

**APPROVED**

# FY 2017 Operating & Capital Budget

## & 5 Year Capital Improvement Plan





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**Capital Metropolitan Transportation Authority  
Texas**

For the Fiscal Year Beginning

**October 1, 2015**

Executive Director



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Comments regarding any of the information contained in this document may be addressed to:

Executive Vice President, Chief Financial Officer  
Capital Metropolitan Transportation Authority  
2910 East Fifth Street  
Austin, TX 78702



### Organization of the Budget Document

This document is the approved annual budget for Capital Metropolitan Transportation Authority (Capital Metro) for the period October 1, 2016 – September 30, 2017. A budget is a formal plan of action, expressed in monetary terms, for a specified period of time. This document details Capital Metro’s plan for fiscal year (FY) 2017.

#### **Major Sections of the Budget Document**

Capital Metro’s budget document is divided into five sections: Introduction, Financial Policies, Financial and Budget Summary, Department Operating Budgets and Appendices. Each section contains information related to the budget process for the approved budget. An index is included for ease of reference.

Introduction.....4

This section provides an overview of Capital Metro’s mission, history, infrastructure, service area, descriptions of each type of service and long range strategic goals. A listing of positions by department and a company organizational chart is also included. The business planning and budgeting processes as well as various assumptions used in developing the budget are discussed in this section.

Financial Policies.....21

Grouped in this section are various policies that guide the decisions of Capital Metro.

Financial and Budget Summary.....29

This section of the budget document includes a summary of the annual budget, financial highlights, and detailed information including service levels for each type of service Capital Metro provides. This section also includes financial statements and explains factors affecting revenues, expenses and the capital budget.

Department Operating Budgets.....55

The operating budget is presented by individual departmental overviews. Each departmental section contains a definition of that department’s functions and responsibilities as well as a table of anticipated expenses.

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To the Citizens of the Capital Metro Service Area:

On behalf of the board of directors, I am pleased to submit Capital Metro's budget for Fiscal Year 2017 (Oct. 1, 2016 - Sept. 30, 2017). The agency's strategic goals were used as the basis for the development of the budget.

The FY 2017 budget effectively balances fiscal responsibility while allowing for crucial investments in enhanced service and infrastructure. It also includes capital projects that benefit the region, judicious operating expenses, and financial partnerships through interlocal agreements.

As the regional public transit provider, Capital Metro is helping advance transportation options for Central Texas. Our focus is on providing a comprehensive, connected system to meet the region's growing transportation needs, and helping to ensure a better quality of life for residents with affordable, convenient and sustainable transit options. Last year, Capital Metro provided nearly 31 million rides, giving residents, commuters and visitors options to connect with jobs, neighborhoods and activity centers. Providing riders with safe and friendly service is our priority.

Over the last year, the agency took important steps to expand and enhance services. We began a project that will add nearly 550 new parking spaces at the Lakeline and Howard Park & Ride facilities to accommodate riders using MetroRail, MetroExpress and Local bus service. The MetroRideShare program increased by nearly 50 percent and now has more than 200 vehicles in service.

Technology was a big hit with our riders: The award-winning CapMetro App has been downloaded nearly 270,000 times and has brought in more than \$5 million in ticket sales since launching in 2014. Toward the end of the summer, we updated the app with new trip planning tools, new interactive maps and other features to make riding easier than ever. The Wi-Fi on MetroRapid, MetroRail and MetroExpress has also proved to be very popular, with service accessed millions of times a year.

Capital Metro continued to plan for the future this past year by initiating the year-long Connections 2025 Transit Plan, an update to our bus system that will rethink public mobility in Central Texas. The project assessed existing and future market conditions, population, employment growth and regional development. This bold new plan will guide service changes over the next five years that will result in a system that connects community and employment hubs with service that is more frequent, more reliable and easier to navigate.

Another major initiative that began this year is Project Connect, a study designed to develop real, attainable high-capacity transit projects that will move more people into, out of and around the heart of our city. While Project Connect will focus on creating plans and generating resources for new, longer-term high-capacity investments, we will also be working with the community to determine enhancements to our existing high-capacity transit services.

Other highlights from the year include:

- Received an \$11.2 million grant from the Federal Transit Administration (FTA) for the purchase of new buses to support regional transit projects and further the partnership between Capital Metro and the Capital Area Rural Transportation System (CARTS).
- Worked with neighboring communities like Buda, Hutto and Pflugerville through interlocal and other agreements to better connect these fast-growing cities with Austin.
- Developed an historic agreement with the fast-growing city of Georgetown to begin offering regular public transit services for its residents.
- Implemented a new flexible bus route in Manor to improve connectivity within the city.
- Began operations of new UT Shuttles buses, integrating their look with the rest of the MetroBus fleet.
- Worked with the city of Austin, Austin Parks Foundation, Downtown Austin Alliance and other key stakeholders to renovate Republic Square Park in order to enhance transit amenities at one of our busiest transit centers.
- Approved the master agreement with the Endeavor Real Estate Group for the construction of the 10-acre Plaza Saltillo mixed-use transit-oriented development.

#### **Fiscal Year 2017 Planned Projects**

The FY2017 budget will support the continued progress of our current services, while building the infrastructure needed to support the region's growth and plan for future transportation services. Capital Metro will focus its efforts on operational priorities and significant projects and initiatives, including:

- Continuing efforts to double frequency and capacity on MetroRail, funded by an unprecedented \$50 million Texas Department of Transportation (TxDOT) grant and \$11.3 million federal grant.
- Beginning construction of 16 new MetroRapid stations, taking receipt of 15 new buses, adding longer hours to service, and improving frequency to every 10 minutes.
- Adding six new commuter buses to the fleet and beginning Express service on MoPac managed lanes, allowing commuters to bypass one of the most congested corridors in the region to get to their destinations more quickly.
- Continuing to replace older buses with new, clean-diesel technology vehicles that offer a more comfortable riding experience and help reduce carbon emissions into the environment.
- Beginning construction on the new Westgate Park & Ride facility to serve south Austin riders with MetroRapid and Local bus routes.
- Enhancing regional mobility by implementing service initiatives from the Connections 2025 study to create a more frequent, reliable and connected transit system.
- Beginning construction on the sustainable, 10-acre, transit-supportive Plaza Saltillo development, which will enrich the local economy by providing residents with a vibrant mix of housing, retail, office and mobility alternatives.

These enhanced services and initiatives, however, can only succeed if Capital Metro has the funding to support service expansion, and manages its limited resources prudently. Our accomplishments, as well as our commitment to transparency and accountability, demonstrate that Capital Metro continues to be a financially sound transit agency that is committed to a thorough and thoughtful budgeting process.





Capital Metro's FY 2017 budget also includes a five-year capital improvement plan and reflects fund balance projections of \$78.8 million by the end of FY 2017. Of this amount, Capital Metro will set aside \$37.9 million in reserves for two months of operating expenses, which meets the level set forth by the Texas Legislature, \$1.3 million for a self-insurance reserve, \$13.3 million for city of Austin mobility programs and \$10 million for the budget stabilization reserve. Using this approach will leave \$16.3 million at the end of FY 2017 for planned capital investments and state-of-good-repair projects, such as new bus purchases to support expanded service.

Capital Metro remains committed to being a sound financial steward of the public's money. We have spent the past year preparing innovative new projects and initiatives that will result in a more reliable and connected transit system. We're excited to move ahead with these plans and look forward to receiving your feedback on our progress.

Sincerely,

Linda Watson  
President/CEO

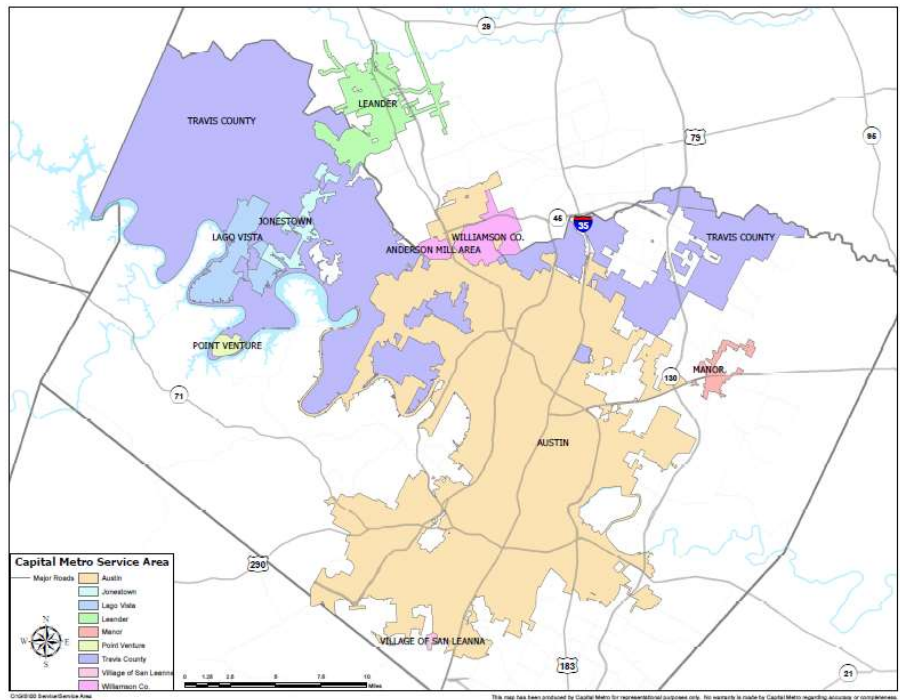
**Service Area and Region**

Capital Metropolitan Transportation Authority is the regional public transportation leader for Central Texas. Capital Metro was created in 1985 in accordance with Chapter 451 of the Texas Transportation Code. Capital Metro was established by a voter referendum on January 19, 1985, to provide mass transportation service to the greater Austin metropolitan area. Operations commenced on July 1, 1985. Capital Metro is funded in part by a one percent (1%) sales tax levied by its service area members. Capital Metro voluntarily reduced the sales tax to three-quarters of one percent (0.75%) sales tax in the early 1990s. This amount remained in effect until October 1, 1995, when it was increased to a one percent (1%) sales tax.

The Central Texas region is one of the fastest growing areas in the country, and mobility and traffic congestion remain top concerns. According to the Capital Area Metropolitan Planning Organization (CAMPO) 2040 Regional Transportation Plan, total population in the six-county Central Texas region is projected to increase from 2010 to 2040, growing from 1.7 million to more than 4.1 million. The number of area jobs is also projected to increase from 774,786 to 2,324,769 by 2040.

**Service Area Member Cities and Communities**

The Capital Metro service area extends across approximately 534 square miles and includes over one million residents. The following map illustrates the Capital Metro service area. Nine areas initially voted to participate in the Authority, including the cities of Austin, West Lake Hills, Rollingwood, San Leanna, Cedar Park, Leander, Lago Vista, Pflugerville, and the Anderson Mill area of Williamson County. Since that time, Precinct Two of Travis County and the suburban cities of Jonestown and Manor have voted to join the service area. Residents of West Lake Hills, Rollingwood, Cedar Park and Pflugerville voted to withdraw from the Capital Metro service area. During FY 2004, the jurisdictions of Volente and Point Venture went from unincorporated status to incorporated status. In May 2016, the citizens of Volente voted to withdraw from Capital Metro’s service area.





### **Community Information and Capital Metro Involvement**

Capital Metro is invested in the Central Texas community, and has adopted a Community Involvement Policy to guide its efforts to engage the community as part of its decision making process. Capital Metro works with two citizen advisory committees appointed by the Board of Directors (Board) that provide recommendations and feedback on planning, operations and services: the Customer Satisfaction Advisory Committee (CSAC) and the Access Advisory Committee (AAC). In addition, the agency is a partner in dozens of stakeholder organizations throughout the region to ensure that their voices are considered.

Capital Metro partners with various nonprofit, cultural, business and social service organizations to serve the community. Capital Metro has invested significantly in a partnership with One Voice Central Texas and the Austin Community Foundation to establish the Transit Empowerment Fund (formerly the Basic Transportation Needs Fund), which works to ensure that low-income, transit-dependent neighbors have access to transportation. This program provides transit passes at a discount for social service agencies to distribute as needed to their clients. Since its establishment in 2012, the program has provided more than one million rides.

For several years, Capital Metro has supported the Ending Chronic Homeless Organization by providing transit passes as program incentives for the annual homeless census. Capital Metro provides discounts to nonprofit groups seeking transit advertising for public service announcements. Each month, Capital Metro staff works with CARITAS to acclimate recently arrived refugees to the transit system.

In 2012, a partnership began with the Capital Area Food Bank and Whole Foods called Stuff the Bus, which has raised funds over the past four years and collected food equivalent to tens of thousands of meals for neighbors in need.

In 2015, Capital Metro donated 59 retired Metro RideShare vehicles to more than 20 local organizations through its Community Mobility Vehicle Grant program to meet transportation needs.

Capital Metro supports emergency response operations within the service area when requested, by sending buses to be used as temporary shelters during floods, fires and other emergencies. In addition, when temperatures fall below 32 degrees, Capital Metro sends “cold weather buses” as a haven for the homeless, transporting them to local emergency shelters for the night in cooperation with the City of Austin Office of Emergency Management.

In recent years, the agency has partnered with the O’Henry Museum on a promotion to advertise the museum on MetroRail trains and encourage riders to download a new O’Henry short story free each month. Capital Metro also partnered with the Harry Ransom Cultural Center to promote the exhibit *The Making of Gone With The Wind* with bus advertising and collectible transit passes that promoted riding MetroRapid to the exhibit.



### **Benefits of Public Transportation**

#### **Saves Money:**

Riding transit is an affordable option. According to the American Public Transportation Association's April 2016 Transit Saving Report, an individual can save, on average, over \$9,052 a year by downsizing to one car and using public transportation instead. Capital Metro has some of the lowest fares in the nation.

#### **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 footprints. Car transportation alone 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—a significant reduction in the annual carbon footprint of a typical American household.

#### **Improves Health:**

Riding Capital Metro 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 also tend to have lower levels of stress. Reduced stress levels have health benefits such as a decreased risk of cardiovascular disease and improved mental health. Riding transit 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, Austin ranked twelfth in travel-time delay for medium-sized cities with an index of 1.33, meaning peak-hour travel takes an average of 32 percent longer than free-flow travel, particularly on IH-35 and Loop-1 (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 takes 35 cars off the road; a full train takes more than 100 cars off the road.



**Governance**

An eight-member Board has governance responsibilities over all activities related to Capital Metro. The 2009 Texas Legislature changed the composition of the Capital Metro Board as shown here:

- ◆ Three members appointed by the Capital Area Metropolitan Planning Organization (CAMPO), of whom
  - One must be an elected official
  - One must have at least 10 years of experience as a financial or accounting professional
  - 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
- ◆ One member appointed by Williamson County
- ◆ One member, who must be an elected official, appointed by all small city mayors (excludes City of Austin)
- ◆ Allows CAMPO to appoint two additional members once the population of the City of Austin is less than 65 percent of the total service area population.
- ◆ Requires two of the three CAMPO representatives to be qualified voters residing in Austin
- ◆ Requires the two county representatives to work in the service area but within the county that appointed them, or be qualified voters within the county that appointed them
- ◆ Specified that future terms are three years long and staggered

<b><u>BOARD MEMBER</u></b>	<b><u>APPOINTING BODY</u></b>	<b><u>TERM EXPIRES</u></b>
Wade Cooper, Chair	Capital Area Metropolitan Planning Organization	June 1, 2017
Beverly S. Silas Vice Chair	Travis County	June 1, 2018
Delia Garza, Secretary	City of Austin	June 1, 2019
Terry Mitchell	Capital Area Metropolitan Planning Organization	June 1, 2018
Juli Word	Williamson County	June 1, 2017
Rita Jonse	Small Cities	June 1, 2018
Sabino "Pio" Renteria	City of Austin	June 1, 2019
Ann Kitchen	Capital Area Metropolitan Planning Organization	June 1, 2019



## **Management**

Capital Metro's executive leadership team provides diverse experience and skills to lead the organization into the future.

<b>Executive Leadership Team</b>	<b>Name</b>
President/Chief Executive Officer	Linda S. Watson
Deputy Chief Executive Officer, Chief Operating Officer	Elaine Timbes
Executive Vice President, Chief Financial Officer	Leslie Browder, CPA
Senior Vice President, Chief of Staff	Gerardo Castillo
Chief Counsel	Kerri Butcher
Vice President, Internal Audit	Caroline Beyer, CPA, CISA
Vice President, Capital Projects	Kenneth Cartwright
Vice President, Rail Operations	Melvin Clark
Vice President, Property and Asset Management	Shanea Davis
Vice President, Marketing and Communications	Dan Dawson
Vice President, Strategic Planning and Development	Todd Hemingson, AICP
Vice President, Chief Information Officer	Joe Iannello
Vice President, Administration and Risk Management Compliance Officer	Donna Simmons
Vice President, Bus and Paratransit Services	Dottie Watkins



### **System Facility Characteristics**

Since Capital Metro's inception in 1985, the focus of the capital improvement program has primarily been on the replacement of buses, garage facilities, amenities and Park & Ride facilities. In 1986, the current Capital Metro headquarters was completed, which includes 140,000 square feet in garage facilities and houses the administrative staff in the main building. In 2010, Capital Metro began service on its Red Line, 32 miles of commuter rail between Leander and downtown Austin.

### **Capital Metro Facilities**

#### Capital Metro Headquarters

2910 E. Fifth St.  
Austin, Texas 78702  
Administration: 29,000 square feet, 1986  
Maintenance: 140,000 square feet, 1986

#### Transit Store, MetroAccess Eligibility, MetroAccess Call Center, MetroAccess Administration

209 W. Ninth St.  
Austin, TX 78701  
18,000 square feet, 2013

#### MetroAccess Services Facility

509 Thompson Lane  
Austin, Texas 78742  
19,738 square feet, 2000

#### Capital Metro Administrative Annex/Child Care Facility

624 Pleasant Valley  
Austin, Texas 78702  
25,500 square feet, 2006

#### North Operations Facility

9315 McNeil Road  
Austin, Texas 78758  
137,377 square feet, 2008



### **Park & Ride Facilities**

#### **Austin**

Great Hills  
Howard Station Park & Ride  
Lakeline Station Park & Ride  
North Lamar Transit Center  
Oak Hill Park & Ride  
Pavilion  
Tech Ridge  
Triangle  
South Congress Transit Center

#### **Jonestown**

Jonestown Park & Ride

#### **Lago Vista**

Lago Vista Park & Ride

#### **Leander**

Leander Station Park & Ride

#### **Manor**

Manor Park & Ride

#### **Elgin**

Elgin Park & Ride, owned by the Capital Area Rural Transportation System (CARTS)





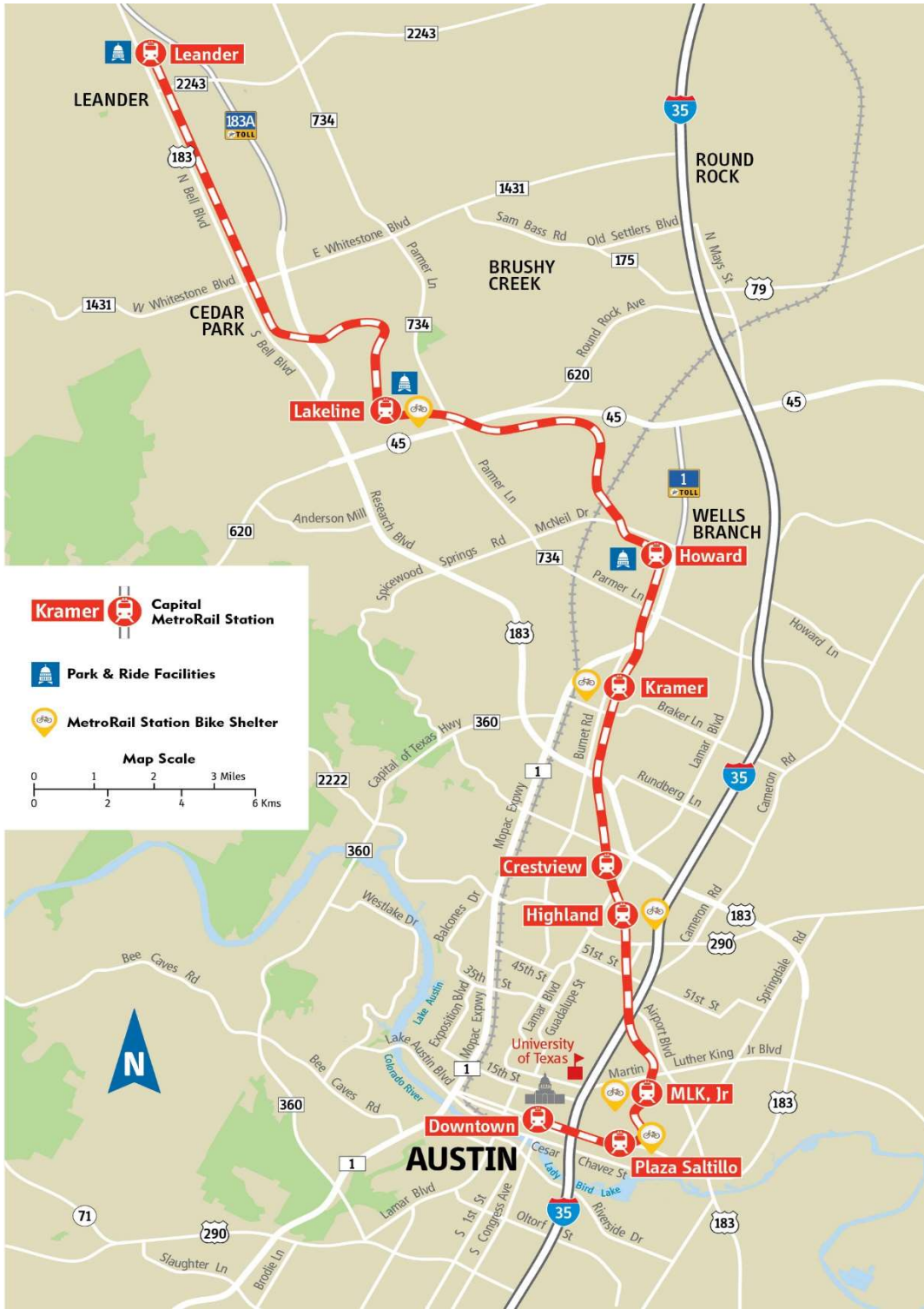
### **Rail Stations**

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**

Buses: 355  
MetroRapid buses: 40  
Fixed route vans: 3  
Paratransit vans: 81  
Paratransit accessible passenger vehicles: 35  
Rail vehicles: 6

### MetroRail Red Line Service Map



## **Business Planning and Budget Process**

### **Overview**

Chapter 451 of the Texas Transportation Code mandates that Capital Metro'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 Capital Metro conducts any business in the new fiscal year. Capital Metro's fiscal year begins on October 1.

Capital Metro'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 fourteen 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. The budget is amended if operating expenditures exceed the budgeted amount.

Fiscal year 2013 was the first full year when MetroBus and MetroAccess were operated by private contractors. Services were previously provided by StarTran. This new labor structure, which began in August 2012, was legislatively mandated. While many costs typically rise over time based on inflationary pressures, this legislative change was intended to help lessen growth in operating costs over time with this new contracting approach.

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

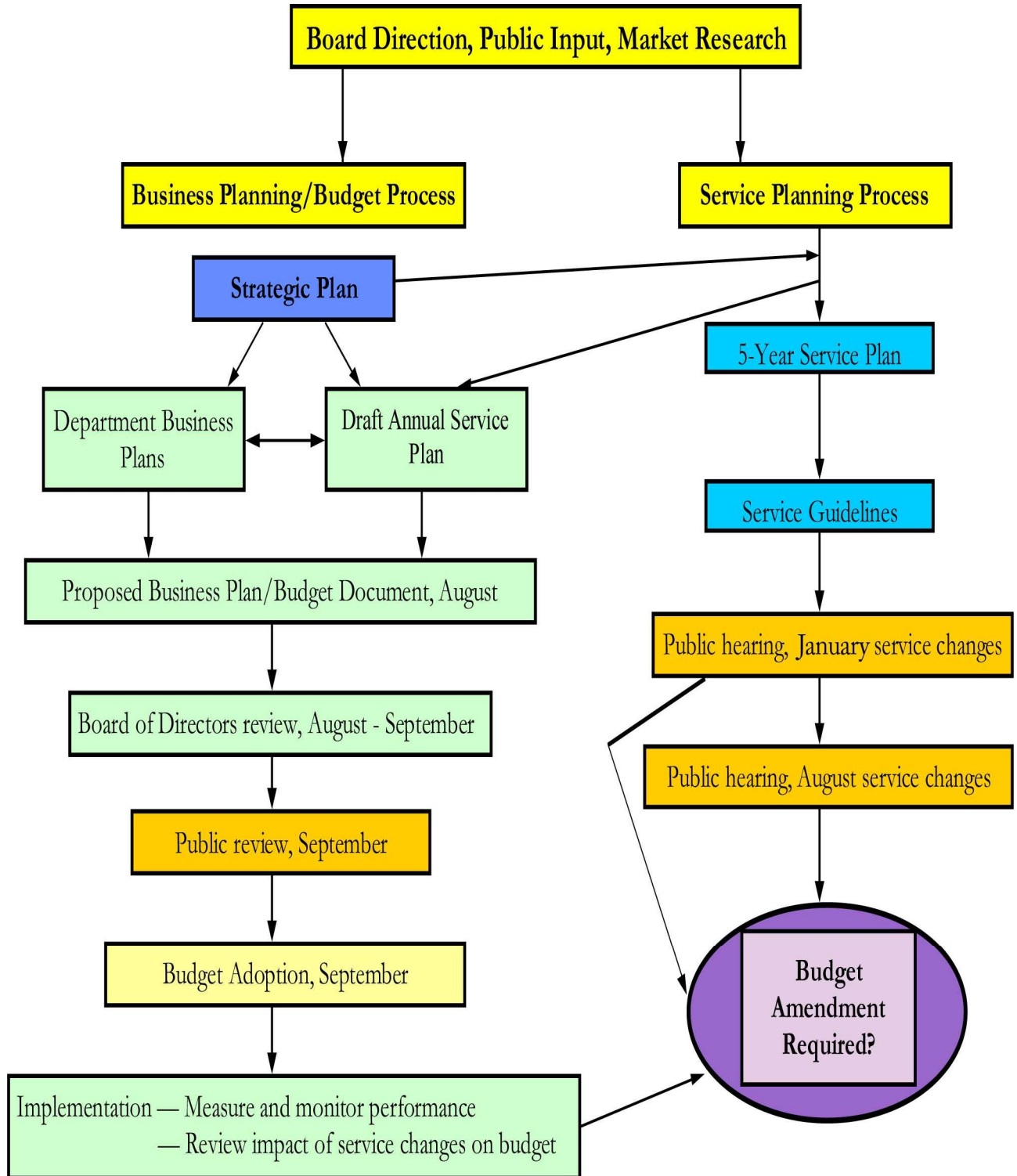
The strategic planning process begins when the Board and management meet to review and discuss Capital Metro's long-range vision and organizational mission and goals.

The Board and the management team worked together to develop the FY 2016 – 2021 Strategic Plan with the aim of focusing on four strategic goals:

- ◆ Deliver the Best Possible Customer Experience
- ◆ Demonstrate Regional Leadership
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
- ◆ Continue to Improve Organizational Practices and Develop Staff

Annual service levels are developed based on the strategic objectives and goals. Each department develops a business plan and a budget that supports the service levels and the objectives in the strategic plan. The process, including periodic service changes, is outlined in the flow chart on the following page.

The Board receives semiannual reports on the status of the strategic plan and the progress of the strategic initiatives within the plan.





Annual Calendar	Month
Board of Directors provides strategic direction for the coming year.	January
Management team develops objectives and strategies to achieve organizational goals.	February
Budget development begins.	March
Department managers develop business plans that support achievement of objectives.	April
Board reviews strategic plan.	May
Board reviews proposed budget. Staff provides budget update to the Access Advisory Committee. Staff provides budget update to Customer Satisfaction Advisory Committee. Staff holds meetings with stakeholders.	July/August
Proposed budget document is posted online for public review (14-day requirement).	July/August
Staff holds open house for public input.	Early September
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**

Capital Metro uses the proprietary fund system. 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 revenues 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 they are earned. Accounting records and financial statements are developed and maintained in accordance with generally accepted accounting principles (GAAP).

To prepare the budget, Capital Metro uses a zero-based budgeting concept. Each year, expenses must be justified to the President/Chief Executive Officer, the Deputy Chief Executive Officer, the Chief Financial Officer, the executive team and budget staff. Revenue projections are developed based on service levels, ridership estimates and the economic outlook. It is Capital Metro's policy to prepare a structurally balanced budget such that estimated ongoing revenue is sufficient to fund ongoing operating expenses, and to use 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 one percent (1%).

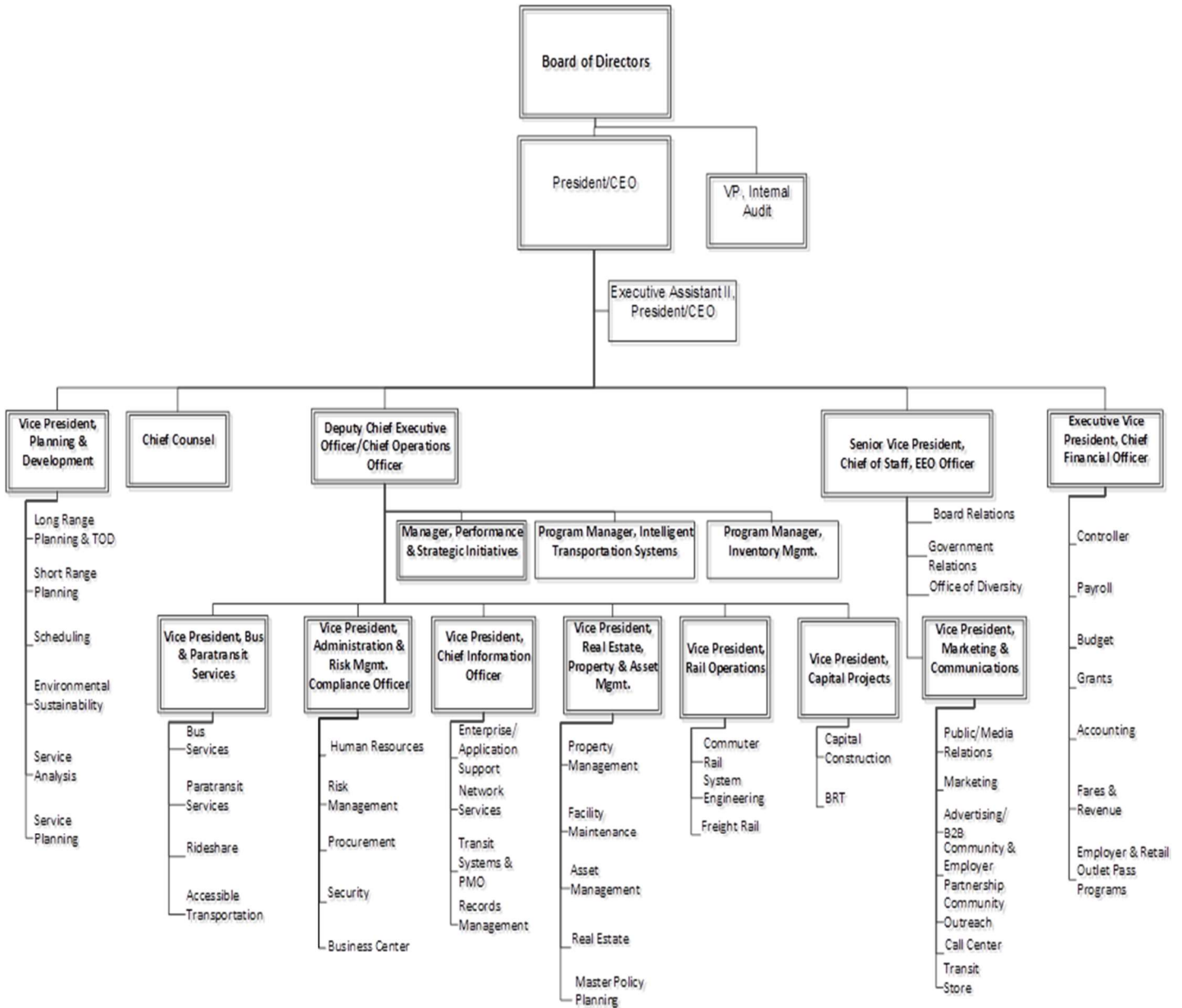
##### Service Levels

It is assumed that bus and rail service miles and hours traveled will be funded at budgeted levels. Further details are available on pages 43 and 44.

##### Staffing Levels

The Full-Time Equivalent (FTE) Staffing Chart on page 18 shows the staffing levels by department. Staffing levels will increase by five FTEs in FY 2017 to help manage increasing workloads.

**FY 2017 Organizational Chart**





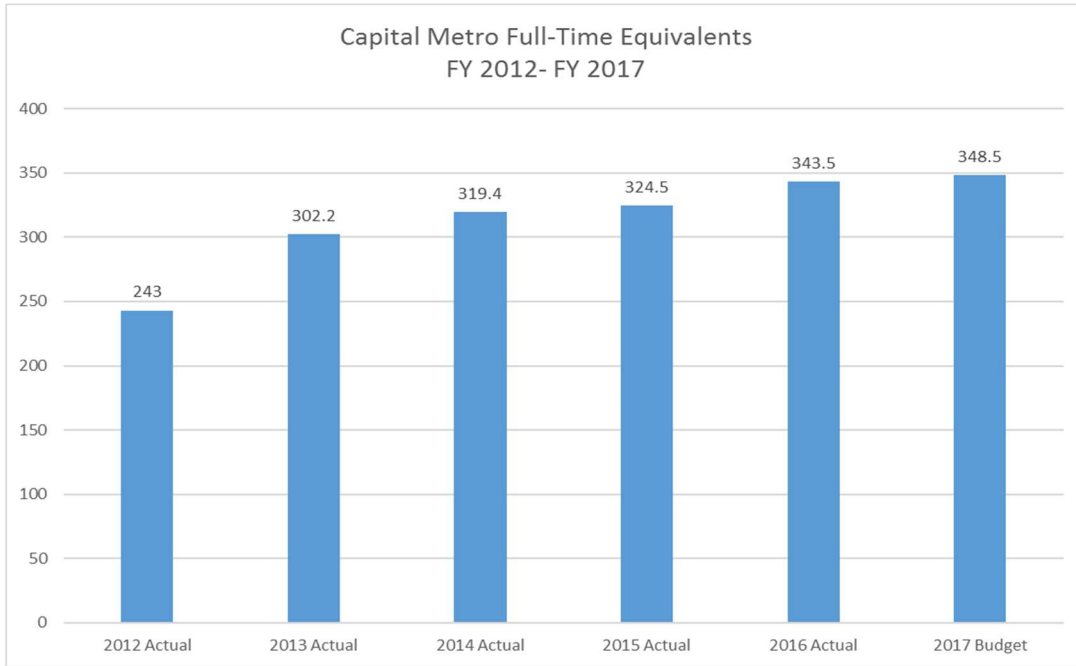
**Full-Time Equivalent Staffing Chart**

Dept. #	Department	FY 2015 Actual	FY 2016 Budget	FY 2016 Staffing Changes	FY 2017 Proposed Budget	FY 2017 Changes in FTEs	Notes
102	Wellness	-	-		-	-	
103	Child Care Center	-	-		-	-	
105	Business Center	-	-		-	-	
110	Executive Staff	3.0	3.0		3.0	-	
115	Communications	5.5	6.5	0.5	7.0	-	Transferred 0.5 FTE from Community Involvement.
118	Government Affairs & Office of Diversity	4.0	4.0		4.0	-	
120	Board of Directors Support	2.5	2.5	(0.5)	2.0	-	Transferred 0.5 FTE to Legal.
125	Internal Audit	3.0	3.0		3.0	-	
130	Strategic Operations Management and Administration	5.0	5.0	1.0	6.0	-	Converted an Executive Assistant temporary position to full-time equivalent.
141	Security	28.0	28.0	5.0	33.0	-	Added five positions for the fare inspection program: four fare inspectors and one administrative position.
150	Legal	3.5	3.5	0.5	4.0	-	Transferred 0.5 FTE from Board of Directors Support.
220	Finance	22.0	23.0		23.0	-	
230	Information Technology	38.5	38.5	(1.0)	37.5	-	Converted a Project Coordinator full-time equivalent position to an agency temporary position.
250	Procurement (see note 1)	14.0	14.0	1.0	16.0	1.0	Converted a Senior Administrative Assistant temporary position to full-time equivalent and added one new Contract Administrator.
275	RideShare	1.0	1.0		1.0	-	
320	Strategic Planning and Development (see note 2)	27.0	27.0		28.0	1.0	Added one new FTE, a Data Analyst.
330	Marketing	14.0	14.0		14.0	-	
331	Community Involvement	6.5	6.5	(0.5)	6.0	-	Transferred 0.5 FTE to Communications.
332	Customer Service	25.5	25.5		25.5	-	
340	Human Resources	11.0	11.0	1.0	12.0	-	Converted a Human Resource Generalist III temporary position to full-time equivalent.
420	Risk Management and Safety	5.0	5.0		5.0	-	
457	Public Facilities	13.0	14.0	(1.0)	13.0	-	Deleted a vacant Facility Installer position that is no longer needed.
530	Capital Projects (see note 3)	9.0	8.0	1.0	11.0	2.0	Converted a Project Manager temporary position to full-time equivalent and added two Technical Program/Project Managers.
540	Property and Asset Management	9.0	8.0		8.0	-	
550	Real Estate Management	3.0	4.0	1.0	5.0	-	Converted a Data Analyst temporary position to full-time equivalent.
542	Freight Rail	1.0	1.0		1.0	-	
544	Commuter Rail (see note 4)	8.5	10.5		11.5	1.0	Added a new Project Control Coordinator.
600	Bus and Paratransit Contract Operations	15.0	15.0	1.0	16.0	-	Converted a Senior Administrative Assistant temporary position to full-time equivalent.
610	Bus Contract Operations	5.0	5.0		5.0	-	
620	Paratransit Contract Operations	2.0	2.0		2.0	-	
630	Paratransit Administration	3.0	3.0		3.0	-	
640	Paratransit Control Center	28.0	28.0	5.0	33.0	-	Converted five Customer Service Representative I temporary positions to full-time equivalents.
650	Paratransit Eligibility	10.0	10.0		10.0	-	
	<b>Total Capital Metro FTEs</b>	<b>324.5</b>	<b>329.5</b>	<b>14.0</b>	<b>348.5</b>	<b>5.0</b>	

- 1 Procurement: Addition of a Contract Administrator position is proposed to manage complex, large-dollar procurements associated with projects such as construction and expansion of the downtown rail station, Howard Lane and Westgate park and rides, bus stop amenities and railroad bridges.
- 2 Strategic Planning and Development: Addition of a Data analyst position is proposed to provide additional analysis that is now possible after implementation of the Intelligent Transportation System Orbital Computer Aided Dispatch system.
- 3 Capital Projects: Addition of two Technical Program/Project Managers is proposed to support construction and expansion associated with the downtown rail station, parking spaces at park & ride/transit center facilities, and design/construction at the North Operations facility.
- 4 Commuter Rail: Addition of a Project Control Coordinator is proposed to assist with monitoring and reporting on a multitude of rail projects planned or underway.



The following chart shows full-time equivalents for Capital Metro from FY 2012 to FY 2017.



2016-2021 Strategic Plan Overview				
Vision	Capital Metro is transforming the daily lives of Central Texans by providing a robust, sustainable transportation network.			Major Performance Goal
Mission	Capital Metro connects people, jobs and communities by providing quality transportation choices.			Increase Ridership
Goal Areas	Customer	Leadership	Community Value	Organization
Goal Statements	1. <b>Deliver the best possible customer experience:</b> Foster a culture of continuous improvement that results in satisfied customers.	2. <b>Demonstrate regional leadership:</b> Be the trusted partner in regional and policy planning and the leader in public transit.	3. <b>Demonstrate the value of public transportation in a dynamic community.</b>	4. <b>Continue to improve organizational practices and develop staff.</b> Exhibit good stewardship of public funds through the efficient use of available resources, and by instituting productive and sustainable business practices that will ensure resources are used responsibly.
Objectives	1.1 <b>Promote a culture of safety:</b> Ensure that safety comes first in design, operation, and maintenance of the system. 1.2 <b>Improve system reliability and convenience:</b> Deliver the service promised at locations, frequencies and hours that meet customer needs. 1.3 <b>Ensure an attractive and accessible transit environment:</b> Provide transit vehicles, facilities and amenities that make using the system a satisfying experience. 1.4 <b>Deliver a customer-friendly experience through our people and systems:</b> Ensure that each customer interaction is helpful and courteous and provide tools and information that allow all customers to easily access our services.	2.1 <b>Lead public transportation and development:</b> Establish the vision and implement a system plan that supports the values and future growth of the region. 2.2 <b>Pursue service expansion opportunities:</b> Partner to implement and support a complete regional transportation system. 2.3 <b>Encourage/promote transit-oriented development:</b> Create and promote healthy communities supported by transit and effective land use planning. 2.4 <b>Generate funding:</b> Increase funding to sustain long- and short-term growth.	3.1 <b>Increase Ridership:</b> Strategically develop and communicate the value of transit services to current and emerging markets. 3.2 <b>Develop and deliver key agency messages:</b> Strategically develop, and effectively and actively communicate the agency's value. 3.3 <b>Strengthen community relationships:</b> Build meaningful partnerships with key stakeholders that result in support for Capital Metro's mission and vision. 3.4 <b>Proactively engage the communities we serve (employees, citizens, riders etc.):</b> Utilize community feedback to better inform key agency decisions.	4.1 <b>Strengthen the financial systems of the agency:</b> Strengthen the current financial conditions and put the appropriate systems and controls in place that improve the financial health of the organization. 4.2 <b>Enhance organizational development:</b> Promote Board and staff empowerment by providing relevant training, tools and the technology infrastructure to encourage initiative, career development and support success of organizational goals. 4.3 <b>Strengthen agency – business partnerships:</b> Ensure clear contractual agreements that are fair, measureable and mutually enforceable. Provide opportunities for effective communication between agency and partners. 4.4 <b>Implement sustainability and environmental stewardship best practices:</b> Manage resources to reduce impacts on the environment and operating costs. Provide our community with clean and sustainable transit options, complying to Transit Asset Mgt System MAP21 Guidelines.

### **Summary of Financial Policies**

Capital Metro 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/Chief Executive Officer of Capital Metro and maintain primary accountability for fiscal matters. Capital Metro is in compliance with its financial policies.

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

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

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

- ◆ Capital Metro operates under a balanced budget. Capital Metro’s definition of a balanced budget is in accordance with the Texas Transportation Code, Section 451.103.
- ◆ Capital Metro 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, etc.
- ◆ Sales tax revenue is accrued on a monthly basis based on information provided by the Texas Comptroller of Public Accounts.
- ◆ Capital Metro funds its capital improvements with sales taxes and grants, primarily from the Federal Transit Administration. 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.

### **Reserves and Contingencies Policy**

During FY 2015, staff recommended several revisions to the Board’s finance and audit committee associated with reserve levels. Proposed changes to this policy were recommended by the committee and approved by the Board in February 2015. Highlights of the revised policy are outlined as follows.

Capital Metro will maintain the following reserve and budgetary contingency accounts in addition to any cash balances that must be maintained to support current spending requirements. The Board recognizes that a period of time may be required to reach these balances. Capital Metro management will report annually to the Board as part of budget development and long-range planning processes on progress made to achieve the goals that follow.

- 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 percent of the five-year annual average capital expenditure of the adopted Five Year Capital Improvement Plan, but not less than \$2,000,000. The capital reserve is to be used at the discretion of the Board only for needed capital costs not already included in Capital Metro's budget for a given year.
- A budgetary operating contingency account equal to 2 percent of the prior fiscal year actual operating expenses, but not less than \$1,000,000. 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 should be reported to the Board of Directors monthly.
- A self-insurance reserve equal to at least 25 percent of the prior fiscal year 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 Capital Metro's budget for a given year.
- A budget stabilization reserve ("rainy day fund") equal to 30 days of annual average operating expenses as a base plus an annual contribution of 25 percent of actual sales tax receipts in excess of sales tax budgeted. The budget stabilization reserve is to be used at the discretion of the Board to set aside excess revenue for use in times of unexpected revenue shortfall caused by events such as significant economic downturns.

### **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:

1. The Board, by resolution, may authorize the issuance of bonds payable solely from revenue.
2. 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.
3. Capital Metro's bonds may be sold at a public or private sale as determined by the Board to be the more advantageous.
4. 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.

5. Capital Metro may not issue short-term debt (less than 12 months in duration) or bonds secured by the revenue of the Authority 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 Capital Metro 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 Capital Metro.
  - Contractual Obligations: Chapter 271, subchapter A of the Local Government Code authorizes Capital Metro 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 the 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 which would be required to be approved by the 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 Capital Metro 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 as 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. Capital Metro will keep outstanding debt within the limits prescribed by state law and at levels consistent with its creditworthiness objectives. Capital Metro 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 2.0x 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 Capital Metro's Comprehensive Annual Financial Report.

Capital Metro 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 the Capital Metro Board and staff in making decisions regarding adjustments to fares. All such decisions will also be made in accordance with Capital Metro's enabling legislation, Texas Transportation Code Section 451, as amended, and Federal Transit Administration fare requirements including 49 CFR section 609 for reduced fares. When considering increasing or restructuring fares, Capital Metro will conduct a comprehensive review of ways to reduce costs and increase ridership and the corresponding effects on fare box recovery, to minimize the effects of any fare changes on Capital Metro's customers. Capital Metro's fare policy includes a long-term goal of achieving fare recovery of at least 20 percent. This level of fare recovery has not yet been achieved and will need to occur over time. Capital Metro's fare recovery ratio remained relatively stable over the two most recently completed fiscal years, at close to 11 percent.

### **Goal**

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

### **Fare Policy Review**

Capital Metro will review its fare policy and pricing annually with the expectation that fares may be adjusted as necessary to keep pace with the rate of 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 changes are planned during FY 2017. Recent discussions with the Board during Capital Metro's long-range financial forecasting process focused on the need for a periodic, systematic assessment of fares at least every three years. Capital Metro is currently working with a transportation consultant to update its long-range service plan as part of a comprehensive planning effort known as Connections 2025. The consultant will make recommendations later this year regarding future potential service changes and may identify opportunities to enhance Capital Metro's fare structure as well. Changes recommended by the consultant can be considered by the Board as part of budget development for FY 2018.

Capital Metro is in compliance with its fare policy.



### Current Fare Structure

Fare Type	Local	Local Reduced	Premium	Premium Reduced	Commuter	Commuter Reduced	MetroAccess
Single Ride	\$1.25	\$0.60	\$1.75	\$0.85	\$3.50	\$1.75	\$1.75
Day Pass	\$2.50	\$1.25	\$3.50	\$1.75	\$7.00	\$3.50	None
7-Day Pass	\$11.25	None	\$16.75	None	\$27.50	None	None
31-Day Pass	\$41.25	\$20.60	\$62.00	\$31.00	\$96.25	\$48.10	None

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

**Local** MetroBus and Rail Connectors

**Premium** MetroRapid and Flyers

**Commuter** MetroRail and MetroExpress Bus (Commuter passes are also valid on all Local and Premium services.) All MetroRail tickets will be purchased at the Commuter rate. A MetroRail Single Ride ticket is valid only for a one-way trip.

**Reduced Fares** are available to passengers with a Capital Metro Reduced Fare ID. Seniors 65 and over, Medicare cardholders, and people with disabilities may obtain the ID for \$3.00 from the Capital Metro Transit Store. Students 6-18 with a valid school ID and active or a reserve military with a valid ID also qualify for reduced fares.

**MetroAccess Monthly Passes** are valid for all Local, Premium and Commuter services. Passengers riding Local, Premium or Commuter services with a valid MetroAccess Monthly Pass are required to possess a valid Capital Metro issued MetroAccess ID.

**MetroAccess Single** Ride and 10-Ride Ticket Booklets are valid only for MetroAccess services. The tickets are not valid for Local, Premium or Commuter services.

**Rideshare** The Metro RideShare program provides eligible groups of 5-12 people with a month-to-month lease agreement of a 7-8-12 passenger van that includes insurance, maintenance, 24-hour roadside assistance, administrative support and fuel purchasing program. The cost of a Capital Metro RideShare vanpool varies and is based on van selection, commute distance, and number of riders sharing the monthly fare, plus fuel and tolls. Capital Metro provides a monthly subsidy to each group to offset the cost of the month-to-month lease of the van. The Capital Metro subsidy changed on January 1, 2015 to \$500 for in-service area groups and \$450 for out of service area groups

## **Expense Policies**

### **Expenditure Accountability**

All invoices are reviewed on multiple levels. Monthly 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 executive team and the Board at predetermined intervals. Capital Metro has an Internal Audit department that reports directly to the Board and is an independent source of objective advice.

### **Income Taxes**

Capital Metro is a political subdivision of the state of Texas and is not subject to income taxation. The Authority's business relationship with its only component unit, StarTran, ended in August 2012. StarTran will continue as a nonprofit corporation until it is dissolved and does not intend to earn a profit during its association with Capital Metro. For federal income tax purposes, StarTran is required to file the necessary federal income tax returns under a for-profit status, and is therefore subject to income tax on any profit earned during the year."

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

Capital Metro's Procurement department is responsible for purchasing all goods and services required by Capital Metro 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 most competitive market price to meet or exceed 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.

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

Capital Metro uses a variety of procurement methods. Selecting the correct one is dependent on several factors. One important factor is the estimated price. Small purchases expected to cost less than \$50,000 are purchased via Capital Metro's "small purchases" method of procurement. There are other infrequently used procurement methods. They include sole source and Statement of Qualifications for statutory professional services for disciplines that require compliance with the Texas Professional Services Act, and emergency procurements.

### **Micro Purchases**

Purchases under \$3,000 or micro-purchases, including delivery charges, may be accomplished without securing competitive quotations if the prices are considered 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 is used when a purchase is expected to cost between \$3,000 and \$50,000. A brief description of the item needed is provided to vendors, who submit written quotes to Capital Metro by an established deadline. Capital Metro distributes RFQs to registered vendors through DemandStar. Vendors can register with DemandStar and request a free agency-level subscription. Procurement staff adds supplemental suppliers to the DemandStar broadcast list obtained from the user department's source lists, internet, industry guides, etc.

### **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 competition process to allow all prospective bidders/offerors an opportunity to do business with Capital Metro. Special efforts are made to make the vendor community aware of Capital Metro's requirements. Solicitations are advertised in newspapers and transit industry publications, and Capital Metro distributes solicitation notifications to registered vendors on DemandStar.

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, whereas services are generally procured via RFP. The solicitation is developed and includes a detailed purchase description and/or statement of work, contractual terms and conditions, and instructions on how to submit an offer to Capital Metro. Solicitations generally remain open for 30 days so that vendors may have enough time to respond.

For IFBs, Capital Metro 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; in other words, the bid submitted by the vendor does not vary from Capital Metro's original requirement. A bidder is responsible if it can demonstrate the capacity and the willingness to perform (e.g., proper equipment, manpower, financial resources, technical expertise, etc.). Therefore, when the IFB method of procurement is used, the "low bidder" does not necessarily receive the award. 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 other weighted factors of importance specified in the solicitation. Selection for award is done by an evaluation team that independently evaluates the proposals submitted. The vendor/contractor offering the best value to the Authority, price and other factors considered, is selected.

For each solicitation issued, Capital Metro assigns a Contracts Administrator as primary point of contact to assist vendors. In addition, a conference is generally scheduled well in advance of the bid/proposal submission deadline so vendors may obtain clarification from Capital Metro. After receipt of proposals, the information contained in the proposals or concerning the number or identity of offerors is unavailable to the public or to anyone in Capital Metro not having a legitimate interest or need to know prior to the recommendation of award of a contract. After evaluation of all offers, Capital Metro awards a contract. Contracts in the amount of \$150,000 and above require approval by Capital Metro's Board of Directors prior to award.

### **Summary of Revised Financial Policies**

During FY 2015, staff recommended several revisions to the Board's audit and finance committee to expand the scope of Capital Metro's financial policies and to more clearly define budget accountability. Proposed changes to this policy were recommended by the committee and approved by the Board in October 2015. Highlights of the changes are outlined below.

Capital Metro 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 a comprehensive annual financial report (CAFR) 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 sixty days after the issuance of the CAFR. The Chief Financial Officer shall be responsible for establishing processes to ensure timely resolution of audit recommendations, if applicable.

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

Investments shall be made prudently in conformance with Capital Metro'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 Capital Metro'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 CEO and Deputy CEO to address the variance.

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

### **Fund Balance and Reserves/Contingencies 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 or other unforeseen events. These balances also help provide funding for long-term capital needs, similar to an individual accumulating savings in a bank account to help purchase a car or make a down payment on a home. After years of hard work and careful planning, Capital Metro continues to strengthen its financial position. From a low point in 2009 when Capital Metro's balance was only \$7.8 million, recent year-end projections of \$169.7 million for FY 2016 will help provide the funding needed to address a number of critical capital needs to achieve a state of good repair for Capital Metro's transportation assets. In FY 2014, Capital Metro completed a comprehensive assessment of its transit assets and then developed a long-range financial forecast that provided a funding framework for systematic replacement based on estimated available funding.

Senate Bill 650 was passed by the Texas Legislature in 2011. This legislation added Section 451.134 and requires Capital Metro to establish, in an account separate from other funds, a reserve account in an amount that is not less than an amount equal to actual operating expenses for two months. The statute further provides that the amount held in reserve shall be adjusted annually based on Capital Metro's actual operating reserves for the twelve months immediately preceding the adjustment. In February 2015, the Board approved revisions to Capital Metro's reserves and contingencies policy, formally referring to this reserve account as the "statutory operating reserve".

In FY 2017, Capital Metro's budget includes spending from accumulated fund balance to help invest in critical capital needs. Despite this expenditure, Capital Metro has met the operating reserve requirements set forth by the Texas Legislature. The statutory operating reserve account is currently funded at \$34.6 million based on the immediately preceding twelve months and is expected to increase to approximately \$37.9 million in FY 2017 as depicted in the table that follows. Capital Metro established the statutory operating reserve account in advance of the September 1, 2016 deadline set by the legislature. 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 as part of budget development.

Capital Metro has set aside funding for other reserves to help provide for critical needs that might arise in the future or currently outstanding commitments, including a self-insurance reserve at \$1.3 million. The budget also includes a reserve of \$13.3 million to fund estimated commitments beyond FY 2017 under interlocal agreements with the City of Austin for mobility programs. The operating budget includes \$13.3 million in appropriations for potential billings from the City in FY 2017. While sales tax collections are increasing, Capital Metro began funding a budget stabilization reserve in FY 2016. This reserve was approved by the Board in 2011 and was established to set aside excess revenue for use in times of unexpected revenue shortfall caused by events like unforeseen emergencies or significant economic downturns. The Board recognizes that some time may be required to attain recommended balances in all approved reserves and contingencies, especially the budget stabilization reserve. By the end of FY 2016, \$7.0 million will be held in the budget stabilization reserve. An additional contribution of \$3.0 million is budgeted for FY 2017. After accounting for these contributions, approximately \$16.3 million in funding that can be used for capital investments is estimated to remain at the end of FY 2017. Projections are depicted in the table that follows.



**FY 2017 Estimated Ending Fund Balance:**

<b>Projected Beginning Balance</b>	<b>169,703,935</b>
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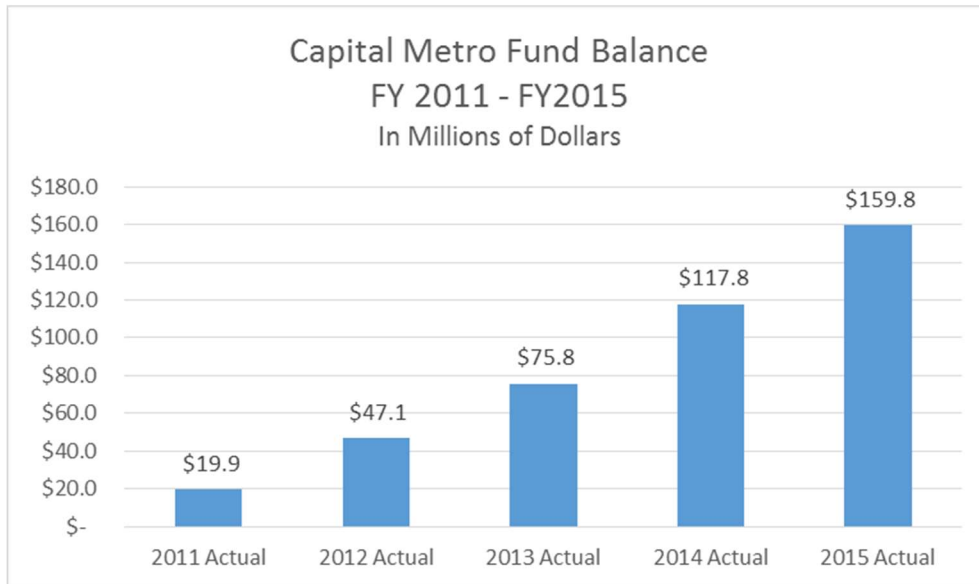
FY 2017 Projected Activity:

+ Revenue	336,617,000
- Operating expenses	248,273,004
- Interlocal agreements	15,867,000
- Rail car lease principal payment	2,846,070
- Bus loan principal payment	1,975,000
- Capital projects	158,541,000
<b>= Projected Ending Balance</b>	<b>78,818,861</b>

**Breakdown of Ending Balance**

Statutory operating reserve requirement	37,906,000
Self insurance reserve	1,290,000
City of Austin mobility programs	13,302,000
Budget stabilization reserve	10,000,000
Available for future capital investments	16,320,861
<b>= Projected Ending Balance</b>	<b>\$ 78,818,861</b>

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





### Revenue by Category

The following schedule summarizes FY 2017 revenue projections by category and calculates the increase or decrease compared to the FY 2016 budget. The schedule also depicts FY 2015 actual revenue, as well as FY 2016 forecast revenue compared to the FY 2016 budget. Sales tax revenue represents the primary source of revenue for Capital Metro, contributing approximately 69 percent of the total revenue budget.

	FY 2015 Actual	FY 2016 Budget	FY 2016 Forecast	FY 2017 Proposed Budget	Increase/ (Decrease)	% Increase/ (Decrease)
Sales Tax	\$ 210,413,739	\$ 217,088,000	\$ 221,172,000	\$ 231,124,000	\$ 14,036,000	6.5%
Passenger Revenue	22,809,390	25,578,000	24,227,000	25,067,000	(511,000)	(2.0%)
Freight Railroad Revenue	5,063,456	3,127,000	4,256,000	4,342,000	1,215,000	38.9%
Miscellaneous Revenue	3,238,496	3,603,000	3,736,000	4,741,000	1,138,000	31.6%
Operating Contributions and Grants	29,944,881	29,909,000	28,858,000	29,979,000	70,000	0.2%
Capital Grants - Federal	3,746,417	18,855,000	15,431,000	17,208,000	(1,647,000)	(8.7%)
Capital Grants - State	4,649,368	10,600,000	11,100,000	22,969,000	12,369,000	116.7%
Other Capital Contributions	435,203	1,907,000	20,000	1,187,000	(720,000)	(37.8%)
<b>Total Revenue</b>	<b>\$ 280,300,950</b>	<b>\$ 310,667,000</b>	<b>\$ 308,800,000</b>	<b>\$ 336,617,000</b>	<b>\$ 25,950,000</b>	<b>8.4%</b>

### Factors Affecting Revenue

#### Sales Tax Revenue

Sales taxes represent the largest component of Capital Metro's total revenue. Sales tax revenue can fluctuate significantly from year to year since collections are directly related to economic conditions. Capital Metro's long-range financial forecast anticipates annual growth of 4.5 percent on average, Actual average growth over the last ten years has been higher at over 5.5 percent per year. For FY 2017, sales tax revenue is budgeted at 4.5 percent growth above the forecast for FY 2016. This is consistent with growth assumptions used by the City of Austin and its economic consultant to predict municipal sales tax revenue. The City of Austin is the largest contributing member in Capital Metro's service area.

Annual growth in the economy is cyclical. With sales tax revenue increasing, Capital Metro began funding a budget stabilization reserve in FY 2016. The establishment of this and other reserve accounts was approved by the Board in 2010. The budget stabilization reserve was established to set aside excess revenue for use in times of unexpected revenue shortfall caused by events like unforeseen emergencies or significant economic downturns. Sales tax revenue declined in FY 2009 when the local economy contracted. As sales tax revenue began to recover in subsequent years, Capital Metro focused first on funding an operating reserve required by state law. Beginning to fund the budget stabilization reserve over the next few years will help ensure that increases in sales tax revenue are not wholly dedicated to adding ongoing services and costs to the budget in peak years based on a revenue source that can fluctuate significantly. Capital Metro is contributing \$7.0 million to the reserve in FY 2016 and plans to contribute at least \$3.0 million in FY 2017.

#### Passenger Revenue

In January 2015, Capital Metro implemented the final phase of a new fare structure. This increase was in accordance with a fare policy adopted by the Board in September 2013. The fare policy recommends that fare adjustments be developed in conjunction with the annual budget process. Recent discussions with the Board during Capital Metro's long-range financial forecasting process focused on the need for a periodic, systematic assessment of fares at least every three years.



No fare increase is planned in FY 2017. In total, \$25.1 million is projected in passenger revenue. Revenue collected in the farebox is estimated at \$7.6 million and \$8.4 million is projected from the sale of passes for bus, rail and paratransit services. Capital Metro is currently working with a transportation consultant to update its long-range service plan as part of a comprehensive planning effort known as Connections 2025. The consultant will make recommendations later this year regarding future potential service changes and may identify opportunities to enhance Capital Metro's fare structure as well. Changes recommended by the consultant can be considered by the Board as part of budget development for FY 2018.

Included in the passenger revenue category are payments from The University of Texas for shuttle services for their students, faculty and staff. Revenue can vary due to service hours, ridership, and contracted rates. Service hours are expected to remain relatively stable for The University of Texas service in FY 2017 with revenue estimated at \$6.6 million.

RideShare, Capital Metro's vanpool service, is expected to increase in FY 2017 to respond to projected service demand. Total revenue is estimated at \$1.1 million. Capital Metro projected 230 vehicles for FY 2016 and currently has 214 vanpools in service. Approximately 280 vanpools are projected in FY 2017 and this trend reflects increasing demand for alternative modes of transportation in the Austin metropolitan area. Under the terms of the current contract with the RideShare provider, vanpool customers will pay an average of approximately \$17 more per vanpool in FY 2016. This equates to an increase of \$1.25 to \$1.65 per month depending on the size of the vehicle and number of vanpool members.

### **Freight Rail Revenue**

In June 2015, the Board approved a contract with Watco Companies, L.L.C., for freight operations and maintenance services on Capital Metro's railroad. The contract provides for a base period of twenty years with six five-year options and Watco assumed complete operation of the assigned services on October 1, 2015. The contract represents a new business model for Capital Metro that includes a revenue sharing component, under which Capital Metro will receive 16.5 percent of gross revenue each year. In FY 2017, Capital Metro's share of gross revenue is expected to approximate \$3.3 million based on estimated shipping activity. In addition to projected revenue, maintenance costs previously budgeted directly by Capital Metro have shifted to the operator. As the owner of the railroad, Capital Metro 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 granted an amount equal to 50% of qualified track maintenance expenditures and other qualifying railroad infrastructure projects. Congress approved an extension of the tax credit in December that covers 2015 and 2016. The annual amount for the last two years has approximated \$575,000, and was used as the basis for predicting revenue in FY 2017.

The remainder of revenue reported in this category is approximately \$445,000 and is related to licenses and fees associated with use of Capital Metro's railroad right of way.

### **Miscellaneous Revenue**

Revenue in this category includes \$1,625,000 in ground lease revenue related to the planned Saltillo Plaza project after the final execution of a master agreement with the developer that was approved by the Board in FY 2016. In October 2013, Capital Metro released a Request for Proposal for the redevelopment of the Plaza Saltillo area. This marked an important milestone in the 20-year effort by the community and Capital Metro to revitalize 11 underutilized acres in the heart of East Austin with the goal of creating a vibrant gathering place with strong ties to the community.

In addition, this revenue category includes \$1,144,000 projected in advertising revenue on Capital Metro buses, \$729,000 from fees generated at the Child Care Center, \$215,000 from Wellness Center fees and \$1.0 million in interest earnings. Other projected revenue sources include the sale of schedule books, MetroBike cards, photo IDs and shipping and handling fees.

### **Operating Contributions and Grants**

The Urbanized Area Formula Funding program (49 U.S.C. 5307) makes federal funding from the Federal Transit Administration (FTA) available to Capital Metro for authorized projects and initiatives under a prescribed formula. An urbanized area is an incorporated area with a population of 50,000 or more that is designated as such by the U.S. Department of Commerce, Bureau of the Census. For urbanized areas with 200,000 in population and over, funds are apportioned and flow directly to a designated recipient, such as Capital Metro, selected locally to apply for and receive federal funds.

Like Capital Metro, some recipients turn to an outside source to obtain public transportation service, maintenance service, or vehicles that the grant recipient will use in public transportation service. When a recipient of federal transit funds contracts for such service, the FTA will provide assistance with the capital consumed in the course of the contract. The FTA refers to this concept of assisting with capital consumed as the "capital cost of contracting". In FY 2014, Capital Metro began allocating approximately \$28 million annually of its 5307 formula funds to the capital cost of contracting.

### **Capital Grants**

Capital Metro anticipates available federal grant funding of \$17.2 million in FY 2017 for capital projects that meet eligibility requirements. This funding includes Section 5307 and Section 5339 funding for bus replacements, TIGER (Transportation Investment Generating Economic Recovery) for rail infrastructure improvements, funding for bus stop signage, and the final phases of a MetroRapid grant funding for contract retainage on vehicles and technology improvements. Capital Metro will also implement a project partially funded by the FTA's Section 5310 program during FY 2017. Section 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities) is a program intended to provide funds for services meet the special needs of transit-dependent populations beyond traditional public transportation services and paratransit services. The approved budget includes \$339,000 to purchase and outfit two vehicles that will be used to provide transit services needed by seniors. The vehicles are partially funded by \$220,000 in capital assistance. After the vehicles are acquired and placed into service, Capital Metro will be able to serve various senior independent living housing centers through the implementation of two transit routes. The operating costs associated with these routes are also partially funded by the grant and will help seniors access grocery stores, medical facilities, pharmacies, recreational opportunities and other services that are essential to independent living.

In June 2014, the Texas Department of Transportation (TxDOT) awarded Capital Metro \$50 million for the purchase of new rail cars to support additional MetroRail service. The new rail cars will allow up to 2,400 additional passenger trips during morning and afternoon peak times, and Capital Metro will be able to increase frequency during peak periods from 34 to 15 minutes, as well as adding an extra train after 7 p.m. to give commuters another alternative to driving during rush hour. The funding will also help construct a permanent and larger rail station in downtown Austin and better serve crowds during special events. In January 2015, TxDOT remitted these funds in advance to Capital Metro, and they were deposited into a restricted account. Project costs of \$19.6 million are estimated in FY 2017 that will be funded with a portion of these grant proceeds.



Capital Metro was again selected for funding through the Emissions Reduction Incentive Grant (ERIG) Program administered by the Texas Commission on Environmental Quality. The two new ERIG grants totaling \$1,638,000, will be applied toward the acquisition of clean diesel buses to replace older vehicles and will result in a reduction of vehicle emissions of nitrogen oxides. Revenue from the first ERG grant, which was awarded in 2015 for \$1,739,000, is expected to be received in FY 2017 as well.

Capital Metro continues to monitor and pursue other grant opportunities to maximize transit benefits available to the region. Because many of these grant programs are highly competitive, capital grant projections reflect only grants that have actually been awarded to Capital Metro by the grantor.

**Other Capital Contributions**

Other capital contributions include \$1,187,000 in reimbursement funding from TxDOT for crossing improvements along the freight line and the commuter rail corridor.





The following schedule summarizes FY 2017 operating expenses projections by category and calculates the increase or decrease compared to the FY 2016 budget. The schedule also depicts FY 2015 actual expenses, as well as FY 2016 forecast expenses compared to the FY 2016 budget. Purchased transportation services represent the primary category of operating expenses for Capital Metro, approximately 58 percent of the total operating budget.

**Operating Expenses by Category**

	FY 2015 Actual	FY 2016 Budget	FY 2016 Forecast	FY 2017 Proposed Budget	Increase/ (Decrease)	% Increase/ (Decrease)
Salaries and Benefits	\$ 33,972,656	\$ 37,848,691	\$ 37,395,747	\$ 39,334,258	\$ 1,485,567	3.9%
Professional Services	21,697,474	23,371,016	20,618,132	21,595,845	(1,775,171)	(7.6%)
Materials and Supplies	1,768,045	1,417,156	1,217,563	1,726,049	308,893	21.8%
Fluids	16,461,707	20,845,946	14,253,103	20,385,649	(460,297)	(2.2%)
Utilities	2,595,727	2,723,488	2,933,304	3,071,216	347,728	12.8%
Insurance	2,321,705	1,220,112	1,220,112	939,544	(280,568)	(23.0%)
Purchased Transportation	123,661,911	144,308,953	144,759,920	154,048,397	9,739,444	6.7%
Other	1,317,398	3,069,183	2,777,726	4,488,495	1,419,312	46.2%
Interest Expense	589,510	500,985	501,095	389,264	(111,721)	(22.3%)
Lease and Rent	1,113,948	1,880,592	1,760,368	2,294,287	413,695	22.0%
Interlocal Agreements	2,905,362	5,272,000	2,022,000	15,867,000	10,595,000	201.0%
<b>Total Operating Expenses, including Interlocal Agreements</b>	<b>\$ 208,405,443</b>	<b>\$ 242,458,122</b>	<b>\$ 229,459,070</b>	<b>\$ 264,140,004</b>	<b>\$ 21,681,882</b>	<b>8.9%</b>

**Factors Affecting Operating Expenses**

**Salaries and Benefits**

Five new full-time positions are included in the FY 2017 budget to support the Capital Projects, Commuter Rail Operations, Strategic Planning and Development, and Procurement departments. The approved new positions will help manage increasing workloads or special needs in each of these business units. The budget also includes funding for performance-based salary increases for Capital Metro employees, estimated at an average increase of 3 percent. Funding in FY 2017 will also increase due to the conversion of sixteen temporary employees to full-time equivalents that will be offset by a corresponding decrease in funding for temporary services. Funding for healthcare claims is projected based on current claims utilization, national medical trends and increases in eligible participants. National medical trends are expected in the range of 6.5 percent. Capital Metro’s healthcare claims for FY 2017 increased by 7.7 percent while the overall benefits expense increased 4.6 percent. Capital Metro offers premium and cash incentives to help manage these costs by encouraging employees and spouses to complete health risk assessments and biometric testing. The ultimate goal is to help participants identify any potential health issues proactively. The medical plan network discounts through United Healthcare (UHC) were 63.9 percent 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. Capital Metro also has an on-site wellness and fitness program. Funding for required employer contributions to the pension plans for FY 2017 is included in this category as well.

**Professional Services**

External services are needed for various operational and planning purposes in FY 2017. Examples of these services include childcare center operations, janitorial and landscaping services, building maintenance and various planning studies, including a study of potential transit options in Austin’s central core (partially funded by a grant).



In FY 2017, budgeted costs will decrease by approximately \$1.8 million compared to the FY 2016 budget. This is partly due to the completion of several projects in FY 2016 that required the use of professional services and will not be needed in FY 2017. These projects entailed services that were one-time or limited duration in nature.

Funding in FY 2016 included \$400,000 in total for the completion of a state-mandated quadrennial review and a study of the economic benefits of transit, as well as \$500,000 for a railroad bridge load capacity study. Legal fees are expected to decrease by approximately \$560,000, mostly related to the completion of negotiations related to the Saltillo Plaza master development agreement in FY 2016. Funding for temporary services will also decrease by approximately \$497,000, due to the conversion of sixteen temporary employees to full-time equivalents as mentioned previously in the Salaries and Benefits section.

### **Fluids**

The budget for fluids consists primarily of funding for diesel fuel, but also includes gasoline. Both diesel fuel and unleaded gasoline costs are projected at an average of \$3.20 per gallon for FY 2017, which includes taxes. During FY 2016, Capital Metro incurred average fuel prices closer to \$2.70 per gallon for diesel, including taxes and net of its diesel hedging program.

### **Purchased Transportation**

Purchased transportation costs are expected to increase by approximately \$9.7 million, resulting from 104,000 additional hours of service projected at service provider rates under approved contracts. The increase is anticipated primarily for bus and paratransit services. Express bus services associated with additional commuter services and increasing contract rates are projected to increase by \$1.0 million. An increase of \$4.1 million is projected for fixed route local services operated by McDonald Transit to fund planned schedule adjustments, as well as an increase in contract rates. In addition, contingency funding for 8,300 hours in additional service for FY 2017 is included to begin implementing recommendations from the Connections 2025 service planning study that is currently underway. An increase of \$575,000 for suburban services includes additional vehicle hours planned for the city of Manor, as well as contingency funding for potential services in partnership with Buda and Hutto after these communities complete their transit planning. Costs associated with MetroAccess, Capital Metro's paratransit service, are expected to increase by \$2.8 million based on continued demand for paratransit services in FY 2017. An increase of five percent in paratransit ridership is estimated. Service costs associated with commuter rail services are expected to increase by approximately \$874,000, due to a combination of factors. These factors include an increase in contracted rates, maintenance costs associated with the existing fleet of rail cars, and additional vehicle hours for testing new rail cars. Increased costs are partially offset by a reduction in one-time funding of \$1.5 million in FY 2016 for mobilization associated with the first year of a new provider contract.

### **Interlocal Agreements**

Capital Metro 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 percent of Capital Metro's one-cent sales tax from 2001 to 2004 in consideration for the City to carry out transportation mobility projects approved by Capital Metro. The amount is payable annually each year based on eligible expenditures incurred during the previous fiscal year. The Austin City Council approved a new allocation for the funding that remains under this interlocal agreement and plans to begin moving forward with a revised list of priority projects. Accordingly, costs in FY 2017 are expected to be higher compared to FY 2016, and \$13.3 million is budgeted for this mobility program. Capital Metro has also set aside estimated funding in a separate reserve account so that funds will be available beyond FY 2017 as the City continues work on these project priorities. In addition, this category includes funding for the Build Central Texas Program for transportation projects in suburban communities that are supportive of transit in an annual amount of \$250,000.



### Budget Summary

The table below summarizes Capital Metro's structurally balanced approved budget for FY 2017, and includes projected revenue and expenses.

<b>Budget Summary</b>	
<b>Revenue</b>	<b>FY 2017</b>
Sales Tax	231,124,000
Passenger Revenue	25,067,000
Freight Railroad Revenue	4,342,000
Miscellaneous Revenue	4,741,000
Operating Contributions and Grants	29,979,000
Capital Grants - Federal	17,208,000
Capital Grants - State	22,969,000
Other Capital Contributions	1,187,000
Capital Funding Carried Forward from FY 2016	38,379,300
Fund Balance	52,505,774
<b>Total Revenue</b>	<b>\$427,502,074</b>
<b>Expenses</b>	<b>FY 2017</b>
Operating Expenss	248,273,004
Loan Payments	4,821,070
Interlocal Agreements	15,867,000
Capital Project Expenses	158,541,000
<b>Total Expenses</b>	<b>\$427,502,074</b>

### Debt Amortization

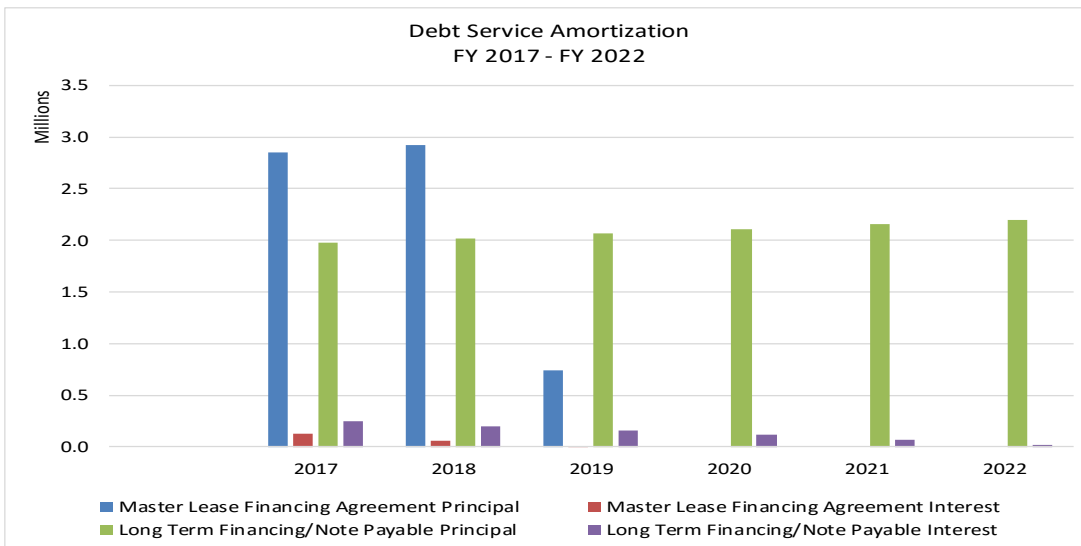
In November 2004, citizens of the Capital Metro service area voted to authorize Capital Metro to operate commuter rail service from Leander, to downtown Austin. In February 2006, the Board approved a tax-exempt lease/purchase financing agreement for the funding of rail vehicles. The Master Lease/Purchase Financing Agreement dated March 1, 2006, between Bank of America Leasing and Capital, LLC, and Capital Metro was executed to purchase six rail cars from Stadler Bussnang AG, a corporation organized under the laws of Switzerland. The financed amount was \$36,044,935 with an interest rate of 3.77 percent, payments due quarterly beginning in October 2006 for ten years.

In December 2011, Capital Metro refinanced this note in the amount of \$19,190,263 with an interest rate of 2.48 percent, payments due quarterly on January 15, April 15, July 15 and October 15 of each year beginning on January 15, 2012, for seven years in the payment amount of \$745,260.

Capital Metro issued Sales and Use Tax Revenue Contractual Obligations Series 2012 dated February 2012 with Compass Mortgage Corporation for \$20,000,000 with an interest rate of 2.15 percent, principal payments due annually beginning April 2013. Interest is due semiannually on April 1 and October 1 of each year until maturity or prior redemption beginning October 1, 2012. This Contractual Obligation Series was issued for the purposes of acquiring replacement buses.

The following table and chart show payments for principal and interest that are due in FY 2017 and beyond.

Yearly Service Requirements	Master Lease Financing Agreement		Long Term Financing/Note Payable		Total	
	Principal	Interest	Principal	Interest	Principal	Interest
2017	2,846,070	134,968	1,975,000	248,056	4,821,070	383,024
2018	2,917,311	63,727	2,020,000	205,110	4,937,311	268,837
2019	740,668	4,592	2,065,000	161,196	2,805,668	165,788
2020	0	0	2,110,000	116,315	2,110,000	116,315
2021	0	0	2,155,000	70,466	2,155,000	70,466
2022	0	0	2,200,000	23,650	2,200,000	23,650
Total	6,504,049	203,287	12,525,000	824,793	19,029,049	1,028,080





**Summary of Department Expenses**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Approved Budget</b>	<b>Var \$ FY 2017 vs. FY 2016</b>	<b>Var % FY 2017 vs. FY 2016</b>
Non-Allocated Benefits	\$ 9,354,547	\$ 9,820,028	\$ 9,807,560	\$ 10,268,445	\$ 448,417	4.6%
Wellness and Fitness Centers	302,086	330,134	330,134	276,375	(53,759)	(16.3%)
Child Care and Learning Center	760,951	809,760	789,760	832,450	22,690	2.8%
Business Center	305,229	321,064	318,840	353,964	32,900	10.2%
Executive Staff	853,300	840,017	840,017	872,659	32,642	3.9%
Communications	438,566	910,712	910,712	848,822	(61,890)	(6.8%)
Government Relations and Compliance	653,765	1,191,912	1,191,912	887,379	(304,533)	(25.5%)
Board Of Directors Support	268,305	330,329	281,950	302,884	(27,445)	(8.3%)
Internal Audit	381,600	342,960	318,268	414,469	71,509	20.9%
Strategic Operations Management and Administration	768,591	846,906	694,406	788,376	(58,530)	(6.9%)
Security	3,501,876	3,858,655	3,858,653	4,001,731	143,076	3.7%
Legal	715,219	1,099,972	896,087	935,351	(164,621)	(15.0%)
Finance	2,365,450	3,844,864	3,259,200	4,576,158	731,294	19.0%
Information Technology	7,554,003	8,439,402	8,392,987	9,112,232	672,830	8.0%
Procurement	1,123,801	1,204,331	1,204,331	1,312,301	107,970	9.0%
Rideshare	1,779,863	2,753,852	2,313,523	2,740,241	(13,611)	(0.5%)
Strategic Planning and Development	2,396,020	3,362,086	3,362,086	3,658,215	296,129	8.8%
Marketing	2,902,177	4,001,257	4,001,254	3,756,595	(244,662)	(6.1%)
Community Involvement	429,336	1,086,575	936,575	1,066,634	(19,941)	(1.8%)
Customer Service	1,257,165	1,442,131	1,422,042	1,674,678	232,547	16.1%
Human Resources	1,398,332	1,573,321	1,571,836	1,687,599	114,278	7.3%
Risk Management and Safety	3,801,779	2,460,134	2,460,134	2,171,747	(288,387)	(11.7%)
Public Facilities	4,363,549	4,570,141	4,556,543	4,953,101	382,960	8.4%
Capital Projects	759,342	1,404,440	1,403,274	2,097,243	692,803	49.3%
Property and Asset Management	3,390,959	1,736,340	1,730,740	1,874,264	137,924	7.9%
Freight Rail Management	4,335,571	747,897	578,308	246,744	(501,153)	(67.0%)
Commuter Rail Operations	10,474,090	20,349,744	19,254,307	21,190,280	840,536	4.1%
Weekend Commuter Rail Operations	1,546,751	-	-	-	-	0.0%
Real Estate and Facility Planning	-	3,742,202	3,463,095	3,653,769	(88,433)	(2.4%)
Bus and Paratransit Services	3,404,071	4,178,466	4,160,802	3,913,803	(264,663)	(6.3%)
Bus Contract Operations	105,088,163	116,712,981	112,226,192	122,571,086	5,858,105	5.0%
Paratransit Contract Operations	26,182,530	27,911,146	27,583,389	30,565,018	2,653,872	9.5%
Paratransit Administration	287,560	377,059	335,293	366,312	(10,747)	(2.9%)
Paratransit Reservation and Control Center	1,597,834	1,759,576	1,757,688	1,797,543	37,967	2.2%
Paratransit Eligibility	756,893	1,022,728	1,018,172	946,537	(76,191)	(7.4%)
Central Core	220,139	1,800,000	204,000	1,558,000	(242,000)	(13.4%)
Mobility Interlocal Agreements	2,681,943	5,272,000	2,022,000	15,867,000	10,595,000	201.0%
Project Connect	3,280	-	-	-	-	0.0%
Rail Safety Education	807	3,000	3,000	-	(3,000)	(100.0%)
<b>Total</b>	<b>\$ 208,405,443</b>	<b>\$ 242,458,122</b>	<b>\$ 229,459,070</b>	<b>\$ 264,140,005</b>	<b>\$ 21,681,883</b>	<b>8.9%</b>



## **Service Overview**

### **MetroBus**

MetroBus fixed route service is the mainline service of Capital Metro's transit system. Capital Metro operates over 70 MetroBus routes, including local and cross-town routes. The transit authority operates approximately 12.4 million total bus miles over its fixed route system. The fleet of buses provided riders with an average of 70,235 weekday boardings in FY 2015. Capital Metro's 355 buses operate seven days per week, providing service to over one million residents of the service area.

### **MetroRapid**

MetroRapid is a premium fixed route service. In January 2014, the first service began operation along North Lamar/South Congress (route 801). The second service, Burnet/South Lamar (route 803), began in August 2014. MetroRapid brings together a set of unique features to result in 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 40 buses carried over 2.7 million riders in its second year of operation. The average weekday boardings were 8,976 in FY 2015.

### **ExpressBus**

Express service is limited-stop service to and from The University of Texas, Capitol complex, downtown, and Park & Rides. There are seven routes that service north and northwest Austin as well as the cities of Leander, Manor and Elgin. The average weekday boardings were 2,205 in FY 2015.

### **MetroAccess Paratransit Service**

The MetroAccess paratransit program is for persons 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. Persons certified by Capital Metro under this program may ride MetroAccess within  $\frac{3}{4}$  miles of Capital Metro's non-commuter fixed route bus service on the same days and during the same hours as the fixed route service in their area. The average weekday boardings were 2,213 in FY 2015.

### **University of Texas Shuttle**

Student shuttle service is provided for The University of Texas (UT). There are 12 routes that provide connections between housing and the downtown campus. Routes move students between the greater UT campus area and areas with high-density student populations. Each year, Capital Metro operates approximately 1.4 million total bus miles over the UT shuttle system providing riders with more than 18,000 one-way trips each weekday during a regular semester. The average weekday boardings were 18,265 in FY 2015.

### **RideShare Program**

The 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 Capital Metro RideShare vanpool varies and is based on van selection, commute distance, and number of riders sharing the monthly fare, plus fuel and tolls. The average weekday boardings were 943 in FY 2015.



### **Suburban Service**

Capital Metro provides service to suburban communities within the service area such as Jonestown and Manor. Additional interest has been exhibited by these and other communities within the Capital Metro service area. In addition, Capital Metro is working as a partner with jurisdictions outside the service area, including Georgetown, Round Rock, Pflugerville, Hutto and Buda to help them plan and develop transit services. The average weekday boardings were 446 in FY 2015.

### **MetroRail**

The MetroRail Red Line runs on 32 miles of existing freight tracks between downtown Austin and Leander. The Red Line provides convenient service for suburban and central Austin residents. Service is provided six days per week with increased service levels for special events. Several projects are currently underway to substantially increase the level of MetroRail service in the next few years, with the potential to double capacity with four additional trains, track and signal work, as well as expanded park and rides in several locations. The average weekday boardings were 2,774 in FY 2015.

### Ridership

The table below reflects ridership by mode of service.

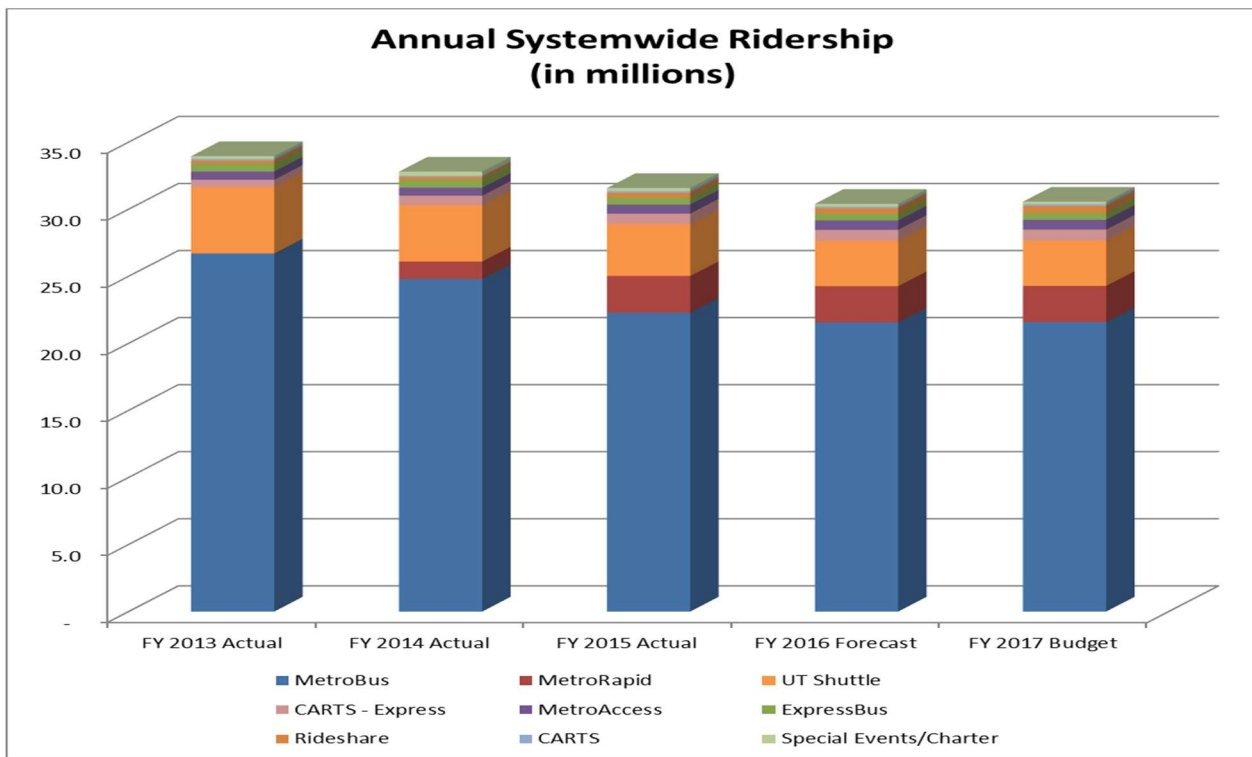
Mode of Service	FY 2015 Actual	FY 2016 Budget	FY 2016 Forecast	FY 2017 Budget	Var \$ FY 2017 VS. FY 2016	Var % FY 2017 VS. FY 2016
MetroBus <sup>(1)</sup>	22,277,268	23,058,464	21,552,208	21,573,809	(1,484,655)	-6.4%
MetroRapid <sup>(1)</sup>	2,740,415	2,757,143	2,709,727	2,707,661	(49,483)	-1.8%
ExpressBus <sup>(1)</sup>	538,291	549,345	516,390	523,914	(25,431)	-4.6%
MetroAccess <sup>(2)</sup>	665,287	717,952	698,896	733,219	15,267	2.1%
UT Service <sup>(1)</sup>	3,860,886	3,757,225	3,392,481	3,375,853	(381,373)	-10.2%
RideShare <sup>(2)</sup>	343,023	442,126	404,350	513,638	71,512	16.2%
Capital Area Rural Transportation System (CARTS) <sup>(3)</sup>	113,657	139,495	99,399	112,979	(26,516)	-19.0%
Capital Area Rural Transportation System (CARTS) - Express	21,775	23,592	21,345	23,244	(348)	-1.5%
MetroRail	690,200	821,186	814,292	816,526	(4,661)	-0.6%
MetroRail - Weekend Service- COA	102,134	-	-	-	-	0.0%
Special Events/Charters <sup>(4)</sup>	219,216	307,900	199,981	184,900	(123,000)	-39.9%
<b>Total</b>	<b>31,572,152</b>	<b>32,574,429</b>	<b>30,409,069</b>	<b>30,565,742</b>	<b>(2,008,686)</b>	<b>-6.2%</b>

(1) - Decrease in ridership due to shift of population outside of service area and increased UT housing capacity closer to campus.

(2) - Increase in ridership based on anticipated service demand.

(3) - Decrease in ridership based on anticipated service demand.

(4) - Decrease in ridership based on anticipated service demand informed by historical trends.







**Vehicle Hours of Service**

The table below reflects vehicle hours of service by mode.

<b>Mode of Service</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Budget</b>	<b>Var \$ FY 2017 VS. FY 2016</b>	<b>Var % FY 2017 VS. FY 2016</b>
MetroBus	946,417	989,953	1,005,701	1,018,160	28,207	2.8%
MetroRapid	161,513	161,670	164,227	168,984	7,314	4.5%
ExpressBus <sup>(1)</sup>	52,295	57,603	52,894	71,159	13,556	23.5%
MetroAccess <sup>(2)</sup>	445,644	451,013	460,870	479,977	28,964	6.4%
UT Service	106,306	106,017	104,765	105,886	(131)	-0.1%
RideShare <sup>(2)</sup>	67,312	124,345	90,033	139,770	15,425	12.4%
Capital Area Rural Transportation System (CARTS) <sup>(3)</sup>	21,979	30,154	23,689	36,569	6,415	21.3%
Capital Area Rural Transportation System (CARTS) - Express	2,545	2,689	2,567	2,989	300	11.1%
MetroRail <sup>(4)</sup>	11,758	17,719	15,024	21,524	3,805	21.5%
MetroRail - Weekend Service- COA	2,654	-	-	-	-	0.0%
Special Events/Charters	7,620	11,095	6,365	11,095	-	0.0%
<b>Total</b>	<b>1,826,042</b>	<b>1,952,258</b>	<b>1,926,135</b>	<b>2,056,112</b>	<b>103,854</b>	<b>5.3%</b>

(1) - Includes new route 980 Howard Express in preparation of MoPac Express lanes. This service expansion is anticipated to begin when the new lanes become operational in January 2017.

(2) - Increase in hours in order to meet anticipated service demand.

(3) - Increase in hours primarily due to potential additoin of South Express service in cooperation with the City of Buda.

(4) - Increase in hours in anticipation of testing four new rail cars in late FY 2017 before placing them in service. The new vehicles will provide improved service frequency and to meet service demand during special events.

### Vehicle Miles of Service

The table below reflects vehicle miles of service by mode.

Mode of Service	FY 2015 Actual	FY 2016 Budget	FY 2016 Forecast	FY 2017 Budget	Var \$ FY 2017 VS. FY 2016	Var % FY 2017 VS. FY 2016
MetroBus	11,791,419	12,245,995	12,275,637	12,426,261	180,266	1.5%
MetroRapid	2,070,465	2,064,337	2,105,615	2,169,435	105,098	5.1%
ExpressBus <sup>(1)</sup>	1,084,951	1,254,782	1,082,714	1,603,958	349,176	27.8%
MetroAccess <sup>(2)</sup>	5,993,712	6,074,987	6,208,637	6,584,124	509,137	8.4%
UT Service	1,391,586	1,383,567	1,341,823	1,333,174	(50,393)	-3.6%
RideShare <sup>(2)</sup>	2,239,839	3,409,487	3,088,031	4,223,455	813,968	23.9%
Capital Area Rural Transportation System (CARTS) <sup>(3)</sup>	412,392	582,345	423,560	715,259	132,914	22.8%
Capital Area Rural Transportation System (CARTS) - Express	61,242	64,562	61,759	71,402	6,840	10.6%
MetroRail <sup>(4)</sup>	279,188	342,815	344,273	403,089	60,274	17.6%
MetroRail - Weekend Service- COA	54,204	-	-	-	-	0.0%
Special Events/Charters	73,860	92,653	65,354	92,653	-	0.0%
<b>Total</b>	<b>25,452,856</b>	<b>27,515,530</b>	<b>26,997,403</b>	<b>29,622,810</b>	<b>2,107,280</b>	<b>7.7%</b>

(1) - Includes new route 980 Howard Express in preparation of MoPac Express lanes. This service expansion is anticipated to begin when the new lanes become operational in January 2017.

(2) - Increase in miles in order to meet anticipated service demand.

(3) - Increase in miles primarily due to potential addition of South Express service in cooperation with the City of Buda.

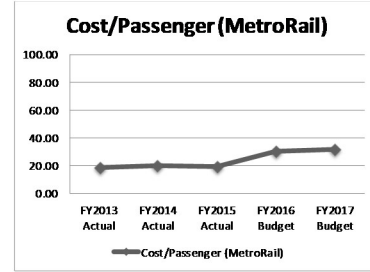
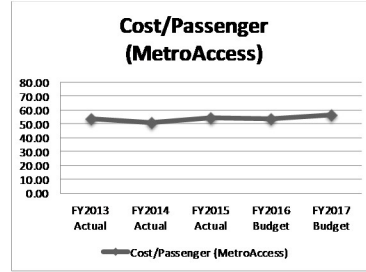
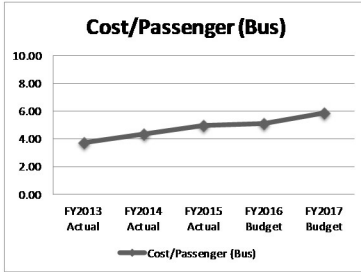
(4) - Increase in miles in anticipation of testing four new rail cars in late FY 2017 before placing them in service. The new vehicles will provide improved service frequency and to meet service demand during special events.

### Performance Trends

The graphs below depict trends for MetroBus, MetroAccess and MetroRail in service, cost effectiveness and efficiency for the preceding three years actual compared to the FY 2016 and FY 2017 budgets.

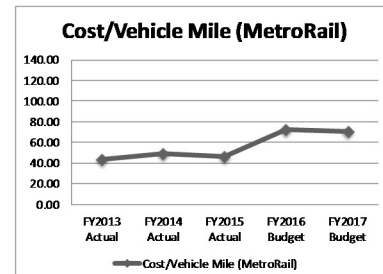
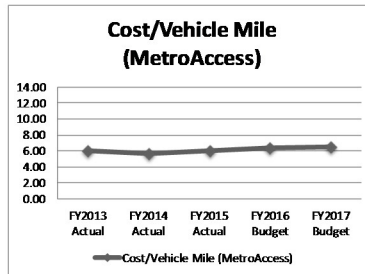
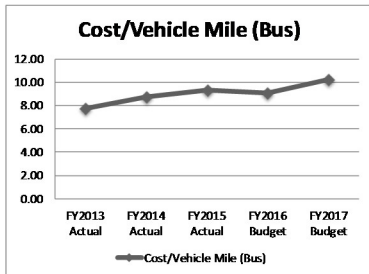
#### Service Efficiency

The graph below reflects the cost per passenger for MetroBus, MetroAccess and MetroRail.



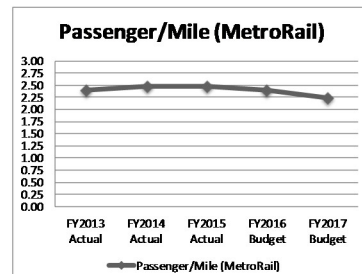
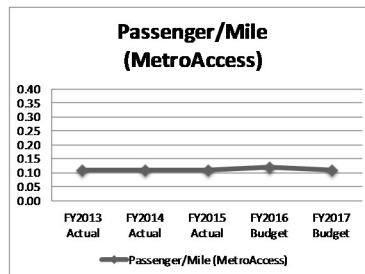
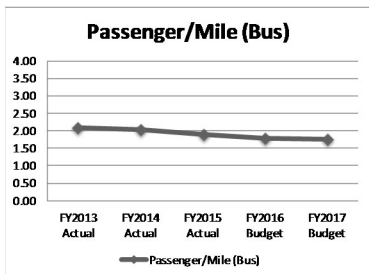
#### Cost Effectiveness

The graph below reflects the cost per vehicle mile for MetroBus, MetroAccess and MetroRail.



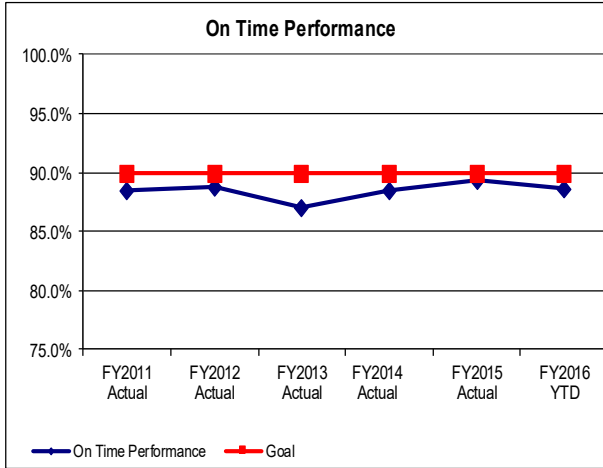
#### Service Effectiveness

The graph below reflects the passenger trips per vehicle mile for MetroBus, MetroAccess and MetroRail.

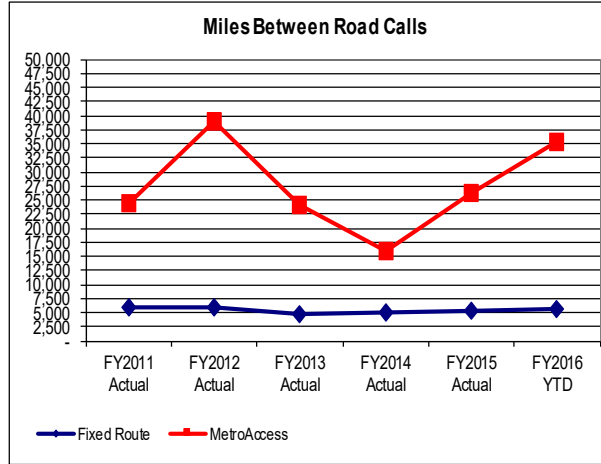


The following graphs depict trends in additional performance indicators. On-time performance is for all fixed route services. Accidents and road calls represent Fixed Route and Paratransit combined.

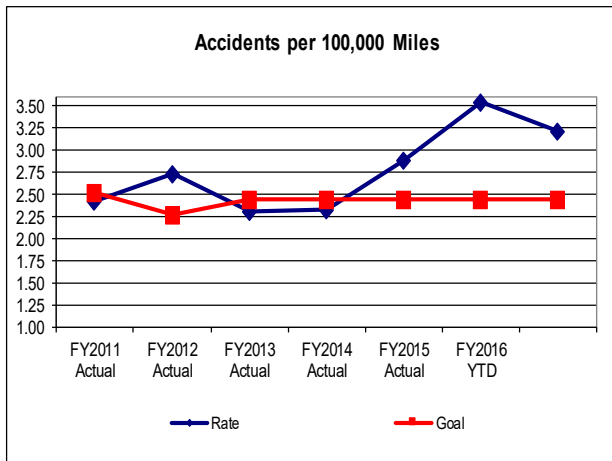
The graph below reflects actual on-time performance for MetroBus. FY2016 actual YTD represents October 1, 2015 through March 31, 2016.



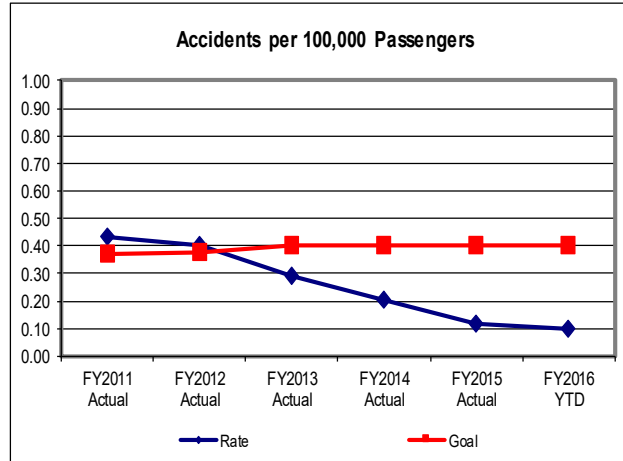
The graph below reflects actual miles between road calls for Fixed Route and MetroAccess. FY2016 actual YTD represents October 1, 2015 through March 31, 2016.



The graph below reflects actual accidents per 100,000 miles for MetroBus. FY2016 actual YTD represents October 1, 2015 through March 31, 2016.



The graph below reflects actual accidents per 100,000 passengers for MetroBus. FY2016 actual YTD represents October 1, 2015 through March 31, 2016.



## Capital Budget

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

In FY 2011, the Board approved the Capital Improvement Program Policy, which guides funding decisions during the budget review process and subsequent reporting of progress on individual projects. Capital Metro'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 Capital Metro riders, that make the use of Capital Metro services easier and more convenient and that enhance the reliability of Capital Metro 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 which 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 which 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 in excess of \$5,000 and which have a useful life greater than one year. Capital expenditures involve new projects, new purchases of parts or replacements, computers and office equipment.



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

Capital Metro anticipates grant funding of \$40.2 million in FY 2017 for projects that meet eligibility requirements. Other capital contributions of \$1.2 million are also anticipated and are funded by reimbursements from the Texas Department of Transportation for work completed along Capital Metro's commuter and freight rail line.

The approved capital budget for FY 2017 and the five-year CIP are included in Appendix A. Descriptions, funding sources, benefits and the applicable strategic objective for each capital project are provided. When a planned project will have an impact on operating costs, the estimated impact is identified. In those instances where a particular capital project has received funding in prior fiscal years, updated information is provided regarding actual spending.



### FY 2017 Capital Projects

Project Name	FY 2017 Proposed Budget
<b>FACILITIES AND EQUIPMENT</b>	
Bus Benches	50,000
Bus Shelters	150,000
Bus Stop Accessibility Improvements	300,000
Bus Stop Litter Containers	50,000
Bus Stop Redevelopment	350,000
Bus Stop Signage	1,180,000
Diesel Particulate Filter Cleaner for Buses (North Operations Facility)	70,000
Downtown Station Improvements Funded by TXDOT	5,652,000
Drill Press (East 5th Street Facility)	12,000
Dynamic Brake Tester (North Operations Facility)	400,000
Electric Car Chargers	18,000
Extraction Fans Reconstruction (North Operations Facility)	400,000
Facility Improvement Projects	279,000
FREON Reclaimer (East 5th Street Facility)	10,000
Fuel System Upgrade (North Operations Facility)	250,000
Fuel System Upgrade (Thompson Lane Facility)	123,000
Heavy Machinery Room Remodel (North Operations Facility)	7,000
Howard Lane Parking Spaces	200,000
Hybrid Beacons at Bus Stops	138,000
Lakeline Additional Parking	883,000
Lakeline Bus Bay Relocation	112,000
Lakeline Park and Ride Exit Improvements	56,000
Leander Trail	250,000
MetroRapid - Additional Stations for Routes 801 and 803	600,000
North Lamar Transit Center Facility Enhancements	125,000
North Lamar Transit Center Redevelopment	400,000
Portable Bus Lifts (North Operations Facility)	150,000
Real Estate Acquisition	250,000
Saltillo Crossings and Signals	1,450,000
SERTA Demolition/Paving (North Operations Facility)	700,000
South Congress Transit Center Parking Expansion	292,000
Vehicle Exhaust Adaptors	15,000
Water Boilers Replacement (East 5th Street Facility)	75,000
Westgate Transit Center Park & Ride	2,600,000
<b>TOTAL FACILITIES AND EQUIPMENT</b>	<b>17,597,000</b>



Project Name	FY 2017 Proposed Budget
<b>INFORMATION TECHNOLOGY</b>	
Asset Management System Replacement	450,000
Audio Visual Improvements - Boardroom	150,000
Data Center Modernization	1,000,000
Data Warehousing	250,000
Dynamic Message Signs for Fixed Route and Commuter Rail	250,000
Fare Collection System Rollout to Fleet	1,000,000
Financial System	900,000
Intelligent Transportation Systems	3,183,000
IT Infrastructure Equipment	150,000
Legacy Systems Replacements	100,000
Mobile Applications	300,000
Network Upgrades	192,000
Productivity Software	215,000
Real Estate Management Software	200,000
Station Wifi Project	30,000
Transit Station Infrastructure Renovation	250,000
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>8,620,000</b>
<b>COMMUTER RAIL</b>	
Bridge Load Capacity Upgrade	1,500,000
Central Subdivision Electric Locks	267,000
Central Subdivision Quiet Zone	2,300,000
Commuter Operation Risk Reduction	1,200,000
Crossings Improvements Reimbursed by TxDOT	500,000
East Parmer Crossing in Manor	60,000
Engineering for Existing Commuter Rail Vehicle Modifications	293,000
High-wide and Flood Detectors	300,000
Laptops - Commuter Rail Vehicle Maintenance	150,000
Nearside Crossing Gate Downtime Reduction	665,000
North Operations Facility Improvements to Accommodate New Rail Cars	375,000
Positive Train Control	14,400,000
Private Crossing Signalization on Commuter Rail Corridor	1,667,000
Private Crossing Surface Program	60,000
Public Crossing Surface Renewal Program	140,000
Rail Drainage Improvements	250,000
Rail Replacement Program - Commuter Corridor	2,100,000





<b>Project Name</b>	<b>FY 2017 Proposed Budget</b>
Rail Vehicle Engineering Support	1,000,000
Rail Vehicles Funded by TxDOT	13,940,000
Safety Upgrades to Existing Rail Cars	1,000,000
Tiger V Grant Project	19,705,000
Timber and Surface Program	1,100,000
Timber Bridge Inspection and Treatment	630,000
Upgrades to Existing Rail Cars	780,000
<b>TOTAL COMMUTER RAIL</b>	<b>64,382,000</b>
<b>FREIGHT RAILROAD</b>	
Bertram Scale Upgrades	750,000
Crossing Gate Mechanism Changeout	80,000
Crossing Improvements Reimbursed by TxDOT	687,000
East Subdivision Quiet Zone	2,343,000
Out of Service Infrastructure Repairs	25,000
Timber Bridge Inspection and Treatment	1,560,000
<b>TOTAL FREIGHT RAILROAD</b>	<b>5,445,000</b>
<b>SECURITY</b>	
Cameras and Access Controls	69,000
Electronic Security System Replacements and Improvements	300,000
Property Perimeter Hardening and Enhancements	445,000
<b>TOTAL SECURITY</b>	<b>814,000</b>
<b>VEHICLES</b>	
Camera Systems on Vehicles	500,000
Commuter Coaches	3,693,000
Rapid Buses - Service Enhancements	10,152,000
Rapid Buses - Technology Improvements and Contract Retainage	959,000
Paratransit - Vehicle Replacement	1,949,000
Non-Revenue Vehicle Replacement	584,000
Transit Buses - Replacement	37,213,000
Transit Buses - Service Enhancements	4,294,000
Senior Service Routes Vehicles	339,000
<b>TOTAL VEHICLES</b>	<b>59,683,000</b>
Capital Project Contingency	2,000,000
<b>TOTAL</b>	<b>158,541,000</b>

## **Grants**

As with most public transportation systems in the United States, Capital Metro receives federal financial assistance through a variety of grant programs. The majority of Capital Metro grants are provided through authorized programs administered by the Federal Transit Administration (FTA), one of ten modal administrations within the U.S. Department of Transportation. Authorizing legislation is substantive legislation enacted by Congress that establishes or continues the legal operation of a federal program or agency. The FTA's most recent authorizing legislation is the Fixing America's Surface Transportation (FAST) Act (Pub. L. 114-94), signed into law on December 4, 2015. The FAST Act authorizes various grant programs for federal fiscal years 2016 through 2020. This section provides brief descriptions of the grant programs Capital Metro relies upon to help support its public transportation services.

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

The Urbanized Area Formula Program (Section 5307) provides grants to an Urbanized Area (UZA) for public transportation capital, planning, job access, and reverse commute projects, as well as operating expenses in certain circumstances. These funds constitute a core investment in the enhancement and revitalization of public transportation systems in the nation's urbanized areas, which depend on public transportation to improve mobility and reduce congestion. This grant funding is apportioned annually to states and designated recipients using factors that are specified in the law or in an administrative formula developed by the FTA. As the designated recipient for the Austin UZA, Capital Metro was apportioned approximately \$28 million in Section 5307 grant funds for FY 2016 and will budget a similar amount for FY 2017. Most of these funds will be applied to the capital cost of public transit services acquired through third party service providers.

### **Capital Investment Program (Section 5309)**

The Capital Investment Program is the FTA's primary grant program for funding major transit capital investments, including heavy rail, commuter rail, light rail, streetcars and bus rapid transit. It is a discretionary grant program, meaning the funding is distributed at the discretion of the funding agency for eligible projects meeting statutory criteria. Recent Capital Metro projects funded through this program include projects to replace or add new bus stop signage at passenger stations and facilities and replacement of vehicles used for the MetroAccess service. MetroRapid service, which began in January 2014, was also implemented with capital assistance that was provided through this program.

### **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 the special needs of transit-dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary paratransit services. This grant funding is apportioned annually to states and designated recipients using factors that are specified in the law or in an administrative formula developed by FTA. Since it became a designated recipient in 2014, Capital Metro has been responsible for administering Section 5310 funds apportioned to the Austin UZA. Part of this responsibility includes selecting projects that will be funded through this program.



Capital Metro has established a competitive project selection process, which it has authorized the Capital Area Metropolitan Planning Organization (CAMPO) to administer to award grants to subrecipients. Since 2014, more than \$1.4 million in Section 5310 funds have been awarded for eligible projects. Although most Section 5310 projects are carried out by local non-profit agencies, Capital Metro will implement its own project through this grant program during FY 2017.

#### **Job Access and Reverse Commute (Section 5316)**

The Job Access and Reverse Commute (JARC) program was a previously authorized grant program which was repealed prior to the enactment of the FAST Act. Although no new JARC funds are apportioned annually, Capital Metro continues managing several continuing JARC projects using funds apportioned in prior years. The remaining projects include services provided by subrecipients to improve access to employment and employment related activities for eligible low-income individuals. These projects include the purchase of vehicles to transport low-income individuals with physical disabilities and mental health issues to and from work sites, and operating assistance provided to neighboring communities and organizations addressing the transportation needs of homeless individuals. Current JARC subrecipients include City of Round Rock, Easter Seals of Central Texas, Mary Lee Foundation, Foundation for the Homeless and Capital Area Rural Transportation System.

#### **New Freedom (Section 5317)**

The New Freedom Program was a previously authorized grant program which was repealed prior to the enactment of the FAST Act. Although New Freedom funds are no longer apportioned annually, Capital Metro still manages several ongoing projects undertaken by subrecipients with New Freedom funds apportioned in prior years. Those projects include replacement of vehicles and operating assistance for agencies serving the needs of elderly individuals and individuals with disabilities. Current New Freedom subrecipients include Capital Area Rural Transportation System, AGE of Central Texas, Faith In Action Caregivers, ARCIL and the Mary Lee Foundation.

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

The Bus and Bus Facilities Formula (Section 5339) program provides funding to replace, rehabilitate, and purchase buses and related equipment, as well as construct bus related facilities. This grant funding is apportioned annually to states and designated recipients in Urbanized Areas (UZA) using factors that are specified in law. As the designated recipient for the Austin UZA, Capital Metro was apportioned approximately \$1.9 million in Section 5339 grant funds for FY 2016 and will budget a similar amount for FY 2017. These funds will be used to acquire new buses. These new buses will replace older buses that have achieved or exceeded useful lives in terms of years and/or miles of service.

#### **Transportation Investments Generating Economic Recovery Discretionary Grant Program**

The Transportation Investments Generating Economic Recovery, or TIGER, Discretionary Grant program provides a unique opportunity for the U.S. Department of Transportation to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Since 2009, Congress has dedicated more than \$5.1 billion for eight rounds to fund projects that have a significant impact on the nation, a region or a metropolitan area.

This highly competitive program enables the U.S. Department of Transportation (DOT) to examine a broad array of projects on their merits, to help ensure that taxpayers are getting the highest value for every dollar invested. In each round of TIGER, the DOT receives many applications to build and repair critical pieces of freight and passenger transportation networks. Applicants must detail the benefits their project would deliver for five long-term outcomes: safety, economic competitiveness, state of good repair, livability and environmental sustainability. Capital Metro was awarded \$11,337,989 in TIGER program funds during the fifth round of funding to undertake commuter and freight rail improvements totaling \$35,271,294. The improvements, which are already underway, include upgrading railroad bridges, replacing existing 90-pound rail with 115-pound rail, upgrading the timber and surface, adding new double-tracking at some stations and extending double tracks at other stations, as well as improving cross warning systems, sidings and wayside signal systems.

### **Other Grants**

Capital Metro continues to monitor and pursue other grant opportunities to maximize transit benefits available to the region. Recent efforts have resulted in great success. For example, Capital Metro has received Federal Highway Administration grants awarded through CAMPO. The funds received have been used for planning studies, mobility management and marketing campaigns, as well as MetroRail track relocation at Plaza Saltillo.

In 2015 Capital Metro executed a \$50 million grant awarded by the Texas Transportation Commission, the governing body of TxDOT, to purchase four additional MetroRail cars and to construct a permanent, expanded downtown rail station. This funding will be critical in enabling Capital Metro to increase the frequency of trains on the Red Line, cutting the wait time from 34 minutes during peak travel periods to 15 minutes. It will also allow for the addition of a late train after 7 pm, giving more commuters a convenient alternative to their own vehicles. These projects will span multiple years.

Additionally, Capital Metro was again selected for funding through the Emissions Reduction Incentive Grant (ERIG) Program administered by the Texas Commission on Environmental Quality. The two new ERIG grants totaling \$1,638,000, will be applied toward the acquisition of clean diesel buses to replace older vehicles and will result in a reduction of vehicle emissions of nitrogen oxides, in addition to a grant awarded previously for \$1,739,000.

# Non-Allocated Employee Benefits

## Functions and Responsibilities

The Non-Allocated Employee Benefits department captures costs of various employee benefits agency-wide, such as health, dental, life insurance and the pension plans

## FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Reviewed the possibility of changing plan design to give employees a lower cost option of medical coverage in alignment with the Bronze Plan of the Affordable Care Act (ACA) federal health plan. This is in preparation for the “Cadillac Tax” due in 2018 under ACA for plans with high claims cost for individuals and families.
  - Completed request for proposals for consulting associated with the health and retirement plans, as well as a consultant for compensation reviews and studies.
  - Implemented reporting requirements for benefits cost as required under ACA, which will include annual reporting to employees and the Internal Revenue Service.

## FY 2017 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Complete request for proposals for voluntary benefits, including vision and cancer/critical care coverages.



### Major Budgetary Changes

#### Benefits

Net increase of \$448,418 primarily resulting from an increase of \$151,168 for required employer contributions to the pension plan, and an increase of \$269,184 related to estimated healthcare claims in FY 2017. Funding for healthcare claims is projected based on current claim utilization, national medical trends and increases in eligible participants. National medical trends are expected in the range of 6.5 percent. Capital Metro's healthcare claims for FY 2017 increased by 7.7 percent while the overall benefits expense increased 4.6 percent. Capital Metro offers premium and cash incentives to help manage these costs by encouraging employees and spouses to complete health risk assessments and biometric testing. The ultimate goal is to help participants identify any potential health issues proactively. The medical plan network discounts through United Healthcare (UHC) were 63.9 percent 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. Capital Metro also has an on-site wellness and fitness program.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Volunteer Pay	\$ 538	\$ -	\$ -	\$ -	\$ -	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>538</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>BENEFITS</b>						
401k Fees	67,550	42,000	42,000	42,000	-	0.0%
401K	5,793	-	-	-	-	0.0%
Pension - Bargain	3,106,637	4,025,001	4,025,001	4,025,001	-	(0.0%)
Pension - Admin	2,660,084	2,015,576	2,015,003	2,166,744	151,168	7.5%
L/T Disability - Admin.	30,547	38,595	47,000	54,000	15,405	39.9%
Buy Up Ltd/ Std	-	696	696	696	-	0.0%
Health Plans-Admin	3,242,801	3,495,900	3,495,900	3,765,084	269,184	7.7%
Health Plan - Fees	514,115	436,410	436,410	486,453	50,043	11.5%
Health Plan Employee Contribution-Admin	(501,700)	(509,650)	(509,650)	(535,133)	(25,483)	5.0%
Dental Plans-Admin	191,081	195,000	195,000	204,750	9,750	5.0%
Dental Plan Employee Contribution-Admin	(25,011)	(27,000)	(27,000)	(28,350)	(1,350)	5.0%
Life Insurance-Admin	69,813	58,300	38,000	38,000	(20,300)	(34.8%)
Supplemental Life Insurance	-	3,204	3,204	3,204	-	0.0%
Rideshare Subsidy	10,600	15,996	15,996	15,996	-	0.0%
Retirement Medicare Supplement Payments	(18,300)	30,000	30,000	30,000	-	0.0%
<b>TOTAL BENEFITS</b>	<b>9,354,010</b>	<b>9,820,028</b>	<b>9,807,560</b>	<b>10,268,445</b>	<b>448,417</b>	<b>4.6%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 9,354,548</b>	<b>\$ 9,820,028</b>	<b>\$ 9,807,560</b>	<b>\$ 10,268,445</b>	<b>\$ 448,417</b>	<b>4.6%</b>

## Wellness and Fitness Centers

### Functions and Responsibilities

The Wellness and Fitness Center department's mission is to collaborate with employees and contractors to improve and maintain healthy long-term lifestyle habits. The department's primary responsibilities are to:

- ◆ Develop innovative programs and implement solutions to health risk problems.
- ◆ Create awareness to change behaviors, develop healthy patterns and habits to achieve the goals of improving health, reduce costs and improve morale.
- ◆ Coordinate wellness initiatives to improve knowledge of health issues.
- ◆ Develop and manage fitness centers for Capital Metro.

### FY 2016 Accomplishments

- ◆ Demonstrate Regional Leadership
  - Created safety-specific marketing and programming to promote employee safety based on the needs of specific departments.
- ◆ Continue to Improve Organization Practices and Develop Staff
  - Assisted with the construction and implementation of a new downtown wellness center, including promotion and employee support.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Discovered new and innovative wellness solutions through technology to expand outreach outside the wellness center.
- ◆ Deliver the Best Possible Customer Experience
  - Hosted a variety of vendors to expand the reach of available local resources for employees.

### FY 2017 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Develop and implement new initiatives aimed at improving employee nutrition.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Employ technology as a force multiplier to assist members in enhancing their fitness and overall health.
- ◆ Continue to Improve Organization Practices and Develop Staff
  - Promote the nexus between health and safety to help reduce accidents and time lost from work.



**Budgetary Changes**

**Other Expenses**

Decrease of \$59,260 in Other Professional Fees due to lower anticipated contracted costs with MediFit. MediFit is a fitness and health management company that provides a variety of comprehensive health promotion, fitness and wellness solutions for Capital Metro's employees and their families. The services of a dietician provided by the contract have been historically underutilized and will not be continued in FY 2017. The cost of the Wellness Program is offset by estimated revenue in FY 2017 of approximately \$215,000 collected from gym fees from Capital Metro's employees and its contractors.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>BENEFITS</b>						
Wellness Center Exp	\$ 33,734	\$ 35,500	\$ 35,500	\$ 36,500	\$ 1,000	2.8%
<b>TOTAL BENEFITS</b>	<b>33,734</b>	<b>35,500</b>	<b>35,500</b>	<b>36,500</b>	<b>1,000</b>	<b>2.8%</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	228,512	274,260	274,260	215,000	(59,260)	(21.6%)
Other Services	24,740	3,500	3,500	4,500	1,000	28.6%
Office Supplies	1,700	996	996	1,000	4	0.4%
Other Supplies	5,414	5,500	5,500	6,500	1,000	18.2%
Dues And Subscriptions	177	150	150	150	-	0.0%
Seminar, Conferences, Registration	50	200	200	200	-	0.0%
Postage	-	24	24	25	1	4.2%
Recognition Program	7,759	10,004	10,004	12,500	2,496	25.0%
<b>TOTAL OTHER EXPENSES</b>	<b>268,352</b>	<b>294,634</b>	<b>294,634</b>	<b>239,875</b>	<b>(54,759)</b>	<b>(18.6%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 302,086</b>	<b>\$ 330,134</b>	<b>\$ 330,134</b>	<b>\$ 276,375</b>	<b>\$ (53,759)</b>	<b>(16.3%)</b>



## Child Care and Learning Center

### Functions and Responsibilities

The Capital Metro Child Care and Learning Center opened on July 31, 2006. It is operated by Bright Horizons Family Solutions through a contract with Capital Metro. The center provides an onsite child development environment to the families of Capital Metro, service contractors and the community. During its years of operation, a lower turnover and absenteeism rate for employees using the center has been achieved. The subsidy for Capital Metro employees provides less than 20 percent of operating costs. Capital Metro's transportation providers contribute \$40,000 annually to subsidize the center as well. The community pays full tuition without any subsidy. The cost of the facility is offset by tuition revenue, estimated to be \$729,000 in FY 2017. A small amount of annual funding through the Child and Adult Care Food Program also helps to offset costs. This contract is managed by the Human Resources department.

### FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Maintained the subsidy for FY 2016 below 20 percent. Subsidy level was 19 percent, including tuition and grant revenue. Expected subsidy for FY 2017 is 16 percent.
  - Increased the amount of childcare tuition revenue from \$571,376 in FY 2014 to \$631,506 in FY 2015. Anticipate increased revenue in FY 2016 as well.
  - Increased revenue grant resources from Child and Adult Care Food Program from \$14,686 in FY 2014 to \$18,629 in FY 2015. Due to fewer lower income families using the center, the amount in FY 2016 is expected to be lower.
  - Maintained enrollment with a waiting list.

### FY 2017 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continue to review and adjust tuition levels to reduce subsidy.
  - Continue to seek other grant opportunities to reduce subsidy.
  - Review other options to provide childcare for employees, contractor employees and the community, such as inclusion in Transit Oriented Development projects.



**Budgetary Changes**

**Other Expenses**

Increase of \$22,690 in Other Professional Fees due to contractual increase.

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 BUDGET</b>	<b>Var \$ FY 2017 vs. FY 2016</b>	<b>Var % FY 2017 vs. FY 2016</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	\$ 760,762	\$ 809,760	\$ 789,760	\$ 832,450	\$ 22,690	2.8%
Other Supplies	189	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>760,951</b>	<b>809,760</b>	<b>789,760</b>	<b>832,450</b>	<b>22,690</b>	<b>2.8%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 760,951</b>	<b>\$ 809,760</b>	<b>\$ 789,760</b>	<b>\$ 832,450</b>	<b>\$ 22,690</b>	<b>2.8%</b>

## Business Center

### Functions and Responsibilities

The Business Center provides support services to Capital Metro, including printing, copying, scanning, postage, meeting room reconfiguration and messenger services through a contract with Ricoh. Lost and found articles are also managed through this contract. The Business Center is under the oversight of the Vice President of Administration/Risk Management Compliance Officer.

### FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continued to deliver document services at the lowest possible cost to the agency with upgraded equipment.
  - Provided additional in-house document finishing opportunities and efficiencies.
  - Developed user guide to communicate services offered and Business Center Intranet page.
- ◆ Deliver the Best Possible Customer Experience
  - Collected and delivered lost and found articles.
  - Provided copier/fax/scan capabilities.

### FY 2017 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continue to deliver document services at the lowest possible cost to the agency with upgraded technology.
  - Explore opportunities to streamline the accounts payable process through Ricoh Business Services.
  - Provide additional in-house document finishing opportunities and efficiencies.
- ◆ Deliver the Best Possible Customer Experience
  - Collect and deliver lost and found articles.
  - Continue to provide copier/fax/scan capabilities.



**Budgetary Changes**

Increase of \$18,000 for funding to help streamline invoice processing and \$14,900 for the acquisition of additional copiers.

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 BUDGET</b>	<b>Var \$ FY 2017 vs. FY 2016</b>	<b>Var % FY 2017 vs. FY 2016</b>
<b>OTHER EXPENSES</b>						
Courier And Delivery Services	\$ 4,894	\$ 9,996	\$ 9,996	\$ 9,996	\$ -	0.0%
Other Services	213,175	218,352	218,352	236,352	18,000	8.2%
Toll Road Charges	68	-	-	-	-	0.0%
Office Equipment	87,092	92,716	90,492	107,616	14,900	16.1%
<b>TOTAL OTHER EXPENSES</b>	<b>305,229</b>	<b>321,064</b>	<b>318,840</b>	<b>353,964</b>	<b>32,900</b>	<b>10.2%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 305,229</b>	<b>\$ 321,064</b>	<b>\$ 318,840</b>	<b>\$ 353,964</b>	<b>\$ 32,900</b>	<b>10.2%</b>

## Executive Staff

### Functions and Responsibilities

Executive staff provides leadership and direction to ensure that Capital Metro meets its mission, goals and objectives. Two key areas of focus are to direct and coordinate various initiatives to ensure quality standards for the organization and to identify initiatives for ongoing improvement to customer service. Additionally, executive staff ensures sound ethics and fiscal management consistent with federal, state and local laws and sound public practices, which emphasize the most effective use of taxpayer funds through continuous improvements of Capital Metro's operations. Executive staff ensures activities requiring involvement across the organization are properly coordinated and oversees the dissemination of information to ensure follow-through and timely communications with concerned stakeholders. This department serves as a liaison with the Board on policy issues.

### Message from President/Chief Executive Officer

#### FY 2016 Accomplishments

In 2016, we kept the rider at top of mind as we improved our customer experience with both new service and new customer amenities. A few of the highlights include the following. We replaced older buses with more modern vehicles that will give passengers a better ride. Increased frequency on several routes, creating a Frequent Transit Network will allow riders to have more time to get where they want to go and spend less time waiting. As well, we have improved accessibility at bus stops across the system for riders with disabilities. We updated the award winning Capital Metro Application with new trip planning tools, new interactive maps and other features that make riding easier than ever before. And, the agency began construction to add 400 parking spaces to the Lakeline and Howard Park & Rides, which will make connecting to Capital Metro services easier for those in the suburbs.

Nearly 150,000 people drive into Austin on a daily basis for work. As the region's transit provider, Capital Metro is committed to providing Central Texas with a truly comprehensive and connected system. We are working with neighboring communities to help map their transit futures, developing plans that will better connect cities like Buda, Hutto and Pflugerville to Austin. Partnerships with local, regional and state agencies will lead to park-and-ride services for both the MoPac and I-35 corridors. Another big initiative will continue a major study of Austin's central corridor to develop short-term and long-term plans to improve mobility.

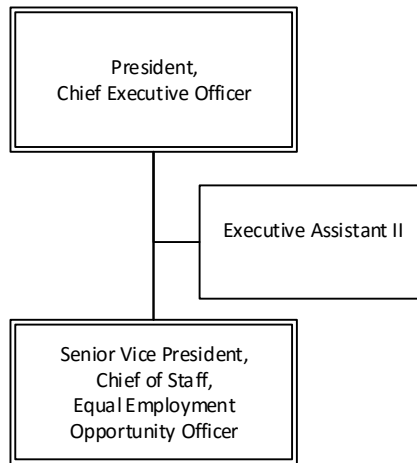
Because the Austin area continues to grow at such an impressive rate, the value of public transportation will only increase. It is important for Austin's future to have the best transit services possible and for Austinites to understand the services that are available to them. To help residents recognize the scope of our services, we have made sure to communicate with the public, the business community and our stakeholders regarding the progress of Capital Metro initiatives. A significant part of those efforts was briefing the new Austin City Council members, as well as other elected officials, on our goals and plans.

The backbone of Capital Metro is our staff, and one goal of the agency is to improve their work lives and provide professional development opportunities. Our resolute commitment is to provide a platform that allows our employees to perform at their best and develop throughout their careers.

### FY 2017 Emphasis Areas

Because we are stewards of the public's money, Capital Metro's commitment to taxpayers to deliver high quality and effective service requires strict financial discipline. Going forward, we will continue to improve the customer experience, work with our regional partners, communicate clearly and informatively with the public, and make the agency a great place to work and advance a career. Our highest priority is to provide service that best meets the travel needs of our customers. To continue to do so well into the future, we will begin to implement recommendations from the Connections 2025 study, which will guide Capital Metro's service planning over the next five to 10 years.

### Executive Staff Department Organizational Chart





**Budget Changes**

**Salaries and Wages**

Increase of \$14,372 in Salaries and Wages for the approved performance based pay increases to become effective in January 2017.

**Benefits**

Net increase of \$18,270 in Benefits for 401K retirement contributions and payroll taxes associated with performance based pay increases.

**Other Expenses**

There are no changes in funding for FY 2017 compared to FY 2016.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 535,486	\$ 524,076	\$ 524,076	\$ 535,673	\$ 11,597	2.2%
Executive Compensation	-	39,158	39,158	41,934	2,776	7.1%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>535,486</b>	<b>563,234</b>	<b>563,234</b>	<b>577,607</b>	<b>14,373</b>	<b>2.6%</b>
<b>BENEFITS</b>						
FICA-Admin	26,961	25,804	25,804	40,077	14,273	55.3%
401K	39,219	48,094	48,094	52,199	4,105	8.5%
State Unemployment-Admin	31	621	621	513	(108)	(17.4%)
<b>TOTAL BENEFITS</b>	<b>66,211</b>	<b>74,519</b>	<b>74,519</b>	<b>92,789</b>	<b>18,270</b>	<b>24.5%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	16,359	-	-	-	-	0.0%
Office Supplies	2,217	3,000	3,000	3,000	-	0.0%
Supplies-Board Of Directors	6	-	-	-	-	0.0%
Other Supplies	144	-	-	-	-	0.0%
Electric	140	-	-	-	-	0.0%
Telephone-Local	960	960	960	960	-	0.0%
Dues And Subscriptions	211,247	167,503	167,503	167,503	-	0.0%
AirFare - Transportation	7,145	5,625	5,625	5,625	-	0.0%
Travel - Per Diem	2,244	3,075	3,075	3,075	-	0.0%
Seminar, Conferences, Registration	3,091	9,600	9,600	9,600	-	0.0%
Lodging	6,028	5,900	5,900	5,900	-	0.0%
Travel - Other	(60)	600	600	600	-	0.0%
Postage	61	-	-	-	-	0.0%
Other Miscellaneous Expenses	2,021	6,000	6,000	6,000	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>251,603</b>	<b>202,263</b>	<b>202,263</b>	<b>202,263</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 853,300</b>	<b>\$ 840,016</b>	<b>\$ 840,016</b>	<b>\$ 872,659</b>	<b>\$ 32,642</b>	<b>3.9%</b>

# Communications

## Functions and Responsibilities

The Communications department leads the development and execution of innovative and effective communications strategies, including the dissemination of public information, media relations, social media, crisis communications, and coordination of internal and external stakeholder communications. The department serves as the primary contact point for the news media. The department provides communications strategy and support to other departments and the Board to carry out Capital Metro's mission through proactive communications strategies that drive positive messages and enhance Capital Metro's position in the community. The department establishes and implements Capital Metro's social media platforms, presenting user-friendly information through multiple channels for customers, stakeholders and employees.

## FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Continued implementation of an enhanced social media strategy to effectively communicate with customers, stakeholders, the public and others through informative and engaging content. Actively promoted Capital Metro's social media channels to attract new followers.
  - Revamped the website and mobile site, and added additional mobile app customer tools, for a more integrated and user-friendly experience.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Created and distributed information about Capital Metro's services, projects, initiatives, milestones and other newsworthy topics to a wide variety of audiences. These included Connections 2025 service study, Downtown MetroRail station, Project Connect Central Corridor Study, Plaza Saltillo Redevelopment, MetroRail enhancements, Park & Ride expansion, Capital Metro's 30<sup>th</sup> Anniversary, Manor Circulator, Austin Collective Video Series, and Smart Cities Mobility Challenge.
  - Continued enhanced outreach to local, regional and national media outlets through over 50 news releases and other proactive communications to report progress of Capital Metro projects and initiatives, and information about milestones, accomplishments, grants, awards and other news, resulting in hundreds of media stories.
  - Provided proactive communications support, including collateral development, social media and media outreach, for three service changes (January, June and August).
  - Developed presentations, an electronic newsletter and other materials for board members and executive staff on projects, plans and initiatives of interest to customers, stakeholders, community partners, elected/state/federal officials, the public and others.
  - Developed effective communications campaigns to promote riding Capital Metro as a convenient alternative to driving during special service offerings such as South by Southwest, Austin City Limits, Pecan Street Festival, Formula 1, July 4, Halloween and New Year's Eve.



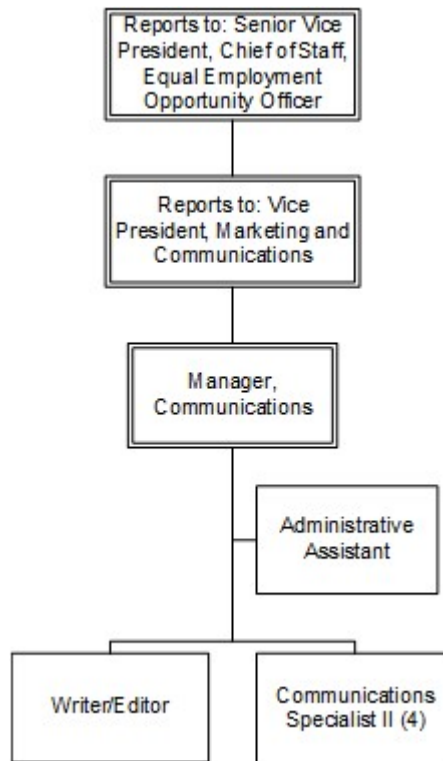
- Held rider appreciation events at bus and rail stations to celebrate Capital Metro's 30<sup>th</sup> anniversary.
- Delivered a range of communications to customers, media, stakeholders and others during several crises and major service disruptions, resulting in accurate and timely information being disseminated.
- Conducted editorial board meetings between Capital Metro's President/CEO and regional media outlets to discuss the agency's upcoming projects and plans, and strengthen relationships.
- ◆ **Demonstrate Regional Leadership**
  - Provided communications support, including social media, media relations and public outreach materials, for the planned opening of MetroExpress service on MoPac managed lanes.
  - Provided communications support, including social media, media relations and writing, for the Project Connect website.
  - Developed and issued a comprehensive, award-winning annual report to the community detailing the agency's financial health, accomplishments, services, projects and initiatives, and plans.
- ◆ **Continue to Improve Organizational Practices and Develop Staff**
  - Hired a media relations specialist and a writer/editor to further develop and enhance communications for both internal and external audiences.

### **FY 2017 Planned Initiatives**

- ◆ **Deliver the Best Possible Customer Experience**
  - Continue implementation of an enhanced social media strategy to effectively communicate with customers, stakeholders, the public and others through informative and engaging content, and actively promote Capital Metro's social media channels to attract new followers.
- ◆ **Demonstrate the Value of Public Transportation in a Dynamic Community**
  - Continue increasing the frequency and variety of information about Capital Metro's services, projects and accomplishments, and other newsworthy topics to a wide variety of audiences, including outreach to additional media outlets. Planned projects and initiatives include Express Service on MoPac, Project Connect Central Corridor, Downtown MetroRail Station, Plaza Saltillo, Connections 2025 service study, MetroArts, Safety Campaign, Annual Report, and Park & Ride Expansions.
  - Provide proactive communications support, including collateral development, social media and media outreach, for three service changes (January, June and August).
  - Continue developing presentations, an electronic newsletter and other materials for board members and executive staff on projects, plans and initiatives of interest to customers, stakeholders, community partners, elected/state/federal officials, the public and others.

- Continue developing and executing effective communications campaigns to promote riding Capital Metro as a convenient alternative to driving during major special events, including South by Southwest, Austin City Limits and Formula 1, and holidays, including July 4, Halloween and New Year’s Eve.
- ◆ Demonstrate Regional Leadership
  - Develop and issue a comprehensive annual report to the community detailing the agency’s financial health, accomplishments, services, projects and initiatives, and future plans.

**Communications Department Organizational Chart**





**Budget Changes**

**Salaries and Wages**

Decrease of \$10,890 in Salaries and Wages due to transfer of a part-time position to the Community Involvement department partially offset by the approved performance based pay increases to become effective in January 2017.

**Benefits**

Decrease of \$1,000 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Decrease of \$50,000 in Consultation Fees resulting from the completion of projects and initiatives in FY 2016 that will not require the same level of funding in FY 2017.

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 BUDGET</b>	<b>Var \$ FY 2017 vs. FY 2016</b>	<b>Var % FY 2017 vs. FY 2016</b>
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 265,676	\$ 436,370	\$ 436,370	\$ 425,480	\$ (10,890)	(2.5%)
<b>TOTAL SALARIES &amp; WAGES</b>	<b>265,676</b>	<b>436,370</b>	<b>436,370</b>	<b>425,480</b>	<b>(10,890)</b>	<b>(2.5%)</b>
<b>BENEFITS</b>						
FICA-Admin	19,542	32,410	32,410	31,833	(577)	(1.8%)
State Unemployment-Admin	45	1,449	1,449	1,026	(423)	(29.2%)
<b>TOTAL BENEFITS</b>	<b>19,587</b>	<b>33,859</b>	<b>33,859</b>	<b>32,859</b>	<b>(1,000)</b>	<b>(3.0%)</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	129,569	392,004	392,004	342,004	(50,000)	(12.8%)
Other Professional Fees	16,284	29,400	29,400	29,400	-	0.0%
Office Supplies	729	600	600	600	-	0.0%
Other Supplies	1,063	-	-	-	-	0.0%
Telephone-Local	1,280	2,400	2,400	2,400	-	0.0%
Dues And Subscriptions	2,671	2,844	2,844	2,844	-	0.0%
AirFare - Transportation	-	2,250	2,250	2,250	-	0.0%
Travel - Per Diem	-	1,750	1,750	1,750	-	0.0%
Seminar, Conferences, Registration	1,705	5,985	5,985	5,985	-	0.0%
Lodging	-	3,250	3,250	3,250	-	0.0%
Advertising/ Promotion Media	3	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>153,304</b>	<b>440,483</b>	<b>440,483</b>	<b>390,483</b>	<b>(50,000)</b>	<b>(11.4%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 438,567</b>	<b>\$ 910,712</b>	<b>\$ 910,712</b>	<b>\$ 848,822</b>	<b>\$ (61,890)</b>	<b>(6.8%)</b>

## Government Relations & Compliance

### Functions and Responsibilities

The purpose of the Government Relations and Compliance 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 Capital Metro's interest in providing regional transportation services. Compliance includes management, coordination and implementation of federal civil rights programs: Disadvantaged Business Enterprise (DBE), Title VI of the Civil Rights Act of 1964, Equal Employment Opportunity (EEO) and American with Disabilities Act (ADA) in accordance with federal regulations as well as providing technical assistance to stakeholders.

### FY 2016 Accomplishments

- ◆ Demonstrate Regional Leadership
  - Coordinated with the Planning department to increase transit planning in the urbanized area outside the service area and to develop additional services for member governments.
  - Partnered with state delegation to improve transit operations to increase regional ridership.
  - Partnered with the Texas Department of Transportation to increase rail ridership.
  - Partnered with minority chambers of commerce in outreach to DBEs, Small Business Enterprises (SBEs), and Historically Underutilized Businesses (HUBs) in the region to take part in Capital Metro's initiatives.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continued transition from federal SAFETEA-LU transportation funding and regulations to new MAP-21 requirements.
  - Partnered with state delegation to maximize effectiveness of required audits and reduce unnecessary spending.
  - Continued to work with the federal delegation and the Federal Rail Administration to effectively implement Positive Train Control.
  - Monitored DBE Program and achieved the 20 percent DBE goal approved for FY2014 – FY2016.
  - Organized primetime networking events.
  - Monitored Title VI, EEO and ADA Program compliance.
  - Enhanced employee cultural awareness initiatives.
  - Revised DBE program and procurement exhibits.

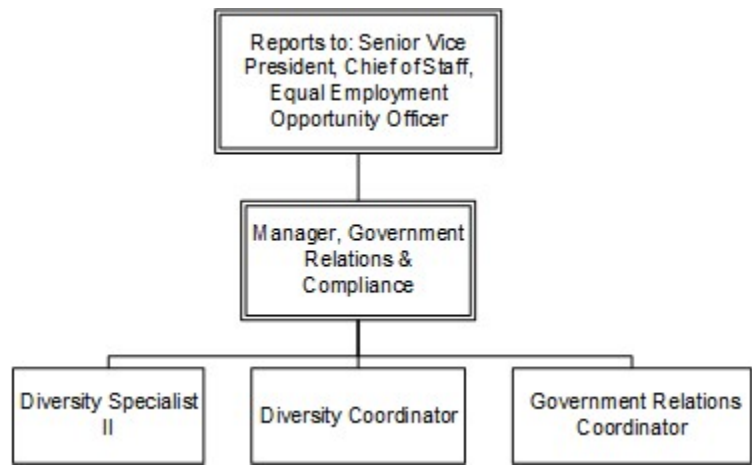
- ◆ Deliver the Best Possible Customer Experience
  - Continued working to identify funding that will improve the operations of bus and rail, making service more accessible and reliable.
  - Partnered with state delegation to protect customer information.
  - Continued to encourage Congressional leadership to work with other state and national partners to provide adequate funding for transit.
  - Completed the FY 2016 Transit Empowerment Fund (TEF), formerly the Business Transportation Needs Fund, distribution of transit passes to approved organizations.
  - Continued to monitor and administer the Discount Pass Program by providing customer support to the programs beneficiaries.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Used opportunities through Project Connect to educate elected officials inside and outside the service area about the benefits of transit.
  - Worked with community leaders and strengthened ties within the region in order to develop transportation solutions, using local government corporations and other tools that meet the needs of various types of riders.

#### **FY 2017 Planned Initiatives**

- ◆ Demonstrate Regional Leadership
  - Continue to work with other transportation related organizations and elected leaders to plan for innovative solutions to address congestion and service issues.
  - Partner with minority chambers of commerce in outreach to DBEs, SBEs, and HUBs in the region to take part in Capital Metro's initiatives.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continue to work with Operations and Finance to identify MAP-21 best practices to enhance organizational development.
  - Monitor DBE Program and achieve the goal approved for FY 2017 – FY 2019.
  - Monitor Title VI, and EEO Program compliance.
  - Enhance employee cultural awareness initiatives.
  - Revise the Limited English Proficiency Plan.

- ◆ Deliver the Best Possible Customer Experience
  - Continue working to identify funding that will improve the operations of bus and rail, making service more accessible and reliable.
  - Complete the FY 2017 TEF distribution of transit passes to approved organizations.
  - Continue to monitor and administer the Discount Program by providing customer support to the programs beneficiaries.

**Government Relations & Compliance Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Increase of \$26,171 in Salaries and Wages due addition of an intern and the approved performance based pay increases to become effective in January 2017.

#### Benefits

Increase of \$1,996 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Net decrease of \$332,700 due to a reduction in Consultation Fees of \$358,800 for a state-mandated quadrennial review and an economic traffic benefits study that will be completed in FY 2016. Increase of \$15,000 in Dues and Subscriptions primarily due to additional minority chamber agreements, and an increase in subscription costs used to monitor legislation. Increase of \$5,500 in Other Miscellaneous Expenses due to increase in planned outreach activities and the need for related materials for conference and sponsorship tables.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 230,405	\$ 280,169	\$ 280,169	\$ 306,340	\$ 26,171	9.3%
Overtime - Administrative	16	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>230,421</b>	<b>280,169</b>	<b>280,169</b>	<b>306,340</b>	<b>26,171</b>	<b>9.3%</b>
<b>BENEFITS</b>						
FICA-Admin	18,643	20,809	20,809	22,949	2,140	10.3%
State Unemployment-Admin	27	828	828	684	(144)	(17.4%)
Automobile	-	1,700	1,700	1,700	-	0.0%
<b>TOTAL BENEFITS</b>	<b>18,670</b>	<b>23,337</b>	<b>23,337</b>	<b>25,333</b>	<b>1,996</b>	<b>8.6%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	310,334	769,296	769,296	410,496	(358,800)	(46.6%)
Other Professional Fees	35,400	550	550	550	-	0.0%
Courier And Delivery Services	-	200	200	200	-	0.0%
Other Services	2,614	-	-	-	-	0.0%
Office Supplies	5,736	11,000	11,000	11,000	-	0.0%
Other Supplies	1,873	-	-	-	-	0.0%
Telephone-Local	520	960	960	1,440	480	50.0%
Dues And Subscriptions	27,753	68,600	68,600	83,600	15,000	21.9%
AirFare - Transportation	4,029	5,050	5,050	6,950	1,900	37.6%
Travel - Per Diem	2,260	5,300	5,300	5,300	-	0.0%
Seminar, Conferences, Registration	6,877	4,950	4,950	8,550	3,600	72.7%
Lodging	\$3,940	\$7,850	\$7,850	\$8,720	\$870	11.1%
Travel - Other	\$275	\$1,650	\$1,650	\$300	(\$1,350)	(81.8%)
Postage	\$587	\$500	\$500	\$600	\$100	20.0%
Other Miscellaneous Expenses	\$2,476	\$12,500	\$12,500	\$18,000	\$5,500	44.0%
<b>TOTAL OTHER EXPENSES</b>	<b>\$404,674</b>	<b>\$888,406</b>	<b>\$888,406</b>	<b>\$555,706</b>	<b>(\$332,700)</b>	<b>(37.4%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 653,765</b>	<b>\$ 1,191,912</b>	<b>\$ 1,191,912</b>	<b>\$ 887,379</b>	<b>\$ (304,533)</b>	<b>(25.5%)</b>

# Board of Directors Support Department

## Functions and Responsibilities

The Board of Directors Support department provides support to the Board and President/Chief Executive Officer to achieve the strategic mission and vision of Capital Metro. The department coordinates monthly Board meetings, as well as Board 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 Texas Open Meetings Act requirements. The Board of Directors department also facilitates communication between the Board, Capital Metro staff and members of the public.

## FY 2016 Accomplishments

- ◆ Provide a Great Customer Experience
  - Began implementing upgrades to boardroom technology to improve the image quality of presentations in the boardroom and during live streaming of Board meetings.
- ◆ Improve Business Practices
  - Continued practice of using tablet computers and issuing backup materials to the Board in electronic format to reduce paper usage in keeping with Capital Metro's commitment to sustainable business practices.
  - Continued to standardize and document Board policies to increase efficiency and transparency.
  - Continued educational outreach to internal stakeholders on Board processes.

## FY 2017 Planned Initiatives

- ◆ Provide a Great Customer Experience
  - Complete boardroom upgrade to technology to improve the image quality of presentations in the boardroom and during live streaming of Board meetings.
  - Evaluate and continue to improve the use of technology in communicating with the Board and the public, including but not limited to, improved access to backup materials for the visually impaired, creation of a portal for all backup materials, live streaming of Board and committee meetings and greater use of electronic backup materials.
- ◆ Improve Business Practices
  - Improve processes for Board development, including new member orientation, Board evaluation and feedback processes, and strategic planning.



**Board of Directors Support Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Decrease of \$25,265 in Salaries and Wages due to transfer of 0.5 full-time equivalent to the Legal department partially offset by the approved performance based pay increases to become effective in January 2017.

**Benefits**

Decrease of \$2,180 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

There are no significant changes in FY 2017 funding.



Capital Metropolitan Transportation Authority Approved FY 2017  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 193,699	\$ 200,596	\$ 200,596	\$ 175,331	\$ (25,265)	(12.6%)
<b>TOTAL SALARIES &amp; WAGES</b>	<b>193,699</b>	<b>200,596</b>	<b>200,596</b>	<b>175,331</b>	<b>(25,265)</b>	<b>(12.6%)</b>
<b>BENEFITS</b>						
FICA-Admin	13,989	15,018	15,018	13,118	(1,900)	(12.7%)
State Unemployment-Admin	122	621	621	342	(279)	(44.9%)
<b>TOTAL BENEFITS</b>	<b>14,111</b>	<b>15,639</b>	<b>15,639</b>	<b>13,460</b>	<b>(2,179)</b>	<b>(13.9%)</b>
<b>OTHER EXPENSES</b>						
Courier And Delivery Services	-	344	80	244	(100)	(29.1%)
Other Services	18,274	40,740	32,000	40,740	-	0.0%
Office Supplies	6,002	1,704	1,704	2,104	400	23.5%
Supplies-Board Of Directors	1,174	1,200	1,200	1,200	-	0.0%
Other Supplies	179	-	-	-	-	0.0%
Telephone-Local	520	960	480	660	(300)	(31.3%)
Dues And Subscriptions	129	130	130	130	-	0.0%
AirFare - Transportation	3,051	17,800	3,418	14,800	(3,000)	(16.9%)
Travel - Per Diem	9,111	16,100	7,500	16,100	-	0.0%
Seminar, Conferences, Registration	13,627	20,620	6,879	20,620	-	0.0%
Lodging	8,199	14,375	12,202	17,375	3,000	20.9%
Travel - Other	206	-	-	-	-	0.0%
Postage	24	120	120	120	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>\$60,496</b>	<b>\$114,093</b>	<b>\$65,713</b>	<b>\$114,093</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 268,306</b>	<b>\$ 330,328</b>	<b>\$ 281,948</b>	<b>\$ 302,884</b>	<b>\$ (27,445)</b>	<b>(8.3%)</b>

## Internal Audit

### Functions and Responsibilities

The Internal Audit department reports directly to the Board and is an independent and objective source of advice, consulting and assurance services. Internal Audit provides assurance on Capital Metro's governance, risk management, and control processes to help the organization achieve its strategic, operational, financial, and compliance objectives. In addition, Internal Audit is a catalyst for improving effectiveness and efficiency 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.

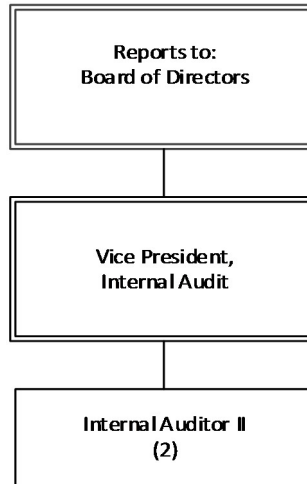
### FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Completed or initiated seven comprehensive performance and financial audits from the FY 2016 approved Internal Audit Services Plan.
  - Provided advisory and consulting services, including monitoring the implementation of the Enterprise Resource Planning financial system and evaluating logical security, as well as consulting on Enterprise Risk Management implementation and development of a contract management plan for monitoring performance under the new commuter rail contract. Participated as a non-voting member on various management committees.
  - Performed two comprehensive biannual status updates, which assessed implementation status of over eighty corrective action plans for twelve outstanding internal audits.
  - Co-developed and presented annual Ethics and Fraud Prevention training sessions to all Capital Metro employees in cooperation with Legal and Human Resources staff.
  - Assessed the Internal Audit department's operational effectiveness and compliance with professional auditing standards by performing an internal quality assurance assessment.
  - Refreshed organization-wide risk assessment and used results to update the FY 2015-2016 Internal Audit Services Plan.
  - Performed organization-wide risk assessment and used the results to update the FY 2015-2016 Internal Audit Services Plan and to develop the FY 2017-2018 Internal Audit Services Plan.
  - Worked with Government Relations & Compliance department on the selection of contractor, development of project scope and project oversight for the statutorily required Quadrennial Review.
- ◆ Demonstrate Regional Leadership
  - Internal Audit Team members held leadership roles in the Austin chapter of the Institute of Internal Auditors.

### FY 2017 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Provide proactive advisory, consulting and risk management services to management and the Board, including providing input on the implementation of an Enterprise Risk Management (ERM) program.
- ◆ Demonstrate Regional Leadership
  - Provide leadership and service role to professional organizations and peer transit agencies.

### Internal Audit Department Organizational Chart





**Budget Changes**

**Salaries and Wages**

Increase of \$3,167 in Salaries and Wages for the approved performance based pay increases to become effective in January 2017.

**Benefits**

Increase of \$1,977 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Increase of \$67,000 in Audit Fees for an external quality assurance review due every three years and the need for an external human resources consultant to supplement Internal Audit staff.

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 BUDGET</b>	<b>Var \$ FY 2017 vs. FY 2016</b>	<b>Var % FY 2017 vs. FY 2016</b>
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 308,491	\$ 309,287	\$ 285,932	\$ 312,455	\$ 3,168	1.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>308,491</b>	<b>309,287</b>	<b>285,932</b>	<b>312,455</b>	<b>3,168</b>	<b>1.0%</b>
<b>BENEFITS</b>						
FICA-Admin	20,511	21,292	19,505	23,377	2,085	9.8%
State Unemployment-Admin	27	621	621	513	(108)	(17.4%)
<b>TOTAL BENEFITS</b>	<b>20,538</b>	<b>21,913</b>	<b>20,126</b>	<b>23,890</b>	<b>1,977</b>	<b>9.0%</b>
<b>OTHER EXPENSES</b>						
Audit Fees	44,980	-	-	67,000	67,000	0.0%
Office Supplies	246	420	420	420	-	0.0%
Non Capital Equipment	433	-	-	-	-	0.0%
Dues And Subscriptions	547	2,631	2,631	2,500	(131)	(5.0%)
AirFare - Transportation	610	-	-	800	800	0.0%
Travel - Per Diem	505	178	178	360	182	102.2%
Seminar, Conferences, Registration	4,119	7,537	7,537	6,100	(1,437)	(19.1%)
Lodging	1,132	350	800	400	50	14.3%
Travel - Other	-	544	544	544	-	0.0%
Postage	-	100	100	-	(100)	(100.0%)
<b>TOTAL OTHER EXPENSES</b>	<b>52,572</b>	<b>11,760</b>	<b>12,210</b>	<b>78,124</b>	<b>66,364</b>	<b>564.3%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 381,601</b>	<b>\$ 342,960</b>	<b>\$ 318,268</b>	<b>\$ 414,469</b>	<b>\$ 71,509</b>	<b>20.9%</b>

# Strategic Operations Management and Administration

## Functions and Responsibilities

The Strategic Operations Management and Administrative department provides oversight and guidance for all Capital Metro operations, including Capital Metro's bus, paratransit, freight rail, passenger rail, maintenance, safety, security, and information technology.

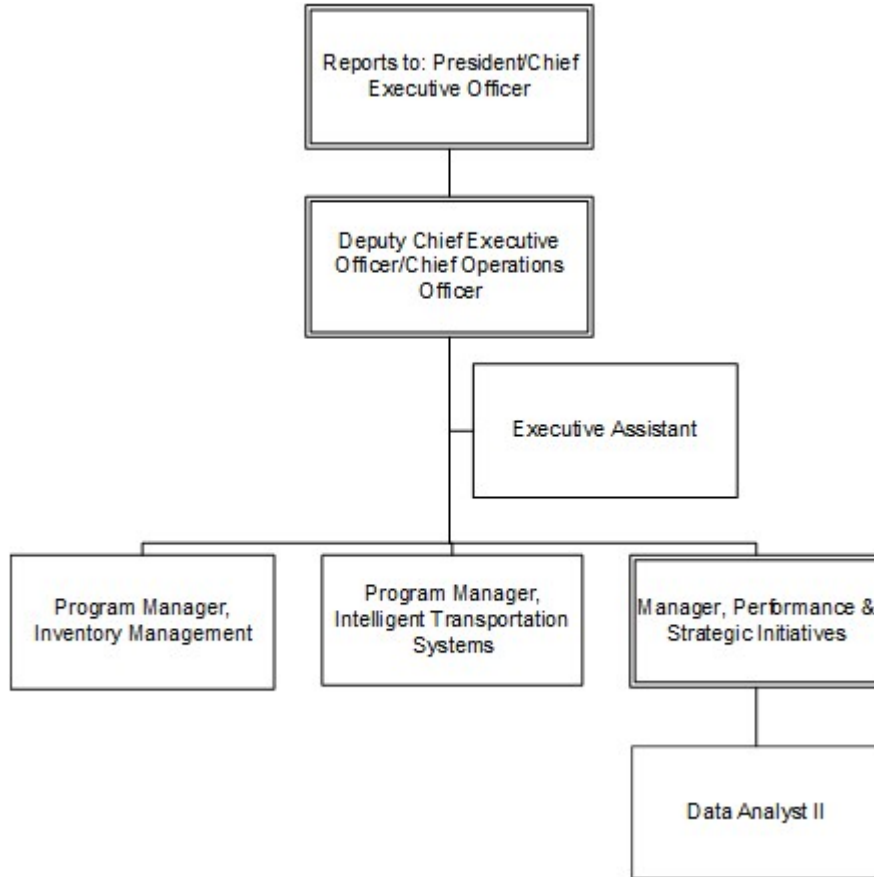
### FY 2016 Accomplishments

- ◆ Deliver the best possible customer experience
  - Launched downtown rail station project and developed plans for Westgate park & ride.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Developed a five-year strategic plan that was approved by the Board.
  - Cascaded the corporate strategic plan to the business units for alignment.
  - Revamped the Board agenda process to streamline workflows.
  - Transitioned transportation service providers from First Transit to MV Transportation.
  - Assisted in the implementation of the new Dynamics AX financial system.
  - Introduced business process mapping for to document the new financial system processes.
  - Continued efforts to maintain federal guidelines related to asset management.

### FY 2017 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Introduce four new rail cars into Capital Metro's system.
  - Introduce enhanced MetroRapid and park & ride service.
  - Develop enhanced travelers' tools.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continue efforts to streamline key performance indicators by developing a data warehouse.
  - Continue to focus on critical business process mapping initiatives.
  - Continue surveying efforts along the rail line and developing a rail operations bridge program.

### Operations Organizational Chart





### Budget Changes

#### Salaries and Wages

Increase of \$62,213 in Salaries and Wages due to conversion of a long-term temporary position to a full-time equivalent along with the approved performance based pay increases to become effective in January 2017.

#### Benefits

Net increase of \$11,556 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$134,500 in Other Professional Fees previously budgeted as contingency funding in the event special expertise was needed to comply with Federal Transit Administration guidelines related to asset management.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 554,049	\$ 553,324	\$ 553,324	\$ 615,538	\$ 62,214	11.2%
Overtime - Administrative	15	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>554,064</b>	<b>553,324</b>	<b>553,324</b>	<b>615,538</b>	<b>62,214</b>	<b>11.2%</b>
<b>BENEFITS</b>						
FICA-Admin	33,262	35,259	35,259	46,140	10,881	30.9%
401K	25,109	25,104	25,104	25,104	-	0.0%
State Unemployment-Admin	45	1,035	1,035	1,710	675	65.2%
Automobile	7,200	7,200	7,200	7,200	-	0.0%
<b>TOTAL BENEFITS</b>	<b>65,616</b>	<b>68,598</b>	<b>68,598</b>	<b>80,154</b>	<b>11,556</b>	<b>16.8%</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	117,835	202,500	50,000	68,000	(134,500)	(66.4%)
Temporary Help	4,195	-	-	-	-	0.0%
Office Supplies	2,272	1,800	1,800	1,000	(800)	(44.4%)
AirFare - Transportation	1,345	2,200	2,200	2,200	-	0.0%
Travel - Per Diem	808	984	984	984	-	0.0%
Seminar, Conferences, Registration	19,824	15,000	15,000	15,000	-	0.0%
Lodging	2,228	2,500	2,500	2,500	-	0.0%
Travel - Other	118	-	-	3,000	3,000	0.0%
Postage	1	-	-	-	-	0.0%
Other Miscellaneous Expenses	22	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>148,648</b>	<b>224,984</b>	<b>72,484</b>	<b>92,684</b>	<b>(132,300)</b>	<b>(58.8%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 768,328</b>	<b>\$ 846,906</b>	<b>\$ 694,406</b>	<b>\$ 788,376</b>	<b>\$ (58,530)</b>	<b>(6.9%)</b>



# Security

## Functions and Responsibilities

The Security department's primary goal is to provide a safe and secure transportation system for employees, contractors and the general public by conducting frequent patrols on foot, in vehicles and electronically. The department maintains professional development and training of security personnel to enhance or increase skill levels. Additionally, Security collaborates with local law enforcement agencies and community entities to provide enhanced services to the customers, employees, and contractors. The Security department maintains the access control components for all facilities, including the rail corridor.

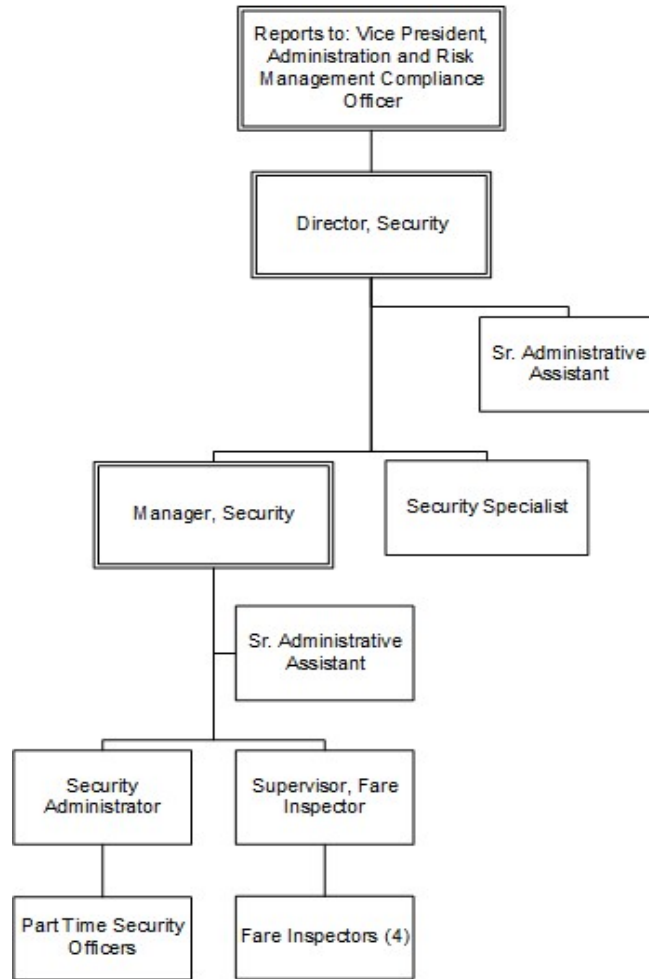
## FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Converted a portion of security vehicles to color and configuration schemes of the Austin Police department (APD) to increase visibility and deterrence. Increased visibility of APD officers on board buses to prevent crimes.
  - Partnered with the City of Austin to facilitate security during Presidential visits.
  - Replaced camera systems at Lakeline, Leander and South Congress park & ride facilities.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Rolled out improved security software to increase efficiency and communication capability during crises and other interagency emergency notifications and responses. Coordinated staff emergency drills to enhance preparedness and awareness.
  - Increased frequency of security sweeps of Capital Metro's property between Austin and Giddings, Austin and Marble Falls, and Austin and Llano by certifying a few APD officers as Hi-Rail qualified.
  - Implemented new fare administration and inspection program, including administration fine to enforce payment of appropriate fares on MetroRail and MetroRapid. Accomplished a fare evasion rate of less than 2 percent.

## FY 2017 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Complete facility vulnerability assessment and develop short- and long-term plans to improve facility and system security.
  - Continue replacement of camera systems at park & ride facilities.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Update pay structure for part-time APD officers to reflect market rates to help ensure adequate security coverage throughout the system and during special events.

### Security Department Organizational Chart





### Budget Changes

#### Salaries and Wages

Increase of \$125,212 in Salaries and Wages for the approved performance based pay increases to become effective in January 2017, as well as the conversion of four temporary fare inspectors and one administrative position to full-time equivalents. Increase of \$16,000 for overtime and \$103,865 in additional funding to compensate off duty police officers with market rates to improve recruitment and retention.

#### Benefits

Net decrease of \$20,393 in Benefits primarily related to decreased unemployment taxes budgeted for part-time police officers.

#### Other Expenses

Increase of \$110,000 in Other Professional Fees to continue a facility security assessment that began in FY 2016. Decrease of \$118,792 in Temporary Help due to conversion of four temporary fare inspectors and one administrative position to full-time equivalents. Decrease of \$82,599 in Security Services resulting from the sale of a site no longer used for operational purposes.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 278,839	\$ 492,508	\$ 500,000	\$ 617,720	\$ 125,212	25.4%
Overtime - Administrative	14,531	-	16,000	16,000	16,000	0.0%
Salaries & Wages - APD Officers	1,618,427	1,771,515	1,866,090	1,875,380	103,865	5.9%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,911,797</b>	<b>2,264,023</b>	<b>2,382,090</b>	<b>2,509,100</b>	<b>245,077</b>	<b>10.8%</b>
<b>BENEFITS</b>						
FICA-Admin	155,357	166,894	166,894	182,776	15,882	9.5%
State Unemployment-Admin	4,899	41,987	41,987	5,711	(36,276)	(86.4%)
Uniform Allowance-Admin.	2,879	3,500	3,500	3,500	-	0.0%
<b>TOTAL BENEFITS</b>	<b>163,135</b>	<b>212,381</b>	<b>212,381</b>	<b>191,987</b>	<b>(20,394)</b>	<b>(9.6%)</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	-	50,000	56,000	160,000	110,000	220.0%
Temporary Help	195,700	118,792	118,792	-	(118,792)	(100.0%)
Maintenance-Radios	11,130	-	-	-	-	0.0%
Repair & Maintenance-Other	123,693	100,000	100,000	115,000	15,000	15.0%
Security Services	984,458	1,007,599	900,000	925,000	(82,599)	(8.2%)
Other Services	5,670	-	-	5,000	5,000	0.0%
Gasoline	66,280	72,520	53,000	60,000	(12,520)	(17.3%)
Office Supplies	9,052	8,004	9,000	8,004	-	0.0%
Other Supplies	3,540	3,000	4,000	5,000	2,000	66.7%
Non Capital Equipment	4,877	5,004	5,004	5,004	-	0.0%
Telephone-Local	-	5,004	5,004	5,004	-	0.0%
Gasoline Fuel Tax	7,586	6,132	6,132	6,132	-	0.0%
AirFare - Transportation	2,001	2,000	2,000	2,000	-	0.0%
Travel - Per Diem	480	700	700	1,000	300	42.9%
Toll Road Charges	9,449	(4)	-	-	4	(100.0%)
Seminar, Conferences, Registration	-	1,500	2,500	1,500	-	0.0%
Lodging	1,138	2,000	2,000	2,000	-	0.0%
Postage	14	-	50	-	-	0.0%
Other Miscellaneous Expenses	1,594	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>1,426,662</b>	<b>1,382,251</b>	<b>1,264,182</b>	<b>1,300,644</b>	<b>(81,607)</b>	<b>(5.9%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 3,501,594</b>	<b>\$ 3,858,655</b>	<b>\$ 3,858,653</b>	<b>\$ 4,001,731</b>	<b>\$ 143,076</b>	<b>3.7%</b>

## Legal

### Functions and Responsibilities

The Legal department ensures that Capital Metro conducts its activities ethically and consistently with federal and state laws, providing sound legal advice and reducing the risk of legal action. The Legal 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 Capital Metro's ethics program to help ensure responsible stewardship of public funds; and manages outside legal services.

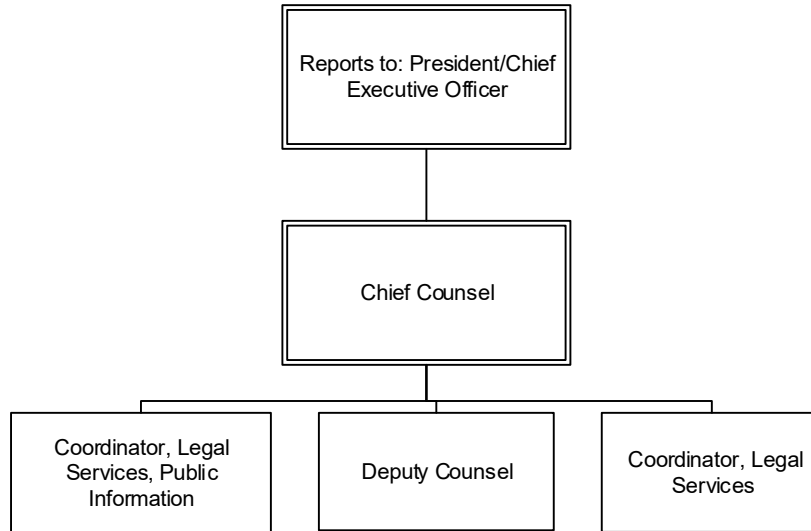
### FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Identified and implemented best practices in litigation and outside counsel management by beginning a program for expert review of highly technical solicitations and contracts and development of legal staff and department users on legal issues that arise from contracts related to information technology.
  - Developed and implemented process and strategies for reducing legal risk and exposure by implementing policies for use of sponsorships/partnerships, assuming responsibility for management of all non-procurement agreement documents and negotiating and finalizing an agreement for development of the Saltillo Plaza property.
  - Evaluated and updated Board adopted policies to ensure compliance and the application of best practices in the industry, including a comprehensive review and overhaul of the Board Bylaws and related policies and resolutions.
  - Review and updated contracting and procurement documents to ensure legal compliance and best practices by beginning a systematic review and update of standard contract documents and provisions.

### FY 2017 Planned Initiatives

- ◆ Continued to improve Organizational Practices and Develop Staff
  - Identify and implement best practices in litigation and outside counsel management.
  - Develop and deliver staff training and guidance on legal and ethical issues.
  - Ensure Capital Metro meets its legal obligations associated with transparency and public information.
  - Continue to develop and implement processes and strategies for reducing legal risk and exposure.
  - Continue to review and update contracting and procurement documents to ensure legal compliance, best value and best practices.

### Legal Department Organizational Chart





**Budget Changes**

**Salaries and Wages**

Net increase of \$34,573 in Salaries and Wages for the transfer of 0.5 full-time equivalent from the Board of Directors department and the approved performance based pay increases to become effective in January 2017.

**Benefits**

Net increase of \$4,056 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Decrease of \$205,000 in General Legal Services to reflect reduced spending for outside legal services. During FY 2016, completion of the master development agreement for the Saltillo Plaza project required a significant level of specialized legal expertise that will not be needed in FY 2017.

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 BUDGET</b>	<b>Var \$ FY 2017 vs. FY 2016</b>	<b>Var % FY 2017 vs. FY 2016</b>
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 356,749	\$ 348,218	\$ 348,218	\$ 382,791	\$ 34,573	9.9%
Overtime - Administrative	52	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>356,801</b>	<b>348,218</b>	<b>348,218</b>	<b>382,791</b>	<b>34,573</b>	<b>9.9%</b>
<b>BENEFITS</b>						
FICA-Admin	24,926	23,755	23,755	28,639	4,884	20.6%
State Unemployment-Admin	35	828	828	-	(828)	(100.0%)
<b>TOTAL BENEFITS</b>	<b>24,961</b>	<b>24,583</b>	<b>24,583</b>	<b>28,639</b>	<b>4,056</b>	<b>16.5%</b>
<b>OTHER EXPENSES</b>						
General Legal Services	319,376	708,788	503,788	503,788	(205,000)	(28.9%)
Courier And Delivery Services	42	75	40	60	(15)	(20.0%)
Other Services	(142)	-	-	-	-	0.0%
Office Supplies	1,240	1,800	1,800	1,800	-	0.0%
Other Supplies	3,754	4,656	-	-	(4,656)	(100.0%)
Telephone-Local	480	480	480	480	-	0.0%
Dues And Subscriptions	1,455	1,372	6,028	6,244	4,872	355.1%
AirFare - Transportation	1,454	574	1,949	1,949	1,375	239.5%
Travel - Per Diem	426	1,100	1,100	1,100	-	0.0%
Seminar, Conferences, Registration	2,473	5,325	5,100	5,500	175	3.3%
Lodging	2,367	2,300	2,300	2,300	-	0.0%
Travel - Other	24	-	-	-	-	0.0%
Postage	508	700	700	700	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>333,457</b>	<b>727,170</b>	<b>523,285</b>	<b>523,921</b>	<b>(203,249)</b>	<b>(28.0%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 715,219</b>	<b>\$ 1,099,971</b>	<b>\$ 896,086</b>	<b>\$ 935,351</b>	<b>\$ (164,621)</b>	<b>(15.0%)</b>

## Finance

### Functions and Responsibilities

The Finance department is responsible for monitoring Capital Metro'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 grant programs, safeguarding assets, and facilitating strategic financial planning.

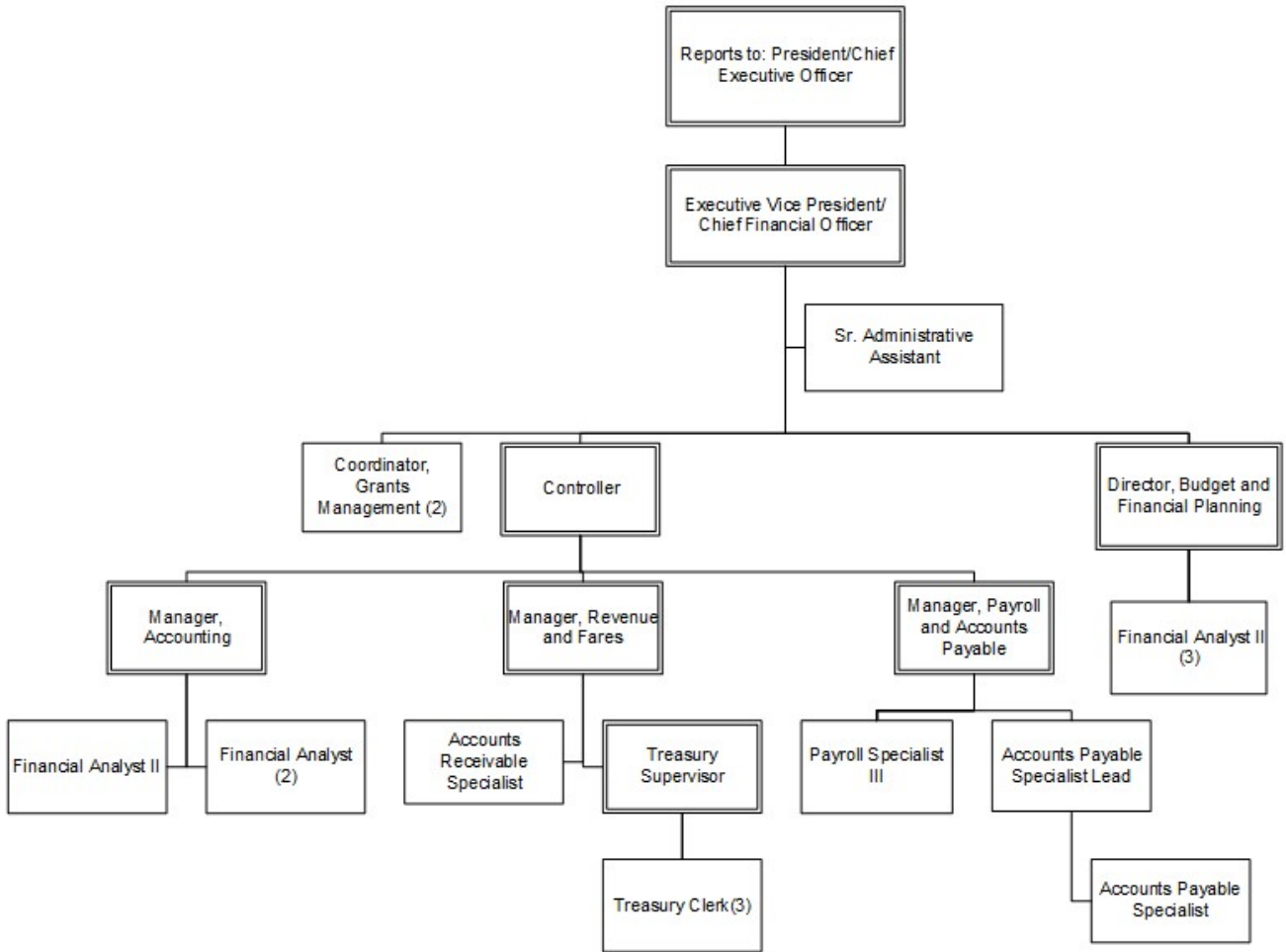
### FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continued the implementation of the new Dynamics AX financial software to replace end-of-life financial software for financial management systems to improve tracking of funds and expenditures. The new system "went live" in October 2015.
  - Implemented the budget planning module of the new Dynamics AX financial software to improve preparation of the operating and capital budget.
  - Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2016 budget document.
  - Received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the FY2014 Comprehensive Annual Financial Report (CAFR). FY 2015 CAFR has been completed, submitted and is currently under review.
  - Received an unmodified opinion from Capital Metro's independent accounting firm on the FY 2015 financial statements and no single audit findings or internal control deficiencies were noted.
  - Completed a comprehensive financial forecast spanning FY 2017 to FY 2021.

### FY 2017 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Submit the FY 2017 Budget Document to the Government Finance Officers Association for award consideration.
  - Submit the FY 2016 Comprehensive Annual Financial Report to the Government Finance Officers Association for award consideration.
  - Receive an unmodified opinion from Capital Metro's independent accounting firm on the FY 2016 financial statements and no single audit findings or internal control deficiencies.

**Finance Department Organizational Chart**







## **Budget Changes**

### **Salaries and Wages**

Decrease of \$4,007 in Salaries and Wages due to staff turnover in FY 2016 and vacant positions have been budgeted at the midpoint in the applicable salary range. This decrease is partially offset by the approved performance based pay increases to become effective in January 2017.

### **Benefits**

Increase of \$8,682 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

### **Other Expenses**

Decrease of \$72,000 in Passes and Tickets due to improved inventory management. Increase of \$712,000 in Contingency Reserve to establish beginning balance of \$1,000,000 consistent with reserves and contingencies policy. Increase of \$35,000 in Capital Expense – Non Labor for replacement of a coin counter. Increase of \$114,496 in Bank Charges under the terms of a new depository contract.



Capital Metropolitan Transportation Authority Approved FY 2017  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 1,571,525	\$ 1,767,926	\$ 1,477,000	\$ 1,764,044	\$ (3,882)	(0.2%)
Overtime - Administrative	2,933	3,125	6,000	3,000	(125)	(4.0%)
Salary & Wages - Temp	6,844	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,581,302</b>	<b>1,771,051</b>	<b>1,483,000</b>	<b>1,767,044</b>	<b>(4,007)</b>	<b>(0.2%)</b>
<b>BENEFITS</b>						
FICA-Admin	114,420	122,474	113,000	131,980	9,506	7.8%
401K	5,500	5,496	5,500	5,500	4	0.1%
State Unemployment-Admin	274	4,761	1,000	3,934	(827)	(17.4%)
<b>TOTAL BENEFITS</b>	<b>120,194</b>	<b>132,731</b>	<b>119,500</b>	<b>141,414</b>	<b>8,683</b>	<b>6.5%</b>
<b>OTHER EXPENSES</b>						
Audit Fees	256,994	275,004	200,000	250,000	(25,004)	(9.1%)
Consultation Fees	-	-	33,000	-	-	0.0%
Other Professional Fees	166,881	232,500	232,900	252,900	20,400	8.8%
Permits And Fees	1,069	-	-	-	-	0.0%
Temporary Help	9,808	-	53,000	-	-	0.0%
Maintenance-Office Equipment	269	-	-	-	-	0.0%
Courier And Delivery Services	20,085	24,000	22,000	24,000	-	0.0%
Other Services	350,000	350,000	350,000	350,000	-	0.0%
Gasoline	461	1,800	500	1,000	(800)	(44.4%)
Office Supplies	10,385	12,000	12,000	12,000	-	0.0%
Passes And Tickets	108,147	225,000	145,300	153,000	(72,000)	(32.0%)
Other Supplies	5,506	8,100	5,000	8,000	(100)	(1.2%)
Non Capital Equipment	483	-	4,000	-	-	0.0%
Telephone-Local	480	480	500	500	20	4.2%
Gasoline Fuel Tax	51	96	-	-	(96)	(100.0%)
Dues And Subscriptions	4,342	6,100	5,000	4,900	(1,200)	(19.7%)
AirFare - Transportation	4,129	5,500	5,500	5,500	-	0.0%
Travel - Per Diem	2,286	2,100	2,100	2,100	-	0.0%
Toll Road Charges	160	204	-	-	(204)	(100.0%)
Seminar, Conferences, Registration	5,687	11,799	11,800	11,800	1	0.0%
Lodging	5,892	4,500	4,500	4,500	-	0.0%
Travel - Other	-	1,500	1,500	1,500	-	0.0%
Bad Debt Expense	562	12,000	-	-	(12,000)	(100.0%)
Contingency Reserve	(600,000)	288,000	-	1,000,000	712,000	247.2%
Postage	3,572	7,004	4,000	5,000	(2,004)	(28.6%)
Bank Charges	213,112	162,504	253,100	277,000	114,496	70.5%
Other Miscellaneous Expenses	(1)	-	-	-	-	0.0%
Capitalization Of Salary And Wages	34,663	-	-	-	-	0.0%
Capital Expense - Non Labor	-	-	-	35,000	35,000	0.0%
Interest Expense Long Term	331,261	310,890	311,000	269,000	(41,890)	(13.5%)
Gain/ Loss On Sale Of Fixed Assets	\$155,934	-	-	-	-	-
Asset Disposal Exp And Admin Fees-Fina	(\$428,261)	-	-	-	-	-
<b>TOTAL OTHER EXPENSES</b>	<b>663,957</b>	<b>1,941,081</b>	<b>1,656,700</b>	<b>2,667,700</b>	<b>(4,545,381)</b>	<b>(63.0%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 2,365,453</b>	<b>\$ 3,844,863</b>	<b>\$ 3,259,200</b>	<b>\$ 4,576,158</b>	<b>\$ (4,540,706)</b>	<b>(49.8%)</b>

## Information Technology

### Functions and Responsibilities

The Information Technology (IT) department provides strategic planning and implementation of all technology projects and ensures the integrity, availability, reliability and security of all Capital Metro systems. In addition, the IT department is responsible for procurement, installation, and day-to-day, 24/7 support of all installed hardware, software, data and communications networks.

### FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Replaced end-of-life financial software with new Dynamics AX financial system.
  - Completed SharePoint implementation for document management, collaboration and records management.
  - Replaced obsolete customer monitoring system with a more flexible Customer Relationship Management system.
  - Implemented Internet network circuit redundancy to better ensure network and system availability.
- ◆ Deliver the Best Possible Customer Experience
  - Launched new Customer Traveler Tools on website, mobile web, and mobile application.
  - Implemented new Interactive Voice Recognition for fixed route transit services.
  - Implemented Trapeze Pass-Web System to allow MetroAccess customers to request service with accessibility via the Internet.
  - Began to provide customer Wi-Fi hot spots at selected stations.

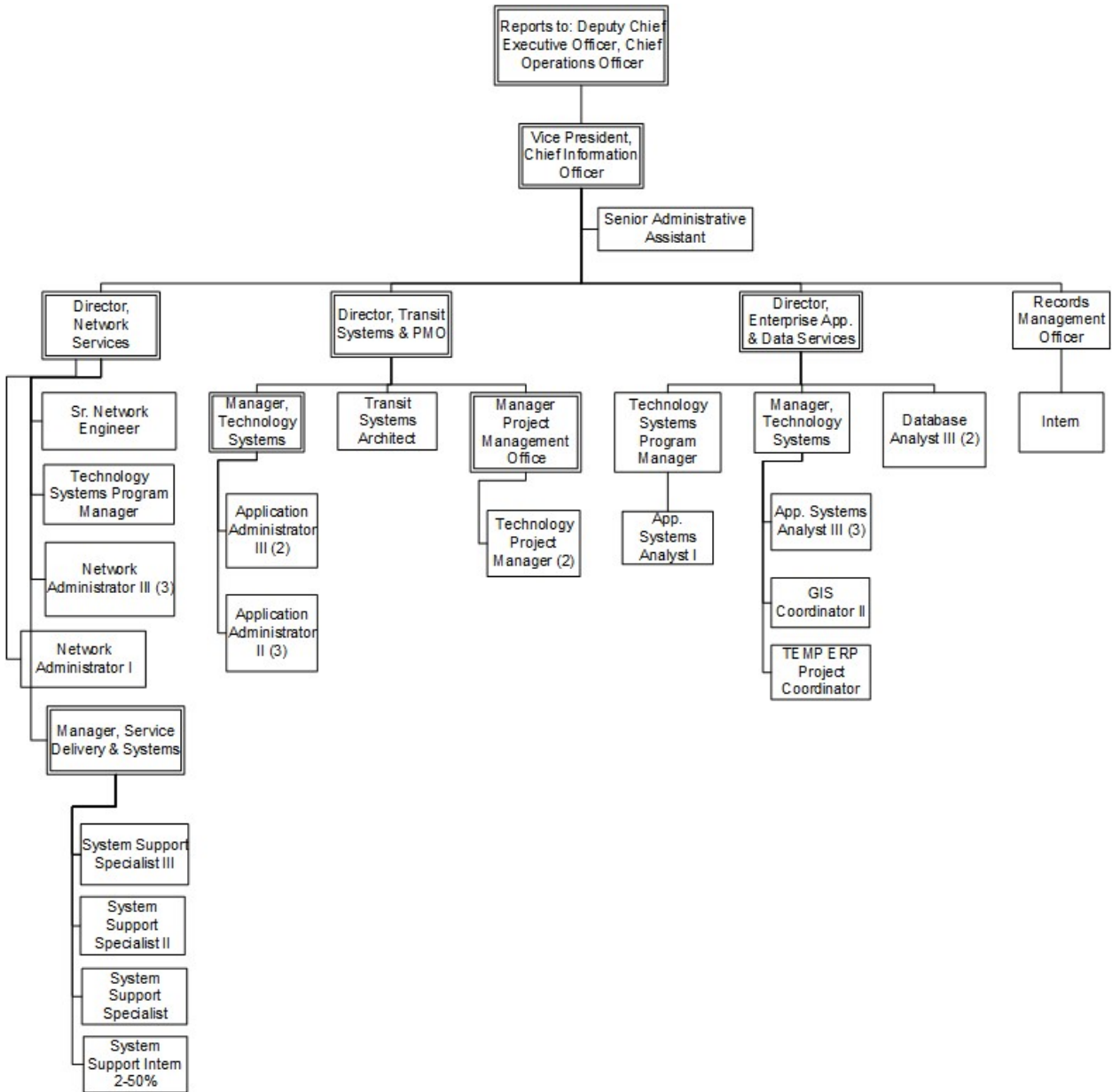
### FY 2017 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Begin implementation of a new asset management system to improve functionality and integrate with new financial system,
  - Complete upgrade of computer network components to improve availability and reliability.
  - Continue IT process improvements to strengthen controls and eliminate gaps.



- ◆ Deliver the Best Possible Customer Experience.
  - Implement additional Customer Traveler Tools.
  - Launch new Capital Metro website features.
  - Continue new fare collection system project for fleet of revenue vehicles to allow for collection of fares across all media types, including mobile tickets, smartcards, and magnetic cards.
  - Pilot new technology for bus station prototype.

### Information Technology Department Organizational Chart





## **Budget Changes**

### **Salaries and Wages**

Decrease of \$160,712 in Salaries and Wages due to an inadvertent overstatement of salaries in FY 2016, as well as the conversion of one full-time equivalent to an agency temporary estimated at \$50,000. These decreases are partially offset by the approved performance based pay increases to become effective in January 2017.

### **Benefits**

Net increase of \$9,947 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

### **Other Expense**

Increase of \$340,741 for Software Maintenance support for out of warranty software that supports bus and rail operations. Increase of \$167,200 in Telephone Expense for wi-fi connectivity on new buses, rail cars, stations, and "hot spots" used by Capital Metro customers. Increase of \$187,054 in Computer Software for additional Dynamics AX financial system licenses and security enhancements for online mobile applications. Increase of \$150,000 in Computer Hardware for monitors, computers, local network drives and assorted hardware to replace and service equipment. Major hardware and software purchases are included in the capital budget.



Capital Metropolitan Transportation Authority Approved FY 2017  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 3,349,969	\$ 3,815,025	\$ 3,662,633	\$ 3,654,313	\$ (160,712)	(4.2%)
Overtime - Administrative	3,264	-	-	-	-	0.0%
Salary & Wages - Temp	64,131	-	-	-	-	0.0%
Intern Pay	14,684	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>3,432,048</b>	<b>3,815,025</b>	<b>3,662,633</b>	<b>3,654,313</b>	<b>(160,712)</b>	<b>(4.2%)</b>
<b>BENEFITS</b>						
FICA-Admin	248,034	272,446	272,446	284,346	11,900	4.4%
State Unemployment-Admin	629	8,280	8,280	6,327	(1,953)	(23.6%)
Tuition Reimbursement	150	-	-	-	-	0.0%
<b>TOTAL BENEFITS</b>	<b>248,813</b>	<b>280,726</b>	<b>280,726</b>	<b>290,673</b>	<b>9,947</b>	<b>3.5%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	77,777	-	-	-	-	0.0%
Other Professional Fees	241,764	97,700	97,700	97,700	-	0.0%
Temporary Help	60,596	50,000	50,000	50,000	-	0.0%
Phone System Maintenance	184,553	270,000	301,000	299,000	29,000	10.7%
Hardware Maintenance Contracts	177,313	289,550	360,000	239,150	(50,400)	(17.4%)
Software Maintenance Contracts	1,869,896	1,972,150	1,968,423	2,312,891	340,741	17.3%
Other Services	14,034	26,000	26,000	26,000	-	0.0%
Gasoline	845	-	-	-	-	0.0%
Office Supplies	6,656	8,580	8,580	8,580	-	0.0%
Training Materials	128	-	-	-	-	0.0%
Other Supplies	10,277	-	-	-	-	0.0%
Telephone-Local	552,174	777,800	754,000	945,000	167,200	21.5%
Telephone-Long Distance	-	1,200	1,200	1,200	-	0.0%
Other Business Insurance	13,002	-	-	-	-	0.0%
Gasoline Fuel Tax	96	-	-	-	-	0.0%
Dues And Subscriptions	4,164	2,400	2,400	2,400	-	0.0%
AirFare - Transportation	4,897	4,800	4,800	4,800	-	0.0%
Travel - Per Diem	3,209	2,025	2,025	2,025	-	0.0%
Toll Road Charges	8	-	-	-	-	0.0%
Seminar, Conferences, Registration	41,180	54,200	54,200	54,200	-	0.0%
Lodging	8,662	5,900	5,900	5,900	-	0.0%
Travel - Other	97	-	-	-	-	0.0%
Postage	7	-	-	-	-	0.0%
Tools And Equipment	1,036	-	-	-	-	0.0%
Computer Software	609,739	741,346	773,400	928,400	187,054	25.2%
Computer Hardware	178,653	40,000	40,000	190,000	150,000	375.0%
Other Miscellaneous Expenses	198	-	-	-	-	0.0%
Capitalization Of Salary And Wages	(190,062)	-	-	-	-	0.0%
Office Equipment	2,240	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>3,873,139</b>	<b>4,343,651</b>	<b>4,449,628</b>	<b>5,167,246</b>	<b>823,595</b>	<b>19.0%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 7,554,000</b>	<b>\$ 8,439,402</b>	<b>\$ 8,392,987</b>	<b>\$ 9,112,232</b>	<b>\$ 672,830</b>	<b>8.0%</b>

# Procurement

## Functions and Responsibilities

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

## FY 2016 Accomplishments

- ◆ Deliver the best possible customer experience
  - Awarded a contract for up to 36 45-foot commuter coaches.
  - Solicited, evaluated and awarded a contract for the design of the new downtown rail station.
  - Solicited, evaluated and awarded contracts in support of the TIGER (Transportation Investments Generating Economic Recovery) grant.
  - Solicited, evaluated and awarded a contract for MetroAccess Overflow Services.
  - Worked with the IT Department on improvements to the mobile ticketing system.
  - Awarded a contract for construction of additional parking at the Lakeline station and park & ride.
  - Awarded a contract to install Wi-Fi hot spots at transit stations.
- ◆ Demonstrate regional leadership
  - Solicited and awarded a new contract for wellness program services, an award-winning Capital Metro initiative that has improved employee health and morale.
  - Solicited, evaluated and awarded a contract for Project Connect central corridor transit analysis.
- ◆ Continue to improve organizational practices and develop staff
  - Actively participated in ensuring that the launch of the new Dynamics AX financial system resulted in a smooth transition.
  - Updated written procedures to reflect changes in business practices resulting from implementation of the new financial system.
  - Awarded a contract for facility programming and a facilities master plan.
  - Awarded a contract for leadership development services in support of Capital Metro's initiative to encourage staff development.
  - Awarded a contract for a new fare evasion module for Capital Metro's mobile application.



- Awarded a contract for the 2016 Quadrennial Review, which assessed system maintenance, including bus, rail, paratransit, and facilities, with an emphasis on reliability, availability, maintainability, spare ratios, and operating cost per mile/hour.
- Disposed of surplus property in a timely fashion, generating revenue for the Authority.
- Awarded a contract for Telecom Audit Services, which will inspect our telecom spending and ensure that we are paying competitive rates and not paying any unnecessary fees or charges.
- Arranged and hosted a training seminar in Writing Performance Work Statements that allowed us to have 30 Capital Metro staff from several different departments receive valuable training locally, developing staff and saving the Agency travel costs.

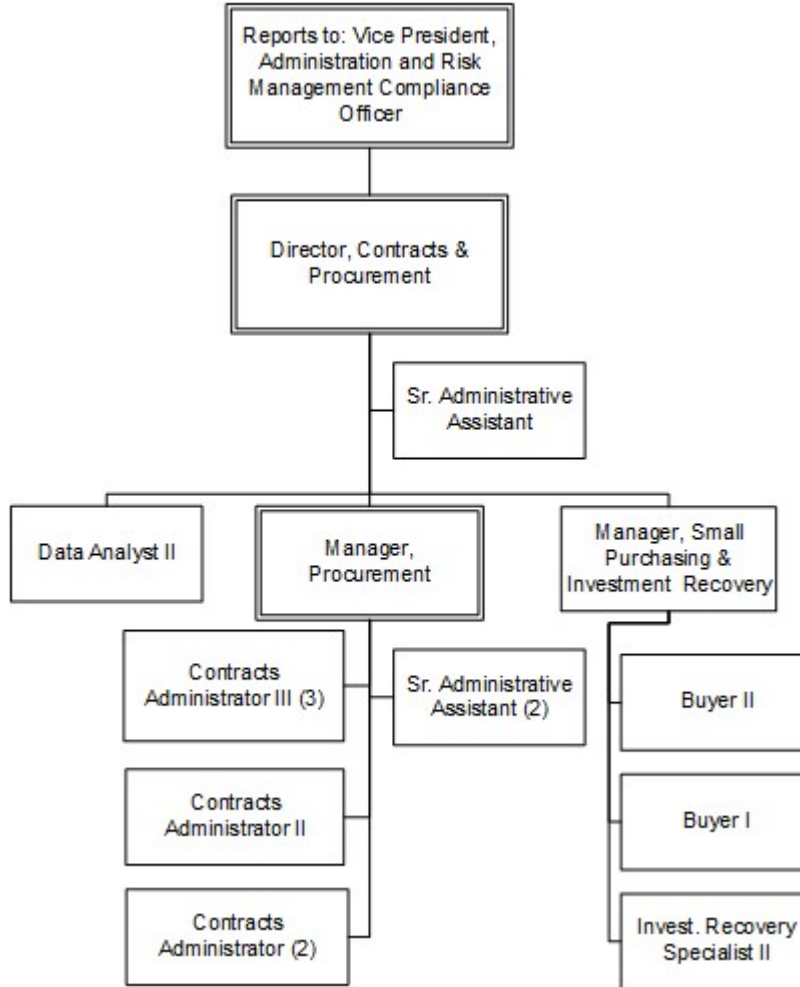
### **FY 2017 Planned Initiatives**

- ◆ Deliver the best possible customer experience
  - Issue a solicitation for the re-procurement of MetroAccess operator.
  - Award a contract for the construction of the downtown rail station.
  - Award a contract for the expansion of Howard Lane park & ride.
  - Award a contract for construction of the new Westgate park & ride.
  - Award contracts for additional bus stop amenities.
  - Work with the Bus and Paratransit Services department to develop solicitation documents for new buses to replace aging units.
  - Solicit and award contracts for the repair of railroad bridges.
  - Solicit and award a contract for a new dynamic brake tester.
  - Solicit and award a contract for the installation and replacement of exhaust fans at the North Operations facility.
- ◆ Demonstrate regional leadership
  - Award a contract for general planning consulting services.
  - Award contracts for civil engineering task order services.
  - Issue solicitation for real property surveying services.
  - Award a contract for the installation of a positive train control system for the commuter rail line.



- ◆ Continue to improve organizational practices and develop staff
  - Award a contract for a new asset management software system.
  - Continue reviewing procurement boilerplate documents to ensure compliance with all federal and state procurement regulations.
  - Ensure that staff members participate in accredited seminars and classes to maintain professional certifications.
  - Encourage and assist staff members to identify and attend additional development training.
  - Implement annual team building exercises to promote cohesiveness and good working relationships.
  - Solicit and award a contract for a new payroll & human resources information management system.
  - Implement a contract management tracking system to monitor all contracts with values in excess of \$1,000,000.

**Procurement Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Increase of \$166,249 in Salaries and Wages for the addition of a contract administrator to assist with the procurement of high dollar supplies, equipment, and services plus a conversion of senior administrative assistant from temporary status to full-time equivalent. This increase also includes the approved performance based pay increases to become effective in January 2017.

#### Benefits

Increase of \$8,596 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Increase of \$25,000 in Consultation Fees for cost/price analyst to assist in researching contractor submittals, industry-costing trends, and other data to help ensure Capital Metro receives fair and reasonable pricing. Decrease of \$50,000 in Other Professional Fees due to the completion of system manuals in FY 2016. Decrease of \$45,000 in Temporary Help related to the conversion of a temporary employee to full-time equivalent.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 955,358	\$ 963,886	\$ 963,886	\$ 1,130,134	\$ 166,248	17.2%
Overtime - Administrative	840	13,131	13,131	13,131	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>956,198</b>	<b>977,017</b>	<b>977,017</b>	<b>1,143,265</b>	<b>166,249</b>	<b>17.0%</b>
<b>BENEFITS</b>						
FICA-Admin	76,219	75,303	75,303	83,763	8,460	11.2%
State Unemployment-Admin	140	2,898	2,898	3,035	137	4.7%
<b>TOTAL BENEFITS</b>	<b>76,359</b>	<b>78,201</b>	<b>78,201</b>	<b>86,798</b>	<b>8,597</b>	<b>11.0%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	-	-	-	25,000	25,000	0.0%
Other Professional Fees	-	50,000	50,000	-	(50,000)	(100.0%)
Temporary Help	23,378	45,000	45,000	-	(45,000)	(100.0%)
Repair & Maintenance-Other	16,826	-	-	-	-	0.0%
Gasoline	127	-	98	100	100	0.0%
Office Supplies	6,564	6,300	6,300	6,400	100	1.6%
Gasoline Fuel Tax	14	-	-	-	-	0.0%
Dues And Subscriptions	1,975	2,780	2,100	2,700	(80)	(2.9%)
AirFare - Transportation	3,442	5,895	4,700	5,895	-	0.0%
Travel - Per Diem	2,291	4,103	4,000	4,103	-	0.0%
Seminar, Conferences, Registration	8,451	14,145	14,145	14,145	-	0.0%
Lodging	6,060	6,970	6,970	6,970	-	0.0%
Travel - Other	5,154	2,100	2,100	2,100	-	0.0%
Newspaper Media	16,336	10,860	13,000	14,000	3,140	28.9%
Postage	627	960	700	825	(135)	(14.1%)
<b>TOTAL OTHER EXPENSES</b>	<b>91,245</b>	<b>149,113</b>	<b>149,113</b>	<b>82,238</b>	<b>(66,875)</b>	<b>(44.8%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,123,802</b>	<b>\$ 1,204,331</b>	<b>\$ 1,204,331</b>	<b>\$ 1,312,301</b>	<b>\$ 107,970</b>	<b>9.0%</b>

## RideShare

### Functions and Responsibilities

RideShare service provides alternative transportation solutions that reduce the number of single occupancy vehicles on area roads. The department manages the van/carpool operations, including the ongoing performance assessment of vanpool groups. The department provides commute ride matching services in an effort to reduce congestion and improve air quality. In addition, the Rideshare department manages the Guaranteed Ride Home program for all modes of service. Rideshare service is provided through a contract with vRide, Inc.

### FY 2016 Accomplishments

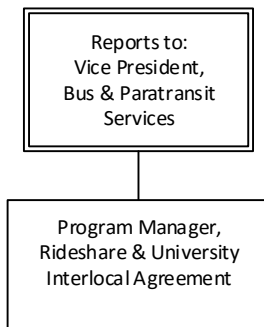
- ◆ Deliver the Best Possible Customer Experience
  - Launched new and updated semi-annual customer satisfaction survey.
  - Completed new and updated procedures for ensuring correct posting of program subsidies, accident and incident reporting.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Achieved 200<sup>th</sup> vanpool and commemorated this milestone with an employer event, press release and photo shoot.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Completed first biennial safety training for RideShare drivers.

### FY 2017 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Continue ongoing launch of new and updated semi-annual customer satisfaction survey.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community.
  - Continue ongoing support of Try It program to increase program participation.
  - Continue ongoing collaboration with the RideShare service provider to ensure quality customer service and increased program awareness.



**RideShare Department Organizational Chart**



**Budget Changes**

**Other Expenses**

Decrease of \$15,589 due to a decrease in the number of vanpool vehicles in FY 2017 compared to FY 2016. The FY 2016 budget included funding for 301 vanpools by the end of the year and the department now anticipates 233 vanpools. The FY 2017 budget includes funding for 281 vanpools by the end of the year.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 67,304	\$ 70,473	\$ 70,475	\$ 71,148	\$ 675	1.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>67,304</b>	<b>70,473</b>	<b>70,475</b>	<b>71,148</b>	<b>675</b>	<b>1.0%</b>
<b>BENEFITS</b>						
FICA-Admin	4,998	5,234	5,235	5,323	89	1.7%
State Unemployment-Admin	4	207	207	171	(36)	(17.4%)
<b>TOTAL BENEFITS</b>	<b>5,002</b>	<b>5,441</b>	<b>5,442</b>	<b>5,494</b>	<b>53</b>	<b>1.0%</b>
<b>OTHER EXPENSES</b>						
Vehicle Towing	280	-	-	-	-	0.0%
Other Services	9,641	-	-	-	-	0.0%
Office Supplies	20	-	-	-	-	0.0%
Other Supplies	-	-	-	1,200	1,200	0.0%
Guaranteed Ride Home Reimbursement	39	1,200	600	1,200	-	0.0%
Vride - Rideshare	1,697,577	2,674,313	2,234,581	2,658,724	(15,589)	(0.6%)
Dues And Subscriptions	-	575	575	575	-	0.0%
AirFare - Transportation	-	550	550	550	-	0.0%
Travel - Per Diem	-	250	250	250	-	0.0%
Seminar, Conferences, Registration	-	550	550	550	-	0.0%
Lodging	-	500	500	550	50	10.0%
<b>TOTAL OTHER EXPENSES</b>	<b>1,707,557</b>	<b>2,677,938</b>	<b>2,237,606</b>	<b>2,663,599</b>	<b>(14,339)</b>	<b>(0.5%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,779,863</b>	<b>\$ 2,753,852</b>	<b>\$ 2,313,523</b>	<b>\$ 2,740,241</b>	<b>\$ (13,611)</b>	<b>(0.5%)</b>

# Strategic Planning and Development

## Functions and Responsibilities

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

### FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Initiated the Connections 2025 planning effort to develop a five- and ten-year service plan designed to improve transit service in the community and respond to changing mobility needs and demands.
  - Initiated the Project Connect study on the central corridor to assess transit needs in the existing core, and to evaluate and prioritize potential new high-capacity transit services, both within and connecting to the central core of Austin.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Supported several high-impact training opportunities for department staff, including Leaders in Motion, industry conference attendance and presentation and participation in research panels.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Completed 30 percent design for a major upgrade of the downtown rail station supported by a \$50 million grant from TxDOT.
  - Completed development of a strategic Transit Oriented Development tool that will help stakeholders and the development community understand and act on transit-supportive development opportunities.
  - Participated in multiple projects and planning efforts with partner agencies, including I-35, MoPac South, 183 North, SW 45, and Code Next.
  - Collaborated with the American Public Transit Association to host the Sustainability Conference in Austin, including presentations from Capital Metro staff and board members.
- ◆ Demonstrate Regional Leadership
  - Continued to work with suburban jurisdictions to develop and implement Transit Development Plans, leading to approval of plans in Round Rock, Hutto and Buda and initiation of a plan in Pflugerville.

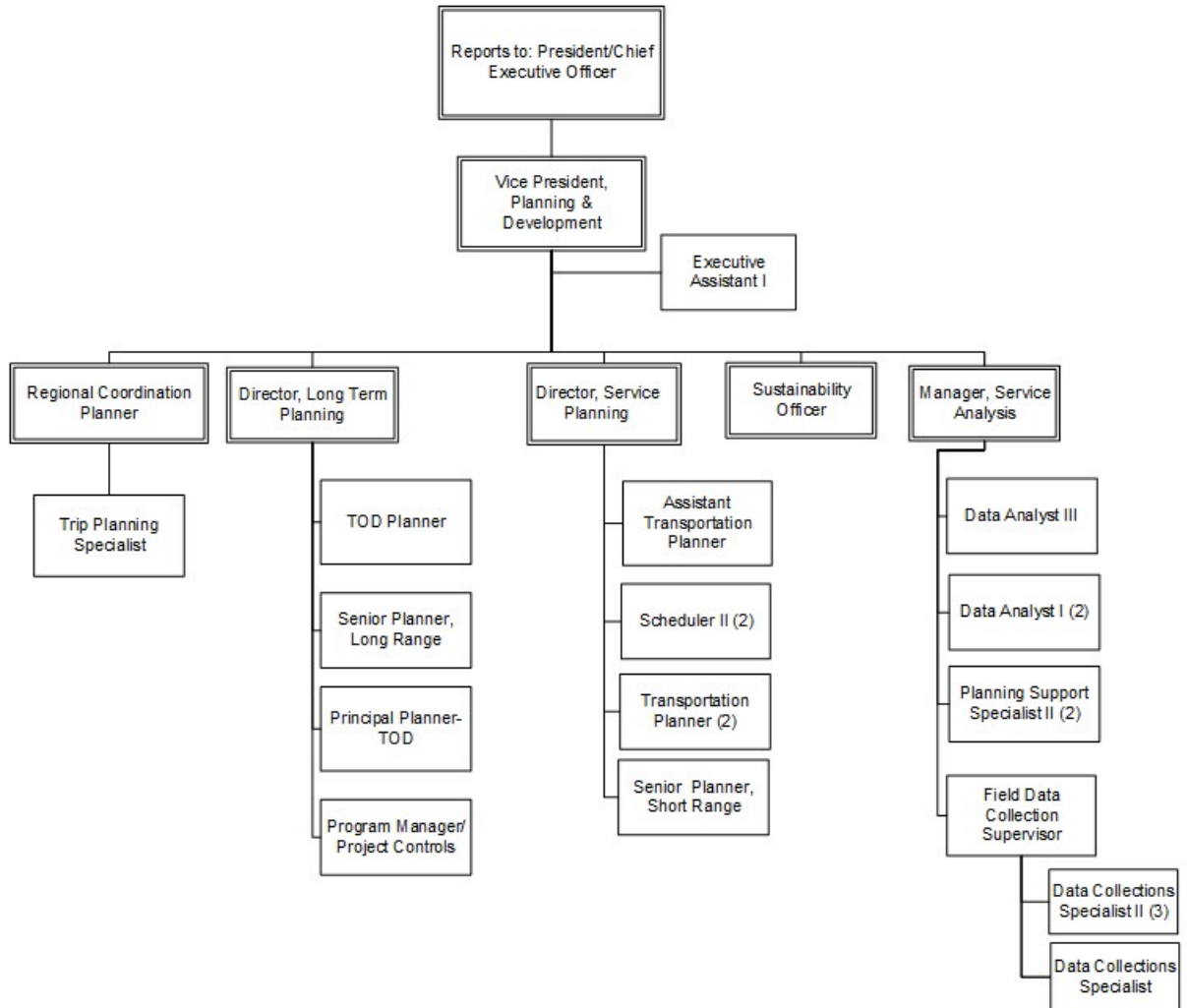
- Collaborated with the City of Austin and others to develop a Smart Cities Challenge grant application.
- Initiated partnerships with the Texas Department of Transportation and the Central Texas Regional Mobility Authority to incorporate transit-supportive features into their roadway projects.
- Completed a new TIGER grant application with strong private sector partnership for the potential relocation of two MetroRail stations to improve access and increase ridership.

### **FY 2017 Planned Initiatives**

- ◆ Deliver the Best Possible Customer Experience
  - Complete the Connections 2025 study and begin implementation of service recommendations.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Support staff participation in professional development and training opportunities.
  - Continue to work with Capital Metro's multi-departmental team to improve the service change process.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Increase role and awareness of Office of Mobility Management, a partnership between Capital Metro and CARTS, to improve regional transit coordination and service provision across jurisdictional boundaries.
  - Continue participation in the I-35, US 183 North, SW 45, and MoPac South planning and environmental studies to ensure transit is considered. Seek funding for park & rides that work in coordination with these roadway projects.
  - Continue participation in the Capital Area Metropolitan Planning Organization's 2040 Plan and Imagine Austin Plan/Code Next development process to ensure transit is represented.
- ◆ Demonstrate Regional Leadership
  - Continue to work with suburban jurisdictions to develop and implement transit development plans.
  - Continue central corridor analysis and planning.



**Strategic Planning and Development Department Organizational Chart**





**Budget Changes**

**Salaries and Wages**

Increase of \$49,469 for the addition of a data analyst to support analysis of data from the Intelligent Transportation System Orbital Computer Aided Dispatch system. This increase also includes the approved performance based pay increases to become effective in January 2017.

**Benefits**

Increase of \$6,428 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Increase of \$173,003 in Consultation Fees associated with various planning studies. New planning initiatives include an economic impact analysis related to transit facilities, transit signal priority, the development of design guidelines for park & rides, and potential MetroRail improvements.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 1,646,305	\$ 1,871,165	\$ 1,871,165	\$ 1,920,634	\$ 49,469	2.6%
Overtime - Administrative	8,552	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,654,857</b>	<b>1,871,165</b>	<b>1,871,165</b>	<b>1,920,634</b>	<b>49,469</b>	<b>2.6%</b>
<b>BENEFITS</b>						
FICA-Admin	123,935	135,748	135,748	143,019	7,271	5.4%
State Unemployment-Admin	392	5,589	5,589	4,745	(844)	(15.1%)
<b>TOTAL BENEFITS</b>	<b>124,327</b>	<b>141,337</b>	<b>141,337</b>	<b>147,764</b>	<b>6,427</b>	<b>4.5%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	513,041	1,276,997	1,276,997	1,450,000	173,003	13.5%
Other Professional Fees	195	-	-	-	-	0.0%
Temporary Help	-	16,896	16,896	33,800	16,904	100.0%
Courier And Delivery Services	-	60	60	60	-	0.0%
Other Services	10,000	-	-	-	-	0.0%
Gasoline	337	564	564	564	-	0.0%
Office Supplies	8,855	8,088	8,088	8,085	(3)	(0.0%)
Maps And Schedules	(750)	-	-	-	-	0.0%
Training Materials	5	-	-	-	-	0.0%
Other Supplies	26,001	9,522	9,522	12,464	2,942	30.9%
Telephone-Local	2,640	4,680	4,680	4,680	-	0.0%
Gasoline Fuel Tax	38	60	60	125	65	108.3%
Dues And Subscriptions	5,989	3,360	3,360	12,790	9,430	280.7%
AirFare - Transportation	9,667	9,292	9,292	15,770	6,478	69.7%
Travel - Per Diem	5,663	3,948	3,948	10,807	6,859	173.7%
Toll Road Charges	22	-	-	215	215	0.0%
Seminar, Conferences, Registration	21,966	7,455	7,455	22,025	14,570	195.4%
Lodging	12,959	8,602	8,602	18,372	9,770	113.6%
Travel - Other	98	-	-	-	-	0.0%
Postage	112	60	60	60	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>616,838</b>	<b>1,349,584</b>	<b>1,349,584</b>	<b>1,589,817</b>	<b>240,233</b>	<b>17.8%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 2,396,022</b>	<b>\$ 3,362,086</b>	<b>\$ 3,362,086</b>	<b>\$ 3,658,215</b>	<b>\$ 296,129</b>	<b>8.8%</b>

# Marketing

## Functions and Responsibilities

The Marketing department oversees strategic marketing, brand management, graphic design, customer literature production and distribution, transit advertising, the business-to-business program and special events planning and implementation. Major responsibilities include increasing ridership through the promotion of routes and services, working with the Communications and Community Involvement departments to inform the public of planned initiatives and improvements, communicating routes and services to customers, and increasing awareness of Capital Metro's services through advertising, collateral development, digital and promotions. Working with an external advertising agency, the department carries out market research to measure levels of awareness and customer satisfaction with specific products. Internal marketing, schedule design and production, signage design and management and fleet graphics are also key roles played by the department. The Marketing department also helps generate revenue through the sale of advertising on transit vehicles and through the development of partnerships with businesses to create ridership programs.

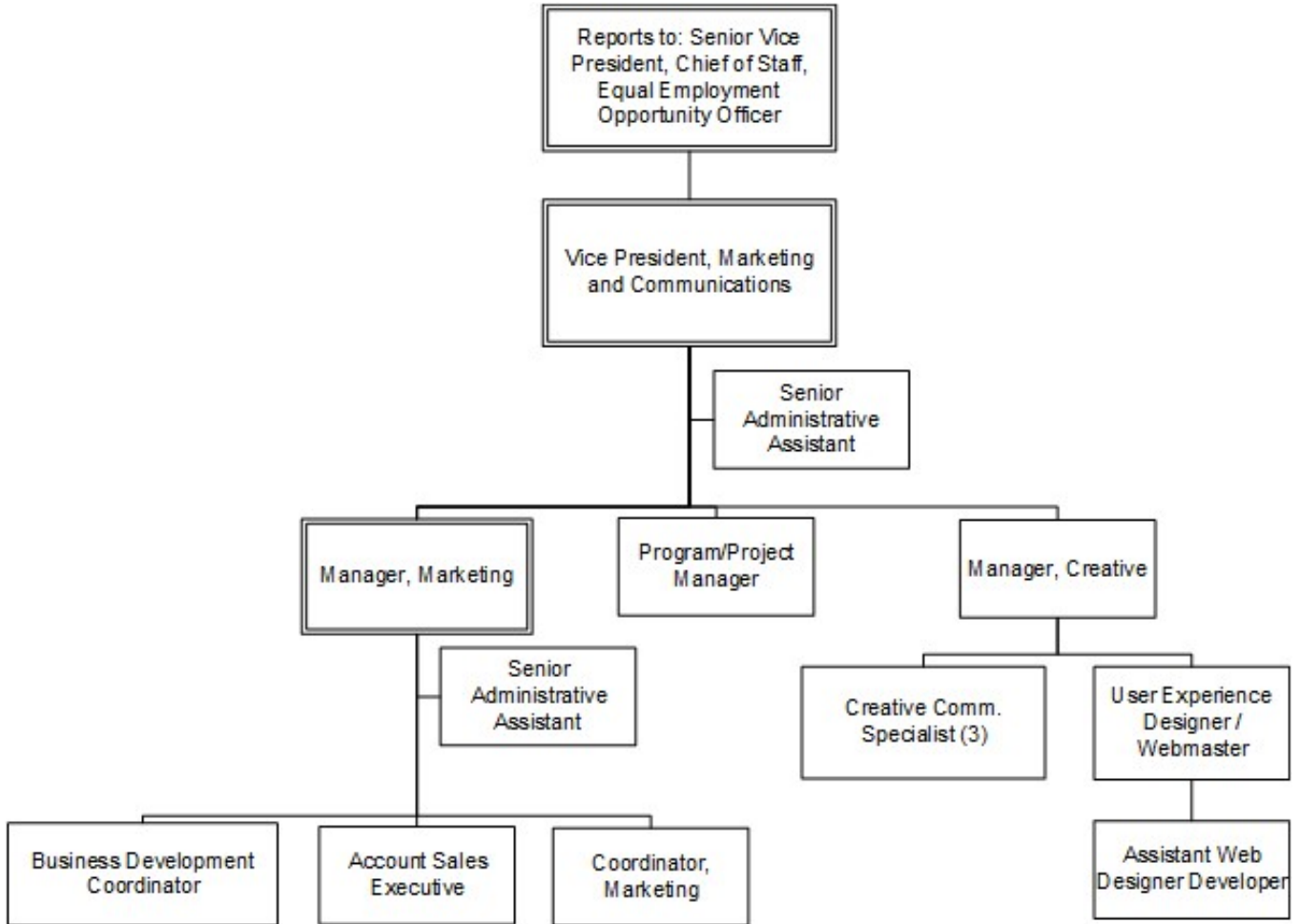
## FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Completed MetroAccess customer satisfaction survey.
  - Redesigned Capital Metro's website, mobile site and mobile application with improved navigation and travel tools.
  - Continued the rebranding of the Capital Metro fleet and the institution of new branding on collateral, signage and key business documents.
- ◆ Demonstrate Regional Leadership
  - Increased MetroWorks recruitment and with the addition new customers that include University Medical Center Brackenridge, St. Edwards University and Hotel Van Zandt.
  - Expect to exceed \$1 million in transit advertising sales.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Continued to identify gaps in millennial population understanding of transit through qualitative research.
  - Successfully launched various public education and information programs, including courtesy and safety, as well as the Manor pilot route.
  - Successfully launched the "Life Hack" digital media initiative around special events, increasing ridership.
  - Successfully provided support to the Strategic Planning and Development department for Project Connect central corridor, Plaza Saltillo development and the redevelopment of the downtown rail station.

### **FY 2017 Planned Initiatives**

- ◆ Deliver the Best Possible Customer Experience
  - Conduct user experience testing of digital assets.
  - Conduct biennial community perception survey.
  - Support redevelopment of the downtown rail station with integrated navigation tools.
- ◆ Demonstrate Regional Leadership
  - Continue support for the Project Connect central corridor study.
  - Continue expansion of the MetroWorks program.
  - Pursue new participants for the advertising program.
  - Create programs to improve first and last mile access to Capital Metro's service area.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Target major events with digital "Life Hack" campaigns, including Austin City Limits, South by Southwest, Halloween, New Year's Eve and 4<sup>th</sup> of July.
  - Develop ridership initiatives to reach non-riders.
  - Promote high frequency routes and express lane coaches in the MoPac corridor.

**Marketing Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Decrease of \$5,350 in Salaries and Wages. The net decrease is a combination of correcting a prior year calculation that resulted in a decrease in the FY 2017 budget, which is partially offset by the approved performance based pay increases to become effective in January 2017.

#### Benefits

Increase of \$9,435 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$386,002 in Consultation Fees primarily due to completion of website redesign in FY 2016 and an increase of \$72,800 in Other Professional Fees from increased costs associated with literature distribution and bus stop closures.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 997,669	\$ 1,088,970	\$ 1,088,970	\$ 1,083,620	\$ (5,350)	(0.5%)
Overtime - Administrative	2,668	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,000,337</b>	<b>1,088,970</b>	<b>1,088,970</b>	<b>1,083,620</b>	<b>(5,350)</b>	<b>(0.5%)</b>
<b>BENEFITS</b>						
FICA-Admin	70,081	75,369	75,369	85,309	9,940	13.2%
State Unemployment-Admin	360	2,898	2,898	2,394	(504)	(17.4%)
<b>TOTAL BENEFITS</b>	<b>70,441</b>	<b>78,267</b>	<b>78,267</b>	<b>87,703</b>	<b>9,436</b>	<b>12.1%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	857,481	1,165,002	1,204,371	779,000	(386,002)	(33.1%)
Other Professional Fees	103,357	177,200	240,900	250,000	72,800	41.1%
Temporary Help	37,582	30,000	20,000	30,000	-	0.0%
Courier And Delivery Services	38	6,120	6,120	4,000	(2,120)	(34.6%)
Other Services	2,740	8,000	4,000	8,000	-	0.0%
Advertising Installation Expense	184,916	170,004	200,107	215,000	44,996	26.5%
Office Supplies	16,077	21,000	18,000	20,000	(1,000)	(4.8%)
Maps And Schedules	177,791	272,000	251,949	287,000	15,000	5.5%
Other Supplies	151,235	182,716	131,794	142,000	(40,716)	(22.3%)
Telephone-Local	960	1,200	900	1,200	-	0.0%
Dues And Subscriptions	2,957	4,572	2,792	4,572	-	0.0%
AirFare - Transportation	3,952	6,696	5,196	5,500	(1,196)	(17.9%)
Travel - Per Diem	3,147	3,012	2,012	3,000	(12)	(0.4%)
Seminar, Conferences, Registration	7,725	4,200	7,062	6,000	1,800	42.9%
Lodging	8,247	6,300	4,300	5,000	(1,300)	(20.6%)
Travel - Other	75	-	-	-	-	0.0%
Advertising/ Promotion Media	250,626	774,998	733,514	822,000	47,002	6.1%
Postage	109	1,000	1,000	3,000	2,000	200.0%
Other Miscellaneous Expenses	10	-	-	-	-	0.0%
In-Kind Exchange Expense	22,373	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>1,831,398</b>	<b>2,834,020</b>	<b>2,834,017</b>	<b>2,585,272</b>	<b>(248,748)</b>	<b>(8.8%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 2,902,176</b>	<b>\$ 4,001,257</b>	<b>\$ 4,001,254</b>	<b>\$ 3,756,595</b>	<b>\$ (244,662)</b>	<b>(6.1%)</b>

# Community Involvement

## Functions and Responsibilities

The Community Involvement department furthers the mission of Capital Metro and builds community trust by meaningfully engaging our community in agency decision-making, serving as the agency's primary liaisons with community groups and organizations, and managing several programs to facilitate community involvement with Capital Metro.

## FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Actively engaged the communities of Hutto, Buda, Georgetown and Manor to support transit development plans for those communities, and provided support for Capital Metro's service changes by hosting public meetings, conducting webinars and receiving input from the community.
  - Spearheaded key stakeholder and community engagement efforts in the design of the downtown rail station improvements.
  - Contributed to the Connections 2025 study by soliciting public input through a variety of avenues, including public meetings, pop-up meetings, community events and online engagement.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Developed two comprehensive ridership initiatives: Try Transit, and Smart Trips, a collaborative program with the City of Austin.
  - Successfully engaged the region to aid major decision making, including the following projects and programs: downtown rail station redevelopment, Connections 2025, Try Transit, Smart Trips, Plaza Saltillo, Project Connect central corridor study and transit development plans for outlying communities.
  - Collaborated with the City of Austin's Transportation department to launch the Smart Trips pilot program, recruiting over 500 participants in central Austin to incorporate alternative modes of transportation into their lives.
  - Worked with the Board's advisory committees (Customer Satisfaction Advisory Committee and ACCESS Committee) to develop meaningful dialogue, including co-developing a productive work plan for each committee, tracking the status of committee recommendations, and conducting an annual survey of committee engagement to ensure a healthy dialogue.
  - Coordinated the fourth annual Stuff the Bus, a signature Capital Metro community involvement event in partnership with Whole Foods, the Capital Area Food Bank and others. Stuff the Bus resulted in 40,000 meals provided to hungry people in the community, earned substantial positive media coverage, and demonstrated Capital Metro's commitment to good corporate citizenship.



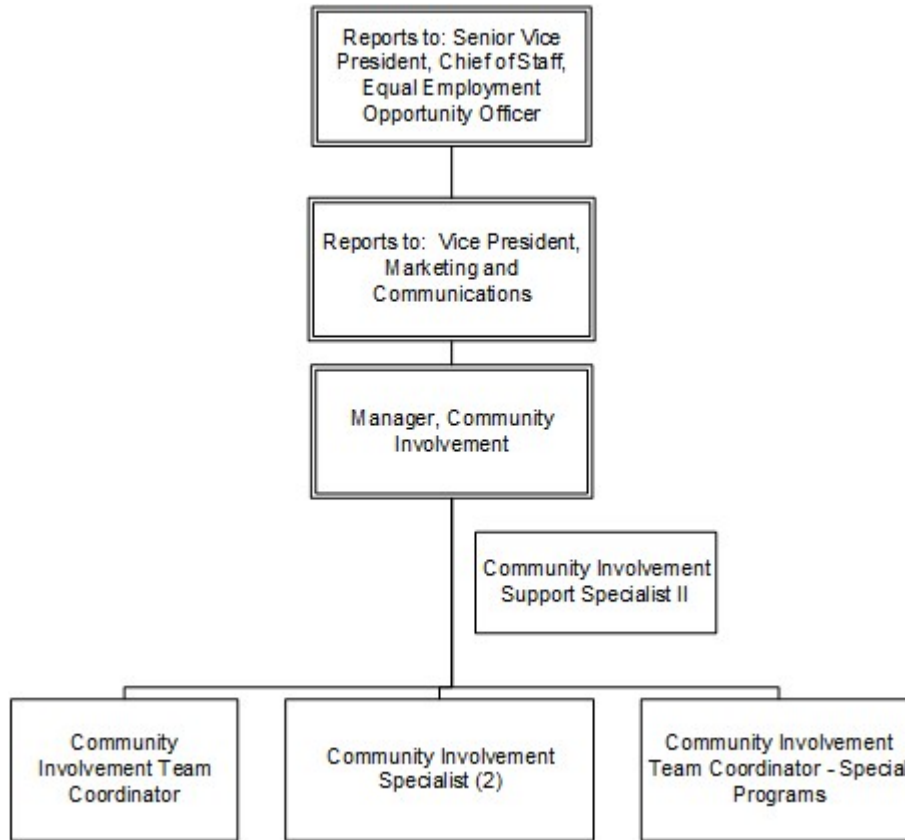
- ◆ Demonstrate Regional Leadership
  - Developed new partnerships with major stakeholder organizations throughout the region to facilitate the realization of the downtown rail station, Plaza Saltillo development and other service initiatives.

#### **FY 2017 Planned Initiatives**

- ◆ Deliver the Best Possible Customer Experience
  - Proactively solicit and engage communities served by Capital Metro on the new downtown station, Connections 2025 plan, Project Connect study on the central corridor and “bus stop of the future” design.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Identify potential partners and strengthen existing partnerships to achieve success in targeted areas of interest with the Smart Trips program.
  - Support operations, marketing and communications efforts for Plaza Saltillo development.



### Community Involvement Department Organizational Chart





### Budget Changes

#### Salaries and Wages

Increase of \$47,555 in Salaries and Wages for the transfer of 0.5 full-time equivalent from the Communications department and the approved performance based pay increases to become effective in January 2017.

#### Benefits

Increase of \$3,504 Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$70,000 in Other Professional Fees due to completion of Smart Trips pilot program launch.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 203,185	\$ 363,477	\$ 363,477	\$ 411,032	\$ 47,555	13.1%
Overtime - Administrative	763	6,228	6,228	6,228	-	(0.0%)
<b>TOTAL SALARIES &amp; WAGES</b>	<b>203,948</b>	<b>369,705</b>	<b>369,705</b>	<b>417,260</b>	<b>47,555</b>	<b>12.9%</b>
<b>BENEFITS</b>						
FICA-Admin	18,759	26,996	26,996	30,752	3,756	13.9%
State Unemployment-Admin	63	1,449	1,449	1,197	(252)	(17.4%)
<b>TOTAL BENEFITS</b>	<b>18,822</b>	<b>28,445</b>	<b>28,445</b>	<b>31,949</b>	<b>3,504</b>	<b>12.3%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	21,826	-	-	-	-	0.0%
Other Professional Fees	106,648	544,500	394,500	474,500	(70,000)	(12.9%)
Temporary Help	19,757	37,000	37,000	37,000	-	0.0%
Courier And Delivery Services	153	-	-	300	300	0.0%
Other Services	17,501	12,000	12,000	10,000	(2,000)	(16.7%)
Gasoline	396	1,500	1,500	1,500	-	0.0%
Office Supplies	1,708	15,000	15,000	15,000	-	0.0%
Other Supplies	6,601	15,000	15,000	15,000	-	0.0%
Non Capital Equipment	34	10,000	10,000	10,000	-	0.0%
Telephone-Local	1,120	4,800	4,800	4,800	-	0.0%
Gasoline Fuel Tax	49	100	100	100	-	0.0%
Dues And Subscriptions	15,498	27,325	27,325	20,025	(7,300)	(26.7%)
AirFare - Transportation	427	3,000	3,000	6,000	3,000	100.0%
Travel - Per Diem	466	1,100	1,100	2,100	1,000	90.9%
Toll Road Charges	20	-	-	-	-	0.0%
Seminar, Conferences, Registration	8,433	4,600	4,600	5,600	1,000	21.7%
Lodging	1,697	1,000	1,000	4,000	3,000	300.0%
Travel - Other	26	-	-	-	-	0.0%
Advertising/ Promotion Media	2,415	-	-	-	-	0.0%
Postage	917	1,500	1,500	1,500	-	0.0%
Other Miscellaneous Expenses	345	10,000	10,000	10,000	-	0.0%
Office Equipment	529	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>206,566</b>	<b>688,425</b>	<b>538,425</b>	<b>617,425</b>	<b>(71,000)</b>	<b>(10.3%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 429,336</b>	<b>\$ 1,086,575</b>	<b>\$ 936,575</b>	<b>\$ 1,066,634</b>	<b>\$ (19,941)</b>	<b>(1.8%)</b>

## Customer Service

### Functions and Responsibilities

The Customer Service department is comprised of two functions: Call Center and Transit Store. The Call Center provides telephone, email, and web-assisted customer service by delivering accurate route and scheduling information, providing timely response and resolution to customer comments, and educating the public on Capital Metro products and services. The Transit Store provides retail pass sales, reduced fare ID card issuance, lost and found services, and assistance with general information and inquiries.

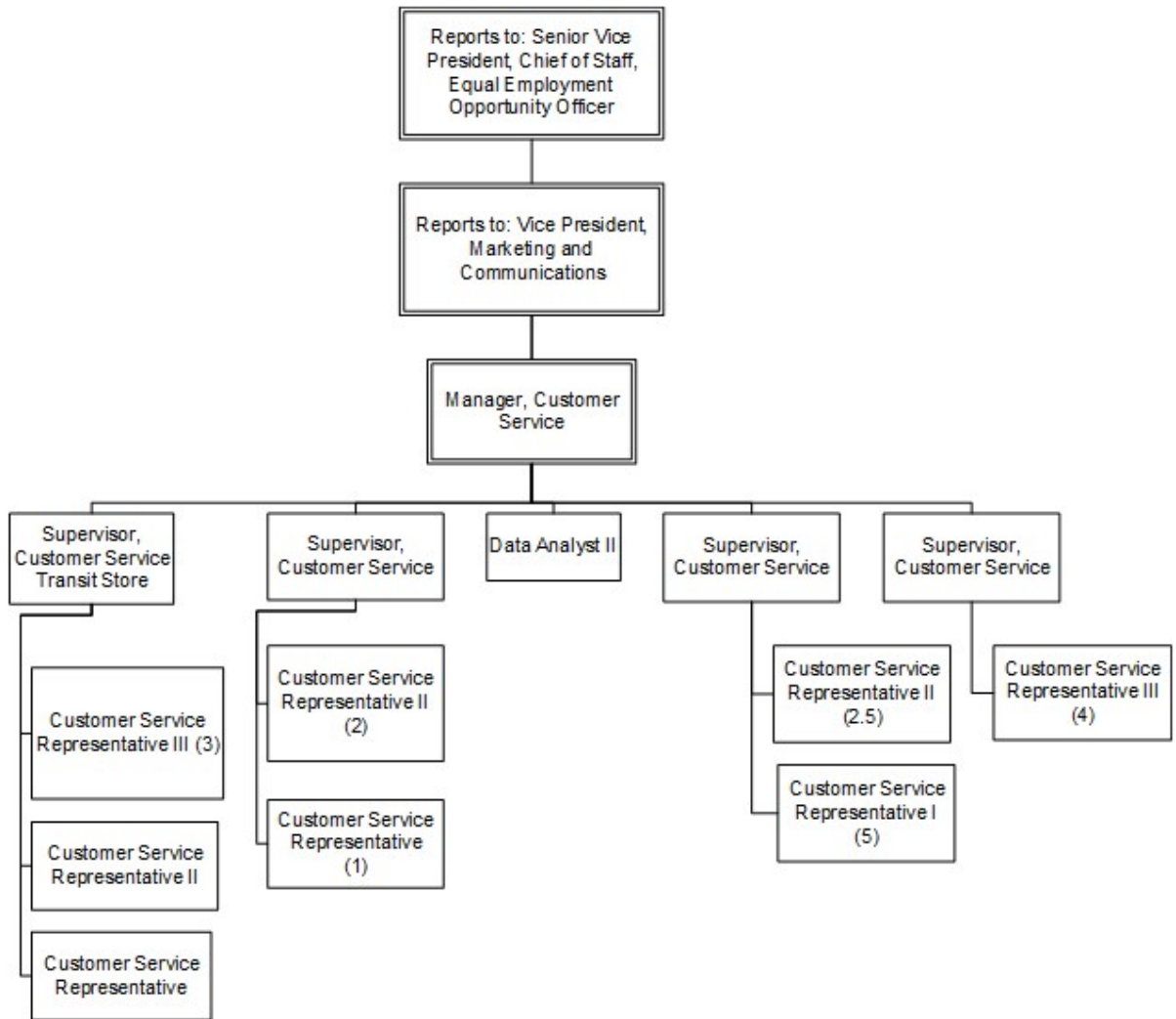
### FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - For the 12 months ended March 2016, 316,249 customer calls were answered by live agents representing a decrease of 16 percent compared to the prior 12 months.
  - For the 12 months ended March 2016, the goal of answering 80 percent of calls within 60 seconds was met.
  - For the 12 months ended March 2016, 15,993 customer comment reports were processed, down 10 percent compared to the prior 12 months.
  - For the 12 months ended March 2016, the Transit Store produced \$986,687 in sales. Of the 19,507 sales receipts, 49,903 individual items (primarily passes) were sold.
  - Implemented the departmental portions of a new automated phone system, customer comments system, and sales fulfillment for MetroWorks business-to-business sales.
  - Successfully prepared for new handgun laws, fare enforcement citation sales and handling, three service changes, and dozens of special events and detours.

### FY 2017 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Answer a projected volume of 332,000 calls with live agents.
  - Provide customer support for mobile and web features, system changes related to routes affecting the MoPac construction.

**Customer Service Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Increase of \$13,117 in Salaries and Wages for a proposed performance based pay increases to become effective in January 2017. The department initially fills vacancies in the call center with temporary employees and then places the employees into permanent positions when available after they successfully complete on-the-job training.

#### Benefits

Increase of \$1,303 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Increase of \$183,480 in Temporary Help for additional staffing to educate and assist customers at rail stations when Capital Metro discontinues the acceptance of credit card transactions at ticket vending machines in early FY 2017. Continuing to maintain compliance with standards required by the payment card industry is cost prohibitive.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 957,611	\$ 1,185,686	\$ 1,185,686	\$ 1,198,803	\$ 13,117	1.1%
Overtime - Administrative	49,263	71,913	71,913	71,913	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,006,874</b>	<b>1,257,599</b>	<b>1,257,599</b>	<b>1,270,716</b>	<b>13,118</b>	<b>1.0%</b>
<b>BENEFITS</b>						
FICA-Admin	73,070	87,124	87,124	89,690	2,566	2.9%
State Unemployment-Admin	584	5,796	5,796	4,532	(1,264)	(21.8%)
<b>TOTAL BENEFITS</b>	<b>73,654</b>	<b>92,920</b>	<b>92,920</b>	<b>94,222</b>	<b>1,302</b>	<b>1.4%</b>
<b>OTHER EXPENSES</b>						
Temporary Help	161,497	55,380	38,900	238,860	183,480	331.3%
Courier And Delivery Services	52	-	-	-	-	0.0%
Other Services	3,884	13,279	10,610	30,826	17,547	132.1%
Office Supplies	6,494	6,774	6,774	6,774	-	0.0%
Other Supplies	658	900	900	2,400	1,500	166.7%
Telephone-Local	960	1,680	960	1,680	-	0.0%
Travel - Per Diem	-	1,000	1,000	1,000	-	0.0%
Advertising/ Promotion Media	2,425	12,000	12,000	12,000	-	0.0%
Postage	58	100	130	100	-	0.0%
Computer Hardware	-	-	-	15,600	15,600	0.0%
Other Miscellaneous Expenses	608	500	250	500	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>176,636</b>	<b>91,613</b>	<b>71,524</b>	<b>309,740</b>	<b>218,127</b>	<b>238.1%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,257,164</b>	<b>\$ 1,442,132</b>	<b>\$ 1,422,043</b>	<b>\$ 1,674,678</b>	<b>\$ 232,547</b>	<b>16.1%</b>

## Human Resources

### Functions and Responsibilities

The Human Resources department's mission is to partner with employees to hire, develop and retain an engaged workforce that fulfills Capital Metro's mission. The department's primary responsibilities are to facilitate staffing strategies required to meet Capital Metro department needs; manage benefits programs to meet employee needs; administer compensation and performance management programs; coordinate staff development and training programs to enhance employees' knowledge, skills and abilities; develop and deliver Leadership Training and Succession Planning Program; develop and administer human resources policies and procedures to comply with federal, state and local regulations.

### FY 2016 Accomplishments

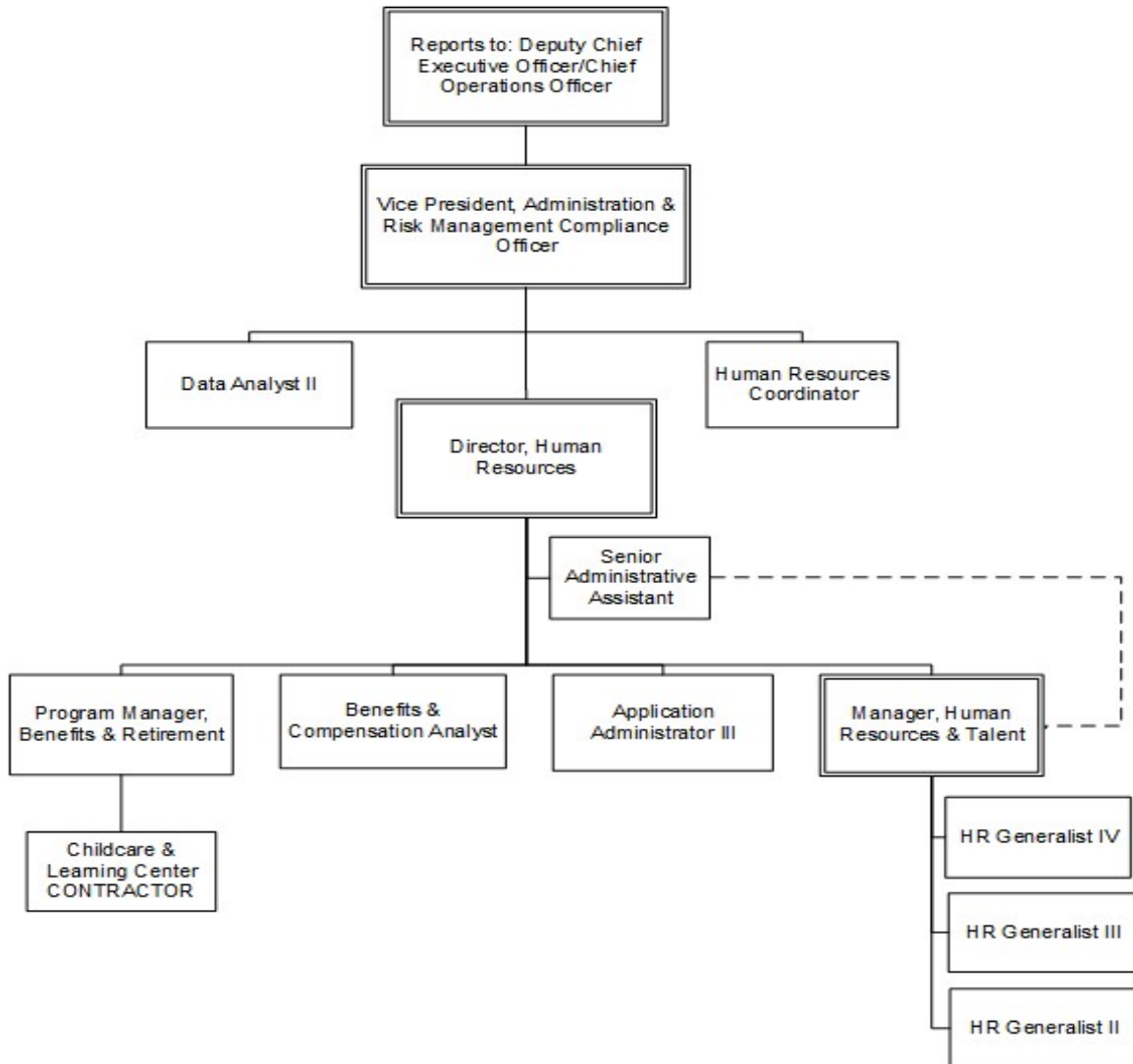
- ◆ Deliver the Best Possible Customer Experience
  - Developed customer service training for Capital Metro employees. Also designed customer service training for contracted service providers as part of the Leaders in Motion development training.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Completed a salary structure review and implemented changes to ensure an internal and external competitive compensation program.
  - Completed three cohorts of Leaders in Motion training for Vice Presidents, Directors and Managers. Continued with the Leaders in Motion program to include one new cohort for management and three programs for individual contributors.
  - Developed quarterly courses/curriculum for Leaders in Motion graduates to continue training.
  - Began design and development of a succession planning program.
  - Continued communications programs to address employee questions on Capital Metro matters.

### FY 2017 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Deliver customer service training to contracted service providers.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Implement new salary structure based on results of salary survey.
  - Complete study of positions regarding changes to the exempt/nonexempt status on paraprofessional jobs.

- Continue with the Leaders in Motion training program to include one new cohort for management and up to four cohorts/classes for individual contributors.
- Continue designing and begin implementation of process and delivery of the succession planning program.
- Continue employee communications programs.

### Human Resources Department Organizational Chart





## **Budget Changes**

### **Salaries and Wages**

Increase of \$96,460 in Salaries and Wages due to conversion of a temporary position to a full-time equivalent and the approved performance based pay increases to become effective in January 2017.

### **Benefits**

Net increase of \$6,403 in Benefits associated with payroll taxes resulting from changes in salaries and wages described previously, and decrease of \$5,000 is anticipated Tuition Reimbursement expenses.

### **Other Expenses**

Increase of \$71,500 in Consultation Fees for continued succession planning and expanded Leaders in Motion program. Decrease of \$69,780 in Temporary Help due to the conversion of a temporary position to full-time HR Generalist III.





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	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 906,557	\$ 939,621	\$ 998,441	\$ 1,036,081	\$ 96,460	10.3%
Overtime - Administrative	229	-	1,500	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>906,786</b>	<b>939,621</b>	<b>999,941</b>	<b>1,036,081</b>	<b>96,460</b>	<b>10.3%</b>
<b>BENEFITS</b>						
FICA-Admin	62,324	66,000	65,807	77,628	11,628	17.6%
State Unemployment-Admin	101	2,277	3,225	2,052	(225)	(9.9%)
Housing	9,977	4,500	4,500	4,500	-	0.0%
Relocation Reimbursement.	20,980	25,500	41,099	25,500	-	0.0%
Tuition Reimbursement	9,187	30,000	15,000	25,000	(5,000)	(16.7%)
<b>TOTAL BENEFITS</b>	<b>102,569</b>	<b>128,277</b>	<b>129,631</b>	<b>134,680</b>	<b>6,403</b>	<b>5.0%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	286,147	356,000	278,846	427,500	71,500	20.1%
Technical Services	5,828	7,000	7,530	8,640	1,640	23.4%
Other Professional Fees	16,336	20,200	14,196	20,200	-	0.0%
Temporary Help	11,153	69,780	71,103	-	(69,780)	(100.0%)
Other Services	-	500	500	500	-	0.0%
Office Supplies	14,351	15,000	15,000	13,000	(2,000)	(13.3%)
Other Supplies	524	750	750	2,750	2,000	266.7%
Non Capital Equipment	2,397	-	-	-	-	0.0%
Telephone-Local	960	960	960	1,920	960	100.0%
Dues And Subscriptions	9,809	6,965	6,840	7,365	400	5.7%
AirFare - Transportation	5,895	4,000	13,244	4,000	-	0.0%
Travel - Per Diem	5,393	1,783	4,443	1,783	-	0.0%
Seminar, Conferences, Registration	8,881	7,935	7,935	10,630	2,695	34.0%
Lodging	6,348	3,750	3,211	3,750	-	0.0%
Newspaper Media	3,053	4,200	4,200	4,200	-	0.0%
Postage	335	600	600	600	-	0.0%
Bank Charges	28	-	-	-	-	0.0%
Other Miscellaneous Expenses	(21)	-	-	-	-	0.0%
Recognition Program	11,534	6,000	12,907	10,000	4,000	66.7%
Cost Savings	28	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>388,979</b>	<b>505,423</b>	<b>442,265</b>	<b>516,838</b>	<b>11,415</b>	<b>2.3%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,398,334</b>	<b>\$ 1,573,321</b>	<b>\$ 1,571,837</b>	<b>\$ 1,687,599</b>	<b>\$ 114,278</b>	<b>7.3%</b>

## Risk Management and Safety

### Functions and Responsibilities

The Risk Management and Safety Department's mission is to consult with other departments and contractors to minimize human and economic losses to the public, employees and Capital Metro and to identify hazardous conditions and reduce potential injuries, accidents and property damage. The department also obtains cost-effective insurance coverage and processes all liability, subrogation and workers' compensation claims. All accidents and injuries are investigated and recommendations made for preventive measures based on identified trends. The Risk Management Department also leads the organization wide efforts to implement Enterprise Risk Management.

In addition, the department's goal is to ensure the safety of employees, customers, facilities and equipment. To accomplish these goals, staff reviews policies, procedures, monitors the operation of all services and takes a proactive role in the identification of measures to address hazards. This includes development of a centralized structure for managing organizational safety and security plans in a contracted service model. The department handles all aspects of implementing Safety Management Systems throughout the organization.

### FY 2016 Accomplishments

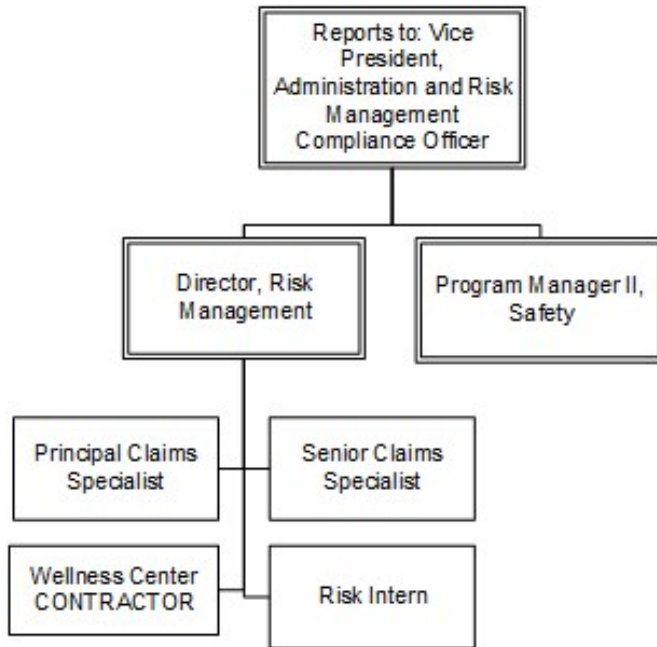
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Addressed contractual insurance and risk issues surrounding Capital Metro's contracted business model to arrive at the best possible results for the organization.
  - Continued to address safety and risk oversight of contractors to improve safety and reduce associated costs.
  - Addressed issues identified in the enterprise risk management gap analysis in an effort to improve business communication and efficiencies.
  - Implemented recommendations made by the Texas Transit Institute's bus crash study aimed at reducing the incidence and severity of bus crashes at Capital Metro.
  - Implemented a safety warden program that educates and prepares employees for emergency situations.
  - Further enhanced the culture of safety through training and implementation of a safety management system.
- ◆ Deliver the Best Possible Customer Experience
  - Promoted customer and public facing safety initiatives via interior and exterior safety messaging and public service announcements.



### **FY 2017 Planned Initiatives**

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Address contractual insurance and risk issues surrounding Capital Metro's contracted business model to arrive at the best possible results for the organization.
  - Continue to address safety and risk oversight of contractors to improve safety and reduce associated costs.
  - Continue to address issues identified in the enterprise risk management gap analysis in an effort to improve business communication and improve efficiencies.
  - Represent the agency with external stakeholders in Vision Zero, Crossroads Traffic Safety Coalition, Transit Priority Working Group and the Texas Transit Safety and Security Professional Association.
  - Continue to reinforce a culture of safety through training and implementation of the safety management system.
- ◆ Deliver the Best Possible Customer Experience
  - Promote customer and public facing safety initiatives via interior and exterior safety messaging and public service announcements.

**Risk Management and Safety Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Increase of \$4,881 in Salaries and Wages for the approved performance based pay increases to become effective in January 2017.

**Benefits**

Expense for Workers Compensation Claims decreased \$50,000 and Premiums for Workers Compensation Losses decreased by \$29,996. Beginning in FY 2016, the responsibility for obtaining insurance coverage and paying related premiums and claims associated with purchased transportation services was transferred to the service providers. Reductions in FY 2017 are projected based on current claims experience after shifting responsibility in FY 2016.

**Other Expenses**

Increase of \$59,072 in Temporary Help to assist with audits and compliance reviews of service provider contracts, as well as state and federal regulatory compliance as bus and rail service is expanded. Decrease of \$99,252 in Property Insurance to reflect trends occurring after transfer of insurance risk to the commuter rail and freight contractors. Increase of \$50,004 for Physical Damage Recoveries as fewer loss recoveries are expected after additional risk was shifted to bus and rail service providers. Decrease of \$200,000 in Vehicle Liability claims to reflect trends. Increase of \$100,000 in Auto Liability Loss based on current losses and an allowance for claims potentially incurred but not reported. Decrease of \$22,820 in Public Officials Liability premiums due to improved marketplace for similar plans. Decrease of \$58,500 for other business insurance to reflect lower than anticipated cyber liability insurance costs.



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	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 338,834	\$ 384,405	\$ 384,405	\$ 389,286	\$ 4,881	1.3%
Intern Pay	7,185	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>346,019</b>	<b>384,405</b>	<b>384,405</b>	<b>389,286</b>	<b>4,881</b>	<b>1.3%</b>
<b>BENEFITS</b>						
FICA-Admin	26,051	28,606	28,606	29,167	561	2.0%
State Unemployment-Admin	117	1,242	1,242	855	(387)	(31.2%)
Expense For W/ C Claims	764,595	300,000	300,000	250,000	(50,000)	(16.7%)
W/ C Admin Fees (2% Of Claims)	241	1,608	1,608	600	(1,008)	(62.7%)
Premiums For W/ C Losses	87,162	54,996	54,996	25,000	(29,996)	(54.5%)
<b>TOTAL BENEFITS</b>	<b>878,166</b>	<b>386,452</b>	<b>386,452</b>	<b>305,622</b>	<b>(80,830)</b>	<b>(20.9%)</b>
<b>OTHER EXPENSES</b>						
Medical Services	4,790	9,996	9,996	10,000	4	0.0%
Other Professional Fees	77,060	164,700	164,700	173,750	9,050	5.5%
Temporary Help	-	-	-	59,072	59,072	0.0%
Repair & Maintenance-Other	-	1,500	1,500	1,500	-	0.0%
Other Services	144,097	228,850	228,850	228,850	-	0.0%
Gasoline	1,642	4,580	4,580	4,580	-	0.0%
Office Supplies	4,472	4,200	4,200	4,200	-	0.0%
Other Supplies	10,123	18,559	18,559	18,559	-	0.0%
Non Capital Equipment	3,922	4,300	4,300	4,300	-	0.0%
Telephone-Local	-	1,548	1,548	1,550	2	0.1%
Property Insurance Premiums	118,654	221,004	221,004	121,752	(99,252)	(44.9%)
Physical Damage Recoveries	(284,163)	(200,004)	(200,004)	(150,000)	50,004	(25.0%)
Rail Liability Claim Payments	27,923	200,000	200,000	150,000	(50,000)	(25.0%)
Rail Liability Premiums	1,074,601	15,000	15,000	15,000	-	0.0%
Vehicle Liability Premiums	952,540	255,792	255,792	55,792	(200,000)	(78.2%)
Auto Liability Loss	300,475	500,000	500,000	600,000	100,000	20.0%
Public Officials Liab. Premiums	36,208	50,820	50,820	28,000	(22,820)	(44.9%)
Crime Insurance Premium	-	9,000	9,000	9,000	-	0.0%
Other Business Insurance	82,465	168,500	168,500	110,000	(58,500)	(34.7%)
Gasoline Fuel Tax	175	348	348	350	2	0.6%
Dues And Subscriptions	1,783	2,007	2,007	2,007	-	0.0%
AirFare - Transportation	4,520	6,000	6,000	6,000	-	0.0%
Travel - Per Diem	4,411	4,293	4,293	4,293	-	0.0%
Toll Road Charges	2	-	-	-	-	0.0%
Seminar, Conferences, Registration	6,170	9,500	9,500	9,500	-	0.0%
Lodging	5,151	8,080	8,080	8,080	-	0.0%
Travel - Other	58	-	-	-	-	0.0%
Postage	385	504	504	504	-	0.0%
Other Miscellaneous Expenses	130	200	200	200	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>2,577,594</b>	<b>1,689,277</b>	<b>1,689,277</b>	<b>1,476,839</b>	<b>(212,438)</b>	<b>(12.6%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 3,801,779</b>	<b>\$ 2,460,134</b>	<b>\$ 2,460,134</b>	<b>\$ 2,171,747</b>	<b>\$ (288,387)</b>	<b>(11.7%)</b>

## Public Facilities

### Functions and Responsibilities

The Public Facilities department is responsible for maintaining public facilities, consisting of 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 amenities, supporting special events and performing service change support tasks, including the installation and removal of signage.

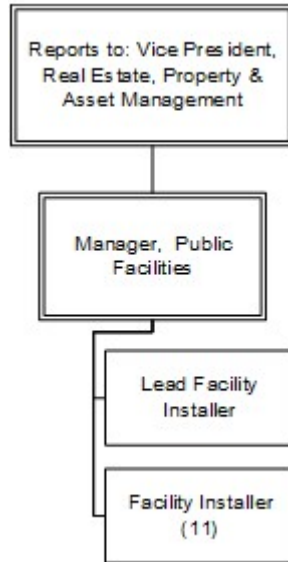
### FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Supported property management efforts for the installation of new public amenities, including pads, benches and shelters.
  - Supported service changes throughout the year.
  - Supported transit service during all special events.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Completed full implementation and refinement of a state of good repair work order system and inventory management processes.
  - Completed initial roll out of mobile technology to track and complete work orders.

### FY 2017 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Continue to support property management efforts for the installation of new public amenities (e.g. pads, benches, and shelters).
  - Continue to support service changes throughout the year.
  - Continue to support all transit service during city special events.

### Public Facilities Department Organizational Chart





## **Budget Changes**

### **Salaries and Wages**

Net decrease in Salaries and Wages of \$1,878 due to the elimination of a vacant full-time position no longer needed. This decrease is partially offset by the approved performance based pay increases to become effective in January 2017.

### **Benefits**

Net decrease of \$1,183 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

### **Other Expenses**

Increase of \$293,409 in custodial services due to a contractual increase and the expansion of public facilities services for the Georgetown park & ride. Additionally, the vendor performing the services will pay for disposable materials and supplies relating to Capital Metro's public facilities. A net increase of \$178,586 in utility expenses reflects planned usage and rates.





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	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 BUDGET</b>	<b>Var \$ FY 2017 vs. FY 2016</b>	<b>Var % FY 2017 vs. FY 2016</b>
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 571,581	\$ 653,034	\$ 603,007	\$ 618,156	\$ (34,878)	(5.3%)
Overtime - Administrative	62,253	100,571	95,000	133,571	33,000	32.8%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>633,834</b>	<b>753,605</b>	<b>698,007</b>	<b>751,727</b>	<b>(1,878)</b>	<b>(0.2%)</b>
<b>BENEFITS</b>						
FICA-Admin	42,882	48,502	48,502	46,248	(2,254)	(4.6%)
State Unemployment-Admin	294	2,898	2,898	2,223	(675)	(23.3%)
Uniform Allowance-Admin.	8,250	6,504	6,504	8,250	1,746	26.8%
Boot Allowance-Admin	1,134	1,620	1,620	1,620	-	0.0%
<b>TOTAL BENEFITS</b>	<b>52,560</b>	<b>59,524</b>	<b>59,524</b>	<b>58,341</b>	<b>(1,183)</b>	<b>(2.0%)</b>
<b>OTHER EXPENSES</b>						
Permits And Fees	69	-	-	-	-	0.0%
Repair & Maintenance-Other	88,665	102,000	67,000	102,000	-	0.0%
Electrical Services	119,578	95,004	95,004	95,004	-	0.0%
Custodial Services	938,192	1,065,228	1,065,228	1,358,637	293,409	27.5%
Other Services	319,857	372,000	301,000	396,390	24,390	6.6%
Diesel	36,765	60,000	20,000	60,000	-	0.0%
Gasoline	1,985	-	-	-	-	0.0%
Office Supplies	98	120	120	120	-	0.0%
Other Supplies	144,003	170,004	125,004	60,000	(110,004)	(64.7%)
Maintenance Materials	21,480	39,996	35,000	39,996	-	0.0%
Electric	1,167,478	1,005,004	1,040,000	1,039,389	34,385	3.4%
Water And Sewer	311,950	310,004	403,004	312,000	1,996	0.6%
Gas	134,172	97,020	101,020	101,337	4,317	4.4%
Drainage Service	192,040	210,820	256,820	257,411	46,591	22.1%
Garbage Collection	84,651	90,000	90,000	120,201	30,201	33.6%
Street Service	94,152	91,308	107,308	107,529	16,221	17.8%
Other Utilities	16,083	42,400	86,400	86,915	44,515	105.0%
Diesel Fuel Tax	3,838	3,504	3,504	3,504	-	0.0%
Gasoline Fuel Tax	219	-	-	-	-	0.0%
Toll Road Charges	40	-	-	-	-	0.0%
Postage	1	-	-	-	-	0.0%
Tools And Equipment	1,626	1,000	1,000	1,000	-	0.0%
Safety Equipment	165	1,600	1,600	1,600	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>3,677,107</b>	<b>3,757,012</b>	<b>3,799,012</b>	<b>4,143,033</b>	<b>386,021</b>	<b>10.3%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 4,363,501</b>	<b>\$ 4,570,141</b>	<b>\$ 4,556,543</b>	<b>\$ 4,953,101</b>	<b>\$ 382,960</b>	<b>8.4%</b>

## Capital Projects

### Functions and Responsibilities

The Capital Projects department is responsible for the planning and development of capital projects to provide customer and administrative facilities for the agency. The department serves as the central area for the project management, design and construction of all capital facilities projects, including all Capital Metro bus stops, Park & Rides, transit centers and rail stations. The department's responsibilities also include the bus stop accessibility improvements program.

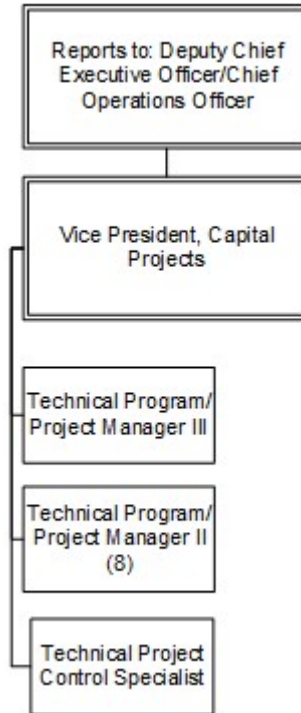
### FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Implemented additional MetroRapid system improvements, utilizing remaining project grant funding.
  - Completed design for TIGER (Transportation Investment Generating Economic Recovery) rail infrastructure improvements.
  - Initiated construction to expand parking areas at Lakeline station and Howard station park & ride facilities.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Furthered design development of the downtown rail station, including gathering additional feedback from community and stakeholders.
  - Initiated design and construction activities related to the TIGER rail infrastructure improvements.
  - Completed construction of a new MetroBike shelter at Leander park & ride.
  - Completed digital clock repair and replacement at Tech Ridge.
- ◆ Improve Business Practices
  - Completed the construction of various improvements at the 2910 East Fifth Street headquarters facility, boardroom improvements, kitchen/cafeteria remodel, Human Resources department, Risk Management and Safety department, and Disadvantaged Business Enterprise offices. In addition, completed remodeling of MetroAccess administration space at 209 West Ninth Street.
  - Supported the implementation of the new project management module in the AX Dynamics financial system.
  - Implemented new standardized project management processes.

### **FY 2017 Planned Initiatives**

- ◆ Deliver the Best Possible Customer Experience
  - Begin construction of new downtown rail station.
  - Complete construction of Howard and Lakeline station park & ride for additional parking spaces.
  - Complete design and start construction of South Congress transit center for additional parking spaces.
  - Complete relocation of Lakeline station park & ride bus bays and walkway canopies.
  - Complete design and start construction of driveway improvements at Lakeline station at Lyndhurst Street.
  - Complete design, construction bid process and initiate construction of eight pairs of new MetroRapid Stations.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Begin construction of Westgate park & ride.
  - Begin construction of TIGER rail infrastructure improvements.
  - Complete construction of improvements at the North Operations facility to accommodate new rail cars.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Complete various facility modification projects at multiple locations.
  - Complete construction of rail maintenance building floor deflection at the North Operations facility.
  - Complete design and start construction of probing station improvements at the North Operations facility.
  - Implement a project management framework across Capital Metro.

**Capital Projects**



**Budget Changes**

**Salaries and Wages**

Increase of \$212,330 in Salaries and Wages due to the addition of two project managers, the conversion of one temporary position to a full-time equivalent and the approved performance based pay increases to become effective in Jan 2017.

**Benefits**

Net increase of \$18,606 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Increase of \$25,000 in Temporary Help for the transfer of knowledge from an existing temporary employee as needed until vacant positions are filled. In FY 2016, funding for Temporary Help was not included in the department's budget. Increase of \$426,154 for office remodeling, facility moving services, furnishing refurbishment, and other small asset repairs. The remodeling projects include refurbishment of various offices, corridors, and break rooms at Capital Metro's administrative facilities. Those projects were previously included in the capital budget and were not eligible for capitalization as assets once the work was completed.



Capital Metropolitan Transportation Authority Approved FY 2017  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 719,176	\$ 886,135	\$ 812,945	\$ 1,098,464	\$ 212,329	24.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>719,176</b>	<b>886,135</b>	<b>812,945</b>	<b>1,098,464</b>	<b>212,329</b>	<b>24.0%</b>
<b>BENEFITS</b>						
FICA-Admin	49,004	61,332	58,356	79,798	18,466	30.1%
State Unemployment-Admin	63	1,656	1,656	1,796	140	8.5%
<b>TOTAL BENEFITS</b>	<b>49,067</b>	<b>62,988</b>	<b>60,012</b>	<b>81,594</b>	<b>18,606</b>	<b>29.5%</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	5,495	318,900	318,900	318,900	-	0.0%
Permits And Fees	-	20,000	20,000	20,000	-	0.0%
Temporary Help	14,832	-	100,000	25,000	25,000	0.0%
Courier And Delivery Services	-	180	180	180	-	0.0%
Other Services	61,623	85,996	60,996	91,000	5,004	5.8%
Gasoline	78	-	-	-	-	0.0%
Office Supplies	3,932	5,004	5,004	5,004	-	0.0%
Other Supplies	9	1,400	1,400	1,400	-	0.0%
Non Capital Equipment	-	-	-	5,000	5,000	0.0%
Remodeling Projects	-	-	-	426,154	426,154	0.0%
Telephone-Local	-	1,800	1,800	1,800	-	0.0%
Gasoline Fuel Tax	9	-	-	-	-	0.0%
Dues And Subscriptions	3,019	4,237	4,237	3,927	(310)	(7.3%)
AirFare - Transportation	464	3,900	3,900	3,900	-	0.0%
Travel - Per Diem	178	1,200	1,200	1,200	-	0.0%
Seminar, Conferences, Registration	2,395	2,600	2,600	3,620	1,020	39.2%
Lodging	1,243	4,100	4,100	4,100	-	0.0%
Postage	1	-	-	-	-	0.0%
Other Miscellaneous Expenses	-	1,000	1,000	1,000	-	0.0%
Capitalization Of Salary And Wages	(102,179)	-	-	-	-	0.0%
Lease-Administrative Facility	-	5,000	5,000	5,000	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>(8,901)</b>	<b>455,317</b>	<b>530,317</b>	<b>917,185</b>	<b>461,868</b>	<b>101.4%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 759,342</b>	<b>\$ 1,404,440</b>	<b>\$ 1,403,274</b>	<b>\$ 2,097,243</b>	<b>\$ 692,803</b>	<b>49.3%</b>

# Property and Asset Management

## Functions and Responsibilities

The Property and Asset Management department's responsibilities include all Capital Metro facilities, including but not limited to, management of properties and assets, building and facility maintenance, and management of utility usage and assets.

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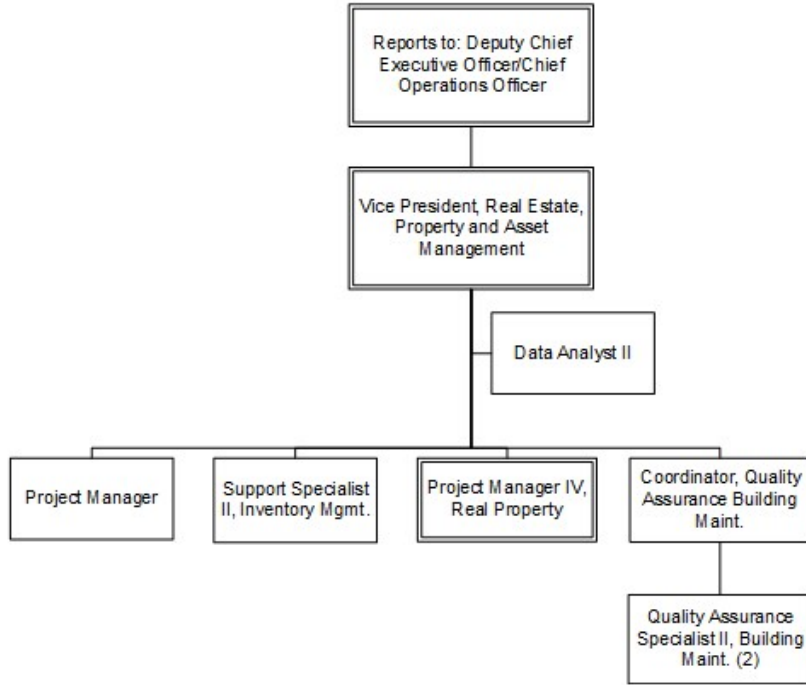
## FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Refreshed Pavilion park & ride.
  - Completed painting maintenance of Kramer, Crestview, Martin Luther King, and Leander stations.
  - Continued to refine state of good repair processes.
  - Completed capital projects as scheduled and funded.
  - Completed installation of energy efficient LED parking lot lighting at paratransit facility.

## FY 2017 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Refresh park & rides across Capital Metro's system.
  - Finalize the transit asset management plan in compliance with final rule making issued by the Federal Transit Administration.
  - Facilitate planning for reporting to the National Transit Database on state of good repair.

### Property and Asset Management





### Budget Changes

#### Salaries and Wages

Increase of \$23,646 in Salaries and Wages for the approved performance based pay increases to become effective in January 2017.

#### Benefits

Increase of \$3,358 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Increase of \$105,016 primarily due to a contractual increase in building maintenance services for the North Operations Facility, which also includes restriping parking spaces for park & ride lots.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 764,992	\$ 724,877	\$ 724,877	\$ 748,523	\$ 23,646	3.3%
Overtime - Administrative	707	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>765,699</b>	<b>724,877</b>	<b>724,877</b>	<b>748,523</b>	<b>23,646</b>	<b>3.3%</b>
<b>BENEFITS</b>						
FICA-Admin	57,339	48,302	48,302	50,805	2,503	5.2%
State Unemployment-Admin	306	342	342	1,197	855	250.0%
<b>TOTAL BENEFITS</b>	<b>57,645</b>	<b>48,644</b>	<b>48,644</b>	<b>52,002</b>	<b>3,358</b>	<b>6.9%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	36,494	-	-	-	-	0.0%
Other Professional Fees	275,562	-	-	-	-	0.0%
Permits And Fees	2,027	3,600	3,000	3,000	(600)	(16.7%)
Temporary Help	307,066	-	-	-	-	0.0%
Repair & Maintenance-Other	817,009	714,984	714,984	820,000	105,016	14.7%
Other Services	57,072	130,000	125,000	125,000	(5,000)	(3.8%)
Gasoline	2,415	4,596	4,596	4,596	-	0.0%
Office Supplies	8,710	3,804	3,804	3,804	-	0.0%
Other Supplies	31,899	97,596	97,596	110,500	12,904	13.2%
Gasoline Fuel Tax	273	324	324	324	-	0.0%
Dues And Subscriptions	1,236	912	912	912	-	0.0%
AirFare - Transportation	701	3,920	3,920	2,520	(1,400)	(35.7%)
Travel - Per Diem	348	320	320	320	-	0.0%
Seminar, Conferences, Registration	1,615	1,500	1,500	1,500	-	0.0%
Lodging	974	1,200	1,200	1,200	-	0.0%
Postage	124	63	63	63	-	0.0%
Other Miscellaneous Expenses	7	-	-	-	-	0.0%
Lease-Passenger Parking Facilities	346,181	-	-	-	-	0.0%
Lease-Administrative Facility	677,904	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>2,567,617</b>	<b>962,819</b>	<b>957,219</b>	<b>1,073,739</b>	<b>110,920</b>	<b>11.5%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 3,390,961</b>	<b>\$ 1,736,340</b>	<b>\$ 1,730,740</b>	<b>\$ 1,874,264</b>	<b>\$ 137,924</b>	<b>7.9%</b>



## Freight Railroad

### Functions and Responsibilities

The Freight Railroad department is responsible for managing and preserving Capital Metro's railroad assets used for transportation of freight and for transit use. Currently, the department manages approximately 162 miles of railroad right-of-way between Giddings and Llano, Texas. 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 aggressive marketing strategies to maximize revenues while providing efficient freight service. The operation and maintenance of the railroad is in accordance with Federal Railroad Administration regulations and the American Railroad Engineering and Maintenance Association guidelines.

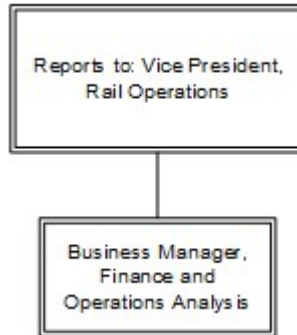
### FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Successfully completed Federal Railroad Administration bridge load capacity study.
  - Replaced one mile of 90-pound rail with 115-pound rail on the east subdivision.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Began the first year of a long-term freight contract that provides an annual revenue stream to Capital Metro.

### FY 2017 Planned Initiatives

- ◆ Demonstrate regional Leadership
  - Continue infrastructure upgrades as part of the TIGER (Transportation Investments Generating Economic Recovery) grant program.
  - Develop long-range operating plan for freight customers.
- ◆ Deliver the Best Possible Customer Experience
  - Continue the bridge maintenance program.
  - Implement quiet zones in the east subdivisions.

### Freight Railroad Department Organizational Chart



### Budget Changes

#### **Salaries and Wages**

Increase of \$946 in Salaries and Wages for the approved performance based pay increases to become effective in January 2017.

#### **Benefits**

Net increase of \$89 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### **Other Expenses**

Decrease of \$500,000 in Consultation Fees due to completion of a bridge load capacity study in FY 2016 that was mandated by the Federal Railroad Administration.



Capital Metropolitan Transportation Authority Approved FY 2017  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 99,588	\$ 98,826	\$ 98,826	\$ 99,772	\$ 946	1.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>99,588</b>	<b>98,826</b>	<b>98,826</b>	<b>99,772</b>	<b>946</b>	<b>1.0%</b>
<b>BENEFITS</b>						
FICA-Admin	6,631	7,340	7,340	7,465	125	1.7%
State Unemployment-Admin	9	207	207	171	(36)	(17.4%)
<b>TOTAL BENEFITS</b>	<b>6,640</b>	<b>7,547</b>	<b>7,547</b>	<b>7,636</b>	<b>89</b>	<b>1.2%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	293,045	620,000	452,500	120,000	(500,000)	(80.6%)
Repair & Maintenance-Other	-	3,000	1,500	-	(3,000)	(100.0%)
Row Herzog Transit Services	3,189,594	-	-	-	-	0.0%
Diesel	90,839	-	-	-	-	0.0%
Gasoline	912	-	-	-	-	0.0%
Office Supplies	3,847	5,004	1,115	5,000	(4)	(0.1%)
Expendable Tools & Equipment	-	1,000	1,000	1,000	-	0.0%
Other Supplies	22	-	-	-	-	0.0%
Maintenance Materials	(674)	-	5,200	-	-	0.0%
Rail - Maintenance Materials	633,766	-	-	-	-	0.0%
Freight Charge-Inventory Parts	1,468	-	-	-	-	0.0%
Telephone-Local	1,713	3,780	4,000	3,780	-	0.0%
Diesel Fuel Tax	9,312	-	-	-	-	0.0%
Gasoline Fuel Tax	102	-	-	-	-	0.0%
Dues And Subscriptions	4,240	4,500	3,000	5,100	600	13.3%
AirFare - Transportation	-	700	700	700	-	0.0%
Travel - Per Diem	-	460	460	460	-	0.0%
Toll Road Charges	815	780	160	996	216	27.7%
Lodging	-	600	600	600	-	0.0%
Travel - Other	5	500	500	500	-	0.0%
Postage	60	-	-	-	-	0.0%
Other Miscellaneous Expenses	277	1,200	1,200	1,200	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>4,229,343</b>	<b>641,524</b>	<b>471,935</b>	<b>139,336</b>	<b>(502,188)</b>	<b>(78.3%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 4,335,571</b>	<b>\$ 747,897</b>	<b>\$ 578,308</b>	<b>\$ 246,744</b>	<b>\$ (501,153)</b>	<b>(67.0%)</b>

# Commuter Rail Operations

## Functions and Responsibilities

The Commuter Rail Operations department provides management and oversight of commuter rail service between Leander and the Downtown Austin Convention Center. The mission entails the provision of safe and efficient public transportation for the community. The commuter service operates six commuter trains out of one operations facility in central Austin, along 32 miles of track that services nine stations along this right-of-way.

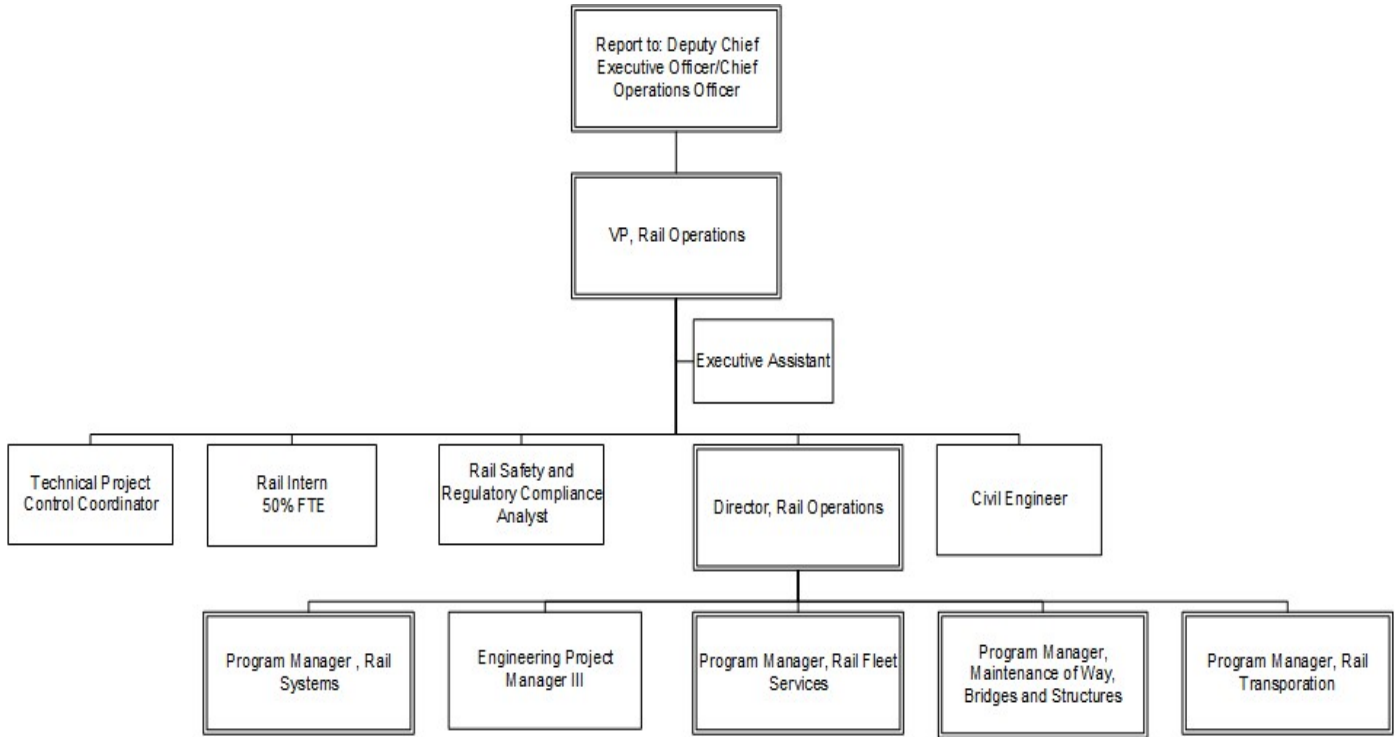
## FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Completed first phase of timber and surface projects and rail replacement.
  - Completed preliminary design and contract award for purchase of four new rail vehicles.
  - Closed private crossing at MP 69.04.
  - Submitted implementation protocol for positive train control to the Federal Railroad Administration.
  - Developed a close call/root cause analysis system.

## FY 2017 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Begin construction and implementation of positive train control system.
  - Implement quiet zones in the central subdivision.
  - Receive and commission four new rail cars.
  - Continue pursuit of an alternative vehicle technology waiver with the Federal Railroad Administration for approval of temporal separation, which will allow the commuter and freight trains to operate at the same time.
  - Convert one non-signalized private crossing to a signalized private crossing.

**Commuter Rail Operations Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Increase of \$9,665 in Salaries and Wages due to addition of a full-time project control specialist and the approved performance based pay increases to become effective in January 2017.

**Benefits**

Increase of \$6,216 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Increase of \$873,997 in Commuter Rail Services due to an increase in hourly rates charged by the service provider and additional service hours associated with commissioning four new rail vehicles. Decrease of \$69,831 in Interest Expense related to debt payments for purchase of existing rail vehicles as the obligation begins to approach final maturity in FY 2019.



Capital Metropolitan Transportation Authority Approved FY 2017  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 752,995	\$ 1,081,890	\$ 1,081,890	\$ 1,091,555	\$ 9,665	0.9%
Overtime - Administrative	3,522	3,762	3,762	3,762	-	(0.0%)
Executive Compensation	7,424	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>763,941</b>	<b>1,085,652</b>	<b>1,085,652</b>	<b>1,095,317</b>	<b>9,665</b>	<b>0.9%</b>
<b>BENEFITS</b>						
FICA-Admin	61,626	74,459	74,459	80,821	6,362	8.5%
State Unemployment-Admin	185	2,070	2,070	1,924	(146)	(7.1%)
<b>TOTAL BENEFITS</b>	<b>61,811</b>	<b>76,529</b>	<b>76,529</b>	<b>82,745</b>	<b>6,216</b>	<b>8.1%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	35,000	350,000	100,000	350,000	-	0.0%
Temporary Help	5,197	21,120	45,000	21,120	-	0.0%
Maintenance-Radios	3,431	3,000	21,132	3,000	-	0.0%
Repair & Maintenance-Other	4,031	100,000	47,000	100,000	-	0.0%
Row Herzog Transit Services	1,952,160	-	-	-	-	0.0%
Diesel	310,992	1,019,043	350,000	1,027,414	8,371	0.8%
Gasoline	20,998	10,800	3,333	10,800	-	0.0%
Fuel-Fixed Route Local Services	342	-	-	-	-	0.0%
Office Supplies	6,687	-	7,200	7,500	7,500	0.0%
Telephone-Local	28,206	53,280	56,000	56,160	2,880	5.4%
Other Utilities	161	-	-	-	-	0.0%
Inspection Certificates	-	1,500	1,500	-	(1,500)	(100.0%)
Diesel Fuel Tax	9,031	3,513	3,513	3,563	50	1.4%
Gasoline Fuel Tax	638	600	600	600	-	0.0%
Fuel Surcharge	328	852	852	941	89	10.4%
Commuter Rail Services	6,939,246	17,372,799	17,203,895	18,246,796	873,997	5.0%
Dues And Subscriptions	28,589	25,525	25,525	27,525	2,000	7.8%
AirFare - Transportation	17,103	7,494	13,400	7,494	-	0.0%
Travel - Per Diem	9,883	5,444	9,000	5,444	-	0.0%
Toll Road Charges	51	-	-	-	-	0.0%
Seminar, Conferences, Registration	775	5,725	4,665	5,725	-	0.0%
Lodging	10,634	14,072	6,175	14,072	-	0.0%
Travel - Other	3	-	540	-	-	0.0%
Tools And Equipment	443	700	700	800	100	14.3%
Other Miscellaneous Expenses	6,160	2,000	2,000	3,000	1,000	50.0%
Interest Expense	258,249	190,095	190,095	120,264	(69,831)	(36.7%)
<b>TOTAL OTHER EXPENSES</b>	<b>9,648,338</b>	<b>19,187,562</b>	<b>18,092,125</b>	<b>20,012,218</b>	<b>824,656</b>	<b>4.3%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 10,474,090</b>	<b>\$ 20,349,743</b>	<b>\$ 19,254,306</b>	<b>\$ 21,190,280</b>	<b>\$ 840,536</b>	<b>4.1%</b>

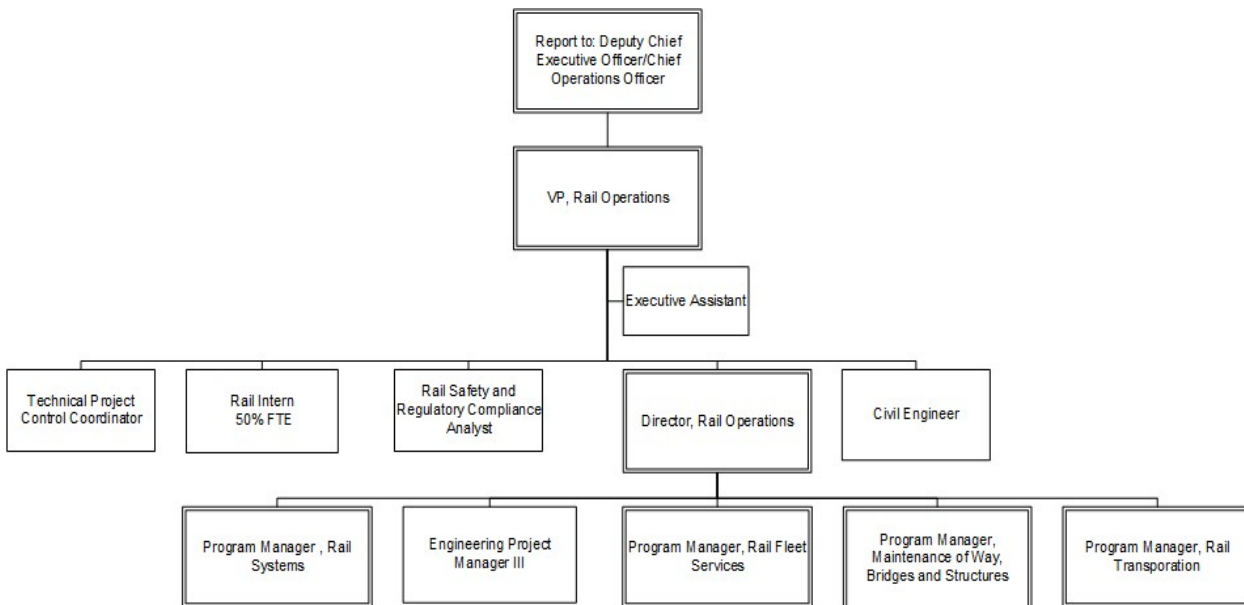
# Weekend Commuter Rail Operations

## Functions and Responsibilities

The Weekend Commuter Rail Operations department served to segregate costs for commuter rail services between Lakeline station and downtown rail station on Friday night and Saturday, which were funded by the City of Austin until January 2015.

Capital Metro continues to provide weekend commuter rail service, and annual funding was included in the Commuter Rail Operations department beginning in FY 2016.

### Weekend Commuter Rail Operations Department Organizational Chart





### Budget Changes

#### Other Expenses

There are no changes in funding for FY 2017 compared to FY 2016.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - APD Officers	\$ 151,086	\$ -	\$ -	\$ -	\$ -	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>151,086</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>OTHER EXPENSES</b>						
Other Services	33,529	-	-	-	-	0.0%
Row Herzog Transit Services	595,751	-	-	-	-	0.0%
Diesel	80,089	-	-	-	-	0.0%
Commuter Rail Services	686,295	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>1,395,664</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,546,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>



## Real Estate and Facility Planning

### Functions and Responsibilities

The Real Estate and Facility Planning department's responsibilities include all real estate activities of the agency, including but not limited to, leasing, purchase, sale, development, right-of-way license agreements and master facility and space planning.

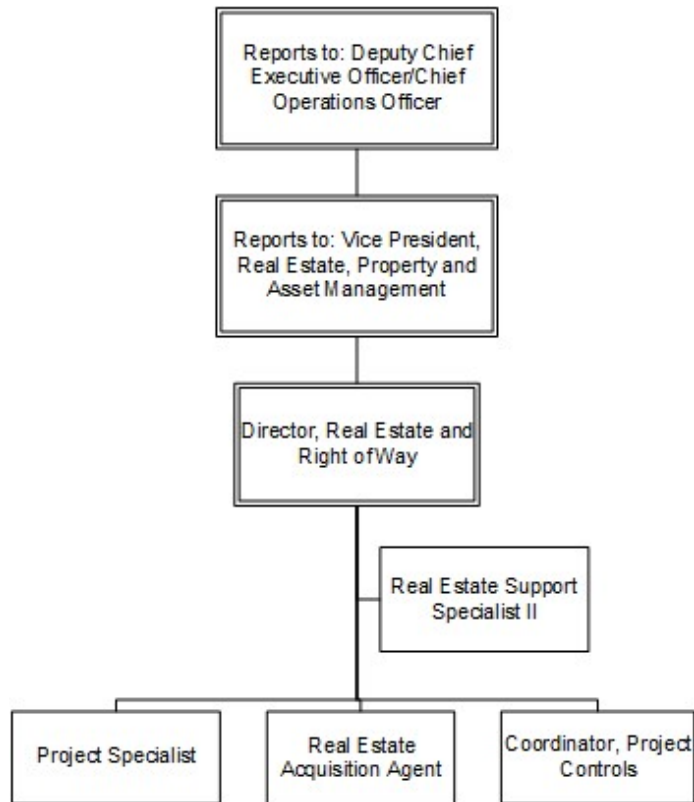
### FY 2016 Accomplishments

- ◆ Demonstrate Value of Public Transportation in a Dynamic Community.
  - Completed the Saltillo Plaza master development agreement.
  - Supported development opportunities at park & ride locations and transit centers.
  - Expect to generate \$544,000 in railroad right of way licensing and fee revenue.
  - Completed the Saltillo Plaza track relocation.
  - Began a facility programming study and master plan.
  - Sold the operations and maintenance facility in northeast Austin creating revenue for Capital Metro.
  - Completed a process for addressing encroachments in the railroad right of way.

### FY 2017 Planned Initiatives

- ◆ Demonstrate Value of Public Transportation in a Dynamic Community
  - Implement right of way tracking software.
  - Continue to monitor, guide and support the Saltillo Plaza development project.
  - Complete the facility programming study and master plan.

### Real Estate and Facility Planning Organization Chart





### Budget Changes

#### Salaries and Wages

Increase of \$65,099 due to the conversion of a temporary data analyst to full-time equivalent and the approved performance based pay increases to become effective in January 2017.

#### Benefits

Net increase of \$5,963 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$560,496 in Other Professional Fees related to real estate services during negotiation of the Saltillo Plaza master development agreement in FY 2016. This funding will not be needed in FY 2017. Decrease of \$148,016 in Temporary Help for additional staff needed in FY 2016 to assist with the Saltillo Plaza track relocation project. Increase of \$120,000 in Repair and Maintenance for repairs to vacant properties as needed. This increase in funding also includes contributions to the Downtown Austin Alliance for maintenance and improvements at Republic Square. Republic Square is a major Capital Metro transit hub. Net increase of \$398,795 across all lease accounts, primarily due contractual increases for park & ride locations, the downtown location that houses paratransit services, parking and storage space for buses and amenities signage.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ -	\$ 344,447	\$ 344,447	\$ 409,546	\$ 65,099	18.9%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>-</b>	<b>344,447</b>	<b>344,447</b>	<b>409,546</b>	<b>65,099</b>	<b>18.9%</b>
<b>BENEFITS</b>						
FICA-Admin	-	25,194	25,194	30,752	5,558	22.1%
State Unemployment-Admin	-	621	621	1,026	405	65.2%
<b>TOTAL BENEFITS</b>	<b>-</b>	<b>25,815</b>	<b>25,815</b>	<b>31,778</b>	<b>5,963</b>	<b>23.1%</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	-	1,261,996	1,100,000	701,500	(560,496)	(44.4%)
Temporary Help	-	278,016	278,016	130,000	(148,016)	(53.2%)
Repair & Maintenance-Other	-	-	-	120,000	120,000	0.0%
Other Services	-	36,000	36,000	60,000	24,000	66.7%
Office Supplies	-	2,955	3,804	3,500	545	18.4%
Dues And Subscriptions	-	8,377	8,377	10,770	2,393	28.6%
Travel - Per Diem	-	-	-	504	504	0.0%
Seminar, Conferences, Registration	-	1,660	1,660	2,400	740	44.6%
Lodging	-	-	-	1,800	1,800	0.0%
Postage	-	60	100	300	240	400.0%
Lease-Passenger Stations	-	284,196	166,196	173,200	(110,996)	(39.1%)
Lease-Passenger Parking Facilities	-	491,496	491,496	643,291	151,795	30.9%
Lease-Operating Yard/ Storage	-	-	-	60,000	60,000	0.0%
Lease-Administrative Facility	-	1,007,184	1,007,184	1,305,180	297,996	29.6%
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>3,371,940</b>	<b>3,092,833</b>	<b>3,212,445</b>	<b>(159,495)</b>	<b>(4.7%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ -</b>	<b>\$ 3,742,202</b>	<b>\$ 3,463,095</b>	<b>\$ 3,653,769</b>	<b>\$ (88,433)</b>	<b>(2.4%)</b>

## Bus and Paratransit Services

### Functions and Responsibilities

The Bus and Paratransit Services department is responsible for coordinating the operations and activities of all Capital Metro service providers for the bus and paratransit modes. This includes coordination of contract management, data collection and analysis, and quality assurance activities for both vehicle operations and maintenance. This department includes staff supporting all modes of service, including data analysis, administrative support and vehicle maintenance.

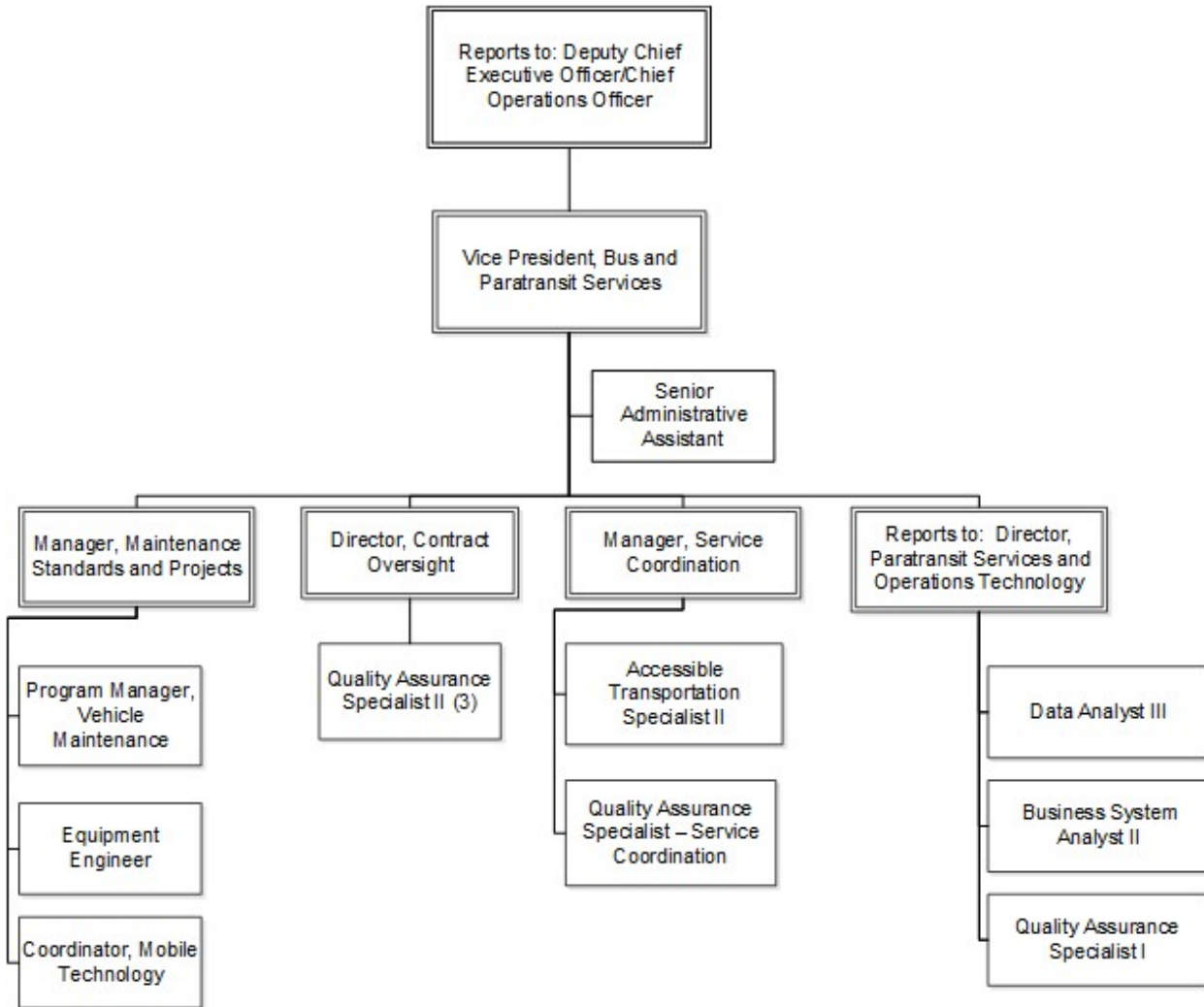
### FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continued to implement the fleet replacement schedule as outlined in the long-range financial forecast, including procurement for bus replacements for a five-year period.
  - Updated the fleet plan for non-revenue vehicles to reduce the overall number of vehicles being utilized by Capital Metro staff.
- ◆ Deliver the Best Possible Customer Experience
  - Provided continued support for Capital Metro's intelligent transportation system with a focus on data driven decision making for service improvements.
  - Implemented a new framework for managing all service impacts, such as specials events and construction.
  - Launched service under a new contract for operations and maintenance of The University of Texas shuttle, fixed route and MetroRapid services operated from the North Operations facility and implemented associated contract management plans.
- ◆ Demonstrate Regional Leadership
  - Managed vehicle acquisition for commuter service expansion.

### FY 2017 Planned Initiatives

- ◆ Continue to improve Organizational Practices and Develop Staff
  - Continue to implement the fleet replacement schedule as outlined in the long-range financial forecast, including completion of the procurement for bus replacements for a five-year period.
- ◆ Deliver the Best Possible Customer Experience
  - Provide continued support for use of Capital Metro's intelligent transportation system with a focus on data-driven decision making for service improvements.
  - Launch expanded commuter, MetroRapid, and senior route service.

**Bus and Paratransit Services Department Organizational Chart**





## **Budget Changes**

### **Salaries and Wages**

Decrease of \$18,587 in Salaries and Wages. The net decrease is a combination of correcting a prior year calculation that resulted in a decrease in the FY 2017 budget that is partially offset by conversion of one temporary to a full-time equivalent and the approved performance based pay increases to become effective in January 2017.

### **Benefits**

Net increase of \$3,548 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

### **Other Expenses**

Increase of \$61,996 for Other Services – CTECC for anticipated data storage at the Combined Transportation, Emergency and Communications Center, a secured site utilized by Capital Metro for its fixed route dispatch services. Decrease of \$60,000 in Temporary Help due to the conversion of one temporary position to full-time equivalent and a decrease of \$390,000 in Repair and Maintenance due to fewer buses that need to be repainted. Increase of \$74,004 in Other Services for non-revenue vehicle repairs and vehicle registration.



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	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 1,124,876	\$ 1,381,220	\$ 1,371,220	\$ 1,362,633	\$ (18,587)	(1.3%)
Overtime - Administrative	10,942	19,548	19,548	19,548	-	(0.0%)
<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,135,818</b>	<b>1,400,768</b>	<b>1,390,768</b>	<b>1,382,181</b>	<b>(18,587)</b>	<b>(1.3%)</b>
<b>BENEFITS</b>						
FICA-Admin	77,765	98,817	98,817	102,274	3,457	3.5%
State Unemployment-Admin	125	3,312	3,312	2,907	(405)	(12.2%)
Uniform Allowance-Admin.	3,204	2,304	2,801	2,800	496	21.5%
<b>TOTAL BENEFITS</b>	<b>81,094</b>	<b>104,433</b>	<b>104,930</b>	<b>107,981</b>	<b>3,548</b>	<b>3.4%</b>
<b>OTHER EXPENSES</b>						
Consultation Fees	10,794	-	-	-	-	0.0%
Other Services - CTEEC	439,770	581,004	581,004	643,000	61,996	10.7%
Other Professional Fees	29,615	181,000	181,000	191,000	10,000	5.5%
Permits And Fees	36	-	-	-	-	0.0%
Temporary Help	9,817	60,000	60,000	-	(60,000)	(100.0%)
Maintenance-Radios	485,021	615,000	587,000	595,000	(20,000)	(3.3%)
Repair & Maintenance-Other	770,536	810,000	810,000	420,000	(390,000)	(48.1%)
Other Services	279,539	279,996	305,000	354,000	74,004	26.4%
Diesel	731	-	275	4,327	4,327	0.0%
Gasoline	9,325	15,552	9,000	15,500	(52)	(0.3%)
Tires And Tubes	39,226	-	-	-	-	0.0%
Office Supplies	10,056	15,996	15,996	15,500	(496)	(3.1%)
Other Supplies	4,356	25,500	25,500	26,500	1,000	3.9%
Maintenance Materials	1,085	-	-	-	-	0.0%
Core Deposit Credit	13	-	-	-	-	0.0%
Freight Charge-Inventory Parts	1,529	-	50	-	-	0.0%
Telephone-Local	880	3,600	1,200	1,200	(2,400)	(66.7%)
Diesel Fuel Tax	91	-	-	-	-	0.0%
Gasoline Fuel Tax	1,043	888	3,700	3,700	2,812	316.7%
Fuel Surcharge	-	24	24	24	-	0.0%
Dues And Subscriptions	2,518	1,950	3,600	3,600	1,650	84.6%
AirFare - Transportation	19,474	14,975	14,975	24,850	9,875	65.9%
Travel - Per Diem	8,705	9,130	9,130	27,690	18,560	203.3%
Toll Road Charges	358	7,000	10,000	10,000	3,000	42.9%
Seminar, Conferences, Registration	9,743	6,500	6,500	9,600	3,100	47.7%
Lodging	25,331	20,750	20,750	53,250	32,500	156.6%
Travel - Other	1,863	2,400	2,400	6,900	4,500	187.5%
Postage	1,944	-	3,000	3,000	3,000	0.0%
Other Miscellaneous Expenses	23,759	22,000	15,000	15,000	(7,000)	(31.8%)
<b>TOTAL OTHER EXPENSES</b>	<b>2,187,158</b>	<b>2,673,265</b>	<b>2,665,104</b>	<b>2,423,641</b>	<b>(249,624)</b>	<b>(9.3%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 3,404,070</b>	<b>\$ 4,178,466</b>	<b>\$ 4,160,802</b>	<b>\$ 3,913,803</b>	<b>\$ (264,663)</b>	<b>(6.3%)</b>

# Bus Contract Operations

## Functions and Responsibilities

The Bus Contract Operations department serves to segregate costs for each of Capital Metro's private fixed-route service contractors. Costs related to MetroBus, MetroExpress, Rural Services, and The University of Texas (UT) Shuttle routes are budgeted in this department. There are three contractors managed by this department: Capital Area Rural Transportation System (CARTS), MV Transportation, and McDonald Transit Associates.

## FY 2016 Accomplishments

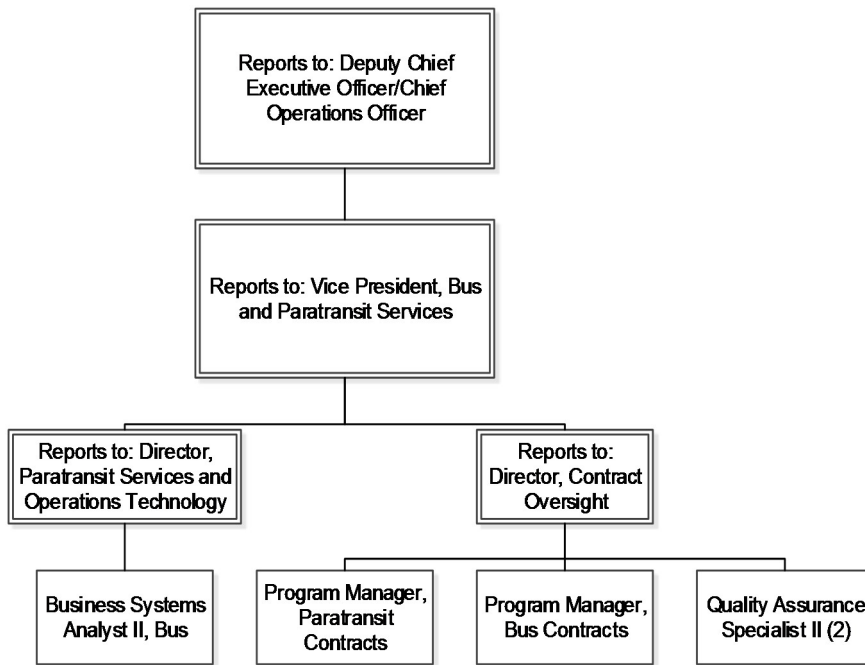
- ◆ Deliver the Best Possible Customer Experience
  - Began operating service under a new contract for operations and maintenance of the UT shuttle, fixed route, and MetroRapid services operated from the North Operations facility and implemented associated contract management plans.
  - Implemented the use of the OrbCad computer aided dispatch system to measure performance of service providers.
  - Transitioned 47 new Gillig buses into service to replace older vehicles assigned to UT shuttle services.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Complete implementation of contractor oversight program, including consolidation of seven quality assurance specialists and associated new and updated procedures for several customer facing processes and safety elements.

## FY 2017 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Continue to implement safety management systems in conjunction with the service providers and roll out agency wide initiatives to reduce vehicle and passenger accidents.
  - Provide continued support for use of intelligent transportation systems with a focus on data-driven decision making for service improvements.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continue to foster good relations and provide technical support to service providers regarding contract compliance through contract management and service monitoring plans.



**Bus Contract Operations Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Increase of \$2,387 in Salaries and Wages for the approved performance based pay increases to become effective in January 2017.

**Benefits**

Increase of \$218 in Benefits for payroll taxes resulting from changes in salaries and wages previously described.

**Other Expenses**

Decrease of \$404,052 in Diesel primarily related to a lower price per gallon budgeted in FY 2017. Diesel is budgeted at \$3.20 per gallon, including taxes. Increase of \$1,041,479 in Fixed Route – Express Service associated with additional commuter services and increasing contract rates. Increase of \$226,366 in Special Services for special events. Increase of \$4,086,508 in bus services operated by McDonald Transit to fund planned schedule adjustments, as well as increasing contract rates. In addition, contingency funding for 8,300 hours in additional service for FY 2017 is included to begin implementing recommendations from the Connections 2025 study that is currently underway. Increase of \$574,629 in Rural Service based on FY 2017 contractor rates and additional services planned for Manor. Contingency funding is also included for new services in partnership with Buda and Hutto after these communities complete their transit planning.



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	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 351,454	\$ 404,006	\$ 404,006	\$ 406,393	\$ 2,387	0.6%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>351,454</b>	<b>404,006</b>	<b>404,006</b>	<b>406,393</b>	<b>2,387</b>	<b>0.6%</b>
<b>BENEFITS</b>						
FICA-Admin	29,720	30,006	30,006	30,405	399	1.3%
State Unemployment-Admin	45	1,035	1,035	855	(180)	(17.4%)
<b>TOTAL BENEFITS</b>	<b>29,765</b>	<b>31,041</b>	<b>31,041</b>	<b>31,260</b>	<b>218</b>	<b>0.7%</b>
<b>OTHER EXPENSES</b>						
Maintenance-Radios	279,262	-	-	23,471	23,471	0.0%
Transmission Fluid	65,918	-	-	-	-	0.0%
Coolant	35,731	-	-	-	-	0.0%
Diesel	10,147,211	17,307,457	12,859,000	16,903,405	(404,052)	(2.3%)
Gasoline	37,912	180,348	50,000	270,536	90,188	50.0%
Oil	102,832	-	-	-	-	0.0%
Fuel Risk Management	4,238,350	-	-	-	-	0.0%
Office Supplies	360	-	-	-	-	0.0%
Other Supplies	207,294	110,000	110,000	180,000	70,000	63.6%
Telephone-Local	480	2,700	-	2,700	-	0.0%
Fixed Route - Express Service	2,959,489	4,212,374	4,293,773	5,253,853	1,041,479	24.7%
Fixed Route - University of Texas Service	5,922,708	6,542,324	6,634,816	6,518,425	(23,899)	(0.4%)
Special Service	424,180	761,702	761,702	988,068	226,366	29.7%
Fixed Route - Bus Rapid Transit	8,717,350	10,045,071	10,075,091	10,102,666	57,595	0.6%
Fixed Route Local - East 5th Garage	62,716,427	67,238,417	67,269,108	71,324,925	4,086,508	6.1%
Fixed Route Local - North Ops Garage	7,237,332	7,757,045	7,863,485	7,871,859	114,814	1.5%
Rural Service	1,611,636	2,110,447	1,864,121	2,685,076	574,629	27.2%
Dues And Subscriptions	648	-	-	-	-	0.0%
Airfare - Transportation	-	2,500	2,500	2,500	-	0.0%
Travel - Per Diem	-	1,250	1,250	1,250	-	0.0%
Toll Road Charges	22	-	-	-	-	0.0%
Seminar, Conferences, Registration	-	2,300	2,300	2,300	-	0.0%
Lodging	-	4,000	4,000	2,400	(1,600)	(40.0%)
Travel - Other	1,362	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>104,706,504</b>	<b>116,277,935</b>	<b>111,791,146</b>	<b>122,133,434</b>	<b>5,855,499</b>	<b>5.0%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 105,087,723</b>	<b>\$ 116,712,982</b>	<b>\$ 112,226,193</b>	<b>\$ 122,571,087</b>	<b>\$ 5,858,104</b>	<b>5.0%</b>

# Paratransit Contract Operations

## Functions and Responsibilities

The Paratransit Contract Operations department provides contract oversight for each of Capital Metro's paratransit services contractors. Costs related to contracted paratransit services compliant with the Americans with Disabilities Act (ADA), as well as the non-ADA Access-a-Ride program are budgeted in this department. There are three contractors managed by this department: Greater Austin Transportation Company, Austin Ride Right (north base), and MV Transportation (south base).

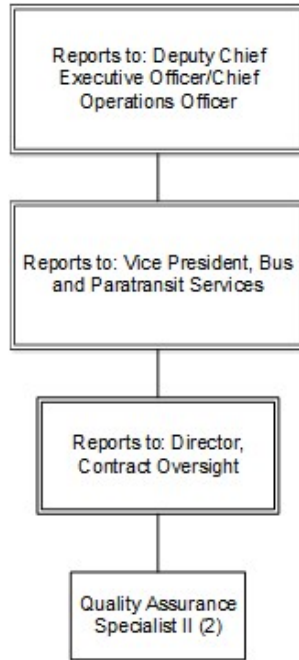
## FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and develop staff
  - Completed process to select a new paratransit overflow service-provider that includes industry expression of interest and request for proposals processes.
  - Continued improvements were made to the contract oversight program.
  - Quality assurance forms were updated to improve rating consistency, audits, and compliance reviews.
- ◆ Deliver the Best Possible Customer Experience
  - Procure five new accessible paratransit vehicles (MV-1s) to support the growing demand for paratransit service.
- ◆ Demonstrate the value of public transportation in a dynamic community
  - Supported the launch of the Manor circulator (route 470) by providing Saturday service using the existing paratransit server contract with MV Transportation.

## FY 2017 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Complete planning process for the procurement of a new south base paratransit contract for 2018.
- ◆ Deliver the Best Possible Customer Experience
  - Procure 19 new MetroAccess vans to replace vans being retired at the Thompson Lane facility.
  - Launch flex / shopping routes specific to paratransit customers.
  - Establish quality assurance for detour postings and removals.

**Paratransit Contract Operations Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Increase of \$1,456 in Salaries and Wages the approved performance based pay increases to become effective in January 2017.

#### Benefits

Net increase of \$117 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$66,709 in Diesel due to lower prices. Diesel is budgeted at \$3.20 per gallon, including taxes. Net increase of \$2,803,564 in contracted paratransit services provided by Ride Rite, the Greater Austin Transportation Company and MV Transportation. The department projects continued demand for paratransit services in FY 2017 and estimates a five percent increase in ridership.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 215,381	\$ 147,599	\$ 147,599	\$ 149,055	\$ 1,456	1.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>215,381</b>	<b>147,599</b>	<b>147,599</b>	<b>149,055</b>	<b>1,456</b>	<b>1.0%</b>
<b>BENEFITS</b>						
FICA-Admin	\$ 14,585	10,962	10,962	11,152	190	1.7%
State Unemployment-Admin	27	414	414	342	(72)	(17.4%)
<b>TOTAL BENEFITS</b>	<b>14,612</b>	<b>11,376</b>	<b>11,376</b>	<b>11,494</b>	<b>118</b>	<b>1.0%</b>
<b>OTHER EXPENSES</b>						
Maintenance-Radios	24,326	3,000	3,000	3,000	-	0.0%
Diesel	594,798	1,043,009	450,000	976,300	(66,709)	(6.4%)
Gasoline	462,786	987,125	300,000	1,025,664	38,539	3.9%
Office Supplies	106	-	-	-	-	0.0%
Other Supplies	200	-	-	-	-	0.0%
Telephone-Local	-	2,700	2,700	2,700	-	0.0%
Diesel Fuel Tax	62,141	59,601	75,000	-	(59,601)	(100.0%)
Gasoline Fuel Tax	42,225	56,407	30,000	-	(56,407)	(100.0%)
Fuel Surcharge	12,903	3,103	1,000	-	(3,103)	(100.0%)
Dedicated Paratransit Transportation	11,055	-	-	-	-	0.0%
Ride Rite - Paratransit	4,850,059	5,488,123	5,681,177	6,259,414	771,291	14.1%
Paratransit Taxi - Greater Austin	573,805	531,238	692,563	760,900	229,662	43.2%
South Base Paratransit - MV Transportation	19,314,713	19,573,900	20,185,009	21,376,491	1,802,591	9.2%
AirFare - Transportation	328	1,050	1,050	-	(1,050)	(100.0%)
Travel - Per Diem	503	675	675	-	(675)	(100.0%)
Toll Road Charges	863	-	-	-	-	0.0%
Seminar, Conferences, Registration	80	1,100	1,100	-	(1,100)	(100.0%)
Lodging	1,647	1,140	1,140	-	(1,140)	(100.0%)
<b>TOTAL OTHER EXPENSES</b>	<b>25,952,538</b>	<b>27,752,171</b>	<b>27,424,414</b>	<b>30,404,469</b>	<b>2,652,298</b>	<b>9.6%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 26,182,531</b>	<b>\$ 27,911,146</b>	<b>\$ 27,583,389</b>	<b>\$ 30,565,018</b>	<b>\$ 2,653,872</b>	<b>9.5%</b>

## Paratransit Administration

### Functions and Responsibilities

The Paratransit Administration department manages all aspect of paratransit through the Reservations and Control Center, Contracts Operations and Eligibility departments. The department also coordinates with customers and the Access Advisory Committee to receive feedback on all aspects of service and policy development. The Paratransit Administration department is directly responsible for federal reporting on all paratransit-related items for the agency.

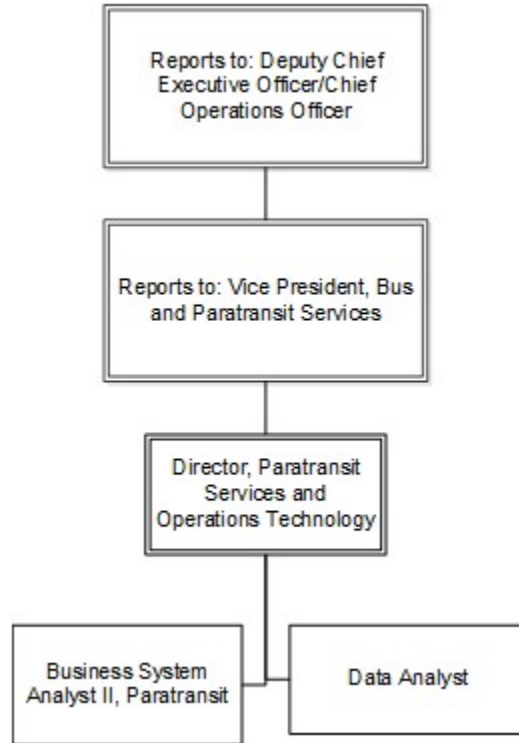
### FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Successful implementation and transition to new contractor with third party functional assessment contract.
  - Implementation of a pathway assessment program for enforcement on conditional eligibility and education of riders on how to use fixed route services.
  - Establishment of key performance indicators for pathway assessment and travel training to track worker productivity, program successes, and cost avoidance forecasting.

### FY 2017 Planned Initiatives

- ◆ Continue to Improve Organizational Practice and Develop Staff
  - Continued evaluation of opportunities for addressing paratransit trends and identify future improvements.
  - Conduct an external review to evaluate the pathway assessment program and identify opportunities for future improvements.

**Paratransit Administration Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Increase of \$3,128 in Salaries and Wages for the approved performance based pay increases to become effective in January 2017.

#### Benefits

Net increase of \$345 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$12,000 in Other Services due to technology enhancements completed in FY 2016, which resulted in decreased funding needed in FY 2017. Decrease of \$5,000 in Other Supplies due to lower estimated usage of printing services.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 238,163	\$ 241,320	\$ 241,322	\$ 244,448	\$ 3,128	1.3%
Overtime - Administrative	101	2,202	2,203	2,202	-	(0.0%)
<b>TOTAL SALARIES &amp; WAGES</b>	<b>238,264</b>	<b>243,522</b>	<b>243,525</b>	<b>246,650</b>	<b>3,128</b>	<b>1.3%</b>
<b>BENEFITS</b>						
FICA-Admin	17,096	17,836	17,837	18,289	453	2.5%
State Unemployment-Admin	27	621	621	513	(108)	(17.4%)
<b>TOTAL BENEFITS</b>	<b>17,123</b>	<b>18,457</b>	<b>18,458</b>	<b>18,802</b>	<b>345</b>	<b>1.9%</b>
<b>OTHER EXPENSES</b>						
Other Services	20,243	75,000	40,000	63,000	(12,000)	(16.0%)
Gasoline	732	-	-	-	-	0.0%
Office Supplies	1,736	600	600	700	100	16.7%
Maps And Schedules	-	1,080	1,080	1,080	-	0.0%
Other Supplies	889	17,700	16,050	12,700	(5,000)	(28.2%)
Telephone-Local	480	1,320	1,220	1,320	-	0.0%
Gasoline Fuel Tax	76	-	-	-	-	0.0%
Dues And Subscriptions	698	375	375	375	-	0.0%
AirFare - Transportation	1,550	700	700	1,750	1,050	150.0%
Travel - Per Diem	1,110	975	975	1,625	650	66.7%
Toll Road Charges	41	-	-	-	-	0.0%
Seminar, Conferences, Registration	875	1,850	1,850	1,850	-	0.0%
Lodging	410	1,600	1,600	2,500	900	56.3%
Travel - Other	268	160	160	240	80	50.0%
Postage	3,064	13,720	8,700	13,720	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>32,172</b>	<b>115,080</b>	<b>73,310</b>	<b>100,860</b>	<b>(14,220)</b>	<b>(12.4%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 287,559</b>	<b>\$ 377,059</b>	<b>\$ 335,293</b>	<b>\$ 366,312</b>	<b>\$ (10,747)</b>	<b>(2.9%)</b>



# Paratransit Reservations and Control Center

## Functions and Responsibilities

The Paratransit Reservations and Control Center department includes the MetroAccess call center, dispatch, scheduling and customer service. This department processes advance trip reservations, cancellations, inquiries, subscription service requests, and group trips. This team manages and coordinates service through contracted providers. The department is also responsible for all customer service and outreach efforts for MetroAccess.

## FY 2016 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Implemented the pathway assessment program for enforcement on conditional eligibility and education of riders on how to use fixed route services.
  - Launched MetroAccess online. This system allows passengers to access their accounts.
  - Launched automated notifications for imminent arrival and no show by voice, text, and email.
  - Implemented an improved subscription trip management program
  - Implemented and improved site evaluation program with service providers.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Negotiated paratransit trip times implemented in January to increase reliability for customers, improve productivity, and manage service demand peaks.
  - Completed performance of biennial paratransit customer survey for benchmarking and analysis.

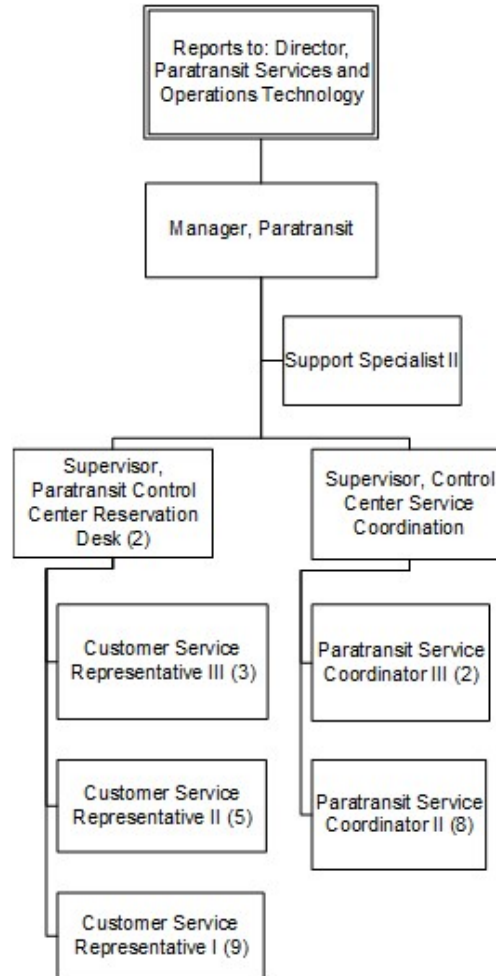
## FY 2017 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Evaluation and implementation of flex shopper routes, technology, and accommodation
  - Plan and implement an ongoing customer education program.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Complete upgrade to Trapeze, the system used to track customer calls and on-time performance
  - Outfit emergency operation centers and draft business continuity plan.
  - Plan an annual emergency operations drill to test and validate readiness.



- o Establish specifications for future replacement of flex / shopper routes.

## Paratransit Reservation and Control Center Department Organizational Chart





**Budget Changes**

**Salaries and Wages**

Increase of \$153,368 in Salaries and Wages for job reclassifications and the approved performance based pay increases to become effective in January 2017.

**Benefits**

Increase of \$12,119 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Decrease of \$130,000 in Temporary Help due to lower temporary help requirements after conversion of five temporary positions to full-time equivalents.

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2016 FORECAST</b>	<b>FY 2017 BUDGET</b>	<b>Var \$ FY 2017 vs. FY 2016</b>	<b>Var % FY 2017 vs. FY 2016</b>
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 1,111,612	\$ 1,325,288	\$ 1,325,288	\$ 1,448,490	\$ 123,202	9.3%
Overtime - Administrative	182,916	140,894	140,894	171,060	30,166	21.4%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,294,528</b>	<b>1,466,182</b>	<b>1,466,182</b>	<b>1,619,550</b>	<b>153,368</b>	<b>10.5%</b>
<b>BENEFITS</b>						
FICA-Admin	92,011	96,391	96,391	108,663	12,272	12.7%
State Unemployment-Admin	373	5,796	5,796	5,643	(153)	(2.6%)
<b>TOTAL BENEFITS</b>	<b>92,384</b>	<b>102,187</b>	<b>102,187</b>	<b>114,306</b>	<b>12,119</b>	<b>11.9%</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	700	-	-	-	-	0.0%
Temporary Help	201,084	162,756	170,000	32,756	(130,000)	(79.9%)
Other Services	6,426	5,604	5,604	7,500	1,896	33.8%
Gasoline	(572)	-	-	-	-	0.0%
Office Supplies	1,385	-	-	-	-	0.0%
Expendable Tools & Equipment	-	3,960	3,960	4,000	40	1.0%
Other Supplies	85	3,140	3,140	3,231	91	2.9%
Gasoline Fuel Tax	(71)	-	-	-	-	0.0%
AirFare - Transportation	380	1,150	1,150	1,200	50	4.3%
Travel - Per Diem	584	1,125	1,125	1,250	125	11.1%
Seminar, Conferences, Registration	-	2,000	2,000	2,000	-	0.0%
Lodging	228	2,100	2,100	2,200	100	4.8%
Travel - Other	-	240	240	250	10	4.2%
Postage	693	9,132	-	9,300	168	1.8%
<b>TOTAL OTHER EXPENSES</b>	<b>210,922</b>	<b>191,207</b>	<b>189,319</b>	<b>63,687</b>	<b>(127,520)</b>	<b>(66.7%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,597,834</b>	<b>\$ 1,759,576</b>	<b>\$ 1,757,688</b>	<b>\$ 1,797,543</b>	<b>\$ 37,967</b>	<b>2.2%</b>

# Paratransit Eligibility

## Functions and Responsibilities

The Paratransit Eligibility department manages the eligibility process, including initial certification and re-certification of existing customers using in-person assessments and the assistance of a third-party provider to determine the functional abilities of each applicant. The Paratransit Eligibility department is responsible for all Capital Metro travel training and the Tether Strap Program administration.

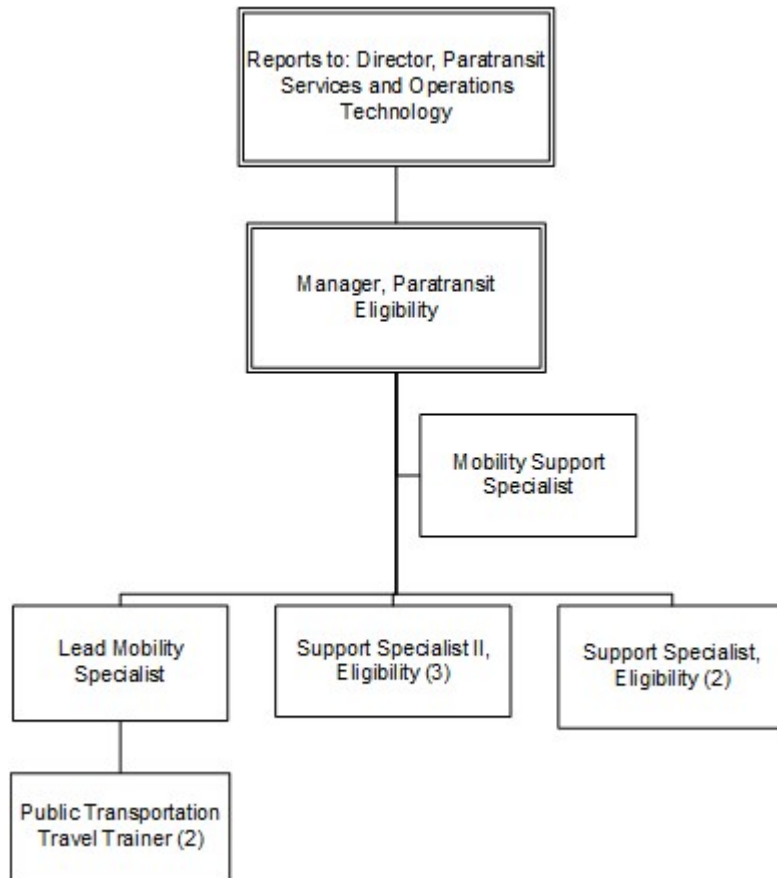
## FY 2016 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Implemented the pathway assessment program for enforcement on conditional eligibility and education of riders how to use fixed route services.
  - Established key performance indicators for related to pathway assessment and travel training for tracking of worker productivity, program success, and cost avoidance forecasting.
  - Successfully implemented and transitioned to a new contractor with third-party functional assessment contract.

## FY 2017 Planned Initiatives

- ◆ Continue to Improve Organizational Practice and Develop Staff
  - Conduct an external review to evaluate pathway assessment program and identify opportunities for future improvements.
  - Conduct evaluation of opportunities for assisting paratransit customers with use of fixed route services.

**Paratransit Eligibility Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Decrease of \$9,563 in Salaries and Wages due to the use of midpoint salaries for vacant positions and the approved performance based pay increases to become effective in January 2017

#### Benefits

Net decrease of \$880 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$17,000 in Other Professional Fees based on estimated contractual costs for third party provider of eligibility services. Decrease of \$100,000 in Temporary Help due to the conversion of temporary positions to full-time equivalent status. The full-time equivalents will be budgeted in the Paratransit Contract Operations department. Increase of \$50,000 in Other Services to conduct an independent review of the pathway assessment program for effectiveness.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>SALARY &amp; WAGES</b>						
Salaries & Wages - Admin.	\$ 360,971	\$ 505,093	\$ 505,093	\$ 495,531	\$ (9,562)	(1.9%)
Overtime - Administrative	-	15,704	15,704	15,704	-	(0.0%)
<b>TOTAL SALARIES &amp; WAGES</b>	<b>360,971</b>	<b>520,797</b>	<b>520,797</b>	<b>511,235</b>	<b>(9,563)</b>	<b>(1.8%)</b>
<b>BENEFITS</b>						
FICA-Admin	26,041	37,514	37,514	37,074	(440)	(1.2%)
State Unemployment-Admin	186	2,070	2,070	1,710	(360)	(17.4%)
Uniform Allowance-Admin.	-	740	600	740	-	0.0%
<b>TOTAL BENEFITS</b>	<b>26,227</b>	<b>40,324</b>	<b>40,184</b>	<b>39,524</b>	<b>(800)</b>	<b>(2.0%)</b>
<b>OTHER EXPENSES</b>						
Other Professional Fees	315,803	300,000	300,000	283,000	(17,000)	(5.7%)
Temporary Help	32,222	115,860	115,860	15,860	(100,000)	(86.3%)
Other Services	1,906	11,748	11,500	61,748	50,000	425.6%
Office Supplies	7,410	8,808	7,500	8,000	(808)	(9.2%)
Other Supplies	5,760	8,016	7,400	8,016	-	0.0%
Telephone-Local	40	2,640	2,000	3,300	660	25.0%
Dues And Subscriptions	-	375	375	375	-	0.0%
AirFare - Transportation	-	350	350	600	250	71.4%
Travel - Per Diem	-	250	250	400	150	60.0%
Seminar, Conferences, Registration	-	1,495	1,495	1,495	-	0.0%
Lodging	-	380	380	1,300	920	242.1%
Travel - Other	-	80	80	80	-	0.0%
Postage	6,554	11,604	10,000	11,604	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>369,695</b>	<b>461,606</b>	<b>457,190</b>	<b>395,778</b>	<b>(65,828)</b>	<b>(14.3%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 756,893</b>	<b>\$ 1,022,727</b>	<b>\$ 1,018,171</b>	<b>\$ 946,537</b>	<b>\$ (76,191)</b>	<b>(7.4%)</b>

## Central Core Project

This cost center was created to account for expenses for a central core study as part of the Project Connect initiative. Project Connect is a partnership between Capital Metro, City of Austin, Lone Star Rail District and the Capital Area Metropolitan Planning Organization (CAMPO), with a shared vision to create a high-capacity regional transit system that serves as a blueprint to guide future investments and connectivity. These planning expenses will be mostly funded by a federal grant.

### FY 2016 Accomplishments

- ◆ Demonstrate Regional Leadership
  - Awarded a contract to study high-capacity transit alternatives in and out of Austin’s central core in partnership with the City of Austin and CAMPO.

### FY 2017 Planned Initiatives

- ◆ Demonstrate Regional Leadership
  - Continue implementation of Project Connect as the regional transit vision by advancing an analysis.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Continue to improve mobility and transit access in and out of Austin’s central core.

### Budget Changes

#### Expenses

Decrease of \$242,000 in Consultation Fees to reflect anticipated timing of the study efforts.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>OTHER EXPENSES</b>						
Consultation Fees	\$ -	\$ 1,800,000	\$ 204,000	\$ 1,558,000	\$ (242,000)	(13.4%)
CMTA Planning Expenses	220,139	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>220,139</b>	<b>1,800,000</b>	<b>204,000</b>	<b>1,558,000</b>	<b>(242,000)</b>	<b>(13.4%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 220,139</b>	<b>\$ 1,800,000</b>	<b>\$ 204,000</b>	<b>\$ 1,558,000</b>	<b>\$ (242,000)</b>	<b>(13.4%)</b>



## Project Connect

This cost center was created to account for Capital Metro’s share of public education expenses for the Project Connect initiative consistent with the Regional Transit System Plan. Project Connect is a partnership between Capital Metro, City of Austin, Lone Star Rail District and Capital Area Metropolitan Planning Organization, with a shared vision to create a high-capacity regional transit system that serves as a blueprint to guide future investments and connectivity.

### Expenses

Public education and outreach was completed in FY 2015. No additional funding is anticipated in FY 2017.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>OTHER EXPENSES</b>						
CMTA Planning Expenses	\$ (35,854)	\$ -	\$ -	\$ -	\$ -	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>(35,854)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ (35,854)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>





## Rail Safety Education

### Functions and Responsibilities

The Community Involvement (CI) department coordinates this grant-funded program for public rail, bus and pedestrian safety education, and serves as a liaison to related rail safety education and community outreach organizations and departments. These include Operation Lifesaver, Inc., Texas Operation Lifesaver, Federal Railroad Administration, and Austin Police department, as well as internal Capital Metro Safety and Security departments. Members of the CI department also sit on the agency's Safety Task Force. Major responsibilities include serving as authorized Operation Lifesaver rail safety education presenters, giving presentations at K-12 schools, community organizations and affinity groups, distributing safety education collateral at community events, and letter campaigns to residents and schools near private crossings and/or within a two-mile radius of Capital Metro owned railroad tracks.

### FY 2016 Accomplishments

- ◆ Demonstrate Regional Leadership
  - Developed middle school curriculum and facilitation materials in collaboration with Federal Railroad Administration, Texas Operation Lifesaver, Creative Action and other community partners, which included a rail and bus safety education video.
  - Successfully rolled out a "Squash It" video, as well as lesson plans online, in all regional middle grade level schools and youth summer programs, and on social media platforms.

### Budget Changes

#### Other Expenses

This grant-funded program was completed in FY 2016. No funding is needed in FY 2017.

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 FORECAST	FY 2017 BUDGET	Var \$ FY 2017 vs. FY 2016	Var % FY 2017 vs. FY 2016
<b>OTHER EXPENSES</b>						
Other Supplies	\$ 807	\$ 3,000	\$ 3,000	\$ -	\$ (3,000)	(100.0%)
<b>TOTAL OTHER EXPENSES</b>	<b>807</b>	<b>3,000</b>	<b>3,000</b>	<b>-</b>	<b>(3,000)</b>	<b>(100.0%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 807</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>\$ (3,000)</b>	<b>(100.0%)</b>

## GLOSSARY

**Accounting Basis:** Capital Metro utilizes the proprietary fund method of accounting whereby revenue and expenses are recognized on an accrual basis.

**Accrual Based Accounting:** Revenue and expenses are recorded in the period in which they are earned or incurred regardless of whether cash is received or disbursed in that period.

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

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

**Associated Capital Maintenance (ACM):** A Federal Transit Administration capital program that subsidizes the cost of operations through the funding of certain bus and rail maintenance expenses.

**Average Fare:** Operating revenue (fare box and third party fares) divided by the number of boardings.

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

**Build Central Texas** (formerly Build Greater Austin) was created in 1994 to support the transportation infrastructure for the Austin metropolitan area. This is an ongoing program with funding of approximately \$104 million 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.

**CAAA:** Clean Air Act Amendments—Federal legislation that protects and enhances the quality of the nation's air resources; initiates and accelerates a national research and development program to prevent and control air pollution; provides technical and financial assistance to state and local governments for air pollution control programs; and encourages and assists regional air pollution control programs.

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

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

**CMAQ:** The Congestion Mitigation and Air Quality Program is a Federal program, which funds transportation projects that will contribute to meeting the attainment of national ambient air quality standards.

**Contingency Funds:** Operating funds reserved for unexpected expenditures during the fiscal year.

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



**Cost Allocation:** The assignment of overhead expenses to different cost centers.

**CTC:** Centralized Train Control is a system that allows dispatchers to monitor and control the positions of trains currently running on our operating tracks.

**DBE:** Disadvantaged Business Enterprise.

**Deadhead:** Hours or miles that the buses and trains are in service, but there is not a reasonable expectation of carrying passengers. Examples include traveling between the garage and the start of a route and traveling between routes.

**Demand Response:** Service that is provided on an “as needed” basis to registered paratransit customers by Capital Metro contractors through the MetroAccess program. This service includes Demand Response Purchased Transportation (DRPT) and Demand Taxi Purchased Transportation (DTPT).

**Express Route:** Limited-stop service traveling to and from downtown and Park & Rides.

**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 Capital Metro is from October 1 through September 29.

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

**Flex Routes:** The bus service for rural areas of Lago Vista, Jonestown and Del Valle currently provided by the Capital Area Rural Transportation System (CARTS).

**Flyer:** Bus service that operates in the suburban neighborhoods and then becomes express service to downtown. Ridership, miles and hours are included with Fixed Route.

**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.

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

**Funds Equity:** Captures the aggregate of accumulated revenues and expenses from previous years. This balance is also labeled Net Assets.

**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.

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

**GASB:** Governmental Accounting Standards Board established with authority to prescribe generally accepted accounting principles for state and local governments.

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

**High Occupancy Vehicle Lanes (HOV):** A lane of traffic in a major roadway reserved for vehicles carrying two or more (sometimes three or more) persons.

**Interest Income:** Income gained from interest on funds that have been placed in reserves for capital placement.

**ITS:** Intelligent Transportation System is a large project, with Orbital being the main vendor that is adding CAD/AVL (Computer Aided Dispatch/Automatic Vehicle Locator) capability to our bus fleet.

**IVR:** Interactive Voice Response—IVR 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.

**MAP-21:** A federal transportation authorization, entitled Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21). This authorization creates a streamlined, performance-based, and multimodal program to address the many challenges facing the U.S. transportation system. These challenges include improving safety, maintaining infrastructure condition to a state of good repair, reducing traffic congestion, improving efficiency of the system and freight movement, protecting the environment, and reducing delays in project delivery.

**MetroAccess:** Paratransit services (complementary to fixed-route services) provided to passengers with disabilities established in accordance with ADA. Service is provided through a mix of vehicle types.

**MetroAccess Voucher:** Service provided by Yellow Cab when scheduled paratransit service providers are at capacity during the time the registered customer needs to travel.

**MetroAmbassador:** This program recruits and trains community volunteers to assist Capital Metro in its outreach, education and public involvement efforts for all Capital Metro services.

**MetroArt:** A plan to implement a public art program that may include the commissioning of public art at Capital Metro transit stations and stops.

**MetroRapid:** MetroRapid is 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 stops with real-time arrival information; vehicles equipped with signal priority technology. Capital Metro's MetroRapid service launched in early 2014 (route 801) and late summer 2014 (route 803).

**Net Assets:** Captures the aggregate of accumulated revenues and expenses from previous years. This balance is also labeled Fund Equity.

**New Start:** Discretionary federal transit funds for new or extended fixed guideway systems.

**Non-Attainment Area:** U.S. region not attaining EPA standards for air pollutants.

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

**On-Time Performance (Fixed Route):** On-time performance is no more than 29 seconds early or 5 minutes and 29 seconds late.

**On-Time Performance (Paratransit):** On-time performance is a vehicle's arrival within the 29-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 Capital Metro including salaries, benefits, services, materials and other expenses.

**Paratransit Services:** Transportation services (complementary to fixed-route services) provided to passengers with disabilities established in accordance with ADA. Service is provided through a mix of vehicle types.

**Park & Ride:** Supports express limited stop service to and from downtown.

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

**Peak Period:** The period during which the maximum amount of travel occurs.

**PRC:** Service to Pickle Research Campus (PRC) and the UT shuttle route.

**Prior Years Carry-Over:** Funds that are available to finance capital budget items for subsequent fiscal years.

**Recovery Ratio:** Operating revenue divided by operating expense.

**Revenue Hours:** The number of hours that the buses are available to the public and there is a reasonable expectation of carrying passengers (this includes layover time). May be scheduled or actual; see Revenue Service below.

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

**Revenue Passengers:** Transit passengers 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 end point, distinguished from trips run for maintenance purposes or trips, which carry passengers without charge.

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

**RideShare:** A service in which a van is provided for a group of people who live and work in close proximity to each other. This service relieves congestion, and reduces pollution.

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

**Section 5307 Urbanized Area Formula (Formerly Section 9):** A federal grant administered by the Federal Transit Administration (FTA) for urbanized areas, providing capital, operating, and planning assistance for mass transportation. Funds are apportioned to urbanized areas utilizing a formula based on population, population density and other factors associated with transit service and ridership.

**Section 5309 Capital Program Funds:** A federal grant that provides assistance for the establishment of new rail transit projects, improvement and maintenance of existing rail transit and other fixed-guideway systems, buses and other bus-related capital projects. The bus funding portion is a discretionary allocation program.

**Service Span:** The length of time during the 24-hour day when service is provided.

**Service Area:** City of Austin and several surrounding areas within Travis County and Williamson County extending over 500 square miles. The service area participates in a one percent (1%) sales tax for funding support and participation with Capital Metro.

**Special Events:** Service provided to major events such as the Trail of Lights, Formula 1, Austin City Limits Music Festival and South by Southwest (SXSW).

**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.

**Subsidy/Passenger:** The difference between the operating expense and operating revenue divided by the number of boardings.

**Third-Party Fares:** Fares paid by a third party usually for continuous routine service.

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

**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.

**UT Shuttle:** The bus service provided to connect student living areas with the University of Texas campus. Also provides circulator service around the university campus. Currently provided by First Transit.

**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.

**Wheelchair Boardings:** The number of times a wheelchair boards on directly operated buses. Does not include MetroAccess or contracted services.

**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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Capital Metropolitan Transportation Authority  
Approved FY 2017 - FY 2021 Capital Improvement Plan

Project Name	FY 2017 Approved Budget	FY 2018 Planned	FY 2019 Planned	FY 2020 Planned	FY 2021 Planned	TOTAL	Page
<b>FACILITIES AND EQUIPMENT</b>							
Bus Benches	50,000	50,000	50,000	75,000	75,000	300,000	A-5
Bus Shelters	150,000	150,000	150,000	100,000	100,000	650,000	A-6
Bus Stop Accessibility Improvements	300,000	250,000	250,000	250,000	250,000	1,300,000	A-7
Bus Stop Litter Containers	50,000	100,000	50,000	100,000	50,000	350,000	A-8
Bus Stop Redevelopment	350,000	525,000	350,000	350,000	175,000	1,750,000	A-9
Bus Stop Signage	1,180,000	25,000	25,000	25,000	25,000	1,280,000	A-10
Bus Wash Equipment Replacement (East 5th Street Facility)	-	-	-	650,000	-	650,000	A-11
Bus Wash for Articulated Buses (North Operations Facility)	-	300,000	-	-	-	300,000	A-12
Diesel Particulate Filter Cleaner for Buses (North Operations Facility)	70,000	-	-	-	-	70,000	A-13
Downtown Station Improvements Funded by TXDOT	5,652,000	15,177,000	788,000	-	-	21,617,000	A-14
Drill Press (East 5th Street Facility)	12,000	-	-	-	-	12,000	A-15
Dynamic Brake Tester (North Operations Facility)	400,000	-	-	-	-	400,000	A-16
Electric Car Chargers	18,000	-	-	-	-	18,000	A-17
Extraction Fans Reconstruction (North Operations Facility)	400,000	-	-	-	-	400,000	A-18
Facility Improvement Projects	279,000	-	-	-	-	279,000	A-19
Forklift (North Operations Facility)	-	80,000	-	-	-	80,000	A-20
FREON Reclaimer (East 5th Street Facility)	10,000	-	-	-	-	10,000	A-21
Fuel System Upgrade (North Operations Facility)	250,000	-	-	-	-	250,000	A-22
Fuel System Upgrade (Thompson Lane Facility)	123,000	-	-	-	-	123,000	A-23
Gas Fired Heaters - Service Island (East 5th Street Facility)	-	50,000	-	-	-	50,000	A-24
Heavy Machinery Room Remodel (North Operations Facility)	7,000	-	-	-	-	7,000	A-25
Howard Lane Parking Spaces	200,000	-	-	-	-	200,000	A-26
Hybrid Beacons at Bus Stops	138,000	-	-	-	-	138,000	A-27
Kramer Trail and Howard Trail	-	352,000	-	-	-	352,000	A-28
Lakeline Additional Parking	883,000	-	-	-	-	883,000	A-29
Lakeline Bus Bay Relocation	112,000	-	-	-	-	112,000	A-30
Lakeline North Trail	-	130,000	-	-	-	130,000	A-31
Lakeline Park and Ride Exit Improvements	56,000	-	-	-	-	56,000	A-32
Leander Trail	250,000	-	-	-	-	250,000	A-33
Lighting System (Pleasant Valley Facility)	-	75,000	75,000	-	-	150,000	A-34
MetroRapid - Additional Stations for Routes 801 and 803	600,000	3,000,000	-	-	-	3,600,000	A-35
North Lamar Transit Center Facility Enhancements	125,000	-	-	-	-	125,000	A-36
North Lamar Transit Center Redevelopment	400,000	2,500,000	1,100,000	-	-	4,000,000	A-37
Paint Booth Heater (East 5th Street Facility)	-	-	-	275,000	-	275,000	A-38
Portable Bus Lifts (North Operations Facility)	150,000	-	-	-	-	150,000	A-39
Real Estate Acquisition	250,000	-	-	-	-	250,000	A-40
Saltillo Crossings and Signals	1,450,000	-	-	-	-	1,450,000	A-41
SERTA Demolition/Paving (North Operations Facility)	700,000	1,300,000	500,000	-	-	2,500,000	A-42
South Congress Transit Center Parking Expansion	292,000	-	-	-	-	292,000	A-43
Vehicle Exhaust Adaptors	15,000	-	-	-	-	15,000	A-44
Water Boilers Replacement (East 5th Street Facility)	75,000	75,000	-	-	-	150,000	A-45
Westgate Transit Center Park and Ride	2,600,000	750,000	-	-	-	3,350,000	A-46
<b>TOTAL FACILITIES AND EQUIPMENT</b>	<b>17,597,000</b>	<b>24,889,000</b>	<b>3,338,000</b>	<b>1,825,000</b>	<b>675,000</b>	<b>48,324,000</b>	

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Project Name	FY 2017 Approved Budget	FY 2018 Planned	FY 2019 Planned	FY 2020 Planned	FY 2021 Planned	TOTAL	Page
<b>INFORMATION TECHNOLOGY</b>							
Asset Management System Replacement	450,000	-	-	-	-	450,000	A-47
Audio Visual Improvements - Boardroom	150,000	-	-	-	-	150,000	A-48
Customer Relationship Management System	-	-	120,000	-	-	120,000	A-49
Data Center Modernization	1,000,000	1,000,000	-	-	1,000,000	3,000,000	A-50
Data Warehousing	250,000	-	100,000	-	-	350,000	A-51
Dynamic Message Signs for Fixed Route and Commuter Rail	250,000	1,250,000	500,000	-	-	2,000,000	A-52
Fare Collection System Rollout to Fleet	1,000,000	3,360,000	1,440,000	-	-	5,800,000	A-53
Financial System	900,000	250,000	-	200,000	200,000	1,550,000	A-54
Intelligent Transportation Systems	3,183,000	-	-	-	-	3,183,000	A-55
Interactive Voice Response System Replacement	-	-	-	200,000	-	200,000	A-56
IT Infrastructure Equipment	150,000	150,000	150,000	150,000	150,000	750,000	A-57
Legacy Systems Replacements	100,000	100,000	100,000	100,000	100,000	500,000	A-58
Mobile Applications	300,000	-	300,000	-	300,000	900,000	A-59
Network Upgrades	192,000	-	-	-	500,000	692,000	A-60
Phone System Replacement	-	600,000	-	-	-	600,000	A-61
Productivity Software	215,000	200,000	200,000	-	-	615,000	A-62
Real Estate Management Software	200,000	-	-	-	-	200,000	A-63
Station Wifi Project	30,000	-	-	-	-	30,000	A-64
Transit Station Infrastructure Renovation	250,000	450,000	-	-	-	700,000	A-65
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>8,620,000</b>	<b>7,360,000</b>	<b>2,910,000</b>	<b>650,000</b>	<b>2,250,000</b>	<b>21,790,000</b>	
<b>COMMUTER RAIL</b>							
Bridge Load Capacity Upgrade	1,500,000	-	-	-	-	1,500,000	A-66
Central Subdivision Electric Locks	267,000	-	-	-	-	267,000	A-67
Central Subdivision Quiet Zone	2,300,000	-	-	-	-	2,300,000	A-66
Commuter Corridor Pedestrian Safety	-	100,000	-	-	-	100,000	A-69
Commuter Operation Risk Reduction	1,200,000	-	1,200,000	600,000	-	3,000,000	A-70
Crossing Gate Mechanism Changeout	-	-	360,000	120,000	80,000	560,000	A-71
Crossings Improvements Reimbursed by TxDOT	500,000	250,000	250,000	250,000	250,000	1,500,000	A-72
East Parmer Crossing in Manor	60,000	-	-	-	-	60,000	A-73
Engineering for Existing Commuter Rail Vehicle Modifications	293,000	-	-	-	-	293,000	A-74
High-wide and Flood Detectors	300,000	-	-	-	-	300,000	A-75
Laptops - Commuter Rail Vehicle Maintenance	150,000	-	-	150,000	-	300,000	A-76
Nearside Crossing Gate Downtime Reduction	665,000	-	500,000	250,000	250,000	1,665,000	A-77
North Operations Facility Improvements to Accommodate New Rail Cars	375,000	-	-	-	-	375,000	A-78
Positive Train Control	14,400,000	14,350,000	20,100,000	-	-	48,850,000	A-79
Private Crossing Signalization on Commuter Rail Corridor	1,667,000	400,000	400,000	400,000	-	2,867,000	A-80
Private Crossing Surface Program	60,000	60,000	60,000	60,000	60,000	300,000	A-81
Public Crossing Surface Renewal Program	140,000	140,000	140,000	140,000	140,000	700,000	A-82
Public Information System Upgrade - Commuter Rail Vehicles	-	-	1,500,000	-	-	1,500,000	A-83
Rail Drainage Improvements	250,000	200,000	200,000	-	-	650,000	A-84
Rail Replacement Program - Commuter Corridor	2,100,000	-	2,000,000	1,000,000	1,000,000	6,100,000	A-85
Rail Vehicle Engineering Support	1,000,000	1,000,000	-	-	-	2,000,000	A-86
Rail Vehicles Funded by TxDOT	13,940,000	-	-	-	-	13,940,000	A-87
Safety Upgrades to Existing Rail Cars	1,000,000	-	-	-	-	1,000,000	A-88

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Project Name	FY 2017 Approved Budget	FY 2018 Planned	FY 2019 Planned	FY 2020 Planned	FY 2021 Planned	TOTAL	Page
Tiger V Grant Project	19,705,000	5,014,000	3,000,000	-	-	27,719,000	A-89
Timber and Surface Program	1,100,000	1,000,000	1,000,000	1,000,000	3,000,000	7,100,000	A-90
Timber Bridge Inspection and Treatment	630,000	-	-	-	-	630,000	A-91
Upgrades to Existing Rail Cars	780,000	-	-	-	-	780,000	A-92
West/East Haul Road Crossing Surface Rehabilitation	-	250,000	-	-	250,000	500,000	A-93
<b>TOTAL COMMUTER RAIL</b>	<b>64,382,000</b>	<b>22,764,000</b>	<b>30,710,000</b>	<b>3,970,000</b>	<b>5,030,000</b>	<b>126,856,000</b>	
<b>FREIGHT RAILROAD</b>							
Bertram Scale Upgrades	750,000	-	50,000	-	-	800,000	A-94
Bridge Replacement	-	1,000,000	-	1,000,000	-	2,000,000	A-95
Crossing Gate Mechanism Changeout	80,000	-	-	-	-	80,000	A-96
Crossing Improvements Reimbursed by TxDOT	687,000	250,000	250,000	250,000	250,000	1,687,000	A-97
East Subdivision Quiet Zone	2,343,000	-	-	-	-	2,343,000	A-98
Out of Service Infrastructure Repairs	25,000	25,000	25,000	25,000	25,000	125,000	A-99
Timber Bridge Inspection and Treatment	1,560,000	-	-	-	-	1,560,000	A-100
<b>TOTAL FREIGHT RAILROAD</b>	<b>5,445,000</b>	<b>1,275,000</b>	<b>325,000</b>	<b>1,275,000</b>	<b>275,000</b>	<b>8,595,000</b>	
<b>SECURITY</b>							
Cameras and Access Controls	69,000	153,000	6,000	302,000	142,000	672,000	A-101
Electronic Security System Replacements and Improvements	300,000	-	-	-	-	300,000	A-102
Property Perimeter Hardening and Enhancements	445,000	240,000	-	-	-	685,000	A-103
<b>TOTAL SECURITY</b>	<b>814,000</b>	<b>393,000</b>	<b>6,000</b>	<b>302,000</b>	<b>142,000</b>	<b>1,657,000</b>	
<b>VEHICLES</b>							
Camera Systems on Vehicles	500,000	500,000	500,000	500,000	500,000	2,500,000	A-104
Commuter Coaches - Replacement	-	-	5,185,000	20,611,000	-	25,796,000	A-105
Commuter Coaches	3,693,000	3,790,000	3,888,000	-	-	11,371,000	A-106
Rapid Buses - Service Enhancements	10,152,000	-	-	-	-	10,152,000	A-107
Rapid Buses - Technology Improvements and Contract Retainage	959,000	-	-	-	-	959,000	A-108
Paratransit - Van Replacement	-	2,316,000	-	-	-	2,316,000	A-109
Paratransit - Vehicle Replacement	1,949,000	-	-	-	-	1,949,000	A-110
Paratransit - Small Vehicle Replacement	-	-	297,000	2,133,000	313,000	2,743,000	A-111
Non-Revenue Vehicle Replacement	584,000	597,000	455,000	372,000	106,000	2,114,000	A-112
Transit Buses - Replacement	37,213,000	23,496,000	10,044,000	-	11,102,000	81,855,000	A-113
Transit Buses - Service Enhancements	4,294,000	-	-	-	-	4,294,000	A-114
Senior Service Routes Vehicles	339,000	-	-	-	-	339,000	A-115
<b>TOTAL VEHICLES</b>	<b>59,683,000</b>	<b>30,699,000</b>	<b>20,369,000</b>	<b>23,616,000</b>	<b>12,021,000</b>	<b>146,388,000</b>	
Capital Project Contingency	2,000,000	-	-	-	-	2,000,000	A-116
<b>TOTAL</b>	<b>\$ 158,541,000</b>	<b>\$ 87,380,000</b>	<b>\$ 57,658,000</b>	<b>\$ 31,638,000</b>	<b>\$ 20,393,000</b>	<b>\$ 355,610,000</b>	

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Summary

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	76,916,760	61,986,000	158,541,000	87,380,000	57,658,000	31,638,000	20,393,000	494,512,760
<b>Total</b>	76,916,760	61,986,000	158,541,000	87,380,000	57,658,000	31,638,000	20,393,000	494,512,760
<b>Funding Sources</b>								
Local	38,212,468	35,423,000	117,177,000	66,498,000	54,270,000	29,038,000	17,793,000	358,411,468
Grants	38,290,049	26,543,000	40,177,000	20,382,000	2,888,000	2,100,000	2,100,000	132,480,049
Other Capital Contributions	414,243	20,000	1,187,000	500,000	500,000	500,000	500,000	3,621,243
<b>Total</b>	76,916,760	61,986,000	158,541,000	87,380,000	57,658,000	31,638,000	20,393,000	494,512,760



**Project Name** Bus Benches

**Project Type** Facilities and Equipment

**Project Description**

This project is for procurement and installation of new and replacement bus stop benches.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	75,000	50,000	50,000	50,000	75,000	75,000	375,000
<b>Total</b>	-	75,000	50,000	50,000	50,000	75,000	75,000	375,000
<b>Funding Sources</b>								
Local	-	65,000	50,000	50,000	50,000	75,000	75,000	365,000
Grants	-	10,000	-	-	-	-	-	10,000
<b>Total</b>	-	75,000	50,000	50,000	50,000	75,000	75,000	375,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as neither the complexity nor the overall quantity of bus stop facilities will increase.

**Project Benefits**

This project provides bus benches for customers at bus stops.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment.



**Project Name** Bus Shelters

**Project Type** Facilities and Equipment

**Project Description**

This project is for procurement and installation of new and replacement bus stop shelters.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	151,000	150,000	150,000	150,000	100,000	100,000	801,000
<b>Total</b>	-	151,000	150,000	150,000	150,000	100,000	100,000	801,000
<b>Funding Sources</b>								
Local	-	151,000	150,000	150,000	150,000	100,000	100,000	801,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	151,000	150,000	150,000	150,000	100,000	100,000	801,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as neither the complexity nor the overall quantity of bus stop facilities will increase.

**Project Benefits**

This project provides bus shelters for customers at bus stops.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment.





**Project Name** Bus Stop Accessibility Improvements

**Project Type** Facilities and Equipment

**Project Description**

This project will provide bus stop improvements, such as concrete pads, wheelchair ramps, access to sidewalks or adjacent parking lots, and the movement of fixtures to ensure adequate clearance.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	2,149,931	1,965,000	300,000	250,000	250,000	250,000	250,000	5,414,931
<b>Total</b>	<b>2,149,931</b>	<b>1,965,000</b>	<b>300,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>5,414,931</b>
<b>Funding Sources</b>								
Local	1,904,293	1,828,000	300,000	250,000	250,000	250,000	250,000	5,032,293
Grants	245,638	137,000	-	-	-	-	-	382,638
<b>Total</b>	<b>2,149,931</b>	<b>1,965,000</b>	<b>300,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>5,414,931</b>

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred neither the complexity nor the overall quantity of bus stop facilities will increase.

**Project Benefits**

This project will continue to improve the accessibility of bus stops.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment.



**Project Name** Bus Stop Litter Containers

**Project Type** Facilities and Equipment

**Project Description**

This project will supply additional solar-powered compacting trash containers at various locations.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	33,751	125,000	50,000	100,000	50,000	100,000	50,000	508,751
<b>Total</b>	<b>33,751</b>	<b>125,000</b>	<b>50,000</b>	<b>100,000</b>	<b>50,000</b>	<b>100,000</b>	<b>50,000</b>	<b>508,751</b>
<b>Funding Sources</b>								
Local	33,751	125,000	50,000	100,000	50,000	100,000	50,000	508,751
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	<b>33,751</b>	<b>125,000</b>	<b>50,000</b>	<b>100,000</b>	<b>50,000</b>	<b>100,000</b>	<b>50,000</b>	<b>508,751</b>

**Estimated Operating Cost Impact**

The installation of the solar-powered compacting trash containers may reduce staff time spent servicing each location. Any efficiencies realized can be confirmed and reported after initial placement and subsequent operation.

**Project Benefits**

This project may reduce the time required to service trash containers at locations where the new units are placed.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment.



**Project Name** Bus Stop Redevelopment

**Project Type** Facilities and Equipment

**Project Description**

This project includes aesthetic and functional improvements to bus stops.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	50,000	350,000	525,000	350,000	350,000	175,000	1,800,000
<b>Total</b>	-	50,000	350,000	525,000	350,000	350,000	175,000	1,800,000
<b>Funding Sources</b>								
Local	-	50,000	350,000	525,000	350,000	350,000	175,000	1,800,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	50,000	350,000	525,000	350,000	350,000	175,000	1,800,000

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

This project will improve the appearance and function of bus stops.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3: Ensure an attractive an accessible transit environment.



**Project Name** Bus Stop Signage

**Project Type** Facilities and Equipment

**Project Description**

The project will procure and install both new and replacement route and general information signage at various bus stops.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	117,728	170,000	1,180,000	25,000	25,000	25,000	25,000	1,567,728
<b>Total</b>	<b>117,728</b>	<b>170,000</b>	<b>1,180,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>1,567,728</b>
<b>Funding Sources</b>								
Local	112,232	170,000	558,000	25,000	25,000	25,000	25,000	940,232
Grants	5,496	-	622,000	-	-	-	-	627,496
<b>Total</b>	<b>117,728</b>	<b>170,000</b>	<b>1,180,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>1,567,728</b>

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as neither the complexity nor the overall quantity of bus stop facilities will increase.

**Project Benefits**

This project will assist customers to navigate Capital Metro's transportation system by providing Braille to serve blind passengers, incorporating a numbering system that will make schedules available with a telephone call, and a timepoint indicator to improve on-time performance.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment.



**Project Name** Bus Wash Equipment Replacement (East 5th Street Facility)

**Project Type** Facilities and Equipment

**Project Description**

This purpose of this project is to replace equipment that has reached the end of its useful life.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	-	-	650,000	-	650,000
<b>Total</b>	-	-	-	-	-	650,000	-	650,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	650,000	-	650,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	650,000	-	650,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Bus Wash for Articulated Buses (North Operations Facility)

**Project Type** Facilities and Equipment

**Project Description**

The bus wash at the North Operations Facility was not built for articulated buses. The articulated buses are able to drive through the wash, but an additional hand wash is required to ensure the entire bus is cleaned. This modification to the system will allow the entire bus to be cleaned at one time.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	300,000	-	-	-	300,000
<b>Total</b>	-	-	-	300,000	-	-	-	300,000
<b>Funding Sources</b>								
Local	-	-	-	300,000	-	-	-	300,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	300,000	-	-	-	300,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

An articulated bus washing system is more efficient since the entire bus is cleaned one time in the bus wash system. No hand wash is required.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Diesel Particulate Filter Cleaner for Buses (North Operations Facility) **Project Type** Facilities and Equipment

**Project Description**

New Gillig buses have a diesel particulate filter that must be cleaned annually. The filter cleaner will allow buses to be cleaned inhouse rather than sending them out for cleaning.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	70,000	-	-	-	-	70,000
<b>Total</b>	-	-	70,000	-	-	-	-	70,000
<b>Funding Sources</b>								
Local	-	-	70,000	-	-	-	-	70,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	70,000	-	-	-	-	70,000

**Estimated Operating Cost Impact**

Purchase of a diesel particulate filter cleaner is expected to result in cost avoidance of \$500/bus/year by cleaning inhouse rather than sending out for cleaning.

**Project Benefits**

Purchase of a diesel particulate filter cleaner is expected to result in cost avoidance of \$500/bus/year by cleaning inhouse rather than sending out for cleaning.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Downtown Station Improvements funded by TxDOT

**Project Type** Facilities and Equipment

**Project Description**

Completion of this project will provide a permanent downtown rail station that supports expanded rail service capacity and frequency.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY2017 - FY2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	112,221	1,600,000	5,652,000	15,177,000	788,000	-	-	23,329,221
<b>Total</b>	112,221	1,600,000	5,652,000	15,177,000	788,000	-	-	23,329,221
<b>Funding Sources</b>								
Local	-	-	-	-	-	-	-	-
Grants	112,221	1,600,000	5,652,000	15,177,000	788,000	-	-	23,329,221
<b>Total</b>	112,221	1,600,000	5,652,000	15,177,000	788,000	-	-	23,329,221

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will support increased rail service capacity and frequency.

**Strategic Goal and Objective**

This project supports the strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience and 1.3 Ensure an attractive and accessible transit environment.





**Project Name** Drill Press (East 5th Street Facility)

**Project Type** Facilities and Equipment

**Project Description**

Replacement of the drill press at E. 5th Street maintenance facility is needed to maintain a state of good repair.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	12,000	-	-	-	-	12,000
<b>Total</b>	-	-	12,000	-	-	-	-	12,000
<b>Funding Sources</b>								
Local	-	-	12,000	-	-	-	-	12,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	12,000	-	-	-	-	12,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Dynamic Brake Tester (North Operations Facility)

**Project Type** Facilities and Equipment

**Project Description**

The dynamic brake tester is a low speed, brake balance measurement tool that captures the brake efficiency of the bus as a whole and calculates the balance of braking between wheels. This results in faster, more accurate diagnosis of problems and provides a data-backed verification that the brake system is performing as required.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	400,000	-	-	-	-	400,000
<b>Total</b>	-	-	400,000	-	-	-	-	400,000
<b>Funding Sources</b>								
Local	-	-	400,000	-	-	-	-	400,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	400,000	-	-	-	-	400,000

**Estimated Operating Cost Impact**

The estimated operating impact of this project is increased energy usage, but the dollar impact is difficult to estimate.

**Project Benefits**

The brake tester is safer because vehicle speeds are kept low and the test area is restricted from other traffic. It can be used independent of weather conditions. The equipment provides more accurate records because it stores a permanent digital record of all tests and improves diagnostic accuracy by providing detailed results to the technician.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Electric Car Chargers

**Project Type** Facilities and Equipment

**Project Description**

Electric charging stations provided for staff, contractors and customers in collaboration with Austin Energy are intended to encourage the selection of a no-emission vehicle when buying a new vehicle.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	18,000	-	-	-	-	18,000
<b>Total</b>	-	-	18,000	-	-	-	-	18,000
<b>Funding Sources</b>								
Local	-	-	18,000	-	-	-	-	18,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	18,000	-	-	-	-	18,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

A workplace charging station reduces the "range- anxiety" of electric vehicle users by providing a consistent location for charging away from home.

**Strategic Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Extraction Fans Reconstruction (North Operations Facility)

**Project Type** Facilities and Equipment

**Project Description**

This project encompasses engineering and design to relocate existing fleet exhaust fans to outside of the building and provide access for maintenance.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	400,000	-	-	-	-	400,000
<b>Total</b>	-	-	400,000	-	-	-	-	400,000
<b>Funding Sources</b>								
Local	-	-	400,000	-	-	-	-	400,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	400,000	-	-	-	-	400,000

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

This project will maintain fans in a state of good repair and provide safe access along with reducing noise levels for mechanics.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Facility Improvement Projects

**Project Type** Facilities and Equipment

**Project Description**

The purpose of this project is to renovate and refurbish existing facilities, including reconfiguration to improve efficiency.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	185,000	279,000	-	-	-	-	464,000
<b>Total</b>	-	185,000	279,000	-	-	-	-	464,000
<b>Funding Sources</b>								
Local	-	185,000	279,000	-	-	-	-	464,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	185,000	279,000	-	-	-	-	464,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Renovating and reconfiguring existing work spaces will improve working conditions for staff.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational development practices and develop staff: 4.2 Enhance organizational development.



**Project Name** Forklift (North Operations Facility)

**Project Type** Facilities and Equipment

**Project Description**

Two service providers share a single forklift at the North Operations Facility. Providers must delay scheduled work if the current forklift is in use. A second forklift is needed.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	80,000	-	-	-	80,000
<b>Total</b>	-	-	-	80,000	-	-	-	80,000
<b>Funding Sources</b>								
Local	-	-	-	80,000	-	-	-	80,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	80,000	-	-	-	80,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Service providers will be more efficient when a forklift is more readily available when work is scheduled.

**Strategic Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer service: 1.2 Improve system reliability and convenience.



**Project Name** FREON Reclaimer (East 5th Street Facility)

**Project Type** Facilities and Equipment

**Project Description**

The purpose of this project is to replace the FREON reclaimer at the East 5th Street Facility, which is at the end of its useful life.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other:	-	-	10,000	-	-	-	-	10,000
<b>Total</b>	-	-	10,000	-	-	-	-	10,000
<b>Funding Sources</b>								
Local	-	-	10,000	-	-	-	-	10,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	10,000	-	-	-	-	10,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Fuel System Upgrade (North Operations Facility)

**Project Type** Facilities and Equipment

**Project Description**

This purpose of this project is to replace and upgrade an existing fuel management system that is no longer supported. The system is in need of enhanced reporting and the ability to handle more data.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	250,000	-	-	-	-	250,000
<b>Total</b>	-	-	250,000	-	-	-	-	250,000
<b>Funding Sources</b>								
Local	-	-	250,000	-	-	-	-	250,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	250,000	-	-	-	-	250,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.





**Project Name** Fuel System Upgrade (Thompson Lane Facility)

**Project Type** Facilities and Equipment

**Project Description**

The purpose of this project is to upgrade the fuel management system located at Thompson Lane.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	123,000	-	-	-	-	123,000
<b>Total</b>	-	-	123,000	-	-	-	-	123,000
<b>Funding Sources</b>								
Local	-	-	123,000	-	-	-	-	123,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	123,000	-	-	-	-	123,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project replaces the existing fuel management system, which has surpassed its useful life. Replacement parts are difficult to obtain.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Gas Fired Heaters - Service Island (East 5th Street Facility)

**Project Type** Facilities and Equipment

**Project Description**

This purpose of this project is to replace equipment that has reached the end of its useful life.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	50,000	-	-	-	50,000
<b>Total</b>	-	-	-	50,000	-	-	-	50,000
<b>Funding Sources</b>								
Local	-	-	-	50,000	-	-	-	50,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	50,000	-	-	-	50,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Heavy Machinery Room Remodel (North Operations Facility)

**Project Type** Facilities and Equipment

**Project Description**

The purpose of this project is to remove unused heavy machinery as surplus or for repurposing at the East 5th Facility and add a locking chain link fence to secure the area for storage.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	7,000	-	-	-	-	7,000
<b>Total</b>	-	-	7,000	-	-	-	-	7,000
<b>Funding Sources</b>								
Local	-	-	7,000	-	-	-	-	7,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	7,000	-	-	-	-	7,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

After completion, additional storage will be available for use by Capital Metro's service providers.

**Strategic Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Howard Lane Parking Spaces

**Project Type** Facilities and Equipment

**Project Description**

This project will increase the amount of parking available at the Howard Station park & ride.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	300,000	200,000	-	-	-	-	500,000
<b>Total</b>	-	300,000	200,000	-	-	-	-	500,000
<b>Funding Sources</b>								
Local	-	300,000	200,000	-	-	-	-	500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	300,000	200,000	-	-	-	-	500,000

**Estimated Operating Cost Impact**

This project is expected to result in an estimated operating impact of \$5,000.

**Project Benefits**

This project will provide additional parking for customers to help achieve higher transit ridership.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3. Ensure an attractive and accessible transit environment.



**Project Name** Hybrid Beacons at Bus Stops

**Project Type** Facilities and Equipment

**Project Description**

Installation of pedestrian hybrid beacons at five Capital Metro bus stops by the City of Austin. The City and Capital Metro will equally share the cost of installation.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	137,000	138,000	-	-	-	-	275,000
<b>Total</b>	-	137,000	138,000	-	-	-	-	275,000
<b>Funding Sources</b>								
Local	-	137,000	138,000	-	-	-	-	275,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	137,000	138,000	-	-	-	-	275,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

The pedestrian beacons will help improve transit passenger and pedestrian safety.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Kramer Trail and Howard Trail

**Project Type** Facilities and Equipment

**Project Description**

Development of a bike / pedestrian trail connecting the transit facility with area neighborhoods and businesses.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	352,000	-	-	-	352,000
<b>Total</b>	-	-	-	352,000	-	-	-	352,000
<b>Funding Sources</b>								
Local	-	-	-	352,000	-	-	-	352,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	352,000	-	-	-	352,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$18,000 are expected annually after this project is completed.

**Project Benefits**

This project will provide increased pedestrian access to transit and encourages transit oriented development.

**Strategic Goal and Objective**

This project supports strategic goal and objective 2. Demonstrate regional leadership: 2.3 Encourage/promote transit oriented development.



**Project Name** Lakeline Additional Parking

**Project Type** Facilities and Equipment

**Project Description**

This project will increase the amount of parking available at the Lakeline Station park & ride.

	Spending from project inception to FY 2015	Forecast spending FY2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	1,500,000	883,000	-	-	-	-	2,383,000
<b>Total</b>	-	1,500,000	883,000	-	-	-	-	2,383,000
<b>Funding Sources</b>								
Local	-	1,500,000	883,000	-	-	-	-	2,383,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	1,500,000	883,000	-	-	-	-	2,383,000

**Estimated Operating Cost Impact**

This project is expected to result in an estimated operating impact of \$10,000.

**Project Benefits**

This project will provide additional parking for customers to help achieve higher transit ridership.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3. Ensure an attractive and accessible transit environment.



**Project Name** Lakeline Bus Bay Relocation

**Project Type** Facilities and Equipment

**Project Description**

These improvements include the relocation of three bus bays and two walkway canopies. This will allow customers to park at a more convenient location after the parking lot expansion is completed in December 2016 at the Lakeline Station park & ride.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	112,000	-	-	-	-	112,000
<b>Total</b>	-	-	112,000	-	-	-	-	112,000
<b>Funding Sources</b>								
Local	-	-	112,000	-	-	-	-	112,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	112,000	-	-	-	-	112,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$22,000 are expected annually after this project is completed.

**Project Benefits**

The completion of this project will maximize the efficiency for locating the bus bays and walkway canopies relative to the new parking lot expansion area, and will reduce the farthest walking distance from the parking lot to the bus bays and walkway canopies.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment.





**Project Name** Lakeline North Trail

**Project Type** Facilities and Equipment

**Project Description**

Development of a bike / pedestrian trail connecting the transit facility with area neighborhoods and businesses.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	130,000	-	-	-	130,000
<b>Total</b>	-	-	-	130,000	-	-	-	130,000
<b>Funding Sources</b>								
Local	-	-	-	130,000	-	-	-	130,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	130,000	-	-	-	130,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$22,000 are expected annually after this project is completed.

**Project Benefits**

This project will provide increased pedestrian access to transit and encourages transit oriented development.

**Strategic Goal and Objective**

This project supports strategic goal and objective 2. Demonstrate regional leadership: 2.3 Encourage/promote transit-oriented development.



**Project Name** Lakeline Park & Ride Exit Improvements

**Project Type** Facilities and Equipment

**Project Description**

Improvements will be made to Lyndhurst Drive exit lane at the Lakeline Station park & ride to prevent bus congestion and safety issues.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	56,000	-	-	-	-	56,000
<b>Total</b>	-	-	56,000	-	-	-	-	56,000
<b>Funding Sources</b>								
Local	-	-	56,000	-	-	-	-	56,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	56,000	-	-	-	-	56,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Completion of these improvements will provide an area for buses to exit the Lakeline Station park & ride without encroaching on the oncoming auto traffic lane.

**Strategic Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Leander Trail

**Project Type** Facilities and Equipment

**Project Description**

This project entails the development of a bike/pedestrian trail connecting the transit station with area neighborhoods and businesses.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	250,000	-	-	-	-	250,000
<b>Total</b>	-	-	250,000	-	-	-	-	250,000
<b>Funding Sources</b>								
Local	-	-	250,000	-	-	-	-	250,000
Grant	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	250,000	-	-	-	-	250,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$17,000 are expected annually after this project is completed.

**Project Benefits**

This project will provide increased pedestrian access to transit and encourages transit oriented development.

**Strategic Goal and Objective**

This project supports strategic goal and objective 2. Demonstrate regional leadership: 2.3 Encourage/promote transit oriented development.



**Project Name** Lighting System (Pleasant Valley Facility)

**Project Type** Facilities and Equipment

**Project Description**

This purpose of this project is to replace equipment that has reached the end of its useful life.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	75,000	75,000	-	-	150,000
<b>Total</b>	-	-	-	75,000	75,000	-	-	150,000
<b>Funding Sources</b>								
Local	-	-	-	75,000	75,000	-	-	150,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	75,000	75,000	-	-	150,000

**Estimated Operating Cost Impact**

There will be no increase in operating cost. After the change to LED lighting, there will be a decrease in electrical usage.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** MetroRapid - Additional Stations for Routes 801 and 803

**Project Type** Facilities and Equipment

**Project Description**

Sixteen new stations are planned along MetroRapid routes 801 and 803.

	Spending from project inception to FY 2015	Forecast spending FY 2015	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	600,000	3,000,000	-	-	-	3,600,000
<b>Total</b>	-	-	600,000	3,000,000	-	-	-	3,600,000
<b>Funding Sources</b>								
Local	-	-	600,000	3,000,000	-	-	-	3,600,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	600,000	3,000,000	-	-	-	3,600,000

**Estimated Operating Cost Impact**

The estimated operating impact is \$50,000 annually.

**Project Benefits**

Additional buses and stations will allow Capital Metro to increase the frequency and capacity of MetroRapid service, and to improve access along both routes.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2: Improve system reliability and convenience and 1.2 Ensure an attractive and accessible transit environment.



**Project Name** North Lamar Transit Center Facility Enhancements

**Project Type** Facilities and Equipment

**Project Description**

This project is intended to upgrade the function and appearance of the North Lamar Transit Center.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY2017 - FY2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	125,000	125,000	-	-	-	-	250,000
<b>Total</b>	-	125,000	125,000	-	-	-	-	250,000
<b>Funding Sources</b>								
Local	-	125,000	125,000	-	-	-	-	250,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	125,000	125,000	-	-	-	-	250,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will improve the appearance and operational efficiency of the North Lamar Transit Center Facility.

**Strategic Goal and Objective**

This project supports strategic goal and objective. 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment.



**Project Name** North Lamar Transit Center Redevelopment

**Project Type** Facilities and Equipment

**Project Description**

The project is intended to complete a comprehensive redevelopment of the North Lamar Transit Center, which was built in 1986 and is over thirty years old.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	400,000	2,500,000	1,100,000	-	-	4,000,000
<b>Total</b>	-	-	400,000	2,500,000	1,100,000	-	-	4,000,000
<b>Funding Sources</b>								
Local	-	-	400,000	2,500,000	1,100,000	-	-	4,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	400,000	2,500,000	1,100,000	-	-	4,000,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

The project will emphasize transit oriented development, which would include a new bus transfer center, customer amenities, access improvements and would allow for mixed uses, such as affordable housing.

**Strategic Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment.



**Project Name** Paint Booth Heater (East 5th Street Facility)

**Project Type** Facilities and Equipment

**Project Description**

This purpose of this project is to replace equipment that has reached the end of its useful life.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	-	-	275,000	-	275,000
<b>Total</b>	-	-	-	-	-	275,000	-	275,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	275,000	-	275,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	275,000	-	275,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.





**Project Name** Portable Bus Lifts (North Operations Facility)

**Project Type** Facilities and Equipment

**Project Description**

Two bus lift sets are needed. The number of buses have increased at the North Operations facility, but the number of lifts have not increased to support the additional fleet size of 40 rapid buses and 24 transit buses, nearly doubling the fleet size.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	150,000	-	-	-	-	150,000
<b>Total</b>	-	-	150,000	-	-	-	-	150,000
<b>Funding Sources</b>								
Local	-	-	150,000	-	-	-	-	150,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	150,000	-	-	-	-	150,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

The additional bus lifts will allow service providers to be more efficient in the maintenance of vehicles.

**Strategic Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Real Estate Acquisition

**Project Type** Facilities and Equipment

**Project Description**

The purpose of this project is to provide funding for potential real estate acquisition to meet real property needs, subject to Board consideration and approval.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	250,000	-	-	-	-	250,000
<b>Total</b>	-	-	250,000	-	-	-	-	250,000
<b>Funding Sources</b>								
Local	-	-	250,000	-	-	-	-	250,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	250,000	-	-	-	-	250,000

**Estimated Operating Cost Impact**

If additional real property is acquired, operating costs could be impacted.

**Project Benefits**

The purpose of this project is to provide funding for potential real estate acquisition to meet real property needs, subject to Board consideration and approval.

**Strategic Goal and Objective**

This project supports strategic goal and objective 2. Demonstrate regional leadership: 2.2 Pursue service expansion opportunities.



**Project Name** Saltillo Crossings and Signals

**Project Type** Facilities and Equipment

**Project Description**

This project includes design and construction of the railroad signalization of pedestrian paseos and San Marcos Street in east Austin.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	50,000	1,450,000	-	-	-	-	1,500,000
<b>Total</b>	-	50,000	1,450,000	-	-	-	-	1,500,000
<b>Funding Sources</b>								
Local	-	50,000	1,450,000	-	-	-	-	1,500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	50,000	1,450,000	-	-	-	-	1,500,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Crossings and signals work is required as part of the Saltillo Plaza development project and associated master development agreement.

**Strategic Goal and Objective**

This project supports the strategic goal and objective 2. Demonstrate regional leadership: 2.1 Lead public transportation and development and 2.3 Encourage and promote transit oriented development.



**Project Name** SERTA Demolition/Paving (North Operations Facility)

**Project Type** Facilities and Equipment

**Project Description**

This project includes site remediation, demolition and paving of this approximately seven acre site. The resulting surface will be suitable for approximately 200 additional bus parking spaces.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	700,000	1,300,000	500,000	-	-	2,500,000
<b>Total</b>	-	-	700,000	1,300,000	500,000	-	-	2,500,000
<b>Funding Sources</b>								
Local	-	-	700,000	1,300,000	500,000	-	-	2,500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	700,000	1,300,000	500,000	-	-	2,500,000

**Estimated Operating Cost Impact**

Operating expenses for lighting and maintenance of approximately \$140,000 are expected annually when this project is completed in FY 2018. Residual project spending is anticipated in FY 2019.

**Project Benefits**

The additional parking will provide for an expanded bus fleet for additional transit service.

**Strategic Goal and Objective**

This project supports strategic goal and objective 2. Demonstrate regional leadership: 2.2 Pursue service expansion opportunities.



**Project Name** South Congress Transit Center Parking Expansion

**Project Type** Facilities and Equipment

**Project Description**

This project will increase the amount of parking available at the transit center.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	292,000	-	-	-	-	292,000
<b>Total</b>	-	-	292,000	-	-	-	-	292,000
<b>Funding Sources</b>								
Local	-	-	292,000	-	-	-	-	292,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	292,000	-	-	-	-	292,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will provide additional parking for customers to help achieve higher transit ridership.

**Strategic Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment.



**Project Name** Vehicle Exhaust Adaptors

**Project Type** Facilities and Equipment

**Project Description**

The new Gillig buses have a uniquely designed exhaust system. The current exhaust hoses used in the maintenance bay do not fit the exhaust systems on the buses.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	15,000	-	-	-	-	15,000
<b>Total</b>	-	-	15,000	-	-	-	-	15,000
<b>Funding Sources</b>								
Local	-	-	15,000	-	-	-	-	15,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	15,000	-	-	-	-	15,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

The adapters are necessary to enable vehicle maintenance technicians to operate in a safe environment by ensuring the exhaust hose fits the exhaust system on the vehicle correctly.

**Strategic Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Water Boilers Replacement (East 5th Street Facility)

**Project Type** Facilities and Equipment

**Project Description**

This purpose of this project is to replace equipment that has reached the end of its useful life.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	75,000	75,000	-	-	-	150,000
<b>Total</b>	-	-	75,000	75,000	-	-	-	150,000
<b>Funding Sources</b>								
Local	-	-	75,000	75,000	-	-	-	150,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	75,000	75,000	-	-	-	150,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Westgate Transit Center Park & Ride

**Project Type** Facilities and Equipment

**Project Description**

This project entails the construction of a new park & ride facility in South Austin near the Westgate activity center to support MetroRapid Route 803 and other local routes.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	350,000	2,600,000	750,000	-	-	-	3,700,000
<b>Total</b>	-	350,000	2,600,000	750,000	-	-	-	3,700,000
<b>Funding Sources</b>								
Local	-	350,000	2,600,000	750,000	-	-	-	3,700,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	350,000	2,600,000	750,000	-	-	-	3,700,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$100,000 are expected annually after this project is completed.

**Project Benefits**

This project will provide increased access to transit service.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience and 1.3 Ensure an attractive and accessible transit environment.





**Project Name** Asset Management System Replacement

**Project Type** Information Technology

**Project Description**

The purpose of the project is to replace Capital Metro's Spear system used for parts and inventory order management.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	450,000	450,000	-	-	-	-	900,000
<b>Total</b>	-	450,000	450,000	-	-	-	-	900,000
<b>Funding Sources</b>								
Local	-	450,000	450,000	-	-	-	-	900,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	450,000	450,000	-	-	-	-	900,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$100,000 are expected for annual maintenance and support of the replacement software.

**Project Benefits**

Replacing the existing outdated software provides the opportunity to implement new features and fixes. The new application needs to be updated regularly to keep pace with new and improved software versions.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Enhance organizational development.



**Project Name** Audio Visual Improvements - Boardroom

**Project Type** Information Technology

**Project Description**

The purpose of this project is to upgrade to high definition content to improve compatibility with the City of Austin's public television service, which broadcasts Capital Metro Board meetings.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	150,000	-	-	-	-	150,000
<b>Total</b>	-	-	150,000	-	-	-	-	150,000
<b>Funding Sources</b>								
Local	-	-	150,000	-	-	-	-	150,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	150,000	-	-	-	-	150,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

The upgrade to high definition content will improve compatibility with the City of Austin's public television service, which broadcasts Capital Metro Board meetings.

**Strategic Goal and Objective**

This project supports the goal and objective 1. Deliver the best possible customer service: 1.2: Improve system reliability and convenience.



**Project Name** Customer Relationship Management System

**Project Type** Information Technology

**Project Description**

The purpose of this project is to provide software that will help improve the customer complaint process.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	149,000	-	-	120,000	-	-	269,000
<b>Total</b>	-	149,000	-	-	120,000	-	-	269,000
<b>Funding Sources</b>								
Local	-	149,000	-	-	120,000	-	-	269,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	149,000	-	-	120,000	-	-	269,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$66,000 are expected annually related to software license fees.

**Project Benefits**

The new system will assist in providing and completing the response and resolution of customer complaints in a streamlined manner that allows the Customer Service department to initiate and monitor progress of issue resolution. It will also allow departments the ability to route, delegate, collaborate and quickly resolve customer issues.

**Strategic Goal and Objective**

This project supports the goal and objective 1. Deliver the best possible customer experience: 1.4 Deliver a customer-friendly experience through our people and systems.



**Project Name** Data Center Modernization

**Project Type** Information Technology

**Project Description**

This project includes replacing and upgrading major information technology infrastructure, including servers, storage, and back-up systems.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	1,000,000	1,000,000	-	-	1,000,000	3,000,000
<b>Total</b>	-	-	1,000,000	1,000,000	-	-	1,000,000	3,000,000
<b>Funding Sources</b>								
Local	-	-	1,000,000	1,000,000	-	-	1,000,000	3,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	1,000,000	1,000,000	-	-	1,000,000	3,000,000

**Estimated Operating Cost Impact**

Equipment will be purchased with five years of warranty and support, so initially the impact on operating costs is expected to be minimal.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports the goal and objective 1. Deliver the best possible customer service: 1.2: Improve system reliability and convenience.



**Project Name** Data Warehousing

**Project Type** Information Technology

**Project Description**

Data warehousing will help improve data access and analytical reporting.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	250,000	-	100,000	-	-	350,000
<b>Total</b>	-	-	250,000	-	100,000	-	-	350,000
<b>Funding Sources</b>								
Local	-	-	250,000	-	100,000	-	-	350,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	250,000	-	100,000	-	-	350,000

**Estimated Operating Cost Impact**

Maintenance costs are estimated to be approximately \$100,000 annually after the project is complete.

**Project Benefits**

Data warehousing will help improve data access and analytical reporting.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.2 Enhance organizational development.



**Project Name** Dynamic Message System for Fixed Route and Commuter Rail

**Project Type** Information Technology

**Project Description**

This project would increase the number of locations where riders can access real-time information by deploying additional signs.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other:	-	-	250,000	1,250,000	500,000	-	-	2,000,000
<b>Total</b>	-	-	250,000	1,250,000	500,000	-	-	2,000,000
<b>Funding Sources</b>								
Local	-	-	250,000	1,250,000	500,000	-	-	2,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	250,000	1,250,000	500,000	-	-	2,000,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$78,000 are expected annually after this project is completed, with an annual increase of approximately 5 percent thereafter.

**Project Benefits**

The number of locations where riders can access real-time information will increase by approximately ten to twenty percent.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Fare Collection System Rollout to Fleet

**Project Type** Information Technology

**Project Description**

This project will roll out new fare collection equipment across the fleet of revenue vehicles for all services to allow for collection of fares across all media types. The new system will upgrade the backend for enhanced reporting and system monitoring of fare collection infrastructure and equipment.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	1,000,000	3,360,000	1,440,000	-	-	5,800,000
<b>Total</b>	-	-	1,000,000	3,360,000	1,440,000	-	-	5,800,000
<b>Funding Sources</b>								
Local	-	-	1,000,000	3,360,000	1,440,000	-	-	5,800,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	1,000,000	3,360,000	1,440,000	-	-	5,800,000

**Estimated Operating Cost Impact**

Annual cost is estimated to be twenty percent of total project budget [\$5,800,000] or \$1.2 million per year with maintenance starting in FY 2018.

**Project Benefits**

Changes to onboard equipment will increase usability for customers. Changes to the fare collection equipment and reporting will provide a better system for business partners. The new system will provide expanded reporting to allow for quicker retrieval and consolidation of fare usage for invoicing business partners.

**Strategic Goal and Objective**

This project supports the following strategic goals and objectives 1. Deliver the best possible customer experience: 1.4 Deliver a customer-friendly experience through our people and systems, and 4. Continue to improve organizational practices and develop staff: 4.1 Strengthen the financial systems of the agency.



**Project Name** Financial System

**Project Type** Information Technology

**Project Description**

This purpose of this project is to replace an outdated enterprise resource system with additional functionality.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	2,135,713	1,357,000	900,000	250,000	-	200,000	200,000	5,042,713
<b>Total</b>	2,135,713	1,357,000	900,000	250,000	-	200,000	200,000	5,042,713
<b>Funding Sources</b>								
Local	1,740,432	1,357,000	900,000	250,000	-	200,000	200,000	4,647,432
Grants	395,281	-	-	-	-	-	-	395,281
<b>Total</b>	2,135,713	1,357,000	900,000	250,000	-	200,000	200,000	5,042,713

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Replacing the existing application software provides the opportunity to implement new features and fixes. The existing application needs to be upgraded regularly to keep pace with new and improved software versions.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.1 Improve the financial health of the organization.





**Project Name** Intelligent Transportation Systems

**Project Type** Information Technology

**Project Description**

Intelligent transportation systems represent a comprehensive approach in applying advanced technologies to transit. The overall scope of this project is to provide customers and staff with a graphical map of the service area with the location of a vehicle, as well as provide customers with near real-time information on vehicle arrival and departure at rail stations, MetroRapid stops, park & rides, and transit centers. The paratransit and rail components have been implemented. The remainder of the project will address additional development work needed to operate under the new Open Sky Radio System being implemented, as well as installing on MetroRapid, fixed route and migrating paratransit and rail components previously installed to the new radio system.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	19,601,817	768,000	3,183,000	-	-	-	-	23,552,817
<b>Total</b>	19,601,817	768,000	3,183,000	-	-	-	-	23,552,817
<b>Funding Sources</b>								
Local	19,601,817	768,000	3,183,000	-	-	-	-	23,552,817
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	19,601,817	768,000	3,183,000	-	-	-	-	23,552,817

**Estimated Operating Cost Impact**

The operating cost impact as a result of completing successive phases of this project is estimated to be \$370,000 in FY 2014, \$530,000 in FY 2015, \$577,000 in FY 2016, and \$605,000 in FY 2017, including costs for hardware and software maintenance.

**Project Benefits**

The project will allow for the real-time location tracking of all Capital Metro vehicles and the subsequent dissemination of vehicle locations to passengers and operational personnel. These technology features will allow passengers to have greater confidence in trip planning timing.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Interactive Voice Response System Replacement

**Project Type** Information Technology

**Project Description**

This project will replace the existing interactive voice response system with a new system equipped to handle paratransit customer service calls.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	601,985	583,000	-	-	-	200,000	-	1,384,985
<b>Total</b>	601,985	583,000	-	-	-	200,000	-	1,384,985
<b>Funding Sources</b>								
Local	601,985	583,000	-	-	-	200,000	-	1,384,985
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	601,985	583,000	-	-	-	200,000	-	1,384,985

**Estimated Operating Cost Impact**

No operating cost increases are expected to be incurred as a result of completing this project because the existing system being replaced will have comparable support costs.

**Project Benefits**

The new system will support customer service and phone interface for paratransit customers during normal business hours and after hours, and will take call volume loads off of call center staff during normal business hours.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** IT Infrastructure Equipment

**Project Type** Information Technology

**Project Description**

This project will upgrade/replace aging computer and network infrastructure beyond five-year useful life cycles.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	196,744	300,000	150,000	150,000	150,000	150,000	150,000	1,246,744
<b>Total</b>	196,744	300,000	150,000	150,000	150,000	150,000	150,000	1,246,744
<b>Funding Sources</b>								
Local	196,744	300,000	150,000	150,000	150,000	150,000	150,000	1,246,744
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	196,744	300,000	150,000	150,000	150,000	150,000	150,000	1,246,744

**Estimated Operating Cost Impact**

No additional operating cost increases are expected to be incurred as a result of completing this project.

**Project Benefits**

This project provides for upgrading/replacing equipment necessary to support the existing IT infrastructure.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Legacy System Replacements

**Project Type** Information Technology

**Project Description**

This project will upgrade or replace existing applications that have been developed with older and outdated technology, such as an outdated version of Oracle Application Systems technology.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	71,243	95,000	100,000	100,000	100,000	100,000	100,000	666,243
<b>Total</b>	<b>71,243</b>	<b>95,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>666,243</b>
<b>Funding Sources</b>								
Local	71,243	95,000	100,000	100,000	100,000	100,000	100,000	666,243
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	<b>71,243</b>	<b>95,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>666,243</b>

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

This project will allow Capital Metro to ensure continued availability of the functionality provided by these systems built on older or outdated technology.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 improve system reliability and convenience. 1.4 Deliver a customer-friendly experience through our people and systems.



**Project Name** Mobile Applications

**Project Type** Information Technology

**Project Description**

This project will implement enhancements to Capital Metro's mobile application that will add new features and functions, such as imbedded trip planning, based on customer feedback and industry trends in mobile applications.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	15,000	300,000	300,000	-	300,000	-	300,000	1,215,000
<b>Total</b>	15,000	300,000	300,000	-	300,000	-	300,000	1,215,000
<b>Funding Sources</b>								
Local	15,000	300,000	300,000	-	300,000	-	300,000	1,215,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	15,000	300,000	300,000	-	300,000	-	300,000	1,215,000

**Estimated Operating Cost Impact**

Annual cost is estimated to be twenty percent of total project budget [\$300,000] or \$60,000 per year with maintenance starting in FY 2016.

**Project Benefits**

Changes to the mobile application, including the addition of new features, will improve usability, promote customer use, and help achieve higher ridership. Added features will enhance customer notifications and implement a more meaningful loyalty program based on travel patterns of customers using the application.

**Strategic Goal and Objective**

This project supports the following strategic goals and objectives: 1 Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible environment and 1.4 Deliver a customer-friendly experience through our people and systems. 3. Demonstrate the value of public transportation in a dynamic community: 3.1 Develop new ridership markets, and 3.4 Proactively engage the communities we serve (employees, citizens, riders, etc.).



**Project Name** Network Upgrades

**Project Type** Information Technology

**Project Description**

This project will upgrade and replace IT network infrastructure components including: switches, routers, network load balancers, network appliances, toolsets and related equipment..

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	648,348	600,000	192,000	-	-	-	500,000	1,940,348
<b>Total</b>	648,348	600,000	192,000	-	-	-	500,000	1,940,348
<b>Funding Sources</b>								
Local	648,348	600,000	192,000	-	-	-	500,000	1,940,348
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	648,348	600,000	192,000	-	-	-	500,000	1,940,348

**Estimated Operating Cost Impact**

No additional operating cost increases are expected to be incurred as a result of completing this project.

**Project Benefits**

This project ensures the IT network infrastructure meets requirements needed to deliver all systems to employees and customers.

**Strategic Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.2 Enhance organizational development.



**Project Name** Phone System Replacement

**Project Type** Information Technology

**Project Description**

The purpose of this project is to replace and upgrade Capital Metro's phone system.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	600,000	-	-	-	600,000
<b>Total</b>	-	-	-	600,000	-	-	-	600,000
<b>Funding Sources</b>								
Local	-	-	-	600,000	-	-	-	600,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	600,000	-	-	-	600,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$300,000 are expected for annual maintenance and support of the software.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports the goal and objective 1. Deliver the best possible customer service: 1.2: Improve system reliability and convenience.



**Project Name** Productivity Software

**Project Type** Information Technology

**Project Description**

This project will provide for the ongoing replacement of the email system and office productivity software.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	388,373	298,000	215,000	200,000	200,000	-	-	1,301,373
<b>Total</b>	388,373	298,000	215,000	200,000	200,000	-	-	1,301,373
<b>Funding Sources</b>								
Local	388,373	298,000	215,000	200,000	200,000	-	-	1,301,373
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	388,373	298,000	215,000	200,000	200,000	-	-	1,301,373

**Estimated Operating Cost Impact**

Software subscription costs are expected to be \$120,000 annually in FY 2017.

**Project Benefits**

Replacing obsolete software is expected to increase productivity.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.2 Enhance organizational development.





**Project Name** Real Estate Management Software

**Project Type** Information Technology

**Project Description**

Capital Metro currently tracks its revenue generating assets using various spreadsheets, which are prone to errors and do not allow the ability to have a centralized database for monitoring and reporting. This software will also help ensure that applicable revenue is collected.

	Spending from project inception to FY2016	Forecast spending FY2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	200,000	-	-	-	-	200,000
<b>Total</b>	-	-	200,000	-	-	-	-	200,000
<b>Funding Sources</b>								
Local	-	-	200,000	-	-	-	-	200,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	200,000	-	-	-	-	200,000

**Estimated Operating Cost Impact**

Real estate management software is needed to track and monitor real estate assets from the time of acquisition to deployment as a revenue stream, collection of related revenue during ownership, any upgrades/enhancements, related depreciation and final disposal.

**Project Benefits**

Capital Metro currently tracks its revenue generating assets using various spreadsheets, which are prone to errors and do not allow the ability to have a centralized database for monitoring and reporting. This software will also help ensure that applicable revenue is collected.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Enhance organizational development.



**Project Name** Station Wi-Fi Project

**Project Type** Information Technology

**Project Description**

The purpose of the project is to provide public wi-fi at all Capital Metro rail and MetroRapid stations.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	60,000	30,000	-	-	-	-	90,000
<b>Total</b>	-	60,000	30,000	-	-	-	-	90,000
<b>Funding Sources</b>								
Local	-	60,000	30,000	-	-	-	-	90,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	60,000	30,000	-	-	-	-	90,000

**Estimated Operating Cost Impact**

The estimated operating impact of this project is \$40,000 annually.

**Project Benefits**

Completion of this project will provide customers with internet connectivity.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.4 Deliver a customer-friendly experience through our people and systems.



**Project Name** Transit Station Infrastructure Renovation

**Project Type** Information Technology

**Project Description**

The purpose of this project is to repair and replace IT infrastructure located at Capital Metro's transit centers, select park & rides and other customer support systems.

Spending Categories	Spending from project inception to FY 2016	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	50,000	250,000	450,000	-	-	-	750,000
<b>Total</b>	-	50,000	250,000	450,000	-	-	-	750,000
<b>Funding Sources</b>								
Local	-	50,000	250,000	450,000	-	-	-	750,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	50,000	250,000	450,000	-	-	-	750,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Repair and replacement of infrastructure at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Bridge Load Capacity Upgrade

**Project Type** Commuter Rail

**Project Description**

This project will enable Capital Metro to meet safety standards requiring 286,000 pound bridge loading capacity from Manor to the Fairland Wye.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	1,500,000	-	-	-	-	1,500,000
<b>Total</b>	-	-	1,500,000	-	-	-	-	1,500,000
<b>Funding Sources</b>								
Local	-	-	1,500,000	-	-	-	-	1,500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	1,500,000	-	-	-	-	1,500,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will maintain Capital Metro's rail infrastructure in a state of good repair.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Central Subdivision Electric Locks

**Project Type** Commuter Rail

**Project Description**

This project will install electric switch locks on the hand throw switches located at MP 76.00 and MP 80.22 that currently do not have electric locks. Electric locks will prevent the hand throw switches from being thrown until the signals protecting the switch have been placed at stop and the electric lock timer runs. After the timer runs, the electric lock will unlock and allow the hand throw switch to be thrown. The electric locks and their associated timers will prevent head on and side swipe collisions caused by hand throw switches inadvertently thrown in front of an oncoming train.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	44,657	18,000	267,000	-	-	-	-	329,657
<b>Total</b>	44,657	18,000	267,000	-	-	-	-	329,657
<b>Funding Sources</b>								
Local	44,657	18,000	267,000	-	-	-	-	329,657
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	44,657	18,000	267,000	-	-	-	-	329,657

**Estimated Operating Cost Impact**

This project is expected to result in an estimated operating impact of \$500 annually.

**Project Benefits**

Completion of the project will eliminate the possibility of a head on or side swipe collision caused by an individual inadvertently throwing a switch in front of a train.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** Central Subdivision Quiet Zone

**Project Type** Commuter Rail

**Project Description**

This project will upgrade the grade crossings from US 183 to Kramer with constant warning, quad gates and/or medians or channelizers so that these crossings meet the regulatory requirements for establishing a quiet zone.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other:	-	350,000	2,300,000	-	-	-	-	2,650,000
<b>Total</b>	-	350,000	2,300,000	-	-	-	-	2,650,000
<b>Funding Sources</b>								
Local	-	350,000	2,300,000	-	-	-	-	2,650,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	350,000	2,300,000	-	-	-	-	2,650,000

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

Trains will no longer be required to sound their horns at these crossing except in cases where the train engineer decides that it is necessary to do so, thereby contributing to the quality of life for neighbors living or working near the grade crossing.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment and 1.4. Deliver a customer-friendly experience through our people and systems.



**Project Name** Commuter Corridor Pedestrian Safety

**Project Type** Commuter Rail

**Project Description**

This project will improve pedestrian safety at train stations and crossings by painting and installing signage that meets applicable federal requirements.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	-	100,000	-	-	-	100,000
<b>Total</b>	-	-	-	100,000	-	-	-	100,000
<b>Funding Sources</b>								
Local	-	-	-	100,000	-	-	-	100,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	100,000	-	-	-	100,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

The project will improve safety, reliability, and functionality.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** Commuter Operation Risk Reduction

**Project Type** Commuter Rail

**Project Description**

This project upgrades Capital Metro's freight track containing 90 pound rail located parallel to and underneath the commuter train's Union Pacific flyover bridge structure. This will minimize the risk of a freight train derailling and hitting the flyover support columns. In addition to upgrading the track, this project will also install guard rail on the parallel freight track, which will provide lateral resistance to derailling freight cars increasing their tendency to remain upright during a derailment event. This project will also upgrade the freight track approximately one mile in approach to the Union Pacific interchange track and diamond.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	1,200,000	-	1,200,000	600,000	-	3,000,000
<b>Total</b>	-	-	1,200,000	-	1,200,000	600,000	-	3,000,000
<b>Funding Sources</b>								
Local	-	-	1,200,000	-	1,200,000	600,000	-	3,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	1,200,000	-	1,200,000	600,000	-	3,000,000

**Estimated Operating Cost Impact**

This project is expected to reduce likelihood of derailment. Most recent derailment cost was in excess of \$50,000.

**Project Benefits**

Upgrade the freight track located parallel to flyover structure. Installing "inside guide rail" between MP 71.3 and MP 71.87 on Main Track #1 will mitigate freight equipment impacting and destroying the concrete columns holding up flyover bridge over Union Pacific's tracks. Replacing the 90 pound rail with new 115 or 136 pound rail with a tie and surface program between CP Abbott and CP Robinson will mitigate broken rail from possibly causing derailment.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.





**Project Name** Crossing Gate Mechanism Changeout

**Project Type** Commuter Rail

**Project Description**

This project upgrades the grade crossing gate control mechanisms that have reached the end of their service life of fifteen years. This goal of this project is to design, install, test and commission the gate mechanisms.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	-	360,000	120,000	80,000	560,000
<b>Total</b>	-	-	-	-	360,000	120,000	80,000	560,000
<b>Funding Sources</b>								
Local	-	-	-	-	360,000	120,000	80,000	560,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	360,000	120,000	80,000	560,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will maintain Capital Metro's rail infrastructure in a state of good repair.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** Crossings Improvements Reimbursed by TxDOT

**Project Type** Commuter Rail

**Project Description**

This project provides surface or crossing signal system upgrades at Texas Department of Transportation (TxDOT) selected grade railroad crossings, and funded through reimbursements from TxDOT.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	414,243	-	500,000	250,000	250,000	250,000	250,000	1,914,243
<b>Total</b>	<b>414,243</b>	<b>-</b>	<b>500,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,914,243</b>
<b>Funding Sources</b>								
Local	-	-	-	-	-	-	-	-
Other Capital Contributions	414,243	-	500,000	250,000	250,000	250,000	250,000	1,914,243
<b>Total</b>	<b>414,243</b>	<b>-</b>	<b>500,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,914,243</b>

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project because the work performed at these crossings is reimbursed by TxDOT.

**Project Benefits**

This project will provide smooth crossing surfaces for motor vehicles and lighting upgrades at TxDOT selected crossings.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** East Parmer Crossing in Manor

**Project Type** Commuter Rail

**Project Description**

This project completes the track and signal system modifications needed to commission the East Parmer Crossing and place it in service. This project requires the removal of non-insulated steel ties, installing power and equipment in the crossing house and testing and commissioning the system.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	106,270	120,000	60,000	-	-	-	-	286,270
<b>Total</b>	106,270	120,000	60,000	-	-	-	-	286,270
<b>Funding Sources</b>								
Local	106,270	120,000	60,000	-	-	-	-	286,270
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	106,270	120,000	60,000	-	-	-	-	286,270

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

The project will improve safety.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Engineering for Existing Commuter Rail Vehicle Modifications

**Project Type** Commuter Rail

**Project Description**

This project will modify the software that controls the current commuter rail fleet's propulsion system.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	6,574	125,000	293,000	-	-	-	-	424,574
<b>Total</b>	<b>6,574</b>	<b>125,000</b>	<b>293,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>424,574</b>
<b>Funding Sources</b>								
Local	6,574	125,000	293,000	-	-	-	-	424,574
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	<b>6,574</b>	<b>125,000</b>	<b>293,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>424,574</b>

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

This project will improve safety by allowing the engineer to override a propulsion system shutdown in the event of an emergency. The current commuter rail vehicles are configured to completely shut down the propulsion system in the event of a fire. This modification would allow the engineer to override a complete system shutdown, and move the commuter rail vehicle.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** High-wide and Flood Detectors

**Project Type** Commuter Rail

**Project Description**

This project will upgrade the existing wide load detectors and install dragging equipment, hot journal, high water and wheel impact detectors on the east and west subdivisions to prevent freight trains with defects from entering the commuter subdivision and to provide advance notice of high water conditions within the commuter corridor.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	300,000	-	-	-	-	300,000
<b>Total</b>	-	-	300,000	-	-	-	-	300,000
<b>Funding Sources</b>								
Local	-	-	300,000	-	-	-	-	300,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	300,000	-	-	-	-	300,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

The project will improve safety.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Laptops - Commuter Rail Vehicle Maintenance

**Project Type** Commuter Rail

**Project Description**

Four laptops are utilized to perform diagnostics and maintenance on the fleet of rail vehicles. These laptops are required to be replaced every four years to be compliant with updated technology and software.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other:	-	-	150,000	-	-	150,000	-	300,000
<b>Total</b>	-	-	150,000	-	-	150,000	-	300,000
<b>Funding Sources</b>								
Local	-	-	150,000	-	-	150,000	-	300,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	150,000	-	-	150,000	-	300,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Nearside Crossing Gate Downtime Reduction

**Project Type** Commuter Rail

**Project Description**

This project will reduce the gate downtime at the nearside grade crossings caused by commuter train servicing the nearside station stops located at Lamar, Kramer, Braker, Martin Luther King, Lakeline and Leander.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	70,000	665,000	-	500,000	250,000	250,000	1,735,000
<b>Total</b>	-	70,000	665,000	-	500,000	250,000	250,000	1,735,000
<b>Funding Sources</b>								
Local	-	70,000	665,000	-	500,000	250,000	250,000	1,735,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	70,000	665,000	-	500,000	250,000	250,000	1,735,000

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

This project will reduce crossing gate downtime and increase vehicular throughput resulting from activating the crossing warning system when the train is ready to depart the nearside station.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** North Operations Facility Improvements to Accommodate New Rail Cars

**Project Type** Commuter Rail

**Project Description**

This project will provide increased capacity at the North Operations Facility to maintain the additional rail cars by providing increased fuel capacity, extended fall protection, a building extension and increased pavement area for the new four trains at delivery.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	425,000	375,000	-	-	-	-	800,000
<b>Total</b>	-	425,000	375,000	-	-	-	-	800,000
<b>Funding Sources</b>								
Local	-	425,000	375,000	-	-	-	-	800,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	425,000	375,000	-	-	-	-	800,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Completion of the improvements will provide the infrastructure necessary to support new rail cars scheduled to arrive in FY 2017.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer service: 1.2 Improve system reliability and convenience.





**Project Name** Positive Train Control

**Project Type** Commuter Rail

**Project Description**

The purpose of this project is to meet the Federal Railroad Administration requirements to install a positive train control system for commuter rail by December 31, 2018.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	226,598	1,450,000	14,400,000	14,350,000	20,100,000	-	-	50,526,598
<b>Total</b>	226,598	1,450,000	14,400,000	14,350,000	20,100,000	-	-	50,526,598
<b>Funding Sources</b>								
Local	226,598	1,450,000	14,400,000	11,350,000	20,100,000	-	-	47,526,598
Grants	-	-	-	3,000,000	-	-	-	3,000,000
<b>Total</b>	226,598	1,450,000	14,400,000	14,350,000	20,100,000	-	-	50,526,598

**Estimated Operating Cost Impact**

Software maintenance costs will be incurred when the project is completed and have not yet been estimated. The project has been modified to include underground fiber optic communication cable, which is expected to require approximately \$15,000 annually in maintenance costs.

**Project Benefits**

This project will provide enhanced train detection systems controls, which will provide constant on-board train control with the purpose of avoiding train collisions, work zone violations, and signal violations.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Private Crossing Signalization on Commuter Rail Corridor

**Project Type** Commuter Rail

**Project Description**

This project will signalize each private crossing located on the commuter corridor over a four-year period.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY2017 - FY2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	18,000	1,667,000	400,000	400,000	400,000	-	2,885,000
<b>Total</b>	-	18,000	1,667,000	400,000	400,000	400,000	-	2,885,000
<b>Funding Sources</b>								
Local	-	18,000	1,667,000	400,000	400,000	400,000	-	2,885,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	18,000	1,667,000	400,000	400,000	400,000	-	2,885,000

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

This project will improve safety by signalizing the crossings with flashing lights and two gates for each private crossing on the commuter corridor that will provide the motor vehicle users of the crossing with an active audible and visual warning of an approaching train.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Private Crossing Surface Program

**Project Type** Commuter Rail

**Project Description**

This project upgrades the asphalt and ballasted private grade crossing surfaces within the commuter corridor and their approach roadways within the railroad right of way with concrete crossing panels and the appropriate road surface materials.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	60,000	60,000	60,000	60,000	60,000	60,000	360,000
<b>Total</b>	-	60,000	60,000	60,000	60,000	60,000	60,000	360,000
<b>Funding Sources</b>								
Local	-	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	60,000	60,000	60,000	60,000	60,000	60,000	360,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

The project will improve safety, reliability, and functionality.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** Public Crossing Surface Renewal Program

**Project Type** Commuter Rail

**Project Description**

This project will annually rehabilitate one at-grade public railroad crossing that has deteriorated and adversely affects automotive or railroad traffic.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	280,000	140,000	140,000	140,000	140,000	140,000	980,000
<b>Total</b>	-	280,000	140,000	140,000	140,000	140,000	140,000	980,000
<b>Funding Sources</b>								
Local	-	280,000	140,000	140,000	140,000	140,000	140,000	980,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	280,000	140,000	140,000	140,000	140,000	140,000	980,000

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

This project will assure a state of good repair for the public at grade crossing surfaces on the commuter corridor.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.



**Project Name** Public Information System Upgrade - Commuter Rail Vehicles

**Project Type** Commuter Rail

**Project Description**

The purpose of this project is to upgrade the signage control system (on board and in the "back office"), as well as the signs so that their messages can be updated, controlled and managed from a central location.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	-	1,500,000	-	-	1,500,000
<b>Total</b>	-	-	-	-	1,500,000	-	-	1,500,000
<b>Funding Sources</b>								
Local	-	-	-	-	1,500,000	-	-	1,500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	1,500,000	-	-	1,500,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Replacement of equipment at the end of its useful life maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer service: 1.2 Improve system reliability and convenience.



**Project Name** Rail Drainage Improvements

**Project Type** Commuter Rail

**Project Description**

This project will address a drainage issue between mileposts 50.6 and 50.75. The drainage channel west of the track in the right of way has eroded due to excess storm water flowing through weakened embankment material. Mud and silt have washed into the adjacent property. Further degradation could potentially undermine the track structure.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	350,000	250,000	200,000	200,000	-	-	1,000,000
<b>Total</b>	-	350,000	250,000	200,000	200,000	-	-	1,000,000
<b>Funding Sources</b>								
Local	-	350,000	250,000	200,000	200,000	-	-	1,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	350,000	250,000	200,000	200,000	-	-	1,000,000

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

This project will repair existing damage. The improvement of the drainage system at mileposts 50.6 to 50.75 will prevent future washouts, limit the chance of damage to the track structure and protect the adjacent property.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.



**Project Name** Rail Replacement Program - Commuter Corridor

**Project Type** Commuter Rail

**Project Description**

This project will replace old, worn and brittle "head-free" 113 pound rail that is no longer in production with state of the art 115 pound rail.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	74,671	4,000,000	2,100,000	-	2,000,000	1,000,000	1,000,000	10,174,671
<b>Total</b>	<b>74,671</b>	<b>4,000,000</b>	<b>2,100,000</b>	<b>-</b>	<b>2,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>10,174,671</b>
<b>Funding Sources</b>								
Local	74,671	4,000,000	2,100,000	-	2,000,000	1,000,000	1,000,000	10,174,671
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	<b>74,671</b>	<b>4,000,000</b>	<b>2,100,000</b>	<b>-</b>	<b>2,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>10,174,671</b>

**Estimated Operating Cost Impact**

This project is expected to result in the reduction of approximately ten rail breaks annually at approximately \$400 per break.

**Project Benefits**

This project will reduce the number of broken rails and reduce the need to "slow order" large sections of the railroad due to rail conditions.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** Rail Vehicle Engineering Support

**Project Type** Commuter Rail

**Project Description**

The purpose of this project is to provide ongoing engineering support for all projects related to the rail fleet.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	1,000,000	1,000,000	1,000,000	-	-	-	3,000,000
<b>Total</b>	-	1,000,000	1,000,000	1,000,000	-	-	-	3,000,000
<b>Funding Sources</b>								
Local	-	1,000,000	1,000,000	1,000,000	-	-	-	3,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	1,000,000	1,000,000	1,000,000	-	-	-	3,000,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Retaining an engineering firm to help oversee all projects related to the rail fleet will enhance the level of quality assurance and supplement the expertise of Capital Metro staff.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.





**Project Name** Rail Vehicles Funded by TxDOT

**Project Type** Commuter Rail

**Project Description**

This project includes costs associated with acquiring four additional commuter rail vehicles and is funded through a grant from TxDOT.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	4,560,076	9,512,000	13,940,000	-	-	-	-	28,012,076
<b>Total</b>	4,560,076	9,512,000	13,940,000	-	-	-	-	28,012,076
<b>Funding Sources</b>								
Local	12,076	-	-	-	-	-	-	12,076
Grants	4,548,000	9,512,000	13,940,000	-	-	-	-	28,000,000
<b>Total</b>	4,560,076	9,512,000	13,940,000	-	-	-	-	28,012,076

**Estimated Operating Cost Impact**

Operating costs are expected to begin in late FY 2017 when the new rail cars are tested before being placed into service.

**Project Benefits**

This project will result in the addition of four new rail cars to the MetroRail fleet, which will allow for 15 to 17 minute headways between the downtown and Lakeline stations.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment and 1.4. Deliver a customer-friendly experience through our people and systems.



**Project Name** Safety Upgrades to Existing Rail Cars

**Project Type** Commuter Rail

**Project Description**

This project upgrades the six original rail cars so that they meet Federal Railroad Administration requirements pertaining to locomotive safety standards and passenger equipment safety standards.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	1,000,000	-	-	-	-	1,000,000
<b>Total</b>	-	-	1,000,000	-	-	-	-	1,000,000
<b>Funding Sources</b>								
Local	-	-	1,000,000	-	-	-	-	1,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	1,000,000	-	-	-	-	1,000,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will help ensure the safety of commuter rail service.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** TIGER V Grant Project

**Project Type** Commuter Rail

**Project Description**

In September 2013, the Federal Transit Administration awarded Capital Metro \$11.3 million in TIGER V grant funds for rail system infrastructure improvements. These improvements include rail and bridge upgrades, double tracking at three rail stations (Crestview, Howard and Lakeline), signal improvements and rail vehicle modifications.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other:	1,551,908	6,000,000	19,705,000	5,014,000	3,000,000	-	-	35,270,908
<b>Total</b>	1,551,908	6,000,000	19,705,000	5,014,000	3,000,000	-	-	35,270,908
<b>Funding Sources</b>								
Local	756,530	3,510,389	11,652,000	5,014,000	3,000,000	-	-	23,932,919
Grants	795,378	2,489,611	8,053,000	-	-	-	-	11,337,989
<b>Total</b>	1,551,908	6,000,000	19,705,000	5,014,000	3,000,000	-	-	35,270,908

**Estimated Operating Cost Impact**

The operating cost impact is under development.

**Project Benefits**

This project will result in improvements to rail infrastructure, which will improve the safety and capacity for commuter and freight rail service.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment.



**Project Name** Timber and Surface Program

**Project Type** Commuter Rail

**Project Description**

This project establishes a tie (timber) and surface program on the commuter corridor to implement a programmed approach to replacing ties and ballast.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	900,000	1,100,000	1,000,000	1,000,000	1,000,000	3,000,000	8,000,000
<b>Total</b>	-	900,000	1,100,000	1,000,000	1,000,000	1,000,000	3,000,000	8,000,000
<b>Funding Sources</b>								
Local	-	900,000	1,100,000	1,000,000	1,000,000	1,000,000	3,000,000	8,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	900,000	1,100,000	1,000,000	1,000,000	1,000,000	3,000,000	8,000,000

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

This project will assure a state of good repair for the track structure on the commuter corridor.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** Timber Bridge Inspection and Treatment

**Project Type** Commuter Rail

**Project Description**

This project entails the inspection of the super and substructure components of the timber bridges for decay, rot, and insect infestation and application of the appropriate treatment.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	630,000	-	-	-	-	630,000
<b>Total</b>	-	-	630,000	-	-	-	-	630,000
<b>Funding Sources</b>								
Local	-	-	630,000	-	-	-	-	630,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	630,000	-	-	-	-	630,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will maintain Capital Metro's rail infrastructure in a state of good repair.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** Upgrades to Existing Rail Cars

**Project Type** Commuter Rail

**Project Description**

This project upgrades the six original rail cars so that they are consistent with standards applicable to the new rail cars. The upgrades consist of adding interior handholds in the vehicle doorway, on-board ticket validators, and installation of data systems in addition to modifying the exterior paint scheme.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other:	-	-	780,000	-	-	-	-	780,000
<b>Total</b>	-	-	780,000	-	-	-	-	780,000
<b>Funding Sources</b>								
Local	-	-	780,000	-	-	-	-	780,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	780,000	-	-	-	-	780,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Upgrading the vehicles to meet current standards will ensure that riders experience the same level of service throughout the system.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment and 1.4. Deliver a customer-friendly experience through our people and systems.



**Project Name** West/East Haul Road Crossing Surface Rehabilitation

**Project Type** Commuter Rail

**Project Description**

This project will rehabilitate the subsurface and surface of these crossings and will provide a smooth path for trucks that cross the railroad at these locations. The improved surface will reduce the volume of solid and liquid material being thrown from trucks onto the track .

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	250,000	-	250,000	-	-	250,000	750,000
<b>Total</b>	-	250,000	-	250,000	-	-	250,000	750,000
<b>Funding Sources</b>								
Local	-	250,000	-	250,000	-	-	250,000	750,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	250,000	-	250,000	-	-	250,000	750,000

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

This project will reduce the potential hazard of rocks landing on the track and improve shunting by keeping lime slurry out of the crossing surface and off the top of the rail.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** Bertram Scale Upgrades

**Project Type** Freight Railroad

**Project Description**

The purpose of this project is to maintain the Bertram scale and its electronics so that it has the up to date software and is in a state of good repair.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	750,000	-	50,000	-	-	800,000
<b>Total</b>	-	-	750,000	-	50,000	-	-	800,000
<b>Funding Sources</b>								
Local	-	-	750,000	-	50,000	-	-	800,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	750,000	-	50,000	-	-	800,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Keeping software up to date contributes to maintaining a state of good repair.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.





**Project Name** Bridge Replacement

**Project Type** Freight Railroad

**Project Description**

This project is for the development and implementation of a timber bridge replacement program for bridges that are no longer able to be maintained at the appropriate bridge condition (status three) or bridges that have reached the end of their service life.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	1,000,000	-	1,000,000	-	2,000,000
<b>Total</b>	-	-	-	1,000,000	-	1,000,000	-	2,000,000
<b>Funding Sources</b>								
Local	-	-	-	1,000,000	-	1,000,000	-	2,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	1,000,000	-	1,000,000	-	2,000,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

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

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** Crossing Gate Mechanism Changeout

**Project Type** Freight Railroad

**Project Description**

Completion of this project will upgrade the crossing gate mechanism that has reached the end of its useful life. The project scope includes design, implementation, testing and commissioning of the crossing warning system.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	80,000	-	-	-	-	80,000
<b>Total</b>	-	-	80,000	-	-	-	-	80,000
<b>Funding Sources</b>								
Local	-	-	80,000	-	-	-	-	80,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	80,000	-	-	-	-	80,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Ongoing replacement of equipment and infrastructure maintains assets in a state of good repair and helps to minimize maintenance costs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name** Crossing Improvements Reimbursed by TxDOT

**Project Type** Freight Railroad

**Project Description**

This project provides surface or crossing signal system upgrades at Texas Department of Transportation (TxDOT) selected grade railroad crossings, and funded through reimbursements from TxDOT.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	20,000	687,000	250,000	250,000	250,000	250,000	1,707,000
<b>Total</b>	-	20,000	687,000	250,000	250,000	250,000	250,000	1,707,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	-	-	-
Other Capital Contributions	-	20,000	687,000	250,000	250,000	250,000	250,000	1,707,000
<b>Total</b>	-	20,000	687,000	250,000	250,000	250,000	250,000	1,707,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will provide smooth crossing surfaces for motor vehicles and lighting upgrades at TxDOT selected crossings.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** East Subdivision Quiet Zone

**Project Type** Freight Railroad

**Project Description**

This project will upgrade the grade crossings from Peasant Valley to FM 969 on the east subdivision with constant warning, quad gates and/or medians or channelizers so that these crossings meet the regulatory requirements for establishing a quiet zone.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	41,260	342,000	2,343,000	-	-	250,000	-	2,976,260
<b>Total</b>	41,260	342,000	2,343,000	-	-	250,000	-	2,976,260
<b>Funding Sources</b>								
Local	41,260	342,000	2,343,000	-	-	250,000	-	2,976,260
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	41,260	342,000	2,343,000	-	-	250,000	-	2,976,260

**Estimated Operating Cost Impact**

No new operating costs are expected as a result of completing this project.

**Project Benefits**

Trains will no longer be required to sound their horns at these crossings except in cases where the train engineer decides that it is necessary to do so, thereby contributing to the quality of life for neighbors living or working near the grade crossing.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1. Promote a culture of safety and 1.4 Deliver a customer-friendly experience through our people and systems.



**Project Name** Out of Service Infrastructure Repairs

**Project Type** Freight Railroad

**Project Description**

Out of service railroad repairs addresses regulatory compliance issues for sections of the railroad that are not in commuter, freight or excursion service and not covered by the commuter or freight operating and maintenance contracts.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	25,000	25,000	25,000	25,000	25,000	125,000
<b>Total</b>	-	-	25,000	25,000	25,000	25,000	25,000	125,000
<b>Funding Sources</b>								
Local	-	-	25,000	25,000	25,000	25,000	25,000	125,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	25,000	25,000	25,000	25,000	25,000	125,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will maintain Capital Metro's railroad in a state of good repair.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Timber Bridge Inspection and Treatment

**Project Type** Freight Railroad

**Project Description**

This project entails inspection of the super and substructure components of timber bridges for decay and rot followed by the appropriate treatment.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	1,560,000	-	-	-	-	1,560,000
<b>Total</b>	-	-	1,560,000	-	-	-	-	1,560,000
<b>Funding Sources</b>								
Local	-	-	1,560,000	-	-	-	-	1,560,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	1,560,000	-	-	-	-	1,560,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

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

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.2 Improve system reliability and convenience.



**Project Name**      Cameras and Access Controls

**Project Type**      Security

**Project Description**

The purpose of this project is to replace facility camera systems and access control systems at the end of their useful lives to help ensure reliability.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	173,000	69,000	153,000	6,000	302,000	142,000	845,000
<b>Total</b>	-	173,000	69,000	153,000	6,000	302,000	142,000	845,000
<b>Funding Sources</b>								
Local	-	157,000	69,000	153,000	6,000	302,000	142,000	829,000
Grants	-	16,000	-	-	-	-	-	16,000
<b>Total</b>	-	173,000	69,000	153,000	6,000	302,000	142,000	845,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will help to improve safety and security.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Electronic Security System Replacements and Improvements

**Project Type** Security

**Project Description**

This project is to replace the electronic access control system install vehicle video systems in the new security vehicles expected to arrive in FY 2016.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	300,000	-	-	-	-	300,000
<b>Total</b>	-	-	300,000	-	-	-	-	300,000
<b>Funding Sources</b>								
Local	-	-	300,000	-	-	-	-	300,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	300,000	-	-	-	-	300,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will help to improve safety and security.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.





**Project Name** Property Perimeter Hardening and Enhancements

**Project Type** Security

**Project Description**

This project is based on recommendations in a physical security review and supports an overall improvement in physical security at current facilities.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	445,000	240,000	-	-	-	685,000
<b>Total</b>	-	-	445,000	240,000	-	-	-	685,000
<b>Funding Sources</b>								
Local	-	-	-	135,000	-	-	-	135,000
Grants	-	-	445,000	105,000	-	-	-	550,000
<b>Total</b>	-	-	445,000	240,000	-	-	-	685,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

This project will help to improve safety and security.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Camera Systems on Vehicles

**Project Type** Vehicles

**Project Description**

The purpose of this project is to install security camera systems on vehicles that will not be replaced before FY 2019.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	550,000	500,000	500,000	500,000	500,000	500,000	3,050,000
<b>Total</b>	-	550,000	500,000	500,000	500,000	500,000	500,000	3,050,000
<b>Funding Sources</b>								
Local	-	550,000	500,000	500,000	500,000	500,000	500,000	3,050,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	550,000	500,000	500,000	500,000	500,000	500,000	3,050,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Camera systems on vehicles will help respond to incidents that occur during transit service, especially vehicle accidents.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety.



**Project Name** Commuter Coaches - Replacements

**Project Type** Vehicles

**Project Description**

This project will replace commuter coaches used in Capital Metro's express services on a scheduled basis as vehicles meet the end of their useful lives.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	-	5,185,000	20,611,000	-	25,796,000
<b>Total</b>	-	-	-	-	5,185,000	20,611,000	-	25,796,000
<b>Funding Sources</b>								
Local	-	-	-	-	5,185,000	18,511,000	-	23,696,000
Grants	-	-	-	-	-	2,100,000	-	2,100,000
<b>Total</b>	-	-	-	-	5,185,000	20,611,000	-	25,796,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of completing this project.

**Project Benefits**

Maintenance costs will be reduced if the fleet is replaced.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Commuter Coaches

**Project Type** Vehicles

**Project Description**

Additional commuter coaches are needed to expand Capital Metro's express services to address the needs of commuters in the service area.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	3,693,000	3,790,000	3,888,000	-	-	11,371,000
<b>Total</b>	-	-	3,693,000	3,790,000	3,888,000	-	-	11,371,000
<b>Funding Sources</b>								
Local	-	-	3,693,000	3,790,000	3,888,000	-	-	11,371,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	3,693,000	3,790,000	3,888,000	-	-	11,371,000

**Estimated Operating Cost Impact**

The estimated cost impact, including fuel and contracted vehicle operations, is estimated at \$6.7 million for all express services in FY 2017.

**Project Benefits**

Traffic congestion in the growing Austin area has driven the demand for express transit services targeted at commuters in Capital Metro's service area.

**Strategic Goal and Objective**

This project supports the following strategic objective 1. Provide the best possible customer experience: 1.4 Deliver a customer-friendly experience through our people and systems and 2. Demonstrate regional leadership: 2.2 Pursue service expansion opportunities.



**Project Name** Rapid Buses - Service Enhancements

**Project Type** Vehicles

**Project Description**

MetroRapid service expansion is planned to begin in August 2017, requiring fifteen new rapid buses. Eight buses will be 60-foot articulated coaches for Route 801 and seven buses will be 40-foot transit coaches for Route 803. With these additional buses, peak period service frequency of ten minutes will be possible for these routes.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	10,152,000	-	-	-	-	10,152,000
<b>Total</b>	-	-	10,152,000	-	-	-	-	10,152,000
<b>Funding Sources</b>								
Local	-	-	10,152,000	-	-	-	-	10,152,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	10,152,000	-	-	-	-	10,152,000

**Estimated Operating Cost Impact**

The estimated annual operating cost impact, including fuel and contracted vehicle operations, is estimated at \$12.3 million in total for both lines in FY 2017.

**Project Benefits**

Improving frequency of services, combined with additional stations, is expected to attract additional transit riders.

**Strategic Objective**

This project supports the following strategic objective 1. Provide the best possible customer experience: 1.4 Deliver a customer-friendly experience through our people and systems and 2. Demonstrate regional leadership: 2.2 Pursue service expansion opportunities.



**Project Name** MetroRapid - Bus Rapid Transit

**Project Type** Vehicles

**Project Description**

MetroRapid is a limited-stop bus service that serves the North Lamar/South Congress and Burnet/South Lamar routes. The associated MetroRapid grant is expected to be closed by the end of FY 2017 after completing planned technology improvements and payment of retainage on buses.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	37,887,914	1,142,000	959,000	-	-	-	-	39,988,914
<b>Total</b>	<b>37,887,914</b>	<b>1,142,000</b>	<b>959,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>39,988,914</b>
<b>Funding Sources</b>								
Local	8,274,882	228,000	191,000	-	-	-	-	8,693,882
Grants	29,613,032	914,000	768,000	-	-	-	-	31,295,032
<b>Total</b>	<b>37,887,914</b>	<b>1,142,000</b>	<b>959,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>39,988,914</b>

**Estimated Operating Cost Impact**

The estimated annual operating cost impact, including fuel and contracted vehicle operations, is estimated at \$12.3 million in total for both lines in FY 2017.

**Project Benefits**

MetroRapid provides real-time bus arrival information at all stops, aided by traffic signal preemption technology, faster boarding and fewer stops. MetroRapid uniquely branded bus stops are near or contiguous with local service bus stops.

**Strategic Objective**

This project supports the following strategic objective 1. Provide the best possible customer experience: 1.4 Deliver a customer-friendly experience through our people and systems and 2. Demonstrate regional leadership: 2.2 Pursue service expansion opportunities.



**Project Name** Paratransit - Van Replacement

**Project Type** Vehicles

**Project Description**

This project replaces up to 35 paratransit vans as they reach the end of their useful lives.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	2,316,000	-	-	-	2,316,000
<b>Total</b>	-	-	-	2,316,000	-	-	-	2,316,000
<b>Funding Sources</b>								
Local	-	-	-	2,316,000	-	-	-	2,316,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	2,316,000	-	-	-	2,316,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**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 Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Paratransit - Vehicle Replacement

**Project Type** Vehicles

**Project Description**

The purpose of this project is to replace paratransit vehicles on a scheduled basis as they meet and exceed their useful life expectancy prior to replacement.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	5,862,424	275,000	1,949,000	-	-	-	-	8,086,424
<b>Total</b>	5,862,424	275,000	1,949,000	-	-	-	-	8,086,424
<b>Funding Sources</b>								
Local	3,287,421	238,000	1,949,000	-	-	-	-	5,474,421
Grants	2,575,003	37,000	-	-	-	-	-	2,612,003
<b>Total</b>	5,862,424	275,000	1,949,000	-	-	-	-	8,086,424

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**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 Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.





**Project Name** Paratransit - Small Vehicle Replacement

**Project Type** Vehicles

**Project Description**

This project replaces up to 35 paratransit vans as they reach the end of their useful lives.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	-	-	297,000	2,133,000	313,000	2,743,000
<b>Total</b>	-	-	-	-	297,000	2,133,000	313,000	2,743,000
<b>Funding Sources</b>								
Local	-	-	-	-	297,000	2,133,000	313,000	2,743,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	297,000	2,133,000	313,000	2,743,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**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 Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Non-Revenue Vehicle Replacement

**Project Type** Vehicles

**Project Description**

The purpose of this project is to replace non-revenue vehicles used to support transit operations after they have met their service life expectancies.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	533,000	584,000	597,000	455,000	372,000	106,000	2,647,000
<b>Total</b>	-	533,000	584,000	597,000	455,000	372,000	106,000	2,647,000
<b>Funding Sources</b>								
Local	-	533,000	584,000	597,000	455,000	372,000	106,000	2,647,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	533,000	584,000	597,000	455,000	372,000	106,000	2,647,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**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 Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Transit Buses - Replacements

**Project Type** Vehicles

**Project Description**

This project will replace transit buses used in Capital Metro's express services on a scheduled basis as vehicles meet the end of their useful lives.

	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	22,230,000	37,213,000	23,496,000	10,044,000	2,100,000	11,102,000	106,185,000
<b>Total</b>	-	22,230,000	37,213,000	23,496,000	10,044,000	2,100,000	11,102,000	106,185,000
<b>Funding Sources</b>								
Local	-	13,993,000	26,736,000	21,396,000	7,944,000	-	9,002,000	79,071,000
Grants	-	8,237,000	10,477,000	2,100,000	2,100,000	2,100,000	2,100,000	27,114,000
<b>Total</b>	-	22,230,000	37,213,000	23,496,000	10,044,000	2,100,000	11,102,000	106,185,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of completing this project.

**Project Benefits**

Maintenance costs will be reduced if the fleet is replaced.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Transit Buses - Service Enhancements

**Project Type** Vehicles

**Project Description**

The purpose of this project is to acquire additional vehicles to deliver more frequent service on Capital Metro's busiest routes.

	Spending from project inception to FY2016	Forecast spending FY2016	FY2017 - FY2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other:	-	-	4,294,000	-	-	-	-	4,294,000
<b>Total</b>	-	-	4,294,000	-	-	-	-	4,294,000
<b>Funding Sources</b>								
Local	-	-	4,294,000	-	-	-	-	4,294,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	4,294,000	-	-	-	-	4,294,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project.

**Project Benefits**

Additional vehicles are needed in order to support planned service enhancements. Maintaining Capital Metro's bus fleet in a state of good repair includes ensuring a twenty percent spare ratio, given peak vehicle requirements.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Improve system reliability and convenience.



**Project Name** Senior Service Routes Vehicles

**Project Type** Vehicles

**Project Description**

Two fixed route service vans will be purchased to implement routes that serve senior citizens.

Spending Categories	Spending from project inception to FY 2015	Forecast spending FY 2016	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Other	-	-	339,000	-	-	-	-	339,000
<b>Total</b>	-	-	339,000	-	-	-	-	339,000
<b>Funding Sources</b>								
Local	-	-	119,000	-	-	-	-	119,000
Grants	-	-	220,000	-	-	-	-	220,000
<b>Total</b>	-	-	339,000	-	-	-	-	339,000

**Estimated Operating Cost Impact**

Operating costs are approximately \$484,000 per year and fifty percent will be reimbursed by the Federal Transportation Administration during the first three years of operation.

**Project Benefits**

The additional routes will assist seniors to access services that are essential for independent living.

**Strategic Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience.



**Project Name** Capital Project Contingency

**Project Type** Contingency

**Project Description**

This is a capital project reserve for contingencies.

	Spending from project inception to FY 2015	Forecast spending FY 2015	FY 2017 - FY 2021 Capital Improvement Plan					Total
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>Spending Categories</b>								
Other	-	-	2,000,000	-	-	-	-	2,000,000
<b>Total</b>	-	-	2,000,000	-	-	-	-	2,000,000
<b>Funding Sources</b>								
Local	-	-	2,000,000	-	-	-	-	2,000,000
Grants	-	-	-	-	-	-	-	-
	-	-	2,000,000	-	-	-	-	2,000,000

**Estimated Operating Cost Impact**

This is a capital project reserve for contingencies and there is no operating cost impact anticipated.

**Project Benefits**

This capital project reserve provides contingency funds in the event that project overruns occur or unexpected capital needs materialize between budget cycles.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.1 Improve the financial health of the organization.

**CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY**  
**DEMOGRAPHIC AND ECONOMIC STATISTICS**  
**LAST TEN YEARS**

Year	City of Austin Population (1)	Population MSA (1)	Personal Income (MSA) (thousands of dollars) (1)	Per Capita Personal Income (MSA) (1)	Unemployment Rate (MSA) (1)
2006	714,237	1,528,958	56,105,872	36,695	4.1
2007	732,381	1,577,856	59,924,200	37,978	3.6
2008	746,105	1,633,870	65,153,669	39,877	4.3
2009	770,296	1,682,338	64,383,075	38,215	6.9
2010	778,560	1,727,743	67,582,224	40,009	7.0
2011	805,662	1,782,089	74,168,909	42,412	6.6
2012	821,012	1,836,149	78,695,523	45,321	5.7
2013	841,649	1,885,803	84,931,866	45,407	5.1
2014	878,002	1,912,746	91,385,667	47,026	4.2
2015	899,119	1,927,989	95,782,723	49,680	3.3

Note: Prior years statistics are subject to change as more precise numbers become available

(1) Source: City of Austin Comprehensive Annual Financial Report

Unaudited.