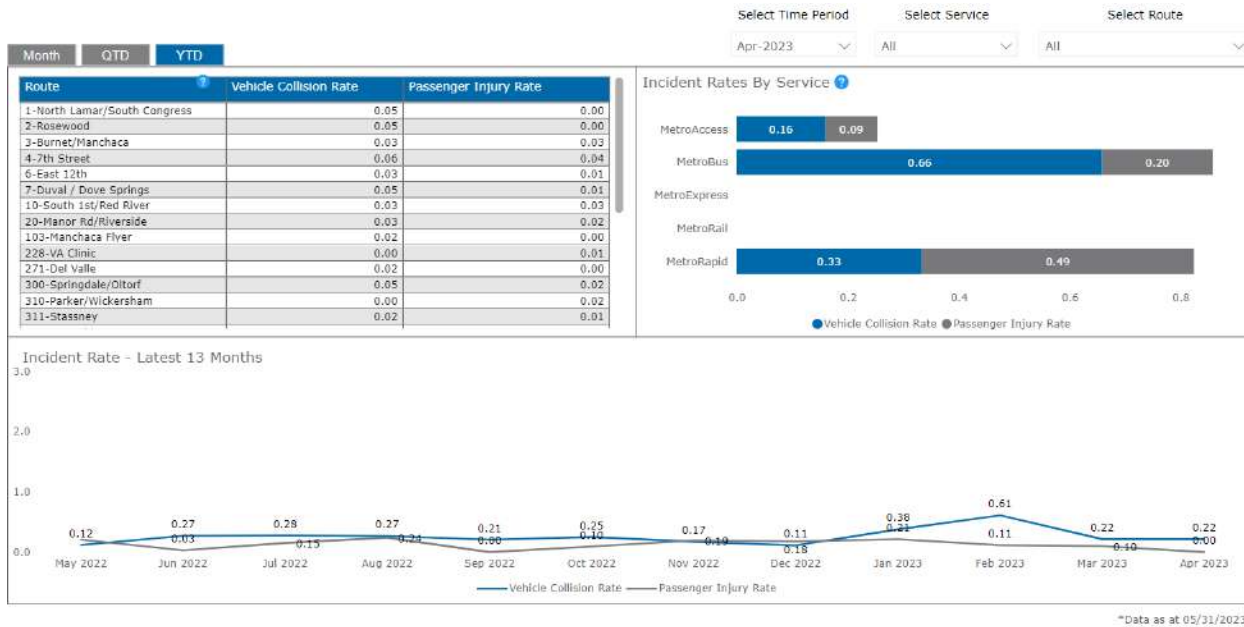


Report displays data through 10/31/2023



## Safety Dashboard

Safety is not only a priority but a core value at Cap Metro. We collect and closely analyze safety-related data that assists us in maintenance, facility repair, training, communication, change management, and hazard mitigation decisions so that we can provide our customers with the safest possible ride. Safety data below is collected in accordance with Federal Transit Administration and Federal Railroad Administration regulations.



## Finance Dashboard

The operating budget projects both operating expenses and revenues. Operating expenses include labor and benefits, professional services, materials and supplies, fuel, utilities, purchased transportation, inter-local agreements and general & administrative expenses. Revenues include sales taxes, passenger fares, freight railroad revenue, miscellaneous revenue, and operating and capital contributions and grants. CapMetro budgets for each of these on an annual basis, and then compares actual revenues and expenditures each month to the targets to ensure that we stay on track.

### Revenue

Revenue received from sales tax and passenger revenues, contributions and grants, freight revenues and other revenues.

 Viewing as Charts

 View as Tables

CapMetro's fiscal year (FY) runs from October through September. The date range displayed begins in October; the date selector sets the end period for the fiscal year.

Select End Period:

September

Revenue

Operating Expense

Capital Expense

#### YTD revenue

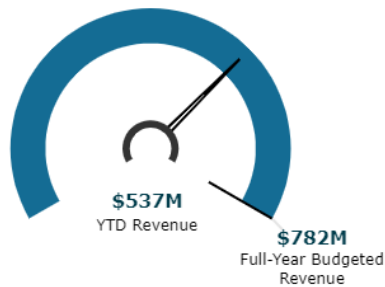
Year-to-date (YTD) revenue compared to full year budgeted revenue.

#### Date Range:

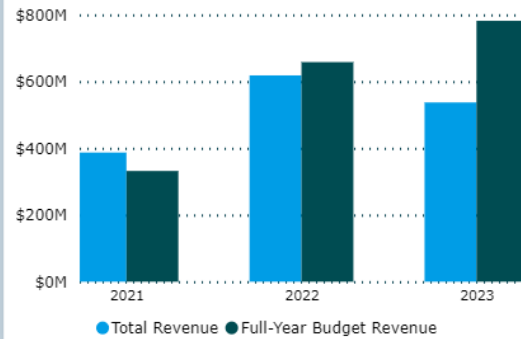
Chart displays financial data for respective fiscal years from October to September; budgets are for full Fiscal Year.

**Budget Utilized in Fiscal Year**  
68.7%

#### YTD Revenue to Full-Year Budget of Current Fiscal Year



#### YTD Revenue to Full-Year Budget Trend



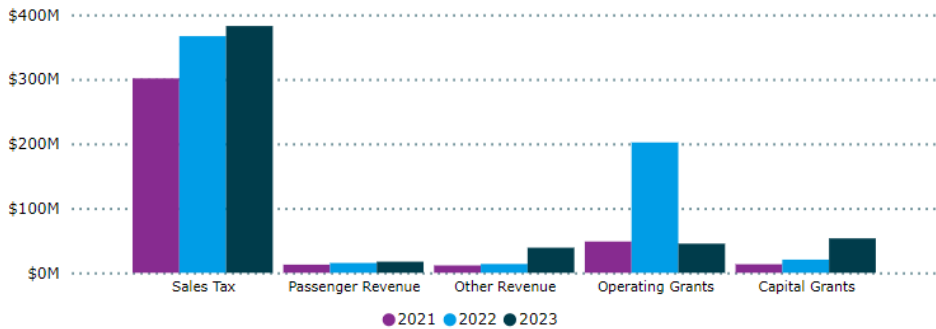
#### YTD Revenue by Category

YTD revenue trend segmented by account categories.

#### Date Range:

Chart displays financial data for respective fiscal years, October to September.

#### YTD Revenue Comparison by Category



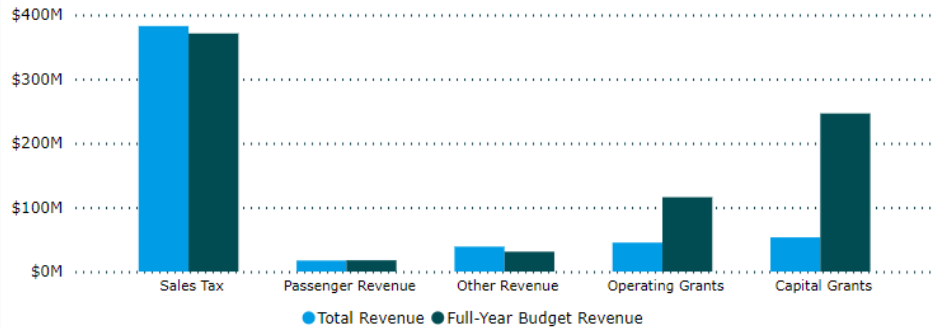
#### YTD Revenue to FY Budget

Total revenue segmented by categories.

#### Date Range:

Chart displays financial data for current fiscal year from October to September.

#### YTD Revenue to Full-Year Budget Comparison by Category



\*Fiscal Year 2023 Financials are unaudited.

Data available as of 9/30/2023

## Operating Expense

Expenditures incurred from the day-to-day business operations of providing public transportation service.

Viewing as **Charts**  
View as **Tables**

CapMetro's fiscal year (FY) runs from October through September. The date range displayed begins in October; the date selector sets the end period for the fiscal year.

Select End Period:  
September

Revenue | **Operating Expense** | Capital Expense

### YTD Operating Expense

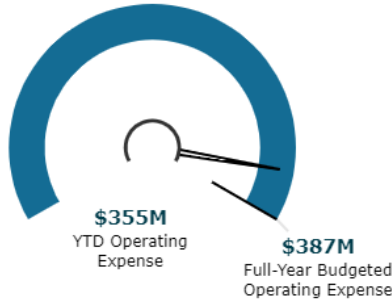
Year-to-date (YTD) operating expense compared to full year budgeted operating expense.

#### Date Range:

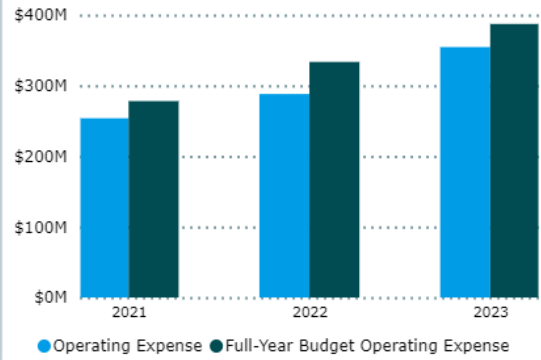
Chart displays financial data for respective fiscal years from October to September; budgets are for full Fiscal Year.

**Budget Utilized in Fiscal Year**  
**91.5%**

### YTD Operating Expense to Full-Year Budget of Current Fiscal Year



### YTD Operating Expense to Full-Year Budget Trend



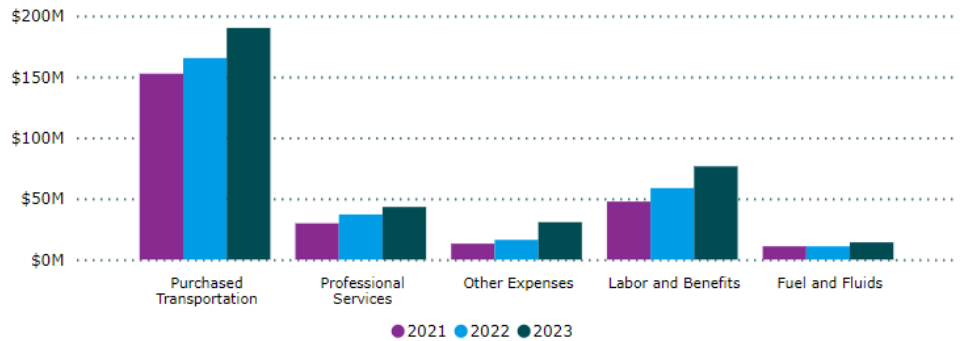
### YTD Operating Expense by Category

YTD operating expense trend segmented by account categories.

#### Date Range:

Chart displays financial data for respective fiscal years, October to September.

### YTD Operating Expense by Category



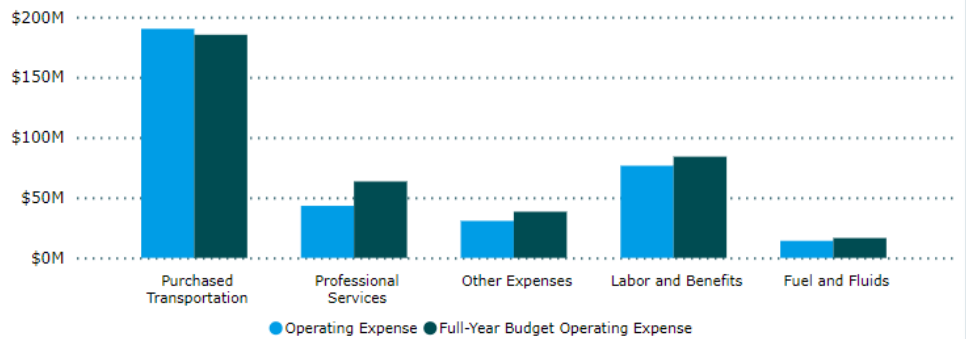
### YTD Operating Expense to FY Budget

Total operating expense segmented by categories.

#### Date Range:

Chart displays financial data for current fiscal year from October to September.

### YTD Operating Expense to Full-Year Budget Comparison by Category



\*Fiscal Year 2023 Financials are unaudited.

Data available as of 9/30/2023

## Capital Expense

Expenses related to purchasing a capital asset or making an improvement to a capital asset that materially increases its value or useful life.

Viewing as **Charts**  
View as **Tables**

CapMetro's fiscal year (FY) runs from October through September. The date range displayed begins in October; the date selector sets the end period for the fiscal year.

Select End Period:  
September

Revenue | Operating Expense | **Capital Expense**

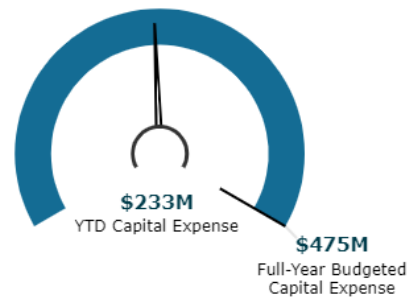
### YTD Capital Expense

Year-to-date (YTD) capital expense compared to full year budgeted capital expense.

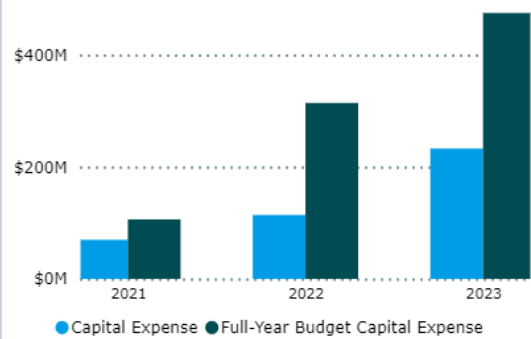
**Date Range:**  
Chart displays financial data for respective fiscal years from October to September; budgets are for full Fiscal Year.

**Budget Utilized in Fiscal Year**  
**49.0%**

### YTD Capital Expense to Full-Year Budget of Current Fiscal Year



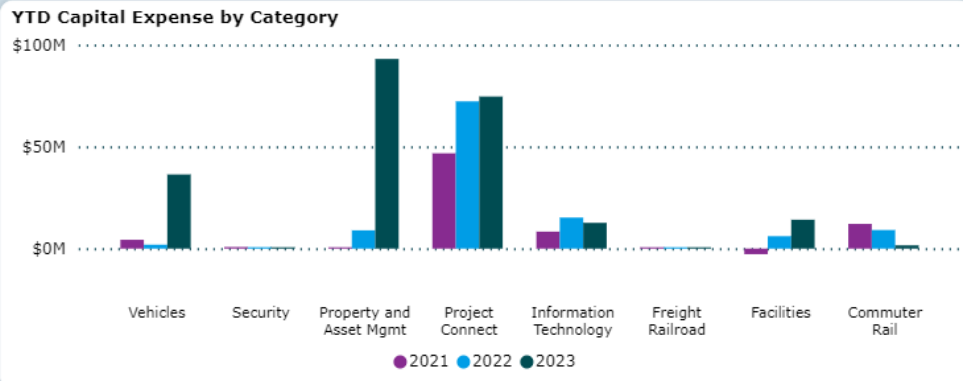
### YTD Capital Expense to Full-Year Budget Trend



### YTD Capital Expense by Category

YTD capital expense trend segmented by account categories.

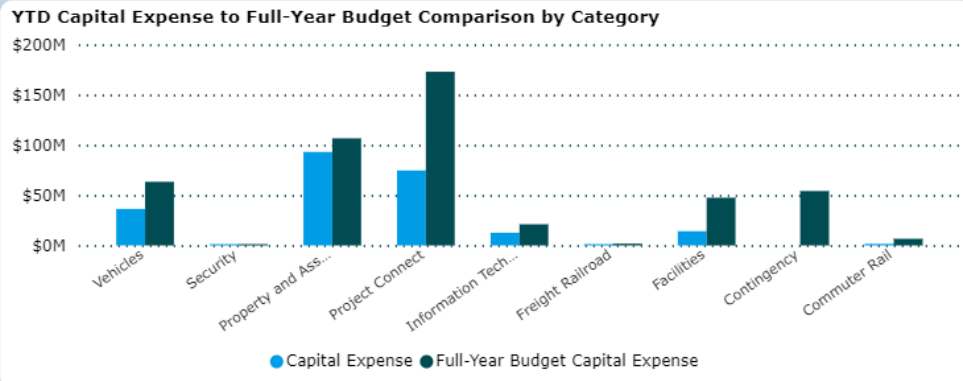
**Date Range:**  
Chart displays financial data for respective fiscal years, October to September.



### YTD Capital Expense to FY Budget

Total capital expense segmented by categories.

**Date Range:**  
Chart displays financial data for current fiscal year from October to September.



\*Fiscal Year 2023 Financials are unaudited.

Data available as of 9/30/2023

## Ridership Dashboard

Bus Service

Rail Service

On-Demand Service

### Ridership for Bus Services

The number of passengers who board CapMetro buses. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination.

Viewing as Charts

View as Tables

### Filter by Bus Service(s):

All Bus Services

CapMetro Bus

CapMetro Express

CapMetro Rapid

### Ridership by Month

Monthly number of passengers who board all bus services, including:

- CapMetro Bus
- CapMetro Express
- CapMetro Rapid

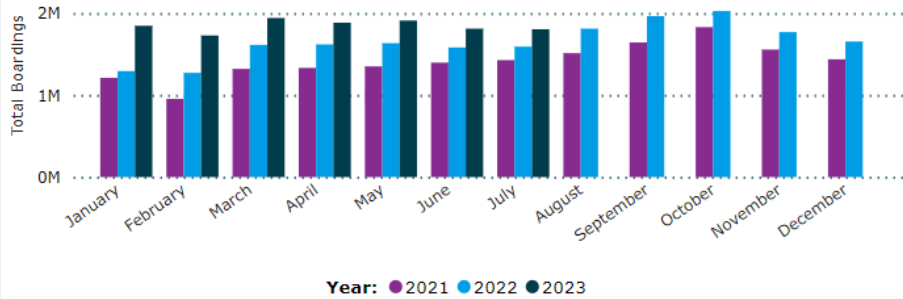
#### Date Range:

This chart displays the past two calendar years and the current year-to-date.

**Total Boardings in the Past 12 Months**

**14.6M**

### Boardings for All Bus Services by Month



### Change in Ridership

The change in the number of passengers boarding all bus services compared to the same month in the prior year.

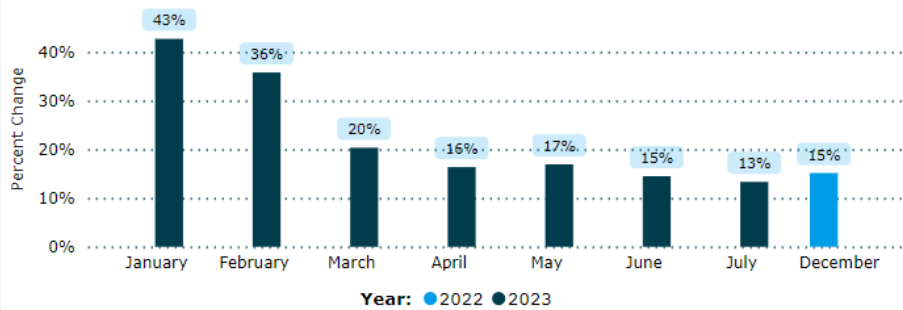
**Change in Boardings from Prior 12 Month Period**

**2.5M**

**Percent Change in Boardings from Prior 12 Month Period**

**21.1%**

### Monthly Percent Change in Boardings for All Bus Services from the Prior Year



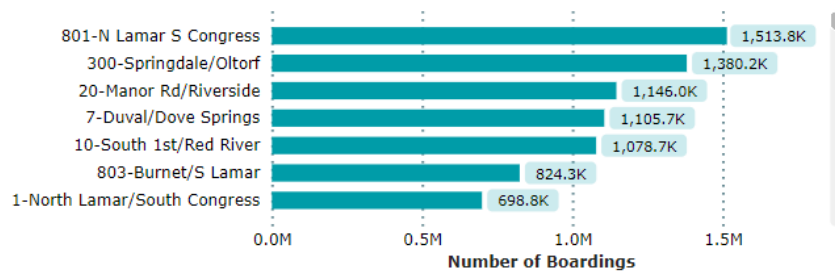
### Top Routes

Routes by number of passengers boarding all bus services in the past 12 months, ordered by highest to lowest ridership.

**Total Routes for All Bus Services**

**78**

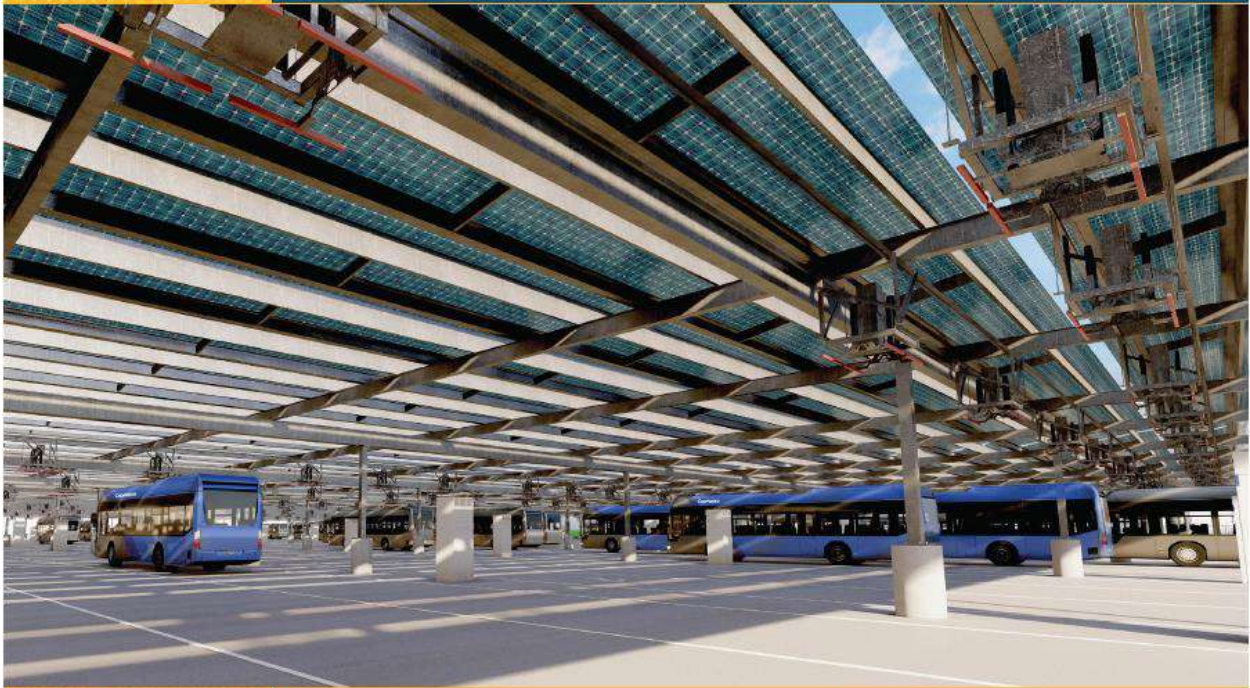
### Routes by Number of Boardings for All Bus Services in the Past 12 Months



Report displays data through 11/30/2023

4

# Capital Budget



CapMetro

## Capital Budget

Consistent with Texas State Senate Bill 650, CapMetro prepared a five-year Capital Improvement Plan (CIP) for capital projects that support its strategic goals. The CIP is updated annually and addresses replacement and expansionary requirements for public transportation service in Central Texas. The five-year CIP describes each planned project, including project type, estimated funding sources and anticipated impact on operational costs.

CapMetro's Capital Improvement Program Policy guides funding decisions during the budget review process and subsequent reporting of progress on individual projects. CapMetro's planning process typically covers a five-year period but extends longer into the future when a major service plan update is undertaken every five years. The Capital Improvement Program policy addresses several areas, including project financing, project monitoring and criteria for prioritization of projects. The projects included in the five-year CIP were selected based upon board-approved criteria regarding project priorities. These criteria are outlined in the policy and include:

- Customer Experience – Providing innovations that improve the individual experience of customers, that make the use of CapMetro services easier and more convenient and that enhance the reliability of CapMetro services from a customer perspective.
- Environmental/Quality of Life Impact – Investing in equipment, adapting facilities or enhancing service infrastructure to support overall environmental/quality of life benefits such as improved air quality.
- Health and Safety – Ensuring the physical well-being of customers, employees and the public.
- Mandates – Ensuring compliance with federal and state mandates, such as the Americans with Disabilities Act.
- Regional Economic Development – Investing in projects that enhance the general economic development of the region, including improvements to the transportation infrastructure, the development of new and expanded business opportunities and job creation.
- Ridership – Maintaining current riders and attracting new customers.
- State of Good Repair – Maintaining the current “core business” through investments in projects that are necessary to operate the existing infrastructure or add an additional dimension/mode to existing systems and including adherence to maintenance and replacement cycles.
- Technologies/Efficiencies – Instituting improvements that can produce quantifiable operating efficiencies and make better use of resources or implementing projects that minimize additional operating expenses.
- Transit-Oriented Development – Investing in projects that stimulate the development of current property with opportunities for private investment, increased revenue and ridership and encouraging partnerships with other organizations.

Capital acquisitions represent the purchase of equipment and other assets of \$5,000 or more with a useful life greater than one year.

Capital projects typically include construction, fleet acquisition or technology projects that are developmental in nature and span more than one fiscal year. Capital projects often involve two or more components of cost, e.g., equipment, labor and professional services.

CapMetro anticipates grant funding of \$77.4 million in FY2024 for projects that meet eligibility requirements. Other capital contributions of \$133.3 million are also anticipated for reimbursements from the Austin Transit Partnership for Project Connect related projects.

The approved capital budget for FY2024 and the five-year CIP are included in the Appendix. Project summaries, funding sources, benefits and the applicable strategic goals and objectives for each capital project summary are provided. When a planned project summary will have an impact on operating costs, the estimated impact is identified.



## FY2024 Capital Projects

Project Name	FY2024 Budget
<b>Facilities and Real Estate</b>	
Facility Enhancements	\$ 36,511,663
Facility State of Good Repair	643,750
<b>Facilities and Real Estate Total</b>	<b>37,155,413</b>
<b>Information Technology Systems and Infrastructure</b>	
Information Technology - Enterprise Systems	5,131,041
Information Technology - Infrastructure	4,325,000
Information Technology - Transit Systems	5,859,600
<b>Information Technology Systems and Infrastructure Total</b>	<b>15,315,641</b>
<b>Infrastructure Development</b>	
Bus Stop Amenities and Enhancements	9,961,201
Bus Stops - New	1,131,074
Downtown Station	1,360,625
Facility Enhancements	39,750,000
Facility Enhancements Grants and Capital Contributions	(4,169,920)
Infrastructure Enhancements	501,325
Infrastructure Enhancements Grants and Capital Contributions	(2,414,744)
Park & Ride Enhancements	3,250,000
<b>Infrastructure Development Total</b>	<b>49,369,561</b>
<b>Railroad Commuter</b>	
Railroad Commuter Enhancements	31,430,687
Railroad Commuter State of Good Repair	6,600,000
Railroad Commuter State of Good Repair Grants and Capital Contributions	(2,420,635)
<b>Railroad Commuter Total</b>	<b>35,610,052</b>
<b>Railroad Freight</b>	
Railroad Freight State of Good Repair	5,314,644
Railroad Freight State of Good Repair Grants and Capital Contributions	(578,892)
<b>Railroad Freight Total</b>	<b>4,735,752</b>

Project Name	FY2024 Budget
<b>Public Safety and Emergency Management</b>	
Public Safety and Emergency Management Equipment and Enhancements	2,001,133
<b>Public Safety and Emergency Management Total</b>	<b>2,001,133</b>
<b>Project Connect</b>	
Project Connect	183,870,969
Project Connect Grants and Capital Contributions	(183,870,969)
<b>Project Connect Total</b>	<b>-</b>
<b>Vehicles</b>	
Bus Fleet	51,111,000
Bus Fleet Grants and Capital Contributions	(17,209,899)
Non-Revenue Fleet	5,730,000
Paratransit Fleet	11,467,000
<b>Vehicles Total</b>	<b>51,098,101</b>
Capital Project Contingency	5,000,000
<b>Grand Total Capital Spending</b>	<b>410,950,712</b>
<b>Grand Total Grants and Capital Contributions</b>	<b>(210,665,059)</b>
<b>Grand Total Capital Spending Net of Grants and Capital Contributions</b>	<b>\$ 200,285,653</b>

# 5

## Long-Range Financial Plan



CapMetro

## **Long-Range Financial Plan Fiscal Years 2024 to 2033**

### **Long-Range Financial Plan Overview**

The Long-Range Financial Plan (LRFP) is a 10-year plan for the Capital Metropolitan Transportation Authority that forecasts the Authority's financial resources and projected expenditures based on planned levels of service and the strategic goals of CapMetro.

The LRFP focuses primarily on the forecast of future revenue and the operating and capital expenditures of the agency. The LRFP analyzes future expenditure trends with an emphasis on the agency's negotiated purchased transportation contracts, administrative wages and benefits, outside services, state of good repair needs and capital priorities. CapMetro's Strategic Plan identifies the vision, mission and strategic priorities for the next five years. The LRFP was developed using the adopted strategic priorities as guidelines.

### **Long-Range Financial Plan Modeling Tool**

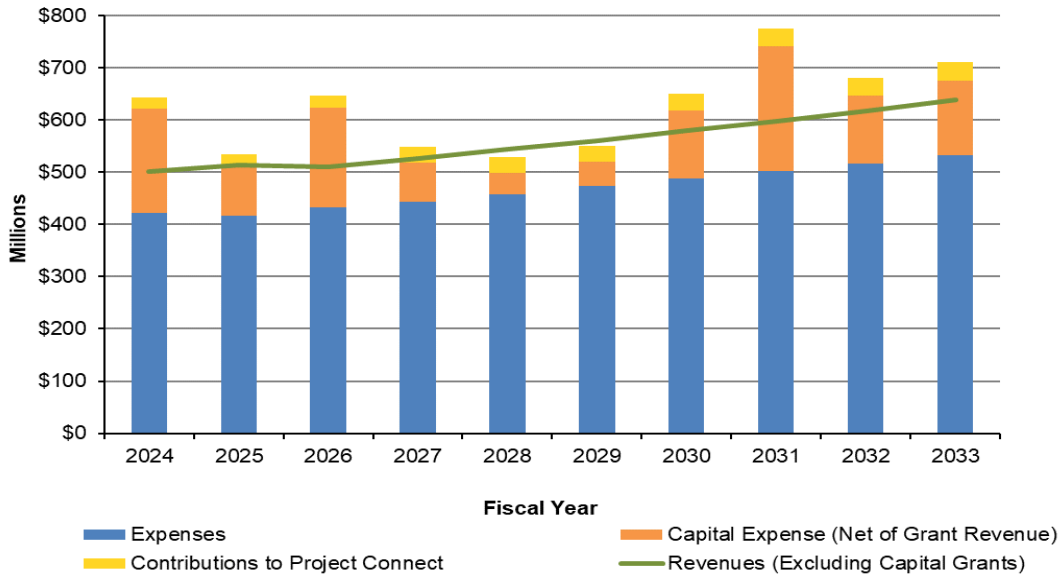
The agency has developed a 10-year flexible financial modeling tool, which models various financial and service level scenarios. Any major decision impacting the agency's budget can be modeled, showing the financial impact on the budget and the 10-year forecast. The Long-Range Financial Plan was modeled for 2 scenarios: the first scenario is the proposed plan that is based on current conditions and commitments and projects 4.5 percent annual growth in FY2024 sales tax revenue, 4 percent growth in FY2025 and FY2026 and 3.5 percent growth in the remaining seven years of the forecast period. The second scenario assumes more robust economic growth for the region and a 4.5 percent annual growth in sales tax revenue in FY2024 and 4.25 percent growth through the remainder of the 10-year forecast period. Ten-year projections of revenue and expenditures are used to evaluate CapMetro's future financial condition and capacity to fund existing and future commitments. The growth assumptions in the plan are based primarily on historical growth, projected inflation and existing contractual obligations.

The modeling tool has been beneficial for the agency as it has navigated through the uncertainty of the COVID-19 pandemic and the tool continues to be used and updated to understand various revenue scenarios. The model has assisted in aligning CapMetro's financial capacity with long-term service objectives and identifying and analyzing risks to fiscal stability.

### **Proposed Plan**

The Proposed plan is a scenario that demonstrates a balanced budget over the next 3 years for financial sustainability by aligning cost growth with revenue growth. Debt financing will be necessary in year 4 of the proposed plan as currently modeled. The scenario is based on current conditions along with agency commitments. The plan uses the agency's "Most Likely" sales tax scenario and assumes 4.5 percent annual growth in FY2024 sales tax revenue, 4 percent growth in FY2025 and FY2026 and 3.5 percent growth in the remaining seven years of the forecast period. Periodic fare increases are included to keep pace with inflation. Small increases in service hours are included for FY2024 and beyond. Higher fuel costs are assumed for the short term based on current market conditions and pricing. This scenario correlates operating and capital expenditures to sales tax growth and provides the ability to increase spending if higher sustained sales tax growth is obtained. Included in the Proposed plan are commitments to the Project Connect system plan through the Austin Transit Partnership (ATP) as CapMetro looks forward to the future and opportunities in the region.

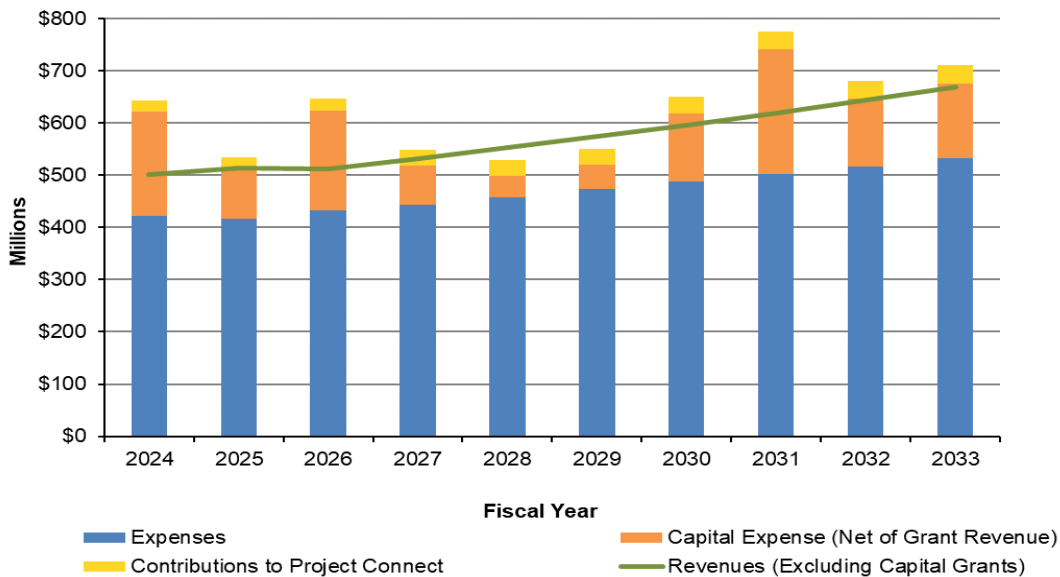
## Total Revenues and Total Expenses



### Higher Economic Growth Plan

CapMetro modeled a Higher Economic Growth plan that shows higher growth in sales tax for the region over the next 10 years. The scenario is based on current conditions along with agency commitments. The plan uses the agency's "Optimistic" sales tax scenario and assumes 4.5% sales tax growth in Fiscal Year 2024 and growth of 4.25% thereafter. With this scenario, increased revenues could potentially fund additional service expansion and/or infrastructure and will still require debt financing but be pushed back to Fiscal Year 2030. Commitments to the Project Connect system plan through the Austin Transit Partnership are included in this scenario as CapMetro looks forward to the future and opportunities in the region.

## Total Revenues and Total Expenses



## **Long-Range Financial Plan Risks**

The purpose of the Long-Range Financial Plan is to provide a forecast of the Authority's financial resources and projected expenditures based on planned levels of service and the strategic goals of CapMetro. While the LRFP uses the most current estimates and data available, there are inherent risks to long-term projections. Significant risks to the plan include, but are not limited to:

- Decline in sales tax growth
- Changes to Federal grant funding programs
- Significant recession event
- Unforeseen regulatory or capital needs
- Future contracted rates with service providers
- Compensation and benefit plan increases
- Unforeseen technological changes

## **Conclusions and Recommendations**

The agency will proceed with caution and ensure that future spending is aligned with revenue growth for both the short-term and long-term. One-time, accumulated funding is available for current capital projects and, once these projects are completed, future capital spending will need to be funded by operating cash flow. The agency needs to maintain at least \$75 million in annual net cash flow to maintain assets in a state of good repair.

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# Operating Detail by Department



CapMetro

## Overview

This section begins with a summary table of operating expenses by department with columns displaying previous year's actuals, current year budget and forecast, next year's budget, and next year's budget compared to current year budget.

The summary is followed by individual department pages describing their functions and responsibilities, and their current year accomplishments and next year's planned initiatives categorized according to the agency's strategic plan goals. Each department section also includes an organizational chart, the main drivers for budget variances between next year's budget and the current year's budget, as well as account-level expenses for the same columns as the summary table.

## Performance Measures Improvement Plan

CapMetro is committed to implementing a comprehensive strategy to refine and expand our performance measures tracking and reporting.

We are developing a robust performance metrics framework tailored to the specific objectives of each department and program. This framework includes regular Key Performance Indicator (KPIs) discussions with leadership to serve as a foundation for measuring success and progress around a scorecard aligned with agency priorities, aiming to enhance our ability to track and communicate progress in a way that resonates with both internal stakeholders and the community we serve.

To ensure the accuracy and reliability of our performance measures, we are investing in improved data collection methods and reporting mechanisms with the implementation of the Enterprise Data Analytics Platform (EDAP) that will allow us to track and analyze performance consistently over time. The platform's capabilities will extend beyond basic reporting, fostering a data-driven culture by enabling in-depth analyses, and strategic decision-making.



## Summary of Department Expenses

	FY2022 Actual	FY2023 Budget	FY2023 Forecast	FY2024 Budget	FY2024 v. FY2023 (\$)	FY2024 v. FY2023 (%)
Board of Directors Support	\$180,605	\$203,268	\$205,388	\$219,212	\$15,944	7.8 %
Business Center	368,777	379,753	379,753	379,740	(13)	(0.0)%
Capital Construction, Engineering and Design	—	—	—	1,072,330	1,072,330	N/A
Capital Design and Construction	1,518,563	2,577,336	2,577,336	2,763,884	186,548	7.2 %
CBTC Signals and Operational Networks	—	—	—	359,394	359,394	N/A
Child Care Center	1,058,750	1,156,861	1,239,172	1,277,153	120,292	10.4 %
Community Engagement	1,413,587	1,763,772	1,693,272	1,835,439	71,667	4.1 %
Customer Care	1,119,490	1,214,904	1,214,904	1,254,846	39,942	3.3 %
Demand Response Control and Call Center	2,249,362	2,496,916	2,493,092	2,388,954	(107,962)	(4.3)%
Demand Response Oversight	28,473,452	40,062,490	40,327,491	43,415,571	3,353,081	8.4 %
Diversity, Equity and Inclusion	810,518	1,109,967	1,109,967	1,055,678	(54,289)	(4.9)%
Executive Staff	1,343,533	1,612,873	1,568,923	1,705,555	92,682	5.7 %
Finance	31,236,979	13,450,813	9,080,597	14,057,499	606,686	4.5 %
Government Affairs	841,276	1,072,238	1,285,178	1,345,177	272,939	25.5 %
Information Technology	18,033,297	23,744,722	21,310,412	27,829,068	4,084,346	17.2 %
Innovative Mobility	4,613,787	7,680,304	8,549,403	12,088,999	4,408,695	57.4 %
Internal Audit	434,963	429,434	429,434	788,876	359,442	83.7 %
Legal	1,073,091	1,465,045	1,593,795	1,715,035	249,990	17.1 %
Marketing and Communications	4,708,135	6,755,959	5,674,316	7,280,135	524,176	7.8 %
MetroBike	158,835	1,353,119	1,333,949	1,266,825	(86,294)	(6.4)%
Mobility Interlocal Agreements	6,289,690	9,236,520	9,282,043	11,029,774	1,793,254	19.4 %
Non-Allocated Employee Benefits	10,376,116	17,832,475	16,320,492	15,618,615	(2,213,860)	(12.4)%
Operations and Maintenance Oversight	145,012,136	163,870,175	178,121,997	177,406,114	13,535,939	8.3 %
Paratransit Eligibility	997,946	1,352,852	1,215,816	1,380,923	28,071	2.1 %
People and Culture	4,868,825	4,897,767	4,956,580	6,195,587	1,297,820	26.5 %
Power Systems	—	—	—	755,687	755,687	N/A
Procurement	2,206,609	2,274,389	2,274,389	2,643,558	369,169	16.2 %
Project Connect	6,063,756	15,231,301	13,376,442	18,087,874	2,856,573	18.8 %
Project Connect Integration	603,476	2,817,131	1,917,131	—	(2,817,131)	(100.0)%
Property and Asset Management	4,693,627	7,178,433	5,376,594	8,274,752	1,096,320	15.3 %
Public Facilities	5,584,539	6,767,530	6,616,199	7,023,167	255,637	3.8 %
Public Safety and Emergency Management	5,092,539	8,292,585	7,407,297	9,561,495	1,268,910	15.3 %
Rail Commuter Operations	22,086,900	24,779,640	24,205,078	29,331,736	4,552,096	18.4 %
Rail Freight Management	1,727,594	2,188,368	1,837,368	2,164,047	(24,321)	(1.1)%

	FY2022 Actual	FY2023 Budget	FY2023 Forecast	FY2024 Budget	FY2024 v. FY2023 (\$)	FY2024 v. FY2023 (%)
Real Estate and Facility Planning	1,617,539	5,316,851	5,018,463	5,493,140	176,289	3.3 %
RideShare	1,633,743	1,843,004	1,416,835	1,759,266	(83,738)	(4.5)%
Rolling Stock and Support Equipment	—	—	—	254,230	254,230	N/A
Safety	666,122	2,455,945	2,121,683	2,419,340	(36,605)	(1.5)%
Strategic Planning and Development	5,189,933	9,174,877	7,276,996	9,323,031	148,154	1.6 %
Strategic Programs and Organizational Readiness	1,125,914	1,542,529	1,561,149	4,576,369	3,033,840	196.7 %
Systemwide Accessibility	180,201	656,228	427,119	685,009	28,781	4.4 %
Transit Police	—	—	—	978,623	978,623	N/A
Wellness and Fitness Centers	336,776	1,520,711	346,766	421,270	(1,099,441)	(72.3)%
Contribution from the Austin Transit Partnership	(6,410,728)	(17,048,432)	(13,376,442)	(18,087,874)	(1,039,442)	6.1 %
<b>CapMetro Total</b>	<b>\$319,580,254</b>	<b>\$380,710,654</b>	<b>\$379,766,378</b>	<b>\$421,395,104</b>	<b>\$40,684,450</b>	<b>10.69%</b>

## Board of Directors Support

### Functions and Responsibilities

The Board of Directors Support department provides assistance to the board of directors and the president and chief executive officer to achieve the strategic mission and vision of CapMetro. The department coordinates monthly board and committee meetings and periodic work sessions on strategic issues. The department works with the Legal department to ensure compliance with the Texas Transportation Code, Section 451 and the Texas Open Meetings Act requirements. The department also facilitates communication between the board of directors, CapMetro staff and members of the public.

### FY2023 Accomplishments

- ◆ Community
  - Improved public access to board and committee meetings with the transition to a new boardroom at CapMetro Administrative Building (2910 East 5<sup>th</sup> Street).
- ◆ Organizational Effectiveness
  - Updated board orientation process and materials for new board members.

### FY2024 Planned Initiatives

- ◆ Community
  - Revise board agenda and backup material templates to ensure that items under consideration by the board provide an explanation of their business case and alignment with the CapMetro Strategic Plan.
  - Create a stakeholder notification process to send email alerts when monthly board backup material is published or updated.

## Board of Directors Support Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$9,834 due to approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$6,110 mainly due to an increase of \$2,700 in Other Services for closed captioning for public meetings and \$2,120 in Supplies for printing costs.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$108,583	\$125,402	\$125,402	\$134,215	\$8,813	7.0 %
FICA-Admin	9,031	9,245	9,245	10,267	1,022	11.1 %
State Unemployment-Admin	361	181	181	180	(1)	(0.6)%
Sick Leave-Admin	3,791	—	—	—	—	N/A
Holiday Leave-Admin	5,972	—	—	—	—	N/A
Vacation Leave-Admin	10,259	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>137,997</b>	<b>134,828</b>	<b>134,828</b>	<b>144,662</b>	<b>9,834</b>	<b>7.3 %</b>
<b>OTHER EXPENSES</b>						
Other Services	15,868	18,000	18,000	20,700	2,700	15.0 %
Office Supplies	983	300	300	290	(10)	(3.3)%
Supplies-Board Of Directors	211	480	2,600	—	(480)	(100.0)%
Other Supplies	—	—	—	2,600	2,600	N/A
Telephone-Local	480	480	480	480	—	—
Airfare-Transportation	6,875	10,200	10,200	10,200	—	—
Travel-Per Diem	1,093	4,246	4,246	4,250	4	0.1 %
Seminar, Conferences, Registration	(680)	11,054	11,054	11,050	(4)	(0.0)%
Lodging	3,637	11,500	11,500	11,900	400	3.5 %
Travel-Other	4,537	2,340	2,340	2,640	300	12.8 %
Business Meals-Local	8,584	9,600	9,600	10,200	600	6.3 %
Other Miscellaneous Expenses	305	—	—	—	—	N/A
Food and Ice	717	240	240	240	—	—
<b>TOTAL OTHER EXPENSES</b>	<b>42,609</b>	<b>68,440</b>	<b>70,560</b>	<b>74,550</b>	<b>6,110</b>	<b>8.9 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$180,605</b>	<b>\$203,268</b>	<b>\$205,388</b>	<b>\$219,212</b>	<b>\$15,944</b>	<b>7.8 %</b>

## Business Center

### Functions and Responsibilities

The Business Center department provides support services to CapMetro, including printing, copying, delivery of lost and found items to the Transit Store, and mail and delivery services through a contracted solution.

### FY2023 Accomplishments

- ◆ Customer
  - Daily delivery of lost customer items to the Transit Store to facilitate returning items to customers.
  - Provided printing services to facilitate customer communications.
  - Facilitated employee communications by posting notices and printing/mailing employee recognition items.
- ◆ Organizational Effectiveness
  - Repurposed printer devices not in use due to more employees working from home.
  - Implemented a web-based work order ticketing system allowing requesters to track status requests.
  - Implemented printer cartridge recycling program.

### FY2024 Planned Initiatives

- ◆ Customer
  - Implement plans to service additional building facilities.
  - Develop a process to control the posting of employee notices to keep them current.
- ◆ Organizational Effectiveness
  - Assess printer device needs to adjust to facility changes.
  - Explore electronic process for mail delivery to remote workers.

## Budget Changes

### Other Expenses

Budget to stay neutral as service levels and contracts will not change.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>OTHER EXPENSES</b>						
Other Services	\$222,460	\$222,461	\$222,461	\$222,456	\$(5)	(0.0)%
Office Supplies	28,764	27,292	27,292	27,288	(4)	(0.0)%
Other Miscellaneous Expenses	376	—	—	—	—	N/A
Office Equipment	116,465	130,000	130,000	129,996	(4)	(0.0)%
Other Equipment	713	—	—	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>368,777</b>	<b>379,753</b>	<b>379,753</b>	<b>379,740</b>	<b>(13)</b>	<b>(0.0)%</b>
<hr/>						
<b>TOTAL OPERATING EXPENSES</b>	<b>\$368,777</b>	<b>\$379,753</b>	<b>\$379,753</b>	<b>\$379,740</b>	<b>\$(13)</b>	<b>(0.0)%</b>

## Capital Construction, Engineering and Design

### Functions and Responsibilities

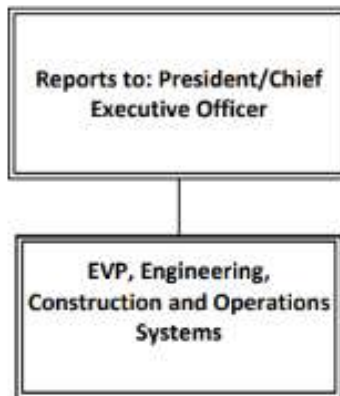
The Capital Construction, Engineering and Design (CCED) department is a new department created to ensure consistent engineering and design across all aspects of CapMetro functions and responsibilities, including Project Connect. CCED oversees all departments relating to facility management and capital construction with a focus on federal and regional key stakeholders.

### FY2024 Planned Initiatives

#### ◆ Organizational Effectiveness

- Improve project delivery in support of CapMetro services.
- Advance technology and digitization for processes and assets in CapMetro project delivery.
- Upgrade CapMetro employee resources utilized for project delivery and asset integration.
- Continue support for Project Connect elements of CapMetro Rapid, Light Rail and Green-Line Commuter Rail.

### Capital Construction, Engineering and Design Department Organizational Chart





## Budget Changes

### Labor and Benefits

Budget of \$288,580 due to 1 FTE transferred from the Project Connect Integration department, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Budget of \$783,750 includes approximately \$200,000 in Consultation Fees previously from the Project Connect Integration department and an additional \$550,000 to support the new department in a construction partnership program and voice/data radio study services.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$ —	\$ —	\$ —	\$274,488	\$274,488	N/A
FICA-Admin	—	—	—	13,912	13,912	N/A
State Unemployment-Admin	—	—	—	180	180	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>288,580</b>	<b>288,580</b>	<b>N/A</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	—	—	—	750,000	750,000	N/A
Other Professional Fees	—	—	—	15,500	15,500	N/A
Airfare-Transportation	—	—	—	7,250	7,250	N/A
Travel-Per Diem	—	—	—	—	—	N/A
Seminar, Conferences, Registration	—	—	—	5,000	5,000	N/A
Lodging	—	—	—	5,000	5,000	N/A
Travel-Other	—	—	—	1,000	1,000	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>783,750</b>	<b>783,750</b>	<b>N/A</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$1,072,330</b>	<b>\$1,072,330</b>	<b>N/A</b>

# Capital Design and Construction

## Functions and Responsibilities

The Capital Design and Construction department is responsible for the planning, design development, and construction of capital projects for customer, operational, and administrative facilities. The department serves as the center for the integrated project management, environmental due diligence, design, and construction of all capital infrastructure and facilities projects. This includes fixed route bus stops, CapMetro Rapid bus stations, grant-funded projects, Park & Rides, Transit Centers, rail stations, and rail infrastructure.

## FY2023 Accomplishments

### ◆ Customer

- Completed Lakeline Leander double tracking.
- Completed advance culvert construction at McKalla Station project on time and within budget.
- Completed procurement for construction of double tracking and drainage improvement project at McKalla Station.
- Accomplished scheduled milestones for ongoing projects at McKalla Station including design-build and double tracking and drainage improvement.
- Completed 30% preliminary engineering design and environmental categorical exclusion process for Airport Lamar Redline grade separation project.
- Completed 15% preliminary level engineering and categorical exclusion process for double track project from Onion Street to 7th Street underpass.
- Completed 15% preliminary level engineering design for double-tracking project from Adelphi and McNeil Drive.
- Completed 100% design for a pedestrian crossing at 4th Street and Sabine.
- Completed design for signal preemption and pedestrian safety project at 4th Street and I-35.
- Completed 15% of preliminary level engineering design for the eastside platform at Lakeline Station.
- Completed environmental due diligence for categorical exclusion approval for the replacement of two steel spans of the bridge at milepost 52.44.
- Completed the procurement process for the battery electric bus infrastructure design-build projects at 9315 McNeil Road and 2910 East 5<sup>th</sup> Street locations.
- Completed 11 stations for CapMetroRapid Expo and Pleasant Valley lines.
- Completed 90% level design for Expo Center, Goodnight Ranch end-of-line charging, and Park & Ride facilities.
- Completed the procurement for the construction and installation, of a traffic light, at Decker and Colony Loop.
- Completed the design for the CapMetroRapid shelters.

- Completed 90% level design for CapMetroRapid South Lamar-Menchaca line stations, and 60% level design for CapMetroRapid Gold Line stations.
- Completed two Small Transit Hubs for Bluff Spring/William Cannon and South Park Meadows.
- Completed +25 amenity replacements at bus stops.
- Relocated Dean Keeton/Guadalupe Station.
- Completed construction of 7 bus stops in partnership with the city of Austin.

#### ◆ Community

- Coordinated with stakeholders for double-tracking projects and McKalla Station construction.
- Ongoing Project Connect community outreach.

#### ◆ Workforce

- Realigned the department to increase project management efficiency.

### **FY2024 Planned Initiatives**

#### ◆ Customer

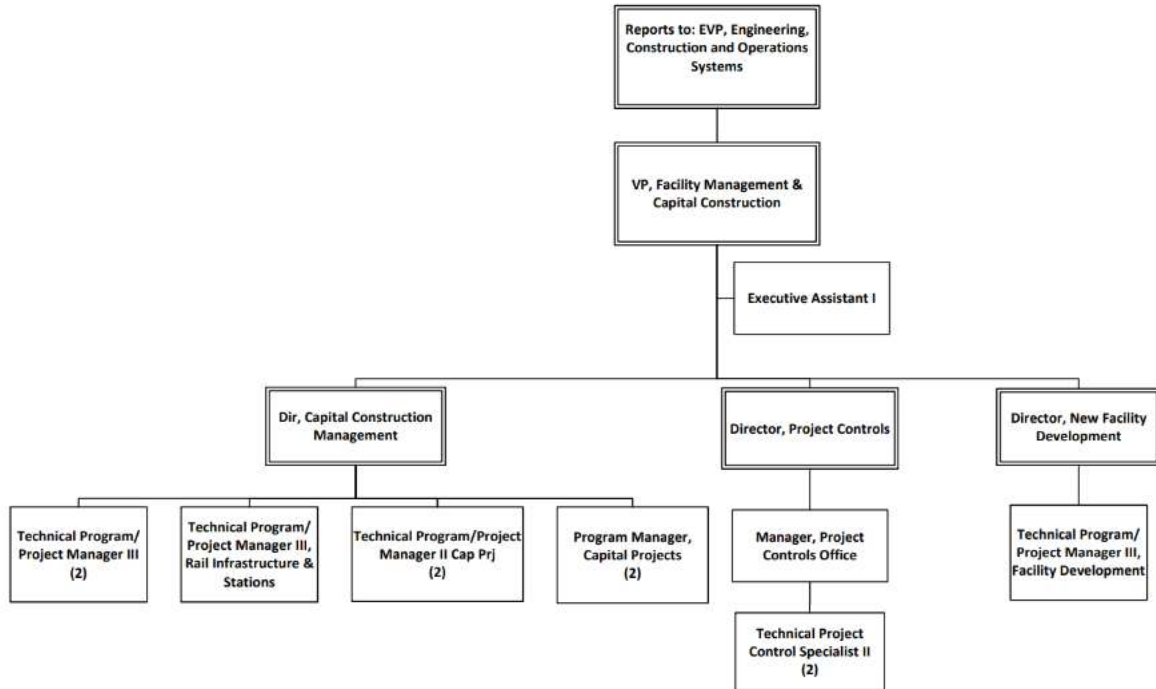
- Complete McKalla Station design-build project.
- Complete McKalla double tracking and drainage improvement project between North of Braker to West Serta Control Point.
- Complete 50% level design for the Airport/Lamar Redline grade separation project.
- Complete 30% to 100% of design plans, specifications and estimates for the eastside platform and extension of the westside platform at Lakeline Station.
- Complete construction for 4th Street and Sabine pedestrian crossing.
- Complete construction for 4th Street and IH-35 signal preemption.
- Complete construction for replacement of two steel spans of the bridge at milepost 52.44.
- Complete 30% to 100% design plans, specifications, and estimate for a double track from Onion Street to the 7<sup>th</sup> Street underpass.
- Complete 30% to 100% design plans, specifications, and estimate for double track from Adelphi to McNeil Drive.
- Complete the remaining 64 stations for CapMetro Rapid Expo and Pleasant Valley lines.
- Install CapMetro Rapid shelters.
- Complete amenities replacements for +25 bus stops.

#### ◆ Community

- Coordinate with stakeholders for double-tracking projects and McKalla Station construction.
- Ongoing community outreach for CapMetro Rapid Projects.

- Coordinate with the community for double-tracking projects between Onion Street and the 7<sup>th</sup> Street underpass and between Adelphi and McNeil Drive.

## Capital Design and Construction Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$398,295 due to the return of 2 FTEs previously seconded to the Austin Transit Partnership, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Decrease of \$211,747 driven by removing \$100,000 in Other Professional Fees for pop-up projects and \$118,528 in Temporary Help no longer needed with the addition of FTEs. Increase of \$31,200 for permits, application and inspection fees. Decreases of \$35,000 in Other Services for a reduced need of crane rental as new shelters do not require this service to perform repairs and \$25,000 in Non-Capital Projects for miscellaneous street improvements.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$962,820	\$1,937,236	\$1,937,236	\$2,305,832	\$368,596	19.0 %
FICA-Admin	86,049	137,973	137,973	167,491	29,518	21.4 %
State Unemployment-Admin	3,947	2,699	2,699	2,880	181	6.7 %
Sick Leave-Admin	66,261	—	—	—	—	N/A
Holiday Leave-Admin	58,749	—	—	—	—	N/A
Vacation Leave-Admin	79,337	—	—	—	—	N/A
Boot Allowance-Admin	117	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>1,257,281</b>	<b>2,077,908</b>	<b>2,077,908</b>	<b>2,476,203</b>	<b>398,295</b>	<b>19.2 %</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	50,742	150,000	150,000	50,000	(100,000)	(66.7)%
Permits and Fees	2,126	5,000	5,000	36,200	31,200	624.0 %
Temporary Help	117,656	118,528	118,528	—	(118,528)	(100.0)%
Repair & Maintenance-Other	—	—	—	—	—	N/A
Courier and Delivery Services	11	240	240	480	240	100.0 %
Other Services	6,875	94,000	94,000	59,000	(35,000)	(37.2)%
Office Supplies	1,463	2,200	2,200	3,380	1,180	53.6 %
Other Supplies	139	1,800	1,800	2,750	950	52.8 %
Maintenance Materials	—	—	—	—	—	N/A
Non-Capital Projects	—	100,000	100,000	75,000	(25,000)	(25.0)%
Telephone-Local	960	2,400	2,400	4,800	2,400	100.0 %
Dues and Subscriptions	1,701	3,500	3,500	6,216	2,716	77.6 %
Airfare-Transportation	495	3,250	3,250	9,000	5,750	176.9 %
Travel-Per Diem	48	1,750	1,750	7,125	5,375	307.1 %
Seminar, Conferences, Registration	200	11,260	11,260	19,370	8,110	72.0 %
Lodging	—	4,500	4,500	11,250	6,750	150.0 %
Travel-Other	32	—	—	—	—	N/A
Business Meals-Local	—	1,000	1,000	3,110	2,110	211.0 %
Postage	—	—	—	—	—	N/A
Expense Reimbursements	—	(2,166,737)	—	—	2,166,737	(100.0)%
Capital Contributions-Other Jurisdictions	78,834	2,166,737	—	—	(2,166,737)	(100.0)%
<b>TOTAL OTHER EXPENSES</b>	<b>261,281</b>	<b>499,428</b>	<b>499,428</b>	<b>287,681</b>	<b>(211,747)</b>	<b>(42.4)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,518,563</b>	<b>\$2,577,336</b>	<b>\$2,577,336</b>	<b>\$2,763,884</b>	<b>\$186,548</b>	<b>7.2 %</b>

## CBTC Signals and Operational Networks

### Functions and Responsibilities

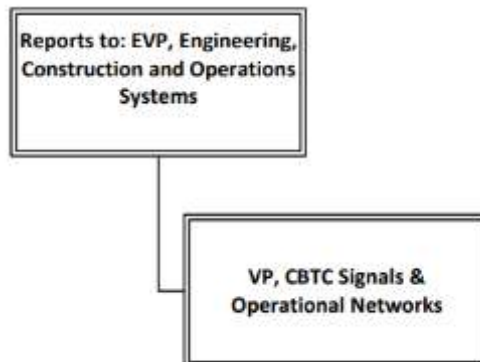
The Communications-Based Train Control (CBTC) Signals and Operational Networks department is a new department created from the dissolution of the Project Connect Integration department. The department is responsible for designs that support rolling stock and interface with a variety of signaling systems including traffic and require specialized and vital communication networks with redundancy integration.

### FY2024 Planned Initiatives

#### ◆ Organizational Effectiveness

- Conduct a radio communications engineering study and evaluate optional services required for safe operations.
- Finalize new interlocal agreement with city of Austin for traffic signal prioritization for bus services.
- Continue support for Project Connect elements of CapMetro Rapid, Light Rail and Green-Line Commuter Rail.

### CBTC Signals and Operational Networks Department Organizational Chart



## Budget Changes

### Labor and Benefits

Budget of \$232,644 due to 1 FTE transferred from the Project Connect Integration department and the approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Budget of \$126,750 previously from the Project Connect Integration department and includes Other Services for police radio and bus transit signal priority systems.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$ —	\$ —	\$ —	\$219,343	\$219,343	N/A
FICA-Admin	—	—	—	13,121	13,121	N/A
State Unemployment-Admin	—	—	—	180	180	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>232,644</b>	<b>232,644</b>	<b>N/A</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	—	—	—	—	—	N/A
Other Professional Fees	—	—	—	—	—	N/A
Other Services	—	—	—	108,500	108,500	N/A
Airfare-Transportation	—	—	—	7,250	7,250	N/A
Travel-Per Diem	—	—	—	—	—	N/A
Seminar, Conferences, Registration	—	—	—	5,000	5,000	N/A
Lodging	—	—	—	5,000	5,000	N/A
Travel-Other	—	—	—	1,000	1,000	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>126,750</b>	<b>126,750</b>	<b>N/A</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$359,394</b>	<b>\$359,394</b>	<b>N/A</b>

## Child Care and Learning Center

### Functions and Responsibilities

The CapMetro Child Care and Learning Center, operated by Bright Horizons Family Solutions, provides an onsite child development environment for CapMetro employees, service contractors and the community. The subsidy for CapMetro employees is about 20 percent of operating costs and community members pay full tuition.

### FY2023 Accomplishments

- ◆ Customer
  - Increased customer satisfaction scores.
  - Updated the My Bright Day app that allows parents to receive bi-weekly notifications.
- ◆ Organizational Effectiveness
  - Maintained existing National Association for the Education of Young Children (NAEYC) Accreditation.
  - Explored opportunities to expand the childcare program in conjunction with the facility master plan.

### FY2024 Planned Initiatives

- ◆ Customer and Workforce
  - Strengthen Toward a Better World Curriculum focused on anti-racism, inclusion, and equity.
- ◆ Organizational Effectiveness
  - Continued childcare considerations in long-range facility plans and efforts to recruit and retain staff.
  - Explore partnership and funding opportunities.
  - Review and adjust tuition levels to reduce subsidy.



## Budget Changes

### Other Expenses

Increase of \$120,292 due to a contractual increase in Other Professional Fees for \$128,292 offset by a reduction in other supplies needed of \$8,000.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>OTHER EXPENSES</b>						
Other Professional Fees	\$1,058,750	\$1,143,861	\$1,226,172	\$1,272,153	\$128,292	11.2 %
Other Supplies	—	13,000	13,000	5,000	(8,000)	(61.5)%
<b>TOTAL OTHER EXPENSES</b>	<b>1,058,750</b>	<b>1,156,861</b>	<b>1,239,172</b>	<b>1,277,153</b>	<b>120,292</b>	<b>10.4 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,058,750</b>	<b>\$1,156,861</b>	<b>\$1,239,172</b>	<b>\$1,277,153</b>	<b>\$120,292</b>	<b>10.4 %</b>

## Community Engagement

### Functions and Responsibilities

The Community Engagement department builds trust by meaningfully engaging our community in decision-making, serves as the agency's primary liaison with community groups and organizations, and manages programs to facilitate engagement with CapMetro.

### FY2023 Accomplishments

#### ◆ Customer

- Provided customer feedback to the appropriate departments when riders share their experience.
- Engaged riders regarding CapMetro services, programs, and policy initiatives through at-stop outreach.
- Conducted at-stop outreach during service changes.
- Continued community engagement and CapMetro Art website which are critical information resources as fare program changes and CapMetro Art and CapMetro Music programs are implemented.
- Supported marketing in the rebranding effort for the agency, including updating community partners when sponsorship commitments were in place.

#### ◆ Community

- Engaged new partners through the CapMetro Art program that includes the Diversity, Equity and Inclusion (DEI) bus wrap projects for 6 National Heritage Months, Project Connect new routes/groundbreaking events, and CapMetro Music events.
- Provided ongoing public engagement support during the rollout of Equitable Transit-Oriented Development (ETOD) phases, potential fares program and support for Project Connect.
- Developed partnerships with community-based organizations in diverse communities and continued to expand outreach to small-city partners.
- Increased efforts through digital touchpoints including social media, web surveys, virtual webinars, and a live feedback platform. Reached and connected with a broader audience, provided more access to relevant information, and heightened brand awareness.
- Developed and conducted community-specific Try Transit curriculum and presentations. Visited community members where they are and explored transit options in a direct and conversational setting.
- Continued to develop curriculum and growth of education outreach and pilot to elementary-aged children.
- Developed more strategic community partnerships with underrepresented groups.

#### ◆ Workforce

- Supported agencywide recruitment efforts by collaborating with community partners to support diversity, equity and inclusion workforce development.
- Identified and provided outreach training/tips systemwide. Created training opportunities for CapMetro staff who volunteer at events sponsored by CapMetro.

## ◆ Organizational Effectiveness

- Launched a self-guided Transit Adventure app. Partnered with community organizations and local businesses to create tours highlighting important and fun cultural aspects of Austin via CapMetro services.
- Continued to develop sponsorship processes for agencywide initiatives.
- Created internal sponsorship surveys to receive feedback on the quality of sponsorships.
- Set a foundation for the CapMetro Art program by formalizing artist pool selection and juror process.
- Created a systematization of public involvement plans by formalizing the templates and documents.

### **FY2024 Planned Initiatives**

## ◆ Customer

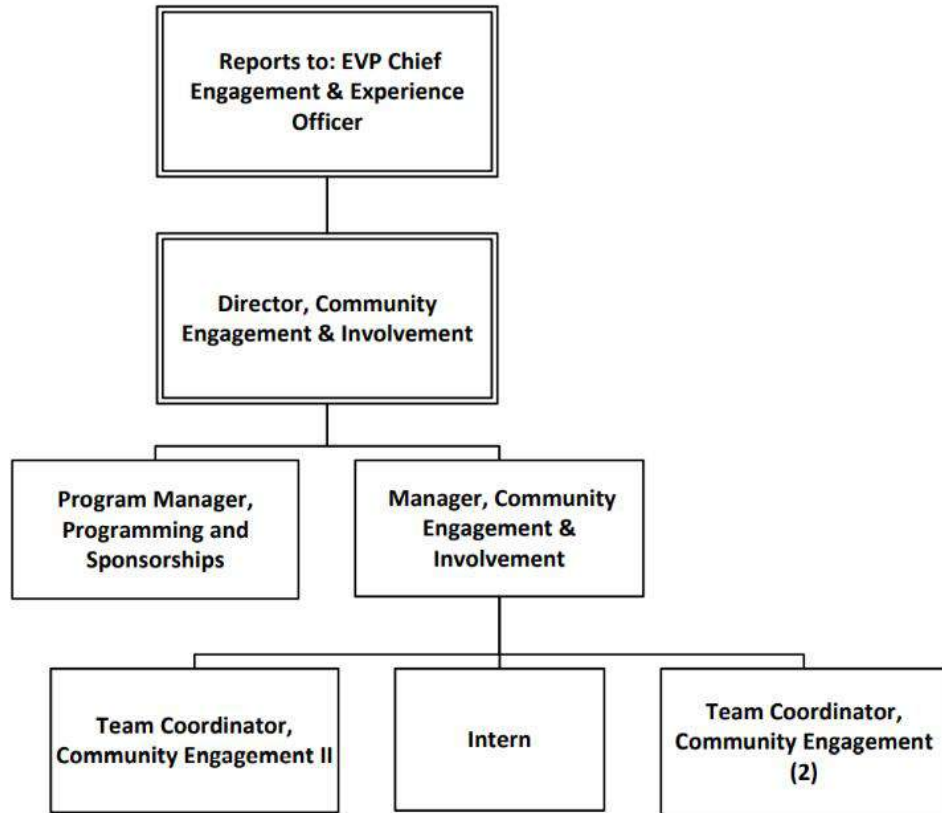
- Continue to demonstrate the value of transit as we move toward Project Connect through community presentations and engagement opportunities.
- Prepare the introduction of two new CapMetro Rapid lines in 2025 through maps, information, and community involvement planning. Provide customer feedback to the appropriate departments when riders share their experience.
- Prepare the introduction of Dove Spring Pickup in 2024 through map, information, and community involvement planning.
- Engage riders regarding CapMetro services, programs and policy initiatives through at-stop outreach. Promote riding CapMetro services and the introduction of new and improved services.
- Continue community engagement and outreach to educate riders, community partners, and the public on Amp, fare-capping, Equifare, Americans with Disabilities Act transition, Red Line improvements, and other agency customer-focused initiatives.
- Support marketing in the rebranding effort for the agency, including updating community partners when sponsorship commitments are in place.
- Support translation of service information to ensure Spanish-speaking riders have accurate information.
- Support the engagement process for the CapMetro Police Safety Advisory Committee.

## ◆ Community

- Develop a partnership with a locally based art organization through the CapMetro Art program to continue the Diversity, Equity and Inclusion bus wrap projects for 8 National Heritage Months.
- Engage the community in the creation of the McKalla Art Project and invite them to the unveiling.
- Support sustainable and innovative mobility by raising community awareness of CapMetroBike, new Pickup service zones and pilots designed to improve first-mile/last-mile connectivity.
- Provide ongoing public engagement support during the rollout of ETOD phases, potential fares program and support Project Connect.
- Develop partnerships with community-based organizations in diverse communities and continue to expand outreach to small-city partners.

- Continue to increase efforts through digital touchpoints including social media, web surveys, virtual webinars, and public input platforms. Reach and connect with a wider audience, provide more access to relevant information, and heighten brand awareness.
  - Develop and conduct community-specific Try Transit curriculum and presentations, such as participating in refugee orientation. Visit community members where they are and explore transit options in a direct and conversational setting.
  - Continue the education outreach and pilot to elementary-aged children. Expand the education program and adapt it to high school-aged children with a focus on learning to ride, sustainability, and the future of transit in Central Texas.
  - Develop more strategic community partnerships with underrepresented groups.
  - Educate the community on new fare-capping structure and fare options for various customers, including Equifare eligible riders and CapMetro for Business.
  - Obtain community partners' feedback through the Community Perception Survey.
  - Partner with private organizations to promote our CapMetro Cares initiatives.
  - Manage our CapMetro Cares program and extend opportunities to nonprofit partners to amplify their message.
  - Manage Back-to-School supply drive in collaboration with H-E-B benefiting School Supplies for the Children.
  - Serve as liaison between the Customer Satisfaction Advisory Committee (CSAC), Access Committee, and CapMetro board of directors.
- ◆ Workforce
- Engage the team with community service and learning opportunities, and support team leadership with educational resources.
  - Support People and Culture recruitment with strategic and targeted efforts, connecting with community partner opportunities, and sharing hiring information at engagement events.
  - Work with community partners to provide DEI training to staff.
  - Identify and provide outreach training/tips systemwide. Create training opportunities for staff who volunteer at events sponsored by CapMetro.
- ◆ Organizational Effectiveness
- Launch a new customer relations management software platform.
  - Continue to develop sponsorship process for agencywide initiatives. Create internal sponsorship surveys to receive feedback on the quality of sponsorship.
  - Launch a request for proposal for staffing event support at outreach events, select a vendor, and create a streamlined approach to requesting and following up after events.
  - Create a systematization of public involvement plans by formalizing the templates and documents needed for every plan.

## Community Engagement Department Organizational Chart



### Budget Changes

#### Labor and Benefits

Increase of \$66,554 due to a reduction of the equivalent of 1 intern and the approved performance-based pay increases and an across-the-board one-time market pay increase.

#### Other Expenses

Increase of \$5,113 driven by an increase in Dues and Subscriptions of \$43,102 as local chambers of commerce support moved from the Diversity, Equity and Inclusion department. Offset by a decrease of \$39,992 in Temporary Help as these resources will only be needed periodically throughout the year.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$446,660	\$550,562	\$550,562	\$611,307	\$60,745	11.0 %
Intern Pay	11,465	—	—	—	—	N/A
FICA-Admin	38,186	40,596	40,596	46,765	6,169	15.2 %
State Unemployment-Admin	2,550	1,620	1,620	1,260	(360)	(22.2)%
Sick Leave-Admin	36,252	—	—	—	—	N/A
Holiday Leave-Admin	23,377	—	—	—	—	N/A
Vacation Leave-Admin	19,567	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>578,055</b>	<b>592,778</b>	<b>592,778</b>	<b>659,332</b>	<b>66,554</b>	<b>11.2 %</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	72,208	179,000	179,000	179,000	—	—
Other Professional Fees	502,745	764,996	697,496	769,996	5,000	0.7 %
Temporary Help	—	79,992	79,992	40,000	(39,992)	(50.0)%
Courier and Delivery Services	1,669	1,500	1,500	1,500	—	—
Other Services	5,146	—	—	—	—	N/A
Office Supplies	5,161	8,400	8,400	8,400	—	—
Passes and Tickets	74,377	—	—	64,992	64,992	N/A
Training Materials	1,055	—	—	—	—	N/A
Other Supplies	73,593	—	—	—	—	N/A
Telephone-Local	1,920	4,476	4,476	4,476	—	—
Dues and Subscriptions	24,105	34,062	34,062	77,164	43,102	126.5 %
Airfare-Transportation	—	1,800	1,800	1,800	—	—
Travel-Per Diem	—	900	900	900	—	—
Seminar, Conferences, Registration	13,496	14,800	14,800	14,800	—	—
Lodging	—	3,000	—	—	(3,000)	(100.0)%
Business Meals-Local	6,748	7,200	7,200	7,200	—	—
Advertising-Promotion Media	34,067	—	—	—	—	N/A
Postage	29	200	200	203	3	1.7 %
Safety Equipment	628	—	—	—	—	N/A
Other Miscellaneous Expenses	3,004	64,992	64,992	—	(64,992)	(100.0)%
Food and Ice	11,874	1,200	1,200	1,200	—	—
Lease-Operating Yard-Storage	3,708	4,476	4,476	4,476	—	—
<b>TOTAL OTHER EXPENSES</b>	<b>835,531</b>	<b>1,170,994</b>	<b>1,100,494</b>	<b>1,176,107</b>	<b>5,113</b>	<b>0.4 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,413,587</b>	<b>\$1,763,772</b>	<b>\$1,693,272</b>	<b>\$1,835,439</b>	<b>\$71,667</b>	<b>4.1 %</b>

## Customer Care

### Functions and Responsibilities

The Customer Care department's goal is to enhance the customers' experience by assisting with trip planning, fares, riding rules, lost-and-found, answering questions, and responding to comments, compliments, and requests. Representatives are available seven days a week by telephone, email, social media, and web-based correspondence. The department also works closely with transit operations departments to quickly address service issues.

### FY2023 Accomplishments

#### ◆ Customer

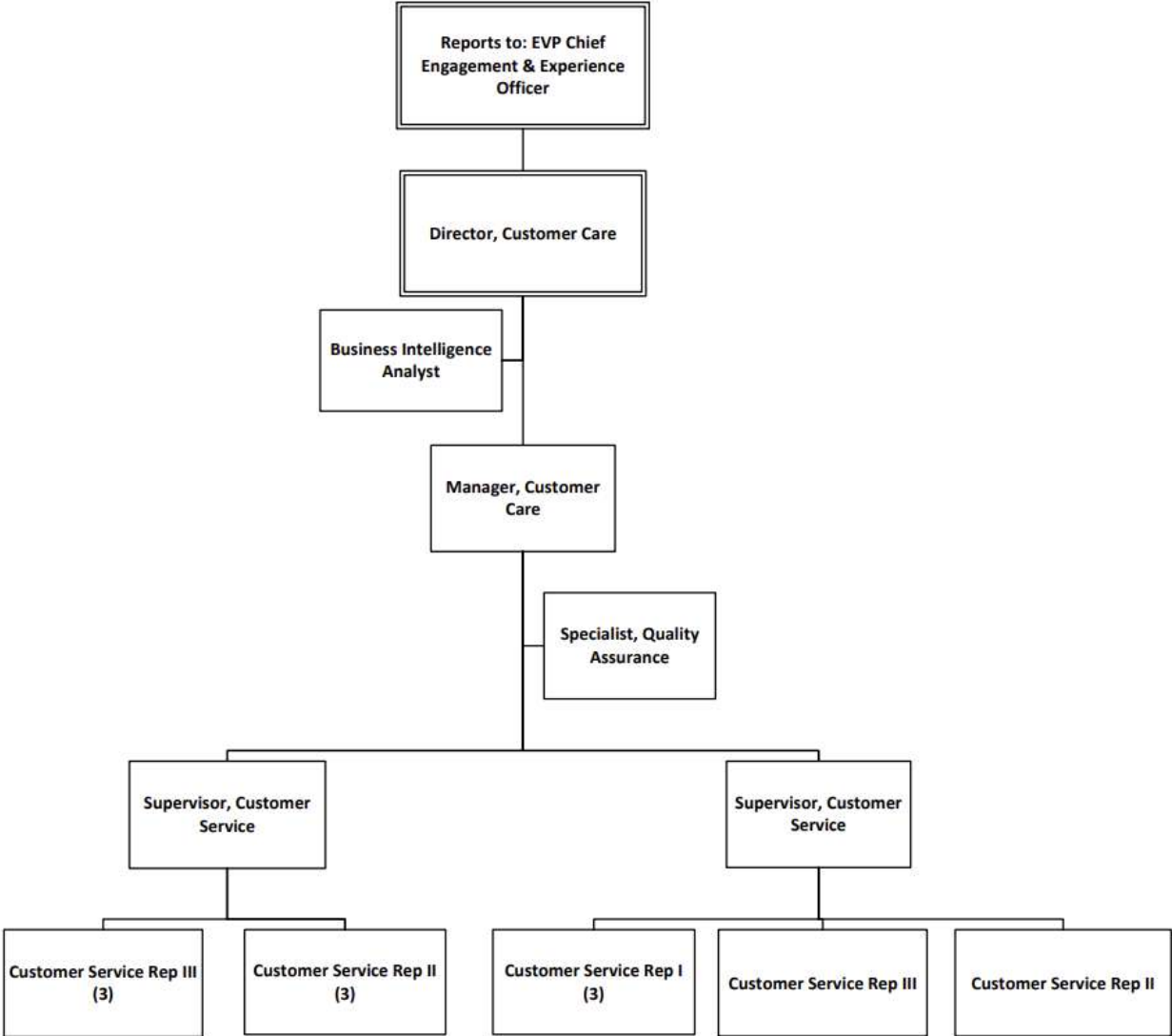
- For the 12 months ending March 2023, the goal of answering 80% of calls within 60 seconds was met.
- Handled 97,801 customer interactions for the 12 months ending March 2023 (via phone, email, web, and social media).
- For the 12 months ending March 2023, 9,582 customer comment reports were processed, down 20% year over year.
- Supported the Amp pilot by assisting customers' concerns and providing feedback.
- Initial department adopters of the new customer relationship management system, and subject matter expert team to assist other teams with implementation.
- Supported after-hours coverage of the Austin FC/Q2 events.
- Conducted weekly customer comment debriefs with operations and monthly debriefs with senior management expanding the use of customer feedback.
- Added after-call customer survey feedback option via a new phone system.
- Provided extended hours of support for the February 2023 ice storm.

### FY2024 Planned Initiatives

#### ◆ Customer

- Provide the senior management team with periodic insights and recommendations based on customer feedback.
- Refine our departmental metrics and reporting, with an emphasis on quality, feedback, and accountability.
- Serve as a resource for training and assisting departments in bringing customer comment reports to resolution.
- Add a callback feature to our phone Integrated Voice Recognition system to allow our customers to keep their place in line.
- Add a chat communication channel option for customer communication.
- Create a call quality assurance scorecard to measure the quality of the overall customer experience and accuracy of information.

## Customer Care Department Organizational Chart





## Budget Changes

### Labor and Benefits

Increase of \$46,258 due to approved performance-based pay increases and an across-the-board one-time market pay increase offset by a reduction of 1.5 FTEs.

### Other Expenses

Decrease of \$6,316 related to cost-cutting in Other Services of \$2,990 and travel and training expenses of \$4,468.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$822,619	\$1,072,052	\$1,072,052	\$1,122,660	\$50,608	4.7 %
Overtime-Admin	37,601	39,001	39,001	27,996	(11,005)	(28.2)%
FICA-Admin	74,011	79,046	79,046	85,881	6,835	8.6 %
State Unemployment-Admin	5,597	3,422	3,422	3,242	(180)	(5.3)%
Sick Leave-Admin	51,710	—	—	—	—	N/A
Supplemental Sick	4,428	—	—	—	—	N/A
Holiday Leave-Admin	47,657	—	—	—	—	N/A
Vacation Leave-Admin	65,436	—	—	—	—	N/A
Other Paid Leave-Admin	876	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>1,109,934</b>	<b>1,193,521</b>	<b>1,193,521</b>	<b>1,239,779</b>	<b>46,258</b>	<b>3.9 %</b>
<b>OTHER EXPENSES</b>						
Maintenance-Office Equipment	—	1,000	1,000	1,000	—	—
Computer Hardware	276	—	—	—	—	N/A
Other Services	5,499	8,790	8,790	5,800	(2,990)	(34.0)%
Office Supplies	2,070	2,400	2,400	2,400	—	—
Other Supplies	—	—	—	472	472	N/A
Telephone-Local	1,440	1,920	1,920	1,920	—	—
Airfare-Transportation	—	800	800	—	(800)	(100.0)%
Travel-Per Diem	—	553	553	—	(553)	(100.0)%
Seminar, Conferences, Registration	105	4,300	4,300	2,385	(1,915)	(44.5)%
Lodging	—	1,200	1,200	—	(1,200)	(100.0)%
Postage	167	60	60	60	—	—
Food and Ice	—	360	360	1,030	670	186.1 %
<b>TOTAL OTHER EXPENSES</b>	<b>9,557</b>	<b>21,383</b>	<b>21,383</b>	<b>15,067</b>	<b>(6,316)</b>	<b>(29.5)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,119,490</b>	<b>\$1,214,904</b>	<b>\$1,214,904</b>	<b>\$1,254,846</b>	<b>\$39,942</b>	<b>3.3 %</b>

## Demand Response Control and Call Center

### Functions and Responsibilities

The Demand Response Control and Call Center department is composed of the CapMetro Access and Pickup control and call center. The department provides real-time dispatch, scheduling, and advance trip reservations.

### FY2023 Accomplishments

#### ◆ Customer

- Continued implementation of Americans with Disabilities Act (ADA) accessible web interface for scheduling, dispatch, and vehicle operators.
- Continued implementation of ADA-accessible customer-facing web chat.
- Continued implementation of ADA functionality for trip booking, cancellation, vehicle arrival time, account management, and customer feedback.
- Increased on-time performance by 7% by increasing staff.
- Reservation's goal is 5% - Running at 3.35%.
- Average wait time goal is less than 2 minutes – running at 1min 12 seconds.

### FY2024 Planned Initiatives

#### ◆ Customer

- Implement the multimedia skillset feature within the control center.
- Identify scheduling and dispatch software needs.
- Implement a payment system and Amp cards for account-based fares.
- Enabling unilateral Operator to Customer communication functionality scheduling software to allow real-time coordination for guaranteed pickups at planned locations.

#### ◆ Community

- Support the launch of new Pickup zones.
- Continue to review Pickup zone peak times and adjust as needed.

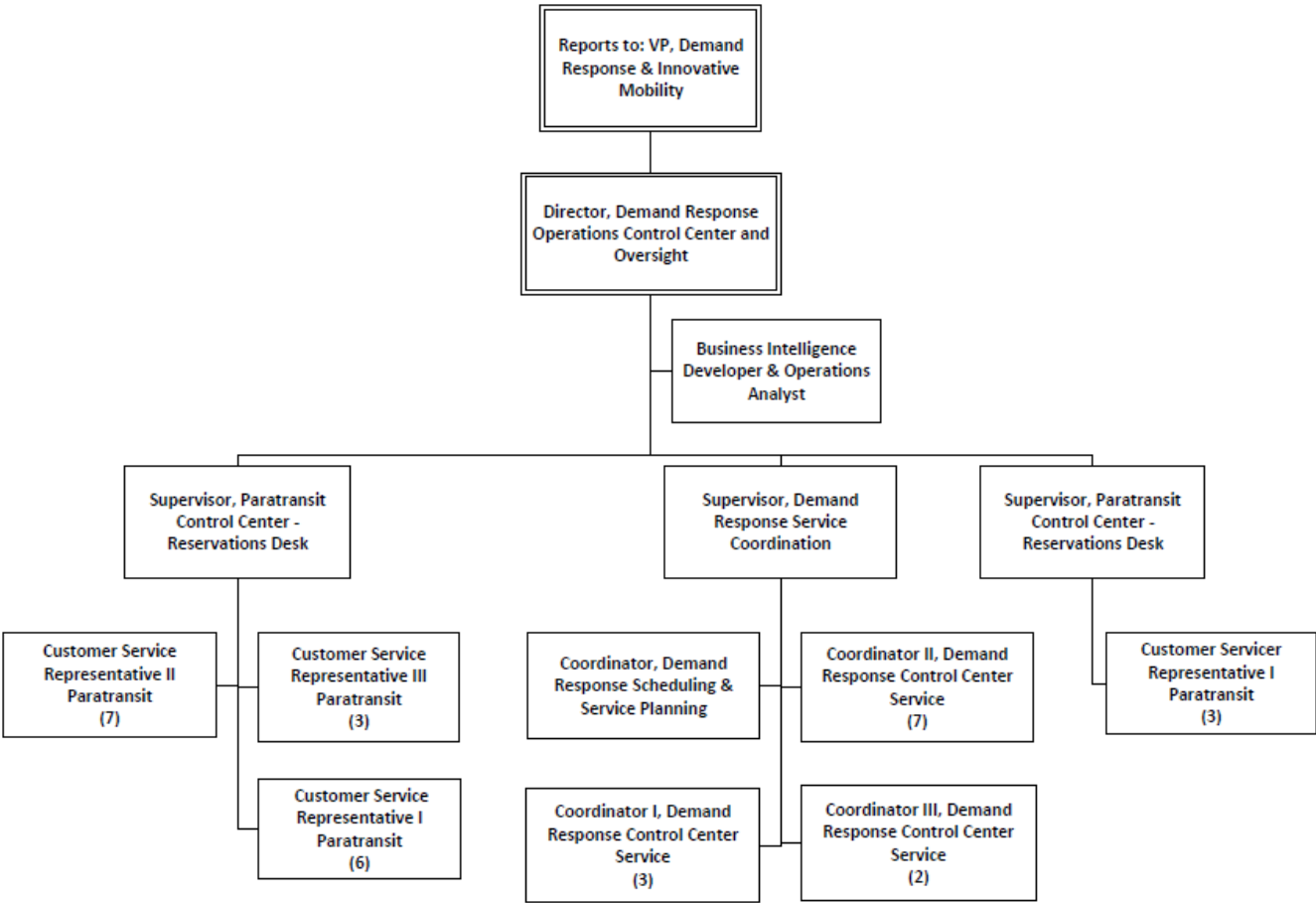
#### ◆ Workforce

- Conduct a wage review with People and Culture.

#### ◆ Organizational Effectiveness

- Continue to participate in the design of the new North Base Facility.

## Demand Response Control and Call Center Department Organizational Chart



## Budget Changes

### Labor and Benefits

Decrease of \$35,512 from the elimination of 1 vacant position offset by approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Decrease of \$72,450 primarily in Temporary Help from reduced usage.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$1,598,629	\$2,161,785	\$2,161,785	\$2,129,025	(\$32,760)	(1.5)%
Overtime-Admin	118,696	—	—	—	—	N/A
FICA-Admin	148,895	159,060	159,060	162,875	3,815	2.4 %
State Unemployment-Admin	11,540	7,020	7,020	6,659	(361)	(5.1)%
Sick Leave-Admin	114,196	—	—	—	—	N/A
Supplemental Sick	6,053	—	—	—	—	N/A
Holiday Leave-Admin	91,050	—	—	—	—	N/A
Vacation Leave-Admin	141,962	—	—	—	—	N/A
Other Paid Leave-Admin	6,080	—	—	—	—	N/A
Uniform Allowance-Admin	—	6,206	—	—	(6,206)	(100.0)%
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>2,237,102</b>	<b>2,334,071</b>	<b>2,327,865</b>	<b>2,298,559</b>	<b>(35,512)</b>	<b>-1.5%</b>
<b>OTHER EXPENSES</b>						
Temporary Help	—	124,800	124,800	50,000	(74,800)	(59.9)%
Other Services	10,015	28,000	28,000	28,000	—	—
Office Supplies	22	—	—	—	—	N/A
Other Supplies	—	3,600	3,600	3,600	—	—
Telephone-Local	920	—	—	—	—	N/A
Dues and Subscriptions	—	375	375	375	—	—
Airfare-Transportation	408	800	1,632	1,600	800	100.0 %
Travel-Per Diem	—	450	1,000	1,000	550	122.2 %
Seminar, Conferences, Registration	895	1,000	1,000	1,000	—	—
Lodging	—	1,000	2,000	2,000	1,000	100.0 %
Postage	—	2,820	2,820	2,820	—	—
<b>TOTAL OTHER EXPENSES</b>	<b>12,260</b>	<b>162,845</b>	<b>165,227</b>	<b>90,395</b>	<b>(72,450)</b>	<b>(44.5)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,249,362</b>	<b>\$2,496,916</b>	<b>\$2,493,092</b>	<b>\$2,388,954</b>	<b>(\$107,962)</b>	<b>(4.3)%</b>

## Demand Response Oversight

### Functions and Responsibilities

The Demand Response Oversight department oversees CapMetro's paratransit service contractors. Costs related to contracted paratransit services compliant with the Americans with Disabilities Act (ADA) are budgeted in this department.

### FY2023 Accomplishments

#### ◆ Customer

- Began implementation of new paratransit scheduling software which integrates voice, text, email, and account-based technology.
- Improved customer service program to ensure faster and more effective resolutions of concerns.
- Conducted focused safety campaigns to improve service to our customers.
- Continued a robust service provider audit program to ensure service performance was at the highest levels possible.

#### ◆ Community

- Assisted the organization by providing Special Bus services to community events that required Demand Response resources.
- Continued to partner with Joint Health and Safety Committee to solve safety concerns impacting all CapMetro services within our community.
- Participated in the Texas Transit Association Rodeo competition.

#### ◆ Workforce

- Developed and submitted statement of work (SOW) to procurement for FY2025 contract for both CapMetro Access and Pickup services which will encompass all services at the North and South Base facilities.
- Renewed Capital Area Rural Transportation Service (CARTS) contract for GoGeo and Manor zone services.

#### ◆ Organizational Effectiveness

- Began design on new and upcoming FY2026 North Base CapMetro owned facility that will improve operations significantly.
- Improved 'Front Line Feedback' program that encourages staff to report concerns while in revenue service.

## FY2024 Planned Initiatives

### ◆ Customer

- Optimize the new paratransit scheduling software rolled out in FY2023. It will improve the customer experience with real-time notifications.
- Research training options for sexual assault prevention.
- Improve dashboards related to CapMetro Access and Pickup services.
- Improve service compliance model for upcoming FY2025 contract for CapMetro Access and Pickup services to ensure customers receive the highest level of service performance possible from the service provider.
- Continue service provider audit program to ensure service performance is at the highest levels possible.

### ◆ Community

- Continue to partner with Joint Health and Safety Committee to solve safety concerns impacting all CapMetro services within our community.

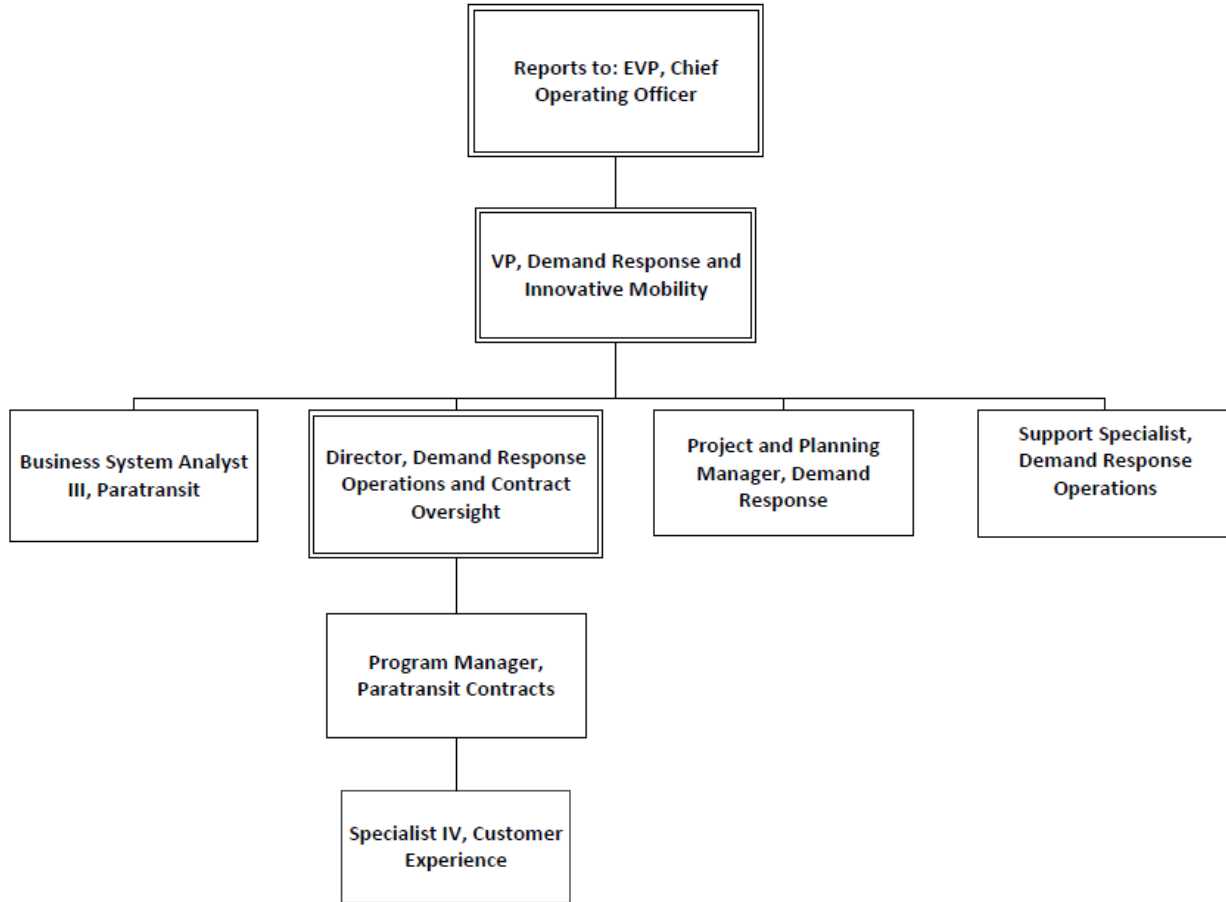
### ◆ Workforce

- Begin procurement process to determine the service provider for the FY2025 contract. Finalize scope and service expectations for the next 5-10 years of service overseen by Demand Response.
- Continue to support the DEI steering committee by participating and providing feedback during the bi-monthly meetings.
- Continue to improve partnership with the labor union through the bi-monthly labor management coordination meetings with the ATU.
- Analyze the possibility of moving towards a 24/7 Demand Response Control Center operations schedule.
- Expand the training team and training program to improve internal and external training opportunities for CapMetro and Service Provider staff.

### ◆ Organizational Effectiveness

- Continue design and move toward construction on the new North Base facility scheduled to be ready for FY2026.
- Establish a new satellite pull-in/pull-out location for all CapMetro Access and Pickup service vehicles that were previously staged at 414 Thompson Lane.
- Migrate all parts and inventory control for vehicles and facilities from the service provider to CapMetro's Operations and Maintenance Oversight, and the Public Facilities departments.
- Develop new contract management plan for upcoming FY2025 contract for CapMetro Access and Pickup services.
- Evaluate electric bus options for Demand Response service.
- Conduct extensive staff training on the new paratransit scheduling software.

## Demand Response Oversight Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$412,546 from 1 new FTE, allocation of 0.85. FTE to the Innovative Mobility and MetroBike departments, and approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$2,940,534 driven by \$3,895,175 growth in Paratransit Purchased Transportation and Georgetown Paratransit contractual rates. Fuel and Gasoline expense net decrease of \$868,278 from reduced service levels. Fuel costs are projected at an average per gallon with taxes of \$2.60 for FY2024, an increase of \$0.20 per gallon compared to FY2023.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$297,828	\$527,207	\$527,207	\$684,342	\$157,135	29.8 %
FICA-Admin	25,158	38,093	38,093	52,351	14,258	37.4 %
State Unemployment-Admin	926	990	990	1,143	153	15.5 %
Sick Leave-Admin	18,667	—	—	—	—	N/A
Holiday Leave-Admin	13,114	—	—	—	—	N/A
Vacation Leave-Admin	22,451	—	—	—	—	N/A
Other Paid Leave-Admin	354	—	—	—	—	N/A
Uniform Allowance-Bargaining	—	—	13,500	13,500	13,500	N/A
Uniform Allowance-Admin	—	—	227,500	227,500	227,500	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>378,498</b>	<b>566,290</b>	<b>807,290</b>	<b>978,836</b>	<b>412,546</b>	<b>72.9 %</b>
<b>OTHER EXPENSES</b>						
Maintenance-Radios	3,614	3,000	17,000	24,000	21,000	700.0 %
Other Services	585	10,000	10,000	10,000	—	—
Fuel Expense	2,085,015	2,345,415	2,345,415	1,477,137	(868,278)	(37.0)%
Office Supplies	6,869	12,000	12,000	12,000	—	—
Maps and Schedules	—	600	10,600	—	(600)	(100.0)%
Other Supplies	766	21,200	21,200	7,200	(14,000)	(66.0)%
Telephone-Local	840	3,360	3,360	3,840	480	14.3 %
Fuel Tax	86,226	140,959	140,959	123,094	(17,865)	(12.7)%
Paratransit Purchased Transportation	25,598,118	36,511,293	36,511,293	40,188,476	3,677,183	10.1 %
Georgetown Paratransit	299,872	357,696	357,696	575,688	217,992	60.9 %
Dues and Subscriptions	1,489	750	750	1,400	650	86.7 %
Airfare-Transportation	2,116	2,400	2,400	5,000	2,600	108.3 %
Travel-Per Diem	1,098	1,700	1,700	1,200	(500)	(29.4)%
Seminar, Conferences, Registration	3,574	1,400	1,400	2,700	1,300	92.9 %
Lodging	2,691	3,500	3,500	5,000	1,500	42.9 %
Business Meals-Local	275	—	—	—	—	N/A
Advertising-Promotion Media	1,642	—	—	—	—	N/A
Food and Ice	164	—	—	—	—	N/A
Lease-Vehicles	—	80,928	80,928	—	(80,928)	(100.0)%
<b>TOTAL OTHER EXPENSES</b>	<b>28,094,954</b>	<b>39,496,201</b>	<b>39,520,201</b>	<b>42,436,735</b>	<b>2,940,534</b>	<b>7.4 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$28,473,452</b>	<b>\$40,062,490</b>	<b>\$40,327,491</b>	<b>\$43,415,571</b>	<b>\$3,353,081</b>	<b>8.4 %</b>



## Diversity, Equity and Inclusion

### Functions and Responsibilities

The Diversity, Equity and Inclusion department focuses on the internal and external diversity, equity and inclusion (DEI) goals of CapMetro. The department is responsible for all elements of the DEI program including, workforce diversity and Equal Employment Opportunity (EEO) compliance, disadvantaged business (DBE) and small business enterprise (SBE) programs, and Title VI of the Civil Rights Act of 1964. The department also monitors compliance with DBE and SBE requirements on contracts that include DBE or SBE goals.

### FY2023 Accomplishments

#### ◆ Customer

- Updated CapMetro's Title VI Policies & Program and submitted to FTA.
- Updated CapMetro's Language Assistance Plan to provide efficient services to people with limited English proficiency.

#### ◆ Community

- Continued partnerships with minority chambers of commerce, local governments, and the Women's Business Council – Southwest.
- Conducted virtual networking events for small and minority businesses to increase their participation in CapMetro projects through sharing information on future transportation development in Central Texas.
- Achieved commitments of 18.74% DBE participation and 31% SBE participation in new contracts.
- Completed a disparity study for the SBE program and an availability study for the DBE program.
- Created Diversity, Equity and Inclusion Council, including the internal steering committee and DEI Community Advisory Group.
- Adopted Diversity, Equity and Inclusion board policy statement.

#### ◆ Workforce

- Conducted staff survey to identify perceptions and awareness of CapMetro's DEI commitment and program. Used the results to improve the program.
- Gathered teams of CapMetro and service provider employees to participate in community events such as Juneteenth and Martin Luther King Jr. Day.

#### ◆ Organizational Effectiveness

- Continued to ensure contract compliance through monitoring commercial useful function, prompt payment, subcontractor use plan, and goal attainment to achieve our DBE and SBE goals.

## FY2024 Planned Initiatives

### ◆ Customer

- Review and monitor transit services for equity and compliance with the Title VI Plan.
- Implement a Language Assistance Plan to enhance understanding by customers with limited English proficiency.

### ◆ Community

- Continue regular meetings of the DEI Community Advisory Group.
- Continue partnerships with minority chambers of commerce, local governments and Women's Business Council Southwest, and other advocacy groups.
- Conduct networking events for companies that qualify as DBE and SBE to increase their participation in CapMetro projects.
- Establish SBE and DBE participation goals in contracts with subcontracting opportunities.
- Complete a disparity study for the SBE program and an availability study for the DBE program.
- Create small and minority business accelerator programs to increase participation in contracting opportunities.

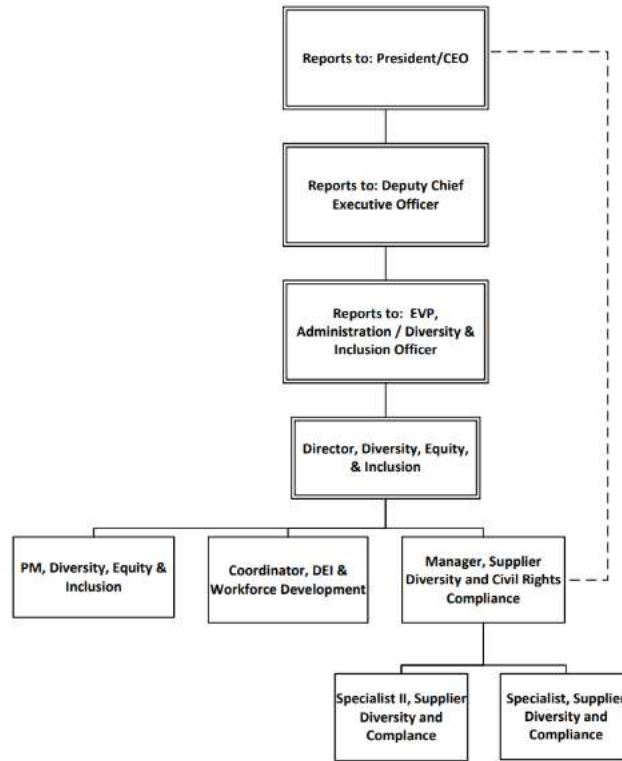
### ◆ Workforce

- Engage staff in the DEI program through innovative training and the establishment of employee resource groups.
- Establish talent pipelines to offer equitable career development opportunities.

### ◆ Organizational Effectiveness

- Establish the triennial overall DBE goal as required by the Federal Transit Administration.

## Diversity, Equity and Inclusion Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$110,711 due to 1 new FTE, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Decrease of \$165,000 includes a reduction in Consultation Fees of \$145,000 for organizational DEI training completed in FY2023. A decrease of \$19,000 in Dues and Subscriptions which includes a \$40,000 transfer for chambers of commerce to the Community Engagement department, and an increase of \$21,000 for diversity sponsorships, foundations, and councils.

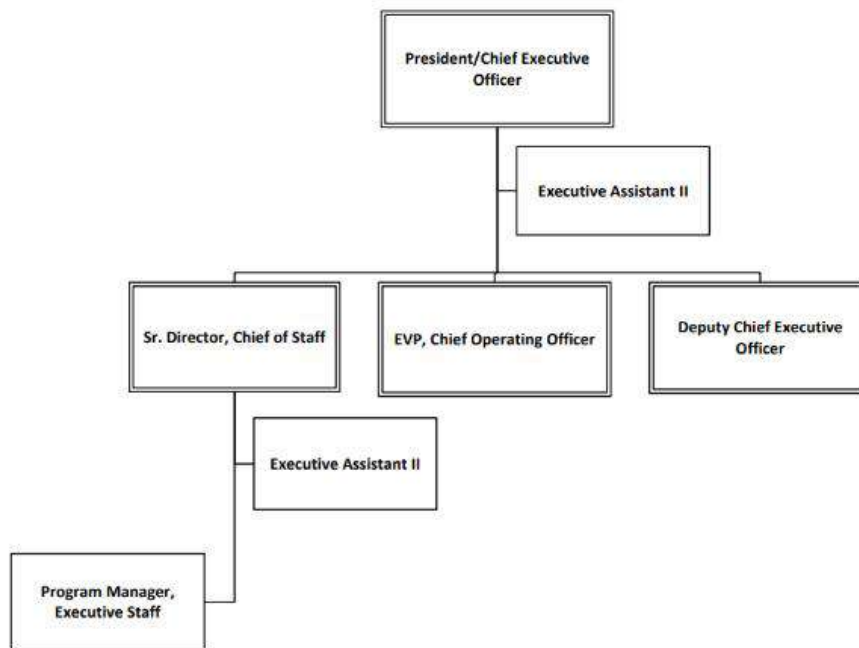
	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$267,644	\$479,827	\$479,827	\$581,466	\$101,639	21.2 %
FICA-Admin	24,628	35,589	35,589	44,482	8,893	25.0 %
State Unemployment-Admin	1,373	901	901	1,080	179	19.9 %
Sick Leave-Admin	17,376	—	—	—	—	N/A
Holiday Leave-Admin	16,671	—	—	—	—	N/A
Vacation Leave-Admin	13,875	—	—	—	—	N/A
Other Paid Leave-Admin	733	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>342,300</b>	<b>516,317</b>	<b>516,317</b>	<b>627,028</b>	<b>110,711</b>	<b>21.4 %</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	374,518	330,000	330,000	185,000	(145,000)	(43.9)%
Other Services	4,748	7,500	7,500	—	(7,500)	(100.0)%
Office Supplies	1,650	1,200	1,200	1,200	—	—
Other Supplies	4,600	—	—	—	—	N/A
Dues and Subscriptions	54,500	80,000	80,000	61,000	(19,000)	(23.8)%
Airfare-Transportation	—	4,000	4,000	4,000	—	—
Travel-Per Diem	—	2,020	2,020	2,020	—	—
Seminar, Conferences, Registration	—	25,100	25,100	25,100	—	—
Lodging	—	4,360	4,360	4,360	—	—
Travel-Other	—	320	320	320	—	—
Business Meals-Local	—	2,650	2,650	2,650	—	—
Advertising-Promotion Media	18,446	116,000	116,000	122,500	6,500	5.6 %
Other Miscellaneous Expenses	9,702	20,500	20,500	20,500	—	—
Food and Ice	54	—	—	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>468,218</b>	<b>593,650</b>	<b>593,650</b>	<b>428,650</b>	<b>(165,000)</b>	<b>(27.8)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$810,518</b>	<b>\$1,109,967</b>	<b>\$1,109,967</b>	<b>\$1,055,678</b>	<b>\$(54,289)</b>	<b>(4.9)%</b>

## Executive Staff

### Functions and Responsibilities

The Executive Staff department provides the organization leadership, direction, and support to help CapMetro meet its agency mission, goals, and objectives. The chief function of the department is to offer support to the entire organization to ensure strategic initiatives, priority projects, and board and executive direction are implemented efficiently and thoughtfully. Additionally, the Executive Staff department is responsible for the creation and implementation of the CapMetro Strategic Plan on an annual basis and ensuring members of the senior management and executive teams have the resources they need to achieve their departmental goals.

**Executive Staff Department Organizational Chart**



## Budget Changes

### Labor and Benefits

Increase of \$104,142 due to approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Decrease of \$11,460 due to a combined \$3,810 reduction in Airfare, Seminars, Lodging and Business Meals as more conferences are local, and \$8,000 less in Other Miscellaneous Expenses as meeting space is no longer necessary due to the completion of the boardroom.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$757,413	\$1,243,257	\$1,243,257	\$1,380,767	\$137,510	11.1 %
Executive Compensation	—	42,000	—	—	(42,000)	(100.0)%
FICA-Admin	54,330	68,840	68,840	77,473	8,633	12.5 %
State Unemployment-Admin	1,276	1,261	1,261	1,260	(1)	(0.1)%
Sick Leave-Admin	98,626	—	—	—	—	N/A
Holiday Leave-Admin	40,245	—	—	—	—	N/A
Vacation Leave-Admin	196,251	—	—	—	—	N/A
Other Paid Leave-Admin	971	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>1,149,111</b>	<b>1,355,358</b>	<b>1,313,358</b>	<b>1,459,500</b>	<b>104,142</b>	<b>7.7 %</b>
<b>OTHER EXPENSES</b>						
Office Supplies	3,742	2,400	600	2,400	—	—
Telephone-Local	600	2,880	2,880	2,880	—	—
Dues and Subscriptions	138,253	139,225	139,075	139,575	350	0.3 %
Airfare-Transportation	10,213	20,000	20,000	22,000	2,000	10.0 %
Travel-Per Diem	1,521	8,250	8,250	8,250	—	—
Toll Road Charges	1,357	—	—	—	—	N/A
Seminar, Conferences, Registration	19,340	30,600	30,600	29,450	(1,150)	(3.8)%
Lodging	11,339	39,000	39,000	32,000	(7,000)	(17.9)%
Travel-Other	—	—	5,000	—	—	N/A
Business Meals-Local	654	2,660	2,660	5,000	2,340	88.0 %
Postage	12	—	—	—	—	N/A
Other Miscellaneous Expenses	4,480	11,000	5,500	3,000	(8,000)	(72.7)%
Food and Ice	2,910	1,500	1,500	1,500	—	—
Recognition Program	—	—	500	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>194,422</b>	<b>257,515</b>	<b>255,565</b>	<b>246,055</b>	<b>(11,460)</b>	<b>(4.5)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,343,533</b>	<b>\$1,612,873</b>	<b>\$1,568,923</b>	<b>\$1,705,555</b>	<b>\$92,682</b>	<b>47.5 %</b>

## Finance

### Functions and Responsibilities

The Finance department is responsible for monitoring CapMetro's financial performance, recommending effective allocation of resources, ensuring accurate and timely accounting and reporting, processing timely payment of goods and services procured, developing and monitoring annual operating and capital budgets, administering federal and state grant programs, safeguarding assets and facilitating strategic financial planning, insurance and risk management.

### FY2023 Accomplishments

#### ◆ Customer

- Continued with the implementation of the agency's technical roadmap to replace the fare collection systems by implementing an account-based backend system that will be simple to use, convenient for the customer and cost-effective to implement and maintain.
- Continued ongoing multiyear installation of ticket vending machines at selected bus stops and Park & Rides.

#### ◆ Organizational Effectiveness

- Pursued additional funding opportunities that align with the agency's objectives.
- Continued to support the Austin Transit Partnership and the implementation of the Project Connect program of projects.
- Deployed new Enterprise Resource Planning (ERP) system to include financial, procurement, budget and planning and human capital management modules.
- Completed the FY2024 Budget and submitted the FY2023 Budget document to the Government Finance Officers Association for award consideration.
- Completed the FY2022 Annual Comprehensive Financial Report and submitted it to the Government Finance Officers Association for award consideration.
- Received an unmodified opinion from CapMetro's independent accounting firm on the FY2022 financial statements and no single audit findings or internal control deficiencies.
- Updated the long-range financial plan to prioritize the agency's operating and capital expenditures and plan for strategic initiatives.

## FY2024 Planned Initiatives

### ◆ Customer

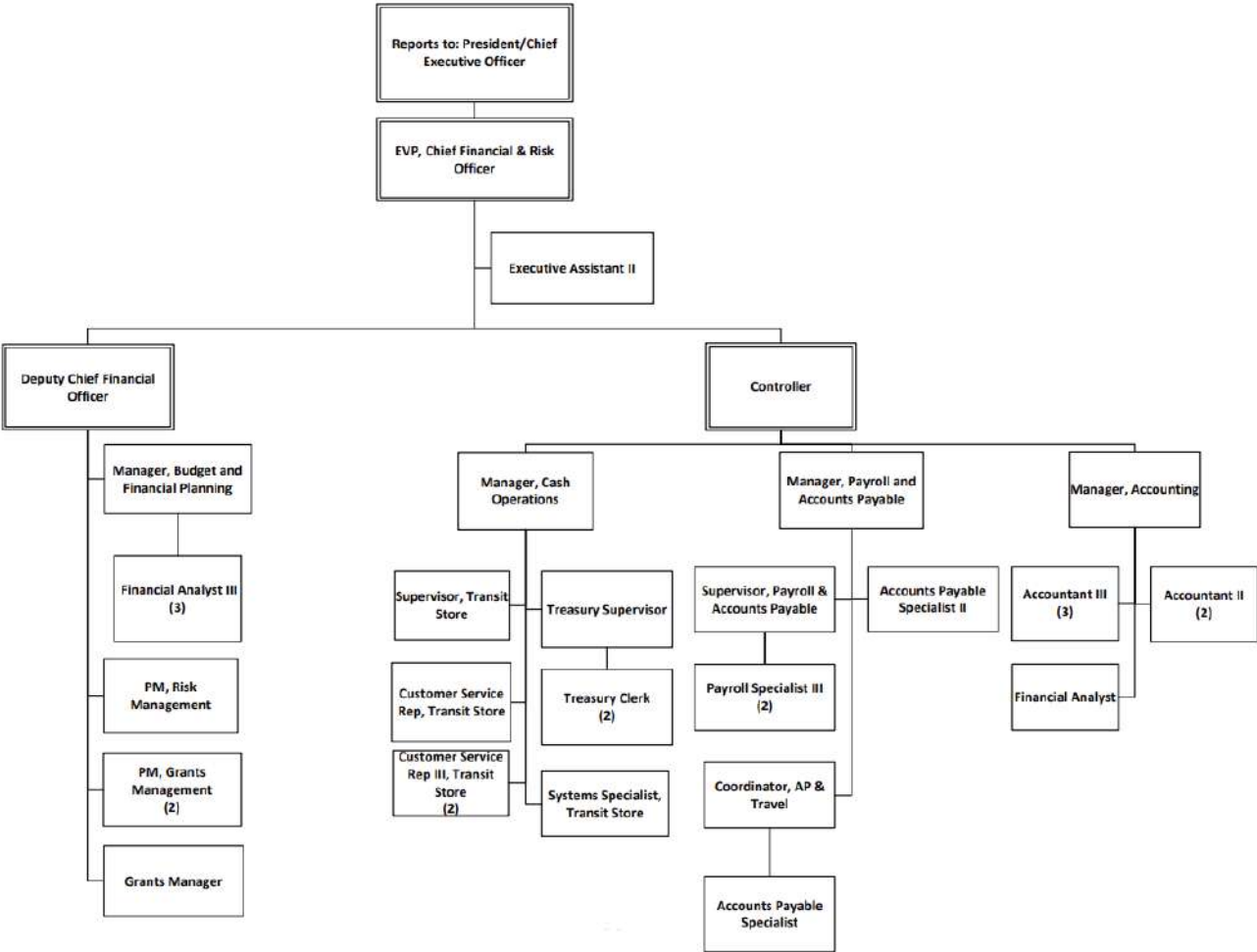
- Continue to work toward the implementation of solutions to provide the local unhoused community with public transportation connecting them to necessary resources and a path to sustainable housing and livelihood.
- Implement fare capping as part of the account-based system providing customers with the best value for their transportation needs.
- Implement “Equifare” Low-income fare program as part of account-based system to position and safeguard the community for future fare increases.
- Replace fare collection equipment.
- Install validators on Pickup vehicles.
- Implement new payment processor and facilitator for upcoming CapMetroAccess software reservation system and MetroBike.

### ◆ Organizational Effectiveness

- Pursue additional funding opportunities that align with the agency’s objectives.
- Continue to support the Austin Transit Partnership and the implementation of the Project Connect program of projects.
- Continue to improve the functionality and business processes in the new ERP system including financials, procurement, budget and planning and human capital management modules.
- Complete the FY2025 Budget and submit the FY2024 Budget document to the Government Finance Officers Association for award consideration.
- Complete the FY2023 Annual Comprehensive Financial Report and submit it to the Government Finance Officers Association for award consideration.
- Receive an unmodified opinion from CapMetro’s independent accounting firm on the FY2023 financial statements and no single audit findings or internal control deficiencies.
- Update the long-range financial plan to prioritize the agency’s operating and capital expenditures and plan for strategic initiatives.



## Finance Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$376,633 due to approved performance-based pay increases and an across-the-board one-time market pay increase, an additional \$510,000 equity and compression hourly employee pay increase to be distributed amongst applicable departments.

### Other Expenses

Increase of \$230,053 due to \$250,00 in Consultation Fees for a Title VI Fare Equity Study, \$128,294 in Passes and Tickets for new electronic ticket media, \$124,560 in Other Supplies for new deposit slips that meet regulations, and \$84,000 for Bank Charges due to anticipated increase in electronic payments. This is largely offset by reductions in Other Professional Fees of \$152,800 and \$200,000 in Rail Liability Claims.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$2,783,256	\$3,636,892	\$3,636,892	\$4,003,333	\$366,441	10.1 %
Overtime-Admin	30,684	—	—	—	—	N/A
FICA-Admin	232,339	261,575	261,575	258,105	(3,470)	(1.3)%
State Unemployment-Admin	(32,687)	6,839	6,839	6,300	(539)	(7.9)%
Expense For W-C Claims	17,017	99,999	284,346	99,996	(3)	(0.0)%
W-C Admin Fees	34	596	1,748	600	4	0.7 %
Premiums For W-C Losses	34,909	40,000	91,118	50,000	10,000	25.0 %
Sick Leave-Admin	134,377	—	—	—	—	N/A
Supplemental Sick	2,173	—	—	—	—	N/A
Holiday Leave-Admin	153,744	—	—	—	—	N/A
Vacation Leave-Admin	227,475	—	—	—	—	N/A
Other Paid Leave-Admin	4,679	—	—	—	—	N/A
Uniform Allowance-Admin	—	—	—	4,200	4,200	N/A
Other Benefits-Admin	—	—	—	—	—	N/A
Tuition Reimbursement	1,870	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>3,589,868</b>	<b>4,045,901</b>	<b>4,282,518</b>	<b>4,422,534</b>	<b>376,633</b>	<b>9.3 %</b>
<b>OTHER EXPENSES</b>						
Audit Fees	258,537	450,000	450,000	450,000	—	—
Consultation Fees	280,493	66,000	66,000	316,000	250,000	378.8 %
Other Professional Fees	333,873	340,900	340,900	188,100	(152,800)	(44.8)%
Permits and Fees	174	—	—	—	—	N/A
Temporary Help	121,168	144,000	144,000	130,480	(13,520)	(9.4)%
Maintenance-Office Equipment	614	—	—	—	—	N/A
Computer Software	8,250	—	—	—	—	N/A
Courier and Delivery Services	34,972	35,400	35,400	39,600	4,200	11.9 %
Other Services	350,119	350,000	350,000	350,000	—	—
Office Supplies	17,147	10,200	10,200	8,400	(1,800)	(17.6)%
Passes and Tickets	62,582	31,706	31,706	160,000	128,294	404.6 %

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
Other Supplies	4,530	1,440	1,440	126,000	124,560	8,650.0 %
Treasury Room Pass Consumption	—	—	(1,775)	—	—	N/A
Transit Store POS Pass Consumption	—	—	2,032	—	—	N/A
Retail Partner Pass Consumption	—	—	1,389	—	—	N/A
Telephone-Local	2,560	3,000	3,000	3,000	—	—
Property Insurance Premiums	116,990	158,000	158,000	162,000	4,000	2.5 %
Physical Damage Recoveries	(2,361)	—	—	—	—	N/A
Rail Liability Claim Payments	1,000,000	200,000	200,000	—	(200,000)	(100.0)%
Vehicle Liability Premiums	49,188	57,775	57,775	99,900	42,125	72.9 %
Auto Liability Loss	12,875	200,000	200,000	200,000	—	—
Public Officials Liability Premiums	62,146	59,085	59,085	15,000	(44,085)	(74.6)%
Crime Insurance Premium	10,131	10,000	10,000	10,000	—	—
Other Business Insurance	158,369	177,906	177,906	160,000	(17,906)	(10.1)%
Dues and Subscriptions	10,451	12,250	12,250	17,000	4,750	38.8 %
Airfare-Transportation	539	2,000	2,000	3,000	1,000	50.0 %
Travel-Per Diem	173	1,250	1,250	1,750	500	40.0 %
Seminar, Conferences, Registration	6,079	5,300	5,300	14,325	9,025	170.3 %
Lodging	2,067	2,900	2,900	3,600	700	24.1 %
Travel-Other	—	600	600	600	—	—
Business Meals-Local	455	—	—	—	—	N/A
Bad Debt Expense	18,432	15,000	15,000	25,000	10,000	66.7 %
Contingency Reserve	—	7,000,000	2,365,705	7,000,000	—	—
Postage	4,925	3,000	3,000	1,210	(1,790)	(59.7)%
Bank Charges	144,574	66,000	66,000	150,000	84,000	127.3 %
Other Miscellaneous Expenses	7,359	—	(305)	—	—	N/A
P-Card Default Expense	—	—	26,854	—	—	N/A
Food and Ice	(174)	—	467	—	—	N/A
Amortization - GASB 87 Assets	1,203,707	—	—	—	—	N/A
Asset Disposal Exp and Admin Fees	499	1,200	—	—	(1,200)	(100.0)%
Capital Contr - Austin Transit Partnership	23,365,670	—	—	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>27,647,111</b>	<b>9,404,912</b>	<b>4,798,079</b>	<b>9,634,965</b>	<b>230,053</b>	<b>2.4 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$31,236,979</b>	<b>\$13,450,813</b>	<b>\$9,080,597</b>	<b>\$14,057,499</b>	<b>\$606,686</b>	<b>4.5 %</b>

## Government Affairs

### Functions and Responsibilities

The purpose of the Government Affairs department is to develop relationships with local, state, and federal elected officials, and community leaders, and to research and develop legislative strategies and policies relevant to the agency's interest in providing regional transportation services.

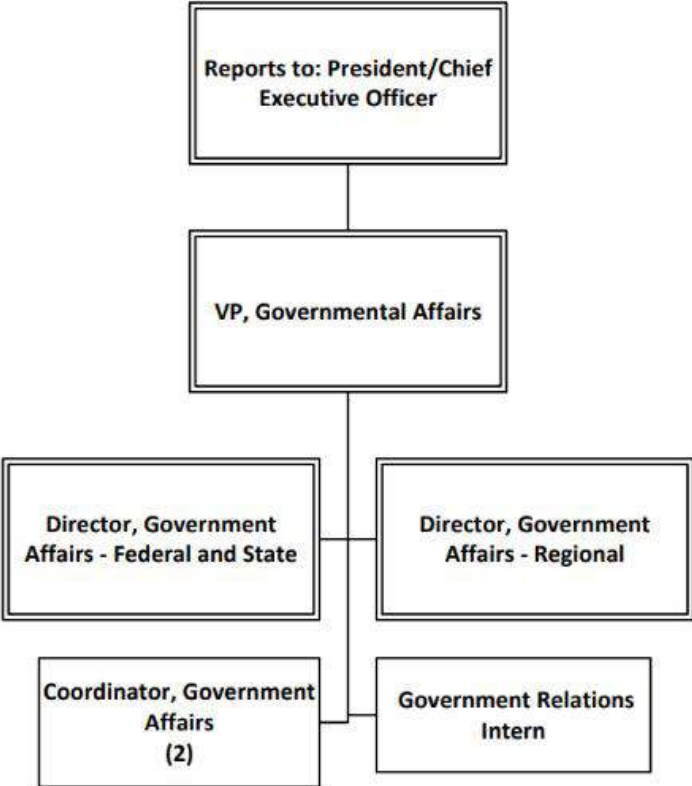
### FY2023 Accomplishments

- ◆ Customer
  - Pursued transit-friendly policy and advocated against policy that was detrimental to supporting multi-modal transportation and land use.
  - Worked with community leaders and strengthened ties throughout the region to develop transportation solutions to meet the needs of those communities.
- ◆ Organizational Effectiveness
  - Identified federal grant opportunities and coordinated responses for competitive applications.
  - Continued to use opportunities to educate partner agencies and elected officials at all regional levels about Project Connect and the value of transit.
  - Continued the multi-year, multi-step process to be eligible for entry into the Capital Investment Grants Program.
  - Engaged other transit authorities across the state to pursue common goals during the interim and develop the agency's legislative agenda for the 88<sup>th</sup> Texas Legislature.

### FY2024 Planned Initiatives

- ◆ Customer
  - Work with community leaders and strengthen ties throughout the region to develop and support transportation options to meet the needs of those communities.
  - Pursue and advocate for transit-friendly development policies supporting multi-modal transportation and compatible land use.
- ◆ Community
  - Enhance communications and connections with member cities and future regional partners to build a transit-supportive environment for service development and delivery.
  - Engage elected leaders regularly to help shape the direction and projects of the agency to be responsive to the needs of a growing region.

## Government Affairs Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$24,712 due to approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$248,227 mainly due to \$228,006 contractual increases in Consultation Fees for state and federal legislative contracts previously shared with the Austin Transit Partnership. A decrease of \$8,431 in Dues and Subscriptions for memberships no longer needed. An increase in Travel (including Seminars, Lodging, etc.) of \$15,692 to attend necessary federal and statewide conferences and training. And an increase in Other Miscellaneous Expenses of \$12,000 for sponsorship of member city events (Lago Vista, Manor, etc.).

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$274,846	\$677,717	\$677,717	\$699,315	\$21,598	3.2 %
FICA-Admin	30,550	47,592	47,592	50,705	3,113	6.5 %
State Unemployment-Admin	1,306	1,079	1,079	1,080	1	0.1 %
Sick Leave-Admin	29,697	—	—	—	—	N/A
Holiday Leave-Admin	17,293	—	—	—	—	N/A
Vacation Leave-Admin	30,825	—	—	—	—	N/A
Other Paid Leave-Admin	4,584	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>389,101</b>	<b>726,388</b>	<b>726,388</b>	<b>751,100</b>	<b>24,712</b>	<b>3.4 %</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	400,158	221,994	450,000	450,000	228,006	102.7 %
Other Services	—	—	—	—	—	N/A
Office Supplies	304	1,920	—	2,400	480	25.0 %
Telephone-Local	1,440	1,920	—	2,400	480	25.0 %
Dues and Subscriptions	36,207	70,831	59,605	62,400	(8,431)	(11.9)%
Airfare-Transportation	1,514	12,450	12,450	17,700	5,250	42.2 %
Travel-Per Diem	940	5,440	5,440	5,440	—	—
Seminar, Conferences, Registration	6,835	14,295	14,295	19,787	5,492	38.4 %
Lodging	4,475	13,500	13,500	18,450	4,950	36.7 %
Travel-Other	186	—	—	—	—	N/A
Business Meals-Local	115	—	—	—	—	N/A
Other Miscellaneous Expenses	—	3,500	3,500	15,500	12,000	342.9 %
<b>TOTAL OTHER EXPENSES</b>	<b>452,174</b>	<b>345,850</b>	<b>558,790</b>	<b>594,077</b>	<b>248,227</b>	<b>71.8 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$841,276</b>	<b>\$1,072,238</b>	<b>\$1,285,178</b>	<b>\$1,345,177</b>	<b>\$272,939</b>	<b>25.5 %</b>

## Information Technology

### Functions and Responsibilities

The Information Technology (IT) department establishes the technology vision and ensures innovative systems are delivered, maintained and aligned with the overall CapMetro strategic plan, which focuses on the customer journey and data-driven operations. It is the goal of IT to deliver exceptional customer service and innovative technology solutions through strategic planning, procurement and implementation of technology systems. IT ensures business continuity and system resiliency through highly available, fault tolerant and secure CapMetro systems while providing 24/7 support for its enterprise infrastructure and transit technology systems.

### FY2023 Accomplishments

#### ◆ Customer

- Successfully launched Amp account-based customer payment system, smart card, and app to provide money-saving benefits including an equity-based fare program (Equifare) and fare-capping for customers.
- Completed the first phase of the enterprise data analytics platform with the launch of refreshed public-facing Ridership and Reliability performance dashboards with enhanced accessibility functionality and foundation availability for internal report creation.
- Completed the first phase of the customer relationship management (CRM) system with the replacement of the ServiceOne system for Customer Care's customer comments and requests.
- Fully deployed mobile point-of-sale handheld devices for customers to purchase passes from a conductor on CapMetro Rail and for special events.
- Implemented new Transportation Security Administration (TSA) cybersecurity recommendations and requirements to mitigate security compliance risks.
- Began the implementation of the OPS-Web scheduling and dispatching software that uses business intelligence and predictive analytics to establish the most optimal schedules and allows for self-service operator "sign-ups".
- Replaced aging passenger Wi-Fi on CapMetro Rapid fleet.
- Completed procurement and began implementation of the Farebox and Vaulting System.
- Continued implementation of an identity and access management solution that supports enabling single sign-on (SSO) to improve IT security and end-user productivity.
- Replaced scheduling system that significantly improved response times and overall operations.

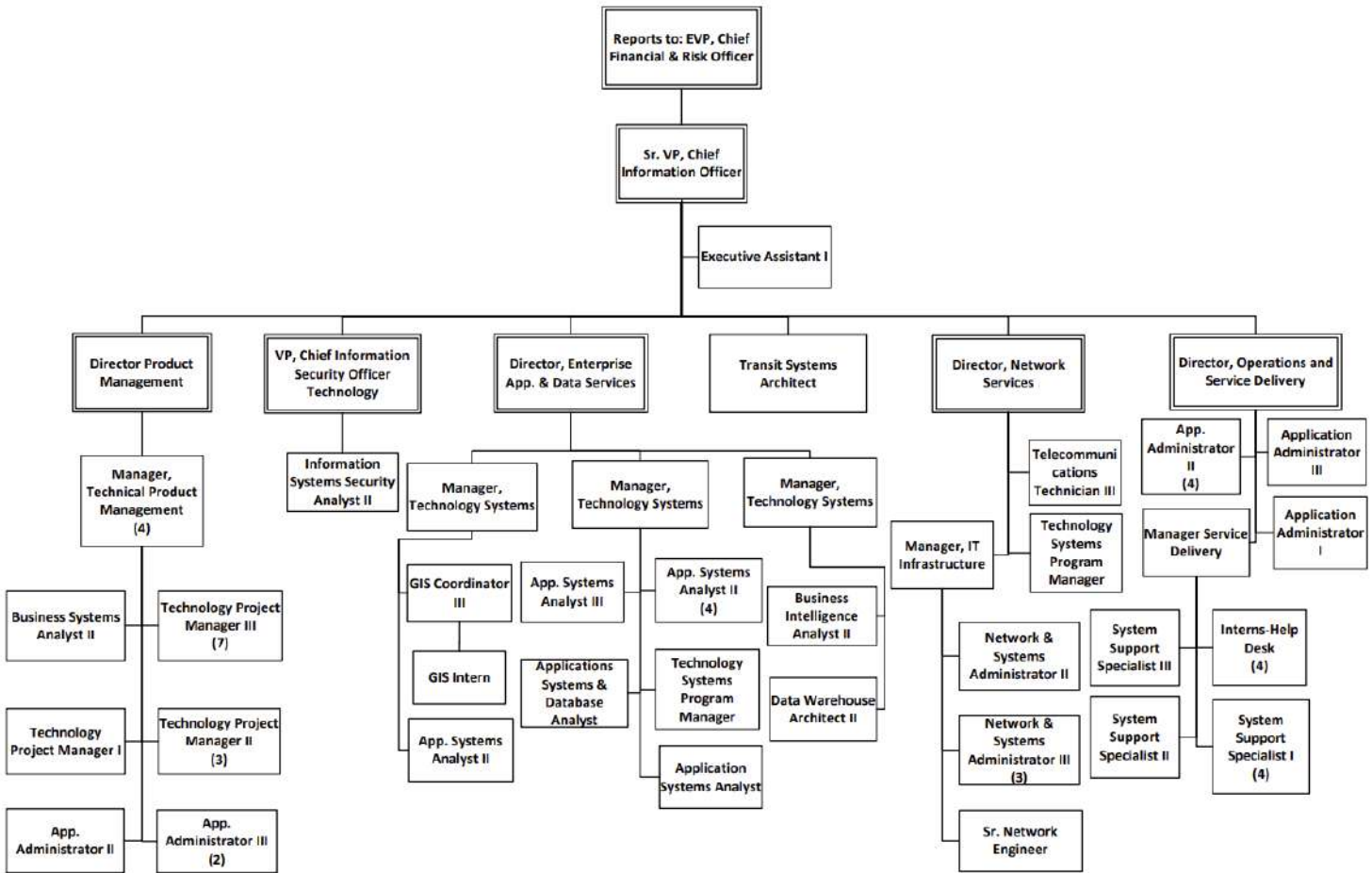
## FY2024 Planned Initiatives

### ◆ Customer

- Fully incorporate MetroBike as a CapMetro service including replacement or expansion of the software and hardware components.
- Complete rail crossing security enhancements.
- Replace aging passenger Wi-Fi on CapMetro Rail fleet.
- Provide solution to managing power systems for an expanded electric fleet.
- Develop a regional trip planning framework.
- Assist launch of a new Public Safety division, vehicles, and technologies.
- Complete replacement of the in-house rail configuration management system with a new system built on the latest technologies.
- Begin acquisition to replace the rail dispatch system.
- Continue implementation to replace and upgrade the physical access control system used by all CapMetro facilities.



## Information Technology Department Organizational Chart



### Budget Changes

#### Labor and Benefits

Increase of \$553,554 due to 2 new FTEs and approved performance-based pay increases and an across-the-board one-time market pay increase.

#### Other Expense

Increase of \$3,530,792 driven by the following expense categories: Other Professional Fees \$193,107, \$910,352 for Temporary Help for ERP projects and technical documentation, \$2,107,792 in Software Maintenance Contracts for upgrades and additional user licenses, \$1,100,496 in Telephone Local expense for new circuits at new offices as well as new cell services. This is offset by reductions of \$88,766 in Computer Hardware and \$841,000 in Non-capital Training.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$4,280,937	\$7,135,700	\$7,135,700	\$7,635,943	\$500,243	7.0 %
Overtime-Admin	7,518	—	—	—	—	N/A
Salaries & Wages-Temp	6,430	—	—	—	—	N/A
Intern Pay	83,946	—	—	—	—	N/A
FICA-Admin	392,237	520,185	520,185	573,137	52,952	10.2 %
State Unemployment-Admin	18,445	12,059	12,059	12,418	359	3.0 %
Sick Leave-Admin	283,993	—	—	—	—	N/A
Supplemental Sick	6,413	—	—	—	—	N/A
Holiday Leave-Admin	256,819	—	—	—	—	N/A
Vacation Leave-Admin	295,955	—	—	—	—	N/A
Other Paid Leave-Admin	16,095	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>5,648,788</b>	<b>7,667,944</b>	<b>7,667,944</b>	<b>8,221,498</b>	<b>553,554</b>	<b>7.2 %</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	2,161,443	—	—	—	—	N/A
Other Professional Fees	139,875	591,393	591,393	784,500	193,107	32.7 %
Temporary Help	377,369	406,248	273,640	1,316,600	910,352	224.1 %
Phone System Maintenance	425,049	594,242	595,500	595,500	1,258	0.2 %
Computer Hardware	1,536,128	1,972,072	1,796,849	1,883,306	(88,766)	(4.5)%
Computer Software	6,117,670	9,727,521	7,849,469	11,835,313	2,107,792	21.7 %
Non-Capital Training	55,051	991,800	188,800	150,000	(841,800)	(84.9)%
Office Supplies	6,226	2,904	2,950	3,000	96	3.3 %
Training Materials	3,400	—	—	—	—	N/A
Other Supplies	21	—	—	—	—	N/A
Telephone-Local	1,522,118	1,707,756	2,259,993	2,808,252	1,100,496	64.4 %
Dues and Subscriptions	1,929	7,351	7,351	8,510	1,159	15.8 %
Airfare-Transportation	3,494	4,570	8,960	31,575	27,005	590.9 %
Travel-Per Diem	1,812	3,341	3,953	10,258	6,917	207.0 %
Toll Road Charges	1,397	—	—	—	—	N/A
Seminar, Conferences, Registration	25,116	52,300	50,200	145,350	93,050	177.9 %
Lodging	5,794	7,680	12,410	26,600	18,920	246.4 %
Travel-Other	181	—	—	—	—	N/A
Postage	156	—	—	10	10	N/A
Other Miscellaneous Expenses	21	—	—	—	—	N/A
Food and Ice	258	—	1,000	1,200	1,200	N/A
Lease-Operating Yard-Storage	—	7,600	—	7,596	(4)	(0.1)%
<b>TOTAL OTHER EXPENSES</b>	<b>12,384,508</b>	<b>16,076,778</b>	<b>13,642,468</b>	<b>19,607,570</b>	<b>3,530,792</b>	<b>22.0 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$18,033,297</b>	<b>\$23,744,722</b>	<b>\$21,310,412</b>	<b>\$27,829,068</b>	<b>\$4,084,346</b>	<b>17.2 %</b>

## Innovative Mobility

### Functions and Responsibilities

Innovative Mobility is responsible for the Pickup Service, exploring the future of public transportation technologies, platforms, modes, initiatives, and creating and managing alternative shared public transit service solutions in areas where fixed-route transit is not a good mobility option.

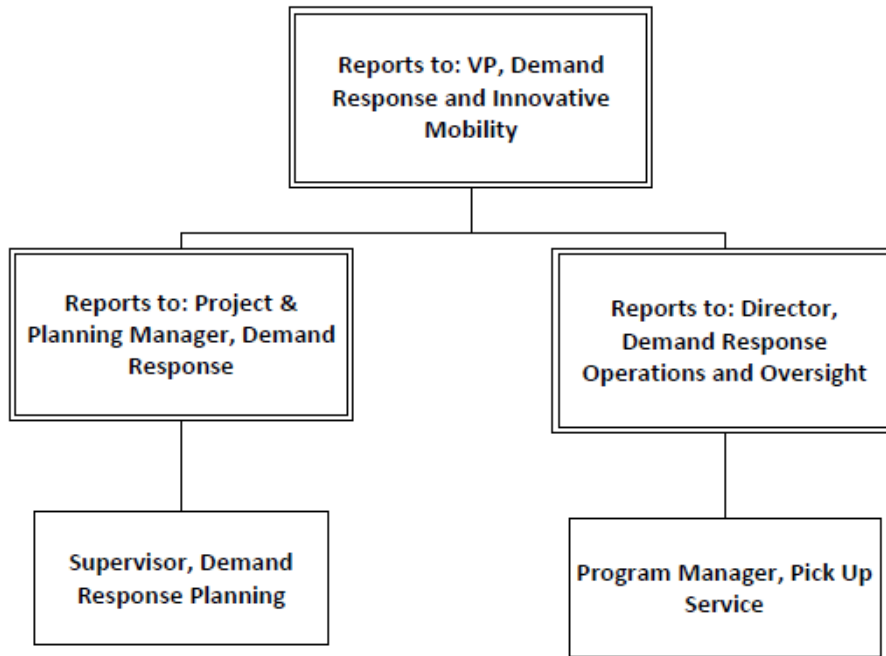
### FY2023 Accomplishments

- ◆ Customer
  - Expanded ridership of Pickup service by more than 200% over the previous year without adding any new zones.
  - Increased Pickup fleet and drivers to accommodate ridership.
- ◆ Community
  - Evaluated the feasibility of using electric vehicles with the plan to implement a pilot next year.
- ◆ Workforce
  - Increased driver wages to attract operators needed to support increased service levels.
  - Implemented customer relationship management (CRM) software to improve customer service.
- ◆ Organizational Effectiveness
  - Began design on the new North Base Demand Response Facility.

### FY2024 Planned Initiatives

- ◆ Customer
  - Open new Pickup zones in the Dove Springs and Decker Lake areas.
- ◆ Community
  - Pilot the use of electric vehicles.
- ◆ Organizational Effectiveness
  - Support the North Base Demand Response facility project.

## Innovative Mobility Department Organizational Chart



### Budget Changes

#### Labor and Benefits

Decrease of \$10,891 from 0.5 FTE reduction, an increase of 0.35 FTE allocation from Demand Response Oversight, approved performance-based pay increases and an across-the-board one-time market pay increase.

#### Other Expenses

Increase of \$4,419,586 primarily in Pickup Services of \$4,702,817 and \$140,742 in Lease-Vehicles to support increased service hours offset by \$111,658 lower contractual rates in Pickup CARTS. Decrease in Fuel and Gasoline Fuel Tax of \$283,426 from an overstatement of the prior year's budget. Fuel costs are projected at an average cost per gallon with taxes of \$2.60 for FY2024, an increase of \$0.20 per gallon compared to FY2023.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$275,339	\$289,281	\$289,281	\$277,582	(\$11,699)	(4.0)%
FICA-Admin	22,733	20,401	20,401	21,236	835	4.1 %
State Unemployment-Admin	1,119	450	450	423	(27)	(6.0)%
Sick Leave-Admin	6,167	—	—	—	—	N/A
Holiday Leave-Admin	16,975	—	—	—	—	N/A
Vacation Leave-Admin	27,683	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>350,016</b>	<b>310,132</b>	<b>310,132</b>	<b>299,241</b>	<b>(10,891)</b>	<b>-3.5%</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	4,842	25,000	25,000	—	(25,000)	(100.0)%
Maintenance-Radios	3,712	16,770	23,770	20,907	4,137	24.7 %
Fuel Expense	(17,991)	521,728	521,728	244,048	(277,680)	(53.2)%
Office Supplies	694	—	—	—	—	N/A
Other Supplies	1,863	72,000	40,000	45,000	(27,000)	(37.5)%
Telephone-Local	480	960	960	960	—	—
Fuel Tax	—	26,086	26,086	20,340	(5,746)	(22.0)%
Pickup CARTS	677,560	1,710,914	1,023,572	1,599,256	(111,658)	(6.5)%
Pickup	2,751,061	4,051,119	5,193,955	8,753,936	4,702,817	116.1 %
Dues and Subscriptions	500	—	—	475	475	N/A
Airfare-Transportation	1,063	—	—	2,400	2,400	N/A
Travel-Per Diem	772	—	—	2,000	2,000	N/A
Seminar, Conferences, Registration	3,187	—	—	1,400	1,400	N/A
Lodging	2,192	—	—	2,700	2,700	N/A
Advertising-Promotion Media	19,132	22,500	22,500	22,500	—	—
Postage	132	7,500	7,500	7,500	—	—
Other Miscellaneous Expenses	—	—	—	10,000	10,000	N/A
Lease-Vehicles	814,572	915,594	1,354,200	1,056,336	140,742	15.4 %
<b>TOTAL OTHER EXPENSES</b>	<b>4,263,771</b>	<b>7,370,172</b>	<b>8,239,271</b>	<b>11,789,758</b>	<b>4,419,586</b>	<b>60.0%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$4,613,787</b>	<b>\$7,680,304</b>	<b>\$8,549,403</b>	<b>\$12,088,999</b>	<b>\$4,408,695</b>	<b>57.4%</b>

## Internal Audit

### Functions and Responsibilities

The Internal Audit department reports directly to the board of directors and is an independent and objective source of assurance and advisory services. The department assures CapMetro's governance, risk management, and control processes to help the organization achieve its strategic, operational, financial, and compliance objectives. In addition, the department is a catalyst for process improvement by providing insight and recommendations based on a systematic analysis and assessment of data and business processes. Internal Audit also shares best practices and suggests ways for reducing costs and enhancing revenues.

### FY2023 Accomplishments

#### ◆ Customer

- Developed FY2023 risk-based flexible audit plan that supports organizational objectives and best practices related to governance, risk, and compliance.
- Partnered with management in identifying and facilitating process improvement opportunities across departments and the CapMetro enterprise.
- Benchmarked processes, systems, and controls both internally and externally, including against other public transit agencies.

#### ◆ Community

- Provided leadership and assisted with promoting or participating in professional organizations (e.g., Institute of Internal Auditors and Association of Local Government Auditors) and industry organizations (e.g., APTA).
- Shared best practices and assisted peer transit and local government internal audit functions.

#### ◆ Workforce

- Continued University of Texas (UT) audit internship program. Recruited and developed UT Audit Interns and leveraged their skills to drive process improvement within CapMetro.
- Enhanced training and professional certifications for employees to improve support of CapMetro and the transit industry.

#### ◆ Organizational Effectiveness

- Provided assurance, advisory, and risk management services to management and the board of directors in support of CapMetro's strategic priorities.
- Executed the FY2023 internal audit services plan, assisted management by assessing operational and business risks and focused on the most cost-effective internal audit resources.
- Partnered with management in the enterprise implementation of governance risk and compliance system which will serve as a contract performance management system across bus, demand response, and rail operations, and support the needs of Safety, Risk Management and IT.

## FY2024 Planned Initiatives

### ◆ Customer

- Develop FY2024 risk-based flexible audit plan that supports organizational objectives and best practices related to governance, risk, and compliance.
- Partner with management in identifying and facilitating process improvement opportunities across the agency.
- Benchmark processes, systems, and controls internally and externally, including against other public transit agencies.

### ◆ Community

- Provide leadership and assist with promoting or participating in professional organizations (e.g., Institute of Internal Auditors and Association of Local Government Auditors) and industry organizations (e.g., APTA).
- Share best practices and assist, as needed, peer transit and local government internal audit functions.

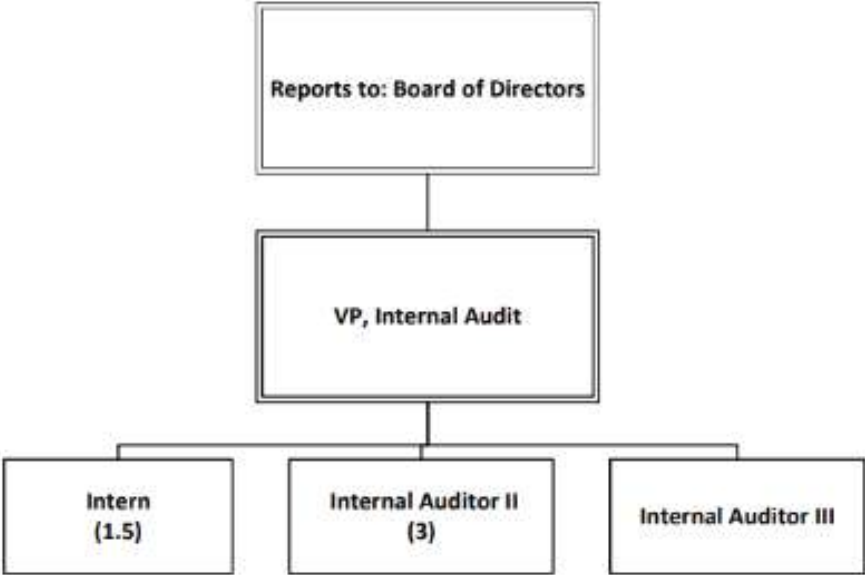
### ◆ Workforce

- Continue the UT audit internship program. Recruit and develop audit interns and leverage their skills to drive process improvement within CapMetro.
- Enhance training and professional certifications for employees to improve support of CapMetro and the transit industry.

### ◆ Organizational Effectiveness

- Provide assurance, advisory, and risk management services to management and the board of directors in support of CapMetro's strategic priorities.
- Execute the FY2024 internal audit services plan and assist management by assessing operational and business risks and focusing on internal audit resources most cost-effectively and efficiently.
- Continue to partner with management in the implementation of a governance risk and compliance system which will serve as a contract performance management system across operations and support the needs of Safety, Risk Management, and IT.

### Internal Audit Department Organizational Chart





## Budget Changes

### Labor and Benefits

Increase of \$354,301 due to the addition of 2.5 new FTEs, 1 position reclassification, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$5,141 driven mainly by expenses related to the addition of new staff.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$318,010	\$392,268	\$392,268	\$720,654	\$328,386	83.7 %
FICA-Admin	24,611	25,507	25,507	50,706	25,199	98.8 %
State Unemployment-Admin	1,093	544	544	1,260	716	131.6 %
Sick Leave-Admin	42,110	—	—	—	—	N/A
Holiday Leave-Admin	19,944	—	—	—	—	N/A
Vacation Leave-Admin	24,026	—	—	—	—	N/A
Other Paid Leave-Admin	906	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>430,699</b>	<b>418,319</b>	<b>418,319</b>	<b>772,620</b>	<b>354,301</b>	<b>84.7 %</b>
<b>OTHER EXPENSES</b>						
Office Supplies	—	240	240	240	—	—
Training Materials	87	—	—	—	—	N/A
Other Supplies	—	240	240	240	—	—
Telephone-Local	1,240	1,440	1,440	2,400	960	66.7 %
Dues and Subscriptions	1,005	1,512	1,512	1,848	336	22.2 %
Airfare-Transportation	342	1,125	1,125	1,250	125	11.1 %
Travel-Per Diem	173	633	633	633	—	—
Seminar, Conferences, Registration	838	4,380	4,380	8,050	3,670	83.8 %
Lodging	489	1,470	1,470	1,470	—	—
Travel-Other	90	—	—	—	—	N/A
Business Meals-Local	—	75	47	125	50	66.7 %
Food and Ice	—	—	28	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>4,263</b>	<b>11,115</b>	<b>11,115</b>	<b>16,256</b>	<b>5,141</b>	<b>46.3 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$434,963</b>	<b>\$429,434</b>	<b>\$429,434</b>	<b>\$788,876</b>	<b>\$359,442</b>	<b>(21.9)%</b>

## Legal

### Functions and Responsibilities

The Legal department ensures that CapMetro conducts its activities ethically and consistently with federal and state laws, providing sound legal advice and reducing the risk of legal action. The department provides legal support on applicable federal, state, and local laws; ensures compliance with the Texas Public Information Act, Open Meetings Act, and State Records Retention Act; monitors and enhances CapMetro's ethics program to help ensure responsible stewardship of public funds; and manages outside legal services.

### FY2023 Accomplishments

#### ◆ Customer

- Collaborated with other departments on effective and efficient ways to develop and implement a wide array of projects in accordance with applicable laws and regulations.
- Performed department records control schedule reviews in compliance with Texas State Library and Archive Commission Statutes and Administrative Code.
- Assisted in the development and delivery of staff training on legal matters, including Equal Employment Opportunity (EEO) and records management training, and new Board member training on open government and ethics.
- Ensured CapMetro met its legal obligations associated with transparency and public information.
- Obtained favorable judgments, settlements, or resolutions in cases and investigations and completed two condemnation proceedings.

#### ◆ Community

- Created sponsorship and/or partnership agreements with over 30 local organizations, representing many diverse communities within the Austin area.
- Finalized interlocal agreements and memorandums of understanding with partner agencies to advance Project Connect and other transit initiatives.

#### ◆ Organizational Effectiveness

- Continued development and implementation of processes and strategies for reducing legal risk and exposure.
- Developed and implemented records and information management guidance and training for remote workers.

## FY2024 Planned Initiatives

### ◆ Customer

- Provide high-quality service and leadership in proactively managing and coordinating the Authority's legal affairs to support and enhance the Authority's mission, core values, vision, goals, and objectives.
- Continue to collaborate with other departments on effective and efficient ways to develop and implement projects in accordance with applicable laws and regulations.
- Continue to assist in the development and delivery of staff training on legal matters.

### ◆ Community

- Continue collaboration with external partners to help implement Project Connect, including completing key agreements.
- Implement a public-facing information portal for accessing public information and submission of public information requests.

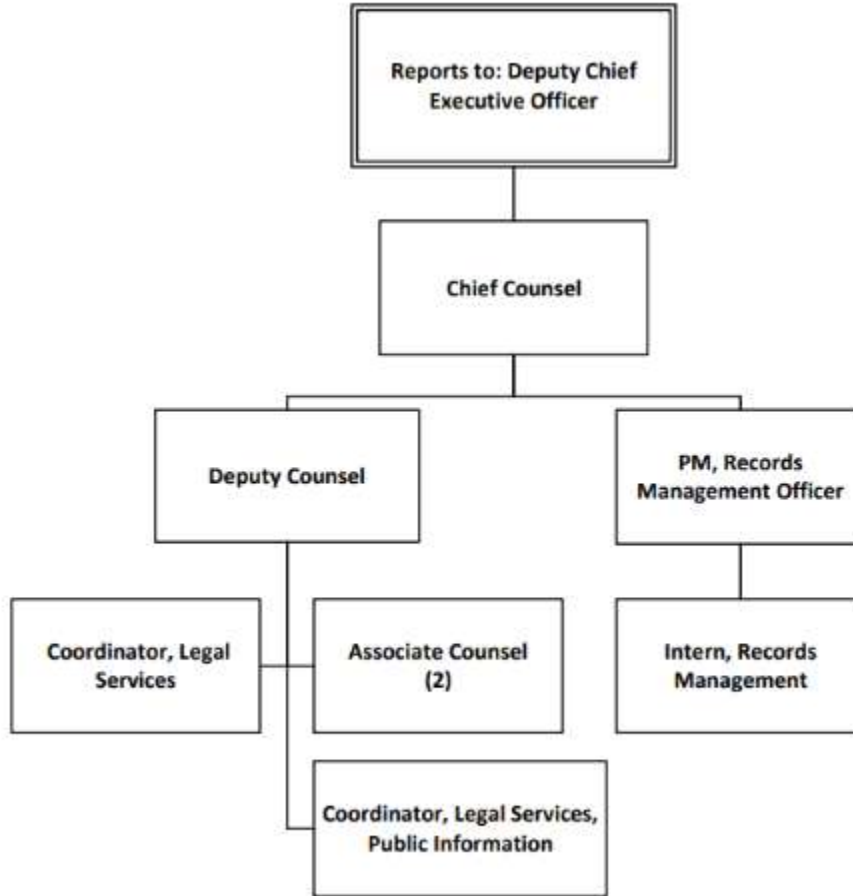
### ◆ Workforce

- Collaborate with and advise Authority's stakeholders to ensure services continue with minimal interruption.
- Conduct staff training on ethics.
- Conduct new employee records management and information management training.

### ◆ Organizational Effectiveness

- Continue to provide thorough legal review of Authority policies and provide support for the transition of policy tracking, updating, and implementation to the Deputy CEO.
- Provide accurate and timely legal advice and counsel to the Authority's board of directors and the Authority's executives and departments.
- Serve as a resource for ethical informed decision-making and creative problem-solving.
- Educate Authority personnel to reduce the risks of litigation and liability.
- Coordinate and supervise all legal services for the Authority.
- Represent the Authority in state and national discussions of legal issues concerning transit.
- Continue to review and update, as needed, Authority records disposition policies.

## Legal Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$111,819 due to 1 position reclassification, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$138,171 mainly in General Legal Services for outside legal services contracts which provides legal expertise in litigation matters including highly technical IT contracts, employment law, public finance, public utility law, and real estate transactions.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$517,242	\$852,147	\$852,147	\$954,090	\$101,943	12.0 %
FICA-Admin	47,673	59,812	59,812	69,687	9,875	16.5 %
State Unemployment-Admin	1,989	1,439	1,439	1,440	1	0.1 %
Sick Leave-Admin	45,982	—	—	—	—	N/A
Supplemental Sick	8,487	—	—	—	—	N/A
Holiday Leave-Admin	28,121	—	—	—	—	N/A
Vacation Leave-Admin	61,641	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>711,135</b>	<b>913,398</b>	<b>913,398</b>	<b>1,025,217</b>	<b>111,819</b>	<b>12.2 %</b>
<b>OTHER EXPENSES</b>						
General Legal Services	346,583	515,000	643,750	643,752	128,752	25.0 %
Other Professional Fees	549	—	—	—	—	N/A
Courier and Delivery Services	—	48	48	48	—	—
Other Services	8,055	12,000	12,000	12,000	—	—
Office Supplies	2,878	2,004	2,004	2,420	416	20.8 %
Telephone-Local	800	1,920	1,920	1,920	—	—
Dues and Subscriptions	1,541	8,716	8,716	13,090	4,374	50.2 %
Airfare-Transportation	—	1,200	1,200	3,200	2,000	166.7 %
Travel-Per Diem	—	610	610	5,800	5,190	850.8 %
Seminar, Conferences, Registration	1,160	7,827	7,827	4,288	(3,539)	(45.2)%
Lodging	—	1,926	1,926	3,000	1,074	55.8 %
Postage	91	396	396	300	(96)	(24.2)%
Other Miscellaneous Expenses	—	—	—	—	—	N/A
Food and Ice	299	—	—	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>361,956</b>	<b>551,647</b>	<b>680,397</b>	<b>689,818</b>	<b>138,171</b>	<b>25.0 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,073,091</b>	<b>\$1,465,045</b>	<b>\$1,593,795</b>	<b>\$1,715,035</b>	<b>\$249,990</b>	<b>17.1 %</b>

## Marketing and Communications

### Functions and Responsibilities

The Marketing and Communication department furthers CapMetro's mission through promoting transit use and value; developing and distributing all service-related materials, maps and wayfinding; public relations; business development; and internal communications. The department generates revenue through advertising sales on transit vehicles and through the development of programs designed to increase ridership in a collaborative effort with private and public entities. Major responsibilities include: the promotion of routes and services, internal marketing, schedule and signage design, website management, brand development and fleet graphics. The department conducts market research to measure awareness and customer satisfaction levels. The department serves as the primary contact point for the news media. It provides communications strategy and creative support to other departments and the board of directors, allowing CapMetro to drive positive messages and enhance its position in the community. The department establishes and implements CapMetro's social media platforms by presenting user-friendly information through multiple channels for customers, stakeholders and employees.

### FY2023 Accomplishments

#### ◆ Customer

- Conducted initial testing of capmetro.org for user experience improvements and to better align with recent brand refresh and new fare offerings.
- Continued the brand refresh effort for the agency, including facility signage and other capital investments.
- Built a new marketing asset library using new branded buses.
- Developed messaging for upcoming CapMetro Police chief/officers.
- Completed the annual customer satisfaction survey.
- Supported the development and pilot for the new Amp fare system and developed education campaign and web assets in support of the project.
- Promoted riding CapMetro services and saw double-digit increase in ridership.
- Created the new CapMetro Waypoint blog to update customers on agency and personnel initiatives.
- Continued website expansion of projectconnect.com and aptx.com, which are critical community and media resources for information as Project Connect is implemented.

#### ◆ Community

- Provided ongoing creative, logistical media and public engagement support during the iterative phases of Project Connect.
- Completed the annual community perception survey.

## ◆ Organizational Effectiveness

- Continued coalition building with partners to identify shared cost opportunities.
- Continued to streamline communication processes and coordinated agencywide messaging, including service providers. Expand communication channels, increase frequency and depth of communications and provide increased support of internal customers.
- Provided web, print, email and bus wrap communications for special events, holiday observances and agency initiatives.
- Performed internal surveys to receive feedback on communication processes.
- Implemented second phase of work to improve the current intranet site through CapMetro Central and other connected SharePoint sites.
- Partnered with People and Culture to further research the employee survey findings and determined action steps for FY2024 to improve communication with all employees and contractors.

## **FY2024 Planned Initiatives**

### ◆ Customer

- Finalize the website redesign and the continual improvements necessary to keep the CapMetro website content and usability optimized and to ensure ease of access. Tests will include updates to the site, general user and ADA user testing.
- Perform customer satisfaction surveys and focus group testing to help improve the customer experience.
- Promote riding CapMetro services and the introduction of new and improved service.
- Continue to demonstrate the value of transit as we move toward Project Connect implementation.
- Continue the refreshed branding effort for the agency including signage updates, internal document updates and rollout of new designs on vehicles.
- Prepare the introduction of two new CapMetro Rapid lines in 2025 through map, information and promotional planning.

### ◆ Community

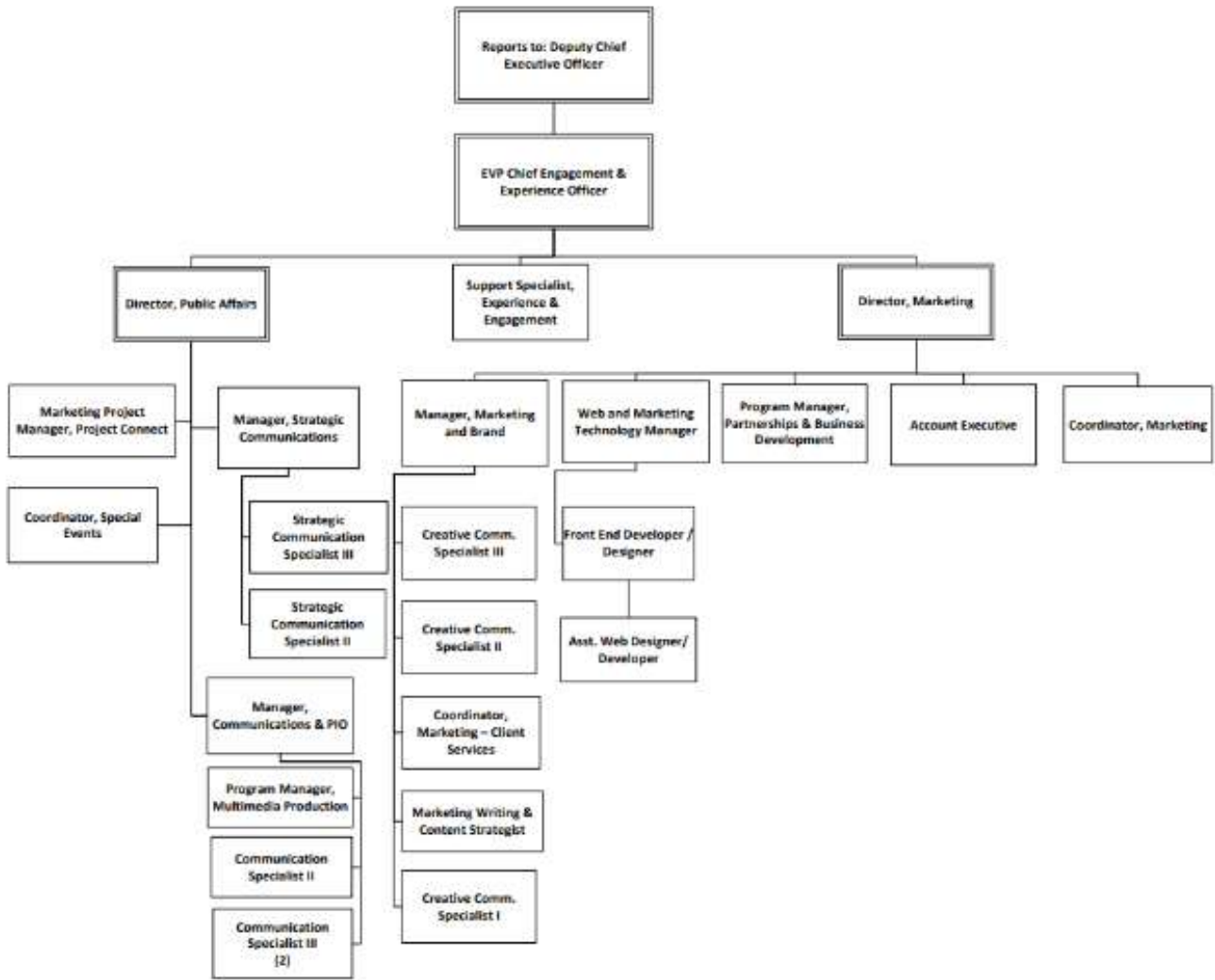
- Develop and deliver advertising messages via events, social media and out-of-home to raise awareness of the value that transit brings to our community.
- Promote new fare-capping structure and fare options for customers, including Equifare-eligible riders and CapMetro for Business.
- Perform community perception survey.

### ◆ Workforce

- Continue to improve internal communication emails to better disseminate information and employee town halls to increase attendance.

- Grow internal community and culture by hosting agency-wide events such as Operations/Maintenance graduations, Transit Appreciation, Family Fun Day, Roadeo, Thanksgiving and Veterans Day.
- Support People and Culture recruitment efforts with strategic and targeted recruitment efforts.
- ◆ Organizational Effectiveness
  - Launch the customer relationship manager software and fully implement the digital asset manager software.

## Marketing and Communications Department Organizational Chart





## Budget Changes

### Labor and Benefits

Increase of \$214,882 due to the addition of 1 new FTE, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$309,294 is a result of the operation of staff engagement fostering a diverse workforce that has moved from People and Culture resulting in an increase of \$77,000 in Other Services, \$30,000 in Other Supplies and \$160,000 in Food and Ice. Increase of \$19,400 for Seminars for staff training. Increase of \$176,000 in Advertising/Promotion Media for the value of transit campaign. Decreases of \$124,000 in Consultation Fees, \$25,670 in Other Professional Fees as the website upgrade and customer satisfaction survey were completed, which also reduced the need for Temporary Help by \$50,000.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$1,627,207	\$2,389,436	\$2,389,436	\$2,582,741	\$193,305	8.1 %
Overtime-Admin	13	—	—	—	—	N/A
FICA-Admin	144,698	171,497	171,497	192,893	21,396	12.5 %
State Unemployment-Admin	7,141	4,499	4,499	4,680	181	4.0 %
Sick Leave-Admin	150,296	—	—	—	—	N/A
Holiday Leave-Admin	97,553	—	—	—	—	N/A
Vacation Leave-Admin	118,247	—	—	—	—	N/A
Other Paid Leave-Admin	640	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>2,145,795</b>	<b>2,565,432</b>	<b>2,565,432</b>	<b>2,780,314</b>	<b>214,882</b>	<b>8.4 %</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	925,985	1,574,000	786,023	1,450,000	(124,000)	(7.9)%
Other Professional Fees	455,030	713,437	646,011	687,767	(25,670)	(3.6)%
Temporary Help	139,736	254,000	146,281	204,000	(50,000)	(19.7)%
Courier and Delivery Services	49	180	180	180	—	—
Other Services	25,789	18,000	—	95,000	77,000	427.8 %
Advertising Installation Expense	—	—	—	—	—	N/A
Office Supplies	9,308	8,500	9,100	8,500	—	—
Maps and Schedules	189,805	310,000	310,000	329,000	19,000	6.1 %
Other Supplies	293,142	409,000	250,400	450,000	41,000	10.0 %
Telephone-Local	2,600	1,920	3,000	4,536	2,616	136.3 %
Dues and Subscriptions	8,649	6,630	2,668	7,538	908	13.7 %
Airfare-Transportation	6,561	1,100	1,100	2,700	1,600	145.5 %
Travel-Per Diem	1,568	1,000	1,000	1,100	100	10.0 %
Toll Road Charges	1,521	—	—	—	—	N/A
Seminar, Conferences, Registration	30,121	13,600	13,600	33,000	19,400	142.6 %
Lodging	6,084	1,800	1,800	1,700	(100)	(5.6)%
Travel-Other	439	240	3,961	800	560	233.3 %
Business Meals-Local	365	—	—	—	—	N/A

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
Advertising-Promotion Media	457,330	864,000	924,860	1,040,000	176,000	20.4 %
Postage	234	1,200	500	1,200	—	—
Other Miscellaneous Expenses	16	—	—	—	—	N/A
Food and Ice	4,257	7,000	4,000	177,600	170,600	2,437.1 %
Lease-Operating Yard-Storage	3,751	4,920	4,400	5,200	280	5.7 %
<b>TOTAL OTHER EXPENSES</b>	<b>2,562,340</b>	<b>4,190,527</b>	<b>3,108,884</b>	<b>4,499,821</b>	<b>309,294</b>	<b>7.4 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$4,708,135</b>	<b>\$6,755,959</b>	<b>\$5,674,316</b>	<b>\$7,280,135</b>	<b>\$524,176</b>	<b>7.8 %</b>

## MetroBike

### Functions and Responsibilities

The MetroBike department manages the operations and maintenance of the bike-share program for traditional and electric-assist bikes, kiosks, and hubs.

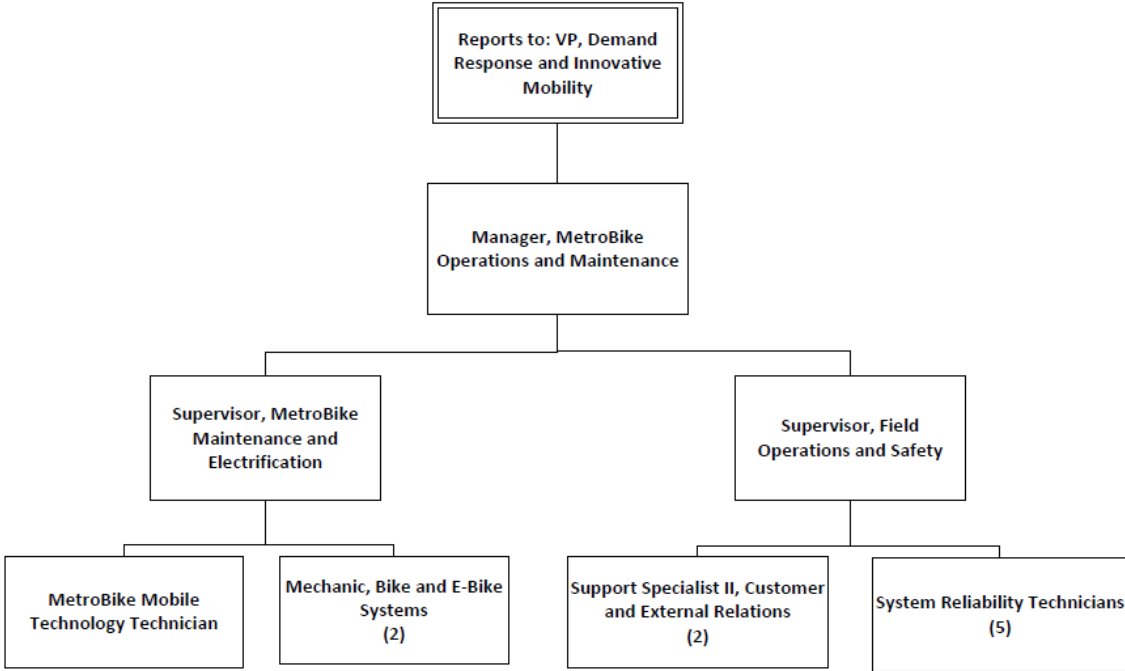
#### FY2023 Accomplishments

- ◆ Customer
  - Awarded a new contract for a bikeshare system to include all hardware and software.
  - Integrated bikeshare operations into CapMetro.
- ◆ Community
  - Continued the expansion of the MetroBike electric fleet.
- ◆ Workforce
  - Transitioned Bike Share of Austin operations to CapMetro.
- ◆ Organization Effectiveness
  - Implemented a comprehensive preventative maintenance program to ensure reliability.
  - Began implementation of a 10-year expansion plan for the MetroBike program in coordination with the city of Austin.

#### FY2024 Planned Initiatives

- ◆ Customer
  - Fully integrate MetroBike's operations, practices, and processes with CapMetro.
  - Implement a new MetroBike customer app and an online portal.
  - Overhaul the existing system based on a new service contract.
- ◆ Community
  - Conduct outreach initiatives for community feedback as the system expansion plan is developed.
  - Increase participation in community events and rides.
- ◆ Workforce
  - Implement facility changes to better support operational demands.
- ◆ Organizational Effectiveness
  - Test new technologies to improve operational effectiveness and customer experience.

## MetroBike Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$128,151 for 0.3 FTE allocation from Demand Response Oversight, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Decrease of \$214,445 primarily from \$96,000 in Consultation Fees and \$34,404 in Vehicle Liability Premiums as these expenses were moved to the Strategic Planning and Development and Finance departments respectively and \$72,000 Lease-Administrative Facility moved to the Property and Asset Management department.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$78,497	\$798,856	\$798,856	\$895,278	\$96,422	12.1 %
Overtime-Admin	1,206	-	-	12,590	12,590	N/A
FICA-Admin	6,109	58,905	58,905	68,489	9,584	16.3 %
State Unemployment-Admin	90	2,340	2,340	2,396	56	2.4 %
Sick Leave-Admin	10,895	—	—	—	—	N/A
Supplemental Sick	707	—	—	—	—	N/A
Holiday Leave-Admin	2,777	—	—	—	—	N/A
Vacation Leave-Admin	26,206	—	—	—	—	N/A
Uniform Allowance-Admin	—	—	—	9,500	9,500	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>126,488</b>	<b>860,101</b>	<b>860,101</b>	<b>988,253</b>	<b>128,151</b>	<b>14.9%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	—	96,000	88,000	—	(96,000)	(100.0)%
Other Professional Fees	—	—	—	—	—	N/A
Permits and Fees	—	61,392	30,696	30,696	(30,696)	(50.0)%
Maintenance-Radios	—	2,800	3,681	4,910	2,110	75.4 %
Fuel Expense	—	14,424	14,424	17,344	2,920	20.2 %
Office Supplies	1,946	—	—	—	—	N/A
Other Supplies	11,266	91,700	87,981	103,805	12,105	13.2 %
Maintenance Materials	548	52,600	52,600	74,598	21,998	41.8 %
Telephone-Local	—	4,320	4,320	4,320	—	—
Vehicle Liability Premiums	—	34,404	34,404	—	(34,404)	(100.0)%
Metrobike	1,432	—	—	—	—	N/A
Dues and Subscriptions	1,000	4,628	4,628	4,600	(28)	(0.6)%
Airfare-Transportation	—	3,600	3,600	3,600	—	—
Travel-Per Diem	—	2,250	2,250	2,700	450	20.0 %
Seminar, Conferences, Registration	—	1,400	1,400	1,400	—	—
Lodging	—	3,500	3,500	3,500	—	—
Business Meals-Local	1,037	—	300	2,100	2,100	N/A
Advertising-Promotion Media	10,011	—	1,000	—	—	N/A
Food and Ice	5,106	—	—	—	—	N/A

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
Lease-Vehicles	—	48,000	78,000	25,000	(23,000)	(47.9)%
Lease-Administrative Facility	—	72,000	63,064	—	(72,000)	(100.0)%
<b>TOTAL OTHER EXPENSES</b>	<b>32,347</b>	<b>493,018</b>	<b>473,848</b>	<b>278,573</b>	<b>(214,445)</b>	<b>(43.5)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$158,835</b>	<b>\$1,353,119</b>	<b>\$1,333,949</b>	<b>\$1,266,825</b>	<b>(\$86,294)</b>	<b>(6.4)%</b>

## Non-Allocated Benefits

### Functions and Responsibilities

The Non-Allocated Employee Benefits department provides health and welfare benefits that are attractive, affordable, flexible, and competitive. Our employee benefits package allows us to attract and retain talent from diverse groups and serves as a differentiation factor when deciding on whether or not the job is a good fit. This department captures the costs of various employee benefits agency-wide for health, dental, life insurance, and retirement plans.

### FY2023 Accomplishments

- ◆ Workforce
  - Continued employee awareness of mental health benefits including Employee Assistance Program (EAP) and telemedicine for reduced-cost mental health services.
  - Added resources for financial wellness through existing retirement plan administration contracts.
  - Enhanced retirement readiness by introducing auto escalation on 401(k) contributions.
  - Introduction and rollout of no-cost benefits to employees.
  - Successfully completed the annual 401(k) and pension plans audits.
- ◆ Organizational Effectiveness
  - Established automatic benefit enrollment data feeds and payments to the vendors increasing efficiency.
  - Reduced the number of touchpoints for benefits offered to staff by implementing how-to guides and providing additional educational meetings.
  - Implemented a human resources management module into the new ERP system to streamline benefits actions.

### FY2024 Planned Initiatives

- ◆ Workforce
  - Revamp employee compensation statements to emphasize the total rewards employees receive in terms of cash compensation and benefits.
  - Review future benefit needs of the population and explore opportunities to enhance benefit offerings.
- ◆ Organizational Effectiveness
  - Annual review of the health plan to identify opportunities for savings and increased focus on consumer-driven health care.
  - Annual review of retirement plans to ensure adequate funding and appropriate assumptions.

## Budget Changes

### Labor and Benefits

Decrease of \$2,213,860 is due to a \$2,687,146 reduction in anticipated Pension expenses. This is offset by an increase in expected healthcare expenses in Health Plan expenses of \$263,411 and Retirement Medicare Supplement Payments of \$190,256.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
401k Fees	\$29,662	\$40,800	\$0	\$48,000	\$7,200	17.6 %
401K	19,777	77,304	25,000	25,008	(52,296)	(67.6)%
Pension-Bargain	238,661	4,200,000	4,000,000	2,187,862	(2,012,138)	(47.9)%
Pension-Admin	2,738,280	5,775,008	5,081,842	5,100,000	(675,008)	(11.7)%
L-T Disability-Admin	137,444	164,260	208,000	216,678	52,418	31.9 %
L/T Disability-IUE	(8,800)	—	—	—	—	N/A
S-T Disability	151,781	134,800	163,200	176,643	41,843	31.0 %
Health Plans-Admin	5,885,606	6,459,037	5,174,000	5,699,154	(759,883)	(11.8)%
Health Plan-Fees	1,307,922	946,119	820,000	1,087,017	140,898	14.9 %
Health Savings Account Employer Contribution	43,128	85,680	62,000	72,000	(13,680)	(16.0)%
Health Plan Employee Contribution-Admin	(963,705)	(869,255)	—	—	869,255	(100.0)%
Dental Plans-Admin	341,430	311,126	233,700	246,333	(64,793)	(20.8)%
Dental Plan Employee Contribution-Admin	(45,497)	(41,111)	—	—	41,111	(100.0)%
Life Insurance-Admin	135,936	122,233	132,000	143,190	20,957	17.1 %
Other Benefits - Operators	60,000	—	—	—	—	N/A
Rideshare Subsidy	2,385	9,240	6,000	9,240	—	—
Bikeshare Subsidy	—	2,484	—	2,484	—	—
Retirement Medicare Supplement Payments	302,108	414,750	414,750	605,006	190,256	45.9 %
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>10,376,116</b>	<b>17,832,475</b>	<b>16,320,492</b>	<b>15,618,615</b>	<b>(2,213,860)</b>	<b>-12.4%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$10,376,116</b>	<b>\$17,832,475</b>	<b>\$16,320,492</b>	<b>\$15,618,615</b>	<b>(\$2,213,860)</b>	<b>-12.4%</b>



## Operations and Maintenance Oversight

### Functions and Responsibilities

The Operations and Maintenance Oversight department is responsible for coordinating the operations and activities of all CapMetro service providers for bus services. This includes coordination of contract management, data collection, analysis, and quality assurance activities for vehicle operations and vehicle maintenance.

### FY2023 Accomplishments

#### ◆ Customer

- Placed 7 40-ft electric buses into revenue service.
- Expanded Demand Response fleet by 32 vehicles.
- Placed 14 non-revenue vehicles into service.
- Upgraded the bus fleet with heavy-duty driver barriers providing added security for operators.
- Supported the use of software applications for reporting on-time performance and ridership.
- Reduced lost time by 60%.
- Worked with Customer Care and Operations Control Center to identify and monitor issues that will improve service delivery.

#### ◆ Community

- Supported CapMetro Special Events and the service impact team.
- Developed an automated permit request process.

#### ◆ Workforce

- Graduated 62 bus operators into revenue service.
- Provided 56 sessions of operations support staff training.
- Completed +160 new hire training.
- Expanded the maintenance technician position to meet the electric bus expansion for 2023.
- Launched a multiyear initiative to retrain the maintenance workforce on electric vehicle propulsion.

#### ◆ Organizational Effectiveness

- Continued to support the planning service analysis team by validating APC through obtaining and analyzing boarding and alighting.
- Continued assisting with the development of a live, automated reporting dashboard for real-time performance monitoring.

## FY2024 Planned Initiatives

### ◆ Customer

- Promote a positive safety culture within the organization through involvement in safety campaigns, drills, and operator outreach.
- Expand fleet by 37 electric vehicles to support CapMetro Rapid routes.
- Place more than 85 new electric buses into service.
- Place more than 150 new demand response vehicles into service.

### ◆ Community

- Continue supporting CapMetro Special Events and the service impact team.

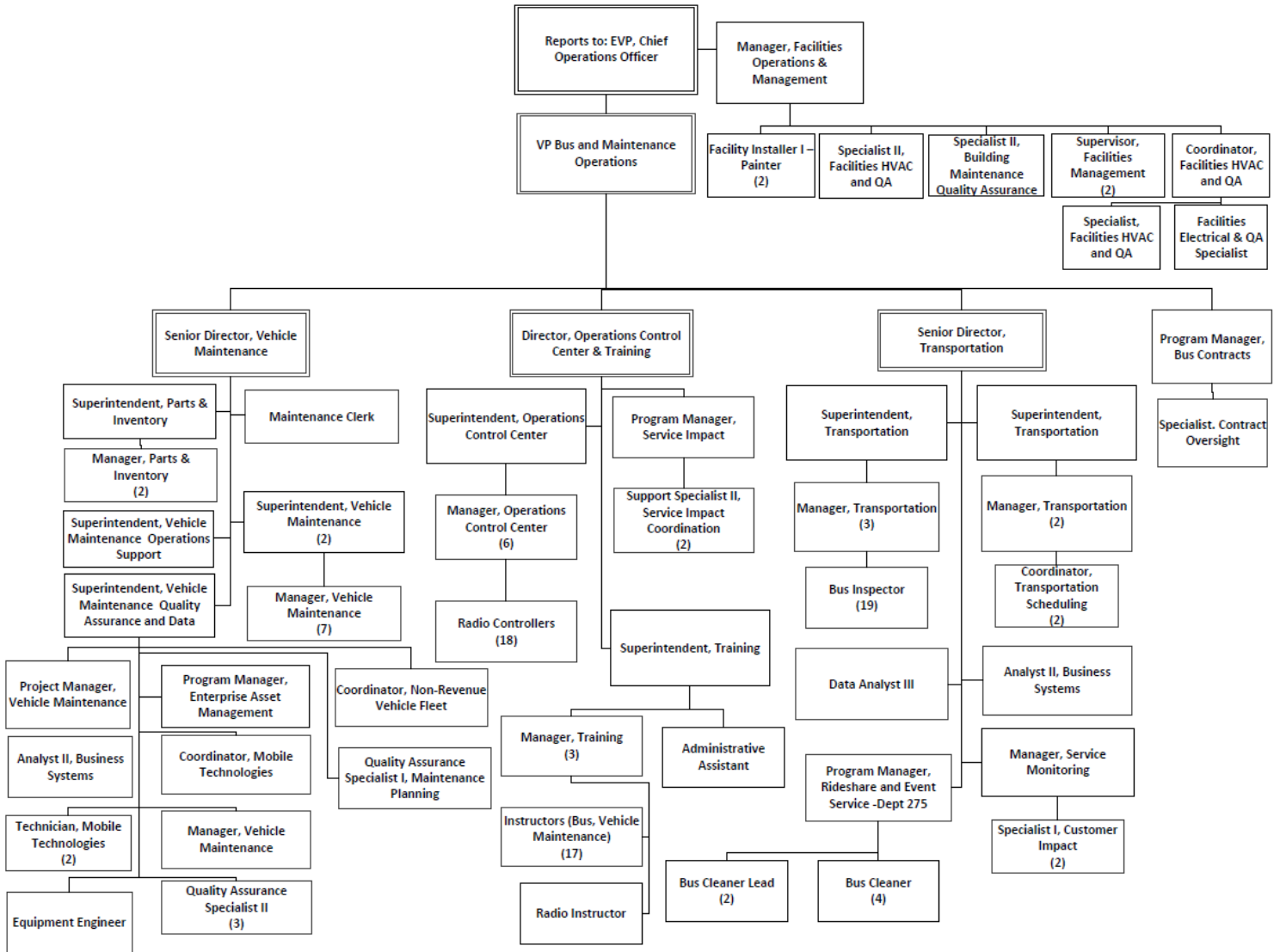
### ◆ Workforce

- Expand the operation mobile cleaning support team to increase coverage from five to seven days.
- Streamline battery electric bus basic training and introduction modules.
- Create management and operations standard operating procedures.

### ◆ Organizational Effectiveness

- Continue to work with Procurement and Internal Audit to refine and automate financial auditing processes.
- Launch an electric charging facility for up to 48 buses at the 2910 East 5<sup>th</sup> Street garage.
- Create a specialty shop for the maintenance of electric vehicles and non-revenue vehicles.
- Launch Central Parts Warehouse to improve the efficiency of parts management.

## Operations and Maintenance Oversight Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$2,833,570 for 1 new FTE, 6 transfers from the Public Facilities department, 5 from the Property and Asset Management department, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$10,702,369 primarily in Bus Purchased Transportation and North Ops Bus of \$11,173,105 from contractual rates offset by a reduction of \$1,773,916 in Maintenance Materials and \$1,089,516 in Freight Charge-Inventory Parts from overstatement of prior year budget. Increase of \$2,149,927 in Repair and Maintenance-Other primarily from contractual rates related to 3<sup>rd</sup> party maintenance, and vehicle cleaning. Realignment of prior pass-through cost resulted in an increase of \$780,496 for Uniforms-Service Providers, \$585,000 in Other Fluids, and \$165,504 for Tires and Tubes. A combined decrease of \$1,024,410 in Fuel Expense driven by a slower return of service frequency due to post-pandemic hiring. Fuel costs are projected at an average cost per gallon with taxes of \$2.60 for FY2024, an increase of \$0.20 per gallon compared to FY2023.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$6,338,134	\$9,610,746	\$9,610,746	\$12,300,503	\$2,689,757	28.0 %
Overtime-Admin	300,083	—	—	—	—	N/A
FICA-Admin	554,176	707,756	707,756	935,479	227,723	32.2 %
State Unemployment-Admin	26,772	19,621	19,621	24,297	4,676	23.8 %
Sick Leave-Admin	614,326	—	—	—	—	N/A
Supplemental Sick	21,494	—	—	—	—	N/A
Holiday Leave-Admin	343,189	—	—	—	—	N/A
Vacation Leave-Admin	619,149	—	—	—	—	N/A
Other Paid Leave-Admin	27,871	—	—	—	—	N/A
Uniform Allowance-Admin	31,375	127,390	127,390	38,804	(88,586)	(69.5)%
Boot Allowance-Admin	195	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>8,876,765</b>	<b>10,465,513</b>	<b>10,465,513</b>	<b>13,299,083</b>	<b>2,833,570</b>	<b>27.1%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	618,237	2,120,000	1,120,000	2,136,807	16,807	0.8 %
Other Services-CTECC	447,643	621,803	621,803	786,961	165,158	26.6 %
Other Professional Fees	1,482,779	1,116,640	766,640	1,258,543	141,903	12.7 %
COVID-19 Vaccine and Testing	728	—	—	—	—	N/A
Permits and Fees	6,990	23,983	23,983	24,996	1,013	4.2 %
Temporary Help	291,189	364,761	164,791	50,004	(314,757)	(86.3)%
Maintenance-Office Equipment	5,832	—	—	—	—	N/A
Maintenance-Radios	672,549	675,120	675,120	747,180	72,060	10.7 %
Repair & Maintenance-Other	3,054,375	7,138,570	6,138,570	9,288,497	2,149,927	30.1 %
Vehicle Towing	218,442	266,750	266,750	350,004	83,254	31.2 %
Other Services	858,194	639,994	639,994	405,632	(234,362)	(36.6)%
Transmission Fluid	122,635	—	—	309,996	309,996	N/A

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
Coolant	—	—	—	140,004	140,004	N/A
Other Fluids	—	—	—	585,000	585,000	N/A
Fuel Expense	14,172,474	11,194,505	11,194,505	10,170,095	(1,024,410)	(9.2)%
Fuel Risk Management	(7,440,934)	—	—	—	—	N/A
Tires and Tubes	—	1,018,500	1,018,500	1,184,004	165,504	16.2 %
Office Supplies	15,112	22,720	22,720	21,120	(1,600)	(7.0)%
Training Materials	5,953	—	—	—	—	N/A
Cleaning Supplies	3,874	191,370	191,370	230,796	39,426	20.6 %
Expendable Tools & Equipment	—	182,000	182,000	201,996	19,996	11.0 %
Other Supplies	302,021	15,000	15,000	15,000	—	—
Uniforms-Service Providers	—	—	—	780,496	780,496	N/A
Maintenance Materials	5,048,722	14,135,680	14,135,680	12,361,764	(1,773,916)	(12.5)%
Core Deposit Credit	—	(120,000)	(120,000)	(120,000)	—	—
Freight Charge-Inventory Parts	296	1,265,520	75,000	176,004	(1,089,516)	(86.1)%
Electricity-Propulsion Power	93,837	150,833	150,833	—	(150,833)	(100.0)%
Telephone-Local	760	2,880	2,880	7,200	4,320	150.0 %
Fuel Tax	830,993	996,591	996,591	844,559	(152,032)	(15.3)%
Bus Purchased Transportation	104,991,109	109,411,771	81,258,561	74,639,754	(34,772,017)	(31.8)%
North Ops Bus	9,356,887	—	45,930,128	45,945,122	45,945,122	N/A
Rural Service Bus	817,073	1,013,796	960,629	910,293	(103,503)	(10.2)%
Dues and Subscriptions	10,668	388,550	83,000	216,000	(172,550)	(44.4)%
Airfare-Transportation	18,467	62,756	62,756	49,440	(13,316)	(21.2)%
Travel-Per Diem	7,499	38,742	38,742	22,110	(16,632)	(42.9)%
Toll Road Charges	33,384	105,000	105,000	50,004	(54,996)	(52.4)%
Seminar, Conferences, Registration	25,002	149,900	149,900	128,885	(21,015)	(14.0)%
Lodging	21,435	67,276	67,276	67,905	629	0.9 %
Travel-Other	664	—	—	—	—	N/A
Business Meals-Local	2,873	—	—	—	—	N/A
Advertising-Promotion Media	216	—	—	—	—	N/A
Postage	48	—	—	—	—	N/A
Tools and Equipment	4,200	—	—	—	—	N/A
Other Miscellaneous Expenses	41,994	—	624,111	68,000	68,000	N/A
Food and Ice	10,294	66,000	66,000	10,860	(55,140)	(83.5)%
AP Prompt Pay Discount	(4,392)	—	—	—	—	N/A
Lease-Vehicles	46,203	27,651	27,651	42,000	14,349	51.9 %
Expense Reimbursements	(138,556)	—	—	—	—	N/A
Capital Contributions-Other Jurisdictions	77,600	50,000	—	—	(50,000)	(100.0)%
<b>TOTAL OTHER EXPENSES</b>	<b>136,135,371</b>	<b>153,404,662</b>	<b>167,656,484</b>	<b>164,107,031</b>	<b>10,702,369</b>	<b>7.0%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$145,012,136</b>	<b>\$163,870,175</b>	<b>\$178,121,997</b>	<b>\$177,406,114</b>	<b>\$13,535,939</b>	<b>8.3%</b>

## Paratransit Eligibility

### Functions and Responsibilities

The Paratransit Eligibility department includes staff members from eligibility, travel training, and pathway assessment. The department manages the eligibility certification process and promotes fixed-route use by providing training to seniors and people with disabilities.

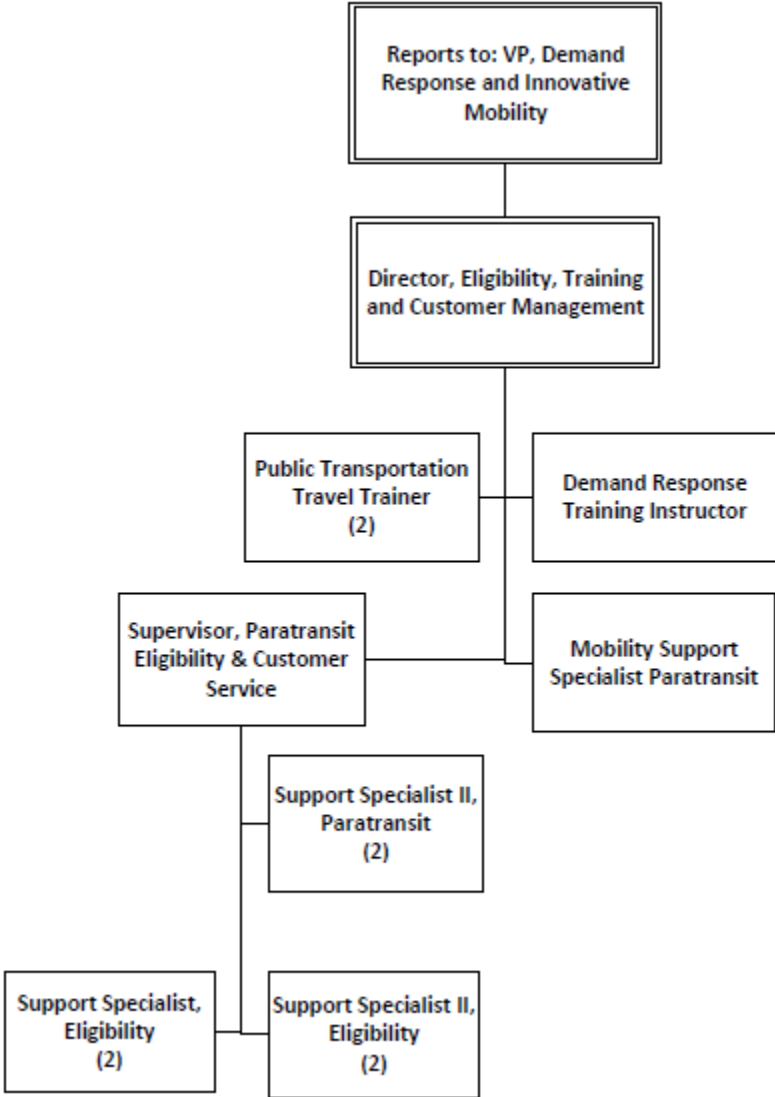
### FY2023 Accomplishments

- ◆ Customer
  - Supported the implementation of web and mobile app services for customers with real-time booking, cancellation, and vehicle arrival times (in text and on a map).
  - Developed a simplified driver app that uses real-time traffic data to aid operators in navigation.
  - Developed a hybrid eligibility process to minimize customer wait times.
- ◆ Community
  - Increased access and knowledge of complimentary travel training services with targeted outreach.
  - Updated the travel training brochure to promote the travel training service.
- ◆ Organization Effectiveness
  - Implemented software to address workflows and reduce paper processes.

### FY2024 Planned Initiatives

- ◆ Customer
  - Launch and monitor the effectiveness of web and mobile app services for customers.
- ◆ Community
  - Provide outreach and training of web and mobile app services for customers.
  - Participate in the city of Austin internship program to provide opportunities for high school students to learn the value of public transit in the community.
- ◆ Workforce
  - Develop an internal training program for web and mobile app services for customers.
- ◆ Organizational Effectiveness
  - Create new eligibility and customer service-related workflows to improve efficiency.

## Paratransit Eligibility Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$84,827 due to approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Decrease of \$56,756 driven by a \$74,000 reduction in Temporary Help from lower usage.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$472,740	\$728,306	\$728,306	\$802,998	\$74,692	10.3 %
Overtime-Admin	15	—	—	—	—	N/A
FICA-Admin	40,491	53,995	53,995	61,430	7,435	13.8 %
State Unemployment-Admin	3,169	2,160	2,160	2,160	—	—
Sick Leave-Admin	33,693	—	—	—	—	N/A
Supplemental Sick	1,070	—	—	—	—	N/A
Holiday Leave-Admin	26,885	—	—	—	—	N/A
Vacation Leave-Admin	31,909	—	—	—	—	N/A
Uniform Allowance-Admin	—	1,800	1,800	4,500	2,700	150.0 %
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>609,971</b>	<b>786,261</b>	<b>786,261</b>	<b>871,088</b>	<b>84,827</b>	<b>10.8%</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	375,813	400,000	400,000	409,584	9,584	2.4 %
Temporary Help	—	124,000	—	50,000	(74,000)	(59.7)%
Other Services	986	6,996	4,000	6,996	—	—
Office Supplies	361	—	—	—	—	N/A
Passes and Tickets	350	—	—	—	—	N/A
Other Supplies	—	10,000	6,000	10,400	400	4.0 %
Telephone-Local	—	4,320	2,880	2,880	(1,440)	(33.3)%
Dues and Subscriptions	110	375	375	375	—	—
Airfare-Transportation	—	1,200	1,100	3,000	1,800	150.0 %
Travel-Per Diem	—	600	600	1,000	400	66.7 %
Seminar, Conferences, Registration	463	1,000	1,100	3,000	2,000	200.0 %
Lodging	—	1,500	2,500	3,000	1,500	100.0 %
Advertising-Promotion Media	—	4,000	3,000	7,000	3,000	75.0 %
Postage	9,892	12,600	8,000	12,600	—	—
<b>TOTAL OTHER EXPENSES</b>	<b>387,975</b>	<b>566,591</b>	<b>429,555</b>	<b>509,835</b>	<b>(56,756)</b>	<b>(10.0)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$997,946</b>	<b>\$1,352,852</b>	<b>\$1,215,816</b>	<b>\$1,380,923</b>	<b>\$28,071</b>	<b>2.1 %</b>



## People and Culture

### Functions and Responsibilities

The mission of the People and Culture department is to cultivate a diverse, high-performing workforce by engaging in activities such as attracting, recruiting, developing, motivating, rewarding, and retaining employees. The department is primarily responsible for identifying and bringing in the right talent to meet the organization's needs and facilitating efficient onboarding. People and Culture empowers the organization by providing essential tools and resources to enhance the capabilities of the workforce, resulting in better performance and successful outcomes. This is achieved through the design and implementation of training programs that improve employee skills and knowledge. The department also fosters professional growth and development within the organization, ensuring that employees can thrive and advance in their careers. People and Culture play a vital role in supporting the organizational structure and effectively managing the entire employee lifecycle to meet the business needs.

### FY2023 Accomplishments

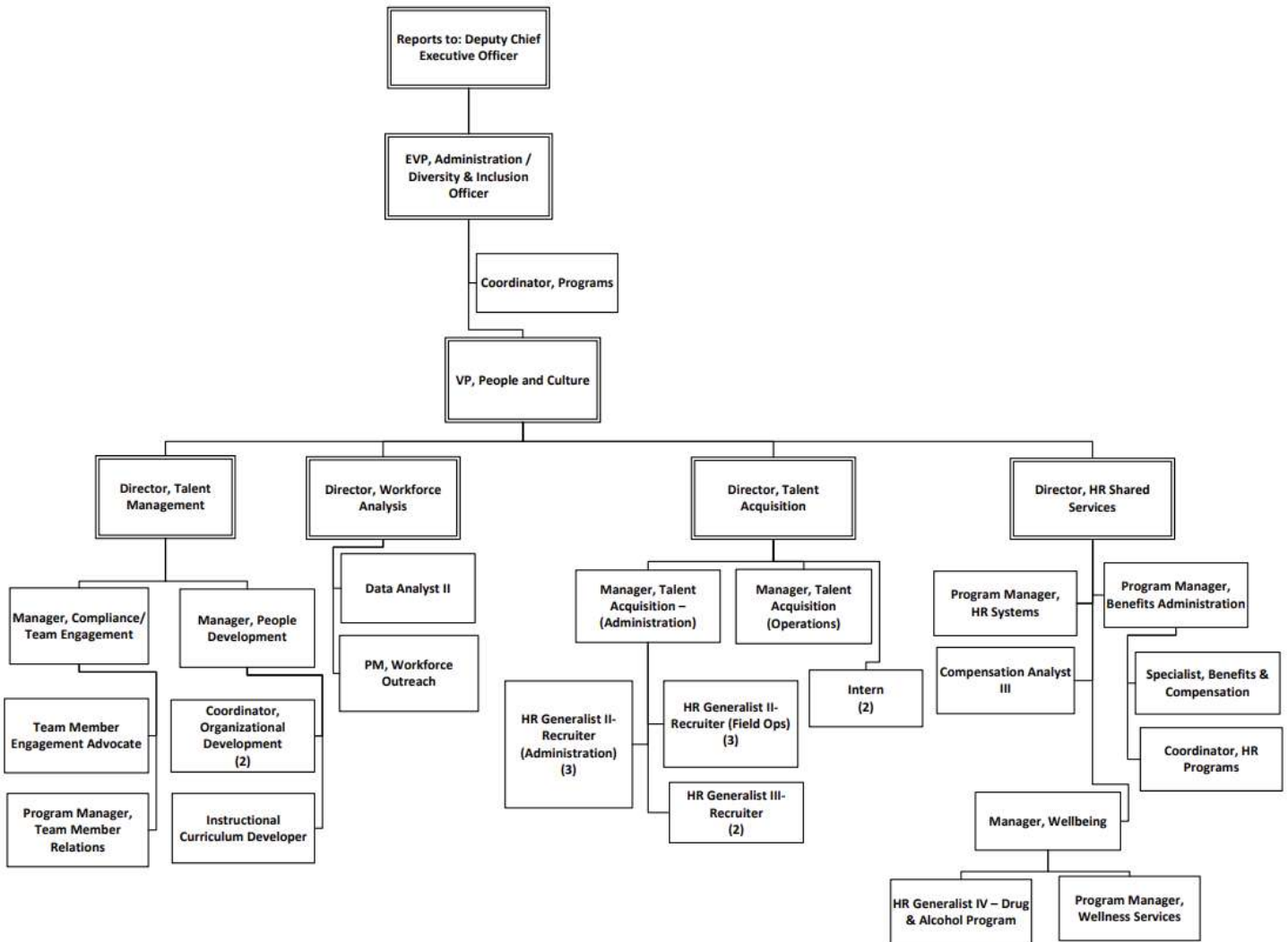
- ◆ Customer
  - Strengthened our organization's capabilities and enhanced operational efficiency. Collaborated with the Finance and IT departments to successfully implement Oracle for Human Capital Management, Talent Acquisition, Performance Management, Learning and Development, and Talent Management, leading to significant process optimization and seamless experiences for both employees and applicants.
- ◆ Workforce
  - Addressed worker shortages in critical transportation and construction roles. Established a collaborative partnership with Workforce Solutions Capital Area to develop a comprehensive work plan that focuses on sustainable solutions to attract and retain skilled workers in these key sectors. Leveraging the expertise and resources of community partners, we tapped into new talent pools, bridged skill gaps, and created targeted training programs that align with industry demands.
  - Managed the hiring process of more than 400 operators and maintenance employees, bolstering the fixed route system operations. Recognizing the importance of long-term workforce stability, we conducted a comprehensive retention study focused on this group. By analyzing key factors influencing retention, we are proactively positioning ourselves to make data-driven decisions that will enhance future hiring practices and increase employee retention rates. This approach not only ensures a steady supply of skilled employees but also cultivates a resilient and committed workforce, leading to optimized service delivery, and sustained operational excellence.
- ◆ Organizational Effectiveness
  - Strengthened our organization's position in the market to attract “best fit” candidates. Enhanced the job descriptions by incorporating new logos, marketing branding, a diversity statement, environmental statements, mobility status, and position codes.

### FY2024 Initiatives

- ◆ Workforce
  - Design and implement a comprehensive learning and development program that aligns with our organizational values and culture, fostering a growth-oriented environment while equipping our workforce with the necessary skills for future success.

- Formulate a forward-looking workforce plan aimed at identifying crucial skills and addressing skill gaps to ensure we have the right talent in place to meet the evolving demands of our current and future roles.
  - Establish a robust framework dedicated to identifying and nurturing successors and high-potential employees, providing tailored development opportunities that cultivate a pipeline of capable leaders prepared to lead CapMetro into the future.
  - Employ technology-driven onboarding tools and experiences to streamline and enhance the assimilation of new employees into CapMetro, for a seamless and engaging integration process that fosters productivity and engagement from day one.
- ◆ Organizational Effectiveness
- Establish a comprehensive change management framework that empowers our employees to embrace and adapt to organizational changes seamlessly.
  - Implement a standardized a scalable approach to assess and address learning needs throughout the organization. This initiative aims to cultivate a learning-oriented culture that maximizes individual potential and propels our organization toward long-term success.

## People and Culture Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$1,028,132 due to 4 new FTEs, plus the return of one FTE previously seconded to the Austin Transit Partnership, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$269,688 primarily driven by \$199,325 in Technical Services, \$340,000 in Other Professional Fees for recruiting. This is offset by reductions of \$102,000 in Temporary Help and \$90,064 in Other Services.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$2,127,210	\$2,848,687	\$2,848,687	\$3,666,837	\$818,150	28.7 %
Overtime-Admin	\$15,166	\$0	\$0	\$0	\$0	N/A
FICA-Admin	177,080	204,269	204,269	269,174	64,905	31.8 %
State Unemployment-Admin	8,560	5,581	5,581	6,478	897	16.1 %
Sick Leave-Admin	121,304	—	—	—	—	N/A
Supplemental Sick	1,162	—	—	—	—	N/A
Holiday Leave-Admin	107,486	—	—	—	—	N/A
Vacation Leave-Admin	160,309	—	—	—	—	N/A
Other Paid Leave-Admin	1,517	—	—	—	—	N/A
Relocation Reimbursement	323,000	54,213	75,000	150,000	95,787	176.7 %
Tuition Reimbursement	9,020	24,999	75,000	25,000	1	0.0 %
Retirement Medicare Supplement Payments	—	—	—	48,392	48,392	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>3,051,813</b>	<b>3,137,749</b>	<b>3,208,537</b>	<b>4,165,881</b>	<b>1,028,132</b>	<b>32.8%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	609,480	581,608	716,262	589,348	7,740	1.3 %
Technical Services	59,655	600	203,700	199,925	199,325	33,220.8 %
Other Professional Fees	319,165	91,100	310,400	431,100	340,000	373.2 %
Temporary Help	245,293	102,000	102,000	—	(102,000)	(100.0)%
Courier and Delivery Services	172	2,400	—	3,000	600	25.0 %
Other Services	—	460,585	280,381	369,981	(90,604)	(19.7)%
Office Supplies	9,595	2,600	—	2,750	150	5.8 %
Passes and Tickets	7	—	—	—	—	N/A
Training Materials	—	—	—	1,500	1,500	N/A
Other Supplies	115,572	—	—	3,500	3,500	N/A
Non Capital Equipment and Furniture	—	—	—	—	—	N/A
Awards - Recognition Program	—	—	—	—	—	N/A
Telephone-Local	720	5,280	—	1,440	(3,840)	(72.7)%
Dues and Subscriptions	61,803	140,666	35,100	105,807	(34,859)	(24.8)%

	<b>FY2022</b>	<b>FY2023</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Var \$ FY2024</b>	<b>Var % FY2024</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>BUDGET</b>	<b>vs. FY2023</b>	<b>vs. FY2023</b>
Airfare-Transportation	5,886	5,000	1,300	7,100	2,100	42.0 %
Travel-Per Diem	1,110	3,600	900	6,500	2,900	80.6 %
Seminar, Conferences, Registration	23,513	12,859	5,000	56,990	44,131	343.2 %
Lodging	3,691	7,900	5,000	7,225	(675)	(8.5)%
Toll Road Charges	1,096	—	—	—	—	N/A
Travel-Other	—	—	—	240	240	N/A
Business Meals-Local	1,060	2,000	—	2,000	—	—
Newspaper Media	6,039	—	—	6,000	6,000	N/A
Advertising-Promotion Media	65,401	49,500	40,000	52,100	2,600	5.3 %
Postage	14,787	1,500	—	1,500	—	—
Other Miscellaneous Expenses	28,494	42,120	—	—	(42,120)	(100.0)%
Food and Ice	80,441	46,900	—	8,100	(38,800)	(82.7)%
Recognition Program	162,891	201,800	48,000	173,600	(28,200)	(14.0)%
Office Equipment	1,140	—	—	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>1,817,011</b>	<b>1,760,018</b>	<b>1,748,043</b>	<b>2,029,706</b>	<b>269,688</b>	<b>15.3%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$4,868,825</b>	<b>\$4,897,767</b>	<b>\$4,956,580</b>	<b>\$6,195,587</b>	<b>\$1,297,820</b>	<b>26.5%</b>

## Power Systems

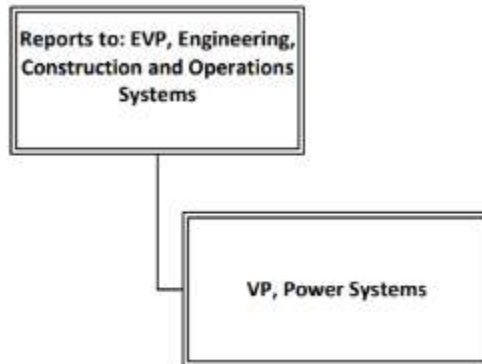
### Functions and Responsibilities

The Power Systems department is a new department created from the dissolution of the Project Connect Integration department. The department focuses on electrification and service requirements primarily in shops, yards, stations, and facilities for charging. In addition, the department collaborates with Austin Energy for programs in resiliency and electrification forecasting.

### FY2024 Planned Initiatives

- ◆ Organizational Effectiveness
  - Finalize the electrification study plan.
  - Conduct utility rate studies and related efforts with Austin Energy.
  - Advance shop, yard, and end-of-line electrification projects.
  - Continue support for Project Connect elements of CapMetro Rapid, Light Rail, and Green-Line Commuter Rail.

### Power Systems Department Organizational Chart



## Budget Changes

### Labor and Benefits

Budget of \$234,437 due to 1 FTE transferred from the Project Connect Integration department, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Budget of \$521,250 includes approximately \$200,000 in Consultation Fees previously from the Project Connect Integration department and an additional \$303,000 all to support the new department in the CapMetro Rapid/Local Bus Electrification & Operations Network Controls.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$ —	\$ —	\$ —	\$221,118	\$221,118	N/A
FICA-Admin	—	—	—	13,139	13,139	N/A
State Unemployment-Admin	—	—	—	180	180	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>234,437</b>	<b>234,437</b>	<b>N/A</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	—	—	—	—	—	N/A
Other Services	—	—	—	503,000	503,000	N/A
Airfare-Transportation	—	—	—	7,250	7,250	N/A
Travel-Per Diem	—	—	—	—	—	N/A
Seminar, Conferences, Registration	—	—	—	5,000	5,000	N/A
Lodging	—	—	—	5,000	5,000	N/A
Travel-Other	—	—	—	1,000	1,000	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>521,250</b>	<b>521,250</b>	<b>N/A</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$755,687</b>	<b>\$755,687</b>	<b>N/A</b>

## Procurement

### Functions and Responsibilities

The Procurement department is responsible for the acquisition of all goods, services and construction at fair and reasonable prices, on time and in compliance with sound public purchasing policies and procedures.

### FY2023 Accomplishments

#### ◆ Customer

- Resolicited and awarded contracts for the printing of pocket schedules and system maps.
- Resolicited and awarded the contract for contracted bus operations and maintenance services.
- Resolicited and awarded a task order contract for wayfinding and customer information.

#### ◆ Community

- Awarded a contract for electrification to support electric buses at our North Ops facility.
- Solicited and awarded contracts for MetroBike services.
- Solicited contracts for the construction of Expo, Pleasant Valley and Goodnight Ranch Park & Rides.

#### ◆ Workforce

- Resolicited and awarded the employee assistance program contract.
- Conducted procurements supporting the stand-up of the CapMetro Transit Police department.

#### ◆ Organizational Effectiveness

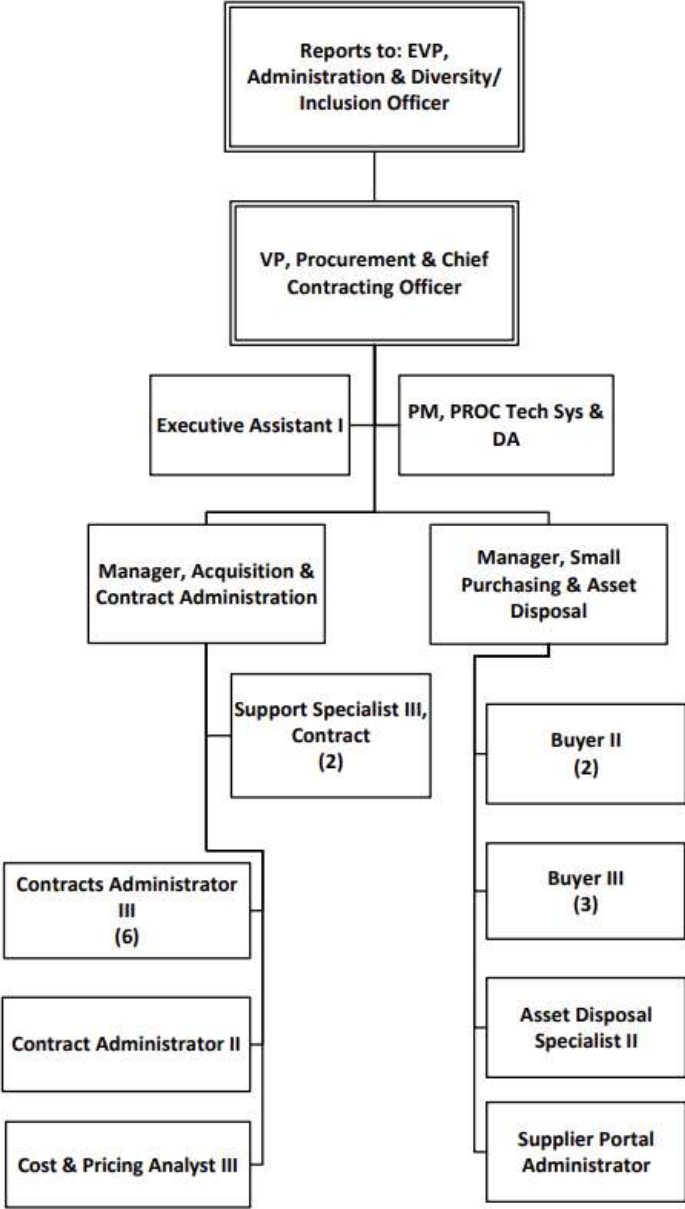
- Awarded contracts for civil engineering task order services.
- Resolicited and awarded the contract for unarmed security guard services.
- Solicited and awarded contracts for bus parts.
- Solicited and awarded contract for rail operations consulting services.
- Solicited and awarded a contract for fare collection consulting services.



## FY2024 Planned Initiatives

- ◆ Customer
  - Resolicit and award a contract for contracted paratransit/on-demand services.
  - Solicit and award contracts for railroad crossing improvements.
- ◆ Community
  - Solicit and award a contract for the construction of a new Demand Response facility.
  - Resolicit the marketing services contracts.
  - Solicit and award contracts for railroad bridge rehabilitation.
- ◆ Workforce
  - Resolicit and award the childcare Services contract.
- ◆ Organizational Effectiveness
  - Resolicit and award contracts for real property appraisal services.
  - Resolicit and award contracts for environmental engineering services.

## Procurement Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$365,229 due 2 new FTEs and the approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$3,940 primarily due to increased Dues and Subscriptions. A decrease in Temporary Help of \$50,520 and an increase in Seminars, Conferences, Registration for training of \$50,000 largely offset each other.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$1,568,780	\$1,924,327	\$1,924,327	\$2,260,157	\$335,830	17.5 %
Overtime-Admin	7,677	—	—	—	—	N/A
FICA-Admin	133,651	141,074	141,074	170,112	29,038	20.6 %
State Unemployment-Admin	5,925	3,601	3,601	3,962	361	10.0 %
Sick Leave-Admin	96,150	—	—	—	—	N/A
Holiday Leave-Admin	88,271	—	—	—	—	N/A
Vacation Leave-Admin	130,658	—	—	—	—	N/A
Other Paid Leave-Admin	1,468	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>2,032,581</b>	<b>2,069,002</b>	<b>2,069,002</b>	<b>2,434,231</b>	<b>365,229</b>	<b>17.7 %</b>
<b>OTHER EXPENSES</b>						
Temporary Help	118,152	145,520	145,520	95,000	(50,520)	(34.7)%
Office Supplies	5,357	7,320	7,320	7,320	—	—
Training Materials	—	—	386	—	—	N/A
Dues and Subscriptions	5,270	4,800	5,103	9,260	4,460	92.9 %
Airfare-Transportation	3,137	2,940	2,940	2,940	—	—
Travel-Per Diem	—	2,052	2,052	2,052	—	—
Toll Road Charges	1,241	—	—	—	—	N/A
Seminar, Conferences, Registration	24,680	17,655	17,269	67,655	50,000	283.2 %
Lodging	2,891	3,900	3,900	3,900	—	—
Travel-Other	—	1,100	1,100	1,100	—	—
Business Meals-Local	266	500	500	500	—	—
Newspaper Media	13,011	19,000	19,000	19,000	—	—
Postage	22	600	600	600	—	—
P-Card Default Expense	—	—	(303)	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>174,028</b>	<b>205,387</b>	<b>205,387</b>	<b>209,327</b>	<b>3,940</b>	<b>1.9 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,206,609</b>	<b>\$2,274,389</b>	<b>\$2,274,389</b>	<b>\$2,643,558</b>	<b>\$369,169</b>	<b>16.2 %</b>

## Project Connect

On November 3, 2021, Austin voters approved the initial investment in the Project Connect System Plan. CapMetro's Project Connect is a transformational expansion of the region's public transit system, designed to improve access to essential jobs, health care, and education. Established as a separate organization, the Austin Transit Partnership (ATP) will guide the Project Connect investment with transparency and accountability throughout the program.

As of January 2021, the Project Connect department activities have been transferred to the Austin Transit Partnership.

## Project Connect Integration

### Functions and Responsibilities

To improve organizational effectiveness, the Project Connect Integration department components have been decentralized and integrated into their functional areas in the Agency. The staff and expenses have transferred to the Strategic Programs and Organizational Readiness department and the following 4 new departments: Capital Construction, Engineering and Design; CBTC Signals and Operational Networks; Power Systems; and Rolling Stock and Support Equipment.

### FY2023 Accomplishments

- ◆ Community
  - Selected light rail alignment in conjunction with city of Austin and Austin Transit Partnership.
- ◆ Workforce
  - Supported CapMetro Commuter Rail fleets programs.
- ◆ Organizational Effectiveness
  - Supported Project Connect elements of CapMetro Rapid, Light Rail and Green-Line Commuter Rail.
  - Created light rail vehicle design and specification options.
  - Developed radio communications specifications for planned study efforts.
  - Initiated the traffic signal prioritization for select bus route evaluations.

## Budget Changes

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$370,856	\$1,689,444	\$1,689,444	\$ —	\$(1,689,444)	(100.0)%
FICA-Admin	37,218	106,691	106,691	—	(106,691)	(100.0)%
State Unemployment-Admin	49	1,796	1,796	—	(1,796)	(100.0)%
Sick Leave-Admin	38,682	—	—	—	—	N/A
Supplemental Sick	5,401	—	—	—	—	N/A
Holiday Leave-Admin	22,235	—	—	—	—	N/A
Vacation Leave-Admin	129,034	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>603,476</b>	<b>1,797,931</b>	<b>1,797,931</b>	<b>—</b>	<b>(1,797,931)</b>	<b>(100.0)%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	—	500,000	100,000	—	(500,000)	(100.0)%
Other Services	—	500,000	—	—	(500,000)	(100.0)%
Office Supplies	—	1,200	1,200	—	(1,200)	(100.0)%
Seminar, Conferences, Registration	—	18,000	18,000	—	(18,000)	(100.0)%
<b>TOTAL OTHER EXPENSES</b>	<b>—</b>	<b>1,019,200</b>	<b>119,200</b>	<b>—</b>	<b>(1,019,200)</b>	<b>(100.0)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$603,476</b>	<b>\$2,817,131</b>	<b>\$1,917,131</b>	<b>\$ —</b>	<b>\$(2,817,131)</b>	<b>(100.0)%</b>

## Property and Asset Management

### Functions and Responsibilities

The Property and Asset Management department's responsibilities include the management of properties and assets, building and facility maintenance, and management of utility and asset usage.

### FY2023 Accomplishments

#### ◆ Customer

- Improved internal customer service support for facility requests.
- Supported the conversion of current work order system to a computerized maintenance management system.
- Completed 2910 East 5<sup>th</sup> Street first-floor renovation, including a new boardroom to provide easier public access and an improved external customer experience.
- Completed the administrative and transit facilities' future strategy as part of the agency facility master plan (FMP).
- Developed design guidelines that improved sustainability and energy efficiency attributes.
- Leased and designed the new Transit Police Department.
- Planned, programmed, and contributed to the design of the new Demand Response North Base facility.
- Improved the timeliness, reliability, and overall functionality of the HVAC systems by directly hiring HVAC personnel to reduce costs.
- Completed building enterprise management system requirements.
- Replaced the first phase of the facility fleet bay doors.
- Replaced exhaust hose reels and dust collector grinder.
- Enhanced and replaced North Operations Center service island pressure washers.
- Completed 2910 East 5<sup>th</sup> Street annex roof renewals/refurbishments.
- Completed Demand Response Operations Center (Thompson Lane) bay area winterization upgrades.
- Collaborated to develop and refine CapMetro's future 20-year needs as input for the facilities master plan (FMP).
- Engaged key agency stakeholders to determine warehouse space requirements and developed a program for a new centralized warehouse.
- Finalized the initial energy, infrastructure, and resiliency strategy for all new and existing facilities, including the requirements needed for electric vehicles.
- Developed workforce mobility strategy and implementation plan by engaging People and Culture to classify personnel as stationary, circulating, or mobile.
- Developed collaboration space guidelines along with different types of spaces.

- Developed the Uniform Store program, determined the preferred location, and renovated space to accommodate.
  - Engaged with the vehicle maintenance team and the chief operating officer to develop a rental heater strategy to keep the operations and maintenance facilities warm.
  - Coordinated with key stakeholders to facilitate the negotiation to purchase the 618 Tillery site for CapMetro's new headquarters. Worked with consultants, real estate broker, and internal stakeholders to expedite the completion of the survey, environmental site assessment phase 1, appraisals, and property conditional assessment to meet Letter of Interest agreed upon deadlines.
  - Completed design to replace and renew the highest priority HVAC equipment to mitigate business interruption issues and improve efficiency.
  - Developed scope to assess existing facilities to achieve the facilities' carbon-neutral expectations.
  - Completed landscape design guidelines for a sustainable solution.
  - Submitted Federal Transit Administration Quadrennial Review documents for Transit Asset Management with no adverse findings.
- ◆ Organizational Effectiveness
- Worked with key department members to establish priority process improvement needs.
  - Developed general project design criteria and structure to implement with the facility master plan projects.
  - Finalized the energy, infrastructure, and resiliency strategy.

## **FY2024 Planned Initiatives**

- ◆ Customer
- Provide technical support and design quality assurance to internal stakeholders with a planned technical resource team.
  - Continue to refine the facility master plan document based on property vetting and business needs.
  - Complete scheduled state of good repair, safety, and enhancement projects as identified in the FY2024 budget.
  - Implement an improved facilities work request triage and response procedure.
- ◆ Community
- Complete and refine facilities-related guidelines, protocols, and standards that will be used in designing and completing the facility master plan projects.
  - Further refine the Transit Oriented Development site integration strategy and implementation plans.



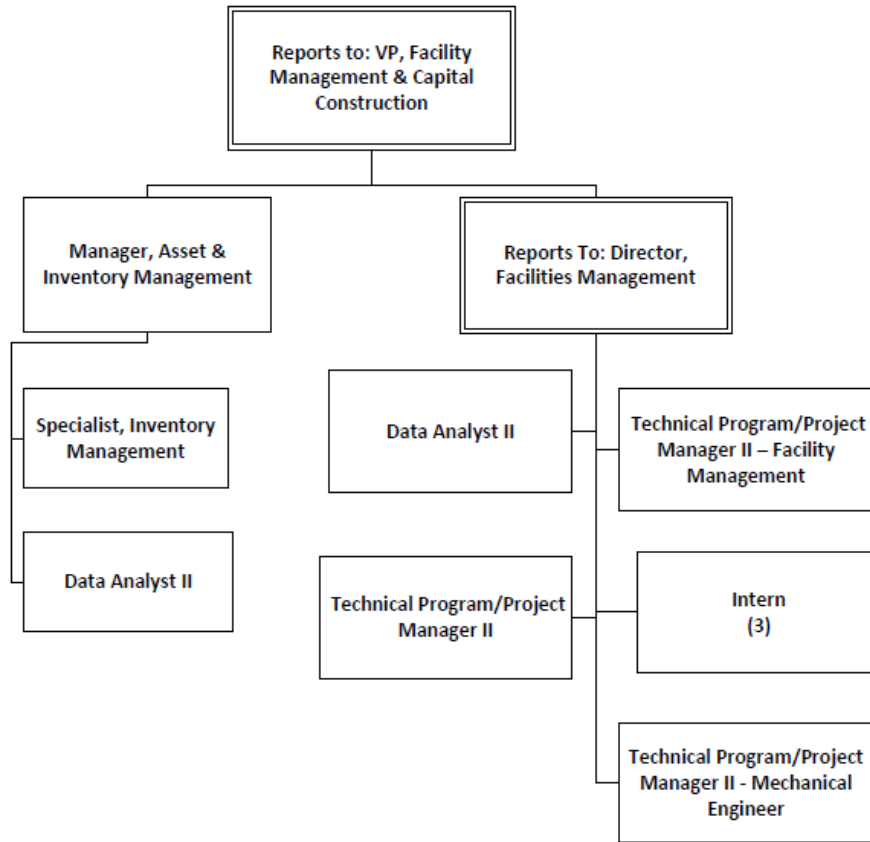
◆ Workforce

- Continue to refine the workforce mobility plan.
- Implement the building enterprise management system at the North Ops location.
- Deliver improved designed space based on the latest Workplace Standards.

◆ Organizational Effectiveness

- Develop business information modeling (BIM) guidelines and standards for project implementation.
- Continue to refine property condition assessment templates.
- Implement an energy management system to better monitor and manage building and tenant needs.
- Work with the IT department to identify software solutions that facilitate process improvements.

## Property and Asset Management Department Organizational Chart



### Budget Changes

#### **Labor and Benefits**

Decrease of \$361,416 for 5 transfers to the Operations and Maintenance Oversight department, 1.5 new FTEs, and approved performance-based pay increases and an across-the-board one-time market pay increase.

#### **Other Expenses**

Increase of \$1,457,736 mainly driven by \$918,543 Other Services of which \$502,800 is for the insured HVAC preventative maintenance and the remaining \$415,715 covers painting of bus bays and bus yard repairs, concrete expansion joint repairs, landscape and irrigation enhancements, and software for controlling HVAC and utilities. Increase of \$402,366 Repair and Maintenance-Other for 3<sup>rd</sup> party building maintenance repairs the service provider cannot perform. Increase of \$114,524 Temporary Help for design, project management support, and to develop and pilot a building information management resource tool for building specifications. Increase of \$114,000 in Maintenance Materials to support insured preventative maintenance expense.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$594,904	\$1,124,358	\$1,124,358	\$774,035	(\$350,323)	(31.2)%
Overtime-Admin	6,283	—	13,180	13,200	13,200	N/A
FICA-Admin	50,859	82,967	82,967	59,211	(23,756)	(28.6)%
Sick Leave-Admin	64,254	—	—	—	—	N/A
Holiday Leave-Admin	27,409	—	—	—	—	N/A
Vacation Leave-Admin	103,599	—	—	—	—	N/A
Other Paid Leave-Admin	3,222	—	—	—	—	N/A
State Unemployment-Admin	1,917	2,340	2,340	1,803	(537)	(22.9)%
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>852,446</b>	<b>1,209,665</b>	<b>1,222,845</b>	<b>848,249</b>	<b>(361,416)</b>	<b>-56.2%</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	1,229,361	960,000	461,941	889,000	(71,000)	(7.4)%
Permits and Fees	—	1,500	1,500	4,500	3,000	200.0 %
Temporary Help	—	197,116	45,854	311,640	114,524	58.1 %
Maintenance-Office Equipment	—	—	20,000	—	—	N/A
Repair & Maintenance-Other	126,261	23,000	100,000	425,366	402,366	1,749.4 %
Other Services	2,248,563	4,650,115	3,400,000	5,568,657	918,543	19.8 %
Office Supplies	996	7,000	1,000	1,200	(5,800)	(82.9)%
Other Supplies	109,060	76,700	71,663	60,000	(16,700)	(21.8)%
Non Capital Equipment and Furniture	117,703	40,000	40,000	36,000	(4,000)	(10.0)%
Maintenance Materials	—	—	—	114,000	114,000	N/A
Non-Capital Projects	—	—	—	—	—	N/A
Inspection Certificates	225	—	—	—	—	N/A
Dues and Subscriptions	—	1,607	1,140	6,160	4,553	283.3 %
Airfare-Transportation	1,574	3,450	2,700	3,700	250	7.2 %
Travel-Per Diem	474	480	353	520	40	8.3 %
Seminar, Conferences, Registration	800	2,695	943	2,295	(400)	(14.8)%
Lodging	2,294	2,340	1,400	3,400	1,060	45.3 %
Business Meals-Local	75	—	—	—	—	N/A
Postage	44	65	65	65	—	—
Other Miscellaneous Expenses	358	—	2,501	—	—	N/A
Lease-Operating Yard-Storage	2,616	2,700	2,689	—	(2,700)	(100.0)%
Office Equipment	777	—	—	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>3,841,181</b>	<b>5,968,768</b>	<b>4,153,749</b>	<b>7,426,503</b>	<b>1,457,736</b>	<b>24.4%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$4,693,627</b>	<b>\$7,178,433</b>	<b>\$5,376,594</b>	<b>\$8,274,752</b>	<b>\$1,096,320</b>	<b>15.3%</b>

## Public Facilities

### Functions and Responsibilities

The Public Facilities department is responsible for maintaining all bus stops, Park & Rides, Transit Centers and rail stations. The primary functions include the cleaning of bus stops and Transit Centers, servicing litter containers, coordinating the installation and removal of bus stop amenities, supporting special events and performing service change support tasks, including the installation and removal of signage and other facility management support for owned and leased non-public facilities.

### FY2023 Accomplishments

#### ◆ Customer

- Installed 23 bus shelters and required amenities.
- Removed 25 end-of-life bus shelters.
- Relocated 56 bus stops and amenities.
- Installed solar-powered lights at 14 shelters.
- Supported Capital Projects Group (CPG) and Strategic Planning with various enhancements to bus stops and transit centers.
- Completed over 170 project work orders.
- Rented and delivered 400 kW generator to 9315 Old McNeil Road rail operations and maintenance facility during ice storm ensuring railcars were operational in case of loss of power.
- De-iced operations and maintenance and key public facilities during the ice storm.
- Completed process of improving work order management system.
- Supported design of new service vehicles.
- Supported vehicle maintenance team with completing key preventative maintenance on the Public Facilities' fleet.
- Completed public facilities property conditional assessments to ensure properties are kept to the required expectations to help ensure customer satisfaction is properly achieved.
- Completed as-built electrical one-line diagrams and arc flash hazard analyses at 17 public facilities and applied respective arc flash labels on electrical equipment at these facilities.
- Coordinated with key stakeholders to negotiate a preferred lease to replace the St. Johns storage and staging facility.
- Replaced roofs on South Congress Transit Center and the Pavilion Park & Ride facility.
- Replaced the Pavilion Park & Ride shelter lights to be more energy efficient.

◆ Workforce

- Provided occupational safety training.
- Completed Herzog railroad worker right of way annual training.

### **FY2024 Planned Initiatives**

◆ Customer

- Support Strategic Planning department, service impacts team, and Capital Projects Group with enhancements to bus stops, Park & Rides, rail stations, and Transit Centers.
- Support the operation of the new CapMetro Rapid Expo and Pleasant Valley lines.
- Complete the following projects to minimize productivity issues and optimize end-user experience:
- Install 100 new bus stop shelters and required amenities.
- Replace 50 shelters.
- Maintain Park & Ride amenities and signage.
- Relocate CapMetro Rapid bus stations as requested.
- Relocate water fountains at the Leander, South Congress, and Tech Ridge facilities.
- Replace HVAC units at the Cedar Park Park & Ride facility.
- Complete arc flash hazard mitigation based on the findings of the FY2023 arc flash hazard analyses.

◆ Community

- Continue recycling program at public facilities to include over 30 additional locations.
- Continue installation and removal of bus stop shelters, amenities and signage.
- Continue rebranding removal and installation of shelter banners and signage.
- Continue to support community emergency response.

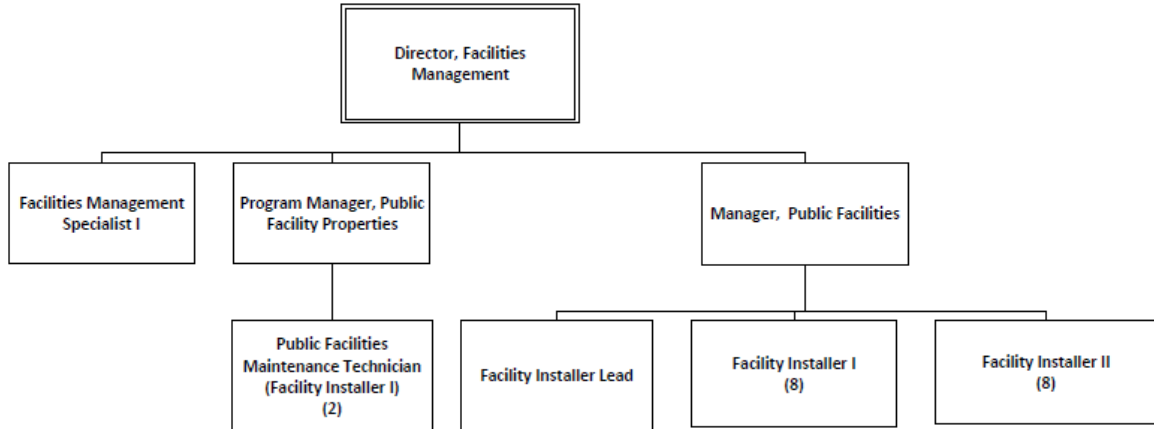
◆ Workforce

- Implement boom crane, and welding safety training program in coordination with the Safety department.

◆ Organizational Effectiveness

- Continue to complete State of Good Repair updates based on facility exit strategies and asset condition assessments.
- Continue to improve the work order enterprise asset management tool.
- Continue to work with vehicle maintenance team to improve reliability of service trucks.

## Public Facilities Department Organizational Chart



## Budget Changes

### Labor and Benefits

Decrease of \$287,003 for 6 transfers to the Operations and Maintenance Oversight department, 1 new FTE, and approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$542,640 mainly driven by \$284,451 in Custodial Services, and \$150,008 in Electric for support of additional properties offset by a \$101,950 decrease in Other Services for contractual rates.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$1,193,945	\$1,850,598	\$1,850,598	\$1,572,671	(\$277,927)	(15.0)%
Overtime-Admin	80,448	73,481	68,341	80,829	7,348	10.0 %
FICA-Admin	110,608	137,253	137,253	119,348	(17,905)	(13.0)%
State Unemployment-Admin	7,717	5,039	5,039	4,140	(899)	(17.8)%
Sick Leave-Admin	66,205	—	—	—	—	N/A
Supplemental Sick	4,392	—	—	—	—	N/A
Holiday Leave-Admin	71,792	—	—	—	—	N/A
Vacation Leave-Admin	65,636	—	—	—	—	N/A
Other Paid Leave-Admin	8,025	—	—	—	—	N/A
Uniform Allowance-Admin	7,036	8,700	8,500	10,680	1,980	22.8 %
Boot Allowance-Admin	1,334	3,000	2,600	3,400	400	13.3 %
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>1,617,139</b>	<b>2,078,071</b>	<b>2,072,331</b>	<b>1,791,068</b>	<b>(287,003)</b>	<b>(13.8)%</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	—	—	606	—	—	N/A
Repair & Maintenance-Other	309,459	242,764	287,462	241,704	(1,060)	(0.4)%
Electrical Services	162,689	168,005	131,912	230,000	61,995	36.9 %
Custodial Services	1,184,669	1,315,549	1,382,895	1,600,000	284,451	21.6 %
Other Services	216,762	537,790	445,588	435,840	(101,950)	(19.0)%
Office Supplies	8	120	50	120	—	—
Other Supplies	17,875	166,680	150,952	162,500	(4,180)	(2.5)%
Maintenance Materials	166,805	60,000	250,000	108,000	48,000	80.0 %
Electric	978,894	1,099,992	1,047,231	1,250,000	150,008	13.6 %
Water and Sewer	256,673	320,004	110,795	352,004	32,000	10.0 %
Gas	158,365	182,268	158,165	200,495	18,227	10.0 %
Telephone-Local	1,920	2,400	1,729	2,400	—	—
Drainage Service	256,597	355,704	296,704	341,247	(14,457)	(4.1)%
Garbage Collection	88,262	96,000	126,621	158,371	62,371	65.0 %
Street Service	166,490	132,684	145,169	139,318	6,634	5.0 %
Tools and Equipment	1,719	4,500	2,368	5,100	600	13.3 %
Safety Equipment	—	5,000	5,000	5,000	—	—
Lease-Administrative Facility	—	—	621	—	—	N/A
Lease-Operating Yard-Storage	215	—	—	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>3,967,401</b>	<b>4,689,459</b>	<b>4,543,868</b>	<b>5,232,099</b>	<b>542,640</b>	<b>11.57%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$5,584,539</b>	<b>\$6,767,530</b>	<b>\$6,616,199</b>	<b>\$7,023,167</b>	<b>\$255,637</b>	<b>3.8 %</b>

## Public Safety and Emergency Management

### Functions and Responsibilities

The Public Safety and Emergency Management department's mission is to ensure the safety of customers and employees and to protect CapMetro's property while maintaining the integrity of the service. The department provides security and emergency preparedness-related training for CapMetro and service provider personnel to enhance system safety in all areas. The department also continually collaborates with law enforcement and other regional first responders to ensure effective planning for and response to emergencies. The Public Safety and Emergency Management department maintains all security technology-related systems for the agency.

### FY2023 Accomplishments

- ◆ Customer
  - Established the Public Safety Ambassador and Community Intervention programs to work effectively in concert with the CapMetro Police Department to ensure the safety of customers and employees.
  - Completed building the Public Safety Dispatch operations to position it to support the agency's new approach to Public Safety. Begin certification of all Public Safety Dispatchers as Licensed Telecommunicators with the Texas Commission On Law Enforcement (TCOLE) which is required to start CapMetro Transit Police operations.
- ◆ Community
  - Conducted a full-scale rail and bus emergency exercise with first responders in partner agencies ensuring an effective response to emergencies on the system and close coordination with our partners.
  - Finalized deployment of the new Public Safety Ambassadors so that the most effective use of agency resources is achieved to ensure the safety of our customers and employees.
- ◆ Workforce
  - Held two Mental Health First Aid training classes to equip CapMetro employees with the tools necessary to respond effectively to persons in crisis.
  - Provided frontline employee emergency training.
- ◆ Organizational Effectiveness
  - Conducted exercises to test the capabilities of CapMetro employees in executing the agency's Emergency Response Plan and Continuity of Operations plans. Conducted After Action Reviews (AARs) and identified deficiencies that are to be corrected.
  - Worked closely with the Austin Transit Partnership on all new project development in the areas of Public Safety and Emergency Management. Focused on new Preliminary Hazard Analysis project and Threat and Vulnerability Assessment to ensure organizational effectiveness and safety.

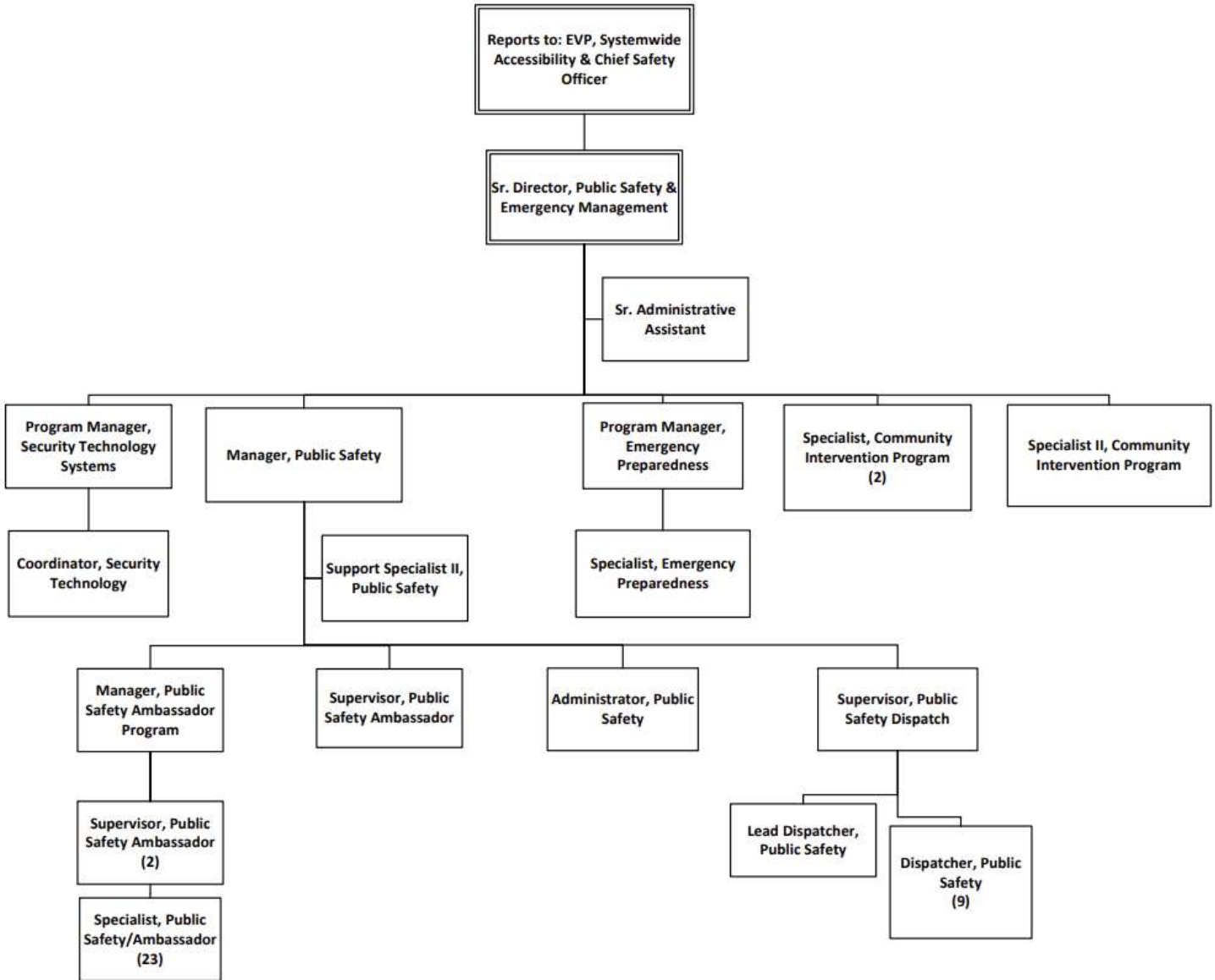
### FY2024 Planned Initiatives

- ◆ Customer
  - Complete fully the Public Safety Ambassador and Community Intervention programs to work effectively in CapMetro's new approach to Public Safety ensuring the safety of customers and employees through refining operating procedures and assignments.



- Implement a Continuity of Operations Plan (COOP) throughout CapMetro to ensure critical functions can operate. This plan is key to continuing service delivery during an extended emergency.
- ◆ Community
  - Conduct a full-scale rail exercise at the Q2 Stadium McKalla rail station with first responders and partner agencies to ensure an effective response to emergencies as part of the new station certification.
  - Build new partnerships and deepen existing partnerships between the Community Intervention Program and local agencies working on issues related to homelessness, substance abuse, and mental health, to minimize impacts to our system.
- ◆ Workforce
  - Conduct at least two mental health first aid training classes for key frontline and other CapMetro employees with the training necessary to effectively respond to people in crisis.
  - Finish training all CapMetro Emergency Operations Center staff and hold ongoing exercises to ensure operational readiness.
- ◆ Organizational Effectiveness
  - Participate in the certification of all new capital projects to ensure Security Technology and Security Operations are fully integrated so that all key security design elements are present to maximize CapMetro operational effectiveness.
  - Work closely with the CapMetro Transit Police department to correctly position all Public Safety operations to integrate effectively with police operations to maximize organizational effectiveness.

## Public Safety and Emergency Management Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$596,349 due to increased APD staffing, approved performance-based pay increases and an across-the-board one-time market pay increase..

### Other Expenses

Increase of \$672,561 is driven by \$656,802 for Security Services for contractual increases as well as additional staff for expanding facilities.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$1,664,852	\$3,648,794	\$3,713,794	\$3,807,231	\$158,437	4.3 %
Overtime-Admin	31,792	114,001	114,001	114,001	—	—
Salaries & Wages-APD Officers	1,114,196	1,258,043	1,650,000	2,040,000	781,957	62.2 %
Overtime-APD Officers	43,007	359,000	—	—	(359,000)	(100.0)%
Salaries & Wages-Temp	9,988	—	—	—	—	N/A
Intern Pay	—	56,160	—	—	(56,160)	(100.0)%
FICA-Admin	236,009	360,690	360,690	425,802	65,112	18.1 %
State Unemployment-Admin	20,944	9,179	9,179	9,182	3	0.0 %
Sick Leave-Admin	118,186	—	—	—	—	N/A
Supplemental Sick	2,946	—	—	—	—	N/A
Holiday Leave-Admin	110,416	—	—	—	—	N/A
Vacation Leave-Admin	116,052	—	—	—	—	N/A
Other Paid Leave-Admin	5,518	—	—	—	—	N/A
Uniform Allowance-Bargaining	4,320	—	—	—	—	N/A
Boot Allowance-Admin	599	—	—	—	—	N/A
Uniform Allowance-Admin	753	20,400	20,400	26,400	6,000	29.4 %
Other Clothing Allowance-Admin	723	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>3,480,298</b>	<b>5,826,267</b>	<b>5,868,064</b>	<b>6,422,616</b>	<b>596,349</b>	<b>10.2 %</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	340,031	163,000	150,000	111,600	(51,400)	(31.5)%
Temporary Help	15,961	—	—	—	—	N/A
Repair & Maintenance-Other	168,017	300,000	300,000	300,000	—	—
Security Services	1,018,056	1,800,000	900,000	2,456,803	656,803	36.5 %
Other Services	660	24,000	15,000	24,000	—	—
Advertising Installation Expense	—	35,000	35,000	34,992	(8)	(0.0)%
Office Supplies	6,234	9,996	9,993	9,984	(12)	(0.1)%
Maps and Schedules	—	3,000	3,000	3,000	—	—
Training Materials	29	—	—	—	—	N/A
Expendable Tools & Equipment	—	50,682	45,000	113,500	62,818	123.9 %
Other Supplies	37,542	18,040	18,040	5,000	(13,040)	(72.3)%
Non Capital Equipment and Furniture	147	12,370	12,000	12,000	(370)	(3.0)%
Dues and Subscriptions	785	2,500	2,500	1,000	(1,500)	(60.0)%
Airfare-Transportation	3,502	4,000	400	4,400	400	10.0 %
Travel-Per Diem	1,270	3,100	3,100	3,200	100	3.2 %

	<b>FY2022</b>	<b>FY2023</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Var \$ FY2024</b>	<b>Var % FY2024</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>BUDGET</b>	<b>vs. FY2023</b>	<b>vs. FY2023</b>
Seminar, Conferences, Registration	1,850	1,700	1,700	2,100	400	23.5 %
Lodging	8,134	4,430	6,500	5,800	1,370	30.9 %
Travel-Other	28	—	—	—	—	N/A
Business Meals-Local	1,157	—	2,000	2,000	2,000	N/A
Advertising-Promotion Media	2,508	30,000	30,000	30,000	—	—
Other Miscellaneous Expenses	3,888	3,000	3,000	3,000	—	—
Food and Ice	2,444	1,500	1,500	15,000	13,500	900.0 %
Office Equipment	—	—	500	1,500	1,500	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>1,612,241</b>	<b>2,466,318</b>	<b>1,539,233</b>	<b>3,138,879</b>	<b>672,561</b>	<b>27.27%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$5,092,539</b>	<b>\$8,292,585</b>	<b>\$7,407,297</b>	<b>\$9,561,495</b>	<b>\$1,268,910</b>	<b>15.3 %</b>

## Rail Commuter Operations

### Functions and Responsibilities

The Rail Commuter Operations department provides management and oversight of regional rail service between the city of Leander and downtown Austin. The service operates 10 commuter trains along 32 miles of track that service 9 stations along this right-of-way. The department manages rail operations strategic planning, rail operations regulatory compliance, and risk reduction through post-incident analysis.

### FY2023 Accomplishments

#### ◆ Customer

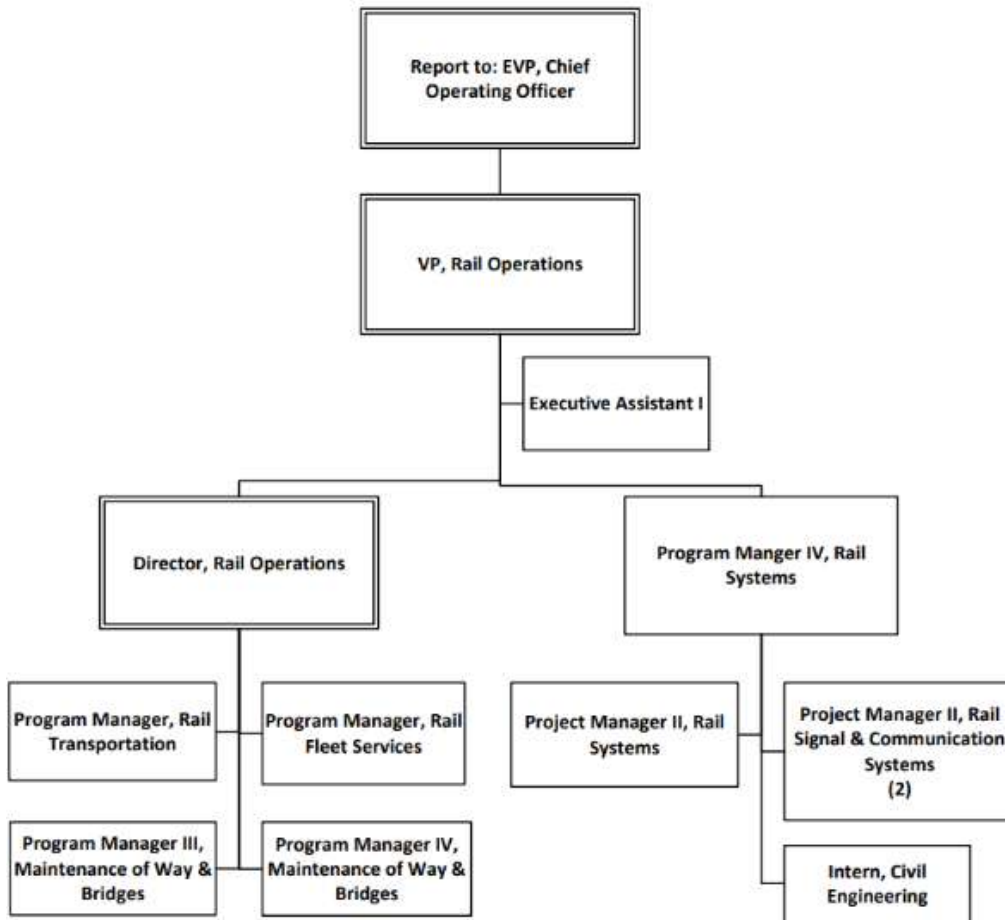
- Completed clean oil test and stencil (COTS) program on four railcars.
- Completed mid-life overhaul of suspension, fuel tanks, and converters on 6 railcars.
- Completed construction of additional siding track between Leander and Lakeline stations.
- Began installation of a quiet zone in the Domain area.
- Completed a mile and a half of undercutting, rehabilitated five crossings, and replaced three curves with track panels as part of the state of good repair program.
- Completed the second phase of culvert upgrades.
- Continued positive train control (PTC) optimization to increase headway speeds and decrease commute time.

### FY2024 Planned Initiatives

#### ◆ Customer

- Complete clean oil test and stencil (COTS) program on six railcars.
- Continue mid-life overhaul of major components on the railcar fleet.
- Complete a quiet zone in the Domain area.
- Complete two miles of undercutting and replace two curves with a track panel as part of the state of good repair program.
- Continue positive train control optimization with wayside communications and onboard upgrades.
- Replace obsolete signal hardware.
- Install a signal health monitoring system to decrease response time to signal issues in the field.

## Rail Commuter Operations Department Organizational Chart



### Budget Changes

#### Labor and Benefits

Increase of \$140,284 for 1 position reclassification, approved performance-based pay increases and an across-the-board one-time market pay increase.

#### Other Expenses

Increase of \$4,411,812 driven by a \$100,000 increase in Consultation Fees for costs related to additional tracks and stations including track chart updates, new announcement recordings, and a rail simulator upgrade/update. Fuel increase of \$254,205 is driven by an increase in service hours while fuel costs are projected at an average cost per gallon with taxes of \$2.60 for FY2024, an increase of \$0.20 per gallon compared to FY2023. Commuter Rail Services increased by \$4,095,285 for required additional DMU overhauls and contractual increases to support the above-referenced service level growth in rail service hours.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$931,478	\$1,297,675	\$1,297,675	\$1,424,288	\$126,613	9.8 %
FICA-Admin	80,604	92,312	92,312	105,804	13,492	14.6 %
State Unemployment-Admin	3,677	1,981	1,981	2,160	179	9.0 %
Sick Leave-Admin	108,110	—	—	—	—	N/A
Holiday Leave-Admin	56,720	—	—	—	—	N/A
Vacation Leave-Admin	64,659	—	—	—	—	N/A
Other Paid Leave-Admin	5,006	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>1,250,254</b>	<b>1,391,968</b>	<b>1,391,968</b>	<b>1,532,252</b>	<b>140,284</b>	<b>10.1 %</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	269,366	920,000	420,000	1,020,000	100,000	10.9 %
Maintenance-Radios	13,674	11,200	5,000	13,000	1,800	16.1 %
Other Services	—	7,000	7,000	—	(7,000)	(100.0)%
Non-Capital Training	4,000	—	—	—	—	N/A
Fuel Expense	159,695	95,676	96,200	159,696	64,020	66.9 %
Red Dye	843,796	680,971	680,000	871,156	190,185	27.9 %
Office Supplies	3,150	5,040	5,000	3,240	(1,800)	(35.7)%
Other Supplies	420	—	—	—	—	N/A
Maintenance Materials	41,370	—	—	—	—	N/A
Fuel Tax	9,363	9,900	9,960	9,432	(468)	(4.7)%
Gasoline Fuel Tax	73	60	—	—	(60)	(100.0)%
Commuter Rail Services	19,491,509	21,556,550	21,556,550	25,651,835	4,095,285	19.0 %
Performance Deficiency Credits	(42,700)	—	—	—	—	N/A
Dues and Subscriptions	19,630	42,575	10,000	41,575	(1,000)	(2.3)%
Airfare-Transportation	1,474	21,400	7,000	12,400	(9,000)	(42.1)%
Travel-Per Diem	1,459	2,600	2,000	1,850	(750)	(28.8)%
Seminar, Conferences, Registration	2,795	10,800	3,000	2,400	(8,400)	(77.8)%
Lodging	3,451	16,000	4,000	8,000	(8,000)	(50.0)%
Travel-Other	7,710	—	—	—	—	N/A
Business Meals-Local	—	600	750	600	—	—
Postage	3	—	—	—	—	N/A
Tools and Equipment	5,414	4,300	4,250	4,300	—	—
Other Miscellaneous Expenses	994	3,000	3,000	—	(3,000)	(100.0)%
<b>TOTAL OTHER EXPENSES</b>	<b>20,836,646</b>	<b>23,387,672</b>	<b>22,813,710</b>	<b>27,799,484</b>	<b>4,411,812</b>	<b>18.9 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$22,086,900</b>	<b>\$24,779,640</b>	<b>\$24,205,678</b>	<b>\$29,331,736</b>	<b>\$4,552,096</b>	<b>18.4 %</b>

## Rail Freight Management

### Functions and Responsibilities

The Rail Freight Management department is responsible for managing and preserving CapMetro's railroad assets used for the transportation of freight and transit. The department manages approximately 162 miles of railroad right-of-way between Giddings and Llano. Management of the Giddings-Llano rail line is accomplished through a rail freight operator, whose responsibility is to fulfill the common carrier obligations by providing freight service to shippers along the line, as well as implementing marketing strategies to maximize revenue while providing efficient freight service.

### FY2023 Accomplishments

◆ Customer

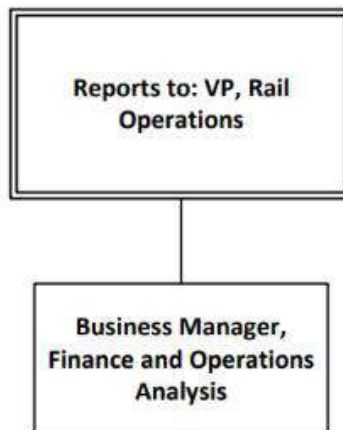
- Rehabilitated TxDOT crossings at milepost 94.20 in Liberty Hill and milepost 30.79 in Elgin.
- Replaced 4,000 ties on East Subdivision; replaced 3,800 ties on West Subdivision.
- Replaced 34,567 feet of rail relay on East Subdivision.
- Tamped 10 miles of track on West Subdivision; tramped 55 miles of track on East Subdivision.
- Completed engineering design for the replacement of two spans on the bridge at milepost 52.44.

### FY2024 Planned Initiatives

◆ Customer

- Rehabilitate TxDOT crossings at TxDOT's direction.
- Complete replacement of two spans on the bridge at milepost 52.44.
- Replace 2,000 ties on East Subdivision; replace 2,000 ties on West Subdivision.

### Rail Freight Management Department Organizational Chart





## Budget Changes

### Labor and Benefits

Increase of \$14,186 for approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Decrease of \$38,507 mainly driven by Right of Way (ROW) Herzog Transit Services based on the rail freight operator trackage rights fees.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$103,494	\$119,648	\$119,648	\$132,522	\$12,874	10.8 %
FICA-Admin	8,696	8,825	8,825	10,138	1,313	14.9 %
State Unemployment-Admin	361	181	181	180	(1)	(0.6)%
Sick Leave-Admin	399	—	—	—	—	N/A
Holiday Leave-Admin	5,886	—	—	—	—	N/A
Vacation Leave-Admin	12,226	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>131,062</b>	<b>128,654</b>	<b>128,654</b>	<b>142,840</b>	<b>14,186</b>	<b>11.0 %</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	19,365	434,000	84,000	434,000	—	—
ROW Freight Rail Transit Services	1,576,895	1,618,614	1,618,614	1,580,107	(38,507)	(2.4)%
Expendable Tools & Equipment	—	1,000	1,000	1,000	—	—
Dues and Subscriptions	—	6,100	5,100	6,100	—	—
Advertising-Promotion Media	272	—	—	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>1,596,532</b>	<b>2,059,714</b>	<b>1,708,714</b>	<b>2,021,207</b>	<b>(38,507)</b>	<b>(1.9)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,727,594</b>	<b>\$2,188,368</b>	<b>\$1,837,368</b>	<b>\$2,164,047</b>	<b>\$(24,321)</b>	<b>(1.1)%</b>

## Real Estate and Facility Planning

### Functions and Responsibilities

The Real Estate and Facility Planning department acquires and leases real property to meet the needs of CapMetro and its growth as well as managing licensing within the railroad right of way (ROW).

#### FY2023 Accomplishments

##### ◆ Customer

- Supported acquisitions of real estate tracts in support of agency and Project Connect projects.
- Worked with local agencies, private developers, and property owners to locate new park & ride sites and acquire temporary and permanent easements to support CapMetro facilities.
- Facilitated meetings to prepare for TxDOT project impacts including three toll road projects and the widening of Interstate Highway 35.

##### ◆ Organizational Effectiveness

- Increased ROW permit revenue base to help sustain the agency's ability to expand current and future transit operations.
- Continued establishing licensing agreements with unlicensed ROW users.
- Launched the first phase of confirming CapMetro's Right of Way boundaries of the first 32 miles of the Giddings-Llano Rail line.

#### FY2024 Planned Initiatives

##### ◆ Customer

- Enhance the agency's ROW application webpage for a better internal and external customer experience.
- Continue support for the acquisition of real estate tracts.
- Collaborate with internal/external agency stakeholders to establish a criterion for acquiring leases and properties.

##### ◆ Community

- Collaborate with agency, business, local, and state agency stakeholders on upcoming projects to ensure that their needs and all local and federal requirements are met.

##### ◆ Workforce

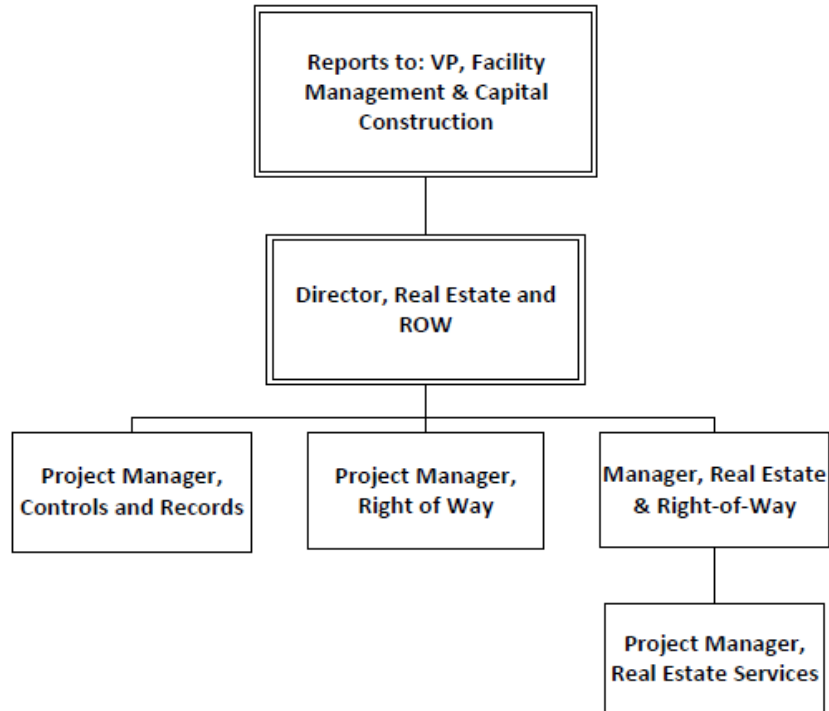
- Implement cross-training and a succession plan to develop career growth.

##### ◆ Organizational Effectiveness

- Explore opportunities with the city of Austin and other municipalities within legal ownership of CapMetro's ROW boundaries and create a plan to resolve encroachments.
- Comprehensive review of licenses and real estate documents.

- Maintain the real estate inventory database.
- Continue identification of CapMetro’s ownership of the Giddings-Llano rail line.
- Survey the CapMetro Rail Redline from the Downtown Station to Downtown Wye.

### Real Estate and Facility Planning Organization Chart



### Budget Changes

#### Labor and Benefits

Increase of \$140,603 from the return of 1 FTE previously seconded to the Austin Transit Partnership, approved performance-based pay increases and an across-the-board one-time market pay increase..

#### Other Expenses

Increase of \$35,686 driven by \$701,100 net increase in Lease-Operating Yard-Storage for centralized warehouse replacing St. Johns storage, and Other Professional Fees for title research offset by \$656,174 decrease in Lease-Administrative Facility from contractual changes and lower Consultation Fees for surveys and appraisals.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
LABOR & BENEFITS	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
Salaries & Wages-Admin	\$370,506	\$472,853	\$472,853	\$602,455	\$129,602	27.4 %
FICA-Admin	32,474	34,864	34,864	45,687	10,823	31.0 %
State Unemployment-Admin	1,708	720	720	898	178	24.7 %
Sick Leave-Admin	18,861	—	—	—	—	N/A
Supplemental Sick	1,981	—	—	—	—	N/A
Holiday Leave-Admin	21,263	—	—	—	—	N/A
Vacation Leave-Admin	35,253	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>482,046</b>	<b>508,437</b>	<b>508,437</b>	<b>649,040</b>	<b>140,603</b>	<b>27.7%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	23,527	205,000	205,000	100,000	(105,000)	(51.2)%
Other Professional Fees	36,219	175,000	186,000	271,500	96,500	55.1 %
Permits and Fees	45	1,500	1,500	1,500	—	—
Temporary Help	13,219	45,500	45,500	—	(45,500)	(100.0)%
Repair & Maintenance-Other	22,148	46,000	106,000	92,500	46,500	101.1 %
Other Services	5,503	55,000	55,000	40,000	(15,000)	(27.3)%
Office Supplies	849	1,500	1,500	1,500	—	—
Other Supplies	—	5,000	5,000	5,000	—	—
Dues and Subscriptions	17,323	10,050	10,350	13,165	3,115	31.0 %
Airfare-Transportation	—	877	877	1,377	500	57.0 %
Travel-Per Diem	—	797	797	877	80	10.0 %
Seminar, Conferences, Registration	—	1,920	5,805	22,685	20,765	1,081.5 %
Lodging	—	1,200	1,200	1,500	300	25.0 %
Postage	96	450	450	450	—	—
Other Miscellaneous Expenses	40	—	—	—	—	N/A
AP Prompt Pay Discount	(74)	—	—	—	—	N/A
Interest Expense	172,881	—	—	—	—	N/A
Lease-Passenger Stations	71,100	80,000	110,000	60,000	(20,000)	(25.0)%
Lease-Passenger Parking Facilities	140,080	434,208	584,533	601,008	166,800	38.4 %
Lease-Operating Yard-Storage	103,386	155,000	392,000	592,800	437,800	282.5 %
Lease-Administrative Facility	529,151	3,589,412	2,798,514	3,038,238	(551,174)	(15.4)%
<b>TOTAL OTHER EXPENSES</b>	<b>1,135,492</b>	<b>4,808,414</b>	<b>4,510,026</b>	<b>4,844,100</b>	<b>35,686</b>	<b>0.7 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,617,539</b>	<b>\$5,316,851</b>	<b>\$5,018,463</b>	<b>\$5,493,140</b>	<b>\$176,289</b>	<b>3.3 %</b>

## RideShare

### Functions and Responsibilities

The RideShare department oversees contracts that provide alternative transportation service to reduce the number of single-occupancy vehicles on area roads. The department oversees the vanpool operations provider, including ongoing performance and commuter ride-matching services. RideShare oversees the Guaranteed Ride Home program, provided through a contractor.

### FY2023 Accomplishments

- ◆ Customer
  - Continued marketing campaigns and strategies to increase brand awareness.
  - Continued to pursue regional expansion and funding opportunities.
  - Continued building relationships with transportation partners, positioning vanpooling as a safe and core component of the region's transportation system.

### FY2024 Planned Initiatives

- ◆ Customer
  - Continue marketing campaigns and strategies to increase brand awareness.
  - Continue to pursue regional expansion and funding opportunities.
  - Continue building relationships with transportation partners, positioning vanpooling as a safe and core component of the region's transportation system.
- ◆ Community
  - Procure and implement a new RideShare service contract for 2024.
  - Grow the program to 206 vehicles from 149 vehicles currently in service.

### RideShare Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$7,559 due to the approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Decrease of \$91,297 due to a reduction in the number of higher-cost vanpool vehicles in FY2024 compared to FY2023 as well as reduced interlocal subsidies for services.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$82,496	\$96,448	\$96,448	\$103,222	\$6,774	7.0 %
FICA-Admin	6,992	7,111	7,111	7,897	786	11.1 %
State Unemployment-Admin	361	181	181	180	(1)	(0.6)%
Sick Leave-Admin	1,709	—	—	—	—	N/A
Holiday Leave-Admin	4,593	—	—	—	—	N/A
Vacation Leave-Admin	7,474	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>103,623</b>	<b>103,740</b>	<b>103,740</b>	<b>111,299</b>	<b>7,559</b>	<b>7.3%</b>
<b>OTHER EXPENSES</b>						
Office Supplies	13	600	600	—	(600)	(100.0)%
Other Supplies	244	5,450	5,450	—	(5,450)	(100.0)%
Telephone-Local	480	480	480	—	(480)	(100.0)%
GRH Reimbursement	48	600	600	235	(365)	(60.8)%
RideShare	1,529,334	1,711,527	1,285,358	1,627,547	(83,980)	(4.9)%
Dues and Subscriptions	—	1,375	1,375	1,325	(50)	(3.6)%
Airfare-Transportation	—	1,435	1,435	1,375	(60)	(4.2)%
Travel-Per Diem	—	1,188	1,188	910	(278)	(23.4)%
Seminar, Conferences, Registration	—	1,725	1,725	1,275	(450)	(26.1)%
Lodging	—	3,884	3,884	1,800	(2,084)	(53.7)%
Advertising-Promotion Media	—	11,000	11,000	13,500	2,500	22.7 %
<b>TOTAL OTHER EXPENSES</b>	<b>1,530,119</b>	<b>1,739,264</b>	<b>1,313,095</b>	<b>1,647,967</b>	<b>(91,297)</b>	<b>(5.2)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,633,743</b>	<b>\$1,843,004</b>	<b>\$1,416,835</b>	<b>\$1,759,266</b>	<b>\$(83,738)</b>	<b>(4.5)%</b>

## Rolling Stock and Support Equipment

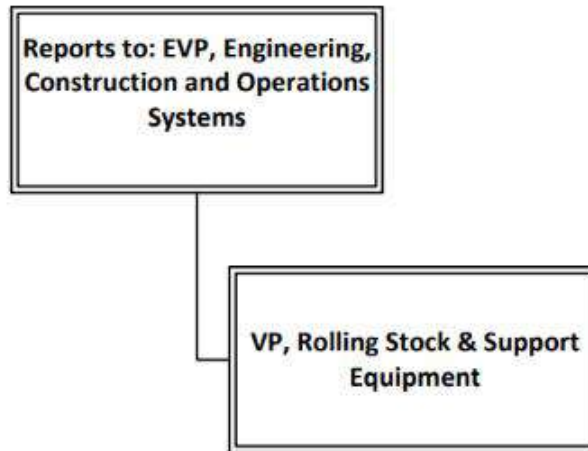
### Functions and Responsibilities

The Rolling Stock and Support Equipment department is a new department created from the dissolution of the Project Connect Integration department. The department supports a variety of equipment to maintain revenue service delivery. This involves sustaining existing and new fleets to the end of their useful design life, plus supporting the necessary shop and non-revenue equipment for these fleets.

### FY2024 Planned Initiatives

- ◆ Organizational Effectiveness
  - Manage projects for service delivery tools.
  - Support various rolling stock and equipment needs.
  - Continue support for Project Connect elements of CapMetro Rapid, Light Rail, and Green-Line Commuter Rail.

### Rolling Stock and Support Equipment Organizational Chart



## Budget Changes

### Labor and Benefits

Budget of \$235,480 due to 1 FTE transferred from the Project Connect Integration department, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Budget of \$18,750 previously in the Project Connect Integration department.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$ —	\$ —	\$ —	\$222,147	\$222,147	N/A
FICA-Admin	—	—	—	13,153	13,153	N/A
State Unemployment-Admin	—	—	—	180	180	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>235,480</b>	<b>235,480</b>	<b>N/A</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	—	—	—	—	—	N/A
Other Services	—	—	—	500	500	N/A
Airfare-Transportation	—	—	—	7,250	7,250	N/A
Travel-Per Diem	—	—	—	—	—	N/A
Seminar, Conferences, Registration	—	—	—	5,000	5,000	N/A
Lodging	—	—	—	5,000	5,000	N/A
Travel-Other	—	—	—	1,000	1,000	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>18,750</b>	<b>18,750</b>	<b>N/A</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$254,230</b>	<b>\$254,230</b>	<b>N/A</b>



## Safety

### Functions and Responsibilities

The Safety department is responsible for addressing operational, construction, environmental, and industrial safety-related matters accomplished through the development and implementation of related programs and oversight activities.

### FY2023 Accomplishments

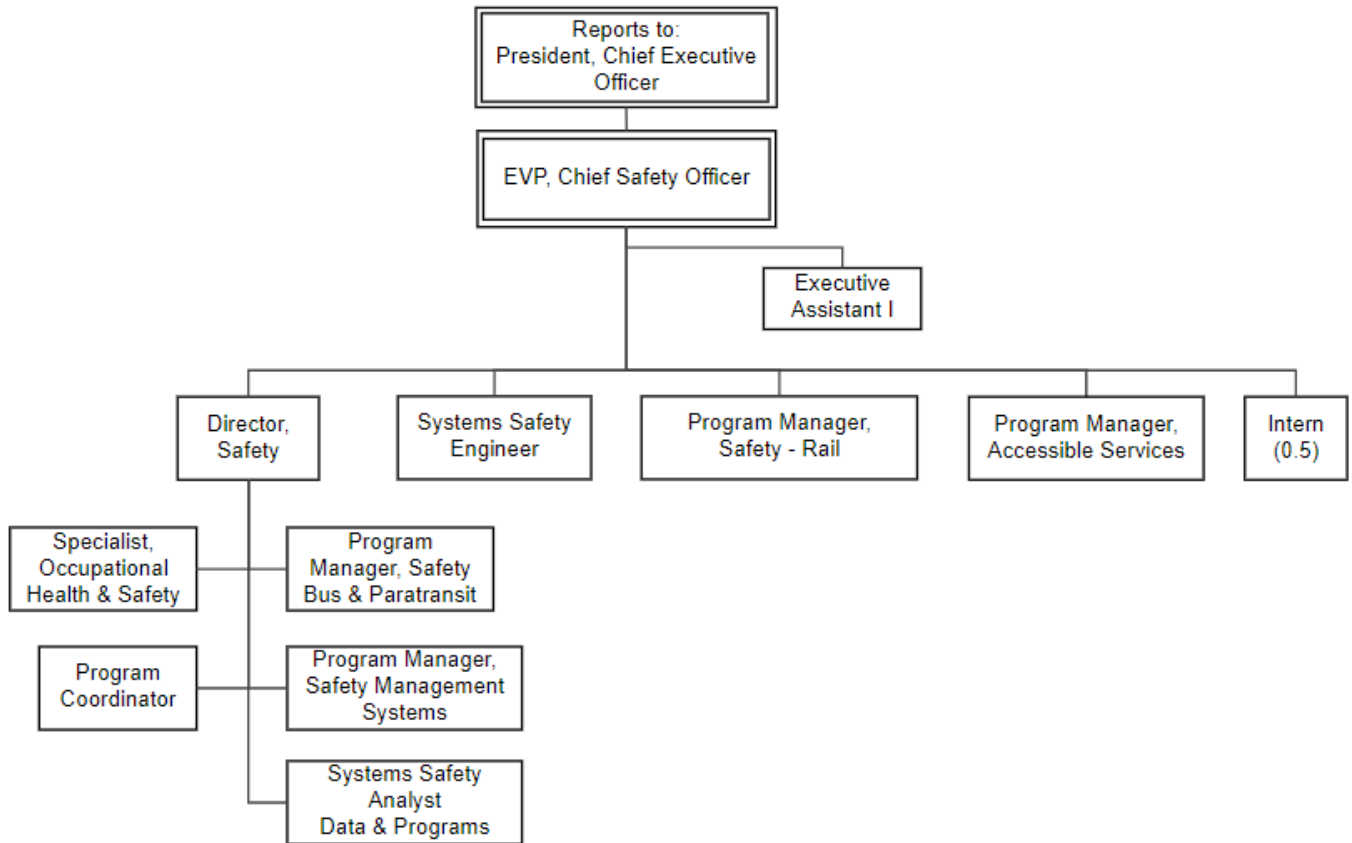
- ◆ Customer
  - Partnered with Rail Operations, Marketing, and Public Safety to educate the public and raise awareness of the need for rail safety education during Rail Safety Week.
  - Provided monthly Joint Health & Safety Committee meetings with service providers to address and discuss health and safety issues/concerns.
  - Performed construction safety observations and inspections process for Project Connect and CapMetro capital projects to enhance the safety of employees, workers, and the public.
- ◆ Workforce
  - Provided quarterly Joint Labor/Management Safety Committee meetings to mitigate risk and improve the safety of CapMetro's public transportation and health in the workplace.
  - Received board approval of CapMetro's Public Transportation Agency Safety Plan.
- ◆ Organizational Effectiveness
  - Collaborated with the Capital Construction and Design department to implement the safety and security certification process of Project Connect and other major capital projects.
  - Worked with Project Connect and other major capital project stakeholders on all new project development in the areas of safety. Focused on new project Preliminary Hazard Analysis and Threat and Vulnerability Assessment to ensure organizational effectiveness and safety.

### FY2024 Planned Initiatives

- ◆ Customer
  - Continue the development and implementation of the Agency's Safety Management System Program.
  - Educate and train employees on safety culture and the safety management system.
  - Promote and encourage non-punitive reporting of safety concerns via the employee safety reporting system.
  - Continue providing Safety Committee meetings with service providers to address and discuss health and safety issues and concerns.
- ◆ Organizational Effectiveness
  - Continue developing the agency's safety and security certification program to minimize costly retrofitting to correct hazards or vulnerabilities of major capital projects.

- Continue to implement management of the change process to ensure agency sustainability regardless of changes in business goals, employee and customer expectations, or change to software.

### Safety Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$169,987 due to 1 new FTE and the approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Decrease of \$206,592 due to a reduction of Consultation Fess of \$135,316 as well as a decrease in Advertising/Promotion Media for public safety campaigns of \$100,000.

	<b>FY2022 ACTUAL</b>	<b>FY2023 BUDGET</b>	<b>FY2023 FORECAST</b>	<b>FY2024 BUDGET</b>	<b>Var \$ FY2024 vs. FY2023</b>	<b>Var % FY2024 vs. FY2023</b>
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$1,146,545	\$1,562,715	\$1,562,715	\$1,717,293	\$154,578	9.9 %
FICA-Admin	93,539	111,473	111,473	126,700	15,227	13.7 %
State Unemployment-Admin	4,922	3,060	3,060	3,242	182	5.9 %
Sick Leave-Admin	70,403	—	—	—	—	N/A
Holiday Leave-Admin	62,549	—	—	—	—	N/A
Vacation Leave-Admin	42,589	—	—	—	—	N/A
Other Paid Leave-Admin	5,538	—	—	—	—	N/A
Boot Allowance-Admin	(10)	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>1,426,076</b>	<b>1,677,248</b>	<b>1,677,248</b>	<b>1,847,235</b>	<b>169,987</b>	<b>10.1 %</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	71,000	436,316	200,000	301,000	(135,316)	(31.0)%
Medical Services	10,439	—	—	—	—	N/A
Other Professional Fees	69,454	—	7,000	—	—	N/A
Temporary Help	—	—	4,000	—	—	N/A
Other Services	44	—	—	—	—	N/A
Office Supplies	2,448	4,000	2,000	3,000	(1,000)	(25.0)%
Other Supplies	43,139	39,996	32,000	36,000	(3,996)	(10.0)%
Non Capital Equipment and Furniture	—	4,000	2,000	4,000	—	—
Telephone-Local	520	480	—	480	—	—
Rail Liability Claim Payments	(1,000,000)	—	—	—	—	N/A
Dues and Subscriptions	4,544	5,105	5,505	6,325	1,220	23.9 %
Airfare-Transportation	—	3,600	4,000	4,800	1,200	33.3 %
Travel-Per Diem	336	1,800	1,800	3,600	1,800	100.0 %
Seminar, Conferences, Registration	(195)	5,400	5,400	7,000	1,600	29.6 %
Lodging	—	7,000	7,000	9,100	2,100	30.0 %
Travel-Other	465	1,800	1,800	18,600	16,800	933.3 %
Business Meals-Local	4,989	—	—	—	—	N/A
Newspaper Media	600	—	—	—	—	N/A
Advertising-Promotion Media	31,150	269,200	169,000	169,200	(100,000)	(37.1)%
Postage	5	—	—	—	—	N/A

	<b>FY2022 ACTUAL</b>	<b>FY2023 BUDGET</b>	<b>FY2023 FORECAST</b>	<b>FY2024 BUDGET</b>	<b>Var \$ FY2024 vs. FY2023</b>	<b>Var % FY2024 vs. FY2023</b>
Safety Equipment	742	—	—	—	—	N/A
Other Miscellaneous Expenses	—	—	50	9,000	9,000	N/A
P-Card Default Expense	—	—	2,800	—	—	N/A
Food and Ice	367	—	80	—	—	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>(759,953)</b>	<b>778,697</b>	<b>444,435</b>	<b>572,105</b>	<b>(206,592)</b>	<b>(26.5)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$666,122</b>	<b>\$2,455,945</b>	<b>\$2,121,683</b>	<b>\$2,419,340</b>	<b>\$(36,605)</b>	<b>(10.0)%</b>

## Strategic Planning and Development

### Functions and Responsibilities

The Strategic Planning and Development department functions are currently divided into five major areas of responsibility: Service Planning and Scheduling, Regional Planning, Transit-Oriented Development, Metropolitan Mobility and Service Analysis. Each function is designed to support the planning, development, evaluation, and delivery of public transportation solutions and infrastructure.

### FY2023 Accomplishments

#### ◆ Customer

- Conducted origin and destination survey project to assess the current travel patterns of CapMetro customers to improve service delivery, providing critical information for effective service planning and development of regional travel demand models.
- Provided planning analysis and feedback to the Austin Transit Partnership on proposed Project Connect service level route changes and impacts to existing and planned CapMetro services.
- Coordinated with the city of Austin Urban Trails Program in the development of a Red Line Trail and Bergstrom Spur analysis and strategic plan.
- Continued improving rider and on-time performance metrics for optimal ongoing performance monitoring.
- Negotiated 7 agreements dedicated to regional transportation. Engaged Transit Development Plan (TDP) partners which included 4 service Interlocal Agreements (ILAs) with Round Rock, Georgetown, Pflugerville, and Travis County. Created 2 agreements with CARTS to operate the GoGeo service and Manor Pickup. An ILA also serves the ACC Cypress Creek Campus in Cedar Park.
- Contributed over 150,000 boardings through regional partners' transit services. This includes transit services with the cities of Round Rock, Georgetown, Pflugerville, Travis County and ACC.
- Continued to work with regional partners to modify routes and add service where appropriate. Increase regional partner communication and engagement through the implementation of FY2023 ILAs for transportation services and TDPs. Continued to build regional coordination by providing resources and information to assist with transportation options and logged 531 calls from over 40 cities. Distributed approximately 2,500 Greater Austin Transportation Services and Senior Ride Guides.
- Contributed to Regional Transportation Coordination Committee (RTCC) Regionally Coordinated Transportation five-year plan.
- Supported Innovative Mobility through the staff liaison to plan, develop and implement new Pickup zones, while evaluating existing zones.
- Developed and finalized Pickup Service Standards and Guidelines.
- Optimized bus stops along seven corridors with improved bus stop spacing, enhanced high-ridership stops, safer crossings, and better bicycle-pedestrian-transit-rider interaction.
- Continued to provide public interactions via the customer call reporting system, public meetings, and general inquiries that may include route/schedule adjustments, bus stop requests, or other inquiries.

- Continued to coordinate with the city of Austin’s Transportation, Development Review, and Corridor Program teams on current and future projects/programs to seamlessly integrate service operations and bus stops for improved safety, convenience, comfort, and efficiency.
  - Continued coordination with the city of Austin to plan, develop and implement targeted infrastructure improvements to optimize and improve transit safety, speed, and reliability. This coordination includes the implementation of the 2020 Safety and Mobility Bond projects which allocated \$14 million to transit enhancements among other transit-supportive projects such as the addition of new red markings to the West 5<sup>th</sup> Street shared bus/bike lane and multiple enhanced transit stops designed to safety and effectively accommodate bicycles and pedestrians.
  - Worked with the Austin Transportation Department to develop a Transit Signal Priority program and pilot new cloud-based signal detection at 50 intersections.
  - Completed two phases of outreach and development of the Transit Enhancement Plan, a collaborative effort with the city of Austin to optimize transit speed and reliability throughout the city utilizing \$19 million of 2020 Mobility Bond funds. The Transit Enhancement Plan will identify where the most transit customers are experiencing the most delay and will identify and prioritize up to 30 potential projects to mitigate those delays.
  - Submitted and awarded \$750,000 from the FTA 2021 Pilot Program for Transit-Oriented Development Planning grant for the 6.5-mile Orange Line South Corridor.
  - Submitted and awarded \$900,000 from the FTA 2022 Pilot Program for Transit-Oriented Development Planning grant for two TOD pilot sites at 2910 East 5<sup>th</sup> St. and North Lamar Transit Center (NLTC).
  - Delivered the Equitable Transit-Oriented Development (ETOD) Policy Plan that was successfully adopted by Austin City Council on March 9, 2023. The plan, under development for the past two years, suggests a range of policy tools the city could implement to make Project Connect accessible to as many people with as many life experiences as possible.
  - Initiated the ETOD Station Area Vision Plan process for North Lamar Transit Center and South Congress Transit Center. The plans will be put forth for Austin City Council adoption, which will establish the foundation to inform necessary regulatory changes to enable TOD on CapMetro-owned properties.
  - Continued to support and provide input to the city of Austin’s Strategic Mobility Plan and Transportation Criteria Manual.
  - Continued to monitor and evaluate actionable plans that improve the quality and reliability of services developed as part of Cap Remap.
  - Continued to develop new scheduling processes that improve the quality and integrity of data from the scheduling system to all customer-facing systems. In addition, continue to refine and optimize the time required to process and publish required data sets for each service change.
- ◆ Community
- Drafted the Sustainability and Climate Vision Plan.
  - Drafted the green building and infrastructure and developed a workforce training initiative to integrate into capital projects.
  - Developed the Clean Energy Plan.
  - Developed strategy for achieving Platinum Level APTA Sustainability Commitment.

- Submitted the FTA BUILD Grant for funding for McKalla Station in collaboration with our private partner, Austin FC.
- Completed a strategic expansion plan for MetroBike.

#### ◆ Workforce

- Worked with the University of Texas Civil Engineering Senior Capstone course to provide sample projects and develop solutions to real-world engineering problems.
- Sought planning and civil engineering interns to support staff and allow for the professional growth of students, with the goal of bringing them into the CapMetro family.
- Served in leadership roles with the Association of Commuter Transportation, Regional Transportation Coordination Committee (RTCC), Aging Services Council, and Austin/Travis County Community Health Improvement Plan and Community Health Assessment (CHA/CHIP).

#### ◆ Organizational Effectiveness

- Developed a strategy to prioritize grant programs and identify eligible CapMetro projects. The process was presented and approved by the senior executive team.
- Utilized grant strategy to apply for CRISI in fall 2022 and RAISE in early 2023.

### **FY2024 Planned Initiatives**

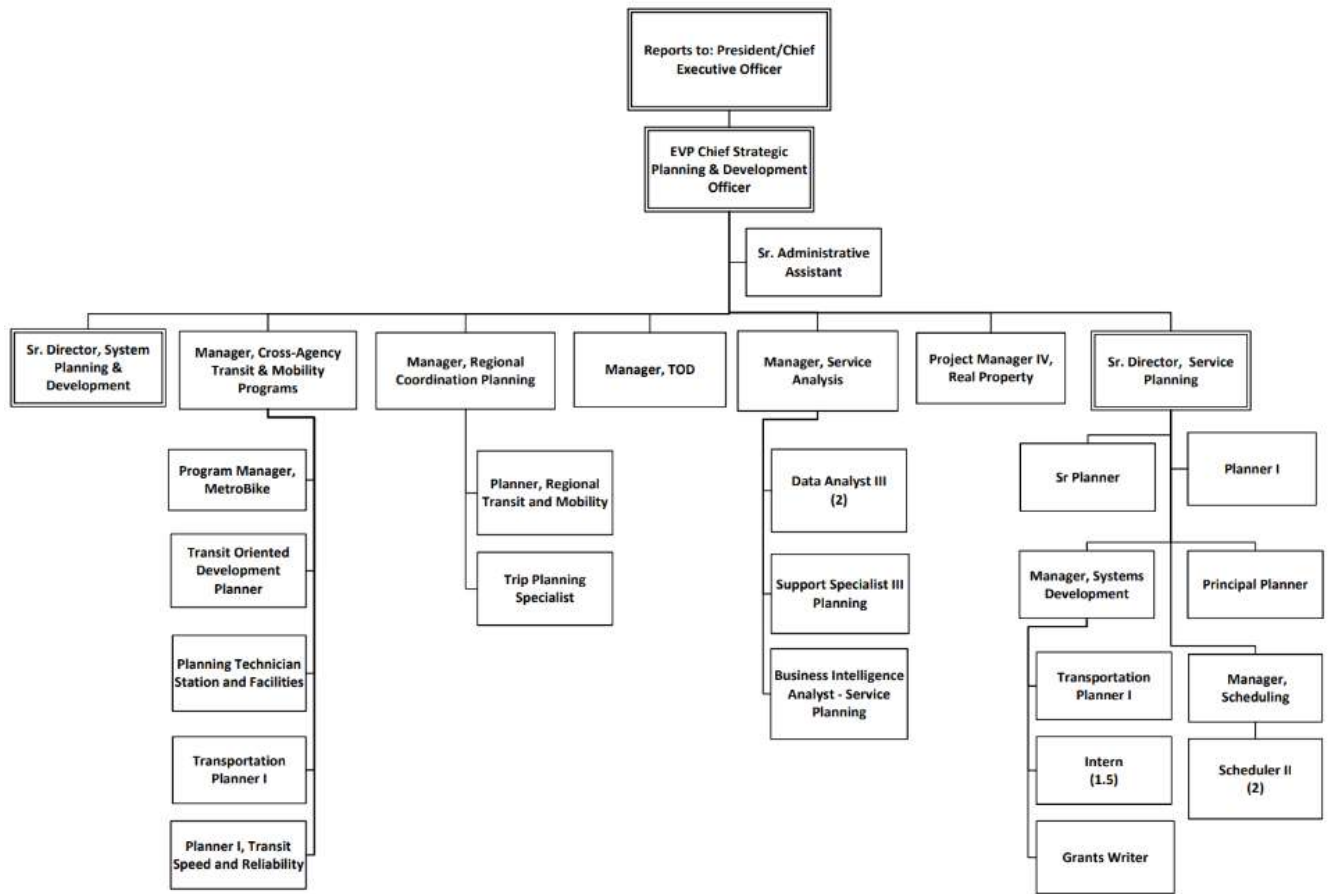
#### ◆ Customer

- Continue to support the Austin Transit Partnership on the development of and incorporation of Project Connect into existing and planned CapMetro services.
- Continue to coordinate with the city of Austin Urban Trails Program in the development of a Red Line Trail and Bergstrom Spur analysis and strategic plan.
- Continue to coordinate with the city of Austin Bike, Walk, Roll Strategic plan and seamless incorporation of active transportation to and from transit facilities.
- Optimize bus stops along multiple corridors with improved bus stop spacing, enhanced high-ridership stops, safer crossings, and better bicycle-pedestrian-transit-rider interaction.
- Conduct origin and destination survey to assess the current travel patterns of CapMetro customers to improve service delivery, providing critical information for effective service planning and development of regional travel demand models.
- Implement enterprise data analytics platform (EDAP) initial phase public dashboards for ridership and on-time performance metrics.
- Initiate (design and build) first prioritized projects for the Transit Enhancement Plan.
- Continue coordination with the city of Austin to plan, develop and implement targeted infrastructure improvements to optimize and improve transit safety, speed, and reliability. This coordination includes implementation of the 2020 Safety and Mobility Bond projects which allocates \$19 million to transit enhancements among other transit-supportive projects such as transit priority lanes on the South 1<sup>st</sup> Street Bridge.
- Complete the transit signal prioritization project, targeting signals at new CapMetro Rapid routes and develop an amendment to existing transit signal prioritization agreement with the city of Austin.

- Continue coordination with the Texas Department of Transportation (TxDOT) to ensure the IH-35 project accommodates transit users and does not negatively impact transit services during construction.
  - Engage Transit Development Plan (TDP) partners to negotiate service agreements. For FY2024, this includes three service Interlocal Agreements (ILAs) with the cities of Round Rock and Georgetown, and Travis County. In addition, there are two agreements for CARTS to operate the GoGeo service and Manor Pickup.
  - Lead the Transit Development Plan (TDP) process with three regional partners that include the cities of Buda and Pflugerville, and Travis County.
  - Increase regional partner communication and engagement through implementation of FY2024 ILAs for transit service and TDPs.
  - Update the Greater Austin Transportation Services and Senior Ride Guide. The Regional Planning Team/Office of Mobility Management (OMM) is responsible for the creation, updating, and distribution of this document.
  - Include persons 65 and older in the current GoGeo limited paratransit service. This is the current service level based on the FY2023 ILA and ridership is increasing. Continue to support Innovative Mobility through the staff liaison to plan, develop and implement new Pickup zones, while evaluating existing zones.
  - Continue ETOD Station Area Vision Plans for North Lamar Transit Station and South Congress Transit Stations
  - Finalize the second phase of the MetroBike Strategic Expansion Plan with substantial public feedback regarding proposed methodology and weighing of the prioritization criteria for expansion.
  - Finalize a development services interlocal agreement with the city of Austin to retrieve more than \$3 million in fees paid by developers for transit improvements.
  - Submit FTA Section 5310 Funds application to CAMPO on behalf of the Office of Mobility Management and Regional Planning team.
- ◆ Workforce
- Continue to work with the University of Texas Civil Engineering Senior Capstone course to provide sample projects and develop solutions to real-world engineering problems.
  - Continue to seek planning and civil engineering interns to support staff and allow for professional growth of students, with the goal of bringing them into the CapMetro family.
  - Continue to serve in leadership roles with the Association of Commuter Transportation (ACT), Regional Transportation Coordination Committee (RTCC), Aging Services Council and Austin/Travis County Community Health Improvement Plan and Community Health Assessment (CHA/CHIP).
  - Serve as a member of the Association for Commuter Transportation (ACT) ImpACT 2023 Leadership Class.
- ◆ Organizational Effectiveness
- Evaluate eligibility and apply for applicable priority grant programs (RAISE, Buses and Bus Facilities/Low-No, Mega/INFRA, TOD Pilot Program, Reconnecting Communities, and CRISI).
  - Support smaller, one-off grant processes and track their progress through resources developed with the discretionary grant strategy.



## Strategic Planning and Development Department Organizational Chart



### Budget Changes

#### Labor and Benefits

Increase of \$424,416 due to job reclassifications, the addition of 1.5 FTEs, approved performance-based pay increases and an across-the-board one-time market pay increase.

#### Other Expenses

Decrease of \$276,262 driven by a reduction of \$277,321 in Consultation Fees due to the completion of the Origin and Destination survey and the Service Standards and Guidelines. In addition, the function of sustainability has been transferred to the Strategic Programs and Organizational Readiness department. Reduction of \$64,600 in Temporary Help due to projects completed in FY2023.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$1,889,736	\$2,759,380	\$2,759,380	\$3,149,297	\$389,917	14.1 %
Overtime-Admin	9,760	—	—	—	—	N/A
FICA-Admin	155,737	198,743	198,743	232,882	34,139	17.2 %
State Unemployment-Admin	8,459	5,400	5,400	5,760	360	6.7 %
Sick Leave-Admin	118,936	—	—	—	—	N/A
Holiday Leave-Admin	106,575	—	—	—	—	N/A
Vacation Leave-Admin	160,692	—	—	—	—	N/A
Other Paid Leave-Admin	8,188	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>2,458,083</b>	<b>2,963,523</b>	<b>2,963,523</b>	<b>3,387,939</b>	<b>424,416</b>	<b>14.3 %</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	2,100,621	4,943,321	3,121,026	4,666,000	(277,321)	(5.6)%
Other Professional Fees	3,066	—	577	—	—	N/A
Temporary Help	—	85,720	18,720	21,120	(64,600)	(75.4)%
Courier and Delivery Services	—	—	—	—	—	N/A
Other Services	11,926	16,700	16,700	16,704	4	0.0 %
Office Supplies	2,251	6,350	5,350	2,000	(4,350)	(68.5)%
Other Supplies	704	—	—	30,000	30,000	N/A
Telephone-Local	3,600	4,320	4,320	5,760	1,440	33.3 %
Dues and Subscriptions	74,679	87,063	78,693	88,304	1,241	1.4 %
Airfare-Transportation	5,587	13,550	15,299	16,560	3,010	22.2 %
Travel-Per Diem	1,548	7,970	6,970	12,251	4,281	53.7 %
Toll Road Charges	1,375	—	—	—	—	N/A
Seminar, Conferences, Registration	24,209	22,860	20,910	31,937	9,077	39.7 %
Lodging	6,615	19,200	16,800	35,300	16,100	83.9 %
Travel-Other	620	—	3,180	4,800	4,800	N/A
Business Meals-Local	5,472	4,300	4,300	4,356	56	1.3 %
Advertising-Promotion Media	207	—	486	—	—	N/A
Postage	17	—	—	—	—	N/A
Other Miscellaneous Expenses	(309)	—	142	—	—	N/A
Food and Ice	593	—	—	—	—	N/A
Expense Reimbursements	—	(704,000)	(704,000)	(904,000)	(200,000)	28.4 %
Capital Contributions-Other Jurisdictions	489,067	1,704,000	1,704,000	1,904,000	200,000	11.7 %
<b>TOTAL OTHER EXPENSES</b>	<b>2,731,850</b>	<b>6,211,354</b>	<b>4,313,473</b>	<b>5,935,092</b>	<b>(276,262)</b>	<b>(4.4)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$5,189,933</b>	<b>\$9,174,877</b>	<b>\$7,276,996</b>	<b>\$9,323,031</b>	<b>\$148,154</b>	<b>1.6 %</b>

## Strategic Programs and Organizational Readiness

### Formerly Enterprise Program Management

#### Functions and Responsibilities

The Strategic Programs and Organizational Readiness department advances data analytics and performance management across the agency to instill data-driven decision-making as a means for continuous improvement. The department works across the agency and with members of the Board of Directors and staff to develop, review and approve annual corporate strategic initiatives and ensures that business units' priorities align with CapMetro's mission and vision.

#### FY2023 Accomplishments

##### ◆ Customer

- Continued to leverage the data warehouse technology (EDAP) to refine performance dashboards to show timely and valuable data that informs the board and the community about agency performance by providing key data and reporting internally to improve where needed.
- Developed a reporting plan to show progress on key strategic initiatives, key agency performance and progress towards accomplishing the agency's mission.
- Helped facilitate the launch of phase A of the public-facing dashboard (on-time performance, ridership, Mean distance between failures (MDBF)).

##### ◆ Community

- Continued to engage the board of directors and key stakeholders in the development and implementation of the agency's strategic KPI dashboard.
- CapMetro was recognized by Texan by Nature, a state-wide, results-oriented, non-partisan sustainability organization for our overall sustainability efforts and results.
- Continued to support the successful launch of CapMetro Rapid Pleasant Valley and Expo routes.

##### ◆ Workforce

- Hosted regular capital project manager training sessions and group forums to discuss enterprise project portfolio management (EPPM) processes and new functionalities of the project management software.
- Lead a battery electric bus (BEB) technician training effort including providing workshops to develop "train the trainers" on basic safety and orientation which will free up BEB training funding for higher level training including diagnostics, high voltage systems, and master technician courses.
- Lead a sustainability training and outreach initiative for program managers and other staff to include opportunities to get Envision Sustainability Professional credentials, and LEED AP credentials.

##### ◆ Organizational Effectiveness

- Completed initial analysis of the current state of enterprise asset management at CapMetro.
- Developed sustainability design standards to provide deeper technical design guidance and specification for aspects of sustainability to include guideline standards for sustainable/resilient

energy systems, sustainable landscaping/green infrastructure/green stormwater, zero waste facilities recycling, composting amenities, and collection systems.

- Built the Sustainability Vision Plan through the development of action plans and long-term planning efforts to achieve our goal of being carbon neutral by 2040.
- Co-led and managed executive-level partnership with Austin Energy to focus on delivering net zero emission energy to CapMetro and Project Connect through cooperative grants, design and implementation of distributed energy systems, and grid-level renewable energy. Formalized memorandum of understanding will be developed to identify specific cooperative opportunities.
- Lead efforts to identify incentives, rebates, and grants to support sustainability and climate initiatives.
- Developed and integrated sustainability design guidelines and project management tools and checklist to support the green building and infrastructure policy for CapMetro and Project Connect projects to establish a minimum of Envision, LEED, or Sites silver; Austin Energy Green Building 3 star for all capital projects.
- Lead the development of the enterprise zero emissions vehicles roadmap to chart the transition to BEB, spanning infrastructure and fleet projects, including objectives, timelines and new pilot projects to continue CapMetro's efforts to pursue zero-emission bus and fueling infrastructure.

## FY2024 Planned Initiatives

### ◆ Customer

- Continue to implement technology to enable CapMetro to become a data-driven enterprise.

### ◆ Community

- Continue to develop KPI dashboards to advance CapMetro's commitment to transparency.
- Continue to work in partnership with Austin Energy to improve the functionality of Austin Energy's myData app, to increase the quality of utility management and sustainability reporting. Integrate the newly accessible data with CapMetro enterprise data systems.
- Continue APTA Sustainability Gold level activities and plan for Platinum level.
- Expand public facilities recycling to additional stations and stops including CapMetro Rapid.

### ◆ Workforce

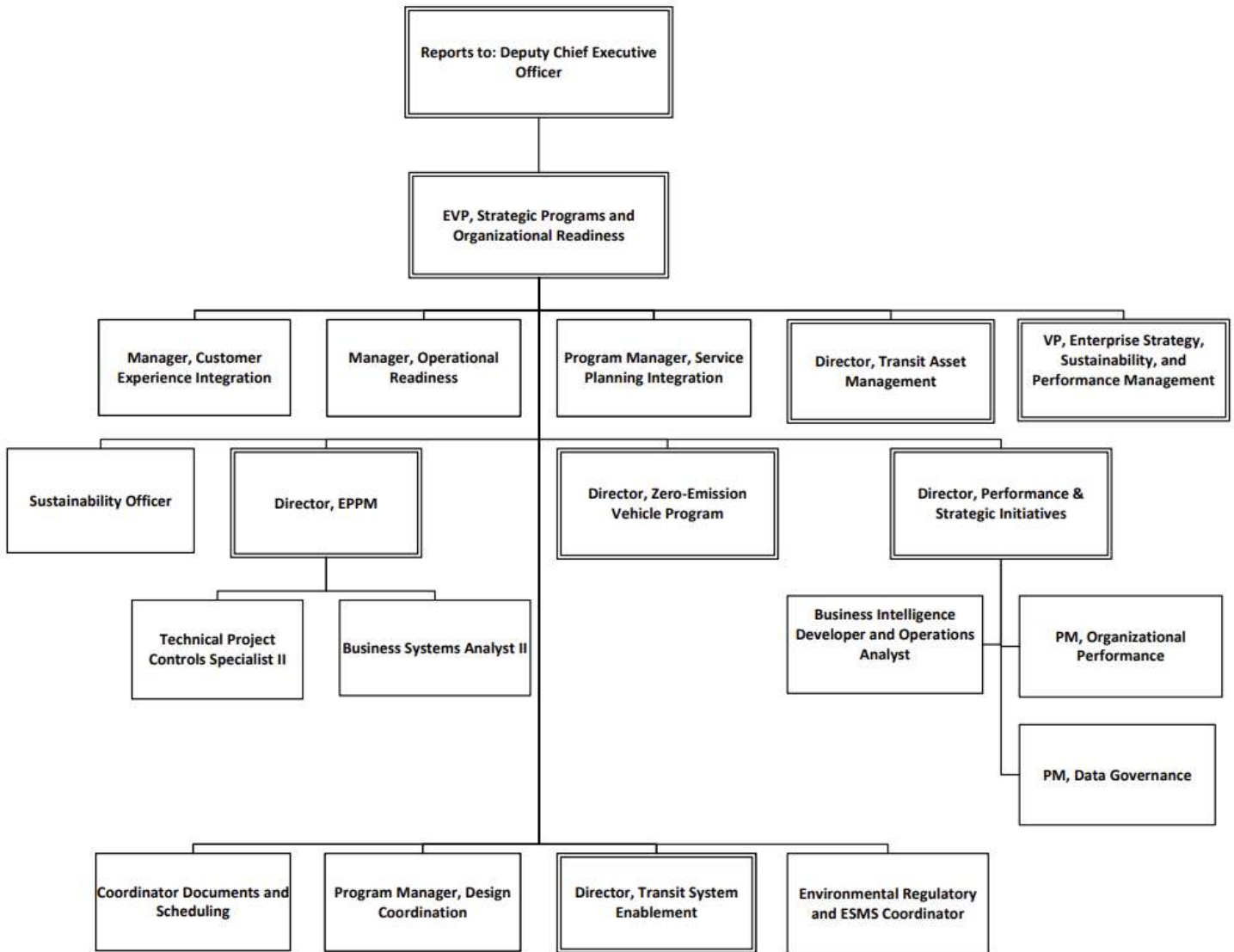
- Continue to work with People and Culture to implement performance metrics into the performance management plan.

### ◆ Organizational Effectiveness

- Continue change management efforts to advance a data-driven culture in all business units across the enterprise.
- Complete development and rollout of project staffing practices and portfolio capacity management.
- Deliver enhancements to the project management and planning software used by CapMetro.
- Continue to lead the Zero-Emissions Vehicle (ZEV) plan, including monitoring, supporting, and coordinating BEB-related activities. Refine and develop a plan for continued BEB expansion and alternative fuel usage to achieve fleet-wide carbon neutrality by 2040.

- Lead development of charger and energy management systems.
- Continue to support the successful launch of CapMetro Rapid Pleasant Valley and Expo routes.
- Continue to support and manage the effective use of the sustainability fund to implement near-term and long-term strategies to meet our sustainability goals, especially reaching zero net carbon by 2040.
- Build an internal environmental compliance and environmental and sustainability management system program to support agency regulatory needs and operational sustainability goals.
- Join The Climate Registry, a third-party internationally recognized voluntary greenhouse gas reporting protocol, to measure and report greenhouse gas emissions to provide an additional layer of assurance and benchmarking.

## Strategic Programs and Organizational Readiness Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$1,177,257 due to 4 FTEs transferred from Project Connect Integration, 5 new FTEs, approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$1,856,583 due to an increase in Consultation fees of \$1,745,000 for Project Connect and CapMetro growth projects as well as an increase to Dues and Subscriptions of \$81,784 associated with the new FTEs.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$754,272	\$1,276,195	\$1,276,195	\$2,373,625	\$1,097,430	86.0 %
Overtime-Admin	—	—	—	—	—	N/A
FICA-Admin	61,861	90,562	90,562	175,581	85,019	93.9 %
State Unemployment-Admin	2,218	1,796	1,796	3,600	1,804	100.4 %
Sick Leave-Admin	58,085	—	—	—	—	N/A
Holiday Leave-Admin	39,534	—	—	—	—	N/A
Vacation Leave-Admin	51,826	—	—	—	—	N/A
Other Paid Leave-Admin	782	—	—	—	—	N/A
Automobile	—	6,996	6,996	—	(6,996)	(100.0)%
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>968,578</b>	<b>1,375,549</b>	<b>1,375,549</b>	<b>2,552,806</b>	<b>1,177,257</b>	<b>85.6%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	149,577	130,000	148,500	1,875,000	1,745,000	1,342.3 %
Office Supplies	694	400	300	1,000	600	150.0 %
Other Supplies	—	—	—	—	—	N/A
Telephone-Local	1,200	480	1,000	—	(480)	(100.0)%
Dues and Subscriptions	—	1,650	1,650	83,434	81,784	4,956.6 %
Airfare-Transportation	1,924	9,500	9,500	15,400	5,900	62.1 %
Travel-Per Diem	277	4,400	4,500	10,500	6,100	138.6 %
Seminar, Conferences, Registration	1,045	11,150	11,150	23,789	12,639	113.4 %
Lodging	1,511	9,000	9,000	14,440	5,440	60.4 %
Business Meals-Local	951	—	—	—	—	N/A
Other Miscellaneous Expenses	—	—	—	—	—	N/A
Food and Ice	159	400	—	—	(400)	(100.0)%
<b>TOTAL OTHER EXPENSES</b>	<b>157,336</b>	<b>166,980</b>	<b>185,600</b>	<b>2,023,563</b>	<b>1,856,583</b>	<b>1111.9%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,125,914</b>	<b>\$1,542,529</b>	<b>\$1,561,149</b>	<b>\$4,576,369</b>	<b>\$3,033,840</b>	<b>196.7%</b>

## Systemwide Accessibility

### Functions and Responsibilities

The Systemwide Accessibility department is responsible for ensuring all agency activities and programs are universally accessible to all persons and particularly those with disabilities. The department is responsible for managing and overseeing CapMetro’s activities associated with service provisions in compliance with the Department of Transportation regulations for the Americans with Disabilities Act (ADA) Title II. The department is responsible for ensuring safe access to systemwide transit and coordinates with various agency departments to ensure all agency services are universally available to persons with diverse functional abilities. The department also assesses and recommends the implementation of innovative technology solutions to identify and address barriers to accessing transit for people with disabilities. The Systemwide Accessibility department serves as the agency’s primary representative to the community of persons with disabilities and older adults, convening and collaborating to improve service delivery to enhance the customer experience of persons of all abilities.

### FY2023 Accomplishments

#### ◆ Customer

- Developed a CapMetro agency-wide Accessible Information and Communication Technology (ICT) Policy. These policies and procedures ensure all ICT procurements comply with relevant federal requirements and standards in compliance with the Revised Section 508 and Web Content Accessibility Guidelines (WCAG) version 2.1 AA.
- CapMetro partnered with a consulting firm, in a self-evaluation and ADA transition plan. Through this, we are active participants in our self-evaluation of all programs, services, facilities, and technologies culminating in an ADA Transition Plan to identify and remediate any barriers to access for persons with disabilities. This process will help CapMetro move towards a best-in-class transit system.
- Served as a subject matter expert on accessibility for the Austin Transit Partnership CapMetro Rapid and light-rail transit (LRT) projects including design review, recommendations, standards and regulation review, quality control oversight with the design team, consultants, and contracted accessibility specialists.
- Launched quarterly reporting of agency-wide Systemwide Accessibility department activities.
- Served as a subject matter expert and technical support to the IT department on procurements of information and communication technologies as well as recruiting persons with disabilities to test customer-facing technologies including the CapMetro fare pilot mobile application and Amp card.

#### ◆ Community

- Continued to manage the Vehicle Mobility Grant program to grant out retired MV1 vehicles to non-profits and community-based organizations to provide transportation to persons with limited transportation options and provide basic needs services to the community. This process includes quarterly reporting on trips and services rendered for a period of up to two years.
- Continued to serve on the city of Austin’s Commission on Seniors to provide input and recommendations, including updating the Age Friendly Austin Plan for older adults to be submitted to the Austin City Council.
- Participated as a panelist in a joint Women’s Transportation Seminar (WTS) and Conference of Minority Transportation Officials (COMTO) monthly luncheon event entitled “Creating Equitable and Accessible Transportation Systems.”



- Facilitated a national webinar entitled “Reasonable Accommodations: ADA at The Workplace,” for the COMTO national membership.

◆ Workforce

- Enhanced disability and sensitivity awareness by introducing a disability and sensitivity awareness training program. These interactive training courses cover the Americans with Disabilities Act (ADA), etiquette, human diversity, and inclusion practices for CapMetro staff.

### FY2024 Planned Initiatives

◆ Customer

- Continue with the deployment of CapMetro's agency-wide Accessible Information and Communication Technology (ICT) Policy.
- Continue with improving accessibility compliance through our self-evaluation and ADA transition plan.
- Continue with the enhancement and deployment of wayfinding technologies.

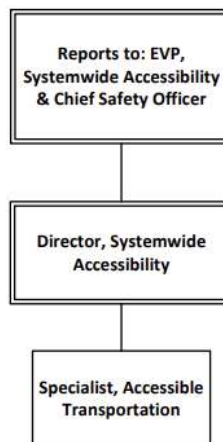
◆ Community

- Continue to serve as a technical resource to groups and organizations on community transportation needs and accessible transportation by serving on city commissions, boards, and other convening entities.
- Continue to manage CapMetro's engagement and support of the Transit Empowerment Fund including marketing and communication opportunities, demonstration grant process, and addressing transportation needs of low-income and individuals who are unhoused.

◆ Workforce

- Continue to develop accessible document training for staff.

### Systemwide Accessibility Department Organizational Chart



## Budget Changes

### Labor and Benefits

Increase of \$18,871 due to job reclassifications and the approved performance-based pay increases and an across-the-board one-time market pay increase.

### Other Expenses

Increase of \$9,910 driven by an increase of \$35,004 in Other Professional Fees offset by a reduction of \$25,004 in Consultation Fees.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$94,699	\$186,247	\$186,247	\$203,296	\$17,049	9.2 %
FICA-Admin	8,383	13,732	13,732	15,553	1,821	13.3 %
State Unemployment-Admin	253	359	359	360	1	0.3 %
Sick Leave-Admin	14,000	—	—	—	—	N/A
Holiday Leave-Admin	6,892	—	—	—	—	N/A
Vacation Leave-Admin	35,103	—	—	—	—	N/A
Other Paid Leave-Admin	6,246	—	—	—	—	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>165,576</b>	<b>200,338</b>	<b>200,338</b>	<b>219,209</b>	<b>18,871</b>	<b>9.4 %</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	9,625	425,000	207,891	399,996	(25,004)	(5.9)%
Other Professional Fees	5,000	15,000	10,000	50,004	35,004	233.4 %
Dues and Subscriptions	—	1,200	1,200	1,200	—	—
Airfare-Transportation	—	500	500	1,200	700	140.0 %
Travel-Per Diem	—	240	240	800	560	233.3 %
Seminar, Conferences, Registration	—	850	850	2,700	1,850	217.6 %
Lodging	—	1,100	1,100	3,900	2,800	254.5 %
Advertising-Promotion Media	—	12,000	5,000	6,000	(6,000)	(50.0)%
<b>TOTAL OTHER EXPENSES</b>	<b>14,625</b>	<b>455,890</b>	<b>226,781</b>	<b>465,800</b>	<b>9,910</b>	<b>2.2 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$180,201</b>	<b>\$656,228</b>	<b>\$427,119</b>	<b>\$685,009</b>	<b>\$28,781</b>	<b>(10.0)%</b>

## Transit Police

### Functions and Responsibilities

The mission of CapMetro Transit Police is to maintain a safe and peaceful environment for CapMetro transit customers and employees and to ensure the security of property while treating all persons with dignity and respect.

### FY2023 Accomplishments

- ◆ Customer
  - Established design concept for upcoming Police Facility located at 8200 Cameron Rd.
  - Worked with the Marketing and Communications department to assist with the development of a branding and marketing strategy for the new Transit Police department.
  - Established relationships with multiple police agencies in the Austin Region to aid in the creation and support of the new Transit Police department.
- ◆ Community
  - Participated alongside the Public Safety Ambassadors group and the Intervention Specialists in the CapMetro bus-guided tour for the Public Safety Advisory Committee (PSAC) and the Customer Service Advisory Community (CSAC). Provided in-depth information on current activities taking place at specific transit stops and centers and the role of the new transit police department to address issues of safety and criminal activity.
  - Worked to establish guidelines and communication networks with the city of Austin Communications Department to gain access to the Combined Transportation Emergency & Communications Center (CTECC).
- ◆ Workforce
  - Hired key staff to assist in the administrative duties for the establishment of the new Transit Police department.
  - Worked with the People and Culture department to establish background and hiring guidelines for the new Transit Police department staff.
- ◆ Organizational Effectiveness
  - Completed drafts of future policies and procedures for the new Transit Police department.

### FY2024 Planned Initiatives

- ◆ Customer
  - Work with Texas Commission on Law Enforcement (TCOLE) staff to obtain police legitimacy for the continued safety of CapMetro employees and customers.
  - Develop a marketing strategy to help attract dedicated staff who are “customer first” and people-oriented professionals with the ability to learn the goals and priorities of the new Transit Police department.

◆ Community

- Provide updates to community members and dedicated CapMetro committees. Encourage and receive feedback that will aid in enhancing the mission of CapMetro and the Transit Police department.

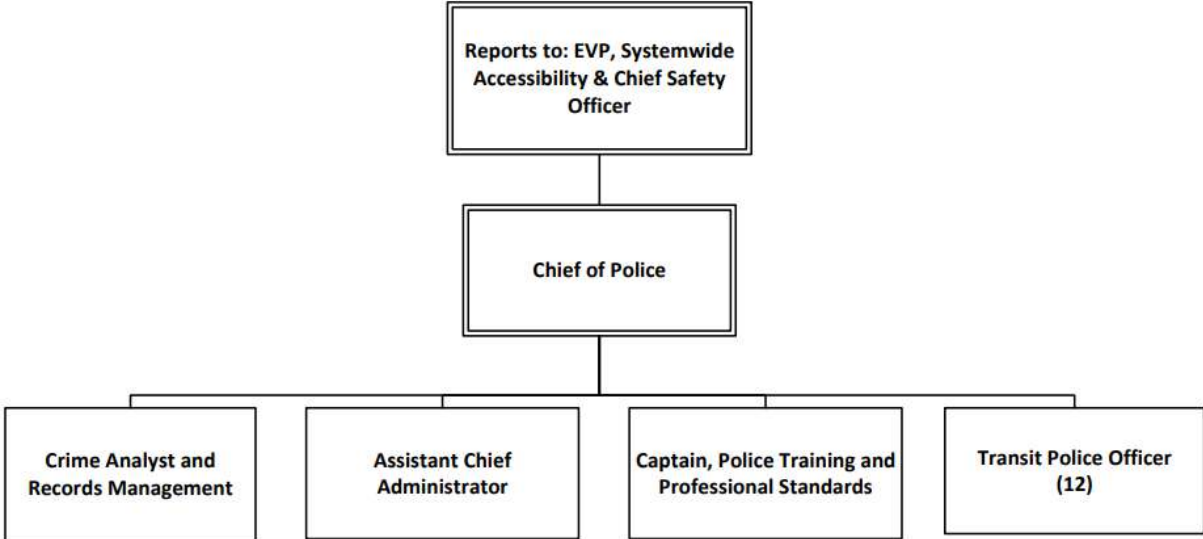
◆ Workforce

- Continue hiring key police staff.
- Outline job duties for incoming staff to include the development of each police division.

◆ Organizational Effectiveness

- Work with the Facilities Team and consultants necessary for the completion of the building that will house both Public Safety and Emergency Management and the Transit Police.
- Develop policies and procedures that will enhance the overall effectiveness of police operations.
- Work with the Combined Transportation Emergency & Communications Center (CTECC) and the Greater Austin/Travis Regional Radio System (GATTRS) to establish interlocal agreements and partnerships for the dispatch and radio and communications functions that will support the operations of the new Transit Police department.

## Transit Police Department Organizational Chart



## Budget Changes

### Labor and Benefits

This amount of \$867,823 is largely driven by standards in Texas for hiring 15 sworn police personnel.

### Other Expenses

These amounts totalling \$110,800 were set by a professional costing analysis to meet Texas Commission of Law Enforcement (TCOLE) standards for a proper Police Department and staff.

	FY2022	FY2023	FY2023	FY2024	Var \$ FY2024	Var % FY2024
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2023	vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Salaries & Wages-Admin	\$ —	\$ —	\$ —	\$781,386	\$781,386	N/A
FICA-Admin	—	—	—	58,354	58,354	N/A
State Unemployment-Admin	—	—	—	2,883	2,883	N/A
Uniform Allowance-Admin	—	—	—	25,200	25,200	N/A
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>867,823</b>	<b>867,823</b>	<b>N/A</b>
<b>OTHER EXPENSES</b>						
Other Services	—	—	—	2,000	2,000	N/A
Office Supplies	—	—	—	500	500	N/A
Other Supplies	—	—	—	75,000	75,000	N/A
Non Capital Equipment and Furniture	—	—	—	10,000	10,000	N/A
Dues and Subscriptions	—	—	—	3,400	3,400	N/A
Airfare-Transportation	—	—	—	4,200	4,200	N/A
Travel-Per Diem	—	—	—	3,800	3,800	N/A
Seminar, Conferences, Registration	—	—	—	5,100	5,100	N/A
Lodging	—	—	—	4,800	4,800	N/A
Food and Ice	—	—	—	2,000	2,000	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>110,800</b>	<b>110,800</b>	<b>N/A</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$978,623</b>	<b>\$978,623</b>	<b>N/A</b>

## Wellness and Fitness Centers

### Functions and Responsibilities

The Wellness and Fitness Center department's mission is to partner with our employees and contractors to improve and maintain healthy long-term lifestyle habits and create a healthier, safer workforce that fulfills CapMetro's mission. The department's primary responsibilities are to develop innovative health programs, create opportunities to change behaviors and develop healthy habits, reduce costs and improve morale, coordinate wellness initiatives and manage CapMetro's fitness centers.

### FY2023 Accomplishments

#### ◆ Workforce

- Conducted 20 educational sessions focused on the seven dimensions of wellbeing – Physical, Emotional, Intellectual, Social, Environmental and Occupational.
- Coordinated Employee Emergency Fund grants following the 2022 winter storm.
- Delivered a new internal presence on our Central webpage with the Wellness calendar of events, 7D resources, recipes, and more.

#### ◆ Organizational Effectiveness

- Revamped the Drug & Alcohol Program and updated policies, procedures, and the random selection pool eligibility.
- Conducted two sessions of Reasonable Suspicion Training for approximately 40 total supervisors and managers.
- Successfully participated in FTA and FRA Audits of the Drug and Alcohol Program.
- Developed Standard Operating Procedures for Contractor Drug & Alcohol Program Audits.

### FY2024 Planned Initiatives

#### ◆ Workforce

- Enhance health and fitness resources for bus and rail operators to utilize in the field or at home. Emphasis on exercises and stretches to reduce injury and improve safety.
- Enhance tobacco cessation program.
- Exploratory review and testing of a Wellness app as another method of encouraging participation in wellness activities.
- Continued educational sessions focused on the seven dimensions of wellbeing.

#### ◆ Community

- Maintain shoe recycling program as a resource to assist disadvantaged community members.
- Sponsor various enhanced wellness activities, such as blood drives, benefit fair, and community competitive events such as Bike Night, Turkey Trot, 5k, and 10k runs.

## Budget Changes

### Labor and Benefits

Decrease of \$23,500 Wellness Center Expense related to anticipated reduced usage associated with a portion of CapMetro employees working remotely.

### Other Expenses

Decrease of \$1,075,941 due to decreases in Other Professional Fees of \$1,028,196, Office Supplies \$40,000 and Other Supplies of \$23,000. These reductions are related to the canceled wellness and health center project.

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 FORECAST	FY2024 BUDGET	Var \$ FY2024 vs. FY2023	Var % FY2024 vs. FY2023
<b>LABOR &amp; BENEFITS</b>						
Wellness Center Exp	\$18,299	\$46,800	\$41,186	\$23,300	\$(23,500)	(50.2)%
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>18,299</b>	<b>46,800</b>	<b>41,186</b>	<b>23,300</b>	<b>(23,500)</b>	<b>(50.2)%</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	263,956	1,358,256	230,000	330,060	(1,028,196)	(75.7)%
Other Services	12,813	15,280	15,280	21,960	6,680	43.7 %
Office Supplies	384	41,250	1,250	1,250	(40,000)	(97.0)%
Other Supplies	38,738	31,400	31,400	8,400	(23,000)	(73.2)%
Dues and Subscriptions	—	150	150	1,150	1,000	666.7 %
Postage	—	75	—	150	75	100.0 %
Other Miscellaneous Expenses	405	—	—	—	—	N/A
Recognition Program	2,181	27,500	27,500	35,000	7,500	27.3 %
<b>TOTAL OTHER EXPENSES</b>	<b>318,477</b>	<b>1,473,911</b>	<b>305,580</b>	<b>397,970</b>	<b>(1,075,941)</b>	<b>(73.0)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$336,776</b>	<b>\$1,520,711</b>	<b>\$346,766</b>	<b>\$421,270</b>	<b>\$(1,099,441)</b>	<b>(72.3)%</b>



# 7

# Glossary



CapMetro

**AAC:** Access Advisory Committee

**ADA:** Americans with Disabilities Act – Federal legislation enacted to provide guidelines for assuring access to persons with disabilities.

**Amp:** A new fare card that introduces fare capping. Amp allows riders to pay for Local and Commuter fares. Instead of buying passes ahead of time, customers can now load money to their Amp card and "pay-as-they-go". When they've paid the equivalent cost of a day or monthly pass--customers can then ride free the rest of the service day or calendar month.

**American Public Transportation Association (APTA):** Membership organization whose stated mission is to strengthen and improve public transportation and serves and leads its diverse membership through advocacy, innovation and information sharing.

**ATP:** Austin Transit Partnership, the joint-venture local government corporation between CapMetro and the city of Austin that will oversee implementation of Project Connect.

**AVT:** Alternate Vehicle Technology

**Boardings:** Number of passengers utilizing transit service, measured on entrance of vehicle.

**Build Central Texas** was created in 1994 to support the transportation infrastructure for the Austin metropolitan area. This is an ongoing program with seven elements: 1) street maintenance, 2) emergency street repair, 3) transit corridor improvements, 4) pedestrian and bicycle safety/access, 5) sidewalks, 6) transit centers and 7) transit capital improvements.

**CAMPO:** Capital Area Metropolitan Planning Organization

**CapMetro Access:** Paratransit services (parallel to fixed-route services) provided to customers with disabilities, established in accordance with the ADA.

**CapMetro Rapid:** A fixed-route service that brings together a set of unique features to result in faster, more convenient service for the community. Some of the features of this service include limited stops, boarding from all doors, unique and upgraded stations with real-time departure information and vehicles equipped with signal priority technology.

**Cap Remap:** Largest service change in CapMetro's history implemented in June 2018. Cap Remap makes buses more frequent, more reliable and better connected.

**Capital Budget:** The portion of the budget that provides for funding of improvement projects, other projects and major equipment purchases. Generally, a capital item has a cost in excess of \$5,000 and a useful life in excess of 1 year.

**Capital Expenditure:** Expenditures made to purchase capital assets or increase the efficiency, capacity, useful life or economy of an existing asset.

**CARTS:** Capital Area Rural Transportation System

**CEO:** Chief Executive Officer

**CFO:** Chief Financial Officer

**CFR:** Code of Federal Regulations

**CIP:** Capital Improvement Plan

**Commuter Rail:** Railway for urban passenger train service consisting of local short-distance travel operating between a central city and adjacent suburbs.

**COOP:** Continuity of Operations

**CSAC:** Customer Satisfaction Advisory Committee

**CTRMA:** Central Texas Regional Mobility Authority

**DBE:** Disadvantaged Business Enterprise

**Demand Response:** Service that is provided on an “as needed” basis.

**Diesel Multiple Unit (DMU):** Multiple-unit train (or “railcar”) powered by onboard diesel engines. A DMU requires no separate locomotive, as the engines are incorporated into one or more of the carriages.

**DMS:** Dynamic Message Signs

**EVP:** Executive Vice President

**Fare Recovery:** Fare revenue divided by operating expenses.

**FAST Act:** Fixing America’s Surface Transportation Act

**FEMA:** Federal Emergency Management Agency

**Fiscal Year:** A 12-month period for which an organization plans the use of its funds, which does not necessarily correspond to a calendar year. The fiscal year adopted by CapMetro is from October 1 through September 30.

**Fixed-Route Bus:** Local bus service including rail connectors.

**FRA:** Federal Railroad Administration

**FTA:** Federal Transit Administration—The agency of the federal government within the U.S. Department of Transportation that is responsible for providing, administering and monitoring funds to transit agencies.

**FTE:** Full-Time Equivalent

**Full-Time Equivalent Position (FTE):** A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

**Fund Balance:** Fund Balance is the cash on hand used to pay monthly operating costs, such as salaries, staff health costs, fuel, supplies, utilities and other expenses.

**FY:** Fiscal year

**GAAP:** Generally accepted accounting principles, conventions, rules and procedures necessary to describe accepted accounting practices at a particular time.

**Grant:** Revenue from another government body or organization, usually in support of a specific program or function.

**IFB:** Invitation for bids

**ILA:** An Interlocal agreement is used when a district is performing for or receiving a service from a local governmental entity. These agreements are pursuant to the Interlocal Cooperation Contracts Act, Chapter 791 of the Texas Government Code.

**IVR:** Interactive voice response is a telephony technology that can read a combination of touch-tone and voice input. It gives users the ability to access a database of information via phone. A typical IVR system has several menus of prerecorded options that the caller can choose from. These menu choices allow the caller to access the appropriate information in the database such as trip reservations, confirmations and cancellations.

**LGC:** Local government corporation

**LRFP:** The long-range financial plan is a 10-year plan that forecasts the financial resources and projected expenditures based on planned levels of service and strategic goals.

**LEED Credential:** denotes proficiency in today's sustainable design, construction and operations standards set by the U.S. Green Building Council.

**MetroBike:** A bicycle-sharing system providing a first and last mile transportation solution with strong ties to both equity and sustainability.

**MetroFlyer:** Bus service that operates in the suburban neighborhoods bringing commuters to the downtown area.

**Metro RideShare:** A service in which vehicles are provided for a group of people who live and work near each other.

**Obligation:** Funds that have been obligated to a specific purpose but have not been spent.

**On-Time Performance (Fixed-route):** On-time performance is no more than 0 seconds early and no more than 5 minutes late.

**On-Time Performance (Paratransit):** On-time performance is a vehicle's arrival within the 30-minute ready window negotiated with the registered paratransit customer at time of booking.

**Operating Budget:** The portion of the budget that provides for the day-to-day operation of CapMetro.

**OCC:** Operations Control Center

**OSHA:** The Occupational Safety and Health Act of 1970 created the Occupational Safety and Health Administration (OSHA) to ensure safe and healthful working conditions for workers by setting and enforcing standards and providing training, outreach, education and assistance.

**OTP:** On-time performance

**Paratransit Services:** Transportation services (parallel to fixed-route services) provided to riders with disabilities established in accordance with ADA.

**Park & Ride:** A transport system in which drivers leave their cars in a place and travel by train or bus.

**Passenger Revenue:** Revenue earned through fares charged directly to passengers for transit services.

**Pathway Assessment:** Program in place to assess customer pathways throughout the region with the goal of eliminating barriers to accessing the fixed-route bus system. The focus is on highly functional paratransit-eligible customers who must use paratransit services due to architectural or other barriers that prevent them from riding fixed-route services.

**Pickup Service:** On-demand transit service which provides riders point-to-point service in designated service zones.

**Placemaking:** The planning, design and management of public spaces with regard to the communities that will inhabit them.

**Project Connect:** A transformational expansion of the region's public transit system, designed to improve access to essential jobs, health care and education. Established as a separate organization, the Austin Transit Partnership (ATP) will guide the Project Connect investment with transparency and accountability throughout the program.

**PPE:** Personal Protective Equipment is equipment worn to minimize exposure to hazards that cause serious workplace injuries and illnesses. Personal protective equipment may include items such as gloves, safety glasses and shoes, earplugs or muffs, hard hats, respirators, or coveralls, vests and full bodysuits.

**PSAC:** Public Safety Advisory Committee.

**PTC:** Positive train control is an advanced system designed to automatically stop a train before certain accidents occur. In particular, PTC is designed to prevent train-to-train collisions, derailments caused by excessive train speed and train movements through misaligned track switches.

**Revenue Miles:** The number of miles that the buses are available to the public and there is a reasonable expectation of carrying riders.

**Revenue Passengers:** Transit riders who enter the system through the payment of a fare as distinguished from those who enter using an employee or complimentary pass.

**Revenue Service:** Transit service run for the purpose of generating revenue, with a route beginning and endpoint, distinguished from trips run for maintenance purposes or trips that carry riders without charge.

**RFP:** Request for proposals

**RFQ:** Request for quotes

**Ridership:** The total number of boardings, also called "Unlinked Passenger Trips." May be based on farebox counts, driver counts or estimates.

**Safety Blitzes:** Safety Blitzes are events where a curriculum, signage or an obstacle course, is built around trending safety topics, or concepts to make the community aware of, and how to prevent the hazard.

**Sales Tax:** Sales tax revenue is accrued monthly based on information provided by the Texas Comptroller of Public Accounts.

**Seconded:** The assignment of a member of one organization to another organization for a temporary period.

**Service Area:** All of Austin and several surrounding areas within Travis County and Williamson County extending more than 500 square miles.

**SMS:** Safety management system is a comprehensive management system designed to manage safety elements in the workplace. It includes policy, objectives, plans, procedures, organization, responsibilities and other measures.

**Special Events:** Transit service provided to support events occurring in the city.

**Subscription Service:** A standing paratransit trip reservation for a ride occurring at least once a week from the same origin to the same destination at the same time.

**TDP:** Transit development plan

**TOD:** Transit-oriented development

**Transit Empowerment Fund:** This program provides transit passes at a discount for social service agencies to distribute as needed to their clients.

**Transit Hub:** Combines multiple bus stops in one area to improve the efficiency and speed of movement of buses. These small hubs also have the technology needed to provide real-time information.

**Transit Operations:** Authority functions directly or indirectly related to the provision of transportation service.

**TTI:** Texas A&M's Texas Transportation Institute

**TVM:** Ticket vending machine system that encompasses 1) the physical devices at various rail/bus stops where a customer can purchase a ticket/pass and 2) a central computer with software that communicates to the various machines in the field.

**TxDOT:** Texas Department of Transportation

**UHC:** United Healthcare

**USDOT:** U.S. Department of Transportation

**UT Shuttle:** The bus service provided to connect students, faculty and staff with the University of Texas campus.

**UZA:** Urbanized areas

**VP:** Vice President

**Vehicle Hours:** The total number of hours that the buses are in service, including both revenue and deadhead hours.

**Vehicle Miles:** The total number of miles traveled while the buses are in service. This includes both revenue and deadhead miles.

**Zero-based Budgeting:** A method of budgeting in which all expenditures must be justified each new budget period, as opposed to only explaining the amounts requested in excess of the previous period's funding.

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# Appendices



CapMetro

Project Name	FY2024 Budget	FY2025 Planned	FY2026 Planned	FY2027 Planned	FY2028 Planned	TOTAL	Page
<b>Facilities and Real Estate</b>							
Facility Enhancements - PAM	36,511,663	50,880,000	58,000,000	17,859,639	344,874	163,596,176	227
Facility Enhancements Grants and Capital Contributions	-	(3,900,000)	(8,500,000)	(7,600,000)	-	(20,000,000)	227
Facility State of Good Repair	643,750	1,027,200	976,000	607,290	1,399,629	4,653,869	228
<b>Facilities and Real Estate Net Total</b>	<b>37,155,413</b>	<b>48,007,200</b>	<b>50,476,000</b>	<b>10,866,929</b>	<b>1,744,503</b>	<b>148,250,045</b>	
<b>Information Technology Systems and Infrastructure</b>							
Information Technology - Enterprise Systems	5,131,041	3,757,641	2,012,997	1,986,196	2,223,216	15,111,091	229
Information Technology - Infrastructure	4,325,000	2,850,000	3,452,500	750,000	187,500	11,565,000	230
Information Technology - Transit Systems	5,859,600	8,724,666	9,208,780	8,019,383	6,200,000	38,012,429	231
<b>Information Technology Systems and Infrastructure Net Total</b>	<b>15,315,641</b>	<b>15,332,307</b>	<b>14,674,277</b>	<b>10,755,579</b>	<b>8,610,716</b>	<b>64,688,520</b>	
<b>Infrastructure Development</b>							
Bus Stop Amenities and Enhancements	9,961,201	5,736,382	5,503,557	3,787,565	3,320,000	28,308,705	232
Bus Stops - New	1,131,074	250,000	-	-	-	1,381,074	233
Downtown Station	1,360,625	-	-	-	-	1,360,625	234
Facility Enhancements	43,000,000	19,902,013	1,000,000	1,000,000	1,000,000	65,902,013	235
Facility Enhancements Grants and Capital Contributions	(4,169,920)	-	-	-	-	(4,169,920)	235
Infrastructure Enhancements	501,325	100,000	100,000	100,000	100,000	901,325	236
Infrastructure Enhancements Grants and Capital Contributions	(2,414,744)	-	-	-	-	(2,414,744)	236
<b>Infrastructure Development Net Total</b>	<b>49,369,561</b>	<b>25,988,395</b>	<b>6,603,557</b>	<b>4,887,565</b>	<b>4,420,000</b>	<b>91,269,078</b>	
<b>Railroad Commuter</b>							
Railroad Commuter Enhancements	31,430,687	8,700,000	15,700,000	7,370,000	-	63,200,687	237
Railroad Commuter Enhancements Grants and Capital Contributions	-	(1,965,380)	(3,355,800)	(7,270,900)	(5,407,920)	(18,000,000)	237
Railroad Commuter State of Good Repair	6,600,000	2,000,000	2,150,000	2,000,000	2,000,000	14,750,000	238
Railroad Commuter State of Good Repair Grants and Capital Contributions	(2,420,635)	(4,605,871)	(4,605,871)	(4,605,871)	(4,605,871)	(20,844,119)	238
<b>Railroad Commuter Net Total</b>	<b>35,610,052</b>	<b>4,128,749</b>	<b>9,888,329</b>	<b>(2,506,771)</b>	<b>(8,013,791)</b>	<b>39,106,568</b>	

Project Name	FY2024 Budget	FY2025 Planned	FY2026 Planned	FY2027 Planned	FY2028 Planned	TOTAL	Page
<b>Railroad Freight</b>							
Railroad Freight State of Good Repair	5,314,644	45,000	45,000	45,000	45,000	5,494,644	239
Railroad Freight State of Good Repair Grants and Capital Contributions	(578,892)	-	-	-	-	(578,892)	239
<b>Railroad Freight Net Total</b>	<b>4,735,752</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>4,915,752</b>	
<b>Public Safety and Emergency Management</b>							
Public Safety and Emergency Management Equipment and Enhancements	2,001,133	1,707,500	3,575,000	2,424,835	2,241,650	11,950,118	240
<b>Public Safety and Emergency Management Net Total</b>	<b>2,001,133</b>	<b>1,707,500</b>	<b>3,575,000</b>	<b>2,424,835</b>	<b>2,241,650</b>	<b>11,950,118</b>	
<b>Project Connect</b>							
Project Connect	183,870,969	56,280,718	86,647,953	94,027,977	53,950,000	474,777,617	241
Project Connect Grants and Capital Contributions	(183,870,969)	(56,280,718)	(86,647,953)	(94,027,977)	(53,950,000)	(474,777,617)	241
<b>Project Connect Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Vehicles</b>							
Bus Fleet	51,111,000	-	99,551,765	41,383,229	23,652,000	215,697,994	242
Bus Fleet Grants and Capital Contributions	(17,209,899)	(2,763,649)	(2,763,649)	(2,763,649)	(2,763,649)	(28,264,495)	242
Non-Revenue Fleet	5,730,000	755,000	1,010,000	555,000	970,000	9,020,000	243
Paratransit Fleet	11,467,000	5,795,000	6,760,000	7,098,000	7,267,000	38,387,000	244
Paratransit Fleet Grants and Capital Contributions	-	(3,300,000)	-	-	-	(3,300,000)	244
<b>Vehicles Net Total</b>	<b>51,098,101</b>	<b>486,351</b>	<b>104,558,116</b>	<b>46,272,580</b>	<b>29,125,351</b>	<b>231,540,499</b>	
Capital Project Contingency	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000	245
<b>Grand Total Capital Spending</b>	<b>\$410,950,712</b>	<b>\$170,511,120</b>	<b>\$297,693,552</b>	<b>\$191,014,114</b>	<b>\$106,900,869</b>	<b>\$1,177,070,367</b>	
<b>Grand Total Grants and Capital Contributions</b>	<b>\$(210,665,059)</b>	<b>\$(72,815,618)</b>	<b>\$(105,873,273)</b>	<b>\$(116,268,397)</b>	<b>\$(66,727,440)</b>	<b>\$(572,349,787)</b>	
<b>Grand Total Capital Spending Net of Grants and Capital Contributions</b>	<b>\$200,285,653</b>	<b>\$ 97,695,502</b>	<b>\$191,820,279</b>	<b>\$ 74,745,717</b>	<b>\$ 40,173,429</b>	<b>\$604,720,580</b>	

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	410,950,712	170,511,120	297,693,552	191,014,114	106,900,869	1,177,070,367
<b>Total</b>	410,950,712	170,511,120	297,693,552	191,014,114	106,900,869	1,177,070,367
<b>Funding Sources</b>						
Local Funds	200,285,653	97,695,502	191,820,279	74,745,717	40,173,429	604,720,580
Grants	77,398,346	16,534,900	19,225,320	22,240,420	12,777,440	148,176,426
Other Capital Contributions	133,266,713	56,280,718	86,647,953	94,027,977	53,950,000	424,173,361
<b>Total</b>	410,950,712	170,511,120	297,693,552	191,014,114	106,900,869	1,177,070,367



**Project Name** Facility Enhancements **Project Type** Facilities and Real Estate

**Project Description**

This project category includes completion of a new temporary police station, initial build-out of the new headquarters, extension of the 9315 rail O&M facility south for covered storage, improvements to the new bus, demand response, and MetroBike interim site, numerous energy conservation measures, a new 9315 building enterprise management system, 9315 submetering installs, irrigation system upgrades, and several other key projects that will support the enhancements of CapMetro's existing and new facilities.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	36,511,663	50,880,000	58,000,000	17,859,639	344,874	163,596,176
<b>Total</b>	36,511,663	50,880,000	58,000,000	17,859,639	344,874	163,596,176
<b>Funding Sources</b>						
Local Funds	36,511,663	46,980,000	49,500,000	10,259,639	344,874	143,596,176
Grants	-	3,900,000	8,500,000	7,600,000	-	20,000,000
<b>Total</b>	36,511,663	50,880,000	58,000,000	17,859,639	344,874	163,596,176

**Estimated Operating Cost Impact**

Overall operating costs will increase due to the addition of new spaces such as the warehouse and the Transit Police department. The cost per square foot will be lower since those new spaces will be more energy efficient.

**Project Benefits**

The temporary police station will improve overall public safety. A new headquarters will begin to consolidate corporate admin folks in a single building to reduce overall opex costs and improve synergy. A new MetroBike maintenance facility will mitigate current facility issues and allow growth needed to support the MetroBike vision. Energy conservation measures will reduce operating costs while making CapMetro more sustainable. Increasing storage at the rail facility will free up maintenance bays. Other enhancements will support CapMetro's growth, improve safety, and increase facility reliability and resiliency. A new, owned facility for the Transit Store will reduce operating expenses versus a leased site.

**Strategic Priority and Objective**

These projects support the following strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Facility State of Good Repair **Project Type** Facilities and Real Estate

**Project Description**

This project category includes state of good repairs for items such as air compressors, central and vehicle vacuums, clock systems, dust collector grinders, engine washers, exhaust hose reels, fluid hose reels, fuel dispensers, fuel system upgrades, handwash stations, HVAC systems, electrical equipment, kitchen equipment, lifts, lighting, pressure washers, reverse osmosis system, roofs, scrubbers, solvent reclaimers, underground storage tanks, uninterruptible power supplies, wastewater equipment, water softeners, and other facility assets.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	643,750	1,027,200	976,000	607,290	1,399,629	4,653,869
<b>Total</b>	643,750	1,027,200	976,000	607,290	1,399,629	4,653,869
<b>Funding Sources</b>						
Local Funds	643,750	1,027,200	976,000	607,290	1,399,629	4,653,869
Grants	-	-	-	-	-	-
<b>Total</b>	643,750	1,027,200	976,000	607,290	1,399,629	4,653,869

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of these projects.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair, reduces reactive maintenance costs, and in some cases, increases operating efficiencies.

**Strategic Priority and Objective**

These projects support the following strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Information Technology - Enterprise Systems

**Project Type** Information Technology Systems and Infrastructure

**Project Description**

This project category includes back office systems, web resources, data services and business intelligence.

<b>FY2024 - FY2028 Capital Improvement Plan</b>						
	FY2024	FY2025	FY2026	FY2027	FY2028	<b>Total</b>
<b>Spending Categories</b>						
Other	5,131,041	3,757,641	2,012,997	1,986,196	2,223,216	15,111,091
<b>Total</b>	5,131,041	3,757,641	2,012,997	1,986,196	2,223,216	15,111,091
<b>Funding Sources</b>						
Local Funds	5,131,041	3,757,641	2,012,997	1,986,196	2,223,216	15,111,091
Grants	-	-	-	-	-	-
<b>Total</b>	5,131,041	3,757,641	2,012,997	1,986,196	2,223,216	15,111,091

**Estimated Operating Cost Impact**

Enterprise systems are expected to increase operating expenses by \$1,185,000 per year as systems go live and enter into maintenance.

**Project Benefits**

System replacements and upgrades when technologies are at the end of their useful life maintain assets in a state of good repair, minimize service disruptions, reduce maintenance costs and improve the customer experience. New systems and system enhancements allow new functionality to support continuous improvement of systems and processes and improved customer experience.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Workforce: Invest in a productive and valued workforce. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Information Technology - Infrastructure

Information Technology Systems and  
**Project Type** Infrastructure

**Project Description**

This project category includes security, network and infrastructure foundational components for technology delivery.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	4,325,000	2,850,000	3,452,500	750,000	187,500	11,565,000
<b>Total</b>	4,325,000	2,850,000	3,452,500	750,000	187,500	11,565,000
<b>Funding Sources</b>						
Local Funds	4,325,000	2,850,000	3,452,500	750,000	187,500	11,565,000
Grants	-	-	-	-	-	-
<b>Total</b>	4,325,000	2,850,000	3,452,500	750,000	187,500	11,565,000

**Estimated Operating Cost Impact**

Infrastructure systems are expected to increase operating expenses by \$375,000 per year as systems go live and enter into maintenance.

**Project Benefits**

New components, expansion, or upgrades of IT infrastructure or systems at the end of their useful life maintains assets in a state of good repair, enhance safety and cyber security protection, minimize interruption of critical IT resources, minimize maintenance costs and improve the customer experience.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Workforce: Invest in a productive and valued workforce. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Information Technology - Transit Systems

Information Technology Systems and  
**Project Type** Infrastructure

**Project Description**

This project category includes customer experience, technology for rider experience and operational service delivery systems.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	5,859,600	8,724,666	9,208,780	8,019,383	6,200,000	38,012,429
<b>Total</b>	5,859,600	8,724,666	9,208,780	8,019,383	6,200,000	38,012,429
<b>Funding Sources</b>						
Local Funds	5,859,600	8,724,666	9,208,780	8,019,383	6,200,000	38,012,429
Grants	-	-	-	-	-	-
<b>Total</b>	5,859,600	8,724,666	9,208,780	8,019,383	6,200,000	38,012,429

**Estimated Operating Cost Impact**

Transit systems are expected to increase operating expenses by \$1,545,900 per year as systems go live and enter into maintenance.

**Project Benefits**

System replacements and upgrades when technologies are at the end of their useful life maintain assets in a state of good repair, minimize service disruptions, reduce maintenance costs and improve the customer experience. New systems and system enhancements allow for new functionality that will enhance safety and improve the efficiency and quality of delivering services as well as provide customers with healthier tools to improve their riding experience.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Workforce: Invest in a productive and valued workforce. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Bus Stop Amenities and Enhancements

**Project Type** Infrastructure Development

**Project Description**

This project category is for bus stop infrastructure improvements including, shelters, shelter improvements, free-standing shade structures, signage, Corridor Program Office & CapMetro bus stop coordination facility, Lakeline station east side platform design and construction, rebranding of CapMetro Rapid and local shelters, Park & Ride ePaper signage and CapMetro Rapid stations relocation.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	9,961,201	5,736,382	5,503,557	3,787,565	3,320,000	28,308,705
<b>Total</b>	9,961,201	5,736,382	5,503,557	3,787,565	3,320,000	28,308,705
<b>Funding Sources</b>						
Local Funds	9,961,201	5,736,382	5,503,557	3,787,565	3,320,000	28,308,705
Grants	-	-	-	-	-	-
<b>Total</b>	9,961,201	5,736,382	5,503,557	3,787,565	3,320,000	28,308,705

**Estimated Operating Cost Impact**

There are no new operating costs associated with these projects.

**Project Benefits**

These projects will improve the transit experience by providing facilities that meet riders' needs. New funding is included for bus stop infrastructure improvements and Dean Keaton CapMetro Rapid station relocation.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Bus Stops - New

**Project Type** Infrastructure Development

**Project Description**

This project category includes small-scale transit hubs, bus stops near the MLS soccer stadium and functional street furniture.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	1,131,074	250,000	-	-	-	1,381,074
<b>Total</b>	1,131,074	250,000	-	-	-	1,381,074
<b>Funding Sources</b>						
Local Funds	1,131,074	250,000	-	-	-	1,381,074
Grants	-	-	-	-	-	-
<b>Total</b>	1,131,074	250,000	-	-	-	1,381,074

**Estimated Operating Cost Impact**

There are no new operating costs associated with these projects.

**Project Benefits**

The construction of new CapMetro Rapid stations at MLS soccer stadium and small-scale transit hubs will provide increased access to public transit and increased ridership.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Downtown Station

**Project Type** Infrastructure Development

**Project Description**

This project category is for integration of new pedestrian crossings with signal preemption at 4th & Sabine, integration of existing railroad gates and signals at 4th and Sabine, and supply. This also includes signal preemption at IH-35 and 4th Street and integration with the traffic signals on service road of IH-35.

**Spending Categories**

Other

**Total**

**Funding Sources**

Local Funds

Grants

**Total**

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Other	1,360,625	-	-	-	-	1,360,625
<b>Total</b>	1,360,625	-	-	-	-	1,360,625
Local Funds	1,360,625	-	-	-	-	1,360,625
Grants	-	-	-	-	-	-
<b>Total</b>	1,360,625	-	-	-	-	1,360,625

**Estimated Operating Cost Impact**

There are no new operating costs associated with these projects.

**Project Benefits**

These projects will provide pedestrian and bike safety enhancements in the Downtown Station area. The auxiliary power cords will allow the DMUs to be powered off during extended layovers which will comply with environmental concerns and for relationships with adjacent properties.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.



**Project Name** Facility Enhancements

**Project Type** Infrastructure Development

**Project Description**

This project category includes bus electrification infrastructure; final design of the new north base demand response facility; upgrades at north operations rail maintenance shop; design, permitting, and build-out of the new Tillery headquarters; ongoing improvements to 2910 East 5th Street administrative facility; placing charging equipment at the Menchaca Road Park & Ride facility; upgrades and improvements to various existing CapMetro facilities or leased facility for other operations, maintenance, safety/security, and administrative functions.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	43,000,000	19,902,013	1,000,000	1,000,000	1,000,000	65,902,013
<b>Total</b>	43,000,000	19,902,013	1,000,000	1,000,000	1,000,000	65,902,013
<b>Funding Sources</b>						
Local Funds	38,830,080	19,902,013	1,000,000	1,000,000	1,000,000	61,732,093
Grants	4,169,920	-	-	-	-	4,169,920
<b>Total</b>	43,000,000	19,902,013	1,000,000	1,000,000	1,000,000	65,902,013

**Estimated Operating Cost Impact**

Operating costs associated with these projects will be confirmed upon further project development.

**Project Benefits**

These projects support improvements, upgrades, and expansions of new and existing operational and transit facilities to accommodate additional bus and rail infrastructure as well as more efficient utilization of administrative office space, and new headquarters space.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Infrastructure Enhancements

**Project Type** Infrastructure Development

**Project Description**

This project category includes Airport Lamar Red Line Grade Separation and MetroBike station expansion and replacement. FY2024 grant amount is from prior year Airport Lamar Red Line Grade Separation project.

FY2024 - FY2028 Capital Improvement Plan						
Spending Categories	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Other	501,325	100,000	100,000	100,000	100,000	901,325
<b>Total</b>	501,325	100,000	100,000	100,000	100,000	901,325
<b>Funding Sources</b>						
Local Funds	(1,913,419)	100,000	100,000	100,000	100,000	(1,513,419)
Grants	2,414,744	-	-	-	-	2,414,744
<b>Total</b>	501,325	100,000	100,000	100,000	100,000	901,325

**Estimated Operating Cost Impact**

There are no new operating costs associated with these projects.

**Project Benefits**

These projects support further design for grade separation for the Red Line and freight rail traffic at Airport and Lamar intersection, additional MetroBike e-assist bikes and stations.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Railroad Commuter Enhancements

**Project Type** Railroad Commuter

**Project Description**

This project category includes double track, drainage and signals at McKalla Red Line station, double track from Onion Street to East Timbes and Plaza Saltillo Station, Broadmoor Station, and PTC optimization.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	31,430,687	8,700,000	15,700,000	7,370,000	-	63,200,687
<b>Total</b>	31,430,687	8,700,000	15,700,000	7,370,000	-	63,200,687
<b>Funding Sources</b>						
Local Funds	31,430,687	6,734,620	12,344,200	99,100	-	50,608,607
Grants	-	1,965,380	3,355,800	7,270,900	-	12,592,080
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	31,430,687	8,700,000	15,700,000	7,370,000	-	63,200,687

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of these projects.

**Project Benefits**

CapMetroRail Red Line service capacity improvements will allow for service enhancements. Additional stations will improve the customer experience. System safety enhancements will protect rail infrastructure.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Community: Demonstrate our value to a growing region by collaborating with partners and communities.

**Project Name** Railroad Commuter State of Good Repair

**Project Type** Railroad Commuter

**Project Description**

This project category includes state of good repair work for bridges, tracks, rail grade crossings, track undercutting, grade crossing health monitoring, laptops for maintenance vehicles and crossing improvements.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	6,600,000	2,000,000	2,150,000	2,000,000	2,000,000	14,750,000
<b>Total</b>	6,600,000	2,000,000	2,150,000	2,000,000	2,000,000	14,750,000
<b>Funding Sources</b>						
Local Funds	4,179,365	-	-	-	-	4,179,365
Grants	2,420,635	2,000,000	2,150,000	2,000,000	2,000,000	10,570,635
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	6,600,000	2,000,000	2,150,000	2,000,000	2,000,000	14,750,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of these projects.

**Project Benefits**

This category of projects will assess the condition of rail infrastructure and assets. Maintenance and corrective action will be undertaken to maximize the useful life of the assets.

**Strategic Priority and Objective**

These projects support the following strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Railroad Freight State of Good Repair **Project Type** Railroad Freight

**Project Description**

This project category includes bridge replacements and rehabilitations and crossing improvements.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	5,314,644	45,000	45,000	45,000	45,000	5,494,644
<b>Total</b>	5,314,644	45,000	45,000	45,000	45,000	5,494,644
<b>Funding Sources</b>						
Local Funds	4,735,752	45,000	45,000	45,000	45,000	4,915,752
Grants	578,892	-	-	-	-	578,892
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	5,314,644	45,000	45,000	45,000	45,000	5,494,644

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of these projects.

**Project Benefits**

Ongoing replacement and/or rehabilitation of infrastructure maintains assets in a state of good repair and helps minimize maintenance costs.

**Strategic Priority and Objective**

These projects support the following strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Public Safety and Emergency Management Equipment and Enhancements

**Project Type** Public Safety and Emergency Management

**Project Description**

This project category includes cameras, emergency management technology systems, video system integration software, rapid deployable video systems, access control system replacement, lobby check-in system and rail signal house security.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	2,001,133	1,707,500	3,575,000	2,424,835	2,241,650	11,950,118
<b>Total</b>	2,001,133	1,707,500	3,575,000	2,424,835	2,241,650	11,950,118
<b>Funding Sources</b>						
Local Funds	2,001,133	1,707,500	3,575,000	2,424,835	2,241,650	11,950,118
Grants	-	-	-	-	-	-
<b>Total</b>	2,001,133	1,707,500	3,575,000	2,424,835	2,241,650	11,950,118

**Estimated Operating Cost Impact**

Public safety and emergency management equipment and enhancements are expected to increase operating expenses by \$100,000 per year due to the increased maintenance costs directly related to the continued expansion of the video system, related hardware, and other public safety technology systems (access control, video, etc.).

**Project Benefits**

Video system expansion and upgrades will continue to have a positive impact on public safety for customers and employees by enhancing situational awareness at CapMetro facilities and on vehicles.

**Strategic Priority and Objective**

These projects support the following strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Project Connect

**Project Type** Project Connect

**Project Description**

This project category is for preliminary engineering and environmental clearance of the Orange and Blue Light Rail lines, 4 new CapMetro Rapid lines, McKalla-MLS Red Line Station, park and rides, end of line electric charging infrastructure and non-revenue vehicles. It includes consultants for the Orange and Blue lines, program manager owner representative and CapMetro costs. Program expense is funded by the Austin Transit Partnership, Small Starts Grant Program and a small contribution from the city of Austin.

<b>FY2024 - FY2028 Capital Improvement Plan</b>						
	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>Total</b>
<b>Spending Categories</b>						
Other	183,870,969	56,280,718	86,647,953	94,027,977	53,950,000	474,777,617
<b>Total</b>	183,870,969	56,280,718	86,647,953	94,027,977	53,950,000	474,777,617
<b>Funding Sources</b>						
Local Funds	-	-	-	-	-	-
Grants	50,604,256	-	-	-	-	50,604,256
Other Capital Contributions	133,266,713	56,280,718	86,647,953	94,027,977	53,950,000	424,173,361
<b>Total</b>	183,870,969	56,280,718	86,647,953	94,027,977	53,950,000	474,777,617

**Estimated Operating Cost Impact**

Operating costs for Project Connect have been developed and will be included upon completion of each portion of the project as revenue operations begin.

**Project Benefits**

Project Connect is a program of capital infrastructure projects. These projects will expand Austin’s transit network to reach more communities and to grow capacity for public transportation by nearly threefold.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Community: Demonstrate our value to a growing region by collaborating with partners and communities.

**Project Name** Bus Fleet

**Project Type** Vehicles

**Project Description**

This project category includes replacements and additions of electric buses, commuter coaches and electric bus chargers.

<b>FY2024 - FY2028 Capital Improvement Plan</b>						
	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>Total</b>
<b>Spending Categories</b>						
Other	51,111,000	-	99,551,765	41,383,229	23,652,000	215,697,994
<b>Total</b>	51,111,000	-	99,551,765	41,383,229	23,652,000	215,697,994
<b>Funding Sources</b>						
Local Funds	33,901,101	-	94,024,467	38,619,580	20,888,351	187,433,499
Grants	17,209,899	-	5,527,298	2,763,649	2,763,649	28,264,495
<b>Total</b>	51,111,000	-	99,551,765	41,383,229	23,652,000	215,697,994

**Estimated Operating Cost Impact**

Replacement vehicles do not result in additional operating costs incurred.

**Project Benefits**

Replacement of vehicles at the end of their useful life maintains assets in a state of good repair, minimizes maintenance costs and improves the customer experience.

**Strategic Priority and Objective**

These projects support strategic priority and objective: Organizational Effectiveness: Deliver responsibly and sustainably on the mission.



**Project Name** Non-Revenue Fleet

**Project Type** Vehicles

**Project Description**

This project category includes replacements and additions of non-revenue vehicles.

<b>FY2024 - FY2028 Capital Improvement Plan</b>						
	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>Total</b>
<b>Spending Categories</b>						
Other	5,730,000	755,000	1,010,000	555,000	970,000	9,020,000
<b>Total</b>	5,730,000	755,000	1,010,000	555,000	970,000	9,020,000
<b>Funding Sources</b>						
Local Funds	5,730,000	755,000	1,010,000	555,000	970,000	9,020,000
Grants	-	-	-	-	-	-
<b>Total</b>	5,730,000	755,000	1,010,000	555,000	970,000	9,020,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of these projects.

**Project Benefits**

Replacement of vehicles at the end of their useful lives maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Priority and Objective**

These projects support strategic priority and objective: Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Paratransit Fleet

**Project Type** Vehicles

**Project Description**

This project category includes replacements and additions of demand-response vehicles.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	11,467,000	5,795,000	6,760,000	7,098,000	7,267,000	38,387,000
<b>Total</b>	11,467,000	5,795,000	6,760,000	7,098,000	7,267,000	38,387,000
<b>Funding Sources</b>						
Local Funds	11,467,000	2,495,000	6,760,000	7,098,000	7,267,000	35,087,000
Grants	-	3,300,000	-	-	-	3,300,000
<b>Total</b>	11,467,000	5,795,000	6,760,000	7,098,000	7,267,000	38,387,000

**Estimated Operating Cost Impact**

Replacement vehicles do not result in additional operating costs incurred.

**Project Benefits**

Replacement of vehicles at the end of their useful life maintains assets in a state of good repair, minimizes maintenance costs and improves the customer experience.

**Strategic Priority and Objective**

These projects support strategic priority and objective: Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Capital Project Contingency

**Project Type** Capital Project Contingency

**Project Description**

This project category includes reserve for contingencies.

FY2024 - FY2028 Capital Improvement Plan						
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
<b>Spending Categories</b>						
Other	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000
<b>Total</b>	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000
<b>Funding Sources</b>						
Local Funds	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000
Grants	-	-	-	-	-	-
<b>Total</b>	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Capital project reserve provides contingency funds in the event that project costs are greater than projected or unexpected capital needs materialize between budget cycles.

**Strategic Priority and Objective**

This project supports strategic priority and objective: Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY**  
**DEMOGRAPHIC AND ECONOMIC STATISTICS**  
**LAST TEN YEARS**

Year	City of Austin Population (1)	Population MSA (1)	Income (MSA) (thousands of dollars) (1)	Per Capita Personal Income (MSA) (1)	Unemployment Rate (MSA) (1)
2013	841,649	1,883,901	88,950,627	47,216	5.2
2014	878,002	1,943,409	97,181,958	50,006	4.2
2015	899,119	2,002,591	103,244,100	51,555	3.4
2016	925,491	2,062,211	107,664,294	52,208	3.3
2017	946,080	2,115,230	117,458,116	55,530	3.1
2018	963,797	2,168,316	127,439,164	58,773	2.9
2019	980,886	2,187,161	138,650,094	63,393	2.6
2020	961,855	2,235,584	150,639,599	64,913	6.3
2021	975,321	2,298,224	163,778,682	71,300	3.5
2022	981,610	2,361,566	178,002,458	75,400	2.8

Note: Prior years statistics are subject to change as more precise numbers become available.

(1) Source: City of Austin 2022 Annual Comprehensive Financial Report.