

Approved Budget Fiscal Year 2012

Of Capital Metropolitan Transportation Authority

Austin, Texas



METRO





METRO

Approved
Budget
Fiscal Year 2012

October 1, 2011 – September 30, 2012



METRO

Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

This page is intentionally blank



Table of Contents

	<u>Page</u>
Transmittal Letter	1
Organization of the Budget Document.....	2
<u>Introduction</u>	
History and Service Area.....	3
Capital Metro Service Area Map.....	3
Community Information & Capital Metro Involvement	4
Benefits of Mass Transit	4
Governance	6
Management.....	7
System Facility Characteristics.....	8
MetroRail Red Line Service Map.....	11
Business Planning and Budget Process	12
Annual Calendar.....	14
Basis of Budget and Basis of Accounting.....	15
Full Time Equivalent (FTE) Chart.....	16
Organizational Chart.....	17
<u>Financial Policies</u>	
Summary of Financial Policies	19
Fares.....	20
Expense Policies	24
Procurement	24
Expenditure Accountability	24
Debt	31
<u>Financial & Budget Summary</u>	
External Sources and Uses of Funds Summary	32
Combined Statement of Revenue, Expenses and Changes in Net Assets	33
Factors Affecting Revenue	27
Revenue by Category	28
Factors Affecting Operating Expenses	29
Operating Expense by Category	30
Summary of Department Expenses	34
Ridership and Service Levels by Type	35
Performance Trends.....	39
Capital Budget	42
<u>Operating Detail by Department</u>	
General and Administrative Overhead	43
Wellness and Fitness Centers.....	45
Child Care Facility.....	47
Business Center	49
President/CEO's Office.....	51
Communications	55
Board of Directors Support	59
Internal Audit.....	61
Operations	63



Strategic Management	65
Safety	67
Security	69
Legal	73
Labor Restructuring	75
Finance	77
Information Technology	81
Procurement	85
Contracted Services	89
RideShare	91
StarTran Operations Administration	93
Planning	97
Marketing	101
Business & Community Development	105
Customer Service	109
Human Resources	111
Risk Management	115
MetroAccess	119
Operations Training	123
Fixed Route Services	125
Running Repair	129
Service Island	133
Vehicle Maintenance – Administration	137
Stores	139
Public Facilities	141
Building Maintenance	145
Capital Projects & Real Estate	149
Freight Railroad	153
Commuter Rail Operations	155
Transit Oriented Development	159
Bus and Paratransit Operations	163
Bus Contract Operations	165
Paratransit Contract Operations	167
MetroAccess Administration	169
Glossary	173
Distinguished Budget Award for FY 2011	178
Index	179
Appendix A – Capital Improvement Plan	A - 1
Appendix B – Strategic Plan	B - 1
Appendix C – Long Range Financial Plan	C - 1

Comments regarding any of the information contained in this document may be addressed to:
Executive Vice President, Finance and Administration
Capital Metropolitan Transportation Authority
2910 E. 5th Street
Austin, TX 78702



To the Citizens of the Capital Metro Service Area:

On behalf of the Capital Metro Board of Directors, I am pleased to submit Capital Metro's budget for fiscal year 2012 (Oct. 1, 2011 – Sept. 30, 2012). This carefully prepared budget balances the area's economic forecast, the transportation needs of the region and the priorities of the community. It is also a responsible budget that contributes to the financial sustainability of Capital Metro.

Given the challenges Capital Metro is facing in this budget year and the need to make some difficult decisions, our staff undertook the most comprehensive community involvement and outreach effort that we have ever had for our budget. We have provided information on our budget processes and challenges in a variety of formats for public consumption and have sought feedback and innovative ideas through the use of new online engagement tools, as well as traditional methods, such as public meetings and surveys. We have also taken great care to ensure we are hearing from those who typically do not always have a voice in such processes by conducting targeted outreach in languages other than English at community gathering places and on our transit vehicles. Through this comprehensive outreach process, we believe we can make decisions that are more reflective of the needs of our community.

Due to the deadline in the Senate Bill 650 to implement the change in Capital Metro's labor structure no later than September 1, 2012, it is necessary to estimate the impact on the FY 2012 budget. The implementation plan anticipates that the transition to a private contractor or contractors to provide the services now operated by StarTran will occur on August 19, 2012, to coincide with the August 2012 service change. Since the proposals for the fixed route and paratransit services will not be received until November 2011, no potential savings of contracting out the service have been included in the budget. However, a number of expenses related to the transition are estimated in the Labor Restructure Department.

In fiscal year 2012 Capital Metro proposes to spend \$172.9 million on public transportation services, \$13.1 million for long-term commitments and interlocal agreements and invest \$20.6 million in capital projects benefiting the region including the continued development of MetroRapid bus service. Although Capital Metro is projecting a three percent increase in sales tax revenue next year, the transit agency projects a decrease in all other revenues, including federal funding. Nonetheless, Capital Metro has adopted a \$206.6 million balanced budget that maintains comparable bus and rail service without a fare increase.

Capital Metro has taken many steps to improve the budget development and reporting process in order to strengthen its business practices and transparency. These actions include beginning the budget process two months earlier, linking the budget to a new strategic plan, a long range financial plan, financial policies, and providing the board and public more comprehensive information and opportunities for feedback than ever before. The community's participation and input through <http://capmetro.icanmakeitbetter.com> yielded over a hundred good ideas, many of which will be explored by Capital Metro over the next year

The staff and I look forward to serving the community in the year ahead. Thanks for riding Capital Metro.

Sincerely,
Linda S. Watson
President/CEO
Signature on file



Organization of the Budget Document

This document is the annual budget for Capital Metropolitan Transportation Authority (Capital Metro) proposed for the period October 1, 2011 – September 30, 2012. 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) 2012.

Major sections of the budget document

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

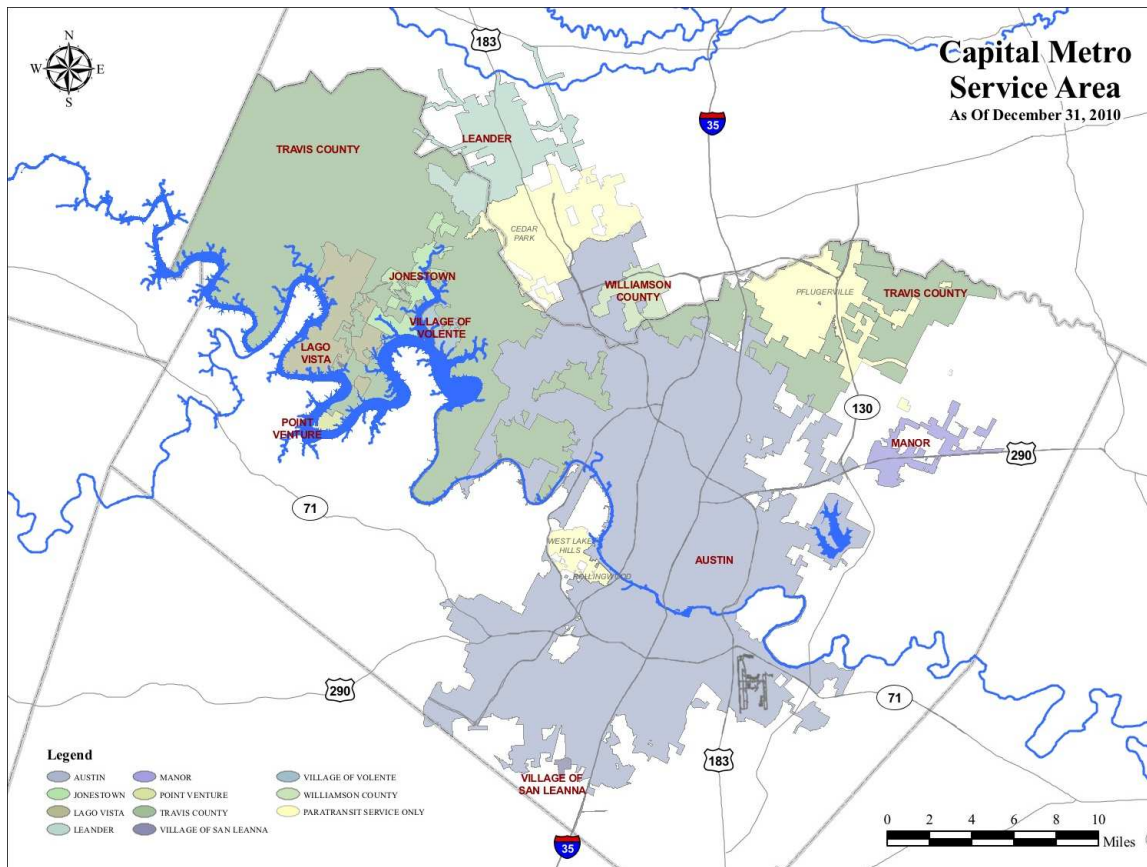
Introduction.....	3
This section provides an overview of Capital Metro’s mission, history, infrastructure, service area, descriptions of each type of service and long range strategic goals. A listing of positions by department and a company organizational chart is also included. The business planning and budgeting processes as well as various assumptions used in developing the budget are discussed in this section.	
Financial Policies.....	19
Grouped in this section are various policies that assist with guiding the decisions of Capital Metro.	
Financial & Budget Summary.....	27
This section of the budget document includes a summary of the annual budget, financial highlights, and detailed information including service levels for each type of service Capital Metro provides. This section also includes financial statements and explains factors affecting revenues, expenses and the capital budget.	
Department Operating Budgets.....	43
The operating budget is presented as a whole and by individual departmental overviews. Each departmental section contains a definition of that department’s functions and responsibilities as well as a table of anticipated expenses.	
Appendices.....	173
This section includes a glossary, the FY 2011 Distinguished Budget Award, an index, the Capital Improvement Plan, the Strategic Plan and the Long Range Financial Plan.	

History

Capital Metropolitan Transportation Authority, (Capital Metro), is a corporate body and political subdivision of the State of Texas, created in 1985 in accordance with Chapter 451 of the Texas Transportation Code. Capital Metro was established by a referendum on January 19, 1985 to provide mass transportation service to the greater Austin metropolitan area. Operations commenced on July 1, 1985. Voters in Austin and the surrounding area approved the creation of Capital Metro, to be funded in part by a one percent (1%) sales tax. Capital Metro voluntarily reduced the sales tax to three-quarters of one percent sales tax (0.75%) in the early 1990s. This amount remained in effect until October 1, 1995 when it was increased to a one percent (1%) sales tax.

Service Area Member Cities and Communities

Nine areas initially voted to participate in the Authority, including the Cities of Austin, West Lake Hills, Rollingwood, San Leanna, Cedar Park, Leander, Lago Vista, Pflugerville, and the Anderson Mill area of Williamson County. Since that time, Precinct Two of Travis County and the suburban cities of Jonestown and Manor have voted to join the service area. Residents of West Lake Hills, Rollingwood, Cedar Park, and Pflugerville voted to withdraw from the Capital Metro service area. During FY 2004, service area member jurisdictions Volente and Point Venture went from being unincorporated to incorporated. Service area communities participate in the one percent (1%) sales tax for funding support and participation with Capital Metro. The Capital Metro service area extends across more than 500 square miles and includes nearly one million residents. The following map illustrates areas included in Capital Metro's service area.



Community information & Capital Metro Involvement

Capital Metro is committed to community involvement. Capital Metro has developed a comprehensive program to implement our Board of Directors' Community Involvement Policy that seeks meaningful engagement of our diverse community in agency decision-making and operations. Capital Metro also supports two Board-appointed advisory committees to provide recommendations and feedback on planning, operations and services: the Customer Satisfaction Advisory Committee (CSAC) and the Access Advisory Committee (AAC).

Capital Metro, the City of Austin and 10 suburban communities within the Capital Metro service area are participants in the Build Central Texas program. Initiated in 1994 as "Build Greater Austin" by Capital Metro, the program invests in infrastructure that supports transportation, such as funding street rehabilitation and reconstruction, transit corridor improvements, sidewalks, curb ramps and hike-and-bike trails. Capital Metro's FY 2012 contribution to the program is \$200,000.

Capital Metro has been a generous partner for many non-profit groups serving our community. For example, Capital Metro has helped recognize National Domestic Violence Awareness Month with free ad space on buses. Bilingual signs on buses boosted awareness of SafePlace, a local domestic violence and sexual assault survival center. In 1991, Capital Metro implemented a Discount Pass Program for social service agencies that annually provides discounted transit passes to organizations serving the community.

Capital Metro also partners with the Austin Police and Fire departments by sending buses to be used by emergency personnel as temporary shelters during floods, fires and other emergencies. In addition, when temperatures fall below 32 degrees, Capital Metro sends "cold weather buses" as a haven for the homeless, transporting them to local emergency shelters for the night in cooperation with the City of Austin's Office of Emergency Management.

Benefits of Mass Transit

Central Texas continues to be one of the fastest growing regions in the United States. According to 2010 data from the U.S. Census Bureau, central Texas is the 38th largest metropolitan area in the United States, with a population of 1.7 million. The Texas State Data Center projects that the region's population will top 3 million by the year 2030. A survey from Envision Central Texas indicates that traffic congestion is the most important issue to address to ensure a positive future for central Texas.

Information from the Texas Commission on Environmental Quality indicates that the largest source of pollution in the Austin area is on-road vehicles. Capital Metro's role in providing viable transportation alternatives to the single occupancy vehicle is fundamental to helping reduce congestion, air pollution and improve mobility. Capital Metro is working closely with CAMPO to support a regional transportation plan and programs that have a positive impact on the environment, air quality and area communities.

Air Quality

Public transportation moves people efficiently while producing significantly less air pollution to move a single passenger one mile compared to moving a person one mile in a single occupant automobile, which represents the typical commuting situation.

According to the American Public Transportation Association, the average transit trip emits just 47% of the CO₂ per passenger mile of a single occupant vehicle. The total effects of public transit



availability in the US reduce CO2 emissions by 37 million metric tons annually. Additionally, Capital Metro strives to preserve the environmental quality in central Texas through its efficient use of fuel, its fleet and its facilities. Some sustainability practices include using a fuel additive in diesel vehicles to reduce (NOx) emissions by 5.5 percent, replacing vehicles or engines to meet the latest EPA standards, and upgrading office and maintenance buildings with fluorescent lights producing a savings of 47KW per hour.

Traffic Congestion

Transit agencies play an important role in reducing congestion by providing transportation alternatives and supporting land use patterns that reduce vehicle travel. During rush hour, a full 40-foot bus takes 35 cars off the road and a full train takes more than 100 cars off the road.

According to the most recent Texas Transportation Institute report on congestion, public transportation saved travelers 541 million hours in travel time and 340 million gallons of fuel.



Governance

Capital Metro is governed by an eight-member Board of Directors (Board) which has governance responsibilities over all activities related to Capital Metro. The 2009 Texas Legislature changed the composition of the Capital Metro Board of Directors.

- Expanded the board to 8 members with appointments as follows:
 - 3** members appointed by CAMPO, of whom
 - 1 must be an elected official
 - 1 must have at least 10 years of experience as a financial or accounting professional
 - 1 must have at least 10 years of experience in an executive-level position
 - 2** members appointed by the City of Austin, of whom
 - 1 must be an elected official
 - 1** member appointed by Travis County
 - 1** member appointed by Williamson County
 - 1** 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% of the total service area population (Austin comprises approx. 85% today)
- Requires two of the three CAMPO representatives to be qualified voters residing in Austin
- Requires the two county representatives to work in the service area but within the county that appointed them, or be qualified voters within the county that appointed them
- Specified that future terms are three years long and staggered

<u>BOARD MEMBER</u>	<u>APPOINTING BODY</u>	<u>TERM EXPIRES</u>
Mike Martinez, Chair	Capital Area Metropolitan Planning Organization	June 1, 2013
John Langmore, Vice Chair	Capital Area Metropolitan Planning Organization	June 1, 2014
Beverly Silas, Secretary	Travis County	June 1, 2012
Frank Fernandez	Capital Area Metropolitan Planning Organization	June 1, 2012
Chris Riley	Austin City Council	June 1, 2013
Ann Stafford	Austin City Council	June 1, 2013
Norm Chafetz	Williamson County	June 1, 2014
Justine Blackmore-Hlista	Small Cities	June 1, 2012



Management

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

Executive Leadership Team	Name
President/Chief Executive Officer	Linda S. Watson
Executive Vice President, Chief Development Officer	Doug Allen
Executive Vice President, Chief Operating Officer	Elaine Timbes
Interim Executive Vice President Finance and Administration	Billy Hamilton
Chief of Staff	Gerardo Castillo
Vice President, Capital Projects & Real Estate	John Hodges
Vice President, Internal Audit	Caroline Beyer, CPA, CISA
Vice President, Strategic Planning & Development	Todd Hemingson
Vice President, Business & Community Development	Dianne Mendoza, Ph.D.
Vice President, Rail Operations	Melvin Clark
Vice President, Bus and Paratransit Services	Dottie Watkins
Chief Information Officer	Joe Iannello



System Facility Characteristics

Since Capital Metro's inception in 1985, the focus of the capital improvement program has primarily been on the replacement of buses and garage facilities. In 1986, the current Capital Metro headquarters was completed, which includes 140,000 square feet in garage facilities and houses the administrative staff in the main building.

Capital Metro Facilities

Capital Metro Headquarters
2910 East Fifth Street
Austin, Texas
Administration: 30,000 square feet, 1986
Maintenance: 140,000 square feet, 1986

Customer Service Center
323 Congress Avenue
Austin, Texas
12,171 square feet, 2003

Northeast Operations Facility
5316 Ed Bluestein Boulevard
Austin, Texas
10,008 square feet, 2000

MetroAccess Services Facility
509 Thompson Lane
Austin, Texas
19,738 square feet, 2000

Capital Metro Administrative Annex / Child Care Facility
624 Pleasant Valley
Austin, Texas
25,500 square feet, 2006

North Operations Facility
9315 McNeil Road
Austin, Texas
137,377 square feet, 2008



Transportation and Transit Centers

7th & Pleasant Valley Neighborhood Transit Center
12th & Chicon Neighborhood Transit Center
Austin Community College/Riverside Transit Center
Highland Mall Neighborhood Transit Center
North Lamar Transit Center
Northcross Mall Transit Center
Rogge/Manor Neighborhood Transit Center
Rundberg/Lamar Neighborhood Transit Center
South Congress Transit Center
Woodward/Parker Neighborhood Transit Center

Park and Ride Facilities

Austin

Great Hills Baptist Church
Harris Branch
Howard Station
North Lamar Transit Center
Lakeline Station
Oak Hill
Pavilion
South Congress Transit Center
Tech Ridge
The Triangle

Jonestown

Park Drive/Crestview

Lago Vista

Thunderbird Drive/Dawn Drive

Leander

Leander Station

Manor

Burnet/Townes
San Marcos/Burton
Carrie Manor Street between Lexington & Bastrop Streets (Under Construction)



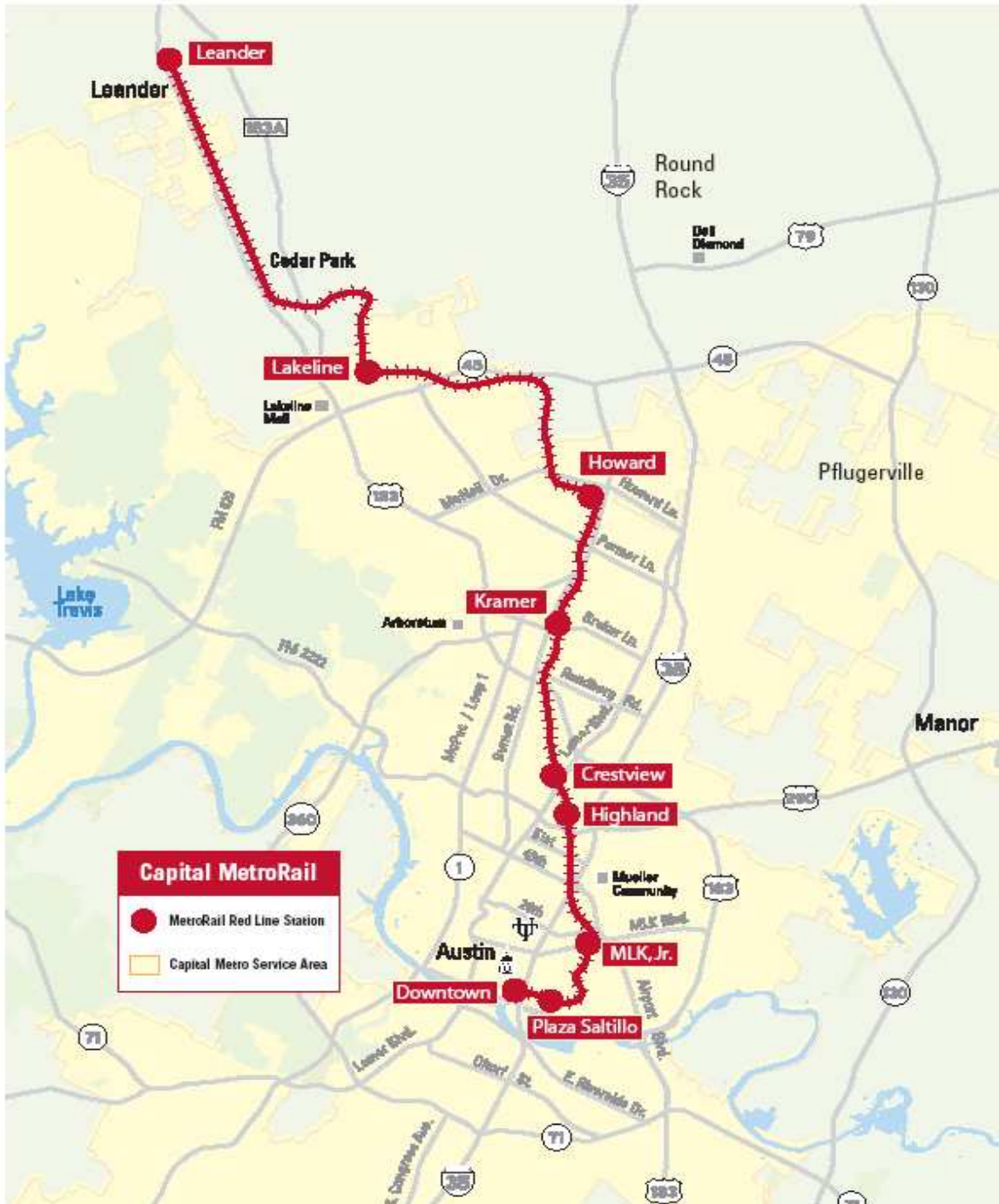
Rail Stations

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

Fleet Description

◆ Buses:	413
◆ Paratransit Vans:	66
◆ Paratransit Sedans:	51
◆ Rail vehicles:	6

MetroRail Red Line Service Map



Business Planning & Budget Process

Overview

Chapter 451 of the Texas Transportation Code mandates that Capital Metro's Board of Directors 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 1st.

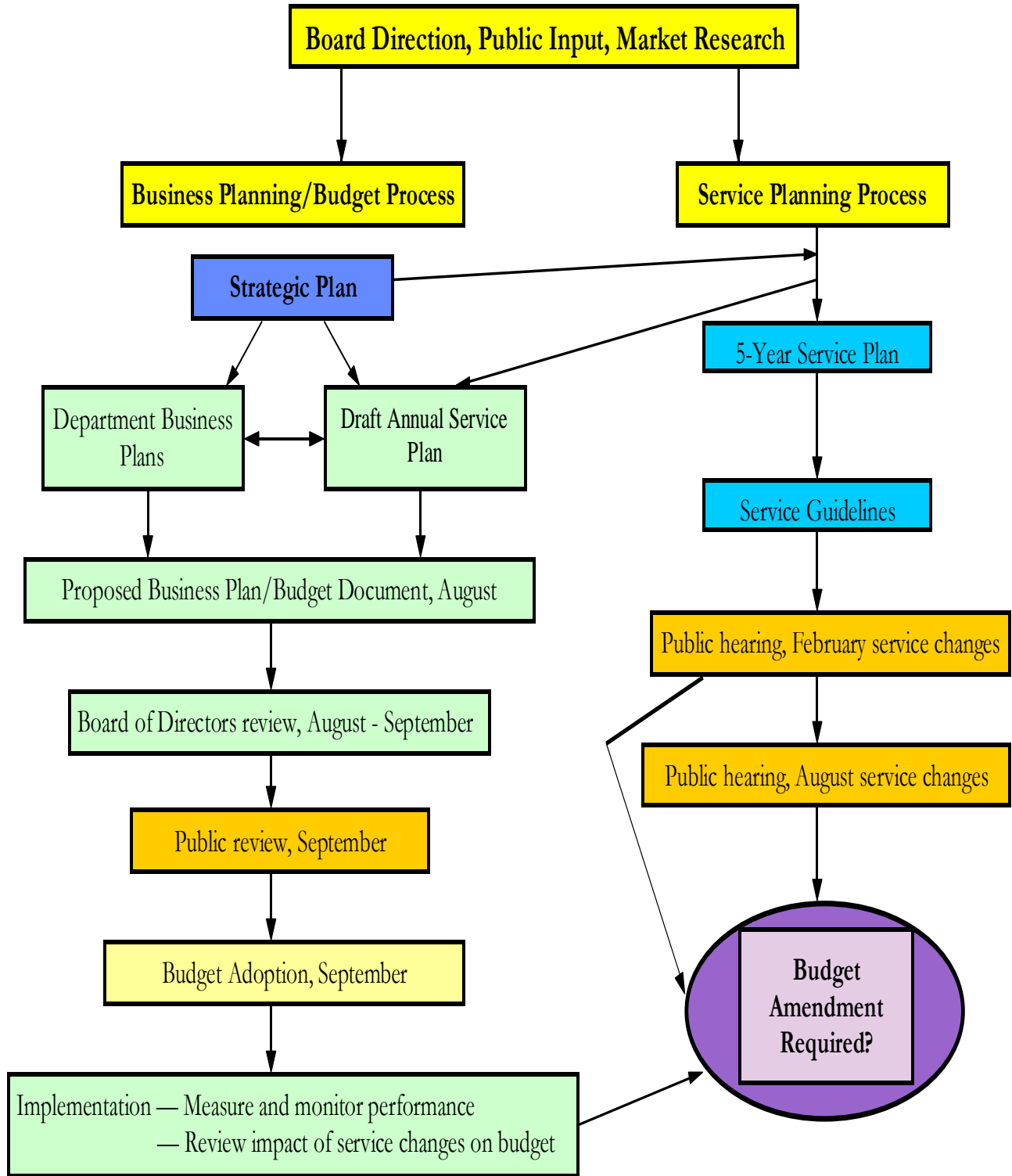
Capital Metro's governing legislation further provides that the Board of Directors shall hold a public hearing on the proposed operating budget prior to its adoption and shall, at least fourteen days before the date of the hearing, make the proposed budget available to the public. After adoption, the Board may subsequently amend the budget after public notice and hearing. The budget is amended if operating expenditures exceed the budgeted amount. The expenditure of reserve funds must have the advanced approval of the Board of Directors.

Business and Service Planning Linked to Strategic Goals

The strategic planning process begins when the Board of Directors and management meet to review and discuss Capital Metro's long-range vision and organizational mission and goals. For FY 2012, Capital Metro had the continuing challenge of the economic downturn and its effect on the organization. The goal for the FY 2012 budget is to preserve as much service as possible during this downturn without compromising the long term financial sustainability of Capital Metro.

Capital Metro's management team incorporated the Board of Director's strategic guidance during the development of objectives for FY 2012. The Board of Directors and the management team worked together to set priorities for FY 2012 with the aim of focusing current resources in areas identified as most critical to Capital Metro's customers and communities in its service area. The strategic plan for FY2012 is found in appendix B.

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





Annual Calendar	Month
Board of Directors provides strategic direction for the coming year	January
Management team develops objectives and strategies to achieve organizational goals	March
Budget development begins	April
Department managers develop business plans that support achievement of objectives	May
Board of Directors reviews strategic plan	June
Board of Directors reviews proposed budget	August
Proposed budget book is posted online for public review (14-day requirement)	Early September
Board of Directors holds public hearing on proposed budget	Mid-September
Board of Directors adopts budget	Late September
Approved budget document is issued	October



Basis of Budget and Basis of Accounting

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

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

To prepare the budget, Capital Metro uses a zero-based budgeting concept. Each year, every proposed expense must be justified to the Executive Vice President of Finance and Administration, the Executive Team and budget staff. Revenue projections are developed and projected based on service levels and estimates of subsidized funding. Expenses are then adjusted to balance to, or to be less than, projected revenues.

Budget Assumptions

Service Area

It is assumed that the service area will sustain minimal changes as it has since 2000.

Sales Tax Rate

The sales tax rate is anticipated to remain at 1% as it has since 1995.

Service levels

It is assumed that there will be a change in total bus service and rail hours and miles traveled. Further details are available on page 35.

Staffing Levels

The Full time Equivalent Chart on the following page shows the staffing levels by department.



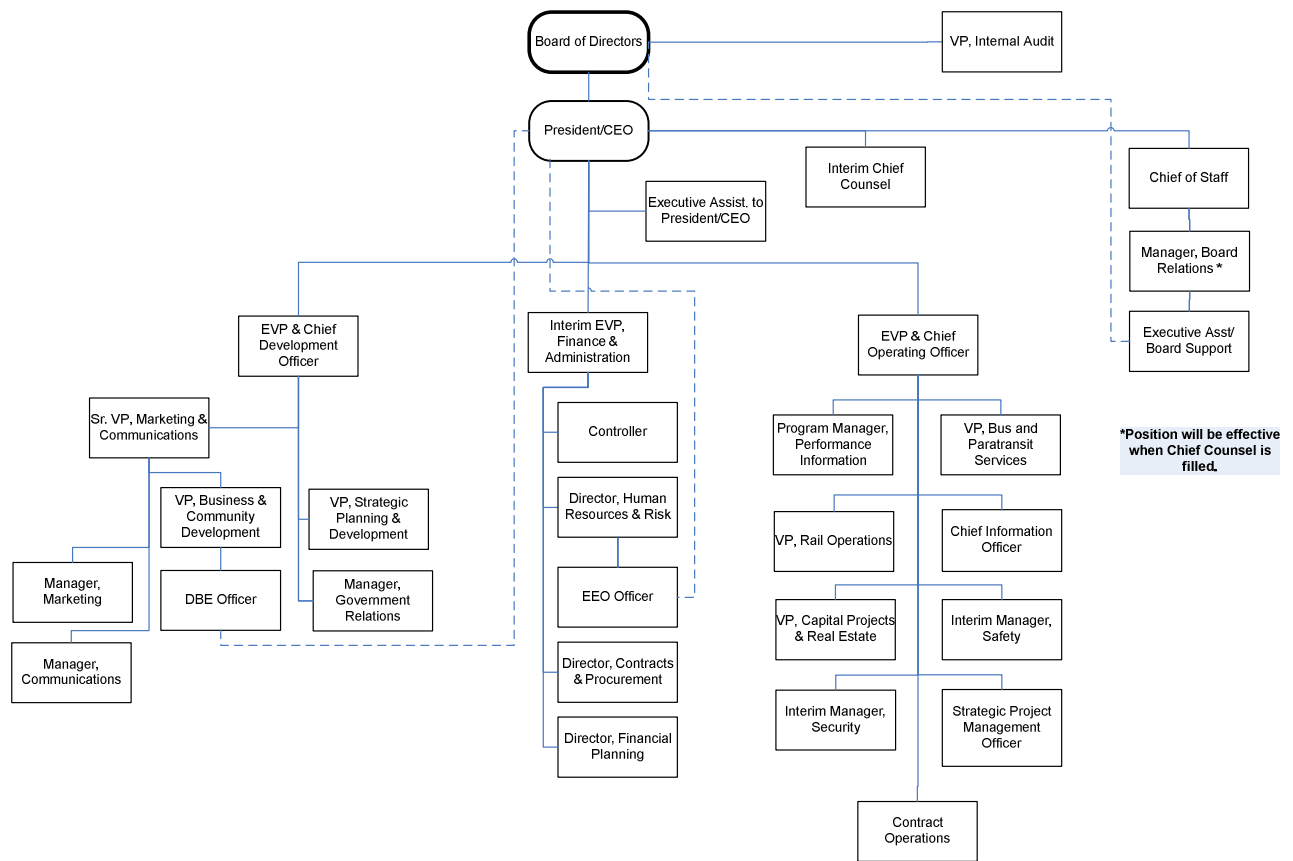
Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

Capital Metro & StarTran Staffing Chart
Full Time Equivalent Chart

Dept #	Department	FY 2011 Budget	FY 2012 Budget	Changes in FTE's
102	Wellness	0.0	0.0	
103	Child Care Center	0.0	0.0	
105	Business Center	0.0	0.0	
110	President/CEO	6.0	5.0	Transferred out SVP to 115
115	Communications	3.0	4.0	Transferred in SVP from 110
120	Board of Directors Support	0.0	3.0	Transferred in 3 Employees from 150
125	Internal Audit	3.0	3.0	
130	Operations	2.0	2.0	Transferred out 2 Employees to 540 & 630 & 1 new positions
135	Strategic Management	3.0	3.0	
140	Safety	2.0	2.0	Unfunded Director, Security & Safety in FY 12
141	Security	23.0	27.0	Additional funding for Security Officers
150	Legal	7.0	3.0	Transferred out 3 Employees to 120 & 1 EE to 230
220	Finance	21.0	20.0	Added 2 new positions; transferred out 1 to 340 & unfunded 2 positions
230	Information Technology (IT)	19.0	22.0	Added 2 CMTA Capital Expense Temp & transferred 1 from 150
250	Procurement	13.0	12.0	Eliminated 1 position
270	Contracted Services	1.0	0.0	Employee transferred to 620-Department eliminated
275	RideShare	3.0	3.0	
320	Planning	20.5	20.0	Unfunded 1 PT position
330	Marketing	7.0	8.0	Added 1 new position
331	Business & Community Development	14.0	13.0	Eliminated 1 position
332	Customer Service	22.0	21.0	1 position in temp budget
340	Human Resources (HR)	14.0	15.0	Transferred in 1 Employee from 220
420	Risk Management	5.0	6.0	Includes 2 pt interns
457	Public Facilities	11.0	11.0	
530	Engineering & Construction	7.0	0.0	Transferred out 5 Employees to 540 & 2 Employees to 544
542	Freight Rail	1.0	1.0	
544	Commuter Rail	5.0	7.0	Transferred in 2 Employees from 530
540	Capital Projects & Real Estate	9.0	14.0	Transferred in 5 Employees from 530
560	Transit Oriented Development	2.0	2.0	
600	Bus and Paratransit Contract Operations	0.0	2.0	Transferred from StarTran Admin 441 to CMTA
610	Bus Contract Operations	0.0	2.0	Transferred 1 from 270 and 1 from StarTran Admin 441
620	Paratransit Contract Operations	0.0	2.0	Transferred 1 from StarTran Admin 451
630	MetroAccess Administrations	0.0	10.0	Transferred 9 from StarTran 430 (Eligibility)
	Total Capital Metro FTE	223.5	243.0	Less than Summary due to Part-time/Intern Employees
310	StarTran Administration	3.0	1.0	Eliminated 1 position & transferred out 1 Employee to CMTA 630
430	MetroAccess	18.5	5.0	Eliminated 1.5 position and transferred 2 to CMTA 620 and 10 to CMTA 630
440	Operations Training	4.0	4.5	Included 1PT intern
441	Fixed Route Services	34.0	32.0	Eliminated 1 position, 1 LOA is 1/4 time; transferred 1 to CMTA 600, 1 to CMTA 610
442	Running Repair	12.0	17.0	Added 3 positions, transferred in 1 from 443 & downgraded 1 position
443	Service Island Attendants	3.0	2.0	Transferred out 1 position to 442
451	Vehicle Maintenance - Administrative	13.0	11.0	Unfunded 1 position and transferred 1 to CMTA 600
456	Stores	2.0	2.0	
458	Building Maintenance	3.0	3.0	
	Total StarTran, Inc. Non-Bargaining FTE's	92.5	77.5	6 employees transferred to CMTA
430	MetroAccess - Reservations (IUE)	26.0	24.5	Using Temps
430	MetroAccess Operators (ATU)	176.5	160.0	
441	StarTran - Bus Operators	438.0	498.0	Only 95% (473) staffed due to attrition, added 34 positions for Aug Service Change
442	Running Repair Mechanics	119.0	122.0	Additional 3 positions for FY12 requirements
443	Service Island Attendants	39.0	39.0	
456	Stores Clerks	10.0	10.0	
458	Building Maintenance Technicians	18.0	18.0	
	Total StarTran, Inc. Bargaining FTE's	826.5	871.5	7 Unfunded positions eliminated through attrition
	Total StarTran Inc	919.0	949.0	
	Total Capital Metro⁽¹⁾	223.5	243.0	
	Total FTE's	1,142.5	1,192.0	Increase operators for Service Changes

⁽¹⁾ Interns have been budgeted in prior years but in 2012 the positions have been added to the FTE report.

Organizational Chart





This Page Intentionally Left Blank

Summary of Financial Policies

Capital Metro's component unit, StarTran, Inc. (StarTran), is a corporation organized under the Nonprofit Corporation Act of the State of Texas. Although legally separate from Capital Metro, StarTran is reported as if it were part of Capital Metro because it was incorporated for the purpose of providing employee services to operate mass transit service on behalf of Capital Metro. Capital Metro provides all resources needed for operations and necessary administrative support for StarTran's operations. StarTran is accounted for as a blended component unit in budget and financial statements of Capital Metro.

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/CEO of Capital Metro and maintain primary accountability for fiscal matters.

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

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

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

- ◆ **Balanced Budget** -- 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.
- ◆ **Zero-based Budgeting** -- 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 all items purchased 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** -- Sales tax revenue is accrued on a monthly basis based on information provided by the Comptroller of Public Accounts.
- ◆ **Capital Replacement and Improvement Grants** -- 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.
- ◆ **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. There is no limit on Capital Metro's ability to incur bonded indebtedness as long as the bonds are issued in accordance with the law.



Fare Structure - FY 2012

Fare Type	Local*	Local Reduced*	Regional*	Regional Reduced*
Single Ride	\$1.00	\$.50	\$2.75	\$1.35
Day Pass	\$2.00	\$1.00	\$5.50	\$2.75
7-Day Pass	\$9.00	\$4.50	\$20.00	\$10.00
31-Day Pass	\$30.00	\$15.00	\$64.00	\$32.00
Additional Passes				
MetroAccess 10-Ticket Booklet		\$15.00		
MetroAccess Monthly Pass		\$40.00		
RideShare Monthly Pass		\$60.00		
Stored Value Card (\$15.00 value)		\$12.00		

* Local — MetroBus; Regional — MetroExpress, MetroRail (includes all MetroBus service).

MetroRail riders may purchase a single ride zoned fare: \$1 for one zone, \$2.75 for 2 zones. All other MetroRail passes must be purchased at the Regional rate.

Reduced Fares are available to those with a Capital Metro Reduced Fare ID (formerly the Disability Fare Card) including: Seniors 65 and over, Medicare card holders, people with disabilities, students 6-18 with a valid school ID, and active & reserve Military with valid ID.

Fare Policy **Approved December 8, 2010**

Purpose: The purpose of this policy is to establish goals, objectives and guidelines to assist the Capital Metro Board of Directors and staff in making decisions regarding adjustments to fares. All such decisions will also be made in accordance with Capital Metro's enabling legislation, Texas Transportation Code Section 451, as amended, and Federal Transit Administration (FTA) fare requirements including 49 CFR section 609 for reduced fares. When considering increasing or restructuring fares, Capital Metro will conduct a comprehensive review of ways to reduce costs and increase ridership, and the corresponding effects on fare box recovery, to minimize the effects of any fare changes on Capital Metro's customers.

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

Objectives: The following objectives are designed to support Capital Metro's fare policy goal and balance the desire to keep fares affordable for Capital Metro customers with the need to maximize fare revenue to help maintain and expand transit operations.

◆ **Customer/Community Objectives:** The Board of Directors and staff will consider the impact setting or restructuring fares has on customers and the community within the scope of the following three customer/community objectives:

- Promote utilization of all modes of Capital Metro transportation: Capital Metro seeks to encourage and facilitate transit ridership within Capital Metro's service area by setting fares that are accessible to the widest possible range of existing and potential rider groups.
- Establish equitable fares: To be equitable, fares should take into account the socioeconomic make up of our customers and their utilization of the different types of services.
 - Capital Metro will perform a fare equity analysis to assess effects of proposed fare change on riders and describe actions to avoid, minimize or mitigate such effects.
 - Agency Discounted Pass Program: Capital Metro will provide a discount to non-profit, not-for-profit and governmental agencies that assist low-income persons and families. Qualifying agencies may provide passes purchased under this program to agency clients at no more than the discounted price.
 - The Board of Directors may establish the discount (currently 50%) provided to agencies under this program when approving the Capital Metro's annual operating budget.
 - The Board of Directors may establish limits for the Discounted Pass Program, by establishing a monthly allotment system based on: 1) the number of clients served by an agency; 2) the agency's annual budget; and/or 3) a maximum amount any agency may purchase in any given month.
 - Basic Transportation Needs Fund: Capital Metro may establish a charitable fund to assist persons and families who cannot afford the established transit fares. Such a fund can be created and maintained in partnership with social services providers and community-based organizations.

- Enhance mobility & access: Fares should enhance the ability of customers to access the system and move through it with ease. To do so, fares should be easy to understand and provide uniformity throughout the system.
- ◆ Financial Objectives: The Board of Directors and staff will consider the financial impact setting or restructuring fares has on the long-term sustainability of Capital Metro within the scope of the following three financial objectives:

- Support predictable fare revenue stream: Fare revenue is a critical component of Capital Metro's operating budget. Setting or restructuring fares should ensure the total fare revenue stream is maintained at an appropriate level to meet Capital Metro's immediate and long term financial requirements within changing economic conditions.
- Recover operating costs: The proportion of the amount of revenue generated through fares by paying customers as a fraction of the total operating expenses is the fare recovery ratio. Generally, the fare recovery ratio is influenced by three main factors:
 - Fare levels: The fare levels or structure influence the average fare collected per passenger and the overall fare revenue collected. By increasing fares or reducing the discounts set for fare categories, fare revenue can be increased. Similarly, fare reductions will result in a net loss of revenues. Changes in the fare structure also impact riders, with increased fares generally reducing ridership and reduced fares generally increasing ridership. Fare adjustments should be made with consideration to transit customers affected.
 - Productivity: The productivity of transit service is measured in terms of ridership per mile or hour of service. Capital Metro attempts to balance route productivity with service policies aimed at developing new markets, serving remote areas and accommodating disadvantaged populations. Decisions regarding route productivity should be made with consideration to social needs of the community and the transit customers affected.
 - Efficiency: Operating costs are partly within control Capital Metro and partly a result of prevailing economic conditions. Cost efficiencies are achieved through careful budgeting, monitoring and controlling expenditures and can be measured by operating costs per hour.

Capital Metro will monitor the fare recovery ratio and use this information during the annual budget development process to recommend setting or restructuring fares. Capital Metro will also monitor the productivity and efficiency of the operations as well as ridership and propose adjustments as necessary. Since fares help offset the operating costs of providing public transportation services, Capital Metro's goal is to eventually recover a minimum of 20% of transit operating costs with passenger-paid and third-party fares.

- Minimize fare collection costs: Capital Metro's fare structure and fare collection technologies should be developed and operated to minimize the costs associated with fare collection and revenue processing without compromising accuracy.

Fare Change Process:

The following guidelines outline the required process steps for developing, evaluating and implementing fare changes, adjustments or increases.

- ◆ Recommendations for setting or restructuring fares will be developed by Capital Metro staff in keeping with this policy.
- ◆ Any proposed change in fares or the fare structure will include a fare equity analysis of the impact of the change on low-income and ethnic populations as required by Title VI of the Civil Rights Act as amended by FTA C4702.1A and submitted to FTA for review and comment.
- ◆ In addition to the fare equity analysis, Capital Metro will complete an operations and ridership analysis to evaluate the overall cost of operating service and levels of ridership.
- ◆ Per state statute, any change in the “Base Fare” defined as the single-ride, local bus, adult cash fare is subject to the review of the Capital Area Metropolitan Planning Organization (CAMPO). Capital Metro may not implement a change to its base fare for a minimum of 60 days following approval by the Board of Directors and may not implement a base fare change if CAMPO rejects the proposed increase by a majority vote of the CAMPO Board.
- ◆ A public hearing is required for any change to the fare structure, with a minimum 21 calendar day notice prior to such hearing.
- ◆ All fare structure changes, adjustments or increases must be approved by the Board of Directors.
- ◆ Once fare increase(s) have been approved by the Board of Directors, appropriate ads should be placed with local media outlets and the Capital Metro website 30 days prior to the effective date of the fare increase. In addition, notices will be placed on all revenue vehicles and at major transit centers.
- ◆ Multiple year planned fare increases including the current year and up to two (2) future increases may be approved, provided the public is notified and opportunity to comment is provided. The timing and magnitude of subsequent increases will not be binding if economic conditions change. Changes to approved future fare increases, including accelerating the timing for implementation will require a new public outreach process, including public hearing(s) and CAMPO review.

Fare Policy Review

Capital Metro will review its fare policy and pricing annually with the expectation that fares may be adjusted as necessary to keep pace with the rate of increase in the cost of transit operations. Generally, fare changes will become effective in conjunction with service changes in January or August. Recommendations for fare adjustments will be developed in conjunction with the budget process for the following fiscal year.

Expense Policies

Expenditure Accountability –

All invoices are reviewed on multiple levels. Monthly budget variance reports provide operational accountability. The capital project budgets are monitored and reported to the respective Executive Team leader. Capital Metro has an Internal Audit department for greater accountability.

Compensated Leave – Essentially all employees of Capital Metro and StarTran are eligible to receive compensation for vacations, holidays, illness and certain other qualifying leave. For vacation leave, the number of days compensated is generally based on length of service. Vacation leave, which has been earned and vested but not paid, has been accrued. Sick leave for Capital Metro and StarTran administrative employees, which has been earned and vested but not paid, has been accrued for those employees with five years or more of service.

Income Taxes – StarTran was incorporated to operate as a non-profit corporation and does not intend to earn a profit during its association with Capital Metro. However, for federal income tax purposes, StarTran is required to file the necessary federal income tax returns under a for-profit status, and is therefore subject to income tax on any profit earned during the year.

Accordingly, StarTran accounts for income taxes under the guidance of Statement of Financial Accounting Standards No. 109 “Accounting for Income Taxes”. During 2010, there was no material difference between the recognition of revenues and expenses for tax and financial statement purposes.

Procurement

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

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

Procurement Methods

Capital Metro uses a variety of procurement methods. Selecting the correct one is dependent on several factors. One important factor is the estimated price. Items expected to cost less than \$25,000 are purchased via Capital Metro's "small purchases" method of procurement.

Small Purchases

Purchases under \$3,000, including delivery charges, or micro-purchases, may be accomplished without securing competitive quotations if the prices are considered to be 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 (RFQ's) are used for all purchases expected to cost between \$3,000 and \$25,000. A brief description of the item needed is provided to vendors, who submit written quotes to Capital Metro by an established deadline. Capital Metro distributes RFQ's to registered vendors on Onvia Demand Star, or through the Quotewire functionality of Demand Star. Vendors registered with Demand Star receive a free agency-level subscription. Capital Metro adds sources to the Demand Star notification list obtained from the user department's source lists, internet, phone books, industrial guides, etc.

Large Purchases

Purchases in excess of \$25,000 require more sophisticated methods than those used for small purchases. Special efforts are made to make the vendor community aware of Capital Metro's requirements. Capital Metro generally accepts bids or proposals from any vendor who wishes to participate in a competition. Solicitations are advertised in newspapers, and Capital Metro distributes solicitation notifications to registered vendors on Onvia Demand Star.

The basic types of procurement methods used for large purchases are Invitation for Bids (IFB) and Request for Proposals (RFP). Generally, goods/commodities are purchased via IFB, whereas, services are generally purchased via RFP. In both cases, Capital Metro develops and faxes an advance notice to registered vendors on Onvia Demand Star. The notice gives a basic description of the item to be purchased, the order of magnitude and prompts vendors to return the notice to Capital Metro.

The solicitation is developed and includes a detailed purchase description and/or statement of work, contractual terms and conditions, and instructions on how to submit an offer to Capital Metro. Solicitations generally remain open for 21 days so that vendors may have enough time to respond.

For IFB's, Capital Metro awards contracts to the responsive, responsible bidder offering the lowest price. A bid is responsive if it meets all the material requirements of a solicitation; in other words, the bid submitted by the vendor does not vary from Capital Metro's original requirement. A bidder is responsible if it can demonstrate the capacity and the willingness to perform (i.e., proper equipment, manpower, financial resources, technical expertise, etc.). Therefore, when the IFB method of procurement is used, the "low bidder" does not necessarily receive the award. An award is made to the "low bidder" only if the bidder meets both tests of responsiveness and responsibility.

For RFP's, awards are not based on price alone, but other weighted factors of importance specified in the solicitation. Selection for award is done by an evaluation team that independently evaluates the proposals submitted.

For each solicitation issued, Capital Metro assigns a Contracts Administrator as primary point of contact to assist vendors. In addition, a conference is generally scheduled well in advance of the bid/proposal submission deadline so vendors may obtain clarification from Capital Metro. After receipt of proposals, the information contained in the proposals or concerning the number or identity of offerors is unavailable to the public or to anyone in Capital Metro not having a legitimate interest or need to know prior to the recommendation of award of a contract. After evaluation of all offers, Capital Metro awards a contract. Contracts in excess of \$100,000 require approval by Capital Metro's Board of Directors prior to award.

Other Procurement Methods

There are other infrequently used procurement methods. They include sole source and Statement of Qualifications (SOQ's) for statutory professional services for disciplines that require State of Texas licensing, and emergency procurements.

Summary of New Financial Policies

In response to the Sunset Advisory Commission Staff Report, the Capital Metro Board of Directors approved the following three new financial policies in FY2011:

- Budget and Financial Planning Policy
- Capital Improvement Program Policy
- Reserve Policy

Budget and Financial Planning Policy

The purpose of this policy is to provide a strategic framework for the prudent management of the Capital Metro's finances that facilitates public access and examination of performance and reflects leading financial planning practice. This policy addresses several areas including the budget document, budget control and accountability, budget monitoring and reporting, budget transfers, the use of reserves, revenue forecasting, long-range financial planning, the capital improvement plan and transparency, availability of budget and financial information.

Consistent with the Budget and Financial Planning Policy, the Long Range Financial Plan incorporates the forecasts for revenue and expenditures and financing options for Capital Metro through FY2018. The Long Range Financial Plan assumes ongoing improvement in Capital Metro's financial condition over the forecast period based on known economic and operational factors which are subject to change. The Long Range Financial Plan assumes meeting reserve targets per the requirement of Senate Bill 650, 82nd Texas legislature, regular session; maintaining current service levels; planning for MetroRapid service on current planned schedule; planning for Positive Train Control fiscal impact; providing funding for bus replacement; and addressing other state of good repair requirements, including IT infrastructure.

The Long Range Financial Plan also assumes a sales tax growth at 3% to 4% annually, moderate growth in ridership, payout of some interlocal agreements, no change in federal funding and a \$20 million debt financed over 10 years to purchase approximately 47 buses in two consecutive years. Known risks within the Long Range Financial Plan include labor restructure costs still unknown, changing federal grant levels, and a prolonged economic recovery. However, these risks will continue to be assessed and the Long Range Financial Plan would be modified as needed. The Long Range Financial Plan is in appendix C.

Capital Improvement Program Policy

The purpose of this policy is to guide funding decisions during the capital budget review process and the subsequent reporting of progress on individual projects. Capital assets are properties such as buses, rail cars, facilities and equipment, the life of which extends over a period of years. To be included in the Capital Improvement Plan, the asset must have a value of \$5,000 or more and have a useful life exceeding one year. Due to the size of these expenditures and the length of time required to complete them, Capital Metro's capital planning process will cover a five-year period and will be re-evaluated annually. This policy addresses several areas including capital project financing, capital project monitoring, and criteria for prioritization of capital projects.

Reserve Policy

The purpose of this policy is to outline five different reserves that Capital Metro will maintain in the future as the financial condition of the transit agency improves overtime and funding is available to fund these reserves. The reserves include a cash flow reserve, a capital project reserve, an operating reserve, a self-insurance reserve and a stabilization reserve ("rainy day fund").

Factors Affecting Revenue

Passenger Revenue

Passenger revenue consists of farebox revenue, bus and rail passes, MetroAccess fares, and RideShare fares. Capital Metro expects passenger revenue to decrease 19.5% over the FY 2011 budget due to a correction of over-estimation of fares.

Third Party/Contract Revenue

This revenue source includes University of Texas support for shuttle services and special events and fares paid by The University of Texas, Austin Community College and the City of Austin for trips taken by their respective students and employees. Variances are a direct result of service hours and contracted rates.

Freight Revenue

On December 21, 2010 the Board of Directors approved a lease agreement with Watco Companies Austin Western Railroad, Inc., for the operation of the agency's freight rail services. Under the lease agreement, Watco will cover direct operating costs and Capital Metro will receive net revenue of \$450,000 from leasing the authority-owned freight line. The offsetting expenses for the reduction in revenues in the Watco lease agreement include \$1.7 million of diesel fuel charges and \$3.7 million of freight operator expense.

Investment Revenue

Investment revenue is a function of the availability of funds for investment and interest rates.

Federal Operating Assistance Grants

The Urbanized Area Formula Funding program (49 U.S.C. 5307) makes Federal resources available to Capital Metro for transit operating assistance and capital projects. The allocation of grant revenue between the operating and capital budgets is a function of eligible costs and grant funds availability.

Sales Tax Revenue

Sales taxes represent the largest component of Capital Metro's revenue. For FY 2012, it is budgeted at 3% increase over the FY 2011 sales tax revenue forecast.

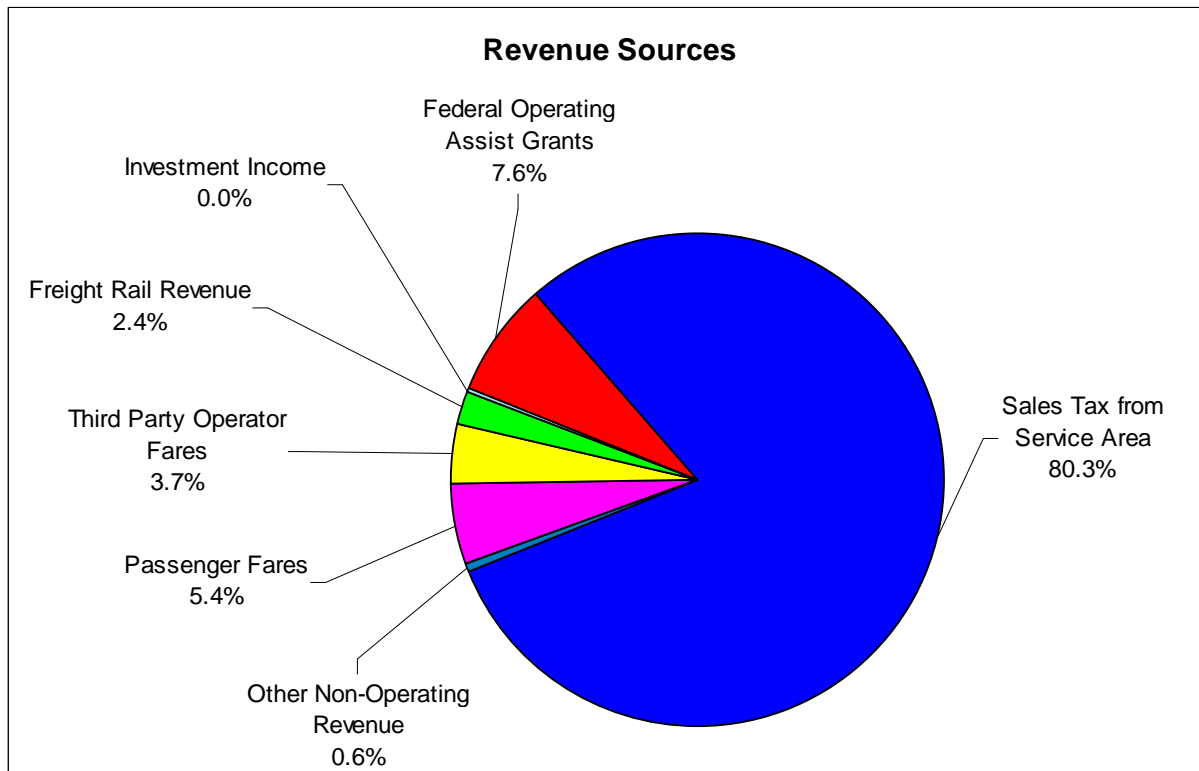
Other Revenue

Advertising revenue and other miscellaneous revenue are in this category and projections are based on recent actual trends.

Revenue

The following schedule shows details of the FY 2012 budgeted revenue along with comparisons from the FY 2011 budget and FY 2010 actuals. Sales tax revenue is the primary revenue driver for Capital Metro, contributing approximately 80.3% of the total operating revenue budget.

Categories	FY 2010 Actual	Modified FY 2011 Budget	FY 2012 Budget	Variance FY 2012 vs FY 2011
Passenger Fares	9,294,177	12,832,235	10,326,345	(\$2,505,890)
Third Party Operator Fares	5,865,965	7,264,278	7,137,186	(\$127,092)
Freight Rail Revenue	13,074,292	10,128,868	4,537,833	(\$5,591,035)
Investment Income	29,971	145,000	27,287	(\$117,713)
Federal Operating Assist Grants	20,119,207	18,360,000	14,419,042	(\$3,940,958)
Sales Tax from Service Area	141,867,771	144,216,000	153,231,913	\$9,015,913
Other Non-Operating Revenue	1,722,216	1,650,162	1,215,725	(\$434,437)
Total Revenues	\$191,973,599	\$194,596,543	190,895,331	(\$3,701,212)



Factors Affecting Operating Expenses

Salaries and Benefits

Salaries increased due to transferring Routes 320 and 338 to StarTran from the private provider as a result of a labor dispute settlement, StarTran step increases based on seniority (operators) and certifications (maintenance) and overtime for bargaining employees. Benefits are expected to increase due to an increase in medical costs, and medical stoploss coverage. Also there is a wage and salary freeze for Capital Metro administrative and StarTran administrative employees in FY 2012.

Outside Services

Software maintenance costs are budgeted as an operating expense in the IT Department and are no longer capitalized.

Freight Service

On December 21, 2010 the Board of Directors approved a lease agreement with Watco Companies Austin Western Railroad, Inc., for the operation of the agency's freight rail services. Under the lease agreement, Watco will cover direct operating costs and Capital Metro will receive net revenue of \$450,000 from leasing the authority-owned freight line. The offsetting expenses for the reduction in revenues in the Watco lease agreement include \$1.7 million of diesel fuel charges and \$3.7 million of freight operator expense.

Fuel

Both diesel fuel and unleaded gasoline costs are projected at an average of \$3.50 per gallon.

MetroRail

Capital Metro will operate the same level of service that was provided in FY 2011. The cost increase for MetroRail is due to rising fuel cost, a full year of mid-day service, the hiring of the Vice President of Rail Operations as recommended by the Sunset Report and interest expense which was previously budgeted in the Finance Department.

Purchased Transportation

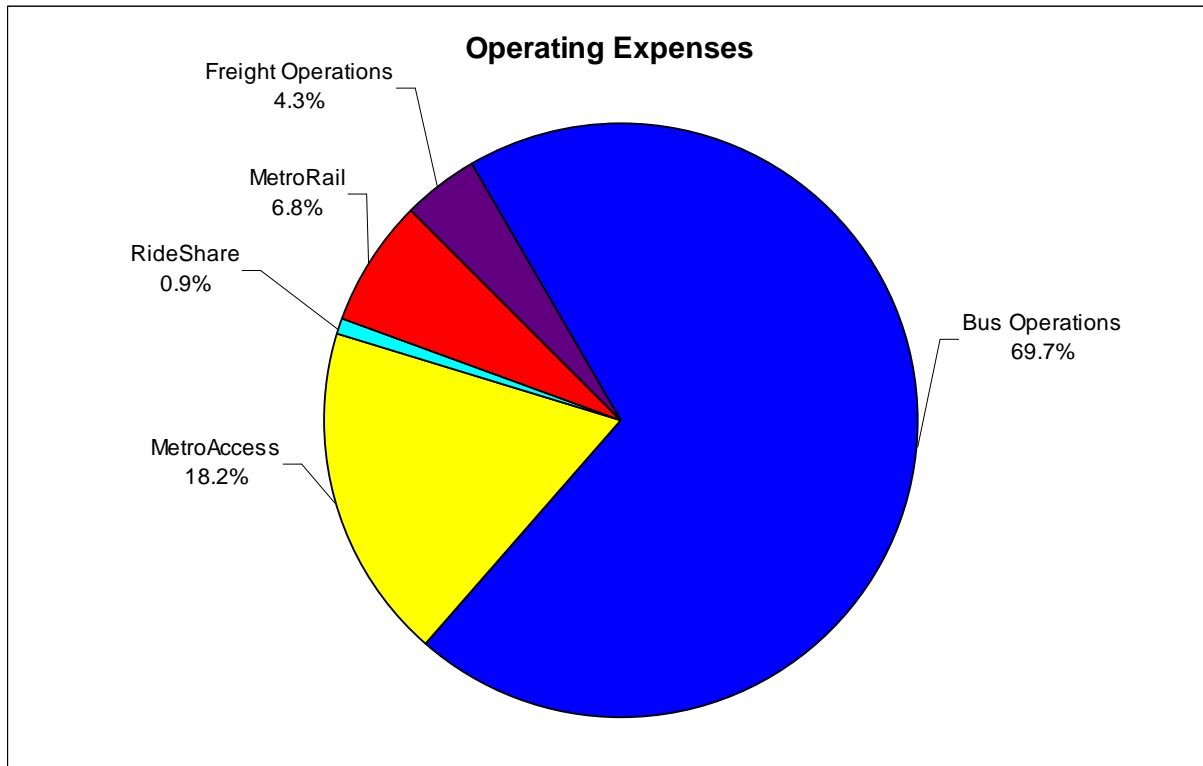
Expenses in this category will decrease due to transfer of 59,000 service hours to StarTran vehicle operations as a result of a labor dispute settlement.

Other Expenses

All FY 2012 departmental travel budget requests were reduced by 50% as part of this budget.

Operating Expenses

Categories	FY 2010 Actual	Modified FY 2011 Budget	FY 2012 Budget	Var FY 2012 vs FY 2011
Salaries	\$57,412,843	\$59,155,101	\$63,193,112	4,038,011
Benefits	\$23,148,372	\$25,474,846	\$25,818,573	343,727
Outside Services	\$28,323,402	\$23,056,484	\$20,890,129	(2,166,355)
Materials	\$20,989,938	\$22,941,940	\$29,587,520	6,645,580
Utilities	\$2,287,653	\$2,230,261	\$2,233,874	3,613
Insurance	\$1,370,866	\$1,637,463	\$1,587,472	(49,991)
Taxes	\$977,203	\$1,021,850	\$1,023,193	1,343
Purchased Transportation Services	\$26,205,959	\$30,062,279	\$26,670,884	(3,391,395)
Other Operating Expenses	\$3,123,136	\$1,276,529	\$1,103,971	(172,558)
Capitalized Labor	-\$418,746	-\$497,040	-\$654,701	(157,661)
Interest Expenses	\$1,117,370	\$1,006,742	\$701,786	(304,956)
Lease Payments	\$840,690	\$619,998	\$823,004	203,006
Total Expenses	\$165,378,686	\$167,986,453	\$172,978,816	\$4,992,363





Debt

On September 27, 2006, Capital Metro entered into a promissory note for the purchase of property located on Johnny Morris Road in Austin, Texas in the amount of \$2,484,164. This note is secured by a deed of trust from the Borrower which covers the real and personal property described in the deed of trust. Capital Metro has the obligation to pay interest only at 6% simple interest on the first day of each quarter (being October, January, April and July) of each year until the Note is due and payable in its entirety on September 27, 2011.

In November 2004, the citizens of the Capital Metro service area voted to allow Capital Metro to operate urban commuter rail service from Leander Texas to downtown Austin, Texas. In February 2006, the Capital Metro Board of Directors approved a tax-exempt lease/purchase financing agreement for the funding of rail vehicles. The Master Lease/Purchase Financing Agreement dated March 1, 2006 between Bank of America Leasing and Capital, LLC and Capital Metro was executed to purchase six rail cars from Stadler Bussnang AG, a corporation organized under the laws of Switzerland. The financed amount was \$36,044,935 with an interest rate of 3.7747%, payments due quarterly beginning in October 2006 for 10 years.

Yearly Service Requirements	Note Payable		Master Lease Financing Agreement		Total	
	Principal	Interest	Principal	Interest	Principal	Interest
2007	-	111,786	2,594,031	1,807,093	2,594,031	1,918,879
2008	-	149,048	3,183,158	1,217,966	3,183,158	1,367,014
2009	-	149,048	3,305,024	1,096,100	3,305,024	1,245,148
2010	-	149,048	3,431,556	969,568	3,431,556	1,118,616
2011	2,484,164	149,048	3,562,931	838,192	6,047,095	987,240
2012	-	-	3,699,336	701,786	3,699,336	701,786
2013-2016	-	-	16,268,899	1,335,598	16,268,899	1,335,598
Total	2,484,164	707,978	36,044,935	7,966,303	38,529,099	8,674,281



**External Sources and Uses of Funds Summary
Fiscal Year 2012**

Source Summary			
Description of Sources	FY10 Actual	Modified FY11 Budget	FY12 Budget
Passenger Fares	\$ 9,294,177	\$ 12,832,235	\$ 10,326,345
Third Party Operator Fares	5,865,965	7,264,278	7,137,186
Freight Rail Revenue	13,074,292	10,128,868	4,537,833
Investment Income	29,971	145,000	27,287
Federal Operating Assist Grants	20,119,207	18,360,000	14,419,042
Federal Capital Grants	6,503,967	34,104,349	15,231,190
Sales Taxes from Service Area	141,867,771	144,216,000	153,231,913
Other Non-Operating Revenue	1,722,216	1,650,162	1,215,725
Sub Total Revenues	\$ 198,477,566	\$ 228,700,892	\$ 206,126,521
Increase in Cash Reserves at Year End		\$ (4,713,632)	
1/4 Cent Payment Prior Year Carryover		\$ 2,344,673	
Beginning Fund Balance			\$ 20,962,738
Available Revenue	\$ 198,477,566	\$ 226,331,933	\$ 227,089,259

Uses Summary			
Description of Uses	FY10 Budget	Modified FY11 Budget	FY12 Budget
Salaries	57,412,843	59,155,101	63,193,112
Benefits	23,148,372	25,474,846	25,818,573
Outside Services	28,323,402	23,056,484	20,890,129
Materials	20,989,938	22,941,940	29,587,520
Utilities	2,287,653	2,230,261	2,233,874
Insurance (Claims & Payments)	1,370,866	1,637,463	1,587,472
Taxes	977,203	1,021,850	1,023,193
Purchased Transportation Services	26,205,959	30,062,279	26,670,884
Other Operating Expenses	3,123,136	1,276,529	1,103,971
Capitalized Labor	(418,746)	(497,040)	(654,701)
Interest Expenses	1,117,370	1,006,742	701,786
Lease Payments	840,690	619,998	823,004
Payment on Long Term Commitment	3,431,556	6,047,095	3,699,337
Capital Expenditures	15,790,259	44,903,712	20,633,774
Sub-Total Expenses, Commitments, & Capital	\$ 184,600,501	\$ 218,937,260	\$ 197,311,927
Mobility & BCT Programs	\$ 11,684,495	\$ 5,050,000	\$ 5,500,000
1/4 Cent Payment Prior Year Carryover	\$ -	\$ 2,344,673	\$ 3,232,377
City of Austin ILA for traffic signal prioritization	\$ -	\$ -	\$ 191,000
City of Round Rock - 5307 formula grant	\$ -	\$ -	\$ 300,000
City of Cedar Park - 5307 formula grant	\$ -	\$ -	\$ 80,000
Total Usage of Funds	\$ 196,284,996	\$ 226,331,933	\$ 206,615,304
Ending Fund Balance			\$ 20,473,955



Combined Statement of Revenues, Expenses and Changes in Net Assets

	FY 2010 Actual	Modified FY 2011 Budget	FY 2012 Budget
<u>OPERATING REVENUES</u>			
Transportation Fares	\$ 9,294,177	\$ 12,832,235	\$ 10,326,345
Contract Revenue	5,865,965	7,264,278	7,137,186
Rail - Freight	13,074,292	10,128,868	4,537,833
Total Operating Revenue	\$ 28,234,434	\$ 30,225,381	\$ 22,001,364
<u>OPERATING EXPENSES</u>			
Salaries	\$ 57,412,843	\$ 59,155,101	\$ 63,193,112
Benefits	23,148,372	25,474,846	25,818,573
Outside Services	28,323,402	23,056,484	20,890,129
Materials	20,989,938	22,941,940	29,587,520
Utilities	2,287,653	2,230,261	2,233,874
Insurance (Claims & Payments)	1,370,866	1,637,463	1,587,472
Taxes	977,203	1,021,850	1,023,193
Purchased Transportation Services	26,205,959	30,062,279	26,670,884
Other Operating Expenses	3,123,136	1,276,529	1,103,971
Capitalized Labor	(418,746)	(497,040)	(654,701)
Interest Expenses	1,117,370	1,006,742	701,786
Lease Payments	840,690	619,998	823,004
Operating Expenses	\$ 165,378,686	\$ 167,986,453	\$ 172,978,816
Operating Profit/(Loss)	\$ (137,144,252)	\$ (137,761,072)	\$ (150,977,452)
<u>NON-OPERATING REVENUES (EXPENSES)</u>			
Investment Income	\$ 29,971	\$ 145,000	\$ 27,287
Sales Tax from Service Area	141,867,771	144,216,000	153,231,913
Grant Revenue	26,623,174	52,464,349	29,650,232
Other Non-Operating Revenue	1,722,216	1,650,162	1,215,725
Total Non-Operating Revenues	\$ 170,243,132	\$ 198,475,511	\$ 184,125,157
Net Profit/(Loss)	\$ 33,098,880	\$ 60,714,439	\$ 33,147,705
Mobility & BCT Programs	(11,684,495)	(5,050,000)	(5,500,000)
1/4 Cent Payment Prior Year Carryover	-	(2,344,673)	(3,232,377)
City of Austin ILA for traffic signal prioritization	-	-	(191,000)
City of Round Rock - 5307 formula grant	-	-	(300,000)
City of Cedar Park - 5307 formula grant	-	-	(80,000)
Depreciation and Amortization	(31,274,225)	(30,000,000)	(30,000,000)
Change in Net Assets	\$ (9,859,840)	\$ 23,319,766	\$ (6,155,672)
Net Assets at Beginning of Period	332,258,435	322,398,595	345,718,361
Net Assets at End of Period	\$ 322,398,595	\$ 345,718,361	\$ 339,562,689

Capital Metro operates from a single proprietary fund. The net asset balances above reflect the fund equity balance, which includes designated and restricted reserves. Fund equity captures the aggregate of accumulated revenues and expenses from previous years. The net profit is used to fund capital expenditures.



Summary of Department Expenses

Departments	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget-v7	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
100 Non-Allocated Benefits	14,740,175	16,984,512	16,988,530	4,018	0.0%
102 Wellness Center	382,538	361,414	315,239	(46,175)	-12.8%
103 Child Care Center	601,899	630,673	648,528	17,855	2.8%
105 Business Center	320,204	304,300	333,300	29,000	9.5%
110 CEO/President	1,478,749	1,737,970	1,311,661	(426,309)	-24.5%
115 Communications	308,483	314,585	475,434	160,849	51.1%
120 Board Support ⁽¹⁾	0	0	273,981	273,981	100.0%
125 Internal Audit	268,930	285,004	286,890	1,886	0.7%
130 Operations	352,579	242,572	278,675	36,103	14.9%
135 Strategic Management	262,294	272,527	278,026	5,499	2.0%
140 Safety ⁽²⁾	1,320,797	187,239	179,561	(7,678)	-4.1%
141 Security ⁽²⁾	1,276,536	2,445,640	2,550,668	105,028	4.3%
150 Legal ⁽¹⁾	2,257,729	2,201,003	884,766	(1,316,237)	-59.8%
160 Labor Restructuring ⁽³⁾	0	0	2,435,363	2,435,363	100.0%
220 Finance	5,017,481	3,350,534	2,355,258	(995,276)	-29.7%
230 Information Technology	2,799,757	3,505,253	4,877,786	1,372,533	39.2%
250 Procurement	857,382	948,074	857,432	(90,642)	-9.6%
270 Contracted Services	19,863,361	22,628,700	0	(22,628,700)	-100.0%
275 RideShare	402,158	775,557	831,420	55,863	7.2%
310 Startran Administration	285,490	168,647	77,210	(91,437)	-54.2%
320 Planning	1,999,803	1,670,493	1,640,784	(29,709)	-1.8%
330 Marketing	1,647,891	1,557,216	1,586,101	28,885	1.9%
331 Business & Community Development	1,081,282	1,342,475	1,124,555	(217,920)	-16.2%
332 Customer Service	916,804	888,220	897,596	9,376	1.1%
340 Human Resources	1,349,833	1,528,925	1,657,172	128,247	8.4%
420 Risk Management	2,825,562	3,153,832	3,039,496	(114,336)	-3.6%
430 MetroAccess	12,688,657	12,815,655	8,562,391	(4,253,264)	-33.2%
440 Operations Training	644,671	654,922	615,647	(39,275)	-6.0%
441 Fixed Route	27,183,948	27,350,773	29,125,885	1,775,112	6.5%
442 Running Repair	15,562,559	15,448,430	18,405,661	2,957,231	19.1%
443 Service Island	13,788,837	15,207,167	21,454,707	6,247,540	41.1%
451 Vehicle Maintenance - Admin	2,025,053	1,792,768	1,402,803	(389,965)	-21.8%
456 Stores	698,791	709,890	724,902	15,012	2.1%
457 Public Facilities	1,163,587	1,500,566	2,713,612	1,213,046	80.8%
458 Building Maintenance	3,853,290	4,028,228	2,695,807	(1,332,421)	-33.1%
540 Engineering & Construction & Real Estate ⁽⁴⁾	2,177,954	2,065,029	2,402,081	337,052	16.3%
542 Freight Rail Management	10,481,854	8,998,618	3,864,727	(5,133,891)	-57.1%
544 Commuter Rail	12,248,189	9,529,588	10,736,391	1,206,803	12.7%
560 Transit Oriented Development	243,579	399,454	321,012	(78,442)	-19.6%
600 Bus and Paratransit Contract Operations	0	0	286,279	286,279	100.0%
610 Bus Contract Operations	0	0	19,403,748	19,403,748	100.0%
620 Paratransit Contract Operations	0	0	2,989,674	2,989,674	100.0%
630 MetroAccess Administration	0	0	1,088,058	1,088,058	100.0%
Total All Departments	165,378,686	167,986,453	172,978,816	4,992,363	3.0%

(1) Starting in FY 2012 Board Support will be seperated from the Legal Department.

(2) Prior to FY 2011 the Safety and Security Departments were combined.

(3) Labor Restructuring Department was created to capture all cost related to labor changes schedule for Aug 2012.

(4) Starting in FY 2012 Engineering/Construction and Property Management departments will be combined.



Ridership and Service Levels by Type

FY 2011 actual Fixed Route and UT Shuttle ridership is projected to increase over the budget due in part to rising gas prices. For FY 2012 the budgeted ridership is flat compared to the FY 2011 projected ridership. The MetroRail ridership is budgeted to increase in FY 2012 due to the new full-time weekday schedule (peak & midday) being in place for the full fiscal year.

Fiscal Year	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Fixed Route	24.7 million	24.5 million	25.4 million
University of Texas	5.2 million	5.1 million	5.2 million
Paratransit (MetroAccess)	0.7 million	0.7 million	0.7 million
MetroRail	0.1 million	0.3 million	0.4 million
RideShare	0.3 million	0.3 million	0.2 million
Special Events/Suburban	0.2 million	0.3 million	0.2 million
Total	31.2 million	31.2 million	32 million

Fixed Route

Capital Metro Fixed Route service is the mainline service of the transportation system. There are more than 65 routes, including local, cross-town and express routes. The transit authority operates approximately 14.0 million total bus miles over its fixed route system. The fleet of buses provides riders with an average of 85,000 one-way trips each weekday. Capital Metro's 413 buses operate seven days per week, providing service to approximately one million residents of the service area.

University of Texas Shuttle

Student shuttle service is provided for the University of Texas (UT). There are 21 routes that provide connections between housing and the University, between the Pickle Research Center and the downtown campus. Routes transfer students around the greater UT campus area and from city areas with high-density student populations. Each year, the transit authority operates approximately 1.9 million total bus miles over the UT Shuttle system providing riders with an average of 30,000 one-way trips each weekday during a regular semester.

MetroAccess Paratransit Service

The MetroAccess ADA Paratransit Program is for persons who have a disability or medical condition, which limits or prevents them from independently using accessible bus service some or all of the time as defined in the ADA. Persons certified by Capital Metro under this program may ride MetroAccess within $\frac{3}{4}$ miles of Capital Metro's non-commuter fixed route bus service on the same days and during the same hours as the fixed route service in their area.

RideShare Program

Capital Metro's vanpool/carpool program currently has 144 active vanpools. In FY 2012 the fleet was reduced by thirty vehicles as a cost reduction measure due to vehicles reaching the end of their useful life.

Suburban Service

Capital Metro provides service to suburban communities within the service area such as Lago Vista, Jonestown and Manor.

MetroRail

The MetroRail Red Line runs on 32 miles of existing freight tracks between Downtown Austin and Leander. The Red Line provides convenient service for suburban and central Austin residents.



The following charts show details of the proposed FY 2012 service levels and compare them to FY 2011:

Hours of Service

	FY 2010 Actual ⁽⁸⁾	FY 2011 Budget ⁽⁹⁾	FY 2012 Budget	Budget to Budget Variance
Fixed Route ⁽¹⁾	1,041,794	1,047,000	1,040,999	(6,001)
UT Service ⁽²⁾	142,829	140,589	134,657	(5,932)
Suburban ⁽³⁾	15,218	19,630	16,695	(2,935)
Special Events/Charters ⁽⁴⁾	2,942	6,600	4,145	(2,455)
MetroAccess ⁽⁵⁾	277,103	283,042	347,501	64,459
MetroRail ⁽⁶⁾	4,749	11,266	11,641	375
Rideshare ⁽⁷⁾	53,113	53,271	38,533	(14,738)
Total	1,537,749	1,561,398	1,594,171	32,773

- (1) Overall, fixed route services have been designed to "hold steady" for the last year, and service hours decreased only 0.57%.
- (2) Reduction in hours due to elimination of 662 ER Enfield Road UT Shuttle and substitution into route 18.
- (3) The hours decreased due to the consolidation of 214 Lago Vista Feeder and Northwest Dial-A-Ride into a single route, 214 Northwest Flex.
- (4) The FY 2011 budget included two Austin City Limits (ACL) Music Festivals (Oct 10 & Sept 11). The FY 2012 budget assumes one ACL Musical Festival in September 2012.
- (5) Previous budgets did not include hours for a dedicated third party provider which operates an overflow and voucher program for the agency.
- (6) The FY 2012 budget includes full weekday schedule (Peak & Midday) for the whole year compared to nine months of the schedule in the FY 2011 budget.
- (7) As part of a cost saving measure, the FY 2011 budget reflects a reduction of the RideShare fleet by 30 vehicles to 144 vehicles due to vehicles reaching the end of their useful life.
- (8) This data is available in the FY 2010 cost allocation model.
- (9) This data was updated to reflect the consolidation and realignment of several routes.

Miles of Service

	FY 2010 Actual ⁽⁸⁾	FY 2011 Budget ⁽⁹⁾	FY 2012 Budget	Budget to Budget Variance
Fixed Route ⁽¹⁾	13,484,647	13,844,650	13,737,518	(107,132)
UT Service ⁽²⁾	1,953,879	1,918,254	1,840,744	(77,510)
Suburban ⁽³⁾	336,081	364,665	357,638	(7,027)
Special Events/Charters ⁽⁴⁾	25,922	56,101	35,234	(20,867)
MetroAccess ⁽⁵⁾	3,451,095	4,053,160	4,566,415	513,255
MetroRail ⁽⁶⁾	95,956	232,097	245,727	13,630
Rideshare ⁽⁷⁾	1,508,210	1,528,875	1,107,658	(421,217)
Total	20,855,790	21,997,802	21,890,935	(106,867)

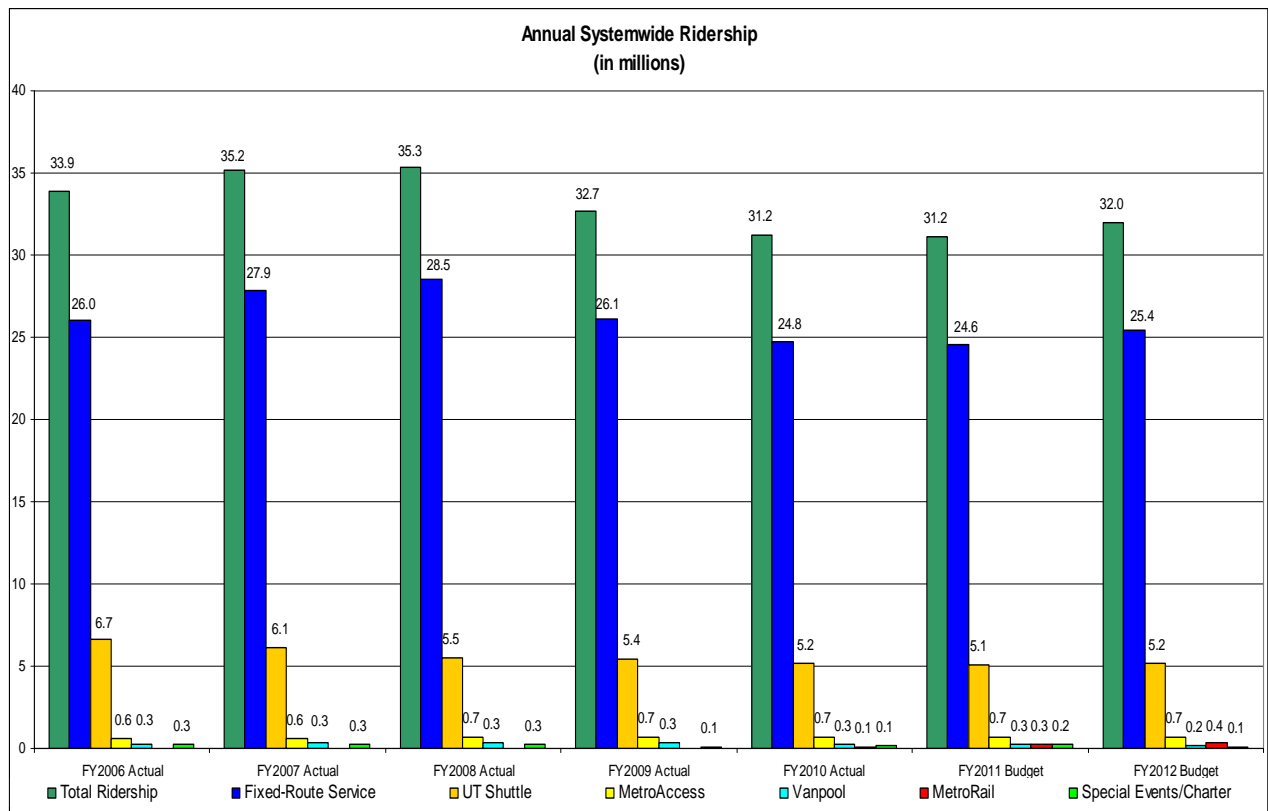
- (1) Overall, services have been designed to "hold steady" for the last year. Service hours did decrease, but by only .77%.
- (2) The decrease in miles is due to elimination of the 662 ER Enfield Road UT Shuttle.
- (3) The hours decreased due to the consolidation of 214 Lago Vista Feeder and Northwest Dial-A-Ride into a single route, 214 Northwest Flex.
- (4) The FY 2011 budget included two ACL Music Festivals (Oct 10 & Sept 11). The FY 2012 budget assumes one ACL Musical Festival in September 2012.
- (5) Previous budgets did not include hours for a dedicated third party provider which operates an overflow and voucher program for the agency.
- (6) The FY 2012 budget includes full weekday schedule (Peak & Midday) for the whole year compared to nine months of the schedule in the FY 2011 budget.
- (7) As part of a cost saving measure, the FY 2011 budget reflects a reduction of the RideShare fleet by 30 vehicles to 144 vehicles due to vehicles reaching the end of their useful life.
- (8) This data is based on the FY 2010 cost allocation model
- (9) This data was updated to reflect the consolidation and realignment of several routes

Ridership

	FY 2010 Actual ⁽⁸⁾	FY 2011 Budget ⁽⁹⁾	FY 2012 Budget	Budget to Budget Variance
Fixed Route ⁽¹⁾	24,723,806	24,522,782	25,368,526	845,744
UT Service ⁽¹⁾	5,201,877	5,089,863	5,155,197	65,334
Suburban ⁽²⁾	50,260	75,318	79,188	3,870
Special Events/Charters ⁽³⁾	140,752	235,300	125,800	(109,500)
MetroAccess ⁽⁴⁾	686,734	673,725	685,459	11,734
MetroRail ^{(5) (6)}	129,014	278,900	387,700	108,800
RideShare ⁽⁷⁾	276,153	278,397	214,638	(63,759)
Total	31,208,595	31,154,284	32,016,508	862,224

- (1) Due to higher gas prices, projected ridership for FY 2011 is higher than budgeted. The FY 2012 budget assumes no increase over the FY 2011 projection.
- (2) Route 214 Lago Vista Feeder and Northwest Dial-A-Ride were consolidated into a single route, 214 Northwest Flex. Also, service was increased to Manor with CARTS partially off setting some of the costs to fund the linkage between the communities of Manor and Elgin.
- (3) FY 2011 budget included two ACL Music Festivals (Oct 10 & Sept 11). The FY 2012 budget assumes one ACL Music Festival in September 2012.
- (4) Previous budgets did not include hours for a dedicated third party provider which operates an overflow and voucher program for the agency.
- (5) The FY 2012 budget includes full weekday schedule (Peak & Midday) for the whole year compared to nine months of the schedule in the FY 2011 budget.
- (6) The FY 2012 assumes the same Friday night/Saturday service days as FY 2011. The FY 2012 ridership for the weekend service assumes no increase over FY 2011.
- (7) As part of a cost saving measure, the FY 2011 budget reflects a reduction of the RideShare fleet by 30 vehicles to 144 vehicles due to vehicles reaching the end of their useful life.
- (8) This data is from the FY 2010 Ridership Summary Report prepared by the Planning Department.
- (9) This data was updated to reflect consolidation and realignment of several routes

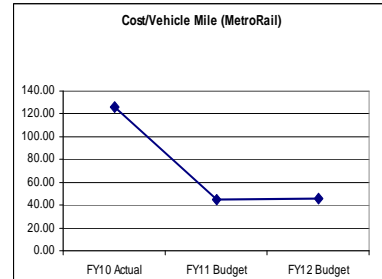
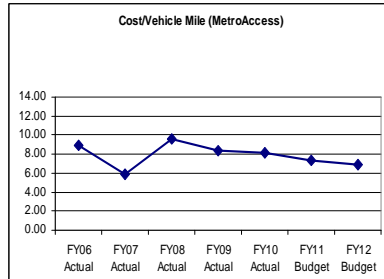
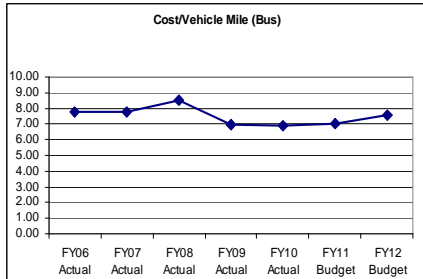
Ridership trend for the past five years and FY 2011 and FY 2012 budgeted number of passengers:



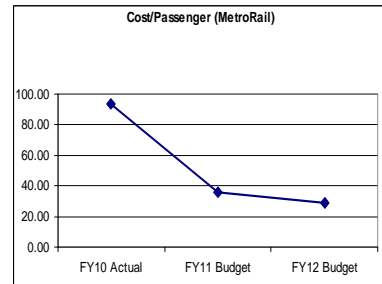
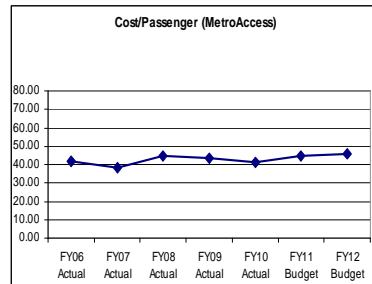
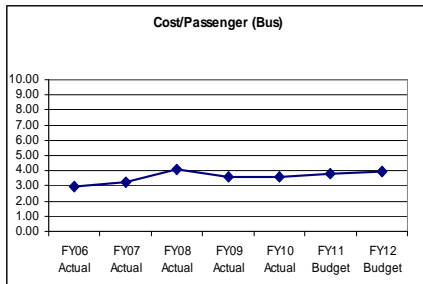
Performance Trends

The graphs below depict trends for bus, MetroAccess and MetroRail in service, cost effectiveness and efficiency for the preceding five year actuals and from the FY 2011 and FY 2012 budgets.

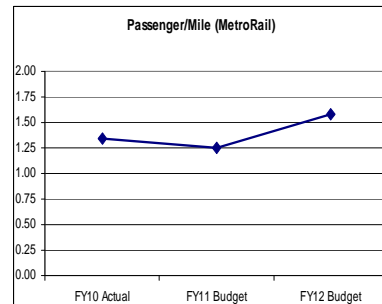
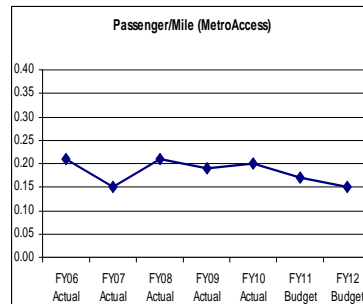
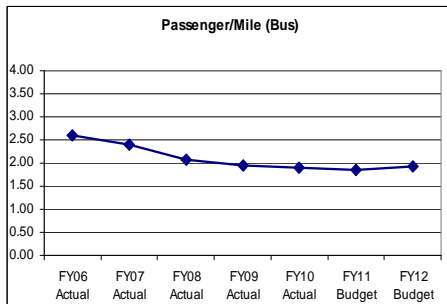
Service Efficiency – Cost per vehicle mile



Cost Effectiveness – Cost per passenger



Service Effectiveness – Passenger trips per vehicle mile

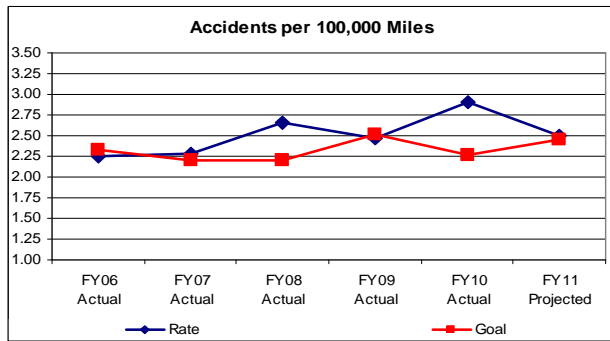
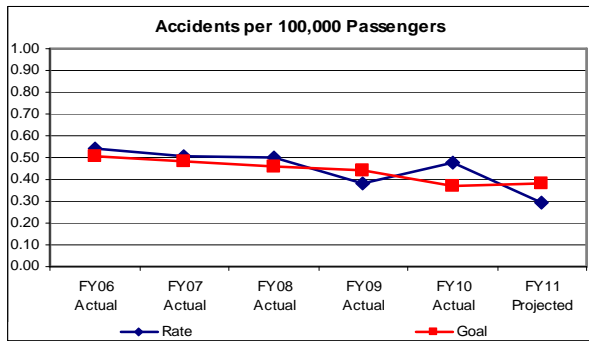
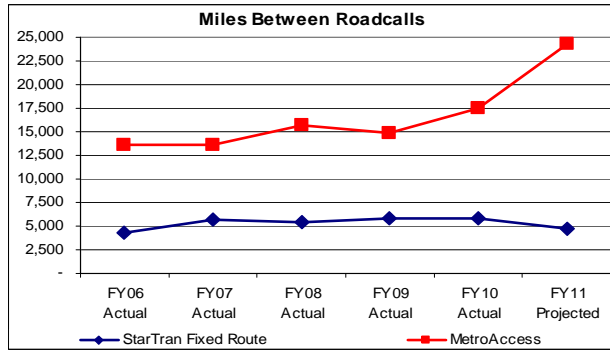
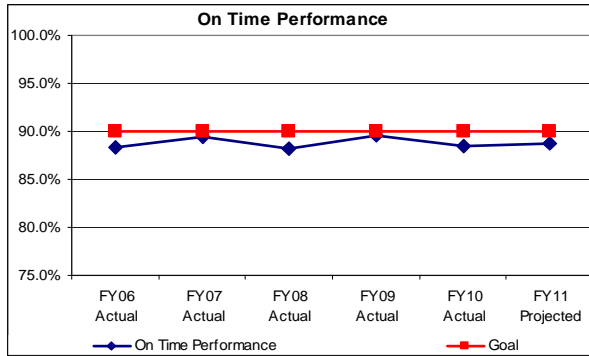


The cost increase for bus service is due to several factors, including rising fuel cost, increase in labor rates, age of the fleet and an increase in StarTran service levels due to a recent labor settlement agreement.

The cost decrease for MetroAccess is the result of service levels aligned with policy changes.

The cost increase for MetroRail is due to rising fuel cost, a full year of mid-day service, the hiring of the Vice President of Rail Operations as recommended by the Sunset Report and interest expense which was previously budgeted in the Finance Department.

The following graphs depict trends in additional performance indicators: On-time is for All FRS, Accidents and roadcalls are just StarTran (FRS/MetroAccess combined)





Capital Budget

The projects included in the Capital Metro 5-Year Capital Improvement Plan (CIP) were selected based upon Board-approved criteria regarding project and vendor selection. These criteria are outlined in the Capital Improvement Program policy and the Disadvantaged Business Enterprise (DBE) Policy.

Capital acquisitions represent the purchase of equipment and other assets in excess of \$5,000 and which have a useful life greater than one year. Capital expenditures involve new projects, new purchases of parts or replacements, computers and office equipment.

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

The capital budget for FY 2012 totals \$20.6 million. Capital Metro has budgeted to utilize \$15.2 million in capital grant revenue, for projects that meet the federal criteria. The remaining projects and/or budgeted amounts are funded with local funds

The proposed Five Year Capital Plan is included in Appendix A. The proposed FY 2012-FY 2016 Capital Plan provides descriptions, funding sources, benefits and the strategic objectives for each capital project.

When applicable, the estimated operating cost impact of capital projects has been determined. In those instances where a particular capital project has received funding in prior fiscal years such information is provided. Also the actual expenditures of capital projects from previous fiscal years have been provided when applicable.

Capital Project	Federal Grant FY2012	Local Match FY2012	Total FY2012
MetroRapid	7,365,275	1,841,319	9,206,594
Intelligent Transportation System	1,609,561	402,390	2,011,951
Interactive Voice Reponse System	575,943	143,986	719,929
Paratransit Module Expansion	48,400	12,100	60,500
Misc IT projects	136,000	34,000	170,000
Bus Stop Accessibility	1,440,000	360,000	1,800,000
Manor Park and Ride	236,000	59,000	295,000
Positive Train Control	-	500,000	500,000
Railroad Bridge Maintenance	-	984,786	984,786
Red Line Pedestrian Crossings	-	75,000	75,000
Security Camera Replacement	40,000	10,000	50,000
Rails with Trails	660,000	-	660,000
Headquarters Facility-Shop Lighting	24,000	6,000	30,000
Paratransit vehicle Replacement	27,538	6,884	34,422
Non-revenue Vehicle Replacement	998,386	249,597	1,247,983
Engine and Transmission Rebuilds	1,134,087	283,522	1,417,609
TOD-Last Mile	-	40,000	40,000
Alternative Analysis	936,000	234,000	1,170,000
Ticket Vending Machines (retainage)	-	160,000	160,000
Total	15,231,190	5,402,584	20,633,774

Non-Allocated General & Administrative Overhead

Functions and Responsibilities

This department captures costs of various employee benefits agency-wide, such as health, dental, life insurance, and the pension plans.

FY 2011 Accomplishments

- ◆ Improve Cost Effectiveness – Completed an analysis of the Pension Plan for Administrative Employees as recommended in the Sunset Commission report. Presented recommendations to the Board of Directors to revise actuarial assumptions and accounting methodology resulting in \$400,000 savings in the FY 2012 budget.
- ◆ Improve Cost Effectiveness – Continued to control health care costs through wellness initiatives and provider discounts.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices: Strengthen Financial Health of the Agency – Review benefit plan designs and provider contracts in preparation for the labor structure change.
- ◆ Improve Business Practices: Strengthen Financial Health of the Agency – Implement a solution to the pension plan for bargaining employees that is fair and affordable in conjunction with the labor structure change.



Major Budgetary Changes

- ◆ **Benefits** – The benefits budget increased \$4,018 in FY 2012 due to projected increase in health care costs.

	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 305	\$ -	\$ -	\$ -	0.0%
BENEFITS	\$ 14,739,870	\$ 16,984,512	\$ 16,988,530	\$ 4,018	0.0%
TOTAL EXPENSES	\$ 14,740,175	\$ 16,984,512	\$ 16,988,530	\$ 4,018	0.02%

SALARY & WAGES					
51 5010999 VOLUNTEER PAY	\$ 305	\$ -	\$ -	\$ -	0.0%
TOTAL SALARIES & WAGES	\$ 305	\$ -	\$ -	\$ -	0.0%
BENEFITS					
51 5020203 PENSION - ADMIN	\$ 1,997,262	\$ 1,451,950	\$ 1,178,339	\$ (273,611)	-18.8%
51 5020204 L/T DISABILITY - ADMIN.	\$ 38,950	\$ 32,215	\$ 36,519	\$ 4,304	13.4%
51 5020205 L/T DISABILITY - BARGAINING	\$ 152	\$ -	\$ -	\$ -	0.0%
51 5020301 HEALTH PLANS-ADMIN	\$ 1,732,343	\$ 2,403,360	\$ 2,909,936	\$ 506,576	21.1%
51 5020305 HEALTH PLAN - FEES	\$ 244,259	\$ 146,957	\$ 195,990	\$ 49,033	33.4%
51 5020311 HEALTH PLAN EMPLOYEE CONTRIBUTION-AD	\$ (339,143)	\$ (370,520)	\$ (427,572)	\$ (57,052)	15.4%
51 5020401 DENTAL PLANS-ADMIN	\$ 98,498	\$ 108,963	\$ 139,472	\$ 30,509	28.0%
51 5020411 DENTAL PLAN EMPLOYEE CONTRIBUTION-AD	\$ (12,971)	\$ (23,379)	\$ (31,031)	\$ (7,652)	32.7%
51 5020501 LIFE INSURANCE-ADMIN	\$ 23,949	\$ 22,384	\$ 27,031	\$ 4,647	20.8%
51 5021443 RETIREMENT MEDICARE SUPPLEMENT PAYME	\$ -	\$ 5,800	\$ 7,250	\$ 1,450	25.0%
Total Capital Metro Benefits	\$ 3,783,299	\$ 3,777,730	\$ 4,035,933	\$ 258,203	6.83%
55 5020202 PENSION - BARGAIN	\$ 51,892	\$ 28,345	\$ 48,547	\$ 20,202	71.3%
55 5020203 PENSION - ADMIN	\$ -	\$ 593,050	\$ 431,554	\$ (161,496)	-27.2%
55 5020204 L/T DISABILITY - ADMIN.	\$ 17,146	\$ 14,382	\$ 11,730	\$ (2,652)	-18.4%
55 5020205 L/T DISABILITY - BARGAINING	\$ 207,058	\$ 123,851	\$ 60,937	\$ (62,914)	-50.8%
55 5020301 HEALTH PLANS-ADMIN	\$ 850,964	\$ 1,215,300	\$ 1,068,042	\$ (147,258)	-12.1%
55 5020302 HEALTH PLANS- BARGAINING	\$ 9,302,667	\$ 10,756,386	\$ 10,624,816	\$ (131,570)	-1.2%
55 5020305 HEALTH PLAN - FEES	\$ 671,165	\$ 679,100	\$ 746,272	\$ 67,172	9.9%
55 5020311 HEALTH PLAN EMPLOYEE CONTRIBUTION-AD	\$ (178,495)	\$ (195,195)	\$ (151,219)	\$ 43,976	-22.5%
55 5020312 HEALTH PLAN EMPLOYEE CONTRIBUTION-BA	\$ (583,703)	\$ (636,689)	\$ (509,849)	\$ 126,840	-19.9%
55 5020401 DENTAL PLANS-ADMIN	\$ 44,990	\$ 55,094	\$ 51,047	\$ (4,047)	-7.3%
55 5020402 DENTAL PLANS-BARGAINING	\$ 492,292	\$ 490,332	\$ 496,862	\$ 6,530	1.3%
55 5020411 DENTAL PLAN EMPLOYEE CONTRIBUTION-AD	\$ (7,406)	\$ (11,821)	\$ (10,383)	\$ 1,438	-12.2%
55 5020412 DENTAL PLAN EMPLOYEE CONTRIBUTION-BA	\$ (27,828)	\$ (46,258)	\$ (44,573)	\$ 1,685	-3.6%
55 5020501 LIFE INSURANCE-ADMIN	\$ 9,829	\$ 9,985	\$ 8,394	\$ (1,591)	-15.9%
55 5020502 LIFE INSURANCE-BARGAINING	\$ 105,019	\$ 111,020	\$ 96,170	\$ (14,850)	-13.4%
55 5021443 RETIREMENT MEDICARE SUPPLEMENT PAYME	\$ 981	\$ 19,900	\$ 24,250	\$ 4,350	21.9%
Total StarTran Benefits	\$ 10,956,571	\$ 13,206,782	\$ 12,952,597	\$ (254,185)	-1.92%
TOTAL BENEFITS	\$ 14,739,870	\$ 16,984,512	\$ 16,988,530	\$ 4,018	0.0%
TOTAL EXPENSES	\$ 14,740,175	\$ 16,984,512	\$ 16,988,530	\$ 4,018	0.02%

Wellness and Fitness Centers

Functions and Responsibilities

The Wellness and Fitness Centers department's mission is to partner with our employees to improve and maintain healthy long-term lifestyle habits to create a workforce that fulfills Capital Metro's mission. The department's primary responsibilities are to:

- Develop innovative programs and implement solutions to Capital Metro's health risk problems.
- Create awareness, working to change employee behaviors, developing healthy patterns and habits to achieve the goals of improving health, reducing costs and improving morale.
- Coordinate wellness initiatives to improve employees' knowledge of health issues.
- Develop and manage fitness centers for Capital Metro.

FY 2011 Accomplishments

- ◆ Improve Cost Effectiveness – Managed RFP Process for the Wellness Program contract to ensure best value and maximize effectiveness of this resource. Completed a successful procurement for the Wellness Program that resulted in an actual savings of over \$45,000.
- ◆ Build & Sustain Effective & Strategic Partnerships – Worked with members of the Mayor's Fitness Council to seek and implement new and effective ways to improve the health and fitness of our employees. To help assist with the tracking and monitoring of employee health, the Wellness Center upgraded its Polar Body Age Body Assessment software and completed staff training to monitor employee health improvements in a more comprehensive manner. The Wellness and Benefits Departments coordinated with United Health Care and Gallagher Benefits to assist with employee health issues such as benchmarking data, providing mobile clinics and revising incentive programs.
- ◆ Increase Employee Empowerment & Ownership – Opened a new Employee Fitness center at our Thompson Lane Facility.
- ◆ Improve Cost Effectiveness; Increase Revenue – Capital Metro was approved to receive up to \$254,039 in grant funding from the City of Austin to aid in the development and implementation of tobacco free facilities at park and ride facilities, transfer centers and bus stops.

FY 2012 Planned Initiatives

- ◆ Be a Regional Leader; Lead Public Transportation and Innovation – Wellness will work with United Health Care, Gallagher Benefits and Capital Metro's Benefits Department to develop a seamless and cohesive approach to employee wellness. These strategic partnerships can provide benchmarking data, mobile testing and incentive programs to address and improve specific employee health risk factors and cost drivers.
- ◆ Improve Business Practices; Strengthen Financial Health of the Agency – Research funding sources to identify and develop potential grant opportunities.
- ◆ Demonstrate the Value of Public Transportation in an Active Community; Strengthen Community Relationships- Wellness will develop online methods of communicating information including social media that includes, health, fitness, nutrition, safety, risk and employee benefits information in order to establish a community for employees and their families to encourage a healthy lifestyle



Major Budgetary Changes

- ◆ **Services** – Procurement of new contractor resulted in a cost savings of \$46,163.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
BENEFITS	\$ 59,178	\$ 45,500	\$ 45,492	\$ (8)	0.0%
SERVICES	\$ 285,114	\$ 283,760	\$ 237,597	\$ (46,163)	-16.3%
MATERIALS & SUPPLIES	\$ 20,615	\$ 5,004	\$ 5,004	\$ -	0.0%
MISCELLANEOUS	\$ 17,631	\$ 27,150	\$ 27,146	\$ (4)	0.0%
TOTAL EXPENSES	\$ 382,538	\$ 361,414	\$ 315,239	\$ (46,175)	-12.8%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
BENEFITS					
51 5020421 WELLNESS CENTER EXP	\$ 59,178	\$ 45,500	\$ 45,492	\$ (8)	0.0%
TOTAL BENEFITS	\$ 59,178	\$ 45,500	\$ 45,492	\$ (8)	0.0%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ 283,363	\$ 279,760	\$ 233,597	\$ (46,163)	-16.5%
51 5039909 OTHER SERVICES	\$ 1,751	\$ 4,000	\$ 4,000	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 1,228	\$ 2,004	\$ 2,004	\$ -	0.0%
51 5049909 OTHER SUPPLIES	\$ 19,387	\$ 3,000	\$ 3,000	\$ -	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ -	\$ 150	\$ 150	\$ -	0.0%
51 5090205 TRAVEL - PER DIEM	\$ 84	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ 6	\$ -	\$ -	\$ -	0.0%
51 5099992 RECOGNITION PROGRAM	\$ 17,541	\$ 27,000	\$ 26,996	\$ (4)	0.0%
TOTAL OTHER EXPENSES	\$ 323,360	\$ 315,914	\$ 269,747	\$ (46,167)	-14.6%
TOTAL EXPENSES	\$ 382,538	\$ 361,414	\$ 315,239	\$ (46,175)	-12.8%

Childcare Facility

Functions and Responsibilities

The Capital Metro Child Care and Learning Center opened on July 31, 2006. It is operated by Bright Horizons Family Solutions through a contract with Capital Metro. The Center provides families of Capital Metro with an on-site, high quality child development environment. During the years of operation, a lower turnover and absenteeism rate for employees using the Center has been achieved.

FY 2011 Accomplishments

- ◆ Increase Value to the Community – The center achieved accreditation by the National Accreditation Committee for Early Childcare and Education Programs recognizing an early childhood program that meets high standards in the care and education of young children. Increased the number of children from the community utilizing the childcare center.
- ◆ Improve & Integrate Business Practices & Accountability – Increased enrollment so that child care center was at 82 percent of space capacity and 100 percent of contract capacity.

FY 2012 Planned Initiatives

- ◆ Strengthen Financial Health of the Facility – Adjust tuition levels to further reduce subsidy.
- ◆ Improve Business Practices and Strengthen Community Relationships– Evaluate opportunities to partner with Capital Metro service contractors to share the cost of the childcare program.
- ◆ Strengthen Financial Health of the Agency – Reduce FY 2012 subsidy from 27% to 20%.

Major Budgetary Changes

- ◆ **Services** – Contractor fees have increased by \$17,855 over the prior year. The cost of the child care facility is offset by tuition revenues estimated at \$507,121 in FY 2012.

<i>CATEGORIES</i>	<i>FY 2010 Actual</i>	<i>FY 2011 Budget</i>	<i>FY 2012 Budget</i>	<i>Var FY 2012 VS. FY 2011</i>	<i>Var % FY2012 VS. FY 2011</i>
SERVICES	\$ 601,899	\$ 630,673	\$ 648,528	\$ 17,855	2.8%
TOTAL EXPENSES	\$ 601,899	\$ 630,673	\$ 648,528	\$ 17,855	2.8%

<i>CODE</i>	<i>FY 2010 Actual</i>	<i>FY 2011 Budget</i>	<i>FY 2012 Budget</i>	<i>Var FY 2012 VS. FY 2011</i>	<i>Var % FY2012 VS. FY 2011</i>
OTHER EXPENSES					
51.5030309 OTHER PROFESSIONAL FEES	\$ 601,899	\$ 630,673	\$ 648,528	\$ 17,855	2.8%
TOTAL OTHER EXPENSES	\$ 601,899	\$ 630,673	\$ 648,528	\$ 17,855	2.8%
TOTAL EXPENSES	\$ 601,899	\$ 630,673	\$ 648,528	\$ 17,855	2.8%



This Page Intentionally Left Blank

Business Center

Functions and Responsibilities

The Business Center provides support services to Capital Metro facilities including printing, copying, scanning, postage, meeting room reconfiguration and messenger services through a contract with a private provider.

FY 2011 Accomplishments

- ◆ Improve Communications – Provided copier / fax / scan capabilities for the agency.
- ◆ Improve Customer Satisfaction & Loyalty – Collected and delivered lost-and-found articles across all modes.
- ◆ Improve Service Delivery – Distributed and stocked passenger guides across all fixed routes.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices – Deliver document services at the lowest possible cost to the agency.
- ◆ Provide a Great Customer Experience – Provide copier / fax / scan capabilities for the agency.
- ◆ Provide a Great Customer Experience – Collect and deliver lost and found articles across all modes.
- ◆ Provide a Great Customer Experience – Distribute and stock passenger guides across all fixed routes.



Major Budgetary Changes

Services

- ◆ Printing and copying costs decreased \$8,900 due actual usage.

Materials and Supplies

- ◆ Office supplies costs decreased \$2,300 due to actual usage.

Leases & Rentals

- ◆ Office equipment lease costs increased \$40,200. \$11,000 increase due to the addition of three copiers which Capital Metro absorbed as part of the termination settlement with Veolia and an additional \$29,200 in lease costs not previously budgeted.

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SERVICES	\$ 254,969	\$ 298,000	\$ 289,100	\$ (8,900)	-3.0%
MATERIALS & SUPPLIES	\$ 223	\$ 3,300	\$ 1,000	\$ (2,300)	-69.7%
MISCELLANEOUS	\$ 563	\$ -	\$ -	\$ -	0.0%
LEASES & RENTALS	\$ 64,449	\$ 3,000	\$ 43,200	\$ 40,200	1340.0%
TOTAL EXPENSES	\$ 320,204	\$ 304,300	\$ 333,300	\$ 29,000	9.5%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
OTHER EXPENSES					
51 5039901 COURIER AND DELIVERY SERVICES	\$ 8,933	\$ 10,000	\$ 10,000	\$ -	0.0%
51 5039909 OTHER SERVICES	\$ 246,036	\$ 288,000	\$ 279,100	\$ (8,900)	-3.1%
51 5049901 OFFICE SUPPLIES	\$ 223	\$ 3,300	\$ 1,000	\$ (2,300)	-69.7%
51 5099901 POSTAGE	\$ 563	\$ -	\$ -	\$ -	0.0%
51 5121202 OFFICE EQUIPMENT	\$ 64,449	\$ 3,000	\$ 43,200	\$ 40,200	1340.0%
TOTAL OTHER EXPENSES	\$ 320,204	\$ 304,300	\$ 333,300	\$ 29,000	9.5%
TOTAL EXPENSES	\$ 320,204	\$ 304,300	\$ 333,300	\$ 29,000	9.5%

President/CEO's Office

Functions and Responsibilities

The President/CEO provides leadership and direction to ensure Capital Metro meets its mission, goals and objectives. Two key areas of focus are to provide direction and coordination on the various Authority initiatives to ensure quality standards for the organization, and to identify initiatives for ongoing improvement to customer service. Additionally, the President/CEO ensures sound ethics and fiscal management for the agency consistent with federal, state and local laws and sound public practices, which emphasize the most effective use of taxpayer funds through continuous improvements of the agency's operations.

The President/CEO's office ensures activities requiring involvement across the organization are properly coordinated, and oversees the dissemination of information to ensure follow through and timely communications with concerned stakeholders. This also includes public outreach to community and business stakeholders, and local, state and federal elected officials. This department serves as a liaison with the Board of Directors on policy issues affecting the Authority. The governmental relations function of the office serves to research and develop legislative strategies and policies relevant to the Authority's interest in providing regional transportation services.

FY 2011 Accomplishments

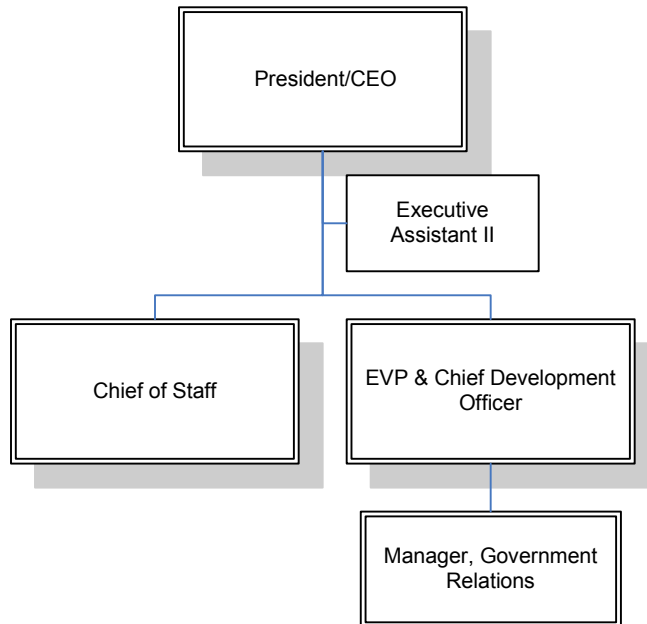
- ◆ Improve & Integrate Business Practices & Accountability – Continue implementing the Sunset Report Recommendations.
 - Capital Metro has nearly completed all the recommendations in the report over the last year. We are still in the process on one of the more significant issues raised- our labor structure.
 - We are continuing to focus on implementing the labor structure recommendation. Capital Metro anticipates this recommendation being complete by September 1, 2012.
- ◆ Improve Communications – Coordination of agency initiatives to communicate effectively with the Board of Directors, the Authority and the overall community; update the Capital Metro website to help visitors easily find financial and audit information, including an online check register.
 - Capital Metro earned the "Gold" designation from the Texas Comptroller Leadership Circle. Capital Metro is the first transit system recognized by the Texas Comptroller of Public Accounts for meeting a high standard for financial transparency online. Capital Metro's website now features a financial and audit information page that includes an online check register, purchase card transaction register, annual budgets for the current (proposed) and previous four years and monthly financial status reports that include income statements, budget variances by department, capital expenditures and projected cash flows.

- ◆ Improve Cost Effectiveness; Increase Revenue – Improving our long-term financial sustainability by lowering costs, boosting revenue through a fare increase, and implementing clear and consistent policies for paratransit service. Additionally, implementing new procedures for managing finances and maintaining reserves which includes a five-year capital improvement plan and a policy to ensure our financial reserves are protected.
 - Adopted a Reserve Policy to ensure responsible management of our cash flow and maintain adequate levels for emergencies.
 - Improved our MetroAccess service which provides rides for passengers who are unable to use the fixed route bus system.
 - Implemented a new fare structure which will allow us to grow revenue and ridership over time and make it easier for customers to use our system with a simpler fare system.
 - Negotiated a new contract to allow revenue growth in the UT Shuttle system.
 - Adopted a five-year Capital Improvements Plan
 - Developed a railroad bridge safety management program
 - Analyzing potential revenue through the sale of station naming rights. Capital Metro is currently conducting a feasibility study on this issue.
- ◆ Improve Organizational Alignment – Improving labor relations by evaluating the Authority’s labor structure.
 - Capital Metro has held regular meetings with the union president for more than six months to discuss the labor structure. To aid in this process, a federal mediator was used to help facilitate the dialogue.
 - Continue “Linda is Listening” internal outreach (town hall meetings/answering questions submitted by employees)
 - A decision on a new labor arrangement was made at the Capital Metro board meeting on June 27, 2011. The board is scheduled to award a service contract to the selected private company in April 2012.
 - Implement employee transition plan to assist both bargaining and administrative employees whose jobs may be affected.
 - An organizational evaluation and realignment has been conducted on the administrative side to improve Capital Metro’s financial sustainability.
 - Capital Metro is currently meeting with the union to discuss possible core terms in an RFP that, if agreed upon, would provide certain assurances in regard to wages, benefits, seniority, etc. that a new private contractor would be required to honor. These core terms would remain in place until the new contractor and the union negotiates a new labor contract.

FY 2012 Planned Initiatives

- ◆ Provide a Great Customer Experience - Increase User Friendliness and make riding safe, reliable and accessible
- ◆ Improve Business Practices - Strengthen financial health of the agency and increase accountability
- ◆ Demonstrate the Value of Public Transportation in an Active Community - Increase ridership in target markets, develop and innovatively deliver our message and strengthen community relationships
- ◆ Be a Regional Leader - Lead public transportation planning and Innovation, grow the service area and customer base and play key role in smart growth

President/CEO Department Organizational Chart





Major Budgetary Changes

Salaries & Benefits

- ◆ Salary and benefits costs decreased \$144,614 due to the transfer of a vacant Senior Vice President of Public Affairs and Communication position to the Communication Department and a position filled at a lower than budgeted amount.
- ◆ Sick Leave costs increased \$43,092 due to three employees reaching their 5th anniversary hiring date which triggers sick leave accruals per Capital Metro's accrual policy.

Services

- ◆ Other Professional Fees decrease \$186,009 due to reduction in state/federal legislative costs.

Miscellaneous

- ◆ Dues and Subscriptions decreased \$91,500 due to canceling several payments to professional organizations.
- ◆ Travel expenses decreased \$41,106 consistent with the agency-wide 50% reduction in travel as a cost savings measure.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 496,901	\$ 856,496	\$ 757,518	\$ (98,978)	-11.6%
BENEFITS	\$ 72,317	\$ 100,327	\$ 91,131	\$ (9,196)	-9.2%
SERVICES	\$ 588,179	\$ 453,000	\$ 266,991	\$ (186,009)	-41.1%
MATERIALS & SUPPLIES	\$ 4,399	\$ 2,760	\$ 3,000	\$ 240	8.7%
UTILITIES	\$ 1,476	\$ 2,340	\$ 2,640	\$ 300	12.8%
MISCELLANEOUS	\$ 315,477	\$ 323,047	\$ 190,382	\$ (132,666)	-41.1%
TOTAL EXPENSES	\$ 1,478,749	\$ 1,737,970	\$ 1,311,661	\$ (426,309)	-24.5%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 401,513	\$ 684,708	\$ 561,401	\$ (123,307)	-18.0%
51 5010207 EXECUTIVE COMPENSATION	\$ 20,405	\$ 28,500	\$ 28,500	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 5,383	\$ 42,313	\$ 85,405	\$ 43,092	101.8%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 18,710	\$ 34,545	\$ 28,477	\$ (6,068)	-17.6%
51 5021101 VACATION LEAVE-ADMIN	\$ 50,890	\$ 62,583	\$ 47,427	\$ (15,156)	-24.2%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ 3,847	\$ 6,308	\$ 2,461	64.0%
TOTAL SALARIES & WAGES	\$ 496,901	\$ 856,496	\$ 757,518	\$ (98,978)	-11.6%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 33,564	\$ 46,993	\$ 37,839	\$ (9,154)	-19.5%
51 5020201 401K	\$ 37,923	\$ 45,000	\$ 45,732	\$ 732	1.6%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 674	\$ 1,134	\$ 360	\$ (774)	-68.3%
51 5021403 AUTOMOBILE	\$ 156	\$ 7,200	\$ 7,200	\$ -	0.0%
TOTAL BENEFITS	\$ 72,317	\$ 100,327	\$ 91,131	\$ (9,196)	-9.2%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ 588,167	\$ 453,000	\$ 266,991	\$ (186,009)	-41.1%
51 5039901 COURIER AND DELIVERY SERVICES	\$ 12	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 3,539	\$ 2,760	\$ 3,000	\$ 240	8.7%
51 5049909 OTHER SUPPLIES	\$ 860	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 1,476	\$ 2,340	\$ 2,640	\$ 300	12.8%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 284,525	\$ 265,773	\$ 174,273	\$ (91,500)	-34.4%
51 5090201 AIRFARE - TRANSPORTATION	\$ 7,463	\$ 16,465	\$ 6,143	\$ (10,323)	-62.7%
51 5090205 TRAVEL - PER DIEM	\$ 3,755	\$ 9,248	\$ 1,701	\$ (7,547)	-81.6%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 11,639	\$ 8,415	\$ 3,420	\$ (4,995)	-59.4%
51 5090211 LODGING	\$ 7,668	\$ 22,653	\$ 4,845	\$ (17,808)	-78.6%
51 5090215 TRAVEL - OTHER	\$ 394	\$ 433	\$ -	\$ (433)	-100.0%
51 5099901 POSTAGE	\$ 33	\$ 60	\$ -	\$ (60)	-100.0%
TOTAL OTHER EXPENSES	\$ 909,531	\$ 781,147	\$ 463,012	\$ (318,135)	-40.7%
TOTAL EXPENSES	\$ 1,478,749	\$ 1,737,970	\$ 1,311,661	\$ (426,309)	-24.5%

Communications

Functions and Responsibilities

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

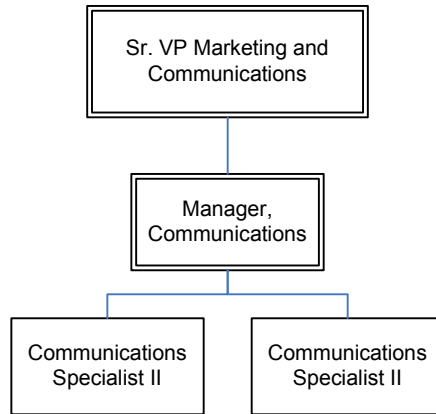
FY 2011 Accomplishments

- ◆ Increase Value to the Community; Improve Communications – Worked with Marketing, Planning, Business Community and Development and other key departments to improve the Authority's public image. Successfully collaborated on communications efforts for major initiatives or accomplishments including the success of the new board of directors during its first year; the one-year anniversary of the launch of Capital MetroRail; and the special night/weekend MetroRail service in March 2011.
- ◆ Improve Customer Satisfaction & Loyalty; Improve Communications – Further Increased awareness of Capital Metro services and projects through proactive media outreach, public relations initiatives, increased social media presence and other various external publications. Significantly increased Authority's social media presence resulting in quadrupling of the number of followers on Facebook and comparable increases on Twitter feeds.
- ◆ Improve Communications – Worked with new President/CEO to enhance internal and news media communication efforts. Developed new email distribution format for President/CEO to keep community informed of major initiatives or accomplishments.
- ◆ Improve Communications – Worked with the Board of Directors and Executive Leadership to complete communication-related objectives outlined by the Sunset Advisory Commission Report, such as improving transparency. Successfully collaborated on the coordination, implementation and corresponding media outreach for the new online transparency initiative, which resulted in Capital Metro being the first transit system in Texas to receive the highest-level of recognition by the Texas Comptroller of Public Accounts for government transparency.

FY 2012 Planned Initiatives

- ◆ Provide a Great Customer Experience – Increase User Friendliness: Develop and execute an enhanced social media strategy.
- ◆ Demonstrate the Value of Public Transportation in an Active Community – Develop and Innovatively Deliver Our Message: Increase the frequency and variety of information about Capital Metro's services, projects and accomplishments in collaboration with other departments.
- ◆ Improve Business Practices – Strengthen Financial Health of the Agency: Continue coordination of external communications strategies related to labor structure changes.
- ◆ Demonstrate the Value of Public Transportation in an Active Community – Develop and Innovatively Deliver Our Message: Increase communications regarding the progress of the MetroRapid project.

Communications Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries and Benefits** – Increase due to the transfer of the Vice President of Public Affairs and Communication position from the President/CEO Department.
- ◆ **Materials & Supplies** – Increase in office supplies of \$320 due to the one time purchase of flip video camera in support of the social media strategy and \$60 in support of the Vice President of Public Affairs and Communication position.
- ◆ **Utilities** – Net increase in cell phone expense of \$588 for the Vice President of Public Affairs and Communication position.
- ◆ **Miscellaneous** – Decrease in Dues and Subscriptions of \$1,695 and an increase in travel related expenses of \$475 in support of the Vice President of Public Affairs and Communication position.

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 188,937	\$ 197,739	\$ 349,894	\$ 152,155	76.9%
BENEFITS	\$ 13,795	\$ 15,434	\$ 24,139	\$ 8,705	56.4%
SERVICES	\$ 100,265	\$ 95,100	\$ 95,340	\$ 240	0.3%
MATERIALS & SUPPLIES	\$ 197	\$ 240	\$ 620	\$ 380	158.3%
UTILITIES	\$ 2,337	\$ 2,772	\$ 3,360	\$ 588	21.2%
MISCELLANEOUS	\$ 2,952	\$ 3,300	\$ 2,080	\$ (1,220)	-37.0%
TOTAL EXPENSES	\$ 308,483	\$ 314,585	\$ 475,434	\$ 160,849	51.1%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 166,523	\$ 158,103	\$ 286,112	\$ 128,009	81.0%
51 5010304 INTERN PAY	\$ 523	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 4,447	\$ 18,394	\$ 22,415	\$ 4,021	21.9%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 8,534	\$ 7,919	\$ 14,673	\$ 6,754	85.3%
51 5021101 VACATION LEAVE-ADMIN	\$ 8,708	\$ 12,435	\$ 23,479	\$ 11,044	88.8%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 202	\$ 888	\$ 3,215	\$ 2,327	262.0%
TOTAL SALARIES & WAGES	\$ 188,937	\$ 197,739	\$ 349,894	\$ 152,155	76.9%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 13,279	\$ 14,195	\$ 23,500	\$ 9,305	65.6%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 516	\$ 1,239	\$ 639	\$ (600)	-48.4%
TOTAL BENEFITS	\$ 13,795	\$ 15,434	\$ 24,139	\$ 8,705	56.4%
OTHER EXPENSES					
51 5030303 CONSULTATION FEES	\$ 100,100	\$ 92,400	\$ 92,400	\$ -	0.0%
51 5039909 OTHER SERVICES	\$ 165	\$ 2,700	\$ 2,940	\$ 240	8.9%
51 5049901 OFFICE SUPPLIES	\$ 182	\$ 240	\$ 620	\$ 380	158.3%
51 5049909 OTHER SUPPLIES	\$ 15	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 2,337	\$ 2,772	\$ 3,360	\$ 588	21.2%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 2,800	\$ 2,700	\$ 1,005	\$ (1,695)	-62.8%
51 5090201 AIRFARE - TRANSPORTATION	\$ 147	\$ 600	\$ 345	\$ (255)	-42.5%
51 5090205 TRAVEL - PER DIEM	\$ -	\$ -	\$ 100	\$ 100	100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ -	\$ -	\$ 240	\$ 240	100.0%
51 5090211 LODGING	\$ -	\$ -	\$ 340	\$ 340	100.0%
51 5090215 TRAVEL - OTHER	\$ -	\$ -	\$ 50	\$ 50	100.0%
51 5099901 POSTAGE	\$ 5	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 105,751	\$ 101,412	\$ 101,400	\$ (12)	0.0%
TOTAL EXPENSES	\$ 308,483	\$ 314,585	\$ 475,434	\$ 160,849	51.1%



This Page Intentionally Left Blank

Board of Directors Support

Functions and Responsibilities

The Board of Director's Liaison provides support to the Board of Directors and President/Chief Executive Officer in an effort to achieve the strategic mission and vision of Capital Metro Transportation Authority (Capital Metro). The Board of Director's Liaison also coordinates meetings and works with the Legal department to ensure compliance with the Texas Transportation Code, Section 451, and Texas Open Meetings Act requirements. For FY 2011 this function has been moved to the President/CEO's Office, reporting to the Chief of Staff.

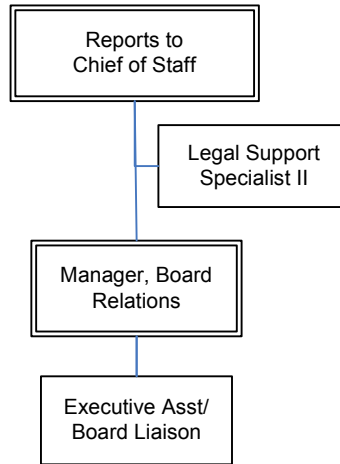
FY 2011 Accomplishments

- ◆ Improve Cost Effectiveness – continued to achieve efficiencies in board expenses by fully implementing systems for electronic communication and data sharing with board members and providing technology solutions such as converting to more cost-effective methods of storing and maintaining meeting data and recordings
- ◆ Improve Knowledge, Skills and Abilities – Improved the quality of information available to the community and board members related to decisions of the board of directors by providing training and expertise to improve use and efficiency of agenda management software by staff at all levels of the Authority
- ◆ Improve Communications – Coordinated agency initiatives to communicate effectively with the Board of Directors, the Authority and the entire community through initiatives such as an update to the Capital Metro website ensuring that the public can easily locate the Authority's financial and audit information, including an online check register

FY 2012 Planned Initiatives

- ◆ Provide a Great Customer Experience – Develop and implement policies and practices to ensure effective communication with the board of directors and the public. Includes but not limited to evaluating and revising information related to all board matters available on the Capital Metro website and centralizing and standardizing all communications with the board of directors.
- ◆ Improve Business Practices – Develop, implement and document policies and procedures for facilitating board support functions to improve board agenda planning and preparation for improved efficiency and greater accountability.
- ◆ Improve Business Practices – Develop and implement changes to board meeting structure and preparation to increase efficiency and effectiveness
- ◆ Improve Business Practices – Standardize and document board of directors' policies for increased efficiency and transparency

Board of Directors Support Department Organizational Chart



Major Budgetary Changes

This department was previously budgeted in the Legal Department. In FY2012 this is a new department reporting to the Chief of Staff.

CATEGORY	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ -	\$ -	\$ 169,770	\$ 169,770	100.0%
BENEFITS	\$ -	\$ -	\$ 12,650	\$ 12,650	100.0%
SERVICES	\$ -	\$ -	\$ 52,675	\$ 52,675	100.0%
MATERIALS & SUPPLIES	\$ -	\$ -	\$ 3,200	\$ 3,200	100.0%
UTILITIES	\$ -	\$ -	\$ 780	\$ 780	100.0%
MISCELLANEOUS	\$ -	\$ -	\$ 34,906	\$ 34,906	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 273,981	\$ 273,981	100.0%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ -	\$ -	\$ 139,141	\$ 139,141	100.0%
51 5020901 SICK LEAVE-ADMIN	\$ -	\$ -	\$ 9,380	\$ 9,380	100.0%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ -	\$ -	\$ 7,136	\$ 7,136	100.0%
51 5021101 VACATION LEAVE-ADMIN	\$ -	\$ -	\$ 12,549	\$ 12,549	100.0%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ -	\$ 1,563	\$ 1,563	100.0%
TOTAL SALARIES & WAGES	\$ -	\$ -	\$ 169,770	\$ 169,770	100.0%
BENEFITS					0.0%
51 5020101 FICA-ADMIN	\$ -	\$ -	\$ 12,506	\$ 12,506	100.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ -	\$ -	\$ 144	\$ 144	100.0%
TOTAL BENEFITS	\$ -	\$ -	\$ 12,650	\$ 12,650	100.0%
OTHER EXPENSES					
51 5039901 COURIER AND DELIVERY SERVICES	\$ -	\$ -	\$ 780	\$ 780	100.0%
51 5039909 OTHER SERVICES	\$ -	\$ -	\$ 51,895	\$ 51,895	100.0%
51 5049901 OFFICE SUPPLIES	\$ -	\$ -	\$ 1,700	\$ 1,700	100.0%
51 5049908 SUPPLIES-BOARD OF DIRECTORS	\$ -	\$ -	\$ 1,500	\$ 1,500	100.0%
51 5050204 TELEPHONE-LOCAL	\$ -	\$ -	\$ 780	\$ 780	100.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ -	\$ -	\$ 5,862	\$ 5,862	100.0%
51 5090205 TRAVEL - PER DIEM	\$ -	\$ -	\$ 13,951	\$ 13,951	100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ -	\$ -	\$ 9,150	\$ 9,150	100.0%
51 5090211 LODGING	\$ -	\$ -	\$ 5,763	\$ 5,763	100.0%
51 5099901 POSTAGE	\$ -	\$ -	\$ 180	\$ 180	100.0%
TOTAL OTHER EXPENSES	\$ -	\$ -	\$ 91,561	\$ 91,561	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 273,981	\$ 273,981	100.0%

Internal Audit

Functions and Responsibilities

The Internal Audit Department reports directly to the Board of Directors and is an independent source of objective advice. Internal Auditing provides assurance on Capital Metro's governance, risk management, and control processes to help the organization achieve its strategic, operational, financial, and compliance objectives. In addition, Internal Audit is a catalyst for improving effectiveness and efficiency by providing insight and recommendations based on analyses and assessment of data and business processes. Internal Audit also shares "best practices" and suggests ways for reducing costs and enhancing revenues.

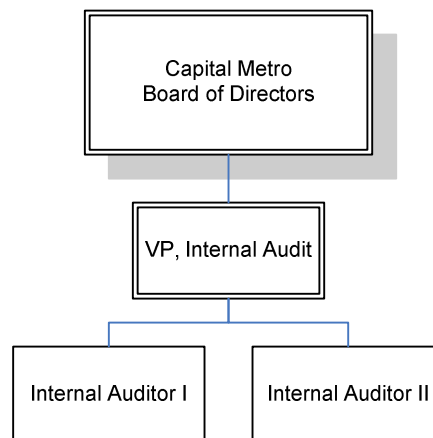
FY 2011 Accomplishments

- ◆ Improve & Integrate Business Practices & Accountability - Performed comprehensive organization-wide risk assessment and used results to develop FY 2011 Audit Services Plan.
 - Completed four comprehensive performance audits.
 - Prepared two comprehensive bi-annual status updates, which covered twenty outstanding internal and external reviews.
 - Revamped Ethics & Fraud Prevention training curriculum and presented training sessions in cooperation with Legal and Human Resources.
 - Successfully partnered with the University of Texas McCombs School of Business to perform a Quality Assurance Review of internal audit operations.
 - The Association of Local Government Auditors awarded Capital Metro Internal Audit's *MetroAccess Performance Audit* the 2010 Silver Knighton Award in the Small Shop Category.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices & Increase Accountability – Continue to perform planned audits and ensure ongoing risk assessment of Capital Metro operations and target internal audit resources in the most cost-effective and efficient manner. Monitor risks and implementation progress of the Senate Bill 650 Labor Structure Project.

Internal Audit Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries and Benefits** - Salary costs increased \$1,808 due the annualization of the 2.5% salary increase which was approved in FY 2011.
- ◆ **Services** - Audit Fees decreased \$5,000 due to the one-time expense of the External Quality Assurance Review conducted in FY 2011.

CATEGORY	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 238,761	\$ 253,598	\$ 260,322	\$ 6,724	2.7%
BENEFITS	\$ 16,748	\$ 18,366	\$ 18,567	\$ 201	1.1%
SERVICES	\$ 8,155	\$ 5,000	\$ -	\$ (5,000)	-100.0%
MATERIALS & SUPPLIES	\$ 508	\$ 1,400	\$ 1,605	\$ 205	14.6%
MISCELLANEOUS	\$ 4,758	\$ 6,640	\$ 6,396	\$ (244)	-3.7%
TOTAL EXPENSES	\$ 268,930	\$ 285,004	\$ 286,890	\$ 1,886	0.7%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 209,013	\$ 209,410	\$ 214,875	\$ 5,465	2.6%
51 5020901 SICK LEAVE-ADMIN	\$ 8,040	\$ 15,231	\$ 14,486	\$ (745)	-4.9%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 8,512	\$ 10,488	\$ 10,808	\$ 320	3.0%
51 5021101 VACATION LEAVE-ADMIN	\$ 13,196	\$ 17,293	\$ 17,739	\$ 446	2.6%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ 1,176	\$ 2,414	\$ 1,238	105.3%
TOTAL SALARIES & WAGES	\$ 238,761	\$ 253,598	\$ 260,322	\$ 6,724	2.7%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 16,068	\$ 17,809	\$ 18,351	\$ 542	3.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 680	\$ 557	\$ 216	\$ (341)	-61.2%
TOTAL BENEFITS	\$ 16,748	\$ 18,366	\$ 18,567	\$ 201	1.1%
OTHER EXPENSES					
51 5030301 AUDIT FEES	\$ 8,155	\$ 5,000	\$ -	\$ (5,000)	-100.0%
51 5049901 OFFICE SUPPLIES	\$ 508	\$ 1,400	\$ 1,605	\$ 205	14.6%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 2,110	\$ 1,450	\$ 1,899	\$ 449	31.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ 187	\$ 100	\$ 100	\$ -	0.0%
51 5090205 TRAVEL - PER DIEM	\$ 19	\$ -	\$ -	\$ -	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 2,343	\$ 5,040	\$ 3,972	\$ (1,068)	-21.2%
51 5090211 LODGING	\$ -	\$ -	\$ 300	\$ 300	100.0%
51 5090215 TRAVEL - OTHER	\$ -	\$ -	\$ 100	\$ 100	100.0%
51 5099901 POSTAGE	\$ 1	\$ 50	\$ 25	\$ (25)	-50.0%
51 5099905 COMPUTER SOFTWARE	\$ 98	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 13,421	\$ 13,040	\$ 8,001	\$ (5,039)	-38.6%
TOTAL EXPENSES	\$ 268,930	\$ 285,004	\$ 286,890	\$ 1,886	0.7%

Operations

Functions and Responsibilities

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

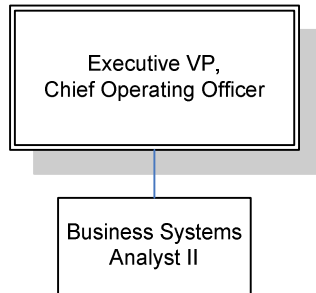
The focus of operations in FY 2012 is to continue to identify opportunities to improve service delivery. Operations will implement many new policies, creating the need for revised processes, procedures and systems to measure our success. Another focus area will be determining the future of the Intelligent Transportation Systems (ITS), Automatic Vehicle Location (AVL) systems and the impact on future service.

FY 2011 Accomplishments

- ◆ Improve Service Delivery – Implemented measured and monitored MetroAccess policy changes. All policies have been implemented with the exception of the Eligibility Policy. This policy will be implemented in October. A recent review of the Access A Ride program, by Internal Audit, confirms a monthly cost avoidance of approximately \$95,000 monthly.
- ◆ Business Practice & Accountability – Clarified operational oversight and direction of all contracted services; monitor contract compliance. Contractors reported Key Performance Indicators (KPIs) monthly. Contract manager and Maintenance Quality Assurance team worked closely with the contractors to ensure compliance with contract terms and service standards. Developed an Information Technology Strategic Plan. Implemented, monitored and measured new eligibility program for MetroAccess. This policy will be implemented October 2012.
- ◆ Improve Service Delivery – Initiated the implementation of the Positive Train Control system. This project was started on schedule. Completion is not planned until 2015.

FY 2012 Initiatives

- ◆ Provide a Great Customer Experience - Make Riding Safe Reliable and Accessible - ITS – CAD/AVL – Implementation of the Fixed Route system including the radio installation and the integration of the Open Sky technology.
- ◆ Improve Business Practice - Strengthen Financial Health of the Agency - Award of the Fixed Route and MetroAccess service contracts including a successful transition.
- ◆ Improve Business Practice - Strengthen Financial Health of the Agency -Establishment of the Contract Performance Team to ensure that solid contract monitoring plans are implemented including processes to support a sound Quality Assurance (QA)/Quality Control (QC) program and quality service to our customers
- ◆ Improve Business Practices - Implementation of the Eligibility policy.

Operations Organizational Chart


- ◆ **Salaries and Benefits** – Net increase of \$37,292 due to one new position and one position transferred to Capital Projects and Real Estate. Funding from the FY 2011 401K account was transferred to the Executive Compensation account in FY 2012. In addition, a salary correction of \$14,856 is included in FY 2012.

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 306,705	\$ 212,699	\$ 256,555	\$ 43,856	20.6%
BENEFITS	\$ 21,526	\$ 26,914	\$ 20,350	\$ (6,564)	-24.4%
SERVICES	\$ 21,975	\$ -	\$ -	\$ -	0.0%
MATERIALS & SUPPLIES	\$ 302	\$ 168	\$ 150	\$ (18)	-10.7%
UTILITIES	\$ 772	\$ 720	\$ 480	\$ (240)	-33.3%
PURCHASED TRANSPORTATION	\$ 13	\$ -	\$ -	\$ -	0.0%
MISCELLANEOUS	\$ 1,286	\$ 2,071	\$ 1,140	\$ (931)	-45.0%
TOTAL EXPENSES	\$ 352,579	\$ 242,572	\$ 278,675	\$ 36,103	14.9%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 244,577	\$ 175,913	\$ 196,772	\$ 20,859	11.9%
51 5010207 EXECUTIVE COMPENSATION	\$ 4,950	\$ -	\$ 11,586	\$ 11,586	100.0%
51 5020901 SICK LEAVE-ADMIN	\$ 18,823	\$ 10,871	\$ 13,266	\$ 2,395	22.0%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 9,716	\$ 8,046	\$ 10,091	\$ 2,045	25.4%
51 5021101 VACATION LEAVE-ADMIN	\$ 28,020	\$ 16,881	\$ 22,630	\$ 5,749	34.1%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 619	\$ 988	\$ 2,211	\$ 1,223	123.8%
TOTAL SALARIES & WAGES	\$ 306,705	\$ 212,699	\$ 256,555	\$ 43,856	20.6%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 18,239	\$ 14,820	\$ 14,206	\$ (614)	-4.1%
51 5020201 401K	\$ 2,896	\$ 11,846	\$ -	\$ (11,846)	-100.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 391	\$ 248	\$ 144	\$ (104)	-41.9%
51 5021403 AUTOMOBILE	\$ -	\$ -	\$ 6,000	\$ 6,000	100.0%
TOTAL BENEFITS	\$ 21,526	\$ 26,914	\$ 20,350	\$ (6,564)	-24.4%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ 21,975	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 162	\$ 168	\$ 150	\$ (18)	-10.7%
51 5049909 OTHER SUPPLIES	\$ 140	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 772	\$ 720	\$ 480	\$ (240)	-33.3%
51 5080106 DEMAND RESPONSE	\$ 13	\$ -	\$ -	\$ -	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ -	\$ 80	\$ 80	\$ -	0.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ -	\$ 90	\$ 166	\$ 76	84.9%
51 5090205 TRAVEL - PER DIEM	\$ 332	\$ 264	\$ 160	\$ (104)	-39.5%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 600	\$ 625	\$ 288	\$ (338)	-54.0%
51 5090211 LODGING	\$ 263	\$ 1,000	\$ 446	\$ (554)	-55.4%
51 5099901 POSTAGE	\$ 41	\$ 12	\$ -	\$ (12)	-100.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 50	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 24,348	\$ 2,959	\$ 1,770	\$ (1,189)	-40.2%
TOTAL EXPENSES	\$ 352,579	\$ 242,572	\$ 278,675	\$ 36,103	14.9%

Office of Strategic Management

Functions and Responsibilities

The Office of Strategic Management (OSM) was created to serve as the centralized area for the management and reporting of the Strategic Plan. The OSM is responsible for the coordination, oversight and facilitation of the strategic plan objectives, measurement and initiatives.

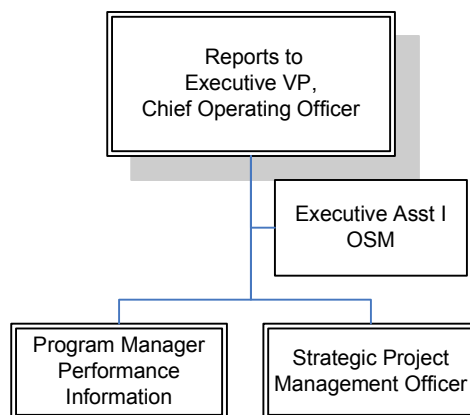
FY 2011 Accomplishments

- ◆ Improve & Integrate Business Practices & Accountability – Facilitated Strategic Plan organizational alignment with budget processes.
- ◆ Improve & Integrate Business Practices & Accountability – Continued to process map and re-map key/critical processes to improve efficiencies and service delivery.
- ◆ Improve & Integrate Business Practices & Accountability – Developed and implement a standardized Project Management program for Capital Metro.
- ◆ Improve Communications – Created effective performance reporting systems for all departments.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices - Continue to map process and re-map key/critical processes to improve efficiencies and service delivery.
- ◆ Improve Business Practices – Develop and implement a standardized Project Management program for Capital Metro.
- ◆ Improve Business Practices - Create effective performance reporting systems of the strategic plan

Strategic Management Department Organizational Chart





Major Budgetary Changes

Salaries and Benefits

- ◆ Salary costs increased due to a career ladder increase not budgeted for in the FY 2011 Budget.

Services

- ◆ Other Professional Fees decreased \$3,084 due to the number of licenses decreasing from 24 to 5 for a report writing software due to actual usage.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 196,661	\$ 195,498	\$ 204,792	\$ 9,294	4.8%
BENEFITS	\$ 21,231	\$ 15,189	\$ 15,118	\$ (71)	-0.5%
SERVICES	\$ 42,646	\$ 61,340	\$ 57,116	\$ (4,224)	-6.9%
MATERIALS & SUPPLIES	\$ 599	\$ -	\$ 500	\$ 500	100.0%
UTILITIES	\$ 650	\$ -	\$ -	\$ -	0.0%
MISCELLANEOUS	\$ 507	\$ 500	\$ 500	\$ -	0.0%
TOTAL EXPENSES	\$ 262,294	\$ 272,527	\$ 278,026	\$ 5,499	2.0%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 174,213	\$ 163,439	\$ 169,447	\$ 6,008	3.7%
51 5010207 EXECUTIVE COMPENSATION	\$ 1,100	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 3,771	\$ 10,100	\$ 11,423	\$ 1,323	13.1%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 8,833	\$ 8,186	\$ 8,690	\$ 504	6.2%
51 5021101 VACATION LEAVE-ADMIN	\$ 7,857	\$ 12,855	\$ 13,327	\$ 472	3.7%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 887	\$ 918	\$ 1,904	\$ 986	107.4%
TOTAL SALARIES & WAGES	\$ 196,661	\$ 195,498	\$ 204,792	\$ 9,294	4.8%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 12,056	\$ 14,622	\$ 14,902	\$ 280	1.9%
51 5020201 401K	\$ 8,689	\$ -	\$ -	\$ -	0.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 486	\$ 567	\$ 216	\$ (351)	-61.9%
TOTAL BENEFITS	\$ 21,231	\$ 15,189	\$ 15,118	\$ (71)	-0.5%
OTHER EXPENSES					
51 5030303 CONSULTATION FEES	\$ 9,224	\$ 50,000	\$ 48,860	\$ (1,140)	-2.3%
51 5030309 OTHER PROFESSIONAL FEES	\$ -	\$ 11,340	\$ 8,256	\$ (3,084)	-27.2%
51 5030401 TEMPORARY HELP	\$ 33,422	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 599	\$ -	\$ 500	\$ 500	100.0%
51 5050204 TELEPHONE-LOCAL	\$ 650	\$ -	\$ -	\$ -	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 434	\$ 500	\$ 500	\$ -	0.0%
51 5090205 TRAVEL - PER DIEM	\$ 72	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ 1	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 44,402	\$ 61,840	\$ 58,116	\$ (3,724)	-6.0%
TOTAL EXPENSES	\$ 262,294	\$ 272,527	\$ 278,026	\$ 5,499	2.0%

Safety

Functions and Responsibilities

The Safety department's primary goal is to ensure the safety of employees, customers and equipment. To accomplish these goals, staff develops policies, conducts and issues educational programs, and performs regular audits of operating equipment, facilities, bus routes and the rail line.

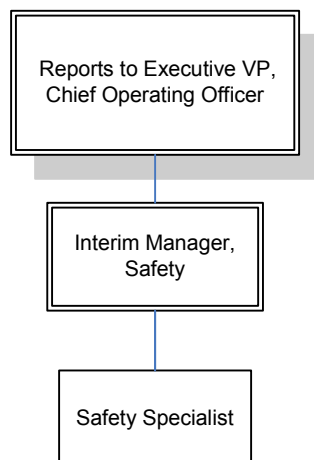
FY 2011 Accomplishments

- ◆ Improve Service Delivery – Assumed cognizance of Rail Safety
 - Managed Rail System Safety Program Plan (SSPP)
 - Actively participated in monthly rail safety committee meetings
 - Resolved safety issues as they were identified
- ◆ Improve Tools, Technology & Vehicles – Conducted Safety Survey of Equipment and Bus Routes
 - Initiated improvements to vehicle fleet to include MAG devices, HI-VIZ reflective tape, blind spot mirrors and relocated bus stops as necessary
- ◆ Improve Service Delivery – Conducted Field assessment of Rail System Safety Program Plan
 - Participated in a full scale rail drill on February 22, 2011
 - Inspected grade crossings and maintained “Look for Trains” signage for pedestrian safety
 - Distributed grade crossing safety packages

FY 2012 Planned Initiatives

- ◆ Improve Business Practices – Increase Rail Safety Oversight
- ◆ Improve Business Practices – Conduct assessment of rail system safety program
- ◆ Provide a Great Customer Experience – Conduct Safety Survey of Equipment and Service

Safety Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries and Benefits** – Decrease due to salary correction from FY 2011 budget. Currently salary includes 5% remuneration for acting as interim manager of safety.
- ◆ **Services** – Reduction in repair and maintenance
- ◆ **Miscellaneous** – Increase in travel related costs of \$1,112 in support of the Federal Transit Administration/Transportation Safety Institute (FTA/TSI) Training on Safety Evaluations of Alternative Fuels Facilities and Equipment.

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 351,897	\$ 148,609	\$ 141,663	\$ (6,946)	-4.7%
BENEFITS	\$ 26,585	\$ 11,239	\$ 10,849	\$ (390)	-3.5%
SERVICES	\$ 905,365	\$ 3,400	\$ 2,900	\$ (500)	-14.7%
MATERIALS & SUPPLIES	\$ 26,820	\$ 21,511	\$ 20,525	\$ (986)	-4.6%
UTILITIES	\$ 2,858	\$ 1,080	\$ 1,044	\$ (36)	-3.3%
MISCELLANEOUS	\$ 7,272	\$ 1,400	\$ 2,580	\$ 1,180	84.3%
TOTAL EXPENSES	\$ 1,320,797	\$ 187,239	\$ 179,561	\$ (7,678)	-4.1%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 303,888	\$ 120,963	\$ 115,700	\$ (5,263)	-4.4%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 2,448	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 6,508	\$ 9,106	\$ 7,800	\$ (1,306)	-14.3%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 15,688	\$ 6,058	\$ 5,934	\$ (124)	-2.1%
51 5021101 VACATION LEAVE-ADMIN	\$ 23,365	\$ 11,802	\$ 10,929	\$ (873)	-7.4%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ 680	\$ 1,300	\$ 620	91.2%
TOTAL SALARIES & WAGES	\$ 351,897	\$ 148,609	\$ 141,663	\$ (6,946)	-4.7%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 25,388	\$ 10,861	\$ 10,399	\$ (462)	-4.3%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 837	\$ 378	\$ 450	\$ 72	19.0%
51 5021421 SAFETY AWARDS	\$ 360	\$ -	\$ -	\$ -	0.0%
TOTAL BENEFITS	\$ 26,585	\$ 11,239	\$ 10,849	\$ (390)	-3.5%
OTHER EXPENSES					
51 5030509 REPAIR & MAINTENANCE-OTHER	\$ 26,505	\$ 2,000	\$ 1,500	\$ (500)	-25.0%
51 5030701 SECURITY SERVICES	\$ 867,424	\$ -	\$ -	\$ -	0.0%
51 5039909 OTHER SERVICES	\$ 11,436	\$ 1,400	\$ 1,400	\$ -	0.0%
51 5040121 GASOLINE	\$ 50	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 2,838	\$ 836	\$ 600	\$ (236)	-28.2%
51 5049909 OTHER SUPPLIES	\$ 16,637	\$ 18,875	\$ 18,875	\$ -	0.0%
51 5049915 NON CAPITAL EQUIPMENT	\$ 7,295	\$ 1,800	\$ 1,050	\$ (750)	-41.7%
51 5050204 TELEPHONE-LOCAL	\$ 2,858	\$ 1,080	\$ 1,044	\$ (36)	-3.3%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 1,340	\$ 1,400	\$ 1,700	\$ 300	21.4%
51 5090201 AIRFARE - TRANSPORTATION	\$ 581	\$ -	\$ 200	\$ 200	100.0%
51 5090205 TRAVEL - PER DIEM	\$ 1,973	\$ -	\$ 150	\$ 150	100.0%
51 5090206 TOLL ROAD CHARGES	\$ 24	\$ -	\$ -	\$ -	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 215	\$ -	\$ 180	\$ 180	100.0%
51 5090211 LODGING	\$ 3,095	\$ -	\$ 350	\$ 350	100.0%
51 5090215 TRAVEL - OTHER	\$ (5)	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ (288)	\$ -	\$ -	\$ -	0.0%
51 5099908 COMPUTER HARDWARE	\$ 337	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 942,315	\$ 27,391	\$ 27,049	\$ (342)	-1.2%
TOTAL EXPENSES	\$ 1,320,797	\$ 187,239	\$ 179,561	\$ (7,678)	-4.1%

Security

Functions and Responsibilities

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

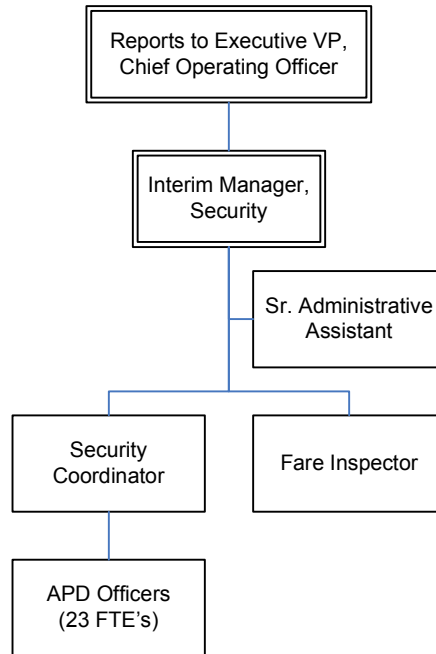
FY 2011 Accomplishments

- ◆ Increase Value to the Community – Implementation of visible and frequent fare enforcement on MetroRail in a manner that promotes compliance through administrative fine. Enforcement occurs on average once a week on a minimum of 4-6 inbound and outbound runs. The administrative fine has not been implemented at this time.
- ◆ Improve Cost Effectiveness – Continued budgeting accountability/refinement of operations through increased use of spreadsheet advanced functions. Currently using more complex excel functions to track percentage increases/decreases and service levels to rail and bus.
- ◆ Improve Tools, Technology & Vehicles – Agency is switching reporting systems to allow direct entry and retrieval of names in reports.
- ◆

FY 2012 Planned Initiatives

- ◆ Increase Value to the community - continued emphasis on Metrorail fare inspection to maintain a 1% to 4% evasion rate.
- ◆ Improve Cost Effectiveness - Continue budgeting accountability/refinement of operations through increased monitoring of monthly budget variances.
- ◆ Improve Tools, Technology & Vehicles – Increase the number, or add cameras for monitoring Park and Rides, and MetroRail crossings to improve safety for the community.

Security Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries** – Hours for Austin Police Department Officers increased due to the annualization of Commuter Rail service.
- ◆ **Services** – Increase in onsite security services of \$25,370 and \$1,000 increase in office supplies.
- ◆ **Materials & Supplies** – Decrease in the Non-Capital expense of \$8,150 due to moving the expense for panels to the capital budget.
- ◆ **Miscellaneous/Other** – Decrease in travel related expenses of \$2,333

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 1,169,665	\$ 1,351,574	\$ 1,445,098	\$ 93,524	6.9%
BENEFITS	\$ 106,871	\$ 111,877	\$ 107,994	\$ (3,883)	-3.5%
SERVICES	\$ -	\$ 946,935	\$ 973,805	\$ 26,870	2.8%
MATERIALS & SUPPLIES	\$ -	\$ 31,374	\$ 22,224	\$ (9,150)	-29.2%
UTILITIES	\$ -	\$ 1,380	\$ 1,380	\$ -	0.0%
MISCELLANEOUS	\$ -	\$ 2,500	\$ 167	\$ (2,333)	-93.3%
TOTAL EXPENSES	\$ 1,276,536	\$ 2,445,640	\$ 2,550,668	\$ 105,028	4.3%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ -	\$ 157,019	\$ 170,816	\$ 13,797	8.8%
51 5020901 SICK LEAVE-ADMIN	\$ -	\$ 21,032	\$ 11,516	\$ (9,516)	-45.2%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ -	\$ 8,987	\$ 8,760	\$ (227)	-2.5%
51 5021101 VACATION LEAVE-ADMIN	\$ -	\$ 15,918	\$ 14,983	\$ (935)	-5.9%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ 1,308	\$ 1,919	\$ 611	46.7%
51 5010206 SALARIES & WAGES - APD OFFICERS	\$ 1,169,665	\$ 1,147,310	\$ 1,237,104	\$ 89,794	7.8%
TOTAL SALARIES & WAGES	\$ 1,169,665	\$ 1,351,574	\$ 1,445,098	\$ 93,524	6.9%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 89,479	\$ 99,781	\$ 107,706	\$ 7,925	7.9%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 17,392	\$ 12,096	\$ 288	\$ (11,808)	-97.6%
TOTAL BENEFITS	\$ 106,871	\$ 111,877	\$ 107,994	\$ (3,883)	-3.5%
OTHER EXPENSES					
51 5030509 REPAIR & MAINTENANCE-OTHER	\$ -	\$ 75,000	\$ 80,000	\$ 5,000	6.7%
51 5030701 SECURITY SERVICES	\$ -	\$ 868,435	\$ 893,805	\$ 25,370	2.9%
51 5039909 OTHER SERVICES	\$ -	\$ 3,500	\$ -	\$ (3,500)	-100.0%
51 5049901 OFFICE SUPPLIES	\$ -	\$ 8,724	\$ 7,724	\$ (1,000)	-11.5%
51 5049909 OTHER SUPPLIES	\$ -	\$ 3,500	\$ 3,500	\$ -	0.0%
51 5049915 NON CAPITAL EQUIPMENT	\$ -	\$ 19,150	\$ 11,000	\$ (8,150)	-42.6%
51 5050204 TELEPHONE-LOCAL	\$ -	\$ 1,380	\$ 1,380	\$ -	0.0%
51 5090205 TRAVEL - PER DIEM	\$ -	\$ -	\$ 167	\$ 167	100.0%
51 5090211 LODGING	\$ -	\$ 2,500	\$ -	\$ (2,500)	-100.0%
TOTAL OTHER EXPENSES	\$ -	\$ 982,189	\$ 997,576	\$ 15,387	1.6%
TOTAL EXPENSES	\$ 1,276,536	\$ 2,445,640	\$ 2,550,668	\$ 105,028	4.3%



This Page Intentionally Blank

Legal

Functions and Responsibilities

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

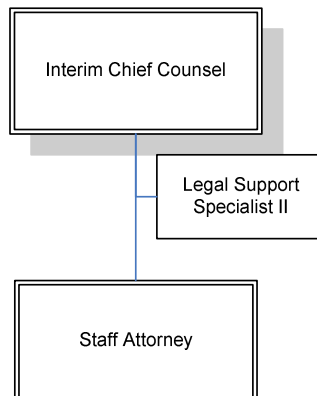
FY 2011 Accomplishments

- ◆ Improve & Integrate Business Practices & Accountability – Revised outside legal contracts to reflect best practices and related Board policies and refined and documented standard procedures for administering contracts
- ◆ Improve & Integrate Business Practices & Accountability – Revised real estate and procurement contracts to reduce risk and exposure to the Authority
- ◆ Improve Cost Effectiveness – Continued efforts to minimize network and outside data storage in all departments for additional cost savings and optimal use of eDocs (Hummingbird) with appropriate support from IT
- ◆ Improve Organization Alignment – Assisted in the development and implementation of a new labor organization structure

FY 2012 Planned Initiatives

- ◆ Strengthen Financial Health of the Agency – Revise outside legal counsel contracts to reflect best practices and for improved rates and increased certainty of costs of services
- ◆ Strengthen Financial Health of the Agency – Assess use of outside legal counsel by departments to maximize resources
- ◆ Improve Business Practices – Develop and implement improved process for obtaining outside legal counsel services to ensure consistency with other agency services
- ◆ Improve Business Practices – Continue to refine Authority contracts and agreements to reduce risk and exposure to the Authority

Legal Department Organizational Chart





Major Budgetary Changes

During FY 2011, the organizational structure of the Legal Department was changed. The Records Management program moved to the IT Department and the Board of Directors support function moved to the President/CEO's Department. Approximate \$306,693 was transferred to the Board of Directors Support Department and \$126,888 was transferred to the IT Department for the Records Management program. Legal services costs decreased due to projected legal services costs.

CATEGORY	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 402,735	\$ 478,331	\$ 251,089	\$ (227,242)	-47.5%
BENEFITS	\$ 29,962	\$ 37,108	\$ 17,988	\$ (19,120)	-51.5%
SERVICES	\$ 1,735,011	\$ 1,617,195	\$ 602,200	\$ (1,014,995)	-62.8%
MATERIALS & SUPPLIES	\$ 14,713	\$ 15,100	\$ 8,561	\$ (6,539)	-43.3%
UTILITIES	\$ 281	\$ 324	\$ -	\$ (324)	-100.0%
MISCELLANEOUS	\$ 75,027	\$ 52,945	\$ 4,928	\$ (48,018)	-90.7%
TOTAL EXPENSES	\$ 2,257,729	\$ 2,201,003	\$ 884,766	\$ (1,316,237)	-59.8%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 354,477	\$ 398,503	\$ 207,205	\$ (191,298)	-48.0%
51 5020901 SICK LEAVE-ADMIN	\$ 10,782	\$ 24,627	\$ 13,969	\$ (10,658)	-43.3%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 15,963	\$ 20,021	\$ 10,463	\$ (9,558)	-47.7%
51 5021101 VACATION LEAVE-ADMIN	\$ 19,790	\$ 32,941	\$ 17,125	\$ (15,816)	-48.0%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 1,707	\$ 2,239	\$ 2,328	\$ 89	4.0%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 16	\$ -	\$ -	\$ -	0.0%
TOTAL SALARIES & WAGES	\$ 402,735	\$ 478,331	\$ 251,089	\$ (227,242)	-47.5%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 28,913	\$ 35,785	\$ 17,772	\$ (18,013)	-50.3%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 1,049	\$ 1,323	\$ 216	\$ (1,107)	-83.7%
TOTAL BENEFITS	\$ 29,962	\$ 37,108	\$ 17,988	\$ (19,120)	-51.5%
OTHER EXPENSES					
51 5030302 GENERAL LEGAL SERVICES	\$ 1,539,751	\$ 1,559,669	\$ 602,000	\$ (957,669)	-61.4%
51 5030312 GENERAL LEGAL SERVICES-RAILROAD	\$ 153,766	\$ -	\$ -	\$ -	0.0%
51 5039901 COURIER AND DELIVERY SERVICES	\$ 2,192	\$ 2,000	\$ 200	\$ (1,800)	-90.0%
51 5039909 OTHER SERVICES	\$ 39,302	\$ 55,526	\$ -	\$ (55,526)	-100.0%
51 5049901 OFFICE SUPPLIES	\$ 4,296	\$ 2,600	\$ 1,400	\$ (1,200)	-46.2%
51 5049908 SUPPLIES-BOARD OF DIRECTORS	\$ 638	\$ 1,500	\$ -	\$ (1,500)	-100.0%
51 5049909 OTHER SUPPLIES	\$ 9,779	\$ 11,000	\$ 7,161	\$ (3,839)	-34.9%
51 5050204 TELEPHONE-LOCAL	\$ 281	\$ 324	\$ -	\$ (324)	-100.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 1,668	\$ 1,645	\$ 1,225	\$ (420)	-25.5%
51 5090201 AIRFARE - TRANSPORTATION	\$ 12,893	\$ 13,092	\$ 990	\$ (12,102)	-92.4%
51 5090205 TRAVEL - PER DIEM	\$ 22,220	\$ 9,832	\$ 338	\$ (9,495)	-96.6%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 18,107	\$ 8,400	\$ 750	\$ (7,650)	-91.1%
51 5090211 LODGING	\$ 17,496	\$ 19,196	\$ 1,025	\$ (18,171)	-94.7%
51 5090215 TRAVEL - OTHER	\$ 1,008	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ 856	\$ 780	\$ 600	\$ (180)	-23.1%
51 5099908 COMPUTER HARDWARE	\$ 306	\$ -	\$ -	\$ -	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 473	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 1,825,032	\$ 1,685,564	\$ 615,689	\$ (1,069,875)	-63.5%
TOTAL EXPENSES	\$ 2,257,729	\$ 2,201,003	\$ 884,766	\$ (1,316,237)	-59.8%

Labor Restructuring

Functions and Responsibilities

This department budget was created to capture all costs associated with actions required to implement the requirements of Texas Senate Bill 650 to outsource all transit services not provided by direct employees of Capital Metro. On June 25, 2011, the Capital Metro Board of Directors took action to authorize staff to implement the requirements of Senate Bill 650 and direct the President/CEO or her designee to execute the implementation plan to competitively bid services now provided by StarTran, Inc.

FY 2011 Accomplishments

- ◆ Improve Cost Effectiveness – Completed comprehensive analysis of the financial impact of contracting out StarTran, Inc. services and presented it to the Capital Metro Board.
- ◆ Improve Employee Empowerment & Ownership – Implemented the “Linda is Listening” campaign to ensure all Capital Metro and StarTran, Inc. employees were kept informed of the status of the Sunset Bill and the potential impact on them.
- ◆ Improve Organizational Alignment – Developed implementation plan to address all factors affected by the change in labor structure.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices – Implement the plan to competitively bid services provided by StarTran, Inc. in accordance with the deadline in the Sunset Act of September 1, 2012.



Major Budgetary Changes

This is a new department created to budget one-time costs related to the labor transition per Senate Bill 650.

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ -	\$ -	\$ 730,100	\$ 730,100	100.0%
BENEFITS	\$ -	\$ -	\$ 185,243	\$ 185,243	100.0%
SERVICES	\$ -	\$ -	\$ 1,511,020	\$ 1,511,020	100.0%
MATERIALS & SUPPLIES	\$ -	\$ -	\$ 5,000	\$ 5,000	100.0%
MISCELLANEOUS	\$ -	\$ -	\$ 4,000	\$ 4,000	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 2,435,363	\$ 2,435,363	100.0%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5020901 SICK LEAVE-ADMIN	\$ -	\$ -	\$ 18,160	\$ 18,160	100.0%
51 5021101 VACATION LEAVE-ADMIN	\$ -	\$ -	\$ 17,116	\$ 17,116	100.0%
55 5020901 SICK LEAVE-ADMIN	\$ -	\$ -	\$ 405,143	\$ 405,143	100.0%
55 5020902 SICK LEAVE-BARGAINING	\$ -	\$ -	\$ -	\$ -	0.0%
55 5021101 VACATION LEAVE-ADMIN	\$ -	\$ -	\$ 289,682	\$ 289,682	100.0%
55 5021102 VACATION LEAVE-BARGAINING	\$ -	\$ -	\$ -	\$ -	0.0%
TOTAL SALARIES & WAGES	\$ -	\$ -	\$ 730,100	\$ 730,100	100.0%
BENEFITS					
51 5020101 FICA-ADMIN	\$ -	\$ -	\$ 5,087	\$ 5,087	100.0%
51 5021210 SEVERANCE PAY - ADMIN	\$ -	\$ -	\$ 31,220	\$ 31,220	100.0%
55 5020101 FICA-ADMIN	\$ -	\$ -	\$ 59,961	\$ 59,961	100.0%
55 5020102 FICA-BARGAINING	\$ -	\$ -	\$ -	\$ -	0.0%
55 5021210 SEVERANCE PAY - ADMIN	\$ -	\$ -	\$ 88,975	\$ 88,975	100.0%
TOTAL BENEFITS	\$ -	\$ -	\$ 185,243	\$ 185,243	100.0%
OTHER EXPENSES					
51 5030302 GENERAL LEGAL SERVICES	\$ -	\$ -	\$ 350,000	\$ 350,000	100.0%
51 5030303 CONSULTATION FEES	\$ -	\$ -	\$ 120,000	\$ 120,000	100.0%
51 5030309 OTHER PROFESSIONAL FEES	\$ -	\$ -	\$ 1,007,020	\$ 1,007,020	100.0%
51 5030401 TEMPORARY HELP	\$ -	\$ -	\$ 34,000	\$ 34,000	100.0%
51 5049901 OFFICE SUPPLIES	\$ -	\$ -	\$ 5,000	\$ 5,000	100.0%
51 5099901 POSTAGE	\$ -	\$ -	\$ 1,000	\$ 1,000	100.0%
51 5099992 RECOGNITION PROGRAM	\$ -	\$ -	\$ 3,000	\$ 3,000	100.0%
TOTAL OTHER EXPENSES	\$ -	\$ -	\$ 1,520,020	\$ 1,520,020	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 2,435,363	\$ 2,435,363	100.0%

Finance

Functions and Responsibilities

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

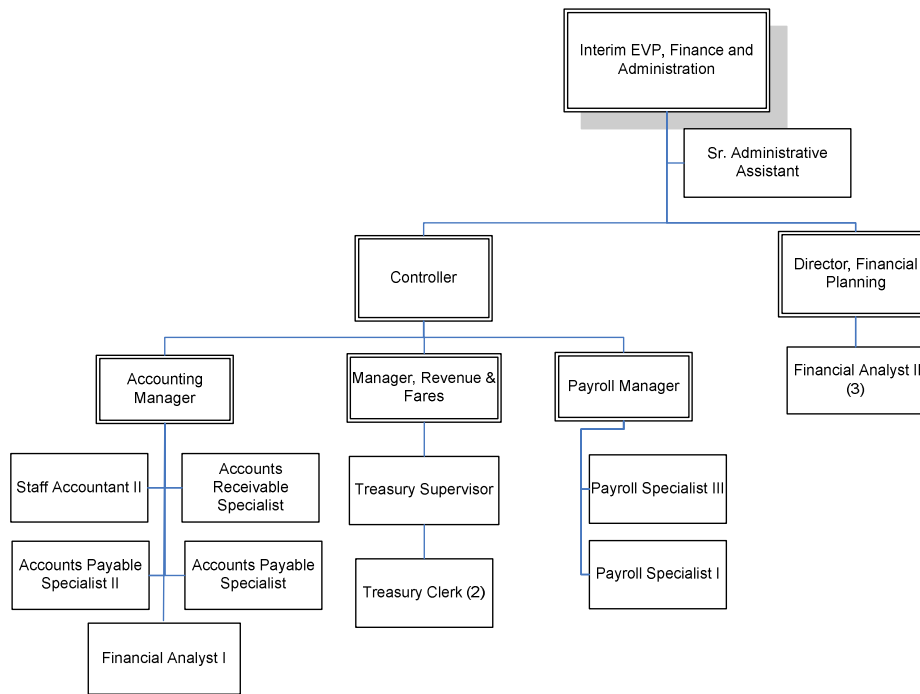
FY 2011 Accomplishments

- ◆ Improve Communications – In concert with departments, incorporated key program performance measures in the Fiscal Year 2012 Budget Book.
- ◆ Improve Communications – Conducted a pilot program for Smartcard use by Reduced Fare Pass. The Government Finance Officers Association awarded Capital Metro the Distinguished Budget Presentation Award for the Fiscal Year 2011 Budget Book and the Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year 2009 Comprehensive Annual Financial Report (CAFR).

FY 2012 Planned Initiatives

- ◆ Improve Business Practices – Provide additional on-line access to key financial data.
- ◆ Provide a Great Customer Experience – Implement SmartCard program for Reduced Fare Pass users.

Finance Department Organizational Chart



Major Budgetary Changes

- ◆ **Salaries & Benefits** – Decrease of \$64,560 due to one unfunded position and one hiring deferment. As a result, the net change in leave accounts is a \$25,087 reduction, for a total reduction of \$89,649.
- ◆ **Services** – Increase in Temporary services of \$ 31,000 to support accounting functions for the first quarter. Other Professional Fees has a net increase of \$3,000 due to the support of the following activities: Ultipro Payroll processing fee, Physical Parts Inventory and updates to the Cost Allocation Model. The Maintenance Office Equipment decreased by \$1,346 these items support the Treasury functions. The Courier and delivery services increased by \$4,900 due to added pick-up from Veolia and First Transit locations.
- ◆ **Materials & Supplies** – Increase of \$35,000 due to printing of smart cards for tickets and passes. A decrease of \$1,100 in other supplies for coin bags, bank supplies and items need to support payroll and accounts payable. Non-capital equipment increased by \$900.
- ◆ **Miscellaneous** – The miscellaneous account includes dues and subscription, bank charges and travel. The net change in FY 2012 is an increase of \$10,412. Of this, 10,058 is an increase in training in support of budgeting software
- ◆ **Capitalization of Salary** – Decrease of \$22,061; capital expense is not anticipated this fiscal year.
- ◆ **Interest Expense** – Decrease in Interest expense of \$1,006,742, of this amount, \$701,786 was transferred to the MetroRail department



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 1,285,440	\$ 1,356,029	\$ 1,266,380	\$ (89,649)	-6.6%
BENEFITS	\$ 121,669	\$ 134,233	\$ 128,119	\$ (6,114)	-4.6%
SERVICES	\$ 464,787	\$ 505,136	\$ 542,690	\$ 37,554	7.4%
MATERIALS & SUPPLIES	\$ 151,506	\$ 269,585	\$ 304,385	\$ 34,800	12.9%
UTILITIES	\$ 584	\$ -	\$ -	\$ -	0.0%
MISCELLANEOUS	\$ 1,876,125	\$ 100,870	\$ 113,684	\$ 12,814	12.7%
CAPITALIZATION OF SALARY & WAGES	\$ -	\$ (22,061)	\$ -	\$ 22,061	-100.0%
INTEREST	\$ 1,117,370	\$ 1,006,742	\$ -	\$ (1,006,742)	-100.0%
TOTAL EXPENSES	\$ 5,017,481	\$ 3,350,534	\$ 2,355,258	\$ (995,276)	-29.7%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 1,004,710	\$ 1,124,860	\$ 1,060,298	\$ (64,562)	-5.7%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 2,924	\$ -	\$ -	\$ -	0.0%
51 5010301 SALARY & WAGES - TEMP	\$ 49,897	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 101,163	\$ 78,167	\$ 64,440	\$ (13,727)	-17.6%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 54,529	\$ 55,748	\$ 53,408	\$ (2,340)	-4.2%
51 5021101 VACATION LEAVE-ADMIN	\$ 69,713	\$ 91,071	\$ 77,493	\$ (13,578)	-14.9%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 2,504	\$ 6,183	\$ 10,740	\$ 4,557	73.7%
TOTAL SALARIES & WAGES	\$ 1,285,440	\$ 1,356,029	\$ 1,266,380	\$ (89,649)	-6.6%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 87,882	\$ 97,226	\$ 93,547	\$ (3,679)	-3.8%
51 5020201 401K	\$ 30,000	\$ 33,100	\$ 33,100	\$ -	0.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 3,787	\$ 3,907	\$ 1,472	\$ (2,435)	-62.3%
TOTAL BENEFITS	\$ 121,669	\$ 134,233	\$ 128,119	\$ (6,114)	-4.6%
OTHER EXPENSES					
51 5030301 AUDIT FEES	\$ 233,000	\$ 209,090	\$ 209,090	\$ -	0.0%
51 5030309 OTHER PROFESSIONAL FEES	\$ 213,750	\$ 258,000	\$ 261,000	\$ 3,000	1.2%
51 5030311 PERMITS AND FEES	\$ 771	\$ 600	\$ 600	\$ -	0.0%
51 5030401 TEMPORARY HELP	\$ -	\$ -	\$ 31,000	\$ 31,000	100.0%
51 5030501 MAINTENANCE-OFFICE EQUIPMENT	\$ 5,412	\$ 5,846	\$ 4,500	\$ (1,346)	-23.0%
51 5030512 SOFTWARE MAINTENANCE CONTRACTS	\$ 428	\$ -	\$ -	\$ -	0.0%
51 5039901 COURIER AND DELIVERY SERVICES	\$ 11,426	\$ 31,600	\$ 36,500	\$ 4,900	15.5%
51 5049901 OFFICE SUPPLIES	\$ 8,355	\$ 10,000	\$ 10,000	\$ -	0.0%
51 5049902 PASSES AND TICKETS	\$ 137,133	\$ 245,000	\$ 280,000	\$ 35,000	14.3%
51 5049909 OTHER SUPPLIES	\$ 5,774	\$ 14,585	\$ 13,485	\$ (1,100)	-7.5%
51 5049915 NON CAPITAL EQUIPMENT	\$ 244	\$ -	\$ 900	\$ 900	100.0%
51 5050204 TELEPHONE-LOCAL	\$ 584	\$ -	\$ -	\$ -	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 2,820	\$ 4,530	\$ 4,886	\$ 356	7.9%
51 5090201 AIRFARE - TRANSPORTATION	\$ 2,370	\$ 1,250	\$ 1,475	\$ 225	18.0%
51 5090205 TRAVEL - PER DIEM	\$ 167	\$ 450	\$ 300	\$ (150)	-33.3%
51 5090206 TOLL ROAD CHARGES	\$ 33	\$ -	\$ -	\$ -	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 666	\$ 2,290	\$ 12,348	\$ 10,058	439.2%
51 5090211 LODGING	\$ 250	\$ 1,300	\$ 625	\$ (675)	-51.9%
51 5090701 BAD DEBT EXPENSE	\$ 1,812,240	\$ 12,000	\$ 12,000	\$ -	0.0%
51 5099901 POSTAGE	\$ 6,071	\$ 7,050	\$ 7,050	\$ -	0.0%
51 5099902 BANK CHARGES	\$ 51,203	\$ 72,000	\$ 75,000	\$ 3,000	4.2%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 305	\$ -	\$ -	\$ -	0.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	\$ -	\$ (22,061)	\$ -	\$ 22,061	-100.0%
51 5110201 INTEREST EXPENSE - RAIL	\$ 1,117,370	\$ 1,006,742	\$ -	\$ (1,006,742)	-100.0%
TOTAL OTHER EXPENSES	\$ 3,610,372	\$ 1,860,272	\$ 960,759	\$ (899,514)	-48.4%
TOTAL EXPENSES	\$ 5,017,481	\$ 3,350,534	\$ 2,355,258	\$ (995,276)	-29.7%



This Page Intentionally Blank

Information Technology

Functions and Responsibilities

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

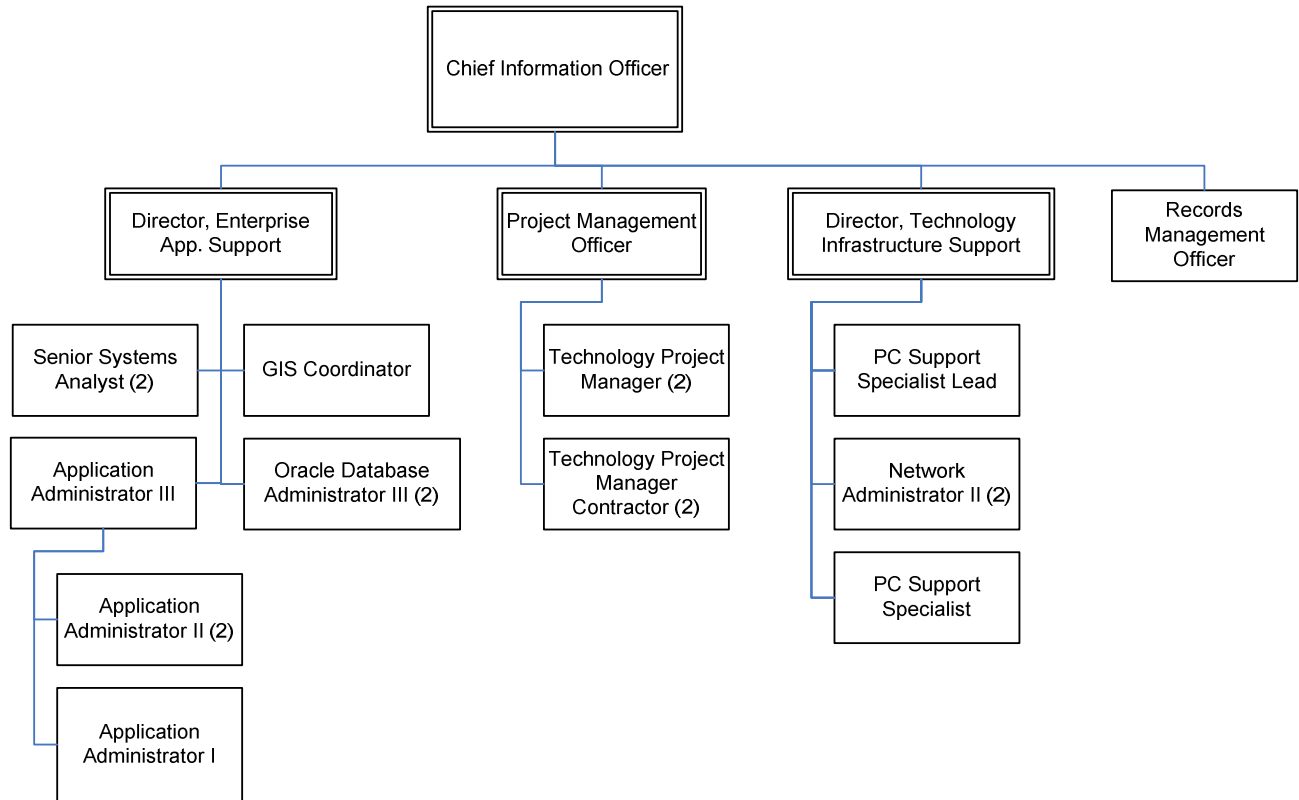
FY 2011 Accomplishments

- ◆ Improve Service Delivery – Planning for implementation of the Bus Rapid Transit (BRT) project took place. Equipment specifications for on-vehicle equipment were provided for RFP; equipment specifications for dynamic message signs were coordinated with construction team and architects for stops. Coordinated requirements for transit signal priority with City of Austin Traffic Management Department.
- ◆ Improve Tools, Technology and Vehicles – Rail Stage completed for Intelligent Transportation System (ITS) Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) project. Fixed Route implementation delayed due to pending change in our radio system, which will require vendor to upgrade system to accommodate.
- ◆ Improve Service Delivery – RFP for Interactive Voice Response (IVR) System replacement conducted (scheduled for award in Sept) and met with citizen advisory groups for input.
- ◆ Improve Communications – Acquired content management tool for new website and are assisting Marketing in the redesign effort.
- ◆ Improve Customer Satisfaction and Loyalty – Implemented smartcard technology solution for customers with disabilities to improve their use of the farebox.
- ◆ Improve Tools, Technology and Vehicles – Implemented hardware and software systems for new eligibility department servicing new and existing Paratransit customers.
- ◆ Increase Value to Community – Implemented expenditure tracking system for web that increases our financial transparency

FY 2012 Planned Initiatives

Improve Business Practices

- ◆ Increase Accountability – Develop Technology Strategic Plan.
- ◆ Increase Accountability – Replace end-of-life equipment that creates a risk for business continuity.
- ◆ Strengthen the Financial Health of the Agency – Upgrade or acquire new software to replace end-of-life financial software for budgeting and financial management systems to improve tracking of funds and expenditures.

Information Technology Department Organizational Chart

Major Budgetary Changes
Salaries & Benefits

- ◆ Salary and Benefits net of capitalized labor increased \$222,179 due to a transfer of one position from the Legal Department and three vacant positions hired at higher rates than previously budgeted.
- ◆ \$514,410 increase in capital labor is related to the BRT and ITS projects.

Services

- ◆ Software & Hardware Maintenance Contracts increased \$823,516 due to these contract expenses no longer being capitalized as it had been in previous years.
- ◆ Other Professional Fees increased \$171,060 due to software upgrades related to credit card processing and records management
- ◆ Other Services increased \$11,100 due to expenses related to H1B visas for two current employees.
- ◆ Phone System Maintenance increased \$6,800 for additional costs for On-Site Telephone Tech.

Miscellaneous

- ◆ Seminar/Conferences increased \$23,100 due to professional memberships/certifications for Records Management Officer transferred to IT, along with training associated with the rollout of new technology initiatives.
- ◆ All other travel expenses decreased by \$6,975 due to the 50% across the board travel reduction.



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 1,527,201	\$ 1,541,655	\$ 2,360,424	\$ 818,769	53.1%
BENEFITS	\$ 112,013	\$ 116,851	\$ 153,313	\$ 36,462	31.2%
SERVICES	\$ 935,621	\$ 1,453,390	\$ 2,465,866	\$ 1,012,476	69.7%
MATERIALS & SUPPLIES	\$ 3,870	\$ 6,085	\$ 8,285	\$ 2,200	36.2%
UTILITIES	\$ 384,561	\$ 428,192	\$ 430,028	\$ 1,836	0.4%
MISCELLANEOUS	\$ 38,402	\$ 59,080	\$ 74,280	\$ 15,200	25.7%
CAPITALIZATION OF SALARY & WAGES	\$ (201,911)	\$ (100,000)	\$ (614,410)	\$ (514,410)	514.4%
TOTAL EXPENSES	\$ 2,799,757	\$ 3,505,253	\$ 4,877,786	\$ 1,372,533	39.2%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 1,318,998	\$ 1,282,896	\$ 2,013,969	\$ 731,073	57.0%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 2,024	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 64,182	\$ 86,397	\$ 144,653	\$ 58,256	67.4%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 66,923	\$ 64,253	\$ 71,775	\$ 7,522	11.7%
51 5021101 VACATION LEAVE-ADMIN	\$ 72,249	\$ 100,902	\$ 114,301	\$ 13,399	13.3%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 2,825	\$ 7,207	\$ 15,725	\$ 8,518	118.2%
TOTAL SALARIES & WAGES	\$ 1,527,201	\$ 1,541,655	\$ 2,360,424	\$ 818,769	53.1%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 109,748	\$ 113,260	\$ 151,657	\$ 38,397	33.9%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 2,265	\$ 3,591	\$ 1,656	\$ (1,935)	-53.9%
TOTAL BENEFITS	\$ 112,013	\$ 116,851	\$ 153,313	\$ 36,462	31.2%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ -	\$ 84,000	\$ 255,060	\$ 171,060	203.6%
51 5030311 PERMITS AND FEES	\$ 660	\$ -	\$ -	\$ -	0.0%
51 5030401 TEMPORARY HELP	\$ 3,940	\$ -	\$ -	\$ -	0.0%
51 5030506 PHONE SYSTEM MAINTENANCE	\$ 787	\$ 153,200	\$ 160,000	\$ 6,800	4.4%
51 5030511 HARDWARE MAINTENANCE CONTRACTS	\$ 183,162	\$ 277,415	\$ 286,825	\$ 9,410	3.4%
51 5030512 SOFTWARE MAINTENANCE CONTRACTS	\$ 739,944	\$ 921,435	\$ 1,735,541	\$ 814,106	88.4%
51 5039909 OTHER SERVICES	\$ 7,128	\$ 17,340	\$ 28,440	\$ 11,100	64.0%
51 5049901 OFFICE SUPPLIES	\$ 3,859	\$ 6,085	\$ 8,285	\$ 2,200	36.2%
51 5049909 OTHER SUPPLIES	\$ 11	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 384,365	\$ 420,188	\$ 428,828	\$ 8,640	2.1%
51 5050205 TELEPHONE-LONG DISTANCE	\$ 196	\$ 8,004	\$ 1,200	\$ (6,804)	-85.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 4,828	\$ 880	\$ 2,055	\$ 1,175	133.5%
51 5090201 AIRFARE - TRANSPORTATION	\$ -	\$ 6,200	\$ 2,400	\$ (3,800)	-61.3%
51 5090205 TRAVEL - PER DIEM	\$ 55	\$ 2,150	\$ 1,013	\$ (1,138)	-52.9%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ -	\$ 4,000	\$ 27,100	\$ 23,100	577.5%
51 5090211 LODGING	\$ -	\$ 4,250	\$ 2,213	\$ (2,038)	-47.9%
51 5099901 POSTAGE	\$ 15	\$ -	\$ -	\$ -	0.0%
51 5099905 COMPUTER SOFTWARE	\$ 3,480	\$ 6,500	\$ 6,500	\$ -	0.0%
51 5099908 COMPUTER HARDWARE	\$ 27,804	\$ 35,100	\$ 33,000	\$ (2,100)	-6.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 2,220	\$ -	\$ -	\$ -	0.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	\$ (201,911)	\$ (100,000)	\$ (614,410)	\$ (514,410)	514.4%
TOTAL OTHER EXPENSES	\$ 1,160,543	\$ 1,846,747	\$ 2,364,049	\$ 517,302	28.0%
TOTAL EXPENSES	\$ 2,799,757	\$ 3,505,253	\$ 4,877,786	\$ 1,372,533	39.2%



This Page Intentionally Blank

Procurement

Department Functions and Responsibilities

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

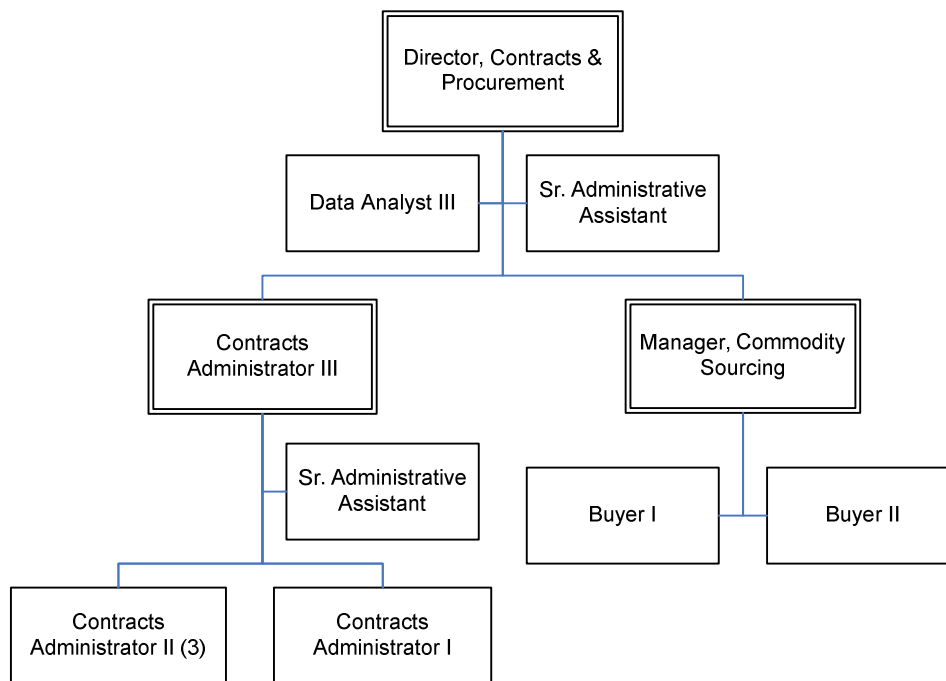
FY 2011 Accomplishments

- ◆ Increase Value to the Community – Conducted training for vendors on how to respond to solicitations. Participated in five outreach events in Austin, Round Rock and San Antonio that assisted vendors with information on how to do business with Capital Metro.
- ◆ Improve Cost Effectiveness – Developed cost savings/cost avoidance initiatives for 2012. The Authority executed a lease agreement with our rail freight operator that resulted in cost avoidance of an estimated \$4,500,000 per year in operations costs. The lease also generates revenue of approximately \$1,200,000 per year in recovered maintenance costs.
- ◆ Improve Tools, Technology & Vehicles – Developed measures that reflect effective contract management for contract administrators and project managers to include in performance management plans. The Contracts Administrator is required to develop a contract management plan for each contract. This plan details the roles and responsibilities of the contracts administrator, the project manager and the contract. The plan also identifies key performance requirements and deliverables.

FY 2012 Planned Initiatives

- ◆ Strengthen Financial Health of the Agency/Improve Business Practices – Perform risk assessment on all contracts to minimize the Authority's exposure to additional costs.
- ◆ Strengthen Financial Health of the Agency – Review budgeted Micro/Small procurements plan for savings in FY 2012
- ◆ Strengthen Financial Health of the Agency – Continue Strategic Sourcing initiatives to increase the number of Blanket Orders; doing so in line with labor initiative for labor related contracts
- ◆ Demonstrate the Value of Public Transportation in an Active Community
- ◆ Strengthen Community Relationships – Support all community outreach events during FY 2012.
- ◆ Improve Business Practices - Develop Vendor Training.

Procurement Department Organizational Chart





Major Budgetary Changes

Salaries & Benefits

- ◆ Salary and Benefits decreased \$87,958 due to elimination of the Procurement Manager position.

Miscellaneous

- ◆ Travel expenses combined decreased \$5,688 due to 50% reduction in travel.

CATEGORY	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 793,001	\$ 857,235	\$ 782,559	\$ (74,676)	-8.7%
BENEFITS	\$ 56,246	\$ 66,271	\$ 58,448	\$ (7,823)	-11.8%
SERVICES	\$ 216	\$ -	\$ -	\$ -	0.0%
MATERIALS & SUPPLIES	\$ 4,633	\$ 5,325	\$ 3,710	\$ (1,615)	-30.3%
MISCELLANEOUS	\$ 3,286	\$ 19,243	\$ 12,716	\$ (6,527)	-33.9%
TOTAL EXPENSES	\$ 857,382	\$ 948,074	\$ 857,432	\$ (90,642)	-9.6%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 683,679	\$ 710,730	\$ 640,527	\$ (70,203)	-9.9%
51 5020901 SICK LEAVE-ADMIN	\$ 29,529	\$ 45,485	\$ 43,182	\$ (2,303)	-5.1%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 34,605	\$ 35,597	\$ 32,636	\$ (2,961)	-8.3%
51 5021101 VACATION LEAVE-ADMIN	\$ 42,154	\$ 55,900	\$ 53,122	\$ (2,778)	-5.0%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 991	\$ 3,993	\$ 7,197	\$ 3,204	80.2%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 2,043	\$ 5,530	\$ 5,895	\$ 365	6.6%
TOTAL SALARIES & WAGES	\$ 793,001	\$ 857,235	\$ 782,559	\$ (74,676)	-8.7%
BENEFITS					0.0%
51 5020101 FICA-ADMIN	\$ 54,344	\$ 63,814	\$ 57,553	\$ (6,261)	-9.8%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 1,902	\$ 2,457	\$ 895	\$ (1,562)	-63.6%
TOTAL BENEFITS	\$ 56,246	\$ 66,271	\$ 58,448	\$ (7,823)	-11.8%
OTHER EXPENSES					0.0%
51 5039901 COURIER AND DELIVERY SERVICES	\$ 6	\$ -	\$ -	\$ -	0.0%
51 5039909 OTHER SERVICES	\$ 210	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 4,355	\$ 4,706	\$ 3,710	\$ (996)	-21.2%
51 5049909 OTHER SUPPLIES	\$ 278	\$ 619	\$ -	\$ (619)	-100.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 1,340	\$ 3,090	\$ 2,360	\$ (730)	-23.6%
51 5090201 AIRFARE - TRANSPORTATION	\$ 151	\$ 578	\$ -	\$ (578)	-100.0%
51 5090205 TRAVEL - PER DIEM	\$ -	\$ 1,259	\$ -	\$ (1,259)	-100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 1,963	\$ 6,595	\$ 4,063	\$ (2,533)	-38.4%
51 5090211 LODGING	\$ -	\$ 1,178	\$ -	\$ (1,178)	-100.0%
51 5090215 TRAVEL - OTHER	\$ -	\$ 140	\$ -	\$ (140)	-100.0%
51 5090801 NEWSPAPER MEDIA	\$ (903)	\$ 5,290	\$ 5,290	\$ -	0.0%
51 5099901 POSTAGE	\$ 735	\$ 1,113	\$ 1,003	\$ (110)	-9.9%
TOTAL OTHER EXPENSES	\$ 8,135	\$ 24,568	\$ 16,426	\$ (8,142)	-33.1%
TOTAL EXPENSES	\$ 857,382	\$ 948,074	\$ 857,432	\$ (90,642)	-9.6%



This Page Intentionally Blank

Contracted Services

Functions and Responsibilities

The Contracted Services department manages oversight of Capital Metro's private fixed route services contractors. Costs related to Contracted Fixed Route – Local Service, Rural Services, and UT Shuttle routes are captured in the Contracted Services Department. There are three private contractors managed under this department; Capital Area Rural Transportation System (CARTS), First Transit and Veolia. Local Service including Flyer service is presently provided by both First Transit and Veolia. The University of Texas Shuttle is currently provided by First Transit. Rural services in outlying areas are provided by CARTS

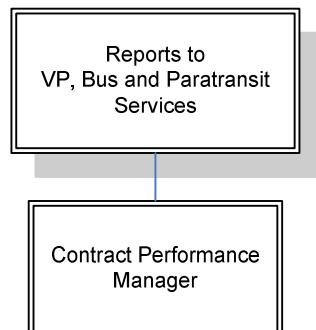
FY 2011 Accomplishments

- ◆ Improve Management & Coordination of Service Providers – Finalized, awarded and implemented new contract for UT Shuttle services contractor. New contract for UT shuttle implemented January 2011.
- ◆ Improve Service Delivery – Regularly monitored contractor performance measures, including the identification of areas where action plans are needed to achieve service improvement.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices - Complete the competitive procurement process to identify vendor for large fixed route services per Senate Bill 650 and Board of Directors resolution.
- ◆ Provide a Great Customer Experience - Regular monitoring of contractor performance measures, including the identification of areas where action plans are needed to achieve service improvement.

Contracted Services Department Organizational Chart





Major Budgetary Changes

- ◆ **Total Expenses-** The FY2012 budget of this department was transferred to the Bus Contract Operations Department which was created in FY2012 to assist with the implementation of Senate Bill 650.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 65,200	\$ 63,002	\$ -	\$ (63,002)	-100.0%
BENEFITS	\$ 4,693	\$ 4,918	\$ -	\$ (4,918)	-100.0%
SERVICES	\$ 7,000	\$ -	\$ -	\$ -	0.0%
MATERIALS & SUPPLIES	\$ 1,619	\$ -	\$ -	\$ -	0.0%
UTILITIES	\$ 1,065	\$ 780	\$ -	\$ (780)	-100.0%
PURCHASED TRANSPORTATION	\$ 19,782,237	\$ 22,560,000	\$ -	\$ (22,560,000)	-100.0%
MISCELLANEOUS	\$ 1,547	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENSES	\$ 19,863,361	\$ 22,628,700	\$ -	\$ (22,628,700)	-100.0%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 56,800	\$ 52,670	\$ -	\$ (52,670)	-100.0%
51 5020901 SICK LEAVE-ADMIN	\$ 2,800	\$ 3,255	\$ -	\$ (3,255)	-100.0%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 2,100	\$ 2,638	\$ -	\$ (2,638)	-100.0%
51 5021101 VACATION LEAVE-ADMIN	\$ 3,500	\$ 4,143	\$ -	\$ (4,143)	-100.0%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ 296	\$ -	\$ (296)	-100.0%
TOTAL SALARIES & WAGES	\$ 65,200	\$ 63,002	\$ -	\$ (63,002)	-100.0%
BENEFITS					0.0%
51 5020101 FICA-ADMIN	\$ 4,572	\$ 4,729	\$ -	\$ (4,729)	-100.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 121	\$ 189	\$ -	\$ (189)	-100.0%
TOTAL BENEFITS	\$ 4,693	\$ 4,918	\$ -	\$ (4,918)	-100.0%
OTHER EXPENSES					
51 5039901 COURIER AND DELIVERY SERVICES	\$ 7,000	\$ -	\$ -	\$ -	0.0%
51 5049909 OTHER SUPPLIES	\$ 1,619	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 1,065	\$ 780	\$ -	\$ (780)	-100.0%
51 5080102 FIXED ROUTE-LOCAL SERVICE	\$ 10,197,797	\$ 10,900,153	\$ -	\$ (10,900,153)	-100.0%
51 5080103 FIXED ROUTE-UNIV. OF TEXAS	\$ 6,875,684	\$ 7,078,252	\$ -	\$ (7,078,252)	-100.0%
51 5080104 RURAL SERVICE-FIXED ROUTE	\$ 472,341	\$ 970,658	\$ -	\$ (970,658)	-100.0%
51 5080105 RURAL SERVICE-DEMAND RESPONSE	\$ 47,922	\$ 20,222	\$ -	\$ (20,222)	-100.0%
51 5080108 SPECIAL SERVICE	\$ 73,696	\$ 93,590	\$ -	\$ (93,590)	-100.0%
51 5080109 FIXED ROUTE - FLYER	\$ 1,845,959	\$ 3,214,049	\$ -	\$ (3,214,049)	-100.0%
51 5080114 FIXED ROUTE - PRC	\$ 224,063	\$ 239,540	\$ -	\$ (239,540)	-100.0%
51 5080117 UT - ON-TIME PERFORMANCE INCENTIVE	\$ 44,775	\$ 31,536	\$ -	\$ (31,536)	-100.0%
51 5080118 LOCAL SERVICES - ON-TIME PERFORMANCE	\$ -	\$ 12,000	\$ -	\$ (12,000)	-100.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ 381	\$ -	\$ -	\$ -	0.0%
51 5090205 TRAVEL - PER DIEM	\$ 169	\$ -	\$ -	\$ -	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 425	\$ -	\$ -	\$ -	0.0%
51 5090211 LODGING	\$ 471	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ 2	\$ -	\$ -	\$ -	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 99	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 19,793,468	\$ 22,560,780	\$ -	\$ (22,560,780)	-100.0%
TOTAL EXPENSES	\$ 19,863,361	\$ 22,628,700	\$ -	\$ (22,628,700)	-100.0%

RideShare

Functions and Responsibilities

The Metro RideShare service provides alternative transportation solutions that reduce the number of single occupancy vehicles on area roads. The RideShare department manages the van/carpool operations including the ongoing performance assessment of vanpool groups. The department staff provides commute ride matching services to the general public in an effort to reduce congestion and promote air quality.

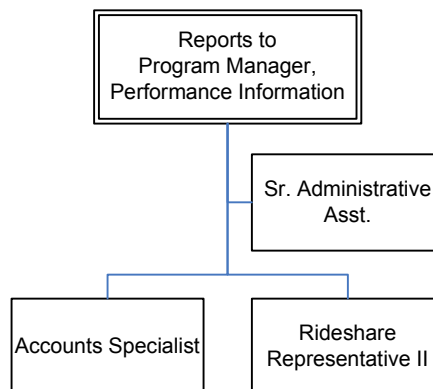
FY 2011 Accomplishments

- ◆ Improve Design & Allocation of Services – A rail station vanpool was created in November 2010 as a test for future service enhancements. The rail station vanpool currently runs from Plaza Saltillo to Capital Metro Headquarters
- ◆ Improve Cost Effectiveness – A Business plan was developed in FY 2011 to enhance the cost effectiveness of the program in FY 2012. As a result, the Rideshare program will eliminate 30 vehicles in the fleet to help with aging non-revenue vehicles currently assigned to Capital Metro departments.
- ◆ Improve Communications – In FY 2011, several marketing materials were developed to help the Business and Community Development team sell the Capital Metro services. In addition, the RideShare team also created some advertising wraps for in service vans to advertise the service

FY 2012 Planned Initiatives

- ◆ Provide Great Customer Service - Continue Customer Satisfaction outreach and RideShare focus group meetings
- ◆ Provide Great Customer Service - Develop an overall marketing strategy to communicate the value of Ride sharing
- ◆ Improve Business Practices - Re-evaluate maintenance program strategy to ensure effectiveness
- ◆ Improve Business Practices - Implement a program that will provide vehicles to non profit agencies in a effort to reduce Metro Access trips

Rideshare Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries & Benefits** – Reflects a net decrease in salaries of \$1,935 due to the allocation of salaries of one employee between RideShare and Strategic Management. Accrued sick leave increased of \$11,553 per Capital Metro’s sick leave accrual policy. Other paid leave amounts increased by \$1,469. FICA and State Unemployment expenses decreased \$627 based on the resulting salary decreases net of budgeted accrued unpaid sick leave.
- ◆ **Services** – Incorporates vehicle preventive maintenance and rideshare fleet tire replacement for \$31,188 based on industry standards.
- ◆ **Materials & Supplies** – Fuel reflects projected increases in fuel rates of \$16,442
- ◆ **Purchased Transportation** – Line item includes provisions for the Guaranteed Ride Home (GRH) program to include MetroRail services for \$588. Approximately 30 vehicles no longer in the fleet contributed to a reduction in vehicle inspections for \$1,955.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY 2012 VS. FY 2011
SALARIES	\$ 148,792	\$ 196,636	\$ 207,723	\$ 11,087	5.6%
BENEFITS	\$ 11,612	\$ 15,366	\$ 14,739	\$ (627)	-4.1%
SERVICES	\$ 38	\$ 186,828	\$ 218,016	\$ 31,188	16.7%
MATERIALS & SUPPLIES	\$ 238,518	\$ 357,982	\$ 374,424	\$ 16,442	4.6%
TAXES	\$ -	\$ 5,003	\$ 4,143	\$ (860)	-17.2%
PURCHASED TRANSPORTATION	\$ 135	\$ 576	\$ 1,164	\$ 588	102.1%
MISCELLANEOUS	\$ 3,063	\$ 13,166	\$ 11,211	\$ (1,955)	-14.8%
TOTAL EXPENSES	\$ 402,158	\$ 775,557	\$ 831,420	\$ 55,863	7.2%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY 2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 119,613	\$ 162,720	\$ 160,785	\$ (1,935)	-1.2%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 275	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 10,280	\$ 10,056	\$ 21,609	\$ 11,553	114.9%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 5,674	\$ 8,150	\$ 8,246	\$ 96	1.2%
51 5021101 VACATION LEAVE-ADMIN	\$ 10,440	\$ 14,796	\$ 15,277	\$ 481	3.2%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 592	\$ 914	\$ 1,807	\$ 893	97.7%
55 5010201 SALARIES & WAGES - ADMIN.	\$ 1,726	\$ -	\$ -	\$ -	0.0%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ 192	\$ -	\$ -	\$ -	0.0%
TOTAL SALARIES & WAGES	\$ 148,792	\$ 196,636	\$ 207,723	\$ 11,087	5.6%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 10,756	\$ 14,610	\$ 14,451	\$ (159)	-1.1%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 716	\$ 756	\$ 288	\$ (468)	-61.9%
55 5020101 FICA-ADMIN	\$ 140	\$ -	\$ -	\$ -	0.0%
TOTAL BENEFITS	\$ 11,612	\$ 15,366	\$ 14,739	\$ (627)	-4.1%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ -	\$ 9,000	\$ 9,000	\$ -	0.0%
51 5030311 PERMITS AND FEES	\$ 2	\$ -	\$ -	\$ -	0.0%
51 5039909 OTHER SERVICES	\$ 36	\$ 177,828	\$ 209,016	\$ 31,188	17.5%
51 5040125 GASOLINE - VANS	\$ 238,064	\$ 357,382	\$ 373,824	\$ 16,442	4.6%
51 5049901 OFFICE SUPPLIES	\$ 454	\$ 600	\$ 600	\$ -	0.0%
51 5070403 INSPECTION CERTIFICATES-VANS	\$ -	\$ 5,003	\$ 4,143	\$ (860)	-17.2%
51 5080111 GRH REIMBURSEMENT	\$ 135	\$ 576	\$ 1,164	\$ 588	102.1%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 575	\$ 575	\$ 575	\$ -	0.0%
51 5090205 TRAVEL - PER DIEM	\$ 288	\$ -	\$ -	\$ -	0.0%
51 5090206 TOLL ROAD CHARGES	\$ (2)	\$ -	\$ -	\$ -	0.0%
51 5090701 BAD DEBT EXPENSE	\$ 169	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ 170	\$ 720	\$ 720	\$ -	0.0%
51 5099925 OTHER MISC. EXPENSE-VANS	\$ 1,863	\$ 11,871	\$ 9,916	\$ (1,955)	-16.5%
TOTAL OTHER EXPENSES	\$ 241,754	\$ 563,555	\$ 608,958	\$ 45,403	8.1%
TOTAL EXPENSES	\$ 402,158	\$ 775,557	\$ 831,420	\$ 55,863	7.2%

StarTran Operations Administration

Functions and Responsibilities

Operations Administration is the operational arm for Capital Metro, managing approximately 1,000 employees. As the primary service provider, StarTran oversees the major operational components. The responsibilities include:

- ◆ Fixed route bus service with approximately 450 bus operators;
- ◆ Paratransit services providing approximately 2,100 daily trips for the disabled community. This service uses vans, sedans, taxi cab providers and other contractors;
- ◆ Vehicle Maintenance performs preventive maintenance for nearly 300 buses and other fleet types; such as, paratransit vans and sedans. The Service Island also performs daily cleaning and fueling.
- ◆ Building Maintenance maintains all the buildings and equipment;
- ◆ Operations and Staff Development supports the training functions related to new hires, refresher training, return to work and accident prevention training;
- ◆ Labor relations and contract negotiations
- ◆ Personnel management for fixed route operators, paratransit operators, mechanics, service island and administrative employees.

FY 2011 Accomplishments

- ◆ Increase Value to the Community – Pursued additional cost saving strategies and revenue enhancements for the StarTran operation. Accomplished through change in the fixed route extraboard procedures to reduce unproductive time. Also reorganized responsibilities across StarTran when vacancies occurred, saving on salaries while further developing staff.
- ◆ Improve Organization Alignment – Created a positive team environment with newly-hired personnel and built a participatory and employee driven culture. While this work will always continue, StarTran met on numerous occasions with ATU and a Federal Mediator. Much work was done to improve the labor relations environment, contributing to an overall improvement in the work environment.

FY 2012 Planned Initiatives

- ◆ Provide a Great Customer Experience - Ensure the continuity of services until the scheduled end of StarTran services (August 18, 2012).
- ◆ Provide a Great Customer Experience - Provide a cooperative and supportive work environment to all employees through the transition period.



StarTran Operations Admin Department Organizational Chart

Interim Manager, Labor Relations

Major Budgetary Changes

- ◆ **Salaries & Benefits** – Decreased due to transfer of one position to the MetroAccess Department resulting in savings of \$71,206.
- ◆ **Services** – Reduced number of arbitrations; therefore, decreased costs for arbitrators’ fees and other associated costs \$6,400.
- ◆ **Materials & Supplies** – Reduction in cost associated with a decrease in the level of arbitration for \$1,640.
- ◆ **Miscellaneous** – In anticipation of transferring management of vehicle operations to private contractor, travel and other expenses were reduced \$6,646.

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 252,986	\$ 128,373	\$ 57,833	\$ (70,540)	-54.9%
BENEFITS	\$ 17,268	\$ 9,925	\$ 4,457	\$ (5,468)	-55.1%
SERVICES	\$ 8,241	\$ 13,600	\$ 7,200	\$ (6,400)	-47.1%
MATERIALS & SUPPLIES	\$ 1,932	\$ 8,040	\$ 6,400	\$ (1,640)	-20.4%
UTILITIES	\$ 806	\$ 780	\$ -	\$ (780)	-100.0%
MISCELLANEOUS	\$ 4,257	\$ 7,929	\$ 1,320	\$ (6,609)	-83.4%
TOTAL EXPENSES	\$ 285,490	\$ 168,647	\$ 77,210	\$ (91,437)	-54.2%



CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
55 5010201 SALARIES & WAGES - ADMIN.	\$ 217,107	\$ 103,242	\$ 47,543	\$ (55,699)	-54.0%
55 5020901 SICK LEAVE-ADMIN	\$ 4,326	\$ 6,380	\$ 3,205	\$ (3,175)	-49.8%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ 10,445	\$ 5,171	\$ 2,438	\$ (2,733)	-52.8%
55 5021101 VACATION LEAVE-ADMIN	\$ 16,451	\$ 8,200	\$ 4,113	\$ (4,087)	-49.8%
55 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ 580	\$ 534	\$ (46)	-7.9%
55 5010207 EXECUTIVE COMPENSATION	\$ 4,657	\$ 4,800	\$ -	\$ (4,800)	-100.0%
TOTAL SALARIES & WAGES	\$ 252,986	\$ 128,373	\$ 57,833	\$ (70,540)	-54.9%
BENEFITS					
55 5020101 FICA-ADMIN	\$ 16,375	\$ 9,270	\$ 4,273	\$ (4,997)	-53.9%
55 5020102 FICA-BARGAINING	\$ (11)	\$ -	\$ -	\$ -	0.0%
55 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 702	\$ 517	\$ 184	\$ (333)	-64.5%
55 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ 202	\$ 138	\$ -	\$ (138)	-100.0%
TOTAL BENEFITS	\$ 17,268	\$ 9,925	\$ 4,457	\$ (5,468)	-55.1%
OTHER EXPENSES					
51 5030303 CONSULTATION FEES	\$ 1,500	\$ -	\$ -	\$ -	0.0%
51 5030308 ARBITRATION FEES	\$ 320	\$ 6,000	\$ 7,200	\$ 1,200	20.0%
51 5030309 OTHER PROFESSIONAL FEES	\$ -	\$ 7,600	\$ -	\$ (7,600)	-100.0%
51 5030401 TEMPORARY HELP	\$ 6,421	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 1,932	\$ 8,040	\$ 6,400	\$ (1,640)	-20.4%
51 5050204 TELEPHONE-LOCAL	\$ 806	\$ 780	\$ -	\$ (780)	-100.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ -	\$ 1,000	\$ -	\$ (1,000)	-100.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ 645	\$ 25	\$ -	\$ (25)	-100.0%
51 5090205 TRAVEL - PER DIEM	\$ 504	\$ 834	\$ -	\$ (834)	-100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 1,670	\$ 750	\$ -	\$ (750)	-100.0%
51 5090211 LODGING	\$ 1,203	\$ 4,720	\$ 1,200	\$ (3,520)	-74.6%
51 5099901 POSTAGE	\$ 235	\$ 600	\$ 120	\$ (480)	-80.0%
TOTAL OTHER EXPENSES	\$ 15,236	\$ 30,349	\$ 14,920	\$ (15,429)	-50.8%
TOTAL EXPENSES	\$ 285,490	\$ 168,647	\$ 77,210	\$ (91,437)	-54.2%



This Page Intentionally Blank

Planning

Functions and Responsibilities

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

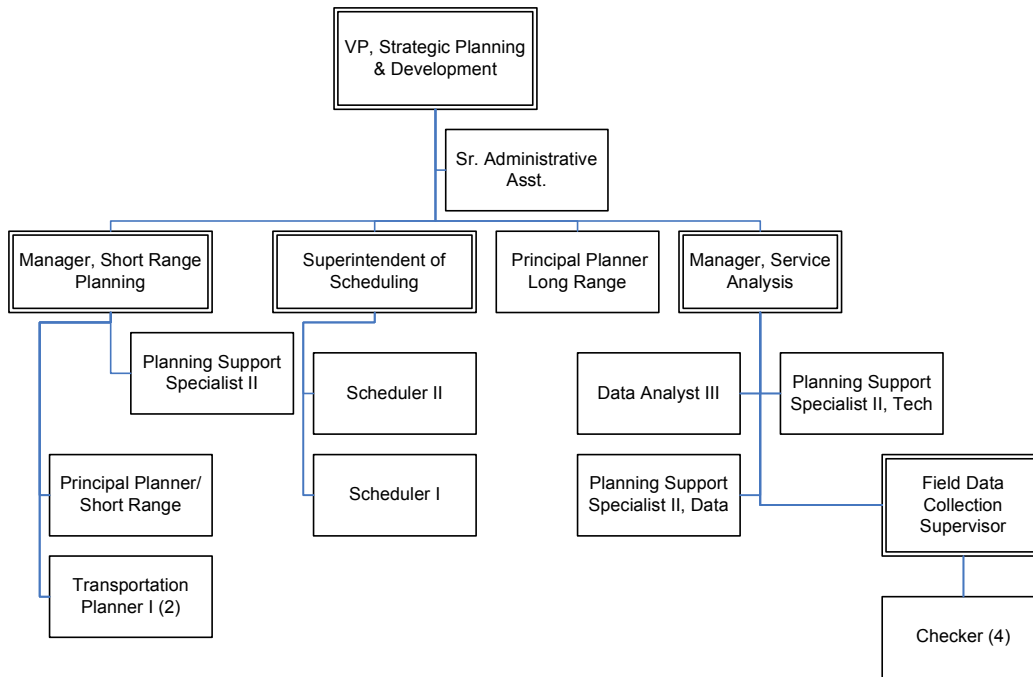
FY 2011 Accomplishments

- ◆ Improve Cost Effectiveness – Implemented January 2011 and August 2011 service changes with an emphasis on increasing transit ridership within existing budgeted resources. Changes were implemented within budget.
- ◆ Build & Sustain Effective Strategic Partnerships – Continued to coordinate with City of Austin and auxiliary public and private entities in the design and development of the first Rapid Bus Line. Coordination continuing, including joint work to model use of Guadalupe/Lavaca Corridor.
- ◆ Improve Service Delivery – Implemented first phase of expanded Rail service (Peak Period Adjustment + Midday) and supportive transit improvements. Service implemented, ridership increased more than 100%.
- ◆ Increase Value to the Community – Participated in direct customer outreach to promote the existence and benefit of Capital Metro services. Extensive outreach occurred.

FY 2012 Planned Initiatives

- ◆ Provide a Great Customer Experience - Continue implementation of ServicePlan 2020
- ◆ Improve Business Practices - Update and seek Board approval of Service Guidelines and Standards document
- ◆ Demonstrate the Value of Public Transportation in an Active Community Continue to support development of the MetroRapid project

Planning Department Organizational Chart



Major Budgetary Changes

- ◆ **Services** – Consultation fees decreased by \$3,103. Temporary help increased by \$20,280 to hire three part-time employees to assist with the FTA-NTD Bus/Rail data collection and one graduate intern to support the Geographic Information System. The Software Contract expense was transferred to the IT department resulting in a reduction of \$32,215.
- ◆ **Materials & Supplies** – Office supplies decreased by \$51. Reduction of \$3,311 in handheld devices for checkers. Items were purchased in FY2011.
- ◆ **Miscellaneous/Other** – Decrease in travel related expenses of \$5,353.

CATEGORY	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 1,125,765	\$ 1,190,678	\$ 1,188,176	\$ (2,502)	-0.2%
BENEFITS	\$ 79,319	\$ 89,222	\$ 86,264	\$ (2,958)	-3.3%
SERVICES	\$ 787,366	\$ 358,681	\$ 343,643	\$ (15,038)	-4.2%
MATERIALS & SUPPLIES	\$ 8,035	\$ 12,576	\$ 9,214	\$ (3,362)	-26.7%
UTILITIES	\$ 3,167	\$ 3,240	\$ 3,120	\$ (120)	-3.7%
MISCELLANEOUS	\$ 8,222	\$ 16,096	\$ 10,368	\$ (5,728)	-35.6%
CAPITALIZATION OF SALARY & WAGES	\$ (12,071)	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENSES	\$ 1,999,803	\$ 1,670,493	\$ 1,640,784	\$ (29,709)	-1.8%



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 948,988	\$ 967,372	\$ 959,890	\$ (7,482)	-0.8%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 1,391	\$ 6,298	\$ 8,460	\$ 2,162	34.3%
51 5020901 SICK LEAVE-ADMIN	\$ 55,863	\$ 85,303	\$ 77,576	\$ (7,727)	-9.1%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 49,143	\$ 48,450	\$ 49,227	\$ 777	1.6%
51 5021101 VACATION LEAVE-ADMIN	\$ 69,358	\$ 77,820	\$ 82,237	\$ 4,417	5.7%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 1,022	\$ 5,435	\$ 10,785	\$ 5,350	98.4%
TOTAL SALARIES & WAGES	\$ 1,125,765	\$ 1,190,678	\$ 1,188,176	\$ (2,502)	-0.2%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 76,027	\$ 85,253	\$ 84,824	\$ (429)	-0.5%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 3,292	\$ 3,969	\$ 1,440	\$ (2,529)	-63.7%
TOTAL BENEFITS	\$ 79,319	\$ 89,222	\$ 86,264	\$ (2,958)	-3.3%
OTHER EXPENSES					
51 5030303 CONSULTATION FEES	\$ 689,123	\$ 232,770	\$ 229,667	\$ (3,103)	-1.3%
51 5030401 TEMPORARY HELP	\$ 73,164	\$ 93,600	\$ 113,880	\$ 20,280	21.7%
51 5030512 SOFTWARE MAINTENANCE CONTRACTS	\$ 25,065	\$ 32,215	\$ -	\$ (32,215)	-100.0%
51 5039901 COURIER AND DELIVERY SERVICES	\$ 14	\$ 96	\$ 96	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 7,241	\$ 8,085	\$ 8,034	\$ (51)	-0.6%
51 5049909 OTHER SUPPLIES	\$ 794	\$ 4,491	\$ 1,180	\$ (3,311)	-73.7%
51 5050204 TELEPHONE-LOCAL	\$ 3,167	\$ 3,240	\$ 3,120	\$ (120)	-3.7%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 485	\$ 3,070	\$ 2,695	\$ (375)	-12.2%
51 5090201 AIRFARE - TRANSPORTATION	\$ 2,653	\$ 3,682	\$ 2,976	\$ (706)	-19.2%
51 5090205 TRAVEL - PER DIEM	\$ 822	\$ 884	\$ 675	\$ (210)	-23.7%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 1,875	\$ 6,000	\$ 2,310	\$ (3,690)	-61.5%
51 5090211 LODGING	\$ 2,247	\$ 2,400	\$ 1,713	\$ (688)	-28.6%
51 5090215 TRAVEL - OTHER	\$ 41	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ 99	\$ 60	\$ -	\$ (60)	-100.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	\$ (12,071)	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 794,719	\$ 390,593	\$ 366,345	\$ (24,248)	-6.2%
TOTAL EXPENSES	\$ 1,999,803	\$ 1,670,493	\$ 1,640,784	\$ (29,709)	-1.8%



This Page Intentionally Blank

Marketing

Functions and Responsibilities

The Marketing department oversees strategic marketing, brand management, graphic design, customer literature production and distribution, special events planning and implementation. Major responsibilities include increasing ridership through the promotion of routes and services, working with the Communications and Business & Community Development departments to inform the public of planned initiatives and improvements, communicating routes and services to customers at point of sale, and increasing awareness of Capital Metro's services through advertising, collateral development, website, and promotions. Working with an external advertising agency, the department carries out market research to measure levels of awareness and customer satisfaction with specific products. Internal marketing, schedule design and production, signage design and management and fleet graphics are also key roles played by the department.

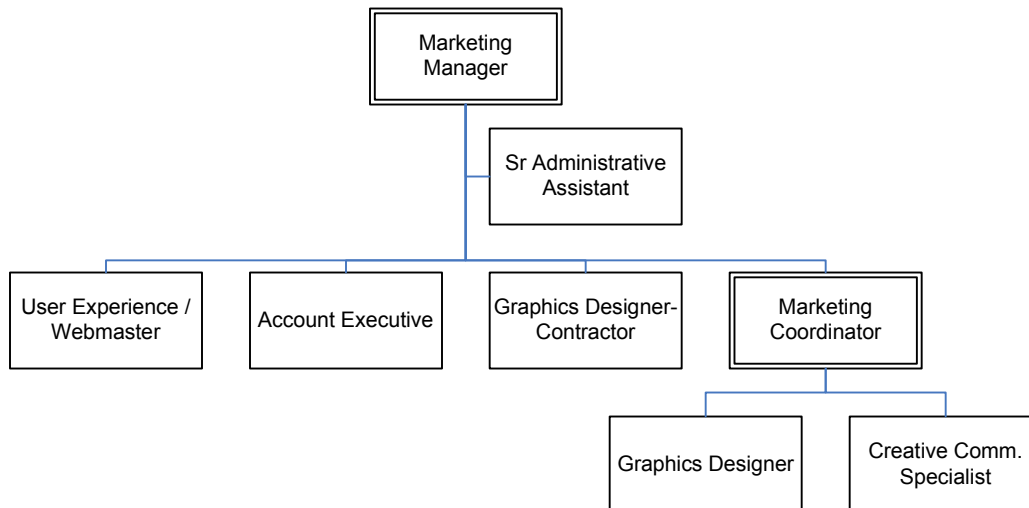
FY 2011 Accomplishments

- ◆ Increase Revenues – Development of campaign, collateral, and training materials in support of new MetroRail ridership campaign. Initiated a series of Capital MetroRail campaigns that helped lead the Authority to meeting its first year ridership goals.
- ◆ Improve Customer Satisfaction & Loyalty – Redesign of Capital Metro website to increase intuitiveness, functionality and usability. Launched the first phase of a website redesign with a beta version of a new schedule tool that makes planning your trip easier. Added a finance section featuring all checks and audit reports (in response to the Sunset Commission recommendations) and an update of the MetroAccess section
- ◆ Improve Customer Satisfaction & Loyalty – Preparation of all schedules, maps and information necessary for customers to navigate Capital Metro. Successfully implemented three service changes on time and within budget.

FY 2012 Initiatives

- ◆ Demonstrate the Value of Public Transportation in an Active Community: Procurement of new marketing service company(ies)
- ◆ Demonstrate the Value of Public Transportation in an Active Community: Roll-out of stop ID/ Phone/QR code info at bus stops
- ◆ Provide a Great Customer Experience: Bus stop signage roll-out phase 1
- ◆ Provide a Great Customer Experience: New website completion
- ◆ Demonstrate the Value of Public Transportation in an Active Community: Summer Student Ridership Campaign
- ◆ Provide a Great Customer Experience: Visitor Awareness campaign

Marketing Department Organizational Chart



Major Budgetary Changes

- ◆ **Salaries and Benefits** – Reflects an increase of \$11,760 due to the addition of one position and two contractors converting to regular positions, and the annualization of the 2.5% merit increase from FY 2011. A net increase of \$34,767 due to sick leave, vacation leave, and other leave accruals.
- ◆ **Services** – Consultation fees increased \$20,000 and other professional fees increased \$3,000 to support the Ridership initiatives. The temporary help/intern decreased 14,000 as a result of hiring two employees. Courier and delivery services were reduced by \$240 as result of historical usage.
- ◆ **Materials & Supplies** – Schedules on strip signs are being replaced with QR codes, which reduced the printing expense of maps and schedules by \$31,216. A reduced level of special events caused a decrease in other supplies by \$25,000.
- ◆ **Miscellaneous** – Net increase of \$30,379 in travel and advertising/promotion media expense. Advertising promotion media is \$25,000 in support of the ridership and branding campaigns.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 504,956	\$ 450,487	\$ 497,014	\$ 46,527	10.3%
BENEFITS	\$ 37,809	\$ 35,323	\$ 36,518	\$ 1,195	3.4%
SERVICES	\$ 282,708	\$ 387,640	\$ 396,000	\$ 8,360	2.2%
MATERIALS & SUPPLIES	\$ 358,439	\$ 423,216	\$ 365,640	\$ (57,576)	-13.6%
UTILITIES	\$ 248	\$ -	\$ -	\$ -	0.0%
MISCELLANEOUS	\$ 464,189	\$ 260,550	\$ 290,929	\$ 30,379	11.7%
CAPITALIZATION OF SALARY & WAGES	\$ (458)	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENSES	\$ 1,647,891	\$ 1,557,216	\$ 1,586,101	\$ 28,885	1.9%



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 448,531	\$ 391,265	\$ 403,025	\$ 11,760	3.0%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 1,911	\$ -	\$ -	\$ -	0.0%
51 5010304 INTERN PAY	\$ 1,554	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 12,745	\$ 16,635	\$ 38,689	\$ 22,054	132.6%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 17,736	\$ 19,903	\$ 20,518	\$ 615	3.1%
51 5021101 VACATION LEAVE-ADMIN	\$ 19,703	\$ 21,172	\$ 30,555	\$ 9,383	44.3%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 2,776	\$ 1,512	\$ 4,228	\$ 2,716	179.6%
TOTAL SALARIES & WAGES	\$ 504,956	\$ 450,487	\$ 497,014	\$ 46,527	10.3%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 36,639	\$ 34,000	\$ 35,958	\$ 1,958	5.8%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 1,170	\$ 1,323	\$ 559	\$ (764)	-57.7%
TOTAL BENEFITS	\$ 37,809	\$ 35,323	\$ 36,518	\$ 1,195	3.4%
OTHER EXPENSES					
51 5030303 CONSULTATION FEES	\$ 150,985	\$ 250,000	\$ 270,000	\$ 20,000	8.0%
51 5030309 OTHER PROFESSIONAL FEES	\$ 131,308	\$ 123,000	\$ 126,000	\$ 3,000	2.4%
51 5030402 TEMPORARY HELP - INTERNS	\$ -	\$ 14,400	\$ -	\$ (14,400)	-100.0%
51 5039901 COURIER AND DELIVERY SERVICES	\$ 311	\$ 240	\$ -	\$ (240)	-100.0%
51 5039909 OTHER SERVICES	\$ 104	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 26,217	\$ 22,000	\$ 22,000	\$ -	0.0%
51 5049903 MAPS AND SCHEDULES	\$ 241,964	\$ 248,216	\$ 217,000	\$ (31,216)	-12.6%
51 5049909 OTHER SUPPLIES	\$ 90,258	\$ 153,000	\$ 126,640	\$ (26,360)	-17.2%
51 5050204 TELEPHONE-LOCAL	\$ 248	\$ -	\$ -	\$ -	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 295	\$ 550	\$ 400	\$ (150)	-27.3%
51 5090201 AIRFARE - TRANSPORTATION	\$ 415	\$ -	\$ 1,618	\$ 1,618	100.0%
51 5090205 TRAVEL - PER DIEM	\$ -	\$ -	\$ 380	\$ 380	100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 949	\$ -	\$ 650	\$ 650	100.0%
51 5090211 LODGING	\$ 302	\$ -	\$ 976	\$ 976	100.0%
51 5090215 TRAVEL - OTHER	\$ 3	\$ -	\$ 304	\$ 304	100.0%
51 5090804 ADVERTISING/PROMOTION MEDIA	\$ 462,046	\$ 260,000	\$ 285,000	\$ 25,000	9.6%
51 5099901 POSTAGE	\$ 122	\$ -	\$ 1,200	\$ 1,200	100.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 57	\$ -	\$ 402	\$ 402	100.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	\$ (458)	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 1,105,126	\$ 1,071,406	\$ 1,052,569	\$ (18,837)	-1.8%
TOTAL EXPENSES	\$ 1,647,891	\$ 1,557,216	\$ 1,586,101	\$ 28,885	1.9%



This Page Intentionally Blank

Business & Community Development

Functions and Responsibilities

The Business & Community Development department includes community engagement, business development, customer service and the disadvantaged business enterprise (DBE) program. Major responsibilities include increasing public awareness about the value of public transportation, increasing transit advertising revenue, increasing ticket and pass sales, developing “pilot” programs for enhanced customer service, creating community partnerships that promote Capital Metro products and services and increasing procurement opportunities with certified DBEs. All of these activities increase ridership and enhance community partnerships for a return on taxpayer investment.

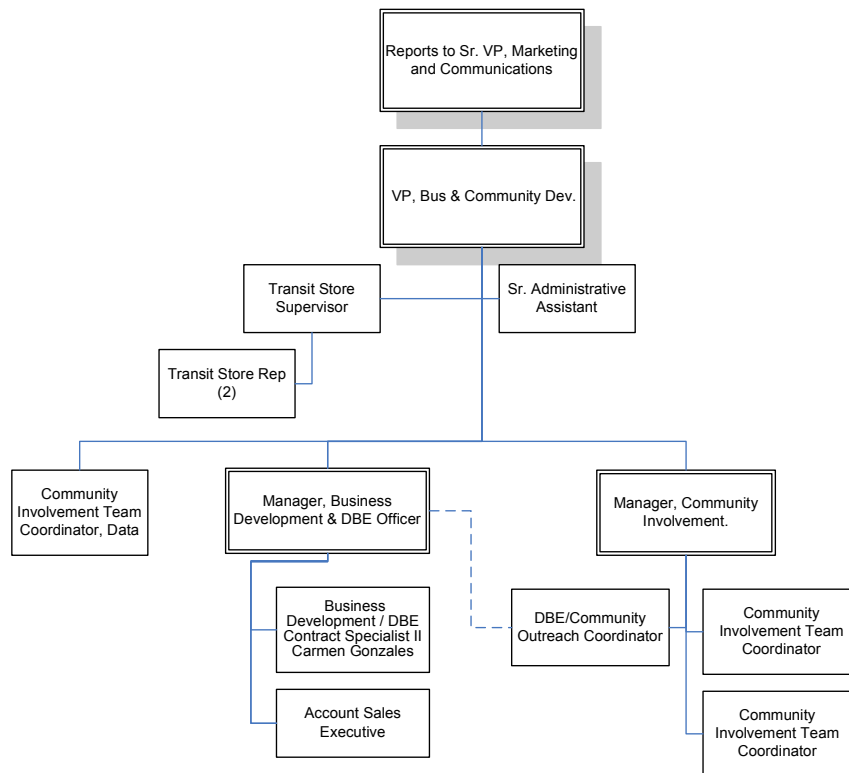
FY 2011 Accomplishments

- ◆ Improve Customer Satisfaction & Loyalty – Implemented the Board adopted Capital Metro Community Involvement Policy to meaningfully engage community stakeholders in policy development, planning, programs and service delivery. FY 2011 initiatives included Service Changes, FY 2012 Budget Development, MetroAccess policy changes, ADA Policy Comprehensive community involvement and outreach plans were developed and successfully implemented for 3 service changes, ADA Plan Revision, Fare Increase and Simplification, and Tobacco-Free Transit Facilities Policy, and MetroRapid Implementation. The Customer Satisfaction Advisory Committee and Access Advisory Committees were successfully reconstituted and have developed work plans for the next year. Additionally, a new Community Involvement online portal has been launched.
- ◆ Increase Value to the Community; Build & Sustain Effective Strategic Partnerships –Implemented a formal Transit Ambassadors program and maintained implementation of Transit Education initiatives. Monitor implementation of three-year DBE goal of 23% to meet federal regulations. A formal MetroAmbassador volunteer program has been established, with 10 active participants having thus far contributed over 236 hours of volunteer service to Capital Metro. DBE Goal of 23% is on target for FY 2011 (this is the same goal for FY 2012 and FY2013).
- ◆ Increase Revenue – Implemented new transit advertising initiatives to generate additional revenue. Transit Advertising sales have been consistent to meet the sales goal of \$650,000. The Accrued revenue will be approximately 81% of the sales goal.

FY 2012 Planned Initiatives

- ◆ Demonstrate the Value of Public Transportation in an Active Community - Continue the implementation of the Board adopted Capital Metro Community Involvement Policy to enhance agency decision-making processes.
- ◆ Demonstrate the Value of Public Transportation in an Active Community - Implement a Capital Metro Naming Rights Program through asset valuation, sponsorship package development and sales initiatives to generate additional non-farebox revenue.
- ◆ Demonstrate the Value of Public Transportation in an Active Community - Continue the implementation of the DBE program to meet federal requirements and the Business-to-Business (B2B) Outreach program to increase customer ridership and generate additional revenue.

Business Community & Development Department Organizational Chart



Major Budgetary Changes

Salaries & Benefits

- ◆ Gross Salaries decreased \$68,015 due to one position being unfunded and a vacant position being downgraded, which was filled at a lower rate than previously budgeted.
- ◆ Sick Leave increased \$25,048 due to two employees' 5th anniversary hiring date which triggers sick leave accruals per Capital Metro's accrual policy.

Services

- ◆ Other Services decreased \$250,000 due to the one-time contribution to the Austin Community Foundation low-income fare program.
- ◆ Advertising Installation Expenses decreased \$9,600 due to the decision to not proceeding with having advertisement on MetroAccess vehicles due to security concerns.
- ◆ Other Professional Fees increased \$93,000 due to the naming rights contract.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 816,681	\$ 836,707	\$ 800,734	\$ (35,973)	-4.3%
BENEFITS	\$ 59,318	\$ 64,232	\$ 57,439	\$ (6,793)	-10.6%
SERVICES	\$ 128,189	\$ 407,000	\$ 240,400	\$ (166,600)	-40.9%
MATERIALS & SUPPLIES	\$ 21,432	\$ 14,758	\$ 10,843	\$ (3,915)	-26.5%
UTILITIES	\$ 2,795	\$ 2,883	\$ 960	\$ (1,923)	-66.7%
MISCELLANEOUS	\$ 52,867	\$ 16,895	\$ 14,180	\$ (2,716)	-16.1%
TOTAL EXPENSES	\$ 1,081,282	\$ 1,342,475	\$ 1,124,555	\$ (217,920)	-16.2%



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 704,381	\$ 698,796	\$ 640,191	\$ (58,605)	-8.4%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 1,834	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 27,873	\$ 43,184	\$ 68,207	\$ 25,023	57.9%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 35,967	\$ 34,999	\$ 32,832	\$ (2,167)	-6.2%
51 5021101 VACATION LEAVE-ADMIN	\$ 44,407	\$ 55,802	\$ 52,310	\$ (3,492)	-6.3%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 2,219	\$ 3,926	\$ 7,193	\$ 3,267	83.2%
TOTAL SALARIES & WAGES	\$ 816,681	\$ 836,707	\$ 800,734	\$ (35,973)	-4.3%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 56,741	\$ 61,586	\$ 56,503	\$ (5,083)	-8.3%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 2,577	\$ 2,646	\$ 936	\$ (1,710)	-64.6%
TOTAL BENEFITS	\$ 59,318	\$ 64,232	\$ 57,439	\$ (6,793)	-10.6%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ 55,883	\$ 73,000	\$ 166,000	\$ 93,000	127.4%
51 5039901 COURIER AND DELIVERY SERVICES	\$ 8	\$ -	\$ -	\$ -	0.0%
51 5039909 OTHER SERVICES	\$ 298	\$ 250,000	\$ -	\$ (250,000)	-100.0%
51 5039926 ADVERTISING INSTALLATION EXPENSE	\$ 72,000	\$ 84,000	\$ 74,400	\$ (9,600)	-11.4%
51 5049901 OFFICE SUPPLIES	\$ 17,672	\$ 11,758	\$ 10,843	\$ (915)	-7.8%
51 5049904 TRAINING MATERIALS	\$ 57	\$ -	\$ -	\$ -	0.0%
51 5049909 OTHER SUPPLIES	\$ 2,143	\$ -	\$ -	\$ -	0.0%
51 5049915 NON CAPITAL EQUIPMENT	\$ -	\$ 3,000	\$ -	\$ (3,000)	-100.0%
51 5049920 MAINTENANCE MATERIALS	\$ 1,560	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 2,795	\$ 2,883	\$ 960	\$ (1,923)	-66.7%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 26,761	\$ 9,654	\$ 4,285	\$ (5,369)	-55.6%
51 5090201 AIRFARE - TRANSPORTATION	\$ 7,226	\$ -	\$ 2,080	\$ 2,080	100.0%
51 5090205 TRAVEL - PER DIEM	\$ 1,656	\$ -	\$ 1,972	\$ 1,972	100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 12,212	\$ 3,941	\$ 3,593	\$ (349)	-8.8%
51 5090211 LODGING	\$ 251	\$ 1,150	\$ 375	\$ (775)	-67.4%
51 5090215 TRAVEL - OTHER	\$ 11	\$ 350	\$ 50	\$ (300)	-85.7%
51 5090510 COMMUNITY PARTNERSHIP PROGRAMS	\$ 850	\$ -	\$ -	\$ -	0.0%
51 5090701 BAD DEBT EXPENSE	\$ 240	\$ -	\$ -	\$ -	0.0%
51 5090804 ADVERTISING/PROMOTION MEDIA	\$ 2,542	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ 1,135	\$ 1,800	\$ 1,825	\$ 25	1.4%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ (17)	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 205,283	\$ 441,536	\$ 266,383	\$ (175,154)	-39.7%
TOTAL EXPENSES	\$ 1,081,282	\$ 1,342,475	\$ 1,124,555	\$ (217,920)	-16.2%



This Page Intentionally Blank

Customer Service

Functions and Responsibilities

The mission of the Customer Service department is to furnish quality customer service by delivering accurate route and scheduling information, providing timely response and resolution to customer comments, and educating the public on Capital Metro products and services.

Customer service representatives provide the most efficient transit route information (schedules, transfers, delays, special events, etc), ensure customer issues are addressed in a timely manner, and route customer comments to the appropriate department action officer for response and resolution.

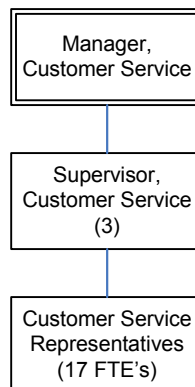
FY 2011 Accomplishments

- ◆ Provide a Great Customer Experience – For the 12 months ending June 2011, answered 854,977 customer calls with live agents, a decrease of 8.6% over the prior 12 months, while processing an additional 614,913 calls exclusively through the Interactive Voice Response (IVR) system. Met the telephone service level goal 2 out of 9 months through June 2011.
- ◆ Provide a Great Customer Experience - For the 12 months ending June 2011, processed 10,802 Customer Comment Reports, up 7.5% compared to the prior 12 months.
- ◆ Improve Business Practices - Compressed the Customer Service call center hours to gain staffing efficiencies.

FY2012 Planned Initiatives

- ◆ Provide a Great Customer Experience – Answer a projected volume of 848,841 calls with live agents.
- ◆ Provide a Great Customer Experience – Implement the Customer Service portion of the Intelligent Transportation System initiative, currently under development throughout the Authority.
- ◆ Provide a Great Customer Experience – Implement the Customer Service portion of the Interactive Voice Response (IVR) initiative, currently in the 2011 procurement process.

Customer Service Organizational Chart





Major Budgetary Changes

Salaries & Benefits

- ◆ Salary increased \$39,101 due to the addition of 2 part-time customer service operators.
- ◆ Sick Leave increases an additional \$5,567 due to 2 employees' 5th anniversary hiring date which triggers sick leave accruals per Capital Metro's accrual policy.

Services

- ◆ Temporary Help decreased \$37,666 due to additional position and the temp help budget is no longer needed.
- ◆ Other Services decreased \$2,880. In FY 2011 this was DSL expenses for four at home agents, which is no longer being done.

Miscellaneous

- ◆ Travel expenses combined decreased \$3,440.

CATEGORY	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 721,768	\$ 778,612	\$ 825,787	\$ 47,175	6.1%
BENEFITS	\$ 55,928	\$ 58,902	\$ 59,689	\$ 787	1.3%
SERVICES	\$ 132,355	\$ 40,546	\$ 6,480	\$ (34,066)	-84.0%
MATERIALS & SUPPLIES	\$ 1,513	\$ 2,605	\$ 4,780	\$ 2,175	83.5%
UTILITIES	\$ 599	\$ 600	\$ 600	\$ -	0.0%
MISCELLANEOUS	\$ 4,641	\$ 6,955	\$ 260	\$ (6,695)	-96.3%
TOTAL EXPENSES	\$ 916,804	\$ 888,220	\$ 897,596	\$ 9,376	1.1%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 602,281	\$ 622,898	\$ 645,742	\$ 22,844	3.7%
51 5020901 SICK LEAVE-ADMIN	\$ 30,083	\$ 37,071	\$ 45,341	\$ 8,270	22.3%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 27,938	\$ 30,643	\$ 33,051	\$ 2,408	7.9%
51 5021101 VACATION LEAVE-ADMIN	\$ 29,813	\$ 41,067	\$ 47,546	\$ 6,479	15.8%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 1,865	\$ 2,933	\$ 6,629	\$ 3,696	126.0%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 29,788	\$ 44,000	\$ 47,477	\$ 3,477	7.9%
TOTAL SALARIES & WAGES	\$ 721,768	\$ 778,612	\$ 825,787	\$ 47,175	6.1%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 51,791	\$ 54,933	\$ 58,033	\$ 3,100	5.6%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 4,137	\$ 3,969	\$ 1,656	\$ (2,313)	-58.3%
TOTAL BENEFITS	\$ 55,928	\$ 58,902	\$ 59,689	\$ 787	1.3%
OTHER EXPENSES					
51 5030401 TEMPORARY HELP	\$ 131,972	\$ 37,666	\$ -	\$ (37,666)	-100.0%
51 5039909 OTHER SERVICES	\$ 383	\$ 2,880	\$ 6,480	\$ 3,600	125.0%
51 5049901 OFFICE SUPPLIES	\$ 1,513	\$ 1,605	\$ 2,280	\$ 675	42.1%
51 5049915 NON CAPITAL EQUIPMENT	\$ -	\$ 1,000	\$ 2,500	\$ 1,500	150.0%
51 5050204 TELEPHONE-LOCAL	\$ 599	\$ 600	\$ 600	\$ -	0.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ 4,579	\$ 6,880	\$ 200	\$ (6,680)	-97.1%
51 5099901 POSTAGE	\$ 62	\$ 75	\$ 60	\$ (15)	-20.0%
TOTAL OTHER EXPENSES	\$ 139,108	\$ 50,706	\$ 12,120	\$ (38,586)	-76.1%
TOTAL EXPENSES	\$ 916,804	\$ 888,220	\$ 897,596	\$ 9,376	1.1%

Human Resources

Functions and Responsibilities

The Human Resources department's mission is to partner with our employees to hire, develop and retain an engaged workforce that fulfills Capital Metro's mission. The department's primary responsibilities are to:

- Facilitate staffing strategies required to meet Capital Metro and StarTran department needs
- Manage benefits programs to meet employee needs and satisfy labor agreement requirements
- Administer compensation and performance management programs
- Coordinate staff development and training programs to enhance employees' knowledge, skills and abilities
- Develop and administer human resources policies and procedures to comply with federal, state and local regulations

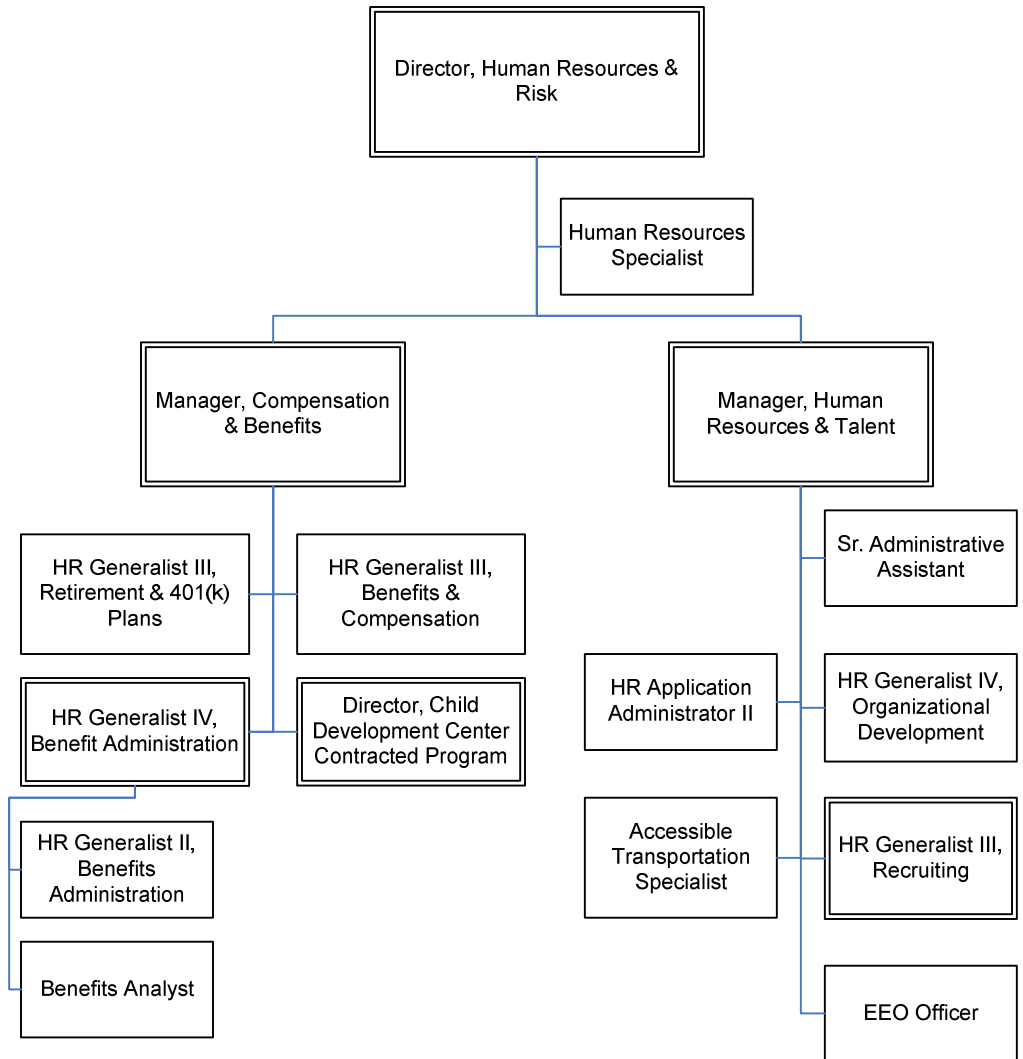
FY 2011 Accomplishments

- ◆ Improve Knowledge, Skills & Abilities – Completed supervisor and manager needs assessment to determine skill gaps. Delivered presentation skills, effective meeting management and project management training.
- ◆ Improve Employee Empowerment & Ownership – Facilitated employee communications and engagement processes the labor structure change. Developed employee environment key performance indicators and presented to the Board Labor Committee. Conducted and employee engagement survey and developed action plans to address areas of improvement.
- ◆ Improve Organizational Alignment – Coordinated analysis of impact of labor structure change required by SB 650 and managed the process to provide recommendations to the Board of Directors to implement the Bill.
- ◆ Improve Cost Effectiveness – Controlled health plan costs through consistent monitoring of trends and provider discounts.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices – Continue employee communications on labor structure change and provide resources to employees affected by the change.
- ◆ Improve Business Practices – Implement the labor structure change required by the Sunset Act.
- ◆ Improve Business Practices – Implement training solutions to address skills needed for the organizational structure change.
- ◆ Improve Business Practices – Continue cost saving measures in the health plan and other benefits programs.

Human Resources Department Organizational Chart





Major Budgetary Changes

Salaries & Benefits

- ◆ Salaries increased \$121,838 due to the following reasons:
 - ◆ The EEOC officer position transferred from Finance to HR increasing salaries by \$71,333.
 - ◆ A vacant position was budgeted for eight months in FY 2011, but is budgeted for the full year in 2012, this increases salaries by \$16,419.
 - ◆ Three positions received career promotion raises in excess of the 2.5% merit increase budgeted for in FY 2011, which increased salaries by \$28,302.
- ◆ Sick Leave increased \$25,165 due to two employees' 5th anniversary hiring date which triggers sick leave accruals per Capital Metro's accrual policy.
- ◆ Housing decreased \$24,000 to reflect projections for the new positions eligible for housing.

Services

- ◆ Consultation Fees decreased \$16,296 due to discontinued recruiting services contract, now being done in house.

CATEGORY	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY 2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 844,437	\$ 931,509	\$ 1,091,219	\$ 159,710	17.1%
BENEFITS	\$ 105,086	\$ 225,559	\$ 210,164	\$ (15,395)	-6.8%
SERVICES	\$ 351,797	\$ 333,607	\$ 319,111	\$ (14,496)	-4.3%
MATERIALS & SUPPLIES	\$ 10,365	\$ 14,000	\$ 14,000	\$ (0)	0.0%
UTILITIES	\$ 855	\$ 960	\$ 480	\$ (480)	-50.0%
MISCELLANEOUS	\$ 37,293	\$ 23,290	\$ 22,198	\$ (1,092)	-4.7%
TOTAL EXPENSES	\$ 1,349,833	\$ 1,528,925	\$ 1,657,172	\$ 128,247	8.4%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY 2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 713,061	\$ 769,820	\$ 870,840	\$ 101,020	13.1%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 375	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 34,778	\$ 62,364	\$ 91,732	\$ 29,368	47.1%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 40,328	\$ 30,971	\$ 44,427	\$ 13,456	43.4%
51 5021101 VACATION LEAVE-ADMIN	\$ 53,068	\$ 64,029	\$ 74,436	\$ 10,407	16.3%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 2,827	\$ 4,325	\$ 9,785	\$ 5,460	126.2%
TOTAL SALARIES & WAGES	\$ 844,437	\$ 931,509	\$ 1,091,219	\$ 159,710	17.1%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 60,501	\$ 67,706	\$ 77,203	\$ 9,497	14.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 1,890	\$ 2,353	\$ 960	\$ (1,393)	-59.2%
51 5021405 HOUSING	\$ -	\$ 30,000	\$ 6,000	\$ (24,000)	-80.0%
51 5021406 RELOCATION REIMB.	\$ 19,924	\$ 92,000	\$ 90,000	\$ (2,000)	-2.2%
51 5021430 TUITION REIMBURSEMENT	\$ 22,771	\$ 33,500	\$ 36,000	\$ 2,500	7.5%
TOTAL BENEFITS	\$ 105,086	\$ 225,559	\$ 210,164	\$ (15,395)	-6.8%
OTHER EXPENSES					
51 5030303 CONSULTATION FEES	\$ 334,258	\$ 303,217	\$ 286,921	\$ (16,296)	-5.4%
51 5030306 TECHNICAL SERVICES	\$ 16,074	\$ 24,500	\$ 18,500	\$ (6,000)	-24.5%
51 5030309 OTHER PROFESSIONAL FEES	\$ 1,437	\$ 5,700	\$ 9,740	\$ 4,040	70.9%
51 5030401 TEMPORARY HELP	\$ -	\$ -	\$ 3,800	\$ 3,800	100.0%
51 5039909 OTHER SERVICES	\$ 28	\$ 190	\$ 150	\$ (40)	-21.1%
51 5049901 OFFICE SUPPLIES	\$ 9,428	\$ 14,000	\$ 14,000	\$ (0)	0.0%
51 5049909 OTHER SUPPLIES	\$ 937	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 855	\$ 960	\$ 480	\$ (480)	-50.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 2,674	\$ 2,360	\$ 3,700	\$ 1,340	56.8%
51 5090201 AIRFARE - TRANSPORTATION	\$ 3,173	\$ 2,450	\$ 4,620	\$ 2,170	88.6%
51 5090205 TRAVEL - PER DIEM	\$ 1,549	\$ 1,660	\$ 1,875	\$ 215	13.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 1,519	\$ 3,650	\$ 3,923	\$ 273	7.5%
51 5090211 LODGING	\$ 4,537	\$ 2,170	\$ 2,238	\$ 68	3.1%
51 5090801 NEWSPAPER MEDIA	\$ 2,238	\$ 4,500	\$ 2,999	\$ (1,501)	-33.4%
51 5099901 POSTAGE	\$ 1,787	\$ 3,000	\$ 144	\$ (2,856)	-95.2%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 685	\$ -	\$ -	\$ -	0.0%
51 5099992 RECOGNITION PROGRAM	\$ 19,131	\$ 3,500	\$ 2,700	\$ (800)	-22.9%
TOTAL OTHER EXPENSES	\$ 400,310	\$ 371,857	\$ 355,789	\$ (16,068)	-4.3%
TOTAL EXPENSES	\$ 1,349,833	\$ 1,528,925	\$ 1,657,172	\$ 128,247	8.4%



This Page Intentionally Blank

Risk Management

Functions and Responsibilities

Risk Management's mission is to consult with other departments 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. Risk Management also obtains cost-effective insurance coverage and processes all liability, subrogation and workers compensation claims. All accidents and injuries are investigated and recommendations made for preventive measures based on identified trends. This department also administers all aspects of the Family Medical Leave Act, Short-Term Disability, Long-Term Disability, and the Drug and Alcohol Program.

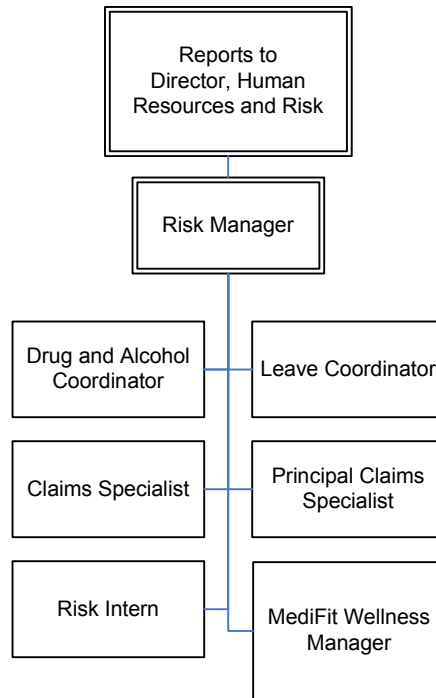
FY 2011 Accomplishments

- ◆ Improve & Integrate Business Practices & Accountability; Increase Employee Empowerment & Ownership – Improved efficiency and accuracy of reporting in all areas for which Risk Management is responsible; this includes Wellness, Accident and Injuries, FMLA and Drug and Alcohol. The Risk Management Department did a significant amount of research and outreach with our employees to assist them in complying with the new DOT standards regarding BMI and sleep apnea. The Wellness Department was also enlisted in support of this initiative to improve employee health and reduce the impact of obesity and poor nutrition. Updated and distributed the Rail Accident Notification Protocol. This process required collaboration with our TPA contractor, Herzog, the Rail Department, and our Risk Management consultant.
- ◆ Improve Customer Satisfaction & Loyalty – The Risk Manager prepared and delivered a Board Agenda Item to the CMTA Board of Directors, seeking approval for an ILA with the City of Austin to receive funds from the CPPW grant in the amount of \$288,800 in support of Tobacco Free initiatives. The item received unanimous approval. Implemented Tobacco Free Zones at all CMTA owned transit centers and Park and Rides, effective January 16, 2011. Worked with a variety of other departments as well as the City of Austin Health and Human Services Department and Communities Putting Prevention to Work, to make this transition a success. Added Capital Metro Tobacco Free Facilities Policy as well as the FAQs to the website. This change will increase knowledge among our ridership of the existence of this policy and how to comply with it.
- ◆ Improve Cost Effectiveness – Worked with Safety, Operations and the transportation contractors to identify, address and implement strategies that will reduce vehicle and passenger accidents and their associated costs. Created a report on Congress Avenue accidents to assist in the Skip a Stop Safety Initiative. After this policy was implemented, this report was updated monthly to prove the effectiveness of the initiative. Worked with Executive Staff, Fixed Route Services, MetroAccess, and other departments to make a number of improvements to the monthly accident report. All changes were implemented upon consensus by the group.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices; Increase Accountability – Work with Safety, Operations and the transportation contractors to identify, address and implement strategies that will reduce vehicle and passenger accidents and their associated costs.
- ◆ Improve Business Practices; Increase Accountability – Improve efficiency and accuracy of reporting in all areas for which Risk Management is responsible; this includes Wellness, Accident and Injuries, FMLA and Drug and Alcohol
- ◆ Provide a Great Customer Experience; Increase User Friendliness – Work with City of Austin Health & Human Services and others to implement Tobacco Free zones at all bus stops

Risk Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries and Benefits** – Salaries increased by \$15,598 as a result of the annualization of the 2.5% merit increase from FY 2011 and a salary increase for one position. Benefits decreased by 81,752 due to a reduction in Worker’s Compensation claims handling fees by provider.
- ◆ **Insurance** – Physical damage recoveries reflect an increase of \$49,992 as result of budgeting to historical usage. Physical damage recoveries represent the collection of money for vehicle or property damage from the responsible party and/or insurance company.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 354,940	\$ 348,877	\$ 364,475	\$ 15,598	4.5%
BENEFITS	\$ 901,413	\$ 972,030	\$ 890,278	\$ (81,752)	-8.4%
SERVICES	\$ 189,771	\$ 186,456	\$ 187,346	\$ 890	0.5%
MATERIALS & SUPPLIES	\$ 3,022	\$ 3,452	\$ 3,600	\$ 148	4.3%
UTILITIES	\$ 769	\$ 600	\$ 600	\$ -	0.0%
INSURANCE	\$ 1,370,866	\$ 1,637,463	\$ 1,587,472	\$ (49,991)	-3.1%
MISCELLANEOUS	\$ 4,781	\$ 4,954	\$ 5,725	\$ 771	15.6%
TOTAL EXPENSES	\$ 2,825,562	\$ 3,153,832	\$ 3,039,496	\$ (114,336)	-3.6%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 274,874	\$ 283,430	\$ 299,050	\$ 15,620	5.5%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 508	\$ -	\$ -	\$ -	0.0%
51 5010304 INTERN PAY	\$ 19,588	\$ 8,369	\$ -	\$ (8,369)	-100.0%
51 5020901 SICK LEAVE-ADMIN	\$ 24,860	\$ 16,826	\$ 22,439	\$ 5,613	33.4%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 14,030	\$ 14,507	\$ 14,688	\$ 181	1.3%
51 5021101 VACATION LEAVE-ADMIN	\$ 21,080	\$ 24,215	\$ 25,189	\$ 974	4.0%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ 1,530	\$ 3,109	\$ 1,579	103.2%
TOTAL SALARIES & WAGES	\$ 354,940	\$ 348,877	\$ 364,475	\$ 15,598	4.5%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 23,701	\$ 26,007	\$ 26,617	\$ 610	2.3%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 1,141	\$ 1,209	\$ 497	\$ (712)	-58.9%
51 5020832 EXPENSE FOR W/C CLAIMS	\$ 18,239	\$ 20,256	\$ 20,256	\$ -	0.0%
51 5020841 W/C CLAIMS HANDLING FEE	\$ 2,090	\$ 2,461	\$ -	\$ (2,461)	-100.0%
51 5020842 W/C ADMIN FEES (2% OF CLAIMS)	\$ 44	\$ 47	\$ 48	\$ 1	2.1%
51 5020845 PREMIUMS FOR W/C LOSSES	\$ 3,295	\$ 4,320	\$ 4,320	\$ -	0.0%
55 5020832 EXPENSE FOR W/C CLAIMS	\$ 657,274	\$ 681,300	\$ 681,300	\$ -	0.0%
55 5020841 W/C CLAIMS HANDLING FEE	\$ 75,304	\$ 79,190	\$ -	\$ (79,190)	-100.0%
55 5020842 W/C ADMIN FEES (2% OF CLAIMS)	\$ 1,586	\$ 1,560	\$ 1,560	\$ -	0.0%
55 5020845 PREMIUMS FOR W/C LOSSES	\$ 118,739	\$ 155,680	\$ 155,680	\$ -	0.0%
TOTAL BENEFITS	\$ 901,413	\$ 972,030	\$ 890,278	\$ (81,752)	-8.4%
OTHER EXPENSES					
51 5030305 MEDICAL SERVICES	\$ 80,500	\$ 99,460	\$ 99,456	\$ (4)	0.0%
51 5030309 OTHER PROFESSIONAL FEES	\$ 108,749	\$ 85,996	\$ 87,040	\$ 1,044	1.2%
51 5039909 OTHER SERVICES	\$ 522	\$ 1,000	\$ 850	\$ (150)	-15.0%
51 5049901 OFFICE SUPPLIES	\$ 2,613	\$ 3,000	\$ 3,000	\$ -	0.0%
51 5049909 OTHER SUPPLIES	\$ 409	\$ 452	\$ 600	\$ 148	32.7%
51 5050204 TELEPHONE-LOCAL	\$ 769	\$ 600	\$ 600	\$ -	0.0%
51 5060101 PROPERTY INSURANCE PREMIUMS	\$ 62,990	\$ 80,000	\$ 80,000	\$ -	0.0%
51 5060201 PHYSICAL DAMAGE RECOVERIES	\$ (241,586)	\$ (150,000)	\$ (199,992)	\$ (49,992)	33.3%
51 5060301 VEHICLE LIABILITY PREMIUMS	\$ 912,997	\$ 942,388	\$ 942,388	\$ -	0.0%
51 5060302 AUTO LIABILITY LOSS	\$ 486,833	\$ 600,000	\$ 600,000	\$ -	0.0%
51 5060801 PUBLIC OFFICALS LIAB. PREMIUMS	\$ 51,688	\$ 53,000	\$ 53,000	\$ -	0.0%
51 5060802 CRIME INSURANCE PREMIUM	\$ 7,583	\$ 9,000	\$ 9,000	\$ -	0.0%
51 5060809 OTHER BUSINESS INSURANCE	\$ 90,361	\$ 103,075	\$ 103,076	\$ 1	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 1,290	\$ 1,210	\$ 1,190	\$ (20)	-1.7%
51 5090201 AIRFARE - TRANSPORTATION	\$ -	\$ -	\$ 363	\$ 363	100.0%
51 5090205 TRAVEL - PER DIEM	\$ 64	\$ -	\$ 178	\$ 178	100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 1,079	\$ 1,740	\$ 1,370	\$ (370)	-21.3%
51 5090211 LODGING	\$ -	\$ -	\$ 625	\$ 625	100.0%
51 5099901 POSTAGE	\$ 1,026	\$ -	\$ -	\$ -	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 1,322	\$ 2,004	\$ 2,000	\$ (4)	-0.2%
TOTAL OTHER EXPENSES	\$ 1,569,209	\$ 1,832,925	\$ 1,784,743	\$ (48,182)	-2.6%
TOTAL EXPENSES	\$ 2,825,562	\$ 3,153,832	\$ 3,039,496	\$ (114,336)	-3.6%



This Page Intentionally Blank

MetroAccess

Functions and Responsibilities

The MetroAccess department provides ADA-compliant van and sedan paratransit service throughout Capital Metro's service area and the cities of West Lake Hills, Cedar Park, and Pflugerville. The department manages the paratransit eligibility process, including the biennial re-certification of existing customers. The Paratransit Services department processes advance trip reservations, cancellations, inquiries, subscription service requests, and group trips. The department also coordinates with customers and the Access Advisory Committee to receive feedback on all aspects of service and policy development.

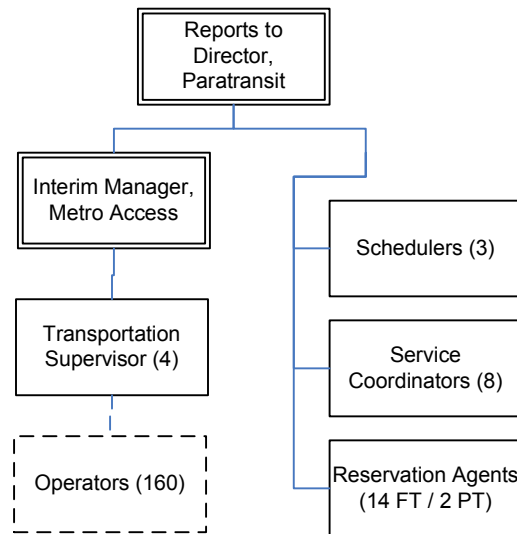
FY 2011 Accomplishments

- ◆ Improve Service Delivery – Reduced cancellations/no shows of MetroAccess trips by 2%.
- ◆ Improve & Integrate Business Practices & Accountability; Improved Cost-Effectiveness – In process of implementing in-person eligibility interviews, orientation and functional assessments; implementation of new policies and procedures (i.e.: advance reservations, call center hours, open returns, service area, service level, eligibility).
- ◆ Improve Design & Allocation of Services – Updated the ADA plan which was submitted to FTA

FY 2012 Planned Initiatives

- ◆ Provide a Great Customer Experience – Implement a new Interactive Voice Response (IVR) and Web Reservation software systems to monitor customer satisfaction, reduced reliance on third party software products to provide information to our customers, reduce call center work load, improve detailed reporting of customer use of products, and enhance usability, and system stability.
- ◆ Improve Business Practices- Adhere to Budget for cost containment and accountability.
- ◆ Provide Great Customer Service Experience & Improved Business Practices – Continue to collaborate with the ADA-Coordinator toward further implementation of transition resources for customers displaced by a change in the ADA service area, includes assistance with locating transportation alternatives.
- ◆ Improve Business Practices-Maintain an efficient program for paratransit and support service ensuring reliability and improving On-Time Performance, Productivity for Sedans, and Productivity for Vans, Call Center Metrics, and Completed Trips.

MetroAccess Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries & Benefits** – New policy changes are expected to decrease labor cost approximately \$258,469.
- ◆ **Services** – The implementation of the Third Party Functional Assessment contractor relating to paratransit eligibility and supplementation of trip schedulers through a staffing service will allocate the Authority’s resources in a more efficient manner which will result in anticipated cost of \$373,081 of which temporary services accounts for the increase of \$73,081 to accommodate fluctuations in staffing to ensure compliance with ADA standards mandated by the Federal Transit Administration.
- ◆ **Purchased Transportation** – Includes the proposed ADA policy changes. The proposed policy changes, estimates a higher productivity factor achieved within Metro Access fleet availability by utilizing a dedicated service through a private contractor resulting in a net increase in department operating \$58,890.
- ◆ **Materials and Supplies**- Decrease office supplies \$21,437 based on historical usage over the previous year.
- ◆ **Miscellaneous**-Decrease in postage for \$23,208 based on reduced program mailings as well as travel reductions for \$8,162. Reductions in other miscellaneous expense item for Transfer of On-Time-Performance report software program from Veolia Transportation to the Information Technology budget in FY 2012 represents \$13,780 decrease.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 7,804,865	\$ 8,531,797	\$ 7,535,789	\$ (96,008)	-11.7%
BENEFITS	\$ 1,158,446	\$ 1,052,753	\$ 953,809	\$ (98,944)	-9.4%
SERVICES	\$ 257,853	\$ 320,992	\$ 55,612	\$ (265,380)	-82.7%
MATERIALS & SUPPLIES	\$ 13,397	\$ 53,305	\$ 3,288	\$ (50,017)	-93.8%
UTILITIES	\$ 4,912	\$ 5,760	\$ 6,674	\$ 914	15.9%
PURCHASED TRANSPORTATION	\$ 3,429,784	\$ 2,778,061	\$ -	\$ (2,778,061)	-100.0%
MISCELLANEOUS	\$ 19,400	\$ 72,987	\$ 7,220	\$ (65,767)	-90.1%
TOTAL EXPENSES	\$ 12,688,657	\$ 12,815,655	\$ 8,562,391	\$ (4,253,264)	-33.2%



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5021101 VACATION LEAVE-ADMIN	\$ 2,048	\$ -	\$ -	\$ -	0.0%
55 5010101 OPERATORS' SALARIES AND WAGES	\$ 3,413,692	\$ 5,154,775	\$ 4,645,900	\$ (508,875)	-9.9%
55 5010102 OPERATORS' SALARIES AND WAGES - SEDA	\$ 1,328,350	\$ -	\$ -	\$ -	0.0%
55 5010103 OPERATORS' OVERTIME	\$ 521,168	\$ 646,342	\$ 801,626	\$ 155,284	24.0%
55 5010104 OPERATORS' OVERTIME - SEDAN OPERATOR	\$ 185,165	\$ -	\$ -	\$ -	0.0%
55 5010201 SALARIES & WAGES - ADMIN.	\$ 535,053	\$ 774,667	\$ 226,079	\$ (548,588)	-70.8%
55 5010202 SALARIES & WAGES - BARGAINING	\$ 613,658	\$ 758,548	\$ 698,422	\$ (60,126)	-7.9%
55 5010203 OVERTIME - ADMINISTRATIVE	\$ 15,243	\$ 14,355	\$ 2,272	\$ (12,083)	-84.2%
55 5010204 OVERTIME - BARGAINING	\$ 158,850	\$ 119,505	\$ 122,373	\$ 2,868	2.4%
55 5020901 SICK LEAVE-ADMIN	\$ 36,610	\$ 50,385	\$ 15,241	\$ (35,144)	-69.8%
55 5020902 SICK LEAVE-BARGAINING	\$ 292,555	\$ 268,905	\$ 247,196	\$ (21,709)	-8.1%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ 27,251	\$ 40,118	\$ 11,594	\$ (28,524)	-71.1%
55 5021002 HOLIDAY LEAVE-BARGAINING	\$ 257,427	\$ 231,054	\$ 252,898	\$ 21,844	9.5%
55 5021101 VACATION LEAVE-ADMIN	\$ 37,127	\$ 67,920	\$ 18,440	\$ (49,480)	-72.9%
55 5021102 VACATION LEAVE-BARGAINING	\$ 356,784	\$ 378,617	\$ 468,306	\$ 89,689	23.7%
55 5021201 OTHER PAID LEAVE-ADMIN	\$ 603	\$ 4,581	\$ 2,540	\$ (2,041)	-44.5%
55 5021202 OTHER PAID LEAVE-BARGAINING	\$ 23,281	\$ 22,025	\$ 22,902	\$ 877	4.0%
TOTAL SALARIES & WAGES	\$ 7,804,865	\$ 8,531,797	\$ 7,535,789	\$ (996,008)	-11.7%
BENEFITS					
55 5020101 FICA-ADMIN	\$ 46,298	\$ 72,026	\$ 20,320	\$ (51,706)	-71.8%
55 5020102 FICA-BARGAINING	\$ 531,944	\$ 464,065	\$ 437,302	\$ (26,763)	-5.8%
55 5020201 401K	\$ 12,390	\$ -	\$ -	\$ -	0.0%
55 5020202 PENSION - BARGAIN	\$ 329,058	\$ 295,223	\$ 267,216	\$ (28,007)	-9.5%
55 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 2,097	\$ 2,847	\$ 1,102	\$ (1,745)	-61.3%
55 5020702 STATE UNEMPLOYMENT-BARGAINING	\$ 40,863	\$ 5,293	\$ 4,702	\$ (591)	-11.2%
55 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ 560	\$ 235	\$ -	\$ (235)	-100.0%
55 5020704 FEDERAL UNEMPLOYMENT-BARGAINING	\$ 12,225	\$ 1,468	\$ 12,200	\$ 10,732	731.1%
55 5021301 UNIFORM ALLOWANCE-BARGAINING	\$ 65,291	\$ 59,761	\$ 68,561	\$ 8,800	14.7%
55 5021302 UNIFORM ALLOWANCE-ADMIN.	\$ -	\$ 2,625	\$ 2,625	\$ -	0.0%
55 5021425 INCENTIVE - BARGAINING	\$ 106,262	\$ 137,641	\$ 129,094	\$ (8,547)	-6.2%
55 5021426 INCENTIVE - BARGAINING/IUE	\$ 11,458	\$ 11,569	\$ 10,687	\$ (882)	-7.6%
TOTAL BENEFITS	\$ 1,158,446	\$ 1,052,753	\$ 953,809	\$ (98,944)	-9.4%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ -	\$ 39,218	\$ 55,612	\$ 16,394	41.8%
51 5030311 PERMITS AND FEES	\$ 869	\$ -	\$ -	\$ -	0.0%
51 5030401 TEMPORARY HELP	\$ 229,971	\$ 130,223	\$ -	\$ (130,223)	-100.0%
51 5039909 OTHER SERVICES	\$ 27,013	\$ 151,551	\$ -	\$ (151,551)	-100.0%
51 5049901 OFFICE SUPPLIES	\$ 12,855	\$ 36,149	\$ -	\$ (36,149)	-100.0%
51 5049907 EXPENDABLE TOOLS & EQUIPMENT	\$ -	\$ 3,600	\$ 3,288	\$ (312)	-8.7%
51 5049909 OTHER SUPPLIES	\$ 542	\$ 13,556	\$ -	\$ (13,556)	-100.0%
51 5050204 TELEPHONE-LOCAL	\$ 4,912	\$ 5,760	\$ 6,674	\$ 914	15.9%
51 5080106 DEMAND RESPONSE	\$ 3,350,667	\$ 2,778,061	\$ -	\$ (2,778,061)	-100.0%
51 5080119 DEDICATED PARA TRANSPORTATION	\$ 79,117	\$ -	\$ -	\$ -	0.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ 987	\$ 1,700	\$ -	\$ (1,700)	-100.0%
51 5090205 TRAVEL - PER DIEM	\$ 1,019	\$ 1,687	\$ -	\$ (1,687)	-100.0%
51 5090206 TOLL ROAD CHARGES	\$ 13	\$ -	\$ -	\$ -	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 1,550	\$ 1,850	\$ -	\$ (1,850)	-100.0%
51 5090211 LODGING	\$ 1,452	\$ 5,800	\$ -	\$ (5,800)	-100.0%
51 5090215 TRAVEL - OTHER	\$ 25	\$ 150	\$ -	\$ (150)	-100.0%
51 5099901 POSTAGE	\$ 8,432	\$ 45,600	\$ 6,000	\$ (39,600)	-86.8%
51 5099904 TOOLS AND EQUIPMENT	\$ 316	\$ -	\$ -	\$ -	0.0%
51 5099907 SAFETY EQUIPMENT	\$ 2,022	\$ -	\$ -	\$ -	0.0%
51 5099908 COMPUTER HARDWARE	\$ 1,107	\$ -	\$ -	\$ -	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 2,186	\$ 16,200	\$ 1,220	\$ (14,980)	-92.5%
51 5099992 RECOGNITION PROGRAM	\$ 291	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 3,725,346	\$ 3,231,105	\$ 72,794	\$ (3,158,311)	-97.7%
TOTAL EXPENSES	\$ 12,688,657	\$ 12,815,655	\$ 8,562,391	\$ (4,253,264)	-33.2%

Operations Training

Functions and Responsibilities

The Operations Training Department is responsible for new hire training, refresher training and return to work training for bus operators in MetroAccess and Fixed Route Services Departments.

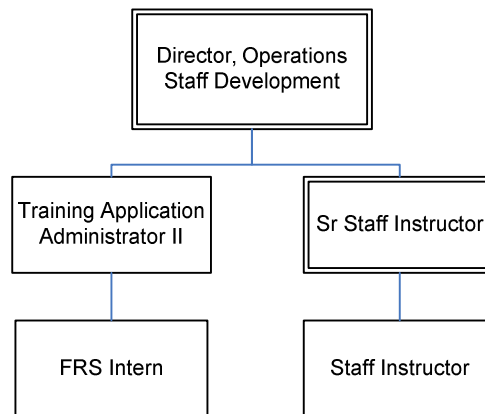
FY 2011 Accomplishments

- ◆ Improve Tools, Technology, & Vehicles – Incorporated the Transit Ambassador program into the Operations training philosophy. All Trainers are certified as instructors after 40 hours of classroom teaching in March. Program incorporated into training manuals and in use for newly hired employees.
- ◆ Improve Knowledge, Skills & Abilities – Implemented biennial refresher training for all Operations Staff. MetroAccess completed training in the fall. Fixed Route postponed until 2012.

FY 2012 Planned Initiatives

- ◆ Provide a Great Customer Experience, Increase User Friendliness, Make Riding Safe Reliable and Accessible - Will train all 475 Fixed Route operators in the principles of Transit Ambassador through 8 hours of refresher training in fiscal 2012.

Operations Training Department Organizational Chart



Major Budgetary Changes

- ◆ **Salaries & Benefits** – Salaries reflect the 2.5 merit increase from FY 2011. Overtime reflects the classification of exempt employees in the training department. Level of funding reduced 20%. Monetary safety awards ended and funding shifted to Drivacam safe driving program contributing to a decrease in budget for \$11,196. Uniform budgeted expenses decreased \$402.
- ◆ **Services** – Reduced 7.7% of bus simulator fees resulting in a \$8,453 budget savings over the previous fiscal year. In addition, reduced the number of hours for temporary staffing services savings \$510.
- ◆ **Miscellaneous/Other** – Reflects various APTA and state Rodeo and transit training related events and lodging throughout the year, in addition, these budgets have been reduced 25% resulting in a \$22,497 savings.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY 2012 VS. FY 2011
SALARIES	\$ 379,634	\$ 343,046	\$ 346,930	\$ 3,884	1.1%
BENEFITS	\$ 78,646	\$ 82,649	\$ 71,692	\$ (10,957)	-13.3%
SERVICES	\$ 150,644	\$ 142,325	\$ 133,362	\$ (8,963)	-6.3%
MATERIALS & SUPPLIES	\$ 11,434	\$ 18,850	\$ 18,228	\$ (622)	-3.3%
UTILITIES	\$ 210	\$ 300	\$ 180	\$ (120)	-40.0%
MISCELLANEOUS	\$ 24,103	\$ 67,752	\$ 45,255	\$ (22,497)	-33.2%
TOTAL EXPENSES	\$ 644,671	\$ 654,922	\$ 615,647	\$ (39,275)	-6.0%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY 2012 VS. FY 2011
SALARY & WAGES					
55 5010201 SALARIES & WAGES - ADMIN.	\$ 299,526	\$ 278,655	\$ 281,644	\$ 2,989	1.1%
55 5020901 SICK LEAVE-ADMIN	\$ 16,752	\$ 16,606	\$ 18,250	\$ 1,644	9.9%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ 14,543	\$ 13,956	\$ 14,382	\$ 426	3.1%
55 5021101 VACATION LEAVE-ADMIN	\$ 28,524	\$ 27,707	\$ 29,613	\$ 1,906	6.9%
55 5021201 OTHER PAID LEAVE-ADMIN	\$ 1,659	\$ 1,510	\$ 3,042	\$ 1,532	101.4%
55 5010203 OVERTIME - ADMINISTRATIVE	\$ 672	\$ 4,612	\$ -	\$ (4,612)	-100.0%
55 5010304 INTERN PAY	\$ 17,958	\$ -	\$ -	\$ -	0.0%
TOTAL SALARIES & WAGES	\$ 379,634	\$ 343,046	\$ 346,930	\$ 3,884	1.1%
BENEFITS					
51 5021421 SAFETY AWARDS	\$ 26,327	\$ -	\$ -	\$ -	0.0%
55 5020101 FICA-ADMIN	\$ 26,809	\$ 24,568	\$ 24,950	\$ 382	1.6%
55 5020102 FICA-BARGAINING	\$ 12	\$ -	\$ -	\$ -	0.0%
55 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 1,240	\$ 615	\$ 873	\$ 258	42.0%
55 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ 336	\$ 257	\$ 257	\$ 0	0.2%
55 5021302 UNIFORM ALLOWANCE-ADMIN.	\$ 421	\$ 1,205	\$ 803	\$ (402)	-33.4%
55 5021421 SAFETY AWARDS	\$ 23,501	\$ 56,004	\$ 44,808	\$ (11,196)	-20.0%
TOTAL BENEFITS	\$ 78,646	\$ 82,649	\$ 71,692	\$ (10,957)	-13.3%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ 123,286	\$ 108,953	\$ 100,500	\$ (8,453)	-7.8%
51 5030401 TEMPORARY HELP	\$ 20,608	\$ 26,622	\$ 26,112	\$ (510)	-1.9%
51 5030512 SOFTWARE MAINTENANCE CONTRACTS	\$ 6,750	\$ 6,750	\$ 6,750	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 2,548	\$ 2,400	\$ 3,000	\$ 600	25.0%
51 5049904 TRAINING MATERIALS	\$ 7,890	\$ 16,450	\$ 15,228	\$ (1,222)	-7.4%
51 5049909 OTHER SUPPLIES	\$ 996	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 210	\$ 300	\$ 180	\$ (120)	-40.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ -	\$ 500	\$ 500	\$ -	0.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ 1,195	\$ 5,800	\$ 2,250	\$ (3,550)	-61.2%
51 5090205 TRAVEL - PER DIEM	\$ 2,509	\$ 5,202	\$ 3,055	\$ (2,147)	-41.3%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 2,398	\$ 6,850	\$ 2,000	\$ (4,850)	-70.8%
51 5090211 LODGING	\$ 2,921	\$ 19,200	\$ 7,250	\$ (11,950)	-62.2%
51 5090215 TRAVEL - OTHER	\$ 5,268	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ -	\$ 200	\$ 200	\$ 0	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 9,812	\$ 30,000	\$ 30,000	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 186,391	\$ 229,227	\$ 197,025	\$ (32,202)	-14.0%
TOTAL EXPENSES	\$ 644,671	\$ 654,922	\$ 615,647	\$ (39,275)	-6.0%

Fixed Route Services

Functions and Responsibilities

The Fixed Route Services (FRS) department's mission is to provide safe, efficient and cost effective public transportation services in Capital Metro's service area. The department operates fixed route bus service, including local bus service, limited stop or Flyer service, and commuter or Park & Ride Services. Fixed route bus service also ensures fleet accessibility in accordance with the Americans with Disabilities Act (ADA).

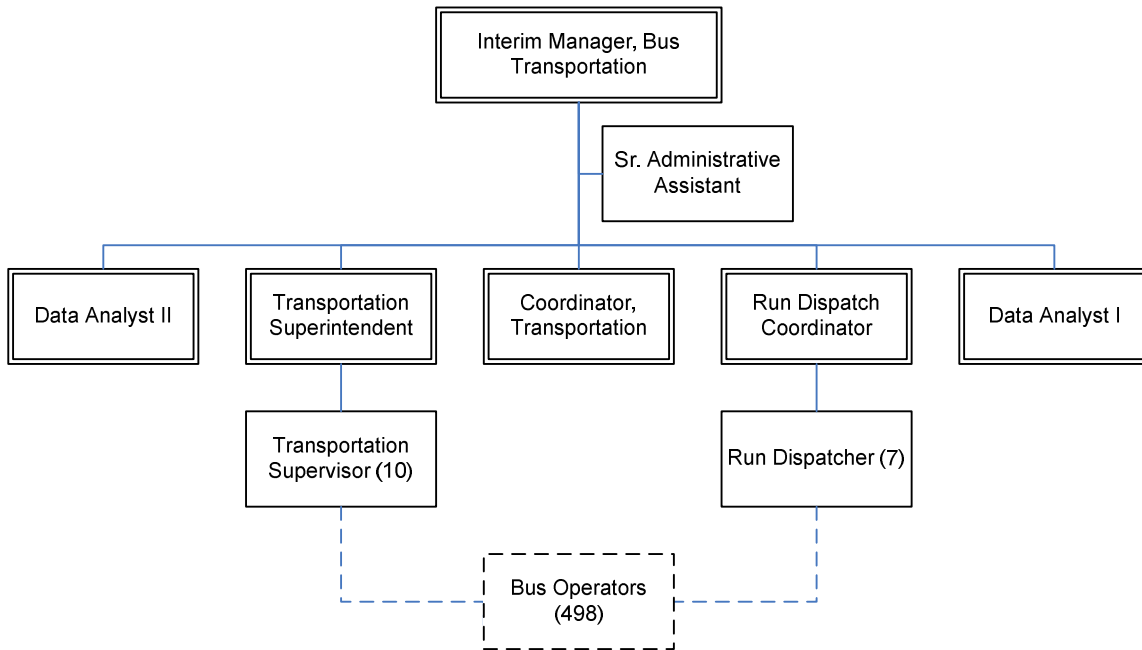
FY 2011 Accomplishments

- ◆ Improve Knowledge, Skills & Abilities – Reinstated a program of ongoing refresher training for existing Bus Operators. Program has been developed. Implementation has been delayed by competing projects, but is scheduled to begin in September 2011.
- ◆ Improve Customer Satisfaction & Loyalty – Implemented programs to improve the courtesy and friendliness of Bus Operators. Accomplished significant increase in customer compliments through the "Make their Day" campaign throughout the first three months of the fiscal year.
- ◆ Improve Service Delivery – Continued efforts to address fixed route safety and reliability measurements. Accomplished improvement in overall accident rates fiscal year to date.

FY 2012 Planned Initiatives

- ◆ Strengthen Financial Health of the Agency - Continue focusing on improved efficiency of operator pay hours, reducing standby hours (non-productive time) through tighter controls and improved procedures surrounding the assignment of work.
- ◆ Provide a Great Customer Experience - Reinstigate a program of ongoing refresher training for existing Bus Operators.
- ◆ Provide a Great Customer Experience - Continue efforts to address fixed route safety and reliability measurements, ensuring quality transit service until the moment of service transition to a private contractor.

Fixed Route Services Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries & Benefits** – Includes pay increases and the additional costs of taking in service hours formerly provided by a private contractor, includes step increases as defined by the Collective Bargaining Agreement resulting in an increase for \$1,449,941. Management achieved savings in administrative labor eliminating one position for \$65,993.
- ◆ **Services** – Capital Metro's share of the cost for the Combined Transportation & Emergency Communication Center (CTECC) increased by \$39,455.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 23,288,901	\$ 23,422,572	\$ 24,934,766	\$ 1,512,194	6.5%
BENEFITS	\$ 3,420,376	\$ 3,391,445	\$ 3,626,649	\$ 235,204	6.9%
SERVICES	\$ 435,329	\$ 490,545	\$ 530,000	\$ 39,455	8.0%
MATERIALS & SUPPLIES	\$ 17,106	\$ 15,400	\$ 14,400	\$ (1,000)	-6.5%
UTILITIES	\$ 3,278	\$ 2,220	\$ 1,740	\$ (480)	-21.6%
MISCELLANEOUS	\$ 18,958	\$ 28,591	\$ 18,330	\$ (10,261)	-35.9%
TOTAL EXPENSES	\$ 27,183,948	\$ 27,350,773	\$ 29,125,885	\$ 1,775,112	6.5%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
55 5010101 OPERATORS' SALARIES AND WAGES	\$ 15,525,862	\$ 15,853,507	\$ 16,809,332	\$ 955,825	6.0%
55 5010103 OPERATORS' OVERTIME	\$ 2,679,577	\$ 2,470,936	\$ 2,965,052	\$ 494,116	20.0%
55 5010201 SALARIES & WAGES - ADMIN.	\$ 1,576,280	\$ 1,621,144	\$ 1,453,007	\$ (168,137)	-10.4%
55 5010203 OVERTIME - ADMINISTRATIVE	\$ 167,554	\$ 211,453	\$ 209,588	\$ (1,865)	-0.9%
55 5010204 OVERTIME - BARGAINING	\$ 5,153	\$ -	\$ -	\$ -	0.0%
55 5020901 SICK LEAVE-ADMIN	\$ 78,387	\$ 101,378	\$ 112,503	\$ 11,125	11.0%
55 5020902 SICK LEAVE-BARGAINING	\$ 920,539	\$ 719,972	\$ 790,114	\$ 70,142	9.7%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ 82,937	\$ 82,161	\$ 74,517	\$ (7,644)	-9.3%
55 5021002 HOLIDAY LEAVE-BARGAINING	\$ 762,612	\$ 800,991	\$ 872,915	\$ 71,924	9.0%
55 5021101 VACATION LEAVE-ADMIN	\$ 112,427	\$ 139,161	\$ 124,854	\$ (14,307)	-10.3%
55 5021102 VACATION LEAVE-BARGAINING	\$ 1,292,256	\$ 1,345,621	\$ 1,436,393	\$ 90,772	6.7%
55 5021201 OTHER PAID LEAVE-ADMIN	\$ 7,906	\$ 9,216	\$ 16,326	\$ 7,110	77.1%
55 5021202 OTHER PAID LEAVE-BARGAINING	\$ 77,411	\$ 67,032	\$ 70,164	\$ 3,132	4.7%
TOTAL SALARIES & WAGES	\$ 23,288,901	\$ 23,422,572	\$ 24,934,766	\$ 1,512,194	6.5%
BENEFITS					
55 5020101 FICA-ADMIN	\$ 145,203	\$ 146,099	\$ 130,594	\$ (15,505)	-10.6%
55 5020102 FICA-BARGAINING	\$ 1,603,974	\$ 1,269,468	\$ 1,350,799	\$ 81,331	6.4%
55 5020201 401K	\$ 36,148	\$ -	\$ -	\$ -	0.0%
55 5020202 PENSION - BARGAIN	\$ 921,430	\$ 792,675	\$ 840,467	\$ 47,792	6.0%
55 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 7,425	\$ 6,579	\$ 5,998	\$ (581)	-8.8%
55 5020702 STATE UNEMPLOYMENT-BARGAINING	\$ 82,319	\$ 393,976	\$ 403,397	\$ 9,421	2.4%
55 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ 1,995	\$ 1,904	\$ 1,824	\$ (80)	-4.2%
55 5020704 FEDERAL UNEMPLOYMENT-BARGAINING	\$ 25,014	\$ 146,596	\$ 158,195	\$ 11,599	7.9%
55 5021301 UNIFORM ALLOWANCE-BARGAINING	\$ 179,878	\$ 166,679	\$ 213,939	\$ 47,260	28.4%
55 5021302 UNIFORM ALLOWANCE-ADMIN.	\$ -	\$ 16,748	\$ 16,748	\$ (0)	0.0%
55 5021425 INCENTIVE - BARGAINING	\$ 416,990	\$ 450,721	\$ 504,689	\$ 53,968	12.0%
TOTAL BENEFITS	\$ 3,420,376	\$ 3,391,445	\$ 3,626,649	\$ 235,204	6.9%
OTHER EXPENSES					
51 5030307 OTHER SERVICES - CTECC	\$ 434,781	\$ 490,545	\$ 530,000	\$ 39,455	8.0%
51 5030311 PERMITS AND FEES	\$ 525	\$ -	\$ -	\$ -	0.0%
51 5039901 COURIER AND DELIVERY SERVICES	\$ 23	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 15,994	\$ 15,400	\$ 14,400	\$ (1,000)	-6.5%
51 5049902 PASSES AND TICKETS	\$ 529	\$ -	\$ -	\$ -	0.0%
51 5049909 OTHER SUPPLIES	\$ 100	\$ -	\$ -	\$ -	0.0%
51 5049920 MAINTENANCE MATERIALS	\$ 564	\$ -	\$ -	\$ -	0.0%
51 5049974 CORE DEPOSIT CREDIT	\$ (81)	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 3,278	\$ 2,220	\$ 1,740	\$ (480)	-21.6%
51 5090201 AIRFARE - TRANSPORTATION	\$ 1,133	\$ 1,000	\$ 225	\$ (775)	-77.5%
51 5090205 TRAVEL - PER DIEM	\$ (158)	\$ 721	\$ 163	\$ (559)	-77.5%
51 5090206 TOLL ROAD CHARGES	\$ 6	\$ -	\$ -	\$ -	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 643	\$ 1,750	\$ 300	\$ (1,450)	-82.9%
51 5090211 LODGING	\$ 1,064	\$ 2,700	\$ 488	\$ (2,213)	-81.9%
51 5099901 POSTAGE	\$ 989	\$ 1,020	\$ 1,055	\$ 35	3.5%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 15,281	\$ 21,400	\$ 16,100	\$ (5,300)	-24.8%
TOTAL OTHER EXPENSES	\$ 474,671	\$ 536,756	\$ 564,470	\$ 27,714	5.2%
TOTAL EXPENSES	\$ 27,183,948	\$ 27,350,773	\$ 29,125,885	\$ 1,775,112	6.5%



This Page Intentionally Blank

Running Repair

Functions and Responsibilities

The Running Repair department is responsible for maintaining the mechanical integrity of the fleet. Primary functions include performing preventive and predictive maintenance, rebuilding engines and transmissions, servicing air conditioning, body shop repair, upholstery, and electronics repair. Other functions include maintenance contract management for assets, and supporting special events.

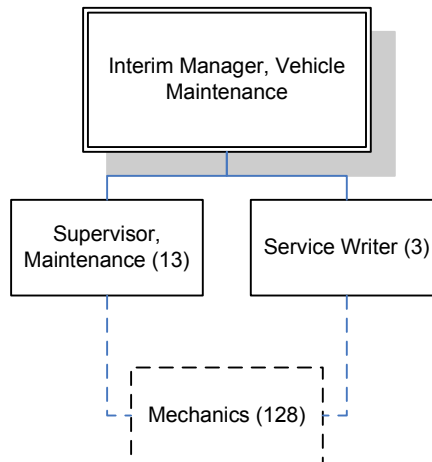
FY 2011 Accomplishments

- ◆ Improve Tools, Technology & Vehicles – Continued to improve reliability through mechanic training and Preventive Maintenance Inspection (PMI) improvements. Classroom training was conducted throughout the year to upgrade mechanic’s skills.
- ◆ Improve Tools, Technology & Vehicles – Took receipt of eight new 35-foot buses. Capital Metro received and put into revenue service, eight new New Flyer buses.

FY 2012 Planned Initiatives

- ◆ Improve Cost Effectiveness – Plan for transfer of assets to new Fixed Route contractor.

Running Repair Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries & Benefits** –Demands of an aging fleet and increased StarTran service miles due to assuming service formerly provided by a private contractor necessitates the hiring of three additional mechanics resulting in an increase of \$792,658.
- ◆ **Services** – Added bus painting to the contract resulting in additional expense of approximately \$200,000 and includes wheels alignment on 96 buses.
- ◆ **Materials & Supplies** – Increase in material needs for the fleet based on aging vehicles in fleet and increased in service hours transferred from Veolia to StarTran resulting in a budgeted impact of \$1,781,162. Other maintenance materials and supplies reflect a \$108,832 increase.

CATEGORIES	FY 2010		FY 2011		FY 2012		Var FY 2012		Var % FY2012	
	Actual		Budget		Budget		VS. FY 2011		VS. FY 2011	
SALARIES	\$ 7,640,660	\$	7,750,263	\$	8,542,921	\$	792,658		10.2%	
BENEFITS	\$ 1,098,397	\$	1,027,661	\$	1,100,584	\$	72,923		7.1%	
SERVICES	\$ 484,915	\$	315,901	\$	517,501	\$	201,600		63.8%	
MATERIALS & SUPPLIES	\$ 6,340,791	\$	6,268,987	\$	8,156,887	\$	1,887,900		30.1%	
TAXES	\$ 10,523	\$	9,689	\$	11,324	\$	1,635		16.9%	
MISCELLANEOUS	\$ 74,194	\$	75,929	\$	76,445	\$	516		0.7%	
CAPITALIZATION OF SALARY & WAGES	\$ (86,921)	\$	-	\$	-	\$	-		0.0%	
TOTAL EXPENSES	\$ 15,562,559	\$	15,448,430	\$	18,405,661	\$	2,957,231		19.1%	



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
55 5010201 SALARIES & WAGES - ADMIN.	\$ 587,653	\$ 638,056	\$ 910,240	\$ 272,184	42.7%
55 5010202 SALARIES & WAGES - BARGAINING	\$ 4,884,809	\$ 5,073,912	\$ 5,676,788	\$ 602,876	11.9%
55 5010203 OVERTIME - ADMINISTRATIVE	\$ 87,334	\$ 103,161	\$ 108,560	\$ 5,399	5.2%
55 5010204 OVERTIME - BARGAINING	\$ 1,059,290	\$ 647,277	\$ 676,062	\$ 28,785	4.4%
55 5020901 SICK LEAVE-ADMIN	\$ 30,240	\$ 39,430	\$ 61,365	\$ 21,935	55.6%
55 5020902 SICK LEAVE-BARGAINING	\$ 287,789	\$ 343,285	\$ 302,286	\$ (40,999)	-11.9%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ 31,090	\$ 31,956	\$ 46,681	\$ 14,725	46.1%
55 5021002 HOLIDAY LEAVE-BARGAINING	\$ 224,149	\$ 356,304	\$ 251,905	\$ (104,399)	-29.3%
55 5021101 VACATION LEAVE-ADMIN	\$ 37,609	\$ 55,584	\$ 79,498	\$ 23,914	43.0%
55 5021102 VACATION LEAVE-BARGAINING	\$ 374,765	\$ 400,499	\$ 389,778	\$ (10,721)	-2.7%
55 5021201 OTHER PAID LEAVE-ADMIN	\$ 3,663	\$ 3,585	\$ 10,227	\$ 6,642	185.3%
55 5021202 OTHER PAID LEAVE-BARGAINING	\$ 32,269	\$ 57,214	\$ 29,530	\$ (27,684)	-48.4%
TOTAL SALARIES & WAGES	\$ 7,640,660	\$ 7,750,263	\$ 8,542,921	\$ 792,658	10.2%
BENEFITS					
55 5020101 FICA-ADMIN	\$ 56,035	\$ 57,289	\$ 81,811	\$ 24,522	42.8%
55 5020102 FICA-BARGAINING	\$ 519,969	\$ 419,210	\$ 445,469	\$ 26,259	6.3%
55 5020201 401K	\$ 15,005	\$ -	\$ -	\$ -	0.0%
55 5020202 PENSION - BARGAINING	\$ 213,314	\$ 206,771	\$ 212,724	\$ 5,953	2.9%
55 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 2,311	\$ 2,322	\$ 3,121	\$ 799	34.4%
55 5020702 STATE UNEMPLOYMENT-BARGAINING	\$ 25,045	\$ 23,027	\$ 22,766	\$ (261)	-1.1%
55 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ 616	\$ 672	\$ 952	\$ 280	41.7%
55 5020704 FEDERAL UNEMPLOYMENT-BARGAINING	\$ 6,842	\$ 6,664	\$ 6,944	\$ 280	4.2%
55 5021301 UNIFORM ALLOWANCE-BARGAINING	\$ 27,474	\$ 28,876	\$ 31,007	\$ 2,131	7.4%
55 5021302 UNIFORM ALLOWANCE-ADMIN.	\$ 6,024	\$ 5,304	\$ 8,235	\$ 2,931	55.3%
55 5021304 BOOT ALLOWANCE-ADMIN	\$ 270	\$ 1,620	\$ 1,620	\$ -	0.0%
55 5021305 BOOT ALLOWANCE-BARGAINING	\$ 14,732	\$ 16,065	\$ 16,065	\$ -	0.0%
55 5021401 TOOL ALLOWANCE-BARGAINING	\$ 40,227	\$ 51,170	\$ 51,170	\$ -	0.0%
55 5021425 INCENTIVE - BARGAINING	\$ 170,533	\$ 208,671	\$ 218,699	\$ 10,028	4.8%
TOTAL BENEFITS	\$ 1,098,397	\$ 1,027,661	\$ 1,100,584	\$ 72,923	7.1%
OTHER EXPENSES					
51 5030311 PERMITS AND FEES	\$ 1,164	\$ -	\$ -	\$ -	0.0%
51 5030401 TEMPORARY HELP	\$ 69,581	\$ -	\$ -	\$ -	0.0%
51 5030509 REPAIR & MAINTENANCE-OTHER	\$ 7,671	\$ -	\$ -	\$ -	0.0%
51 5039903 VEHICLE TOWING	\$ 37,687	\$ 34,271	\$ 34,271	\$ (1)	0.0%
51 5039909 OTHER SERVICES	\$ 342,853	\$ 255,441	\$ 457,041	\$ 201,600	78.9%
51 5039923 SHOP TOWEL SERVICE	\$ 25,959	\$ 26,189	\$ 26,189	\$ -	0.0%
51 5040201 TIRES AND TUBES	\$ 895,369	\$ 888,589	\$ 952,847	\$ 64,258	7.2%
51 5049901 OFFICE SUPPLIES	\$ 1,401	\$ 1,700	\$ 3,226	\$ 1,526	89.7%
51 5049904 TRAINING MATERIALS	\$ 178	\$ -	\$ -	\$ -	0.0%
51 5049909 OTHER SUPPLIES	\$ 373,611	\$ 353,544	\$ 353,544	\$ -	0.0%
51 5049920 MAINTENANCE MATERIALS	\$ 4,955,504	\$ 5,049,036	\$ 6,830,198	\$ 1,781,162	35.3%
51 5049970 CORE EXPENSES	\$ 100	\$ 509,000	\$ 509,000	\$ -	0.0%
51 5049974 CORE DEPOSIT CREDIT	\$ 212,066	\$ (459,000)	\$ (459,000)	\$ -	0.0%
51 5049975 FREIGHT CHARGE-INVENTORY PARTS	\$ 485	\$ -	\$ -	\$ -	0.0%
51 5049985 WARRANTY CREDIT	\$ (97,923)	\$ (73,882)	\$ (32,928)	\$ 40,954	-55.4%
51 5070401 INSPECTION CERTIFICATES	\$ 6,965	\$ 6,158	\$ 7,561	\$ 1,403	22.8%
51 5079901 BATTERY SURCHARGE	\$ 3,558	\$ 3,531	\$ 3,763	\$ 232	6.6%
51 5090206 TOLL ROAD CHARGES	\$ 38	\$ -	\$ -	\$ -	0.0%
51 5099904 TOOLS AND EQUIPMENT	\$ 25,962	\$ 29,541	\$ 30,000	\$ 459	1.6%
51 5099907 SAFETY EQUIPMENT	\$ 36,783	\$ 45,365	\$ 45,365	\$ -	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 11,411	\$ 1,023	\$ 1,080	\$ 57	5.6%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	\$ (86,921)	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 6,823,502	\$ 6,670,506	\$ 8,762,157	\$ 2,091,651	31.4%
TOTAL EXPENSES	\$ 15,562,559	\$ 15,448,430	\$ 18,405,661	\$ 2,957,231	19.1%



This Page Intentionally Blank

Service Island

Functions and Responsibilities

The Service Island is responsible for fueling and cleaning the fleet on a daily basis. Primary functions include daily cleaning, checking and servicing fluids on all buses, cars, vans, trucks, and support equipment, as well as fueling buses. Other functions include collecting and depositing cashboxes monies into receiver vaults, extracting ridership data from farebox units, managing an outside contractor to detail the buses, and supporting special events.

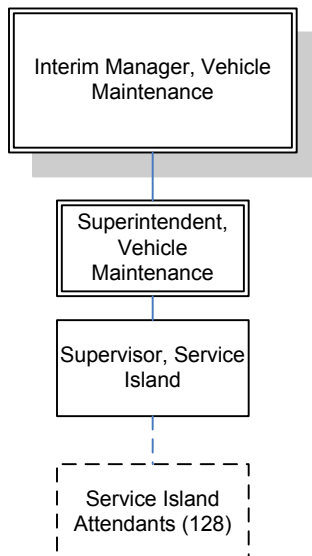
FY 2011 Accomplishments

- ◆ Improve Tools, Technology & Vehicles – Fueled and serviced revenue vehicles for operation every day.

FY 2012 Planned Initiatives

- ◆ Improve Tools, Technology & Vehicles – Fuel and service revenue vehicles for operation every day.

Service Island Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries and Benefits**-Includes step pay increases per the negotiated labor agreement.
- ◆ **Materials and Supplies**- Increase of average diesel fuel price of \$3.50 per gallon. This assumption, a 49% increase over last year's budgeted rate per gallon, drives the overall diesel fuel variance to \$5,949,388.
- ◆ **Services** – Due to increasing age of fleet, the frequency of bus detail cleaning has increased from 8 weeks to 6 weeks resulting in a net cost increase of \$132,078.

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 1,613,077	\$ 1,684,389	\$ 1,752,875	\$ 68,486	4.1%
BENEFITS	\$ 244,205	\$ 252,121	\$ 265,196	\$ 13,075	5.2%
SERVICES	\$ 413,680	\$ 273,895	\$ 405,973	\$ 132,078	48.2%
MATERIALS & SUPPLIES	\$ 10,547,029	\$ 11,993,422	\$ 18,023,715	\$ 6,030,293	50.3%
TAXES	\$ 962,077	\$ 1,003,040	\$ 1,006,828	\$ 3,788	0.4%
MISCELLANEOUS	\$ 8,769	\$ 300	\$ 120	\$ (180)	-60.0%
TOTAL EXPENSES	\$ 13,788,837	\$ 15,207,167	\$ 21,454,707	\$ 6,247,540	41.1%



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
55 5010201 SALARIES & WAGES - ADMIN.	\$ 169,410	\$ 174,671	\$ 117,101	\$ (57,570)	-33.0%
55 5010202 SALARIES & WAGES - BARGAINING	\$ 1,095,782	\$ 1,120,245	\$ 1,173,254	\$ 53,009	4.7%
55 5010203 OVERTIME - ADMINISTRATIVE	\$ 23,684	\$ -	\$ 8,487	\$ 8,487	100.0%
55 5010204 OVERTIME - BARGAINING	\$ 105,616	\$ 100,282	\$ 138,418	\$ 38,136	38.0%
55 5020901 SICK LEAVE-ADMIN	\$ 17,369	\$ 10,794	\$ 7,894	\$ (2,900)	-26.9%
55 5020902 SICK LEAVE-BARGAINING	\$ 55,747	\$ 75,522	\$ 76,055	\$ 533	0.7%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ 9,541	\$ 8,748	\$ 6,005	\$ (2,743)	-31.4%
55 5021002 HOLIDAY LEAVE-BARGAINING	\$ 48,730	\$ 78,386	\$ 50,686	\$ (27,700)	-35.3%
55 5021101 VACATION LEAVE-ADMIN	\$ 15,352	\$ 16,382	\$ 10,184	\$ (6,198)	-37.8%
55 5021102 VACATION LEAVE-BARGAINING	\$ 60,959	\$ 85,791	\$ 150,800	\$ 65,009	75.8%
55 5021201 OTHER PAID LEAVE-ADMIN	\$ 7,328	\$ 981	\$ 1,316	\$ 335	34.1%
55 5021202 OTHER PAID LEAVE-BARGAINING	\$ 3,559	\$ 12,587	\$ 12,676	\$ 89	0.7%
TOTAL SALARIES & WAGES	\$ 1,613,077	\$ 1,684,389	\$ 1,752,875	\$ 68,486	4.1%
BENEFITS					
55 5020101 FICA-ADMIN	\$ 16,303	\$ 15,683	\$ 10,525	\$ (5,158)	-32.9%
55 5020102 FICA-BARGAINING	\$ 103,918	\$ 89,117	\$ 102,382	\$ 13,265	14.9%
55 5020201 401K	\$ 181	\$ -	\$ -	\$ -	0.0%
55 5020202 PENSION - BARGAIN	\$ 65,518	\$ 64,525	\$ 69,192	\$ 4,667	7.2%
55 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 630	\$ 581	\$ 367	\$ (214)	-36.8%
55 5020702 STATE UNEMPLOYMENT-BARGAINING	\$ 8,200	\$ 7,353	\$ 6,793	\$ (560)	-7.6%
55 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ 168	\$ 112	\$ 56	\$ (56)	-50.0%
55 5020704 FEDERAL UNEMPLOYMENT-BARGAINING	\$ 2,277	\$ 2,128	\$ 2,072	\$ (56)	-2.6%
55 5021301 UNIFORM ALLOWANCE-BARGAINING	\$ 13,038	\$ 13,733	\$ 13,733	\$ 0	0.0%
55 5021302 UNIFORM ALLOWANCE-ADMIN.	\$ 432	\$ 897	\$ 926	\$ 29	3.2%
55 5021304 BOOT ALLOWANCE-ADMIN	\$ 135	\$ 405	\$ 405	\$ -	0.0%
55 5021305 BOOT ALLOWANCE-BARGAINING	\$ 3,596	\$ 5,130	\$ 5,130	\$ -	0.0%
55 5021308 OTHER CLOTHING ALLOWANCE-BARGAINING	\$ 5	\$ 3,610	\$ 4,180	\$ 570	15.8%
55 5021425 INCENTIVE - BARGAINING	\$ 29,804	\$ 48,847	\$ 49,435	\$ 588	1.2%
TOTAL BENEFITS	\$ 244,205	\$ 252,121	\$ 265,196	\$ 13,075	5.2%
OTHER EXPENSES					
51 5030401 TEMPORARY HELP	\$ 33,969	\$ -	\$ -	\$ -	0.0%
51 5030509 REPAIR & MAINTENANCE-OTHER	\$ 379,698	\$ 270,445	\$ 402,523	\$ 132,078	48.8%
51 5039909 OTHER SERVICES	\$ 13	\$ 3,450	\$ 3,450	\$ -	0.0%
51 5040104 TRANSMISSION FLUID	\$ 75,165	\$ 81,786	\$ 98,389	\$ 16,603	20.3%
51 5040105 COOLANT	\$ 69,966	\$ 89,237	\$ 109,711	\$ 20,474	22.9%
51 5040109 OTHER FLUIDS	\$ 954	\$ 6,333	\$ 6,333	\$ (0)	0.0%
51 5040111 DIESEL	\$ 6,596,546	\$ 7,019,806	\$ 12,198,884	\$ 5,179,078	73.8%
51 5040121 GASOLINE	\$ 462,391	\$ 415,106	\$ 561,186	\$ 146,080	35.2%
51 5040131 OIL	\$ 160,157	\$ 245,021	\$ 253,023	\$ 8,002	3.3%
51 5040145 FUEL-CONTRACTED FIXED ROUTE UT	\$ 1,433,433	\$ 1,835,262	\$ 1,932,958	\$ 97,696	5.3%
51 5040146 FUEL-FIXED ROUTE LOCAL SERVICES	\$ 1,879,921	\$ 2,216,038	\$ 2,742,572	\$ 526,534	23.8%
51 5040150 FUEL RISK MANAGEMENT	\$ (215,913)	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 717	\$ 570	\$ 396	\$ (174)	-30.5%
51 5049906 CLEANING SUPPLIES	\$ 85,598	\$ 84,263	\$ 98,254	\$ 13,991	16.6%
51 5049907 EXPENDABLE TOOLS & EQUIPMENT	\$ -	\$ -	\$ 22,009	\$ 22,009	100.0%
51 5049974 CORE DEPOSIT CREDIT	\$ (1,906)	\$ -	\$ -	\$ -	0.0%
51 5070501 DIESEL FUEL TAX	\$ 923,870	\$ 943,520	\$ 952,595	\$ 9,075	1.0%
51 5070502 GASOLINE FUEL TAX	\$ 30,269	\$ 37,229	\$ 32,068	\$ (5,161)	-13.9%
51 5070503 FUEL SURCHARGE	\$ 7,938	\$ 22,291	\$ 22,165	\$ (126)	-0.6%
51 5099907 SAFETY EQUIPMENT	\$ 8,299	\$ -	\$ -	\$ -	0.0%
51 5099908 COMPUTER HARDWARE	\$ 470	\$ -	\$ -	\$ -	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ -	\$ 300	\$ 120	\$ (180)	-60.0%
TOTAL OTHER EXPENSES	\$ 11,931,555	\$ 13,270,657	\$ 19,436,636	\$ 6,165,979	46.5%
TOTAL EXPENSES	\$ 13,788,837	\$ 15,207,167	\$ 21,454,707	\$ 6,247,540	41.1%



This Page Intentionally Blank

Vehicle Maintenance - Administration

Functions and Responsibilities

The Vehicle Maintenance - Administration department is responsible for the management and oversight of running repair, service island, stores, and building maintenance departments. Other essential responsibilities are budget management, vehicle acquisition, safety, training, and project management of an Inter-local Agreement with Lower Colorado River Authority (LCRA) to provide radio services.

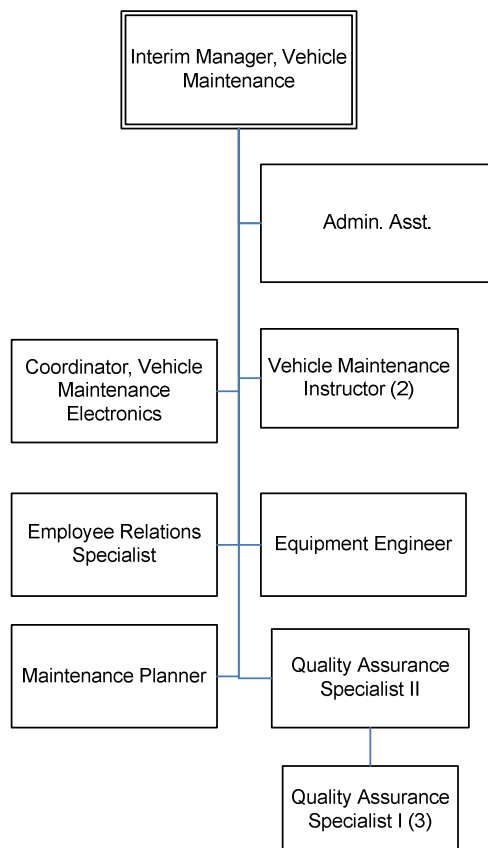
FY 2011 Accomplishments

- ◆ Improve Tools, Technology & Vehicles – Monitored the manufacture of eight new 35-foot buses. Received and put into service, eight new New flyer buses.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices– Plan and prepare for transfer of assets, equipment and facilities to new Fixed Route contractor

Vehicle Maintenance – Admin Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries and Benefits** – Decrease due to elimination of one administrative position and one position transferred to the new Department of Bus and Paratransit Contract Operations.
- ◆ **Services** – Hired in-house staff instructor for mechanic, building maintenance and Metro Access training and development resulting in a \$100,010 savings in other professional fees.

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 977,486	\$ 872,522	\$ 683,274	\$ (189,248)	-21.7%
BENEFITS	\$ 65,378	\$ 68,211	\$ 53,791	\$ (14,420)	-21.1%
SERVICES	\$ 955,345	\$ 821,799	\$ 605,702	\$ (216,097)	-26.3%
MATERIALS & SUPPLIES	\$ 10,337	\$ 15,269	\$ 14,820	\$ (449)	-2.9%
UTILITIES	\$ 3,602	\$ 3,185	\$ 3,185	\$ -	0.0%
MISCELLANEOUS	\$ 15,021	\$ 11,782	\$ 42,031	\$ 30,249	256.7%
CAPITALIZATION OF SALARY & WAGES	\$ (2,116)	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENSES	\$ 2,025,053	\$ 1,792,768	\$ 1,402,803	\$ (389,965)	-21.8%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
55 5010201 SALARIES & WAGES - ADMIN.	\$ 751,872	\$ 722,330	\$ 555,641	\$ (166,689)	-23.1%
55 5010203 OVERTIME - ADMINISTRATIVE	\$ 9,078	\$ 1,133	\$ 559	\$ (574)	-50.7%
55 5020901 SICK LEAVE-ADMIN	\$ 104,262	\$ 44,638	\$ 41,058	\$ (3,580)	-8.0%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ 36,661	\$ 36,177	\$ 28,496	\$ (7,681)	-21.2%
55 5021101 VACATION LEAVE-ADMIN	\$ 72,201	\$ 64,186	\$ 51,278	\$ (12,908)	-20.1%
55 5021201 OTHER PAID LEAVE-ADMIN	\$ 3,412	\$ 4,058	\$ 6,243	\$ 2,185	53.8%
TOTAL SALARIES & WAGES	\$ 977,486	\$ 872,522	\$ 683,274	\$ (189,248)	-21.7%
BENEFITS					
55 5020101 FICA-ADMIN	\$ 60,267	\$ 63,752	\$ 49,940	\$ (13,812)	-21.7%
55 5020201 401K	\$ 17	\$ -	\$ -	\$ -	0.0%
55 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 2,793	\$ 2,516	\$ 2,020	\$ (496)	-19.7%
55 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ 735	\$ 728	\$ 616	\$ (112)	-15.4%
55 5021304 BOOT ALLOWANCE-ADMIN	\$ 1,566	\$ 1,215	\$ 1,215	\$ -	0.0%
TOTAL BENEFITS	\$ 65,378	\$ 68,211	\$ 53,791	\$ (14,420)	-21.1%
OTHER EXPENSES					
51 5030306 TECHNICAL SERVICES	\$ 7,479	\$ -	\$ -	\$ -	0.0%
51 5030309 OTHER PROFESSIONAL FEES	\$ 173,807	\$ 212,000	\$ 111,990	\$ (100,010)	-47.2%
51 5030401 TEMPORARY HELP	\$ 5,200	\$ 79,870	\$ -	\$ (79,870)	-100.0%
51 5030507 MAINTENANCE-RADIOS	\$ 768,308	\$ 481,129	\$ 459,812	\$ (21,317)	-4.4%
51 5030509 REPAIR & MAINTENANCE-OTHER	\$ 551	\$ -	\$ -	\$ -	0.0%
51 5039909 OTHER SERVICES	\$ -	\$ 48,800	\$ 33,900	\$ (14,900)	-30.5%
51 5049901 OFFICE SUPPLIES	\$ 8,594	\$ 8,885	\$ 8,885	\$ -	0.0%
51 5049904 TRAINING MATERIALS	\$ 1,726	\$ 4,884	\$ 885	\$ (3,999)	-81.9%
51 5049909 OTHER SUPPLIES	\$ -	\$ 1,500	\$ 5,050	\$ 3,550	236.7%
51 5049920 MAINTENANCE MATERIALS	\$ 17	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 3,602	\$ 3,185	\$ 3,185	\$ -	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 1,393	\$ 1,215	\$ 1,056	\$ (159)	-13.1%
51 5090201 AIRFARE - TRANSPORTATION	\$ 3,531	\$ 4,280	\$ 10,903	\$ 6,623	154.7%
51 5090205 TRAVEL - PER DIEM	\$ 1,514	\$ 2,357	\$ 13,741	\$ 11,384	483.0%
51 5090206 TOLL ROAD CHARGES	\$ 33	\$ -	\$ -	\$ -	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 3,220	\$ 700	\$ 1,923	\$ 1,223	174.6%
51 5090211 LODGING	\$ 2,639	\$ 3,050	\$ 10,630	\$ 7,580	248.5%
51 5090215 TRAVEL - OTHER	\$ 474	\$ -	\$ 3,600	\$ 3,600	100.0%
51 5099901 POSTAGE	\$ 291	\$ -	\$ -	\$ -	0.0%
51 5099907 SAFETY EQUIPMENT	\$ 18	\$ -	\$ -	\$ -	0.0%
51 5099908 COMPUTER HARDWARE	\$ 629	\$ -	\$ -	\$ -	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 1,279	\$ 180	\$ 180	\$ -	0.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	\$ (2,116)	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 982,189	\$ 852,035	\$ 665,738	\$ (186,297)	-21.9%
TOTAL EXPENSES	\$ 2,025,053	\$ 1,792,768	\$ 1,402,803	\$ (389,965)	-21.8%

Stores

Functions and Responsibilities

The Stores department is responsible for managing the inflow and outflow of materials and supplies for the maintenance departments while maintaining adequate supplies of preventive and non-routine repair parts for the entire fleet of vehicles, and for building maintenance.

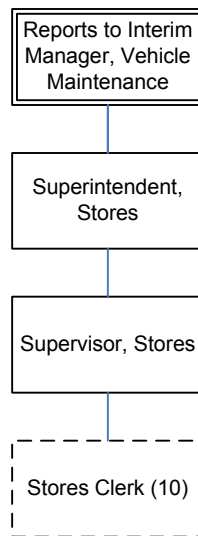
FY 2011 Accomplishments

- ◆ Improve Tools, Technology & Vehicles Improve Tools, Technology & Vehicles – Continued improving parts availability through emphasis on the Inventory Control functions using the Spear system

FY 2012 Planned Initiatives

- ◆ Improve Business Practices– Prepare inventory for sale to Fixed Route and paratransit contractors

Stores Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries and Benefits** – Includes pay step increases per the extension of the negotiated labor agreement.
- ◆ **Materials & Supplies** – Reduction due to forecast based on actual experience in FY 2011.

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 535,851	\$ 545,283	\$ 562,258	\$ 16,975	3.1%
BENEFITS	\$ 77,637	\$ 75,608	\$ 78,206	\$ 2,598	3.4%
SERVICES	\$ 5,617	\$ 5,649	\$ 6,026	\$ 377	6.7%
MATERIALS & SUPPLIES	\$ 78,956	\$ 83,230	\$ 78,292	\$ (4,938)	-5.9%
UTILITIES	\$ 730	\$ -	\$ -	\$ -	0.0%
MISCELLANEOUS	\$ -	\$ 120	\$ 120	\$ -	0.0%
TOTAL EXPENSES	\$ 698,791	\$ 709,890	\$ 724,902	\$ 15,012	2.1%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
55 5010201 SALARIES & WAGES - ADMIN.	\$ 119,917	\$ 115,921	\$ 115,036	\$ (885)	-0.8%
55 5010202 SALARIES & WAGES - BARGAINING	\$ 327,873	\$ 305,143	\$ 319,537	\$ 14,394	4.7%
55 5010204 OVERTIME - BARGAINING	\$ 17,398	\$ 27,316	\$ 38,518	\$ 11,202	41.0%
55 5020901 SICK LEAVE-ADMIN	\$ 2,507	\$ 7,164	\$ 7,755	\$ 591	8.3%
55 5020902 SICK LEAVE-BARGAINING	\$ 11,093	\$ 20,571	\$ 17,222	\$ (3,349)	-16.3%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ 6,755	\$ 5,806	\$ 5,899	\$ 93	1.6%
55 5021002 HOLIDAY LEAVE-BARGAINING	\$ 14,514	\$ 21,352	\$ 14,352	\$ (7,000)	-32.8%
55 5021101 VACATION LEAVE-ADMIN	\$ 14,319	\$ 13,930	\$ 14,864	\$ 934	6.7%
55 5021102 VACATION LEAVE-BARGAINING	\$ 20,705	\$ 24,000	\$ 26,099	\$ 2,099	8.7%
55 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ 651	\$ 1,293	\$ 642	98.5%
55 5021202 OTHER PAID LEAVE-BARGAINING	\$ 770	\$ 3,429	\$ 1,682	\$ (1,747)	-50.9%
TOTAL SALARIES & WAGES	\$ 535,851	\$ 545,283	\$ 562,258	\$ 16,975	3.1%
BENEFITS					
55 5020101 FICA-ADMIN	\$ 10,031	\$ 10,408	\$ 10,339	\$ (69)	-0.7%
55 5020102 FICA-BARGAINING	\$ 29,516	\$ 24,257	\$ 26,800	\$ 2,543	10.5%
55 5020201 401K	\$ 519	\$ -	\$ -	\$ -	0.0%
55 5020202 PENSION - BARGAINING	\$ 18,946	\$ 19,309	\$ 19,309	\$ 0	0.0%
55 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 420	\$ 387	\$ 367	\$ (20)	-5.1%
55 5020702 STATE UNEMPLOYMENT-BARGAINING	\$ 2,093	\$ 1,935	\$ 1,836	\$ (99)	-5.1%
55 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ 112	\$ 112	\$ 112	\$ -	0.0%
55 5020704 FEDERAL UNEMPLOYMENT-BARGAINING	\$ 560	\$ 560	\$ 560	\$ -	0.0%
55 5021301 UNIFORM ALLOWANCE-BARGAINING	\$ 2,461	\$ 2,340	\$ 2,415	\$ 75	3.2%
55 5021302 UNIFORM ALLOWANCE-ADMIN.	\$ 55	\$ -	\$ -	\$ -	0.0%
55 5021304 BOOT ALLOWANCE-ADMIN	\$ -	\$ 270	\$ 270	\$ -	0.0%
55 5021305 BOOT ALLOWANCE-BARGAINING	\$ 1,146	\$ 1,350	\$ 1,350	\$ -	0.0%
55 5021425 INCENTIVE - BARGAINING	\$ 11,778	\$ 14,680	\$ 14,847	\$ 167	1.1%
TOTAL BENEFITS	\$ 77,637	\$ 75,608	\$ 78,206	\$ 2,598	3.4%
OTHER EXPENSES					
51 5039901 COURIER AND DELIVERY SERVICES	\$ 5,133	\$ 4,923	\$ 6,026	\$ 1,103	22.4%
51 5039909 OTHER SERVICES	\$ 484	\$ 726	\$ -	\$ (726)	-100.0%
51 5049901 OFFICE SUPPLIES	\$ 552	\$ 401	\$ 646	\$ 245	61.0%
51 5049920 MAINTENANCE MATERIALS	\$ 1,829	\$ 1,646	\$ 1,646	\$ (1)	0.0%
51 5049975 FREIGHT CHARGE-INVENTORY PARTS	\$ 76,575	\$ 81,183	\$ 76,001	\$ (5,182)	-6.4%
51 5050202 WATER AND SEWER	\$ 730	\$ -	\$ -	\$ -	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ -	\$ 120	\$ 120	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 85,303	\$ 88,999	\$ 84,438	\$ (4,561)	-5.1%
TOTAL EXPENSES	\$ 698,791	\$ 709,890	\$ 724,902	\$ 15,012	2.1%

Public Facilities

Functions and Responsibilities

The Public Facilities Department is responsible for maintaining public facilities, consisting of all bus stops, park and rides, transit centers, and rail stations. The primary functions include the cleaning of bus stops and transit centers, servicing litter containers, coordinating the installation and removal of amenities, supporting special events, and performing service change support tasks including the installation and removal of signage.

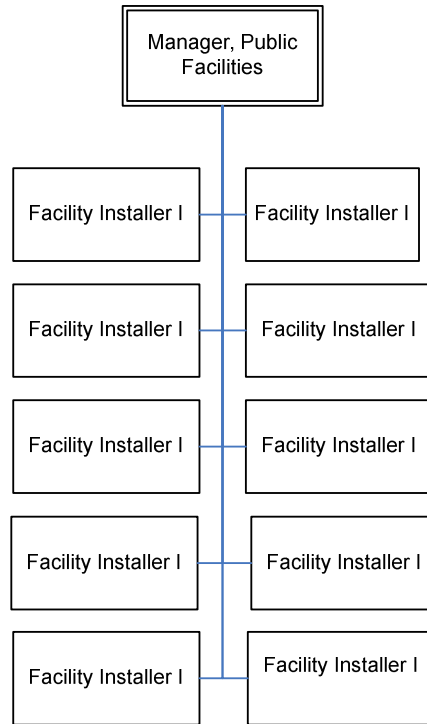
FY 2011 Accomplishments

- ◆ Improve Service Delivery – Provided cleaning and repairs to increasing passenger amenities inventory. All scheduled service routes were accomplished as and when scheduled and all non-scheduled requests for cleaning and repairs were satisfied.
- ◆ Improve Service Delivery – Supported Property Management efforts for the installation of new public amenities (i.e. pads, benches, shelters). All requests from Property Management for assistance were responded to when and as requested.
- ◆ Improve Service Delivery – Support the MetroRapid implementation Project. All support requested by the MetroRapid project team was accommodated when and as received.

FY 2012 Planned Initiatives

- ◆ Provide a Great Customer Experience – Provide cleaning and repairs to increasing passenger amenities inventory.
- ◆ Provide a Great Customer Experience – Make Riding Safe, Reliable and Accessible – Support Property Management efforts for the installation of new public amenities (i.e. pads, benches, shelters).
- ◆ Be a Regional Leader – Lead Public Transportation Planning and Innovation – Support the MetroRapid implementation Project.

Public Facilities Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries and Benefits**– Salaries increased by \$3,759 due to promotion of employee and the 2.5% merit increase from FY 2011. The net difference Benefits is due to a reduction in the State Unemployment Insurance rate and in the uniform allowance budget resulting in a total of \$3,105.
- ◆ **Services** – Net reduction of services is \$27,553. This includes increases to contracts for electrical, custodial and landscaping contracts, and decreases in permits and fees, repair and maintenance other and other services. Repair and maintenance other includes plumbing, locksmith, masonry repairs, and pavement repairs.
- ◆ **Materials & Supplies** – The reduction of materials and supplies is \$45,312. This category includes office supplies, other supplies, and maintenance materials. The largest reduction is in maintenance materials due to budgeting to FY 2011 actuals.
- ◆ **Utilities** – Consistent with an Internal Audit finding, utility expenses were transferred from the Building Maintenance department in the amount of \$1,257,488. The net increase in utility cost from FY 2011 is \$28,415. This increase is due to the addition of the Manor Park and Ride facility and an expected increase in utility rates.
- ◆ **Miscellaneous** – Safety and equipment reduced by \$646.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 499,309	\$ 484,514	\$ 488,273	\$ 3,759	0.8%
BENEFITS	\$ 40,415	\$ 46,508	\$ 43,403	\$ (3,105)	-6.7%
SERVICES	\$ 267,424	\$ 560,766	\$ 533,213	\$ (27,553)	-4.9%
MATERIALS & SUPPLIES	\$ 14,299	\$ 58,872	\$ 13,560	\$ (45,312)	-77.0%
UTILITIES	\$ 342,380	\$ 344,100	\$ 1,630,003	\$ 1,285,903	373.7%
MISCELLANEOUS	\$ 76	\$ 5,806	\$ 5,160	\$ (646)	-11.1%
CAPITALIZATION OF SALARY & WAGES	\$ (316)	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENSES	\$ 1,163,587	\$ 1,500,566	\$ 2,713,612	\$ 1,213,046	80.8%



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 368,703	\$ 405,059	\$ 404,003	\$ (1,056)	-0.3%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 60,169	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 17,065	\$ 25,032	\$ 27,236	\$ 2,204	8.8%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 18,744	\$ 20,288	\$ 20,719	\$ 431	2.1%
51 5021101 VACATION LEAVE-ADMIN	\$ 32,496	\$ 31,859	\$ 31,776	\$ (83)	-0.3%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 2,132	\$ 2,276	\$ 4,539	\$ 2,263	99.4%
TOTAL SALARIES & WAGES	\$ 499,309	\$ 484,514	\$ 488,273	\$ 3,759	0.8%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 31,870	\$ 36,369	\$ 36,311	\$ (58)	-0.2%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 2,231	\$ 2,079	\$ 792	\$ (1,287)	-61.9%
51 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ -	\$ 560	\$ -	\$ (560)	-100.0%
51 5021302 UNIFORM ALLOWANCE-ADMIN.	\$ 3,058	\$ 3,600	\$ 2,400	\$ (1,200)	-33.3%
51 5021304 BOOT ALLOWANCE-ADMIN	\$ 1,485	\$ 1,500	\$ 1,500	\$ -	0.0%
51 5021307 OTHER CLOTHING ALLOW-ADMIN	\$ -	\$ 600	\$ 600	\$ -	0.0%
51 5021401 TOOL ALLOWANCE-BARGAINING	\$ 300	\$ 1,800	\$ 1,800	\$ -	0.0%
55 5021302 UNIFORM ALLOWANCE-ADMIN.	\$ 121	\$ -	\$ -	\$ -	0.0%
55 5021401 TOOL ALLOWANCE-BARGAINING	\$ 1,350	\$ -	\$ -	\$ -	0.0%
TOTAL BENEFITS	\$ 40,415	\$ 46,508	\$ 43,403	\$ (3,105)	-6.7%
OTHER EXPENSES					
51 5030311 PERMITS AND FEES	\$ -	\$ 480	\$ -	\$ (480)	-100.0%
51 5030401 TEMPORARY HELP	\$ 163	\$ -	\$ -	\$ -	0.0%
51 5030509 REPAIR & MAINTENANCE-OTHER	\$ 221,855	\$ 140,260	\$ 90,000	\$ (50,260)	-35.8%
51 5030515 ELECTRICAL SERVICES	\$ 23,192	\$ 68,100	\$ 75,000	\$ 6,900	10.1%
51 5030601 CUSTODIAL SERVICES	\$ 21,229	\$ 337,290	\$ 357,000	\$ 19,710	5.8%
51 5039909 OTHER SERVICES	\$ 985	\$ 14,636	\$ 11,213	\$ (3,423)	-23.4%
51 5049901 OFFICE SUPPLIES	\$ 114	\$ 192	\$ 120	\$ (72)	-37.5%
51 5049909 OTHER SUPPLIES	\$ 7,664	\$ 240	\$ -	\$ (240)	-100.0%
51 5049916 MATERIALS-VANDALISM REPAIR	\$ -	\$ 1,440	\$ 240	\$ (1,200)	-83.3%
51 5049917 PAINT SUPPLIES	\$ 26	\$ -	\$ -	\$ -	0.0%
51 5049920 MAINTENANCE MATERIALS	\$ 6,495	\$ 57,000	\$ 13,200	\$ (43,800)	-76.8%
51 5050201 ELECTRIC	\$ 191,773	\$ 213,000	\$ 906,210	\$ 693,210	325.5%
51 5050202 WATER AND SEWER	\$ 147,040	\$ 126,000	\$ 343,039	\$ 217,039	172.3%
51 5050203 GAS	\$ 854	\$ 2,400	\$ 236,538	\$ 234,138	9755.7%
51 5050207 GARBAGE COLLECTION	\$ 2,606	\$ 2,700	\$ 130,800	\$ 128,100	4744.4%
51 5050209 OTHER UTILITIES	\$ 107	\$ -	\$ 13,416	\$ 13,416	100.0%
51 5099904 TOOLS AND EQUIPMENT	\$ 76	\$ 1,800	\$ 1,800	\$ -	0.0%
51 5099907 SAFETY EQUIPMENT	\$ -	\$ 1,006	\$ 360	\$ (646)	-64.2%
51 5099912 AMENITIES	\$ -	\$ 3,000	\$ 3,000	\$ -	0.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	\$ (316)	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 623,863	\$ 969,544	\$ 2,181,936	\$ 1,212,392	125.0%
TOTAL EXPENSES	\$ 1,163,587	\$ 1,500,566	\$ 2,713,612	\$ 1,213,046	80.8%

Building Maintenance

Functions and Responsibilities

The Building Maintenance department is responsible for performing preventive maintenance and repairs on all Capital Metro operational buildings and equipment. Primary functions include repairing and maintaining equipment in vehicle maintenance facilities, providing operational and mechanical support for fueling equipment, maintaining bus-washing equipment, and maintaining Capital Metro buildings, mechanical systems, and property.

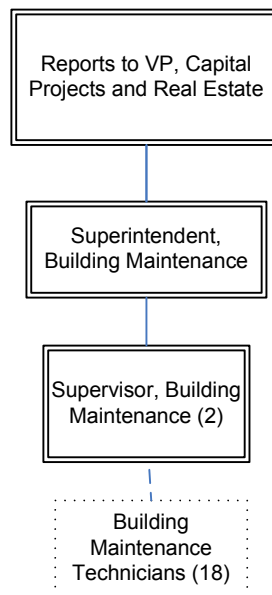
FY 2011 Accomplishments

- ◆ Improve Tools, Technology & Vehicles – Continued planned maintenance for all Building Maintenance assets and associated repairs to reduce unplanned work orders/requests (emergency work included). The established goals were met. A 95% on time performance rating is tracked monthly for all preventive maintenance tasks.
- ◆ Improve Tools, Technology & Vehicles – In the process of procuring replacement bus wash equipment.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices-Complete- Structure Transition of building maintenance.
- ◆ Provide a Great Customer Experience- Complete project for building 2910 Administration East Parking lot upgrade

Building Maintenance Department Organizational Chart



Major Budgetary Changes

- ◆ **Salaries & Benefits** – Net salaries increase of \$100,487 includes bargaining step increase per labor agreement of \$85,776 and bargaining over-time of \$31,755.
- ◆ **Services** –Net decrease of \$149,934 This category consist of expenses for maintenance other, electrical services, custodial services, other services, liquid waste disposal and soil remediation. \$92,132, and Electrical Services have reduced maintenance other by \$85,850. These reductions are a result of budgeting based on FY 2011 actuals.
- ◆ **Materials & Supplies** - Decrease in maintenance materials of \$36,014 due to budgeting based on FY 2011 actuals.
- ◆ **Utilities** – Consistent with an Internal Audit finding, utility expenses were transferred to Public Facilities department in the amount of \$1,257,488.
- ◆ **Miscellaneous** –This category decreased by \$2,720. Reductions in tools and equipment, safety equipment, and other miscellaneous expense were due to budgeting based on FY 2011 actuals.

<i>CATEGORIES</i>	<i>FY 2010 Actual</i>	<i>FY 2011 Budget</i>	<i>FY 2012 Budget</i>	<i>Var FY 2012 VS. FY 2011</i>	<i>Var % FY2012 VS. FY 2011</i>
SALARIES	\$ 1,028,420	\$ 1,180,418	\$ 1,280,905	\$ 100,487	8.5%
BENEFITS	\$ 143,999	\$ 154,424	\$ 167,672	\$ 13,248	8.6%
SERVICES	\$ 808,263	\$ 950,594	\$ 800,660	\$ (149,934)	-15.8%
MATERIALS & SUPPLIES	\$ 492,039	\$ 476,124	\$ 440,110	\$ (36,014)	-7.6%
UTILITIES	\$ 1,378,929	\$ 1,258,568	\$ 1,080	\$ (1,257,488)	-99.9%
MISCELLANEOUS	\$ 1,640	\$ 8,100	\$ 5,380	\$ (2,720)	-33.6%
TOTAL EXPENSES	\$ 3,853,290	\$ 4,028,228	\$ 2,695,807	\$ (1,332,421)	-33.1%



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY 2012 VS. FY 2011
SALARY & WAGES					
55 5010201 SALARIES & WAGES - ADMIN.	\$ 179,243	\$ 173,414	\$ 172,068	\$ (1,346)	-0.8%
55 5010202 SALARIES & WAGES - BARGAINING	\$ 670,144	\$ 751,737	\$ 837,513	\$ 85,776	11.4%
55 5010203 OVERTIME - ADMINISTRATIVE	\$ 5,076	\$ -	\$ 3,642	\$ 3,642	100.0%
55 5010204 OVERTIME - BARGAINING	\$ 51,137	\$ 66,554	\$ 98,309	\$ 31,755	47.7%
55 5020901 SICK LEAVE-ADMIN	\$ 9,220	\$ 10,717	\$ 11,600	\$ 883	8.2%
55 5020902 SICK LEAVE-BARGAINING	\$ 20,712	\$ 50,679	\$ 43,956	\$ (6,723)	-13.3%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ 9,276	\$ 8,685	\$ 8,824	\$ 139	1.6%
55 5021002 HOLIDAY LEAVE-BARGAINING	\$ 30,326	\$ 42,732	\$ 36,630	\$ (6,102)	-14.3%
55 5021101 VACATION LEAVE-ADMIN	\$ 17,477	\$ 17,222	\$ 17,487	\$ 265	1.5%
55 5021102 VACATION LEAVE-BARGAINING	\$ 32,718	\$ 49,258	\$ 44,649	\$ (4,609)	-9.4%
55 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ 974	\$ 1,933	\$ 959	98.5%
55 5021202 OTHER PAID LEAVE-BARGAINING	\$ 3,091	\$ 8,446	\$ 4,294	\$ (4,152)	-49.2%
TOTAL SALARIES & WAGES	\$ 1,028,420	\$ 1,180,418	\$ 1,280,905	\$ 100,487	8.5%
BENEFITS					
55 5020101 FICA-ADMIN	\$ 14,568	\$ 15,570	\$ 15,465	\$ (105)	-0.7%
55 5020102 FICA-BARGAINING	\$ 61,595	\$ 59,144	\$ 67,975	\$ 8,831	14.9%
55 5020201 401K	\$ 396	\$ -	\$ -	\$ -	0.0%
55 5020202 PENSION - BARGAINING	\$ 27,654	\$ 28,964	\$ 30,573	\$ 1,609	5.6%
55 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 630	\$ 581	\$ 551	\$ (30)	-5.2%
55 5020702 STATE UNEMPLOYMENT-BARGAINING	\$ 3,151	\$ 3,483	\$ 3,305	\$ (178)	-5.1%
55 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ 168	\$ 168	\$ 168	\$ -	0.0%
55 5020704 FEDERAL UNEMPLOYMENT-BARGAINING	\$ 840	\$ 1,008	\$ 756	\$ (252)	-25.0%
55 5021301 UNIFORM ALLOWANCE-BARGAINING	\$ 6,063	\$ 6,196	\$ 6,395	\$ 199	3.2%
55 5021302 UNIFORM ALLOWANCE-ADMIN.	\$ 952	\$ 897	\$ 926	\$ 29	3.2%
55 5021304 BOOT ALLOWANCE-ADMIN	\$ -	\$ 375	\$ 375	\$ -	0.0%
55 5021305 BOOT ALLOWANCE-BARGAINING	\$ 1,304	\$ 2,430	\$ 2,430	\$ -	0.0%
55 5021401 TOOL ALLOWANCE-BARGAINING	\$ 4,194	\$ 7,740	\$ 7,740	\$ -	0.0%
55 5021425 INCENTIVE - BARGAINING	\$ 22,484	\$ 27,868	\$ 31,014	\$ 3,146	11.3%
TOTAL BENEFITS	\$ 143,999	\$ 154,424	\$ 167,672	\$ 13,248	8.6%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ 160	\$ -	\$ -	\$ -	0.0%
51 5030311 PERMITS AND FEES	\$ 3,467	\$ 4,575	\$ 4,575	\$ -	0.0%
51 5030506 PHONE SYSTEM MAINTENANCE	\$ 175	\$ -	\$ -	\$ -	0.0%
51 5030509 REPAIR & MAINTENANCE-OTHER	\$ 354,211	\$ 499,342	\$ 407,205	\$ (92,137)	-18.5%
51 5030515 ELECTRICAL SERVICES	\$ 50,306	\$ 58,850	\$ -	\$ (58,850)	-100.0%
51 5030601 CUSTODIAL SERVICES	\$ 399,685	\$ 372,447	\$ 378,000	\$ 5,553	1.5%
51 5039901 COURIER AND DELIVERY SERVICES	\$ 61	\$ -	\$ -	\$ -	0.0%
51 5039909 OTHER SERVICES	\$ 198	\$ 4,500	\$ -	\$ (4,500)	-100.0%
51 5039918 LIQUID WASTE DISPOSAL	\$ -	\$ 9,500	\$ 10,880	\$ 1,380	14.5%
51 5039970 SOIL REMEDIATION	\$ -	\$ 1,380	\$ -	\$ (1,380)	-100.0%
51 5049901 OFFICE SUPPLIES	\$ 235	\$ 300	\$ 240	\$ (60)	-20.0%
51 5049904 TRAINING MATERIALS	\$ 177	\$ -	\$ -	\$ -	0.0%
51 5049907 EXPENDABLE TOOLS & EQUIPMENT	\$ 84	\$ -	\$ -	\$ -	0.0%
51 5049917 PAINT SUPPLIES	\$ 408	\$ -	\$ -	\$ -	0.0%
51 5049920 MAINTENANCE MATERIALS	\$ 491,135	\$ 475,824	\$ 439,870	\$ (35,954)	-7.6%
51 5050201 ELECTRIC	\$ 770,489	\$ 651,384	\$ -	\$ (651,384)	-100.0%
51 5050202 WATER AND SEWER	\$ 304,616	\$ 271,922	\$ -	\$ (271,922)	-100.0%
51 5050203 GAS	\$ 178,204	\$ 228,539	\$ -	\$ (228,539)	-100.0%
51 5050204 TELEPHONE-LOCAL	\$ 1,290	\$ 1,176	\$ 1,080	\$ (96)	-8.2%
51 5050207 GARBAGE COLLECTION	\$ 111,533	\$ 92,132	\$ -	\$ (92,132)	-100.0%
51 5050209 OTHER UTILITIES	\$ 12,797	\$ 13,415	\$ -	\$ (13,415)	-100.0%
51 5099901 POSTAGE	\$ 2	\$ -	\$ -	\$ -	0.0%
51 5099904 TOOLS AND EQUIPMENT	\$ 236	\$ 3,960	\$ 3,216	\$ (744)	-18.8%
51 5099907 SAFETY EQUIPMENT	\$ 1,385	\$ 3,900	\$ 1,984	\$ (1,916)	-49.1%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 17	\$ 240	\$ 180	\$ (60)	-25.0%
TOTAL OTHER EXPENSES	\$ 2,680,871	\$ 2,693,386	\$ 1,247,229	\$ (1,446,157)	-53.7%
TOTAL EXPENSES	\$ 3,853,290	\$ 4,028,228	\$ 2,695,807	\$ (1,332,421)	-33.1%



This Page Intentionally Blank

Capital Projects and Real Estate

Functions and Responsibilities

The Capital Projects and Real Estate Department was formed by merging the Engineering and Construction and the Property Management Departments. This Department serves as the central area for design and construction of all capital facilities projects, maintenance, repair, and management responsibilities for all Capital Metro bus stops, park and rides, transit centers and rail stations. The Department's responsibilities also include all real estate activities of the agency and include the bus stop accessibility improvements program.

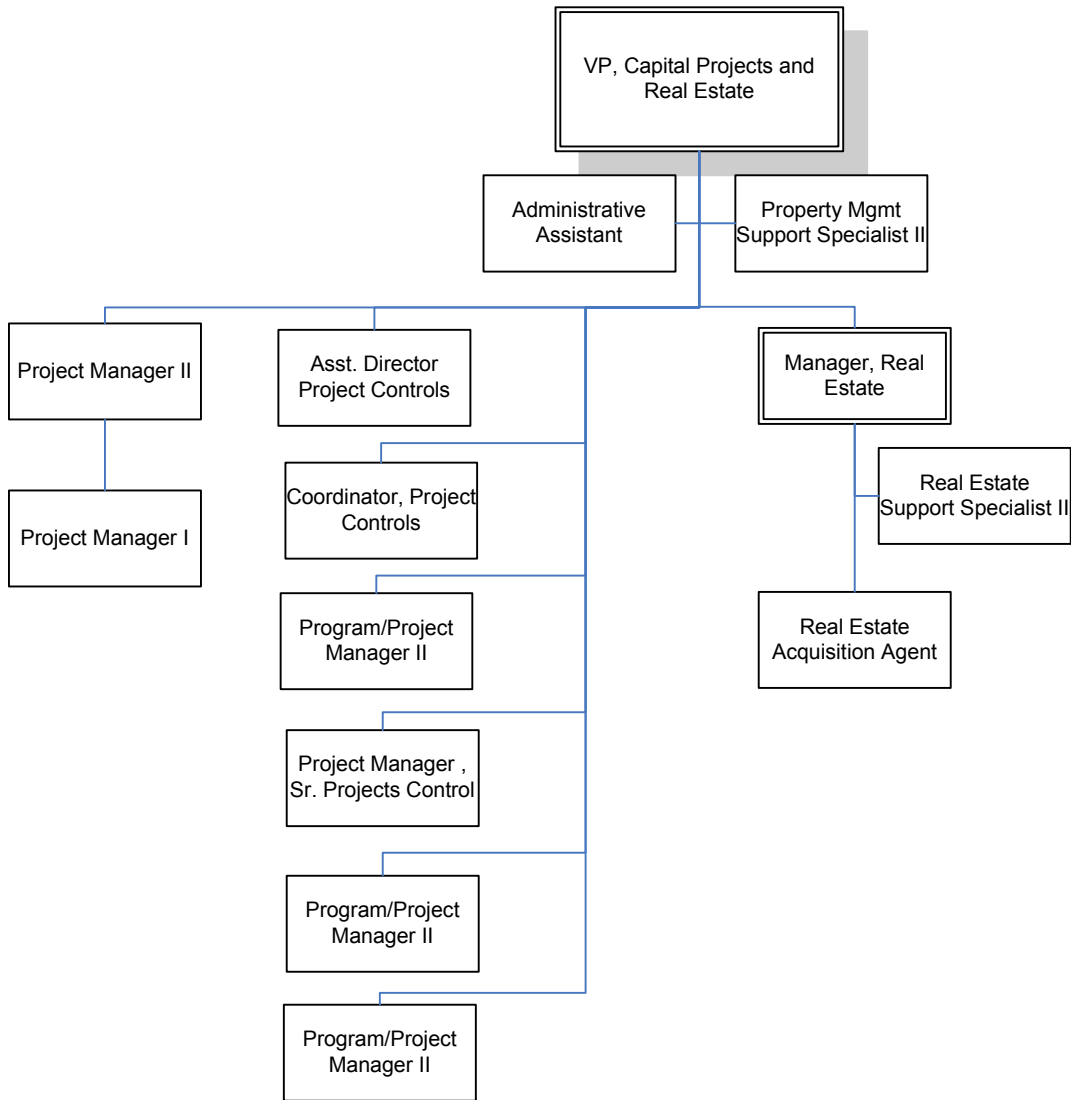
FY 2011 Accomplishments

- ◆ Improve Cost Effectiveness – Implemented Bridge Safety Management Program including new construction, repairs, inspections, capacity determinations. Maintenance program developed and implemented and the design of 4 bridges will be ready to bid by the end of Calendar Year 2011.
- ◆ Improve Design & Allocation of Services – Continued to manage and advance the MetroRapid BRT project through planning and design, and into the beginning of construction. The MetroRapid project is proceeding in compliance with the revised project schedule.
- ◆ Improve Design & Allocation of Services – Advanced the Rails with Trails First Phase project through planning and design, and into the beginning of construction. By end of Fiscal Year, the first phase of the Rails with Trails project will have design complete and be ready for bidding
- ◆ Improve Design & Allocation of Services – Continue to complete Bus Stop amenities program, along with City of Austin improvements to Red Line Pedestrian Crossings. By end of fiscal year, staffing increase and ILA with the City of Austin will be in place to allow scheduled amenities production rate.
- ◆ Increase Value to the Community – Increase accessibility improvements production. Additional staff resources are in place and City of Austin ILA will be in place by end of Fiscal Year to allow adherence to scheduled accessibility improvements production rate.
- ◆ Improve Tools, Technologies & Vehicles – Implemented the Property Management events database. Database is in place and in use.
- ◆ Improve Design & Allocation of Services – Supported the MetroRapid implementation project. Three Department staff are assigned to the MetroRapid project, as needed by the project.

FY 2012 Planned Initiatives

- ◆ Provide a Great Customer Experience – Make Riding Safe Reliable & Accessible – Continue to implements enhanced bus stop accessibility improvements
- ◆ Be a Regional Leader- Grow the Service Area and Customer Base – Support the MetroRapid implementation project
- ◆ Improve Business Practices – Strengthen Financial Health of the Agency – Update the Space Management Plans

Capital Projects and Real Estate



Major Budgetary Changes

Salaries & Benefits

- ◆ Salary decreased \$161,477 due to eliminating two positions, which were budgeted in FY 2011.
- ◆ FY 2011 Salaries were reduced by \$55,000 for a budget transfer to fund an IT project in April 2011.
- ◆ Discontinued employer 401K contribution for an eliminated position in the amount of \$21,000.
- ◆ Sick Leave increases \$25,165 due to two employees' 5th anniversary, requiring an extra accrual.

Materials and Supplies

- ◆ Non Capital Equipment decreased \$11,000 due to one time expenses.

Miscellaneous

- ◆ Travel expenses combined decreased \$25,701 due to the agency-wide 50% travel decrease as a cost saving measure.

Capitalization of Salary and Wages

- ◆ Capitalization of Salary and Wages decreased \$349,979 due to fewer capital projects anticipated in FY 2012.

Leases & Rentals

- ◆ Lease-Administrative Facility increases \$185,119 due to 323 Congress lease renewal escalation and Crestview Station Triple Net Lease which pays a base rent plus a percent of additional actual expenses (e.g. utilities, insurance, property management, etc.) attributable to the amount of space it leases as a percent of the entire amount of leasable space in the building.
- ◆ Lease-Passenger Stations increases \$54,728 due to Crestview Station Triple Net Lease expense budgeted here instead of Lease-Passenger Parking.
- ◆ Lease-Passenger Parking decreased \$77,041 due to Crestview Station Triple Net Lease expense budgeted in Passenger Stations.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ 1,043,824	\$ 1,110,819	\$ 1,016,148	\$ (94,671)	-8.5%
BENEFITS	\$ 94,668	\$ 109,013	\$ 74,271	\$ (34,742)	-31.9%
SERVICES	\$ 358,582	\$ 484,770	\$ 480,782	\$ (3,988)	-0.8%
MATERIALS & SUPPLIES	\$ 5,779	\$ 82,940	\$ 68,560	\$ (14,380)	-17.3%
UTILITIES	\$ 1,946	\$ 5,900	\$ 1,800	\$ (4,100)	-69.5%
MISCELLANEOUS	\$ 11,867	\$ 29,568	\$ 5,717	\$ (23,852)	-80.7%
CAPITALIZATION OF SALARY & WAGES	\$ (114,953)	\$ (374,979)	\$ (25,000)	\$ 349,979	-93.3%
LEASES & RENTALS	\$ 776,241	\$ 616,998	\$ 779,804	\$ 162,806	26.4%
TOTAL EXPENSES	\$ 2,177,954	\$ 2,065,029	\$ 2,402,081	\$ 337,052	16.3%



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 854,287	\$ 919,491	\$ 840,268	\$ (79,223)	-8.6%
51 5010207 EXECUTIVE COMPENSATION	\$ 4,463	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 100,837	\$ 60,222	\$ 56,647	\$ (3,575)	-5.9%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 45,926	\$ 48,026	\$ 43,093	\$ (4,933)	-10.3%
51 5021101 VACATION LEAVE-ADMIN	\$ 37,230	\$ 77,605	\$ 66,698	\$ (10,907)	-14.1%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 1,081	\$ 5,475	\$ 9,441	\$ 3,966	72.4%
TOTAL SALARIES & WAGES	\$ 1,043,824	\$ 1,110,819	\$ 1,016,148	\$ (94,671)	-8.5%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 71,771	\$ 85,184	\$ 73,296	\$ (11,888)	-14.0%
51 5020201 401K	\$ 21,000	\$ 21,000	\$ -	\$ (21,000)	-100.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 1,897	\$ 2,829	\$ 975	\$ (1,854)	-65.6%
TOTAL BENEFITS	\$ 94,668	\$ 109,013	\$ 74,271	\$ (34,742)	-31.9%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ 239,481	\$ 225,220	\$ 281,000	\$ 55,780	24.8%
51 5030311 PERMITS AND FEES	\$ 46,466	\$ 8,350	\$ 8,450	\$ 100	1.2%
51 5030401 TEMPORARY HELP	\$ 59,496	\$ 45,260	\$ 45,000	\$ (260)	-0.6%
51 5030509 REPAIR & MAINTENANCE-OTHER	\$ 4,216	\$ 174,000	\$ 101,332	\$ (72,668)	-41.8%
51 5039901 COURIER AND DELIVERY SERVICES	\$ 69	\$ 440	\$ -	\$ (440)	-100.0%
51 5039909 OTHER SERVICES	\$ 8,854	\$ 31,500	\$ 45,000	\$ 13,500	42.9%
51 5040121 GASOLINE	\$ 114	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 5,424	\$ 8,340	\$ 7,200	\$ (1,140)	-13.7%
51 5049909 OTHER SUPPLIES	\$ -	\$ 63,600	\$ 61,360	\$ (2,240)	-3.5%
51 5049915 NON CAPITAL EQUIPMENT	\$ 241	\$ 11,000	\$ -	\$ (11,000)	-100.0%
51 5050204 TELEPHONE-LOCAL	\$ 1,946	\$ 5,900	\$ 1,800	\$ (4,100)	-69.5%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 3,221	\$ 1,410	\$ 3,259	\$ 1,849	131.1%
51 5090201 AIRFARE - TRANSPORTATION	\$ 4,405	\$ 8,300	\$ 1,970	\$ (6,330)	-76.3%
51 5090205 TRAVEL - PER DIEM	\$ 899	\$ 1,144	\$ 75	\$ (1,069)	-93.4%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 1,162	\$ 10,689	\$ 150	\$ (10,539)	-98.6%
51 5090211 LODGING	\$ 1,464	\$ 8,025	\$ 263	\$ (7,763)	-96.7%
51 5090215 TRAVEL - OTHER	\$ 156	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ 160	\$ -	\$ -	\$ -	0.0%
51 5099905 COMPUTER SOFTWARE	\$ 400	\$ -	\$ -	\$ -	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ -	\$ -	\$ -	\$ -	0.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	\$ (114,953)	\$ (374,979)	\$ (25,000)	\$ 349,979	-93.3%
51 5120201 LEASE-PASSENGER STATIONS	\$ -	\$ 1,200	\$ 55,928	\$ 54,728	4560.7%
51 5120301 LEASE-PASSENGER PARKING FACILITIES	\$ 330,921	\$ 356,521	\$ 279,480	\$ (77,041)	-21.6%
51 5121201 LEASE-ADMINISTRATIVE FACILITY	\$ 445,320	\$ 259,277	\$ 444,396	\$ 185,119	71.4%
TOTAL OTHER EXPENSES	\$ 1,039,462	\$ 845,197	\$ 1,311,663	\$ 466,466	55.2%
TOTAL EXPENSES	\$ 2,177,954	\$ 2,065,029	\$ 2,402,081	\$ 337,052	16.3%

Freight Railroad

Functions and Responsibilities

The Freight Railroad Department is responsible for managing and preserving the Authority's railroad assets for transportation of freight and for transit use. Currently, the department manages approximately 162 miles of railroad right-of-way known as the Giddings/Llano rail line. Management of Giddings/Llano rail line is accomplished through a rail freight operator, whose responsibility is to fulfill the common carrier obligations by providing freight service to shippers along the line as well as implementing aggressive marketing strategies to maximize revenues while providing efficient freight service. Additionally, the department processes and manages applications for lease and license agreements for access and use of the railroad rights-of-way for roads, utilities and fiber optics while maximizing revenue potential through these uses. All of this is accomplished while maintaining the track infrastructure to Federal Railroad Administration (FRA) regulations and adhering to strict safety guidelines and mandates.

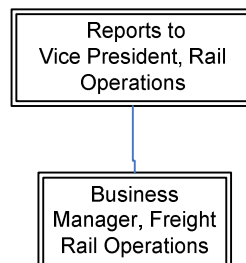
FY 2011 Accomplishments

- ◆ Increase Revenues – Continued to work with the ethanol shipper for east end business and scrap shipper for west end business bringing new revenue sources to the rail line. The business model for the freight operation was revised which lessened the exposure to the freight expenses.
- ◆ Customer Driven Service Excellence – Worked with the Class 1 railroads to ensure the 24-hour locomotive power exchange is maintained in order to keep costs down for the customers, and efficient use of resources, which will drive up productivity. This has not been achieved to an acceptable level. The contractor only meets this requirement about 20% - 25% of the time, however, Capital Metro no longer has the exposure of penalties the to Class 1 railroads if this is not achieved.

FY 2012 Planned Initiatives

- ◆ Strengthen Financial Health of the Agency -- Manage the newly revised business model for freight operations to insure the greatest value for the authority is realized.
- ◆ Strengthen Financial Health of the Agency -- Work to bring additional customers on to our rail line to increase revenue potential.
- ◆ Play Key Role in Smart Growth -- Continue to enhance the east subdivision to attempt to raise level of operation to class 2 FRA rated track.

Freight Railroad Department Organizational Chart





Major Budgetary Changes

- ◆ **Salaries** – Overall decrease of \$87,600 due to eliminated temporary employee.
- ◆ **Services** – Eliminated \$3,747,490 in freight operator costs due to new freight line lease agreement.
- ◆ **Materials & Supplies** – Elimination of the purchase of fuel associated which saved \$1,727,966
- ◆ **Taxes** – Reduction of \$1,102 due to the elimination of diesel fuel purchases
- ◆ **Miscellaneous** – Increase associated with travel for lease program oversight from freight operator

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 303,561	\$ 187,153	\$ 117,181	\$ (69,972)	-37.4%
BENEFITS	\$ 23,407	\$ 7,662	\$ 7,590	\$ (72)	-0.9%
SERVICES	\$ 7,665,127	\$ 6,456,136	\$ 2,897,125	\$ (3,559,011)	-55.1%
MATERIALS & SUPPLIES	\$ 2,376,516	\$ 2,225,913	\$ 738,838	\$ (1,487,075)	-66.8%
UTILITIES	\$ 104,747	\$ 114,737	\$ 92,560	\$ (22,177)	-19.3%
TAXES	\$ 4,398	\$ 3,168	\$ -	\$ (3,168)	-100.0%
MISCELLANEOUS	\$ 4,098	\$ 3,849	\$ 11,434	\$ 7,585	197.1%
TOTAL EXPENSES	\$ 10,481,854	\$ 8,998,618	\$ 3,864,727	\$ (5,133,891)	-57.1%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 102,792	\$ 83,228	\$ 83,641	\$ 413	0.5%
51 5010206 SALARIES & WAGES - APD OFFICERS	\$ 113,811	\$ -	\$ -	\$ -	0.0%
51 5010301 SALARY & WAGES - TEMP	\$ 76,975	\$ 87,600	\$ -	\$ (87,600)	-100.0%
51 5020901 SICK LEAVE-ADMIN	\$ 387	\$ 5,143	\$ 21,733	\$ 16,590	322.6%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 4,803	\$ 4,168	\$ 4,289	\$ 121	2.9%
51 5021101 VACATION LEAVE-ADMIN	\$ 4,424	\$ 6,546	\$ 6,578	\$ 32	0.5%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 369	\$ 468	\$ 940	\$ 472	100.8%
TOTAL SALARIES & WAGES	\$ 303,561	\$ 187,153	\$ 117,181	\$ (69,972)	-37.4%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 22,528	\$ 7,473	\$ 7,518	\$ 45	0.6%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 879	\$ 189	\$ 72	\$ (117)	-61.9%
TOTAL BENEFITS	\$ 23,407	\$ 7,662	\$ 7,590	\$ (72)	-0.9%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ 19,000	\$ -	\$ -	\$ -	0.0%
51 5030509 REPAIR & MAINTENANCE-OTHER	\$ 143	\$ -	\$ -	\$ -	0.0%
51 5039905 SP RIGHT OF WAY MAINTENANCE	\$ 6,144,578	\$ 3,747,490	\$ -	\$ (3,747,490)	-100.0%
51 5039960 ROW HERZOG TRANSIT SERVICES	\$ 1,501,406	\$ 2,708,646	\$ 2,897,125	\$ 188,479	7.0%
51 5040111 DIESEL	\$ 1,933,465	\$ 1,727,966	\$ -	\$ (1,727,966)	-100.0%
51 5040121 GASOLINE	\$ 48,907	\$ 22,714	\$ 151,478	\$ 128,764	566.9%
51 5049901 OFFICE SUPPLIES	\$ 4,648	\$ 233	\$ 360	\$ 127	54.5%
51 5049909 OTHER SUPPLIES	\$ 8,004	\$ -	\$ -	\$ -	0.0%
51 5049917 PAINT SUPPLIES	\$ 46	\$ -	\$ -	\$ -	0.0%
51 5049920 MAINTENANCE MATERIALS	\$ 21,093	\$ -	\$ 587,000	\$ 587,000	100.0%
51 5049929 RAIL - MAINTENANCE MATERIALS	\$ 360,353	\$ 475,000	\$ -	\$ (475,000)	-100.0%
51 5050201 ELECTRIC	\$ 101,776	\$ 111,911	\$ 90,570	\$ (21,341)	-19.1%
51 5050202 WATER AND SEWER	\$ 714	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 2,257	\$ 2,826	\$ 1,990	\$ (836)	-29.6%
51 5070401 INSPECTION CERTIFICATES	\$ 1,948	\$ -	\$ -	\$ -	0.0%
51 5070501 DIESEL FUEL TAX	\$ 746	\$ 1,102	\$ -	\$ (1,102)	-100.0%
51 5070503 FUEL SURCHARGE	\$ 1,704	\$ 2,066	\$ -	\$ (2,066)	-100.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 450	\$ -	\$ 7,850	\$ 7,850	100.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ -	\$ 750	\$ 850	\$ 100	13.3%
51 5090205 TRAVEL - PER DIEM	\$ -	\$ 244	\$ 321	\$ 77	31.7%
51 5090206 TOLL ROAD CHARGES	\$ 320	\$ 300	\$ 360	\$ 60	20.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 129	\$ -	\$ 375	\$ 375	100.0%
51 5090211 LODGING	\$ -	\$ 477	\$ 503	\$ 26	5.3%
51 5090215 TRAVEL - OTHER	\$ -	\$ 600	\$ 275	\$ (325)	-54.2%
51 5090701 BAD DEBT EXPENSE	\$ 2,719	\$ -	\$ -	\$ -	0.0%
51 5099901 POSTAGE	\$ 86	\$ 78	\$ -	\$ (78)	-100.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 394	\$ 1,400	\$ 900	\$ (500)	-35.7%
TOTAL OTHER EXPENSES	\$ 10,154,886	\$ 8,803,803	\$ 3,739,956	\$ (5,063,847)	-57.5%
TOTAL EXPENSES	\$ 10,481,854	\$ 8,998,618	\$ 3,864,727	\$ (5,133,891)	-57.1%

Commuter Rail Operations

Functions and Responsibilities

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

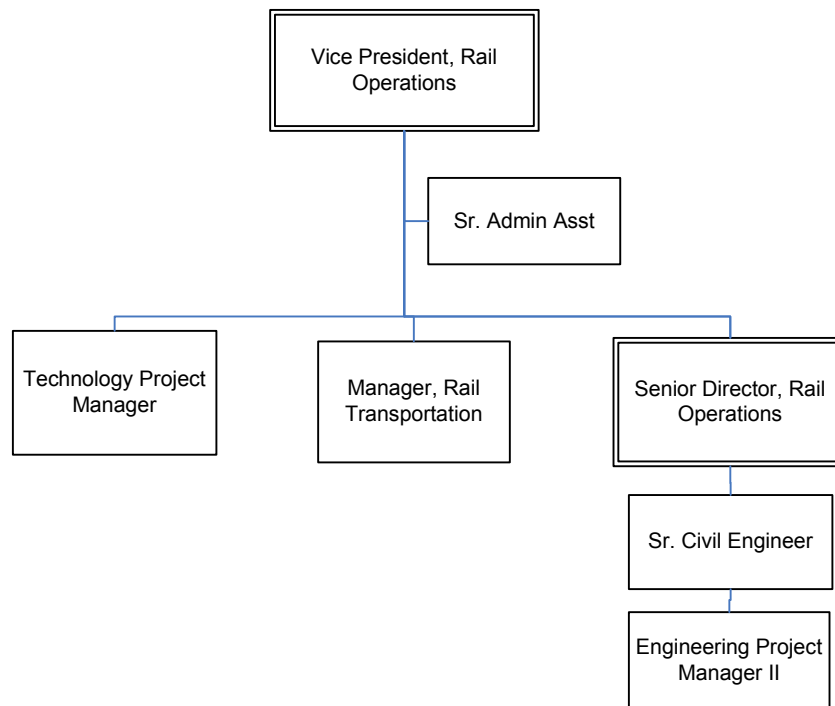
FY 2011 Accomplishments

- ◆ Increase Revenues – Worked with Planning to provide additional hours of service based on the communities input for additional mid-day rail service. The rail operation ran select Friday nights and Saturdays in March 2011 that coincided with events in the downtown Austin area.
- ◆ Improve Management & Coordination of Service Provider – Continued to partner with the commuter rail service provider to measure and monitor contract performance and ensure cost effective use of Capital Metro resources and funds as measured per the Contract Delivery Requirements List (CDRL's). This has been and continues to be modified as the contract progresses.
- ◆ Improve Management & Coordination of Service Provider – Commenced the design of the federally mandated Positive Train Control (PTC) system in the commuter corridor, upgrading the signal system from Centralized Traffic Control (CTC) system to PTC, for rail operations serving both the commuter rail and freight rail operations; while improving safety and improving the service delivery. The scope of work to define the PTC project is currently in process.

FY 2012 Planned Initiatives

- ◆ Increase Ridership in Target Markets - Work with the planning organization to provide additional hours of service based on the community's wishes for additional rail service
- ◆ Provide a Great Customer Experience - Increase operating speeds along the rail line in an effort to decrease travel times between points.
- ◆ Make Riding Safe, Reliable, and Accessible - Commence the design of the federally mandated Positive Train Control (PTC) system in the commuter corridor, upgrading the signal system from Centralized Traffic Control (CTC) system to PTC, for rail operations serving both the commuter rail and freight rail operations; while improving safety and improving the service delivery.

Commuter Rail Operations Department Organizational Chart



Major Budgetary Changes

- ◆ **Salaries** – Increased salaries associated with the hiring of VP of Rail Operations, \$170,632 due to Sunset Review recommendation.
- ◆ **Services** – Track maintenance increased \$129,480 and projected radio maintenance for \$11,360.
- ◆ **Materials & Supplies** – Projected diesel fuel and gasoline prices 49% more than the previous year resulted in a net increase of \$444,720.
- ◆ **Purchased Transportation** – Cost per hour for contractor decreased based on service levels increases; resulting in operating expense efficiencies in FY 2012 over FY 2011.
- ◆ **Capital** – Cost increase due to anticipated transfer of labor associated PTC program and Quiet Zone Program for \$15,291 related to these associated capital projects.
- ◆ **Interest** – Increase due to the transfer of lease payments from the Finance department to Commuter Rail operation.



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ 339,776	\$ 513,468	\$ 684,102	\$ 170,634	33.2%
BENEFITS	\$ 20,871	\$ 35,517	\$ 46,356	\$ 10,839	30.5%
SERVICES	\$ 8,632,813	\$ 3,743,825	\$ 3,833,384	\$ 89,559	2.4%
MATERIALS & SUPPLIES	\$ 206,419	\$ 450,832	\$ 803,626	\$ 352,794	78.3%
UTILITIES	\$ 43,096	\$ 48,840	\$ 50,400	\$ 1,560	3.2%
TAXES	\$ 205	\$ 950	\$ 898	\$ (52)	-5.5%
PURCHASED TRANSPORTATION	\$ 2,993,790	\$ 4,723,642	\$ 4,602,858	\$ (120,784)	-2.6%
MISCELLANEOUS	\$ 11,219	\$ 12,514	\$ 28,274	\$ 15,760	125.9%
CAPITALIZATION OF SALARY & WAGES	\$ -	\$ -	\$ (15,291)	\$ (15,291)	-100.0%
INTEREST	\$ -	\$ -	\$ 701,786	\$ 701,786	100.0%
TOTAL EXPENSES	\$ 12,248,189	\$ 9,529,588	\$ 10,736,391	\$ 1,206,803	12.7%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 267,312	\$ 416,423	\$ 558,313	\$ 141,890	34.1%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ 99	\$ -	\$ -	\$ -	0.0%
51 5010301 SALARY & WAGES - TEMP	\$ 11,635	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ 23,023	\$ 41,126	\$ 46,029	\$ 4,903	11.9%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 11,330	\$ 20,828	\$ 28,633	\$ 7,805	37.5%
51 5021101 VACATION LEAVE-ADMIN	\$ 25,889	\$ 32,752	\$ 44,854	\$ 12,102	37.0%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ 488	\$ 2,339	\$ 6,273	\$ 3,934	168.2%
TOTAL SALARIES & WAGES	\$ 339,776	\$ 513,468	\$ 684,102	\$ 170,634	33.2%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 20,318	\$ 34,383	\$ 45,996	\$ 11,613	33.8%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 553	\$ 1,134	\$ 360	\$ (774)	-68.3%
TOTAL BENEFITS	\$ 20,871	\$ 35,517	\$ 46,356	\$ 10,839	30.5%
OTHER EXPENSES					
51 5030303 CONSULTATION FEES	\$ -	\$ 68,182	\$ 50,000	\$ (18,182)	-26.7%
51 5030309 OTHER PROFESSIONAL FEES	\$ -	\$ 67,500	\$ 35,000	\$ (32,500)	-48.1%
51 5030311 PERMITS AND FEES	\$ 202	\$ -	\$ -	\$ -	0.0%
51 5030401 TEMPORARY HELP	\$ 43,275	\$ -	\$ -	\$ -	0.0%
51 5030507 MAINTENANCE-RADIOS	\$ 8	\$ 67,195	\$ 78,555	\$ 11,360	16.9%
51 5030509 REPAIR & MAINTENANCE-OTHER	\$ 86,971	\$ -	\$ -	\$ -	0.0%
51 5030601 CUSTODIAL SERVICES	\$ 96,464	\$ -	\$ -	\$ -	0.0%
51 5039901 COURIER AND DELIVERY SERVICES	\$ -	\$ 600	\$ -	\$ (600)	-100.0%
51 5039905 SP RIGHT OF WAY MAINTENANCE	\$ 3,511,737	\$ -	\$ -	\$ -	0.0%
51 5039909 OTHER SERVICES	\$ 2,271	\$ -	\$ -	\$ -	0.0%
51 5039960 ROW HERZOG TRANSIT SERVICES	\$ 3,266,981	\$ 3,540,348	\$ 3,669,828	\$ 129,480	3.7%
51 5039990 VEOLIA - TERMINATION COST 12/9/2009	\$ 1,624,904	\$ -	\$ -	\$ -	0.0%
51 5040111 DIESEL	\$ 154,370	\$ 426,791	\$ 703,426	\$ 276,635	64.8%
51 5040121 GASOLINE	\$ 15,050	\$ 23,116	\$ 99,240	\$ 76,124	329.3%
51 5040146 FUEL-FIXED ROUTE LOCAL SERVICES	\$ 109	\$ -	\$ -	\$ -	0.0%
51 5049901 OFFICE SUPPLIES	\$ 906	\$ 925	\$ 960	\$ 35	3.8%
51 5049909 OTHER SUPPLIES	\$ 275	\$ -	\$ -	\$ -	0.0%
51 5049920 MAINTENANCE MATERIALS	\$ 35,709	\$ -	\$ -	\$ -	0.0%
51 5050204 TELEPHONE-LOCAL	\$ 43,096	\$ 48,840	\$ 50,400	\$ 1,560	3.2%
51 5070501 DIESEL FUEL TAX	\$ 74	\$ 284	\$ 312	\$ 28	9.9%
51 5070503 FUEL SURCHARGE	\$ 131	\$ 666	\$ 585	\$ (81)	-12.1%
51 5080200 COMMUTER RAIL SERVICES	\$ 2,993,790	\$ 4,723,642	\$ 4,602,858	\$ (120,784)	-2.6%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 7,000	\$ 1,080	\$ 17,028	\$ 15,948	1476.7%
51 5090201 AIRFARE - TRANSPORTATION	\$ 504	\$ 3,400	\$ 1,113	\$ (2,288)	-67.3%
51 5090205 TRAVEL - PER DIEM	\$ 1,119	\$ 1,020	\$ 568	\$ (452)	-44.3%
51 5090206 TOLL ROAD CHARGES	\$ 160	\$ -	\$ -	\$ -	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 1,500	\$ 4,000	\$ 2,275	\$ (1,725)	-43.1%
51 5090211 LODGING	\$ 468	\$ 1,980	\$ 790	\$ (1,190)	-60.1%
51 5090215 TRAVEL - OTHER	\$ -	\$ 774	\$ 400	\$ (374)	-48.3%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 468	\$ 260	\$ 6,100	\$ 5,840	2246.2%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	\$ -	\$ -	\$ (15,291)	\$ (15,291)	-100.0%
51 5110201 INTEREST EXPENSE - RAIL	\$ -	\$ -	\$ 701,786	\$ 701,786	100.0%
TOTAL OTHER EXPENSES	\$ 11,887,542	\$ 8,980,603	\$ 10,005,933	\$ 1,025,330	11.4%
TOTAL EXPENSES	\$ 12,248,189	\$ 9,529,588	\$ 10,736,391	\$ 1,206,803	12.7%

In November 2004, the citizens of the Capital Metro service area voted to allow Capital Metro to operate urban commuter rail service from Leander Texas to downtown Austin, Texas. In February 2006, the Capital Metro Board of Directors approved a tax-exempt lease/purchase financing agreement for the funding of rail vehicles. The Master Lease/Purchase Financing Agreement dated March 1, 2006 between Bank of America Leasing and Capital, LLC and Capital Metro was executed to purchase six rail cars from Stadler Bussnang AG, a corporation organized under the laws of Switzerland. The financed amount was \$36,044,935 with an interest rate of 3.7747%, payments due quarterly beginning in October 2006 for 10 years. In FY 2012 the principal is \$3,699,336 and the interest expense is \$701,786. The debt schedule is available on page 31 under the Debt Section.



This Page Intentionally Blank

Transit Oriented Development

Functions and Responsibilities

The Transit Oriented Development (TOD) department is responsible for the management of transit community development initiatives and assisting with the implementation of adopted Capital Metro plans.

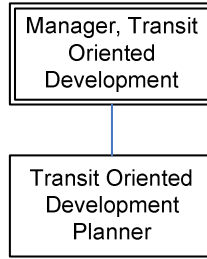
FY 2011 Accomplishments

- ◆ Increase Cost Effectiveness – Continue to provide economic and financial analyses for grant applications and other internal needs. Increased effort to include writing grants, as well as providing analysis.
- ◆ Build & Sustain Effective Strategic Partnerships – Outreach program to all area jurisdictions and agencies to promote awareness of Capital Metro TOD opportunities and programs. Achieved through meetings with businesses and property owners near stations, Chambers of Commerce, and other related organizations, e.g. CNU, ULI, APA. Continued coordination of agency participation in regional planning efforts. Ongoing with agencies throughout the service area.
- ◆ Increase Value to the Community – Coordinate and implement last-mile projects including bike/pedestrian facilities, joint planning with relevant entities, and communication with stakeholders such as developers and neighborhoods. First Metro Bike & Ride secure facility in progress, will be finished by end of year. Coordination of internal and external stakeholders for the grant-funded Rails with Trails project along Airport Boulevard beginning construction this year.

FY 2012 Planned Initiatives

- ◆ Provide a Great Customer Experience – Continue coordination and implementation of last-mile projects, enhance bicycle parking and security, working with stakeholders such as developers and neighborhoods.
- ◆ Improve Business Practices - In coordination with local, state, and federal partnerships, complete site preparation for the Plaza Saltillo TOD. If market conditions allow, initiate development at Lakeline and Leander.
- ◆ Demonstrate the Value of Public Transportation in an Active Community – Outreach program to all area jurisdictions and agencies to promote awareness of Capital Metro TOD opportunities and programs. Continued coordination of agency participation in regional planning efforts.
- ◆ Be a Regional Leader - Continue participation in planning efforts throughout the region, with an emphasis on the City of Austin Comprehensive Planning Process and the Capital Area Texas Sustainability Consortium. Continue leadership activities in the local chapters of the Urban Land Institute (ULI) and the Congress for New Urbanism (CNU). Continue work with Central Texas Regional Mobility Authority (CTRMA), Capital Area Metropolitan Planning Organization (CAMPO), City of Austin, City of Leander

Transit Oriented Development Department Organizational Chart



Major Budgetary Changes

Salaries & Benefits

- ◆ Sick Leave increases an additional \$7,215 due an employees' 5th anniversary hiring date which triggers sick leave accruals per Capital Metro's accrual policy.

Services

- ◆ Other Professional Fees decreased \$90,000 due to the Interim TOD program being scaled back.
- ◆ Temporary Help decreased \$12,000. FY 2011 funds were for assistance to launch the Interim TOD program, which has been scaled back in FY 2012.

Materials and Supplies

- ◆ Other Supplies increase \$17,500 for parking canopies, event materials and temporary facilities.

Miscellaneous

- ◆ Travel expenses combined decreased \$4,657.

<i>CATEGORY</i>	<i>FY 2010 Actual</i>	<i>FY 2011 Budget</i>	<i>FY 2012 Budget</i>	<i>Var FY 2012 VS. FY 2011</i>	<i>Var % FY 2012 VS. FY 2011</i>
SALARIES	\$ 163,745	\$ 154,513	\$ 165,220	\$ 10,707	6.9%
BENEFITS	\$ 11,470	\$ 11,976	\$ 11,894	\$ (82)	-0.7%
SERVICES	\$ 56,143	\$ 222,000	\$ 120,000	\$ (102,000)	-45.9%
MATERIALS & SUPPLIES	\$ 2,576	\$ 315	\$ 18,215	\$ 17,900	5682.5%
MISCELLANEOUS	\$ 9,645	\$ 10,650	\$ 5,683	\$ (4,967)	-46.6%
TOTAL EXPENSES	\$ 243,579	\$ 399,454	\$ 321,012	\$ (78,442)	-19.6%



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ 132,482	\$ 129,174	\$ 130,832	\$ 1,658	1.3%
51 5020901 SICK LEAVE-ADMIN	\$ 16,637	\$ 7,983	\$ 16,035	\$ 8,052	100.9%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ 7,175	\$ 6,470	\$ 6,593	\$ 123	1.9%
51 5021101 VACATION LEAVE-ADMIN	\$ 7,451	\$ 10,160	\$ 10,290	\$ 130	1.3%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ 726	\$ 1,470	\$ 744	102.5%
TOTAL SALARIES & WAGES	\$ 163,745	\$ 154,513	\$ 165,220	\$ 10,707	6.9%
BENEFITS					
51 5020101 FICA-ADMIN	\$ 11,227	\$ 11,598	\$ 11,750	\$ 152	1.3%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ 243	\$ 378	\$ 144	\$ (234)	-61.9%
TOTAL BENEFITS	\$ 11,470	\$ 11,976	\$ 11,894	\$ (82)	-0.7%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ 56,143	\$ 210,000	\$ 120,000	\$ (90,000)	-42.9%
51 5030401 TEMPORARY HELP	\$ -	\$ 12,000	\$ -	\$ (12,000)	-100.0%
51 5049901 OFFICE SUPPLIES	\$ 235	\$ 315	\$ 715	\$ 400	127.0%
51 5049909 OTHER SUPPLIES	\$ 2,341	\$ -	\$ 17,500	\$ 17,500	100.0%
51 5090101 DUES AND SUBSCRIPTIONS	\$ 1,185	\$ 2,100	\$ 1,800	\$ (300)	-14.3%
51 5090201 AIRFARE - TRANSPORTATION	\$ 1,027	\$ 2,000	\$ 800	\$ (1,200)	-60.0%
51 5090205 TRAVEL - PER DIEM	\$ 1,082	\$ 1,000	\$ 548	\$ (452)	-45.2%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ 1,978	\$ 2,350	\$ 1,175	\$ (1,175)	-50.0%
51 5090211 LODGING	\$ 1,291	\$ 3,000	\$ 1,260	\$ (1,740)	-58.0%
51 5090215 TRAVEL - OTHER	\$ 131	\$ 200	\$ 100	\$ (100)	-50.0%
51 5090804 ADVERTISING/PROMOTION MEDIA	\$ 2,950	\$ -	\$ -	\$ -	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ 1	\$ -	\$ -	\$ -	0.0%
TOTAL OTHER EXPENSES	\$ 68,364	\$ 232,965	\$ 143,898	\$ (89,067)	-38.2%
TOTAL EXPENSES	\$ 243,579	\$ 399,454	\$ 321,012	\$ (78,442)	-19.6%



This Page Intentionally Blank

Bus and Paratransit Operations

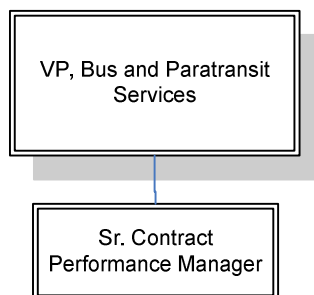
Functions and Responsibilities

The Bus and Paratransit Operations department is responsible for coordinating the operations and activities of all Capital Metro service providers for the bus and paratransit modes. This oversight includes coordination of contract management, data collection and analysis, and quality assurance activities for both operations and maintenance. Additionally, staff and specific expenses associated with vehicle maintenance quality assurance are captured here.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices – Complete the procurement of contracted providers for bus and paratransit providers to replace StarTran.
- ◆ Improve Business Practices – Establish contract management plans for all new service contracts and update plans for existing providers.
- ◆ Provide a great customer experience – Coordinate the start-up activities of contracted providers for bus and paratransit services selected to replace StarTran.
- ◆ Improve Business Practices – Identify appropriate performance measures for gauging the success of this team, over time.

Bus and Paratransit Operations Department Organizational Chart



Major Budgetary Changes

- ◆ **Salaries and Benefits** – Two management positions formerly in Fixed Route and Vehicle Maintenance Administration have been transferred into Bus and Paratransit Contract Operations in the amount of \$286,279.



Major Budgetary Changes

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ -	\$ -	\$ 268,278	\$ 268,278	100.0%
BENEFITS	\$ -	\$ -	\$ 18,001	\$ 18,001	100.0%
MISCELLANEOUS	\$ -	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 286,279	\$ 286,279	100.0%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
55 5010201 SALARIES & WAGES - ADMIN.	\$ -	\$ -	\$ 221,977	\$ 221,977	100.0%
55 5020901 SICK LEAVE-ADMIN	\$ -	\$ -	\$ 14,965	\$ 14,965	100.0%
55 5021001 HOLIDAY LEAVE-ADMIN	\$ -	\$ -	\$ 11,384	\$ 11,384	100.0%
55 5021101 VACATION LEAVE-ADMIN	\$ -	\$ -	\$ 17,459	\$ 17,459	100.0%
55 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ -	\$ 2,494	\$ 2,494	100.0%
TOTAL SALARIES & WAGES	\$ -	\$ -	\$ 268,278	\$ 268,278	100.0%
BENEFITS					
55 5020101 FICA-ADMIN	\$ -	\$ -	\$ 17,434	\$ 17,434	100.0%
55 5020701 STATE UNEMPLOYMENT-ADMIN	\$ -	\$ -	\$ 567	\$ 567	100.0%
55 5020703 FEDERAL UNEMPLOYMENT- ADMIN	\$ -	\$ -	\$ -	\$ -	0.0%
TOTAL BENEFITS	\$ -	\$ -	\$ 18,001	\$ 18,001	100.0%
OTHER EXPENSES					
TOTAL OTHER EXPENSES	\$ -	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 286,279	\$ 286,279	100.0%

Bus Contract Operations

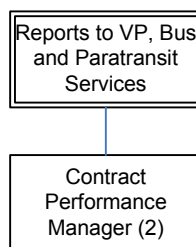
Functions and Responsibilities

The Bus Contract Operations Department manages oversight of Capital Metro’s private fixed route services contractors. Costs related to Contracted Fixed Route – Local Service, Rural Services, and UT Shuttle routes are captured in this department. There are three contractors managed under this department, with a fourth provider to be selected in FY2012. The current providers are Capital Area Rural Transportation System (CARTS), First Transit, and Veolia.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices – Complete the procurement of contracted providers for a bus provider to replace StarTran.
- ◆ Improve Business Practices – Establish contract management plans for the new service contract and update plans for existing providers.
- ◆ Provide a great customer experience – Coordinate the start-up activities of contracted provider for bus service selected to replace StarTran.
- ◆ Improve Business Practices – Identify appropriate performance measures for gauging the success of this team, over time.

Bus Contract Operations Department Organizational Chart



Major Budgetary Changes

- ◆ **Total Expenses-** The FY2012 budget of this department was transferred from the Contracted Services Department to assist with the implementation of Senate Bill 650.
- ◆ **Salaries and Benefits -** Promoted Contracted Services Coordinator to Contract Performance Manager and transferred a position from Fixed Route Services Department resulting in an increase of \$171,965.
- ◆ **Purchased Transportation** –Reflects approximately 59,000 service hours transferred to Star Tran per labor settlement resulting in a budgeted decrease of \$1,734,546. First Transit services for UT Shuttles and Fixed Route connector routes decreased 41,591 hours resulting in a decrease of \$1,826,578.



Major Budgetary Changes

CATEGORIES	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARIES	\$ -	\$ -	\$ 159,960	\$ 159,960	100.0%
BENEFITS	\$ -	\$ -	\$ 12,005	\$ 12,005	100.0%
UTILITIES	\$ -	\$ -	\$ 780	\$ 780	100.0%
PURCHASED TRANSPORTATION	\$ -	\$ -	\$ 19,229,911	\$ 19,229,911	100.0%
MISCELLANEOUS	\$ -	\$ -	\$ 1,092	\$ 1,092	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 19,403,748	\$ 19,403,748	100.0%

CODE	FY 2010	FY 2011	FY 2012	Var FY 2012	Var % FY2012
	Actual	Budget	Budget	VS. FY 2011	VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ -	\$ -	\$ 131,965	\$ 131,965	100.0%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ -	\$ -	\$ -	\$ -	0.0%
51 5020901 SICK LEAVE-ADMIN	\$ -	\$ -	\$ 8,897	\$ 8,897	100.0%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ -	\$ -	\$ 6,768	\$ 6,768	100.0%
51 5021101 VACATION LEAVE-ADMIN	\$ -	\$ -	\$ 10,848	\$ 10,848	100.0%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ -	\$ 1,483	\$ 1,483	100.0%
TOTAL SALARIES & WAGES	\$ -	\$ -	\$ 159,960	\$ 159,960	100.0%
BENEFITS					
51 5020101 FICA-ADMIN	\$ -	\$ -	\$ 11,861	\$ 11,861	100.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ -	\$ -	\$ 144	\$ 144	100.0%
TOTAL BENEFITS	\$ -	\$ -	\$ 12,005	\$ 12,005	100.0%
OTHER EXPENSES					
51 5050204 TELEPHONE-LOCAL	\$ -	\$ -	\$ 780	\$ 780	100.0%
51 5080102 FIXED ROUTE-LOCAL SERVICE	\$ -	\$ -	\$ 9,073,575	\$ 9,073,575	100.0%
51 5080103 FIXED ROUTE-UNIV. OF TEXAS	\$ -	\$ -	\$ 7,445,604	\$ 7,445,604	100.0%
51 5080104 RURAL SERVICE-FIXED ROUTE	\$ -	\$ -	\$ 842,359	\$ 842,359	100.0%
51 5080108 SPECIAL SERVICE	\$ -	\$ -	\$ 50,664	\$ 50,664	100.0%
51 5080109 FIXED ROUTE - FLYER	\$ -	\$ -	\$ 1,479,503	\$ 1,479,503	100.0%
51 5080114 FIXED ROUTE - PRC	\$ -	\$ -	\$ 258,324	\$ 258,324	100.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ -	\$ -	\$ 277	\$ 277	100.0%
51 5080117 UT - ON-TIME PERFORMANCE INCENTIVE	\$ -	\$ -	\$ 67,880	\$ 67,880	100.0%
51 5080118 LOCAL SERVICES - ON-TIME PERFORMANCE	\$ -	\$ -	\$ 12,000	\$ 12,000	100.0%
51 5090205 TRAVEL - PER DIEM	\$ -	\$ -	\$ 130	\$ 130	100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ -	\$ -	\$ 325	\$ 325	100.0%
51 5090211 LODGING	\$ -	\$ -	\$ 360	\$ 360	100.0%
TOTAL OTHER EXPENSES	\$ -	\$ -	\$ 19,231,783	\$ 19,231,783	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 19,403,748	\$ 19,403,748	100.0%

Paratransit Contract Operations

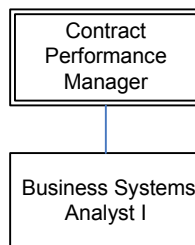
Functions and Responsibilities

The Paratransit Contract Operations Department manages oversight of Capital Metro's paratransit services contractors. Costs related to contracted ADA-compliant paratransit services, as well as the non-ADA Access-a-Ride program are captured in this department. There are two contractors managed under this department, with a third provider to be selected in FY2012. The current providers are Greater Austin Transportation Company (GATC) and LeFleur.

FY 2012 Planned Initiatives

- ◆ Improve Business Practices – Complete the procurement of contracted providers for paratransit provider to replace StarTran.
- ◆ Improve Business Practices – Establish contract management plans for the new service contract and update plans for existing providers.
- ◆ Provide a great customer experience – Coordinate the start-up activities of contracted provider for paratransit service selected to replace StarTran.
- ◆ Improve Business Practices – Identify appropriate performance measures for gauging the success of this team, over time.

Paratransit Contract Operations Department Organizational Chart



Major Budgetary Changes

- ◆ **Salaries and Benefits-** Transferred the salaries and related benefits of the contract performance manager and the business systems analyst in the amount of \$152,723 from the MetroAccess Department to monitor the performance and service delivery of contracted paratransit services.
- ◆ **Other Expenses -** Transferred the expenses associated with the contracts of demand response and dedicated paratransit transportation services from the MetroAccess Department monitor the performance and service delivery of contracted paratransit services.



Major Budgetary Changes

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ -	\$ -	\$ 141,462	\$ 141,462	100.0%
BENEFITS	\$ -	\$ -	\$ 11,260	\$ 11,260	100.0%
UTILITIES	\$ -	\$ -	\$ -	\$ -	0.0%
PURCHASED TRANSPORTATION	\$ -	\$ -	\$ 2,836,951	\$ 2,836,951	100.0%
MISCELLANEOUS	\$ -	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 2,989,674	\$ 2,989,674	100.0%

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ -	\$ -	\$ 115,072	\$ 115,072	100.0%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ -	\$ -	\$ 2,078	\$ 2,078	100.0%
51 5020901 SICK LEAVE-ADMIN	\$ -	\$ -	\$ 7,758	\$ 7,758	100.0%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ -	\$ -	\$ 5,901	\$ 5,901	100.0%
51 5021101 VACATION LEAVE-ADMIN	\$ -	\$ -	\$ 9,360	\$ 9,360	100.0%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ -	\$ 1,293	\$ 1,293	100.0%
TOTAL SALARIES & WAGES	\$ -	\$ -	\$ 141,462	\$ 141,462	100.0%
BENEFITS					
51 5020101 FICA-ADMIN	\$ -	\$ -	\$ 10,342	\$ 10,342	100.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ -	\$ -	\$ 734	\$ 734	100.0%
51 5020702 STATE UNEMPLOYMENT-IUE	\$ -	\$ -	\$ 184	\$ 184	100.0%
TOTAL BENEFITS	\$ -	\$ -	\$ 11,260	\$ 11,260	100.0%
OTHER EXPENSES					
51 5080106 DEMAND RESPONSE	\$ -	\$ -	\$ 784,279	\$ 784,279	100.0%
51 5080119 DEDICATED PARA TRANSPORTATION	\$ -	\$ -	\$ 2,052,672	\$ 2,052,672	100.0%
TOTAL OTHER EXPENSES	\$ -	\$ -	\$ 2,836,951	\$ 2,836,951	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 2,989,674	\$ 2,989,674	100.0%

MetroAccess Administration

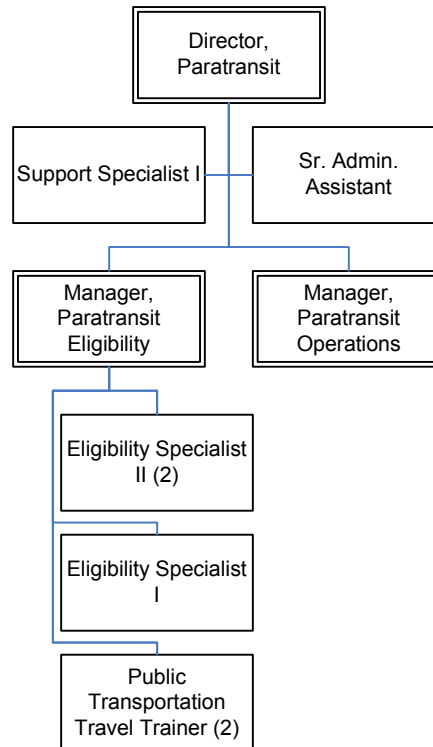
Functions and Responsibilities

The MetroAccess Administration department manages the eligibility, reservations and scheduling functions for the MetroAccess ADA-compliant paratransit services. The department manages the eligibility process, including initial certification and re-certification of existing customers using in persons assessments and the assistance of a third party provider to determine the functional abilities of each applicant. The MetroAccess Administration department processes advance trip reservations, cancellations, inquires, subscription service request, and group trips. This team manages and coordinates service through contracted providers. The department also coordinates with customers and the Access Advisory Committee to receive feedback on all aspects of service and policy development.

FY 2012 Planned Initiatives

- ◆ Provide a great customer experience – Implement new Interactive Voice Response (IVR) and Web Reservation software systems to monitor customer satisfaction and reduce reliance on third party software products to provide information to our customers, reduce call center workload, improve detailed reporting of customer use of services, and enhance usability and system stability.
- ◆ Provide a great customer experience – Continue to collaborate with the ADA Coordinator toward further implementation of transition resources for customers displaced by a change in the ASA service area, including assistance with locating transportation alternatives.
- ◆ Improve Business Practices – Complete implementation of paratransit policies approved by the Capital Metro Board of Directors in September 2010, including Implementation of in-person functional assessments for MetroAccess customers.
- ◆ Improve Business Practices – Identify appropriate performance measures for gauging the success of this team, over time.

MetroAccess Administration Department Organizational Chart



Major Budgetary Changes

- ◆ **Salaries and Benefits** Transferred management and administrative salaries, wages, and benefits from the MetroAccess department to provide oversight for all paratransit services including MetroAccess directly operated van and sedan operations and Paratransit Contract Operations.
- ◆ **Other Expenses** - A majority of service related expenses were transferred from the MetroAccess Department including Third Party Functional Assessment services in the amount of \$300,000; temporary support for reservationists, phone support, and manifest audits to ensure FTA compliance in the amount of \$203,304; office supplies, postage, and other miscellaneous service in the amount to \$39,364; and travel related expenses of \$3,025.

CATEGORIES	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARIES	\$ -	\$ -	\$ 503,645	\$ 503,645	100.0%
BENEFITS	\$ -	\$ -	\$ 38,719	\$ 38,719	100.0%
SERVICES	\$ -	\$ -	\$ 506,764	\$ 506,764	100.0%
MATERIALS & SUPPLIES	\$ -	\$ -	\$ 18,312	\$ 18,312	100.0%
UTILITIES	\$ -	\$ -	\$ -	\$ -	0.0%
MISCELLANEOUS	\$ -	\$ -	\$ 20,617	\$ 20,617	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 1,088,058	\$ 1,088,058	100.0%



Capital Metropolitan Transportation Authority
Fiscal Year 2012 Approved Budget

CODE	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget	Var FY 2012 VS. FY 2011	Var % FY2012 VS. FY 2011
SALARY & WAGES					
51 5010201 SALARIES & WAGES - ADMIN.	\$ -	\$ -	\$ 408,329	\$ 408,329	100.0%
51 5010203 OVERTIME - ADMINISTRATIVE	\$ -	\$ -	\$ 9,350	\$ 9,350	100.0%
51 5020901 SICK LEAVE-ADMIN	\$ -	\$ -	\$ 27,528	\$ 27,528	100.0%
51 5021001 HOLIDAY LEAVE-ADMIN	\$ -	\$ -	\$ 20,941	\$ 20,941	100.0%
51 5021101 VACATION LEAVE-ADMIN	\$ -	\$ -	\$ 32,910	\$ 32,910	100.0%
51 5021201 OTHER PAID LEAVE-ADMIN	\$ -	\$ -	\$ 4,588	\$ 4,588	100.0%
TOTAL SALARIES & WAGES	\$ -	\$ -	\$ 503,645	\$ 503,645	100.0%
BENEFITS					
51 5020101 FICA-ADMIN	\$ -	\$ -	\$ 36,700	\$ 36,700	100.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	\$ -	\$ -	\$ 2,020	\$ 2,020	100.0%
TOTAL BENEFITS	\$ -	\$ -	\$ 38,719	\$ 38,719	100.0%
OTHER EXPENSES					
51 5030309 OTHER PROFESSIONAL FEES	\$ -	\$ -	\$ 300,000	\$ 300,000	100.0%
51 5030401 TEMPORARY HELP	\$ -	\$ -	\$ 203,304	\$ 203,304	100.0%
51 5039909 OTHER SERVICES	\$ -	\$ -	\$ 3,460	\$ 3,460	100.0%
51 5049901 OFFICE SUPPLIES	\$ -	\$ -	\$ 14,712	\$ 14,712	100.0%
51 5049909 OTHER SUPPLIES	\$ -	\$ -	\$ 3,600	\$ 3,600	100.0%
51 5090201 AIRFARE - TRANSPORTATION	\$ -	\$ -	\$ 650	\$ 650	100.0%
51 5090205 TRAVEL - PER DIEM	\$ -	\$ -	\$ 750	\$ 750	100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	\$ -	\$ -	\$ 875	\$ 875	100.0%
51 5090211 LODGING	\$ -	\$ -	\$ 750	\$ 750	100.0%
51 5099901 POSTAGE	\$ -	\$ -	\$ 16,392	\$ 16,392	100.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	\$ -	\$ -	\$ 1,200	\$ 1,200	100.0%
TOTAL OTHER EXPENSES	\$ -	\$ -	\$ 545,693	\$ 545,693	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 1,088,058	\$ 1,088,058	100.0%



This page is intentionally blank

GLOSSARY

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

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

ADA: Americans with Disabilities Act. Federal legislation that provides guidelines for assuring access to person with disabilities.

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

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

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

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

Build Greater Austin: Created in 1994 to support the transportation infrastructure for the Austin metropolitan area. This is an ongoing program with funding of \$78.1 million with seven elements: 1) street maintenance; 2) emergency street repair; 3) transit corridor improvements; 4) pedestrian and bicycle safety/access; 5) sidewalks; 6) transit centers; and 7) transit capital improvements.

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

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

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

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

Contingency funds: Operating funds reserved for unexpected expenditures during the fiscal year that were not addressed in the annual budget.

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

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

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

Directly Operated Demand Response: Service that is provided on an “as-needed” basis directly by Capital Metro. Includes special transit van and sedan service.

Directly Operated Motor Bus: Scheduled bus service that is provided directly by Capital Metro.

Express route: Limited stop service traveling to and from downtown and park & rides

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

Fixed Route: Local bus service including Flyer and excluding fixed route van services.

Fixed Route Van: Local service (primarily in suburban neighborhoods) where ridership does not warrant a full size bus.

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

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

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

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

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

High occupancy vehicle lanes (HOV): A lane of traffic in a major roadway reserved for vehicles carrying two or more (sometimes three or more) persons.

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

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

MetroAccess Van: Paratransit service for the mobility impaired that is provided by vans. Typically carries several passengers at one time.

MetroAccess Sedan: Paratransit service for the mobility impaired that is provided by sedans. Typically carries one passenger at one time.



MetroAccess Voucher: Paratransit service for the mobility impaired that is provided by various cab companies.

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

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

Non-attainment area: U.S. region not attaining EPA standards for air pollutants.

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

On-Time Performance: On-time performance is no more than 30 seconds early or 5 minutes and 30 seconds late. Only directly operated regular, flyer and park and ride trips are included.

Operating budget: The portion of the budget that provides for the day-to-day operation of Capital Metro including salaries, benefits, services, materials and other expenses.

Paratransit services: Complementary transportation services for senior citizens and passengers with disabilities established in accordance with ADA.

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

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

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

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

Prior years' carry-over: Funds which are available to finance subsequent fiscal years for capital budget items.

Purchased Transportation Motor Bus: Scheduled service that is provided by a vendor under contract to Capital Metro.

Purchased Transportation Demand Response: Service that is provided on an "as needed" basis by a vendor under contract to Capital Metro.

Recovery ratio: Operating revenue divided by operating expense.

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

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

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

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

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

Rural Demand Response: Advance registration door-to-door service from Lago Vista, Jonestown, and Leander to Highland Mall, Northcross Mall and Central Medical Complex. Currently provided by CARTS.

Rural Feeders: The bus service that connects rural areas (Lago Vista and Manor) with downtown Austin. Currently provided by CARTS.

SAFETEA-LU: On August 10, 2005, President George W. Bush signed the Safe, Accountable, Flexible, Efficient Transportation Equity Act; A Legacy for Users (SAFETEA-LU). This authorizes the Federal surface transportation programs for highways, highway safety, and transit for the 5-year period 2005-2009.

Sales tax: A tax levied and collected by the State for the benefit of Capital Metro. Capital Metro currently collects 1% sales tax.

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

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

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

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

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

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

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

Third party fares: Fares paid by a third party usually for continuous routine service.

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



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

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

Van Pool Program: A service provided for a group of people who live and work in close proximity to each other. This service relieves congestion, and reduces pollution.

Vehicle hours: The total number of hours that the buses are in service. This includes both revenue and deadhead hours.

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

Wheelchair boardings: The number of times the wheelchair lift was used on directly operated buses. It does not include MetroAccess or contracted services.

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



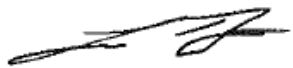
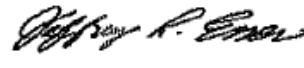
GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Capital Metropolitan Transportation Authority
Texas**

For the Fiscal Year Beginning

October 1, 2010 

President

Executive Director

This Government Finance Officers Association award is for FY2011, and is valid for one year.

INDEX

	Page
A	
Annual Calendar	14
B	
Balanced Budget	19
Basis of Budget and Basis of Accounting	15
Benefits of Mass Transit	4
Board Members	6
Budget Assumptions	15
Build Central Texas	4
Building Maintenance Department	145
Business & Community Development Department	105
Business Center	49
Business Planning and Budget Process	12
Board of Directors Support	59
C	
Capital Assets	19
Capital Budget	42
Capital Improvement Plan	Appendix A
Capital Metro Facilities	8
Capital Metro Service Area Map	3
Capital Replacement and Improvement Grants	182
Capital Projects Group and Real Estate	149
Child Care Facility	47
Combined Statement of Revenue, Expenses and Changes in Net Assets	33
Communications Department	55
Community Information	4
Commuter Rail Operations	155
Contracted Services Department	89
Customer Service Department	109
D	
Debt	31
Distinguished Budget Award	178
E	
Expense Policies	24
Executive Leadership Team	7

F	
Facilities List	8
Factors Affecting Operating Expense	29
Factors Affecting Revenue	27
Fares	20
Finance Department	77
Fixed Assets	19
Fixed Route Services Department	125
Freight Railroad Department	153
Full Time Equivalent Chart	16
G	
General and Administrative Overhead Department	43
Glossary	173
Governance	6
H	
History of Capital Metro	3
Hours of Service	36
Human Resources Department	111
I	
Information Technology Department	81
Internal Audit Department	61
Index	179
L	
Legal Department	73
Labor Restructuring	75
Long Range Financial Plan	Appendix C
M	
Marketing Department	101
MetroAccess Department	119
MetroRail Red Line Service Map	11
Miles of Service	37
N	
Net Assets	33



O

Operating Expenses by Category	30
Operating Revenue	28
Operations	63
Operations Training Department	123
Organization of the Budget Document	2
Organizational Chart	16

P

Paratransit Services (MetroAccess Department)	119
Passenger Fares	20
Passengers	35
Performance Trends	39
Planning Department	97
President/CEO Department	51
Procurement Department	85
Procurement	24
Public Facilities Department	141

R

Revenues by Category	28
Ridership	35
Rideshare Department	91
Risk Management Department	115
Running Repair Department	129

S

Safety Department	67
Sales Tax Revenue	19
Security Department	69
Service Area Member Cities and Communities	3
Service Area Map	3
Service Descriptions	35
Service Island Department	133
Service Levels	35
Sources and Uses of Funds	32
StarTran Operations Administration Department	93
Strategic Management Department	65
Strategic Plan	Appendix B
Stores Department	139
Summary of Department Expenses	34
Summary of Financial Policies	19



System Facility Characteristics	8
T	
Transit Oriented Development Department	
Transmittal Letter	159
V	1
Vehicle Maintenance – Administration Department	
W	137
Wellness Department	
Z	45
Zero-Based Budgeting	

19



	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Project Totals								
Total	10,138,433	10,229,221	20,633,774	66,077,798	21,234,231	617,914	454,588	129,385,959
Funding Sources								
Local	3,325,311	2,810,015	5,402,584	26,996,985	17,774,324	519,050	454,588	57,282,856
Grants	6,813,123	7,419,206	15,231,190	39,080,813	3,459,907	98,864	-	72,103,103
Total	10,138,433	10,229,221	20,633,774	66,077,798	21,234,231	617,914	454,588	129,385,959

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name MetroRapid - Bus Rapid Transit

Department Planning

Project Description

MetroRapid - Bus Rapid Transit (BRT) is a limited-stop bus service which initially will service the North Lamar/South Congress and Burnet/South Lamar routes. This project is part of the All Systems Go Long-Range Transit Plan.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
MetroRapid	627,659	1,363,433	9,206,594	33,474,850	2,824,884	123,580	-	47,621,000
Total	627,659	1,363,433	9,206,594	33,474,850	2,824,884	123,580	-	47,621,000
Funding Sources								
Local	125,532	272,687	1,841,319	6,694,970	564,977	24,716	-	9,524,200
Grants	502,127	1,090,746	7,365,275	26,779,880	2,259,907	98,864	-	38,096,800
Total	627,659	1,363,433	9,206,594	33,474,850	2,824,884	123,580	-	47,621,000

Estimated Operating Cost Impact

The operating cost impact as a result of this project is estimated to be \$2.4 million in Fiscal Year 2014

Project Benefits

MetroRapid - Bus Rapid Transit (BRT) will provide real-time bus arrival information at all MetroRapid stops, 10-minute frequency during peak and 15 minutes during off-peak service with reduced travel times up to 20 percent aided by traffic signal preemption technology. MetroRapid uniquely branded bus stops will be near to local service bus stops and passengers will be able to connect to two MetroRail stations.

Strategic Objective

This project supports the following strategic objectives: Improve Customer Satisfaction and Loyalty; and Improve Service Delivery.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Intelligent Transportation Systems (ITS) Project

Department IT

Project Description

Intelligent Transportation Systems (ITS) is a comprehensive approach applying advanced technologies to transit. The overall scope of this project is to provide customers and staff with a graphical map of the service area with the exact location of a vehicle, provide customers with real time information on vehicle arrival and departure at rail stations, rapid stops, park and rides and transit centers. The paratransit component of ITS was partially implemented and the continued ITS project for fiscal year 2012 will finalize the paratransit component and incorporate Fixed Route and MetroRapid implementation in the future.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
ITS	7,427,623	2,488,049	2,011,951	5,418,538	1,500,000	-	-	18,846,161
Total	7,427,623	2,488,049	2,011,951	5,418,538	1,500,000	-	-	18,846,161
Funding Sources								
Local	1,485,525	497,610	402,390	1,083,708	300,000	-	-	3,769,232
Grants	5,942,098	1,990,439	1,609,561	4,334,830	1,200,000	-	-	15,076,929
Total	7,427,623	2,488,049	2,011,951	5,418,538	1,500,000	-	-	18,846,161

Estimated Operating Cost Impact

The estimated software maintenance costs is estimated to be \$368,441 in Fiscal Year 2012.

Project Benefits

The ITS project will allow for the real-time location tracking of all Capital Metro vehicles and the subsequent dissemination of vehicle locations to passengers and operational personnel. These technology features will allow passengers to have greater confidence in trip planning timing.

Strategic Objective

This project supports the following strategic objective: Improve Customer Satisfaction and Loyalty.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Interactive Voice Response (IVR) System Replacement

Department IT

Project Description

This project will replace the existing IVR system with a new IVR system equipped to handle Paratransit customer service calls.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
IVR	-	80,071	719,929	-	-	-	-	800,000
Total	-	80,071	719,929	-	-	-	-	800,000
Funding Sources								
Local	-	16,014	143,986	-	-	-	-	160,000
Grants	-	64,057	575,943	-	-	-	-	640,000
Total	-	80,071	719,929	-	-	-	-	800,000

Estimated Operating Cost Impact

The estimated software maintenance cost is estimated to be \$20,000 in Fiscal Year 2013.

Project Benefits

The new IVR will support customer service and phone interface for Paratransit customers during normal business hours and after hours. The new IVR will take call volume loads off of call center staff during normal business hours.

Strategic Objective

This project supports the following strategic objective: Improve Customer Satisfaction and Loyalty.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Paratransit Module Expansion

Department IT

Project Description

This project will install the remaining Paratransit service module functionalities including "no show" management, web communications, text and e-mail communications, eligibility management, and trip by trip analysis.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Paratransit Module Expansion	-	289,500	60,500	-	-	-	-	350,000
Total	-	289,500	60,500	-	-	-	-	350,000
Funding Sources								
Local	-	57,900	12,100	-	-	-	-	70,000
Grants	-	231,600	48,400	-	-	-	-	280,000
Total	-	289,500	60,500	-	-	-	-	350,000

Estimated Operating Cost Impact

The operating cost impact as a result of completing this project is estimated to be approximately \$30,000 starting in Fiscal Year 2012 and an additional \$28,000 in Fiscal Year 2013 due to software maintenance costs.

Project Benefits

Adding features to the Paratransit module will assist in the management, delivery and communication of Paratransit services

Strategic Objective

This project supports the following strategic objective: Improve Tools, Technology and Vehicles.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Miscellaneous IT projects

Department IT

Project Description

This project will replace existing computers, servers, network equipment and other end-of-life IT equipment necessary for the day-to-day functionality of the IT infrastructure.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Miscellaneous IT projects	-	280,000	170,000	-	-	-	-	450,000
Total	-	280,000	170,000	-	-	-	-	450,000
Funding Sources								
Local	-	56,000	34,000	-	-	-	-	90,000
Grants	-	224,000	136,000	-	-	-	-	360,000
Total	-	280,000	170,000	-	-	-	-	450,000

Estimated Operating Cost Impact

No operating cost increases are expected to be incurred as a result of completing this project because existing systems are being upgraded which will continue to incur similar operating costs.

Project Benefits

This project allows Capital Metro to maintain IT equipment necessary to support the existing IT infrastructure.

Strategic Objective

This project supports the following strategic objective: Improve Tools, Technology and Vehicles.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Bus Stop Accessibility Improvements

Department Projects and Real

Project Description

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

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Bus Stop Accessibility Improve	-	750,000	1,800,000	-	-	-	-	2,550,000
Total	-	750,000	1,800,000	-	-	-	-	2,550,000
Funding Sources								
Local	-	150,000	360,000	-	-	-	-	510,000
Grants	-	600,000	1,440,000	-	-	-	-	2,040,000
Total	-	750,000	1,800,000	-	-	-	-	2,550,000

Estimated Operating Cost Impact

No new operating costs are expected to be incurred as a result of completing this project as neither the complexity nor the overall quantity of bus stop facilities is increased.

Project Benefits

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

Strategic Objective

This project supports the following strategic objective: Improve Customer Satisfaction and Loyalty; and Improve Service Delivery.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Projects
Department and Real

Project Name Manor Park and Ride

Project Description

This facility will consolidate parking facilities currently being used by commuters from the City of Manor and surrounding areas who use Capital Metro services.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Manor Park and Ride	-	193,000	295,000	-	-	-	-	488,000
Total	-	193,000	295,000	-	-	-	-	488,000
Funding Sources								
Local	-	38,600	59,000	-	-	-	-	97,600
Grants	-	154,400	236,000	-	-	-	-	390,400
Total	-	193,000	295,000	-	-	-	-	488,000

Estimated Operating Cost Impact

The operating cost impact as a result of completing this project is estimated to be \$7,500 per year in landscape maintenance costs; \$8,000 per year in utility costs, and \$7,200 per year in janitorial expenses beginning in Fiscal Year 2013. A net increase of 1,500 fixed route bus service hours which this facility would support have been budgeted in Fiscal Year 2012 in anticipation of using a joint-use agreement in advance of the completion of this Park and Ride facility.

Project Benefits

This project will provide a new park and ride facility for commuters from the City of Manor and surrounding areas who use Capital Metro services.

Strategic Objective

This project supports the following strategic objectives: Improve Customer Satisfaction and Loyalty; and Improve Service Delivery.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Positive Train Control

Department Rail

Project Description

The purpose of this project is to meet new Federal Rail Administration requirements for train control systems.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Positive Train Control	-	150,000	500,000	16,000,000	16,350,000	-	-	33,000,000
Total	-	150,000	500,000	16,000,000	16,350,000	-	-	33,000,000
Funding Sources								
Local	-	150,000	500,000	16,000,000	16,350,000	-	-	33,000,000
Grants	-	-	-	-	-	-	-	-
Total	-	150,000	500,000	16,000,000	16,350,000	-	-	33,000,000

Estimated Operating Cost Impact

The operating cost impact as a result of completing this project is estimated to be \$100,000 per year due to software maintenance costs starting in Fiscal Year 2015.

Project Benefits

This project will provide system controls for shared rail tracks to avoid train-to-train collisions.

Strategic Objective

This project supports the following strategic objectives: Improve Service Delivery and Improve Tools, Technology and Vehicles.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Railroad Bridge Program

Department Capital Projects and Real Estate

Project Description

This project maintains 58 bridges extending the life of the bridges for current operations of up to 6 to 10 years.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Railroad bridge program	-	740,214	984,786	1,384,557	559,347	494,334	454,588	4,617,826
Total	-	740,214	984,786	1,384,557	559,347	494,334	454,588	4,617,826
Funding Sources								
Local	-	740,214	984,786	1,384,557	559,347	494,334	454,588	4,617,826
Grants	-	-	-	-	-	-	-	-
Total	-	740,214	984,786	1,384,557	559,347	494,334	454,588	4,617,826

Project Benefits

The Railroad Bridge Program will be in compliance with federal guidelines for bridge safety.

Strategic Objective

This project supports the following strategic objective: Improve Service Delivery.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Red Line Pedestrian Crossings

Department Projects and Real

Project Description This project will provide pedestrian crossings at designated Red Line rail crossings.

Spending Categories	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Redline pedestrian crossings	-	65,000	75,000	-	-	-	-	140,000
Total	-	65,000	75,000	-	-	-	-	140,000
Funding Sources								
Local	-	65,000	75,000	-	-	-	-	140,000
Grants	-	-	-	-	-	-	-	-
Total	-	65,000	75,000	-	-	-	-	140,000

Estimated Operating Cost Impact

No new operating costs are expected to be incurred as a result of completing this project because the maintenance of way is a fixed cost/rate for the entire line which is being maintained by a contractor.

Project Benefits - To provide safe and usable pedestrian crossings at Redline rail crossings

Strategic Objective - This project supports the following strategic objective: Improve Customer Satisfaction and Loyalty; and Improve Service Delivery.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Existing Security Camera Replacements and Additions

Department Security

Project Description

This project replaces closed circuit TV cameras around the agency that have reached their end of their useful life and provides additional cameras as well.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Equipment	-	389,150	50,000	-	-	-	-	439,150
Total	-	389,150	50,000	-	-	-	-	439,150
Funding Sources								
Local	-	77,830	10,000	-	-	-	-	87,830
Grants	-	311,320	40,000	-	-	-	-	351,320
Total	-	389,150	50,000	-	-	-	-	439,150

Estimated Operating Cost Impact

No new operating costs are expected to be incurred as a result of completing this project because existing technology is being replaced and current maintenance costs will continue.

Project Benefits

This project will improve the reliability of security cameras and safeguard Capital Metro's assets

Strategic Objective

This project supports the following strategic objective: Improve Tools, Technology and Vehicles.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Rails with Trails

Department Projects and Real

Project Description

This project will design and construct a proposed bicycle trail starting at Crestview Station south along Airport Boulevard in the City of Austin's street Right-of-Way and along side Capita Metro's rail Right-of-Way to Highland Station terminating at Denson Drive just south of Highland Station.

Spending Categories	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Rails with Trails	368,897	240,000	660,000	631,103	-	-	-	1,900,000
Total	368,897	240,000	660,000	631,103	-	-	-	1,900,000
Funding Sources								
Local	-	-	-	-	-	-	-	-
Grants	368,897	240,000	660,000	631,103	-	-	-	1,900,000
Total	368,897	240,000	660,000	631,103	-	-	-	1,900,000

Estimated Operating Cost Impact

Capital Metro is not expected to incur maintenance and operation costs since this facility will be turned over to the City of Austin at completion, and the City of Austin will be responsible for all maintenance and operations costs.

Project Benefits

This project will provide a path for another mode of travel (bicycles) thus providing transportation choices for the community.

Strategic Objective

This project supports the following strategic objective: Improve Customer Satisfaction and Loyalty; and Improve Service Delivery.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Headquarters Facility - Shop Lighting **Department** Maintenance

Project Description

This project was recommended by an Austin Energy Audit and is designed to reduce energy consumption. The project will produce a brighter lighting in the fleet shop and service island area as the metal halide 450 watt lighting is changed to fluorescents lamps.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Repair and maintenance	-	120,000	30,000	100,000	-	-	-	250,000
Total	-	120,000	30,000	100,000	-	-	-	250,000
Funding Sources								
Local	-	24,000	6,000	20,000	-	-	-	50,000
Grants	-	96,000	24,000	80,000	-	-	-	200,000
Total	-	120,000	30,000	100,000	-	-	-	250,000

Estimated Operating Cost Impact

Beginning in Fiscal Year 2014, operating cost savings of approximately \$25,000 are estimated to be realized as a result of completing this capital project due to reduced energy consumption.

Project Benefits

This project is designed to offset electricity costs for these two Capital Metro facilities.

Strategic Objective

This project supports the following strategic objectives: Improve Tools, Technology and Vehicles; Improve Environmental Stewardship; and Improve Cost-Effectiveness.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Bus Replacements

Department Maintenance

Project Description

This project will replace revenue transit buses on a scheduled basis based on vehicles meeting and exceeding their useful life expectancy prior to replacement.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Vehicles/associated parts	-	28,998	-	8,000,000	-	-	-	8,028,998
Total	-	28,998	-	8,000,000	-	-	-	8,028,998
Funding Sources								
Local	-	5,800	-	1,600,000	-	-	-	1,605,800
Grants	-	23,198	-	6,400,000	-	-	-	6,423,198
Total	-	28,998	-	8,000,000	-	-	-	8,028,998

Estimated Operating Cost Impact

No new operating costs are expected to be incurred as a result of completing this project because existing buses are being replaced on a replacement schedule.

Project Benefits

The project replaces revenue transit buses which are past their useful life expectancy. Maintenance costs are expected to be reduced.

Strategic Objective

This project supports the following strategic objective: Improve Tools, Technology and Vehicles; and Improve Cost-Effectiveness.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Paratransit Vehicle Replacement

Department Maintenance

Project Description

This project replaces revenue paratransit vehicles on a scheduled basis based on vehicles meeting and exceeding their useful life expectancy prior to replacement.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Vehicles/associated parts	-	1,965,578	34,422	-	-	-	-	2,000,000
Total	-	1,965,578	34,422	-	-	-	-	2,000,000
Funding Sources								
Local	-	393,116	6,884	-	-	-	-	400,000
Grants	-	1,572,462	27,538	-	-	-	-	1,600,000
Total	-	1,965,578	34,422	-	-	-	-	2,000,000

Estimated Operating Cost Impact

No new operating costs are expected to be incurred as a result of completing this project because existing vehicles are being replaced on a replacement schedule.

Project Benefits

The project replaces revenue paratransit vehicles which are past their useful life expectancy. Maintenance costs are expected to be reduced.

Strategic Objective

This project supports the following strategic objective: Improve Tools, Technology and Vehicles; and Improve Cost-Effectiveness.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Non-Revenue Vehicle Replacement **Department** Maintenance

Project Description

This project replaces non revenue vehicles that have been used to support the transit operations after they have met their service life expectancy.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Vehicles/associated parts	-	-	1,247,983	-	-	-	-	1,247,983
Total	-	-	1,247,983	-	-	-	-	1,247,983
Funding Sources								
Local	-	-	249,597	-	-	-	-	249,597
Grants	-	-	998,386	-	-	-	-	998,386
Total	-	-	1,247,983	-	-	-	-	1,247,983

Estimated Operating Cost Impact

No new operating costs are expected to be incurred as a result of completing this project because existing vehicles are being replaced on a replacement schedule.

Project Benefits

The project replaces non-revenue vehicles which are past their useful life expectancy, and maintenance costs are expected to be reduced.

Strategic Objective

This project supports the following strategic objective: Improve Tools, Technology and Vehicles; and Improve Cost Effectiveness.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Engine and Transmission Rebuilds **Department** Maintenance

Project Description

This project rebuilds bus engines and transmissions on a scheduled basis once to two times during the vehicle's life expectancy.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Repair and maintenance	-	796,228	1,417,609	-	-	-	-	2,213,837
Total	-	796,228	1,417,609	-	-	-	-	2,213,837
Funding Sources								
Local	-	159,246	283,522	-	-	-	-	442,767
Grants	-	636,982	1,134,087	-	-	-	-	1,771,070
Total	-	796,228	1,417,609	-	-	-	-	2,213,837

Estimated Operating Cost Impact

No new operating costs are expected to be incurred as a result of completing this project because these engines and transmissions are scheduled rebuilds of existing engines and transmissions.

Project Benefits

This project replaces current equipment which is past its useful life expectancy, and maintenance costs are expected to be reduced.

Strategic Objective

This project supports the following strategic objective: Improve Tools, Technology and Vehicles; and Improve Cost-Effectiveness.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Transit Oriented Development-Last Mile Initiatives

Department Planning

Project Description

This project provides enhanced access to the transit system from nearby development. Project elements may include improved sidewalks, bicycle facilities, signage and related infrastructure.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Design/engineering/site work	-	60,000	40,000	-	-	-	-	100,000
Total	-	60,000	40,000	-	-	-	-	100,000
Funding Sources								
Local	-	60,000	40,000	-	-	-	-	100,000
Grants	-	-	-	-	-	-	-	-
Total	-	60,000	40,000	-	-	-	-	100,000

Estimated Operating Cost Impact

The estimated operating costs for this project in Fiscal Year 2013 would be minimal since the ongoing maintenance required by sidewalks, bicycle facilities, and signage is expected to be minimal.

Project Benefits

A significant barrier to increased use of public transit service is the "last mile connection" in that the transit station or stop may not be directly adjacent to the customer's origin or destination. Making investments in enhanced access to transit has been shown to be a cost effective to increase ridership.

Strategic Objective

This project supports the following strategic objectives: Improve Customer Satisfaction and Loyalty; and Improve Service Delivery

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Alternative Analysis

Department Planning

Project Description

This project is part of a grant awarded to Capital Metro as part of the Fiscal Year 2010 Discretionary Livability Funding Opportunity: Alternative Analysis Program to evaluate potential transportation improvements within the Central Texas region, to include north central Austin and the cities of Round Rock, Pflugerville, and Georgetown including roadway improvements, upgrades and/or expansion to the existing Capital Metro MetroRail Red Line, and other transit improvements such as the implementation of Bus Rapid Transit (BRT) corridors. Integral to this study is a review and refinement of the Capital Area Metropolitan Planning Organization (CAMPO) travel demand model.

	Spending from project inception to FY2010	Forecast spending FY2011	FY2012 - FY2016 Capital Improvement Plan					Total
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories								
Other:	-	230,000	1,170,000	1,068,750	-	-	-	2,468,750
Total	-	230,000	1,170,000	1,068,750	-	-	-	2,468,750
Funding Sources								
Local	-	46,000	234,000	213,750	-	-	-	493,750
Grants	-	184,000	936,000	855,000	-	-	-	1,975,000
Total	-	230,000	1,170,000	1,068,750	-	-	-	2,468,750

Estimated Operating Cost Impact

No operating costs are expected to be incurred as a result of completing this study if the grant application which would fund this study is approved by the Federal Transit Administration (FTA).

Project Benefits

The overarching goal of the proposed study is to determine a set of reasonable and feasible transportation options that could mitigate congestion and provide an alternative to vehicular traffic within the North Central Corridor. Other goals of the proposed study include finding an alternative transportation choice that links major traffic generators, serves existing communities and neighborhoods, and promotes economic development, while providing an alternative transportation option for residents of the City of Austin's planned affordable housing developments in and around Downtown Austin.

Strategic Objective

This project supports the following strategic objective: Improve Service Delivery and Build and Sustain Effective Strategic Partnerships.

Capital Metropolitan Transportation Authority
Proposed FY2012-FY2016 Capital Improvement Plan



Project Name Ticket Vending Machines (TVM) retainage

Department Finance

Project Description

These funds are rolled over from the prior fiscal year for retainage which is not paid until a year after project acceptance.

	Spending from project inception to-date	FY2012 - FY2016 Capital Improvement Plan					Total
		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Spending Categories							
Other:	1,714,254	-	160,000	-	-	-	1,874,254
Total	1,714,254	-	160,000	-	-	-	1,874,254
Funding Sources							
Local	1,714,254	-	160,000	-	-	-	1,874,254
Total	1,714,254	-	160,000	-	-	-	1,874,254

Estimated Operating Cost Impact

The annual software maintenance cost for the ticket vending machines is approximately \$104,000.

Project Benefits

The ticket vending machines installed at the MetroRail stations allows customers to purchase fare prior to boarding.

Strategic Objective

This project supports the following strategic objective: Improve Tools, Technology and Vehicles.



October 20, 2011

Dear Capital Metro Board of Directors:

I am pleased to present a copy of Capital Metro's strategic plan for Fiscal Year 2012. As you know, we began this process with a board retreat in January 2011 in which we had substantive discussions regarding the direction and future for Capital Metro along with a discussion of Board priorities for both the near-term and longer term future.

Through our collaborative efforts we have developed a cornerstone strategy to guide us as we strengthen our financial position, improve our business processes and raise the bar for providing quality transportation services to the community.

Our basic approach to this process was to develop a new vision and mission for Capital Metro that helps us position the agency to be a significant and valued contributor to the continued growth and development of the Greater Austin/Central Texas region:

Vision Capital Metro is a driving force for quality of life in our community.

Mission Capital Metro connects people, jobs and communities by providing high quality and sustainable transportation choices.

With your direction and ongoing support, we are focusing Capital Metro's strategic plan on four key goals and priorities for the next year and beyond:

- Provide a great customer experience
- Improve business practices
- Demonstrate the value of public transportation in an active community
- Be a regional leader

These strategic goals and their corresponding objectives also served as the basis for developing Capital Metro's capital and operating budget for FY2012.

An effective strategic plan is never final and will continue to evolve to address the changing needs of our organization and this community. I look forward to working you and the staff on shaping the future of Capital Metro for our customers and the region.

Sincerely,

Linda S. Watson
President/CEO
Signature on file



CAPITAL METRO STRATEGIC PLAN

MISSION STATEMENT:

Capital Metro connects people, jobs and communities by providing quality transportation choices

VISION:

A driving force for quality of life in our community

October 1, 2011



CAPITAL METRO STRATEGIC PLAN

Strategic Goal 1 Provide a Great Customer Experience

Build a culture of exceptional customer service that is responsive to the diverse needs of the community.

Objective 1.1 Increase User Friendliness

Ensure that all aspects of our service are easy to navigate.

Tasks

- **Implement Service Plan 2020 and All Systems Go (as updated)**
 - Service Plan 2020 and All Systems Go (ASG) provide the service-planning framework for Capital Metro. The ASG plan is being updated as part of the regional transportation planning effort. The implementation of these plans reflects a thoughtful approach to aligning Capital Metro's services with the mobility needs of the community.
- **Redesign website**
 - The Capital Metro website (www.capmetro.org) will be redesigned and updated. Current trends in web communications will be leveraged, including the interactive tools for trip planning, customer surveys and information sharing.
- **Complete technology projects**
 - Implement technology projects to enhance the customer experience:
 - The Intelligent Transportation Systems (ITS) Project uses computer aided dispatch and automated vehicle locating (CAD/AVL) to provide real time vehicle arrival information to customers. The FY12 project work includes rewriting and programming of bus route scheduling data for input into the system, changing the communication application to prepare for the new radio system and beginning the implementation of AVL on the Bus Rapid Transit (BRT) system.
 - Quick Response (QR) codes will provide customers with trip planning and bus and rail schedules which can be accessed quickly and conveniently at bus and rail stops with smart phones and other smart technology. QR Codes will provide accurate and timely route and schedule information. The goal is to deliver real time information once the CAD/AVL project is completed.
 - Interactive Voice Response (IVR) system replacement will improve the effectiveness of the Capital Metro call centers and the ease with which customers access information via telephone.
 - Trapeze module expansion will help prepare for a new business model of contracted services and will provide significant benefits for MetroAccess customers.
- **Improve ease of fare payment for customers**
 - Develop a long-term fare collection strategy for implementing a stored value or Smart Card that can be reloaded with additional value, reused indefinitely and read when touched to a target on a farebox or ticket vending machine.
 - Evaluate ease of use of ticket vending machine at rail stations and develop appropriate plans for improvement.
- **Provide exceptional customer service through oversight of contracted services**
 - As Capital Metro's operating structure transitions to a contract service model by FY13, the expectations for service delivery and detailed plans for oversight of contractors will be formalized and documented.



CAPITAL METRO STRATEGIC PLAN

- **Improve, document and formalize the process for making service delivery adjustments**
 - Planning and Operations staff use various data to trigger changes in service. The process for collecting and using that data to drive service delivery improvements will be evaluated and documented to increase feedback into the process. The marketing effort needed to communicate service changes will be included.
- **Implement mystery rider program**
 - Implement the use of “mystery riders” (a.k.a. secret shoppers, persons trained to conduct such evaluations) to review service delivery.

Performance Measures

Measure	Baseline	2012 Goal	Responsibility
• Riders per revenue hour	28	29	Planning/Marketing
• Customer satisfaction survey	90%	92%	Marketing
• Complaints per 100,000 riders	15	14	Operations
• Call center responsiveness (by service level, in both call centers)	80%/60 seconds	80%/60 Seconds	Call Center(s)



CAPITAL METRO STRATEGIC PLAN

Objective 1.2 Make Riding Safe, Reliable and Accessible

Ensure that service delivery of all modes is focused on safety, reliability and accessibility.

Tasks

- **Complete second year of accessibility/connectivity improvements at bus stops**
 - A multi-year effort is underway to ensure the accessibility of all bus stops, including wheelchair boarding locations and sidewalk connectivity. This project is in partnership with the city of Austin.
- **Continue implementation of safety and security improvements**
 - One percent of Capital Metro's annual federal funding is designated for safety and security improvements. An ongoing plan of projects will be identified for use of these funds.
- **Improve bike storage at transit facilities**
 - Riding Capital Metro has become popular with bicyclists. A long-term strategy will be developed to address the growing number of bicycles on buses and rail.

Performance Measures

Measure	Baseline	2012 Goal	Responsibility
• Service delivery index * Includes on time performance, vehicle accident rate, passenger accident rate, miles between road calls and customer comments.	5.89	6.7	Operations
• Bus stop connectivity / accessibility upgraded to meet Capital Metro's standard * Measure represents the expenditure of annual budgeted funds.	35%	100%	Capital Projects



CAPITAL METRO STRATEGIC PLAN

Strategic Goal 2 Improve Business Practices

Capital Metro will exhibit good stewardship of public funds through the efficient use of available resources. Institute productivity and efficiency strategies that ensure resources are allocated in a manner that optimizes Capital Metro's ability to meet community transportation needs.

Objective 2.1 Strengthen the Financial Health of the Agency

Understand the current financial conditions and put the appropriate systems and controls in place that improve the financial health of the organization.

Tasks

- **Pursue additional funding/ revenue opportunities**
 - Examine a range of opportunities to increase revenues as they present themselves. At a minimum, this will include a complete review of sales tax accounts, an analysis of current marketing conditions to evaluate potential revenue from naming rights, transit advertising and transit oriented development (TOD), real estate development, transportation development credits and other options.
- **Evaluate potential for covered parking at park & rides**
 - Evaluate public and private partnerships to provide covered parking at rail station park-and-ride lots to improve customer service and increase system revenue.
- **Identify cost savings to replenish reserves**
 - Review the budget in concert with all divisions of Capital Metro to identify opportunities for cost savings. This will include, but not be limited to, requiring divisions to provide budgets with plans for specific percentage reductions.
- **Adopt a long-range financial forecast**
 - Produce a five-year long-range financial forecast of revenues, operating expenses and capital expenses for the current year and four additional years. This forecast will be updated annually.
- **Develop a cost allocation model**
 - Revise Capital Metro's methodology for allocating non-operating costs to the appropriate modes of service. This model will be used to evaluate the fully-funded cost of individual modes of service.
- **Address labor structure**
 - Implement the recommendations of Senate Bill 650 which requires Capital Metro to operate all transit services, not directly provided by Capital Metro employees through a private provider after competitive procurement.
- **Develop a plan to implement fuel hedging**
 - Capital Metro will retain a consultant on fuel prices and develop a specific procedure for regularly reviewing fuel prices in order to enter into fuel hedging agreements.



CAPITAL METRO STRATEGIC PLAN

- **Develop a business plan for freight rail**
 - Freight rail service is a business enterprise center. Prepare short-term and long-term plans and approaches for increasing freight revenue and reducing costs.

Performance Measures

Measures	Baseline	2012 Goal	Responsibility
• Two month operating reserves	\$20.9 million	\$21 million	Finance
• Return on assets			
• Naming rights	N/A	\$1 million	Marketing
• Rail right of way revenue	\$340,000	\$357,000	Capital Projects & Real Estate
• Transit advertising	\$400,000	\$450,000	Business & Community Development
• Fares	\$17.3 million	\$17.4 million	Finance
• Operating costs	\$167.9 million	\$172.9 million	Finance



CAPITAL METRO STRATEGIC PLAN

Objective 2.2 Increase Accountability

Ensure that the Capital Metro staff and board are held accountable and responsible for the financial health of the organization, the service quality impact of long-term commitments and obligations, managed growth and environmental stewardship

Tasks

- **Create financial indicators report**
 - Develop a report of financial indicators for the Board of Directors that can reflect the relative condition of Capital Metro's fiscal health over time. Potential indicators could include, growth in sales tax, year over year; monthly ending cash balance; variance in overall revenues from forecast receipts versus expenditures.
- **Develop a business plan process for capital projects**
 - Develop detailed business plans for capital projects that include a financial analysis and projection of funding requirements. Conformity to that plan will be monitored allowing for any necessary formal adjustments in budget estimates.
- **Ensure consistency with service standards**
 - Ensure that service changes and improvements are consistent with board-adopted or board-initiated plans including Service Standards and Guidelines, ServicePlan2020, and the Central Texas Regional Transit System Plan.
- **Create annual report**
 - Issue an annual report to the community in a transparent and reader-friendly format that details the agency's financial health and report on the progress in building reserves, reducing costs and generating revenue.
- **Maintain assets to a state of good repair**
 - Develop a plan and process to ensure that all assets are maintained to the manufacturer's standards based on normal use and life expectancy.
- **Develop an environmental management system (EMS)**
 - Adhere to environmental requirements and identify innovative green business practices through the implementation of environmentally responsible initiatives consistent with the FTA best practices. These best practices include efficient use of energy and materials which minimizes environmental impacts while also ensuring fiscal responsibility, conducting employee training and awareness of environmental responsibilities, implementing resource reduction, recycling and reuse practices and handling and disposing of all hazardous waste through safe and responsible methods.



CAPITAL METRO STRATEGIC PLAN

Performance Measures

Measures	Baseline	2012 Goal	Responsibility
• % to target desired results business plans	+/- 5%	+/- 5%	Finance
• % to target desired results of strategic plan	N/A	80%	Strategic Planning
• Key financial indicators report	Baseline FY 2011	Monthly Board Reports	Finance
• Budget adherence	+ or - 5%	+ or - 5%	Finance



CAPITAL METRO STRATEGIC PLAN

Objective 2.3 Enhance Organizational Development

Integrate the Strategic Plan into the Capital Metro culture to insure that appropriate resources, initiatives and support are in place to guarantee employee commitment across the board. In addition, Capital Metro will continue to measure employee satisfaction in an effort to gauge employee morale.

Tasks

- **Measure and report employee satisfaction indices**
 - Report employee environment key performance indices to the board labor committee quarterly. Include measures of employee turnover, grievance rates, absenteeism and employee injury rates.
- **Continue Linda is Listening program**
 - Focus communications and outreach programs to all employees on the labor structure changes and encompass any other questions employees may have about agency matters.
- **Develop action plans to address areas of concern in employee engagement survey**
 - The University of Texas Institute for Organizational Excellence completed a survey of employee engagement during 2011. The results of the survey will serve as the basis for developing action plans for implementing organizational changes. These changes will address areas where improvement is needed.
- **Implement project management training**
 - Initiate a project management training program that will provide the tools and knowledge to successfully manage projects to completion.
- **Develop an action plan for employee training and development**
 - Develop specific objectives for behavior change at the leadership level based on the strategic goals and defined elements of a leadership development program to support the objectives

Performance Measures

Measures	Baseline	2012 Goal	Responsibility
• Employee survey results	328 (scale of 200-500)	Prepare for FY2013 survey with target to improve 2011 score	Human Resources
• Percent of designated leadership team completing leadership development program	N/A	100%	Human Resources



CAPITAL METRO STRATEGIC PLAN

Strategic Goal 3 Demonstrate the Value of Public Transportation in an Active Community

Demonstrating Capital Metro's value to the community will lead to a positive public image through improved service delivery, safety, increased customer satisfaction and increased ridership. Be a leader responsible for making innovative and good decisions.

Objective 3.1 Increase Ridership in Target Markets

Identify new markets and create a strategic plan to capture those markets to increase ridership on all modes of transportation.

Tasks

- **Create plans to target “new” markets**
 - Working from the market segmentation study completed in 2009, develop a plan to market Capital Metro’s services to those groups identified as most likely to ride. This plan will be designed to attract new riders.
 - Work with the Convention and Visitors Bureau to develop a plan for communicating transit services to visitors.
- **Improve “last mile” access**
 - Services are not always within a comfortable walking distance for all trips. Adding bike access and shared ride access (like Car2Go or vanpools) at the beginning or end of a transit trip will attract new riders. Working with rideshare businesses, bicycle groups and the city of Austin to create cross-promotions will add synergy to our marketing and outreach.
- **Use QR codes as information delivery system**
 - Develop a marketing plan that educates current and new riders on the use of QR codes at bus stops and rail stations.
- **Implement student summer ridership program**
 - One of the campaigns for FY12 is an initiative to provide summer passes to high school and middle school students. A strategy and action plan for marketing this opportunity to students and their parents will be developed.
- **Develop plan for communicating and marketing to current riders and new riders, any service changes or new service**
 - Assess current process for communicating changes of service and special events and develop a plan that will serve as a template for future changes and special events.
- **Develop a plan for marketing MetroRapid**
 - Develop a strategic plan for branding and marketing MetroRapid to the community.



CAPITAL METRO STRATEGIC PLAN

Performance Measures

Measures	Baseline	2012 Goal	Responsibility
• Riders per hour	28	29	Planning /Marketing
• Website average visits/day:	9,291	10,500+	Marketing
• Website returning traffic	194,512	220,000+	Marketing
• Website new traffic	88,122	90,000+	Marketing
• Website average bounce rate	37.99%	>33%	Marketing
<ul style="list-style-type: none"> • Ridership increase in target markets: target markets for FY12 will include four neighborhoods with concentrations of the "Young Achievers" market segment: <ul style="list-style-type: none"> ○ Crestview (Route 5) ○ North Loop (Routes 7 & 10) ○ Bouldin (Route 5) ○ Southwood (Route 5) <p>Stop boarding level data will be collected in these areas to establish a baseline and then re-measured at year end.</p>	To Be Established FY12	10% increase in average daily boardings	Planning/Marketing
• Ridership increase in University of Texas students on mainline service	FY 2010 Baseline* 2,429,484	2,750,000	Marketing/Planning
• Establish baseline for sale of student summer ridership passes	1000+ projected	1000+	Marketing/Finance

*UT student ridership project began in FY 2011



CAPITAL METRO STRATEGIC PLAN

Objective 3.2 Develop and Innovatively Deliver our Message

Push Capital Metro's message aggressively and effectively

Tasks

- **Redesign Capital Metro's website**
 - Develop a new website with significant improvements in ease of use, accessibility and intuitive architecture.
- **Design strategy for social media/interactive communication**
 - Capital Metro's customers and potential customers are talking about Capital Metro on social networking platforms. A solid social media strategy will enable the Authority to participate in those conversations—to provide great customer service, to clarify or correct misinformation and to improve the perception of Capital Metro and its employees and to ensure, in turn, that the valuable information gleaned from customers will be used to improve service.
- **Determine marketing message; develop strategy; create marketing plan and implement**
 - Develop a comprehensive marketing strategy, delineating key messages and an implementation timeline.
- **Implement additional interactive tools for customer input**
 - A comprehensive public involvement process will utilize additional interactive tools to gather customer input and increase customer awareness of Capital Metro's services. These tools will enhance citizen participation, ensure agency transparency and enhance the board decision-making processes—i.e., *icanmakeitbetter.com* idea tool, TurningPoint interactive voting technology, online webinars, videos, customer surveys and focus groups.
- **Develop Public relations/media strategy**
 - Develop a comprehensive plan of action to deliver Capital Metro's key messages to appropriate audiences through a wide variety of communications and media platforms. This plan will allow Capital Metro to address the many challenges and opportunities it faces as the agency builds upon the success of the past two years. This strategic plan will include editorial board visits, additional media outlets, newsletter insertions, press releases, "soft stories," television coverage, national publications, an annual report to the community and employee "share our story" messages.



CAPITAL METRO STRATEGIC PLAN

Performance Measures

Measures	Baseline	2012 Goal	Responsibility
<ul style="list-style-type: none">Customer satisfaction survey	90%	92%	Marketing
<ul style="list-style-type: none">Number of positive media pitches (including local media, editorial board and industry publications)	To Be Established FY 2012	2/month	Communications
<ul style="list-style-type: none">Attitudinal poll (communication strategy effectiveness)	To Be Established FY 2012	To Be Established FY 2012	Marketing



CAPITAL METRO STRATEGIC PLAN

Objective 3.3 Strengthen Community Relationships

Build meaningful relationships with the communities that result in support and voices for future initiatives.

Tasks

- **Build community support for major agency initiatives**
 - Through effective communication and engagement of the community in agency decision-making processes, Capital Metro will build community trust and support for major initiatives.
- **Continue B2B program**
 - The Business-to-Business outreach program is a corporate outreach initiative targeted at employers who have the potential to buy rail or bus passes for their employees. The existing program will be continued with additional outreach to new businesses that express an interest in becoming retail partners or in securing other customized services such as vanpools. A website “splash page” will promote the program online and allow interested businesses to register for services.
- **Continue implementation of DBE program**
 - The DBE Program is a federally-mandated program that supports our small and minority business community. Capital Metro will continue the implementation of its approved 2012-2014 DBE Plan and meet the 23% compliance goal in adherence to federal guidelines. In addition, to enhance program outreach initiatives, Capital Metro will seek to contract with the minority Chambers of Commerce for special services and implement networking events that foster mutually productive business partnerships.
- **Assess value and effectiveness of MetroAmbassador and MetroEducation programs**
 - The MetroAmbassador program recruits and trains community volunteers to assist in community involvement and outreach activities, such as rail safety outreach. The MetroEducation program uses presentations, brown bag lunch sessions and experiential field-trip style learning opportunities for both adults and children to increase ridership and customer satisfaction for all Capital Metro services. The programs will be assessed for their effectiveness and will be updated, revised and re-launched as appropriate.
- **Work with board advisory committees to develop meaningful dialogue and relationships**
 - The Board of Directors restructured the two citizen advisory committees and appointed new members to provide more effective input. These committees serve as resources to Capital Metro by giving feedback to the board regarding transit services. The Customer Satisfaction Advisory Committee focuses on service quality and improving the riding experience. The Access Advisory Committee focuses on issues related to service for senior citizens and passengers with disabilities, including MetroAccess service and bus stop accessibility.



CAPITAL METRO STRATEGIC PLAN

- **Creation of kitchen cabinet for advice and input**
 - The kitchen cabinet will be an advisory group of key stakeholders that assists Capital Metro to enhance and develop relationships in the community and that can assist Capital Metro leadership and management in developing, refining and extending marketing messages.

- **Creation of speakers bureau**
 - The speakers bureau will be a community outreach tool utilizing key Capital Metro employees and other transit advocates to provide presentations and briefings on agency initiatives to community organizations throughout the region.

Performance Measures

Measures	Baseline	2012 Goal	Responsibility
• DBE goal	22%	23%	Business and Community Development
• Increase number of employers who buy passes for their employees	4	5	Business and Community Development
• Attitudinal poll (Capital Metro Image)	To Be Established FY 2012	To Be Established FY 2012	Marketing



CAPITAL METRO STRATEGIC PLAN

Strategic Goal 4 Be a Regional Leader

Capital Metro will play a major role in addressing the congestion challenges in Central Texas by increasing its market share and influencing future land development.

Objective 4.1 Lead Public Transportation Planning and Innovation

Provide guidance and direction to the Central Texas community regarding the development of innovative transportation solutions.

Tasks

- **Complete regional transit system plan update**
 - In partnership with the City of Austin, CAMPO, the Lone Star Rail District and others, lead the system plan effort and work to ensure completion of that plan on time and within budget.
 - Develop a leadership strategy to influence regional transportation outcomes with CAMPO and other counties and cities.
- **Maintain and increase staff expertise and exposure to innovation through training and participation in local, regional and national peer groups**
 - To maintain and increase regional leadership capabilities, it is critical that staff remain current on leading ideas and concepts in transportation. This task will maximize opportunities for peer networking and education for staff resulting in improvements to our service.
- **Expand partnerships with educational / research institutions**
 - Capital Metro has successfully partnered with a broad range of educational and research institutions to leverage their capabilities of improving public transportation and this task will further those efforts.
- **Develop a prioritized plan for improved MetroRail service**
 - The current levels of MetroRail service are near capacity and have met initial ridership projections. As the first modern passenger rail service in Central Texas, the MetroRail Red Line is an initial investment that needs further improvements to reach its potential. This task will develop a prioritized plan to increase capacity, improve service quality and expand service on the Red Line.



CAPITAL METRO STRATEGIC PLAN

Performance Measures

Measures	Baseline	2012 Goal	Responsibility
<ul style="list-style-type: none">Number of CAMPO 2035 activity centers served by Capital Metro (37 total)	14	15	Planning
<ul style="list-style-type: none">Congestion reduction savings from transit (based on TTI Urban Mobility Study)	\$43M	\$45M	Planning

Objective 4.2 **Grow the Service Area and Customer Base**

Implement a strategy to support a fully developed regional transportation system that results in higher per capita transit use and broader geographic coverage than at present.

Tasks

- **Continue outreach to non-member cities for service provision**
 - Discussions continue with several jurisdictions on the issue of providing service beyond our current service area boundary through an Interlocal Agreement. The service expansion policy will be evaluated and revised as necessary in accordance with these discussions as well as work with CAMPO.
- **Implement MetroRapid (a Bus Rapid Transit System)**
 - This project is the next major element of the All Systems Go Long-Range Plan and is receiving more than \$37M in federal funding. Assure that vehicle acquisition, station development and transit signal priority system development in FY12 occur within budget and on schedule.
- **Partner to support expanded MetroRail operations**
 - MetroRail has proven to provide a valuable and highly-used service when occasionally provided in the evenings and on weekends and there is a desire for more. Seek funding partners to support the cost of this additional service on weekend evenings.
- **Build support for transit in region and support for additional transit funding**
 - By continuing planning efforts, including the federally-funded North Central Corridor Alternatives Analysis, Capital Metro will build community support and provide a strong basis for increased transit investment.
 - Work with CARTS to improve service levels and regional connectivity and leverage resources.



CAPITAL METRO STRATEGIC PLAN

Performance Measures

Measures	Baseline	2012 Goal	Responsibility
<ul style="list-style-type: none"> Annual trips per capita within service area 	2010 Passenger Trips per Capita	3% Increase over 2010 Levels	Planning/Operations

Objective 4.3 **Play a Key Role in Sustainable Development**

The viability of a high quality public transportation system is largely a function of the development patterns it serves. Capital Metro will work to encourage transit-supportive development in Central Texas and facilitate smart growth through integration of transportation and land use planning.

Tasks

- **Continue to promote transit oriented development (TOD) through education and outreach**
 - Advance TOD projects near MetroRail stations and on agency-owned property as a means of increasing transit ridership and generating a revenue stream to support service costs.
 - Finalize design and environmental work and initiate construction on MetroRail track relocation and double-tracking project at Plaza Saltillo.

- **Partner to support implementation of activity centers in CAMPO 2035 Plan**
 - Participate in regional projects such as the CAPCOG Sustainable Places Project, Envision Central Texas and others to encourage the development of activity centers that are transit-supportive.
 - Work with the city of Austin to complete the Airport Boulevard corridor study and begin implementing the recommended actions on this corridor to serve as a model project for activity center development.

- **Participate in regional planning initiatives including Imagine Austin and HUD Sustainability Grant**
 - Engage in the Imagine Austin comprehensive plan development and other regional efforts to ensure that transit supportive programs and policies are a part of these guiding documents.



CAPITAL METRO STRATEGIC PLAN

Performance Measures

Measures	Baseline	2012 Goal	Responsibility
<ul style="list-style-type: none">Percent of STP-MM funding going towards transit-supportive projects	n/a	30%	Planning/Government Relations
<ul style="list-style-type: none">Population and employment density within ½ mile of MetroRail stations	n/a	Establish baseline	TOD
<ul style="list-style-type: none">Initiate North Central corridor alternatives analysis	Not started	50% of Scope Completed by FY 2012	Planning



Consistent with the Budget and Financial Planning Policy, the Long Range Financial Plan incorporates the forecasts for revenue and expenditures and financing options for Capital Metro through FY2018. The Long Range Financial Plan assumes ongoing improvement in Capital Metro's financial condition over the forecast period based on known economic and operational factors which are subject to change. The Long Range Financial Plan assumes meeting reserve targets per the requirement of Senate Bill 650, 82nd Texas legislature, regular session; maintaining current service levels; planning for MetroRapid service on current planned schedule; planning for Positive Train Control fiscal impact; providing funding for bus replacement; and addressing other state of good repair requirements, including IT infrastructure.

The Long Range Financial Plan also assumes a sales tax growth at 3% to 4% annually, moderate growth in ridership, payout of some interlocal agreements, no change in federal funding and a \$20 million debt financed over 10 years to purchase approximately 47 buses in two consecutive years. Known risks within the Long Range Financial Plan include labor restructure costs still unknown, changing federal grant levels, and a prolonged economic recovery. However, these risks will continue to be assessed and the Long Range Financial Plan would be modified as needed. The Long Range Financial Plan is in appendix C.

Capital Metropolitan Transportation Authority
Long Range Financial Plan
FY2012 - FY2018

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Revenues:							
Passenger Revenue							
--Bus	9,028,705	9,136,905	7,941,281	8,060,400	8,302,212	8,551,278	8,807,816
--MetroAccess	694,433	665,244	668,570	671,914	705,509	740,785	777,824
--UT Shuttle	6,292,186	5,959,758	6,078,953	6,200,533	6,324,543	6,451,034	6,580,055
--Ridershare	538,267	-	545,322	550,776	558,283	561,446	567,465
--MetroRapid	-	-	1,460,107	1,482,008	1,504,238	1,526,802	1,549,704
--Commuter Rail	909,939	721,599	757,679	795,563	835,341	877,108	920,963
Subtotal--Passenger Revenue	17,463,531	17,023,429	17,451,911	17,761,193	18,228,127	18,708,853	19,203,827
Freight Income	4,537,833	4,400,000	4,500,000	4,600,000	4,784,000	4,975,360	5,174,374
Sales Tax	153,231,913	159,361,190	166,532,443	174,859,065	182,727,723	190,036,832	197,638,305
5307 Formula Grant - Operating Grant	14,419,042	16,418,000	16,459,800	16,505,780	16,556,358	16,611,994	16,673,183
Other Non-Operating Revenue	1,243,012	1,284,031	1,326,404	1,370,176	1,415,392	1,462,100	1,510,349
Long term debt proceeds	20,000,000	-	-	-	-	-	-
Total Revenue	210,895,331	198,486,650	206,270,559	215,096,214	223,711,600	231,795,139	240,200,039
Operating Expenses:							
Transit	169,117,017	175,881,698	182,916,966	190,233,644	197,842,990	205,756,710	213,986,978
ITS	-	299,372	548,304	548,304	548,304	548,301	548,301
Labor restructuring (assumes no savings or added costs)	-	-	-	-	-	-	-
Net Operating expenses	169,117,017	176,181,070	183,465,270	190,781,948	198,391,294	206,305,011	214,535,279
MetroRapid (assumes no savings or added costs)	-	-	-	-	-	-	-
Railcar Lease Payments	3,142,035	2,722,340	2,722,340	2,722,340	2,722,340	2,722,340	2,722,340
Long term debt payment	-	2,249,353	2,247,615	2,249,983	2,251,045	2,250,803	2,249,255
Freight	3,864,727	3,400,000	3,500,000	3,600,000	3,784,000	3,975,360	4,174,374
Total Operating Expense	176,123,779	184,552,763	191,935,225	199,354,271	207,148,679	215,253,514	223,881,248
Interlocal Agreements							
City of Austin - ILA	3,232,377	3,546,170	4,046,416	4,841,355	6,005,673	6,939,703	7,607,891
City of Austin - Traffic Signal Prioritization	191,000	149,000	57,750	60,638	63,669	66,853	70,195
City of Austin-BGA/BCT	1,800,000	1,800,000	1,200,000	-	-	-	-
Build Central Texas/Regional Mobility	3,700,000	3,700,000	200,000	200,000	200,000	200,000	200,000
City of Round Rock	300,000	330,000	363,000	399,300	439,230	483,153	531,468
City of Cedar Park	80,000	88,000	96,800	106,480	117,128	128,841	141,725
Total Commitments	9,303,377	9,613,170	5,953,966	5,607,773	6,625,700	7,618,550	8,551,280
Total All Operating Commitments	185,427,156	194,165,932	197,899,191	204,962,044	213,974,379	223,072,063	232,232,528
Net Available	25,468,175	4,320,718	8,371,368	10,134,170	9,737,220	8,723,075	7,967,511
Capital Projects							
Grants Available for Capital Projects							
Metro Rapid Grant Revenue	7,365,275	26,779,880	2,259,907	98,864	-	-	-
Section 5307 Formula Grant - Capital Projects	3,576,856	1,780,204	1,200,000	-	-	-	-
Section 5307 (balance after reducing grant from \$20 million)	2,000,000	1,801,796	2,340,200	3,494,220	3,443,642	3,388,006	3,326,807
Capital grants carryover from prior fiscal years:							
Alternative Analysis	936,000	855,000	-	-	-	-	-
Rails with Trails	660,000	631,103	-	-	-	-	-
ITS	1,268,868	1,457,453	1,396,998	-	-	-	-
Bus stop accessibility	1,043,498	-	-	-	-	-	-
Bus Purchase (5309, FY2010 earmark)	6,520,868	-	-	-	-	-	-
ParaTransit Vehicles	2,612,500	-	-	-	-	-	-
Security camera replacements/additions	40,000	-	-	-	-	-	-
Total Grants Available for Capital Projects	28,023,865	33,305,436	7,197,105	3,593,084	3,443,642	3,388,006	3,326,807
Capital Projects							
Bus Purchase	10,687,500	-	-	-	-	-	-
Bus Stop Accessibility Improvements	1,800,000	-	-	-	-	-	-
MetroRapid	9,206,594	33,474,850	2,824,884	123,580	-	-	-
Additional Metro Rapid for 2 stations	-	204,000	-	-	-	-	-
Paratransit Vehicle Replacement	-	34,422	-	-	-	-	-
Non-revenue Vehicle Replacement	-	1,247,983	-	-	-	-	-
Engine and Transmission Rebuilds	-	1,417,609	-	-	-	-	-
ITS	1,739,605	1,892,357	5,535,006	4,817,453	-	-	-
Interactive Voice Response System	-	719,929	-	-	-	-	-
Paratransit Module Expansion	60,500	-	-	-	-	-	-
Miscellaneous IT projects	170,000	-	-	-	-	-	-
IT SANS unit	460,000	-	-	-	-	-	-
Railroad Bridge Maintenance	984,786	1,384,557	559,347	494,334	454,588	-	-
Manor Park and Ride	295,000	-	-	-	-	-	-
Red Line Pedestrian Crossings	75,000	-	-	-	-	-	-
Security Existing Camera Replacement/Additions	50,000	-	-	-	-	-	-
Headquarters Facility-Shop Lighting	30,000	100,000	-	-	-	-	-
Rails with Trails	660,000	631,103	-	-	-	-	-
Transit Oriented Development-Last Mile Initiatives	-	40,000	-	-	-	-	-
Alternatives Analysis	1,170,000	1,068,750	-	-	-	-	-
Ticket Vending Machines	160,000	-	-	-	-	-	-
Total Capital Projects	31,008,928	38,755,617	8,919,237	5,435,367	454,588	0	0
Net Capital Grants less Capital Projects	(2,985,063)	(5,450,181)	(1,722,132)	(1,842,283)	2,989,054	3,388,006	3,326,807
Net Cash Flow							
Operating Reserve	19,925,921	42,409,033	41,279,569	47,928,805	56,220,692	68,946,966	81,058,048
Year End Cash Balance (incl Op Reserves)	42,409,033	41,279,569	47,928,805	56,220,692	68,946,966	81,058,048	92,352,365
Positive Train Control	-	1,642,500	1,642,500	9,855,000	13,140,000	6,570,000	-
Year End Cash Balance with PCT	42,409,033	39,637,069	46,286,305	46,365,692	55,806,966	74,488,048	92,352,365
Other Capital Projects							
Fuel System	-	35,000	-	-	-	-	-
Desktop Software	547,800	-	-	-	-	-	-
Storage Area Network	750,000	-	-	-	-	-	-
Server Backup Software	300,000	-	-	-	-	-	-
Oracle Financials	1,100,000	-	-	-	-	-	-
MLK ROW	-	752,000	-	-	-	-	-
Bus Replacement	-	10,224,000	9,798,000	13,200,000	22,650,000	23,350,000	24,050,000
Paratransit Vehicle Replacement	-	4,896,000	4,643,000	-	-	-	-
Radio Replacement	-	3,259,662	1,328,434	-	-	-	-
Telephone Switch	300,000	-	-	-	-	-	-
Point of Conflict Details	-	-	300,000	300,000	-	-	-
IT Infrastructure Equipment	475,000	300,000	300,000	300,000	300,000	-	-
Bus Stop Accessibility Improvements	-	1,000,000	1,000,000	1,000,000	-	-	-
Total Other Capital Projects	3,472,800	20,466,662	17,369,434	14,800,000	22,950,000	23,350,000	24,050,000
Year End Cash Balance with all capital projects	38,936,233	19,170,407	28,916,871	31,565,692	32,856,966	51,138,048	68,302,365