

GOING THE EXTRA MILE

CapMetro's Customer Experience Action Plan

CapMetro



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Letter from our CEO, Dottie Watkins



Dear Customers and Community Partners,

This is a milestone moment for CapMetro. For the first time in our agency's history, we are publishing a Customer Experience Action Plan. It's meant to be more than a document. It's a commitment. A commitment to listen, to act and to make every ride better than the one before.

Our community has been clear about where we must improve. Recent surveys of over 3,000 riders and conversations with customers highlighted three priorities:

- Getting where you need to go, when you need to get there
- Feeling safe and respected on our system
- Having easy-to-use technology to plan and pay for trips

These aren't abstract issues. They're the daily realities that shape whether our service is reliable, safe and welcoming. And they're at the heart of this plan.

DOTTIE started her career at CapMetro 30 years ago as a bus operator while she was attending The University of Texas. She became CEO of the agency in 2022.



Connecting to Our Strategic Plan

The Customer Experience Plan directly advances our Strategic Plan 2030. By improving reliability and security, we build the trust that grows ridership. By enhancing the customer experience, we strengthen CapMetro's significance as an integral part of regional transportation—all while maintaining our commitment to fiscal responsibility.

This plan reflects our core values of safety, service quality, transparency, innovation and sustainability. When we improve frequency and reliability, we advance our goal of providing convenient and accessible mobility options. When we strengthen safety and fare enforcement, we deliver on our promise of security for every rider. And when we invest in better apps and digital tools, we support our strategic priority of digital transformation.

Action and Accountability

Our teams in Planning, Operations, Public Safety and IT are already working on solutions rooted in customer feedback and frontline experience. Among them:

continued...

CapMetro's service area extends nearly

500

SQUARE MILES

- Comprehensive Service Reliability Plans to reduce delays
- An enhanced public safety approach, combining Public Safety Ambassadors,
 Community Intervention Specialists and Transit Police
- A more seamless CapMetro app, making it easier to plan and pay for trips

We are sharing updates on these initiatives through a new Customer Experience Hub on CapMetro.org, where the public will see customer satisfaction ratings and track our progress. This level of transparency reflects our Strategic Plan commitment to be a fiscally responsible and accountable steward of public resources.

By elevating customer experience, we strengthen the role CapMetro plays in driving economic opportunity, reducing congestion and building a more sustainable Central Texas.

A Personal Note

As someone who began her career as a CapMetro bus operator, I know how important it is for our employees to feel supported in serving the community and for our customers to feel confident in choosing us. This first Customer Experience Plan strengthens our commitment to go the extra mile for our customers—to do better, to keep listening and to hold ourselves accountable.

Thank you for riding with us, working with us and pushing us to improve. Together, we are moving Austin forward.

Sincerely,

Dottie Watkins

President & CEO, CapMetro

Sottie Watkins



Recent Improvements to Customer Experience

Over the past three years, CapMetro has advanced a wide range of capital projects to make transit safer, more convenient and more reliable for customers.

From systemwide technology upgrades that streamline fare payment and improve real-time information to new and enhanced stations that create smoother connections across the region, each investment reflects the agency's commitment to elevating the rider experience. The following projects—spanning bus, rail, bike and pedestrian improvements—not only strengthen day-to-day operations but also lay the groundwork for a more accessible and sustainable transit system for Central Texas.

Downtown Station Pedestrian Crossings

Installed new traffic signals and a protected crosswalk for pedestrian and bikes at both the northbound and the southbound frontage roads of IH-35 at 4th Street.

Timing: Fiscal Year 2023

CARTS Eastside Bus Plaza

Through a partnership with CARTS, CapMetro completed this transit center to create better connections to routes 2, 4, 217 and 350.

Timing: Fiscal Year 2023

Onboard Digital Information Displays

Installed new digital displays on a subset of the fleet that supports Rapid and Bus routes, improving in-vehicle communication to our customers.



Rail Line Upgrades between Lakeline and Leander

Added a new parallel line of rail track in the 10-mile stretch between Lakeline and Leander, improving operational flexibility so that trains can now pass each other in simultaneous operation.

Timing: Fiscal Year 2023

CapMetro Rapid Route 803 South Lamar Extension

Funded the City of Austin's improvement for two platforms and bus pads to be installed as a part of the Stassney/Menchaca multimodal project.

Timing: Fiscal Year 2024

Community Engagement Software

Implemented new software that improves the agency's ability to survey the community, take comments and provide reports to other departments.

Timing: Fiscal Year 2024

CapMetro Rapid Stations at Q2 Stadium

Constructed a pair of stations at Burnet Road and Braker Lane with improved stop spacing to handle the increased ridership from area events.

Timing: Fiscal Year 2024

CapMetro Rail Double Tracking

Completed double tracking between Adelphi Street and McNeil Road to improve operational flexibility of commuter rail service and to improve headways between Broadmoor and Leander Stations.



Dove Springs Pickup Zone

Launched this 11th Pickup zone to serve communities in the Dove Springs area of Southeast Austin.

Timing: Fiscal Year 2024

McKalla Station Opening

McKalla Station services the North Burnet area on the CapMetro Red Line. It is adjacent to Q2 Stadium, near Delta Drive, and provides more convenient and safe options to the Stadium and the surrounding neighborhood.

Timing: Fiscal Year 2024

Bus Stop Enhancements

Added new pieces of uniquely attractive, functional street furniture that provides a variety of public services. The street furniture includes shelters, freestanding shade structures, benches, litter receptacles and shelter solar lights.

Timing: Fiscal Year 2025

Existing Bus Stop Shelter Improvements

Provided new bus shelters, benches, litter containers, solar lighting and concrete pads to enhance safety and comfort for riders at bus stops.

Timing: Fiscal Year 2025

CapMetro Rapid Stations Relocation

Relocated Seaholm's eastbound station and the Congress/Little Texas station to improve access for pedestrians.

Fleet Management Software Upgrades

Upgraded to a new version of Trapeze software to improve the agency's operational efficiency and fleet usage.

Timing: Fiscal Year 2025

Decker Pickup Zone

Launched the 12th Pickup zone in the Northeast Austin area, improving connectivity to Rapid 837 Expo Center. This zone is partially funded by Travis County.

Timing: Fiscal Year 2025

CapMetro BikeShare App Upgrade

Launched a new phone app that improves the experience and reliability of planning and paying for BikeShare, making it easier to incorporate bikes in multimodal trips.

Timing: Fiscal Year 2025

CapMetro BikeShare Fleet and Station Upgrades

Replaced e-bikes and docks at 75 stations throughout the city.

Timing: Fiscal Year 2025

McKalla Station Area Improvements

Incorporated a shared use path from south of Braker Lane to the platforms and plaza area, improving pedestrian and bike access to the station.





Measuring Customer Satisfaction

Every year, we conduct customer surveys to better understand where we're meeting expectations and where we must improve.

These studies help us identify the specific challenges and uncover the issues that impact overall customer sentiment, giving us the foundation for this CX Plan.

The first source we used for the CX Plan was our Customer Satisfaction Survey, a large-scale quantitative study completed in April 2024. More than 1,100 randomly selected riders across all service types were surveyed through on-board interviews, providing statistically representative feedback about satisfaction, brand perceptions and priority improvements. Nearly 70% of riders said they were satisfied with their overall trip, but there were important areas for improvement. Our Net Promoter Score dropped 39 points from the prior year, with the steepest declines among Local, Rapid and UT Shuttle riders. When asked what mattered most, customers pointed to frequency, reliability and on-time arrivals. They also raised concerns about personal safety, noting that delays, missed trips and uncomfortable environments create barriers to choosing transit more often. This survey gave us a clear picture of what customers value most and how we are performing against those expectations.

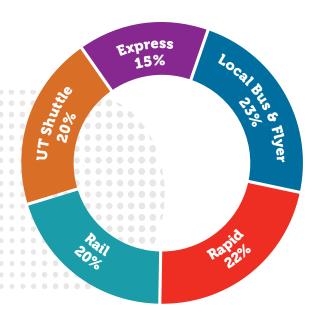
SEE MORE **SURVEY RESULTS** ON CAPMETRO'S CUSTOMER EXPERIENCE ONLINE HUB.

To complement those findings, we launched a Qualitative Survey in December 2024 to dig deeper into the challenges our riders experience. Over 600 customers shared nearly 2,900 open-ended comments, helping us understand these challenges and ensure that solutions are developed from the customer's perspective. Riders consistently told us that communication is one of the biggest challenges: They need real-time, accurate information about delays or cancellations to make informed choices. Without it, a single missed bus or train can ripple into late arrivals at work, missed connections or long waits. Customers also described concerns with cleanliness, comfort and safety, noting that these issues make them less likely to use transit regularly. Fare challenges, including difficulties with the app and inconsistent enforcement, were also highlighted as areas where improvement is needed.

Taken together, these two surveys underscore why a Customer Experience Plan is so important for CapMetro. The quantitative data shows us where satisfaction is slipping and what matters most to riders systemwide, while the qualitative feedback brings those numbers to life with the voices of real customers. This combination ensures our plan isn't just about abstract metrics—it's about addressing the real barriers our community faces and building the kind of transit experience people can rely on every day.

The survey results on the following two pages are from our April 2024 Customer Satisfaction Survey. More results from this survey may be found on the CX Hub online (see page 30 for details).

Where Customers Responded to the Survey



Overall

Your satisfaction level with total CapMetro experience:

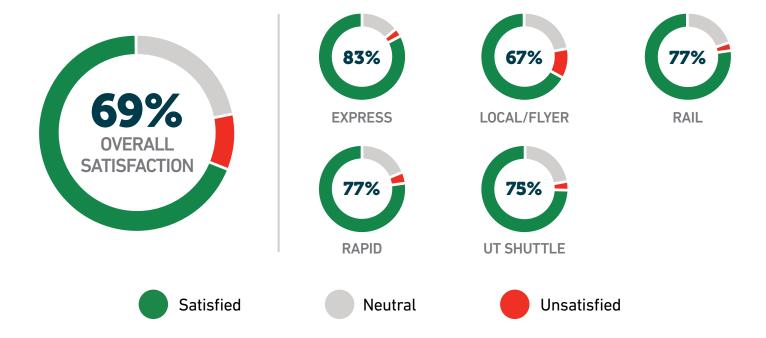
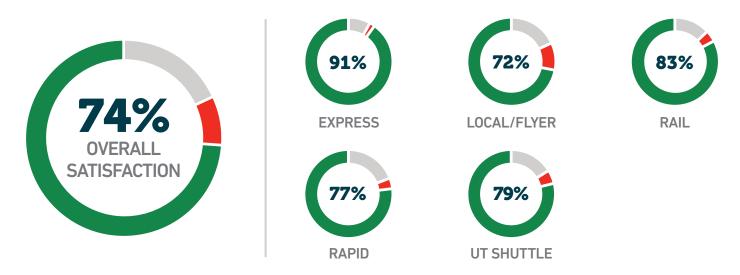




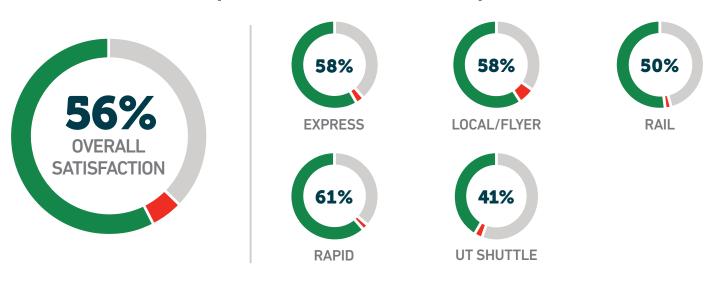
CHART 2

Courtesy

Courteous service from bus operators and rail conductors:



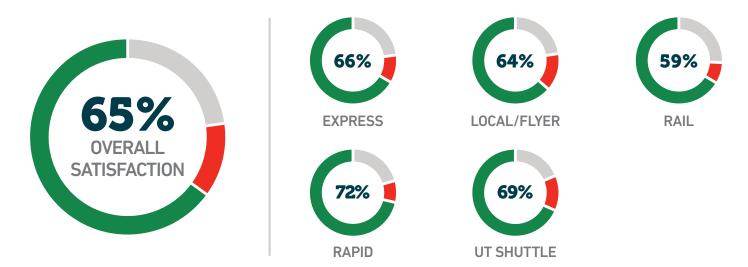
Courteous and responsive service from CapMetro's call center:





Frequency and Reliability

The bus/train operates when you need it:



Your bus/train runs on time:

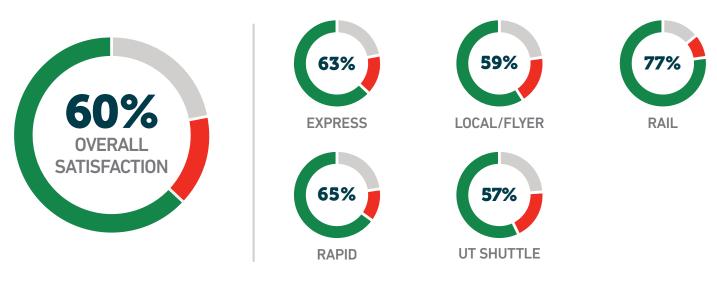
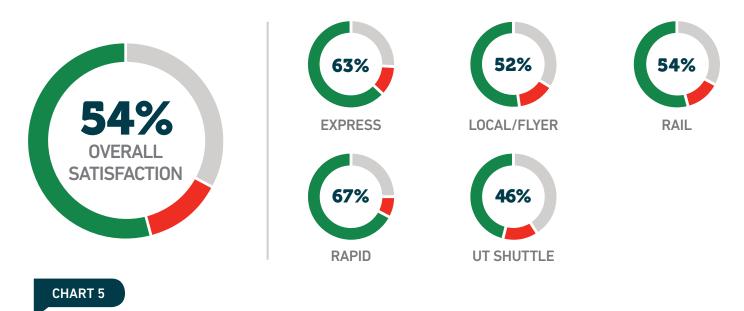


CHART 4

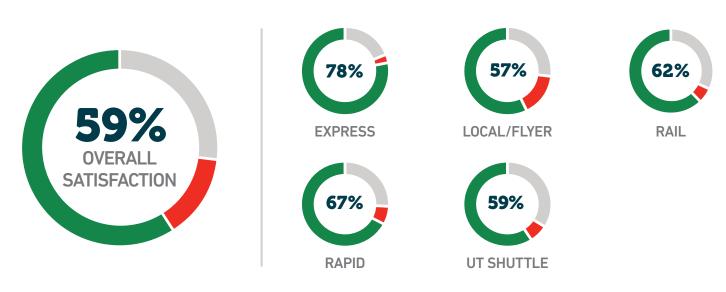
CapMetro Phone App

Your satisfaction with the CapMetro phone app:



Rules and Fares Enforcement

Your satisfaction with enforcement of rules and fares:



Three Improvement Areas

CapMetro's first Customer Experience Plan is built on listening to our riders and acting on what matters most to them.

From surveys, community feedback and daily conversations, three themes rose to the top. Customers want service that's more reliable and frequent. They want a rule-abiding and safer feeling onboard and at stops. And they want digital tools that make planning and paying for trips easier.

Those three areas, abbreviated as Frequency and Reliability, Rules and Fares Enforcement, and CapMetro's phone apps are where we're focusing our energy in this plan. Each represents an opportunity to make daily improvements that customers will notice and is aligned with our broader Strategic Plan for building a stronger, more connected transit system.

Frequency and Reliability

We know that nothing matters more than getting where you need to go on time. That's why we're taking steps to improve our service's frequency and reliability—so buses and trains arrive when they're supposed to, and service operates at a frequency that meets customer needs while staying within available resources.

Rules and Fares Enforcement

Every rider deserves a safe and dignified trip. To support that, we've put clearer rules in place and added a new team—the CapMetro Transit Police—to make sure everyone feels secure and fares and other rules are consistently enforced.



CapMetro's Phone Apps

Planning and paying for your ride should be simple. By retiring outdated technology and moving to modern tools like the Transit app and Umo, we're making it easier to find your route, pay your fare and get real-time updates—all from your phone.

In the pages that follow, you'll see specific Action Steps we're taking in each area. This plan isn't just about fixing problems, it's about creating a culture where customer experience is part of every decision. These steps are the beginning of a longer journey—one where we'll measure progress, stay accountable and keep listening to the voices of our community. Because at the end of the day, every rider deserves a trip that feels safe, simple and dependable.

CX Connection to Strategic Plan

This Customer Experience Action Plan flows directly from the CapMetro Strategic Plan, which outlined a mission to "empower, enhance and serve the region and its communities through the responsible delivery of high-quality public transportation". To help deliver this promise, the CX Action Plan helps us understand how customers perceive and interact with our services, especially as today's consumers expect unprecedented convenience, service with a smile and user-friendly experiences. Today's consumers set a high bar for public transit to stay relevant and competitive.

The Strategic Plan also emphasizes CapMetro's role as "integral to the region and its communities, providing connectivity, fostering economic activity and ensuring safe, environmentally sustainable and equitable access to opportunity". A positive customer experience, encompassing the sum total of experiences customers have at every stage of their journey, is crucial for realizing this vision.

Many of CapMetro's Strategic Plan core values are also deeply intertwined with customer experience:

- The core value of Safety recognizes the importance of feeling comfortable when taking transit.
- The core value of Equity is reflected in our awareness that diverse riders have diverse needs that we keep front and center when planning improvements.
- The core value of Innovation drives a new mindset to tap new ideas and technologies to alleviate rider pain points.
- And the core value of Transparency reflects our commitment to be open about aspects
 of the customer experience where we fall short so that we can face these challenges
 head on, as we do in the CX Action Plan.

We know that unless public transit is reliable, safe, on-time, clean and user-friendly, it will get left behind. An uplifting customer experience that provides positive and smooth interactions across the entire customer journey is not merely a goal but a continuous effort woven into the fabric of CapMetro's strategic framework, essential for delivering on our mission, vision and core values.

Action Steps



Frequency and Reliability

Initiative Name Accuracy of Real-Time Vehicle Locations

Challenge Customers shared experiences of CapMetro's app and ePaper signs at stops that are intended to show the bus arriving, but it never does (aka "a ghost bus"). And sometimes a bus will show up that's unannounced (aka "a zombie bus").

Action Step CapMetro uses software called Swiftly to give accurate locations of buses. To improve reliability through accurate communication, we implemented a new software feature to catch ghost buses. We've also strengthened our Operations Control Center procedures when routes are affected by detours, stop closures and major incidents.

CapMetro Department Owner Operations

Status Ongoing

Initiative Name Accuracy of Service Alerts

Challenge Customers want more accurate tracking of their bus to see if it's going to be late or early.

Action Step CapMetro is updating our vehicle tracking systems to provide real-time information, and we're adding new electronic message signs at stops and stations. The previous system tracking system showed the vehicle location once every minute; the new system gives updates once every second. CapMetro provides this real-time data to the Transit app, and the Operations Control Center uses it to issue more accurate SMS alerts.

CapMetro Department Owner Information Technology

Status New signs and vehicle tracking systems included in FY25 and FY26 budgets.

Initiative Name Improved Frequency

Challenge Customers want buses and trains to come more frequently.

This would reduce wait times.

Action Step CapMetro plans to achieve a goal of 30-minute frequency on our commuter rail line by adding double tracking. We're also adding more rail service on evenings and Saturdays. CapMetro has also increased fixed route frequency on Route 350, and the agency is pursuing frequency improvements on additional routes by June 2026. CapMetro is currently studying frequency improvements in its Transit Plan 2035—the agency's 5–10 year blueprint for upgrading service and infrastructure.

CapMetro Department Owner Planning

Status Transit Plan 2035 will be considered for CapMetro board approval in late 2025.



Initiative Name Faster App Scanning and Onboarding

Challenge Customers experience slow boarding, taking too long to get

to their destinations.

Action Step The new Umo app and payment system has improved both the

speed and accuracy of pass scanning. By early 2026, customers also will be able to tap their credit cards to quickly pay for fares.

CapMetro Department Owner Information Technology

Status Umo service began in 2025. Credit card tap payments will

begin by early 2026.

Initiative Name Getting Transit Vehicles through

City Traffic Faster

Challenge Customers do not like delays caused by buses being stuck in traffic.

Action Step As a part of Transit Plan 2035, CapMetro is working with our

partners at the City of Austin to study potential locations for additional bus lanes and installing more traffic signals that

give priority to transit vehicles.

CapMetro Department Owner Planning

Status Transit Plan 2035 will be considered for CapMetro board

approval in late 2025.

Initiative Name Improvements to Transfers

and Connections

Challenge Customers want to reduce the time required when making

transfers, especially to popular destinations.

Action Step CapMetro's Transit Plan 2035 includes improved connections

between routes and other services, including commuter rail lines and the upcoming light rail lines. Community engagement on the plan began in spring 2024 continues through late 2025.

CapMetro Department Owner Planning

Status Transit Plan 2035 will be considered for CapMetro board

approval in late 2025.

Rules and Fares Enforcement

Initiative Name Addressing Fare Evasion

Challenge Customers feel that it is unfair when people are allowed to board

with an expired pass or no pass.

Action Step Actions to address fare evasion are outlined in CapMetro's Code

of Conduct Policy. These documents were developed in early 2025 and published on July 1, 2025. Implementation of the new code and policy began on August 1, 2025. Bus operators have completed scenario-based Code of Conduct training in 2025. CapMetro's Public Safety Ambassadors, Community Intervention

Specialists and Transit Police will assist bus operators and train

conductors with customers who refuse to pay for fares.

CapMetro Department Owner Operations, Public Safety

Status Code of Conduct policy became active on August 1, 2025.

Implementation is ongoing.

Initiative Name Improving Onboard Scanners

Challenge Customers see other riders are allowed to ride without paying

when the card/phone scanners aren't working.

Action Step CapMetro policy permits customers to ride if a technology

failure prevents them from completing payment or scanning a valid pass. That said, CapMetro has installed new scanners and a new app and card-based payment system called Umo. This modern technology will result in the elimination of magnetic stripe readers, which are less reliable. This new equipment and software has improved scans to successfully register between

98% and 99% of the time.

CapMetro Department Owner Information Technology

Status Umo system included in FY26 budget.

Initiative Name Addressing Customer Harassment

Challenge Customers feel unsafe when they see riders being harassed on vehicles and at stops.

Action Step CapMetro now has three teams to reduce and respond to Code of Conduct and fare violations. Public Safety Ambassadors respond to activities that don't require law enforcement.

Community Intervention Specialists are social workers who assist in appropriate circumstances. CapMetro's Transit Police, which was established in June 2025, handle activity that requires law enforcement.

CapMetro Department Owner Public Safety

Status First class of CapMetro Transit Police installed in June 2025.



Initiative Name Addressing Unsafe Conduct

Challenge Customers feel unsafe when they see others engaged in

loitering, fighting and other dangerous behaviors or when they experience unsafe conditions while on vehicles and

at stops/stations.

Action Step Public Safety Ambassadors proactively patrol high activity

locations to prevent problems before they occur.

Ambassadors can now escalate incidents to CapMetro's Transit Police Department. With our own dedicated law enforcement officers, we no longer rely only on city or

county officers to respond to serious incidents.

CapMetro Department Owner Public Safety

Status First class of Transit Police installed in June 2025.

Initiative Name Addressing Disruptive or Unsafe Rider Behavior

Challenge Customers report an unsatisfactory experience when other

riders are disruptive, threatening, or exhibiting criminal behavior.

Action Step A new Service Suspension Policy was added to the Code of

Conduct in July 2025. CapMetro now reserves the right to suspend individuals from using the agency's transit services or entering its property for a certain about of time when they represent a direct threat to health or safety. A violation of suspension may result in a criminal trespass notice and/or arrest by CapMetro Transit Police

or other local law enforcement agency.

CapMetro Department Owner Public Safety

Status Policy adopted in July 2025. Through the end of August 2025,

CapMetro has suspended 11 people from the system for

disregarding rules and other serious violations.



CapMetro Phone Apps

Initiative Name Upgrade to Multimodal Trip Planning

Challenge Customers want a simpler way to plan a trip that uses multiple

services—bus, train, bike, or ride hailing.

Action Step CapMetro retired its previous app and replaced it with

the Transit app. With this app, customers can plan their trips on bus, bike and rail. Customers can also pay for fares, schedule a CapMetro Pickup ride, choose CapMetro bikeshare, see CARTS routes and reserve ride hailing services without leaving the app. In upcoming releases, the Transit app will also support rides on CapMetro Access for qualifying customers.

support rides on CapMetro Access for qualifying customers

CapMetro Department Owner Information Technology

Status Transit app Phase 1 complete. Additional enhancements

included in the FY26 budget.

Initiative Name Upgrades to Fare Payment Experience

Challenge Customers want a more intuitive way to pay for trips

within the app.

Action Step CapMetro introduced the Umo payment system in 2025.

Customers can choose to pay their fare on Umo inside the Transit app or directly on Umo's stand-alone app. Following the transition to Umo, in-app fare payments reliability rose from 92% to 99%. CapMetro is adding open payments by early 2026, which allows customers to tap their credit card when

paying for fares.

CapMetro Department Owner Information Technology

Status Umo app launched in 2025. Open payments on credit cards

coming early 2026.

Initiative Name Upgrades to Transit Map Experience

Challenge Customers want the app to have a transit map that's

easier to read.

Action Step The map used in the Transit app offers a better user experience

than the one used in CapMetro's previous phone app. The agency

also introduced a new transit map online for desktop users.

CapMetro Department Owner Information Technology

Status Transit app completed in summer 2025. Desktop map released

in August 2025.



Institutionalizing Customer Experience

This Plan focuses on three top pain points that CapMetro customers experience. But there are still other pain points to address and processes to improve, so what will come next to further improve the customer experience?

The answer is that we plan to further elevate the voice of the customer and refine our internal business processes and culture to put the customer at the center of everything we do.

Elevating the Voice of the Customer

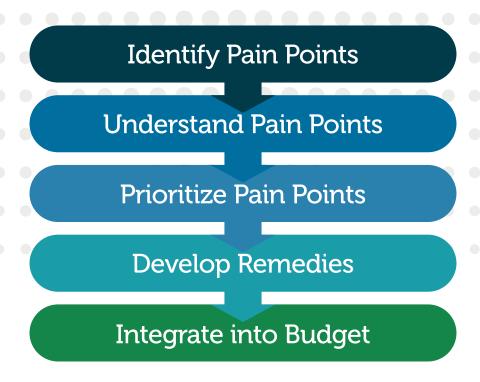
Our thought is that if we don't know about problems, then we can't fix them. Therefore, we will continue to conduct random on-board surveys to identify pain points to remedy and track progress. We will continue to refine survey methods to ensure they are statistically sound, and we will be transparent about actions taken to address pain points that surface in the research.

We will also continue to monitor customer complaints received by phone, email, app and in-person, and to conduct quality assurance checks on the accuracy and adequacy of our responses. In addition, after customer service cases are closed, we will recontact select complainants to build customer relationships and inquire whether the problem has persisted.

We will also align our "mystery shopping" program with this CX Action Plan, deploying mystery shoppers to detect problems during major delays, large events, and new product launches.

Align Budgets with CX

CapMetro will build on this first Customer Experience Action Plan to create a formal process and integrated calendar to conduct research, identify CX challenges, define potential Action Steps and consider them in future capital and operating budgets.



Incorporating CX into CapMetro Employee Culture and Business Processes

To make CX a ubiquitous part of CapMetro business processes, we plan two initial steps starting next year. The first is to align our budget process with our customer satisfaction surveys, creating an integrated calendar to conduct research, identify and prioritize customer pain points, develop remedies, and consider them in capital and operating budgets. This will ensure that customer needs drive our future budgets.

The second initial step is to align our decision processes with CX. To do this, we will review the internal processes we use to make major decisions and ensure that the customer is always considered. In particular, we will revise standard forms that are used to request leadership approval to require a description of customer experience benefits, disbenefits and mitigations. This will ensure that major decisions are customer-centric.

Incorporating CX into CapMetro Employee Culture

In addition, we will begin to refine our internal culture to put the customer at the center of everything we do. This will help reinforce that customer experience is the responsibility of every CapMetro employee at all levels.

Employees at all levels can improve customer experiences, from bus operators greeting riders to administrative staff ensuring frontline workers have adequate resources. When employees are committed to serving the community and can walk in the shoes of riders and see issues from a customer perspective, they are more likely to go the extra mile to make a difference.

In the coming year we will take two initial steps to transform our internal culture. The first step is to identify a CX Culture North Star as a focal point for culture change, and the second step is to incorporate the North Star into training to cultivate a customer-first mindset among employees at all levels.

Conclusion

By elevating the voice of the customer and embedding CX into business processes and culture, CapMetro will continuously improve customer experiences. Additional business process and culture action items will be defined in future CX Action Plans, and progress will be reported in the CapMetro Customer Experience Hub.



CX Hub Online

The Customer Experience Online Hub is where you can see how your feedback is shaping the way we serve you.

We created an all-new site so you can follow along as we put our CX Plan into action.

Visit CapMetro's

CX HUB

ONLINE

capmetro.org/cxhub

On the Hub, you'll find the results from our Customer Satisfaction Survey—real voices from CapMetro riders telling us what's working well and where we need to do better. Those insights helped us set three improvement areas included in this CX Plan, and you can read about the specific steps we're taking in each one. Just as important, we'll keep you updated with status reports so you can track our progress and hold us accountable.

And because we know riders like to see the bigger picture, we'll share stories from our Waypoint blog—articles that give you a closer look at our projects, technology and people working to make every ride better.

What you see on the CX Hub today is just the beginning of our journey. As we continue to learn from customers and build on our progress, this site will grow right along with us. It will be the home for future Action Steps, updates on new initiatives and the next versions of our CX Plan. Our goal is for the Hub to become a lasting resource—one you can return to again and again to see how we're keeping our promise to put customers first.





Ways to Engage

We know that the best ideas for improving transit often come straight from those who use our services. That's why we've made it easy for you to share your thoughts with us through multiple channels.



Contact our Customer Care Team

- Phone: 512-474-1200 (weekdays from 7 a.m. – 8 p.m., weekends and holidays from 8 a.m. – 5 p.m.)
- Email: customer.service@capmetro.org
- Comment Form (online at capmetro.org/help)

Register to speak at our monthly public board meetings

Details at capmetro.org/board

Register to speak at a Customer Service Advisory Committee meeting

Details at capmetro.org/advisorycommittees

Register to speak at our Access Advisory Committee meeting

• Details at capmetro.org/aac

No comment is too small—whether it's a suggestion about your daily commute, feedback on safety and reliability or ideas for future improvements, we want to hear it.

