

APPROVED

FY2020 Operating & Capital Budget

& 5 Year Capital Improvement Plan





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Capital Metropolitan Transportation Authority
Texas**

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morill

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 or the Authority) for the period October 1, 2019 - September 30, 2020. 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) 2020.

Major Sections

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

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This section provides an overview of Capital Metro's mission, history, infrastructure, service area, long-range strategic goals and organization by department.	
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This section describes the policies that guide financial decisions at Capital Metro.	
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This section includes financial highlights, statements, factors affecting revenues, expenses and detailed service levels information.	
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This section describes the capital projects that support strategic goals and includes estimated funding sources and anticipated impact on operational costs.	
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Introduction and Overview



To the Residents of Central Texas,

The past year has been tremendous for Capital Metro, bringing hard-earned successes in terms of ridership gains, recognition from our peers and exciting plans for the region's future. With this, the approved budget for Fiscal Year 2020 (Oct. 1, 2019 – Sep. 30, 2020), on behalf of the board of directors and the women and men of Capital Metro, I present our plan for how we'll continue that success.

Capital Metro's Guiding Principles form the basis of everything the agency does. They influence our board-approved Strategic Plan, which in turn informs the budgeting process. With the FY2020 budget, we strive to be smart and effective stewards of the limited resources entrusted to our organization. We've set goals that are realistic yet challenging and made plans to execute the policies and decisions set by our board.

Before we look ahead to next year, though, it's important that we celebrate a few of 2019's accomplishments:

- The investments made in Capital Metro services over the past few years have paid off with year-over-year ridership increases every month of FY2019. Our largest monthly gains have come in April and May, with 9% and 11.5% increases, respectively. Just seven of the nation's top 35 largest transit agencies experienced such gains.
- At our January board meeting, we announced the creation of a new capital expansion reserve fund, which lets us be more agile in directing the public's money where it can best improve the customer experience. We fully funded the discretionary budget stabilization reserve for the first time in FY2018, contributing \$9.8 million to it. In FY2019, we also contributed \$3.8 million to the state-mandated statutory operating reserve and \$15 million to the capital expansion reserve.
- In August, our board approved the largest contract in agency history when we consolidated our bus operations and maintenance services. Dallas-based MV Transportation has been a CapMetro service provider since 2012 and will operate all of our bus services beginning in January. Major transitions are complex, but we're confident the combined contract will improve employment opportunities and give us the flexibility we need to provide the best service to our customers.
- In December, board members gave their support to the Project Connect vision. This will transform Central Texas in a profound way and has come only after years of work by our technical team and a substantial amount of community engagement, including three joint work sessions the board conducted with the Austin City Council and the opening of our new Community Office on Congress Avenue in February.
- Following a popular and widely used pilot program, the board approved allowing students aged 18 and younger to ride free. We worked closely with Austin ISD and individual PTA groups to implement the program.
- The holiday season once again gave Capital Metro the chance to partner with the Central Texas Food Bank and Whole Foods Market for our Stuff the Bus campaign. This year we collected enough food and cash donations to provide more than 100,000 meals for those with the greatest need.
- Our state-of-the-art Operations Control Center opened in February, better aligning transit operations and enabling the agency to act more quickly to resolve operational issues and communicate more effectively to our customers.
- We opened the Westgate Transit Center with our June service change, a culmination of years of work with partners like the Texas Department of Transportation, the city of Austin and neighborhood groups. With space for 200 cars, Westgate serves as a mobility hub for South Austin, increasing access to our services and improving the quality of life for those who live in the neighborhood.
- Construction on the new Downtown Station began in March after a groundbreaking ceremony that brought out board members, the mayor and city council members. The new station, as a part of Project Connect's grand vision, will enable us to realize the full potential of MetroRail, increasing its capacity and frequency.

- The Texas Transit Association named Capital Metro the state's outstanding transit system for 2019, and the American Public Transportation Association honored us with the 2019 Bus Safety and Security Gold Award, as well.
- At the January board meeting, we launched publicly our [online Performance Dashboard](#). This gives our customers, the public and our board of directors the ability to track our progress toward our goals. Transparency in planning and operations is integral to being sound stewards of the public's money. Our Guiding Principles inform the Strategic Plan, whose goals can be tracked closely through the Performance Dashboard. That's our commitment to openness and transparency in action.

Fiscal Year 2020 Planned Projects

The FY2020 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 continue to focus effort on our four strategic priorities of providing a high-quality customer experience, promoting an engaged workforce, ensuring the sustainability of our system and maintaining community partnerships. We'll do this by:

- Concentrating our focus on the reconstruction of Downtown Station, including the opening of a temporary station that will let us proceed with that work and serve the customer simultaneously. Additional improvements to our MetroRail service will include implementation of federally mandated positive train control measures and expansion of the system's capacity.
- Generating an unprecedented level of community engagement for Project Connect, while continuing the preliminary environmental, engineering and design work on the planned regional system.
- Placing battery electric powered buses on the streets of Central Texas for the first time, helping us achieve our goal to create sustainable and equitable options for the entire community.
- Implementing and expanding our neighborhood service pilot program, Pickup. This will be integral to fulfilling the potential of Project Connect to equitably connect people to opportunities.
- Continuing coordination with the city of Austin on bus priority treatments in city-owned right-of-way, allowing us to improve the customer experience and increase the reliability of our service.
- Proceeding with the redevelopment of multiple transit centers throughout the service area, including the Eastside Bus Plaza, Norwood and Oak Hill, as well as accelerating the installation of 125 bus stop shelters, benches and litter containers and 80 additional solar lighting facilities at stops with shelters.

These enhanced services and facilities, however, can only succeed if Capital Metro 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, committed to a thorough and thoughtful budgeting process.

As Central Texas continues to experience rapid growth, Capital Metro must work harder than ever to lead a regional effort to solve our community's mobility challenges. Serving our community is the heart of our business and the reason we get up every day. We do this well already, but to be the best this effort will never end. We must be open to adapting, willing to adopt best practices, listen and learn from others and have tenacity in our commitment. That's our daily pledge to you, and I'm deeply thankful for your trust and your support.

Sincerely,

Randy Clarke
President and CEO

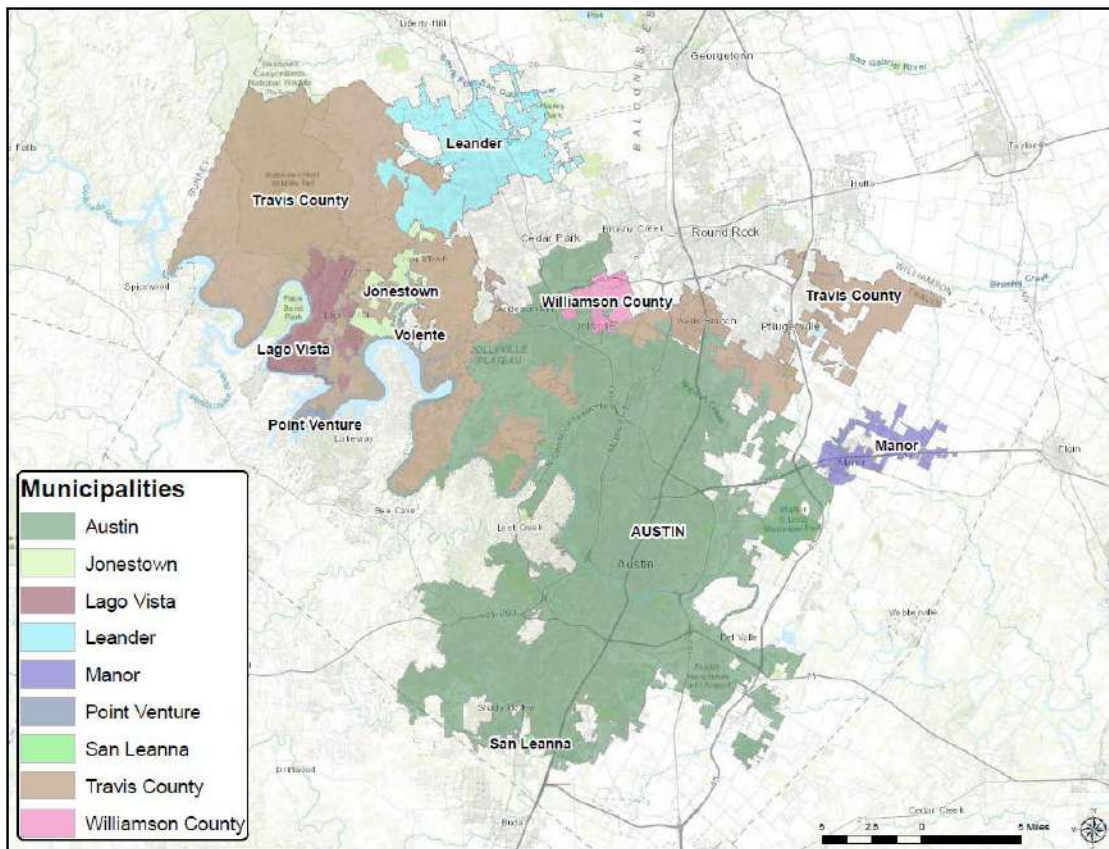
Service Area and Region

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 and 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 1 percent sales tax levied by its service area members.

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, the total population in the six-county Central Texas region is projected to continue to increase, growing from 1.7 million in 2010 to more than 4.1 million in 2040. The number of area jobs is also projected to increase from 775 thousand to 2.3 million.

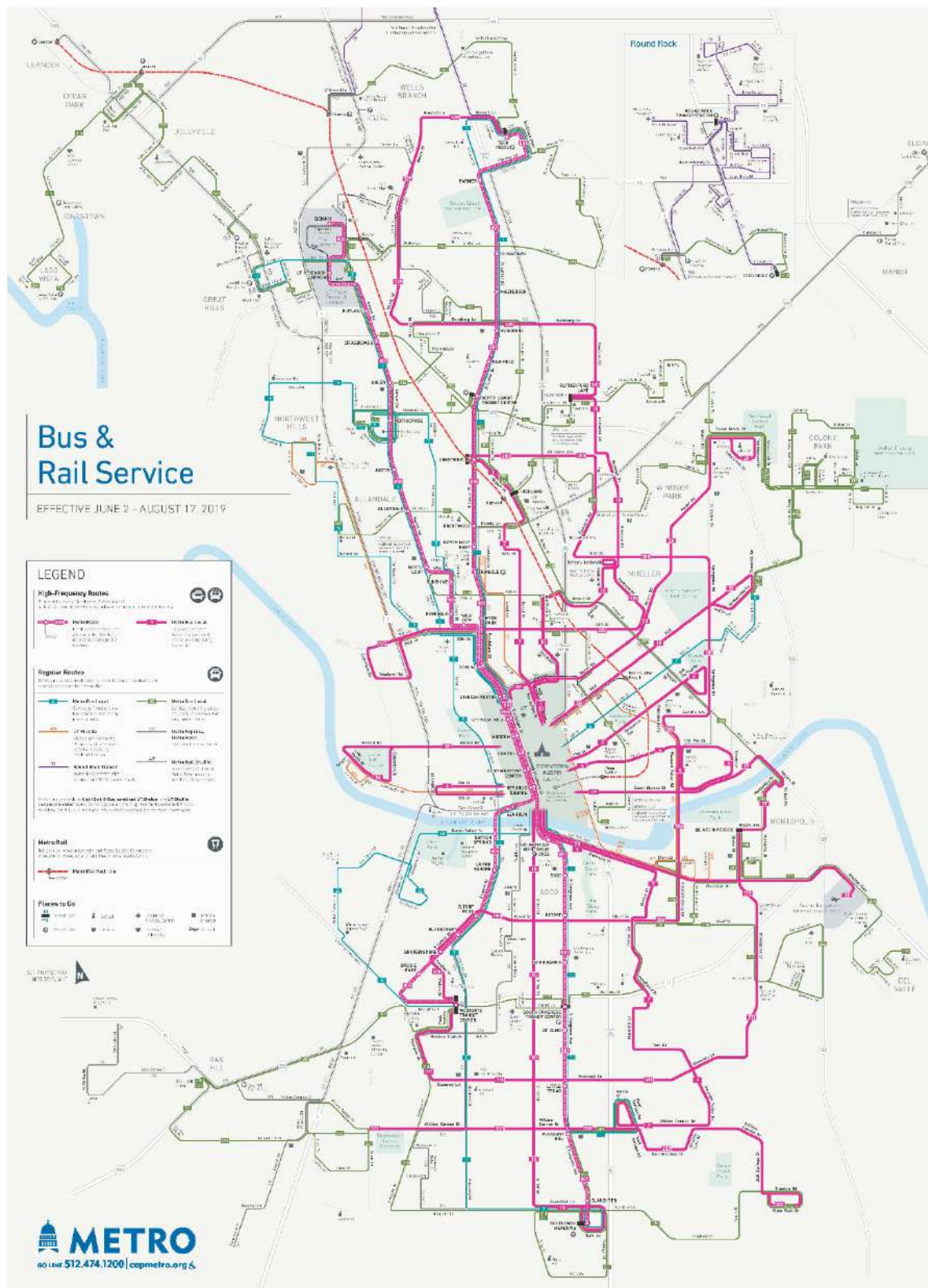
Service Area Member Cities and Communities

The Capital Metro service area extends across approximately 543 square miles and includes more than 1 million residents. The following map shows the Capital Metro service area. The areas that participate in the agency include the cities of Austin, San Leanna, Leander, Lago Vista, Point Venture, the Anderson Mill area of Williamson County, Precinct Two of Travis County and the suburban cities of Jonestown and Manor.



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

System Map



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Community Information and Capital Metro Engagement

Capital Metro is invested in the Central Texas community and has adopted a Community Engagement Policy to ensure the community is part of its decision-making process. Capital Metro works with two citizen advisory committees appointed by the board of directors, which 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 with 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. In 2018 and 2019, the agency developed community partnerships with the Paramount Theatre, AIDS Walk, Big Brothers Big Sisters, the ABC Kite Festival and ATX Kids Club, a non-profit after-school program and summer camp that uses Capital Metro as a way for kids to explore the city. Other continuing partnerships include the Austin Public Library and the Community Action Network.

One of the agency's most significant partnerships is the Transit Empowerment Fund, a collaboration with One Voice Central Texas and the Austin Community Foundation, which helps 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 to their clients. Since its establishment in 2012, the program has provided more than 4 million rides.

Since 2012, Capital Metro has partnered with the Central Texas Food Bank and Whole Foods Market on the Stuff the Bus program, which collects funds and meals for our community in need. In 2018, the program collected enough to provide more than 100,000 meals to Central Texans.

In December of 2018, Capital Metro's board of directors approved free rides for all children in grades K-12, giving Central Texas students access to cultural, educational and recreational opportunities. Capital Metro also provided free rides on election day to promote civic participation and on New Year's Eve to promote a safe ride home.

Capital Metro supports emergency response operations, both within and outside of the service area, by sending buses to be used as temporary shelters during floods, fires and other emergencies. In addition, when temperatures fall below 32 degrees, Capital Metro sends "cold weather buses" for Austin-area residents experiencing homelessness, transporting them to local emergency shelters in cooperation with the city of Austin's Office of Emergency Management.

Benefits of Public Transportation

Saves Money:

Riding transit is an affordable option. The average cost of car ownership in Texas is \$985 a month. Capital Metro has some of the lowest fares in the nation. A 31-Day Pass costs our customers just \$41.25, which is 25 times less than the cost of owning and maintaining a car.

Protects the Environment and Improves Air Quality:

Switching to riding public transportation is one of the most effective actions individuals can take to reduce their carbon footprint. Car transportation accounts for nearly half of the carbon footprint of a typical American family with 2 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 1 pound of carbon dioxide per mile traveled. If just 1 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.

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 5 times less risk of non-fatal injury. Additionally, those who drive less frequently tend to have lower levels of stress. Reduced stress levels can decrease the risk of cardiovascular disease and improve mental health. Riding transit also increases the opportunity for social connections. Stronger social networks within a community have been shown to have positive correlations with physical and mental well-being.

Manages Traffic Congestion:

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

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

Governance

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

- ◆ Three members appointed by CAMPO, of whom
 - One must be an elected official.
 - One must have at least 10 years of experience as a financial or accounting 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 and 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.

<u>BOARD MEMBER</u>	<u>APPOINTING BODY</u>	<u>TERM EXPIRES</u>
Wade Cooper, Chair	Capital Area Metropolitan Planning Organization	June 1, 2020
Delia Garza, Vice Chair	City of Austin	June 1, 2022
Eric Stratton, Secretary	Williamson County	June 1, 2020
Terry Mitchell	Capital Area Metropolitan Planning Organization	June 1, 2021
Jeffrey Travillion	Travis County	June 1, 2021
Rita Jonse	Small Cities	June 1, 2021
Sabino "Pio" Renteria	City of Austin	June 1, 2022
Ann Kitchen	Capital Area Metropolitan Planning Organization	June 1, 2022



Management

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

Executive Management Team	
President, Chief Executive Officer	Randy Clarke
Deputy Chief Executive Officer, Chief Operating Officer	Vacant
Executive Vice President, Chief of Staff, Chief Counsel, External Affairs	Kerri Butcher
Executive Vice President and Chief Financial Officer	Reinet Marneweck, CPA
Executive Vice President, Administration and Equal Employment Opportunity Officer	Donna Simmons
Executive Vice President, Strategic Planning and Development	Vacant
Program Officer, Project Connect	David Couch
Vice President, Demand Response and Innovative Mobility	Chad Ballentine
Vice President, Marketing and Communications	Brian Carter
Vice President, Capital Projects	Kenneth Cartwright
Vice President, Real Estate, Property and Asset Management	Shanea Davis
Vice President, Rail Operations	David Dech
Vice President, Internal Audit	Terry Follmer, CPA, CIA, CMA, CISA, CISSP
Vice President and Chief Information Officer	Jane Schroter
Vice President, Safety, Risk Management and Accessibility Services Management	Gardner Tabon
Vice President, Bus Operations	Dottie Watkins



System Facility and Fleet Characteristics

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

Capital Metro Facilities

Capital Metro Headquarters
2910 E. Fifth St.
Austin, Texas 78702
Administration: 42,840 square feet, 1986
Maintenance: 140,000 square feet, 1986

Transit Store, MetroAccess Eligibility, MetroAccess Call Center, MetroAccess Administration
209 W. Ninth St.
Austin, Texas 78701
18,000 square feet, 2013

MetroAccess Services Facility
509 Thompson Lane
Austin, Texas 78742
24,000 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

Project Connect Community Office
607 Congress Avenue
Austin, Texas 78701
2,283 square feet, 2018

Administrative Office
507 Calles Street
Austin, Texas 78702
12,000 square feet, 2019



Park & Ride Facilities

Austin

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

Elgin

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

Jonestown

Jonestown Park & Ride

Lago Vista

Lago Vista Park & Ride

Leander

Leander Station Park & Ride

Manor

Manor Park & Ride

Round Rock

Round Rock Transit Center

Rail Stations

Leander Station and Park & Ride
Lakeline Station and Park & Ride
Howard Station and Park & Ride
Kramer Station
Crestview Station
Highland Station
MLK Station
Plaza Saltillo Station
Downtown Station

Fleet Description

Buses: 361
MetroRapid buses: 55
Fixed-route vans: 7
Paratransit vans: 90
Paratransit accessible passenger vehicles: 18
Rail vehicles: 10

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 14 days before the date of the hearing, make the proposed budget available to the public. After adoption, the board may subsequently amend the budget after public notice and hearing.

Business and Service Planning Linked to Strategic Goals

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

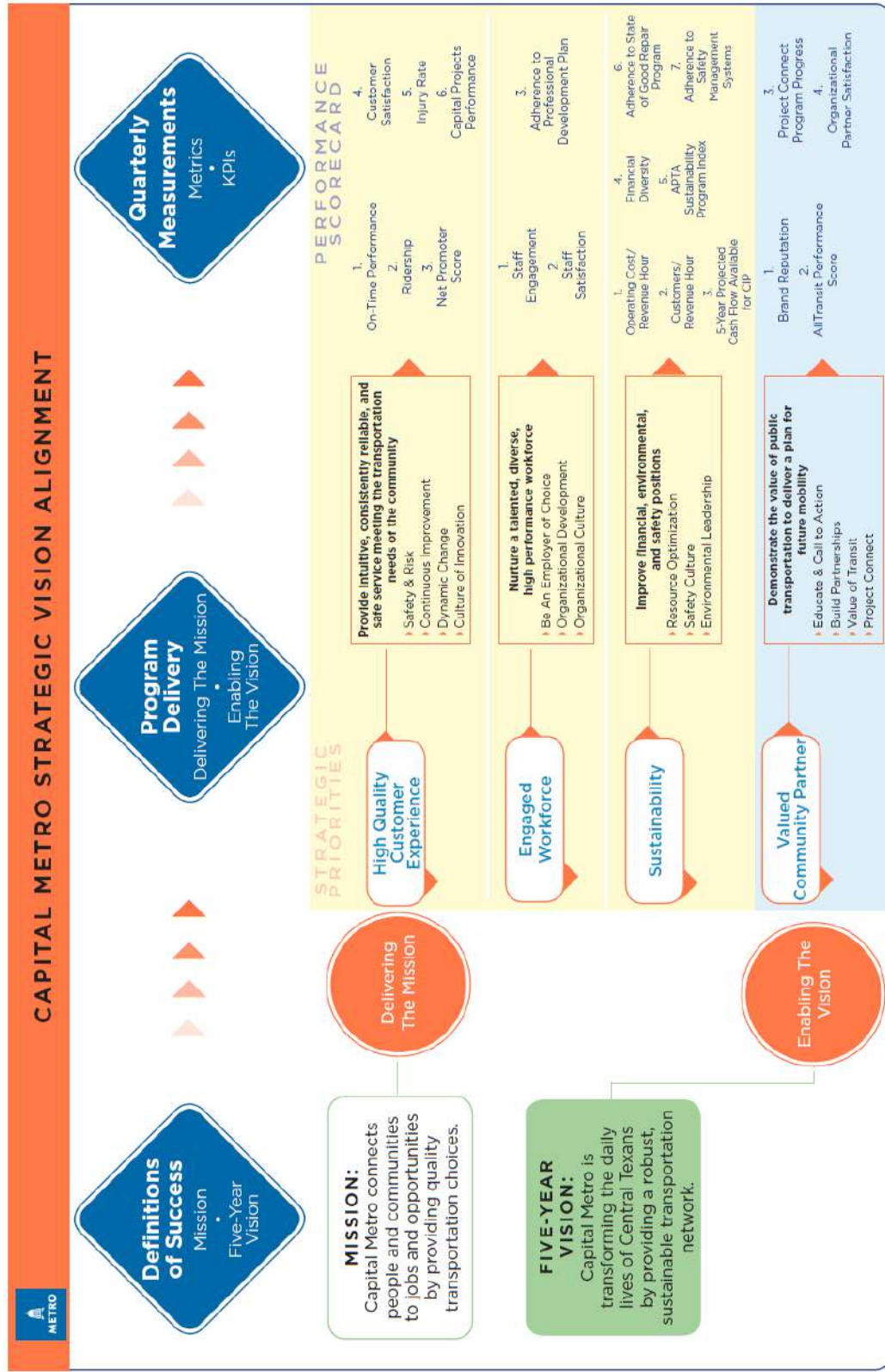
The board and the management team worked together to develop the FY2019-2024 Strategic Plan with the aim of focusing on four strategic goal areas:

- ◆ High-Quality Customer Experience
- ◆ Engaged Workforce
- ◆ Sustainability
- ◆ Valued Community Partner

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

The board receives semiannual reports on the status of the strategic plan and the progress of the strategic initiatives and performance measures within the plan.

Staff is currently updating the strategic plan that will focus on the future key goals for Fiscal Year 2020 and beyond.





Annual Calendar	Month
Board provides strategic direction for the coming year	January
Management team develops objectives and strategies to achieve organizational goals	February
Budget development begins	February
Department managers develop business plans that support achievement of objectives	April
Board reviews strategic plan	May
Board reviews proposed budget Staff provides budget 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)	August
Staff conducts budget outreach across service area for public input	Late August
Board holds public hearing on proposed budget	Mid-September
Board is scheduled to adopt budget	Late September
Approved budget document is published	October

Basis of Budget and Basis of Accounting

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

As a proprietary fund, the budget is prepared on a full-accrual basis of accounting. This means that expenses are recognized as they are incurred, and revenues are recognized when 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 and 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 the accumulated fund balance prudently for capital investment or one-time needs.

Budget Assumptions

Service Area

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

Sales Tax Rate

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

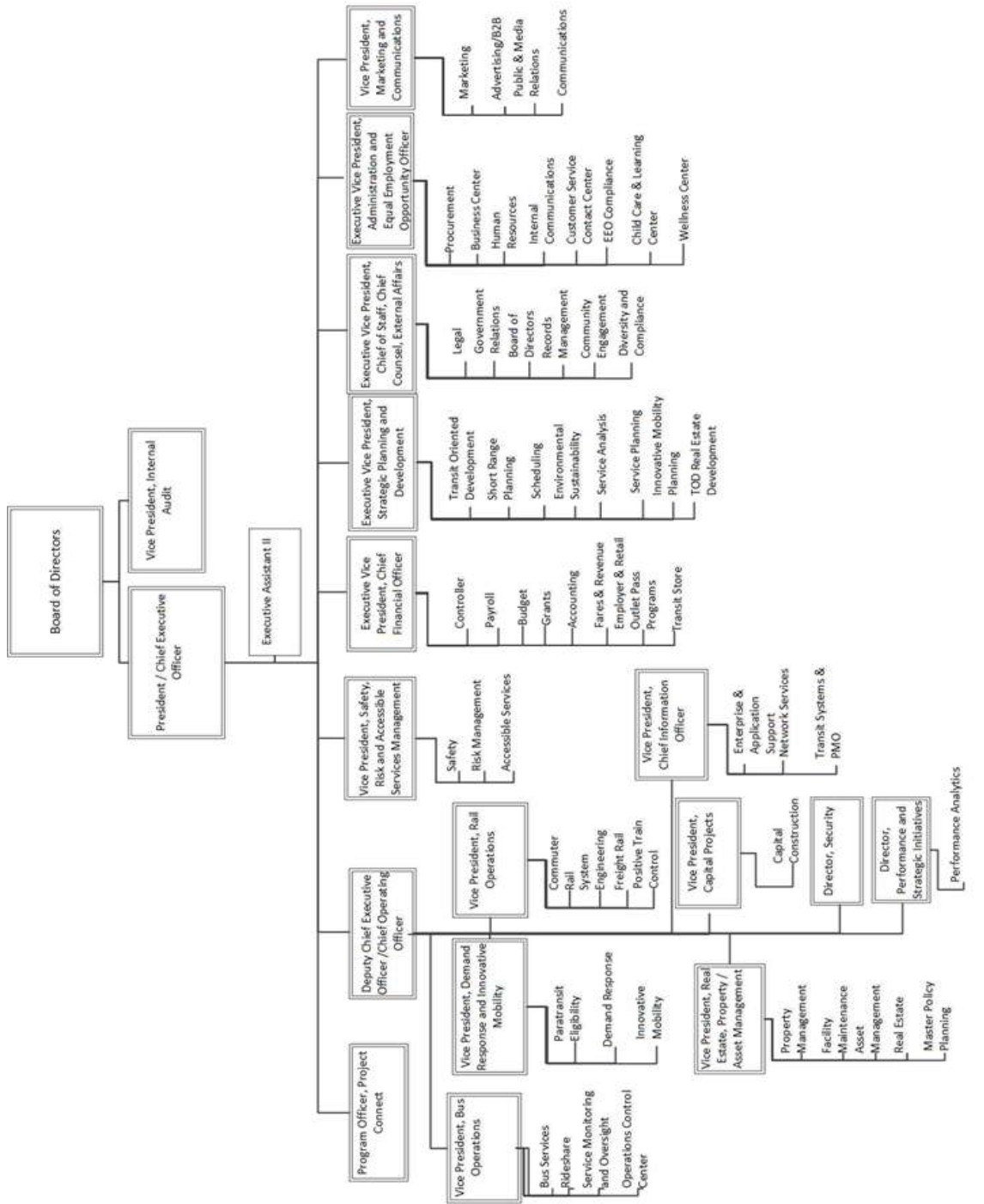
Service Levels

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

Staffing Levels

The Full-Time Equivalent (FTE) Staffing Chart on page 17 shows the staffing levels by department. Staffing levels will increase by a combined 8 FTEs in FY2019 and FY2020 to enhance focus on customer service delivery and help manage Project Connect.

Organizational Chart

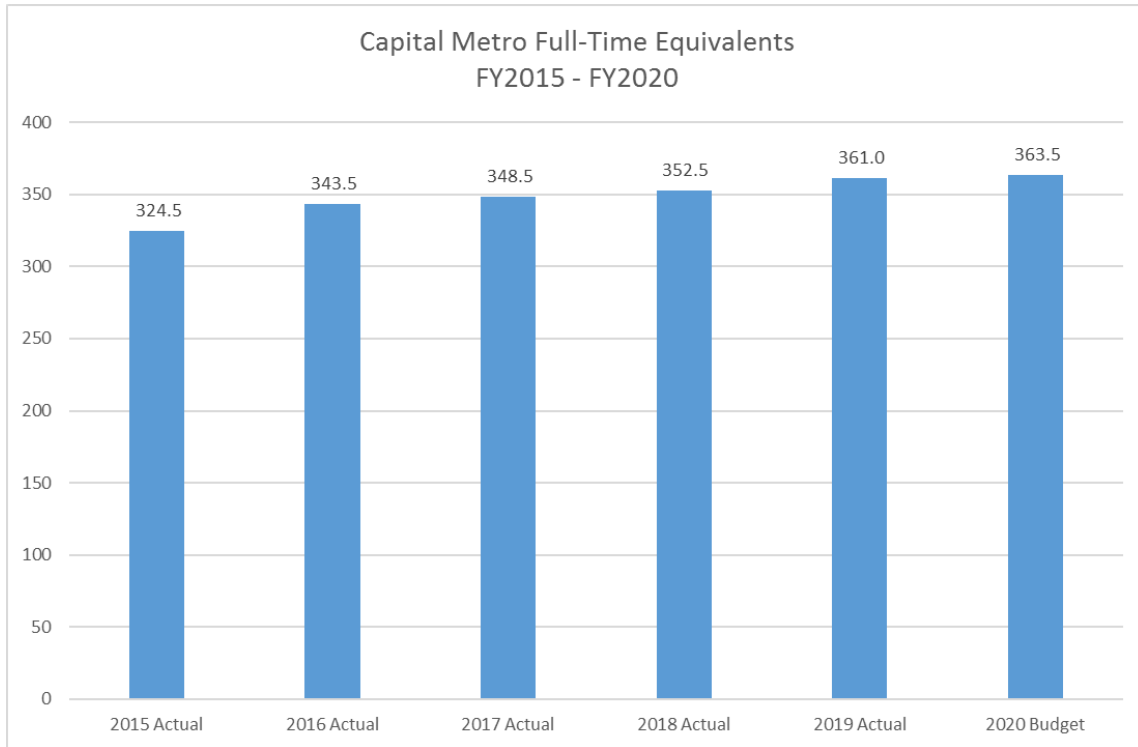




Full-Time Equivalent Staffing Chart

Department	FY2018 Actual	FY2019 Budget	FY2019 Staffing Changes	FY2020 Proposed Budget	FY2020 Changes in FTEs	Notes
Board of Directors Support	2.0	2.0	(1.0)	1.0	-	Eliminated Executive Assistant position
Bus Contract Operations	5.0	-	-	-	-	
Business Center	-	-	-	-	-	
Capital Projects	12.0	12.0	-	12.0	-	
Child Care Center	-	-	-	-	-	
Communications	5.0	3.0	-	-	(3.0)	3 FTEs merged with Marketing
Community Engagement	6.0	6.0	(1.0)	5.5	0.5	Transferred 1 FTE to Marketing, added a new 0.5 FTE Intern
Customer Service	19.5	19.5	(1.0)	18.5	-	Eliminated Customer Service Representative position
Demand Response Oversight	2.0	4.5	-	4.5	-	
Diversity and Compliance	-	2.0	-	2.0	-	
Executive Staff	3.0	3.0	-	4.0	1.0	Added a new Director of Innovation
Finance	31.0	31.0	(1.0)	30.0	-	Transferred 1 FTE to Strategic Operations Management and Administration
Government Relations	3.0	2.5	-	2.5	-	
Human Resources	13.0	13.0	-	13.0	-	
Information Technology	36.5	36.5	2.0	40.5	2.0	Transferred 1 FTE to Legal, converted 3 FTEs from contractor status, added a new Senior Network Engineer, a Technical Project Controls Specialist and 2 0.5 FTE Interns, eliminated Senior Director position
Innovative Mobility	-	0.5	1.0	1.5	-	Transferred 1 FTE from Paratransit Eligibility
Internal Audit	3.0	3.0	-	3.0	-	
Legal	4.0	5.0	1.5	6.5	-	Added a new 0.5 FTE Intern, transferred 1 FTE from Information Technology
Marketing and Communications	13.0	13.0	1.0	18.0	4.0	Merged 3 FTEs from Communications, transferred 1 FTE from Community Engagement, added 2 0.5 FTE Interns
Operations and Maintenance Oversight	21.0	28.0	2.0	30.0	-	Added 2 new Managers Operations Control Center
Paratransit Administration	3.0	-	-	-	-	
Paratransit Eligibility	10.0	10.0	-	10.0	-	Transferred 1 FTE to Innovative Mobility, transferred 1 FTE from Paratransit Reservations and Control Center
Paratransit Reservations and Control Center	33.0	33.0	(1.0)	32.0	-	Transferred 1 FTE to Paratransit Eligibility
Procurement	16.0	16.0	-	16.0	-	
Project Connect	3.0	4.0	1.0	5.0	-	Added a new Executive Assistant
Property and Asset Management	9.0	8.0	-	8.0	-	
Public Facilities	16.0	16.0	-	16.0	-	
Rail Commuter Operations	8.5	10.0	5.0	10.5	(4.5)	Transferred 5 FTEs from Security, added a new 0.5 FTE Intern, transitioned 1 Supervisor Fare Inspector and 4 Customer Experience Specialists to the rail service provider
Rail Compliance	2.0	-	-	-	-	
Rail Freight Management	1.0	1.0	-	1.0	-	
Real Estate Management	4.0	4.0	-	4.0	-	
RideShare	1.0	1.0	-	1.0	-	
Safety, Risk Management and Accessible Services Management	7.0	8.0	1.0	9.5	0.5	Added a new Program Manager System Safety Bus Paratransit and a new 0.5 FTE Intern
Security	33.0	33.0	(5.0)	29.0	1.0	Transferred 5 FTEs to Rail Commuter Operations, added a new Coordinator, Security Technology
Strategic Operations Management and Administration	4.0	4.0	1.0	5.0	-	Transferred 1 FTE from Finance
Strategic Planning and Development	23.0	23.0	-	24.0	1.0	Added a new Scheduler
Wellness	-	-	-	-	-	
Total Capital Metro FTEs	352.5	355.5	5.5	363.5	2.5	

The following chart shows full-time equivalents for Capital Metro from FY2015 to FY2020.



2

Financial Policies



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 and 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 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 monthly 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 (FTA). Revenue is recognized when all eligibility requirements have been met. The grantor retains a reversionary interest in the capital asset over the estimated useful life of that asset.

Reserves and Contingencies Policy

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. Capital Metro management will report quarterly to the Board of Directors and annually as part of budget development and long-range planning processes the reserve and budgetary contingency balances and any significant changes to the balances.

- A statutory operating reserve equal to at least two months of operating expenses. The prior fiscal year's actual audited operating expenses will be used when calculating the allocation. The statutory operating reserve is to be used at the discretion of the board only if the board considers the expenditure necessary to address circumstances that could not have been planned or anticipated. Expenditures from the reserve should provide temporary financing for emergencies or unforeseen extraordinary needs.
- A capital project reserve equal to at least 10 percent of the five-year annual average capital expenditure of the adopted Five-Year Capital Improvement Plan, but not less than \$2 million. The capital reserve is to be used at the discretion of the board or the chief executive officer for needed capital costs not already included in Capital Metro's budget for a given year.
- A budgetary operating contingency account equal to 2 percent of the prior fiscal year's actual operating expenses, but not less than \$1 million. The operating contingency account is to be used at the discretion of the board or the chief executive officer to provide for unforeseen needs that arise during the year, including new service needs that are identified after the budget process. Transfers to and from the contingency account of \$150,000 or more are to be reported to the board of directors quarterly.
- A self-insurance reserve equal to at least 25 percent of the prior fiscal year's actual claim payments. The self-insurance reserve is to be used at the discretion of the board only to fund claims not already included in Capital Metro's budget for a given year.
- A budget stabilization reserve ("rainy day fund") equal to one month of annual average operating expenses. The budget stabilization reserve is to be used at the discretion of the board of directors, in times of unexpected revenue shortfall caused by events such as significant economic downturns.
- Additional reserves may be created by the agency to set aside funds for specific future purposes. These reserves are to be used at the discretion of the Chief Executive Officer.

Capital Metro is in compliance with its reserve and contingency policy.

Summary of Debt Policy

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

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

- 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 that 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 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 two times net revenue over annual debt service costs. The debt-to-net-revenue coverage ratio will be calculated and presented to the board annually and included in 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 Capital Metro's 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 FTA fare requirements including 49 Code of Federal Regulations (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 farebox recovery, to minimize the effects of fare changes on customers. Capital Metro's fare recovery ratio remained relatively stable over the last four 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 meets 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 need to be adjusted to keep pace with the increase in the cost of transit operations. Generally, fare changes will become effective in conjunction with service changes in January or August. Recommendations for fare adjustments will be developed in conjunction with the budget process for the following fiscal year. No fare changes are planned during FY2020.

Capital Metro is in compliance with its fare policy.



Current Fare Structure

Fare Type	Local	Local Reduced	Commuter	Commuter Reduced	MetroAccess
Single Ride	\$1.25	\$0.60	\$3.50	\$1.75	\$1.75
Day Pass	\$2.50	\$1.25	\$7.00	\$3.50	None
7-Day Pass	\$11.25	None	\$27.50	None	None
31-Day Pass	\$41.25	\$20.60	\$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, MetroFlyer, UT Shuttle, MetroRapid and High-Frequency Routes.

Commuter: MetroRail and MetroExpress (Commuter passes are also valid on all Local 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 qualified riders with a Capital Metro Reduced Fare ID. Seniors 65 and older, Medicare cardholders and people with disabilities may obtain the ID for \$3.00 from the Capital Metro Transit Store. Active or reserve military with a valid ID also qualify for reduced fares.

Kids Younger than 18, Emergency and Military Personnel: Kids 18 and younger ride free on all Capital Metro services.

MetroAccess Monthly Passes are valid for all Local and Commuter services. Customers riding Local or Commuter services with a valid MetroAccess Monthly Pass also need 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 or Commuter services.

MetroRideShare program provides eligible groups of five to 12 people with a month-to-month vanpool lease agreement including maintenance, insurance, 24-hour roadside assistance and a fuel purchasing program. The cost of a MetroRideShare vanpool varies and is based on vehicle selection, commute distance and number of riders sharing the monthly vanpool lease, plus fuel and tolls. Capital Metro provides a monthly subsidy to offset the monthly lease of the vanpool vehicle. Groups that operate wholly within the Capital Metro service area receive a monthly subsidy of \$500, while groups that either start or end their trip outside of the Capital Metro service area receive a monthly subsidy of \$450.

Expense Policies

Expenditure Accountability

All invoices are reviewed on multiple levels. Monthly and quarterly reports that provide operational accountability are provided to department directors, the executive team and the board. Capital project budgets and progress are monitored and reported to the department directors, the senior management team and the board at predetermined intervals. 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 business relationship with the Authority's 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 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 required goods and services in accordance with sound public contracting policies and procedures. These policies are designed to provide timely delivery of goods and services, quality customer service and savings through:

- Obtaining the most competitive market price to meet or exceed 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 best method is dependent on several factors. One important factor is estimated price. Small purchases expected to cost less than \$50,000 are purchased via Capital Metro's "small purchases" method of procurement. Other, infrequently used procurement methods, include sole source, emergency procurements and Statement of Qualifications for statutory professional services that must comply with the Texas Professional Services Act.

Micro Purchases

Purchases less than \$3,000 are micro-purchases and can be completed without securing competitive quotes if the price is fair and reasonable. Procurement staff and employees using purchasing cards for micro-purchases are required to equitably distribute the purchase of like goods and services among qualified suppliers. Micro-purchase procedures may not be used for construction contracts with a value of \$2,000 or more.

Request for Quotes

A Request for Quotes (RFQ) is used when a good or service is expected to cost between \$3,000 and \$50,000. A brief description of the item is provided to vendors, who submit written quotes to Capital Metro by an established deadline. Capital Metro distributes an RFQ through PlanetBids, a third-party solicitation distribution website. Vendors can register with PlanetBids and receive a free subscription. Registered vendors will automatically receive notification of Capital Metro solicitations that match their profile.

Large Purchases

Purchases in excess of \$50,000 require more comprehensive methods than those used for small purchases. These purchases are solicited using a full and open competitive process to allow all prospective bidders an opportunity to do business with 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 PlanetBids.

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

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

For IFBs, 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. A bidder is responsible if it can demonstrate the capacity and willingness to meet the requirements (e.g., proper equipment, manpower, financial resources and technical expertise). 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 include additional weighted factors of importance specified in the solicitation. An independent evaluation team reviews the proposals submitted, and the vendor/contractor offering the best value to the Authority is selected.

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

Summary of Revised Financial Policies

Per policy, 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 60 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 agency 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 agency 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.

3

Financial and Service Summary



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. After years of hard work and careful planning, Capital Metro continues to strengthen its financial position. After reaching a low point in 2009, when Capital Metro's balance was only \$7.8 million, recent year-end projections of \$203.5 million for FY2019 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 FY2019, Capital Metro completed a comprehensive assessment of its transit assets and developed a long-range financial forecast that includes a funding framework for the systematic replacement of assets.

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

In FY2020, 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 \$39.7 million based on the immediately preceding 12 months and is expected to increase to approximately \$47.9 million in FY2020 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.

Capital Metro has set aside funding for other reserves to help provide for critical needs that might arise in the future or for outstanding commitments, including a capital expansion fund of \$34.6 million as we look forward to the future and opportunities in the region and a self-insurance reserve at \$1.3 million. The budget also includes a reserve of \$4.8 million to fund estimated commitments beyond FY2020 under interlocal agreements with the city of Austin for mobility programs. The operating budget includes \$4.5 million in appropriations for potential billings from the city in FY2020.

While sales tax receipts were increasing, Capital Metro began funding a budget stabilization reserve in FY2016. This reserve was approved by the board in 2010 and was established to set aside excess revenue for use in times of unexpected revenue shortfall caused by emergencies or economic downturns. The reserve was fully funded at the targeted one month of annual average operating expenses in FY2018. In FY2020, the budget stabilization reserve is expected to increase to approximately \$23.9 million. Projections are depicted in the table that follows.

FY2020 Estimated Ending Fund Balance:

Projected Beginning Balance **\$203,508,823**

FY2020 Projected Activity:

+ Revenue 361,247,984
 - Operating Expenses 287,132,966
 - Interlocal Agreements 6,887,950
 - Capital Projects 109,668,261

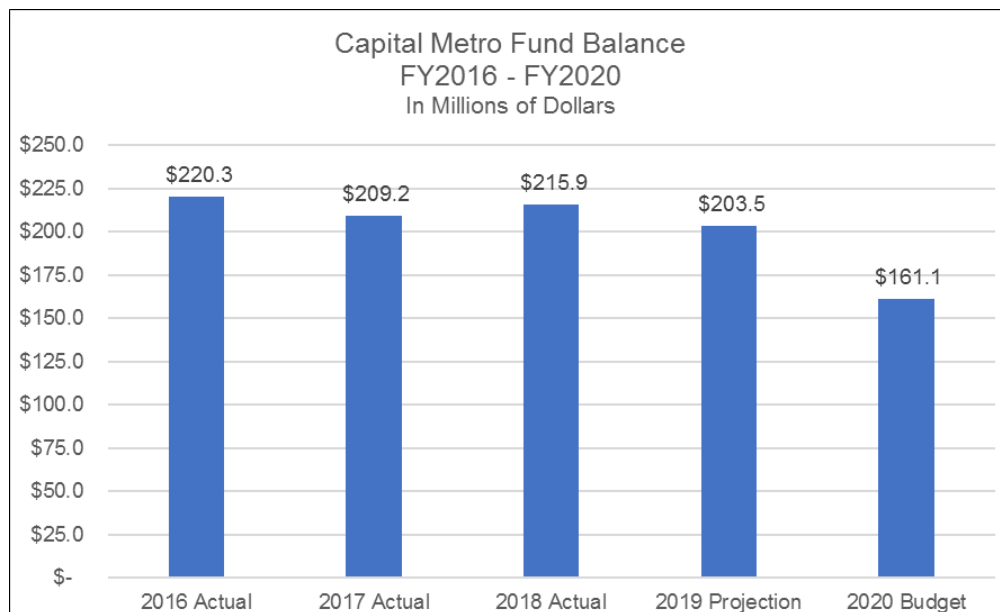
= Projected Ending Balance **161,067,630**

Breakdown of Ending Balance:

Statutory Operating Reserve Requirement 47,855,493
 Budget Stabilization Reserve 23,927,747
 Self-Insurance Reserve 1,314,600
 City of Austin Mobility Programs 4,758,688
 Capital Expansion Fund 34,600,000
 Funding for 5-Year Capital Improvement Plan 48,611,102

= Projected Ending Balance **\$161,067,630**

The following chart depicts a history and projection of ending fund balance for five fiscal years. A reduction in fund balance is projected as capital projects are completed and reduce the funding set aside for the 5-year capital improvement plan.





Revenue by Category

The following schedule summarizes FY2020 revenue projections by category and shows the increase or decrease compared to the FY2019 budget. The schedule also depicts FY2018 actual revenue, as well as FY2019 forecast revenue. Sales tax revenue represents the primary source of revenue for Capital Metro, contributing approximately 73 percent of the total revenue budget.

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2019 FORECAST	FY 2020 BUDGET	Var \$ FY 2020 vs. FY 2019	Var % FY 2020 vs. FY 2019
Sales Tax	\$243,571,292	\$245,788,746	\$257,941,126	\$265,679,360	\$19,890,614	8.1%
Passenger Revenue	22,640,367	22,475,856	22,702,174	22,523,608	47,752	0.2%
Freight Railroad Revenue	5,453,101	4,514,250	5,059,250	5,248,768	734,518	16.3%
Miscellaneous Revenue	4,913,587	4,196,221	6,834,666	7,762,596	3,566,375	85.0%
Operating Contributions and Grants	53,422,348	30,061,758	35,596,721	32,346,717	2,284,959	7.6%
Capital Grants - Federal	25,753,839	19,146,959	23,929,601	12,323,103	(6,823,856)	(35.6%)
Capital Grants - State	1,688,132	5,000,000	6,333,646	14,758,832	9,758,832	195.2%
Other Capital Contributions	0	4,396,365	963,450	605,000	(3,791,365)	(86.2%)
Total Revenue	\$357,442,666	\$335,580,155	\$359,360,634	\$361,247,984	\$25,667,829	7.6%

Factors Affecting Revenue

Sales Tax Revenue

Sales tax represents 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. For FY2020, sales tax revenue is budgeted at 3 percent growth above the FY2019 forecast. This is slightly lower than the 3.5 percent growth assumption used by the city of Austin to estimate 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 FY2016. 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 FY2009 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. The budget stabilization reserve 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 contributed \$9.8 million to the reserve in FY2018 to bring the reserve to a fully funded status.

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 3 years.

No fare increase is planned in FY2020. In total, \$22.5 million is projected in passenger revenue. Revenue collected in the farebox is estimated at \$4.9 million, and \$8.8 million is projected from the sale of passes for bus, rail and paratransit services.

Included in the passenger revenue category are payments from the University of Texas (UT) for shuttle services for their students, faculty and staff. Service hours are expected to remain relatively stable for the University of Texas service in FY2020 with revenue estimated at \$6.6 million.

Revenue from MetroRideShare, Capital Metro's vanpool service, is expected to increase in FY2020 as a result of projected service demand. Total revenue is estimated at \$1.7 million. Capital Metro projects 251 vehicles for FY2019 and currently has 243 vanpools in service. Approximately 273 vanpools are projected by the end of FY2020 and this trend reflects increasing demand for alternative modes of transportation in the Austin metropolitan area.

Freight Rail Revenue

In June 2015, the board approved a contract with Watco Companies, LLC, for freight operations and maintenance services on Capital Metro's railroad. The contract provides for a base period of 20 years with six five-year options and Watco assumed complete operation of the assigned services on October 1, 2015. The contract 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 FY2020, Capital Metro's share of gross revenue is expected to be \$4.6 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 is equal to 50 percent of qualified track maintenance expenditures and other qualifying railroad infrastructure projects. Congress approved an extension of the tax credit that covered 2015, 2016 and 2017. The annual amount for 2017 was approximately \$570,000. The 45G tax credit expired at the end of tax year 2017. This credit has not been budgeted for FY2020 due to the uncertainty of it being extended in the 2019 tax code.

The remainder of the freight rail revenue is approximately \$666,000 and is related to licenses and fees associated with the use of Capital Metro's railroad right-of-way.

Miscellaneous Revenue

Revenue in this category includes \$2.5 million in interest earnings, \$1.6 million of lease income, \$1.6 million in purchased transportation agreement revenue, \$840,000 from fees generated at the Child Care Center and \$812,000 projected in advertising revenue on Capital Metro buses. Other projected revenue sources include the sale of schedule books, photographic identification, Wellness Center fees and shipping and handling fees.

Operating Contributions from Grants

Grants are typically the second largest component of Capital Metro's total revenue. Capital Metro uses its grant funding for eligible operating and capital activities. The majority of grant funding contributed to operating activities is provided through the FTA. Capital Metro does not use its own employees to operate or maintain its transit vehicles. Instead, it turns to public or private providers to operate the transit service. The FTA makes grant funds available to reimburse the capital consumed during the course of the service contract. The FTA refers to this as the "capital cost of contracting." In FY2020, Capital Metro has projected \$31.4 million of its Urbanized Area Formula (Section 5307) program funds to the capital cost of contracting. Other operating expenses that will be reimbursed by federal grants during FY2020 include approximately \$140,000 for expenses related to the Office of Mobility Management for short-range planning and coordination activities with other public transportation providers and human service agencies.

Capital Grants

Capital Metro receives grant funding through a variety of grant programs for various capital projects. These projects include purchasing new buses, amenities for bus stops, rail infrastructure improvements and technology. Some of the federal grant funds are apportioned to Capital Metro annually by the FTA under a prescribed formula. The Grants for Buses and Bus Facilities Formula Program 5339(a) program is one example. Since FY2014, Capital Metro has allocated its annual 5339(a) program funds (approximately \$2.6 million) to replace buses that have exceeded their minimum useful life. In FY2018, Capital Metro became an eligible recipient under the State of Good Repair formula program (5337 program), which provides capital for maintenance, replacement and rehabilitation projects of existing public transit rail systems to maintain a state of good repair. Its apportionment for FY2019 was \$3.1 million. A similar amount is expected to be apportioned in FY2020.

Other grants have been awarded to Capital Metro for specific capital projects at the discretion of the funding agency instead of by formula. Discretionary grants will provide revenue for various projects in FY2020. Existing capital projects funded by discretionary grants awarded through various agencies include replacement of transit vehicles and engineering and environmental clearance for grade separating MetroRail Red Line and North Lamar Boulevard and for introducing a continuous flow intersection. Construction activities will continue for the new downtown MetroRail station, funded with a grant awarded in 2014 by the Texas Transportation Commission and administered by the Texas Department of Transportation (TxDOT). The new Downtown Station will be larger and designed to better serve future ridership.

Capital Metro continues to pursue other grant opportunities to maximize transit benefits available to the region. Because many of these grant programs are highly competitive, capital grant projections reflect grants that have been or expected to be awarded to Capital Metro.

Other Capital Contributions

Other capital contributions include \$255,000 in reimbursement funding from TxDOT for crossing improvements along the commuter rail corridor and \$350,000 from the city of Leander for commuter rail corridor quiet zones.

Types of Grants

Most of Capital Metro's grants are provided through programs authorized in legislation and administered by the FTA, one of 10 modal administrations within the U.S. Department of Transportation. 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.

- **Urbanized Area Formula Grant (Section 5307)**
The Urbanized Area Formula Program (Section 5307) provides annual grants to Urbanized Areas (UZA) for public transportation capital, planning, job access and reverse commute projects. These funds constitute a core investment in the enhancement and revitalization of public transportation systems in the nation's urbanized areas, which depend on public transportation to improve mobility and reduce congestion. This grant funding is apportioned to recipients using factors that are specified in the law. Capital Metro was apportioned approximately \$32.1 million in Section 5307 grant funds for FY2019 and will budget a similar amount for FY2020. Most of these funds will be applied to the capital cost of public transit services acquired through third-party service providers.
- **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. Since it became a designated recipient in 2014, Capital Metro has been responsible for administering Section 5310 funds apportioned to the Austin UZA. Capital Metro has established a competitive project selection process to award grants to sub-recipients. Since 2014, more than \$4.5 million in Section 5310 funds have been awarded for eligible projects. Although most Section 5310 projects are carried out by local nonprofit agencies, Capital Metro implements its own projects through this grant program including mobility management activities and the operation of bus routes developed to provide transit service to areas where concentrations of senior independent living housing are located.
- **State of Good Repair Grants Program (Section 5337)**
The State of Good Repair Grants Program (Section 5337) provides capital assistance for maintenance, replacement and rehabilitation projects of high-intensity fixed guideway and bus systems to help transit agencies maintain assets in a state of good repair. This grant funding is apportioned annually to states and Urbanized Areas with fixed guideway and high-intensity motorbus systems in service for at least seven years. In FY2019, Capital Metro became an eligible recipient of Section 5337 funds and was apportioned \$3.1 million and has budgeted as the similar amount for FY2020. The funds will be used for activities that maintain the MetroRail in a state of good repair.
- **Bus and Bus Facilities Formula and Discretionary Grants (Section 5339)**
The Bus and Bus Facilities Formula (Section 5339(a)) program provides funding to replace, rehabilitate and purchase buses, related equipment and bus-related facilities. This grant funding is apportioned annually to states and Urbanized Areas using factors that are specified in the law. Capital Metro was apportioned approximately \$2.6 million in Section 5339(a) grant funds for FY2019. For FY2020, Capital Metro has budgeted \$2.1 million, an amount that is more consistent with authorization levels in the FAST Act. These funds will be used to acquire new buses to replace vehicles that have exceeded their useful lives in terms of years and/or miles of service.

In addition to the formula bus program, the FAST Act established two programs, the Bus and Bus Facilities Competitive (Section 5339(b)) program and the Low or No Emission Vehicle (5339(c)) program, for projects selected through an annual competitive process. Under 5339(b) grants may be awarded to states and transit agencies to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities. The competitive allocation provides funding for major improvements to bus transit systems that would not be achievable through formula allocations. In FY2017, Capital Metro in partnership with the Capital Area Rural Transportation System (CARTS) was awarded \$11.2 million to implement a bus replacement project. Most of the buses acquired by CARTS and a portion of those acquired by Capital Metro under this award were delivered in FY2019. Capital Metro expects this project to be completed and all funds spent by FY2021.

Under 5339(c), grants are awarded for the purchase or lease of zero-emission and low-emission transit buses as well as acquisition, construction, and leasing of required supporting facilities. In FY2019, Capital Metro was awarded \$2.6 million to replace diesel buses with battery electric buses and evaluate the performance and interoperability of various technology providers and platforms.

- **Transportation Investments Generating Economic Recovery (TIGER) and the Better Utilizing Investments to Leverage Development (BUILD) Discretionary Grants Program**

In FY2018, the U.S. Department of Transportation replaced the Transportation Investments Generating Economic Recovery, or TIGER, grant program with the Better Utilizing Investments to Leverage Development (BUILD) grant program. As with TIGER, this program provides a unique opportunity for the U.S. Department of Transportation (USDOT) to invest in surface transportation infrastructure projects that have a significant impact on the nation, a region or a metropolitan area.

This highly competitive program enables the USDOT to examine a broad array of projects on their merits, to help ensure that taxpayers are getting the highest value for every dollar invested. Capital Metro was awarded \$11.3 million in TIGER program funds in FY2014 to undertake commuter and freight rail improvements. All the improvements were completed by FY2019 in accord with the grant requirements. They included 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, during FY2019 Capital Metro was awarded \$600,000 for planning activities for the Green Line Corridor through the FTA's Pilot Program for Transit-Oriented Development (TOD) Planning grant program. The Federal Railroad Administration (FRA) awarded \$5.9 million for design, installation, and verification of the Enhanced Automatic Train Control system along Capital Metro's Red Line. The Texas Commission on Environmental Quality awarded \$2.25 million through the Texas Clean Fleet Program and \$3.5 million through the Texas Volkswagen Environmental Mitigation Program for lower emission diesel buses. In 2018, CAMPO awarded \$4.6 million in Surface Transportation Program funding to Capital Metro for preliminary engineering of a MetroRail Red Line grade separation project at North Lamar and Airport Blvd as well as \$71,208 to expand the MetroRideShare program. Also, Capital Metro applied for and was awarded \$5.65 million from the FRA for integration testing of railroad safety technology for a positive train control (PTC) system. In 2016, Capital Metro was awarded \$3 million from FRA and \$9.8 million from the FTA through separate programs providing federal financial assistance to deploy a PTC system as part of a federal mandate. Also, the Federal Emergency Management Agency (FEMA) awarded \$550,476 to Capital Metro under its Transit Security Grant Program. The funds are being used for critical infrastructure and operations enhancements.

Operating Expenses by Category

The following schedule summarizes FY2020 operating expenses projections by category and shows the increase or decrease compared to the FY2019 budget. The schedule also depicts FY2018 actual expenses, as well as FY2019 forecast expenses. Purchased transportation services represent approximately 56 percent of the total operating budget.

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2019 FORECAST	FY 2020 BUDGET	Var \$ FY 2020 vs. FY 2019	Var % FY 2020 vs. FY 2019
Labor and Benefits	\$42,698,314	\$44,432,930	\$46,427,046	\$49,243,140	\$4,810,210	10.8%
Professional Services	19,113,196	27,201,272	27,411,886	43,472,507	16,271,235	59.8%
Materials and Supplies	3,160,504	1,136,788	1,451,860	2,153,312	1,016,524	89.4%
Fluids	12,139,068	12,807,956	12,796,989	13,673,755	865,799	6.8%
Utilities	2,768,950	3,150,198	3,154,739	3,239,700	89,502	2.8%
Insurance	1,279,723	876,752	907,459	968,286	91,534	10.4%
Purchased Transportation	152,361,385	165,438,681	161,491,211	165,145,360	(293,321)	(0.2%)
Other	2,981,379	7,878,875	5,373,929	7,191,707	(687,168)	(8.7%)
Interest Expense	252,919	165,790	4,593	0	(165,790)	(100.0%)
Lease and Rent	1,556,122	3,007,862	1,926,203	2,045,199	(962,663)	(32.0%)
Interlocal Agreements	6,529,860	4,616,998	8,478,974	6,887,950	2,270,952	49.2%
Total Operating Expenses, including Interlocal Agreements	\$244,841,420	\$270,714,102	\$269,424,889	\$294,020,916	\$23,306,814	8.6%

Factors Affecting Operating Expenses

Labor and Benefits

The FY2020 budget includes a net increase of eight full-time positions, with 11 new positions and three conversions from contractor status offset by one position that was eliminated, and five positions transitioned to the rail service provider. Eleven new full-time positions are included in the FY2020 budget to support the Community Engagement, Rail Commuter Operations, Executive Staff, Information Technology, Legal, Marketing and Communications, Strategic Planning and Development, Project Connect, Safety, Risk Management and Accessible Services Management and Security departments. The approved new positions will help manage Project Connect development, enhanced focus on customer service delivery, safety and security and increasing workloads or specific needs in each of these business units. Three conversions from contractor status are included in the FY2020 budget to support increasing demands in the Information Technology department. One full-time position was eliminated in the FY2020 budget from the Information Technology department. The budget also includes funding for performance-based salary increases for Capital Metro employees, estimated at an average increase of 3 percent.

Funding for healthcare claims is projected based on current claims utilization, national medical trends and increases in eligible participants. Capital Metro's health care claims for FY2020 are expected to increase by 3 percent while the overall benefits expense is increasing by 17.2 percent due to an estimated actuarial expense increase for the administrative pension plan. 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 goal is to help participants identify any potential health issues proactively. The medical plan network discounts through United Healthcare (UHC) were 49 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 FY2020 is included in this category as well.

Professional Services

External services are needed for various operational and planning purposes in FY2020. Examples of these services include preliminary engineering and environmental assessments for Project Connect, child care center operations, janitorial and landscaping services, building maintenance and various planning studies. In FY2020 budgeted costs will increase by approximately \$16.3 million compared to the FY2019 budget. This is mainly due to additional professional services costs for preliminary engineering and environmental assessments of Project Connect and reporting changes for building maintenance and software expense in FY2020.

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 \$2.30 per gallon for FY2020, which includes taxes. Over 90 percent of the FY2020 projected diesel consumption is secured through a fuel hedging program. During FY2019, Capital Metro incurred average fuel prices closer to \$2.05 per gallon for diesel, including taxes and net of its diesel hedging program.

Purchased Transportation

Purchased transportation costs are expected to decrease by approximately \$293,000. The decrease is primarily for contracted bus services. A decrease of \$5.3 million is projected for bus services due to a new combined bus contract that will produce synergy savings and reclassification of building maintenance expense to the Property and Asset Management department. A decrease of \$287,000 for suburban services is due to reclassification of Georgetown paratransit costs shifting to MetroAccess. Costs associated with MetroAccess, Capital Metro's paratransit service, are expected to increase by \$2.6 million due to an increase of 10,000 additional hours of service as well as an increase in contract rates. A new department for Innovative Mobility was created in FY2019 and has additional funding of \$1.6 million for 69,200 hours primarily for Pickup service and other mobility projects. Service costs associated with commuter rail services are expected to increase by approximately \$1.1 million, primarily due to the requirement of adding conductors to trains.

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 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 FY2020 are expected to be higher compared to FY2019, and \$4.5 million is budgeted for this mobility program. The city of Austin amended the agreement in August 2018 to allow Capital Metro to utilize \$6 million of the remaining fund balance for preliminary engineering of Project Connect. Capital Metro has also set aside estimated funding in a separate reserve account so that funds will be available beyond FY2020 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 budget for FY2020 and includes projected funding and expenses.

Budget Summary	
Funding	FY2020
Sales Tax	\$265,679,360
Passenger Revenue	22,523,608
Freight Railroad Revenue	5,248,768
Miscellaneous Revenue	7,762,596
Operating Contributions and Grants	32,346,717
Capital Grants - Federal	12,323,103
Capital Grants - State	14,758,832
Other Capital Contributions	605,000
Capital Funding Carried Forward from FY2019	12,232,429
Fund Balance	30,208,764
Total Funding	\$403,689,177
Expenses	FY2020
Operating Expenses	\$287,132,966
Interlocal Agreements	6,887,950
Capital Project Expense	109,668,261
Total Expenses	\$403,689,177

Debt Amortization

In FY2018, Capital Metro paid off all outstanding debt and no borrowing is projected in the FY2020 budget. As part of the planning effort for Project Connect funding sources, Capital Metro obtained a credit rating in FY2019. S&P Global Ratings (“S&P”), a leading national rating agency, has assigned an issuer credit rating of AA- to Capital Metro with a stable outlook. In its report published January 28, 2019, S&P cited Capital Metro’s “very strong management and governance” bolstered by “prudent financial policies”, “very strong liquidity position” and “extremely strong economic fundamentals” due to service area “population and employment growth” as key factors underpinning the strong credit rating.

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

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

Service Overview

MetroBus

MetroBus fixed-route service is the mainline service of Capital Metro's transit system. Capital Metro operates 60 MetroBus routes, including local and cross-town routes. The transit authority operates approximately 13.7 million total bus miles over its fixed-route system. The fleet of buses provided riders with an average of 63,396 weekday boardings in FY2018. Capital Metro's 361 buses operate seven days a week, providing service to more than 1 million residents of the service area.

MetroRapid

MetroRapid is a fixed-route service. In January 2014, the first line began operation along North Lamar/South Congress (Route 801). The second service, Burnet/South Lamar (Route 803), began in August 2014. MetroRapid offers faster, more convenient service for the community. Some of the features include frequent service, limited stops, boarding from all doors, unique and upgraded stops with real-time arrival information and vehicles equipped with signal priority technology. The fleet of 55 buses carried more than 3.4 million riders in its fourth year of operation. Average weekday boardings were 14,261 in FY2018.

MetroExpress

MetroExpress service is a 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 and Manor. Average weekday boardings were 2,435 in FY2018.

MetroAccess

The MetroAccess paratransit program is for people who have a disability or medical condition that limits or prevents them from independently using accessible bus service some or all of the time as defined in the Americans with Disabilities Act. People certified by 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. Average weekday boardings were 2,255 in FY2018.

University of Texas Shuttle

Student shuttle service is provided in partnership with the University of Texas. 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 1.1 million total bus miles over the UT Shuttle system. Average weekday boardings were 9,195 in FY2018.

MetroRideShare Program

The MetroRideShare 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 MetroRideShare vanpool varies and is based on van selection, commute distance and number of riders sharing the monthly fare, plus fuel and tolls. Average weekday boardings were 1,935 in FY2018.



Suburban Service

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

MetroRail

The MetroRail Red Line runs on 32 miles of existing tracks between downtown Austin and Leander. The Red Line provides convenient service for suburban and Central Austin residents. Service is typically provided six days per week with increased service levels for special events. Average weekday boardings were 2,871 in FY2018.

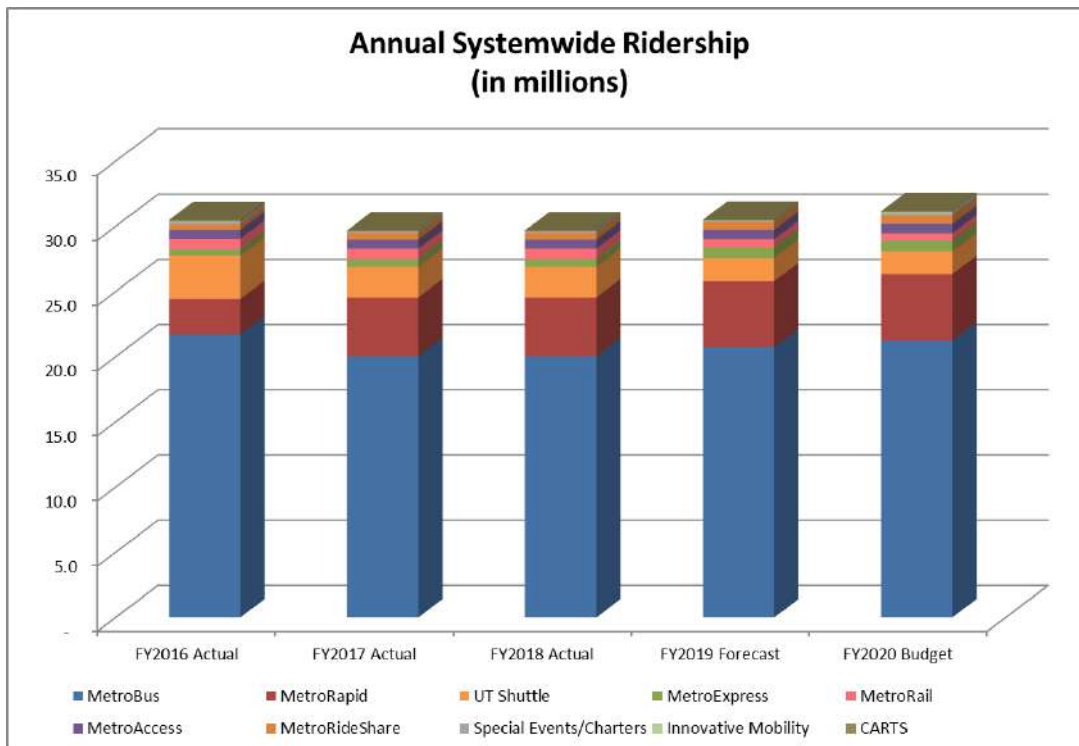
Ridership

The table below reflects ridership by mode of service.

Mode of Service	FY2018 Actual	FY2019 Budget	FY2019 Forecast *	FY2020 Budget	Var FY2020 vs. FY2019	Var % FY2020 vs. FY2019
MetroBus ⁽¹⁾	20,038,835	20,874,175	20,717,726	21,226,970	352,795	1.7%
MetroRapid ⁽¹⁾	4,505,525	4,667,228	5,082,792	5,097,987	430,759	9.2%
MetroExpress ⁽²⁾	588,170	609,309	784,227	828,309	219,000	35.9%
MetroAccess ⁽³⁾	694,866	670,697	699,212	704,257	33,560	5.0%
UT Shuttle ⁽⁴⁾	2,340,805	2,298,004	1,784,973	1,743,295	(554,709)	-24.1%
MetroRideShare ⁽³⁾	512,484	575,165	610,102	671,434	96,269	16.7%
Capital Area Rural Transportation System (CARTS) ⁽³⁾	38,850	36,357	45,273	44,372	8,015	22.0%
Capital Area Rural Transportation System (CARTS) - Express	23,919	23,087	25,048	25,048	1,961	8.5%
MetroRail ⁽⁵⁾	811,242	785,105	671,779	568,020	(217,085)	-27.7%
Innovative Mobility ⁽⁶⁾	-	-	-	75,552	75,552	0.0%
Special Events/Charters	140,950	170,840	100,724	166,436	(4,404)	-2.6%
Total	29,695,646	30,709,967	30,521,856	31,151,680	441,713	1.4%

* FY2019 Forecast completed in July 2018.

- (1) - Increase in ridership due to Cap Remap in June 2018.
- (2) - Increase in ridership due to opening MoPac express lanes in FY2018.
- (3) - Increase in ridership based on anticipated service demand.
- (4) - Decrease in ridership due to UT Shuttle service reductions and a shift to fixed route service.
- (5) - Decrease in ridership due to service disruptions for ongoing positive train control and downtown construction projects.
- (6) - Introduction of Pickup neighborhood circulators and other mobility projects.





Vehicle Hours of Service

The table below reflects vehicle hours of service by mode.

Mode of Service	FY2018 Actual	FY2019 Budget	FY2019 Forecast *	FY2020 Budget	Var FY2020 vs. FY2019	Var % FY2020 vs. FY2019
MetroBus ⁽¹⁾	1,078,000	1,171,837	1,069,565	1,205,414	33,577	2.9%
MetroRapid ⁽²⁾	209,115	217,750	208,951	211,930	(5,820)	-2.7%
MetroExpress ⁽³⁾	67,468	65,177	64,812	67,965	2,788	4.3%
MetroAccess ⁽⁴⁾	453,834	478,383	450,867	488,459	10,076	2.1%
UT Shuttle ⁽⁵⁾	103,799	91,851	93,436	92,747	896	1.0%
MetroRideShare ⁽⁶⁾	116,479	139,490	120,949	130,919	(8,571)	-6.1%
Capital Area Rural Transportation System (CARTS)	18,236	15,086	18,222	14,249	(837)	-5.5%
Capital Area Rural Transportation System (CARTS) - Express	2,874	2,091	2,886	2,100	9	0.4%
MetroRail ⁽⁷⁾	19,939	29,065	20,028	29,490	425	1.5%
Innovative Mobility ⁽⁸⁾	7,813	40,824	7,640	69,232	28,408	69.6%
Special Events/Charters ⁽⁹⁾	4,125	8,783	4,712	7,195	(1,588)	-18.1%
Total	2,081,682	2,260,337	2,062,068	2,319,700	59,363	2.6%

* FY2019 Forecast completed in July 2019.

- (1) - Increase in anticipation of service increases to select routes for adjustments to address overcrowding and on-time performance adjustments.
- (2) - Hours projections for FY2019 budget not realized. FY2020 represents a 1.4% increase in hours compared to FY2019 forecast.
- (3) - Increase in hours to accommodate additional express service due rail Downtown Station shutdown.
- (4) - Increase in hours based on anticipated service demand.
- (5) - Increase reflects additional recovery time to address on-time performance. (adding recovery time throughout the day could lead to reduction in trips and mileage)
- (6) - Hours projections for FY2019 budget not realized. FY2020 represents a 8.2% increase in hours compared to FY2019 forecast.
- (7) - Increase based on minor service adjustments.
- (8) - Increase in hours due to launch of Pickup neighborhood circulators and other mobility projects.
- (9) - Decrease in hours based on anticipated service demand.

Vehicle Miles of Service

The table below reflects vehicle miles of service by mode.

Mode of Service	FY2018 Actual	FY2019 Budget	FY2019 Forecast *	FY2020 Budget	Var FY2020 vs. FY2019	Var % FY2020 vs. FY2019
MetroBus ⁽¹⁾	12,961,803	13,401,175	12,873,158	13,761,727	360,552	2.7%
MetroRapid ⁽²⁾	2,748,862	2,877,828	2,752,108	2,735,732	(142,096)	-4.9%
MetroExpress ⁽³⁾	1,426,313	1,437,073	1,406,244	1,521,915	84,842	5.9%
MetroAccess ⁽⁴⁾	6,502,380	7,593,853	6,426,672	6,890,070	(703,783)	-9.3%
UT Shuttle ⁽⁵⁾	1,220,775	1,075,304	1,065,446	1,058,354	(16,950)	-1.6%
MetroRideShare ⁽⁶⁾	4,342,824	4,785,520	4,437,509	4,891,360	105,840	2.2%
Capital Area Rural Transportation System (CARTS)	284,090	260,663	283,127	256,131	(4,532)	-1.7%
Capital Area Rural Transportation System (CARTS) - Express	70,562	40,154	70,857	40,312	158	0.4%
MetroRail ⁽⁷⁾	382,589	542,959	384,510	557,615	14,656	2.7%
Innovative Mobility ⁽⁸⁾	80,645	648,040	79,880	151,104	(496,936)	-76.7%
Special Events/Charters ⁽⁹⁾	40,517	67,471	45,189	57,560	(9,911)	-14.7%
Total	30,061,360	32,730,040	29,824,700	31,921,880	(808,160)	-2.5%

* FY2019 Forecast completed in July 2019.

(1) - Increase in anticipation of service increases to select routes for adjustments to address overcrowding and on-time performance adjustments.

(2) - Miles projections for FY2019 budget not realized. FY2020 represents a 0.6% decrease in miles compared to FY2019 forecast.

(3) - Increase in miles to accommodate additional express service due rail Downtown Station shutdown.

(4) - Miles projections for FY2019 budget not realized. FY2020 represents a 7.2% increase in miles compared to FY2019 forecast.

(5) - Decrease reflects additional recovery time to address on-time performance. (adding recovery time throughout the day could lead to reduction in trips and mileage)

(6) - Increase in miles based on anticipated service demand.

(7) - Increase based on minor service adjustments.

(8) - Miles for FY2020 budget have been reduced for Innovative Mobility based on actual use. This service is unique because vehicles move only when trips are requested.

(9) - Decrease in miles based on anticipated service demand.

4

Capital Budget



Capital Budget

Consistent with Texas State 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 addresses replacement and expansionary requirements for public transportation service in Central Texas. The five-year CIP describes each planned project, including project type, estimated funding sources and anticipated impact on operational costs.

Capital Metro's 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 customers, 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 that are necessary to operate the existing infrastructure or add an additional dimension/mode to existing systems and including adherence to maintenance and replacement cycles.
- Technologies/Efficiencies – Instituting improvements that can produce quantifiable operating efficiencies and make better use of resources or implementing projects that minimize additional operating expenses.
- Transit-Oriented Development – Investing in projects that stimulate the development of current property with opportunities for private investment, increased revenue and ridership and encouraging partnerships with other organizations.



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

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

Capital Metro anticipates grant funding of \$27.1 million in FY2020 for projects that meet eligibility requirements. Other capital contributions of \$605,000 are also anticipated and are funded by reimbursements from TxDOT for work completed along Capital Metro's commuter rail line and the city of Leander for commuter rail corridor quiet zones.

The approved capital budget for FY2020 and the five-year CIP are included in Appendix A. Project summaries, funding sources, benefits and the applicable strategic goals and objectives for each capital project summary are provided. When a planned project summary will have an impact on operating costs, the estimated impact is identified.



FY2020 Capital Projects

Project Name	FY2020 Approved Budget
Facilities and Real Estate	
Facility State of Good Repair	1,523,950
Facilities and Real Estate Total	1,523,950
Information Technology Systems and Infrastructure	
Information Technology - Enterprise Systems	4,965,306
Information Technology - Infrastructure	2,501,032
Information Technology - Transit Systems	7,870,323
Information Technology Systems and Infrastructure Total	15,336,661
Infrastructure Development	
Bus Stop Amenities and Enhancements	3,909,270
Bus Stops - New	1,200,000
Downtown Station	21,053,730
Downtown Station Grants and Capital Contributions	(12,108,832)
Facility Enhancements	11,286,480
Facility Enhancements Grants and Capital Contributions	(525,592)
Park & Ride Enhancements	350,000
Infrastructure Development Total	25,165,056
Railroad Commuter	
Railroad Commuter Enhancements	2,660,000
Railroad Commuter Enhancements Grants and Capital Contributions	(350,000)
Railroad Commuter Regulatory	14,500,000
Railroad Commuter Regulatory Grants and Capital Contributions	(3,098,894)
Railroad Commuter State of Good Repair	4,900,000
Railroad Commuter State of Good Repair Grants and Capital Contributions	(255,000)
Railroad Commuter Total	18,356,106
Railroad Freight	
Railroad Freight State of Good Repair	295,000
Railroad Freight Total	295,000



Project Name	FY2020 Approved Budget
Security	
Security Equipment and Enhancements	2,093,170
Security Total	2,093,170
Strategic Planning	
North Lamar/Airport Intersection	500,000
North Lamar/Airport Intersection Grants and Capital Contributions	(400,000)
Strategic Planning Total	100,000
Vehicles	
Bus Fleet	23,700,000
Bus Fleet Grants and Capital Contributions	(10,948,617)
Fleet System Enhancements	2,211,000
Paratransit Fleet	2,149,000
Vehicles Total	17,111,383
Capital Project Contingency	2,000,000
Grand Total Capital Spending	\$ 109,668,261
Grand Total Grants and Capital Contributions	\$ (27,686,935)
Grand Total Capital Spending Net of Grants and Capital Contributions	\$ 81,981,326

5

Long-Range Financial Plan



Long-Range Financial Plan Fiscal Years 2020 to 2029

Long-Range Financial Plan Overview

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

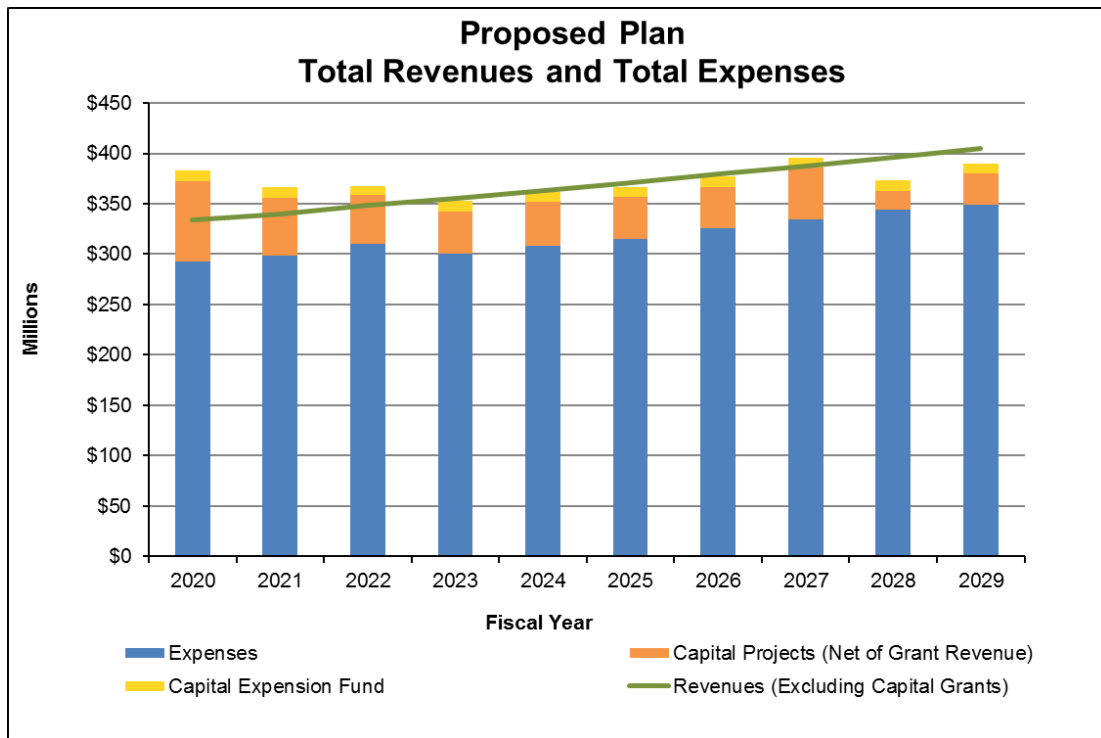
The LRFP focuses primarily on the forecast of future revenue and the operating and capital expenditures of the agency. The LRFP analyzes future expenditure trends with emphasis on the agency's negotiated purchased transportation contracts, administrative wages and benefits, outside services, state of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

Long-Range Financial Plan Modeling Tool

The agency has developed a 10-year flexible financial modeling tool, which can model various financial and service-level scenarios. The Long-Range Financial Plan is modeled on a baseline 10-year projection of revenue and expenditures used to evaluate Capital Metro's future financial condition and capacity to fund existing and future commitments. The growth assumptions in the plan are based primarily on historical growth, projected inflation and existing contractual obligations. Any major budget decision impacting the agency's budget can be modeled, showing the financial impact on the budget and the 10-year forecast.

The Proposed Plan

The Proposed plan is a scenario that demonstrates that the budget can be balanced over the next 10 years for financial sustainability by aligning cost growth with revenue growth. The scenario is based on current conditions and commitments and shows 2.5 percent annual growth in sales tax revenue beginning in Fiscal Year 2021. Periodic fare increases are included every 2 years beginning in FY2022 to keep pace with inflation. No additional increases in service hours are included beyond FY2020. Contractual increases are included for purchased transportation contractor rates and 2 percent for fuel costs. This scenario correlates operating and capital expenditures to sales tax growth and provides the ability to increase spending if higher sustained sales tax growth is obtained. Included in the Proposed plan is a capital expansion reserve fund as Capital Metro looks forward to the future and opportunities in the region.



Long-Range Financial Plan Risks

The purpose of the Long-Range Financial Plan is to provide a forecast of the Authority’s financial resources and projected expenditures based on planned levels of service and the strategic goals of Capital Metro. While the LRFP uses the most current estimates and data available, there are inherent risks to long-term projections. Some of the more significant risks to the plan include:

- Decline in sales tax growth
- Changes to federal grant funding programs
- Significant recession event during the next 10 years
- Unforeseen regulatory or capital needs
- Future contracted rates with service providers
- Compensation and benefit plan increases
- Unforeseen technological changes

Conclusions and Recommendations

The agency needs to proceed with caution and maintain current spending levels until surpluses are sustainable on a recurring basis and can fund new ongoing operational costs. One-time, accumulated funding is available for current capital projects and, once these projects are completed, future capital spending will need to be funded by operating cash flow. Future spending needs to be aligned with future revenue growth and the agency needs to maintain at least \$35 million in net cash flow in order to maintain assets in a state of good repair.

6

Operating Detail by Department





Summary of Department Expenses

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	FY2020 v. FY2019 (\$)	FY2020 v. FY2019 (%)
Board of Directors Support	\$ 251,017	\$ 286,971	\$ 213,390	\$ 216,521	\$ (70,450)	-24.5%
Business Center	324,116	361,896	350,757	382,952	21,056	5.8%
Capital Projects	2,504,368	2,196,999	2,260,870	2,067,055	(129,944)	-5.9%
Child Care Center	904,261	894,180	939,000	995,100	100,920	11.3%
Community Engagement	1,029,200	1,190,159	1,077,520	1,343,783	153,624	12.9%
Customer Service	890,097	1,102,384	1,002,572	1,089,798	(12,586)	-1.1%
Demand Response Oversight	28,396,159	26,796,248	26,135,354	29,463,626	2,667,378	10.0%
Diversity & Compliance	-	214,817	216,470	226,920	12,103	5.6%
Executive Staff	518,445	763,571	758,790	895,083	131,512	17.2%
Finance	3,876,377	6,987,000	6,420,323	7,200,438	213,438	3.1%
Government Relations	1,196,621	1,004,730	1,008,263	986,242	(18,488)	-1.8%
Human Resources	2,058,418	2,056,078	2,190,938	2,427,577	371,499	18.1%
Information Technology	9,029,712	11,235,622	10,677,437	12,117,860	882,238	7.9%
Innovative Mobility	-	3,627,384	1,125,011	4,474,781	847,197	23.4%
Internal Audit	271,205	370,623	350,293	376,707	6,084	1.6%
Legal	811,865	1,141,213	1,174,575	1,020,524	(120,689)	-10.6%
Marketing and Communications	3,639,748	3,027,113	3,144,648	4,118,596	1,091,483	36.1%
Mobility Interlocal Agreements	6,077,889	3,354,998	7,213,870	6,065,188	2,710,190	80.8%
Non-Allocated Employee Benefits	12,915,054	11,949,353	14,746,569	14,302,571	2,353,218	19.7%
Operations and Maintenance Oversight	122,937,945	134,043,021	133,378,605	130,536,574	(3,506,447)	-2.6%
Paratransit Eligibility	879,804	948,344	904,606	969,283	20,939	2.2%
Paratransit Reservations and Control Center	1,821,805	1,937,727	1,791,052	2,004,141	66,414	3.4%
Procurement	1,379,239	1,469,011	1,533,335	1,713,479	244,468	16.6%
Project Connect	2,118,937	7,812,449	7,895,892	17,623,799	9,811,350	125.6%
Property and Asset Management	1,921,466	1,955,947	1,867,866	2,981,449	1,025,502	52.4%
Public Facilities	4,352,289	4,988,689	4,856,526	5,281,132	292,443	5.9%
Rail Commuter Operations	17,165,574	19,666,981	17,743,136	21,160,113	1,493,132	7.6%
Rail Freight Management	1,980,645	1,600,091	1,670,982	2,016,060	415,969	26.0%
Real Estate and Facility Planning	2,125,725	2,674,295	2,323,022	2,468,420	(205,875)	-7.7%
RideShare	2,562,966	3,271,745	2,997,318	3,303,363	31,618	1.0%
Safety, Risk Management, & Accessible Services Management	2,347,907	2,520,143	2,461,523	2,844,755	324,612	12.9%
Security	4,760,722	4,597,404	4,576,385	5,161,623	564,219	12.3%
Strategic Operations Management and Administration	649,783	652,160	761,225	846,074	193,914	29.7%
Strategic Planning and Development	2,880,612	3,737,385	3,379,595	5,060,626	1,323,241	35.4%
Wellness and Fitness Centers	261,457	277,171	277,171	278,701	1,530	0.6%
CMTA Total	\$244,841,420	\$270,714,102	\$269,424,889	\$294,020,916	\$23,306,814	8.6%

Board of Directors Support

Functions and Responsibilities

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

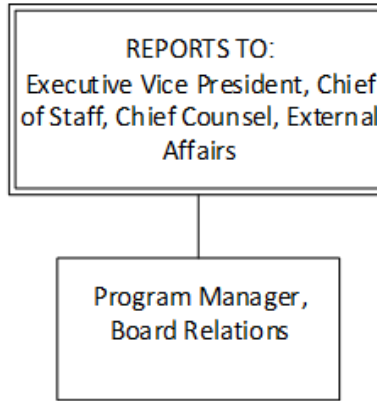
FY2019 Accomplishments

- ◆ Community
 - Implemented real-time closed captioning for all Capital Metro board meetings and public hearings.
 - Held three joint work sessions with the Austin City Council to discuss regional mobility solutions and Project Connect.
 - Renamed the Capital Metro Boardroom in honor of civil rights pioneer Rosa Parks.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Continue to look at ways to improve access to Capital Metro board meeting backup materials, broadcasts and meeting archives.
 - Host meetings at locations other than Capital Metro's headquarters and at other times of day to encourage additional public participation.

Board of Directors Support Department Organizational Chart





Budget Changes

Labor and Benefits

Decrease of \$77,910 due to the elimination of an Executive Assistant position, partially offset by estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$7,460 primarily in Other Services due to closed captioning now available for all meetings and increased audio-visual expense due to additional work sessions anticipated.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$181,151	\$184,048	\$130,371	\$112,018	(\$72,030)	(39.1%)
FICA-Admin	13,199	14,082	11,600	8,384	(5,698)	(40.5%)
State Unemployment-Admin	324	361	226	179	(182)	(50.4%)
TOTAL LABOR & BENEFITS	194,674	198,491	142,197	120,581	(77,910)	(39.3%)
OTHER EXPENSES						
Courier And Delivery Services	18	100	20	60	(40)	(40.0%)
Other Services	26,479	25,200	40,000	40,000	14,800	58.7%
Office Supplies	3,877	3,600	1,000	900	(2,700)	(75.0%)
Supplies-Board Of Directors	438	900	800	900	-	0.0%
Other Supplies	142	-	-	-	-	0.0%
Telephone-Local	480	420	300	300	(120)	(28.6%)
Airfare - Transportation	2,703	15,700	6,000	15,600	(100)	(0.6%)
Travel - Per Diem	1,267	7,500	3,000	3,000	(4,500)	(60.0%)
Seminar, Conferences, Registration	1,875	10,800	6,000	12,600	1,800	16.7%
Lodging	6,824	14,000	6,500	13,500	(500)	(3.6%)
Travel - Other	410	-	63	60	60	N/A
Business Meals - Local	10,700	10,000	4,500	6,000	(4,000)	(40.0%)
Postage	1	20	10	20	-	0.0%
Food and Ice	1,129	240	3,000	3,000	2,760	1150.0%
TOTAL OTHER EXPENSES	56,343	88,480	71,193	95,940	7,460	8.4%
TOTAL OPERATING EXPENSES	\$251,017	\$286,971	\$213,390	\$216,521	(\$70,450)	(24.5%)

Business Center

Functions and Responsibilities

The Business Center department provides support services to Capital Metro, including printing, copying, scanning, mail and delivery services through a contracted solution.

FY2019 Accomplishments

- ◆ Finance
 - Delivered document, delivery and mail services to meet department needs at a competitive cost.
 - Evaluated business center service options through a request for proposal process and implemented a new contract including upgraded technology and solutions to reduce the amount of printing and copying.
 - Selected and executed a contract with an office supply company that is a certified Disadvantaged Business Enterprise (DBE).

FY2020 Planned Initiatives

- ◆ Sustainability
 - Evaluate the implementation of print and copy self-service areas as part of the facility redesign plans to determine opportunities to reduce the number of print/copy machines.
 - Deliver document, delivery and mail services to meet department needs at a competitive cost.



Budget Changes

Other Expenses

Increase of \$21,056 due to an anticipated \$45,768 increase to Other Services for a new vendor, partially offset by a \$26,712 reduction in Office Equipment.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
OTHER EXPENSES						
Courier And Delivery Services	2,186	-	-	-	-	N/A
Other Services	218,616	241,080	248,270	286,848	45,768	19.0%
Gasoline	2,012	-	-	-	-	N/A
Office Supplies	10,595	-	-	2,000	2,000	N/A
Gasoline Fuel Tax	185	-	-	-	-	N/A
Office Equipment	90,522	120,816	102,487	94,104	(26,712)	(22.1%)
TOTAL OTHER EXPENSES	324,116	361,896	350,757	382,952	21,056	5.8%
TOTAL OPERATING EXPENSES	324,116	361,896	350,757	382,952	21,056	5.8%

Capital Projects

Functions and Responsibilities

The Capital Projects department is responsible for the planning, design, development and construction of capital projects to provide customer, operational and administrative facilities. The department serves as the central area for the project management, design and construction of all capital facilities projects, including bus stops, grant-funded projects, Park & Rides, transit centers, rail stations and rail infrastructure.

FY2019 Accomplishments

◆ Customer Experience

- Began construction of the new Downtown MetroRail Station and implemented a shuttle route between Plaza Saltillo and downtown for the five-month period of construction to improve safety and service reliability.
- Installed new double track between Plaza Saltillo Station and I-35, with the signal system to be completed in FY2020.
- Completed the TIGER V Federally Grant funded rail sidings to support increased Commuter Rail frequency and capacity.
- Completed the Westgate Transit Center in partnership with the Texas Department of Transportation to provide a central south mobility hub.
- Completed construction and activated Capital Metro's new Operations Control Center.
- Initiated the installation of 125 bus stop shelters, benches and litter containers to improve customer experience at bus stops and meet agency service standards.
- Began implementation of solar lighting at selected bus stops.
- Completed construction of 16 new MetroRapid Stations.
- Gathered customer and stakeholder input and initiated engineering design for the Norwood Walmart Mobility Hub.
- Partnered with CARTS on the design and operating plan for the Eastside Bus Plaza.
- Completed environmental review for the redevelopment of the North Lamar Transit Center and obtained an FTA Categorical Exclusion to initiate design and prepare for a grant application.
- Completed the removal of all bus stop shelters from Cap Remap and bus stop closures.
- Continued improvements for new and existing bus stops and constructed sidewalk for better connectivity.

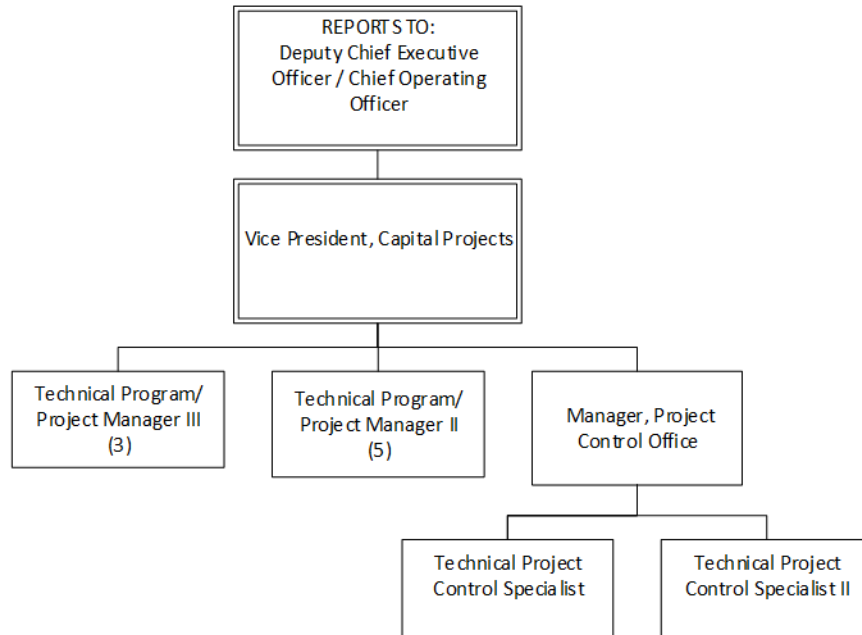
- Initiated program to replace all outdated bus stops signs with upgraded signs.
- ◆ Human Capital
 - Managed the remodeling and redesign of the Administrative Annex Building and 507 Calles Street.
 - Managed the relocation of staff into newly remodeled facilities.
 - Began design of Administrative Headquarters.
- ◆ Finance
 - Began construction of a bus parking yard at the North Operations Facility incorporating the demolished Serta site that improves vehicle circulation and safety.
 - Improved drainage at the North Operations Rail Maintenance Facility.
 - Contributed to the implementation of the Enterprise Program Project Management System.
 - Created computer-aided design (CAD) standards as an agency-wide template.
 - Prepared a “Cap Remap Resource Manual for Service System Overhaul” document that memorializes lessons learned from the largest service change in Capital Metro history.
 - Refurbished remaining benches and litter containers from the June 2018 service change.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Complete engineering design for the North Lamar Mobility Hub renovation.
 - Complete improvements at the Norwood Walmart Mobility Hub.
 - Install additional fuel dispenser at the North Operation Rail Maintenance Facility.
 - Utilize the temporary station platform for the remainder of the Downtown Station construction.
 - Complete the signal system for the new double track between Plaza Saltillo Station and I-35.
 - Relocate the Oak Hill Park & Ride.
 - Work with Austin Community College on relocating transit services at the Riverside Campus.
 - Coordinate with CARTS on the implementation of the Eastside Bus Plaza.
 - Complete the installation of 125 bus stop shelters, benches and litter containers.
 - Install additional solar lighting at 80 bus stops with shelters.
 - Begin remodeling of Administrative Headquarters.

- Complete design to accommodate up to 187 electric buses at North Operations bus yard.
- Install two electric fast charges to fuel up to 10 electric buses at North Operations bus yard.

Capital Projects Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$76,513 for estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Decrease of \$206,547 driven by \$262,000 Capital Contributions-Other Jurisdictions due to the completion of hybrid beacons at bus stops and Downtown Station utility betterment and \$19,448 in Other Professional Fees for construction fees and ADA inspection fees moved to the Capital budget. Increase of \$80,000 in Non-Capital Projects due to the planning and initiation of street improvements for transit at Southpark Meadows, partially offset by bus stop concrete pads repairs moved to the Capital budget.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,187,177	\$1,327,543	\$1,191,873	\$1,397,382	\$69,839	5.3%
FICA-Admin	83,619	97,875	97,875	104,550	6,675	6.8%
State Unemployment-Admin	1,782	2,160	2,160	2,159	(1)	(0.0%)
TOTAL LABOR & BENEFITS	1,272,578	1,427,578	1,291,908	1,504,091	76,513	5.4%
OTHER EXPENSES						
Other Professional Fees	67,287	119,448	116,346	100,000	(19,448)	(16.3%)
Permits And Fees	774	20,000	20,000	20,000	0	(0.0%)
Other Services	14,283	135,000	135,000	130,000	(5,000)	(3.7%)
Office Supplies	6,858	5,004	5,000	5,000	(4)	(0.1%)
Other Supplies	372	1,200	170	600	(600)	(50.0%)
Non-Capital Projects	794,711	210,000	210,000	290,000	80,000	38.1%
Telephone-Local	600	960	960	960	-	0.0%
Dues And Subscriptions	3,980	3,809	3,809	3,804	(5)	(0.1%)
Airfare - Transportation	1,942	2,000	2,000	2,000	-	0.0%
Travel - Per Diem	1,067	1,000	1,000	1,000	-	0.0%
Seminar, Conferences, Registration	6,154	5,250	5,250	5,250	-	0.0%
Lodging	2,953	3,750	3,750	3,750	-	0.0%
Business Meals - Local	-	-	556	600	600	N/A
Postage	17	-	17	-	-	0.0%
Expense Reimbursement	(92,044)	(200,000)	-	(200,000)	-	0.0%
Capital Contributions-Other Jurisdictions	422,836	462,000	465,104	200,000	(262,000)	(56.7%)
TOTAL OTHER EXPENSES	1,231,790	769,421	968,962	562,964	(206,457)	(26.8%)
TOTAL OPERATING EXPENSES	\$2,504,368	\$2,196,999	\$2,260,870	\$2,067,055	(\$129,944)	(5.9%)

Child Care and Learning Center

Functions and Responsibilities

The Capital Metro Child Care and Learning Center opened 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 and community members pay full tuition. The cost of the facility is offset by tuition revenue, estimated to be \$840,000 in FY2020. A small amount of annual funding through the Child and Adult Care Food Program also helps to offset costs. This contract is managed by Human Resources.

FY2019 Accomplishments

- ◆ Human Capital
 - Reviewed and adjusted tuition levels to further reduce subsidy.
 - Reviewed other options to provide child care for employees, contractors and the community, such as inclusion in transit-oriented development projects.

FY2020 Planned Initiatives

- ◆ Engaged Workforce
 - Review and adjust tuition levels to further reduce subsidy.
 - Review other options to provide child care for employees, contractors and the community, such as inclusion in transit-oriented development projects.



Budget Changes

Other Expenses

Increase of \$100,920 due to a contractual increase in Other Professional Fees and additional supplies needed for FY2020.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
OTHER EXPENSES						
Other Professional Fees	904,261	889,180	934,000	988,100	98,920	11.1%
Other Supplies	-	5,000	5,000	7,000	2,000	40.0%
TOTAL OTHER EXPENSES	904,261	894,180	939,000	995,100	100,920	11.3%
TOTAL OPERATING EXPENSES	904,261	894,180	939,000	995,100	100,920	11.3%



Communications

Functions and Responsibilities

To enhance customer service delivery, the Communications department has merged with the Marketing department to form the Marketing and Communications department. The numbers in the table below are informational only and are also included in the operating expenses table of the Marketing and Communications department.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$309,216	\$207,377	\$226,082	-	(\$207,377)	N/A
Overtime - Administrative	(5)	-	-	-	-	N/A
Intern Pay	-	-	5,000	-	-	N/A
FICA-Admin	23,129	15,863	15,863	-	(15,863)	N/A
State Unemployment-Admin	657	541	541	-	(541)	N/A
TOTAL LABOR & BENEFITS	332,997	223,781	247,486	-	(223,781)	N/A
OTHER EXPENSES						
Consultation Fees	96,342	140,000	162,321	-	(140,000)	N/A
Other Professional Fees	38,553	36,270	61,029	-	(36,270)	N/A
Office Supplies	2,818	600	600	-	(600)	N/A
Telephone-Local	1,240	2,400	960	-	(2,400)	N/A
Dues And Subscriptions	5,639	4,718	4,718	-	(4,718)	N/A
Airfare - Transportation	470	700	700	-	(700)	N/A
Travel - Per Diem	259	300	300	-	(300)	N/A
Seminar, Conferences, Registration	1,406	4,485	4,485	-	(4,485)	N/A
Lodging	814	1,100	1,100	-	(1,100)	N/A
Business Meals - Local	132	-	-	-	-	N/A
Other Miscellaneous Expenses	1,894	-	1,000	-	-	N/A
Food and Ice	71	-	-	-	-	N/A
TOTAL OTHER EXPENSES	149,638	190,573	237,213	-	(190,573)	N/A
TOTAL OPERATING EXPENSES	\$482,635	\$414,354	\$484,699	-	(\$414,354)	N/A

Community Engagement

Functions and Responsibilities

The Community Engagement department serves as a liaison between Capital Metro and the communities it serves, providing a critical community perspective to the agency that is inclusive of diverse and underrepresented voices. The team does so by developing community relationships and partnerships, soliciting community input on agency projects, promoting ridership and educating the public about Capital Metro's services and the value of transit.

FY2019 Accomplishments

◆ Customer Experience

- Implemented plans for communication to current riders and new riders of changes to service or when service is added for special events, including January, June and August service changes, Austin City Limits Music Festival (ACL) and South by Southwest (SXSW) special event service.

◆ Ridership

- Grew Try Transit program by conducting more than 100 transit adventures and developed digital pass giveaway program to track ridership.
- Continued collaboration with the city of Austin on the Smart Trips initiative, a program that promotes alternative modes of transportation to neighborhoods.

◆ Community

- Engaged our regional community in the technical analysis process for Project Connect and engaged more than 3,500 people via public events, pop-up outreach, online and paper surveying and two advisory committees.
- Orchestrated the 7th Annual Stuff the Bus event in partnership with the Central Texas Food Bank and Whole Foods Market, raising more than 100,000 meals for Central Texas families in need.

FY2020 Planned Initiatives

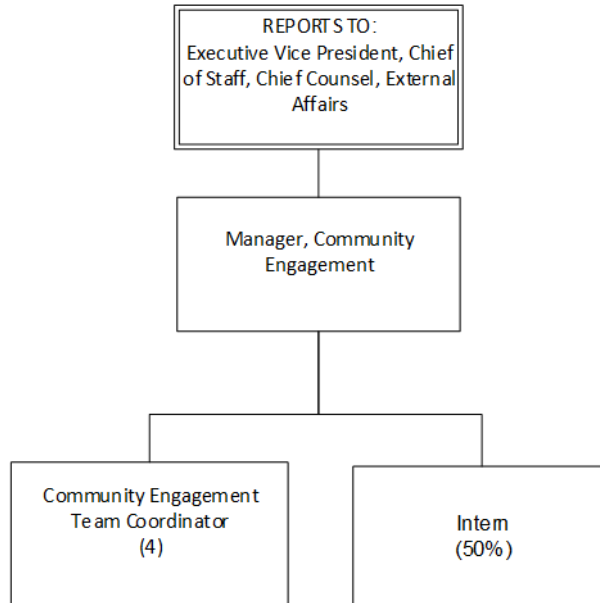
◆ High-Quality Customer Experience

- Provide presentations and at-stop information on service changes.
- Provide informational presentations and outreach for new Pickup service zones.
- Provide Downtown Station construction impact outreach.
- Provide Ticket Vending Machine (TVM) education outreach at MetroRail stations.

◆ **Valued Community Partner**

- Continue to coordinate engagement opportunities with Austin Transportation Department (ATD) and other agencies.
- Develop partnerships with social service organizations to promote trust-building in underrepresented communities.
- Continue to grow Try Transit program, with the goal of training community members to host transit adventures on their own.
- Smart Trips collaboration with ATD.
- Pickup outreach and education.
- Continue to collaborate with the Central Texas Food Bank and Whole Foods Market to put on the annual Stuff the Bus event.
- General awareness and education outreach for Project Connect.
- Solicit community feedback on Orange Line and Blue line corridors to facilitate environmental analyses and preliminary engineering.
- Solicit community feedback on potential MetroRapid corridors, mobility hubs and neighborhood circulators.

Community Engagement Department Organizational Chart





Budget Changes

Labor and Benefits

Decrease of \$15,272 due to 1 FTE transferred to the Marketing and Communications department, partially offset by estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$168,896 driven by a combined \$181,399 in Consultation Fees and Other Professional Fees for increased special events outreach, community partnerships and MetroArt.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$347,412	\$386,037	\$327,583	\$373,691	(\$12,346)	(3.2%)
Overtime - Administrative	1,947	6,228	6,228	6,228	-	0.0%
Intern Pay	-	-	10,000	-	-	0.0%
FICA-Admin	25,671	29,474	29,474	26,545	(2,929)	(9.9%)
State Unemployment-Admin	1,130	1,080	1,080	1,083	3	0.3%
TOTAL LABOR & BENEFITS	376,160	422,819	374,365	407,547	(15,272)	(3.6%)
OTHER EXPENSES						
Consultation Fees	-	90,000	241,511	236,400	146,400	162.7%
Other Professional Fees	504,653	551,800	357,300	586,799	34,999	6.3%
Temporary Help	69,726	50,000	50,000	50,000	-	0.0%
Courier And Delivery Services	964	300	100	300	-	0.0%
Other Services	-	10,000	-	-	(10,000)	N/A
Gasoline	208	-	-	-	-	0.0%
Office Supplies	3,918	8,000	8,000	5,000	(3,000)	(37.5%)
Other Supplies	14,246	15,000	3,000	-	(15,000)	(100.0%)
Telephone-Local	720	2,880	2,160	2,880	-	0.0%
Gasoline Fuel Tax	10	-	-	-	-	0.0%
Dues And Subscriptions	14,074	19,920	19,920	13,000	(6,920)	(34.7%)
Airfare - Transportation	2,478	2,500	1,120	1,800	(700)	(28.0%)
Travel - Per Diem	1,822	1,200	604	900	(300)	(25.0%)
Seminar, Conferences, Registration	7,041	3,900	3,900	6,749	2,849	73.1%
Lodging	5,499	3,500	1,300	3,000	(500)	(14.3%)
Travel - Other	737	-	-	-	-	0.0%
Business Meals - Local	4,076	-	2,000	7,200	7,200	N/A
Advertising/Promotion Media	486	1,200	600	1,200	-	0.0%
Postage	116	600	100	200	(400)	(66.7%)
Other Miscellaneous Expenses	11,368	-	5,000	15,000	15,000	N/A
Food and Ice	7,630	3,000	3,000	1,800	(1,200)	(40.0%)
Lease-Operating Yard/Storage	3,268	3,540	3,540	4,008	468	13.2%
TOTAL OTHER EXPENSES	653,040	767,340	703,155	936,236	168,896	22.0%
TOTAL OPERATING EXPENSES	\$1,029,200	\$1,190,159	\$1,077,520	\$1,343,783	\$153,624	12.9%

Customer Service

Functions and Responsibilities

The Customer Service department's goal is to improve our customers' experience by assisting with trip planning, fares, riding rules, lost-and-found reports, questions and responses to comments, compliments and requests. Representatives are available seven days a week by telephone and weekdays for email and web-based correspondence and walk-in service. The department also works closely with the Operations and Maintenance Oversight department to quickly address service issues.

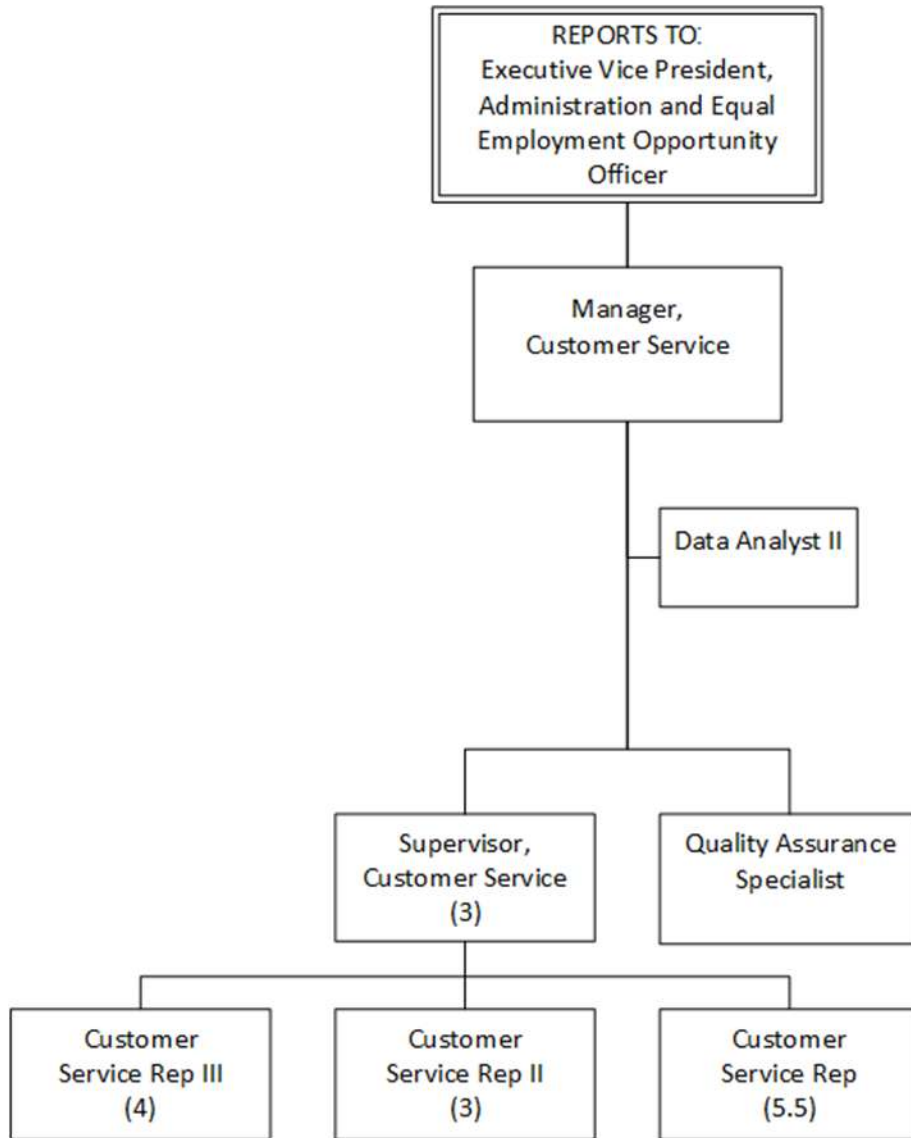
FY2019 Accomplishments

- ◆ Customer Experience
 - For the 12 months ended March 2019:
 - Answered 198,323 customer calls by live agents representing a decrease of 11 percent compared to the prior 12 months.
 - Met the goal of answering 80 percent of calls within 60 seconds.
 - Processed 18,895 customer comment reports, up 30 percent compared to the prior 12 months.
 - Served non-telephone customers through email, social media, mail and walk-in modes.
 - Provided call center and on-street customer support for upgrades to the High-Frequency Network expansion known as Cap Remap.
 - Conducted weekly debriefs with Operations to relay or escalate customer issues.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Research and determine best practices of other call centers and implement practices to improve customer responsiveness.
 - Explore options for replacement of, or enhancements to, the Service One Customer Comments system.
 - Continue conducting weekly debriefs with Operations, expanding use of customer feedback received.
 - Improve the actionable quality of customer comments data to further improve the customer experience.

Customer Service Department Organizational Chart





Budget Changes

Labor and Benefits

Decrease of \$14,677 due to the elimination of 1 FTE, partially offset by estimated performance-based pay increases to become effective in January 2020.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$747,450	\$913,255	\$800,177	\$901,403	(\$11,852)	(1.3%)
Overtime - Administrative	61,513	71,914	71,914	71,914	-	0.0%
FICA-Admin	60,372	70,082	67,426	67,438	(2,644)	(3.8%)
State Unemployment-Admin	2,916	3,781	3,601	3,600	(181)	(4.8%)
TOTAL LABOR & BENEFITS	872,251	1,059,032	943,118	1,044,355	(14,677)	(1.4%)
OTHER EXPENSES						
Temporary Help	1,662	15,000	36,000	21,600	6,600	44.0%
Maintenance-Office Equipment	-	500	5,000	1,000	500	100.0%
Other Services	8,081	15,140	7,418	10,200	(4,940)	(32.6%)
Office Supplies	4,307	4,895	4,800	4,800	(95)	(1.9%)
Passes And Tickets	7	-	-	-	-	0.0%
Cleaning Supplies	120	-	-	-	-	0.0%
Other Supplies	424	-	-	-	-	0.0%
Non Capital Equipment	352	-	-	-	-	0.0%
Telephone-Local	480	480	480	1,920	1,440	300.0%
Airfare - Transportation	442	872	529	800	(72)	(8.3%)
Travel - Per Diem	259	565	303	303	(262)	(46.4%)
Seminar, Conferences, Registration	600	4,350	4,050	3,750	(600)	(13.8%)
Lodging	814	1,430	764	800	(630)	(44.1%)
Postage	266	120	50	120	-	0.0%
Other Miscellaneous Expenses	32	-	60	150	150	N/A
TOTAL OTHER EXPENSES	17,846	43,352	59,454	45,443	2,091	4.8%
TOTAL OPERATING EXPENSES	\$890,097	\$1,102,384	\$1,002,572	\$1,089,798	(\$12,586)	(1.1%)

Demand Response Oversight

Functions and Responsibilities

The Demand Response Oversight department oversees Capital Metro's paratransit service contractors. Costs related to contracted paratransit services compliant with the ADA are budgeted in this department.

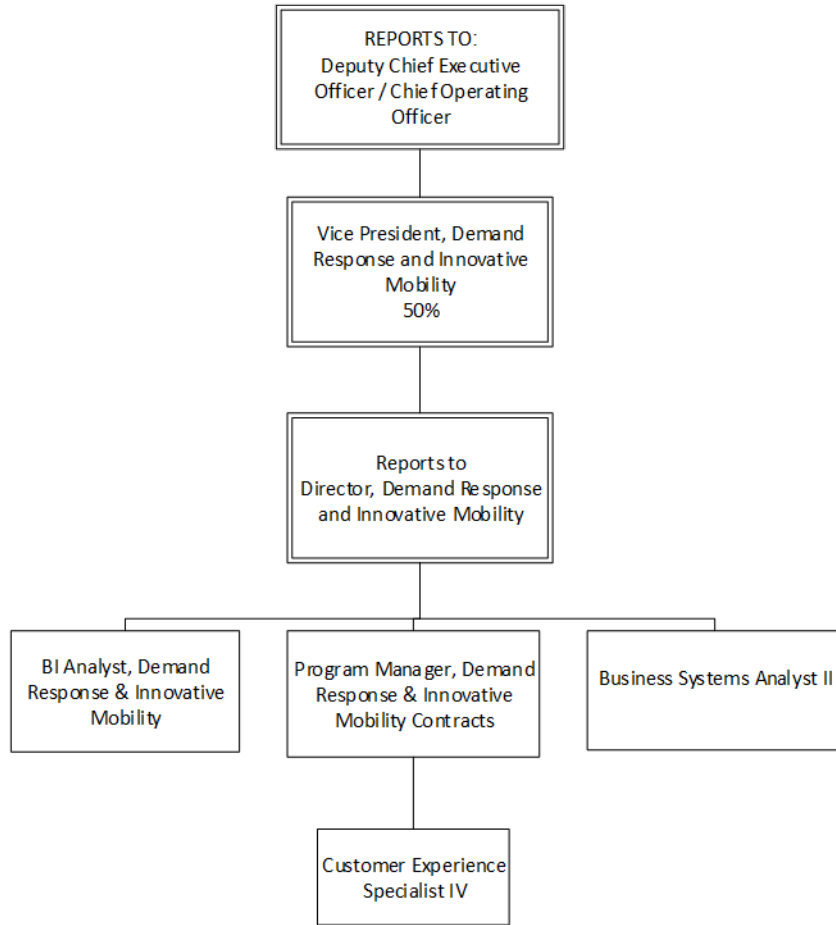
FY2019 Accomplishments

- ◆ Ridership
 - Implemented four MetroLink zones.
 - Launched Pickup service in four zones August 2019.
- ◆ Community
 - Designed and updated new Rider's Guide.
 - Provided monthly performance statistics and initiatives to the Access Advisory Committee.
 - Partnered with social service agencies to enhance and increase accessible transportation.
 - Ensured emerging multi-modal transportation included accessibility considerations.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Work with community centers that serve individuals with accessibility and disability needs.
 - Implement mobile application that allows passengers to manage trips from smartphones.
 - Conduct a bi-annual customer satisfaction survey.

Demand Response Oversight Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$25,152 includes reclassification of a Data Analyst position and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$2,642,226 driven by an increase in contractual rates for the North and South Base Paratransit locations and additional service hours at the North Base location. Increase of \$409,212 in Georgetown Paratransit expense due to reclassifying expense from Operations and Maintenance Oversight department. Net Increase of \$78,872 in Diesel, Gasoline, and associated taxes primary driven by an increase in fuel costs. Fuel is budgeted at \$2.30 per gallon, an increase of 20 cents over FY2019.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$485,717	\$371,507	\$328,412	\$395,353	\$23,846	6.4%
FICA-Admin	35,190	27,504	27,504	28,716	1,212	4.4%
State Unemployment-Admin	972	808	808	902	94	11.6%
TOTAL LABOR & BENEFITS	521,879	399,819	356,724	424,971	25,152	6.3%
OTHER EXPENSES						
Consultation Fees	7,200	-	-	-	-	0.0%
Other Professional Fees	22,080	-	-	-	-	0.0%
Maintenance-Radios	(4,927)	1,500	1,500	1,500	-	0.0%
Other Services	17,414	-	-	1,500	1,500	N/A
Diesel	755,990	415,505	415,505	476,606	61,101	14.7%
Gasoline	555,266	645,634	645,634	711,855	66,221	10.3%
Fuel Risk Management	(111,620)	-	-	-	-	0.0%
Office Supplies	2,291	950	950	8,500	7,550	794.7%
Maps And Schedules	-	700	700	700	-	0.0%
Other Supplies	5,384	11,000	11,000	8,000	(3,000)	(27.3%)
Telephone-Local	480	960	960	1,920	960	100.0%
Diesel Fuel Tax	71,318	43,737	43,737	38,204	(5,533)	(12.7%)
Gasoline Fuel Tax	19,140	67,962	67,962	25,045	(42,917)	(63.1%)
North Base Paratransit	6,712,429	7,103,696	7,282,620	8,521,827	1,418,131	20.0%
Georgetown Paratransit	-	-	-	409,212	409,212	N/A
Paratransit Overflow	(24,684)	-	-	-	-	0.0%
South Base Paratransit	19,820,983	18,088,110	17,295,587	18,816,911	728,801	4.0%
Dues And Subscriptions	349	375	375	375	-	0.0%
Airfare - Transportation	8,682	3,600	3,600	5,200	1,600	44.4%
Travel - Per Diem	3,119	1,950	1,950	2,800	850	43.6%
Seminar, Conferences, Registration	2,470	1,450	1,450	1,500	50	3.4%
Lodging	7,714	5,100	5,100	7,000	1,900	37.3%
Travel - Other	240	-	-	-	-	0.0%
Business Meals - Local	1,197	-	-	-	-	0.0%
Postage	1,649	4,200	-	-	(4,200)	N/A
Food and Ice	113	-	-	-	-	0.0%
TOTAL OTHER EXPENSES	27,874,279	26,396,429	25,778,630	29,038,655	2,642,226	10.0%
TOTAL OPERATING EXPENSES	\$28,396,159	\$26,796,248	\$26,135,354	\$29,463,626	\$2,667,378	10.0%

Diversity and Compliance

Functions and Responsibilities

The Diversity and Compliance Department manages, coordinates, and implements federal civil rights programs — including Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE), Title VI of the Civil Rights Act of 1964 and Equal Employment Opportunity (EEO) — in accordance with federal regulations and provides technical assistance to stakeholders. The department also leads the promotion of cultural diversity and coordinates diversity events for Capital Metro employees, contractors and vendors throughout the year.

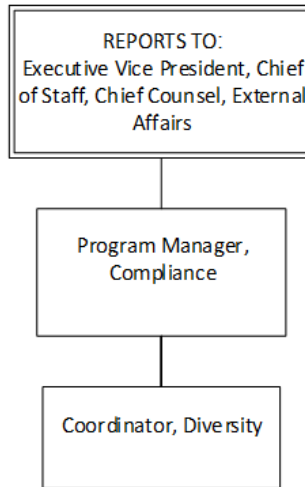
FY2019 Accomplishments

- ◆ Customer Experience
 - Facilitated cultural celebration events such as Multicultural Celebration.
 - Promoted diversity of African American, Asian, Hispanic and Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ) cultures.
- ◆ Human Capital
 - Facilitated Title VI and EEO training for operators and employees to improve our services and working environment.
- ◆ Community
 - Created a partnership with local governments to increase small business participation in Capital Metro projects.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Promote diversity of African American, Asian, Hispanic and LGBTQ cultures.
 - Provide training on Title VI and EEO to operators and employees for continuous improvement.
- ◆ Valued Community Partner
 - Build partnerships with minority chambers, local governments, Women's Business Council – Southwest.
 - Conduct networking events for DBE/SBE to increase their participation in Capital Metro projects.
- ◆ Sustainability
 - Continue to ensure contract compliance and achieve our goals.

Diversity and Compliance Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$7,783 for estimated performance-based pay increases to become effective in January 2020.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	-	\$144,144	\$130,502	\$151,659	\$7,515	5.2%
FICA-Admin	-	11,077	11,077	11,346	269	2.4%
State Unemployment-Admin	-	361	361	360	(1)	(0.3%)
TOTAL LABOR & BENEFITS	-	155,582	141,940	163,365	7,783	5.0%
OTHER EXPENSES						
Temporary Help	-	-	15,775	-	-	0.0%
Other Services	-	5,000	3,000	5,000	-	0.0%
Office Supplies	-	775	775	775	-	0.0%
Telephone-Local	-	480	-	-	(480)	N/A
Dues And Subscriptions	-	34,100	36,100	34,100	-	0.0%
Airfare - Transportation	-	1,200	1,200	1,800	600	50.0%
Travel - Per Diem	-	900	900	1,250	350	38.9%
Seminar, Conferences, Registration	-	1,900	1,900	3,100	1,200	63.2%
Lodging	-	1,300	1,300	1,950	650	50.0%
Other Miscellaneous Expenses	-	13,580	13,580	15,580	2,000	14.7%
TOTAL OTHER EXPENSES	-	59,235	74,530	63,555	4,320	7.3%
TOTAL OPERATING EXPENSES	-	\$214,817	\$216,470	\$226,920	\$12,103	5.6%

Executive Staff

Functions and Responsibilities

The Executive Staff department provides leadership and direction to ensure that Capital Metro meets its mission, goals and objectives. The department coordinates initiatives to ensure the highest standards for the organization. The department 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 the continuous improvement of Capital Metro's operations.

Executive Staff ensures activities 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 the liaison to the board of directors on policy issues. The Executive Staff ensures that members of the Senior Management Team have the resources they need to achieve their departmental goals.

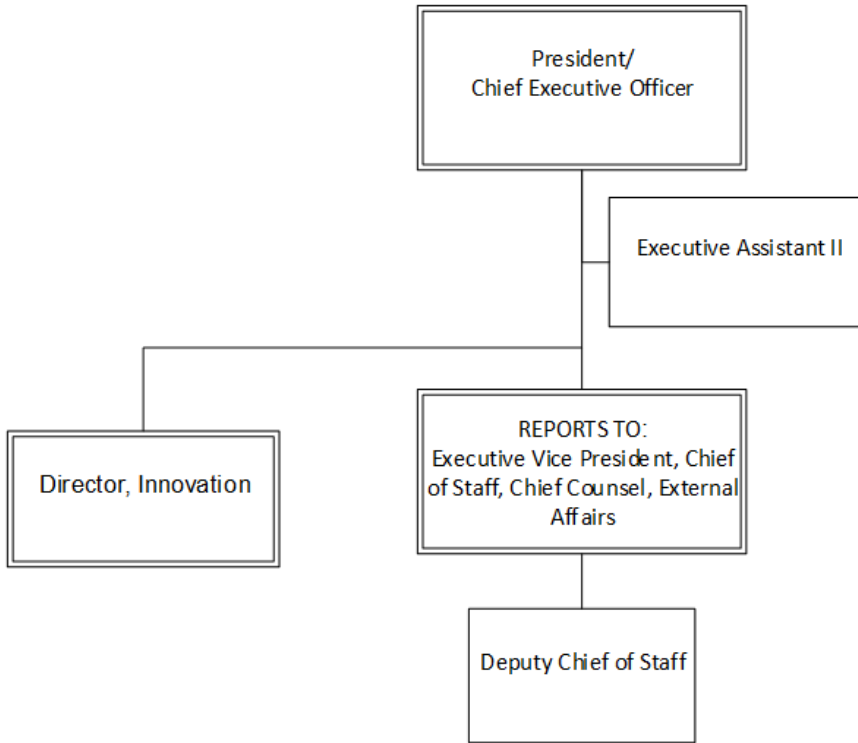
FY2019 Accomplishments

- ◆ Customer Experience
 - Opened the agency's first Operations Control Center (OCC) to ensure coordination of operations and seamless customer experience. This high-tech facility gives bus and rail dispatch, as well as security personnel, the ability to monitor the system from a central communication point.
 - In anticipation of future investments in bus stop amenities, 25 high-ridership bus stops were selected for a new shade structure pilot, including four with solar-powered real-time data signage. Additionally, 16 new MetroRapid infill stations have been constructed.
- ◆ Ridership
 - Following the implementation of Cap Remap, the largest bus network redesign in Capital Metro history, ridership systemwide is up more than 4 percent, bucking industry trends. This includes a 24 percent increase on MetroRapid and 32 percent on MetroExpress.
- ◆ Community
 - Following a "Summer Splash" pilot period, free fares for K-12 students was made a permanent part of the fare structure. Our young customers, on average, take 140,000 trips free of charge a month.
 - The Capital Metro board of directors and Austin City Council partnered to hold four joint work sessions on Project Connect and how that effort aligns with the now approved Austin Strategic Mobility Plan and Corridor Mobility Program. The Capital Metro board also approved the Project Connect vision plan.
- ◆ Finance
 - Conducting preliminary engineering work for Project Connect, funded with \$6 million through an agreement between the city of Austin and Capital Metro for total funding of \$7.8 million in Fiscal Year 2019.
 - Maintained a balanced \$388 million FY2019 budget, despite investing heavily in the High-Frequency Network, continuing implementation of positive train control, and ordering 52 new buses.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Continue installation of new bus stop amenities, including benches, shelters, real-time information, shading, lighting and cameras.
 - Introduce replacement and additional buses to the Capital Metro fleet, including electric buses, commuter coaches, MetroRapid buses and transit buses.
 - Begin replacement program for end-of-life vending machines currently in operation at MetroRail Stations and begin rollout of offboard ticket sales at major bus stops and mobility hubs.
- ◆ Engaged Workforce
 - Ongoing staff engagement and identification of new professional development opportunities across all departments. Continued scheduling of employee town halls and expansion of program to all frontline employees.
- ◆ Sustainability
 - Rollout of first electric buses and expansion of electric bus fleet and charging facilities at North Operations Facility.
- ◆ Valued Community Partner
 - Continue coordination with the city of Austin on bus priority treatments in city-owned right-of-way, as part of a larger transit speed and reliability effort that will further demonstrate the value of transit to existing and future Capital Metro customers.
 - Continue implementation of pilot service initiatives that allow the agency to provide new mobility options and test new technologies in an efficient and cost-effective manner. This includes electric transit vehicles, neighborhood circulators, and autonomous shuttle services.
 - Continue robust community engagement efforts to build community support for Project Connect.
 - Additional contract awards for Project Connect corridors and work with our federal partners on Capital Investment Grant (CIG) opportunities.
 - Locally Preferred Alternative vote on Project Connect by the board of directors.

Executive Staff Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$130,926 due to the addition of Director of Innovation position and estimated performance-based pay increases to become effective in January 2020.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	363,551	490,182	485,401	611,763	121,581	24.8%
Executive Compensation	-	41,940	41,940	41,940	-	0.0%
FICA-Admin	40,526	26,243	26,243	35,406	9,163	34.9%
401K	27,813	52,199	52,199	52,199	-	0.0%
State Unemployment-Admin	589	541	541	723	182	33.6%
TOTAL LABOR & BENEFITS	432,478	611,105	606,324	742,031	130,926	21.4%
OTHER EXPENSES						
Other Services	30	-	-	-	-	N/A
Office Supplies	1,484	2,000	2,000	2,000	-	0.0%
Other Supplies	9	-	-	-	-	N/A
Telephone-Local	120	320	320	960	640	200.0%
Dues And Subscriptions	66,653	114,750	114,750	114,542	(208)	(0.2%)
Airfare - Transportation	2,437	4,500	4,500	4,500	-	0.0%
Travel - Per Diem	861	2,250	2,250	2,250	-	0.0%
Seminar, Conferences, Registration	4,730	13,250	13,250	13,000	(250)	(1.9%)
Lodging	3,714	9,000	9,000	9,000	-	0.0%
Travel - Other	1,449	600	600	-	(600)	(100.0%)
Business Meals - Local	2,901	1,800	1,800	1,800	-	0.0%
Postage	25	-	-	-	-	N/A
Other Miscellaneous Expenses	1,413	3,996	3,996	5,000	1,004	25.1%
Food and Ice	140	-	-	-	-	N/A
TOTAL OTHER EXPENSES	85,967	152,466	152,466	153,052	586	0.4%
TOTAL OPERATING EXPENSES	518,445	763,571	758,790	895,083	131,512	17.2%

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.

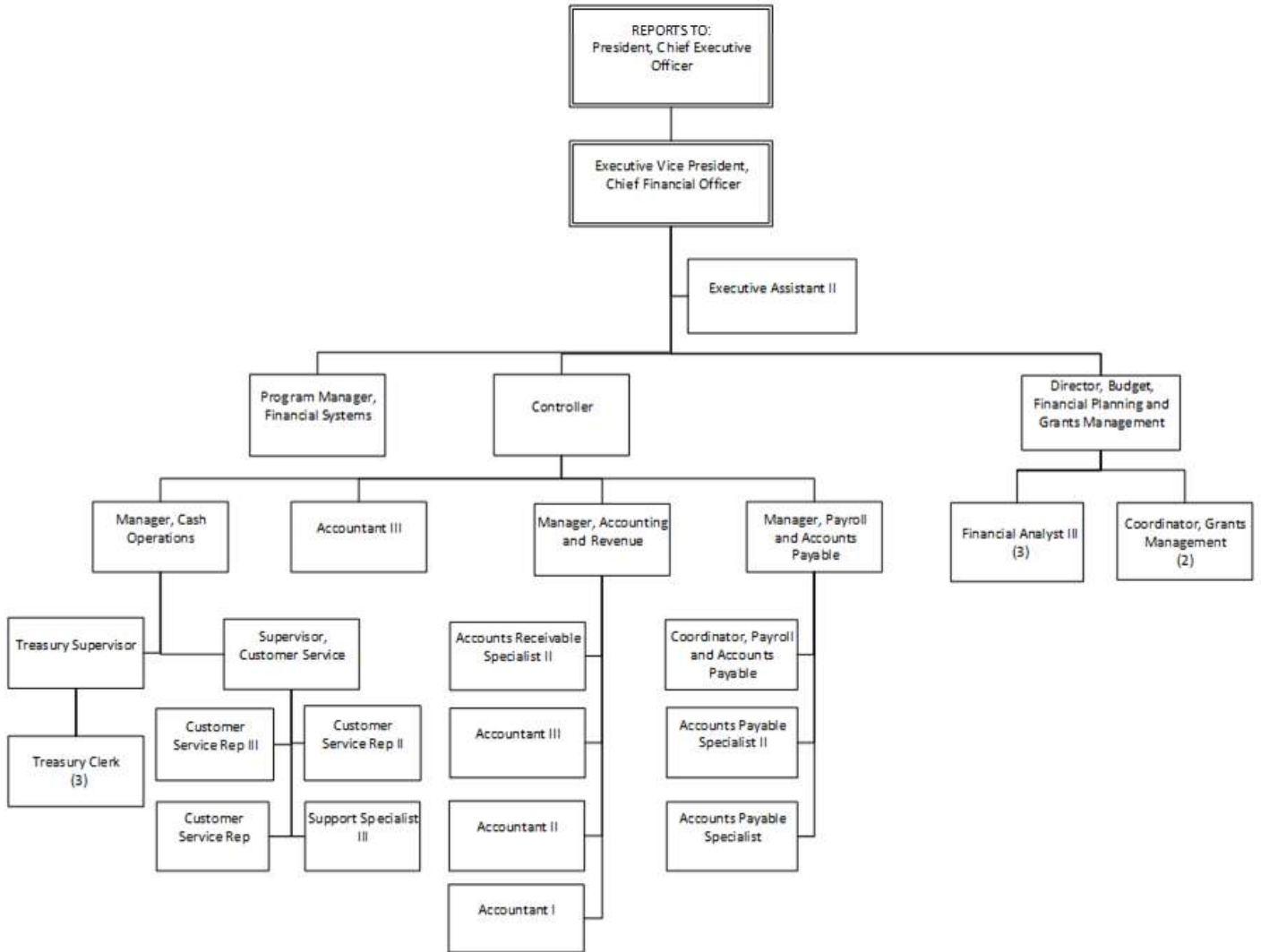
FY2019 Accomplishments

- ◆ Finance
 - Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY2019 budget document.
 - Received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the FY2017 Comprehensive Annual Financial Report (CAFR). FY2018 CAFR has been completed, submitted and is currently under review.
 - Received an unmodified opinion from Capital Metro's independent accounting firm on the FY2018 financial statements and no single audit findings or internal control deficiencies were noted.
 - Completed a comprehensive long-range financial plan spanning FY2020 to FY2039.
 - Implemented public-facing performance dashboards on the Capital Metro website for enhanced transparency and to provide data in a clear and efficient manner, both for our board and the public. The new Performance Dashboards will track metrics in four important categories:
 - Ridership
 - Safety
 - Service Reliability
 - Financial Transparency
 - Completed a comprehensive review of the Accounting and Finance department's internal controls, including the documentation and assessment of key controls and implementing corrective actions.
 - Developed a strategy and roadmap to modernize the agency's fare collection systems, by implementing a system that will be simple to use, convenient for the customer and cost-effective to implement and maintain.
 - Awarded Consolidated Rail Infrastructure and Safety Improvement Grant, Texas Clean Fleet Program Grant, Low or No Emission Vehicle Program – 5339(c) Grant, Transit Security Program Grant and VW Mitigation Funding.
 - Pending grant applications for Bus and Bus Facilities Program – 5339(b), Advanced Transportation and Congestion Management Technologies Deployment Grant, Transit Bus Automation Strategic Partnership Grant, Automated Driving System Demonstration Grant and two Integrated Mobility Innovation Demonstration Program Grants.

FY2020 Planned Initiatives

- ◆ Sustainability
 - Develop a funding plan for Project Connect initiatives.
 - Pursue additional funding opportunities that are aligned with the agency's objectives.
 - Continue with the implementation of the agency's strategy to replace the fare collection systems, by implementing a system that will be simple to use, convenient for the customer and cost-effective to implement and maintain. Complete the installation of the ticket vending machines at the rail stations, that was procured in FY 2019. Complete the procurement and installation of bus onboard validators.
 - Implement automated inventory management and recordkeeping system to control and distribute bus passes.
 - Complete the FY2020 Budget and submit the budget document to the Government Finance Officers Association for award consideration.
 - Complete the FY2019 Comprehensive Annual Financial Report (CAFR) and submit it to the Government Finance Officers Association for award consideration.
 - Receive an unmodified opinion from Capital Metro's independent accounting firm on the FY2019 financial statements and no single audit findings or internal control deficiencies.
 - Update the long-range financial plan (LRFP) to prioritize the agency's operating and capital expenditure and plan for strategic initiatives.
 - Develop the plan for replacement of the Enterprise Resource Planning System (ERP). Complete ERP solution research and initiate the procurement for a new system.

Finance Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$38,916 due to estimated performance-based pay increases to become effective in January 2020, partially offset by 1 FTE transferred to the Strategic Operations Management and Administration department.

Other Expenses

Increase of \$174,522 due to increases of \$42,000 in consultation fees for fuel hedging consultation services, an ongoing service that was reclassified from Other Professional Fees in FY2020, \$208,154 in Other Professional fees for a Fare Strategy Consultant to assist the agency in the replacement of the end-of-life fare collection systems, as well as professional services to evaluate the agency's fare policy, complete grant applications and other services, and \$84,000 in Passes and Tickets for new smart media ticketing. This is partially offset by a decrease of \$161,197 in Long-Term Interest Expense due to all debt being retired.



	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	2,247,900	2,396,040	2,347,515	2,431,372	35,332	1.5%
Overtime - Administrative	12,330	3,000	3,000	3,000	-	0.0%
FICA-Admin	158,317	173,936	173,936	177,338	3,402	2.0%
State Unemployment-Admin	9,174	5,400	5,400	5,582	182	3.4%
TOTAL LABOR & BENEFITS	2,427,721	2,578,376	2,529,851	2,617,292	38,916	1.5%
OTHER EXPENSES						
Audit Fees	205,650	237,835	237,835	240,000	2,165	0.9%
Consultation Fees	72,595	-	42,000	42,000	42,000	N/A
Other Professional Fees	253,895	365,742	383,742	573,896	208,154	56.9%
Temporary Help	33,014	-	-	-	-	N/A
Maintenance-Office Equipment	-	180	180	180	-	0.0%
Courier And Delivery Services	26,552	28,200	28,200	28,200	-	0.0%
Gasoline	2,070	-	-	-	-	N/A
Fuel Risk Management	(5,250)	-	-	-	-	N/A
Office Supplies	11,125	16,200	16,200	16,200	-	0.0%
Passes And Tickets	107,847	136,200	136,200	220,200	84,000	61.7%
Other Supplies	42,666	4,800	4,800	4,800	-	0.0%
Telephone-Local	2,400	2,400	2,400	2,400	-	0.0%
Gasoline Fuel Tax	107	-	-	-	-	N/A
Dues And Subscriptions	8,744	4,810	4,810	4,210	(600)	(12.5%)
Airfare - Transportation	1,231	3,500	3,500	3,500	-	0.0%
Travel - Per Diem	848	1,750	1,750	1,750	-	0.0%
Seminar, Conferences, Registration	7,614	16,259	10,000	16,259	-	0.0%
Lodging	2,547	3,325	3,325	3,325	-	0.0%
Travel - Other	557	1,200	500	1,200	-	0.0%
Bad Debt Expense	164,595	24,996	15,000	24,996	-	0.0%
Contingency Reserve	-	3,000,000	2,600,000	3,000,000	-	0.0%
Postage	4,244	4,750	4,750	4,750	-	0.0%
Bank Charges	324,752	395,280	395,280	395,280	-	0.0%
Other Miscellaneous Expenses	631	-	-	-	-	N/A
Food and Ice	168	-	-	-	-	N/A
Interest Expense Long Term	-	161,197	-	-	(161,197)	(100.0%)
Interest Expense	203,582	-	-	-	-	N/A
Extraordinary Items	(25,425)	-	-	-	-	N/A
Asset Disposal Exp And Admin Fees	713	-	-	-	-	N/A
Grant Reimbursement Expense	1,184	-	-	-	-	N/A
TOTAL OTHER EXPENSES	1,448,656	4,408,624	3,890,472	4,583,146	174,522	4.0%
TOTAL OPERATING EXPENSES	3,876,377	6,987,000	6,420,323	7,200,438	213,438	3.1%

Government Relations

Functions and Responsibilities

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

FY2019 Accomplishments

◆ Ridership

- Continued to work with other transportation-related organizations and elected leaders to plan for innovative solutions to address congestion and service issues.
- Alongside the Planning team, assisted transit planning in the urbanized area outside the service area.
- Worked with planning to educate elected officials and stakeholders on Cap Remap and future service changes.
- Collaborated with other transit agencies to bring Capital Metro's regional vision to state transportation meetings and other statewide transit agencies.
- Pursued transit-friendly legislation and fight policy that is detrimental to supporting multi-modal transportation and land use.
- Educated federal policymakers and the federal Central Texas delegation on the regional transit vision.

◆ Finance

- Continued to work with Operations and Finance to identify MAP-21 best practices to enhance organizational development.
- Disseminated regional feedback to the Project Connect team. Brought feedback and other communications from regional elected officials to the Planning department and Community Engagement teams.
- Communicated legislative priorities with leadership, board of directors and worked with Marketing and Communications on messaging for our delegation.

◆ Community

- Continued to use opportunities through Project Connect to educate partner agencies and elected officials throughout the region about the benefits of transit.
- Worked with community leaders and strengthened ties within the region to develop transportation solutions to meet the needs of various types of riders.

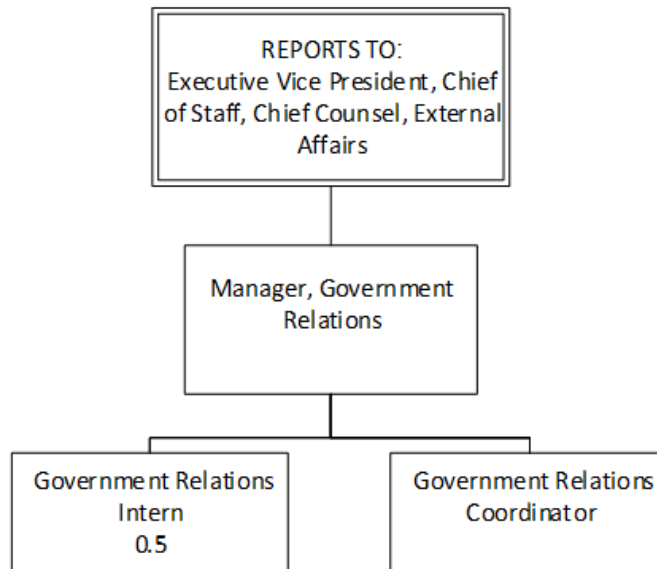
- Continued to educate and strengthen relationships with council staff and other local elected staff with quarterly meetings.
- Developed relationships with newly elected or appointed officials to educate them on the value of transit in the region.
- Engaged other transit authorities across the state and pursued common goals at the 86th Legislative session. Developed and advocated for the agencies' legislative agenda for the 86th Legislature.
- Engaged member cities and Transit Development Plan (TDP) participants in building a regional vision, advancing the priority of transit-oriented development and the value of transit.
- Completed the FY2019 Transit Empowerment Fund (TEF) pass distribution to approved organizations.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Assist with transit planning inside and outside the service area using stakeholder feedback.
 - Pursue transit-friendly policy and advocate against policy that is detrimental to supporting multi-modal transportation and land use.
 - Work with community leaders and strengthen ties throughout the region to develop transportation solutions to meet the needs of those communities.
- ◆ Sustainability
 - Continue to work with Operations, Capital Projects and Rail to meet PTC deadlines.
 - Continue to work with Operations and Finance to identify MAP-21 and Fast Act best practices to enhance organizational development.
 - Promote federal initiatives to internal stakeholders, coordinate responses and pursue federal funding opportunities.
- ◆ Valued Community Partner
 - Continue to use opportunities through Project Connect to educate partner agencies and elected officials throughout the region about the value of transit.
 - Work with planning staff to educate elected officials and stakeholders on future changes to service.
 - Educate federal policymakers and the federal Central Texas delegation on the regional transit vision.

- Continue to ensure the feedback of elected officials and stakeholders is considered in policy development and the decision-making processes of the agency in coordination with the Strategic Planning and Development, Project Connect and Community Engagement departments.
- Continue to educate and strengthen relationships with elected officials and staff.
- Engage other transit authorities across the state to pursue common goals during the interim and develop the agencies' legislative agenda for the 87th Legislature.

Government Relations Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$5,253 for estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Decrease of \$23,741 driven by \$20,000 in Other Services for a Value of Transit initiative budgeted in FY2019 but not in FY2020.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$327,175	\$172,481	\$176,796	\$182,932	\$10,451	6.1%
Overtime - Administrative	7	-	-	-	-	0.0%
FICA-Admin	22,388	18,734	18,734	13,719	(5,015)	(26.8%)
State Unemployment-Admin	650	719	719	536	(183)	(25.5%)
TOTAL LABOR & BENEFITS	350,220	191,934	196,249	197,187	5,253	2.7%
OTHER EXPENSES						
Consultation Fees	334,891	374,218	374,212	364,474	(9,744)	(2.6%)
Temporary Help-Pt	46,049	-	-	-	-	0.0%
Courier And Delivery Services	5	-	-	-	-	0.0%
Other Services	350,000	370,000	370,000	350,000	(20,000)	(5.4%)
Office Supplies	1,395	2,001	1,000	1,551	(450)	(22.5%)
Other Supplies	75	-	-	-	-	0.0%
Telephone-Local	960	1,440	960	960	(480)	(33.3%)
Dues And Subscriptions	70,326	28,967	29,672	32,175	3,208	11.1%
Airfare - Transportation	3,799	5,800	5,800	4,950	(850)	(14.7%)
Travel - Per Diem	2,957	2,800	2,800	2,400	(400)	(14.3%)
Seminar, Conferences, Registration	10,124	11,095	11,095	13,495	2,400	21.6%
Lodging	9,616	7,700	7,700	5,550	(2,150)	(27.9%)
Travel - Other	52	-	-	-	-	0.0%
Business Meals - Local	3,115	-	-	6,000	6,000	N/A
Other Miscellaneous Expenses	12,888	8,775	8,775	7,500	(1,275)	(14.5%)
Food and Ice	149	-	-	-	-	0.0%
TOTAL OTHER EXPENSES	846,401	812,796	812,014	789,055	(23,741)	(2.9%)
TOTAL OPERATING EXPENSES	\$1,196,621	\$1,004,730	\$1,008,263	\$986,242	(\$18,488)	(1.8%)

Human Resources

Functions and Responsibilities

The Human Resources department's mission is to recruit, attract, retain, develop, motivate and reward a diverse, high-performing and top-quality workforce. The department's primary responsibilities are to: facilitate staffing strategies required to meet Capital Metro's 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 (Leaders in Motion) and succession planning programs (Leaders en Route); develop and administer human resources policies and procedures to comply with federal, state and local regulations.

FY2019 Accomplishments

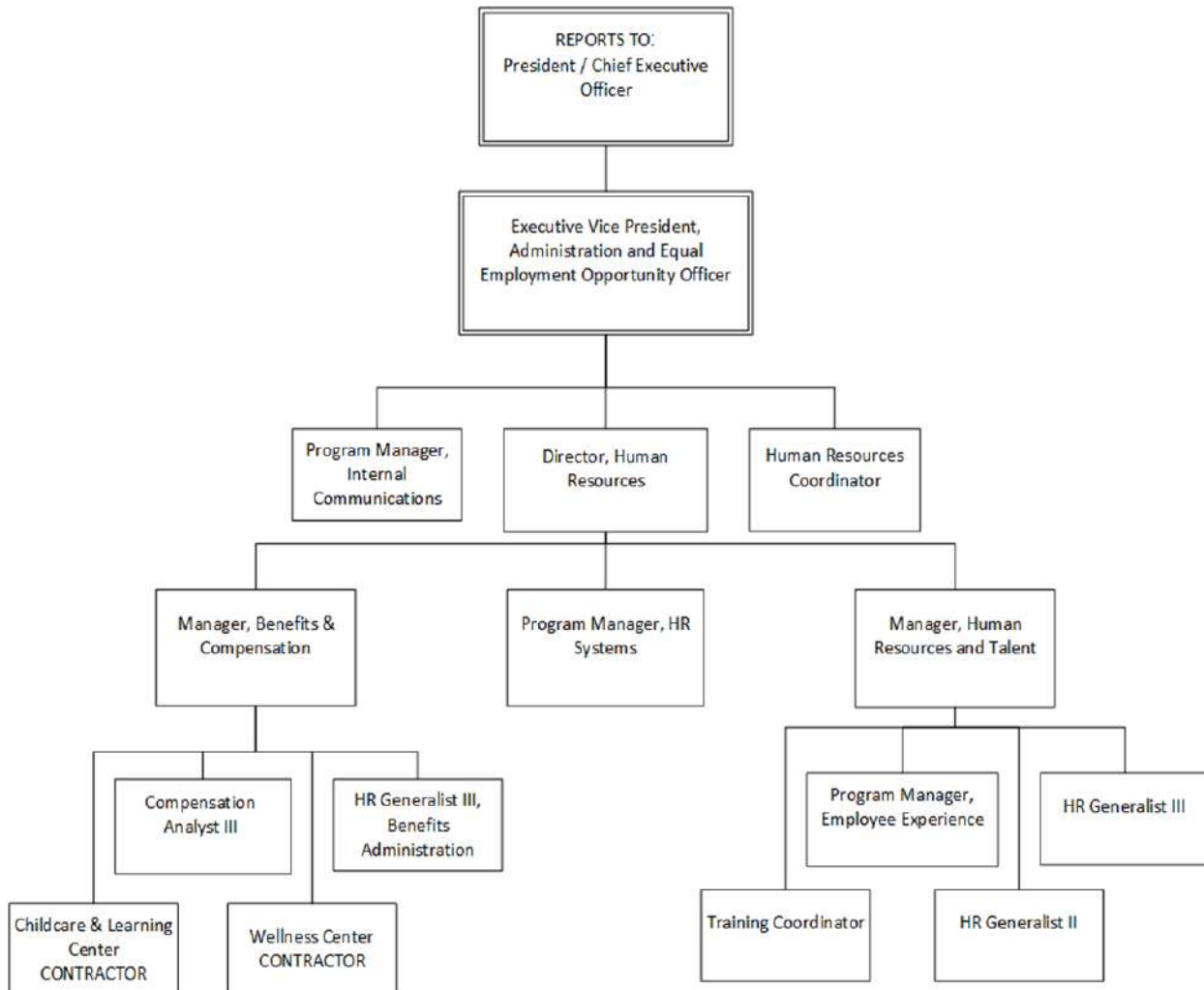
- ◆ Customer Experience
 - Continued customer service training to Capital Metro employees as part of Leaders in Motion and annual customer service training for Operations Control Center and Customer Service Call Center.
 - Updated customer service training content and video for Train the Trainer with service providers and ensure the delivery to their service delivery personnel.

- ◆ Human Capital
 - Continued with the Leaders in Motion program to include up to four cohorts for individual contributors.
 - Implemented the Leaders en Route program by launching a career enrichment software and training the managers and employee to use the programs to guide their staff in career choices.
 - Introduced employees to the new Learning Management Program and training opportunities available to empower self-learning and motivation for career enrichment.
 - Launched Employee Engagement/Satisfaction survey for Capital Metro employees including the service provider employees in July.
 - Introduced the 360 Management Assessment Program.
 - Launched employee recognition program that allows manager to employee, peer to peer and service awards for points to purchase gift cards and prizes for service and great performance. Worked with managers to promote it.
 - Completed salary study to recommend changes in salary structure to ensure compensation is competitive in the external marketplace.
 - Completed analysis of turnover and survey data for improvement in retention.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Implement the Learning Management System (LMS), to include curriculums for groups of employees which will include customer service webinars. All employees will be able to improve their customer service skills.
 - Provide customer service training for Customer Service representatives, which included an outside facilitator with previous call center experience.
 - Develop a customer service training program to be used for all service providers to create the Capital Metro Customer Service essentials.
- ◆ Engaged Workforce
 - Continue to work with managers and employees to understand the Leaders en Route program for professional development toward obtaining career growth and give the authority the ability to fill vacancies from within. This allows upward and lateral movement for employees seeking career changes.
 - Continue to develop specialized curriculums in the LMS site for employees and service providers to grow in their career.
 - Review results from the Employee Engagement/Satisfaction survey for Capital Metro employees and service providers and develop initiatives to address any areas to help retain our employees.
 - Assist leaders in utilizing the 360 Management Assessment to improve their management and communication skills.
 - Develop programs to improve employees and service providers experience with Capital Metro and improve the Capital Metro recruiting brand.

Human Resources Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$87,271 due to internal promotions and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$284,228 due primarily to increases of \$45,512 in Other Professional Fees for employee engagement survey and communications, \$64,800 in Temporary Help to assist with employee communications campaigns, \$18,706 in Other Services for multicultural events and printing and graphic services, \$23,585 in Business Meals for Transit employee appreciation lunches, \$64,904 for the Recognition Program for the Thanksgiving lunch and merit programs.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	1,196,089	1,226,056	1,238,409	1,309,715	83,659	6.8%
Overtime - Administrative	882	-	-	-	-	N/A
FICA-Admin	87,185	89,408	83,000	93,200	3,792	4.2%
State Unemployment-Admin	2,268	2,520	2,520	2,338	(182)	(7.2%)
Housing	40,560	4,500	4,500	4,502	2	0.0%
Relocation Reimb.	109,681	15,000	35,000	15,002	2	0.0%
Tuition Reimbursement	12,094	24,996	24,996	24,994	(2)	(0.0%)
TOTAL LABOR & BENEFITS	1,448,760	1,362,480	1,388,425	1,449,751	87,271	6.4%
OTHER EXPENSES						
Consultation Fees	276,900	554,875	482,125	562,211	7,336	1.3%
Technical Services	4,671	9,000	9,000	9,504	504	5.6%
Other Professional Fees	167,251	20,300	69,095	65,812	45,512	224.2%
Temporary Help	65,087	-	48,435	64,800	64,800	N/A
Courier And Delivery Services	4	-	-	300	300	N/A
Other Services	-	250	17,000	18,956	18,706	7482.4%
Office Supplies	15,078	13,000	13,000	13,000	-	0.0%
Other Supplies	118	2,750	5,850	15,600	12,850	467.3%
Telephone-Local	1,920	1,920	1,920	2,400	480	25.0%
Dues And Subscriptions	10,214	11,329	22,674	23,914	12,585	111.1%
Airfare - Transportation	11,283	8,000	8,250	11,000	3,000	37.5%
Travel - Per Diem	1,451	2,900	3,280	3,656	756	26.1%
Seminar, Conferences, Registration	17,278	17,954	18,452	26,668	8,714	48.5%
Lodging	6,724	7,200	9,400	11,940	4,740	65.8%
Travel - Other	924	200	100	200	-	0.0%
Business Meals - Local	2,621	1,600	23,060	25,185	23,585	1474.1%
New spaper Media	3,209	6,720	6,720	8,724	2,004	29.8%
Postage	643	600	600	600	-	0.0%
Food and Ice	4,339	1,500	12,552	14,952	13,452	896.8%
Recognition Program	19,193	33,500	51,000	98,404	64,904	193.7%
Office Equipment	748	-	-	-	-	N/A
TOTAL OTHER EXPENSES	609,658	693,598	802,513	977,826	284,228	41.0%
TOTAL OPERATING EXPENSES	2,058,418	2,056,078	2,190,938	2,427,577	371,499	18.1%

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.

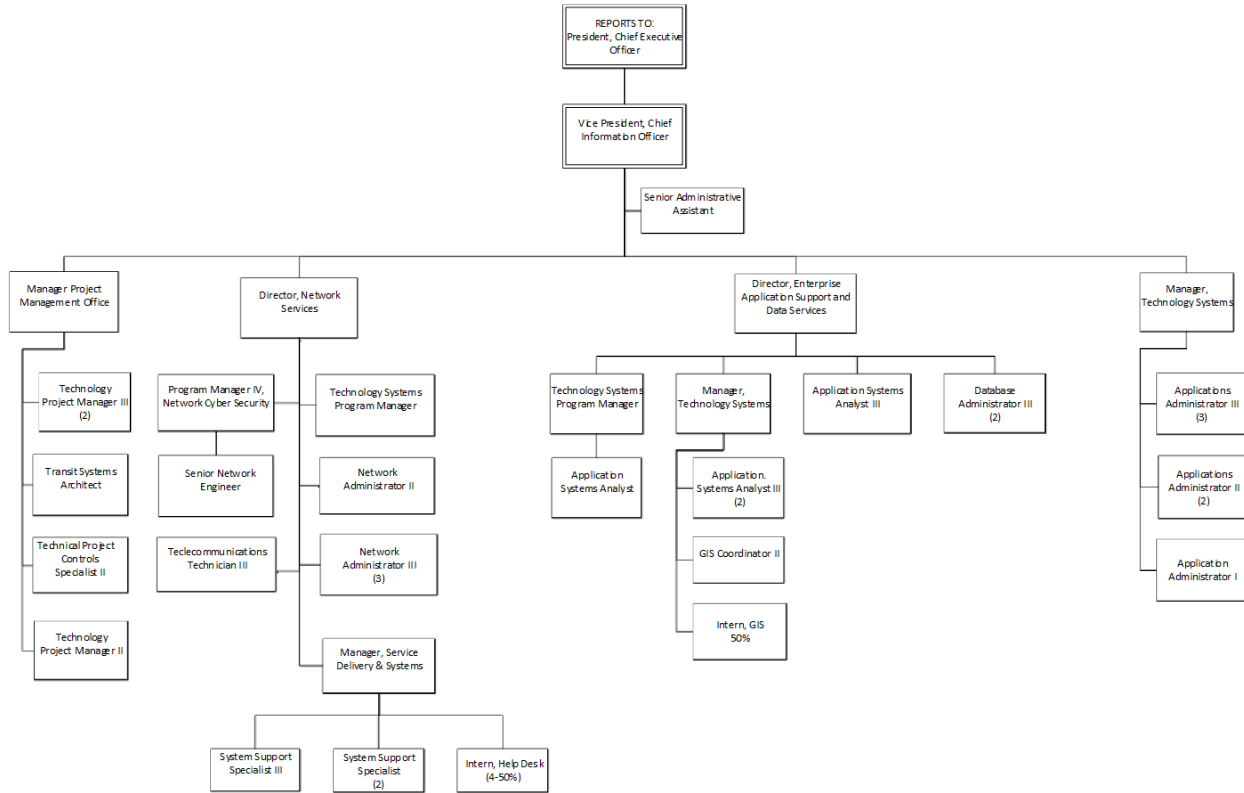
FY2019 Accomplishments

- ◆ Customer Experience
 - Completed data center modernization to improve stability, reliability and set infrastructure lifecycle.
 - Continued support of positive train control, including migration to hosted dispatch platform.
 - Implemented robust system for real-time vehicle tracking and route performance management.
 - Implemented data warehouse to provide Performance Dashboards on our website.
 - Upgraded transit scheduling system and operational software to improve capabilities and reliability.
 - Upgraded farebox system to add additional vaulting, improve reliability and stability.
 - Began analysis for replacement of paratransit software to meet current ADA accessibility requirements, improve operational efficiency and lower costs.
- ◆ Ridership
 - Launched major new release of CapMetro App to include multimodal trip planning.
 - Implemented new payment methods using Apple and Google Pay.
 - Implemented transit on-demand software to support Pickup program.
- ◆ Community
 - Launched the business partnership B2B Platform to purchase and distribute passes.
- ◆ Human Capital
 - Implemented systems and infrastructure for new facilities including Operations Control Center.
 - Implemented rail right-of-way system to track licenses, permits and roadway worker applications.
 - Began replacement of enterprise asset management system.
 - Began replacement of phone system and related communications capabilities.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Complete implementation of enterprise project and portfolio management system.
 - Implement additional public-facing Performance Dashboards on our website.
 - Implement next major new release of CapMetro App to include additional enhancements.
 - Replace DMS with ePaper at MetroRail and MetroRapid stations and at selected stops to improve display and accuracy of real-time information and other customer information.
 - Implement software enhancements to support Capital Metro's on-demand neighborhood service.
 - Continue to develop key performance indicators for system availability to improve reliability and delivery of services.
 - Finalize fare strategy for fast, easy and equitable payment options.
 - Begin fare system enhancements projects that align with the fare strategy.
 - Begin implementation of onboard digital displays for traveler information, announcements and advertising potential.
- ◆ Engaged Workforce
 - Enhance training for employees for increased awareness and to reduce cybersecurity attacks.
- ◆ Sustainability
 - Complete implementation of a new web content management system.
 - Complete replacement of phone system and related communications capabilities.
 - Complete replacement of enterprise asset management system.
 - Replace existing TVMs at rail stations and install new TVMs at selected stops.
 - Replace infrastructure components maintaining lifecycle to ensure reliability and stability.
 - Continue progress for replacement of paratransit software to meet current ADA accessibility requirements, improve operational efficiency and lower costs.
 - Begin the analysis to replace the intelligent transportation systems onboard vehicles.
- ◆ Valued Community Partner
 - Develop public-private partnerships with mobility and technology partners to reduce costs or improve traveler tools for customers.

Information Technology Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$374,057 due to the addition of a Senior Network Engineer, a Technical Project Controls Specialist, 2 Interns and 3 contractors converted to FTE status, 1 FTE transferred to the Legal department and the elimination of 1 FTE, as well as estimated performance-based pay increases to become effective in January 2020.

Other Expense

Increase of \$508,181 driven by various expense categories. Software Maintenance Contracts increase of \$2,613,910 is related to the decrease of \$2,247,407 in Computer Software as IT has changed the way it will classify software categories going forward. The \$194,800 increase to Temporary Help is for temporary system support and upgrade projects. Increases to Hardware Maintenance Contracts of \$216,036 Phone Interactive Voice Response (IVR) and Rail Systems infrastructure respectively. Decreases of \$252,000 in Other Professional Fees and \$62,500 in Phone System Maintenance are directly related to the conversion of contracted employees to full-time equivalent.



Capital Metropolitan Transportation Authority Approved FY2020
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	3,747,162	3,911,655	3,741,854	4,263,002	351,347	9.0%
Overtime - Administrative	3,111	-	-	-	-	N/A
Salary & Wages - Temp	-	-	5,000	-	-	N/A
Intern Pay	37,942	-	-	-	-	N/A
FICA-Admin	271,642	289,999	289,999	311,812	21,813	7.5%
State Unemployment-Admin	6,174	6,841	6,841	7,738	897	13.1%
TOTAL LABOR & BENEFITS	4,066,031	4,208,495	4,043,694	4,582,552	374,057	8.9%
OTHER EXPENSES						
Other Professional Fees	5,142	535,000	292,139	283,000	(252,000)	(47.1%)
Temporary Help	106,433	-	174,638	194,800	194,800	N/A
Phone System Maintenance	373,108	304,000	388,530	241,500	(62,500)	(20.6%)
Hardware Maintenance Contracts	287,340	281,868	302,829	497,904	216,036	76.6%
Software Maintenance Contracts	2,048,199	2,102,575	3,827,584	4,716,485	2,613,910	124.3%
Other Services	16,307	26,000	19,000	12,000	(14,000)	(53.8%)
Gasoline	767	-	-	-	-	N/A
Office Supplies	2,757	8,580	6,800	7,800	(780)	(9.1%)
Other Supplies	575	-	-	-	-	N/A
Non-Capital Projects	360,321	-	-	-	-	N/A
Telephone-Local	845,898	1,114,572	1,143,938	1,204,116	89,544	8.0%
Gasoline Fuel Tax	56	-	-	-	-	N/A
Dues And Subscriptions	5,792	2,400	3,000	2,824	424	17.7%
Airfare - Transportation	7,694	4,500	3,284	3,784	(716)	(15.9%)
Travel - Per Diem	3,822	2,025	1,995	1,830	(195)	(9.6%)
Seminar, Conferences, Registration	30,201	54,200	29,633	37,925	(16,275)	(30.0%)
Lodging	11,149	5,900	4,850	5,100	(800)	(13.6%)
Travel - Other	174	-	-	-	-	N/A
Postage	124	-	-	-	-	N/A
Computer Software	562,482	2,333,007	183,523	85,600	(2,247,407)	(96.3%)
Computer Hardware	294,419	252,500	252,000	240,640	(11,860)	(4.7%)
Other Miscellaneous Expenses	920	-	-	-	-	N/A
TOTAL OTHER EXPENSES	4,963,681	7,027,127	6,633,743	7,535,308	508,181	7.2%
TOTAL OPERATING EXPENSES	9,029,712	11,235,622	10,677,437	12,117,860	882,238	7.9%

Innovative Mobility

Functions and Responsibilities

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

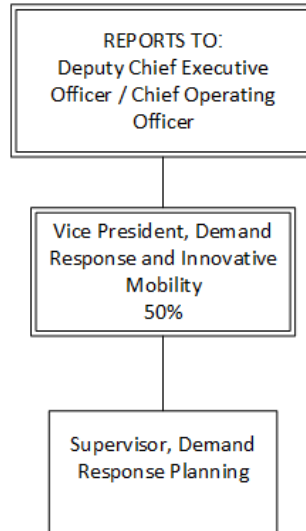
FY2019 Accomplishments

- ◆ Customer Experience
 - Completed MetroLink pilot, which provided alternative micro-transportation solutions designed to connect riders to High-Frequency routes in areas where fixed-route transit isn't readily available.
 - Implemented on-demand Pickup service to connect riders into Capital Metro's High-Frequency Network as well as provide point to point service within defined zones in the neighborhoods of Manor, Exposition, Rogge Lane, St. David's North Austin and Johnston Terrace.
 - Established partnership with dockless bike and scooter stakeholders to assist in creation of future transit pilots.
- ◆ Community
 - Provided supplemental transit services that expanded the transit network for service delivery.
 - Partnered with Lyft to create Ditch Your Car days.
- ◆ Finance
 - Provided alternative transit options in locations where fixed-route service is inefficient.
 - Identified areas that warrant fixed-route service based on ridership of innovative service.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Develop future Pickup service areas based on community needs.
 - Develop and support autonomous pilots and demonstration projects.
 - Support connected vehicle pilot and demonstration projects.
- ◆ Valued Community Partner
 - Develop regional partnerships to extend the reach of transit through on-demand Pickup service.
 - Foster a culture of innovation through collaboration with public and private stakeholders.

Innovative Mobility Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$87,993 due to 1 FTE transferred from the Paratransit Eligibility department and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$759,204 due to reallocating funds of \$214,427 from Other Professional Fees, \$315,000 Other Services, and \$459,000 Lease-Vehicles to support an increase of \$1,624,995 in Innovative Mobility initiatives. Increase of \$401,600 in Temporary Help for a Project Manager and Dispatchers to support the existing program and expansion of Pickup. Fuel expense of \$97,206 moved to Demand Response Oversight department. Expense Reimbursement of \$177,238 from Travis County for the Hornsby and Manor neighborhood circulators.



	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	-	\$80,340	\$152,028	\$161,963	\$81,623	101.6%
FICA-Admin	-	5,153	5,153	11,254	6,101	118.4%
State Unemployment-Admin	-	91	91	360	269	295.6%
TOTAL LABOR & BENEFITS	-	85,584	157,272	173,577	87,993	102.8%
OTHER EXPENSES						
Consultation Fees	-	10,000	-	5,000	(5,000)	(50.0%)
Other Professional Fees	-	428,854	-	214,427	(214,427)	(50.0%)
Temporary Help	-	100,000	300,000	501,600	401,600	401.6%
Other Services	-	615,000	24,500	300,000	(315,000)	(51.2%)
Gasoline	-	87,948	-	-	(87,948)	N/A
Telephone-Local	-	-	-	480	480	N/A
Gasoline Fuel Tax	-	9,258	-	-	(9,258)	N/A
Innovative Mobility	-	1,358,940	485,239	2,983,935	1,624,995	119.6%
Advertising/Promotion Media	-	20,000	20,000	20,000	0	0.0%
Postage	-	12,000	12,000	12,000	-	0.0%
Lease-Vehicles	-	900,000	126,000	441,000	(459,000)	(51.0%)
Expense Reimbursement	-	-	-	(177,238)	(177,238)	N/A
TOTAL OTHER EXPENSES	-	3,542,000	967,739	4,301,204	759,204	21.4%
TOTAL OPERATING EXPENSES	-	\$3,627,584	\$1,125,011	\$4,474,781	\$847,197	23.4%

Internal Audit

Functions and Responsibilities

The Internal Audit department reports directly to the board of directors and is an independent and objective source of assurance and advisory services. 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 process improvement by providing insight and recommendations based on a systematic analysis and assessment of data and business processes. Internal Audit also shares best practices and suggests ways for reducing costs and enhancing revenues.

FY2019 Accomplishments

- ◆ Human Capital
 - Shared best practices and assisted peer transit internal audit functions.
 - Implemented UT Audit Intern Program – recruited and developed interns from UT for the Audit department and leveraged their skills to drive process improvement within Capital Metro.
- ◆ Finance
 - Performed an Internal Audit transformation, which included the implementation of the Institute of Internal Auditors' best practice manual and the upgrade of the internal audit software (TeamMate).
 - Developed FY2020 risk-based flexible audit plan that supports organizational objectives and best practices related to governance, risk and compliance.
 - Executed the FY2019 Internal Audit Services plan and assisted management by assessing operational and business risks and focusing internal audit resources in the most cost-effective and efficient manner.
 - Provided advisory, consulting and risk management services to management and the board on the implementation of an enterprise risk management program.
 - Leveraged data analytics in the performance of audit projects to make the projects more efficient and effective.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Develop FY2021 risk-based flexible audit plan that supports organizational objectives and best practices related to governance, risk and compliance.
 - Provide advisory, consulting and risk management services to management and the board in support of Capital Metro strategic priorities.

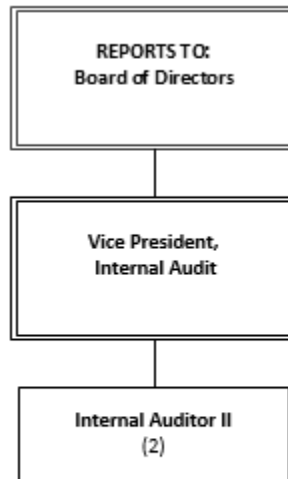
◆ Sustainability

- Execute the FY2020 Internal Audit Services Plan and assist management by assessing operational and business risks and focusing internal audit resources in the most cost-effective and efficient manner.
- Continue UT Audit Intern Program – recruit and develop interns from UT and leverage their skills to drive process improvement within Capital Metro.
- Explore opportunities to phase out the TeamMate audit system and replace with a Governance Risk & Compliance system that can be used across Capital Metro.

◆ Valued Community Partner

- Lead the coordination and successful completion of the Quadrennial Review.
- Share best practices and provide assistance, as needed, to peer transit and local government internal audit functions.

Internal Audit Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$4,806 for estimated performance-based pay increases to become effective in January 2020.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$239,015	\$336,065	\$315,385	\$341,625	\$5,560	1.7%
FICA-Admin	28,091	23,153	23,153	22,404	(749)	(3.2%)
State Unemployment-Admin	648	541	541	536	(5)	(0.9%)
TOTAL LABOR & BENEFITS	267,754	359,759	339,079	364,565	4,806	1.3%
OTHER EXPENSES						
Office Supplies	50	400	100	400	0	(0.0%)
Other Supplies	262	400	250	400	0	(0.0%)
Telephone-Local	560	1,440	1,440	1,440	-	0.0%
Dues And Subscriptions	880	1,905	1,905	1,580	(325)	(17.1%)
Airfare - Transportation	48	1,350	1,350	1,350	-	0.0%
Travel - Per Diem	148	400	400	400	0	(0.0%)
Seminar, Conferences, Registration	811	4,369	4,369	5,372	1,003	23.0%
Lodging	424	600	1,400	1,200	600	100.0%
Travel - Other	268	-	-	-	-	0.0%
TOTAL OTHER EXPENSES	3,451	10,864	11,214	12,142	1,278	11.8%
TOTAL OPERATING EXPENSES	\$271,205	\$370,623	\$350,293	\$376,707	\$6,084	1.6%

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.

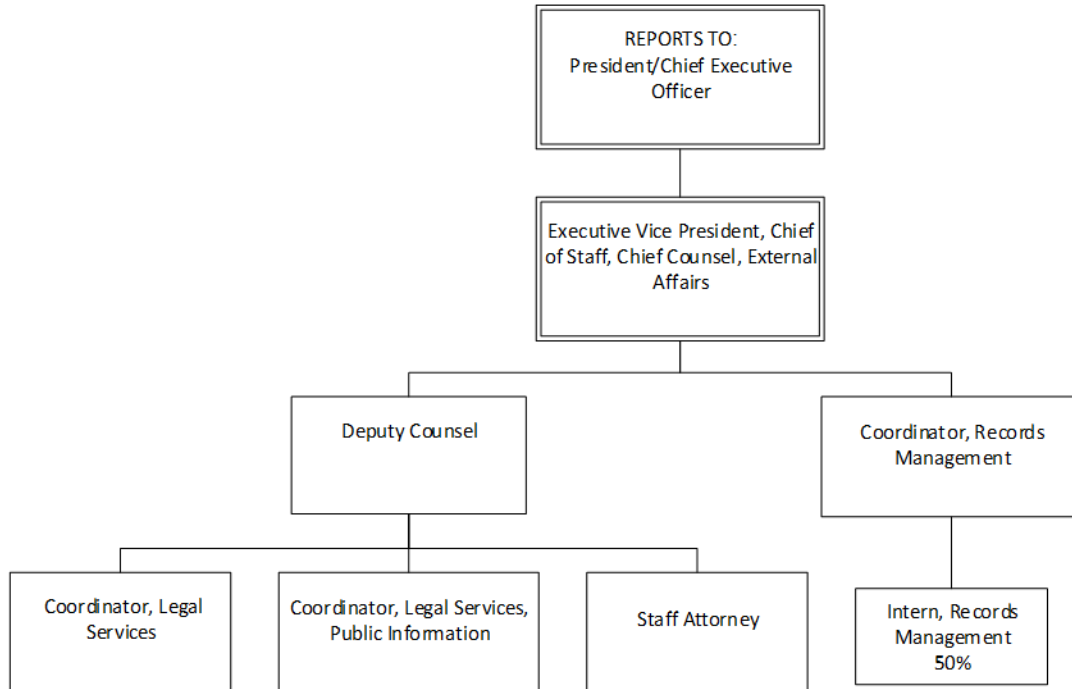
FY2019 Accomplishments

- ◆ Finance
 - Reviewed and revised agency policies.
 - Assisted in the development and delivery of staff training and guidance on legal and ethical issues.
 - Ensured Capital Metro meets its legal obligations associated with transparency and public information.
 - Continued to develop and implement processes and strategies for reducing legal risk and exposure.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Collaborate with other departments on effective and efficient ways to develop and implement a wide array of projects in accordance with applicable laws and regulations.
 - Revise and streamline agency policies.
 - Assist in the development and delivery of staff training on ethical issues and guidance on legal matters.
 - 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.

Legal Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$111,347 due to the transfer of 1 FTE from Information Technology, an intern and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Decrease of \$232,036 driven by \$250,000 in General Legal Services due to anticipating less need for external legal services.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$449,418	\$534,825	\$564,395	\$638,064	\$103,239	19.3%
Overtime - Administrative	635	-	-	-	-	0.0%
FICA-Admin	30,255	35,347	38,809	43,091	7,744	21.9%
State Unemployment-Admin	817	898	988	1,262	364	40.5%
TOTAL LABOR & BENEFITS	481,125	571,070	604,192	682,417	111,347	19.5%
OTHER EXPENSES						
General Legal Services	318,124	550,000	550,000	300,000	(250,000)	(45.5%)
Courier And Delivery Services	-	50	50	50	-	0.0%
Other Services	-	-	-	11,000	11,000	0.0%
Office Supplies	1,927	2,500	2,500	3,000	500	20.0%
Telephone-Local	640	960	1,200	1,920	960	100.0%
Dues And Subscriptions	6,116	7,433	7,433	8,076	643	8.7%
Airfare - Transportation	428	2,000	2,000	1,979	(21)	(1.1%)
Travel - Per Diem	224	800	800	927	127	15.9%
Seminar, Conferences, Registration	2,522	4,500	4,500	8,087	3,587	79.7%
Lodging	428	1,500	1,500	2,668	1,168	77.9%
Travel - Other	18	-	-	-	-	0.0%
Postage	313	400	400	400	-	(0.0%)
TOTAL OTHER EXPENSES	330,740	570,143	570,383	338,107	(232,036)	(40.7%)
TOTAL OPERATING EXPENSES	\$811,865	\$1,141,213	\$1,174,575	\$1,020,524	(\$120,689)	(10.6%)

Marketing and Communications

Functions and Responsibilities

The Marketing and Communication department furthers Capital Metro's mission through promoting transit use and value, public relations, business development, providing creative support to other departments' initiatives. The department generates revenue through advertising sales on transit vehicles and through the development of programs designed to increase ridership in a collaborative effort with private and public entities. Major responsibilities include the promotion of routes and services, internal marketing, schedule/signage design, website management and fleet graphics. The department also carries out market research to measure levels of awareness and customer satisfaction. The department serves as the primary contact point for the news media. It provides communications strategy and support to other departments and the board, allowing Capital Metro to drive positive messages and enhance its 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. The Marketing and Communications department results from the merging of the Marketing department and the Communications department.

FY2019 Accomplishments

◆ Customer Experience

- Developed the "Every 15" campaign to promote the High-Frequency routes developed for Cap Remap to encourage riders to use the new network and experience the convenience of more frequent and better-connected services.
- Developed targeted educational campaign to promote ridership associated with the opening of the new Westgate Transit Center.
- Created new schedules and maps tool for capmetro.org that improved the access and usability of the most highly visited pages on the website.
- Promoted special summer ridership programs to encourage family and recreational use of transit on free-fare days.
- Promoted new free rides for students 18 and younger policy through paid and transit media.
- Sustained targeted, educational outreach to new University of Texas Students and those living in dorms, which included a partnership with dorm resident assistants and the creation of a "bucket list" that informed students of all the special places in Austin that students can visit on transit.
- Promoted special event services through paid and social media that included ACL Festival, Halloween, New Year's Eve, SXSW, July 4th and Pecan Street Festivals.
- Worked with UT Sports to promote transit ridership to football games.
- Raised community awareness for Project Connect and the avenues available for public comment and input using a wide variety of informational channel tools such as community office design and development, vision map development, video, web, social media and paid media.

- Co-branded and worked with MetroRideShare contractors to provide concept, planning and implementation of the promotion of vanpool services, extending access to public transit in those areas where fixed-route services may not be available or may not provide convenient commutes.
- Provided creative and marketing support to MetroLink pilots in four targeted neighborhoods.
- Worked with Operations and Customer Service in training for social media and communicating service disruptions.
- ◆ Human Capital
 - Assisted Human Resources in the rebranding of the “Raise the Bar” program, the development of pins and employee badges, and providing creative services for the internal relations.
- ◆ Community
 - Supported community investment projects including Downtown Station, Westgate Transit Center and Plaza Saltillo by providing information to the community regarding construction and improvements, groundbreaking ceremonies and service launches
 - Performed customer satisfaction surveys to determine areas of strength and identify gaps in the total riding population and performed targeted surveys for UT Shuttle ridership to better understand trends within the market.
 - Collaborated with Community Engagement to perform a community survey of attitudes and perception of Capital Metro and the value it brings to the community.
 - Launched “bus back” program to educate the community on the positive impacts that transit brings to the community.
 - Developed brochure that outlined Capital Metro’s annual progress and accomplishments.
 - Gathered video testimonials from customers who benefitted from Cap Remap to share on digital and social media.
 - Shifted from the planning stages to public outreach and campaign stages for Project Connect, to ensure the agency’s priorities and goals are well understood by the general public and major stakeholders.
 - Led communications and media relations efforts on agency initiatives like the addition of new MetroRapid stations, pilot programs that allow Capital Metro to determine the effectiveness of possible new services, promotional service programs intended to increase ridership and the continued implementation and promotion of Cap Remap.
 - Collaborated with the Safety department to develop a campaign to raise awareness in safety including distracted driving month, Vision Zero, Safety Month and Back-to-School safety.
 - Supported the Security department with campaigns raising awareness of acceptable conduct, and updating “See Something, Say Something” messaging.

- Launched MetroWorks pilot with State of Texas Board of Nursing to explore a new “direct-to-customer” model for transit passes.
- Developed a request for proposal for a third-party transit advertising sales contract designed to increase sales and revenue of Capital Metro transit media assets.
- Collaborated with IT to complete the development of a tool that will allow groups and event planners to purchase digital group passes for their attendees.

FY2020 Planned Initiatives

◆ High-Quality Customer Experience

- Promote underperforming High-Frequency routes with targeted fall and spring ridership campaigns along the lines. Includes consultation, out of home, direct mail and at-stop promotions. Campaigns centered on fall and spring service changes
- Develop a new UT ridership program, informed by customer satisfaction research designed to inform students of their ridership benefit and to promote ridership through the introduction of a "where can CapMetro take me" campaign promoting destinations and events.
- Support continual user experience (UX) testing improvements necessary to keep the Capital Metro website content and usability optimized. Tests will include ADA testing of schedule tool; site architecture improvements; and template improvements in support of the replacement of the content management system.
- Continue the MetroRideShare promotion campaign to build ridership in growing areas outside the city core that have no or limited access to fixed-route service.
- Support the launch of the new Norwood Mobility hub with print information, signage and promoted social media.
- Provide promotional support to the prospective acquisition of service connecting San Marcos to Austin. Support will include schedules, signage, branding, paid and social media.
- Provide education and promotion of new ticket vending options that will be available in 2020.

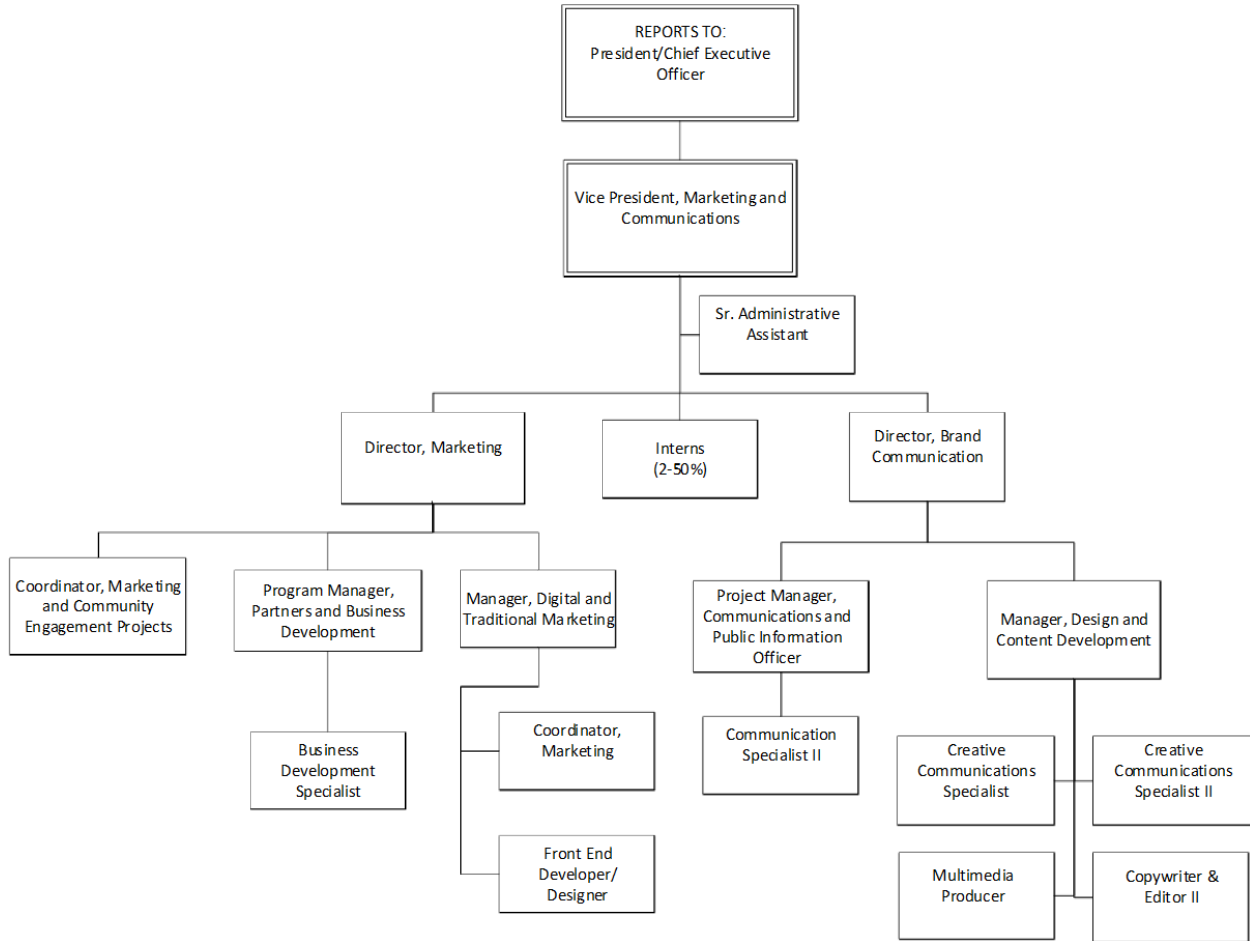
◆ Sustainability

- Develop branding, events and promotion of new electric buses, their innovative properties and their contribution to a cleaner, more sustainable community environment.
- Launch of a new third-party contract for the sale of transit advertising designed to increase revenues and better utilize Capital Metro's transit assets.
- Develop a group sales promotions campaign to educate planners and event developers on new tools that make the digital transit passes an easy and viable offering to attendees.
- Continue collaboration with Safety, Security and Innovative Mobility to promote programs and initiatives within those departments.

◆ Valued Community Partner

- Educate and inform customers and community members on the changes, impacts and opportunities during construction of the Downtown Station. This will include signage, schedule information and branding of the temporary station.
- Provide marketing, videography, print and website support for Project Connect.
- Complete four customer satisfaction surveys in 2020 in support of the strategic plan and performance scorecard.
- Develop brochures, transit advertising, videos and events that educate the community on the value of transit and the innovations that Capital Metro is bringing to the community.
- Lead communications and media relations efforts on agency initiatives like the addition of new electric buses, pilot programs that allow Capital Metro to determine the effectiveness of possible new services, promotional service programs intended to increase ridership and the continued implementation and promotion of Cap Remap.
- Support the agency's Project Connect initiative through communications and media relations efforts. That will include day-to-day maintenance of the Project Connect website; seeking and arranging media appearances for agency staff and leadership; working closely with the Marketing and technical teams, contractors and Community Engagement to ensure a coordinated message is maintained. The goal is to make sure the agency's priorities and goals are well understood by the general public and major stakeholders.
- Continue to increase the media exposure of the agency and its initiatives in an effort to assure the value of transit is communicated as widely as possible. We will be proactive in our efforts to increase Capital Metro's visibility to both stakeholders and the Central Texas community.

Marketing and Communications Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$235,971 from the transfer of 1 FTE from the Community Engagement department, the addition of two interns, departmental realignment and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$855,512 driven by \$638,000 Consulting Fees for increases in customer satisfaction surveys, branding and new fall and spring and electric bus campaigns; \$128,837 Other Professional Fees for increases in branding, literature distribution, media monitoring and Value of Transit; \$99,000 Other Supplies for increase in first-mile/last-mile innovations, new electric bus, San Marcos and fall and spring campaigns. Decrease of \$89,000 Advertising Installation Expense due to lower anticipated advertising sales.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,297,335	\$1,281,180	\$1,224,315	\$1,500,200	\$219,020	17.1%
Overtime - Administrative	9,022	-	-	-	-	0.0%
Intern Pay	-	-	5,000	-	-	0.0%
FICA-Admin	109,645	95,829	95,829	112,240	16,411	17.1%
State Unemployment-Admin	2,925	2,878	2,878	3,418	540	18.8%
TOTAL LABOR & BENEFITS	1,418,927	1,379,887	1,328,022	1,615,858	235,971	17.1%
OTHER EXPENSES						
Consultation Fees	543,713	440,000	608,821	1,078,000	638,000	145.0%
Other Professional Fees	258,665	269,270	279,093	398,107	128,837	47.8%
Temporary Help	34,863	16,000	32,000	30,000	14,000	87.5%
Courier And Delivery Services	23	1,000	300	600	(400)	(40.0%)
Other Services	1,361	1,100	13	-	(1,100)	N/A
Advertising Installation Expense	222,358	176,000	144,000	87,000	(89,000)	(50.6%)
Office Supplies	18,270	14,592	10,600	8,100	(6,492)	(44.5%)
Passes And Tickets	1,065	-	-	-	-	0.0%
Maps And Schedules	245,316	243,000	243,000	266,300	23,300	9.6%
Other Supplies	155,892	40,000	62,000	139,000	99,000	247.5%
Non-Capital Projects	405	-	-	-	-	0.0%
Telephone-Local	1,800	3,600	2,160	2,880	(720)	(20.0%)
Dues And Subscriptions	21,031	19,667	6,318	16,783	(2,884)	(14.7%)
Airfare - Transportation	3,366	4,700	4,700	3,900	(800)	(17.0%)
Travel - Per Diem	1,771	1,900	1,900	5,400	3,500	184.2%
Seminar, Conferences, Registration	3,751	9,985	13,485	21,700	11,715	117.3%
Lodging	5,344	8,300	6,100	11,100	2,800	33.7%
Travel - Other	249	716	716	-	(716)	N/A
Business Meals - Local	1,052	1,200	1,000	-	(1,200)	N/A
Advertising/Promotion Media	691,081	391,000	393,522	428,000	37,000	9.5%
Postage	821	-	30	-	-	0.0%
Other Miscellaneous Expenses	3,147	-	1,000	-	-	0.0%
Food and Ice	225	-	-	-	-	0.0%
Lease-Operating Yard/Storage	5,252	5,196	5,868	5,868	672	12.9%
TOTAL OTHER EXPENSES	2,220,821	1,647,226	1,816,626	2,502,738	855,512	51.9%
TOTAL OPERATING EXPENSES	\$3,639,748	\$3,027,113	\$3,144,648	\$4,118,596	\$1,091,483	36.1%

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 and life insurance, as well as the pension plans.

FY2019 Accomplishments

- ◆ Human Capital
 - Developed and implemented benefit programs that recruit and retain the best employees. Continuously monitored benefit plans for expenses and trends in services provided to employees and families to ensure Capital Metro is providing benefits at the 50th percentile.
 - Maintained retirement plan administration in compliance with regulations and submitted pension information to the Texas Pension Review Board. Reviewed study on the retirement programs for Capital Metro employees for improved programs that will help recruit and maintain the best employees.
 - Ensured employees received the required tax notices under the Affordable Care Act (ACA) for the benefit plans by newly set deadlines.

FY2020 Planned Initiatives

- ◆ Engaged Workforce
 - Implement a new health care option with high deductible and health saving account to add to the Capital Metro benefit program that recruits and retains the best employees. Continuously monitor benefit plans for expenses and trends in services provided to employees and families to ensure Capital Metro is providing benefits at the 50th percentile.
 - Ensure employees receive the required tax notices under the ACA for the benefit plans by newly set deadlines.
 - Maintain retirement plan administration in compliance with regulations and submitted pension information to the Texas Pension Review Board. Implement changes as recommended to the board based on the retirement program study for Capital Metro employees to improve programs that will help recruit and maintain the best employees.



Budget Changes

Labor and Benefits

Increase of \$2,353,218 primarily due to higher Pension-Admin and Retirement Medicare Supplement Payments of \$1,745,240 and \$314,000 respectively. There is also the addition of a Short-Term (S/T) Disability benefit and planned contractual increase of the Health Plan Administrative expense of \$93,300 and \$130,916.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
401k Fees	34,553	48,000	48,000	48,000	-	0.0%
Pension - Bargain	4,020,583	4,002,000	5,500,000	4,000,002	(1,998)	(0.0%)
Pension - Admin	4,888,879	3,239,760	4,517,975	4,985,000	1,745,240	53.9%
L/T Disability - Admin.	61,260	62,886	62,887	63,348	462	0.7%
S/T Disability	-	-	15,000	93,300	93,300	N/A
Health Plans-Admin	3,374,254	4,366,345	4,366,345	4,497,261	130,916	3.0%
Health Plan - Fees	560,739	583,125	583,125	609,432	26,307	4.5%
Health Plan Employee Contribution-Admin	(629,964)	(638,400)	(638,400)	(597,600)	40,800	(6.4%)
Dental Plans-Admin	245,915	223,656	223,656	225,300	1,644	0.7%
Dental Plan Employee Contribution-Admin	(30,987)	(31,920)	(31,920)	(29,664)	2,256	(7.1%)
Life Insurance-Admin	31,659	36,201	36,201	36,468	267	0.7%
Rideshare Subsidy	4,450	9,200	9,200	9,240	40	0.4%
B-Cycle Subsidy	-	2,500	2,500	2,484	(16)	(0.6%)
Retirement Medicare Supplement Payments	353,713	46,000	52,000	360,000	314,000	682.6%
TOTAL LABOR & BENEFITS	12,915,054	11,949,353	14,746,569	14,302,571	2,353,218	19.7%
TOTAL OPERATING EXPENSES	12,915,054	11,949,353	14,746,569	14,302,571	2,353,218	19.7%

Operations and Maintenance Oversight

Functions and Responsibilities

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

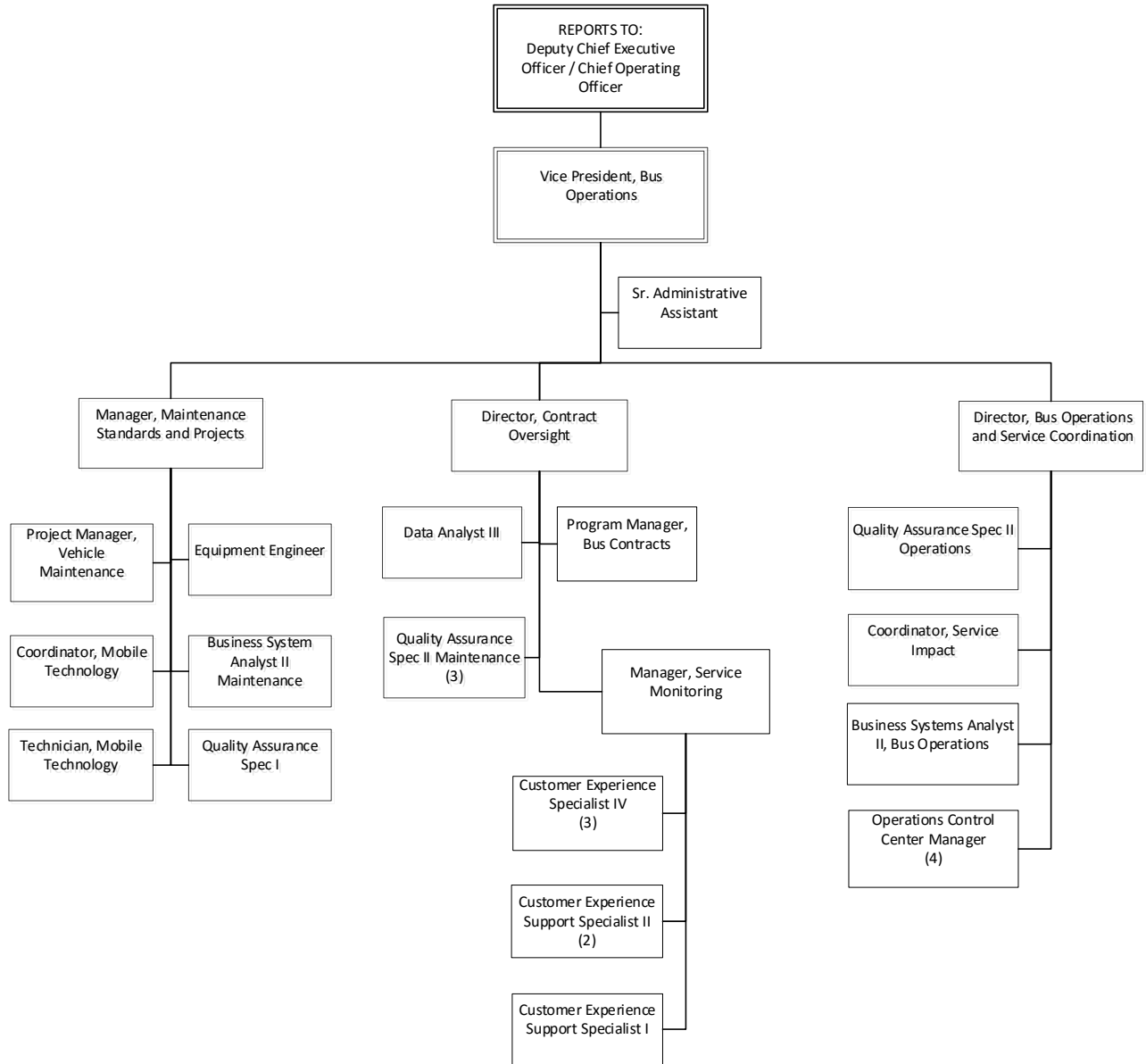
FY2019 Accomplishments

- ◆ Customer Experience
 - Continued to implement safety management system (SMS) in conjunction with the service providers and roll out agency-wide initiatives to reduce vehicle and passenger accidents.
 - Opened the Operations Control Center (OCC) to streamline real-time management of service delivery.
 - Launched new processes to more dynamically address service issues using a data-driven continuous improvement approach.
 - Supported the opening of the Westgate Transit Center.
 - Continued to implement the fleet replacement schedule as outlined in the long-range financial plan.
- ◆ Finance
 - Conducted solicitation and award of a contract for bus service at the East Fifth Street and North Operations locations.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Continue to implement SMS in conjunction with the service providers and roll out agency-wide initiatives to reduce vehicle and passenger accidents.
 - Continue to implement the fleet replacement schedule as outlined in the long-range financial plan.
 - Launch fleet electrification program, with the implementation of the first battery electric buses.
 - Coordinate the implementation of fleet-wide improvements to on-board camera systems.
 - Support the implementation of the replacement Enterprise Asset Management system.
- ◆ Sustainability
 - Implement the new contract for bus service at the East Fifth Street and North Operations locations.

Operations and Maintenance Oversight Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$259,639 due to the addition of 2 FTEs for the Operations Control Center, and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Decrease of \$3,766,086 mainly driven by the new contract for bus service at the East Fifth Street and North Operations Bus locations, along with the reclassification of building maintenance expense to the Property and Asset Management department. Increase of \$160,580 in Maintenance Radios for Operations Control Center's backup to Lower Colorado River Authority. Increase of \$756,250 in Repair and Maintenance-Other primarily due to new warranty expense to support electric buses transition costs of the new bus contract. Net increase of \$829,768 in Diesel, Gasoline and Fuel-North Operations driven by an increase in fuel prices. Fuel is budgeted at \$2.30 per gallon, an increase of 20 cents over FY2019. Increase of \$58,800 in Toll Road Charges due to capturing agency-wide tolls for revenue and non-revenue vehicles in this department.



Capital Metropolitan Transportation Authority Approved FY2020
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,802,197	\$2,309,625	\$2,303,019	\$2,550,069	\$240,444	10.4%
Overtime - Administrative	10,075	19,551	10,000	21,600	2,049	10.5%
FICA - Admin	124,839	173,317	177,718	187,413	14,096	8.1%
State Unemployment-Admin	3,338	5,048	5,363	5,398	350	6.9%
Uniform Allowance-Admin.	2,407	2,400	4,800	5,100	2,700	112.5%
TOTAL LABOR & BENEFITS	1,942,856	2,509,941	2,500,900	2,769,580	259,639	10.3%
OTHER EXPENSES						
Other Services - Ctecc	403,976	508,070	508,070	525,406	17,336	3.4%
Other Professional Fees	68,883	158,000	118,000	162,500	4,500	2.8%
Maintenance-Radios	746,785	579,020	620,000	739,600	160,580	27.7%
Repair & Maintenance-Other	233,137	259,000	160,000	1,015,250	756,250	292.0%
Other Services	29,169	21,000	21,000	24,000	3,000	14.3%
Diesel	7,068,985	6,174,076	6,216,620	6,468,653	294,577	4.8%
Gasoline	85,571	180,671	180,671	260,149	79,479	44.0%
Fuel-North Ops .	3,414,439	3,283,660	3,943,660	3,739,372	455,712	13.9%
Fuel Risk Management	(1,514,129)	-	(620,766)	-	-	0.0%
Office Supplies	7,998	9,600	9,600	9,600	-	N/A
Other Supplies	1,326	31,700	28,000	65,700	34,000	107.3%
Non-Capital Projects	43,244	-	-	-	-	0.0%
Telephone-Local	1,680	1,440	3,840	3,840	2,400	166.7%
Diesel Fuel Tax	993,231	986,076	986,075	972,193	(13,883)	(1.4%)
Gasoline Fuel Tax	2,151	-	-	24,776	24,776	N/A
Fuel Surcharge	590	-	-	-	-	0.0%
E. Fifth Bus	78,314,766	82,152,616	82,038,900	73,226,459	(8,926,157)	(10.9%)
North Ops Bus	29,092,910	35,410,928	34,688,700	38,990,644	3,579,716	10.1%
Rural Service Bus	1,852,760	1,597,970	1,732,200	1,310,712	(287,257)	(18.0%)
Dues And Subscriptions	11,964	3,600	3,600	2,000	(1,600)	(44.4%)
Airfare - Transportation	15,192	51,550	51,550	44,870	(6,680)	(13.0%)
Travel - Per Diem	7,955	16,035	16,035	13,655	(2,380)	(14.8%)
Toll Road Charges	67,030	36,000	92,000	94,800	58,800	163.3%
Seminar, Conferences, Registration	15,889	20,600	20,600	19,575	(1,025)	(5.0%)
Lodging	23,836	50,450	50,450	48,040	(2,410)	(4.8%)
Travel - Other	2,123	-	-	-	-	0.0%
Business Meals - Local	221	-	5,000	-	-	0.0%
Postage	527	1,020	2,400	2,400	1,380	135.3%
Tools And Equipment	101	-	-	-	-	0.0%
Other Miscellaneous Expenses	1,427	-	-	-	-	0.0%
Food and Ice	1,350	-	1,500	2,800	2,800	N/A
TOTAL OTHER EXPENSES	120,995,089	131,533,080	130,877,705	127,766,994	(3,766,086)	(2.9%)
TOTAL OPERATING EXPENSES	\$122,937,945	\$134,043,021	\$133,378,605	\$130,536,574	(\$3,506,447)	(2.6%)

Paratransit Eligibility

Functions and Responsibilities

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

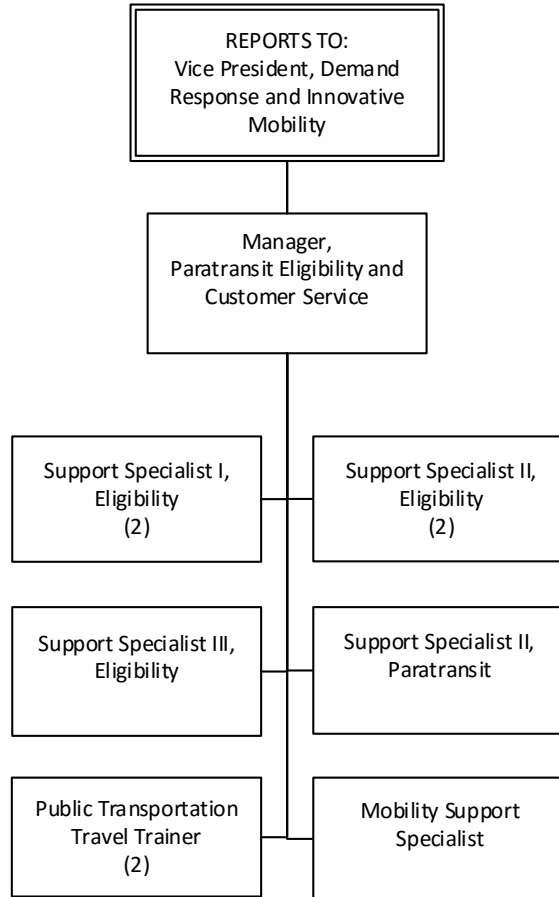
FY2019 Accomplishments

- ◆ Customer Experience
 - Continued high rates of customer satisfaction, rating an average of 8.78 out of 10 on monthly eligibility customer satisfaction surveys.
 - Provided a seamless process to give our customers access to the accessible fixed-route services without requiring an additional trip to a healthcare professional and completion of an additional application process by establishing a process to automatically grant a reduced-fare ID card to individuals that are deemed ineligible for paratransit services.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Procurement of vendor to complete in-person functional transit assessments.
 - Procurement of vendor for sign-language services.
 - Initiate auditing process of customer call reports to ensure customers are receiving timely feedback and resolutions.
- ◆ Valued Community Partner
 - Design new marketing methods to expand outreach.
 - Continue to build partnerships with local organizations.

Paratransit Eligibility Department Organizational Chart





Budget Changes

Labor and Benefits

Decrease of \$29,180 as a result of transferring 1 FTE to the Innovative Mobility department, and 1 FTE from Paratransit Reservations and Control department and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$50,119 mainly due to the need for Temporary Help of \$40,800 to help meet demand and reduce wait times for customers.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$519,854	\$550,334	\$497,118	\$524,051	(\$26,283)	(4.8%)
Overtime - Administrative	1,351	6,000	6,000	6,000	-	0.0%
FICA-Admin	37,474	42,100	45,111	39,208	(2,892)	(6.9%)
State Unemployment-Admin	1,659	1,803	1,966	1,798	(5)	(0.3%)
Uniform Allowance-Admin.	-	900	900	900	-	0.0%
TOTAL LABOR & BENEFITS	560,338	601,137	551,095	571,957	(29,180)	(4.9%)
OTHER EXPENSES						
Other Professional Fees	291,742	300,960	300,960	310,475	9,515	3.2%
Temporary Help	10,000	12,000	12,000	52,800	40,800	340.0%
Other Services	2,639	6,996	8,000	6,996	-	0.0%
Office Supplies	3,076	5,496	5,496	-	(5,496)	N/A
Other Supplies	1,116	6,000	6,000	6,000	-	0.0%
Telephone-Local	-	480	480	480	-	0.0%
Dues And Subscriptions	349	375	375	375	-	0.0%
Airfare - Transportation	299	1,450	1,300	1,200	(250)	(17.2%)
Travel - Per Diem	224	800	600	600	(200)	(25.0%)
Seminar, Conferences, Registration	653	2,000	1,000	1,000	(1,000)	(50.0%)
Lodging	894	1,650	1,550	1,500	(150)	(9.1%)
Advertising/Promotion Media	-	-	1,350	1,500	1,500	N/A
Postage	8,474	9,000	14,400	14,400	5,400	60.0%
TOTAL OTHER EXPENSES	319,466	347,207	353,511	397,326	50,119	14.4%
TOTAL OPERATING EXPENSES	\$879,804	\$948,344	\$904,606	\$969,283	\$20,939	2.2%

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.

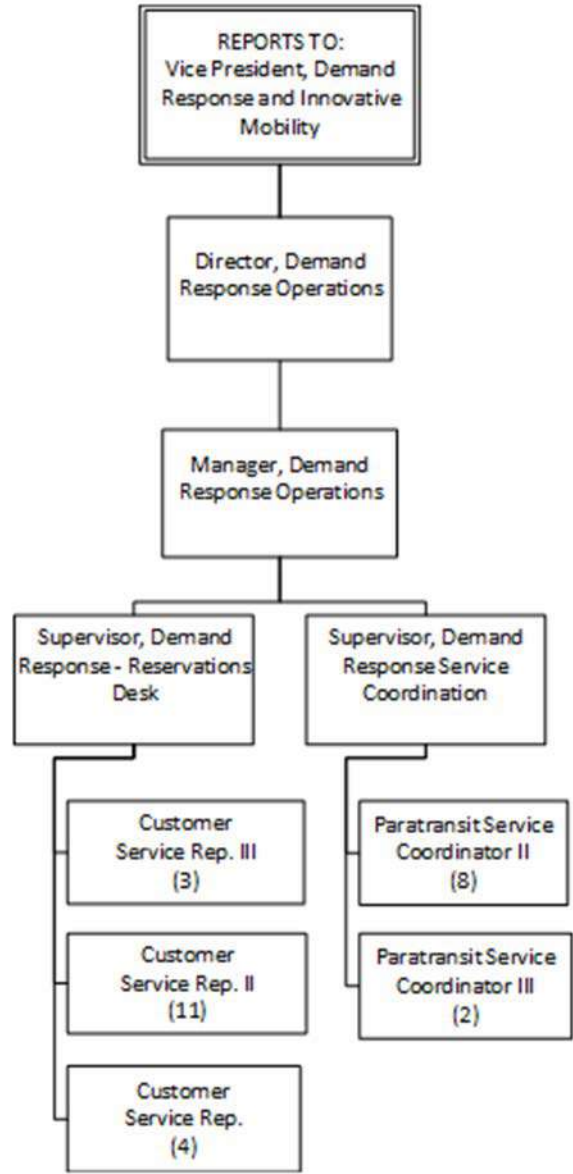
FY2019 Accomplishments

- ◆ Customer Experience
 - Achieved a 92% on-time performance (for pickups), bettering the projected 91% mark.
 - Added targeted service by time of day and day of week.
 - Implemented weekly performance report for each customer service representative on both quantity and quality of call performance.
- ◆ Human Capital
 - Restructured dispatch by task to provide accountability, identify training needs, increase productivity, respond to safety incidents and enhance customer service.
 - Combined service provider dispatch and Capital Metro dispatch.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Achieve better than projected on-time performance (for pickups)
- ◆ Engaged Workforce
 - Implement a Demand Response dispatch center that combines the demand response-specific computer aided scheduling and dispatch software, vehicle locator systems, radio system and call center capabilities.
- ◆ Sustainability
 - System upgrade to automatically copy trip datasets throughout the day.

Paratransit Reservation and Control Center Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$3,359 due to estimated performance-based pay increases to become effective in January 2020, offset slightly by lower projected Overtime-Administrative expense.

Other Expenses

Increase of \$62,855 mainly due to increase in Temporary Help used for staffing the call center.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,329,846	\$1,567,281	\$1,349,720	\$1,585,195	\$17,914	1.1%
Overtime - Administrative	174,460	171,060	171,060	157,898	(13,162)	(7.7%)
FICA-Admin	117,783	119,621	116,610	118,599	(1,022)	(0.9%)
State Unemployment-Admin	5,562	5,935	5,772	5,764	(171)	(2.9%)
TOTAL LABOR & BENEFITS	1,627,651	1,863,897	1,643,162	1,867,456	3,559	0.2%
OTHER EXPENSES						
Temporary Help	171,911	39,960	115,165	105,600	65,640	164.3%
Other Services	14,221	20,700	19,000	20,500	(200)	(1.0%)
Office Supplies	3,371	1,500	1,200	-	(1,500)	N/A
Expendable Tools & Equipment	1,958	-	-	-	-	0.0%
Other Supplies	25	6,600	6,600	2,750	(3,850)	(58.3%)
Telephone-Local	40	-	480	1,440	1,440	N/A
Dues And Subscriptions	-	-	375	375	375	N/A
Airfare - Transportation	-	450	450	800	350	77.8%
Travel - Per Diem	-	350	350	400	50	14.3%
Seminar, Conferences, Registration	-	950	950	1,000	50	5.3%
Lodging	-	500	500	1,000	500	100.0%
Postage	2,628	2,820	2,820	2,820	-	0.0%
TOTAL OTHER EXPENSES	194,154	73,830	147,890	136,685	62,855	85.1%
TOTAL OPERATING EXPENSES	\$1,821,805	\$1,937,727	\$1,791,052	\$2,004,141	\$66,414	3.4%

Procurement

Functions and Responsibilities

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

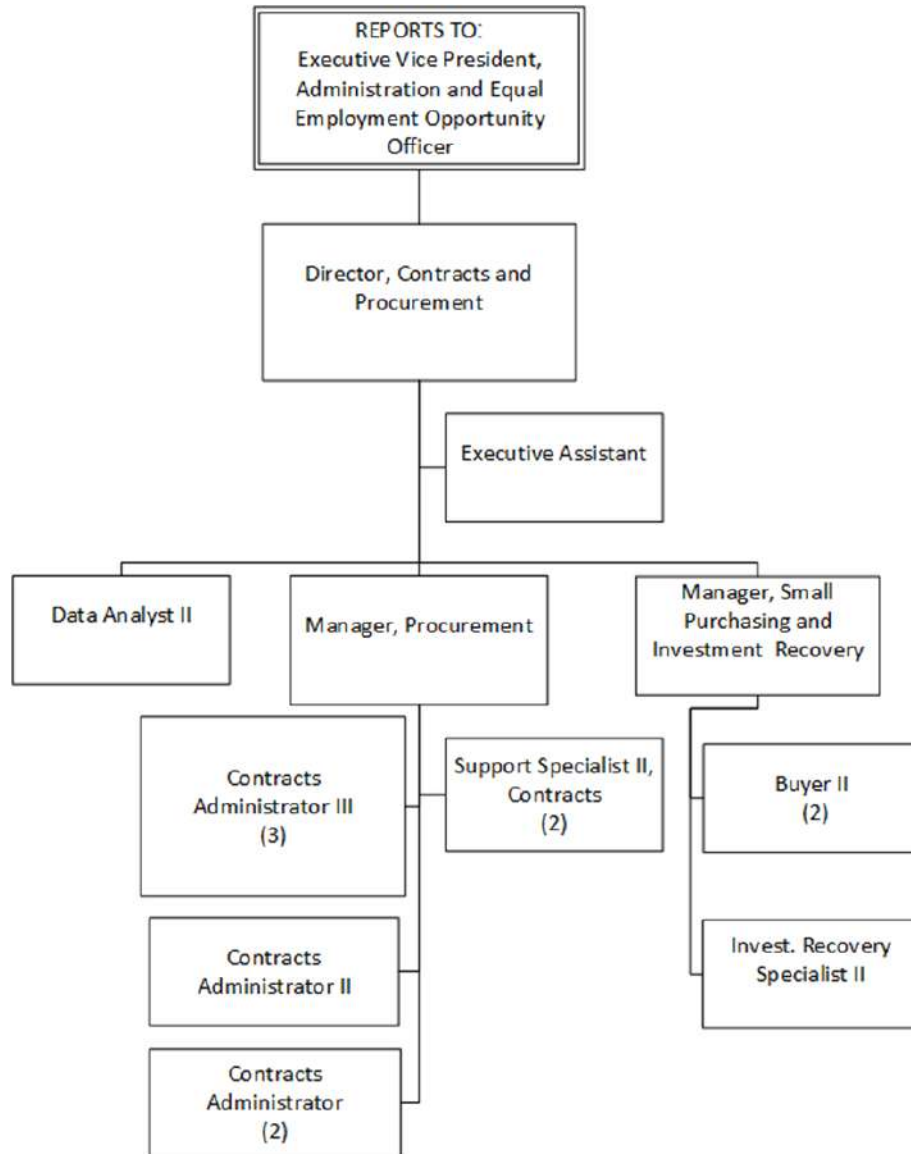
FY2019 Accomplishments

- ◆ Customer Experience
 - Awarded a contract to upgrade the existing dynamic messaging signs to solar ePaper
 - Awarded a contract for fixed-route services, combining north and south base operations under one contractor.
 - Awarded a contract for the construction of the new Downtown Station
- ◆ Human Capital
 - Awarded new contracts for employee benefit and 401(k) and pension plan administration.
 - Awarded a contract for career enrichment program
 - Awarded a contract for the new MetroMerits program
- ◆ Finance
 - Awarded a contract for new ticket vending machines
 - Awarded a contract for a fare collection consultant
 - Awarded a contract for a new asset management system
- ◆ Community
 - Awarded contracts for engineering design services for the Orange and Blue Lines, in support of Project Connect
 - Awarded a contract for electric buses
 - Awarded a contract for diesel buses
 - Awarded a contract for a real-time data system

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Award contracts for installation of electric bus charging stations at the North Operations facility
 - Procure additional commuter coaches
 - Procure new paratransit vehicles
 - Continue support in soliciting, procuring and administering contracted bus and maintenance services
- ◆ Engaged Workforce
 - Award a contract for health plan administration services
- ◆ Sustainability
 - Conduct negotiations training for Capital Metro employees.
 - Review acquisition policy, and then document and present revisions and/or corrections to the board for approval
- ◆ Valued Community Partner
 - Issue solicitations and award contracts in support of Project Connect

Procurement Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$3,202 due to estimated performance-based pay increases to become effective in January 2020, offset slightly by a partial salary transfer for a Contract Administrator to the Project Connect department

Other Expenses

Increase of \$241,266 primarily due to increased Temporary Help of \$224,796 associated with contract management services, and \$49,500 for Seminar, Conferences, Registration for training and certification of staff.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	1,203,340	1,241,304	1,210,578	1,246,188	4,884	0.4%
Overtime - Administrative	1,344	13,128	13,128	13,124	(4)	(0.0%)
FICA-Admin	88,079	94,743	94,743	93,212	(1,531)	(1.6%)
State Unemployment-Admin	2,592	2,883	2,883	2,736	(147)	(5.1%)
TOTAL LABOR & BENEFITS	1,295,355	1,352,058	1,321,332	1,355,260	3,202	0.2%
OTHER EXPENSES						
Consultation Fees	20,475	20,000	20,000	5,000	(15,000)	(75.0%)
Other Professional Fees	-	20,000	20,000	-	(20,000)	(100.0%)
Temporary Help	9,667	15,500	110,500	240,296	224,796	1450.3%
Gasoline	649	-	-	-	-	N/A
Office Supplies	6,114	6,400	6,400	7,320	920	14.4%
Gasoline Fuel Tax	59	-	-	-	-	N/A
Dues And Subscriptions	2,538	3,960	3,960	3,960	-	0.0%
Airfare - Transportation	4,570	5,895	5,895	5,895	-	0.0%
Travel - Per Diem	3,191	4,103	4,103	4,103	-	0.0%
Seminar, Conferences, Registration	14,725	13,145	13,145	62,645	49,500	376.6%
Lodging	8,403	7,250	7,250	7,800	550	7.6%
Travel - Other	491	1,100	650	1,100	-	0.0%
Business Meals - Local	-	-	500	500	500	N/A
New spaper Media	12,776	19,000	19,000	19,000	-	0.0%
Postage	225	600	600	600	-	0.0%
TOTAL OTHER EXPENSES	83,884	116,953	212,003	358,219	241,266	206.3%
TOTAL OPERATING EXPENSES	1,379,239	1,469,011	1,533,335	1,713,479	244,468	16.6%

Project Connect

Functions and Responsibilities

The Project Connect department advances high-capacity transit planning efforts with the purpose of identifying, evaluating, refining and advancing to implementation public transportation solutions and infrastructure. This highly collaborative work includes extensive internal coordination along with external partnerships with the city of Austin mobility plans and initiatives, other public- and private-sector partners and broad community engagement.

FY2019 Accomplishments

- ◆ Customer Experience
 - Continued to engage the community in the development of Project Connect as the effort moves into project development, including preliminary engineering and environmental analysis.
- ◆ Ridership
 - Continued development of Project Connect to meet future ridership demand throughout the region.
 - Completed updated ridership projections for Project Connect.
 - Advanced preliminary engineering and environmental analysis efforts on high-capacity transit corridors defined by the Project Connect Vision Plan.
 - Advanced preliminary engineering and environmental analysis on the regional component of the plan, including Park & Ride and related MetroExpress service projects and services.
- ◆ Community
 - Participated in Austin Chamber of Commerce Regional Mobility Summit on October 1, 2018.
 - Obtained input from the community for the Draft Vision Plan.
 - Continued to build community consensus to support the Vision Plan.
 - Strategically developed a comprehensive approach to project phasing and prioritization.

◆ Finance

- Continued work with Finance and other stakeholders to develop financial plan for Project Connect.
- Issued the Draft Regional System Plan proposal to the Capital Metro board for adoption.
- Procured and awarded program management services and corridor designer contracts.

FY2020 Planned Initiatives

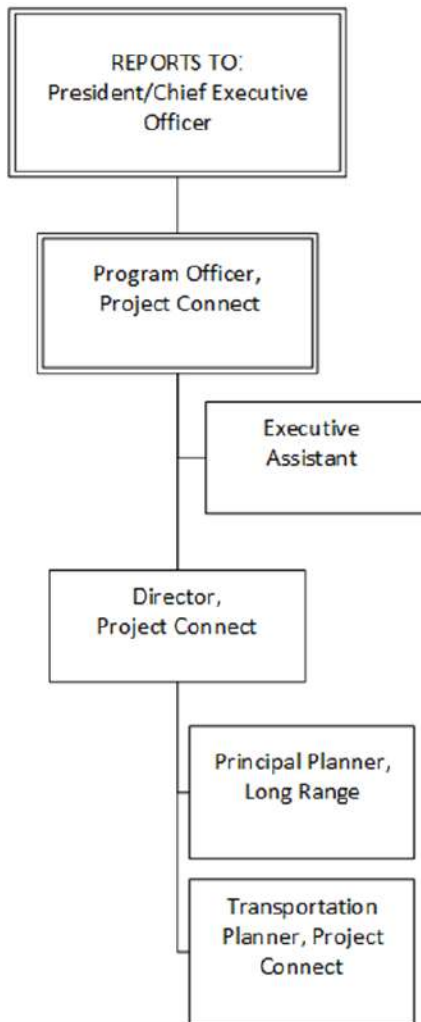
◆ Valued Community Partner

- Continue to engage the community in the development of the Project Connect program as the efforts move into preliminary engineering and environmental analysis.
- Provide a welcoming environment for public interaction throughout the project at our office at 607 Congress Avenue.
- Continue development of Project Connect to meet future ridership demand throughout the region.
- Advance preliminary engineering and environmental analysis efforts on high-capacity transit corridors including Orange Line and Blue Line.
- Advance preliminary engineering and environmental analysis efforts on bus rapid transit light corridors including Yellow, Pink, Navy, Purple, Lime, Peach and Cherry lines.
- Advance preliminary engineering and environmental analysis efforts on commuter rail transit corridors including Red Line.
- Advance planning studies on the Parmer, ACC Highland to Tech Ridge and MLK Lines with the potential to advance further into preliminary engineering and environmental analysis upon completion of planning studies.
- Advance transit-oriented development study on the Green Line to provide a plan for the corridor and initiate complementary zoning and land use regulations adjacent to proposed stations.
- Advance preliminary engineering and final design on mobility hub projects identified during the system planning effort of Project Connect.
- Advance preliminary engineering and final design on the regional component of the plan, including Park & Ride and related MetroExpress service projects and services.
- Obtain input from the community on all lines and hubs within the Project Connect program.
- Organize a Project Connect Advisory Network (PCAN) that will be in tune with the process and have working groups for specific communities or members with interests to particular aspects of the project.
- Continue to build community consensus to support the overall Project Connect program.
- Strategically develop a comprehensive approach to project phasing and prioritization.

◆ Sustainability

- Continue work with Finance and other stakeholders to develop financial plan for Project Connect.
- Procure and award contracts for MetroExpress program and mobility hubs
- Issue locally preferred alternatives for high-capacity transit lines to the Capital Metro board for adoption.

Project Connect Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$153,323 for an additional Executive Assistant FTE, partial salary transfer for a Contract Administrator from the Procurement department and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$9,658,028 driven by \$7,702,065 Consultation Fees for increases in Orange and Green lines corridor analyses, a multimedia education campaign in the following lines: Other Professional Fees, Advertising Installation Expense, Maps and Schedules, and Advertising/Promotion Media. Decrease of \$428,600 in Lease-Administrative Facility as FY2020 is only for the lease cost of the downtown administrative office, whereas FY2019 included the design, build and move.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$52,899	\$536,640	\$525,049	\$672,784	\$136,144	25.4%
FICA-Admin	2,468	33,490	39,266	50,340	16,850	50.3%
State Unemployment-Admin	162	719	863	1,048	329	45.8%
TOTAL LABOR & BENEFITS	55,529	570,849	565,178	724,172	153,323	26.9%
OTHER EXPENSES						
General Legal Services	-	150,000	20,000	150,000	-	0.0%
Consultation Fees	2,059,899	6,014,000	6,603,330	13,716,065	7,702,065	128.1%
Other Professional Fees	-	220,000	24,784	733,200	513,200	233.3%
Temporary Help	-	15,000	15,000	15,000	-	0.0%
Advertising Installation Expense	-	18,000	18,000	210,250	192,250	1068.1%
Maps And Schedules	-	26,000	26,000	575,000	549,000	2111.5%
Other Supplies	1,394	20,000	20,000	20,400	400	2.0%
Dues And Subscriptions	1,298	-	-	1,500	1,500	N/A
Airfare - Transportation	-	20,000	20,000	2,600	(17,400)	(87.0%)
Travel - Per Diem	-	-	-	1,000	1,000	N/A
Seminar, Conferences, Registration	-	-	-	3,000	3,000	N/A
Lodging	-	-	-	1,600	1,600	N/A
Business Meals - Local	67	-	-	-	-	0.0%
Advertising/Promotion Media	750	210,000	210,000	1,350,012	1,140,012	542.9%
Lease-Administrative Facility	-	548,600	373,600	120,000	(428,600)	(78.1%)
TOTAL OTHER EXPENSES	2,063,408	7,241,600	7,330,714	16,899,627	9,658,028	133.4%
TOTAL OPERATING EXPENSES	\$2,118,937	\$7,812,449	\$7,895,892	\$17,623,799	\$9,811,351	125.6%

Property and Asset Management

Functions and Responsibilities

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

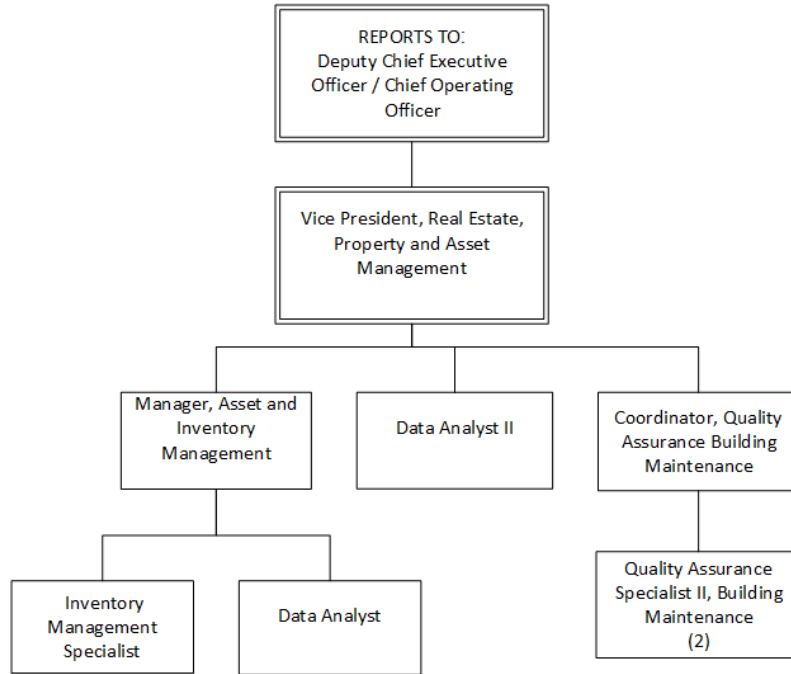
FY2019 Accomplishments

- ◆ Customer Experience
 - Continued to foster good relations and provide technical support to building maintenance service providers regarding contract compliance through contract management and service monitoring plans.
- ◆ Finance
 - Performed a facility condition assessment on the administrative offices at 2910 E. Fifth Street.
 - Completed a condition assessment and inspection of all underground utilities, plumbing, storm drains, separators, drainage and underground tank storage.
 - Submitted transit asset management plan to the National Transit Database (NTD).

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Continue to foster good relations and provide technical support to building maintenance service providers regarding contract compliance through contract management and service monitoring plans.
 - Installation of a third bus wash at the North Operations and Maintenance Facility to keep assets in a state of good repair.

Property and Asset Management Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$7,653 for estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$1,017,849 driven by a reclassification of the building maintenance expense from the Operations and Maintenance Oversight department for all facilities in Other Services, partially offset by a reclassification of building maintenance expense in Repair and Maintenance-Other.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$886,258	\$686,257	\$662,811	\$704,161	\$17,904	2.6%
Overtime - Administrative	6,924	-	-	-	-	0.0%
FICA-Admin	61,909	60,334	60,334	50,086	(10,248)	(17.0%)
State Unemployment-Admin	1,750	1,441	1,441	1,438	(3)	(0.2%)
TOTAL LABOR & BENEFITS	956,841	748,032	724,586	755,685	7,653	1.0%
OTHER EXPENSES						
Other Professional Fees	25,057	205,000	206,111	200,004	(4,996)	(2.4%)
Permits And Fees	-	3,000	1,500	1,500	(1,500)	(50.0%)
Temporary Help	(10,395)	57,757	48,130	-	(57,757)	N/A
Repair & Maintenance-Other	782,986	858,568	818,955	257,915	(600,653)	(70.0%)
Other Services	75,800	55,000	48,610	1,737,755	1,682,755	3059.6%
Gasoline	1,142	-	-	-	-	0.0%
Fuel Risk Management	(151)	-	-	-	-	0.0%
Office Supplies	3,276	7,000	7,125	7,000	-	0.0%
Other Supplies	45,075	15,500	5,965	15,500	-	0.0%
Non-Capital Projects	36,978	-	-	-	-	0.0%
Gasoline Fuel Tax	200	-	-	-	-	0.0%
Dues And Subscriptions	311	1,007	1,007	1,007	-	0.0%
Airfare - Transportation	318	2,500	2,500	2,500	-	0.0%
Travel - Per Diem	259	320	345	320	-	0.0%
Seminar, Conferences, Registration	809	1,000	750	1,000	-	0.0%
Lodging	455	1,200	2,210	1,200	-	0.0%
Postage	31	63	72	63	-	0.0%
Other Miscellaneous Expenses	2,475	-	-	-	-	0.0%
TOTAL OTHER EXPENSES	964,625	1,207,915	1,143,280	2,225,764	1,017,849	84.3%
TOTAL OPERATING EXPENSES	\$1,921,466	\$1,955,947	\$1,867,866	\$2,981,449	\$1,025,502	52.4%

Public Facilities

Functions and Responsibilities

The Public Facilities department is responsible for maintaining all bus stops, Park & Rides, transit centers and rail stations. The primary functions include the cleaning of bus stops and transit centers, servicing litter containers, coordinating the installation and removal of bus stop amenities, supporting special events and performing service change support tasks, including the installation and removal of signage.

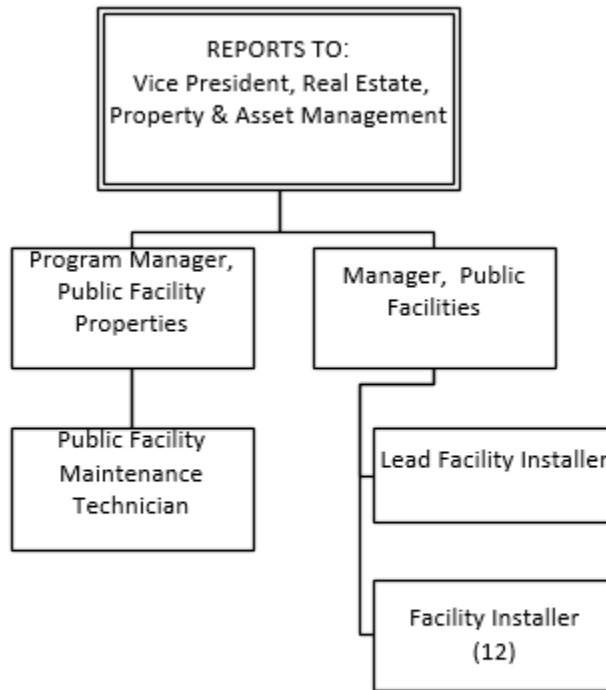
FY2019 Accomplishments

- ◆ Customer Experience
 - Supported Capital Projects department's efforts for the installation of new public amenities, including pads, benches, shelters, solar lighting, solar-powered digital signs and real-time data, shade panels, and litter containers.
 - Provided cleaning and repairs to customer amenities.
 - Supported service changes throughout the year.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Support Capital Projects department's efforts for the installation of new public amenities, including pads, benches, shelters, solar lighting, solar-powered digital signs and real-time data, shade panels and litter containers.
 - Provide cleaning and repairs to customer amenities.
 - Support service changes throughout the year.

Public Facilities Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$34,574 for estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$257,869 mainly driven by \$144,042 increase in Repair and Maintenance-Other to restripe the Pavilion Park and Ride and \$62,881 in Custodial Services for the addition of the Calles, Congress and Westgate properties.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$653,417	\$833,722	\$827,024	\$867,271	\$33,549	4.0%
Overtime - Administrative	105,445	113,571	113,571	113,571	-	0.0%
FICA-Admin	54,642	63,861	63,861	64,884	1,023	1.6%
State Unemployment-Admin	2,313	2,880	2,880	2,882	2	0.1%
Uniform Allowance-Admin.	7,503	8,700	9,100	8,700	-	0.0%
Boot Allowance-Admin	1,452	1,956	2,202	1,956	-	0.0%
TOTAL LABOR & BENEFITS	824,772	1,024,690	1,018,638	1,059,264	34,574	3.4%
OTHER EXPENSES						
Permits And Fees	75	-	-	-	-	0.0%
Repair & Maintenance-Other	17,795	95,202	108,038	239,244	144,042	151.3%
Electrical Services	127,764	95,952	120,000	129,996	34,044	35.5%
Custodial Services	1,006,263	1,176,756	1,043,563	1,239,637	62,881	5.3%
Other Services	390,647	464,133	461,262	479,851	15,718	3.4%
Diesel	49,919	-	-	-	-	0.0%
Gasoline	2,279	-	-	-	-	0.0%
Fuel Risk Management	(1,985)	-	-	-	-	0.0%
Office Supplies	63	120	82	120	-	0.0%
Other Supplies	27,927	104,104	94,282	94,600	(9,504)	(9.1%)
Maintenance Materials	10,942	39,996	31,000	39,996	-	0.0%
Electric	1,003,948	1,043,007	1,020,000	1,029,996	(13,011)	(1.2%)
Water And Sewer	298,012	315,142	312,000	320,004	4,862	1.5%
Gas	117,530	100,000	130,000	129,996	29,996	30.0%
Telephone-Local	80	-	-	-	-	0.0%
Drainage Service	240,714	261,041	261,041	261,036	(5)	(0.0%)
Garbage Collection	84,342	105,000	96,000	96,000	(9,000)	(8.6%)
Street Service	132,308	129,996	133,000	132,996	3,000	2.3%
Other Utilities	12,468	30,000	25,000	24,996	(5,004)	(16.7%)
Diesel Fuel Tax	3,251	-	-	-	-	0.0%
Gasoline Fuel Tax	156	-	-	-	-	0.0%
Postage	7	-	-	-	-	0.0%
Tools And Equipment	1,620	1,950	1,670	1,800	(150)	(7.7%)
Safety Equipment	982	1,600	950	1,600	-	0.0%
Other Miscellaneous Expenses	410	-	-	-	-	0.0%
TOTAL OTHER EXPENSES	3,527,517	3,963,999	3,837,888	4,221,868	257,869	6.5%
TOTAL OPERATING EXPENSES	\$4,352,289	\$4,988,689	\$4,856,526	\$5,281,132	\$292,443	5.9%

Rail Commuter Operations

Functions and Responsibilities

The Rail Commuter Operations department provides management and oversight of commuter rail service between Leander and downtown Austin. The mission entails the provision of safe and efficient public transportation for the community. The commuter service operates 10 commuter trains out of one operations facility in Central Austin, along 32 miles of track that services nine stations along this right-of-way. Rail Commuter Operations also manages the positive train control contract, rail operations strategic planning, rail operations regulatory compliance and risk reduction through post-incident analysis.

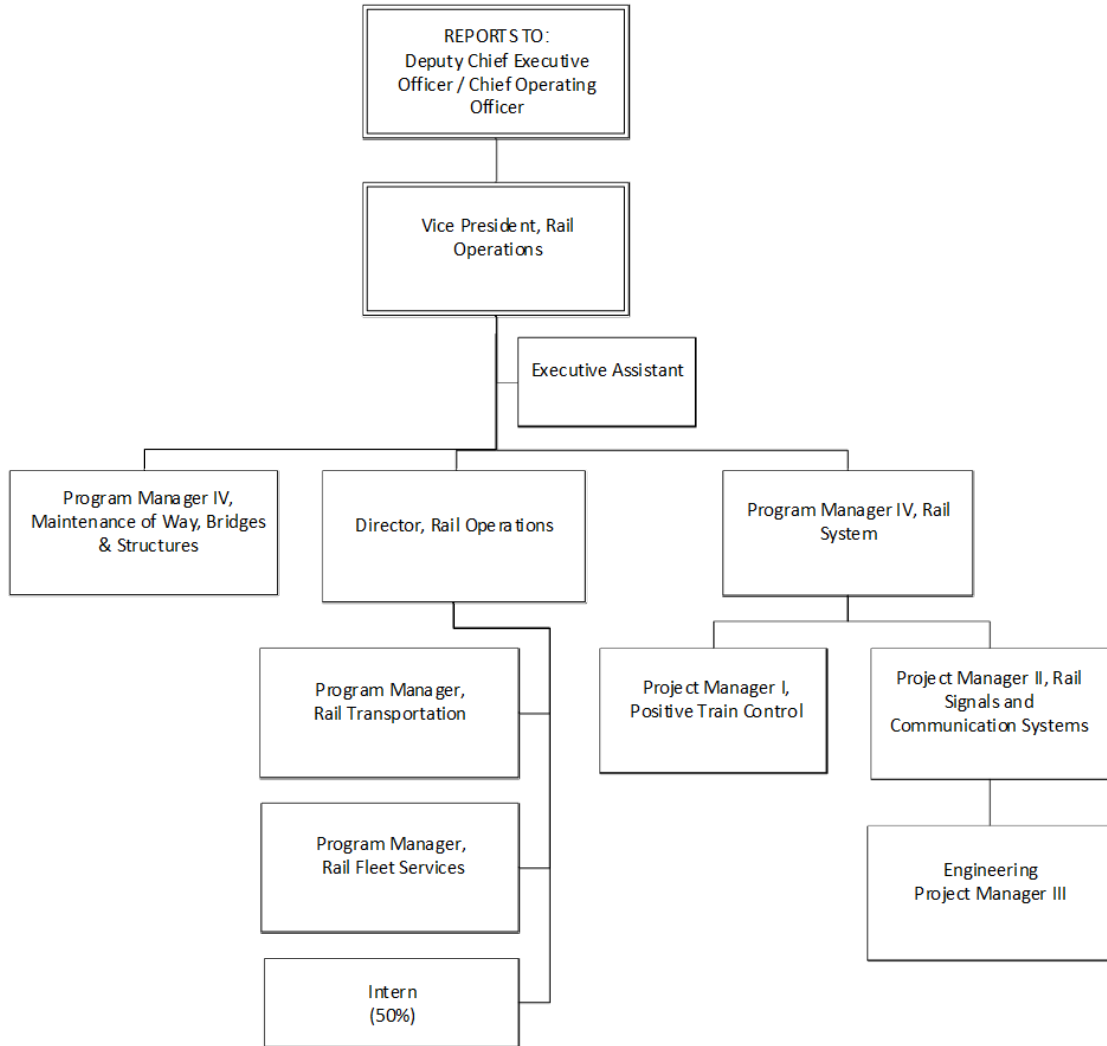
FY2019 Accomplishments

- ◆ Customer Experience
 - Rehabilitated TxDOT crossing at mile post (MP) 82.25.
 - Continued pursuit of Alternate Vehicle Technology (AVT) compliance with the FRA.
 - Completed fiber installation in right-of-way.
 - Completed installation of car-borne components.
 - Completed dispatch installation.
 - Completed wayside equipment installation.
 - Continued construction and implementation of PTC system.
 - Began integrated testing of PTC system.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Rehabilitate TxDOT crossings at TxDOT's direction.
 - Continue pursuit of AVT compliance with the FRA.
 - Complete implementation of PTC.

Rail Commuter Operations Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$58,567 due to 5 FTEs transferred from Security, an additional 0.5 FTE intern, the transition of 5 FTEs to the rail service provider and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$1,434,565 driven by \$1,135,878 Commuter Rail Services due to adding train conductors; \$185,000 Consulting Fees for Knorr testing for Commercial Off the Shelf (COTS) waiver relief and CAD drawing maintenance; \$61,216 Maintenance Materials for 8 wheelset replacements. The \$108,000 increase in Fuel-North Ops for vehicles used by the contracted service provider is due to it being budgeted in Diesel during FY2019 and therefore is mostly offset by the year-over-year \$77,008 decrease in Diesel.



Capital Metropolitan Transportation Authority Approved FY2020
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$ 867,436	\$ 1,103,357	\$ 1,241,797	\$ 1,159,345	\$ 55,988	5.1%
Overtime - Administrative	-	3,768	3,768	3,767	(1)	(0.0%)
FICA-Admin	75,653	81,020	97,400	83,420	2,400	3.0%
State Unemployment-Admin	1,627	1,800	2,790	1,980	180	10.0%
Uniform Allowance-Admin.	-	-	1,500	-	-	N/A
Boot Allowance-Admin	-	-	500	-	-	N/A
TOTAL LABOR & BENEFITS	944,716	1,189,945	1,347,755	1,248,512	58,567	4.9%
OTHER EXPENSES						
Consultation Fees	106,107	940,000	60,000	1,125,000	185,000	19.7%
Other Professional Fees	361,006	-	-	-	-	N/A
Temporary Help	12,251	-	2,943	-	-	N/A
Maintenance-Radios	11,366	6,000	3,000	6,000	-	0.0%
Diesel	643,744	913,430	811,811	836,422	(77,008)	(8.4%)
Gasoline	6,692	-	-	2,400	2,400	N/A
Fuel-North Ops .	-	-	96,000	108,000	108,000	N/A
Fuel Risk Management	(5,857)	-	-	-	-	N/A
Office Supplies	5,787	7,480	7,480	7,000	(480)	(6.4%)
Training Materials	404,000	-	-	-	-	N/A
Maintenance Materials	410,964	-	352,519	61,216	61,216	N/A
Telephone-Local	15,390	22,680	8,000	8,640	(14,040)	(61.9%)
Diesel Fuel Tax	10,890	-	9,600	9,600	9,600	N/A
Gasoline Fuel Tax	556	-	480	480	480	N/A
Commuter Rail Services	14,126,203	16,544,417	15,000,000	17,680,295	1,135,878	6.9%
Dues And Subscriptions	12,978	25,275	20,000	28,975	3,700	14.6%
Airfare - Transportation	11,426	2,600	8,000	6,350	3,750	144.2%
Travel - Per Diem	2,986	1,856	1,900	4,518	2,662	143.4%
Seminar, Conferences, Registration	1,080	1,875	1,875	9,675	7,800	416.0%
Lodging	8,505	3,000	6,000	9,600	6,600	220.0%
Travel - Other	77	-	-	-	-	N/A
Postage	45	30	30	30	-	0.0%
Penalties	25,113	-	-	-	-	N/A
Tools And Equipment	-	800	800	4,300	3,500	437.5%
Other Miscellaneous Expenses	211	3,000	300	3,000	-	0.0%
Food and Ice	-	-	50	100	100	N/A
Interest Expense	49,338	4,593	4,593	-	(4,593)	(100.0%)
TOTAL OTHER EXPENSES	16,220,857	18,477,036	16,395,381	19,911,601	1,434,565	7.8%
TOTAL OPERATING EXPENSES	\$ 17,165,573	\$ 19,666,981	\$ 17,743,136	\$ 21,160,113	\$ 1,493,132	7.6%

Rail Freight Management

Functions and Responsibilities

The Rail Freight Management 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. Management of the Giddings-Llano rail line is accomplished through a rail freight operator, whose responsibility is to fulfill the common carrier obligations by providing freight service to shippers along the line, as well as implementing marketing strategies to maximize revenue while providing efficient freight service.

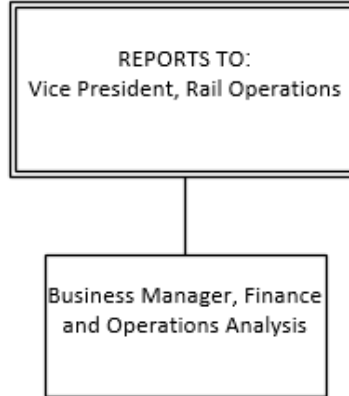
FY2019 Accomplishments

- ◆ Community
 - Rehabilitated TxDOT crossing at MP 113.72.
 - Completed implementing quiet zones in the east subdivision.
 - Opened freight rail line between Elgin and Giddings.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Rehabilitate TxDOT crossings at TxDOT's direction.
 - Begin replacement of bridge at MP 52.44.

Rail Freight Management Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$3,301 for estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$412,668 mainly driven by \$385,648 in Row Herzog Transit Services for higher maintenance expenses allocation due to increased volume of freight cars.



	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$107,891	\$107,915	\$107,151	\$111,154	\$3,239	3.0%
FICA-Admin	7,453	8,254	8,254	8,316	62	0.8%
State Unemployment-Admin	162	179	179	179	-	0.0%
TOTAL LABOR & BENEFITS	115,506	116,348	115,584	119,649	3,301	2.8%
OTHER EXPENSES						
Audit Fees	-	-	-	15,000	15,000	N/A
Consultation Fees	26,826	375,000	300,000	390,000	15,000	4.0%
Software Maintenance Contracts	-	-	2,000	-	-	0.0%
Sp Right Of Way Maintenance	100,000	-	-	-	-	0.0%
Row Herzog Transit Services	1,468,990	1,097,083	1,240,000	1,482,731	385,648	35.2%
Office Supplies	887	420	180	180	(240)	(57.1%)
Expendable Tools & Equipment	672	1,000	825	1,000	0	0.0%
Non Capital Equipment	3,680	-	-	-	-	0.0%
Maintenance Materials	-	-	175	-	-	0.0%
Non-Capital Projects	263,184	-	-	-	-	0.0%
Telephone-Local	900	1,380	1,380	900	(480)	(34.8%)
Other Business Insurance	-	-	5,438	-	-	0.0%
Dues And Subscriptions	-	5,400	5,400	5,400	-	0.0%
Airfare - Transportation	-	1,200	-	-	(1,200)	N/A
Travel - Per Diem	-	460	-	-	(460)	N/A
Lodging	-	600	-	-	(600)	N/A
Other Miscellaneous Expenses	-	1,200	-	1,200	-	0.0%
Capital Expense - Non Labor	(5,270)	-	-	-	-	0.0%
Capital Project Expense to WIP	5,270	-	-	-	-	0.0%
TOTAL OTHER EXPENSES	1,865,139	1,483,743	1,555,398	1,896,411	412,668	27.8%
TOTAL OPERATING EXPENSES	\$1,980,645	\$1,600,091	\$1,670,982	\$2,016,060	\$415,969	26.0%

Real Estate and Facility Planning

Functions and Responsibilities

The Real Estate and Facility Planning department's responsibilities include leasing, purchase, sale and development of property; as well as right-of-way license agreements, master facility and space planning.

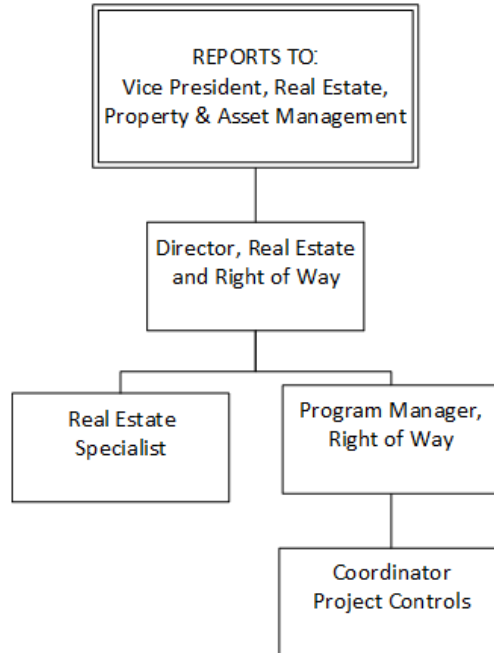
FY2019 Accomplishments

- ◆ Customer Experience
 - Implemented an online customer application portal allowing clients to submit and track the progress of license, permit, road crossing and film and video applications.
 - Increased film and video opportunities on Capital Metro properties.
 - Collaborated on projects with Austin's regional transportation stakeholders on construction projects that enter the railroad right-of-way for toll road expansions, road and highway improvements and pedestrian pathways.
 - Completed easement agreements with the city of Austin for construction of the new Downtown Station.
- ◆ Community
 - Leased space for the Project Connect Community Office.
- ◆ Human Capital
 - Received Employer of the Year Award from the International Right-of-Way Association.
 - Leased additional administrative office space to address overcapacity at administrative facilities.
- ◆ Finance
 - Coordinated with Watco Companies to expand freight services resulting in increased revenue.
 - Contracted with consultant to identify and locate any physical encroachments and encumbrances lying within the railroad right-of-way on the east subdivision of the rail line.
 - Updated license agreements for public crossings.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Develop the GIS portion of the real estate right-of-way software system for integrating geo data layers into the software system, allowing staff to locate and identify existing underground and overhead crossings.
- ◆ Sustainability
 - Contract with consultant to identify and locate any physical encroachments and encumbrances lying within the railroad right-of-way on the west subdivision of the rail line.
 - Complete business plan and scope for implementation of revenue opportunities in the right-of-way, e.g., rental income, fiber and 5G connectivity.
 - Update license agreements for public crossings.
- ◆ Valued Community Partner
 - Coordinate with the State of Texas Film Commission staff and participate in the Film Friendly Texas training workshops, which include guidance regarding best practices and how to effectively and safely accommodate on-location filming activity.

Real Estate and Facility Planning Organization Chart





Budget Changes

Labor and Benefits

Increase of \$12,128 for estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Decrease of \$218,003 driven by \$150,000 reduction in Other Professional Fees related to real estate services for the alternative operations maintenance facility, and a decrease of \$60,000 in Repair and Maintenance-Other for final capital improvement contribution for Republic Square. Other Services increase of \$84,600 driven by encroachment removal and cleanup.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$362,586	\$366,990	\$368,393	\$378,621	\$11,631	3.2%
FICA-Admin	25,778	27,520	27,520	28,016	496	1.8%
State Unemployment-Admin	648	719	719	720	1	0.1%
TOTAL LABOR & BENEFITS	389,012	395,229	396,632	407,357	12,128	3.1%
OTHER EXPENSES						
Other Professional Fees	35,506	505,000	310,000	355,000	(150,000)	(29.7%)
Permits And Fees	1,474	1,500	2,000	1,500	-	0.0%
Temporary Help	76,167	110,000	70,000	70,000	(40,000)	(36.4%)
Repair & Maintenance-Other	147,033	150,000	150,000	90,000	(60,000)	(40.0%)
Other Services	6,646	63,400	59,000	148,000	84,600	133.4%
Office Supplies	2,934	2,250	1,750	1,500	(750)	(33.3%)
Dues And Subscriptions	6,151	10,880	10,480	10,000	(880)	(8.1%)
Airfare - Transportation	-	1,500	1,050	877	(623)	(41.5%)
Travel - Per Diem	266	1,151	797	797	(354)	(30.8%)
Seminar, Conferences, Registration	2,915	1,775	2,805	1,920	145	8.2%
Lodging	487	1,800	1,200	1,200	(600)	(33.3%)
Travel - Other	668	-	-	-	-	0.0%
Business Meals - Local	31	-	-	-	-	0.0%
Advertising/Promotion Media	-	-	2,500	-	-	0.0%
Postage	66	100	100	50	(50)	(50.0%)
Other Miscellaneous Expenses	37	-	-	-	-	0.0%
Lease-Passenger Stations	65,174	69,200	68,000	80,000	10,800	15.6%
Lease-Passenger Parking Facilities	322,597	417,708	417,708	381,719	(35,989)	(8.6%)
Lease-Operating Yard/Storage	107,884	160,600	166,000	169,000	8,400	5.2%
Lease-Administrative Facility	960,677	782,202	663,000	749,500	(32,702)	(4.2%)
TOTAL OTHER EXPENSES	1,736,713	2,279,066	1,926,390	2,061,063	(218,003)	(9.6%)
TOTAL OPERATING EXPENSES	\$2,125,725	\$2,674,295	\$2,323,022	\$2,468,420	(\$205,875)	(7.7%)

RideShare

Functions and Responsibilities

The RideShare department oversees contractors that provide alternative transportation services to reduce the number of single-occupancy vehicles on area roads. The department oversees providers for the van/carpool operations, including the ongoing performance and commuter ride-matching services in an effort to reduce congestion and improve air quality. In addition, RideShare oversees the Guaranteed Ride Home program, which is provided through a contract with EAN Holdings, LLC.

FY2019 Accomplishments

- ◆ Ridership
 - Launched new MetroRideShare services contract.
 - Launched marketing campaign to increase brand awareness in the region.
 - Continued to build on relationships with transportation partners, positioning vanpooling as a core component of the region's transportation system.
 - Continued to pursue regional expansion and funding opportunities.

FY2020 Planned Initiatives

- ◆ Customer Experience
 - Partnering with EAN Holdings, LLC, to continue growth of the program through strong business to business outreach efforts.
 - Continue marketing campaign to increase brand awareness in the region.
 - Continue to build on relationships with transportation partners, positioning vanpooling as a core component of the region's transportation system.
 - Continue to pursue regional expansion and funding opportunities.

RideShare Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$8,152 due to department restructure and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$23,466 due to an increase in the number of vanpool vehicles in FY2020 compared to FY2019.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	75,485	78,439	23,315	86,148	7,709	9.8%
FICA-Admin	5,528	6,003	1,733	6,446	443	7.4%
State Unemployment-Admin	162	179	-	179	-	0.0%
TOTAL LABOR & BENEFITS	81,175	84,621	25,048	92,773	8,152	9.6%
OTHER EXPENSES						
Other Services	15,000	-	-	-	-	N/A
Office Supplies	39	120	30	-	(120)	(100.0%)
Other Supplies	111	2,000	1,000	1,500	(500)	(25.0%)
GRH Reimbursement	934	1,200	750	720	(480)	(40.0%)
Rideshare	2,465,085	3,180,804	2,967,215	3,204,645	23,841	0.7%
Dues And Subscriptions	575	575	850	850	275	47.8%
Airfare - Transportation	-	575	575	500	(75)	(13.0%)
Travel - Per Diem	-	250	250	575	325	130.0%
Seminar, Conferences, Registration	-	1,000	1,000	1,000	-	0.0%
Lodging	-	600	600	800	200	33.3%
Advertising/Promotion Media	48	-	-	-	-	N/A
TOTAL OTHER EXPENSES	2,481,791	3,187,124	2,972,270	3,210,590	23,466	0.7%
TOTAL OPERATING EXPENSES	2,562,966	3,271,745	2,997,318	3,303,363	31,618	1.0%

Safety, Risk Management and Accessible Services Management

Functions and Responsibilities

The Safety, Risk Management and Accessible Services Management department's mission is to ensure that the organization maintains a positive safety culture by putting systems in place to identify, address and resolve safety concerns across the system; 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 worker's compensation claims. All accidents and injuries are investigated, and recommendations made for preventive measures based on identified trends. The Safety, Risk Management & Accessibility Services department also leads the organization-wide efforts to implement enterprise risk management (ERM) and safety management systems (SMS).

In addition, the department's goal is to ensure the safety of employees, customers, facilities and equipment. To accomplish these goals, staff reviews policies and 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 plans in a contracted service model.

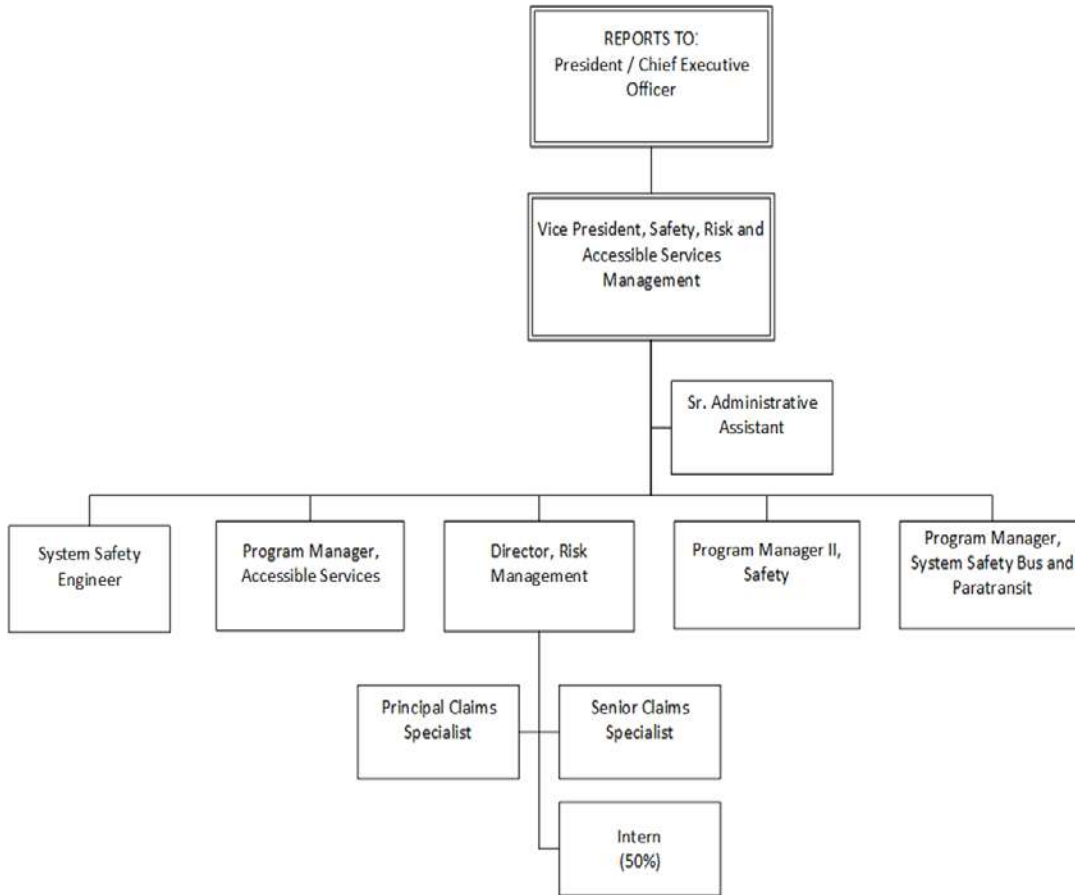
FY2019 Accomplishments

- ◆ Customer Experience
 - Scheduled transit trips to learn the system and provide valuable feedback to stakeholders.
 - Created a safety communication plan to support the implementation of internal and external safety communication for Capital Metro.
 - Worked with the American Public Transportation Association (APTA) to schedule a bus safety peer review aimed at improving the safety of our bus operations.
- ◆ Community
 - Collaborated with other public safety-oriented organizations in the region to promote the safety and security of our system and the community. This initiative included public-facing communications in collaboration with Vision Zero and others.
- ◆ Human Capital
 - Created a safety training plan to provide training to all employees on safe work procedures and practices.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Complete an agency-wide ADA compliance audit to assess areas to improve and find opportunities to go beyond minimum standards to ensure the best customer experience to all with emphasis on persons with disabilities.
 - Continue the comprehensive wayfinding project with Bluetooth beacons to improve wayfinding for persons with disabilities on the fixed-route bus system.
 - Provide safety training to all employees that will provide a better understanding of safety principles and therefore reduce accidents and injuries.
 - Work with the Texas Transit Institute to identify opportunities to improve the safety of bus operations in collaboration with the city of Austin, Vision Zero and others.
- ◆ Engaged Workforce
 - Provide PDF document accessibility training to individuals and departments who develop content to improve accessibility at the agency while offering skilled based training.
 - Further develop and expand the Safety Captain Program which deputizes employees and service providers to act as force multipliers for safety at all Capital Metro's facilities.
- ◆ Valued Community Partner
 - Conduct a Distracted Driving Month program in collaboration with the city of Austin and Vision Zero to raise awareness of one of the main causes of accidents in our service area.

Safety, Risk Management and Accessible Services Management Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$147,935 due to a new FTE and one Intern (0.5 FTE) as well as estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$176,677 due to Consultation Fees \$85,000 for Title II Compliance Auditing and Bluetooth beacon accessibility testing; Other Professional Fees \$47,000 related to safety marketing expenses; Other Supplies \$107,000 for updated safety equipment and marketing expenses; Physical Damage Recoveries \$25,000; Other Business Insurance \$22,906; and other increasing insurance-related expenses. This is partially offset by the decrease in Other Service by \$250,000 for a previous marketing campaign no longer in operation.



	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	487,965	776,449	792,261	923,519	147,070	18.9%
Overtime - Administrative	21	-	-	-	-	N/A
Intern Pay	7,323	-	-	-	-	N/A
FICA-Admin	35,999	68,341	68,341	68,846	505	0.7%
State Unemployment-Admin	1,104	1,440	1,440	1,798	358	24.9%
Expense For W/C Claims	33,916	100,000	100,000	100,001	1	0.0%
W/C Admin Fees (2% Of Claims)	93	600	600	599	(1)	(0.2%)
Premiums For W/C Losses	-	14,000	14,000	14,002	2	0.0%
TOTAL LABOR & BENEFITS	566,421	960,830	976,642	1,108,765	147,935	15.4%
OTHER EXPENSES						
Consultation Fees	-	60,000	60,000	145,000	85,000	141.7%
Medical Services	7,676	10,000	10,000	10,000	-	0.0%
Other Professional Fees	81,720	129,750	129,750	176,750	47,000	36.2%
Temporary Help	117,367	78,600	78,600	94,000	15,400	19.6%
Repair & Maintenance-Other	405	1,500	1,500	1,500	-	0.0%
Other Services	248,036	250,000	150,000	-	(250,000)	(100.0%)
Advertising Installation Expense	-	4,000	4,000	7,000	3,000	75.0%
Office Supplies	4,498	4,200	4,200	5,200	1,000	23.8%
Maps And Schedules	-	3,000	3,000	13,000	10,000	333.3%
Other Supplies	17,361	35,000	35,000	142,000	107,000	305.7%
Non Capital Equipment	2,255	4,300	4,300	10,300	6,000	139.5%
Property Insurance Premiums	110,996	121,752	121,752	137,392	15,640	12.8%
Physical Damage Recoveries	(74,135)	(75,000)	(75,000)	(50,000)	25,000	(33.3%)
Rail Liability Claim Payments	949,334	200,000	200,000	200,000	-	0.0%
Vehicle Liability Premiums	29,946	36,000	44,458	48,903	12,903	35.8%
Auto Liability Loss	82,644	400,000	400,000	400,000	-	0.0%
Public Officials Liab. Premiums	46,414	45,000	53,714	59,085	14,085	31.3%
Crime Insurance Premium	7,560	9,000	9,000	10,000	1,000	11.1%
Other Business Insurance	126,964	140,000	148,097	162,906	22,906	16.4%
Dues And Subscriptions	2,602	2,007	2,306	4,500	2,493	124.2%
Airfare - Transportation	5,843	5,200	5,200	7,500	2,300	44.2%
Travel - Per Diem	2,432	1,800	1,800	2,200	400	22.2%
Seminar, Conferences, Registration	2,885	6,000	6,000	7,425	1,425	23.8%
Lodging	5,734	5,500	5,500	7,925	2,425	44.1%
Travel - Other	407	-	-	-	-	N/A
Business Meals - Local	2,153	1,000	1,000	1,200	200	20.0%
Advertising/Promotion Media	-	80,000	80,000	124,000	44,000	55.0%
Postage	118	504	504	504	-	0.0%
Other Miscellaneous Expenses	192	200	200	7,700	7,500	3750.0%
Food and Ice	78	-	-	-	-	N/A
TOTAL OTHER EXPENSES	1,781,485	1,559,313	1,484,881	1,735,990	176,677	11.3%
TOTAL OPERATING EXPENSES	2,347,907	2,520,143	2,461,523	2,844,755	324,612	12.9%

Security

Functions and Responsibilities

The Security department's primary goal is to ensure the safety, protection and integrity of the transportation system. The department provides security-related training for Capital Metro and service provider personnel to enhance system security in all areas. The department continually collaborates with law enforcement and other regional first responders to ensure effective planning for and response to emergencies. Security department maintains the access control and video components for the system.

FY2019 Accomplishments

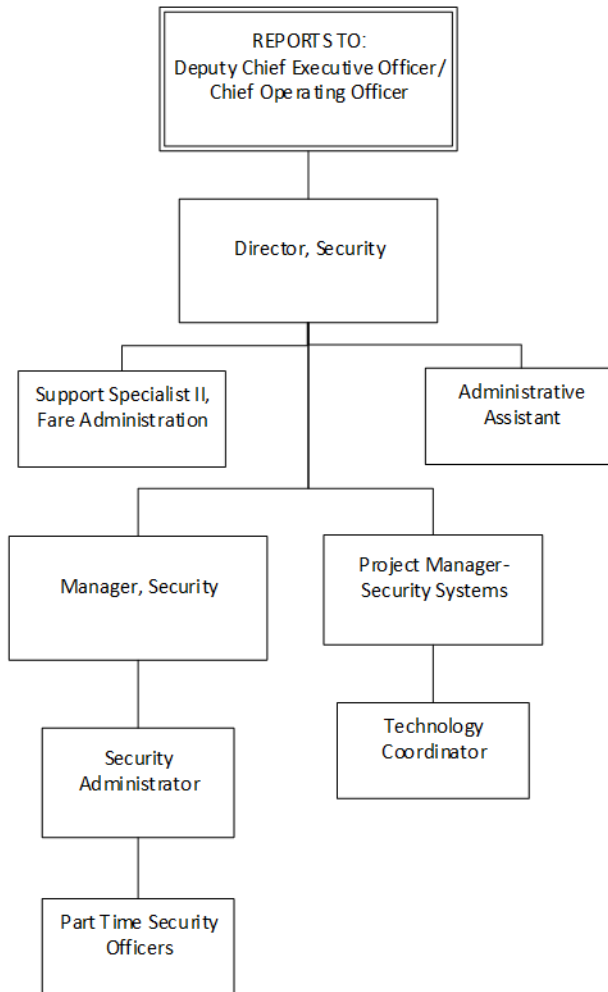
- ◆ Customer Experience
 - Worked with Capital Projects on Downtown Station, Westgate Transit Center and other projects to ensure all new facilities are designed and operated with industry best practices for Crime Prevention through Environmental Design (CPTED).
 - Designed and started construction on the facility perimeter hardening project identified in the Threat and Vulnerability Assessment using funding from the Transportation Security Grant Program (TSGP).
 - Expanded officers-on-the-bus program in which Austin Police Department (APD) officers travel various routes on the system to enhance security in areas identified through analysis of security incidents.
 - Established an Explosive Detection Canine program on the CMTA system in which regular sweeps of the system are conducted throughout the year and during special events.
 - Implemented a security inspection program in which all Capital Metro transit facilities will be inspected regularly to identify vulnerabilities and correct them.
 - Led the formation of the Video System Advisory Committee, which will establish governance over all the agency's video systems to bring them onto one uniform operating system.
- ◆ Community
 - Hosted an operational level tabletop exercise with Transportation Security Administration (TSA), Capital Metro and service provider employees, and first responders through the TSA Intermodal Security Training and Exercise Program (I-STEP).
 - Hosted a TSA cybersecurity workshop for Capital Metro, service provider employees and other transit related regional stakeholders.
 - Began the development and implementation of a comprehensive Continuity of Operations Plan (COOP) for Capital Metro and our service providers.

- ◆ Human Capital
 - Assisted the Human Resources and Legal departments with revising the Workplace Violence Prevention Policy.
 - Conducted operational security training for Capital Metro and contractor employees in new employee orientations and other venues.
- ◆ Finance
 - Established a detailed monthly review of security operations scheduling so that labor costs are reviewed immediately to control costs and focus resources more effectively to support operations.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Establish a culture of visibility and deterrence for the APD officers working on our system through annual and ongoing training in transit policing to enhance our customers' safety.
 - Leverage the Operations Control Center (OCC) to proactively deploy officers to security incidents using system video, especially during major events and peak travel times.
- ◆ Engaged Workforce
 - Implement the Homeland Security Exercise and Evaluation Program (HSEEP) for all agency exercises. This is a multi-year training and exercise program that provides a progressive approach to discussion-based, and operations-based exercises to focus all agency personnel on common program priorities such as security, safety, and emergency response procedures.
- ◆ Sustainability
 - Consolidate APD patrol schedules from two, Bus and Rail, to one schedule to maximize efficiency, control labor cost, and increase frequency of system security patrols and inspections.
 - Lead the Video System Advisory Committee in coordinating the consolidation of the agencies video systems. This will optimize use of agency resources in this rapidly growing system by no longer purchasing or maintaining disparate systems.
- ◆ Valued Community Partner
 - Through our ongoing drill and exercise program, coordinate with regional first responders and other emergency management agencies to ensure system safety, as well as providing support to their operations and planning. One example is our coordination with and support of the city of Austin emergency evacuation planning group.

Security Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$475,253 largely due to increased demand for APD of \$538,408 on construction/special projects as well as an APD Supervisor in the Operations Control Center, and estimated performance-based pay increases for Capital Metro employees to become effective in January 2020. This is partially offset by the transfer of 5 FTEs to Rail Commuter Operations.

Other Expenses

Net increase of \$88,966 driven by an increase of \$106,000 for Security Services for contractual increases.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$ 650,780	\$ 671,596	\$ 505,349	\$ 563,561	\$ (108,035)	(16.1%)
Overtime - Administrative	18,634	16,000	16,000	16,003	3	0.0%
Salaries & Wages - Apd Officers	2,653,414	2,458,592	2,700,000	2,997,000	538,408	21.9%
FICA-Admin	252,162	192,238	192,238	225,759	33,521	17.4%
State Unemployment-Admin	24,869	10,228	10,228	24,976	14,748	144.2%
Uniform Allowance-Admin.	3,745	3,892	1,100	500	(3,392)	(87.2%)
TOTAL LABOR & BENEFITS	3,603,604	3,352,546	3,424,915	3,827,799	475,253	14.2%
OTHER EXPENSES						
Other Professional Fees	13,078	45,000	35,000	25,000	(20,000)	(44.4%)
Repair & Maintenance-Other	112,570	85,000	65,000	100,000	15,000	17.6%
Security Services	920,434	1,034,000	985,000	1,140,000	106,000	10.3%
Other Services	1,255	5,000	3,500	2,500	(2,500)	(50.0%)
Advertising Installation Expense	-	3,000	3,000	3,000	-	0.0%
Gasoline	80,379	-	-	-	-	N/A
Office Supplies	7,744	8,004	7,700	8,004	-	0.0%
Maps And Schedules	-	3,000	3,000	3,000	-	0.0%
Expendable Tools & Equipment	87	-	750	1,000	1,000	N/A
Other Supplies	6,753	10,000	10,000	5,000	(5,000)	(50.0%)
Non Capital Equipment	-	5,004	-	5,000	(4)	(0.1%)
Telephone-Local	1,960	4,800	1,920	1,920	(2,880)	(60.0%)
Diesel Fuel Tax	5	-	-	-	-	N/A
Gasoline Fuel Tax	5,781	-	-	-	-	N/A
Dues And Subscriptions	5	-	-	-	-	N/A
Airfare - Transportation	634	3,150	2,000	2,000	(1,150)	(36.5%)
Travel - Per Diem	850	1,600	600	1,000	(600)	(37.5%)
Seminar, Conferences, Registration	970	2,000	500	2,000	-	0.0%
Lodging	3,067	2,400	1,500	2,400	-	0.0%
Travel - Other	78	-	-	-	-	N/A
Business Meals - Local	1,082	500	500	500	-	0.0%
Advertising/Promotion Media	-	30,000	30,000	30,000	-	0.0%
Postage	19	-	-	-	-	N/A
Other Miscellaneous Expenses	210	2,400	1,000	1,000	(1,400)	(58.3%)
Food and Ice	159	-	500	500	500	N/A
TOTAL OTHER EXPENSES	1,157,117	1,244,858	1,151,470	1,333,824	88,966	7.1%
TOTAL OPERATING EXPENSES	\$ 4,760,722	\$ 4,597,404	\$ 4,576,385	\$ 5,161,623	\$ 564,219	12.3%

Strategic Operations Management and Administration

Functions and Responsibilities

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

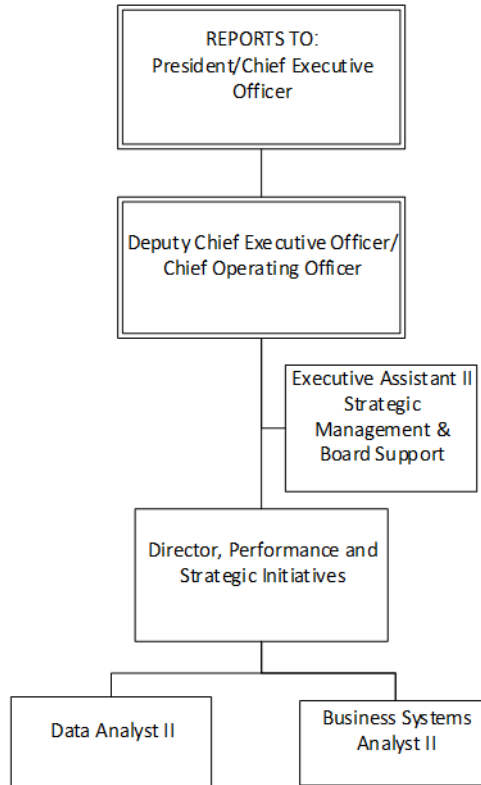
FY2019 Accomplishments

- ◆ Customer Experience
 - Completed Westgate Transit Center.
 - Developed and implemented a revised Strategic Plan.
 - Implemented positive train control and achieved FRA-imposed deadline.
 - Completed implementation of Operations Control Center.
 - Improved customer amenities, including additional shade at bus stops.
- ◆ Ridership
 - Initiated construction of Plaza Saltillo District.
 - Launched the development of Lakeline Station.
- ◆ Human Capital
 - Implemented the automated EPPM framework system.
 - Updated Strategic Plan.
- ◆ Finance
 - Introduced Enterprise Project Management software solution to streamline project and portfolio management.
 - Initiated the asset management system.
 - Began improvements to the rail line to Elgin.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Continue to implement Enterprise Project and Portfolio governance structure
 - Initiate a solicitation for implementation of a Data Warehouse for organizational data governance
 - Implement/Monitor strategic planning initiatives and priorities
 - Streamline service delivery operations
- Engaged Workforce
 - Continue Enterprise Project Management training for organizational project management
 - Continue Project Management Professionals Certification boot camp training

Strategic Operations Management and Administration Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$115,720 due to 1 FTE transferred from Finance as well as estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$78,194 due to Consultation Fees of \$120,000 to revisit the strategic plan and implement new initiatives and metrics partially offset by a decrease in Other Professional Fees of \$40,000 due to the reclassification to Consultation Fees.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	504,704	504,617	540,938	618,632	114,015	22.6%
Overtime - Administrative	272	-	-	-	-	N/A
FICA-Admin	30,835	37,232	37,232	38,934	1,702	4.6%
401K	25,109	25,104	25,104	25,104	-	0.0%
State Unemployment-Admin	810	901	901	902	1	0.1%
Automobile	7,200	7,200	7,200	7,202	2	0.0%
TOTAL LABOR & BENEFITS	568,929	575,054	611,375	690,774	115,720	20.1%
OTHER EXPENSES						
Consultation Fees	-	-	-	120,000	120,000	N/A
Other Professional Fees	60,265	65,000	140,000	25,000	(40,000)	(61.5%)
Repair & Maintenance-Other	12,750	-	-	-	-	N/A
Office Supplies	1,752	756	500	1,400	644	85.2%
Airfare - Transportation	692	1,000	1,000	800	(200)	(20.0%)
Travel - Per Diem	320	650	650	300	(350)	(53.8%)
Seminar, Conferences, Registration	1,785	7,000	5,000	5,000	(2,000)	(28.6%)
Lodging	505	1,500	1,500	600	(900)	(60.0%)
Travel - Other	42	1,200	1,200	1,200	-	0.0%
Business Meals - Local	1,662	-	-	-	-	N/A
Postage	1	-	-	-	-	N/A
Other Miscellaneous Expenses	839	-	-	-	-	N/A
Food and Ice	240	-	-	1,000	1,000	N/A
TOTAL OTHER EXPENSES	80,853	77,106	149,850	155,300	78,194	101.4%
TOTAL OPERATING EXPENSES	649,783	652,160	761,225	846,074	193,914	29.7%

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, Transit-Oriented Development, Environmental Sustainability, Metropolitan Mobility and Service Analysis. Each function is designed to support the planning, development, evaluation and delivery of public transportation solutions and infrastructure.

FY2019 Accomplishments

- ◆ Customer Experience
 - Monitored Cap Remap implementation and identified and implemented adjustments to improve service quality and reliability.
 - Implemented Mobility Innovation Zone services after engaging the public and seeking board approval.
 - Continued implementation of the Transit Speed and Reliability Program in partnership with the Austin Transportation Department to develop and implement transit priority treatments.
 - Continued to cultivate partnerships with the real estate community that enhance placemaking around our stations.
 - Updated the Greater Austin Transportation Services & Senior Ride Guide in partnership with the Aging Services Council of Central Texas and distributed guides throughout the region.
 - Initiated implementation of the Travis County Transit Development Plan through extended service hours on Routes 233 and 237 and implementation of Pickup service in coordination with Innovative Mobility Team and CARTS.
 - Implemented Route 493 Eastview, to help meet the mobility needs of seniors.
- ◆ Ridership
 - Managed ongoing implementation of Cap Remap for improved route efficiency and effectiveness, with resulting ridership growth for 11 of the first 12 months post-implementation.
 - Implemented revamped MetroExpress service on North MoPac to gain travel time advantage from express lanes for faster, more reliable commuter service, resulting in ridership increases of more than 60% year over year on affected routes.
 - Advanced efforts to upgrade Route 20 to offer more frequent service.
 - Continued partnerships with TxDOT and the Central Texas Regional Mobility Authority (CTRMA) to incorporate transit-supportive features (Park & Rides, transit priority access, etc.) into their roadway projects.

- Submitted NTD recertification documentation to FTA in order to continue use of automatic passenger counters in collecting timely and accurate ridership and passenger mile data.
- Continued participation on the Housing+Transit+Jobs (HTJ) committee and collaboration with municipal and regional leadership to facilitate transit-oriented development (TOD) and transit-supportive land use around high-capacity stations and corridors.

◆ Community

- Increased 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.
- Continued participation in regional mobility planning and environmental studies to ensure transit is fully considered. Sought funding for Park & Rides that work in coordination with these roadway projects.
- Continued participation in CAMPO's planning process and the city of Austin's Imagine Austin Plan, Code Next and Austin Strategic Mobility Plan development process to ensure transit is represented and made a priority. This work was highlighted by the unanimous approval of the Austin Strategic Mobility Plan by the Austin City Council in April.
- Successfully coordinated and collaborated in phase one of public-facing dashboard for ridership and on-time performance metrics.
- Continued updating and expanding on the TOD Priority Tool, including market analysis, demographics, ridership, land use trends and observable station area needs, to ensure high-capacity stations reach their full development potential and link people, transit and jobs.
- Introduced Transit Development Plan Workshops into the Service Expansion Program for participants to share information and increase coordination.
- Expanded hours of service for Round Rock routes through ongoing coordination with the city of Round Rock.
- Partnered with Movability Austin and the city of Austin to incorporate public transit into regional Transportation Demand Management initiatives and programs.
- Continued coordination and partnerships to expand service throughout the region.

◆ Finance

- Advanced work on environmental and sustainability management system to reduce water and utility use and increase efficiency.
- Continued to develop roadmap for implementing conversion to electric buses consistent with Cap Remap fleet plan to improve operating efficiency, lower emissions and reduce carbon-fuel dependence.
- Received a Section 5310 grant from CAMPO for ongoing support of the Office of Mobility Management.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Continue to monitor Cap Remap network performance and make service adjustments as appropriate.
 - Build upon ongoing work with CTRMA and other partners to advance Park and Ride projects along major commuter corridors.
 - Conduct Origin and Destination Survey Project in Spring 2020 to assess the current travel patterns of Capital Metro customers to improve service delivery, providing critical information for effective service planning and for development of the CAMPO regional travel demand model.
 - Conduct a market study of the TOD Priority Tool, which will examine market readiness for development.
 - Continue work with Travis County, Round Rock and Georgetown to modify routes and add service where appropriate.
 - Engage Pflugerville and other TDP partners to negotiate service agreements.

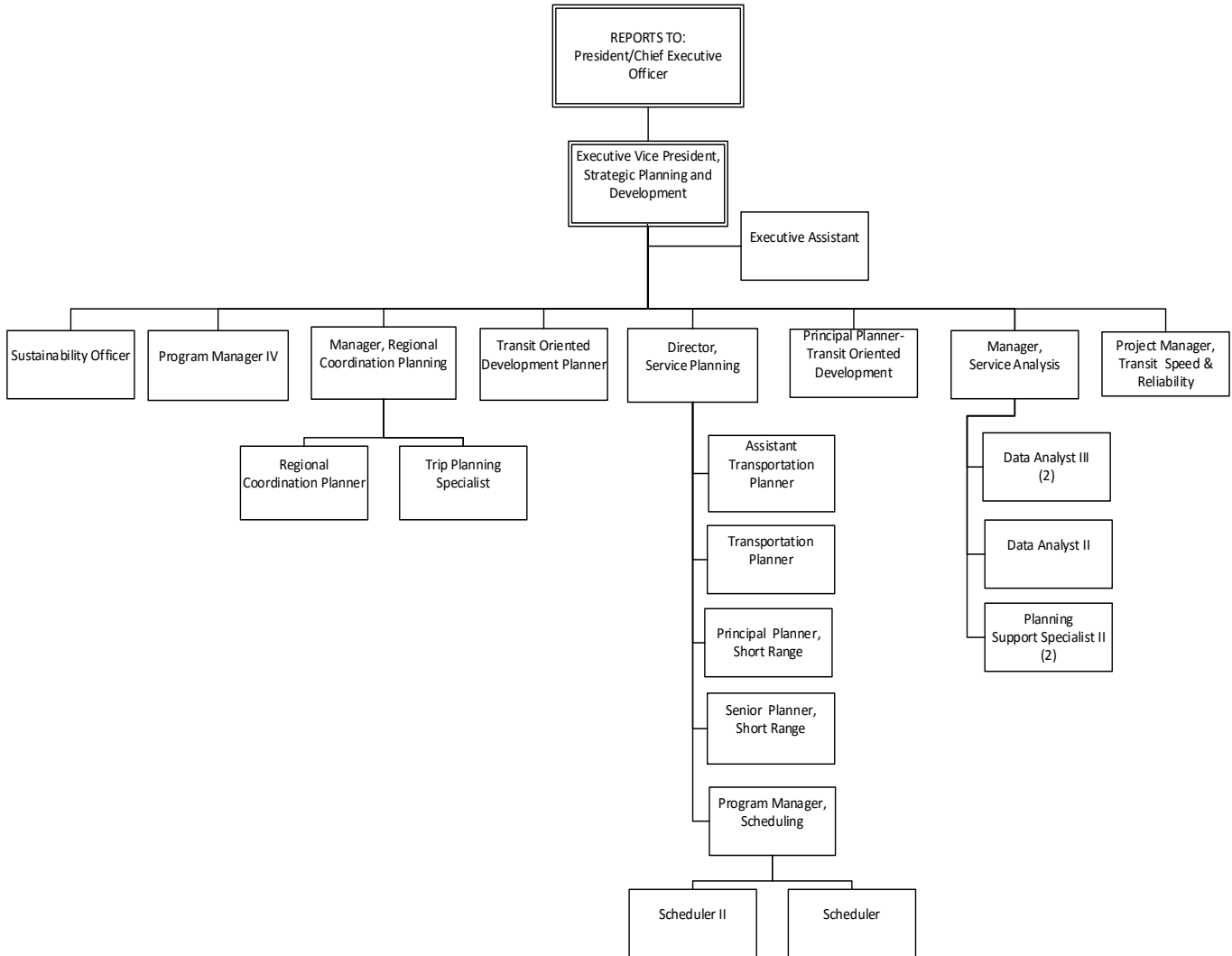
- ◆ Engaged Workforce
 - Provide department staff with training opportunities to stay up to date on rapidly evolving mobility issues including micro-mobility, public-private partnerships, automated vehicle systems and other innovative approaches to improving public transportation services for the community.

- ◆ Sustainability
 - Advance Regional Transit Demand Management and promote transit as an important part of the regional transportation choices through support for Commute Solutions and the Regional TDM Committee.
 - Participate as an active member of the Clean Air Coalition to promote air quality through Ozone Advance, the regional air quality plan.
 - Advance work on sustainability route map, and environmental and sustainability management system to reduce water and utility use in facilities, increase fleet efficiency and reduce environmental impacts.
 - Continue to develop roadmap for implementing electric bus conversion consistent with Project Connect and Connections 2025 fleet plan to improve operating efficiency, lower emissions and reduce carbon-fuel dependence. Prepare for phase one implementation in 2020. Develop zero emission fleet roadmap.
 - Continue to support sustainability activities to maintain APTA Gold Level Sustainability Commitment and develop plan for advancing to Platinum Level.
 - Continue to develop TOD agreements with the real estate community that promote sustainability.

◆ Valued Community Partner

- Continue biannual TDP Workshop to promote coordination.
- Continue working with jurisdictions outside the service area to build support for Project Connect and participate in Project Connect planning to coordinate the Service Expansion Program with long term regional goals.
- Continue partnering with the city of Austin to implement the Austin Strategic Mobility Plan; with CAMPO to develop the 2045 Regional Transportation Plan; with CTRMA to develop and implement park and rides on major commuter corridors; with TxDOT on I-35, Oak Hill Parkway and other major projects with transit components; and with other local and regional jurisdictions to develop transit-supportive programs and projects.

Strategic Planning and Development Department Organizational Chart





Budget Changes

Labor and Benefits

Increase of \$125,038 for an additional Scheduler position and estimated performance-based pay increases to become effective in January 2020.

Other Expenses

Increase of \$1,198,203 driven by \$1,140,040 in Consultation Fees for an Origin & Destination survey, Quick Response support, a market study on existing high-capacity stations and a Park & Ride facilities and Mobility Hubs analysis; \$54,655 Dues And Subscriptions primarily for Movability Austin membership that was budgeted in Marketing and Communications in FY2019.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,937,195	\$1,941,093	\$1,828,978	\$2,056,735	\$115,642	6.0%
Overtime - Administrative	8,170	-	-	-	-	0.0%
FICA-Admin	140,281	144,479	144,479	153,877	9,398	6.5%
State Unemployment-Admin	4,483	4,322	4,322	4,320	(2)	(0.0%)
TOTAL LABOR & BENEFITS	2,090,129	2,089,894	1,977,779	2,214,932	125,038	6.0%
OTHER EXPENSES						
Consultation Fees	552,980	510,000	474,000	1,650,040	1,140,040	223.5%
Other Professional Fees	-	-	1,500	1,703	1,703	N/A
Temporary Help	20,071	20,800	10,000	20,796	(4)	(0.0%)
Courier And Delivery Services	-	-	54	-	-	0.0%
Other Services	16,491	55,000	55,000	55,000	-	0.0%
Gasoline	245	-	-	-	-	0.0%
Office Supplies	8,497	8,085	7,500	3,000	(5,085)	(62.9%)
Other Supplies	229	1,206	1,206	-	(1,206)	N/A
Non-Capital Projects	29	-	-	-	-	0.0%
Telephone-Local	2,520	2,400	2,400	1,920	(480)	(20.0%)
Gasoline Fuel Tax	18	-	-	-	-	0.0%
Dues And Subscriptions	8,125	3,440	3,300	58,095	54,655	1588.6%
Airfare - Transportation	12,029	9,670	10,000	8,650	(1,020)	(10.5%)
Travel - Per Diem	6,450	5,300	5,300	7,390	2,090	39.4%
Seminar, Conferences, Registration	13,691	19,140	18,500	25,590	6,450	33.7%
Lodging	18,636	12,450	12,250	12,910	460	3.7%
Travel - Other	1,595	-	56	-	-	0.0%
Business Meals - Local	615	-	750	600	600	N/A
Advertising/Promotion Media	8,223	-	-	-	-	0.0%
Postage	45	-	-	-	-	0.0%
Capital Contributions-Other Jurisdictions	119,994	1,000,000	800,000	1,000,000	-	0.0%
TOTAL OTHER EXPENSES	790,483	1,647,491	1,401,816	2,845,694	1,198,203	72.7%
TOTAL OPERATING EXPENSES	\$2,880,612	\$3,737,385	\$3,379,595	\$5,060,626	\$1,323,241	35.4%

Wellness and Fitness Centers

Functions and Responsibilities

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

FY2019 Accomplishments

- ◆ Community
 - Promoted a tobacco-free lifestyle by hosting quarterly tobacco cessation classes for employees and the community.
- ◆ Human Capital
 - Implemented company-wide programs that promote and educate employees on the importance of physical activity.
 - Created educational materials on nutrition and programs that include cooking demonstrations, tastings and healthy snack giveaways.

FY2020 Planned Initiatives

- ◆ High-Quality Customer Experience
 - Develop increased health and fitness resources for bus and rail operators to utilize in the field or at home. Emphasis on exercises and stretches to reduce injury risk and improve safety.
 - Refresh DOT Prep program with incentives for increasing DOT physical outcomes and improving safety.
 - Initiate shoe recycling program. Wellness staff will collect used shoes from Capital Metro employees and the community. Shoes that are still wearable will be donated to Austin Resource Center for the Homeless. Shoes that need to be recycled will be donated to Nike to be ground into rubber for playgrounds, running tracks, etc.
 - Utilize technology and digital resources to enhance tobacco cessation program. Tobacco cessation classes and programs are available to employees, spouses, and members of the community.
 - New opportunity: increase breast cancer awareness by forming a Komen Race for the Cure team. In addition, provide educational materials for self-examination.



Budget Changes

Labor and Benefits

No significant changes to this expense for FY2020.

Other Expenses

No significant changes to this expense for FY2020.

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Var \$ FY2020 vs. FY2019	Var % FY2020 vs. FY2019
LABOR & BENEFITS						
Wellness Center Exp	29,867	36,496	36,496	36,492	(4)	(0.0%)
TOTAL LABOR & BENEFITS	29,867	36,496	36,496	36,492	(4)	(0.0%)
OTHER EXPENSES						
Other Professional Fees	212,959	216,000	216,000	217,534	1,534	0.7%
Other Services	-	4,500	4,500	4,500	-	0.0%
Office Supplies	899	1,000	1,000	1,000	-	0.0%
Other Supplies	9,578	6,500	6,500	6,500	-	0.0%
Dues And Subscriptions	-	150	150	150	-	0.0%
Business Meals - Local	195	-	-	-	-	N/A
Postage	-	25	25	25	-	0.0%
Recognition Program	7,959	12,500	12,500	12,500	-	0.0%
TOTAL OTHER EXPENSES	231,591	240,675	240,675	242,209	1,534	0.6%
TOTAL OPERATING EXPENSES	261,457	277,171	277,171	278,701	1,530	0.6%

7

Glossary



GLOSSARY

AAC: Access Advisory Committee

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 strengthen and improve public transportation, and serves and leads its diverse membership through advocacy, innovation and information sharing.

AVT: Alternate Vehicle Technology

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

Build Central Texas was created in 1994 to support the transportation infrastructure for the Austin metropolitan area. This is an ongoing program with 7 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.

CAFR: Comprehensive Annual Financial Report

CAMPO: Capital Area Metropolitan Planning Organization

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

Capital Budget: The portion of the budget that provides for the funding of improvements projects, 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 1 year.

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

CARTS: Capital Area Rural Transportation System

CEO: Chief Executive Officer

CFR: Code of Federal Regulations

CIP: Capital Improvement Plan

CMTA: Capital Metropolitan Transit Authority

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

CSAC: Customer Satisfaction Advisory Committee

CTRMA: Central Texas Regional Mobility Authority

DBE: Disadvantaged Business Enterprise

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

Diesel Multiple Unit (DMU): A Diesel Multiple Unit is a multiple-unit train powered by on-board diesel engines. A DMU requires no separate locomotive, as the engines are incorporated into 1 or more of the carriages.

DMS: Dynamic Message Signs

Fare Recovery: Fare revenue divided by operating expense.

FAST Act: Fixing America’s Surface Transportation Act

FEMA: Federal Emergency Management Agency

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

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

FRA: Federal Railroad Administration

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

FTE: Full-Time Equivalent

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

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

FY: Fiscal year

GAAP: Generally Accepted Accounting Principles, conventions, rules and procedures necessary to describe accepted accounting practices at a particular time.

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

IFB: Invitation for Bids

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.

LRFP: The Long-Range Financial Plan is a 10-year plan that forecasts the financial resources and projected expenditures based on planned levels of service and strategic goals.

MAP-21: A federal transportation authorization, Moving Ahead for Progress in the 21st Century Act (MAP-21) created a streamlined, performance-based and multimodal program to address the many challenges facing the U.S. transportation system.

MetroAccess: Paratransit services (complementary to fixed-route services) provided to passengers with disabilities established in accordance with the ADA.

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

MetroLink: Pilot program to connect customers to Capital Metro bus stops in designated innovation zones where fixed-route transit is not readily available. The program ended in fiscal year 2019.

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

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

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

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

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

Operating Budget: The portion of the budget that provides for the day-to-day operation of Capital Metro

OCC: Operations Control Center

OTP: On-Time Performance

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

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

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

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

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

Project Connect: Capital Metro's plan to develop, identify funding for and initiate implementation of a regional high-capacity transit system to serve the mobility needs of Central Texas.

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

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

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

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

RFP: Request for Proposals

RFQ: Request for Quotes

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

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

Service Area: City of Austin and several surrounding areas within Travis County and Williamson County extending over 500 square miles.

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

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

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

TDP: Transit Development Plan

TOD: Transit Oriented Development

Transit Empowerment Fund: Formerly the Basic Transportation Needs Fund, 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.

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

TTI: Texas A&M's Texas Transportation Institute

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

TxDOT: Texas Department of Transportation



UHC: United Healthcare

USDOT: U.S. Department of Transportation

UT Shuttle: The bus service provided to connect student living areas with the University of Texas campus.

UZA: Urbanized Areas

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

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

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

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Appendices



Capital Metropolitan Transportation Authority
Approved FY2020 - FY2024 Capital Improvement Plan

Project Name	FY 2020 Approved Budget	FY 2021 Planned	FY 2022 Planned	FY 2023 Planned	FY 2024 Planned	TOTAL	Page
Facilities and Real Estate							
Facility Enhancements	-	25,000	-	-	-	25,000	A-4
Facility State of Good Repair	1,523,950	1,112,419	1,455,000	1,348,000	2,471,700	7,911,069	A-5
Facilities and Real Estate Net Total	1,523,950	1,137,419	1,455,000	1,348,000	2,471,700	7,936,069	
Information Technology Systems and Infrastructure							
Information Technology - Enterprise Systems	4,965,306	4,857,600	3,057,600	957,600	827,600	14,665,706	A-6
Information Technology - Infrastructure	2,501,032	900,000	850,000	700,000	2,200,000	7,151,032	A-7
Information Technology - Transit Systems	7,870,323	7,771,789	7,703,943	8,890,000	6,140,000	38,376,055	A-8
Information Technology Systems and Infrastructure Net Total	15,336,661	13,529,389	11,611,543	10,547,600	9,167,600	60,192,793	
Infrastructure Development							
Bus Stop Amenities and Enhancements	3,909,270	1,035,750	647,000	561,000	-	6,153,020	A-9
Bus Stops - New	1,200,000	-	-	-	-	1,200,000	A-10
Downtown Station	21,053,730	13,640,706	175,000	175,000	-	35,044,436	A-11
Downtown Station Grants and Capital Contributions	(12,108,832)	(2,197,729)	-	(375,000)	-	(14,681,561)	A-11
Facility Enhancements	11,286,480	7,414,620	1,750,000	2,000,000	1,000,000	23,451,100	A-12
Facility Enhancements Grants and Capital Contributions	(525,592)	-	-	-	-	(525,592)	A-12
Park & Ride Enhancements	350,000	-	-	-	-	350,000	A-13
Infrastructure Development Net Total	25,165,056	19,893,347	2,572,000	2,361,000	1,000,000	50,991,403	
Railroad Commuter							
Railroad Commuter Enhancements	2,660,000	5,700,000	5,200,000	-	-	13,560,000	A-14
Railroad Commuter Enhancements Grants and Capital Contributions	(350,000)	-	-	-	-	(350,000)	A-14
Railroad Commuter Regulatory	14,500,000	3,350,644	-	-	-	17,850,644	A-15
Railroad Commuter Regulatory Grants and Capital Contributions	(3,098,894)	-	-	-	-	(3,098,894)	A-15
Railroad Commuter State of Good Repair	4,900,000	3,450,000	3,720,000	2,390,000	2,950,000	17,410,000	A-16
Railroad Commuter State of Good Repair Grants and Capital Contributions	(255,000)	(3,353,894)	(3,353,894)	(2,390,000)	(2,950,000)	(12,302,788)	A-16
Railroad Commuter Net Total	18,356,106	9,146,750	5,566,106	-	-	33,068,962	
Railroad Freight							
Railroad Freight State of Good Repair	295,000	4,045,000	45,000	1,545,000	45,000	5,975,000	A-17
Railroad Freight Net Total	295,000	4,045,000	45,000	1,545,000	45,000	5,975,000	

Capital Metropolitan Transportation Authority
Approved FY2020 - FY2024 Capital Improvement Plan

Project Name	FY 2020 Approved Budget	FY 2021 Planned	FY 2022 Planned	FY 2023 Planned	FY 2024 Planned	TOTAL	Page
Security							
Security Equipment and Enhancements	2,093,170	287,000	58,500	293,150	467,000	3,198,820	A-18
Security Net Total	2,093,170	287,000	58,500	293,150	467,000	3,198,820	
Strategic Planning							
North Lamar/Airport Intersection	500,000	2,500,000	2,872,000	-	-	5,872,000	A-19
North Lamar/Airport Intersection Grants and Capital Contributions	(400,000)	(2,000,000)	(2,297,745)	-	-	(4,697,745)	A-19
Strategic Planning Net Total	100,000	500,000	574,255	-	-	1,174,255	
Vehicles							
Bus Fleet	23,700,000	7,266,000	21,493,000	27,216,000	29,089,000	108,764,000	A-20
Bus Fleet Grants and Capital Contributions	(10,948,617)	(6,754,240)	(2,600,000)	(2,600,000)	(2,600,000)	(25,502,857)	A-20
Fleet System Enhancements	2,211,000	89,000	100,000	100,000	500,000	3,000,000	A-21
Non-Revenue Fleet	-	-	905,000	-	72,000	977,000	A-22
Paratransit Fleet	2,149,000	-	5,212,000	-	2,145,000	9,506,000	A-23
Vehicles Net Total	17,111,383	600,760	25,110,000	24,716,000	29,206,000	96,744,143	
Capital Project Contingency	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	A-24
Grand Total Capital Spending	\$ 109,668,261	\$ 65,445,528	\$ 57,244,043	\$ 48,175,750	\$ 49,907,300	\$ 330,440,882	
Grand Total Grants and Capital Contributions	\$ (27,686,935)	\$ (14,305,863)	\$ (8,251,639)	\$ (5,365,000)	\$ (5,550,000)	\$ (61,159,437)	
Grand Total Capital Spending Net of Grants and Capital Contributions	\$ 81,981,326	\$ 51,139,665	\$ 48,992,404	\$ 42,810,750	\$ 44,357,300	\$ 269,281,445	

Capital Metropolitan Transportation Authority
 Approved FY2020 - FY2024 Capital Improvement Plan



Summary

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	109,668,261	65,445,528	57,244,043	48,175,750	49,907,300	330,440,882
Total	109,668,261	65,445,528	57,244,043	48,175,750	49,907,300	330,440,882
Funding Sources						
Local Funds	81,981,326	51,139,665	48,992,404	42,810,750	44,357,300	269,281,445
Grants	27,081,935	11,853,134	7,996,639	4,735,000	5,295,000	56,961,708
Other Capital Contributions	605,000	2,452,729	255,000	630,000	255,000	4,197,729
Total	109,668,261	65,445,528	57,244,043	48,175,750	49,907,300	330,440,882

Capital Metropolitan Transportation Authority
 Approved FY2020 - FY2024 Capital Improvement Plan



Project Name Facility Enhancements

Project Type Facilities and Real Estate

Project Description

This project category includes enhancements to the Navasota and Waller pedestrian gates and sidewalks.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	-	25,000	-	-	-	25,000
Total	-	25,000	-	-	-	25,000
Funding Sources						
Local Funds	-	25,000	-	-	-	25,000
Grants	-	-	-	-	-	-
Total	-	25,000	-	-	-	25,000

Estimated Operating Cost Impact

Navasota and Waller pedestrian gates are expected to increase operating costs by \$1,000 per year.

Project Benefits

The Navasota and Waller projects provide safe and accessible pedestrian paths near the rail line in the Plaza Saltillo District.

Strategic Priority and Objective

This project supports strategic priority and objectives: High- quality customer experience: Safety & risk, Continuous improvement.

Capital Metropolitan Transportation Authority
 Approved FY2020 - FY2024 Capital Improvement Plan



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

Project Description

This project category includes state of good repairs for air conditioning units, above ground lifts, air compressors, antifreeze reclaimers, band saw, boom lift, bus wash, clock systems, concrete replacement, diesel particulate filters, drains, dust collectors, electric heaters, electrical hoists, emergency generators, engine stands, exhaust hose reels, fall protection, filter crushers, fire detection systems, fire extinguish systems, first aid stations, floor scrubber, freon reclaimers, fuel system upgrades, handwash stations, hose crimper, HVAC systems, hydronic heater, ice machines, kitchen stove, level controller, lifts, lighting, metal brake, metal lathe, metal shear, overhead door, Plaza Saltillo revitalization, passenger elevator, plumbing systems, presses, pressure washers, pumps, resurfacing park and ride parking lots, roof replacements, reverse osmosis system, solvent reclaimer, stair system, striping bus and employee parking lots, table saw, transmission jacks, uninterruptible power supplies, vehicle vacuums, water bladders, irrigation system, transmission dynamometer, window reclaimer, water dispenser, window system, wood trim system, water softeners and water heater replacement.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	1,523,950	1,112,419	1,455,000	1,348,000	2,471,700	7,911,069
Total	1,523,950	1,112,419	1,455,000	1,348,000	2,471,700	7,911,069
Funding Sources						
Local Funds	1,523,950	1,112,419	1,455,000	1,348,000	2,471,700	7,911,069
Grants	-	-	-	-	-	-
Total	1,523,950	1,112,419	1,455,000	1,348,000	2,471,700	7,911,069

Estimated Operating Cost Impact

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

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Safety & risk. Sustainability: Environmental leadership, Resource optimization.

Capital Metropolitan Transportation Authority
 Approved FY2020 - FY2024 Capital Improvement Plan



Project Name Information Technology - Enterprise Systems

Project Type Information Technology Systems and Infrastructure

Project Description

This project category includes upgrade or replacement of asset management system, Capital Metro website platform, customer relationship management system, data warehousing, enterprise project portfolio management system, financial system, See Something Say Something application, governance risk and compliance software and real estate management software.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	4,965,306	4,857,600	3,057,600	957,600	827,600	14,665,706
Total	4,965,306	4,857,600	3,057,600	957,600	827,600	14,665,706
Funding Sources						
Local Funds	4,965,306	4,857,600	3,057,600	957,600	827,600	14,665,706
Grants	-	-	-	-	-	-
Total	4,965,306	4,857,600	3,057,600	957,600	827,600	14,665,706

Estimated Operating Cost Impact

Data warehousing, web content management system, enterprise asset management system and enterprise project portfolio systems are expected to increase operating expenses by \$470,000 per year.

Project Benefits

System replacements and upgrades when technologies are at the end of their useful life maintains assets in a state of good repair, minimizes service disruptions, reduces maintenance costs and improves the customer experience. System enhancements allow new functionality to support continuous improvement of systems and processes and improved customer experience.

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Continuous improvement, Dynamic change. Engaged workforce: Organizational culture. Sustainability: Resource optimization.

Capital Metropolitan Transportation Authority
 Approved FY2020 - FY2024 Capital Improvement Plan



Project Name Information Technology - Infrastructure

Project Type Information Technology Systems and Infrastructure

Project Description

This project category includes WiFi for Capital Metro stations, commuter vehicles and public safety, data center infrastructure replacement, interactive voice response system replacement (IVR), phone system and network infrastructure replacements.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	2,501,032	900,000	850,000	700,000	2,200,000	7,151,032
Total	2,501,032	900,000	850,000	700,000	2,200,000	7,151,032
Funding Sources						
Local Funds	2,501,032	900,000	850,000	700,000	2,200,000	7,151,032
Grants	-	-	-	-	-	-
Total	2,501,032	900,000	850,000	700,000	2,200,000	7,151,032

Estimated Operating Cost Impact

Phone system replacement, network infrastructure hardware replacement and data center infrastructure replacements are expected to increase operating expenses by \$192,000 per year.

Project Benefits

Replacement or upgrades of IT infrastructure or systems at the end of their useful life maintains assets in a state of good repair, minimizes interruption of critical IT resources, minimizes maintenance costs and improves the customer experience.

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Continuous improvement. Engaged workforce: Organizational culture. Sustainability: Resource optimization.



Project Name Information Technology - Transit Systems

Project Type Information Technology Systems and Infrastructure

Project Description

This project category includes dynamic message signs for fixed-route and commuter rail, fare collection equipment and account-based enhancement, fixed-route services management systems replacement (Trapeze), intelligent transportation systems, mobile applications, paratransit technology system replacement, positive train control IT support, transit on-demand software, ticket vending machine replacements, onboard validators and digital displays, smartcard/retail network, high-frequency ticket vending machine expansion and mobile ticketing payment enhancement.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	7,870,323	7,771,789	7,703,943	8,890,000	6,140,000	38,376,055
Total	7,870,323	7,771,789	7,703,943	8,890,000	6,140,000	38,376,055
Funding Sources						
Local Funds	7,870,323	7,771,789	7,703,943	8,890,000	6,140,000	38,376,055
Grants	-	-	-	-	-	-
Total	7,870,323	7,771,789	7,703,943	8,890,000	6,140,000	38,376,055

Estimated Operating Cost Impact

System enhancements are expected to increase operating expenses by \$1,600,000 per year.

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Safety & risk, Continuous improvement, Dynamic change, Culture of innovation. Sustainability: Resource optimization, Safety culture, Environmental leadership. Valued community partner: Build partnerships, Value of transit.



Project Name Bus Stop Amenities and Enhancements

Project Type Infrastructure Development

Project Description

This project category is for bus stop improvements including benches, shelters, litter containers, signage, shading, lighting, digital message signs and accessibility.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	3,909,270	1,035,750	647,000	561,000	-	6,153,020
Total	3,909,270	1,035,750	647,000	561,000	-	6,153,020
Funding Sources						
Local Funds	3,909,270	1,035,750	647,000	561,000	-	6,153,020
Grants	-	-	-	-	-	-
Total	3,909,270	1,035,750	647,000	561,000	-	6,153,020

Estimated Operating Cost Impact

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

Project Benefits

These projects will improve the transit experience by providing facilities that meet riders' needs. New funding is included for improved weather protection at bus stops as well as solar lighting for improved security and digital message signs at high volume stops. FY2020 includes an accelerated plan to achieve compliance of service standards for bus stop amenities two years ahead of schedule.

Strategic Priority and Objective

These projects support strategic priority and objectives: High-quality customer experience: Safety & risk, Continuous improvement.



Project Name Bus Stops - New

Project Type Infrastructure Development

Project Description

This project category includes additional stations for MetroRapid routes 801 and 803, new bus stops and connectivity to support Cap Remap service improvements.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	1,200,000	-	-	-	-	1,200,000
Total	1,200,000	-	-	-	-	1,200,000
Funding Sources						
Local Funds	1,200,000	-	-	-	-	1,200,000
Grants	-	-	-	-	-	-
Total	1,200,000	-	-	-	-	1,200,000

Estimated Operating Cost Impact

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

Project Benefits

The construction of new local bus stops and MetroRapid stations will provide increased access to public transit and increased ridership.

Strategic Priority and Objective

These projects support strategic priority and objectives: High-quality customer experience: Safety & risk, Continuous improvement.



Project Name Downtown Station

Project Type Infrastructure Development

Project Description

This project category is for upgrading the MetroRail Downtown Station into a permanent multimodal station with an associated transit plaza partially funded by a grant from TxDOT. Upgrades include additional track and boarding platforms, storm water improvements and related infrastructure improvements.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	21,053,730	13,640,706	175,000	175,000	-	35,044,436
Total	21,053,730	13,640,706	175,000	175,000	-	35,044,436
Funding Sources						
Local Funds	8,944,898	11,442,977	175,000	(200,000)	-	20,362,875
Grants	12,108,832	-	-	-	-	12,108,832
Other Capital Contributions	-	2,197,729	-	375,000	-	2,572,729
Total	21,053,730	13,640,706	175,000	175,000	-	35,044,436

Estimated Operating Cost Impact

Operating costs associated with janitorial, landscaping and maintenance is estimated to be approximately \$61,000 annually. Utility costs are estimated to be approximately \$20,000 annually. The facility is forecast to go into service by the end of FY2021.

Project Benefits

These projects will expand the current rail station located in downtown Austin from the current one track which accommodates one train, to three tracks which will accommodate four trains. It will allow for the increase in service and capacity for commuter rail service.

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Safety & risk, Continuous improvement. Sustainability: Resource optimization, Safety culture. Valued community partner: Build partnerships, Value of transit, Project Connect.



Project Name Facility Enhancements

Project Type Infrastructure Development

Project Description

This project category includes the demolition of the Serta warehouse building to accommodate bus electrification infrastructure as well as improvements to accommodate additional bus capacity at the North Operations facility, customer and operational improvements at North Lamar mobility hub, construction of the CARTS Eastside bus plaza, a fuel dispenser at North Operations facility and office space reconfiguration at the headquarters facility.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	11,286,480	7,414,620	1,750,000	2,000,000	1,000,000	23,451,100
Total	11,286,480	7,414,620	1,750,000	2,000,000	1,000,000	23,451,100
Funding Sources						
Local Funds	10,760,888	7,414,620	1,750,000	2,000,000	1,000,000	22,925,508
Grants	525,592	-	-	-	-	525,592
Total	11,286,480	7,414,620	1,750,000	2,000,000	1,000,000	23,451,100

Estimated Operating Cost Impact

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

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Safety & risk, Continuous improvement. Engaged workforce: Be an employer of choice, Organizational culture. Sustainability: Resource optimization, Safety culture, Environmental leadership. Valued community partner: Value of transit.



Project Name Park & Ride Enhancements

Project Type Infrastructure Development

Project Description

This project category is for the Westgate Transit Center facility.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	350,000	-	-	-	-	350,000
Total	350,000	-	-	-	-	350,000
Funding Sources						
Local Funds	350,000	-	-	-	-	350,000
Grants	-	-	-	-	-	-
Total	350,000	-	-	-	-	350,000

Estimated Operating Cost Impact

Operating costs associated with janitorial, landscaping and maintenance is estimated to be approximately \$32,000 annually. Utility costs are estimated to be approximately \$17,000 annually.

Project Benefits

This project supports increasing customer access to transit services by building a new transit center facility.

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Safety & risk, Continuous improvement. Sustainability: Resource optimization, Safety culture, Environmental leadership. Valued community partner: Value of transit.



Project Name Railroad Commuter Enhancements

Project Type Railroad Commuter

Project Description

This project category includes MetroRail Red Line service capacity improvements, rail vehicle engineering support, DMU digital camera upgrades, Leander quiet zones partially reimbursed by the city of Leander and other safety enhancements.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	2,660,000	5,700,000	5,200,000	-	-	13,560,000
Total	2,660,000	5,700,000	5,200,000	-	-	13,560,000
Funding Sources						
Local Funds	2,310,000	5,700,000	5,200,000	-	-	13,210,000
Grants	-	-	-	-	-	-
Other Capital Contributions	350,000	-	-	-	-	350,000
Total	2,660,000	5,700,000	5,200,000	-	-	13,560,000

Estimated Operating Cost Impact

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

Project Benefits

MetroRail Red Line service capacity improvements will allow for service enhancements, improved rail vehicle safety systems and enhanced rail crossing gate functionality. Trains will not be required to sound their horns at crossings in the Leander quiet zones, thereby contributing to the quality of life for residents living near the crossings.

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Safety & risk, Continuous improvement. Sustainability: Resource optimization. Valued community partner: Value of transit.



Project Name Railroad Commuter Regulatory

Project Type Railroad Commuter

Project Description

This project category is for positive train control.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	14,500,000	3,350,644	-	-	-	17,850,644
Total	14,500,000	3,350,644	-	-	-	17,850,644
Funding Sources						
Local Funds	11,401,106	3,350,644	-	-	-	14,751,750
Grants	3,098,894	-	-	-	-	3,098,894
Total	14,500,000	3,350,644	-	-	-	17,850,644

Estimated Operating Cost Impact

In process of identifying operating cost impact of positive train control, as additional mechanical and signal duties will be required.

Project Benefits

Primary purpose of this category is to provide enhanced train detection systems control, allowing for constant on-board train control with the purpose of avoiding train collisions, work zone and signal violations.

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Safety & risk. Sustainability: Safety culture.



Project Name Railroad Commuter State of Good Repair

Project Type Railroad Commuter

Project Description

This project category includes state of good repair work for bridges, tracks, signals and communications, commuter rail vehicle maintenance diagnostic equipment, diesel multiple unit special tools and spare parts, track undercutting, bridge replacement survey, shifted load detectors and crossing improvements funded by TxDOT.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	4,900,000	3,450,000	3,720,000	2,390,000	2,950,000	17,410,000
Total	4,900,000	3,450,000	3,720,000	2,390,000	2,950,000	17,410,000
Funding Sources						
Local Funds	4,645,000	96,106	366,106	-	-	5,107,212
Grants	-	3,098,894	3,098,894	2,135,000	2,695,000	11,027,788
Other Capital Contributions	255,000	255,000	255,000	255,000	255,000	1,275,000
Total	4,900,000	3,450,000	3,720,000	2,390,000	2,950,000	17,410,000

Estimated Operating Cost Impact

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

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Safety & risk. Sustainability: Resource optimization.

Capital Metropolitan Transportation Authority
 Approved FY2020 - FY2024 Capital Improvement Plan



Project Name Railroad Freight State of Good Repair

Project Type Railroad Freight

Project Description

This project category includes bridge replacements and crossing improvements.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	295,000	4,045,000	45,000	1,545,000	45,000	5,975,000
Total	295,000	4,045,000	45,000	1,545,000	45,000	5,975,000
Funding Sources						
Local Funds	295,000	4,045,000	45,000	1,545,000	45,000	5,975,000
Grants	-	-	-	-	-	-
Other Capital Contributions	-	-	-	-	-	-
Total	295,000	4,045,000	45,000	1,545,000	45,000	5,975,000

Estimated Operating Cost Impact

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

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: High-quality customer experience: Safety & risk. Sustainability: Resource optimization.



Project Name Security Equipment and Enhancements

Project Type Security

Project Description

This project category includes cameras, video system integration software, rapid deployable video system, rail signal house security, in-car video for the agency's security vehicles and other miscellaneous system enhancements.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	2,093,170	287,000	58,500	293,150	467,000	3,198,820
Total	2,093,170	287,000	58,500	293,150	467,000	3,198,820
Funding Sources						
Local Funds	2,093,170	287,000	58,500	293,150	467,000	3,198,820
Grants	-	-	-	-	-	-
Total	2,093,170	287,000	58,500	293,150	467,000	3,198,820

Estimated Operating Cost Impact

Security equipment and enhancements are expected to increase operating expenses by \$10,000 per year.

Project Benefits

Camera system expansion and upgrades will improve security and situational awareness at Capital Metro facilities. Access control updates will ensure the system is current with existing technology and maintained properly. Facility security improvements will address vulnerabilities identified in the latest Threat and Vulnerability Assessment. Rail signal house security will enhance the physical security of the rail signal houses in support of the new PTC system. In-car video for the agency's security vehicles will help to ensure the agency is transparent in its security operations, by capturing officer interactions with customers and the public.

Strategic Priority and Objective

These projects support strategic priority and objectives: High-quality customer experience: Safety & risk, Continuous improvement, Culture of innovation.



Project Name North Lamar/Airport Intersection

Project Type Strategic Planning

Project Description

This project category is for engineering and environmental clearance for grade separating MetroRail Red Line and North Lamar Boulevard and for introducing a continuous flow intersection.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	500,000	2,500,000	2,872,000	-	-	5,872,000
Total	500,000	2,500,000	2,872,000	-	-	5,872,000
Funding Sources						
Local Funds	100,000	500,000	574,255	-	-	1,174,255
Grants	400,000	2,000,000	2,297,745	-	-	4,697,745
Total	500,000	2,500,000	2,872,000	-	-	5,872,000

Estimated Operating Cost Impact

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

Project Benefits

Identified as a Project Connect priority enhancement, this project increases efficiency of the existing transportation system by grade separating MetroRail Red Line and North Lamar Boulevard to avoid congestion that occurs when passing trains restrict vehicle movement through the intersection, which also affects 12 MetroRapid and 14 MetroBus buses during peak hours.

Strategic Priority and Objective

These projects support strategic priority and objectives: High-quality customer experience: Continuous improvement, Culture of innovation.

Capital Metropolitan Transportation Authority
 Approved FY2020 - FY2024 Capital Improvement Plan



Project Name Bus Fleet

Project Type Vehicles

Project Description

This project category includes replacements and additions of electric buses, commuter coaches, MetroRapid buses and transit buses.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	23,700,000	7,266,000	21,493,000	27,216,000	29,089,000	108,764,000
Total	23,700,000	7,266,000	21,493,000	27,216,000	29,089,000	108,764,000
Funding Sources						
Local Funds	12,751,383	511,760	18,893,000	24,616,000	26,489,000	83,261,143
Grants	10,948,617	6,754,240	2,600,000	2,600,000	2,600,000	25,502,857
Total	23,700,000	7,266,000	21,493,000	27,216,000	29,089,000	108,764,000

Estimated Operating Cost Impact

Replacement vehicles do not result in additional operating costs incurred.

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priority and objectives: High-quality customer experience: Safety & risk, Continuous improvement, Dynamic change, Culture of innovation.

Capital Metropolitan Transportation Authority
 Approved FY2020 - FY2024 Capital Improvement Plan



Project Name Fleet System Enhancements

Project Type Vehicles

Project Description

This project category includes additions to camera systems on vehicles.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	2,211,000	89,000	100,000	100,000	500,000	3,000,000
Total	2,211,000	89,000	100,000	100,000	500,000	3,000,000
Funding Sources						
Local Funds	2,211,000	89,000	100,000	100,000	500,000	3,000,000
Grants	-	-	-	-	-	-
Total	2,211,000	89,000	100,000	100,000	500,000	3,000,000

Estimated Operating Cost Impact

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

Project Benefits

Camera systems on vehicles will improve security and help respond to incidents that occur during transit service, especially vehicle accidents.

Strategic Priority and Objective

These projects support strategic priority and objectives: High-quality customer experience: Safety & risk, Continuous improvement, Dynamic change, Culture of innovation.

Capital Metropolitan Transportation Authority
 Approved FY2020 - FY2024 Capital Improvement Plan



Project Name Non-Revenue Fleet

Project Type Vehicles

Project Description

This project category includes non-revenue vehicle replacements.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	-	-	905,000	-	72,000	977,000
Total	-	-	905,000	-	72,000	977,000
Funding Sources						
Local Funds	-	-	905,000	-	72,000	977,000
Grants	-	-	-	-	-	-
Total	-	-	905,000	-	72,000	977,000

Estimated Operating Cost Impact

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

Project Benefits

Replacement of vehicles at the end of their useful lives maintains assets in a state of good repair and helps to minimize maintenance costs.

Strategic Priority and Objective

These projects support strategic priority and objectives: High-quality customer experience: Safety & risk, Continuous improvement, Dynamic change, Culture of innovation.



Project Name Paratransit Fleet

Project Type Vehicles

Project Description

This project category includes replacements and additional paratransit vehicles.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	2,149,000	-	5,212,000	-	2,145,000	9,506,000
Total	2,149,000	-	5,212,000	-	2,145,000	9,506,000
Funding Sources						
Local Funds	2,149,000	-	5,212,000	-	2,145,000	9,506,000
Grants	-	-	-	-	-	-
Total	2,149,000	-	5,212,000	-	2,145,000	9,506,000

Estimated Operating Cost Impact

Replacement vehicles do not result in additional operating costs incurred.

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priority and objectives: High-quality customer experience: Safety & risk, Continuous improvement, Dynamic change, Culture of innovation.



Project Name Capital Project Contingency

Project Type Capital Project Contingency

Project Description

This project category includes reserve for contingencies.

FY2020 - FY2024 Capital Improvement Plan						
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Spending Categories						
Other	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Funding Sources						
Local Funds	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Grants	-	-	-	-	-	-
Total	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000

Estimated Operating Cost Impact

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

Project Benefits

Capital project reserve provides contingency funds in the event that project costs are greater than projected or unexpected capital needs materialize between budget cycles.

Strategic Priority and Objective

This project supports strategic priority and objective: Sustainability: Resource optimization.

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)
2009	770,296	1,682,338	64,290,898	38,215	6.9
2010	778,560	1,727,743	69,124,528	40,009	7.0
2011	805,662	1,781,409	76,507,673	42,948	6.6
2012	821,012	1,834,319	84,319,550	45,968	5.7
2013	841,649	1,883,528	89,014,800	47,260	5.2
2014	878,002	1,942,255	97,444,500	50,171	4.2
2015	899,119	2,000,784	103,473,800	51,717	3.4
2016	925,491	2,060,558	109,057,100	52,926	3.3
2017	946,080	2,115,827	115,982,300	54,817	3.1
2018	963,797	2,130,664	122,793,898	57,600	2.9

Note: Prior years statistics are subject to change as more precise numbers become available.

(1) Source: City of Austin Comprehensive Annual Financial Report.