

**APPROVED**

# FY 2016 Operating & Capital Budget

## & 5 Year Capital Improvement Plan





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Capital Metropolitan Transportation Authority  
Texas**

For the Fiscal Year Beginning

**October 1, 2014**

Executive Director



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

Executive Vice President, Chief Financial Officer  
Capital Metropolitan Transportation Authority  
2910 E. Fifth St.  
Austin, TX 78702



## Organization of the Budget Document

This document is the approved annual budget for Capital Metropolitan Transportation Authority (Capital Metro) for the period October 1, 2015-September 30, 2016. 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) 2016.

### Major Sections of the Budget Document

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

Introduction.....4

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

Financial Policies.....22

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

Financial and Budget Summary.....32

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.....58

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

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To the Citizens of the Capital Metro Service Area:

In 2015, Capital Metro is commemorating its 30th anniversary, an opportunity to reflect on the many ways the agency has progressed over the years to meet the region's astounding growth, with an eye towards positioning ourselves for an even larger role in the future.

We've added more infrastructure, new services and transit tools in the last few years than ever before — from launching MetroRapid, Austin's first bus rapid transit service, to introducing one of the country's first mobile apps that lets riders buy and use passes right on their smartphones. We've also implemented a high frequency bus network on some of the area's busiest transit corridors, and now offer real-time arrival and departure information on 100 percent of the fleet, available through our website, mobile site, mobile app, texting service and customer call center.

As the regional public transit provider, Capital Metro is helping advance transportation options for Central Texas with a more comprehensive, connected system to meet the region's growing transportation needs, helping ensure a better quality of life for residents and an even stronger economy. Each year, our services provide nearly 33 million rides that connect people to jobs, schools, appointments, restaurants, shops, events and other destinations. Our goal is to make transit easy, reliable and affordable. We place a high value on providing a first-rate rider experience with safe and friendly service.

This year's budget will maintain our current valued services while also adding important new services and building the infrastructure needed to support the region's growth. Some of these operational priorities and significant budget items include:

- Beginning the double tracking and other rail improvements along the Red Line that will double frequency and capacity on MetroRail, funded by an unprecedented \$50 million Texas Department of Transportation (TxDOT) grant and \$11.3 million federal grant.
- Expanding capacity at the Lakeline and Howard Park & Rides to provide more capacity and convenience for customers using MetroRail, MetroExpress and connecting Local bus service.
- Operating Express buses on MOPAC managed lanes to help commuters bypass some of the most congested corridors in the region and get to their destinations quicker.
- Working with cities outside our current service area through local government corporations or interlocal agreements to provide much-needed transportation service to some of the fastest growing areas in the region, including Georgetown, Pflugerville, Round Rock, Hutto, Kyle and Buda.
- Enhancing the economy by actively planning and implementing sustainable transit-supportive development, including the 11-acre Plaza Saltillo property, which will provide residents with a vibrant mix of housing, retail and mobility options.
- Expanding partnerships with Car2Go, Austin B-Cycle, RideScout and others to provide more choices for bridging first and last mile challenges to taking transit.
- Completing our four-year bus stop accessibility program to ensure that all our customers have equal access to our service.
- Purchasing new, clean-diesel technology buses to support our recently launched high-frequency route network that operates more service throughout the day along some of our busiest routes.



- Developing a new long-range service plan that will guide the enhancement and expansion of Capital Metro service over the next 10 years, and which will include extensive public outreach opportunities.
- Rolling out a new fare collection system that will include mobile ticketing scanners on the entire fleet and the ability to use smart cards, giving riders more flexibility and convenience while also allowing for faster boarding.
- We will also be making significant investments in replacing buses and vans for both MetroBus and MetroAccess services.

These services and initiatives, however, can only grow and thrive if Capital Metro has funding to support service expansion, and manages its limited resources prudently. Our accomplishments, as well as our commitment to transparency and accountability, demonstrate that Capital Metro continues to be a fiscally responsible and financially sound transit agency.

New financial software for improved tracking of funding and expenditures will further support Capital Metro's efforts to maintain its financial foundation. We plan to implement an asset management and State of Good Repair program in compliance with MAP-21 (the federal surface transportation program), and continue to refine the 20-Year Long-Range Financial Forecast and Capital Improvement Plan.

As a result of the improved economy and the second phase of fare restructuring implemented in January 2015, we are projecting continued growth in sales tax and fare revenue. The Fiscal Year 2016 budget effectively balances fiscal responsibility with crucial investments in quality infrastructure, including operating expenses, interlocal agreements and capital projects benefiting the region.

Capital Metro has once again developed a balanced budget that will provide more bus, rail, paratransit and rideshare service in response to our fast-growing region. This budget also includes a five-year capital improvement plan and reflects fund balance projections of \$97.2 million by the end of Fiscal Year 2016. Of this amount, Capital Metro plans to set aside \$36 million in reserves for two months of operating expenses, which meets the level set forth by the Texas Legislature, \$1 million for a self-insurance reserve, \$26 million for City of Austin mobility programs and \$7 million to begin funding a budget stabilization reserve. Using this approach will leave \$27.2 million for future capital investments and state of good repair projects, such as new bus purchases to support expanded service and additional MetroRapid stations, all necessary improvements.

As a result of our financial discipline and strategic planning efforts, the agency is able to continue providing high-quality, reliable and efficient transportation service that positively affects the region. All of us at Capital Metro look forward to implementing these innovative new projects and initiatives. Please let us know how we are doing.

Sincerely,

Linda Watson  
President/CEO

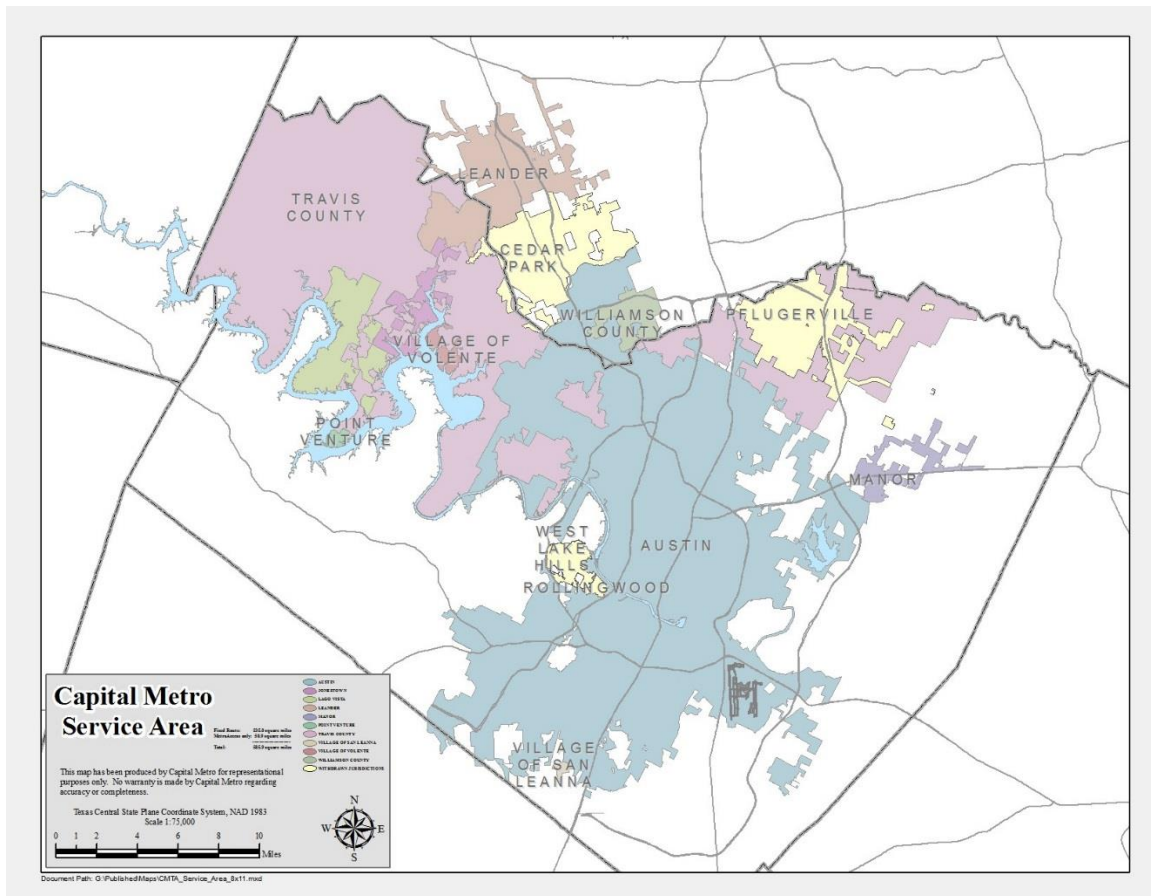


**History**

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

**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 unincorporated status to incorporated status. 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 approximately 534 square miles and includes over one million residents. The following map illustrates the Capital Metro service area.





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

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

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

For several years, Capital Metro has supported the Ending Chronic Homeless Organization by providing transit passes as program incentives for the annual homeless census. The agency provides discounts to nonprofit groups wanting to make use of transit advertising for public service announcements. Each month, Capital Metro staff works with CARITAS to acclimate recently-arrived refugees to our transit system. In 2012, the agency established a partnership with the Capital Area Food Bank and Whole Foods called Stuff the Bus, which over the past three years has raised funds and collected food equivalent to tens of thousands of meals for our neighbors in need.

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

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

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

### **Project Connect**

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



Capital Metro, the City of Austin, CAMPO and Lone Star Rail have formed a partnership called Project Connect to improve mobility throughout the region. The Project Connect partners have developed a vision of regional high-capacity transit that will connect the growing communities within Central Texas.

### **Benefits of Public Transportation**

#### **Saves Money:**

Riding transit is an affordable option. According to the American Public Transportation Association's March 2014 Transit Saving Report, a two-person household can save, on average, over \$10,100 a year by downsizing to one car and using public transportation instead. Capital Metro has some of the lowest fares in the nation.

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

Switching to riding public transportation is one of the most effective actions individuals can take to reduce their carbon footprints. Car transportation alone accounts for nearly half of the carbon footprint of a typical American family with two cars; it is by far the largest source of household emissions and, as such, the largest target for potential reductions. The average passenger car in the U.S. produces just under one pound of carbon dioxide per mile traveled. If just one driver per household switched to taking public transportation for a daily commute of 10 miles each way, it would save 4,627 pounds of carbon dioxide per household per year—a significant reduction in the annual carbon footprint of a typical American household.

#### **Improves Our Health:**

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

#### **Manages Traffic Congestion:**

According to Texas A&M's Texas Transportation Institute (TTI), Austin ranked first in travel-time delay for medium-sized cities with an index of 1.32, meaning peak-hour travel takes an average of 32% longer than free-flow travel, particularly on IH-35 and Loop-1 (MOPAC). Drivers in the region are wasting millions of hours annually stuck in traffic.

Transit agencies play an important role in reducing congestion by providing transportation alternatives and supporting land use patterns that reduce vehicle travel. Based on the most recent TTI report on congestion, public transportation saved travelers 541 million hours in travel time and 340 million gallons of fuel. 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.



## **Governance**

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

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

<b><u>BOARD MEMBER</u></b>	<b><u>APPOINTING BODY</u></b>	<b><u>TERM EXPIRES</u></b>
Wade Cooper, Chair	Capital Area Metropolitan Planning Organization	June 1, 2017
Beverly S. Silas Vice Chair	Travis County	June 1, 2018
Ann Stafford, Secretary	City of Austin	June 1, 2016
Terry Mitchell	Capital Area Metropolitan Planning Organization	June 1, 2018
Juli Word	Williamson County	June 1, 2017
Rita Jonse	Small Cities	June 1, 2018
Delia Garza	City of Austin	June 1, 2016
Ann Kitchen	Capital Area Metropolitan Planning Organization	June 1, 2016



**Management**

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

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



### **System Facility Characteristics**

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

### **Capital Metro Facilities**

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

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

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

Capital Metro Administrative Annex/Child Care Facility  
624 Pleasant Valley  
Austin, Texas 78702  
25,500 square feet, 2006

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



### **Park & Ride Facilities**

#### **Austin**

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

#### **Jonestown**

Jonestown Park & Ride

#### **Lago Vista**

Lago Vista Park & Ride

#### **Leander**

Leander Station Park & Ride

#### **Manor**

Manor Park & Ride

#### **Elgin**

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



### **Rail Stations**

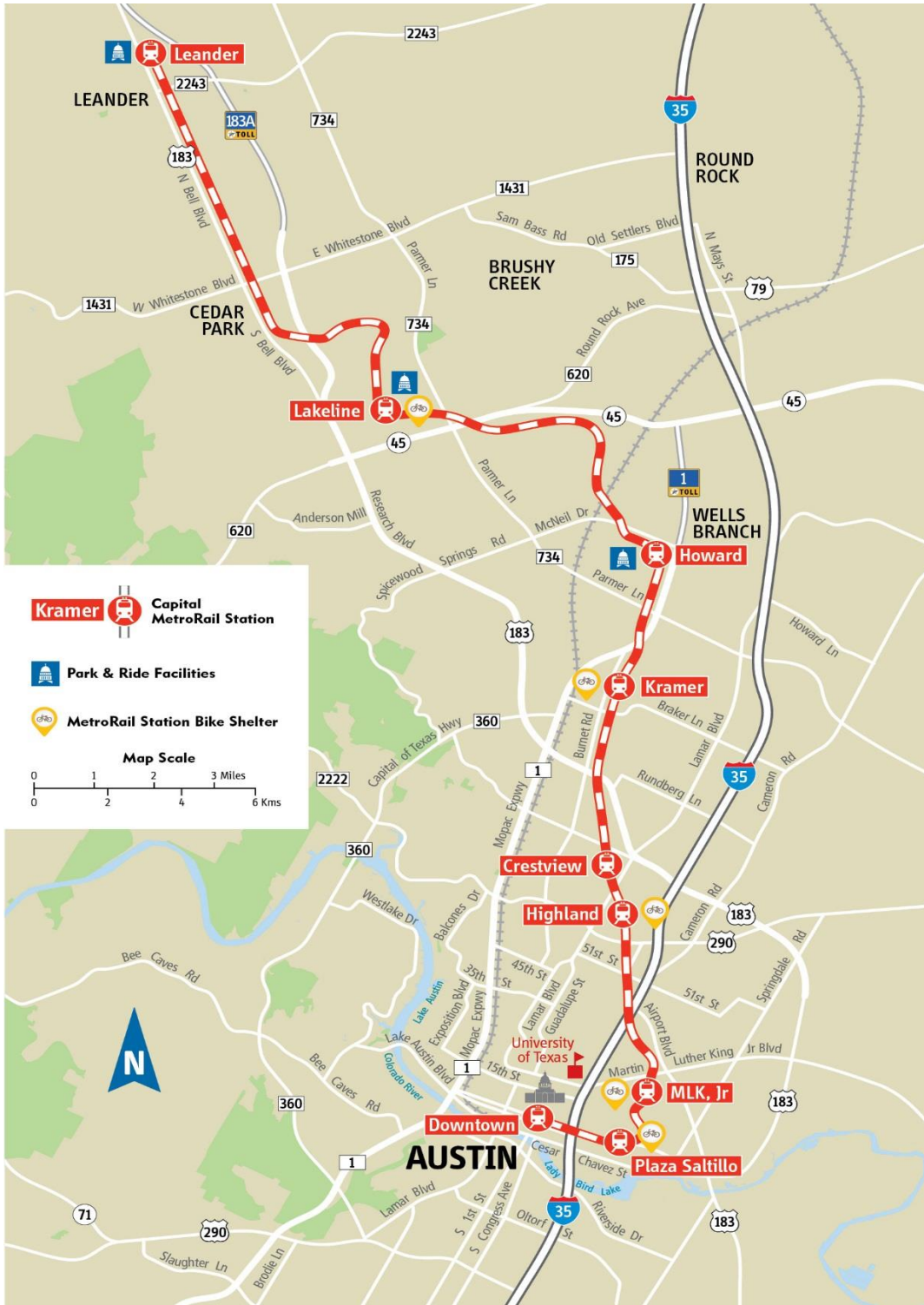
Leander Station and Park & Ride  
Lakeline Station and Park & Ride  
Howard Station and Park & Ride  
Kramer Station  
Crestview Station  
Highland Station  
MLK, Jr. Station  
Plaza Saltillo Station  
Downtown Station

### **Fleet Description**

Buses: 355  
Metro Rapid: 40  
Fixed Route Vans: 3  
Paratransit Vans: 81  
Paratransit accessible passenger vehicles: 35  
Rail vehicles: 6



### MetroRail Red Line Service Map



## **Business Planning and Budget Process**

### **Overview**

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

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

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

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

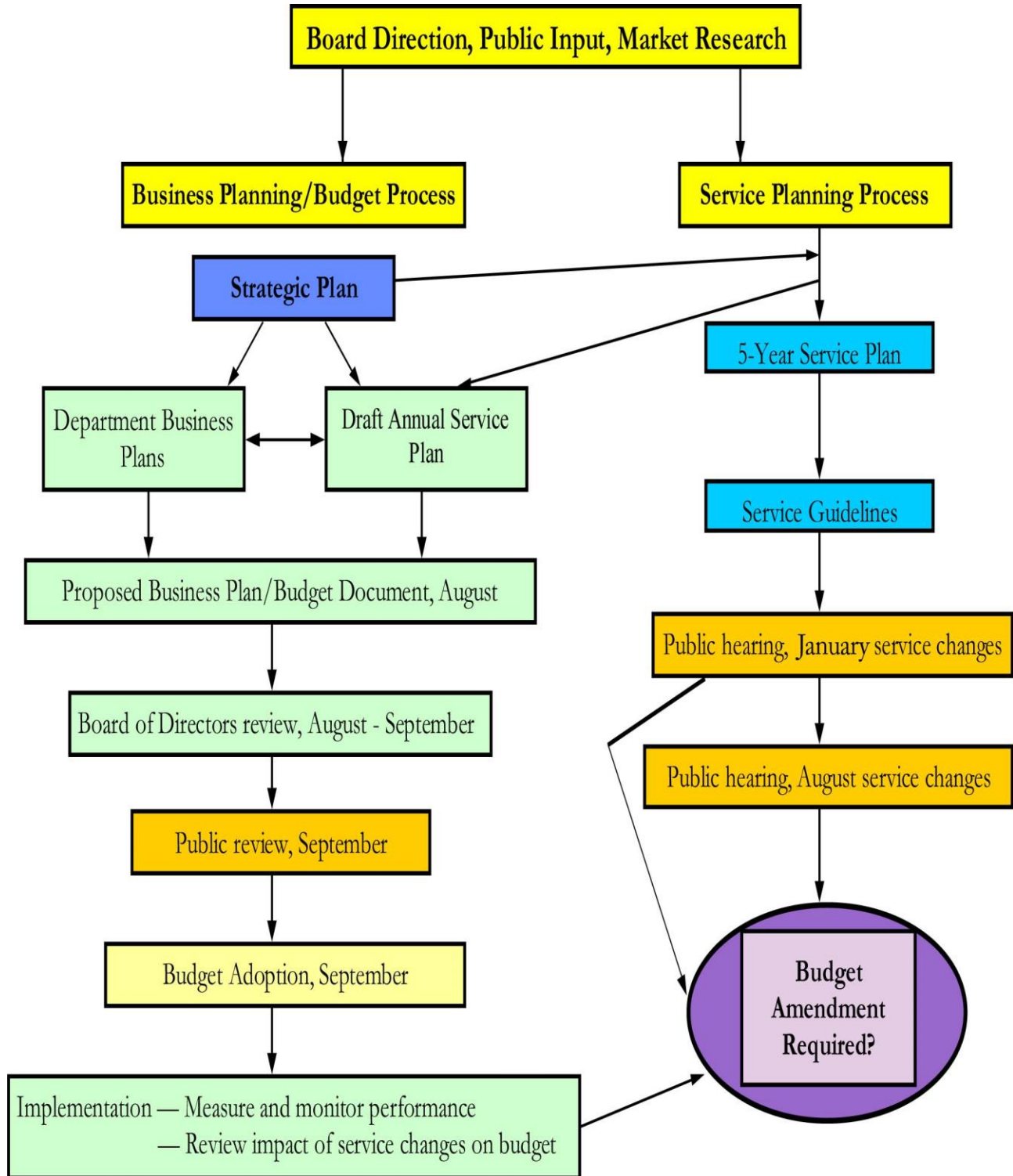
The strategic planning process begins when the Board and management meet to review and discuss Capital Metro's long-range vision and organizational mission and goals.

The Board and the management team worked together to develop the FY 2014-2019 Strategic Plan with the aim of focusing on four strategic goals:

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

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

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





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



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

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

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

Beginning with FY 2016, Capital Metro will utilize separate funds to segregate costs for recordkeeping purposes. This decision was made as part of the implementation of a new Enterprise Resource Planning financial system. The entity will continue to follow the proprietary fund model for financial statements.

To prepare the budget, Capital Metro uses a zero-based budgeting concept. Each year, expenses must be justified to the executive vice president, chief financial officer, executive team and budget staff. Revenue projections are developed based on service levels and ridership estimates. Estimated expenses are balanced to projected revenues, including fund balance.

#### **Budget Assumptions**

##### Service Area

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

##### Sales Tax Rate

The sales tax rate is anticipated to remain at one percent (1%).

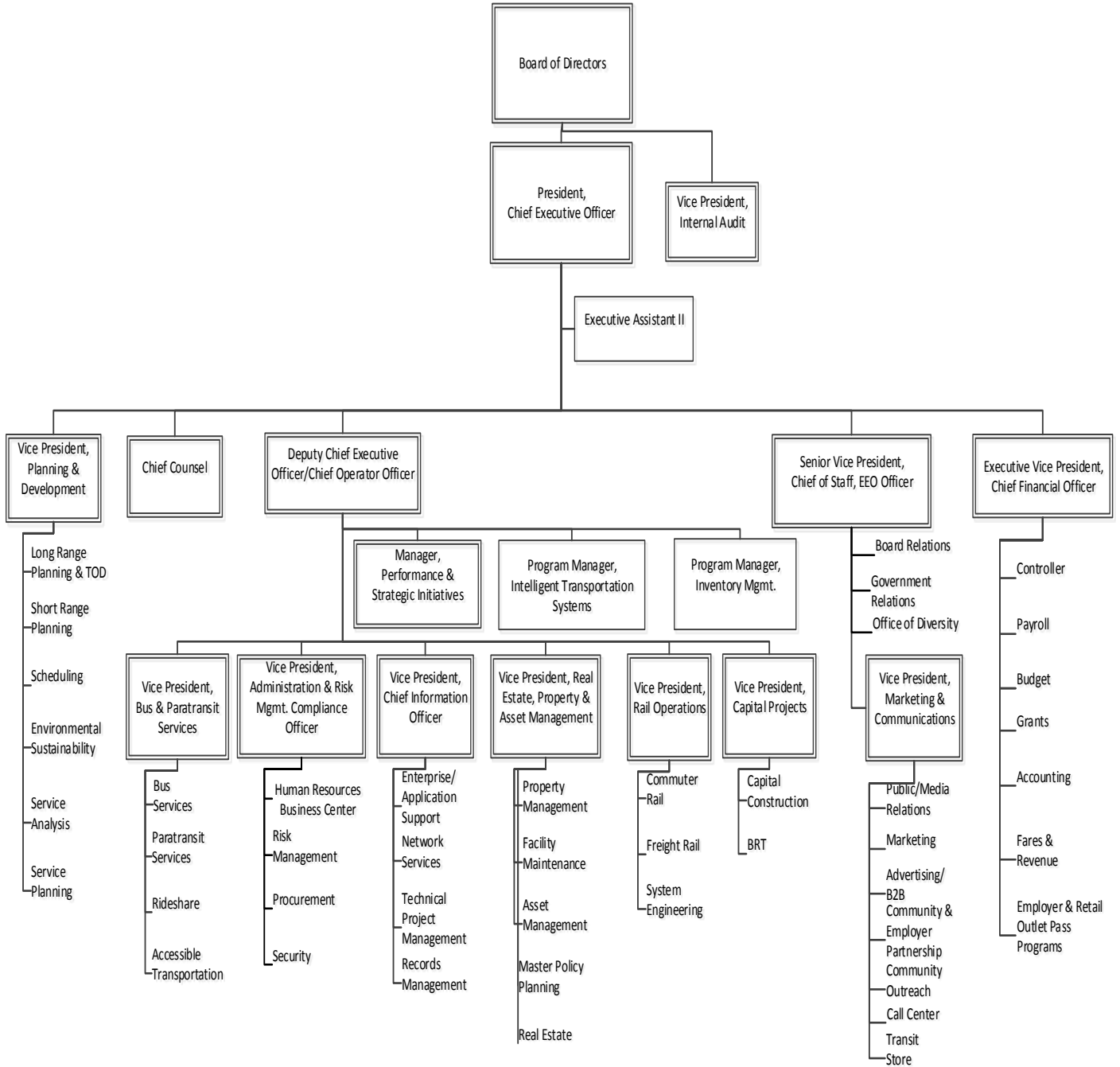
##### Service Levels

It is assumed that bus service and rail hours and miles traveled will be funded at budgeted levels. Further details are available on pages 46 and 47.

##### Staffing Levels

The Full-Time Equivalent (FTE) Staffing Chart on page 18 shows the staffing levels by department. Staffing levels will increase by 5 FTEs in FY 2016 due to organizational needs.

**FY 2016 Organizational Chart**

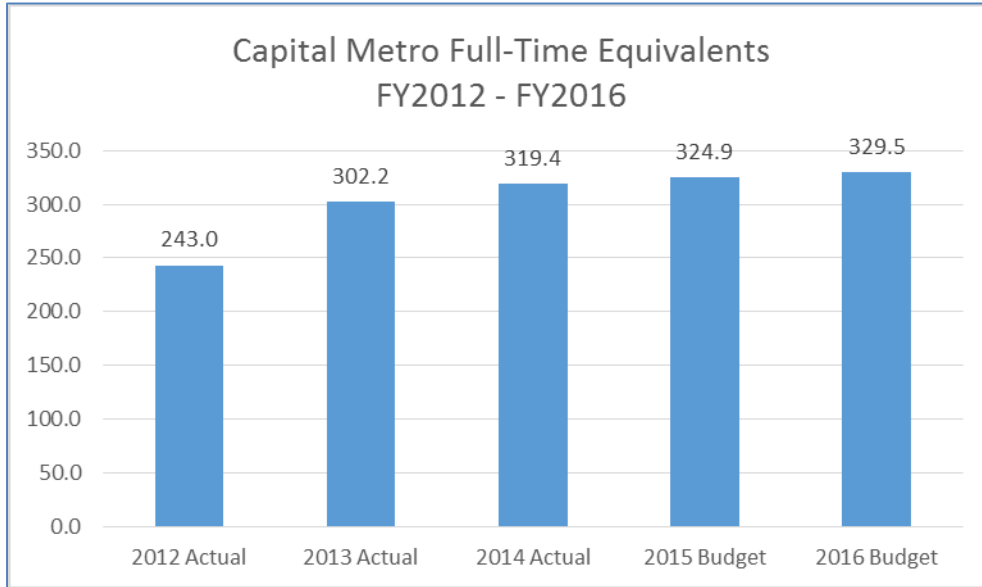




**Full-Time Equivalent Staffing Chart**

Dept. #	Department	FY 2014 FTE Actual	FY 2015 FTE Budget	FY 2015 Staffing Changes	FY 2016 FTE Budget	FY 2016 Changes in FTEs	Notes
102	Wellness	-	-	-	-	-	
103	Child Care Center	-	-	-	-	-	
105	Business Center	-	-	-	-	-	
110	Executive Staff	3.0	3.0	-	3.0	-	
115	Communications	5.0	5.0	0.5	6.5	1.0	Added 1 FTE in FY16 and added 0.5 FTE from Dept. 950 in FY15
118	Government Relations & Compliance	4.0	4.0	-	4.0	-	
120	Board of Directors Department	2.5	2.5	-	2.5	-	
125	Internal Audit	3.0	3.0	-	3.0	-	
130	Strategic Operations Management and Administration	5.0	5.0	-	5.0	-	
141	Security	26.0	26.0	2.0	28.0	-	Added 1 FTE in FY 15 and added 1 FTE from Dept. 420 in FY15
150	Legal	3.5	3.5	-	3.5	-	
220	Finance	22.3	22.3	(0.3)	23.0	1.0	Added 1 FTE in FY16 and deleted 0.25 FTE in FY15
230	Information Technology (IT)	38.5	38.5	-	38.5	-	
250	Procurement	14.0	14.0	-	14.0	-	
275	RideShare	1.0	1.0	-	1.0	-	
320	Strategic Planning and Development	26.0	27.0	-	27.0	-	
330	Marketing	14.0	14.0	-	14.0	-	
331	Community Involvement	6.0	6.5	-	6.5	-	
332	Customer Service	25.6	25.6	(0.1)	25.5	-	
340	Human Resources (HR)	12.0	12.0	(1.0)	11.0	-	Deleted 1 FTE in FY15
420	Risk Management and Safety	5.0	6.0	(1.0)	5.0	-	Transferred 1 FTE in FY15 to Dept. 141
457	Public Facilities	12.0	13.0	-	14.0	1.0	Added 1 FTE in FY16
530	Capital Projects	8.0	8.0	-	8.0	-	
540	Property and Asset Management (formerly Real Estate and Asset Management)	11.0	12.0	(3.0)	9.0	-	Transferred 3 FTEs to Dept. 550 in FY15
542	Freight Railroad	1.0	1.0	-	1.0	-	
544	Commuter Rail Operations	8.5	8.5	-	10.5	2.0	Added 2 FTEs in FY16
550	Real Estate and Facility Planning	-	-	3.0	3.0	-	Added 3 FTEs from Dept. 540 in FY15
600	Bus and Paratransit Contract Operations	14.0	14.0	1.0	15.0	-	Added 1 FTE from Dept. 620 in FY15
610	Bus Contract Operations	5.0	5.0	-	5.0	-	
620	Paratransit Contract Operations	3.0	3.0	(1.0)	2.0	-	Transferred 1 FTE to Dept. 600 in FY15
630	Paratransit Administration	3.0	3.0	-	3.0	-	
640	Paratransit Control Center (IUE)	29.0	29.0	(1.0)	28.0	-	Transferred 1 FTE to Dept. 650 in FY15
650	Paratransit Eligibility	8.0	9.0	1.0	10.0	-	Added 1 FTE from Dept. 640 in FY15
950	Rail Safety Education	0.5	0.5	(0.5)	-	-	Transferred 0.5 FTE to Dept. 115 in FY15
	<b>Total Capital Metro FTEs</b>	<b>319.4</b>	<b>324.9</b>	<b>(0.4)</b>	<b>329.5</b>	<b>5.0</b>	

The following chart shows full-time equivalents for Capital Metro from FY 2012 to FY 2016.





2014-2019 Strategic Plan Overview				
<b>Vision</b>	Capital Metro is transforming the daily lives of Central Texans by providing a robust, sustainable transportation network.			
<b>Mission</b>	Capital Metro connects people, jobs and communities by providing quality transportation choices.			
<b>Goal Areas</b>	Customer	Leadership	Community Value	Organization
<b>Goal Statements</b>	<p><b>1. Deliver the best possible customer experience:</b> Foster a culture of continuous improvement that results in satisfied customers.</p>	<p><b>2. Demonstrate regional leadership:</b> Be the trusted partner in regional and policy planning and the leader in public transit.</p>	<p><b>3. Demonstrate the value of public transportation in a dynamic community.</b></p>	<p><b>4. Continue to improve organizational practices and develop staff.</b> Exhibit good stewardship of public funds through the efficient use of available resources, and by instituting productive and sustainable business practices that will ensure resources are used responsibly.</p>
<b>Objectives</b>	<p><b>1.1 Promote a culture of safety:</b> Ensure that safety comes first in design, operation, and maintenance of the system.</p> <p><b>1.2 Improve system reliability and convenience:</b> Deliver the service promised at locations, frequencies and hours that meet customer needs.</p> <p><b>1.3 Ensure an attractive and accessible transit environment:</b> Provide transit vehicles, facilities and amenities that make using the system a satisfying experience.</p> <p><b>1.4 Deliver a customer-friendly experience through our people and systems:</b> Ensure that each customer interaction is helpful and courteous and provide tools and information that allow all customers to easily access our services.</p>	<p><b>2.1 Lead public transportation and development:</b> Establish the vision and implement a system plan that supports the values and future growth of the region.</p> <p><b>2.2 Pursue service expansion opportunities:</b> Partner to implement and support a complete regional transportation system.</p> <p><b>2.3 Encourage/promote transit-oriented development:</b> Create and promote healthy communities supported by transit and effective land use planning.</p> <p><b>2.4 Generate funding:</b> Increase funding to sustain long- and short-term growth.</p>	<p><b>3.1 Develop new ridership markets:</b> Strategically communicate the value of transit services to current and emerging markets.</p> <p><b>3.2 Develop and deliver key agency messages:</b> Strategically develop, and effectively and actively communicate the agency's value.</p> <p><b>3.3 Strengthen community relationships:</b> Build meaningful partnerships with mission and vision.</p> <p><b>3.4 Actively engage the communities we serve (employees, citizens, riders, etc.):</b> Utilize community feedback to better inform key agency decisions.</p>	<p><b>4.1 Strengthen the financial systems of the agency:</b> Strengthen the current financial conditions and put the appropriate systems and controls in place that improve the financial health of the organization.</p> <p><b>4.2 Enhance organizational development:</b> Promote Board and staff empowerment by providing relevant training, tools and the technology infrastructure to encourage initiative, career development and support success of organizational goals.</p> <p><b>4.3 Strengthen agency – business partnerships:</b> Ensure clear contractual agreements that are fair, measurable and mutually enforceable. Provide opportunities for effective communication between agency and partners.</p> <p><b>4.4 Implement sustainability and environmental stewardship best practices:</b> Manage resources to reduce impacts on the environment and operating costs. Provide our community with clean and sustainable transit options, complying to Transit Asset Mgt System MAP21 Guidelines.</p>



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### Summary of Financial Policies

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

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

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

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

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

### Summary of Debt Policy

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

1. The Board, by resolution, may authorize the issuance of bonds payable solely from revenue.
2. Bonds, any portion of which is payable from taxes, may not be issued until authorized by a majority of the votes received in an election ordered and held for that purpose.

3. Capital Metro's bonds may be sold at a public or private sale as determined by the Board to be the more advantageous.
4. The Board, by resolution, may issue short-term bonds secured from revenue or taxes received if the debt has a term not exceeding 12 months, and the bond is payable with taxes or other revenue received on or after the date of issuance and before the end of the fiscal year following the fiscal year during which the bonds were issued.
5. Capital Metro may not issue short-term debt (less than 12 months in duration) or bonds secured by the revenue of the Authority to finance the purchase, acquisition, construction, operation, or maintenance of a fixed rail transit system without a voter referendum.
  - Pension Obligation Bonds: Section 451.139 of the Transportation Code gives Capital Metro the authority to issue bonds in the amounts necessary for managing or funding retiree pension benefit obligations for pension plans existing as of January 1, 2011, and that result from the competitive bidding of transit services required by Section 451.137. The use of this bonding authority is strictly limited, and it is the Board's policy to use the authority only in a manner that is consistent with the original intent of the law and only at such a time as it can be justified in terms of the long-term financial sustainability of Capital Metro.
  - Contractual Obligations: Chapter 271, subchapter A of the Local Government Code authorizes Capital Metro to execute, perform, and make payments under a contract with any person for the use or the purchase or other acquisition of personal property, or the financing thereof. This provision specifically applies to the purchase or lease of personal property or for financing the acquisition of personal property, such as vehicles. Projects involving purchases of real property or improvements to real property cannot be financed using contractual obligations under state law.
    - The contract must (1) be on the terms considered appropriate by the Board, (2) be in the form of a lease, a lease with an option or options to purchase, an installment purchase, or any other form considered appropriate by the Board, including that of an instrument which would be required to be approved by the attorney general, provided that contracts in such form must be approved by the attorney general, (3) be for a term approved by the Board and contain an option or options to renew or extend the term and (4) be made payable from a pledge of all or any part of any revenues, funds, or taxes available to Capital Metro for its public purposes.
    - Subject only to applicable constitutional restrictions, the Board may obligate taxes or revenues for the full term of a contract for the payment of the contract. The contract may be for any term not to exceed 25 years.
    - Lease Financing: Lease obligations may also be considered as appropriate for financing capital. Lease financing should be considered when determined to be more beneficial, either economically or from a policy perspective. Factors to be considered and evaluated include: the useful life of the capital, the terms and conditions of the lease, market convention, and the impact on debt capacity and budget flexibility.



### **Debt Limits**

The primary goal of the Board is to minimize the use of debt and to use debt financing prudently when it is utilized. Capital Metro will keep outstanding debt within the limits prescribed by state law and at levels consistent with its creditworthiness objectives. Capital Metro will maintain debt service coverage ratios consistent with the best practices for local government debt issuance. At a minimum, the debt service coverage ratio for financial planning purposes will be set at an average coverage ratio of 2.0x net revenue over annual debt service costs. The debt-to-net-revenue coverage ratio will be calculated and presented to the Board annually, and included in Capital Metro's Comprehensive Annual Financial Report. Capital Metro is in compliance with its debt policy.



### Current Fare Structure

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

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

**Local** MetroBus and Rail Connectors

**Premium** MetroRapid and Flyers

**Commuter** MetroRail and MetroExpress Bus (Commuter passes are also valid on all Local and Premium services.) All MetroRail tickets will be purchased at the Commuter rate and zones fares will no longer apply. A MetroRail Single Ride ticket is valid only for a one-way trip.

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

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

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

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



## **Summary of Fare Policy**

### **Purpose**

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

### **Goal**

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

### **Fare Policy Review**

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



## **Expense Policies**

### **Expenditure Accountability**

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

### **Income Taxes**

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

### **Procurement**

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.
- ◆ Providing education tools for procurement teams, customers and suppliers.

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

### **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. Small purchases expected to cost less than \$50,000 are purchased via Capital Metro's "small purchases" method of procurement.





### **Micro Purchases**

Purchases under \$3,000 or micro-purchases, including delivery charges, 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**

A Request for Quotes is used when a purchase is expected to cost between \$3,000 and \$50,000. A brief description of the item needed is provided to vendors, who submit written quotes to Capital Metro by an established deadline. Capital Metro distributes RFQs to registered vendors through either the Bidwire or Quotewire functionality of DemandStar. Vendors can register with DemandStar and request a free agency-level subscription. Procurement staff adds supplemental suppliers to the DemandStar broadcast list obtained from the user department's source lists, internet, phone books, industrial guides, etc.

### **Large Purchases**

Purchases in excess of \$50,000 require more comprehensive methods than those used for small purchases. These purchases are solicited using a full and open competition process to allow all prospective bidders/offerors an opportunity to do business with Capital Metro. Special efforts are made to make the vendor community aware of Capital Metro's requirements. Solicitations are advertised in newspapers and transit industry magazines, and Capital Metro distributes solicitation notifications to registered vendors on DemandStar.

The basic types of procurement methods used for large purchases are Invitation for Bids (IFB) and Request for Proposals (RFP). Generally, goods/commodities are procured via IFB, whereas services are generally procured via RFP. The solicitation is developed and includes a detailed purchase description and/or statement of work, contractual terms and conditions, and instructions on how to submit an offer to Capital Metro. Solicitations generally remain open for 29 days so that vendors may have enough time to respond.

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

For RFPs, awards are not based on price alone, but other weighted factors of importance specified in the solicitation. Selection for award is done by an evaluation team that independently evaluates the proposals submitted. The vendor/contractor offering the best value to the Authority, price and other factors considered, is selected.



For each solicitation issued, Capital Metro assigns a Contracts Administrator as primary point of contact to assist vendors. In addition, a conference is generally scheduled well in advance of the bid/proposal submission deadline so vendors may obtain clarification from Capital Metro. After receipt of proposals, the information contained in the proposals or concerning the number or identity of offerors is unavailable to the public or to anyone in Capital Metro not having a legitimate interest or need to know prior to the recommendation of award of a contract. After evaluation of all offers, Capital Metro awards a contract. Contracts in excess of \$150,000 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 for statutory professional services for disciplines that require State of Texas licensing, and emergency procurements.

### Summary of New/Revised Financial Policies

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

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

- A statutory operating reserve equal to at least two months of operating expenses. The prior fiscal year's actual audited operating expenses will be used when calculating the allocation. The statutory operating reserve is to be used at the discretion of the Board only if the Board considers the expenditure necessary to address circumstances that could not have been planned or anticipated. Expenditures from the reserve should provide temporary financing for emergencies or unforeseen extraordinary needs.
- A capital project reserve equal to at least 10% of the five-year annual average capital expenditure of the adopted Five Year Capital Improvement Plan, but not less than \$2,000,000. The capital reserve is to be used at the discretion of the Board only for needed capital costs not already included in Capital Metro's budget for a given year.
- A budgetary operating contingency account equal to 2% of the prior fiscal year actual operating expenses, but not less than \$1,000,000. The operating contingency account is to be used at the discretion of the Board or the Chief Executive Officer to provide for unforeseen needs that arise during the year, including new service needs that are identified after the budget process. Transfers to and from the contingency account of \$150,000 or more should be reported to the Board of Directors monthly.
- A self-insurance reserve equal to at least 25% of the prior fiscal year actual claim payments. The self-insurance reserve is to be used at the discretion of the Board only to fund claims not already included in Capital Metro's budget for a given year.
- A budget stabilization reserve ("rainy day fund") equal to 30 days of annual average operating expenses as a base plus an annual contribution of 25% of actual sales tax receipts in excess of sales tax budgeted. The budget stabilization reserve is to be used at the discretion of the Board to set aside excess revenue for use in times of unexpected revenue shortfall caused by events such as significant economic downturns.

The reserve and budgetary contingency balances are to be reviewed annually during the budget development process to reflect the most recent financial information available. The allocations budgeted for these reserves will be published in the annual budget document and posted online, including the following information: (a) the balance at the end of the fiscal year, (b) deposits, (c) expenditures, and (d) interest income, if applicable.



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### **Fund Balance and Reserves/Contingencies Requirements**

Sound governmental financial practices require the accumulation and maintenance of fund balances to help stabilize the budget when needed, or to accumulate funds for future spending requirements. An entity's accumulated fund balance provides funds that may be needed to address shortfalls that can occur periodically, such as temporary cash flow shortages, emergencies or other unforeseen events. These balances also help provide funding for long-term capital needs, similar to an individual accumulating savings in a bank account to help purchase a car or make a down payment on a home. After years of hard work and careful planning, Capital Metro continues to strengthen its financial position. From a low point in 2009 when Capital Metro's balance was only \$7.8 million, recent year-end projections of \$143.7 million for FY 2015 will help provide the funding needed in FY 2016 and future fiscal years to address a number of critical capital needs that will help achieve a state of good repair for Capital Metro's transportation assets over the next few years. In FY 2014, Capital Metro completed a comprehensive assessment of its transit assets and then developed a long-range financial forecast that provided a funding framework for systematic replacement based on estimated available funding.

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

In FY 2016, Capital Metro's budget includes spending \$36.5 million from accumulated fund balance to help invest in critical capital needs. Despite this expenditure, Capital Metro has met the operating reserve requirements set forth by the Texas Legislature. The statutory operating reserve account is currently funded at \$32.9 million based on the immediately preceding twelve months and is expected to increase to approximately \$36.0 million in FY 2016 as depicted in the table that follows. Capital Metro established the statutory operating reserve account in advance of the September 1, 2016 deadline set by the legislature. The reserve amount will be adjusted annually when audited financial information becomes available. In addition to the statutory operating reserve, the Board approved an operating contingency account to be funded at a minimum of \$1 million each year as part of the budget development.

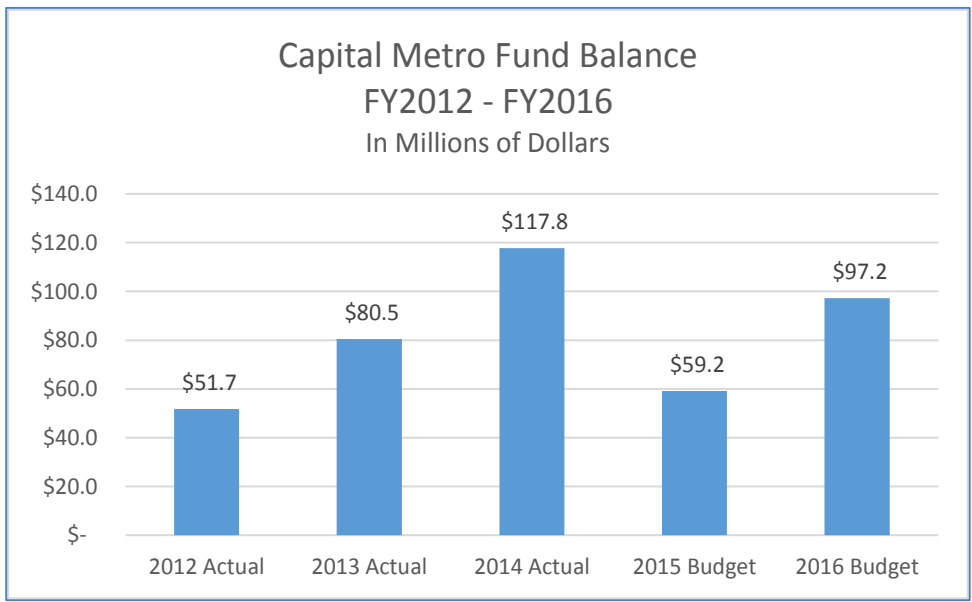
Capital Metro has set aside funding for other reserves to help provide for critical needs that might arise in the future or currently outstanding commitments, including a self-insurance reserve at slightly above \$1.0 million and \$26.0 million to fund estimated commitments under interlocal agreements with the City of Austin for mobility programs. While the local economy is strong and sales tax collections are increasing, Capital Metro plans to begin funding a budget stabilization reserve over time. This reserve was approved by the Board in 2011 and was established to set aside excess revenue for use in times of unexpected revenue shortfall caused by events like unforeseen emergencies or significant economic downturns. The Board recognizes that some time may be required to attain recommended balances in all approved reserves and contingencies, especially the budget stabilization reserve. After funds of approximately \$7.0 million are set aside for the budget stabilization reserve, approximately \$27.2 million is estimated to remain at the end of FY 2016 as depicted in the following table. As mentioned previously, these funds will be needed for future capital investment planned in FY 2017 to help maintain Capital Metro's transit infrastructure in a state of good repair and to support expanded public transit services ultimately aimed at reducing commuting time for Capital Metro customers.



**FY 2016 Estimated Ending Fund Balance:**

<b>Ending fund balance 9/30/14</b>	<b>\$ 117,787,627</b>
+ Bus loan proceeds (restricted cash)	10,000,000
+ Estimated addition to fund balance	15,898,054
<b>= Projected available funds 9/30/15</b>	<b>143,685,681</b>
+ FY 2016 revenue	310,667,000
- FY 2016 operating expenses	236,181,121
- FY 2016 interlocal agreements	5,390,000
- FY 2016 bus loan payment	1,935,000
- FY 2016 railcar lease payment	2,776,569
- FY 2016 capital projects	110,871,300
<b>= Projected ending fund balance 9/30/16</b>	<b>97,198,691</b>
- Statutory operating reserve	36,000,000
- Self Insurance reserve	1,040,000
- City of Austin mobility programs	26,000,000
- Budget stabilization reserve	7,000,000
<b>= Remaining funds needed for future capital investment</b>	<b>\$ 27,158,691</b>

The following chart depicts a history of ending fund balance for the last three fiscal years, followed by budget projections for FY 2015 and FY 2016.





### Revenue by Category

The following schedule shows FY 2016 revenue projections and calculates the increase or decrease compared to the FY 2015 budget. The schedule also depicts FY 2014 actual revenue, as well as FY 2015 forecast revenue compared to the FY 2015 budget. Sales tax revenue is the primary revenue source for Capital Metro, contributing approximately 70% of the total revenue budget.

Revenue Category	FY2014 Actual	FY2015 Budget	FY2015 Forecast	FY2016 Approved Budget	Increase/ (Decrease)	% Increase/ (Decrease)
<b>Passenger Revenue</b>						
MetroBus	11,067,080	13,460,405	11,817,000	13,227,000	(233,405)	-1.7%
MetroRapid	864,488	1,587,882	1,528,000	1,654,000	66,118	4.2%
MetroRail	1,105,162	1,273,088	1,472,000	1,642,000	368,912	29.0%
MetroAccess	657,012	715,822	727,000	845,000	129,178	18.0%
RideShare	347,209	125,929	647,000	1,078,000	952,071	756.0%
University of Texas Shuttle	6,486,781	5,578,458	6,200,000	6,389,000	810,542	14.5%
Miscellaneous Passenger Revenue	642,240	751,676	730,000	743,000	(8,676)	-1.2%
<b>Total Passenger Revenue</b>	<b>21,169,972</b>	<b>23,493,260</b>	<b>23,121,000</b>	<b>25,578,000</b>	<b>2,084,740</b>	<b>8.9%</b>
<b>Other Revenue</b>						
Operating Contributions and Grants	28,738,123	28,581,422	29,998,000	29,909,000	1,327,578	4.6%
Freight Railroad Revenue	5,119,927	4,861,127	4,419,000	3,127,000	(1,734,127)	-35.7%
Miscellaneous Revenue	2,436,484	2,420,124	2,201,000	3,603,000	1,182,876	48.9%
Capital Grants - Federal	14,743,797	21,641,992	3,872,000	18,855,000	(2,786,992)	-12.9%
Capital Grants - State	-	-	3,500,000	10,600,000	10,600,000	-
Other Capital Contributions	-	430,757	43,000	1,907,000	1,476,243	342.7%
Sales Tax	193,818,456	197,529,123	206,571,000	217,088,000	19,558,877	9.9%
<b>Total Revenue</b>	<b>\$266,026,759</b>	<b>\$278,957,805</b>	<b>\$273,725,000</b>	<b>\$310,667,000</b>	<b>\$31,709,195</b>	<b>11.4%</b>

### Factors Affecting Revenue

#### Passenger Revenue

In January 2015, Capital Metro implemented the final phase of a new fare structure. This increase was in accordance with a fare policy adopted by the Board in September 2013. The fare policy recommends that fare adjustments be developed in conjunction with the annual budget process. Recent discussions with the Board during Capital Metro's long-range financial forecasting process focused on the need for a periodic, systematic assessment of fares at least every three years. FY 2016 revenue projections reflect the fare changes that became effective in January 2015 in place for the entire fiscal year. Payments from The University of Texas for shuttle services can vary due to service hours, ridership, and contracted rates. Service hours are expected to remain relatively stable for The University of Texas service in FY 2016, with the increase in revenue mainly a result of being overly conservative in FY 2015. RideShare, Capital Metro's vanpool service, is expected to increase significantly in FY 2016 to respond to projected service demand. Capital Metro projected 157 vehicles for FY 2015 budget purposes and currently has over 180 vanpools in service. Approximately 300 vanpools are projected in FY 2016 and this trend reflects increasing demand for alternative modes of transportation in the Austin metropolitan area. Under the terms of the current contract with the RideShare provider, vanpool customers will pay an average of approximately \$20 more per vanpool in FY 2016. This equates to an increase of \$2 to \$4 per month depending on the size of the vehicle and number of vanpool members.

#### Operating Contributions and Grants

The Urbanized Area Formula Funding program (49 U.S.C. 5307) makes federal funding from the Federal Transit Administration (FTA) available to Capital Metro for authorized projects and initiatives under a prescribed formula. An urbanized area is an incorporated area with a population of 50,000 or more that is designated as such by the U.S. Department of Commerce, Bureau of the Census.



For urbanized areas with 200,000 in population and over, funds are apportioned and flow directly to a designated recipient, such as Capital Metro, selected locally to apply for and receive federal funds.

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

### **Freight Rail Revenue**

In June 22, 2015, the Board approved a contract with Watco Companies, L.L.C., for freight operations and maintenance services on Capital Metro’s railroad. The new contract provides for a base period of twenty years with six five-year options and Watco will assume complete operation of the assigned services on October 1, 2015. This contract represents a new business model for Capital Metro that includes a revenue sharing component, under which Capital Metro will receive 16.5% of gross revenue each year. During the first year of contract operations, Capital Metro’s share of gross revenue is expected to approximate \$2.8 million based on estimated shipping activity. In addition to projected revenue, maintenance costs previously budgeted directly by Capital Metro will shift to the operator. As the owner of the railroad, Capital Metro will continue to be responsible for certain capital investments, such as its bridge replacement program.

### **Miscellaneous Revenue**

Revenue in this category includes \$1,625,000 in ground lease revenue related to the planned Saltillo Plaza project after final execution of a master agreement with the developer. In October 2013, Capital Metro released a Request for Proposal for the redevelopment of the Plaza Saltillo area. This marked an important milestone in the 20-year effort by the community and Capital Metro to revitalize 11 underutilized acres in the heart of East Austin with the goal of creating a vibrant gathering place with strong ties to the community. In addition, \$944,000 is projected in advertising revenue on Capital Metro buses, \$688,000 from fees generated at the Child Care Center, \$170,000 from Wellness Center fees and \$150,000 in interest earnings. Other projected revenue sources include the sale of schedule books, MetroBike cards, photo IDs and shipping and handling fees.

### **Capital Grants**

Capital Metro anticipates allocating available grant funding of \$18.9 million in FY2016 for capital projects that meet eligibility requirements. This funding includes 5339 funding for bus replacements, TIGER (Transportation Investment Generating Economic Recovery) for rail system infrastructure improvements, 5307 funding for amenities and signage, MetroRapid grant funding for vehicles and technology improvements and a Federal Highway Administration grant awarded through the Capital Area Metropolitan Planning Organization for track relocation at Plaza Saltillo.

In June 2014, the Texas Department of Transportation (TxDOT) awarded Capital Metro \$50 million for the purchase of new rail cars to support additional MetroRail service. The new rail cars will allow up to 2,400 additional passenger trips during morning and afternoon peak travel times, and Capital Metro will be able to increase frequency during peak periods from 34 to 15 minutes, as well as adding an extra train after 7 p.m. to give commuters another alternative to driving during rush hour. The funding will also help construct a permanent and larger rail station in downtown Austin and better serve crowds during special events. In January 2015, TxDOT remitted these funds in advance to Capital Metro, and they were deposited into a restricted account. Project costs of \$10.6 million are estimated in FY 2016 that will be funded with a portion of these grant proceeds.





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

### **Other Capital Contributions**

Other capital contributions include \$1.2 million in planned reimbursement for crossing and signals related to the Saltillo Plaza redevelopment project and approximately \$700,000 in reimbursement funding from TxDOT for crossing improvements.

### **Sales Tax Revenue**

Sales taxes represent the largest component of Capital Metro's total revenue. Sales tax revenue can fluctuate significantly from year to year since collections are directly related to economic conditions. Capital Metro's long range financial forecast anticipates annual growth of 4.5%, on the average and over time, and is informed by historical trends. Actual average growth over the last ten years has been higher at approximately 5.5% per year. For FY 2016, sales tax revenue is budgeted at 5% growth above the forecast for FY2015. This is consistent with growth assumptions used by the City of Austin and its economic consultant to predict municipal sales tax revenue. The City of Austin is the largest contributing member in Capital Metro's service area.

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



### Operating Expenses by Category

Category	FY2014 Actual	FY2015 Budget	FY2015 Forecast	FY2016 Approved Budget	Increase/ (Decrease)	% Increase/ (Decrease)
Salaries and Benefits	31,620,144	35,941,753	35,308,493	37,736,137	1,794,384	5.0%
Professional Services	25,298,174	30,402,589	24,402,254	22,769,116	(7,633,473)	-25.1%
Materials & Supplies	1,761,216	3,760,260	2,433,299	1,420,381	(2,339,879)	-62.2%
Fluids	15,841,745	20,008,998	16,991,954	20,730,246	721,248	3.6%
Utilities	2,278,594	2,479,382	2,454,409	2,583,488	104,106	4.2%
Insurance	1,748,556	3,593,165	3,594,923	1,220,112	(2,373,053)	-66.0%
Taxes	983,295	1,050,915	2,010,177	1,165,700	114,785	10.9%
Purchased Transportation	113,472,564	119,900,250	121,827,260	143,401,406	23,501,156	19.6%
Other	2,041,277	5,177,980	2,546,914	3,782,558	(1,395,422)	-26.9%
Capital Labor	(992,819)	(1,364,670)	(1,244,904)	(887,000)	477,670	-35.0%
Expense Reimbursement	(1,926,278)	(504,581)	(504,581)	-	504,581	-100.0%
Interest Expense	697,383	589,507	668,074	500,985	(88,522)	-15.0%
Lease & Rent	1,157,222	1,786,278	1,781,911	1,757,992	(28,286)	-1.6%
Debt Service	4,497,615	4,603,763	4,603,763	4,711,569	107,806	2.3%
Interlocal Agreements	3,898,727	12,769,829	4,093,000	5,390,000	(7,379,829)	-57.8%
<b>Operating budget</b>	<b>\$ 202,377,416</b>	<b>\$ 240,195,418</b>	<b>\$ 220,966,946</b>	<b>\$ 246,282,690</b>	<b>\$ 6,087,272</b>	<b>2.5%</b>

### Factors Affecting Operating Expenses

#### Salaries and Benefits

Five new full-time positions are included in the FY 2016 budget to support the Finance, Communications, Public Facilities and Commuter Rail Operations departments. These proposed new positions will help manage increasing workloads or special needs in each of these business units, primarily as a result of upcoming initiatives, future service expansion and projects. The budget also includes funding for performance-based salary increases for Capital Metro employees, estimated at an average increase of 3%. Funding for healthcare claims is projected based on current claim utilization, national medical trends, and increases in eligible participants. Although the increase in healthcare is trending close to 14% nationally, the increase in Capital Metro's medical costs for FY 2016 is expected to be closer to 6%. This is well below national trends. Capital Metro strives to manage these costs proactively through encouraging employees and spouses to complete health risk assessments and biometric testing in exchange for premium and cash incentives. The ultimate goal of this approach is to help participants identify and address any potential health issues as early as possible. Discounts through UnitedHealthcare (UHC) for local providers in the medical plan network is 62%, which also contributes to controlling costs. In addition to these discounts, UHC offers wellness, health education and disease management programs for participants. Capital Metro also has a very proactive on-site wellness and fitness program. Increased funding for required employer contributions to the pension plan and estimated claims for FY 2016 is included. Funding for workers compensation claims and premiums was shifted to the purchased transportation budget category since transportation contractors will be providing coverage for these costs beginning in FY 2016.

#### Professional Services

For FY 2016, budgeted costs were shifted from the professional services category to the purchased transportation category resulting from the assignment of maintenance duties to the new freight and

commuter rail operators. In FY 2015, these costs were budgeted at \$3.5 million for freight right of way maintenance, \$2.6 million for commuter rail right of way maintenance and \$2.2 million for the overhaul of commuter rail cars. New funding includes an increase of \$660,993 for various planning studies in support of rapid growth in the Austin area and increasing demand for transit services, including an update of Service Plan 2025. Funding of \$200,000 is included for a facilities assessment that will focus on Capital Metro's operating needs and \$176,000 for the first phase of a series of commuter rail corridor encroachment surveys.

### **Materials and Supplies**

Similar to the shifting of costs from the professional services category to purchased transportation, budgeted costs in FY 2016 for materials and supplies will decrease when the new commuter and freight rail operators assume maintenance duties for the right of way. Approximately \$1.3 million for right of way maintenance materials was budgeted in FY 2015 that will be shifted to the operators beginning in October 2015. The budget for this category also decreased due to \$1.1 million in one-time expenses budgeted in FY 2015 to repair front-facing flip up bus seating and to convert bicycle racks on the front of Capital Metro's buses from two-position to three-position bike racks.

### **Fluids**

The budget for fluids consists primarily of funding for fuel. Both diesel fuel and unleaded gasoline costs are conservatively projected at an average of \$3.50 per gallon for FY 2016. During FY 2015, Capital Metro incurred average fuel prices closer to \$3.00 per gallon, net of its diesel hedging program.

### **Insurance**

In FY 2016, budgeted insurance costs related to commuter rail, bus and paratransit operations are included in the purchased transportation category to reflect a shift to transportation contractors. Capital Metro previously incurred these costs directly. This change becomes effective in October 2015.

### **Purchased Transportation**

Purchased transportation costs are expected to increase as a result of funding approximately 228,000 additional hours of service primarily for bus, paratransit and van pool services. As previously mentioned under professional services and materials and supplies, shifting maintenance duties and costs from Capital Metro to the commuter rail operator under recently approved contracts resulted in additional projected spending in the purchased transportation category. These costs are now included in the fixed costs that are passed along to Capital Metro under the terms of the new rail operations contract. These maintenance efforts were budgeted in FY 2015 at an estimated cost of \$2.6 million for commuter rail right of way maintenance, \$2.2 million for an overhaul of commuter rail cars and \$0.8 million to purchase materials for right of way maintenance. In addition, the contractor will incur \$1.5 million in one-time mobilization costs in FY 2016. Future capital projects of approximately \$2.0 million will also be managed by the commuter rail operator that were previously included in Capital Metro's capital budget for its ongoing timber and surface rehabilitation program. Insurance costs related to commuter rail, bus and paratransit operations will be budgeted in the purchased transportation category beginning in FY 2016. Capital Metro's transportation providers will incur now these costs directly and will bill Capital Metro under the terms of their respective agreements.



### Expense Reimbursement

The City of Austin reimbursed Capital Metro for expanded Friday evening and weekend commuter rail service under the terms of an interlocal agreement until its expiration in January 2015. Capital Metro continued providing these additional services without the City of Austin subsidy in FY 2015 and will continue to provide them in FY 2016.

### Interlocal Agreements

Capital Metro entered into an interlocal agreement with the City of Austin, as amended in April 2010, to pay the City of Austin its pro rata share of 25% of Capital Metro's one-cent sales tax from 2001 to 2004 in consideration for the City to carry out transportation mobility projects approved by Capital Metro. The amount is payable annually each year based on eligible expenditures incurred by the City of Austin during the previous fiscal year. Budgeted costs for FY 2016 are lower compared to FY 2015 based on recent spending patterns. The Austin City Council is currently deliberating how to allocate funding that remains under this interlocal agreement. Capital Metro has set aside this estimated funding in a separate reserve account so that it will be available when the City has reached a decision regarding project priorities. This category also includes funding for the Build Central Texas Program for transportation projects in suburban communities that are supportive of transit in an annual amount of \$250,000.

### **Budget Summary**

The table below summarizes Capital Metro's structurally balanced approved budget for FY 2016, including projected expenses and revenues.

### **Budget Summary**

<b>Revenue</b>		<b>FY 2016</b>
Passenger Revenue	\$	25,578,000
Operating Contributions and Grants		29,909,000
Freight Railroad Revenue		3,127,000
Miscellaneous Revenue		3,603,000
Sales Tax		217,088,000
Capital Grants - Federal		18,855,000
Capital Grants - State		10,600,000
Other Capital Contributions		1,907,000
Bus Loan Proceeds		10,000,000
Fund Balance		36,486,990
<b>Total Revenue</b>	<b>\$</b>	<b>357,153,990</b>
<b>Expenses</b>		<b>FY 2016</b>
Operating Expenses	\$	236,181,121
Loan Payments		4,711,569
Interlocal Agreements		5,390,000
Capital Project Expenses		110,871,300
<b>Total Expenses</b>	<b>\$</b>	<b>357,153,990</b>

### Debt Amortization

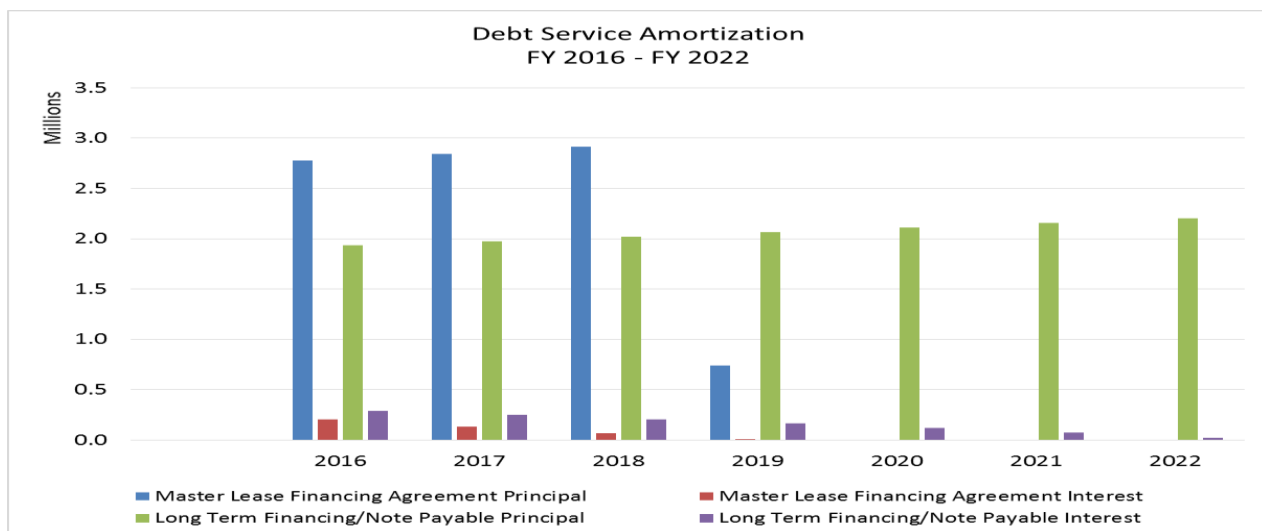
In November 2004, citizens of the Capital Metro service area voted to authorize Capital Metro to operate commuter rail service from Leander, Texas, to downtown Austin, Texas. In February 2006, the Capital Metro Board approved a tax-exempt lease/purchase financing agreement for the funding of rail vehicles.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

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

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

The following table and chart show payments for principal and interest that are due in FY 2016 and beyond.

Yearly Service Requirements	Master Lease Financing Agreement		Long Term Financing/Note Payable		Total	
	Principal	Interest	Principal	Interest	Principal	Interest
2016	2,776,568	204,470	1,935,000	290,089	4,711,568	494,559
2017	2,846,070	134,968	1,975,000	248,056	4,821,070	383,024
2018	2,917,311	63,727	2,020,000	205,110	4,937,311	268,837
2019	740,668	4,592	2,065,000	161,196	2,805,668	165,788
2020	-	-	2,110,000	116,315	2,110,000	116,315
2021	-	-	2,155,000	70,466	2,155,000	70,466
2022	-	-	2,200,000	23,650	2,200,000	23,650
Total	\$9,280,617	\$407,757	\$14,460,000	\$1,114,882	\$23,740,617	\$1,522,639





**Summary of Department Expenses**

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
100 NON-ALLOCATED BENEFITS	\$7,880,728	\$9,322,087	\$9,431,032	\$9,820,028	\$497,941	5.3%
102 WELLNESS CENTER	285,838	314,636	312,885	330,134	15,498	4.9%
103 CHILD CARE CENTER	728,835	770,504	770,504	809,760	39,256	5.1%
105 BUSINESS CENTER	291,925	315,600	313,617	316,464	864	0.3%
110 EXECUTIVE STAFF	759,314	874,862	929,241	840,017	(34,845)	-4.0%
115 COMMUNICATIONS	454,207	538,888	521,587	910,712	371,824	69.0%
118 GOVERNMENT RELATIONS & COMPLIANCE	620,975	804,011	761,964	1,191,912	387,901	48.2%
120 BOARD OF DIRECTORS	277,021	327,866	234,369	330,329	2,463	0.8%
125 INTERNAL AUDIT	333,247	392,954	364,472	342,960	(49,994)	-12.7%
130 STRATEGIC OPER MANAGEMENT AND ADMINISTRATION	585,678	808,553	709,115	846,906	38,353	4.7%
135 STRATEGIC MANAGEMENT	642	-	-	-	-	0.0%
141 SECURITY	3,557,861	3,498,990	3,759,871	3,865,655	366,665	10.5%
150 LEGAL	840,609	697,106	714,250	896,347	199,241	28.6%
220 FINANCE	3,244,029	6,324,207	3,588,310	4,556,864	(1,767,343)	-27.9%
230 INFORMATION TECHNOLOGY	5,685,692	6,889,831	6,995,442	7,632,402	742,571	10.8%
250 PROCUREMENT	1,079,350	1,175,135	1,140,599	1,204,331	29,196	2.5%
275 RIDESHARE	1,085,694	1,470,892	1,835,178	2,753,852	1,282,960	87.2%
320 PLANNING	4,260,356	2,848,366	2,850,329	3,512,086	663,720	23.3%
330 MARKETING	3,414,331	3,669,583	3,511,486	3,636,633	(32,950)	-0.9%
331 COMMUNITY INVOLVEMENT	532,856	830,506	808,883	936,575	106,069	12.8%
332 CUSTOMER SERVICE	1,193,034	1,394,383	1,307,118	1,442,131	47,748	3.4%
340 HUMAN RESOURCES	1,392,338	1,590,674	1,539,277	1,573,321	(17,353)	-1.1%
420 RISK MANAGEMENT AND SAFETY	3,299,739	5,222,658	5,821,036	2,460,134	(2,762,524)	-52.9%
457 PUBLIC FACILITIES	3,986,762	4,120,020	4,048,445	4,430,141	310,121	7.5%
530 CAPITAL PROJECTS	600,784	1,094,639	935,309	1,324,440	229,801	21.0%
540 REAL ESTATE AND PROPERTY MANAGEMENT	3,629,939	4,428,398	4,228,763	1,833,655	(2,594,743)	-58.6%
542 FREIGHT RAIL MANAGEMENT	4,728,130	5,821,353	5,279,273	747,897	(5,073,456)	-87.2%
544 COMMUTER RAIL OPERATIONS	10,925,717	14,226,473	11,277,910	20,349,744	6,123,271	43.0%
545 WEEKEND COMMUTER RAIL OPERATIONS	(75,243)	1,567,528	1,567,528	-	(1,567,528)	-100.0%
550 REAL ESTATE AND FACILITY PLANNING	-	-	-	3,527,736	3,527,736	100.0%
560 TRANSIT ORIENTED DEVELOPMENT	(14,915)	-	-	-	-	0.0%
600 BUS AND PARATRANSIT SERVICES	2,903,181	3,807,783	3,678,685	4,171,466	363,683	9.6%
610 BUS CONTRACT OPERATIONS	100,068,275	107,298,960	105,271,786	116,712,982	9,414,022	8.8%
620 PARATRANSIT CONTRACT OPERATIONS	22,798,071	25,476,298	25,001,808	27,911,146	2,434,848	9.6%
630 PARATRANSIT ADMINISTRATION	304,571	342,541	275,976	377,059	34,518	10.1%
640 PARATRANSIT RESERVATION & CONTROL CENTER	1,477,916	1,650,250	1,580,148	1,759,576	109,326	6.6%
650 PARATRANSIT ELIGIBILITY	838,191	1,038,980	890,489	1,022,728	(16,252)	-1.6%
910 BUILD GREATER AUSTIN	(6,600)	-	-	-	-	0.0%
920 CENTRAL CORRIDOR DEVELOPMENT	2,259	1,860,000	-	1,800,000	(60,000)	-3.2%
950 RAIL SAFETY GRANT	9,732	6,312	13,500	3,000	(3,312)	-52.5%
<b>TOTAL ALL DEPARTMENTS</b>	<b>\$193,981,074</b>	<b>\$222,821,826</b>	<b>\$212,270,185</b>	<b>\$236,181,121</b>	<b>\$13,359,294</b>	<b>6.0%</b>



### Ridership by Mode Overview

The table below reflects ridership (in millions) by mode of service:

**Ridership Data in Millions**  
The table below reflects Ridership data in millions by mode of service:

Mode of Service	FY2014 Actual	FY2015 Budget	FY2015 Forecast	FY2016 Budget
MetroBus	24.8	23.6	22.6	23.1
MetroRapid	1.3	2.6	2.7	2.8
ExpressBus	0.6	0.6	0.5	0.5
MetroAccess	0.6	0.6	0.7	0.7
UT Service	4.2	4.1	3.8	3.8
RideShare	0.2	0.2	0.4	0.4
Suburban	0.1	0.1	0.1	0.2
MetroRail	0.7	0.7	0.8	0.8
Special Events/Charters	0.3	0.2	0.2	0.3
<b>Total</b>	<b>32.8</b>	<b>32.8</b>	<b>31.8</b>	<b>32.6</b>

#### MetroBus

Capital Metro Fixed Route service is the mainline service of the transportation system. There are approximately 70 routes, including local and cross-town. The transit authority operates approximately 13 million total bus miles over its fixed route system. The fleet of buses provided riders with an average of 78,515 weekday boardings in FY 2014. Capital Metro's 355 buses operate seven days per week, providing service to over one million residents of the service area.

#### MetroRapid

MetroRapid is a premium fixed route service. In January 2014, the first service began operation along North Lamar/South Congress (route 801). The second service, Burnet/South Lamar (route 803), began service in August 2014. MetroRapid brings together a set of unique features to result in faster, more convenient service for the community. Some of the features of this service include frequent service, limited stops, boarding from all doors, unique and upgraded stops with real-time arrival information, and vehicles equipped with signal priority technology. The new fleet of 40 buses carried over 1 million riders in its first year of operation. The average weekday boardings were 6,043 in FY 2014.

#### ExpressBus

Express service is limited-stop service to and from The University of Texas, downtown, and Park & Rides. There are six routes that service north and northwest Austin as well as the cities of Leander, Manor and Elgin. The average weekday boardings were 2,381 in FY 2014.

#### MetroAccess Paratransit Service

The MetroAccess ADA Paratransit Program is for persons who have a disability or medical condition that limits or prevents them from independently using accessible bus service some or all of the time as defined in the ADA. Persons certified by Capital Metro under this program may ride MetroAccess within ¼ miles of Capital Metro's non-commuter fixed route bus service on the same days and during the same hours as the fixed route service in their area. The average weekday boardings were 2,096 in FY 2014.



### **University of Texas Shuttle**

Student shuttle service is provided for The University of Texas (UT). There are 12 routes that provide connections between housing and the downtown campus. Routes transfer students around the greater UT campus area and to and from city areas with high-density student populations. Each year, Capital Metro operates approximately 1.4 million total bus miles over the UT Shuttle system providing riders with more than 20,000 one-way trips each weekday during a regular semester. The average weekday boardings were 20,138 in FY 2014.

### **RideShare Program**

The Metro RideShare program provides eligible groups of 5-12 people with a month-to-month lease agreement of a 7-8-12 passenger van that includes insurance, maintenance, 24-hour roadside assistance, administrative support and fuel purchasing program. The cost of a Capital Metro RideShare vanpool varies and is based on van selection, commute distance, and number of riders sharing the monthly fare, plus fuel and tolls. The average weekday boardings were 920 in FY 2014.

### **Suburban Service**

Capital Metro provides service to suburban communities within the service area such as Lago Vista, Jonestown and Manor. Additional interest has been exhibited by these and other communities within the Capital Metro service area and several pilot service projects have been budgeted in FY 2016 to enhance service in these areas. In addition, Capital Metro is working as a partner with jurisdictions outside the service area, including Georgetown, Round Rock, Pflugerville, Hutto, Buda and Kyle to plan and develop transit services. The average weekday boardings were 456 in FY 2014.

### **MetroRail**

The MetroRail Red Line runs on 32 miles of existing freight tracks between downtown Austin and Leander. The Red Line provides convenient service for suburban and central Austin residents. Service is provided six days per week with increased service levels for special events. Several projects are currently underway to substantially increase the level of MetroRail service in the next few years, with the potential to double capacity with four additional trains, track and signal work and expanded park and rides in several locations. The average weekday boardings were 2,758 in FY 2014.





### Ridership

The table below reflects ridership by mode of service.

#### Ridership

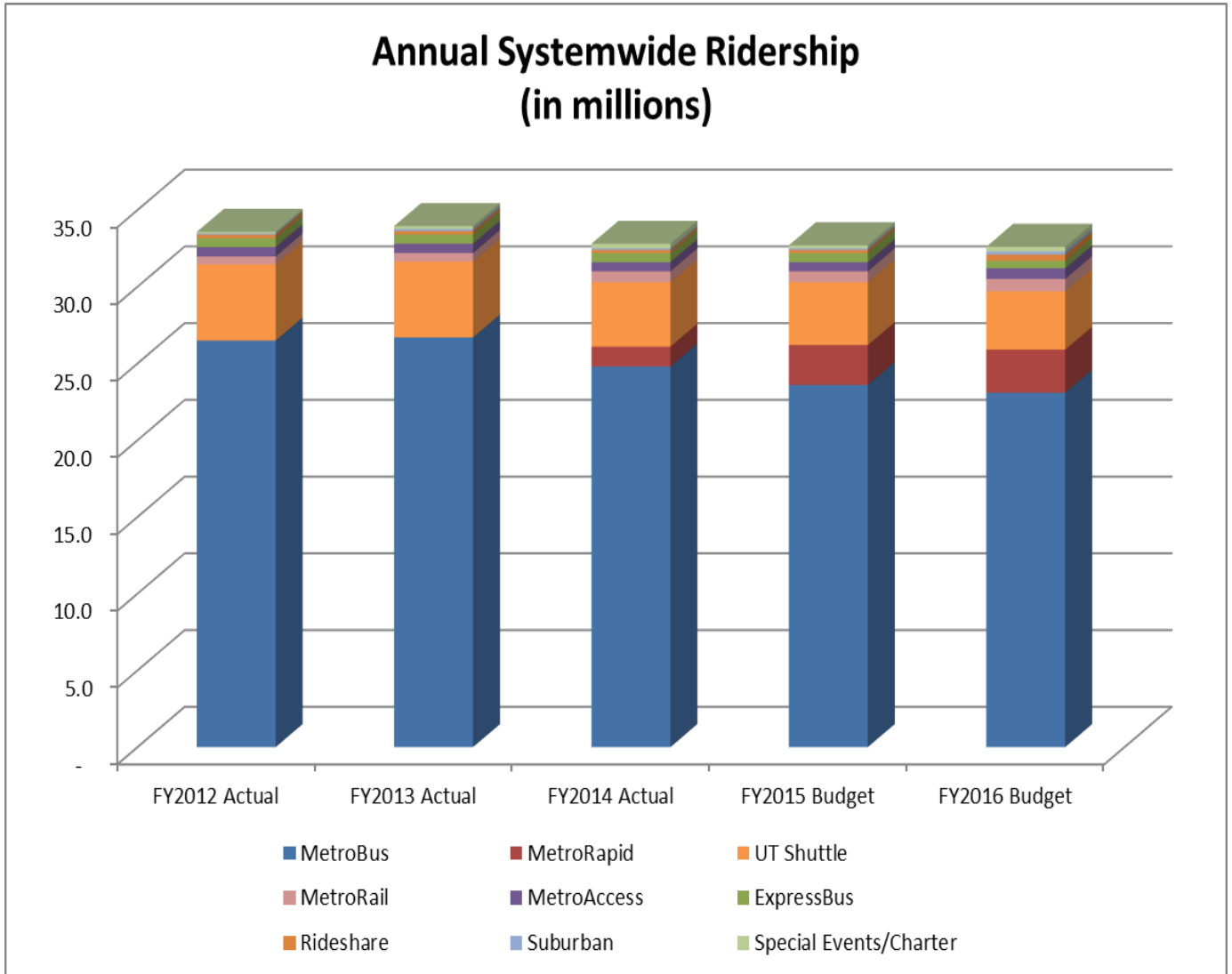
The table below reflects ridership by mode of service:

Mode of Service	FY2014 Actual	FY2015 Budget	FY2015 Forecast	FY2016 Budget	FY2015-FY2016 Budget Variance	FY2015-FY2016 Budget Variance Percent
MetroBus <sup>(1)</sup>	24,833,304	23,601,905	22,624,856	23,058,464	(543,441)	-2.3%
MetroRapid <sup>(2)</sup>	1,263,066.28	2,600,965	2,713,137	2,757,143	156,178	6.0%
ExpressBus <sup>(3)</sup>	577,275	566,217	537,689	549,345	(16,872)	-3.0%
MetroAccess <sup>(4)</sup>	624,398	630,929	663,252	717,952	87,023	13.8%
UT Service <sup>(5)</sup>	4,229,984	4,071,867	3,757,225	3,757,225	(314,642)	-7.7%
RideShare <sup>(6)</sup>	232,838	246,919	374,903	442,126	195,207	79.1%
Suburban <sup>(7)</sup>	114,840	104,081	118,294	193,728	89,647	86.1%
Suburban - Express <sup>(3)</sup>	22,808	32,336	22,394	23,592	(8,744)	-27.0%
MetroRail	678,162	664,711	807,742	821,186	156,475	23.5%
MetroRail - Weekend Service- COA <sup>(8)</sup>	108,909	106,059	0	0	(106,059)	-100.0%
Special Events/Charters <sup>(9)</sup>	250,199	192,900	219,562	307,900	115,000	59.6%
<b>Total</b>	<b>32,935,784</b>	<b>32,818,889</b>	<b>31,839,053</b>	<b>32,628,661</b>	<b>(190,228)</b>	<b>-0.6%</b>

#### Variance Explanations between FY2015 and FY2016

- 1 - Continued shift of riders to Rapid service; actual 2015 levels will be lower than budgeted due to weather.
- 2- New service continues to grow.
- 3 - Fares and weather have impacted ridership and ridership will be in-line with updated forecast
- 4- MetroAccess - Increase in ridership based on anticipated service demand.
- 5- As the cost to operate service increases and the funding from UT stays level, services will be trimmed.
- 6- Based on current year experience, we are projecting continued growth in the MetroRideShare program.
- 7- Additional CARTs route 237 added.
- 8- Ridership for MetroRail weekend service is no longer reported separately because the interlocal agreement with the City of Austin, which paid for this service, expired in January 2015. Capital Metro continues to provide extended service without the City subsidy.
- 9- Service provided in support of large community events (for example, SXSW, ACL, F1, etc) will be increased to better meet customer demand

The graph below depicts the actual ridership trend for FY 2012-FY 2014 and budgeted ridership for FY 2015 and FY 2016.



The Express bus service mode was added to the table in FY 2012. The MetroRapid bus service mode was added to the table in FY 2014.



**Vehicle Hours of Service**

The table below reflects vehicle hours of service by mode.

**Vehicle Hours of Service**

The table below reflects vehicle hours of service by mode:

Mode of Service	FY2014 Actual	FY2015 Budget	FY2015 Forecast	FY2016 Budget	FY2016-FY2015 Budget Variance	FY2016-FY2015 Budget Variance Percent
MetroBus <sup>(1)</sup>	936,182	923,290	892,320	989,953	66,663	7.2%
MetroRapid <sup>(2)</sup>	66,408	146,813	151,879	161,670	14,857	10.1%
ExpressBus <sup>(3)</sup>	51,814	52,235	37,839	57,603	5,368	10.3%
MetroAccess <sup>(4)</sup>	393,846	397,385	424,235	451,013	53,628	13.5%
UT Service <sup>(5)</sup>	112,939	106,011	99,714	106,017	6	0.0%
RideShare	40,919	41,203	77,404	124,345	83,142	201.8%
Suburban <sup>(6)</sup>	21,123	28,387	25,686	30,154	1,767	6.2%
Suburban - Express <sup>(7)</sup>	2,518	2,536	2,050	2,689	153	6.0%
MetroRail <sup>(8)</sup>	11,508	14,324	10,668	17,719	3,395	23.7%
MetroRail - Weekend Service- COA <sup>(9)</sup>	2,665	2,539	1,548	0	(2,539)	-100.0%
Special Events/Charters	9,035	9,800	10,000	11,095	1,295	13.2%
<b>Total</b>	<b>1,648,958</b>	<b>1,724,523</b>	<b>1,733,342</b>	<b>1,952,258</b>	<b>227,734</b>	<b>13.2%</b>

**Variance Explanations between FY2015 and FY2016**

(1) Local Bus - Three Major Programs

1. MetroRapid - Annualized Accounting of MetroRapid's full implementation specifically modifications and enhancements for supporting route network (including Routes 1, 3, 201 and 275).
2. Frequent Route Network - Annualized Accounting of newly implemented system (as of June 2015) of high frequency network (Routes 7, 20, 300, 325 and 331).
3. Schedule Adjustments - Annualized Accounting of adjustments made to several routes to improve overall On-Time Performance.

(2) MetroRapid - Service began in January 2014 (Route 801) and August 2014 (Route 803). FY 2015 Budgeted Hours and Miles were estimates based on available figures at the time. FY 2016 Budgeted figures are based on actual operations.

(3) Express Bus - Services are envisioned to be redesigned in order to take advantage of the proposed MoPac Express lanes (scheduled to open Summer 2016). Existing services would be expanded in extended service hours each weekday. In addition, a new service (Route 901 Howard) would be introduced from the Howard Station area.

(4) MetroAccess - Increase based on anticipated service demand.

(5) UT Shuttle - No changes are proposed for existing service levels

(6) Suburban - Two small suburban programs are planned for implementation in East Austin (Route 237) and the Manor community (TBD).

(7) Suburban Express - minor additional trips planned for introduction (Route 990) as part of a system enhancement of overall Express services.

(8) MetroRail - Small growth planned and Friday night and weekend services were recategorized. Capital Metro assumes all responsibility for operating hours (previously shared with City of Austin for Friday night and Saturdays). Category is now consolidated with MetroRail as one.

(9) Capital Metro assumes all responsibility for operating hours previously shared with the City of Austin for Friday night and Saturday service.



### Vehicle Miles of Service

The table below reflects vehicle miles of service by mode.

#### Vehicle Miles of Service

The table below reflects vehicle miles of service by mode:

Mode of Service	FY2014 Actual	FY2015 Budget	FY2015 Forecast	FY2016 Budget	FY2016-FY2015 Budget Variance	FY2016-FY2015 Budget Variance Percent
MetroBus <sup>(1)</sup>	11,758,324	11,614,911	11,783,391	12,245,995	631,084	5.4%
MetroRapid <sup>(2)</sup>	933,197	2,179,954	2,063,851	2,064,337	(115,617)	-5.3%
ExpressBus <sup>(3)</sup>	1,081,988	1,088,603	1,086,230	1,254,782	166,179	15.3%
MetroAccess <sup>(4)</sup>	5,587,725	5,664,516	5,971,650	6,074,987	410,471	7.2%
UT Service <sup>(5)</sup>	1,509,598	1,383,203	1,386,799	1,383,567	364	0.0%
RideShare	1,197,764	1,195,300	2,421,059	3,409,487	2,214,187	185.2%
Suburban <sup>(6)</sup>	380,910	562,915	539,194	582,345	19,430	3.5%
Suburban-Express <sup>(7)</sup>	60,082	60,274	60,979	64,562	4,288	7.1%
MetroRail <sup>(8)</sup>	274,024	291,923	302,522	342,515	50,592	17.3%
MetroRail - Weekend Service- COA <sup>(9)</sup>	54,108	44,961	35,304	0	(44,961)	-100.0%
Special Events/Charters	86,316	83,300	90,000	92,653	9,353	11.2%
<b>Total</b>	<b>22,924,037</b>	<b>24,169,860</b>	<b>25,740,980</b>	<b>27,515,230</b>	<b>3,345,370</b>	<b>13.8%</b>

#### Variance Explanations between FY2015 and FY2016

(1) Local Bus - Three Major Programs

1. MetroRapid - Annualized Accounting of MetroRapid's full implementation specifically modifications and enhancements for supporting route network (including Routes 1, 3, 201 and 275).
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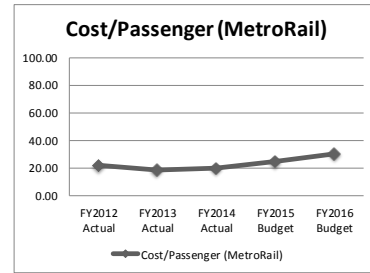
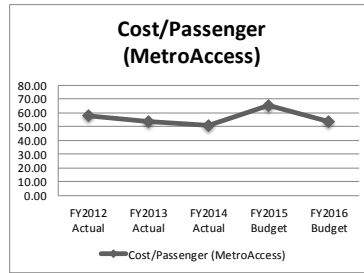
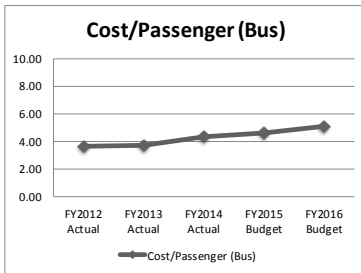
(9) Capital Metro assumes all responsibility for operating hours previously shared with the City of Austin for Friday night and Saturday service.

### Performance Trends

The graphs below depict trends for MetroBus, MetroAccess and MetroRail in service, cost effectiveness and efficiency for the preceding three years compared to the FY 2015 and FY 2016 budgets.

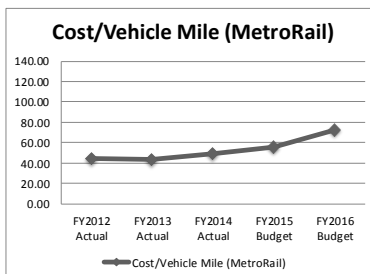
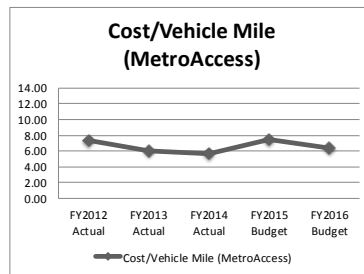
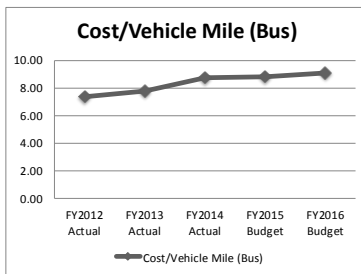
#### Service Efficiency

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



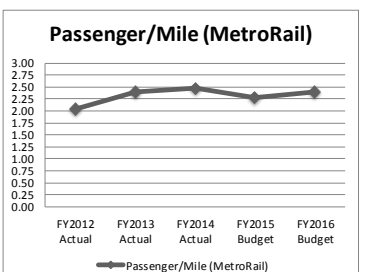
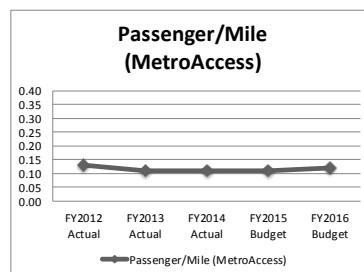
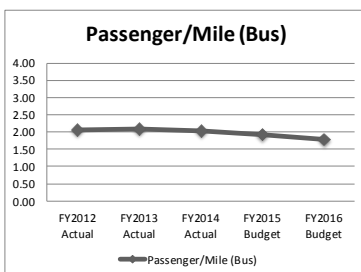
#### Cost Effectiveness

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



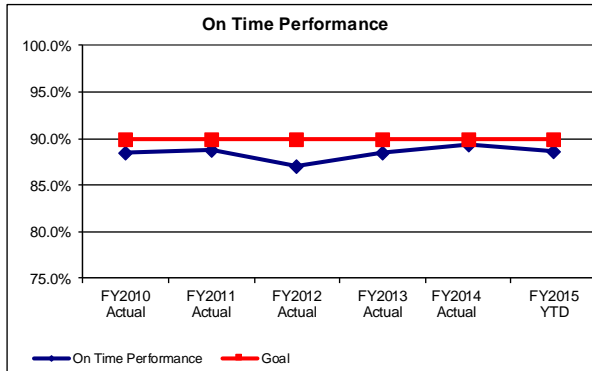
#### Service Effectiveness

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

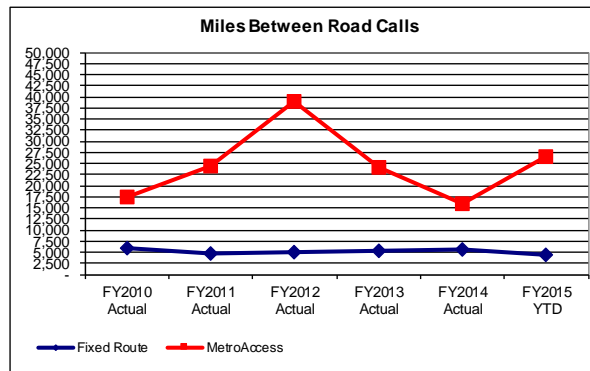


The following graphs depict trends in additional performance indicators. On-time performance is for all fixed route services. Accidents and road calls represent Fixed Route and Paratransit combined.

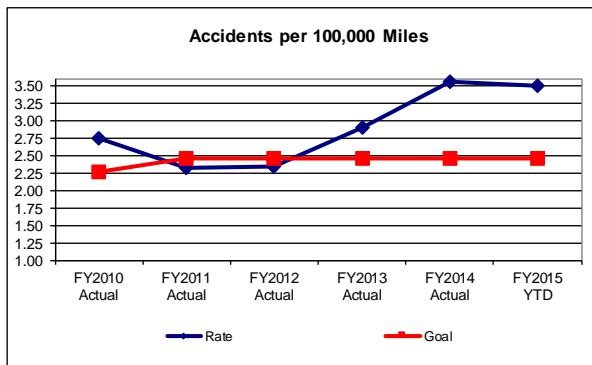
The graph below reflects actual on-time performance for MetroBus. FY2015 actual YTD represents October 1, 2014 through June 30, 2015.



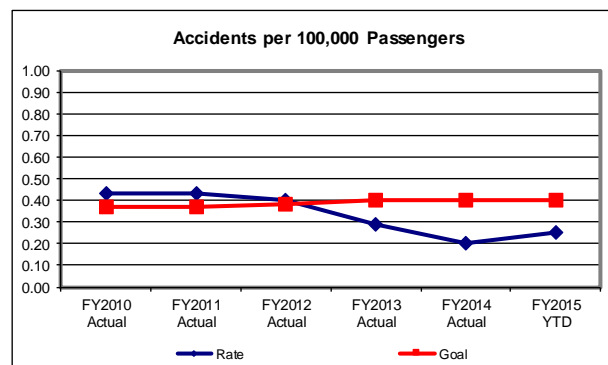
The graph below reflects actual miles between road calls for Fixed Route and MetroAccess. FY2015 actual YTD represents October 1, 2014 through June 30, 2015.



The graph below reflects actual accidents per 100,000 miles for MetroBus. FY2015 actual YTD represents October 1, 2014 through June 30, 2015.



The graph below reflects actual accidents per 100,000 passengers for MetroBus. FY2015 actual YTD represents October 1, 2014 through June 30, 2015.





## Capital Budget

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

In FY 2011, the Board approved the Capital Improvement Program Policy, which guides funding decisions during the capital budget review process and subsequent reporting of progress on individual projects. Capital Metro's capital planning process covers a five-year period and is re-evaluated annually. This policy addresses several areas, including capital project financing, capital project monitoring, and criteria for prioritization of capital projects.

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

Capital Metro anticipates grant funding of \$29.5 million in FY 2016 for projects that meet eligibility requirements. Other capital contributions of \$1.9 million are also anticipated and include reimbursements from other entities.

The approved capital budget for FY 2016 and the five-year CIP are included in Appendix A. Descriptions, funding sources, benefits and the strategic objective for each capital project are provided. When applicable, the estimated operating cost impact of a capital project has been determined. In FY 2016, the estimated operating cost impact of planned capital projects is \$250,996. 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 are provided when applicable.



**FY 2016 Capital Projects**

<b>Project Name</b>	<b>Category</b>	<b>FY 2016 Approved Budget</b>
<b>FACILITIES</b>		
Bus Stop Improvements - Rebranding Effort Upgrades	Facilities	70,000
Howard Lane Parking Spaces	Facilities	126,000
Lakeline Additional Parking	Facilities	1,838,000
2910 Cafeteria Kitchen Equipment	Facilities	58,000
Board Room Renovation	Facilities	55,000
2910 Breakroom Improvements (2nd and 3rd floor)	Facilities	29,000
2910 Cafeteria and 1st Floor Breakroom	Facilities	129,000
Human Resources Paint and Carpet	Facilities	18,000
Security Office Carpet and Cubicle	Facilities	5,000
Convert Payroll Office into Conference Room	Facilities	15,000
Disadvantaged Business Enterprise Office Creation	Facilities	35,000
Risk Management Office Remodel	Facilities	14,000
North Operations Building Office Reconfiguration	Facilities	39,000
Fitness Equipment	Facilities	13,000
Fuel System Upgrade at Thompson Lane	Facilities	90,000
North Lamar Transit Center Facility Enhancements	Facilities	150,000
Rail Maintenance Building Drainage	Facilities	45,000
Rail Maintenance Building Ventilation System	Facilities	45,000
Rail Maintenance Floor Deflection	Facilities	270,000
Maintenance Facility	Facilities	1,225,000
Bus Stop Accessibility Improvements	Facilities	2,085,000
Bus Stop Litter Containers	Facilities	50,000
Bus Stop Signage	Facilities	1,250,000
Bus Benches	Facilities	125,000
Bus Shelters	Facilities	151,000
2910 Various Projects	Facilities	21,000
2910 Water Quality Pond	Facilities	62,000
Thompson Lane R&R Vehicle Washer - Lane 2	Facilities	200,000
North Operations Reconstruct Extraction Fans	Facilities	175,000
2910 Replace Fire Detection System - Fleet and Service Island	Facilities	131,000
2910 Replace Water Dispensers in Vehicle Maintenance	Facilities	10,000
2910 Fixed Shampooer	Facilities	15,000
2910 Service Island Compressor	Facilities	6,000
2910 Replace Exterior Sign	Facilities	30,000
2910 Drinking Fountain Replacement	Facilities	16,000
Thompson Lane Parking Lot Repairs	Facilities	50,000
Thompson Lane Roofing Repairs	Facilities	50,000
Thompson Lane Flooring Repairs	Facilities	35,000
Plaza Saltillo Replatting and Rezoning	Facilities	75,000
Saltillo Crossings and Signals	Facilities	1,200,000
Replace Fencing at Plaza Saltillo	Facilities	100,000
North Operations Warehouse Reconfiguration	Facilities	49,300
North Operations SERTA Demolition/Paving	Facilities	200,000
Real Estate Acquisition	Facilities	2,625,000
Hybrid Beacons at Bus Stops	Facilities	275,000
Airport Bus Stop Digital Kiosk	Facilities	35,000
Ben White Park and Ride	Facilities	750,000





Project Name	Category	FY 2016 Approved Budget
<b>INFORMATION TECHNOLOGY</b>		
Intelligent Transportation Systems (ITS) Project	IT	2,537,000
Interactive Voice Response (IVR) System Replacement	IT	336,000
Productivity Software	IT	313,000
Financial System	IT	1,283,000
Data Warehousing	IT	250,000
Network Upgrades	IT	600,000
IT Infrastructure Equipment	IT	300,000
Farebox Collection System Rollout to Fleet	IT	3,560,000
Mobile Applications	IT	300,000
Other Legacy Systems Replacements	IT	125,000
Dynamic Message System for Fixed Route Services	IT	750,000
Customer Relationship Management System	IT	120,000
Real Estate Software	IT	200,000
Ticket Vending Machine Payment Card Industry Upgrade	IT	350,000
Asset Management System/SPEAR Replacement	IT	450,000
<b>COMMUTER RAIL</b>		
Positive Train Control	Rail	4,550,000
Saltillo Track Relocation	Rail	5,922,000
Crossings Improvements Reimbursed by TxDOT	Rail	250,000
TIGER grant project	Rail	10,585,000
Commuter Operation Risk Reduction	Rail	600,000
Central Subdivision Electric Locks	Rail	285,000
Central Subdivision Quiet Zone	Rail	2,122,000
Four New Diesel Multiple Units	Rail	9,000,000
Engineering for Existing Diesel Multiple Units	Rail	418,000
Nearside Crossing Gate Downtime Reduction	Rail	485,000
Private Crossing Signalization Commuter Rail Corridor	Rail	1,035,000
Public Crossing Surface Renewal Program - Commuter Rail	Rail	280,000
Rail Drainage Improvements	Rail	400,000
Rail Replacement Program - Commuter Corridor	Rail	5,500,000
Surge Suppression for Signal and Communication	Rail	250,000
Timber and Surface Program - Commuter Rail	Rail	1,000,000
West/East Haul Road Crossing Surface Rehabilitation	Rail	250,000
Downtown Station Improvements Funded by TXDOT	Rail	1,600,000
7th Street Crossing Preemption	Rail	150,000
Crossing Gate Mechanism Changeout	Rail	160,000
Platform DMS Upgrades	Rail	500,000
North Operations Improvements to Accommodate New Rail Cars	Rail	1,750,000
Rail Car Compact Converter Modifications	Rail	220,000
Private Crossing Surface Program	Rail	60,000
Curb 5th Street	Rail	100,000
East Parmer Crossing in Manor	Rail	450,000
High-wide and Flood Detectors	Rail	300,000
Emergency Walkways on Bridges	Rail	300,000
Commuter Corridor Pedestrian Safety	Rail	100,000
Change Intermediate Wayside Signal to Control Point	Rail	500,000
Rail Station Communication Conduit	Rail	750,000



<b>Project Name</b>	<b>Category</b>	<b>FY 2016 Approved Budget</b>
<b>FREIGHT RAILROAD</b>		
East Subdivision Quiet Zone	Freight	2,685,000
Crossings Improvements Reimbursed by TxDOT	Freight	457,000
Crossing Gate Mechanism Changeout	Freight	80,000
Public Crossing State of Good Repair	Freight	140,000
<b>SECURITY</b>		
Cameras and Access Controls	Security	173,000
<b>VEHICLES</b>		
High-Rail Vehicles	Vehicles	150,000
Non-revenue Vehicle Replacement	Vehicles	383,000
Paratransit Vehicle Replacement	Vehicles	275,000
Bus Replacements	Vehicles	22,230,000
Buses - Service Enhancements	Vehicles	3,255,000
Vehicle Camera Systems	Vehicles	400,000
<b>METRORAPID</b>		
MetroRapid Project	MetroRapid	3,257,000
<b>CONTINGENCY</b>		
Capital Project Contingency	Contingency	2,000,000
<b>TOTALS</b>		<b>\$ 110,871,300</b>

## Grants

### Urbanized Area Formula Grant (Section 5307)

Authorized by Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP–21) and codified at 49 U.S.C. 5307, this federal program provides grants to Urbanized Areas (UZA) for public transportation capital, planning, job access, and reverse commute projects, as well as operating expenses in certain circumstances. These funds constitute a core investment in the enhancement and revitalization of public transportation systems in the nation's urbanized areas, which depend on public transportation to improve mobility and reduce congestion. Capital Metro was apportioned approximately \$28 million in Section 5307 grant funds for FY 2015 and will budget a similar amount for FY 2016.

### Capital Investment Program (Section 5309)

The Capital Investment Program is codified at 49 U.S.C. 5309. Under this section, the Secretary of Transportation is authorized to make grants to assist in financing specified capital projects that will benefit the nation's transit systems. The Secretary has delegated this authority to the Federal Transit Administration (FTA). Under the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), the transportation authorization bill enacted in 2005, Section 5309 eligible projects included new fixed guideway capital projects, fixed guideway modernization, projects to develop corridors to support new fixed guideway projects, and buses and bus facilities projects. Capital Metro has projects currently funded through appropriations under SAFETEA-LU. They include projects to replace or add new bus stop signage at passenger stations and facilities and replacement of vehicles used for the MetroAccess service that have achieved or exceeded their minimum useful life. MetroRapid service, which began in January 2014, has also been implemented with capital assistance that was provided through this program. The MetroRapid grant is expected to be closed by the end of FY 2017 after completing approved technology improvements and payment of retainage on the buses. Approximately \$923,000 in reimbursement associated with the MetroRapid grant is anticipated during FY 2016.

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

MAP–21 blended the New Freedom Program (49 U.S.C. 5317) and the Elderly Individuals and Individuals with Disabilities Program (49 U.S.C. 5310) into a new Enhanced Mobility for Seniors and Individuals with Disabilities Program, codified at 49 U.S.C. 5310. This program is intended to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary paratransit services.

Prior to MAP-21, the Section 5310 program was administered by the Texas Department of Transportation (TxDOT) for program funds designated to all areas of the state. Following the implementation of MAP–21, Capital Metro became the designated recipient through a process consistent with 49 U.S.C. 5302(4), making it responsible for administering the program for funds apportioned to the Austin UZA. Capital Metro established a competitive selection process that is administered by the Capital Area Metropolitan Planning Organization (CAMPO) to award grants to subrecipients. In April 2014, four agencies were selected through this process for Section 5310 funding with awards totaling \$336,113. The agencies funded include Easter Seals of Central Texas, the Mary Lee Foundation, AGE of Central Texas and Drive a Senior. In June 2015, a total of \$1,029,174 was awarded for new Section 5310 projects. Most of the agencies that were awarded grants in 2014 were selected again in 2015. In addition to those agencies, Austin-Travis County Integral Care and the Austin Resource Center for Independent Living (ARCIL) were selected for awards.

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

The Job Access and Reverse Commute (JARC) program was authorized under the provisions set forth in SAFETEA-LU. These provisions authorized the Secretary of Transportation to make grants for projects that improve access to employment and employment related activities for welfare recipients and eligible low-income individuals and to transport residents of urbanized areas and non-urbanized areas to suburban employment opportunities. The Secretary delegated this authority to the FTA. The program requires coordination of Federally-assisted programs and services in order to make the most efficient use of Federal resources.

Although dedicated JARC apportionments ended at the close of FY 2012 by MAP-21, Capital Metro continues managing several ongoing JARC projects using funds apportioned in prior years, including services provided by subrecipients to fill in the gaps in transportation services for eligible low-income individuals. JARC projects undertaken directly by Capital Metro include the expansion of late night public transit services to assist third shift employees and operating routes implemented to provide commute options from the central business district to suburban job sites. Subrecipient projects include the purchase of vehicles to transport low-income individuals with physical disabilities and mental health issues to and from work sites, and operating assistance provided to neighboring communities and organizations addressing the transportation needs of homeless individuals. Current JARC subrecipients include City of Round Rock, Easter Seals of Central Texas, Mary Lee Foundation, Foundation for the Homeless and Capital Area Rural Transportation System.

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

The New Freedom Program was authorized under the provisions set forth in SAFETEA-LU. The Secretary of Transportation was authorized to make grants to recipients for new public transportation services and public transportation alternatives beyond those required by ADA (42 U.S.C. 12101 et seq.) to assist individuals with disabilities with transportation.

The goal of the New Freedom program was to provide additional tools to overcome existing barriers facing Americans with disabilities seeking integration into the work force and full participation in society. Lack of adequate transportation is a primary barrier to work for individuals with disabilities. The New Freedom program was intended to reduce barriers to transportation services and expand the transportation mobility options available to people with disabilities beyond the requirements of the ADA of 1990.

Although dedicated New Freedom apportionments ended in FY 2012 with the enactment of MAP-21, Capital Metro still manages several ongoing projects undertaken by subrecipients with New Freedom funds apportioned in prior years. Those projects include replacement of vehicles and operating assistance for agencies serving the needs of elderly individuals and individuals with disabilities. Current New Freedom subrecipients include Capital Area Rural Transportation System, AGE of Central Texas, Faith In Action Caregivers, ARCIL and the Mary Lee Foundation.

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

MAP-21 established the Bus and Bus Facilities Formula program, replacing some of the elements of the former Buses and Bus Facilities discretionary program under SAFETEA-LU. This program provides funding to replace, rehabilitate, and purchase buses and related equipment, as well as construct bus related facilities. Capital Metro has combined its FY 2013 and FY 2014 apportionments (totaling \$4,232,549) in a single grant and will use those funds in FY 2016 to acquire clean diesel buses. These new buses will replace older buses that have achieved or exceeded useful lives in terms of years and/or miles of service.



Its FY 2015 apportionment of approximately \$2.1 million will also be applied toward the replacement of buses, as will its FY 2016 apportionment after it becomes available.

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

The Transportation Investment Generating Economic Recovery, or TIGER, Discretionary Grant program provides a unique opportunity for the U.S. Department of Transportation to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Since 2009, Congress has dedicated more than \$4.6 billion for seven rounds to fund projects that have a significant impact on the nation, a region or a metropolitan area.

This highly competitive program enables the U.S. Department of Transportation (DOT) to examine a broad array of projects on their merits, to help ensure that taxpayers are getting the highest value for every dollar invested. In each round of TIGER, the DOT receives many applications to build and repair critical pieces of freight and passenger transportation networks. Applicants must detail the benefits their project would deliver for five long-term outcomes: safety, economic competitiveness, state of good repair, livability and environmental sustainability. Capital Metro was awarded \$11,337,989 in TIGER program funds during the fifth round of funding to undertake commuter and freight rail improvements totaling \$35,271,294. The improvements include upgrading railroad bridges, replacing existing 90-pound rail with 115-pound rail, upgrading the timber and surface, adding new double-tracking at some stations and extending double tracks at other stations, as well as improving cross warning systems, sidings and wayside signal systems. Approximately \$4.4 million in reimbursement associated with this TIGER grant is anticipated in FY 2016.

### **Other Grants**

Capital Metro continues to monitor and pursue other grant opportunities to maximize transit benefits available to the region. Recent efforts have resulted in great success. For example, Capital Metro has received Federal Highway Administration grants awarded through CAMPO. The funds received are for planning studies, mobility management and marketing campaigns, as well as MetroRail track relocation at Plaza Saltillo. Capital Metro anticipates approximately \$3.8 million in reimbursement related to the Plaza Saltillo project in FY 2016.

The Texas Transportation Commission, the governing body of TxDOT, awarded Capital Metro \$50 million to purchase four additional MetroRail cars and to construct a permanent, expanded downtown rail station. This funding will be critical in enabling Capital Metro to increase the frequency of trains on the Red Line, cutting the wait time from 34 minutes during peak travel periods to 15 minutes. It will also allow for the addition of a late train after 7 pm, giving more commuters a convenient alternative to their own vehicles. These projects will span multiple years with approximately \$10.6 million in eligible expenditures anticipated during FY 2016.

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



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# Non-Allocated Employee Benefits

## Functions and Responsibilities

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

### FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Complied with changes required under the Affordable Care Act (ACA) federal health plan. This included changing the classification of eight temporary employees to regular employment so they would be eligible for benefits as required under ACA.
  - Included covered spouses in the health biometrics and health risk assessments to assist in recognition of any known health risk or illnesses. This is phase two in the plan to encourage employees and family members to adopt healthier lifestyles.
  - Completed request for proposals for basic life and disability benefits and all employee voluntary benefits, which included vision, legal, critical/cancer care and supplemental life insurance for employees and their dependents.
  - Completed the annual audit of the Capital Metro retirement plans as required by the Texas Pension Review Board.

### FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Review the possibility of changing plan design to give employees a lower cost option of medical coverage in alignment with the Bronze Plan of the ACA federal health plan. This is in preparation for the “Cadillac Tax” due in 2018 under ACA for plans with high claims cost for individuals and families.
  - Complete request for proposals for the consulting contract for the health and retirement plans, as well as the consultant for compensation reviews and studies.
  - Implement report requirements for benefits cost as required under ACA, which will include annual reporting to employees and the Internal Revenue Service.
  - Complete request for proposals for administrative services for the Capital Metropolitan Transportation Authority Retirement Plan for Bargaining Unit Employees, which is a frozen plan that is sponsored by Capital Metro.



### Major Budgetary Changes

#### Benefits

Net increase of \$497,941 primarily resulting from an increase of \$290,744 for required employer contributions to the pension plan, and an increase of \$201,075 related to expected claims increases for FY 2016. Funding for healthcare claims is projected based on current claim utilization, national medical trends and increases in eligible participants. Although the increase in national medical trends is expected at 14%, the increase in medical costs for FY 2016 is expected to be only 6%, which is well below national trends. Capital Metro manages these costs through encouraging employees and spouses to complete health risk assessments and biometric testing by offering premium and cash incentives. The ultimate goal is to help participants identify any potential health issues proactively. The medical plan network discounts through United Healthcare (UHC) were 62% with local providers, which also contributes to controlling costs. In addition to these discounts, UHC offers wellness, health education and disease management programs for participants. Capital Metro also has a very proactive on-site wellness and fitness program.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010999 VOLUNTEER PAY	\$745	\$0	\$0	\$0	\$0	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	745	-	-	-	-	0.0%
<b>BENEFITS</b>						
51 5020200 401K FEES	-	25,000	35,000	42,000	17,000	68.0%
51 5020201 401K	4,986	-	-	-	-	0.0%
51 5020202 PENSION - BARGAIN	3,615,408	4,037,797	4,020,000	4,025,001	(12,796)	-0.3%
51 5020203 PENSION - ADMIN	1,273,295	1,724,832	1,867,903	2,015,576	290,744	16.9%
51 5020204 BASIC L/T DISABILITY - ADMIN CMTA PAYMENT	35,796	37,269	26,640	38,595	1,326	3.6%
51 5020207 BUY UP LTD/STD	-	-	-	696	696	100.0%
51 5020301 HEALTH PLANS-ADMIN	2,631,134	3,294,825	3,294,825	3,495,900	201,075	6.1%
51 5020305 HEALTH PLAN - FEES	428,147	427,002	420,000	436,410	9,408	2.2%
51 5020311 HEALTH PLAN EMPLOYEE CONTRIBUTION-ADMIN	(455,431)	(481,378)	(489,553)	(509,650)	(28,272)	5.9%
51 5020401 DENTAL PLANS-ADMIN	172,910	179,217	179,217	195,000	15,783	8.8%
51 5020411 DENTAL PLAN EMPLOYEE CONTRIBUTION-ADMIN	(20,426)	(22,476)	(24,000)	(27,000)	(4,524)	20.1%
51 5020501 BASIC LIFE INSURANCE - ADMIN CMTA PAYMENT	83,345	54,999	56,000	58,300	3,301	6.0%
51 5020502 LIFE INSURANCE-BARGAINING	(938)	-	-	-	-	0.0%
51 5020504 SUPPLEMENTAL LIFE INSURANCE	-	-	-	3,204	3,204	100.0%
51 5021411 OTHER BENEFITS - ADMIN	6,614	-	-	-	-	0.0%
51 5021415 RIDESHARE SUBSIDY	5,243	15,000	15,000	15,996	996	6.6%
51 5021443 RETIREMENT MEDICARE SUPPLEMENT PAYMENT	99,852	30,000	30,000	30,000	-	0.0%
<b>TOTAL BENEFITS</b>	7,879,935	9,322,087	9,431,032	9,820,028	497,941	5.3%
<b>OTHER EXPENSES</b>						0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	48	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	48	-	-	-	-	0.0%
<b>TOTAL EXPENSES</b>	\$7,880,728	\$9,322,087	\$9,431,032	\$9,820,028	\$497,941	5.3%



## Wellness and Fitness Centers

### Functions and Responsibilities

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

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

### FY 2015 Accomplishments

- ◆ Demonstrate Regional Leadership
  - Worked with Capital Metro, as well as its contractors, to increase the overall focus on safety measures, including, but not limited to, exercise programs that emphasize lower body, back and core strength, functional movements, and ergonomics.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Promoted healthy diets among all employees via effective management of the Healthy Options coupon program.
  - Enhanced healthy cafeteria/vending programs to support efforts to promote a healthier lifestyle.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Partnered with the Community Involvement department to assist with wellness-oriented programs, such as public transportation and bike to work programs, tobacco cessation, and physical activity.
- ◆ Deliver the Best Possible Customer Experience
  - Worked with other departments to implement a fully equipped fitness center at the new downtown location at 209 W. Ninth Street.
  - Devoted more resources to satellite locations, such as the North Operations facility, 209 W. Ninth Street and 509 Thompson Lane with location-specific programs and incentive-based challenges.



**FY 2016 Planned Initiatives**

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

**Budgetary Changes**

**Other Expenses**

Increase of \$18,445 in Other Professional Fees for the MediFit contract. MediFit is a fitness and health management company that provides a variety of comprehensive health promotion, fitness and wellness solutions for Capital Metro’s employees and their families. The cost of the Wellness Program is offset by estimated revenues in FY 2016 of approximately \$170,000 collected from gym fees from Capital Metro’s employees and its contractors.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>BENEFITS</b>						
51 5020421 WELLNESS CENTER EXP	\$23,822	\$39,447	\$37,696	\$35,500	-\$3,947	-10.0%
<b>TOTAL BENEFITS</b>	23,822	39,447	37,696	35,500	(3,947)	-10.0%
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	244,079	255,815	255,815	274,260	18,445	7.2%
51 5039909 OTHER SERVICES	2,047	3,500	3,500	3,500	-	0.0%
51 5049901 OFFICE SUPPLIES	2,295	996	996	996	-	0.0%
51 5049909 OTHER SUPPLIES	3,212	4,500	4,500	5,500	1,000	22.2%
51 5090101 DUES AND SUBSCRIPTIONS	131	150	150	150	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	-	200	200	200	-	0.0%
51 5099901 POSTAGE	1	24	24	24	-	0.0%
51 5099992 RECOGNITION PROGRAM	10,252	10,004	10,004	10,004	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	262,016	275,189	275,189	294,634	19,445	7.1%
<b>TOTAL EXPENSES</b>	\$285,838	\$314,636	\$312,885	\$330,134	\$15,498	4.9%

## Child Care and Learning Center

### Functions and Responsibilities

The Capital Metro Child Care and Learning Center is operated by Bright Horizons Family Solutions through a contract with Capital Metro. The Center provides an on-site, high quality child development environment to the families of Capital Metro, service contractors and the community. Lower turnover and absenteeism rate for employees using the Center has been achieved since its inception. The subsidy for Capital Metro employees provides less than 20% of the Center's operating costs. Capital Metro's service contractors contribute \$40,000 annually to subsidize the Center as well. The community pays full tuition without any subsidy. The cost of the child care facility is offset by tuition revenue, estimated to be \$688,000 in FY 2016. The Center also received \$14,686 in FY 2014 through the Child and Adult Care Food Program. This contract is managed by the Human Resources department.

### FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Maintained the subsidy for FY 2014 below 20%. Final FY 2014 subsidy was 13%.
  - Projected revenue, which includes tuition and food grant reimbursement, is expected to be 75% of contract cost. Expected subsidy for FY 2015 is 19%.
  - Revenue resources from child care tuition is expected to increase from actual revenue of \$626,062 in FY 2014 to projected revenue of \$656,526 in FY 2015.
  - Grant resources from Child and Adult Care Food Program increased from \$14,686 in FY 2014 to \$21,045 in FY 2015.

### FY 2016 Planned Initiatives

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



**Budgetary Changes**

**Other Expenses**

Increase of \$39,256 in Other Professional Fees due to contractual increase.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	\$728,835	\$770,504	\$770,504	\$809,760	\$39,256	5.09
<b>TOTAL OTHER EXPENSES</b>	728,835	770,504	770,504	809,760	39,256	5.09
<b>TOTAL EXPENSES</b>	\$728,835	\$770,504	\$770,504	\$809,760	\$39,256	5.09

## Business Center

### Functions and Responsibilities

The Business Center provides support services to Capital Metro, including printing, copying, scanning, postage, meeting room reconfiguration and messenger services through a contract with Ricoh. This contract is managed by the Vice President of Administration/Risk Management Compliance Officer.

### FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Delivered document services at the lowest possible cost to the agency.
  - Ricoh installed all new printers and copiers with enhanced user functionality.
- ◆ Deliver the Best Possible Customer Experience
  - Distributed and stocked passenger guides across all fixed route services.
  - Updated lost and found procedures to provide consistency across all services.
  - Provided copier/fax/scan capabilities for the agency.

### FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continue to deliver document services at the lowest possible cost to the agency with the upgraded technology.
  - Provide additional in-house document finishing opportunities and efficiencies.
  - Develop user guide to communicate services offered.
- ◆ Deliver the Best Possible Customer Experience
  - Collect and deliver lost-and-found articles across all modes of service.
  - Continue to provide copier/fax/scan capabilities for the agency.



### Budgetary Changes

There are no significant changes in FY 2016 funding associated with management of the Business Center.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>OTHER EXPENSES</b>						
51 5039901 COURIER AND DELIVERY SERVICES	\$8,119	\$9,996	\$10,070	\$9,996	\$0	0.0%
51 5039909 OTHER SERVICES	213,279	224,004	226,314	218,352	(5,652)	-2.5%
51 5049901 OFFICE SUPPLIES	738	-	-	-	-	0.0%
51 5121202 OFFICE EQUIPMENT	69,789	81,600	77,233	88,116	6,516	8.0%
<b>TOTAL OTHER EXPENSES</b>	<b>291,925</b>	<b>315,600</b>	<b>313,617</b>	<b>316,464</b>	<b>864</b>	<b>0.3%</b>
<b>TOTAL EXPENSES</b>	<b>\$291,925</b>	<b>\$315,600</b>	<b>\$313,617</b>	<b>\$316,464</b>	<b>\$864</b>	<b>0.3%</b>

## Executive Staff

### Functions and Responsibilities

Executive staff provides leadership and direction to ensure that Capital Metro meets its mission, goals and objectives. Two key areas of focus are to provide direction and coordination on the Authority's various initiatives to ensure quality standards for the organization and to identify initiatives for ongoing improvement to customer service. Additionally, executive staff ensures sound ethics and fiscal management 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. Executive staff ensures activities requiring involvement across the organization are properly coordinated and oversees the dissemination of information to ensure follow-through and timely communications with concerned stakeholders. This department serves as a liaison with the Board on policy issues affecting the Authority.

### FY 2015 Accomplishments

- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Capital Metro identified and implemented additional local bus service in high use corridors with the highest ridership. Upgraded five of its busiest routes (7, 20, 290, 325, and 331).
  - Provided 400,000 rides to low-income customers through the Basic Transportation Needs Fund.
  - Successfully launched MetroRapid routes 801 and 803. This project was the next major element in the current long-range transit plan, which received more than \$37 million in federal funding.
  - Increased the frequency and variety of public information about Capital Metro's services, projects and accomplishments in collaboration with other departments.
  - Won the Texas Comptroller's Leadership Circle Platinum Member Award for transparency.
- ◆ Demonstrate Regional Leadership
  - Secured \$50 million grant from the Texas Department of Transportation (TxDOT) for improvements to MetroRail.
  - Selected a development partner through a competitive process to redevelop Plaza Saltillo as an innovative, revenue generating transit-oriented community.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Attained Green Business Leaders- Platinum status for Capital Metro's commitment to environmentally friendly and sustainable practices.
  - Awarded multiple industry accolades by the American Public Transportation Association for innovation, sustainability, and digital government achievement.

- Continued information technology process improvements to strengthen controls and eliminate gaps in service.
- Updated strategic plan with measureable goals and objectives.
- ◆ Deliver the Best Possible Customer Experience
  - Introduced the award-winning CapMetro Mobile App, which made it easier than ever to buy passes, plan trips and check arrival times on smart devices.
  - Extended MetroRail and MetroRapid services during Halloween, Pecan Street Festival, SXSW, and Formula One, providing our community with safe transportation options.
  - Improved bike storage at transit facilities by adding six new MetroBike shelters at MetroRail stations and major transit centers.

### **FY 2016 Planned Initiatives**

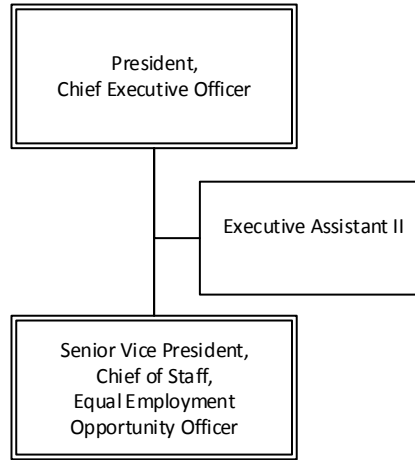
- ◆ Demonstrate Regional Leadership
  - Host “Transit Talk” gatherings, which include presentations and briefings on agency initiatives to community stakeholders in each of the new 10 city council districts and throughout the region.
  - Conduct outreach and coordination for regional transit investments by continuing planning efforts, including the Project Connect Central Corridor and North Corridor.
  - Continue outreach to non-member cities on the issue of providing service beyond our current service area boundary through a local government corporation or an interlocal agreement based on the recently updated service expansion policy.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Express lanes and Park & Rides – Capital Metro, in partnership with the Central Texas Regional Mobility Authority (CTRMA) and the Texas Department of Transportation (TxDOT) will operate buses in managed lanes and expand Park & Rides along these major corridors, resulting in new and improved mobility choices for travelers. Design work is underway for expansion to the Lakeline and Howard Park & Rides.
  - Implement improvements to MetroRail funded by TxDOT and TIGER (Transportation Investment Generating Economic Recovery) grants.
  - Play a key role in sustainable development and encourage transit-supportive development by advancing transit-oriented development projects near MetroRail stations and on agency owned property with the goal of increasing ridership, generating revenue to support service costs and meeting the values of the surrounding communities. This includes finalizing environmental work, initiating MetroRail track relocation construction and developing the property at Saltillo Plaza.





- Continue roll-out of agency education and branding and increased communications regarding the progress of key agency initiatives.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continue to refine the 20-Year Long-Range Financial Forecast and Capital Improvement Plan.
  - Implement new financial software that will replace current end-of-life software. This will result in improved tracking of funding and expenditures.
  - Complete the Leaders in Motion leadership development program training of all agency supervisors and managers.
  - Implement an asset management and State of Good Repair program in compliance with MAP-21.

### Executive Staff Department Organizational Chart



### Budget Changes

#### Salaries and Wages

Decrease of \$36,211 in Salaries and Wages primarily due to a five-year-anniversary sick leave accrual that occurred in FY2015.

#### Benefits

Net increase of \$23,071 in Benefits associated with 401K retirement contributions.

#### Other Expenses

Decrease of \$13,854 in Dues and Subscriptions for funding transferred to the Government Affairs department, as well as a decrease of \$3,020 in Airfare and a decrease \$5,738 in Lodging due to less planned travel.



Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$419,130	\$561,322	\$580,721	\$524,076	(\$37,245)	-6.6%
51 5010207 EXECUTIVE COMPENSATION	-	38,124	38,100	39,158	1,034	2.7%
51 5020901 SICK LEAVE-ADMIN	31,686	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	23,226	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	48,432	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>\$22,474</b>	<b>\$99,446</b>	<b>\$18,821</b>	<b>\$63,234</b>	<b>(\$6,211)</b>	<b>-6.0%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	36,126	25,831	31,216	25,804	(27)	-0.1%
51 5020201 401K	34,967	24,996	40,000	48,094	23,098	92.4%
51 5020701 STATE UNEMPLOYMENT-ADMIN	621	621	44	621	-	0.0%
51 5021403 AUTOMOBILE	(155)	-	-	-	-	0.0%
<b>BENEFITS</b>	<b>71,559</b>	<b>51,448</b>	<b>71,260</b>	<b>74,519</b>	<b>23,071</b>	<b>44.8%</b>
<b>OTHER EXPENSES</b>						
51 5030303 CONSULTATION FEES	8,478	-	18,600	-	-	0.0%
51 5049901 OFFICE SUPPLIES	2,317	3,000	2,000	3,000	-	0.0%
51 5049909 OTHER SUPPLIES	84	-	-	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	960	360	360	960	600	166.7%
51 5090101 DUES AND SUBSCRIPTIONS	129,963	181,357	180,000	167,503	(13,854)	-7.6%
51 5090201 AIRFARE - TRANSPORTATION	4,057	8,645	8,600	5,625	(3,020)	-34.9%
51 5090205 TRAVEL - PER DIEM	2,761	3,325	3,100	3,075	(250)	-7.5%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	7,855	8,978	8,900	9,600	622	6.9%
51 5090211 LODGING	5,353	11,638	11,000	5,900	(5,738)	-49.3%
51 5090215 TRAVEL - OTHER	84	665	600	600	(65)	-9.8%
51 5099901 POSTAGE	122	-	-	-	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	3,247	6,000	6,000	6,000	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>165,281</b>	<b>223,968</b>	<b>239,160</b>	<b>202,263</b>	<b>(21,705)</b>	<b>-9.7%</b>
<b>TOTAL EXPENSES</b>	<b>\$759,314</b>	<b>\$874,862</b>	<b>\$929,241</b>	<b>\$840,017</b>	<b>(\$34,845)</b>	<b>-4.0%</b>



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# Communications

## Functions and Responsibilities

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

## FY 2015 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Continued to implement an enhanced social media strategy to communicate with customers, stakeholders, the general public and others. Both Facebook and Twitter followers increased dramatically from the previous fiscal year.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Successfully communicated information to a wide range of audiences about Capital Metro's projects and programs. These included: real-time data rollout on the MetroBus fleet; high frequency service launched on several popular MetroBus routes; downtown rail station; January 2015 fare restructure; Project Connect North and Central Corridor studies; Plaza Saltillo redevelopment; FY2016 budget planning process; and the January, June and August service changes.
  - Successfully promoted MetroRapid service and the mobile app through extensive customer communications and media outreach, resulting in greater awareness and use.
  - Continued enhanced outreach to local, regional and national media outlets through over 50 news releases and other proactive communications to report progress on Capital Metro projects and initiatives, and information about milestones, accomplishments, grants, awards and other news, resulting in hundreds of media stories.
  - Held rider appreciation events at bus and rail stations during the year to celebrate Capital Metro's 30<sup>th</sup> anniversary.
  - Contributed to several successful Lifehack campaigns to promote riding Capital Metro as a convenient alternative to driving. Campaigns included Austin City Limits, Halloween, Fourth of July, Formula 1 and New Year's Eve.
  - Developed a new Driving Progress video and brochure highlighting the successful completion of major agency projects and programs, and future plans in the works, including new services, innovative technologies, transit-oriented developments, and other efforts made by Capital Metro to further develop a regional high-capacity transportation system for Central Texas.

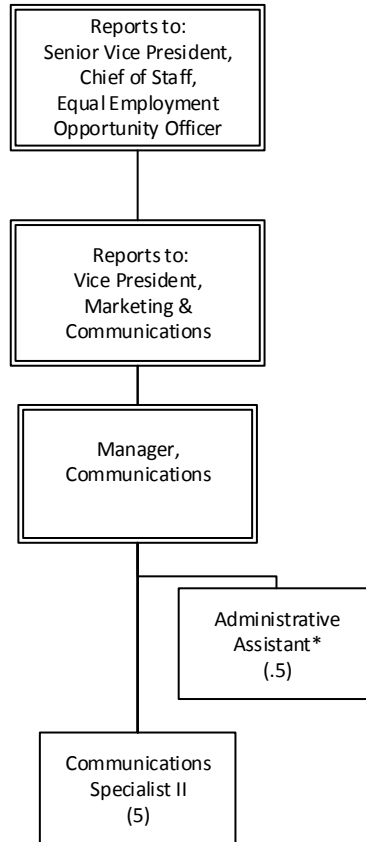
- Delivered a wide range of communications to customers, stakeholders and others during several crises and major service disruptions, resulting in accurate and timely information being disseminated.
- Developed presentations, briefing books and other written materials for the Board and agency staff on initiatives and projects of interest to business and community groups, customers, stakeholders, city/state/federal officials, the general public and others to assist in the understanding of the agency's operations, services and plans.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Developed and issued a comprehensive and user-friendly annual report to the community detailing the agency's financial health, accomplishments, services, projects and initiatives, and upcoming projects and objectives.
  - Added a communications specialist to the staff to lead the agency's social media efforts, including creating effective and engaging content, and developing additional platforms to better communicate with Capital Metro's customers, stakeholders, the media and others.

#### **FY 2016 Planned Initiatives**

- ◆ Deliver the Best Possible Customer Experience
  - Continue implementation of an enhanced social media strategy to proactively communicate with customers, stakeholders, the media and others.
  - Along with Marketing, Information Technology and other internal departments, revamp the current website, mobile site and mobile app for a more effective and user-friendly experience.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Continue increasing the frequency and variety of information about Capital Metro's services, projects and accomplishments and other newsworthy topics to a wide variety of audiences, including enhanced outreach to additional media outlets. Plans and projects include Service Plan 2025, downtown rail station, Project Connect corridor studies, Plaza Saltillo, MetroRail enhancements, fare system upgrade, and possible expansion of Park & Ride locations.
  - Provide proactive communications support, including social media and media outreach, for three service changes (January, June and August).
  - Continue developing presentations and other materials for the Board and executive staff on projects, plans and initiatives of interest to customers, stakeholders, elected/state/federal officials, the general public and others.
  - Continue developing effective communications to promote enhanced service offerings around major special events such as South by Southwest, Austin City Limits and Formula 1, and holidays including July 4, Halloween and New Year's Eve.

- ◆ Demonstrate Regional Leadership
  - Provide communications support, including social media, media relations and public outreach materials, for the opening of MetroExpress service on MOPAC managed lanes.
  - Provide communications support, including social media, media relations and writing, to the Project Connect website.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Develop and issue a comprehensive and user-friendly annual report to the community detailing the agency's financial health, accomplishments, services, projects and initiatives, and future plans and objectives.

**Communications Department Organizational Chart**



\*Shared with Community Involvement



### Budget Changes

#### Salaries and Wages

Increase of \$130,281 in Salaries and Wages due to mid-year job reclassification from communications specialist I to a communications specialist II, the transfer of a part-time employee from the Rail Safety Education department and a proposed merit-based salary increase.

#### Benefits

Net increase of \$10,090 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Increase of \$225,004 in Consultation Fees to support several key initiatives, which include Service Plan 2025, Project Connect Central Corridor and North Corridor, downtown rail station and Frequent Transit Network.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$226,831	\$306,089	\$290,629	\$436,370	\$130,281	42.6%
51 5020901 SICK LEAVE-ADMIN	5,276	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	12,134	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	10,458	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	210	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>254,908</b>	<b>306,089</b>	<b>290,629</b>	<b>436,370</b>	<b>130,281</b>	<b>42.6%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	18,601	22,734	21,362	32,410	9,676	42.6%
51 5020701 STATE UNEMPLOYMENT-ADMIN	836	1,035	566	1,449	414	40.0%
<b>TOTAL BENEFITS</b>	<b>19,437</b>	<b>23,769</b>	<b>21,928</b>	<b>33,859</b>	<b>10,090</b>	<b>42</b>
<b>OTHER EXPENSES</b>						
51 5030303 CONSULTATION FEES	133,442	167,000	167,000	392,004	225,004	134.7%
51 5030309 OTHER PROFESSIONAL FEES	37,764	25,400	25,400	29,400	4,000	15.7%
51 5030512 SOFTWARE MAINTENANCE CONTRACTS	1,824	-	-	-	-	0.0%
51 5039909 OTHER SERVICES	682	-	-	-	-	0.0%
51 5049901 OFFICE SUPPLIES	944	600	600	600	-	0.0%
51 5049909 OTHER SUPPLIES	1,407	-	-	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	1,560	1,920	1,920	2,400	480	25.0%
51 5090101 DUES AND SUBSCRIPTIONS	1,235	2,155	2,155	2,844	689	32.0%
51 5090201 AIRFARE - TRANSPORTATION	-	1,800	1,800	2,250	450	25.0%
51 5090205 TRAVEL - PER DIEM	-	1,400	1,400	1,750	350	25.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	-	6,755	6,755	5,985	(770)	-11.4%
51 5090211 LODGING	-	2,000	2,000	3,250	1,250	62.5%
51 5090804 ADVERTISING/PROMOTION MEDIA	929	-	-	-	-	0.0%
51 5099901 POSTAGE	76	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>179,862</b>	<b>209,030</b>	<b>209,030</b>	<b>440,483</b>	<b>231,453</b>	<b>110.7%</b>
<b>TOTAL EXPENSES</b>	<b>\$454,207</b>	<b>\$538,888</b>	<b>\$521,587</b>	<b>\$910,712</b>	<b>\$371,824</b>	<b>69.0%</b>



## Government Relations & Compliance

### Functions and Responsibilities

The purpose of the Government Relations and Compliance department is to develop relationships with local, state, and federal elected officials and community leaders and to research and develop legislative strategies and policies relevant to Capital Metro's interest in providing regional transportation services. Compliance includes management, coordination and implementation of federal civil rights programs: Disadvantaged Business Enterprise (DBE), Title VI of the Civil Rights Act of 1964, Equal Employment Opportunity (EEO) and American with Disabilities Act (ADA) in accordance with federal regulations as well as providing technical assistance to stakeholders.

### FY 2015 Accomplishments

- ◆ Demonstrate Regional Leadership
  - Coordinated with the Planning department to increase transit planning in the urbanized area outside the service area and to develop additional services for member governments.
  - Partnered with state delegation to improve transit operations to increase regional ridership.
  - Partnered with TxDOT to increase rail ridership.
  - Partnered with minority chambers of commerce in outreach to DBEs, Small Business Enterprises (SBEs), and Historically Underutilized Businesses (HUBs) in the region to take part in Capital Metro's initiatives.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continued transition from SAFETEA-LU transportation funding and regulations to new MAP-21 requirements.
  - Partnered with state delegation to maximize effectiveness of required audits and reduce unnecessary spending.
  - Continued to work with the federal delegation and the Federal Rail Administration to effectively implement Positive Train Control.
  - Monitored DBE Program and achieved the 20% DBE goal approved for FY2014-FY2016.
  - Organized primetime networking events.
  - Monitored Title VI, EEO and ADA Program compliance.
  - Enhanced employee cultural awareness initiatives.
  - Revised DBE program and procurement exhibits.
  - Completed 2015 Triennial Title VI and EEO Program updates, as well as the Triennial Review.

- ◆ Deliver the Best Possible Customer Experience
  - Continued working to identify funding that will improve the operations of bus and rail, making service more accessible and reliable.
  - Partnered with state delegation to protect customer information.
  - Continued to encourage Congressional leadership to work with other state and national partners to provide adequate funding for transit.
  - Completed the FY2015 Business Transportation Needs Fund (BTNF) distribution of transit passes to approved organizations.
  - Continued to monitor and administer the Discount Program by providing customer support to the programs beneficiaries.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Used opportunities through Project Connect to educate elected officials inside and outside the service area about the benefits of transit.
  - Worked with community leaders and strengthened ties within the region in order to develop transportation solutions, using local government corporations and other tools that meet the needs of various types of riders.

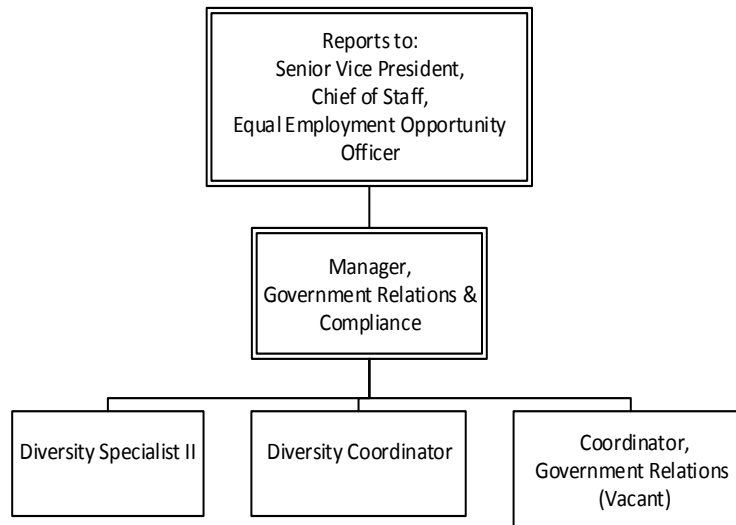
#### **FY 2016 Planned Initiatives**

- ◆ Demonstrate Regional Leadership
  - Continue to work with other transportation related organizations and elected leaders to plan for innovative solutions to address congestion and service issues.
  - Partner with minority chambers of commerce in outreach to DBEs, SBEs, and HUBs in the region to take part in Capital Metro's initiatives.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continue to work with Operations and Finance to identify MAP-21 best practices to enhance organizational development.
  - Monitor DBE Program and achieve the 20% DBE goal approved for FY2014-FY2016.
  - Organize primetime networking events.
  - Monitor Title VI, EEO and ADA Program compliance.
  - Enhance employee cultural awareness initiatives.
  - Revise the Limited English Proficiency (LEP) Plan.



- ◆ Deliver the Best Possible Customer Experience
  - Continue working to identify funding that will improve the operations of bus and rail, making service more accessible and reliable.
  - Complete the FY2016 BTNF distribution of transit passes to approved organizations.
  - Continue to monitor and administer the Discount Program by providing customer support to the programs beneficiaries.

**Government Relations & Compliance Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Decrease of \$6,593 in Salaries and Wages due to position and salary adjustments offset by a proposed merit-based salary increase.

**Benefits**

Net decrease of \$1,414 in Benefits for payroll taxes resulting from changes in salaries and wages described previously and a lower planned automobile allowance.

**Other Expenses**

Increase of \$417,520 in funding for Consultation Fees consisting mainly of \$300,000 for a state-mandated quadrennial review and \$100,000 for an economic traffic benefits study. Increase of \$44,550 in Dues and Subscriptions to account for funding transferred from the Executive Staff Department. A decrease of \$84,950 in Other Professional Fees, due to a one-time contribution of \$50,000 for a City of Austin disparity study and the reclassification of dues and membership expenses previously budgeted in Other Professional Fees.



Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$212,484	\$286,762	\$292,115	\$280,169	(\$6,593)	-2.3%
51 5020901 SICK LEAVE-ADMIN	7,911	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	11,560	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	11,683	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>243,639</b>	<b>286,762</b>	<b>292,115</b>	<b>280,169</b>	<b>(6,593)</b>	<b>-2.3%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	18,084	21,298	21,248	20,809	(490)	-2.3%
51 5020701 STATE UNEMPLOYMENT-ADMIN	828	828	185	828	-	0.0%
51 5021403 AUTOMOBILE	632	2,624	2,624	1,700	(924)	-35.2%
<b>BENEFITS</b>	<b>19,544</b>	<b>24,750</b>	<b>24,057</b>	<b>23,337</b>	<b>(1,414)</b>	<b>-5.7%</b>
<b>OTHER EXPENSES</b>						
51 5030303 CONSULTATION FEES	306,187	351,776	323,000	769,296	417,520	118.7%
51 5030309 OTHER PROFESSIONAL FEES	26,902	85,500	60,500	550	(84,950)	-99.4%
51 5039901 COURIER AND DELIVERY SERVICES	-	-	-	200	200	100.0%
51 5039909 OTHER SERVICES	3,498	1,500	5,000	-	(1,500)	-100.0%
51 5049901 OFFICE SUPPLIES	2,573	5,208	5,208	11,000	5,792	111.2%
51 5049909 OTHER SUPPLIES	57	-	2,570	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	960	960	960	960	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	4,303	24,050	24,050	68,600	44,550	185.2%
51 5090201 AIRFARE - TRANSPORTATION	2,713	4,550	4,550	5,050	500	11.0%
51 5090205 TRAVEL - PER DIEM	2,235	3,404	3,404	5,300	1,896	55.7%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	3,370	4,650	4,650	4,950	300	6.5%
51 5090211 LODGING	4,354	7,200	7,200	7,850	650	9.0%
51 5090215 TRAVEL - OTHER	381	1,200	1,200	1,650	450	37.5%
51 5099901 POSTAGE	210	-	1,000	500	500	100.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	49	2,500	2,500	12,500	10,000	400.0%
<b>TOTAL OTHER EXPENSES</b>	<b>357,793</b>	<b>492,498</b>	<b>445,792</b>	<b>888,406</b>	<b>395,908</b>	<b>80.4%</b>
<b>TOTAL EXPENSES</b>	<b>\$620,975</b>	<b>\$804,011</b>	<b>\$761,964</b>	<b>\$1,191,912</b>	<b>\$387,901</b>	<b>48.2%</b>



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## Board of Directors Department

### Functions and Responsibilities

The Board of Directors department provides support to the Board and President/Chief Executive Officer to achieve the strategic mission and vision of Capital Metro. The department coordinates monthly Board meetings, as well as Board committee meetings and periodic work sessions on strategic issues. The department works with the Legal department to ensure compliance with the Texas Transportation Code, Section 451, and Texas Open Meetings Act requirements. The Board of Directors department also facilitates communication between the Board, Capital Metro staff and members of the public.

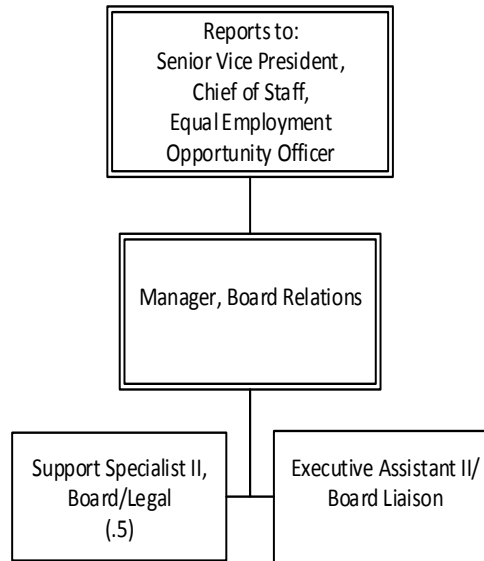
### FY 2015 Accomplishments

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

### FY 2016 Planned Initiatives

- ◆ Provide a Great Customer Experience
  - Evaluate and continue to improve the use of technology in communicating with the Board and the public, including but not limited to, improved access to backup materials for the visually impaired, creation of a portal for all backup materials, live streaming of Board and committee meetings, and greater use of electronic backup materials.
- ◆ Improve Business Practices
  - Develop and document processes for Board development, including new member orientation, Board evaluation and feedback processes, and strategic planning.
- ◆ Be a Regional Leader
  - Support regional transit plan by increasing visibility and awareness of Project Connect events, plans, meetings and public outreach in Board communications and meetings.

**Board of Directors Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Increase of \$4,818 in Salaries and Wages for a proposed merit-based salary increase.

**Benefits**

Net increase of \$383 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Decrease of \$2,370 in Dues & Subscriptions due to fewer planned subscriptions.





Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$156,134	\$195,778	\$189,881	\$200,596	\$4,818	2.5%
51 5020901 SICK LEAVE-ADMIN	8,548	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	9,293	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	13,728	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	854	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>188,558</b>	<b>195,778</b>	<b>189,881</b>	<b>200,596</b>	<b>4,818</b>	<b>2.5%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	13,711	14,636	13,908	15,018	383	2.6%
51 5020201 401K	2,092	-	-	-	-	0.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	422	621	197	621	-	0.0%
<b>BENEFITS</b>	<b>16,226</b>	<b>15,257</b>	<b>14,105</b>	<b>15,639</b>	<b>383</b>	<b>2.5%</b>
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	500	-	-	-	-	0.0%
51 5030512 SOFTWARE MAINTENANCE CONTRACTS	480	-	-	-	-	0.0%
51 5039901 COURIER AND DELIVERY SERVICES	11	344	60	344	-	0.0%
51 5039909 OTHER SERVICES	38,775	42,776	-	40,740	(2,036)	-4.8%
51 5049901 OFFICE SUPPLIES	2,822	1,704	1,400	1,704	-	0.0%
51 5049908 SUPPLIES-BOARD OF DIRECTORS	1,159	1,104	800	1,200	96	8.7%
51 5049909 OTHER SUPPLIES	125	-	-	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	480	1,260	600	960	(300)	-23.8%
51 5090101 DUES AND SUBSCRIPTIONS	-	2,500	300	130	(2,370)	-94.8%
51 5090201 AIRFARE - TRANSPORTATION	6,141	18,000	3,600	17,800	(200)	-1.1%
51 5090205 TRAVEL - PER DIEM	10,967	14,028	8,600	16,100	2,072	14.8%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	5,754	20,616	6,049	20,620	4	0.0%
51 5090211 LODGING	4,795	14,379	8,600	14,375	(4)	0.0%
51 5090215 TRAVEL - OTHER	196	-	314	-	-	0.0%
51 5099901 POSTAGE	33	120	60	120	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>72,237</b>	<b>116,831</b>	<b>30,383</b>	<b>114,093</b>	<b>(2,738)</b>	<b>-2.3%</b>
<b>TOTAL EXPENSES</b>	<b>\$277,021</b>	<b>\$327,866</b>	<b>\$234,369</b>	<b>\$330,329</b>	<b>\$2,463</b>	<b>0.8%</b>



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## Internal Audit

### Functions and Responsibilities

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

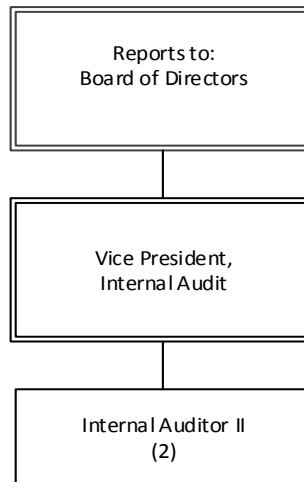
### FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Completed or initiated six comprehensive performance and financial audits from the FY2015 approved Internal Audit Services Plan.
  - Completed contracted external Network Security/Vulnerability Assessment.
  - Provided advisory and consulting services, including monitoring the implementation of the Enterprise Resource Planning financial system and evaluating logical security, as well as consulting on Enterprise Risk Management implementation and development of a contract management plan for monitoring performance under the new commuter rail contract. Participated as a non-voting member on various management committees.
  - Performed two comprehensive biannual status updates, which assessed implementation status of over eighty corrective action plans for twelve outstanding internal audits.
  - Co-developed and presented annual Ethics and Fraud Prevention training sessions to all Capital Metro employees in cooperation with Legal and Human Resources staff.
  - Assessed the Internal Audit department's operational effectiveness and compliance with professional auditing standards by performing an internal quality assurance assessment.
  - Refreshed organization-wide risk assessment and used results to update the FY2015-2016 Internal Audit Services Plan.
  - Coordinated and served as agency project manager for Federal Transit Administration's comprehensive "Triennial Review" of grant-related operations and compliance.
- ◆ Demonstrate Regional Leadership
  - Internal Audit Team members hold leadership roles in the Institute of Internal Auditors Austin Chapter.

### FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Perform audits from the FY2015-2016 Internal Audit Services Plan. Assist management by assessing operational and business risks and focusing internal audit resources in the most cost-effective and efficient manner.
  - Provide proactive advisory, consulting and risk management services to management and the Board, including providing input on the implementation of an Enterprise Risk Management (ERM) program.
- ◆ Demonstrate Regional Leadership
  - Provide leadership and service role to professional organizations and peer transit agencies.

### Internal Audit Department Organizational Chart





### Budget Changes

#### Salaries and Wages

Increase of \$11,789 in Salaries and Wages for a proposed merit-based salary increase.

#### Benefits

Net increase of \$538 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$56,692 in Audit Fees due to completion of a network security assessment and required external quality assurance review in FY 2015 that will not be needed in FY 2016.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$251,495	\$297,498	\$289,700	\$309,287	\$11,789	4.0%
51 5020901 SICK LEAVE-ADMIN	15,387	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	13,263	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	17,682	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>297,827</b>	<b>297,498</b>	<b>289,700</b>	<b>309,287</b>	<b>11,789</b>	<b>4.0%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	19,608	20,753	19,759	21,292	538	2.6%
51 5020701 STATE UNEMPLOYMENT-ADMIN	621	621	44	621	-	0.0%
<b>BENEFITS</b>	<b>20,229</b>	<b>21,374</b>	<b>19,803</b>	<b>21,913</b>	<b>538</b>	<b>2.5%</b>
<b>OTHER EXPENSES</b>						
51 5030301 AUDIT FEES	8,900	56,692	45,000	-	(56,692)	-100.0%
51 5049901 OFFICE SUPPLIES	186	420	300	420	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	1,877	2,581	2,581	2,631	50	1.9%
51 5090201 AIRFARE - TRANSPORTATION	50	1,508	408	-	(1,508)	-100.0%
51 5090205 TRAVEL - PER DIEM	-	500	99	178	(322)	-64.4%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	4,179	10,922	5,922	7,537	(3,385)	-31.0%
51 5090211 LODGING	-	1,300	500	350	(950)	-73.1%
51 5090215 TRAVEL - OTHER	-	135	135	544	409	303.0%
51 5099901 POSTAGE	-	24	24	100	76	316.7%
<b>TOTAL OTHER EXPENSES</b>	<b>15,191</b>	<b>74,082</b>	<b>54,969</b>	<b>11,760</b>	<b>(62,322)</b>	<b>-84.1%</b>
<b>TOTAL EXPENSES</b>	<b>\$333,247</b>	<b>\$392,954</b>	<b>\$364,472</b>	<b>\$342,960</b>	<b>(\$49,994)</b>	<b>-12.7%</b>



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# Strategic Operations Management and Administration

## Functions and Responsibilities

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

### FY 2015 Accomplishments

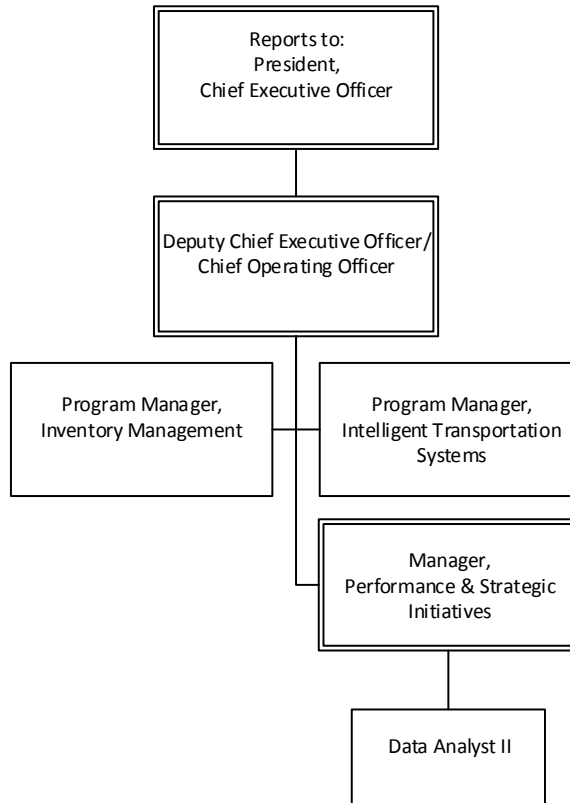
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Procured and implemented a prioritization software to ensure Capital Metro is evaluating projects in alignment with the Strategic Plan.
  - Continued to focus on operational performance by providing the Board with service delivery statistics.
  - Refined a Board Agenda process to ensure timely and accurate information within the Board packet process.
  - Secured a multi-year strategic plan consultant to ensure consistency in annual organizational strategic planning.
  - Continued assessing steps needed for the implementation of MAP-21 federal requirements. Staff began the process of understanding the necessary requirements by attending several training sessions and developing a plan for effective implementation strategies.
  - Continued efforts to implement a State of Good Repair Plan for all assets, consistent with capital needs outlined in the long range financial forecast.
  - Continued to implement technology projects to maintain the state of good repair of technology as outlined in the information technology strategic plan.

### FY 2016 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Continue to develop and implement processes to improve service delivery to customers during major events, such as Formula1, Austin City Limits and other major events that impact service delivery.
  - Continue its focus on system safety. Several safety initiatives will continue in FY2016 to provide safe, reliable service to customers and the community.
  - Continue to assist in the implementation of new services.

- ◆ Demonstrate Regional Leadership
  - Continue to participate in major initiatives that enhance Capital Metro’s role as a regional transportation partner, including Project Connect implementation.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Develop and implement a standardized project management program for Capital Metro.
  - Continue effective performance reporting systems for the Strategic Plan and Capital Projects.

**Operations Organizational Chart**







### Budget Changes

#### Salaries and Wages

Increase of \$13,472 in Salaries and Wages for a position reclassification and proposed merit-based salary increase.

#### Benefits

Net increase of \$1,772 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Increase of \$32,500 in Other Professional Fees for strategic plan development consulting services.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$378,058	\$539,852	\$515,620	\$553,324	\$13,472	2.5%
51 5010203 OVERTIME - ADMINISTRATIVE	87	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	30,493	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	20,072	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	38,626	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	115	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>467,451</b>	<b>539,852</b>	<b>515,620</b>	<b>553,324</b>	<b>13,472</b>	<b>2.5%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	29,973	33,487	32,943	35,259	1,772	5.3%
51 5020201 401K	20,924	25,104	25,104	25,104	-	0.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	828	1,035	73	1,035	-	0.0%
51 5021403 AUTOMOBILE	7,095	7,200	7,200	7,200	-	0.0%
<b>TOTAL BENEFITS</b>	<b>58,820</b>	<b>66,826</b>	<b>65,320</b>	<b>68,598</b>	<b>1,772</b>	<b>2.7%</b>
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	51,334	170,000	100,000	202,500	32,500	19.1%
51 5049901 OFFICE SUPPLIES	2,258	1,800	1,000	1,800	-	0.0%
51 5090201 AIRFARE - TRANSPORTATION	-	1,200	-	2,200	1,000	83.3%
51 5090205 TRAVEL - PER DIEM	528	600	-	984	384	64.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	2,664	25,675	25,675	15,000	(10,675)	-41.6%
51 5090211 LODGING	1,500	2,600	1,500	2,500	(100)	-3.8%
51 5099901 POSTAGE	3	-	-	-	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	1,120	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>59,407</b>	<b>201,875</b>	<b>128,175</b>	<b>224,984</b>	<b>23,109</b>	<b>11.4%</b>
<b>TOTAL EXPENSES</b>	<b>\$585,678</b>	<b>\$808,553</b>	<b>\$709,115</b>	<b>\$846,906</b>	<b>\$38,353</b>	<b>4.7%</b>



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# Security

## Functions and Responsibilities

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

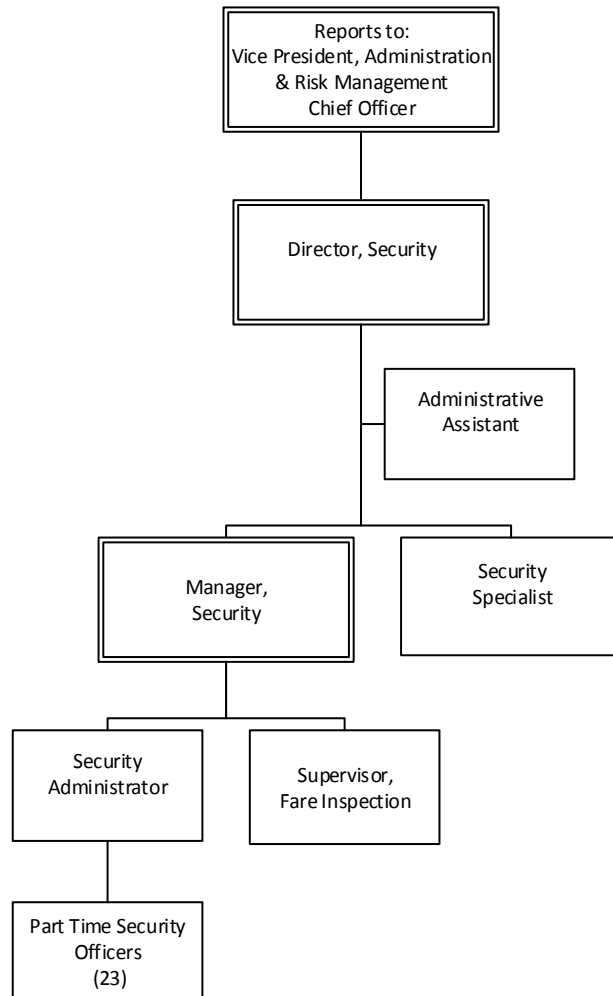
## FY 2015 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Replaced camera systems on passenger trains.
  - Coordinated security for Governor's inauguration with the Texas Department of Public Safety.
  - Installed and deployed new security camera software system wide.
  - Fully deployed the computer aided dispatch (CAD)/automated vehicle location (AVL) system for security patrol officers via lap top workstations in each vehicle.
  - Secured new vendors for security camera and access control repair/maintenance contract.
  - Rolled out new trespasser tracking enhancements through the CAD/AVL system.

## FY 2016 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Continue pushing towards a goal of 10% inspection rate for MetroRail and MetroRapid to increase visibility.
  - Convert a portion of security vehicles to the color and configuration schemes of the Austin Police department to increase visibility and deterrence.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continue to roll out improved security software to increase efficiency and communication capability in crisis situations and other interagency emergency notifications and responses.
  - Roll out internal online request for service forms for the CAD/AVL system implementation.
  - Increase frequency of security sweeps of Capital Metro's property between Austin and Giddings, Austin and Marble Falls, and Austin and Llano through the General Code of Operating Rules certification of a very select few Austin Police Department officers as Hy-Rail qualified.

### Security Department Organizational Chart





### Budget Changes

#### Salaries and Wages

Increase of \$154,108 in Salaries and Wages due to transferring an administrative assistant position from the Risk Management and Safety department, the addition of a security director during FY 2015, and a proposed merit-based salary increase. Increase of \$177,975 in police officers pay for continuation of MetroRail's weekend services previously reimbursed by the City of Austin.

#### Benefits

Net increase of \$29,568 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$20,000 in Repair and Maintenance to maintain state of good repair for cameras and access control devices. Contractual increase in Security Services of \$22,435.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$235,432	\$268,301	\$275,151	\$422,408	\$154,108	57.4%
51 5010203 OVERTIME - ADMINISTRATIVE	14,539	-	-	-	-	0.0%
51 5010206 SALARIES & WAGES - APD OFFICERS	1,595,603	1,593,540	1,812,071	1,771,515	177,975	11.2%
51 5020901 SICK LEAVE-ADMIN	15,641	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	13,254	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	16,048	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	1,579	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,892,096</b>	<b>1,861,841</b>	<b>2,087,222</b>	<b>2,193,923</b>	<b>332,083</b>	<b>17.8%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	154,882	141,833	158,456	166,894	25,061	17.7%
51 5020701 STATE UNEMPLOYMENT-ADMIN	23,126	37,479	7,356	41,987	4,507	12.0%
51 5021302 UNIFORM ALLOWANCE-ADMIN.	-	3,500	3,500	3,500	-	0.0%
<b>TOTAL BENEFITS</b>	<b>178,009</b>	<b>182,812</b>	<b>169,312</b>	<b>212,381</b>	<b>29,568</b>	<b>16.2%</b>
<b>OTHER EXPENSES</b>						
51 5030401 TEMPORARY HELP	215,055	158,892	158,892	158,892	-	0.0%
51 5030507 MAINTENANCE-RADIOS	(1,747)	-	-	-	-	0.0%
51 5030509 REPAIR & MAINTENANCE-OTHER	140,732	120,000	120,000	100,000	(20,000)	-16.7%
51 5030701 SECURITY SERVICES	980,004	1,015,164	1,065,164	1,037,599	22,435	2.2%
51 5039903 VEHICLE TOWING	100	-	-	-	-	0.0%
51 5039909 OTHER SERVICES	10,506	-	-	-	-	0.0%
51 5040121 GASOLINE	100,626	122,520	122,520	122,520	-	0.0%
51 5049901 OFFICE SUPPLIES	12,176	8,000	8,000	8,004	4	0.1%
51 5049907 EXPENDABLE TOOLS & EQUIPMENT	215	-	-	-	-	0.0%
51 5049909 OTHER SUPPLIES	10,953	3,000	3,000	3,000	-	0.0%
51 5049915 NON CAPITAL EQUIPMENT	5,141	5,000	5,000	5,004	4	0.1%
51 5050204 TELEPHONE-LOCAL	-	5,004	5,004	5,004	-	0.0%
51 5070502 GASOLINE FUEL TAX	7,408	6,132	6,132	6,132	-	0.0%
51 5090201 AIRFARE - TRANSPORTATION	266	1,500	1,500	2,000	500	33.3%
51 5090205 TRAVEL - PER DIEM	1,084	625	625	700	75	12.0%
51 5090206 TOLL ROAD CHARGES	4,322	6,000	6,000	6,996	996	16.6%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	230	1,000	-	1,500	500	50.0%
51 5090211 LODGING	-	1,500	1,500	2,000	500	33.3%
51 5099901 POSTAGE	4	-	-	-	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	683	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>1,487,757</b>	<b>1,454,337</b>	<b>1,503,337</b>	<b>1,459,351</b>	<b>5,014</b>	<b>0.3%</b>
<b>TOTAL EXPENSES</b>	<b>\$3,557,861</b>	<b>\$3,498,990</b>	<b>\$3,759,871</b>	<b>\$3,865,655</b>	<b>\$366,665</b>	<b>10.5%</b>



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## 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.

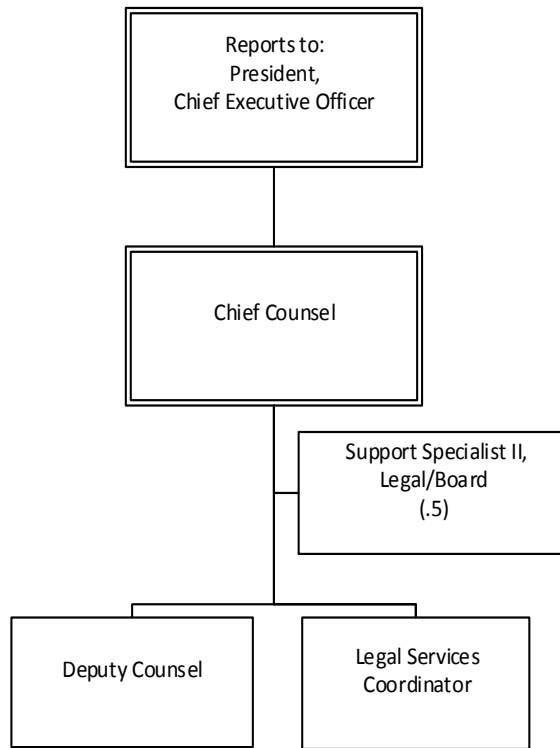
### FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Evaluated and improved agency systems and protocols for tracking and responding to Public Information Act requests by implementing a new technology solution for fulfillment of Public Information Act requests and developing resources and training for Capital Metro staff charged with fulfilling requests.
  - Reviewed and updated policies to ensure compliance with laws and best practices, including development and implementation of a policy on agency partnerships and establishing authority and responsibilities for non-procurement agreements.
  - Identified and implemented best practices in contracting, litigation and outside counsel management by implementing a new technology solution for tracking contracts and an ongoing effort to review and update procurement documents and contracts.
  - Continued to develop and implement processes and strategies for reducing legal risk and exposure, including reviewing and updating insurance liability language, real estate and right-of-way strategies.

### FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Identify and implement best practices in litigation and outside counsel management.
  - Continue to develop and implement process and strategies for reducing legal risk and exposure.
  - Evaluate and update Board adopted policies to ensure compliance and the application of best practices in the industry.
  - Continue to review and update contracting and procurement documents to ensure legal compliance and best practices.

### Legal Department Organizational Chart







**Budget Changes**

**Salaries and Wages**

Net increase of \$28,142 in Salaries and Wages for a salary adjustment and proposed merit-based salary increase.

**Benefits**

Net increase of \$1,823 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Increase of \$169,495 in General Legal Services to reflect anticipated spending for outside legal services.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN	\$287,207	\$320,077	\$347,421	\$348,218	\$28,142	8.8%
51 5010203 OVERTIME - ADMINISTRATIVE	90	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	10,199	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	15,856	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	17,286	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	978	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>331,616</b>	<b>320,077</b>	<b>347,421</b>	<b>348,218</b>	<b>28,142</b>	<b>8.8%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	23,742	21,932	24,045	23,755	1,823	8.3%
51 5020701 STATE UNEMPLOYMENT-ADMIN	840	828	57	828	-	0.0%
<b>BENEFITS</b>	<b>24,582</b>	<b>22,760</b>	<b>24,102</b>	<b>24,583</b>	<b>1,823</b>	<b>8.0%</b>
<b>OTHER EXPENSES</b>						
51 5030302 GENERAL LEGAL SERVICES	469,759	334,293	325,000	503,788	169,495	50.7%
51 5039901 COURIER AND DELIVERY SERVICES	85	100	50	75	(25)	-25.0%
51 5039909 OTHER SERVICES	(864)	-	-	-	-	0.0%
51 5049901 OFFICE SUPPLIES	1,639	1,600	1,800	1,800	200	12.5%
51 5049909 OTHER SUPPLIES	5,205	4,512	4,512	4,656	144	3.2%
51 5050204 TELEPHONE-LOCAL	280	480	480	480	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	1,235	1,535	1,535	1,372	(163)	-10.6%
51 5090201 AIRFARE - TRANSPORTATION	867	1,949	1,000	1,949	-	0.0%
51 5090205 TRAVEL - PER DIEM	348	1,100	650	1,100	-	0.0%
51 5090208 SEMINAR, CONFERENCES, MEETINGS	4,124	5,100	5,000	5,325	225	4.4%
51 5090211 LODGING	1,266	2,900	2,000	2,300	(600)	-20.7%
51 5099901 POSTAGE	468	700	700	700	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>484,411</b>	<b>354,269</b>	<b>342,727</b>	<b>523,545</b>	<b>169,276</b>	<b>47.8%</b>
<b>TOTAL EXPENSES</b>	<b>\$840,609</b>	<b>\$697,106</b>	<b>\$714,250</b>	<b>\$896,347</b>	<b>\$199,241</b>	<b>28.6%</b>



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## Finance

### Functions and Responsibilities

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

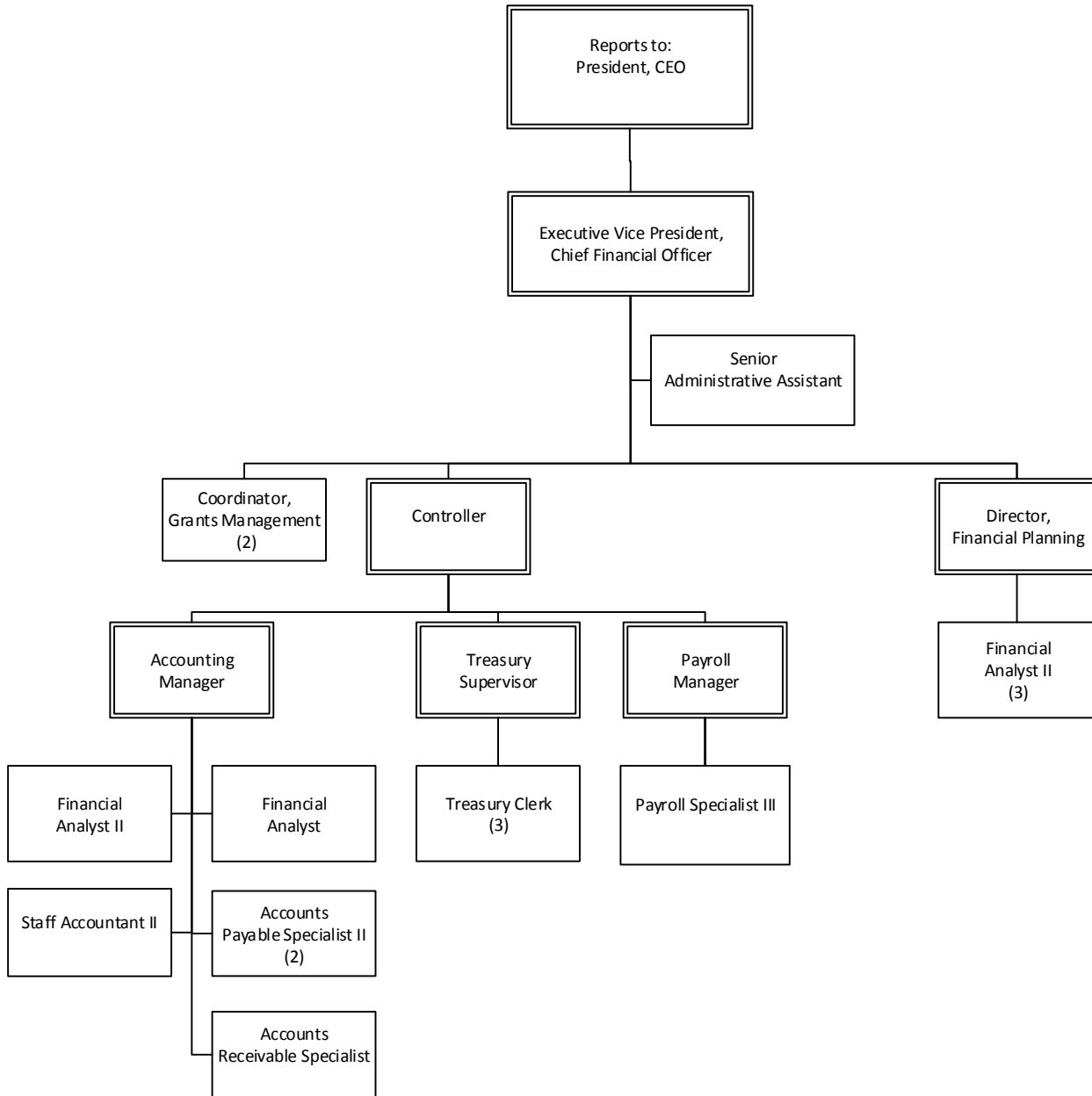
### FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continued the implementation of new Enterprise Resource Planning financial software to replace end-of-life financial software for financial management systems to improve tracking of funds and expenditures.
  - Implemented second phase of new fare structure in January 2015.
  - Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2015 budget document.
  - Received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the FY2013 Comprehensive Annual Financial Report (CAFR). FY 2014 CAFR has been completed, submitted and is currently under review.
  - Completed a comprehensive financial forecast spanning FY 2016 to FY 2035.

### FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Implement the budget planning module of the new Enterprise Resource Planning financial software to improve tracking of funds and expenditures.
  - Submit the FY 2016 Budget Book to the Government Finance Officers Association for award consideration.
  - Submit the FY 2015 Comprehensive Annual Financial Report to the Government Finance Officers Association for award consideration.

**Finance Department Organizational Chart**





## **Budget Changes**

### **Salaries and Wages**

Net increase of \$61,722 in Salaries and Wages due to elimination of a part-time grants position no longer needed, addition of an accounting manager, and proposed merit-based salary increase.

### **Benefits**

Net increase of \$3,386 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

### **Other Expenses**

Decrease of \$82,504 in Other Professional Fees for financial advisory services associated with development of a long-range financial forecast, which is now being completed in-house. Decrease of \$86,112 in Temporary Help and corresponding increase of \$86,112 in Capitalization of Salaries for implementation of an Enterprise Resource Planning system scheduled to be completed by the end of FY 2015. Decrease of \$1,755,873 in Contingency Reserve to establish beginning balance of \$1,000,000 consistent with reserves and contingencies policy.



Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$1,140,616	\$1,709,329	\$1,563,333	\$1,767,926	\$58,597	3.4%
51 5010203 OVERTIME - ADMINISTRATIVE	6,587	-	3,000	3,125	3,125	100.0%
51 5010301 SALARY & WAGES - TEMP	70,079	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	17,254	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	63,286	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	88,477	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	6,211	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,392,509</b>	<b>1,709,329</b>	<b>1,566,333</b>	<b>1,771,051</b>	<b>61,722</b>	<b>3.6%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	103,082	119,088	113,956	122,474	3,386	2.8%
51 5020201 401K	2,750	5,496	5,496	5,496	-	0.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	5,176	4,761	445	4,761	-	0.0%
<b>TOTAL BENEFITS</b>	<b>111,008</b>	<b>129,345</b>	<b>119,897</b>	<b>132,731</b>	<b>3,386</b>	<b>2.6%</b>
<b>OTHER EXPENSES</b>						
51 5030301 AUDIT FEES	255,295	242,223	275,000	275,004	32,781	13.5%
51 5030303 CONSULTATION FEES	100,520	-	-	-	-	0.0%
51 5030309 OTHER PROFESSIONAL FEES	253,927	315,004	99,900	232,500	(82,504)	-26.2%
51 5030311 PERMITS AND FEES	905	1,105	-	-	(1,105)	-100.0%
51 5030401 TEMPORARY HELP	25,038	86,112	-	-	(86,112)	-100.0%
51 5030501 MAINTENANCE-OFFICE EQUIPMENT	3,135	7,400	7,400	-	(7,400)	-100.0%
51 5039901 COURIER AND DELIVERY SERVICES	24,210	24,000	24,000	24,000	-	0.0%
51 5039909 OTHER SERVICES	372,968	350,000	350,000	350,000	-	0.0%
51 5040121 GASOLINE	1,231	996	1,500	1,800	804	80.7%
51 5049901 OFFICE SUPPLIES	15,875	9,996	15,000	12,000	2,004	20.0%
51 5049902 PASSES AND TICKETS	166,975	225,000	225,000	225,000	-	0.0%
51 5049904 TRAINING MATERIALS	100	-	-	-	-	0.0%
51 5049909 OTHER SUPPLIES	4,664	8,900	8,100	8,100	(800)	-9.0%
51 5049915 NON CAPITAL EQUIPMENT	6,421	-	-	-	-	0.0%
51 5050201 ELECTRIC	189	-	-	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	160	480	480	480	-	0.0%
51 5070502 GASOLINE FUEL TAX	91	48	100	96	48	100.0%
51 5090101 DUES AND SUBSCRIPTIONS	2,796	8,245	5,400	6,100	(2,145)	-26.0%
51 5090201 AIRFARE - TRANSPORTATION	6,928	6,560	6,500	5,500	(1,060)	-16.2%
51 5090205 TRAVEL - PER DIEM	6,677	2,230	2,200	2,100	(130)	-5.8%
51 5090206 TOLL ROAD CHARGES	161	300	200	204	(96)	-32.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	8,599	10,155	8,000	11,799	1,644	16.2%
51 5090211 LODGING	10,068	4,250	4,200	4,500	250	5.9%
51 5090215 TRAVEL - OTHER	408	-	-	1,500	1,500	100.0%
51 5090701 BAD DEBT EXPENSE	-	12,000	-	12,000	-	0.0%
51 5090702 CONTINGENCY RESERVE	-	2,755,873	350,000	1,000,000	(1,755,873)	-63.7%
51 5099901 POSTAGE	4,167	7,004	5,000	7,004	-	0.0%
51 5099902 BANK CHARGES	131,343	162,504	162,500	162,504	-	0.0%
51 5099905 COMPUTER SOFTWARE	(681)	-	-	-	-	0.0%
51 5099906 CASH SHORT	1	-	-	-	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	362	-	-	-	-	0.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	(34,663)	(86,112)	-	-	86,112	-100.0%
51 5110100 INTEREST EXPENSE LONG TERM	372,643	331,260	351,600	310,890	(20,370)	-6.1%
<b>TOTAL OTHER EXPENSES</b>	<b>1,740,513</b>	<b>4,485,533</b>	<b>1,902,080</b>	<b>2,653,081</b>	<b>(1,832,452)</b>	<b>-40.9%</b>
<b>TOTAL EXPENSES</b>	<b>\$3,244,029</b>	<b>\$6,324,207</b>	<b>\$3,588,310</b>	<b>\$4,556,864</b>	<b>(\$1,767,343)</b>	<b>-27.9%</b>

# Information Technology

## Functions and Responsibilities

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

## FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Implemented Risk Master System for risk and claims management.
  - Implemented Ridership Analysis System, which provides reports and analytics for passenger data.
  - Implemented Trapeze Pass-Web System to allow MetroAccess customers to request service with accessibility via the Internet.
  - Integrated Mentor Ranger System with the Trapeze System for MetroAccess.
  - Implemented Microsoft Office 2013 Software productivity suite.
  - Completed SharePoint pilot for document management, collaboration and records management.
  - Implemented network circuit redundancy to better ensure network and system availability.
  - Completed network security improvements, including two factor access authentication, self-service password reset, automated server log and event management, upgrade of network entry zone, and security camera system upgrade.
  - Launched Phase 1 of ServiceNow System, which is a tracking and request system for internal information technology services.
  - Began New Fare Collection System project for revenue vehicle fleet to allow for collection of fares across all media types (e.g. mobile tickets, smartcards, magnetic).
  - Continued Project MAX to replace end-of-life financial software with new Microsoft Dynamics AX for public sector software for budgeting and financial management systems to improve tracking of funds and expenditures.
- ◆ Deliver the Best Possible Customer Experience
  - Completed implementation of Intelligent Transportation System, CAD/AVL project with new Open Sky Radio System.

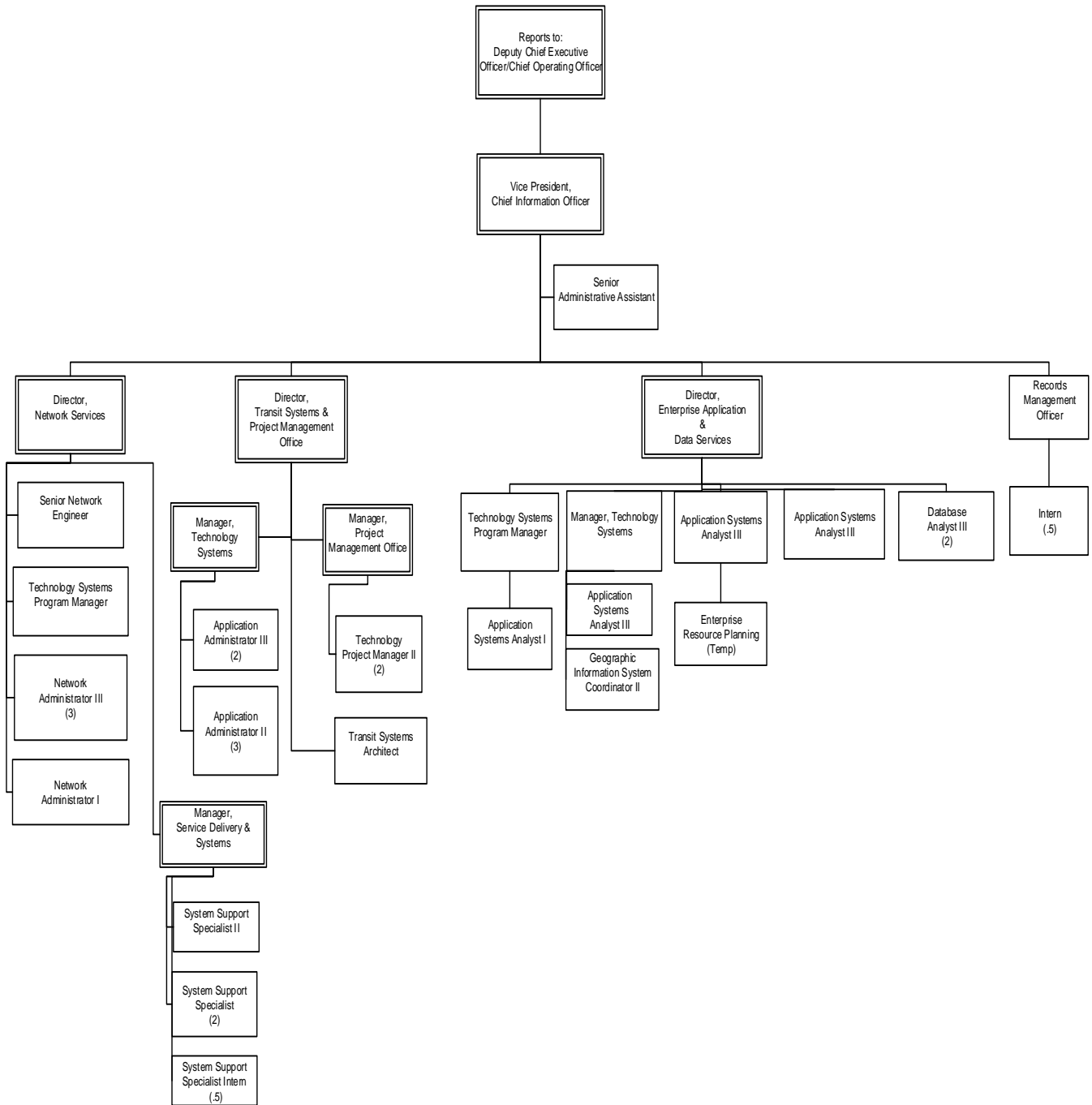
- Implemented new Interactive Voice Recognition System for all transit services including MetroAccess.
- Implemented new releases of Capital Metro Mobile Ticketing app including special offers and partnership features and collaborated with RideScout to implement app-to-app communication.
- Launched availability of Next Departure real-time data via website, mobile web and mobile app and provided access to our real-time data from MetroLabs website, City of Austin's and State of Texas Open Data portals.

### **FY 2016 Planned Initiatives**

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Implement new Microsoft Dynamics AX for public sector software to replace end-of-life financial software for budgeting and financial management systems to improve tracking of funds and expenditures.
  - Replace obsolete customer monitoring compliant system with new flexible Customer Relationship Management system.
  - Upgrade computer network components to improved availability and reliability.
  - Roll out of Microsoft SharePoint for document management, collaboration and records management.
  - Continue IT process improvements to strengthen controls and eliminate gaps.
- ◆ Deliver the Best Possible Customer Experience.
  - Launch new Customer Traveler Tools available on website, mobile web and mobile app.
  - Launch new Capital Metro website.
  - Begin rollout of New Fare Collection System.
  - Pilot new technology for Bus Smart Station.
  - Implement Google Fiber.



### Information Technology Department Organizational Chart





## **Budget Changes**

### **Salaries and Wages**

Increase of \$140,196 in Salaries and Wages primarily for a proposed merit-based salary increase, as well as changes in salaries resulting from filling vacant positions in the current fiscal year that reflect market rates for information technology skills.

### **Benefits**

Net increase of \$6,871 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

### **Other Expense**

Increase of \$399,558 in Capitalization of Salary and Wages due to a reduction of project eligible salaries. An increase of \$140,446 in Computer Software for new Web Traveler Tools, Ridership Analysis software, and a Real Estate System.



Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$2,151,029	\$3,674,830	\$3,413,504	\$3,815,025	\$140,196	3.8%
51 5010203 OVERTIME - ADMINISTRATIVE	3,344	-	-	-	-	0.0%
51 5010301 SALARY & WAGES - TEMP	704,745	-	-	-	-	0.0%
51 5010304 INTERN PAY	14,215	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	109,048	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	130,324	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	170,671	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	3,369	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>3,286,744</b>	<b>3,674,830</b>	<b>3,413,504</b>	<b>3,815,025</b>	<b>140,196</b>	<b>3.8%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	238,848	265,575	247,088	272,446	6,871	2.6%
51 5020701 STATE UNEMPLOYMENT-ADMIN	7,762	8,280	1,900	8,280	-	0.0%
<b>BENEFITS</b>	<b>246,610</b>	<b>273,855</b>	<b>248,988</b>	<b>280,726</b>	<b>6,871</b>	<b>2.5%</b>
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	217,353	97,700	97,700	97,700	-	0.0%
51 5030401 TEMPORARY HELP	-	100,000	100,000	50,000	(50,000)	-50.0%
51 5030506 PHONE SYSTEM MAINTENANCE	68,387	193,000	193,000	270,000	77,000	39.9%
51 5030511 HARDWARE MAINTENANCE CONTRACTS	138,016	279,500	279,500	289,550	10,050	3.6%
51 5030512 SOFTWARE MAINTENANCE CONTRACTS	1,654,770	1,959,300	2,114,300	1,972,150	12,850	0.7%
51 5039909 OTHER SERVICES	11,717	18,000	18,000	26,000	8,000	44.4%
51 5040121 GASOLINE	1,430	-	-	-	-	0.0%
51 5049901 OFFICE SUPPLIES	11,131	8,580	8,580	8,580	-	0.0%
51 5049909 OTHER SUPPLIES	389	-	-	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	456,028	780,200	680,200	777,800	(2,400)	-0.3%
51 5050205 TELEPHONE-LONG DISTANCE	-	1,200	1,200	1,200	-	0.0%
51 5070502 GASOLINE FUEL TAX	105	-	-	-	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	951	2,400	2,400	2,400	-	0.0%
51 5090201 AIRFARE - TRANSPORTATION	2,668	4,800	4,800	4,800	-	0.0%
51 5090205 TRAVEL - PER DIEM	1,330	2,025	2,025	2,025	-	0.0%
51 5090206 TOLL ROAD CHARGES	5	-	-	-	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	52,852	54,200	54,200	54,200	-	0.0%
51 5090211 LODGING	4,453	5,900	5,900	5,900	-	0.0%
51 5090215 TRAVEL - OTHER	3	-	-	-	-	0.0%
51 5099901 POSTAGE	63	-	-	-	-	0.0%
51 5099905 COMPUTER SOFTWARE	312,571	600,900	600,900	741,346	140,446	23.4%
51 5099908 COMPUTER HARDWARE	87,758	40,000	40,000	40,000	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	6,169	-	-	-	-	0.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	(875,810)	(1,206,558)	(869,755)	(807,000)	399,558	-33.1%
<b>TOTAL OTHER EXPENSES</b>	<b>2,152,338</b>	<b>2,941,147</b>	<b>3,332,950</b>	<b>3,536,651</b>	<b>595,504</b>	<b>20.2%</b>
<b>TOTAL EXPENSES</b>	<b>\$5,685,692</b>	<b>\$6,889,831</b>	<b>\$6,995,442</b>	<b>\$7,632,402</b>	<b>\$742,571</b>	<b>10.8%</b>



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# Procurement

## Functions and Responsibilities

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

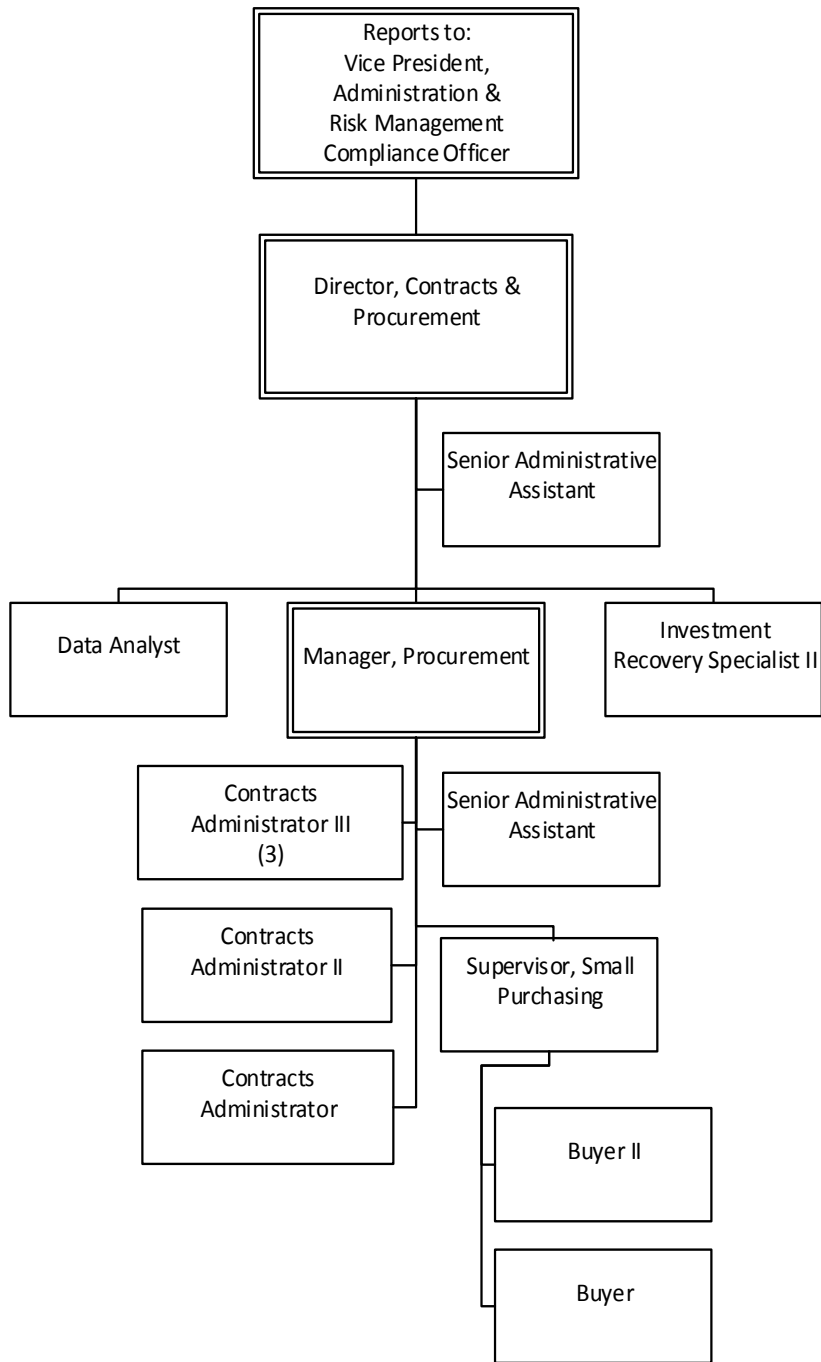
### FY 2015 Accomplishments

- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Solicited, evaluated and awarded contracts in support of the TIGER (Transportation Investment Generating Economic Recovery) grant and the purchase of additional commuter rail vehicles.
  - Solicited, evaluated and awarded a new contract for the purchase of clean diesel buses.
  - Solicited, evaluated and awarded new contracts for UT Shuttle, MetroRapid, and commuter rail operations, as well as freight rail services.
  - Completed the award of a contract with Stadler Bussnang for the Vehicle Alternate Compliance of Capital Metro's existing rail vehicle fleet to meet Federal Railroad Administration crash worthiness standards.
- ◆ Demonstrate Regional Leadership
  - Assisted Commuter Rail Operations department with the planning, development, design, and implementation of the Positive Train Control program mandated by the Federal Railroad Administration. Awarded a contract to Hatch, Mott, MacDonald, LLC for PTC consulting.
  - Supported the Office of Diversity with community outreach events.
  - Awarded a contract for a Third Party Fleet Condition Assessment.
  - Assisted the Planning department with the solicitation, evaluation, and award of a design contract for the downtown rail station.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Actively participated in the replacement of Capital Metro's Enterprise Resource Planning system implementation to ensure a smooth transition to the new system and streamlining of procurement processes.
  - Recovered an estimated \$445,000 through the sale of surplus/obsolete property.
  - Awarded a contract for External Auditing Services.

### **FY 2016 Planned Initiatives**

- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Support the Capital Projects department with the solicitation, evaluation, and award of a construction contract for the downtown rail station.
  - Support the Commuter Rail Operations department by completing contracts for TIGER (Transportation Investment Generating Economic Recovery) rail projects (i.e. Bridges, Wye, Sidings, Signals and Systems).
  - Support the Capital Projects department by completing contracts for the North Operations Rail Vehicle Storage improvements and the Lakeline and Howard Park & Ride Parking Expansion projects.
  - Support the Government Relations and Compliance department with the solicitation, evaluation, and award of a contract for State Legislative Services.
  - Support the Commuter Rail Operations department with the solicitation, evaluation, and award of a contract to install a Positive Train Control system.
- ◆ Demonstrate Regional Leadership
  - Support the Planning department with contracting for the Project Connect and Central Corridor initiatives.
  - Support the Office of Diversity in community outreach events.
  - Support the Information Technology department with the solicitation, evaluation, and award of a contract for a Comprehensive Fare Collection System Analysis.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Complete the implementation of the Enterprise Resource Planning system.
  - Generate an estimated \$400,000 in revenue through the sale of obsolete/surplus property.
  - Award a new contract for the operation of Capital Metro's Child Care and Learning Center.

**Procurement Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Net increase of \$63,637 in Salaries and Wages for a proposed merit-based salary increase and personnel changes.

#### Benefits

Net increase of \$566 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$20,000 in Repair & Maintenance as refurbishment of offices was completed in FY 2015 and funding will not be needed in FY 2016. Decrease of \$8,240 in Newspaper Media due to lower anticipated scrap and disposable material advertised for sale. Decrease of \$6,015 in Lodging due to anticipated reduction in overnight travel.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$767,109	\$951,207	\$969,513	\$1,013,886	\$62,679	6.6%
51 5010203 OVERTIME - ADMINISTRATIVE	348	12,173	984	13,131	958	7.9%
51 5020901 SICK LEAVE-ADMIN	39,590	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	44,265	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	52,326	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	1,454	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>905,093</b>	<b>963,380</b>	<b>970,497</b>	<b>1,027,016</b>	<b>63,637</b>	<b>6.6%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	64,277	74,530	70,776	75,303	773	1.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	2,905	3,105	206	2,898	(207)	-6.7%
<b>BENEFITS</b>	<b>67,181</b>	<b>77,635</b>	<b>70,982</b>	<b>78,201</b>	<b>566</b>	<b>0.7%</b>
<b>OTHER EXPENSES</b>						
51 5030401 TEMPORARY HELP	38,897	45,000	30,000	45,000	-	0.0%
51 5030509 REPAIR & MAINTENANCE-OTHER	-	20,000	-	-	(20,000)	-100.0%
51 5039909 OTHER SERVICES	810	-	-	-	-	0.0%
51 5049901 OFFICE SUPPLIES	5,735	6,800	6,800	6,300	(500)	-7.4%
51 5049909 OTHER SUPPLIES	65	-	-	-	-	0.0%
51 5049915 NON CAPITAL EQUIPMENT	18,748	-	-	-	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	2,358	2,980	2,980	2,780	(200)	-6.7%
51 5090201 AIRFARE - TRANSPORTATION	7,331	5,900	5,900	5,895	(5)	-0.1%
51 5090205 TRAVEL - PER DIEM	3,394	4,105	4,105	4,103	(2)	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	10,421	14,150	14,150	14,145	(5)	0.0%
51 5090211 LODGING	2,267	6,970	6,970	6,970	-	0.0%
51 5090215 TRAVEL - OTHER	8,201	8,115	8,115	2,100	(6,015)	-74.1%
51 5090801 NEWSPAPER MEDIA	8,114	19,100	19,100	10,860	(8,240)	-43.1%
51 5099901 POSTAGE	735	1,000	1,000	960	(40)	-4.0%
<b>TOTAL OTHER EXPENSES</b>	<b>107,076</b>	<b>134,120</b>	<b>99,120</b>	<b>99,113</b>	<b>(35,007)</b>	<b>-26.1%</b>
<b>TOTAL EXPENSES</b>	<b>\$1,079,350</b>	<b>\$1,175,135</b>	<b>\$1,140,599</b>	<b>\$1,204,331</b>	<b>\$29,196</b>	<b>2.5%</b>



## RideShare

### Functions and Responsibilities

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

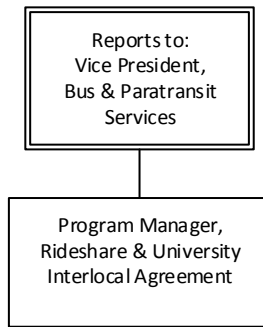
### FY 2015 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Used surveys required under the vRide service contract to establish a baseline for customer satisfaction with the RideShare program.
  - Worked with vRide to promote and increase program participation, successfully exceeding the number of projected vanpools for the fiscal year.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Successfully established an ongoing marketing strategy with vRide to communicate the value of ridesharing to the community through development of new brochures and launch of a successful Try It campaign.

### FY 2016 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Continue to work with service provider to continuously improve and increase customer retention and satisfaction through targeted surveys and ongoing customer monitoring and feedback.
  - Successfully communicate January 2016 fare change under terms of the contract with the RideShare provider.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Continue to work with service provider to continuously improve and enhance marketing strategy and materials to demonstrate the benefit and value of ridesharing in the community.
  - Identify potential transportation partners and strengthen existing partnerships to increase ridesharing awareness and stimulate participation.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Update and refine contract management plan for service provider and program guidelines.

### RideShare Department Organizational Chart



### Budget Changes

#### **Salaries and Wages**

Increase of \$3,352 in Salaries and Wages for mid-year position reclassification and proposed merit-based salary increase.

#### **Benefits**

Increase of \$249 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### **Other Expenses**

Increase of \$1,279,473 in Other Services to support an additional 144 vanpools. The service level goal for FY 2016 is 301 vanpools.



Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$98,736	\$67,121	\$65,528	\$70,473	\$3,352	5.0%
51 5010203 OVERTIME - ADMINISTRATIVE	4,489	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	6,465	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	7,022	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	4,712	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>121,424</b>	<b>67,121</b>	<b>65,528</b>	<b>70,473</b>	<b>3,352</b>	<b>5.0%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	8,666	4,985	4,952	5,234	249	5.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	621	207	15	207	-	0.0%
<b>TOTAL BENEFITS</b>	<b>9,287</b>	<b>5,192</b>	<b>4,967</b>	<b>5,441</b>	<b>249</b>	<b>4.8%</b>
<b>OTHER EXPENSES</b>						
51 5039909 OTHER SERVICES	60,640	-	-	-	-	0.0%
51 5040121 GASOLINE	677	-	-	-	-	0.0%
51 5040125 GASOLINE - VANS	97,689	-	-	-	-	0.0%
51 5049901 OFFICE SUPPLIES	358	-	-	-	-	0.0%
51 5049909 OTHER SUPPLIES	6	-	-	-	-	0.0%
51 5080111 GRH REIMBURSEMENT	241	1,164	700	1,200	36	3.1%
51 5080400 VRIDE - RIDESHARE	794,260	1,394,840	1,762,008	2,674,313	1,279,473	91.7%
51 5090101 DUES AND SUBSCRIPTIONS	575	575	575	575	-	0.0%
51 5090201 AIRFARE - TRANSPORTATION	-	600	450	550	(50)	-8.3%
51 5090205 TRAVEL - PER DIEM	-	150	150	250	100	66.7%
51 5090206 TOLL ROAD CHARGES	406	-	-	-	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTR	-	500	400	550	50	10.0%
51 5090211 LODGING	-	750	400	500	(250)	-33.3%
51 5099901 POSTAGE	132	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>954,983</b>	<b>1,398,579</b>	<b>1,764,683</b>	<b>2,677,938</b>	<b>1,279,359</b>	<b>91.5%</b>
<b>TOTAL EXPENSES</b>	<b>\$1,085,694</b>	<b>\$1,470,892</b>	<b>\$1,835,178</b>	<b>\$2,753,852</b>	<b>\$1,282,960</b>	<b>87.2%</b>



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# Strategic Planning and Development

## Functions and Responsibilities

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

### FY 2015 Accomplishments

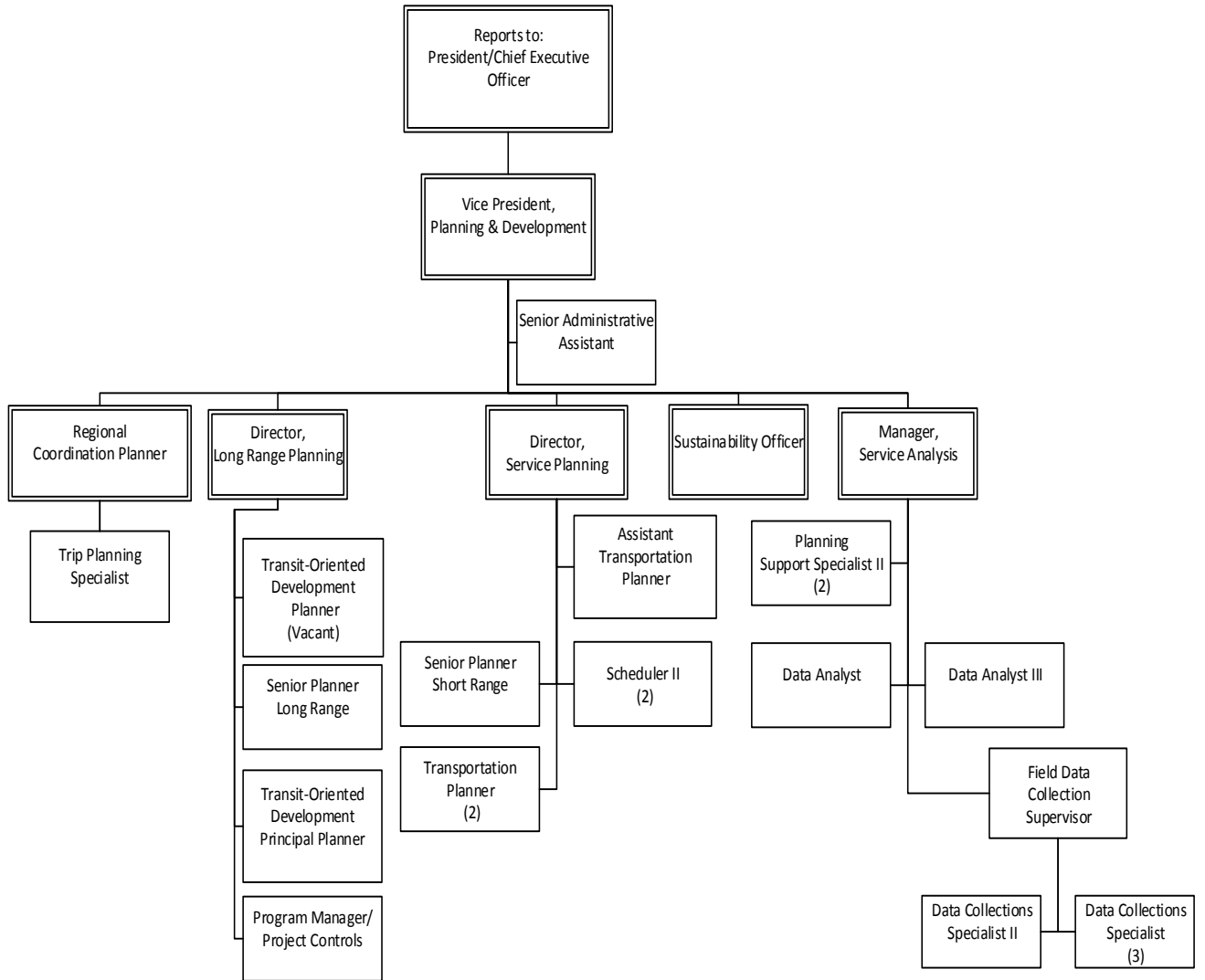
- ◆ Deliver the Best Possible Customer Experience
  - Continued implementation of Service Plan 2020, including Phase I of the Frequent Service Network with 15-minute frequency on five of the busiest routes in the system: #7; #20; #290; #325 and #331.
  - Completed 2015 Origin and Destination Study to understand travel patterns and better inform service planning and development.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Supported several high-impact training opportunities for department staff, including Bleiker public engagement training, transit oriented development training, Leaders in Motion, and data analysis.
  - Initiated process to hire a Project Controls Planner and other actions to enhance capability to track project development, scope, schedule and budget.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Initiated planning for a major upgrade of the downtown rail station supported by a \$50M grant from TxDOT. Formed a stakeholder group to guide efforts and conducted more than 60 meetings with numerous organizations and individuals to gather input and build support for the project.
  - Developed a scope of work and action plan to utilize grant funds to study the Central Corridor and identify transit initiatives to support improved transit in the urban core.
  - Developed a plan for the development of a strategic Transit Oriented Development tool that will help stakeholders and the development community understand and act on transit-supportive development opportunities.
  - Participated in multiple projects and planning efforts with partner agencies, including I-35, MOPAC South, 183 North, SW 45, Imagine Austin, and Code Next.
- ◆ Demonstrate Regional Leadership
  - Continued implementation of regional transit system plan (Project Connect) and continued participation in the development of the Capital Area Metropolitan Planning Organization 2040 Plan.

- Partnered with the cities of Georgetown, Pflugerville, Round Rock, Hutto, Kyle and Buda on the initiation of Transit Development Plans as called for under the agency's Service Expansion Policy.

### **FY 2016 Planned Initiatives**

- ◆ Deliver the Best Possible Customer Experience
  - Continue implementation of Service Plan 2020, implement service changes that improve customer service, efficiency and effectiveness, and monitor/implement any needed adjustments to MetroRapid service.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Develop Environmental and Sustainability Management System and pursue ISO (International Organization for Standardization) 14001 Certification.
  - Update service guidelines and standards.
  - Initiate Service Plan 2020 update to extend plan timeline to 2025, assess service changes from 2010-2014 and align service plans with current and projected demographics and travel patterns.
  - Use 2015 Origin and Destination Study to better understand customer travel patterns and provide critical information for the Capital Area Metropolitan Planning Organization's travel demand model.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Increase role and awareness of Office of Mobility Management, a partnership between Capital Metro and CARTS, to improve regional transit coordination and service provision across jurisdictional boundaries.
  - Continue participation in the I-35, US 183 North, SW 45, and MOPAC South planning and environmental studies to ensure transit is fully considered. Seek funding for park and rides that work in coordination with these roadway projects.
  - Continue participation in the Capital Area Metropolitan Planning Organization's 2040 Plan and Imagine Austin Plan/Code Next development process to ensure transit is represented.
- ◆ Demonstrate Regional Leadership
  - Begin implementation process for Project Connect North Corridor, including negotiating agreements with jurisdictional partners and conducting detailed planning on initial service(s).
  - Continue to lead and manage Project Connect System Plan, including revising vision map to reflect outcomes of corridor studies.
  - Initiate Central Corridor existing conditions analysis and continue to pursue funding for additional Project Connect corridor studies.

**Strategic Planning and Development Department Organizational Chart**





**Budget Changes**

**Salaries and Wages**

Increase of \$22,613 in Salaries and Wages for a proposed merit-based salary increase.

**Benefits**

Increase of \$1,905 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Increase of \$660,993 in Consultation Fees for Service Plan 2025, as well as additional planning and development to support rapid growth in the Austin area and increasing demand for transit services.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$1,271,231	\$1,848,552	\$1,654,987	\$1,871,165	\$22,613	1.2%
51 5010203 OVERTIME - ADMINISTRATIVE	4,198	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	57,362	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	72,246	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	92,382	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	3,324	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>1,500,743</b>	<b>1,848,552</b>	<b>1,654,987</b>	<b>1,871,165</b>	<b>22,613</b>	<b>1.2%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	105,700	133,843	116,686	135,748	1,905	1.4%
51 5020701 STATE UNEMPLOYMENT-ADMIN	5,230	5,589	1,466	5,589	-	0.0%
<b>TOTAL BENEFITS</b>	<b>110,930</b>	<b>139,432</b>	<b>118,152</b>	<b>141,337</b>	<b>1,905</b>	<b>1.4%</b>
<b>OTHER EXPENSES</b>						
51 5030303 CONSULTATION FEES	2,558,887	766,004	1,016,004	1,426,997	660,993	86.3%
51 5030309 OTHER PROFESSIONAL FEES	16,533	-	-	-	-	0.0%
51 5030401 TEMPORARY HELP	26,466	33,132	-	16,896	(16,236)	-49.0%
51 5039901 COURIER AND DELIVERY SERVICES	-	60	-	60	-	0.0%
51 5039909 OTHER SERVICES	61	-	-	-	-	0.0%
51 5040121 GASOLINE	397	-	-	564	564	100.0%
51 5049901 OFFICE SUPPLIES	12,910	8,088	8,088	8,088	-	0.0%
51 5049909 OTHER SUPPLIES	2,280	14,544	14,544	9,522	(5,022)	-34.5%
51 5050204 TELEPHONE-LOCAL	2,400	3,720	3,720	4,680	960	25.8%
51 5070502 GASOLINE FUEL TAX	29	-	-	60	60	100.0%
51 5090101 DUES AND SUBSCRIPTIONS	6,228	2,589	2,589	3,360	771	29.8%
51 5090201 AIRFARE - TRANSPORTATION	5,166	9,620	9,620	9,292	(328)	-3.4%
51 5090205 TRAVEL - PER DIEM	5,120	5,680	5,680	3,948	(1,732)	-30.5%
51 5090206 TOLL ROAD CHARGES	5	-	-	-	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	7,766	8,412	8,412	7,455	(957)	-11.4%
51 5090211 LODGING	4,257	8,473	8,473	8,602	129	1.5%
51 5090215 TRAVEL - OTHER	84	-	-	-	-	0.0%
51 5099901 POSTAGE	52	60	60	60	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	44	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>2,648,683</b>	<b>860,382</b>	<b>1,077,190</b>	<b>1,499,584</b>	<b>639,202</b>	<b>74.3%</b>
<b>TOTAL EXPENSES</b>	<b>\$4,260,356</b>	<b>\$2,848,366</b>	<b>\$2,850,329</b>	<b>\$3,512,086</b>	<b>\$663,719</b>	<b>23.3%</b>



# Marketing

## Functions and Responsibilities

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

## FY 2015 Accomplishments

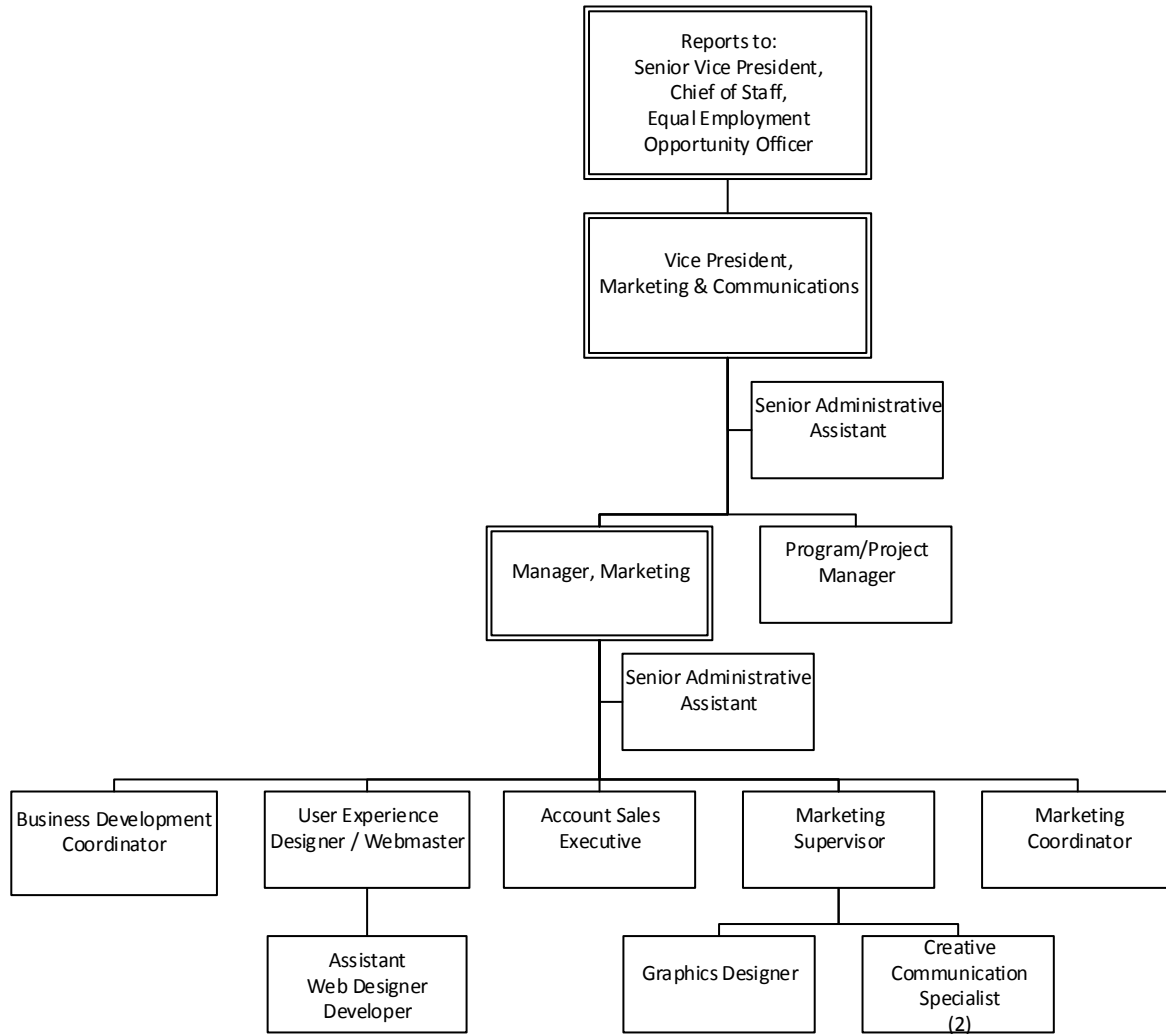
- ◆ Deliver the Best Possible Customer Experience
  - Completed biennial community perception survey.
  - Internally developed the "Life Hack" campaign to promote riding Capital Metro during Austin City Limits, Halloween, Formula One, New Year's Eve, and 4<sup>th</sup> of July, reaching record numbers of customers.
  - Designed and installed a new wayfinding system, including signage, in the Guadalupe/Lavaca corridor to make travel and transfers easier.
  - Tested and piloted a trip planning kiosk at the Transit Store that has the potential to be of service at the convention center, airport and other key locations.
  - Promoted MetroRapid through a variety of channels and events and reached the graduated ridership goal for route 803.
  - Successfully completed bi-annual customer satisfaction survey.
  - Began the rebranding of the Capital Metro fleet with the painting of MetroExpress and MetroBus vehicles and the institution of new branding on collateral, signage and key business documents.
  - Completed user experience testing of all digital touch points in preparation for improvements to web, mobile site and mobile app.
  - Expanded Austin City Limits and South by Southwest coverage and outreach resulting in record ridership.
  - Created a frequency based system map that was introduced with the High Frequency Network launch.

- Installed 40 new urban signs at key locations and launched the pilot for neighborhood signs.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Continued rebranding efforts, including the repainting local buses, developing designs for new buses, replacing the monument sign at 2910 East 5<sup>th</sup>, new designs for downtown shelters, new templates for corporate literature and the application of rebrand elements on the Travel Training Guide, the Comprehensive Annual Financial Report and portions of capmetro.org website.
  - Successfully launched the High Frequency Network.
  - Identified gaps in millennial population understanding of transit through qualitative research.
  - Launched paid media informational campaign to communicate real time, mobile app, and other tools that make Capital Metro more convenient and competitive.
  - Successfully completed Community Surveys identifying attitudes and barriers to transit in the service area and North Corridor.
  - Launched a Ridership campaign in using multiple advertising and promotional channels to increase awareness and ridership. Those channels included paid digital advertising, social media, and publicity generated through news outlets.
  - Successfully launched the “Life Hack” digital media campaign around special events, increasing ridership.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Signed up 34 MetroWorks partners in the first 12 months of operation and added 20 new businesses, including Travis County and a pilot program with TxDOT.
  - Expect to exceed \$1million in transit advertising sales for the second year in a row.
  - Provided design/production support for annual report developed by the Communications department.
  - Launched “Creative Lunches” that took staff on the bus during lunch hour to, observe customer interactions with our service, discuss their experiences and to create plans and products that better serve our public.
  - Successfully communicated January 2015 fare change.
  - Added a Marketing Coordinator to work with MetroWorks, special events and to create partnerships within the community.

**FY 2016 Planned Initiatives**

- ◆ Deliver the Best Possible Customer Experience
  - Work with the Capital Projects department to roll out the next phase of bus stop signage and amenity improvements.
  - Work with Operations to continue rebranding of the Capital Metro fleet.
  - Roll out the rebranding project across customer and community touch points.
  - Redesign Capital Metro website, mobile site and mobile app.
  - Roll out frequency-based mapping on all at-stop information display units and transit centers.
  - Successfully provide full graphic support and production of signage, maps and literature for three services changes.
- ◆ Demonstrate Regional Leadership
  - Develop campaign to promote use of MetroExpress on MOPAC managed lanes as a reliable, and fast alternative.
  - Continue development of the Project Connect website.
  - Pursue ridership and passes plan with the State of Texas.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Complete implementation of ridership campaign launched in 2014.
  - Launch second phase of the High Frequency Network campaign.
  - Update and support the Try-Transit initiative to increase ridership.
  - Produce a digital campaign to increase ridership on MetroRapid.
  - Target major events with digital “Life Hack” campaigns, including Austin City Limits, South by Southwest, Halloween, New Year’s Eve and 4<sup>th</sup> of July.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Research and implement new ways to increase revenue through transit advertising sales.
  - Continue MetroWorks recruitment and increase the number of program participants by 40%.

**Marketing Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Increase of \$66,331 in Salaries and Wages for a proposed merit-based salary increase.

#### Benefits

Net increase of \$3,687 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$510,998 in Consultation Fees based on reprioritization of campaigns. Increase of \$546,000 in Advertising Promotion Media in support of media campaign targeting millennials and managed lanes. Decrease in In-Kind Exchange expense to reflect a change in accounting for these transactions as pass-through, non-budgeted expenses.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$648,032	\$1,022,639	\$983,399	\$1,088,970	\$66,331	6.5%
51 5010203 OVERTIME - ADMINISTRATIVE	1,105	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	17,324	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	31,308	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	30,842	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>728,610</b>	<b>1,022,639</b>	<b>983,399</b>	<b>1,088,970</b>	<b>66,331</b>	<b>6.5%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	51,969	71,683	68,737	75,369	3,687	5.1%
51 5020701 STATE UNEMPLOYMENT-ADMIN	2,337	2,898	584	2,898	0	0.0%
<b>TOTAL BENEFITS</b>	<b>54,307</b>	<b>74,581</b>	<b>69,321</b>	<b>78,267</b>	<b>3,687</b>	<b>4.9%</b>
<b>OTHER EXPENSES</b>						
17 5030309 OTHER PROFESSIONAL FEES	595	-	-	-	-	0.0%
51 5030303 CONSULTATION FEES	817,845	1,309,000	1,309,000	798,002	(510,998)	-39.0%
51 5030309 OTHER PROFESSIONAL FEES	160,171	140,000	150,000	177,200	37,200	26.6%
51 5030401 TEMPORARY HELP	251,904	24,996	40,000	30,000	5,004	20.0%
51 5039901 COURIER AND DELIVERY SERVICES	74	1,800	1,800	6,120	4,320	240.0%
51 5039909 OTHER SERVICES	3,965	8,000	5,000	8,000	-	0.0%
51 5039926 ADVERTISING INSTALLATION EXPENSE	169,281	181,968	181,988	170,004	(11,964)	-6.6%
51 5049901 OFFICE SUPPLIES	16,421	21,000	2,000	21,000	-	0.0%
51 5049903 MAPS AND SCHEDULES	242,412	245,000	245,000	272,000	27,000	11.0%
51 5049904 TRAINING MATERIALS	18	-	-	-	-	0.0%
51 5049909 OTHER SUPPLIES	182,979	142,356	130,000	185,092	42,736	30.0%
51 5050204 TELEPHONE-LOCAL	960	960	-	1,200	240	25.0%
51 5090101 DUES AND SUBSCRIPTIONS	-	49,575	7,000	4,572	(45,003)	-90.8%
51 5090201 AIRFARE - TRANSPORTATION	2,273	5,400	5,200	6,696	1,296	24.0%
51 5090205 TRAVEL - PER DIEM	1,609	3,012	3,012	3,012	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	4,229	3,600	3,600	4,200	600	16.7%
51 5090211 LODGING	3,247	6,200	5,800	6,300	100	1.6%
51 5090215 TRAVEL - OTHER	466	-	-	-	-	0.0%
51 5090804 ADVERTISING/PROMOTION MEDIA	751,660	228,996	228,966	774,998	546,002	238.4%
51 5099901 POSTAGE	89	500	400	1,000	500	100.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	30	-	-	-	-	0.0%
51 5099930 IN-KIND EXCHANGE EXPENSE	21,186	200,000	140,000	-	(200,000)	-100.0%
<b>TOTAL OTHER EXPENSES</b>	<b>2,631,414</b>	<b>2,572,363</b>	<b>2,458,766</b>	<b>2,469,396</b>	<b>(102,967)</b>	<b>-4.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$3,414,331</b>	<b>\$3,669,583</b>	<b>\$3,511,486</b>	<b>\$3,636,633</b>	<b>(\$32,949)</b>	<b>-0.9%</b>



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# Community Involvement

## Functions and Responsibilities

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

## FY 2015 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Contributed to the successful launch of the High Frequency Network via the agency's June service changes by coordinating public outreach and engagement activities prior to the service launch, including hosting neighborhood-based events and participating in community events to inform the public of the new service and its utility.
  - During Capital Metro's fare restructure implementation, the Community Involvement team coordinated the deployment of agency volunteers, temporary staff and ambassadors to provide hands on assistance to passengers and customers alike in order to facilitate the introduction of the new fare change. In addition, the team organized several briefings for high priority stakeholders and convened representatives from social service and nonprofit agencies to orient their respective agencies, clients and constituencies around the fare change.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Successfully engaged the region to aid major decision making, including the following projects and programs: Project Connect North Corridor, Project Connect Central Corridor, 2015 Service Changes, Fare Restructure, and FY2016 Budget Development.
  - Continued using interactive tools for customer input to enhance citizen participation, ensure agency transparency, and enhance the Board's decision-making processes, including [ideas.capmetro.org](http://ideas.capmetro.org) online discussion forum, multiple online platforms for the Project Connect Central Corridor study, interactive voting technology at public meetings and workshops, webinars, online videos, online and in-person customer surveys, and targeted focus groups. In addition, the community involvement team promoted the introduction of real time technology and mobile application.
  - Worked with Board advisory committees (Customer Satisfaction Advisory Committee and ACCESS Committee) to develop meaningful dialogue, including co-developing a productive work plan for each committee, tracking the status of committee recommendations, and conducting an annual survey of committee engagement to ensure a healthy dialogue.
  - Coordinated the third annual Stuff the Bus, a signature Capital Metro Community Involvement event in partnership with Whole Foods, the Capital Area Food Bank and others. Stuff the Bus resulted in 29,000 meals provided to hungry people in the community, earned substantial positive media, and demonstrated Capital Metro's commitment to good corporate citizenship.

- Successfully completed a cycling engagement project to build and maintain trust and relationship with the cycling community, inform the community of Capital Metro's current resources for cyclists, identify challenges and barriers to integrating cycling and transit, and promote and measure satisfaction with current cycling resources.
  - Successfully engaged high priority stakeholders in the proposed plans for the Project Connect downtown rail station.
  - Successfully engaged high priority stakeholders around Capital Metro's transit oriented development site at the Saltillo Redevelopment District and achieved informed consent over the selected partner developer.
  - Capital Metro has conducted more than 1,600 outreach events during the last three years. In 2015 alone, it has conducted 160 briefings, 12 webinars, 22 workshops, 43 stakeholder meetings, and 133 other outreach activities.
- ◆ Demonstrate Regional Leadership
- Developed new partnerships with major stakeholder organizations throughout the region to facilitate the realization of the Project Connect system vision and other transit service expansion priorities. Specifically, in areas in which members of Capital Metro's regional coordination office and community involvement team are liaising with municipality leaderships to develop transit development plans.

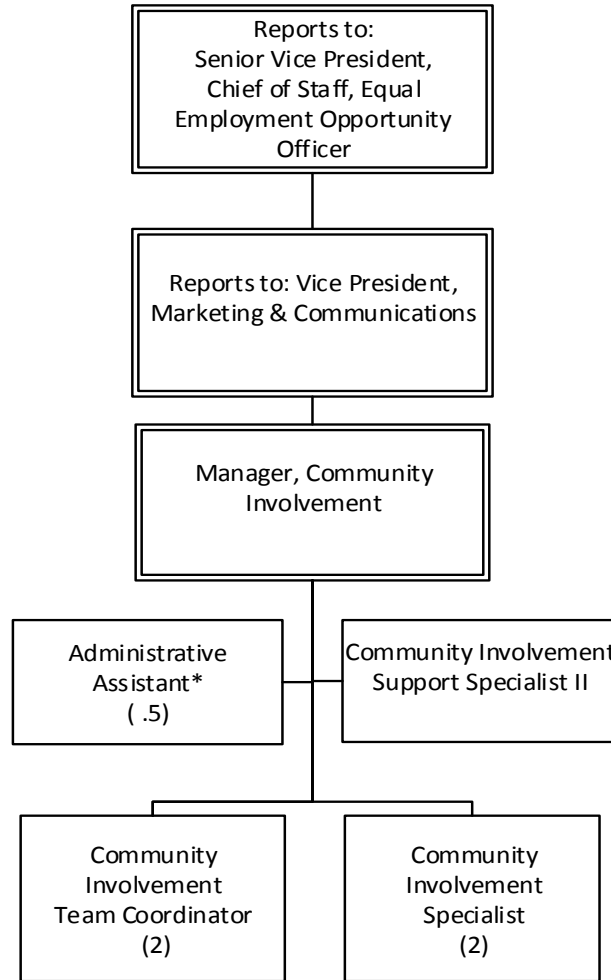
#### **FY 2016 Planned Initiatives**

- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
- Continue implementation of the Board's Community Involvement Policy to enhance decision-making processes, including the following planned projects: Additional Project Connect System Planning, Project Connect North Corridor implementation, Service Plan 2025, Service Guidelines and Standards update, 2016 Strategic Plan Update, 2016 Service Changes, FY2017 Budget Development and individualized marketing and try-transit initiatives.
  - Identify potential partners and strengthen existing partnerships to achieve success in targeted areas of interest. Develop an inventory of Capital Metro partnerships and evaluate their impact in advancing strategic objectives.
  - Develop and implement comprehensive and innovative stakeholder engagement and outreach plans for the following Capital Metro projects: 2016 Service Changes, Service Plan 2025, Service Guidelines & Standards, and FY2017 Budget Development.
  - Continue the Conversation Corps partnership with City of Austin and other local entities on the development of a community infrastructure for public dialogue to enable Capital Metro to more meaningfully engage the public in decision-making processes.
  - Support operations, marketing and communications efforts for major special events to ensure a great customer service experience.
  - Evaluate the feasibility and develop a plan to introduce a Capital Metro public art program.



- Execute and maintain the grant funded, innovative rail and bus safety education and outreach program funded by Operation Lifesaver and Federal Railroad Administration, to engage youth in the development of new rail safety curriculum targeting middle school students.

**Community Involvement Department Organizational Chart**



\*Shared with Communications



### Budget Changes

#### Salaries and Wages

Net increase of \$977 in Salaries and Wages for a proposed merit-based salary increase.

#### Benefits

Net increase of \$88 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Increase of \$105,000 in Other Professional Fees for marketing outreach services for Metro Education, Mobility 20/20 program, New Express Service, and a new marketing ridership engagement initiative.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$287,966	\$362,292	\$347,465	\$363,477	\$1,185	0.3%
51 5010203 OVERTIME - ADMINISTRATIVE	2,163	6,436	-	6,228	(208)	-3.2%
51 5020901 SICK LEAVE-ADMIN	10,835	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	16,766	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	12,366	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	190	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>330,286</b>	<b>368,728</b>	<b>347,465</b>	<b>369,705</b>	<b>977</b>	<b>0.3%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	23,804	26,908	26,106	26,996	88	0.3%
51 5020701 STATE UNEMPLOYMENT-ADMIN	1,457	1,449	1,891	1,449	-	0.0%
<b>BENEFITS</b>	<b>25,261</b>	<b>28,357</b>	<b>27,997</b>	<b>28,445</b>	<b>88</b>	<b>0.3%</b>
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	69,516	289,500	289,500	394,500	105,000	36.3%
51 5030401 TEMPORARY HELP	52,003	36,996	36,996	37,000	4	0.0%
51 5030512 SOFTWARE MAINTENANCE CONTRACTS	2,432	-	-	-	-	0.0%
51 5039901 COURIER AND DELIVERY SERVICES	75	-	-	-	-	0.0%
51 5039909 OTHER SERVICES	3,687	12,000	12,000	12,000	-	0.0%
51 5040121 GASOLINE	62	1,500	1,500	1,500	-	0.0%
51 5049901 OFFICE SUPPLIES	4,473	15,000	15,000	15,000	-	0.0%
51 5049903 MAPS AND SCHEDULES	30	-	-	-	-	0.0%
51 5049909 OTHER SUPPLIES	10,455	15,000	15,000	15,000	-	0.0%
51 5049915 NON CAPITAL EQUIPMENT	-	10,000	10,000	10,000	-	0.0%
51 5050204 TELEPHONE-LOCAL	1,560	4,800	4,800	4,800	-	0.0%
51 5070502 GASOLINE FUEL TAX	5	100	100	100	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	23,767	27,325	27,325	27,325	-	0.0%
51 5090201 AIRFARE - TRANSPORTATION	247	4,500	4,500	3,000	(1,500)	-33.3%
51 5090205 TRAVEL - PER DIEM	178	1,100	1,100	1,100	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	2,230	3,100	3,100	4,600	1,500	48.4%
51 5090211 LODGING	-	1,000	1,000	1,000	-	0.0%
51 5090215 TRAVEL - OTHER	8	-	-	-	-	0.0%
51 5090804 ADVERTISING/PROMOTION MEDIA	4,463	-	-	-	-	0.0%
51 5099901 POSTAGE	943	1,500	1,500	1,500	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	1,179	10,000	10,000	10,000	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>177,309</b>	<b>433,421</b>	<b>433,421</b>	<b>538,425</b>	<b>105,004</b>	<b>24.2%</b>
<b>TOTAL EXPENSES</b>	<b>\$532,856</b>	<b>\$830,506</b>	<b>\$808,883</b>	<b>\$936,575</b>	<b>\$106,069</b>	<b>12.8%</b>

## Customer Service

### Functions and Responsibilities

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

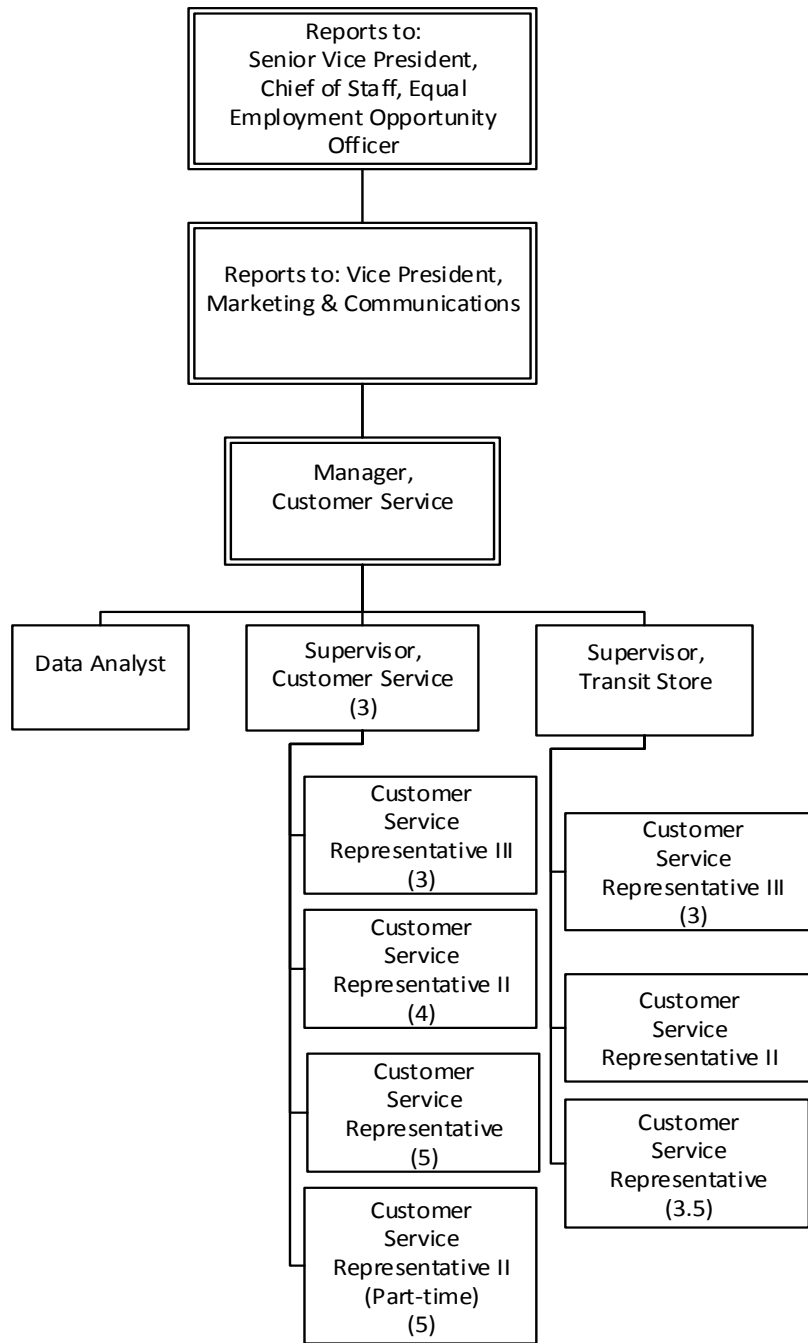
### FY 2015 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - For the 12 months ending March 2015, 374,547 customer calls were answered by live agents representing a decrease of 17% compared to the prior 12 months, and an additional 293,009 calls were processed exclusively through the Interactive Voice Response system, representing a 19% decrease in processed calls.
  - For eight months of the 12 months ending March 2015, the goal of answering 80% of calls within 60 seconds was met.
  - For the 12 months ending March 2015, 17,845 Customer Comment Reports were processed, up 26% compared to the prior 12 months.
  - For the 12 months ending March 2015, the Transit Store produced \$705,268 in sales. Of the 19,539 sales receipts, 43,010 individual items (primarily passes) were sold.
  - Implemented departmental portions of a new fare change, real-time departure information, three service changes, Computer Aided Dispatch/Automatic Vehicle Locator system, new Interactive Voice Response system, and dozens of special events and detours.

### FY 2016 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Answer a projected volume of 428,500 calls with live agents.
  - Implement new Customer Comments database.

**Customer Service Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Net increase of \$127,397 in Salaries and Wages for a proposed merit-based salary increase and the planned conversion of several temporary employees hired in FY 2015 to permanent status in FY 2016. The department initially fills vacancies in the call center with temporary employees and then places the employees into permanent positions when available after they successfully complete on-the-job training.

#### Benefits

Net increase of \$2,319 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$86,242 in Temporary Help to reflect baseline annual funding of approximately \$55,000 for use as call volume or other factors dictate.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$753,109	\$1,063,785	\$1,052,628	\$1,185,686	\$121,901	11.5%
51 5010203 OVERTIME - ADMINISTRATIVE	65,664	66,416	-	71,913	5,496	8.3%
51 5020901 SICK LEAVE-ADMIN	40,948	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	51,782	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	48,287	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	819	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>960,610</b>	<b>1,130,201</b>	<b>1,052,628</b>	<b>1,257,598</b>	<b>127,397</b>	<b>11.3%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	69,563	84,804	77,164	87,124	2,319	2.7%
51 5020701 STATE UNEMPLOYMENT-ADMIN	4,770	5,796	2,310	5,796	-	0.0%
<b>BENEFITS</b>	<b>74,333</b>	<b>90,600</b>	<b>79,474</b>	<b>92,920</b>	<b>2,319</b>	<b>2.6%</b>
<b>OTHER EXPENSES</b>						
51 5030401 TEMPORARY HELP	144,165	141,622	141,190	55,380	(86,242)	-60.9%
51 5039909 OTHER SERVICES	2,751	12,829	13,000	13,279	450	3.5%
51 5049901 OFFICE SUPPLIES	5,961	5,100	7,000	6,774	1,674	32.8%
51 5049902 PASSES AND TICKETS	333	-	-	-	-	0.0%
51 5049909 OTHER SUPPLIES	576	470	566	900	430	91.5%
51 5049915 NON CAPITAL EQUIPMENT	3,221	-	-	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	560	960	960	1,680	720	75.0%
51 5090101 DUES AND SUBSCRIPTIONS	21	-	-	-	-	0.0%
51 5090205 TRAVEL - PER DIEM	-	-	-	1,000	1,000	100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	101	-	-	-	-	0.0%
51 5090804 ADVERTISING/PROMOTION MEDIA	-	12,000	12,000	12,000	-	0.0%
51 5099901 POSTAGE	48	100	100	100	-	0.0%
51 5099908 COMPUTER HARDWARE	205	-	-	-	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	150	500	200	500	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>158,091</b>	<b>173,581</b>	<b>175,016</b>	<b>91,613</b>	<b>(81,968)</b>	<b>-47.2%</b>
<b>TOTAL EXPENSES</b>	<b>\$1,193,034</b>	<b>\$1,394,383</b>	<b>\$1,307,118</b>	<b>\$1,442,131</b>	<b>\$47,748</b>	<b>3.4%</b>



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## Human Resources

### Functions and Responsibilities

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

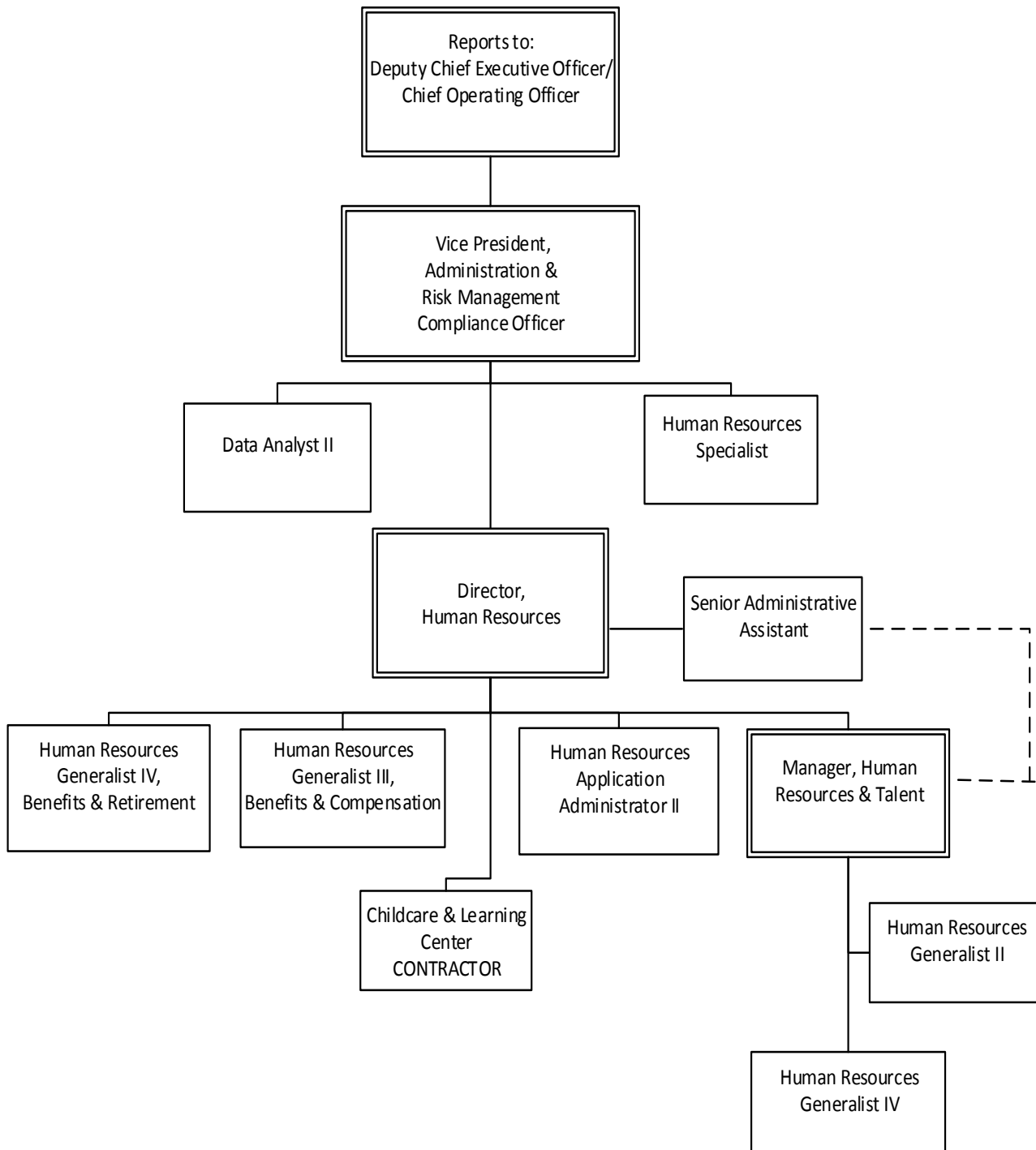
### FY 2015 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Developed Customer Service Training for Capital Metro employees. Designed Customer Service Training for contract service providers.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Completed salary structure review and implemented changes to ensure an internal and external competitive compensation program.
  - Completed three cohorts of Leaders in Motion training for Vice Presidents, Directors and Managers. Continued with the Leaders in Motion program to include one new cohort for management and three programs for individual contributors.
  - Began design and development of Succession Planning Program.
  - Completed the biennial Employee Engagement Survey.
  - Continued employee communications programs to address employee questions on agency matters.

### FY 2016 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Deliver Customer Service Training for contract service providers.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Implement new salary structure based on results of salary survey.
  - Continue with the Leaders in Motion training program to include one new cohort for management and up to four cohorts/classes for individual contributors. Continue designing and begin implementation of process and delivery of the Succession Planning Program.
  - Continue employee communications programs to address employee questions on agency matters.

**Human Resources Department Organizational Chart**







## **Budget Changes**

### **Salaries and Wages**

Net decrease of \$23,607 in Salaries and Wages due to one-time temporary salary adjustment budgeted in FY 2015 and no longer needed in FY 2016, a position eliminated in FY 2015 and proposed merit-based salary increases for FY 2016.

### **Benefits**

Net decrease of \$24,100 in Benefits associated with payroll taxes resulting from changes in salaries and wages described previously, decrease of \$15,500 in Relocation Reimbursement based on anticipated recruitments, and decrease of \$6,000 in anticipated Tuition Reimbursement expenses.

### **Other Expenses**

Increase of \$63,780 in Temporary Help to backfill for recruitment activities in FY 2016 when the Leaders in Motion training initiative is underway. Decrease of \$22,774 in Consultation Fees based on reduced expenses in the benefits, retirement and compensation consulting contract.



Capital Metropolitan Transportation Authority Approved FY 2016  
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	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$744,668	\$963,228	\$869,324	\$939,621	(\$23,607)	-2.5%
51 5010203 OVERTIME - ADMINISTRATIVE	97	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	36,545	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	42,904	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	60,443	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	2,303	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>886,960</b>	<b>963,228</b>	<b>869,324</b>	<b>939,621</b>	<b>(23,607)</b>	<b>-2.5%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	61,711	68,393	60,593	66,000	(2,393)	-3.5%
51 5020701 STATE UNEMPLOYMENT-ADMIN	2,488	2,484	161	2,277	(207)	-8.3%
51 5021405 HOUSING	18,980	4,500	4,500	4,500	-	0.0%
51 5021406 RELOCATION REIMB.	61,675	41,000	41,000	25,500	(15,500)	-37.8%
51 5021430 TUITION REIMBURSEMENT	11,258	36,000	36,000	30,000	(6,000)	-16.7%
<b>BENEFITS</b>	<b>156,113</b>	<b>152,377</b>	<b>142,254</b>	<b>128,277</b>	<b>(24,100)</b>	<b>-15.8%</b>
<b>OTHER EXPENSES</b>						
51 5030303 CONSULTATION FEES	246,688	378,774	405,000	356,000	(22,774)	-6.0%
51 5030306 TECHNICAL SERVICES	7,051	6,700	6,700	7,000	300	4.5%
51 5030309 OTHER PROFESSIONAL FEES	5,355	20,500	22,000	20,200	(300)	-1.5%
51 5030401 TEMPORARY HELP	27,662	6,000	-	69,780	63,780	1063.0%
51 5039909 OTHER SERVICES	62	650	1,350	500	(150)	-23.1%
51 5049901 OFFICE SUPPLIES	9,787	17,500	22,375	15,000	(2,500)	-14.3%
51 5049909 OTHER SUPPLIES	112	750	2,450	750	-	0.0%
51 5049915 NON CAPITAL EQUIPMENT	35	-	-	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	880	960	960	960	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	5,198	6,410	7,500	6,965	555	8.7%
51 5090201 AIRFARE - TRANSPORTATION	12,985	5,100	13,450	4,000	(1,100)	-21.6%
51 5090205 TRAVEL - PER DIEM	5,314	2,450	5,340	1,783	(667)	-27.2%
51 5090206 TOLL ROAD CHARGES	199	-	-	-	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	12,285	9,425	14,000	7,935	(1,490)	-15.8%
51 5090211 LODGING	5,818	5,050	10,500	3,750	(1,300)	-25.7%
51 5090215 TRAVEL - OTHER	14	-	-	-	-	0.0%
51 5090801 NEWSPAPER MEDIA	4,092	4,200	4,200	4,200	-	0.0%
51 5099901 POSTAGE	592	600	600	600	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	-	-	25	-	-	0.0%
51 5099992 RECOGNITION PROGRAM	5,097	10,000	11,249	6,000	(4,000)	-40.0%
51 5121202 OFFICE EQUIPMENT	41	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>349,265</b>	<b>475,069</b>	<b>527,699</b>	<b>505,423</b>	<b>30,354</b>	<b>6.4%</b>
<b>TOTAL EXPENSES</b>	<b>\$1,392,338</b>	<b>\$1,590,674</b>	<b>\$1,539,277</b>	<b>\$1,573,321</b>	<b>(\$17,353)</b>	<b>-1.1%</b>

## Risk Management and Safety

### Functions and Responsibilities

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

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

### FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Led Capital Metro's efforts to manage claim cost to ensure premium reductions.
  - Continued to aggressively pursue subrogation recoveries.
  - Conducted claim reviews of insurance carrier files for accountability and cost control.
  - Developed and implemented Enterprise Risk Management framework, including gap analysis.
  - Enhanced the authority wide emergency evacuation program plan.
- ◆ Deliver the Best Possible Customer Experience
  - Further enhanced the culture of safety through employee and service contractor involvement and consistent contractor safety oversight.
  - Promoted customer and public facing safety initiatives via interior & exterior vehicle safety messaging and new public service announcements.
  - Implemented a Safety Management System approach to assessing and mitigating risks in all system operations consistent with Federal Transit Administration guidance.

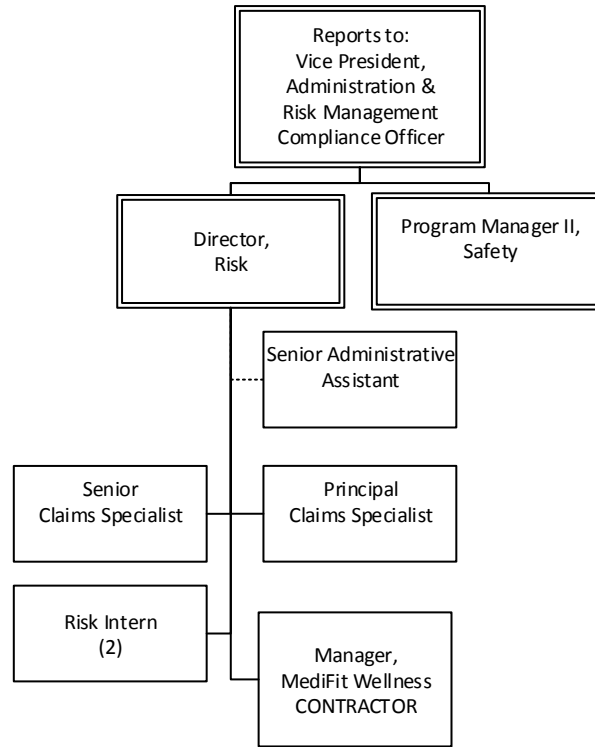
### FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Address contractual insurance and risk issues surrounding Capital Metro's contracted business model to arrive at the best possible results for the organization.



- Continue to address safety and risk oversight of contractors to improve safety and reduce associated costs.
- Address issues identified in the Enterprise Risk Management gap analysis in an effort to improve business communication and improve efficiencies.
- Implement recommendations made by the Texas Transit Institute's Bus Crash Study aimed at reducing the incidence and severity of bus crashes at Capital Metro.
- Implement a Safety Warden program that educates and prepares employees for emergency situations.
- Further enhance the culture of safety through training and implementation of an SMS-Safety Management System.
- ◆ Deliver the Best Possible Customer Experience
  - Promote customer and public facing safety initiatives via interior & exterior safety messaging and public service announcements.

**Risk Management and Safety Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Net decrease of \$28,606 in Salaries and Wages that reflects transfer of administrative support to the Security department and a proposed merit-based salary increase.

**Benefits**

Net decrease of \$2,327 in Benefits for payroll taxes resulting from changes in salaries and wages described previously. Expense for Workers Compensation Claims and Premiums for Workers Compensation Losses decreased by \$451,560 due to transportation contractors providing coverage beginning in FY 2016.

**Other Expenses**

Net overall decrease of \$2,280,031 primarily due to transportation contractors providing liability coverage beginning in FY 2016. Capital Metro previously funded most of these insurance related costs directly. Includes an increase of \$87,700 in Other Professional Fees mainly for \$80,000 in funding to implement an Enterprise Risk Management program across Capital Metro.



Capital Metropolitan Transportation Authority Approved FY 2016  
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	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$264,881	\$413,011	\$592,315	\$384,405	(\$28,606)	-6.9%
51 5010304 INTERN PAY	14,901	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	19,989	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	16,472	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	29,976	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>346,218</b>	<b>413,011</b>	<b>592,315</b>	<b>384,405</b>	<b>(28,606)</b>	<b>-6.9%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	25,435	30,726	42,226	28,606	(2,120)	-6.9%
51 5020701 STATE UNEMPLOYMENT-ADMIN	1,116	1,449	470	1,242	(207)	-14.3%
51 5020832 EXPENSE FOR W/C CLAIMS	790,445	701,556	1,108,343	300,000	(401,556)	-57.2%
51 5020842 W/C ADMIN FEES (2% OF CLAIMS)	397	1,608	1,608	1,608	-	0.0%
51 5020845 PREMIUMS FOR W/C LOSSES	98,965	105,000	105,000	54,996	(50,004)	-47.6%
<b>TOTAL BENEFITS</b>	<b>916,358</b>	<b>840,339</b>	<b>1,257,647</b>	<b>386,452</b>	<b>(453,887)</b>	<b>-54.0%</b>
<b>OTHER EXPENSES</b>						
51 5030305 MEDICAL SERVICES	7,066	9,996	10,000	9,996	-	0.0%
51 5030309 OTHER PROFESSIONAL FEES	96,142	77,000	77,000	164,700	87,700	113.9%
51 5030509 REPAIR & MAINTENANCE-OTHER	-	1,500	1,500	1,500	-	0.0%
51 5039909 OTHER SERVICES	128,652	227,350	227,350	228,850	1,500	0.7%
51 5040121 GASOLINE	3,561	4,580	4,580	4,580	-	0.0%
51 5049901 OFFICE SUPPLIES	4,698	3,996	4,000	4,200	204	5.1%
51 5049909 OTHER SUPPLIES	24,716	17,551	17,553	18,559	1,008	5.7%
51 5049915 NON CAPITAL EQUIPMENT	1,930	1,800	1,800	4,300	2,500	138.9%
51 5050204 TELEPHONE-LOCAL	-	1,548	1,548	1,548	-	0.0%
51 5060101 PROPERTY INSURANCE PREMIUMS	113,834	171,004	171,004	221,004	50,000	29.2%
51 5060201 PHYSICAL DAMAGE RECOVERIES	(196,612)	(200,004)	(200,000)	(200,004)	-	0.0%
51 5060210 RAIL LIABILITY CLAIM PAYMENTS	170,890	370,000	370,000	200,000	(170,000)	-45.9%
51 5060300 RAIL LIABILITY PREMIUMS	-	1,151,000	1,151,000	15,000	(1,136,000)	-98.7%
51 5060301 VEHICLE LIABILITY PREMIUMS	1,090,350	1,352,845	1,354,596	255,792	(1,097,053)	-81.1%
51 5060302 AUTO LIABILITY LOSS	432,527	600,000	600,000	500,000	(100,000)	-16.7%
51 5060801 PUBLIC OFFICIALS LIAB. PREMIUMS	47,592	50,820	50,823	50,820	-	0.0%
51 5060802 CRIME INSURANCE PREMIUM	7,560	9,000	9,000	9,000	-	0.0%
51 5060809 OTHER BUSINESS INSURANCE	82,415	88,500	88,500	168,500	80,000	90.4%
51 5070502 GASOLINE FUEL TAX	288	348	350	348	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	1,985	1,897	1,897	2,007	110	5.8%
51 5090201 AIRFARE - TRANSPORTATION	2,224	6,000	6,000	6,000	-	0.0%
51 5090205 TRAVEL - PER DIEM	2,319	4,293	4,293	4,293	-	0.0%
51 5090206 TOLL ROAD CHARGES	4	-	-	-	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	835	9,500	9,500	9,500	-	0.0%
51 5090211 LODGING	3,289	8,080	8,080	8,080	-	0.0%
51 5099901 POSTAGE	587	504	500	504	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	39	200	200	200	-	0.0%
51 5099930 IN-KIND EXCHANGE EXPENSE	10,272	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>2,037,162</b>	<b>3,969,308</b>	<b>3,971,074</b>	<b>1,689,277</b>	<b>(2,280,031)</b>	<b>-57.4%</b>
<b>TOTAL EXPENSES</b>	<b>\$3,299,739</b>	<b>\$5,222,658</b>	<b>\$5,821,036</b>	<b>2,460,134</b>	<b>(2,762,524)</b>	<b>-52.9%</b>

## Public Facilities

### Functions and Responsibilities

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

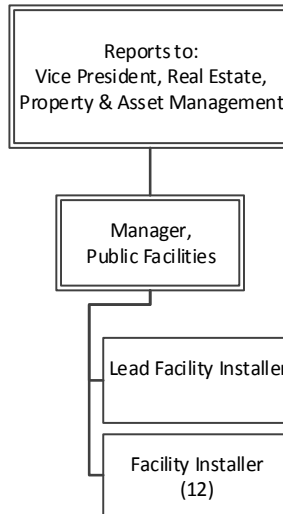
### FY 2015 Accomplishments

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

### FY 2016 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Continue to support property management efforts for the installation of new public amenities (e.g. pads, benches, and shelters).
  - Continue to support service changes throughout the year.
  - Continue to support all transit service during city special events
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continue rolling out mobile technology to track and complete work orders.

### Public Facilities Department Organizational Chart



### Budget Changes

#### **Salaries and Wages**

Net increase in Salaries and Wages of \$49,793 for the addition of new facility installer position and a proposed merit-based salary increase.

#### **Benefits**

Net increase of \$3,792 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### **Other Expenses**

Increase of \$155,224 in Custodial Services due to contractual increase and addition of anticipated Georgetown Park and Ride facility. Net increase of \$103,956 in utility expenses reflects planned usage and rates.





Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$420,552	\$610,422	\$498,925	\$653,034	\$42,612	7.0%
51 5010203 OVERTIME - ADMINISTRATIVE	77,223	93,390	93,390	100,571	7,181	7.7%
51 5020901 SICK LEAVE-ADMIN	32,974	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	28,568	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	42,987	-	-	-	-	0.0%
51 5021102 VACATION LEAVE-BARGAINING	2,178	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	1,338	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>605,819</b>	<b>703,812</b>	<b>592,315</b>	<b>753,605</b>	<b>49,793</b>	<b>7.1%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	40,569	45,337	42,226	48,502	3,165	7.0%
51 5020202 PENSION - BARGAIN	4,305	-	-	-	-	0.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	2,300	2,691	470	2,898	207	7.7%
51 5021302 UNIFORM ALLOWANCE-ADMIN.	7,449	6,504	6,504	6,504	-	0.0%
51 5021304 BOOT ALLOWANCE-ADMIN	1,420	1,200	1,600	1,620	420	35.0%
<b>TOTAL BENEFITS</b>	<b>56,042</b>	<b>55,732</b>	<b>50,800</b>	<b>59,524</b>	<b>3,792</b>	<b>6.8%</b>
<b>OTHER EXPENSES</b>						
51 5030311 PERMITS AND FEES	69	-	-	-	-	0.0%
51 5030401 TEMPORARY HELP	35,631	15,996	(15,996)	-	(15,996)	-100.0%
51 5030509 REPAIR & MAINTENANCE-OTHER	8,022	101,996	100,000	102,000	4	0.0%
51 5030515 ELECTRICAL SERVICES	85,303	95,004	90,000	95,004	-	0.0%
51 5030601 CUSTODIAL SERVICES	867,619	910,004	950,004	1,065,228	155,224	17.1%
51 5039901 COURIER AND DELIVERY SERVICES	24	-	-	-	-	0.0%
51 5039909 OTHER SERVICES	324,230	358,656	325,000	372,000	13,344	3.7%
51 5040111 DIESEL	59,011	60,000	47,000	60,000	-	0.0%
51 5040121 GASOLINE	3,087	-	-	-	-	0.0%
51 5049901 OFFICE SUPPLIES	92	120	120	120	-	0.0%
51 5049909 OTHER SUPPLIES	110,760	170,000	170,000	170,004	4	0.0%
51 5049920 MAINTENANCE MATERIALS	49,552	39,996	35,000	39,996	-	0.0%
51 5049974 CORE DEPOSIT CREDIT	(6,360)	-	-	-	-	0.0%
51 5050201 ELECTRIC	1,070,349	1,024,932	1,024,000	980,004	(44,928)	-4.4%
51 5050202 WATER AND SEWER	471,647	241,415	211,000	245,004	3,589	1.5%
51 5050203 GAS	102,784	69,499	69,499	97,020	27,521	39.6%
51 5050206 DRAINAGE SERVICE	15,396	89,400	165,050	185,820	96,420	107.9%
51 5050207 GARBAGE COLLECTION	74,563	120,201	125,021	90,000	(30,201)	-25.1%
51 5050208 STREET SERVICE	14,388	50,553	86,832	91,308	40,755	80.6%
51 5050209 OTHER UTILITIES	20,572	6,600	17,400	17,400	10,800	163.6%
51 5070501 DIESEL FUEL TAX	3,928	3,504	2,800	3,504	-	0.0%
51 5070502 GASOLINE FUEL TAX	228	-	-	-	-	0.0%
51 5090206 TOLL ROAD CHARGES	9	-	-	-	-	0.0%
51 5099904 TOOLS AND EQUIPMENT	1,040	1,000	1,000	1,000	-	0.0%
51 5099907 SAFETY EQUIPMENT	3,743	1,600	1,600	1,600	-	0.0%
51 5099912 AMENITIES	9,213	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>3,324,900</b>	<b>3,360,476</b>	<b>3,405,330</b>	<b>3,617,012</b>	<b>256,536</b>	<b>7.6%</b>
<b>TOTAL EXPENSES</b>	<b>\$3,986,762</b>	<b>\$4,120,020</b>	<b>\$4,048,445</b>	<b>\$4,430,141</b>	<b>\$310,121</b>	<b>7.5%</b>



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# Capital Projects

## Functions and Responsibilities

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

## FY 2015 Accomplishments

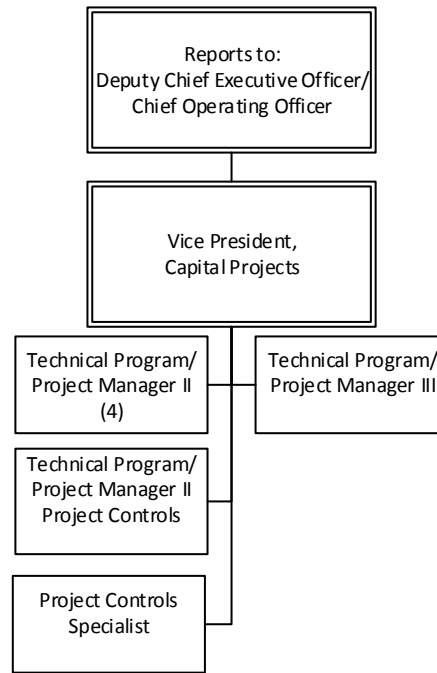
- ◆ Deliver the Best Possible Customer Experience
  - Executed grant contract with TxDOT for \$50 million for the downtown rail station infrastructure improvements and vehicle acquisition.
  - Initiated design development and gathered community feedback for the downtown rail station infrastructure improvement project.
  - Worked in partnership with City of Austin Public Works Department, improving accessibility and connectivity of more than 290 bus stops throughout the city for all customers.
  - Completed design and installation of approximately ten new prototype bus stop shelters at select stops on the fixed route system.
  - Completed pilot installation for new style neighborhood bus stop signs.
  - Completed design plans for Lakeline and Howard Station parking lot expansion projects.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Completed upgrade of approximately 2.5 miles of 90 pound rail to 115 pound.
  - Completed contracting and initiating upgrade of the current Stadler rail cars.
  - Project "resident" engineering services secured.
  - Initiated design for remainder of rail infrastructure improvements.
  - Completed selection process for a new rail general engineering contract
  - Completed selection process for construction observation and coordination services
- ◆ Improve Business Practices
  - Actively participated in the replacement of Capital Metro's Enterprise Resource Planning software system.

- Completed design plans for the north operations rail maintenance facility expansion for additional rail cars.
- Repaired floor deflection at the north operations rail maintenance facility.
- Initiated designs of various improvements at the 2910 E. Fifth Street headquarters facility, including the kitchen/cafeteria remodel project, Human Resources department, Risk Management and Safety department, and DBE offices.
- Completed remodel of Call Center and relocation of MetroAccess administration staff to leased office space at 209 W. 9<sup>th</sup> Street.
- Constructed new Wellness Center at 209 W. 9<sup>th</sup> Street.
- Initiated agency-wide project management process initiative.

#### **FY 2016 Planned Initiatives**

- ◆ Deliver the Best Possible Customer Experience
  - Implement additional MetroRapid system improvements, utilizing remaining project grant funding.
  - Complete design for TIGER (Transportation Investment Generating Economic Recovery) rail infrastructure improvements.
  - Initiate construction to expand parking areas at Lakeline Station and Howard Station Park & Ride facilities.
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Further design development of the downtown rail station infrastructure improvement project, including gathering additional feedback from community and stakeholders.
  - Initiate design and construction activities related to the TIGER rail infrastructure improvements.
  - Complete MetroAccess administration remodeled space at 209 W. 9<sup>th</sup> Street.
  - Complete construction of a new MetroBike shelter at Leander Park & Ride.
- ◆ Improve Business Practices
  - Complete the construction of various improvements at the 2910 E. Fifth Street headquarters facility, boardroom improvements, kitchen/cafeteria remodel, Human Resources department, Risk Management and Safety department, and DBE offices.
  - Support the implementation of the new Enterprise Resource Planning system.
  - Implement new standardized project management processes.

### Capital Projects





### Budget Changes

#### Salaries and Wages

Increase of \$147,749 in Salaries and Wages due to position reclassifications and a proposed merit-based salary increase.

#### Benefits

Net increase of \$5,909 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Increase of \$107,921 in Professional Fees for engineering, surveying, testing, and Americans with Disabilities Act accessibility compliance. Decrease of \$75,000 in Temporary Help due to reclassification of a temporary position to permanent status. Increase of \$35,992 in Other Services for facility moving services, furnishing refurbishment, and other small asset repairs.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$455,940	\$738,385	\$644,972	\$886,135	\$147,749	20.0%
51 5020901 SICK LEAVE-ADMIN	3,330	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	24,437	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	32,155	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	847	-	-	-	-	0.0%
51 5021210 SEVERANCE PAY - ADMIN	20,856	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>537,565</b>	<b>738,385</b>	<b>644,972</b>	<b>886,135</b>	<b>147,749</b>	<b>20.0%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	39,820	52,423	44,825	61,332	8,909	17.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	1,449	1,656	317	1,656	-	0.0%
<b>TOTAL BENEFITS</b>	<b>41,269</b>	<b>54,079</b>	<b>45,142</b>	<b>62,988</b>	<b>8,909</b>	<b>16.5%</b>
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	81,560	210,979	236,848	318,900	107,921	51.2%
51 5030311 PERMITS AND FEES	8,350	15,000	10,050	20,000	5,000	33.3%
51 5030401 TEMPORARY HELP	9,524	75,000	63,308	-	(75,000)	-100.0%
51 5039901 COURIER AND DELIVERY SERVICES	-	180	-	180	-	0.0%
51 5039909 OTHER SERVICES	974	50,004	3,000	85,996	35,992	72.0%
51 5040121 GASOLINE	-	-	3,826	-	-	0.0%
51 5049901 OFFICE SUPPLIES	2,156	5,004	-	5,004	-	0.0%
51 5049909 OTHER SUPPLIES	170	-	-	1,400	1,400	100.0%
51 5049915 NON CAPITAL EQUIPMENT	-	-	1,140	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	320	1,800	497	1,800	-	0.0%
51 5070502 GASOLINE FUEL TAX	-	-	270	-	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	1,212	2,405	-	4,237	1,832	76.2%
51 5090201 AIRFARE - TRANSPORTATION	169	3,495	-	3,900	405	11.6%
51 5090205 TRAVEL - PER DIEM	-	1,708	249	1,200	(508)	-29.7%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	249	2,300	-	2,600	300	13.0%
51 5090211 LODGING	322	6,300	-	4,100	(2,200)	-34.9%
51 5099909 OTHER MISCELLANEOUS EXPENSES	-	-	-	1,000	1,000	100.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	(83,057)	(72,000)	(73,993)	(80,000)	(8,000)	11.1%
51 5121201 LEASE-ADMINISTRATIVE FACILITY	-	-	-	5,000	5,000	100.0%
<b>TOTAL OTHER EXPENSES</b>	<b>21,950</b>	<b>302,175</b>	<b>245,195</b>	<b>375,317</b>	<b>73,142</b>	<b>24.2%</b>
<b>TOTAL EXPENSES</b>	<b>\$600,784</b>	<b>\$1,094,639</b>	<b>\$935,309</b>	<b>\$1,324,440</b>	<b>\$229,800</b>	<b>21.0%</b>

# Property and Asset Management (formerly Real Estate and Asset Management)

## Functions and Responsibilities

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

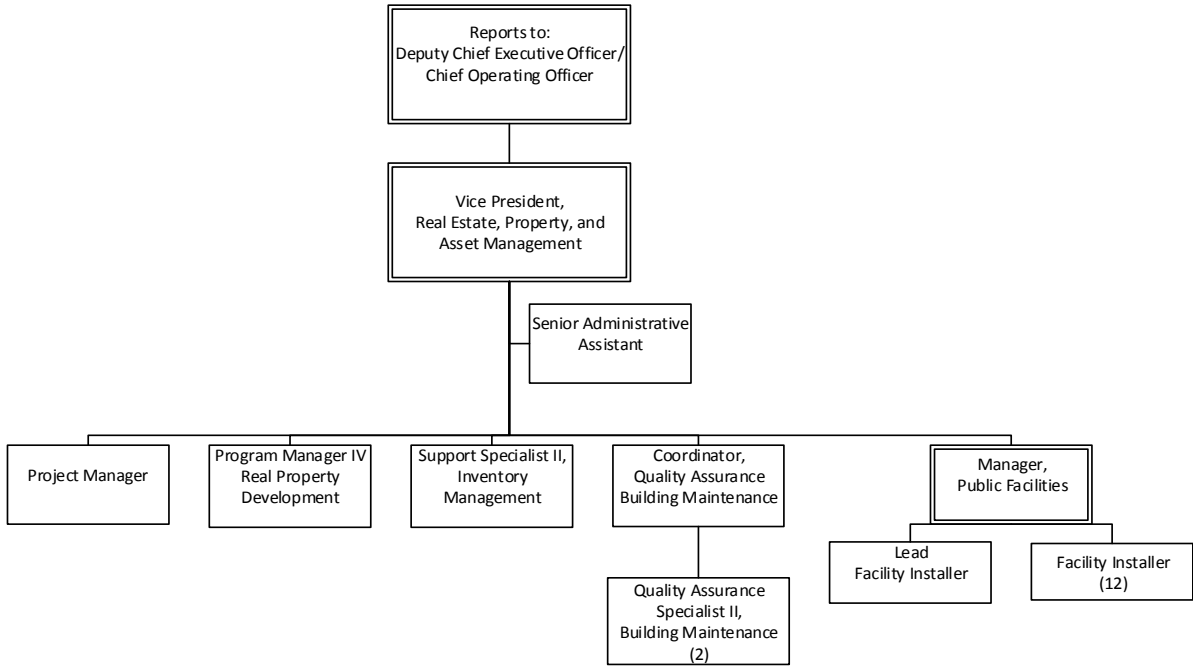
### FY 2015 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Refreshed Lakeline Park and Ride.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Refined State of Good Repair/MAP-21 project activities and processes.
  - Completed installation of energy efficient LED parking lot lighting at headquarters facility.
  - Reduced excess bus stop amenity inventory levels.
  - Completed reconfiguration of utility access database.
  - Implemented work order system for public facilities.

### FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Initiate Operations and Maintenance Master Facility Plan.
  - Refresh TechRidge Park and Ride.
  - Continue to refine the State of Good Repair/MAP-21 project activities and processes.
  - Complete capital project requests as scheduled and funded.
  - Support technology review of Asset Management Systems.
  - Complete installation of energy efficient LED parking lot lighting at paratransit facility.

**Property and Asset Management**



**Budget Changes**

**Salaries and Wages**

Net decrease of \$126,762 in Salaries and Wages due to the transfer of three positions to the Real Estate and Facility Planning department offset by a proposed merit-based salary increase.

**Benefits**

Decrease of \$17,634 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Decrease of \$530,308 in Other Professional Fees as a result of transferring these funds to the Real Estate and Facility Planning Department. Decrease of \$250,000 in Temporary Help due to the elimination of two temporary positions. Increase in Other Services of \$40,000 for roof repairs at the Leander Park & Ride and other minor facilities repairs. Decrease of \$1,704,678 in Leases as a result of transferring these funds to the Real Estate and Facility Planning Department.





Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$619,990	\$942,225	\$897,640	\$815,464	-\$126,762	-13.5%
51 5010203 OVERTIME - ADMINISTRATIVE	685	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	34,817	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	36,802	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	54,429	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	3,779	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>750,502</b>	<b>942,225</b>	<b>897,640</b>	<b>815,464</b>	<b>(126,762)</b>	<b>-13.5%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	52,159	72,664	60,167	55,030	(17,634)	-24.3%
51 5020701 STATE UNEMPLOYMENT-ADMIN	2,070	342	1,603	342	-	0.0%
<b>BENEFITS</b>	<b>54,229</b>	<b>73,006</b>	<b>61,770</b>	<b>55,372</b>	<b>(17,634)</b>	<b>-24.2%</b>
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	385,531	530,308	672,703	-	(530,308)	-100.0%
51 5030311 PERMITS AND FEES	(35)	3,600	2,904	3,600	-	0.0%
51 5030401 TEMPORARY HELP	225,863	250,000	250,000	-	(250,000)	-100.0%
51 5030509 REPAIR & MAINTENANCE-OTHER	1,003,116	711,988	711,988	714,984	2,996	0.4%
51 5039901 COURIER AND DELIVERY SERVICES	6	-	-	-	-	0.0%
51 5039909 OTHER SERVICES	70,902	90,000	105,000	130,000	40,000	44.4%
51 5040121 GASOLINE	3,406	4,596	4,596	4,596	-	0.0%
51 5049901 OFFICE SUPPLIES	6,001	7,596	7,596	3,804	(3,792)	-49.9%
51 5049909 OTHER SUPPLIES	34,837	93,596	93,596	97,596	4,000	4.3%
51 5050204 TELEPHONE-LOCAL	-	-	1,884	-	-	0.0%
51 5070502 GASOLINE FUEL TAX	250	324	324	324	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	1,579	8,520	8,800	912	(7,608)	-89.3%
51 5090201 AIRFARE - TRANSPORTATION	261	3,920	2,400	3,920	-	0.0%
51 5090205 TRAVEL - PER DIEM	140	320	320	320	-	0.0%
51 5090206 TOLL ROAD CHARGES	4	-	-	-	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	2,794	2,400	2,400	1,500	(900)	-37.5%
51 5090211 LODGING	372	1,200	1,200	1,200	-	0.0%
51 5090215 TRAVEL - OTHER	8	-	-	-	-	0.0%
51 5099901 POSTAGE	128	120	120	63	(57)	-47.5%
51 5099909 OTHER MISCELLANEOUS EXPENSES	1,941	-	-	-	-	0.0%
51 5100300 CAPITALIZATION OF SALARY AND WAGES	711	-	(301,156)	-	-	0.0%
51 5120201 LEASE-PASSENGER STATIONS	86,947	94,686	94,686	-	(94,686)	-100.0%
51 5120301 LEASE-PASSENGER PARKING FACILITIES	349,292	587,688	587,688	-	(587,688)	-100.0%
51 5121201 LEASE-ADMINISTRATIVE FACILITY	646,613	1,022,304	1,022,304	-	(1,022,304)	-100.0%
51 5121202 OFFICE EQUIPMENT	4,540	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>2,825,208</b>	<b>3,413,166</b>	<b>3,269,353</b>	<b>962,819</b>	<b>(2,450,347)</b>	<b>-71.8%</b>
<b>TOTAL EXPENSES</b>	<b>\$3,629,939</b>	<b>\$4,428,398</b>	<b>\$4,228,763</b>	<b>\$1,833,655</b>	<b>(\$2,594,743)</b>	<b>-58.6%</b>



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## Freight Railroad

### Functions and Responsibilities

The Freight Railroad department is responsible for managing and preserving Capital Metro's railroad assets used for transportation of freight and for transit use. Currently, the department manages approximately 162 miles of railroad right-of-way between Giddings and Llano, Texas. Management of the Giddings/Llano rail line is accomplished through a rail freight operator, whose responsibility is to fulfill the common carrier obligations by providing freight service to shippers along the line, as well as implementing aggressive marketing strategies to maximize revenues while providing efficient freight service. The operation and maintenance of the railroad is in accordance with Federal Railroad Administration regulations and the American Railroad Engineering and Maintenance Association guidelines.

### FY 2015 Accomplishments

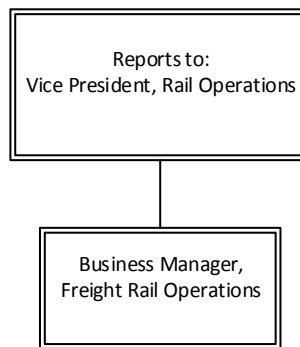
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Worked with railroad consultant to develop a new freight business model that will further strengthen the operating performance and financial viability of the freight railroad.
  - Awarded a long-term freight contract that provides a revenue stream to the agency.
- ◆ Deliver the Best Possible Customer Experience
  - Completed a bridge upgrade program for 63 timber bridges from Bridge Management Plan Conditions 1 and 2 to Condition 3. All bridges on the railroad are being maintained to condition 3 or better.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Completed re-certification of Bertram scale. Implemented new scale policy to address overweight freight cars.
- ◆ Demonstrate Regional Leadership
  - Began implementation of freight TIGER (Transportation Investment Generating Economic Recovery) grant projects, 90lb rail renewal east and west corridor, and east and west timber and surface.

### FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Implement contract with freight provider to further strengthen the operating performance and financial viability of the freight railroad, while reducing operating and capital outlays for the agency.
  - Work to bring additional customers on to Capital Metro's rail line to increase revenue.
  - Complete system-wide private crossing surface program.

- Develop State of Good Repair criteria.
- Continue the bridge maintenance program.
- ◆ Demonstrate Regional Leadership
  - Continue implementation of freight TIGER grant projects, 90lb rail renewal east and west corridor, and east and west timber and surface.

### Freight Railroad Department Organizational Chart





### Budget Changes

#### Salaries and Wages

Increase of \$2,885 in Salaries and Wages for a proposed merit-based salary increase.

#### Benefits

Net increase of \$214 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$30,000 in Consultation Fees due to expected costs for meeting various Federal Railroad Administration regulations. Decrease in right-of-way service of \$3,490,243, maintenance material of \$1,346,424, and fuel related expenses due to re-structuring the business model with the freight service provider.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$85,812	\$95,941	\$93,112	\$98,826	\$2,885	3.0%
51 5020901 SICK LEAVE-ADMIN	5,645	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	4,825	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	7,548	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>103,830</b>	<b>95,941</b>	<b>93,112</b>	<b>98,826</b>	<b>2,885</b>	<b>3.0%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	6,823	7,126	6,602	7,340	214	3.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	207	207	15	207	-	0.0%
<b>TOTAL BENEFITS</b>	<b>7,030</b>	<b>7,333</b>	<b>6,617</b>	<b>7,547</b>	<b>214</b>	<b>2.9%</b>
<b>OTHER EXPENSES</b>						
51 5030303 CONSULTATION FEES	457,521	650,000	500,000	620,000	(30,000)	-4.6%
51 5030509 REPAIR & MAINTENANCE-OTHER	-	2,500	-	3,000	500	20.0%
51 5039960 ROW HERZOG TRANSIT SERVICES	3,306,536	3,490,243	3,490,243	-	(3,490,243)	-100.0%
51 5040111 DIESEL	164,942	196,128	98,064	-	(196,128)	-100.0%
51 5040121 GASOLINE	1,584	1,020	1,020	-	(1,020)	-100.0%
51 5049901 OFFICE SUPPLIES	6,961	6,000	5,000	5,004	(996)	-16.6%
51 5049907 EXPENDABLE TOOLS & EQUIPMENT	586	1,000	1,000	1,000	-	0.0%
51 5049920 MAINTENANCE MATERIALS	(3,461)	-	60,000	-	-	0.0%
51 5049929 RAIL - MAINTENANCE MATERIALS	657,383	1,346,424	1,000,000	-	(1,346,424)	-100.0%
51 5050204 TELEPHONE-LOCAL	1,591	3,780	3,000	3,780	-	0.0%
51 5070501 DIESEL FUEL TAX	10,707	12,192	10,000	-	(12,192)	-100.0%
51 5070502 GASOLINE FUEL TAX	116	84	84	-	(84)	-100.0%
51 5090101 DUES AND SUBSCRIPTIONS	3,799	4,500	4,500	4,500	-	0.0%
51 5090201 AIRFARE - TRANSPORTATION	-	700	-	700	-	0.0%
51 5090205 TRAVEL - PER DIEM	-	460	-	460	-	0.0%
51 5090206 TOLL ROAD CHARGES	713	732	1,000	780	48	6.6%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	-	-	500	-	-	0.0%
51 5090211 LODGING	-	616	-	600	(16)	-2.6%
51 5090215 TRAVEL - OTHER	-	500	133	500	-	0.0%
51 5099901 POSTAGE	292	-	-	-	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	8,000	1,200	5,000	1,200	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>4,617,270</b>	<b>5,718,079</b>	<b>5,179,544</b>	<b>641,524</b>	<b>(5,076,555)</b>	<b>-88.8%</b>
<b>TOTAL EXPENSES</b>	<b>\$4,728,130</b>	<b>\$5,821,353</b>	<b>\$5,279,273</b>	<b>\$747,897</b>	<b>(\$5,073,456)</b>	<b>-87.2%</b>



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# 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 2015 Accomplishments

- ◆ Demonstrate the Value of Public Transportation in a Dynamic Community
  - Set record ridership for South by Southwest.
  - Continued the private crossing signalization program for the commuter corridor.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Began work on TIGER (Transportation Investment Generating Economic Recovery) grant projects to increase operational flexibility and reduce run time.
- ◆ Demonstrate Regional Leadership
  - Served as member of the Federal Railroad Administration's Rail Safety Advisory Working Group on Minimum Crew Size.
  - Served as founding member of the Transportation Learning Center's Signal Training Consortium for developing Commuter and Transit Rail Signal Training.
- ◆ Ordered four Stadler GTW 2/6 Diesel Multiple Unit rail cars using TxDOT grant funds.
- ◆ Received approval from the Federal Railroad Administration for a five year renewal and consolidation of rail system operating waivers.
- ◆ Completed the first TIGER grant project – 90lb rail rehabilitation east and west subdivisions.
- ◆ Completed first installment of two State of Good Repair projects: 113lb rail replacement and timber and surface on the commuter corridor.
- ◆ Completed the award of commuter operations and maintenance contract.

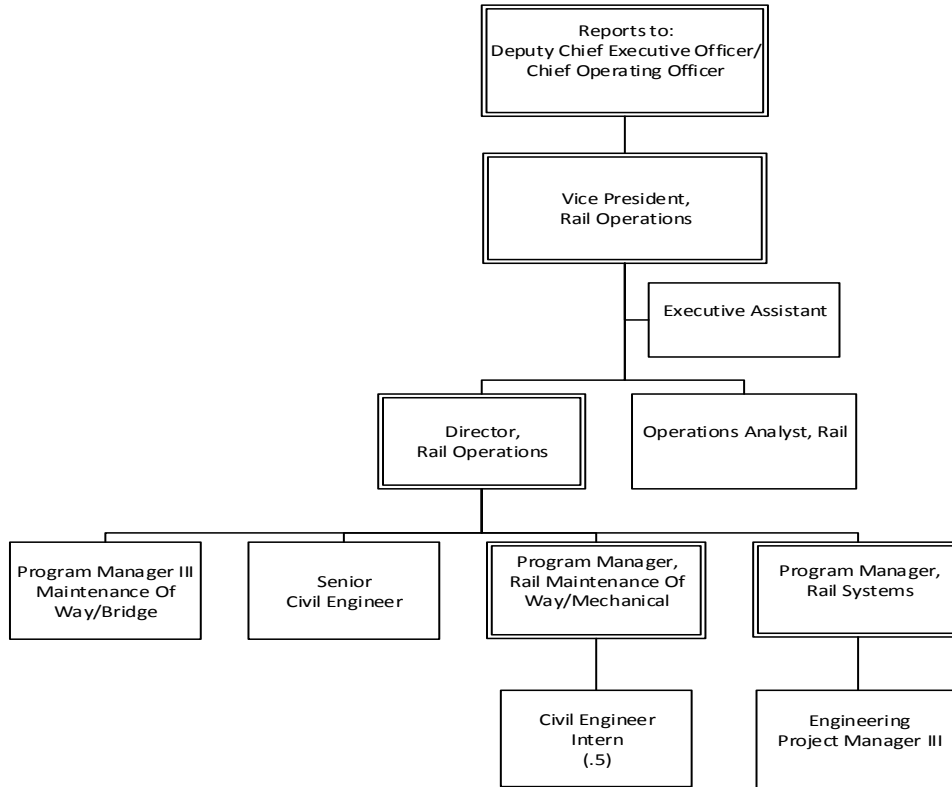


### **FY 2016 Planned Initiatives**

- ◆ Demonstrate Regional Leadership
  - Pursue the option of Alternative Compliance with the Federal Railroad Administration through the TIGER grant, which will allow freight and commuter operations to operate without temporal separation. This will increase the ability to deliver additional services for freight and commuter rail.
  - Obtain four additional rail cars.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Implement a new competitive commuter operations and maintenance contract, with emphasis on continued safety, customer service, and financial stability.
- ◆ Deliver the Best Possible Customer Experience
  - Continue the design of the federally mandated Positive Train Control (PTC) system in the commuter corridor, upgrading the signal system from Centralized Traffic Control system to PTC.
  - Start the Diesel Multiple Unit powertrain overhaul rebuild program.



**Commuter Rail Operations Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Increase of \$153,447 in Salaries and Wages for a proposed merit increase and the addition of two Program Managers.

**Benefits**

Net increase of \$9,455 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Net decrease of \$2,799,999 in Repair and Maintenance Other and \$2,611,073 in Right of Way Transit Service, primarily due to the reclassification of these expenses to the Commuter Rail Services line item. In addition to these changes, Commuter Rail Services includes one-time mobilization costs for work crews and includes funding for work that Capital Metro previously included in its capital improvement program. Additionally, costs for two-person conductor crews are planned due to an anticipated federal ruling.



Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$559,157	\$842,678	\$803,251	\$995,862	\$153,184	18.2%
51 5010203 OVERTIME - ADMINISTRATIVE	3,290	3,500	3,692	3,762	263	7.5%
51 5010301 SALARY & WAGES - TEMP	49,069	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	(120)	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	29,187	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	34,576	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	2,457	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>677,616</b>	<b>846,178</b>	<b>806,943</b>	<b>999,624</b>	<b>153,447</b>	<b>18.1%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	50,917	58,993	55,362	68,034	9,041	15.3%
51 5020701 STATE UNEMPLOYMENT-ADMIN	1,753	1,656	462	2,070	414	25.0%
51 5021406 RELOCATION REIMB.	166	-	-	-	-	0.0%
<b>TOTAL BENEFITS</b>	<b>52,835</b>	<b>60,649</b>	<b>55,824</b>	<b>70,104</b>	<b>9,455</b>	<b>15.6%</b>
<b>OTHER EXPENSES</b>						
51 5030303 CONSULTATION FEES	0	125,000	156,000	350,000	225,000	180.0%
51 5030305 MEDICAL SERVICES	(142)	-	-	-	-	0.0%
51 5030401 TEMPORARY HELP	0	22,704	22,000	21,120	(1,584)	-7.0%
51 5030507 MAINTENANCE-RADIOS	6,606	29,184	4,378	3,000	(26,184)	-89.7%
51 5030509 REPAIR & MAINTENANCE-OTHER	427,792	2,899,999	578,634	100,000	(2,799,999)	-96.6%
51 5039960 ROW HERZOG TRANSIT SERVICES	3,425,176	2,611,073	2,349,966	-	(2,611,073)	-100.0%
51 5040111 DIESEL	490,855	877,384	438,692	1,019,043	141,659	16.1%
51 5040121 GASOLINE	36,357	10,800	5,400	10,800	-	0.0%
51 5040146 FUEL-FIXED ROUTE LOCAL SERVICES	8,940	-	176	-	-	0.0%
51 5049901 OFFICE SUPPLIES	1,824	-	5,000	-	-	0.0%
51 5049904 TRAINING MATERIALS	420	-	-	-	-	0.0%
51 5049920 MAINTENANCE MATERIALS	4,104	-	32,000	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	38,338	53,280	37,129	53,280	-	0.0%
51 5070401 INSPECTION CERTIFICATES	0	1,000	-	1,500	500	50.0%
51 5070501 DIESEL FUEL TAX	4,613	3,509	3,509	3,513	4	0.1%
51 5070502 GASOLINE FUEL TAX	755	720	720	600	(120)	-16.7%
51 5070503 FUEL SURCHARGE	332	843	589	852	9	1.1%
51 5080200 COMMUTER RAIL SERVICES	5,379,719	6,318,535	6,418,535	17,465,252	11,146,717	176.4%
51 5090101 DUES AND SUBSCRIPTIONS	17,115	24,525	24,525	25,525	1,000	4.1%
51 5090201 AIRFARE - TRANSPORTATION	9,543	6,054	6,054	7,494	1,440	23.8%
51 5090205 TRAVEL - PER DIEM	4,451	4,592	4,592	5,444	852	18.6%
51 5090206 TOLL ROAD CHARGES	6	-	20	-	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTR	425	9,725	2,000	5,725	(4,000)	-41.1%
51 5090211 LODGING	11,286	11,372	5,551	14,072	2,700	23.7%
51 5090215 TRAVEL - OTHER	63	-	-	-	-	0.0%
51 5099901 POSTAGE	0	-	-	-	-	0.0%
51 5099904 TOOLS AND EQUIPMENT	290	700	700	700	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	1,655	50,400	2,500	2,000	(48,400)	-96.0%
51 5110201 INTEREST EXPENSE	324,740	258,247	316,474	190,095	(68,152)	-26.4%
<b>TOTAL OTHER EXPENSES</b>	<b>10,195,266</b>	<b>13,319,646</b>	<b>10,415,143</b>	<b>19,280,015</b>	<b>5,960,369</b>	<b>44.7%</b>
<b>TOTAL EXPENSES</b>	<b>\$10,925,717</b>	<b>\$14,226,473</b>	<b>\$11,277,910</b>	<b>\$20,349,744</b>	<b>\$6,123,271</b>	<b>43.0%</b>

# Weekend Commuter Rail Operations

## Functions and Responsibilities

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

## FY 2015 Accomplishments

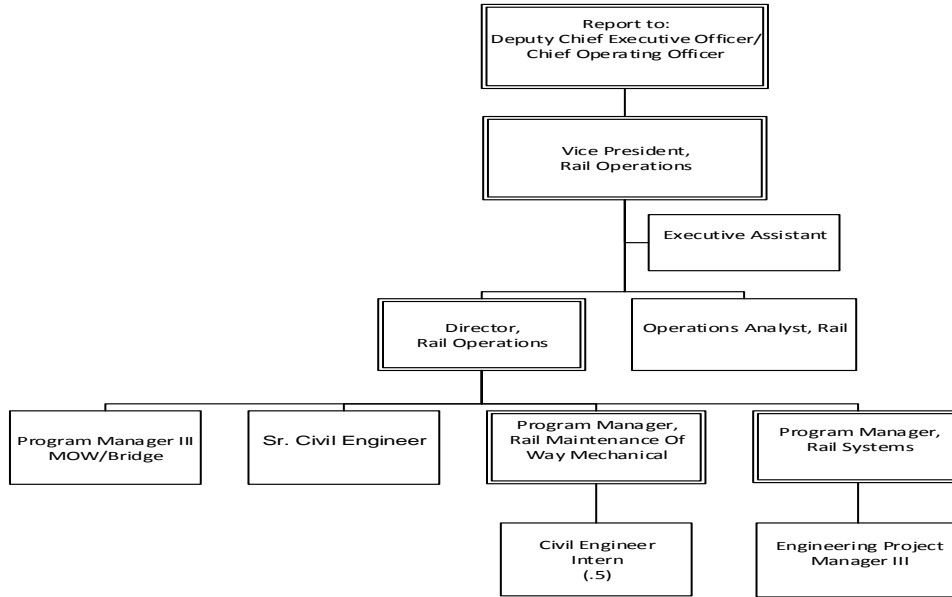
- ◆ Demonstrate the Value of Public Transportation in a Dynamic Active community
  - Provided extended Friday night and Saturday services.

## FY 2016 Planned Initiatives

- ◆ Demonstrate the Value of Public Transportation in a Dynamic Active community
  - The City of Austin reimbursed Capital Metro for this additional service until the interlocal agreement expired in January 2015. Capital Metro will continue providing weekend commuter rail service and the necessary funds have been transferred from this department to the Commuter Rail Operations department in FY 2016.



**Weekend Commuter Rail Operations Department Organizational Chart**



**Budget Changes**

**Other Expenses**

Decrease of \$1,567,528 as a result of transferring funds to the Commuter Rail Operations department for the continuation of this weekend service. The City of Austin reimbursed Capital Metro for this additional service until the interlocal agreement expired in January 2015.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010206 SALARIES & WAGES - APD OFFICERS	\$171,928	\$0	\$0	\$0	\$0	0%
<b>SALARIES &amp; WAGES</b>	171,928	-	-	-	-	0%
<b>OTHER EXPENSES</b>						
51 5039909 OTHER SERVICES	32,782	250,572	250,572	-	(250,572)	-100%
51 5039960 ROW HERZOG TRANSIT SERVICES	700,277	710,838	710,838	-	(710,838)	-100%
51 5040111 DIESEL	123,064	125,890	125,890	-	(125,890)	-100%
51 5049901 OFFICE SUPPLIES	-	-	-	-	-	0%
51 5080200 COMMUTER RAIL SERVICES	822,984	984,809	984,809	-	(984,809)	-100%
51 5100201 COA DEPT 545 BILLINGS AND CM	(1,926,278)	(504,581)	(504,581)	-	504,581	-100%
<b>TOTAL OTHER EXPENSES</b>	<b>(247,171)</b>	<b>1,567,528</b>	<b>1,567,528</b>	<b>-</b>	<b>(1,567,528)</b>	<b>-100%</b>
<b>TOTAL EXPENSES</b>	<b>(75,243)</b>	<b>\$1,567,528</b>	<b>\$1,567,528</b>	<b>\$0</b>	<b>(\$1,567,528)</b>	<b>-100%</b>

# Real Estate and Facility Planning

## Functions and Responsibilities

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

### FY 2015 Accomplishments

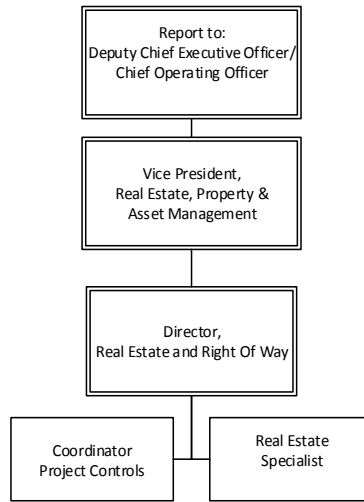
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Expected to generate \$450,000 in railroad right of way licensing and fee revenue.
  - Expect to complete the Saltillo master development project agreement.
  - Finalized Real Estate Right of Way Business Plan.

### FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Research and implement the use of Right of Way tracking software.
  - Continue to guide and support the Saltillo Plaza development project.
  - Continue to guide and support development opportunities at Park and Ride locations and Transfer Centers.



**Real Estate and Facility Planning Organization Chart**



**Budget Changes**

**Expenses**

Increase of \$3,527,736 partly as a result of transferring funds from the Property and Asset Management department for the creation of this new department in FY 2016, including the transfer of three positions from the Real Estate and Asset Management department and increases associated with a planned facility needs assessment, environmental studies and the analysis of real estate inventory.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$0	\$0	\$0	\$253,860	\$253,860	100.0%
<b>TOTAL SALARIES &amp; WAGES</b>	-	-	-	253,860	253,860	100.0%
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	-	-	-	18,466	18,466	100.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	-	-	-	621	621	100.0%
<b>TOTAL BENEFITS</b>	0	0	0	19,087	19,087	100.0%
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	-	-	-	1,261,996	1,261,996	100.0%
51 5030401 TEMPORARY HELP	-	-	-	278,016	278,016	100.0%
51 5039909 OTHER SERVICES	-	-	-	36,000	36,000	100.0%
51 5049901 OFFICE SUPPLIES	-	-	-	3,804	3,804	100.0%
51 5090101 DUES AND SUBSCRIPTIONS	-	-	-	8,377	8,377	100.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	-	-	-	1,660	1,660	100.0%
51 5099901 POSTAGE	-	-	-	60	60	100.0%
51 5120201 LEASE-PASSENGER STATIONS	-	-	-	166,196	166,196	100.0%
51 5120301 LEASE-PASSENGER PARKING FACILITIES	-	-	-	491,496	491,496	100.0%
51 5121201 LEASE-ADMINISTRATIVE FACILITY	-	-	-	1,007,184	1,007,184	100.0%
<b>TOTAL OTHER EXPENSES</b>	-	-	-	3,254,789	3,254,789	100.0%
<b>TOTAL EXPENSES</b>	\$0	\$0	\$0	\$3,527,736	\$3,527,736	100.0%

## Bus and Paratransit Services

### Functions and Responsibilities

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

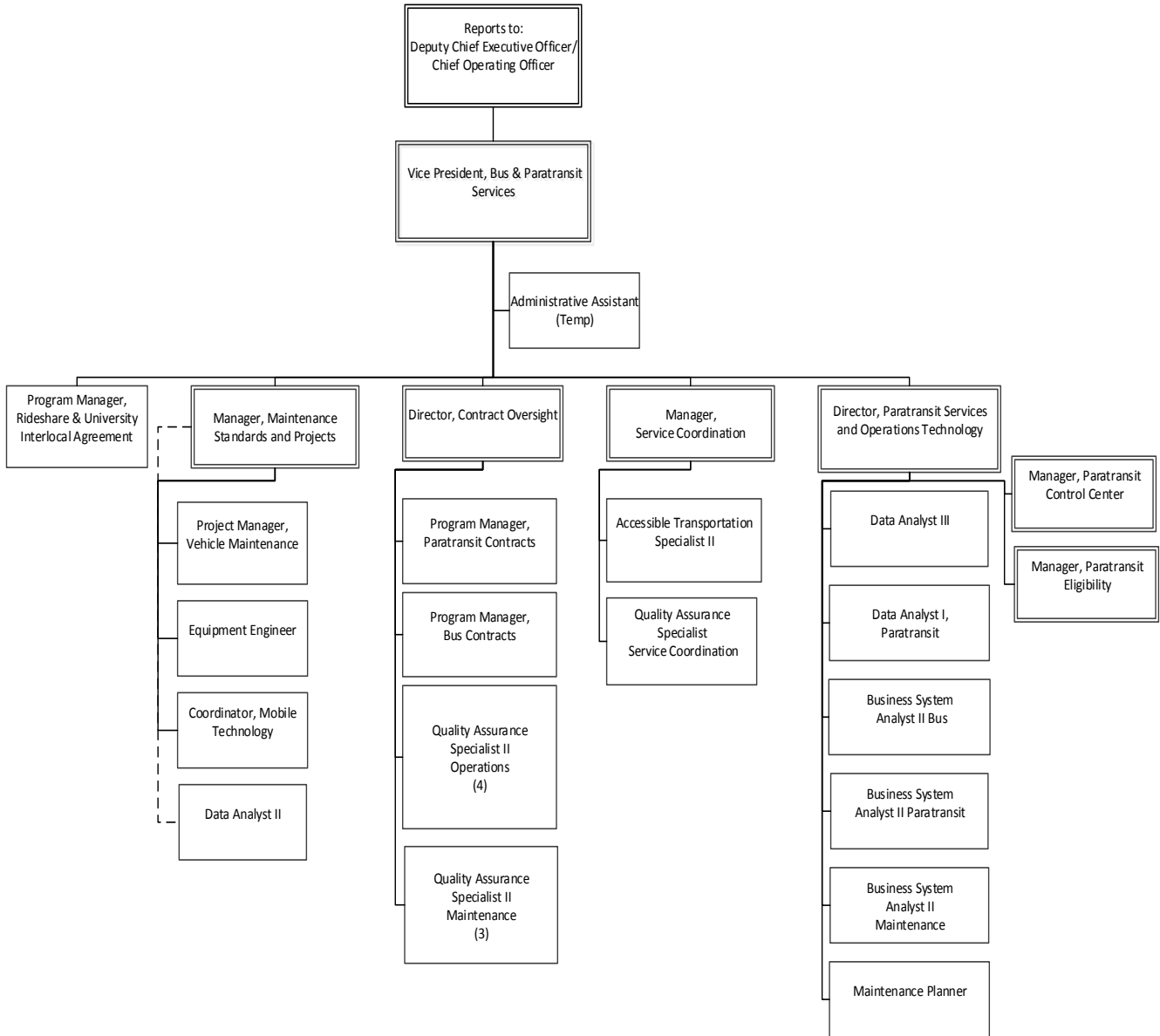
### FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continued to implement the fleet replacement schedule as outlined in the long-range financial forecast, including procurement of a multi-year contract for diesel buses and the manufacturing and in-servicing of 35 small paratransit vehicles, three fixed-route accessible vans for flex service, 47 paratransit vans, and non-revenue vehicles for the rail team.
  - Completed the procurement and mobilization efforts for a new contract for operations and maintenance of the UT Shuttle, Fixed Route and MetroRapid services operated from the North Operations facility.
- ◆ Deliver the Best Possible Customer Experience
  - Provided support for final implementation of the Intelligent Transportation Systems project for the MetroBus phase of the project.
- ◆ Demonstrate Regional Leadership
  - Negotiated updated agreement with the Capital Area Rural Transportation System (CARTS) to support growth in regional services in the coming years.

### FY 2016 Planned Initiatives

- ◆ Continue to improve Organizational Practices and Develop Staff
  - Continue to implement the fleet replacement schedule as outlined in the long-range financial forecast, including completion of the procurement for bus replacements for a five-year period.
  - Launch service under a new contract for operations and maintenance of the UT Shuttle, Fixed Route and MetroRapid services operated from the North Operations facility and implement associated contract management plans.
- ◆ Deliver the Best Possible Customer Experience
  - Provide continued support for use of the Intelligent Transportation System with a focus on data-driven decision making for service improvements.

**Bus and Paratransit Services Department Organizational Chart**







## **Budget Changes**

### **Salaries and Wages**

Increase of \$270,575 in Salaries and Wages due to the transfer of one position from the Paratransit Contract Operations department, as well as a proposed merit-based salary increase.

### **Benefits**

Net increase of \$12,815 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

### **Other Expenses**

Increase of \$173,000 in Other Professional Fees associated with a third party audit of fleet condition and factory inspector support for newly manufactured vehicles. Net decrease of \$92,706 due to completion of painting security vehicles in FY 2015, small repairs and decrease in travel related expenses.



Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$859,306	\$1,130,193	\$1,039,544	\$1,381,220	\$251,027	22.2%
51 5010203 OVERTIME - ADMINISTRATIVE	12,023	-	-	19,548	19,548	100.0%
51 5020901 SICK LEAVE-ADMIN	18,473	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	50,194	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	66,376	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	9,261	-	-	-	-	0.0%
51 5021210 SEVERANCE PAY - ADMIN	31,107	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>1,046,740</b>	<b>1,130,193</b>	<b>1,039,544</b>	<b>1,400,768</b>	<b>270,575</b>	<b>23.9%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	76,498	86,501	72,915	98,817	12,317	14.2%
51 5020701 STATE UNEMPLOYMENT-ADMIN	2,691	2,898	444	3,312	414	14.3%
51 5021302 UNIFORM ALLOWANCE-ADMIN.	2,127	2,220	2,220	2,304	84	3.8%
<b>BENEFITS</b>	<b>81,316</b>	<b>91,619</b>	<b>75,580</b>	<b>104,433</b>	<b>12,815</b>	<b>14.0%</b>
<b>OTHER EXPENSES</b>						
51 5030307 OTHER SERVICES - CTECC	452,742	560,004	560,004	581,004	21,000	3.7%
51 5030309 OTHER PROFESSIONAL FEES	74,878	8,000	15,000	181,000	173,000	2162.5%
51 5030401 TEMPORARY HELP	217	18,900	18,900	60,000	41,100	217.5%
51 5030507 MAINTENANCE-RADIOS	447,426	636,000	636,000	615,000	(21,000)	-3.3%
51 5030509 REPAIR & MAINTENANCE-OTHER	507,513	849,996	830,000	810,000	(39,996)	-4.7%
51 5039901 COURIER AND DELIVERY SERVICES	48	-	-	-	-	0.0%
51 5039903 VEHICLE TOWING	825	-	-	-	-	0.0%
51 5039909 OTHER SERVICES	130,842	339,996	339,996	279,996	(60,000)	-17.6%
51 5040121 GASOLINE	14,429	16,872	9,528	15,552	(1,320)	-7.8%
51 5040201 TIRES AND TUBES	37,556	31,440	31,440	-	(31,440)	-100.0%
51 5049901 OFFICE SUPPLIES	6,305	21,000	21,000	15,996	(5,004)	-23.8%
51 5049909 OTHER SUPPLIES	7,426	7,000	5,000	25,500	18,500	264.3%
51 5049920 MAINTENANCE MATERIALS	179	-	-	-	-	0.0%
51 5049975 FREIGHT CHARGE-INVENTORY PARTS	6,845	-	-	-	-	0.0%
51 5050201 ELECTRIC	28	-	-	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	680	2,796	2,796	3,600	804	28.8%
51 5070502 GASOLINE FUEL TAX	1,064	960	1,063	888	(72)	-7.5%
51 5070503 FUEL SURCHARGE	-	372	200	24	(348)	-93.5%
51 5090101 DUES AND SUBSCRIPTIONS	2,056	1,575	1,575	1,950	375	23.8%
51 5090201 AIRFARE - TRANSPORTATION	22,579	19,850	19,850	14,975	(4,875)	-24.6%
51 5090205 TRAVEL - PER DIEM	10,042	14,460	14,460	9,130	(5,330)	-36.9%
51 5090206 TOLL ROAD CHARGES	140	-	-	-	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	6,164	1,800	1,800	6,500	4,700	261.1%
51 5090211 LODGING	13,017	29,500	29,500	20,750	(8,750)	-29.7%
51 5090215 TRAVEL - OTHER	991	3,450	3,450	2,400	(1,050)	-30.4%
51 5099901 POSTAGE	3,311	-	-	-	-	0.0%
51 5099904 TOOLS AND EQUIPMENT	58	-	-	-	-	0.0%
51 5099908 COMPUTER HARDWARE	58	-	-	-	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	27,707	22,000	22,000	22,000	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>1,775,126</b>	<b>2,585,971</b>	<b>2,563,562</b>	<b>2,666,265</b>	<b>80,294</b>	<b>3.1%</b>
<b>TOTAL EXPENSES</b>	<b>\$2,903,181</b>	<b>\$3,807,783</b>	<b>\$3,678,685</b>	<b>\$4,171,466</b>	<b>\$363,684</b>	<b>9.6%</b>

# Bus Contract Operations

## Functions and Responsibilities

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

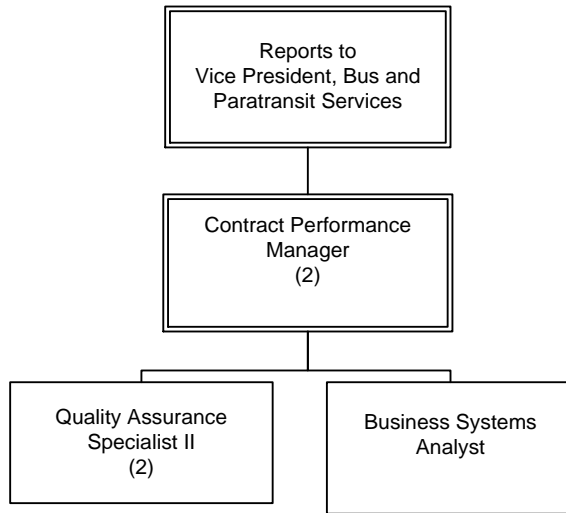
### FY 2015 Accomplishments

- ◆ Deliver the Best Possible Customer Experience
  - Established written procedures for many customer-facing elements of service and developed consensus among MetroBus service providers to ensure seamless operation of services.
  - Supported implementation of the Intelligent Transportation Systems Project for the MetroRapid and MetroBus phases of the project.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Completed procurement and mobilization efforts for new contract for operations and maintenance of the UT Shuttle, Fixed Route and MetroRapid services operated from the North Operations facility.

### FY 2016 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Continue to establish written procedures for all customer-facing elements of service. Incorporate final set of procedures into service provider contracts to help ensure a consistent customer experience, regardless of provider.
  - ◆ Provide continued support for use of the Intelligent Transportation Systems with a focus on data-driven decision making for service improvements.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Launch service under new contract for operations and maintenance of the UT Shuttle, Fixed Route and MetroRapid services operated from the North Operations facility and implement associated contract management plans.

**Bus Contract Operations Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Net decrease of \$6,601 in Salaries and Wages due to the reclassification of a position, partially offset by increased costs associated with a proposed merit-based salary increase.

**Benefits**

Decrease of \$490 in Benefits for payroll taxes resulting from changes in salaries and wages previously described

**Other Expenses**

Increase of \$847,198 in Fuel, Fluids and Related Taxes and Surcharges due to planned service miles. Decrease of \$1,034,449 due to repairs of front facing seats in buses, conversion of two-position to three-position bike racks, and minor repairs in non-revenue vehicles. Increase of \$7,837,823 for Fixed Route Service due to planned service levels, increased contract rates and transportation contractors providing liability coverage beginning in FY 2016. Decrease of \$73,256 in University of Texas Shuttle Service due to lower hourly contract costs. Increase of \$93,684 in Special Service based on contract rates and planned service levels. Increase of \$1,108,117 in Bus Rapid Transit services primarily due to an increase in planned service levels. Increase of \$694,276 in Suburban Services primarily due to increased contract rates. Decrease of \$50,000 in Other Miscellaneous Expenses due to the elimination of minor repair costs associated with transferring buses from one contractor to another in late FY 2014 to the early part of FY 2015.



Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$334,944	\$410,607	\$393,578	\$404,006	(\$6,601)	-1.6%
51 5020901 SICK LEAVE-ADMIN	23,920	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	21,205	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	26,326	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	1,732	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>408,127</b>	<b>410,607</b>	<b>393,578</b>	<b>404,006</b>	<b>(6,601)</b>	<b>-1.6%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	27,033	30,497	27,911	30,006	(490)	-1.6%
51 5020701 STATE UNEMPLOYMENT-ADMIN	1,035	1,035	73	1,035	-	0.0%
<b>BENEFITS</b>	<b>28,068</b>	<b>31,532</b>	<b>27,984</b>	<b>31,041</b>	<b>(490)</b>	<b>-1.6%</b>
<b>OTHER EXPENSES</b>						
51 5030507 MAINTENANCE-RADIOS	2,084	3,000	-	-	(3,000)	-100.0%
51 5040104 TRANSMISSION FLUID	78,336	44,856	74,092	-	(44,856)	-100.0%
51 5040105 COOLANT	15,975	16,572	35,382	-	(16,572)	-100.0%
51 5040111 DIESEL	9,321,690	10,290,799	6,526,914	10,842,234	551,435	5.4%
51 5040121 GASOLINE	53,661	62,448	35,337	180,348	117,900	188.8%
51 5040131 OIL	80,221	30,744	51,801	-	(30,744)	-100.0%
51 5040145 FUEL-CONTRACTED FIXED ROUTE UT	3,010,062	3,935,770	2,496,000	4,213,442	277,672	7.1%
51 5040146 FUEL-FIXED ROUTE LOCAL SERVICES	1,049,660	2,347,643	1,320,000	2,223,133	(124,510)	-5.3%
51 5040150 FUEL RISK MANAGEMENT	(101,359)	-	3,757,156	-	-	0.0%
51 5040201 TIRES AND TUBES	1,302	-	-	-	-	0.0%
51 5049901 OFFICE SUPPLIES	356	-	300	-	-	0.0%
51 5049909 OTHER SUPPLIES	481	1,144,449	115,876	110,000	(1,034,449)	-90.4%
51 5049920 MAINTENANCE MATERIALS	(484)	-	-	-	-	0.0%
51 5050204 TELEPHONE-LOCAL	480	2,004	2,000	2,700	696	34.7%
51 5070501 DIESEL FUEL TAX	858,813	884,887	1,253,234	978,003	93,116	10.5%
51 5070502 GASOLINE FUEL TAX	5,208	3,564	5,775	10,308	6,744	189.2%
51 5070503 FUEL SURCHARGE	3,809	23,324	40,784	40,337	17,013	72.9%
51 5080102 FIXED ROUTE-LOCAL SERVICE	3,687,290	3,587,542	3,356,354	4,212,374	624,832	17.4%
51 5080103 FIXED ROUTE-UNIV. OF TEXAS	7,234,372	6,615,580	6,615,580	6,542,324	(73,256)	-1.1%
51 5080108 SPECIAL SERVICE	695,394	668,018	668,018	761,702	93,684	14.0%
51 5080205 RAPID BUS FIXED ROUTE SERVICES BY P	4,272,859	8,936,954	8,936,954	10,045,071	1,108,117	12.4%
51 5080300 E. FIFTH BUS - MCDONALD TRANSIT	59,632,993	59,948,230	61,248,230	66,238,417	6,290,187	10.5%
51 5080310 ED BLUESTEIN BUS - VEOLIA	5,042,774	-	-	-	-	0.0%
51 5080330 NORTH OPS BUS - FIRST TRANSIT	3,516,623	6,834,241	6,834,241	7,757,045	922,804	13.5%
51 5080350 RURAL SERVICE BUS - CARTS	1,166,490	1,416,171	1,416,171	2,110,447	694,276	49.0%
51 5090101 DUES AND SUBSCRIPTIONS	936	-	-	-	-	0.0%
51 5090201 AIRFARE - TRANSPORTATION	423	2,500	2,500	2,500	-	0.0%
51 5090205 TRAVEL - PER DIEM	249	875	875	1,250	375	42.9%
51 5090206 TOLL ROAD CHARGES	40	-	-	-	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATIO	(420)	1,650	1,650	2,300	650	39.4%
51 5090211 LODGING	529	5,000	5,000	4,000	(1,000)	-20.0%
51 5090215 TRAVEL - OTHER	33	-	-	-	-	0.0%
51 5099907 SAFETY EQUIPMENT	11	-	-	-	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	1,188	50,000	50,000	-	(50,000)	-100.0%
<b>TOTAL OTHER EXPENSES</b>	<b>99,632,079</b>	<b>106,856,821</b>	<b>104,850,224</b>	<b>116,277,935</b>	<b>9,421,114</b>	<b>8.8%</b>
<b>TOTAL EXPENSES</b>	<b>\$100,068,275</b>	<b>\$107,298,960</b>	<b>\$105,271,786</b>	<b>\$116,712,982</b>	<b>\$9,414,022</b>	<b>8.8%</b>



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# Paratransit Contract Operations

## Functions and Responsibilities

The Paratransit Contract Operations department provides contract oversight for each of Capital Metro's paratransit services contractors. Costs related to contracted ADA-compliant paratransit services, as well as the non-ADA Access-a-Ride program are captured in this department. There are three contractors managed under this department: Greater Austin Transportation Company, Austin Ride Right (Northbase), and MV Transportation (Southbase).

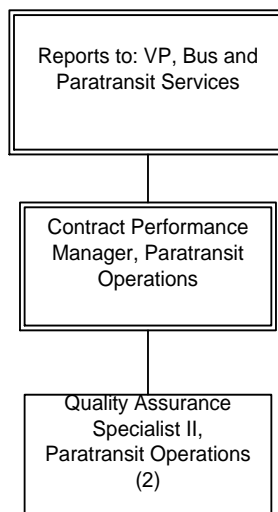
## FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Updated contract management plans and processes for existing and new service providers, including improvement of forms used for audits, reviews and inspections.
  - Staff attended training in areas that develop expertise in safety, advanced accident investigation and Federal Transit Administration Drug and Alcohol requirements.
  - Assisted and collaborated with the review conducted by Internal Audit on Fitness for Duty to identify gaps and areas needing attention. Implemented recommendations.
  - Worked with fixed route services and maintenance to bring consistency to reporting quality assurance audits and compliance reviews.
  - Drafted Request for Proposal for overflow service.
  - Developed consistent procedure regarding accident reporting and video storage for all service providers.
- ◆ Deliver the Best Possible Customer Experience
  - Continue to establish written procedures for all customer-facing elements of service and incorporate into service provider contracts to ensure a consistent customer experience, regardless of provider.
  - Thirty-five new accessible paratransit revenue vehicles (MV-1) were acquired to replace the sedan fleet and placed in service making the total paratransit fleet accessible. Forty-seven new vans were acquired and placed in service to replace the older van fleet.
  - Headed on-time performance task force that has led to improved service delivery.
  - Continued to refine contract management plans and processes that contribute to improvements to services provided.
  - Established and implemented written procedures for customer-facing elements of service and incorporated them into service provider contracts.

### FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Update and refine contract management plans and processes for existing and new service providers.
  - Continue staff development that provides employee and customer improvement.
  - Identify and complete contract modifications that improve practices in collaboration with contracted service providers.
  - Develop methodology for assessing quality assurance review ratings and escalation process.
- ◆ Deliver the Best Possible Customer Experience
  - Continue to establish written procedures for all customer-facing elements of service and incorporate into service provider contracts to ensure a consistent customer experience, regardless of provider.
  - Continue efforts to identify quality assurance tasks and reports that contribute to the overall improvement to the paratransit customer experience.
  - Establish quality assurance for detour postings and removals.

### Paratransit Contract Operations Department Organizational Chart







### Budget Changes

#### Salaries and Wages

Decrease of \$94,981 in Salaries and Wages due to the transfer of one position to Bus and Paratransit Contract Operations department partially offset by a proposed merit-based salary increase.

#### Benefits

Net increase of \$7,261 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Net increase of \$182,361 in Fuels and related Taxes based on anticipated service levels and fuel usage.  
Net increase of \$2,399,095 in contracted Paratransit services to respond to additional demand for services and increased service provider contractual costs that will include liability coverage beginning in FY 2016.  
Decrease of \$45,000 in Other Services due the completion of major component repair parts replacement in FY 2015.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$200,592	\$242,580	\$242,269	\$147,599	(\$94,981)	-39.2%
51 5020901 SICK LEAVE-ADMIN	15,027	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	11,279	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	18,151	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>245,048</b>	<b>242,580</b>	<b>242,269</b>	<b>147,599</b>	<b>(94,981)</b>	<b>-39.2%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	16,906	18,017	17,751	10,962	(7,054)	-39.2%
51 5020701 STATE UNEMPLOYMENT-ADMIN	621	621	44	414	(207)	-33.3%
<b>BENEFITS</b>	<b>17,527</b>	<b>18,638</b>	<b>17,795</b>	<b>11,376</b>	<b>(7,261)</b>	<b>-39.0%</b>
<b>OTHER EXPENSES</b>						
51 5030507 MAINTENANCE-RADIOS	1,532	3,000	-	3,000	-	0.0%
51 5039909 OTHER SERVICES	261	-	-	-	-	0.0%
51 5040111 DIESEL	897,768	1,021,024	600,334	1,043,009	21,985	2.2%
51 5040121 GASOLINE	320,740	836,856	409,363	987,125	150,269	18.0%
51 5049901 OFFICE SUPPLIES	324	-	-	-	-	0.0%
51 5049909 OTHER SUPPLIES	-	45,000	35,000	-	(45,000)	-100.0%
51 5050204 TELEPHONE-LOCAL	-	2,700	2,700	2,700	-	0.0%
51 5070501 DIESEL FUEL TAX	59,795	58,344	58,301	59,601	1,257	2.2%
51 5070502 GASOLINE FUEL TAX	25,091	47,820	46,208	56,407	8,587	18.0%
51 5070503 FUEL SURCHARGE	481	2,840	848	3,103	263	9.3%
51 5080119 DEDICATED PARA TRANSPORTATION	64,154	-	-	-	-	0.0%
51 5080320 NORTH BASE PARATRANSIT LEFLEUR	1,393,169	-	-	-	-	0.0%
51 5080325 RIDE RITE - PARATRANSIT	1,963,618	4,517,540	4,697,540	5,488,123	970,583	21.5%
51 5080340 PARATRANSIT TAXI - GREATER AUSTIN	369,804	385,059	346,553	531,238	146,179	38.0%
51 5080360 SOUTH BASE PARATRANSIT - MV TRANSPOR	17,435,820	18,291,567	18,541,567	19,573,900	1,282,333	7.0%
51 5090201 AIRFARE - TRANSPORTATION	1,210	1,050	1,050	1,050	-	0.0%
51 5090205 TRAVEL - PER DIEM	462	675	675	675	-	0.0%
51 5090206 TOLL ROAD CHARGES	285	-	-	-	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	110	225	225	1,100	875	388.9%
51 5090211 LODGING	864	1,140	1,140	1,140	-	0.0%
51 5090215 TRAVEL - OTHER	-	240	240	-	(240)	-100.0%
51 5099901 POSTAGE	8	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>22,535,496</b>	<b>25,215,080</b>	<b>24,741,744</b>	<b>27,752,171</b>	<b>2,537,091</b>	<b>10.1%</b>
<b>TOTAL EXPENSES</b>	<b>\$22,798,071</b>	<b>\$25,476,298</b>	<b>\$25,001,808</b>	<b>\$27,911,146</b>	<b>\$2,434,848</b>	<b>9.6%</b>



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## Paratransit Administration

### Functions and Responsibilities

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

### FY 2015 Accomplishments

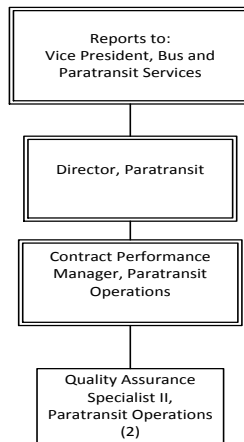
- ◆ Deliver the Best Possible Customer Experience
  - Implemented web reservations, allowing passengers to access trip and account information online for the first time ever.
  - Implemented of an entirely new telephone system that will allow passengers to directly schedule trips, receive estimated trip arrival times, hear eligibility information and much more. This can be accessed by customers 24 hours a day.
  - Conducted the first ever independent and comprehensive third-party survey of paratransit customers.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Continued to revise the Americans with Disabilities Act (ADA) paratransit operations based on best practices, as well as recommendations from the Federal Transit Administration's ADA Paratransit Review.
  - Constructed the first permanent space for MetroAccess administration at the 209 W 9<sup>th</sup> location since before the agency transition in 2012.

### FY 2016 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Improve response times on customer complaints that are received through the GoLine to one business day.
- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Coordinate with the Strategic Planning and Development department to identify opportunities in conjunction with the Office of Mobility Management, a partnership between Capital Metro and CARTS, to ensure transportation coordination efforts meet the needs of all customers facing mobility challenges.

- Continued support to the paratransit Eligibility department in implementing a pathway assessment program for conditional eligibility enforcement that directly coordinates with the City of Austin’s “Access Austin” initiative.
- Implement new Interactive Voice Response and Web Reservation software systems to reduce reliance on third party software products to provide information.
- ◆ Demonstrate Regional Leadership
  - Increase involvement in regional coordination efforts related to aging populations and persons with disabilities.

**Paratransit Administration Department Organizational Chart**





### Budget Changes

#### Salaries and Wages

Increase of \$19,955 in Salaries and Wages for a proposed merit-based salary increase.

#### Benefits

Net increase of \$1,393 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Decrease of \$20,000 due to the completion of Interactive Voice Response service enhancements in FY 2015. Increase of \$17,700 in Other Supplies to reprint and revise the MetroAccess Rider Guide. Increase of \$13,720 in postage needed for quarterly passenger outreach.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$175,478	\$221,390	\$220,425	\$241,320	\$19,929	9.0%
51 5010203 OVERTIME - ADMINISTRATIVE	454	2,177	1,095	2,202	26	1.2%
51 5020901 SICK LEAVE-ADMIN	8,629	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	12,275	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	10,225	-	-	-	-	0.0%
<b>SALARIES &amp; WAGES</b>	<b>207,061</b>	<b>223,567</b>	<b>221,520</b>	<b>243,522</b>	<b>19,955</b>	<b>8.9%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	15,404	16,443	16,610	17,836	1,393	8.5%
51 5020701 STATE UNEMPLOYMENT-ADMIN	703	621	44	621	-	0.0%
<b>BENEFITS</b>	<b>16,106</b>	<b>17,064</b>	<b>16,654</b>	<b>18,457</b>	<b>1,393</b>	<b>8.2%</b>
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	443	-	-	-	-	0.0%
51 5039909 OTHER SERVICES	62,272	95,000	30,000	75,000	(20,000)	-21.1%
51 5040121 GASOLINE	2,147	-	811	-	-	0.0%
51 5049901 OFFICE SUPPLIES	4,397	-	-	600	600	100.0%
51 5049903 MAPS AND SCHEDULES	-	-	-	1,080	1,080	100.0%
51 5049909 OTHER SUPPLIES	103	-	-	17,700	17,700	100.0%
51 5050204 TELEPHONE-LOCAL	480	1,320	1,320	1,320	-	0.0%
51 5070502 GASOLINE FUEL TAX	159	-	81	-	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	349	375	375	375	-	0.0%
51 5090201 AIRFARE - TRANSPORTATION	2,560	700	700	700	-	0.0%
51 5090205 TRAVEL - PER DIEM	1,023	975	975	975	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	1,075	1,750	1,750	1,850	100	5.7%
51 5090211 LODGING	2,374	1,630	1,630	1,600	(30)	-1.8%
51 5090215 TRAVEL - OTHER	213	160	160	160	-	0.0%
51 5099901 POSTAGE	3,807	-	-	13,720	13,720	100.0%
<b>TOTAL OTHER EXPENSES</b>	<b>81,404</b>	<b>101,910</b>	<b>37,802</b>	<b>115,080</b>	<b>13,170</b>	<b>12.9%</b>
<b>TOTAL EXPENSES</b>	<b>\$304,571</b>	<b>\$342,541</b>	<b>\$275,976</b>	<b>\$377,059</b>	<b>\$34,518</b>	<b>10.1%</b>



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# Paratransit Reservations and Control Center

## Functions and Responsibilities

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

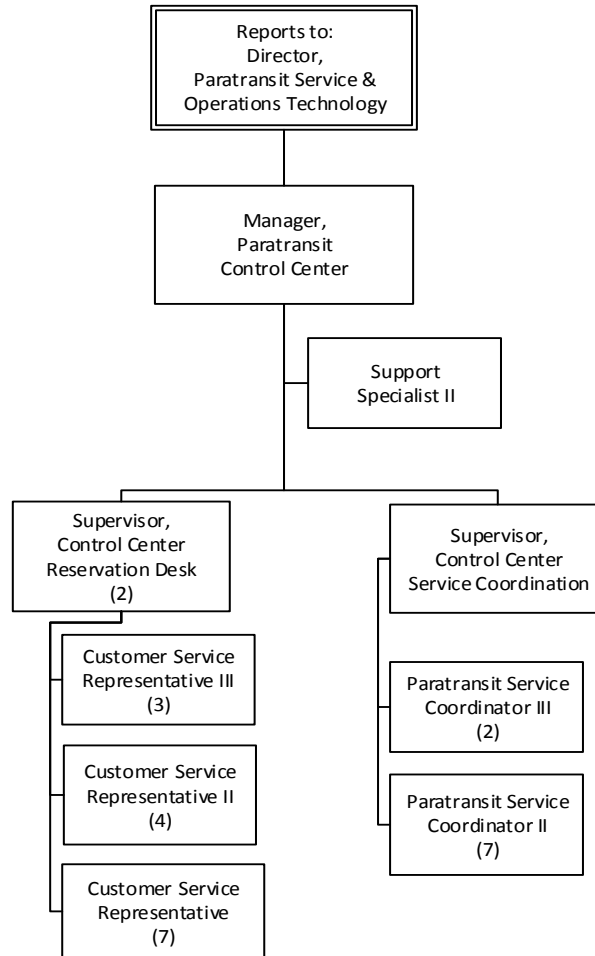
## FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Reorganized the Service Coordinator division to increase employee supervision and accountability.
  - Consolidated employees from two locations into one location at 209 W 9<sup>th</sup> St.
  - Completed intra-department cross training of service coordinators and inter-department cross training of customer service representatives with service coordinators to support career ladder movement and to improve department efficiency and effectiveness.
- ◆ Deliver the Best Possible Customer Experience
  - Fully implemented a quality assurance program to audit and train employees on customer service and work quality within the call center.

## FY 2016 Planned Initiatives

- ◆ Deliver the Best Possible Customer Experience
  - Conduct customer service training from a group of external experts with the goal of developing training tools to dramatically improve customer service.
  - Work with frontline customer service employees to develop written procedures that assist in clearly outlining and documenting performance-based expectations.
- ◆ Continue to Improve Organizational Practice and Develop Staff
  - Implement a quality assurance program to audit and train employees on customer service and work quality within the dispatch and scheduling functions.
- ◆ Deliver the Best Possible Customer Experience
  - Develop a plan for fare collection that works for MetroAccess customers on all modes of transit.

**Paratransit Reservation and Control Center Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Increase of \$74,454 in Salaries and Wages due to reclassifications and a proposed merit-based increase offset by the transfer of one position to the Paratransit Eligibility department.

**Benefits**

Increase of \$4,432 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Increase of \$39,996 in Temporary Help to staff the call center.





Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$429,548	\$1,256,723	\$1,193,315	\$1,325,288	\$68,565	5.5%
51 5010202 SALARIES & WAGES - BARGAINING	453,336	-	-	-	-	0.0%
51 5010203 OVERTIME - ADMINISTRATIVE	77,547	135,004	135,004	140,894	5,890	4.4%
51 5010204 OVERTIME - BARGAINING	105,323	-	-	-	-	0.0%
51 5020901 SICK LEAVE-ADMIN	25,659	-	-	-	-	0.0%
51 5020902 SICK LEAVE-BARGAINING	24,698	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	30,573	-	-	-	-	0.0%
51 5021002 HOLIDAY LEAVE-BARGAINING	24,670	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	34,600	-	-	-	-	0.0%
51 5021102 VACATION LEAVE-BARGAINING	38,796	-	-	-	-	0.0%
51 5021201 OTHER PAID LEAVE-ADMIN	1,118	-	-	-	-	0.0%
51 5021202 OTHER PAID LEAVE-BARGAINING	3,143	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,249,010</b>	<b>1,391,727</b>	<b>1,328,319</b>	<b>1,466,182</b>	<b>74,454</b>	<b>5.3%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	89,566	91,960	95,828	96,391	4,432	4.8%
51 5020701 STATE UNEMPLOYMENT-ADMIN	5,763	5,796	1,712	5,796	-	0.0%
51 5020702 STATE UNEMPLOYMENT-BARGAINING	-	-	-	-	-	0.0%
51 5021426 INCENTIVE - BARGAINING/IUE	6,129	-	-	-	-	0.0%
<b>TOTAL BENEFITS</b>	<b>101,459</b>	<b>97,756</b>	<b>97,540</b>	<b>102,187</b>	<b>4,432</b>	<b>4.5%</b>
<b>OTHER EXPENSES</b>						
51 5030401 TEMPORARY HELP	100,501	122,760	122,760	162,756	39,996	32.6%
51 5039909 OTHER SERVICES	4,599	16,604	10,000	5,604	(11,000)	-66.2%
51 5040121 GASOLINE	230	-	115	-	-	0.0%
51 5040131 OIL	1,266	-	-	-	-	0.0%
51 5049901 OFFICE SUPPLIES	1,763	-	-	-	-	0.0%
51 5049902 PASSES AND TICKETS	-	-	-	-	-	0.0%
51 5049903 MAPS AND SCHEDULES	-	-	10	-	-	0.0%
51 5049907 EXPENDABLE TOOLS & EQUIPMENT	4,737	3,136	3,136	3,960	824	26.3%
51 5049909 OTHER SUPPLIES	3,359	-	-	3,140	3,140	100.0%
51 5050204 TELEPHONE-LOCAL	-	1,980	1,980	-	(1,980)	-100.0%
51 5070502 GASOLINE FUEL TAX	17	-	-	-	-	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	-	-	-	-	-	0.0%
51 5090201 AIRFARE - TRANSPORTATION	-	1,150	1,150	1,150	-	0.0%
51 5090205 TRAVEL - PER DIEM	-	1,125	1,125	1,125	-	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	-	2,000	2,000	2,000	-	0.0%
51 5090211 LODGING	-	2,640	2,640	2,100	(540)	-20.5%
51 5090215 TRAVEL - OTHER	-	240	240	240	-	0.0%
51 5099901 POSTAGE	10,024	9,132	9,132	9,132	-	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	950	-	-	-	-	0.0%
<b>TOTAL OTHER EXPENSES</b>	<b>127,447</b>	<b>160,767</b>	<b>154,289</b>	<b>191,207</b>	<b>30,440</b>	<b>18.9%</b>
<b>TOTAL EXPENSES</b>	<b>\$1,477,916</b>	<b>\$1,650,250</b>	<b>\$1,580,148</b>	<b>\$1,759,576</b>	<b>\$109,326</b>	<b>6.6%</b>



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# Paratransit Eligibility

## Functions and Responsibilities

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

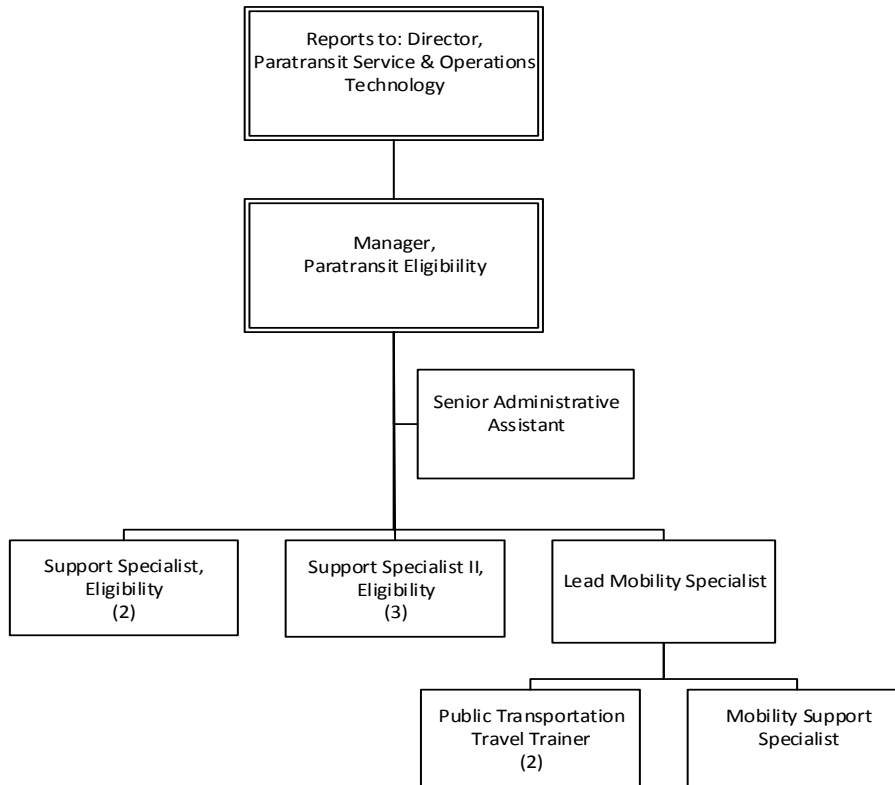
## FY 2015 Accomplishments

- ◆ Continue to Improve Organizational Practices and Develop Staff
  - Successfully reduced the appointment wait time and the time for completed determinations to industry-leading lows.
  - Began the implementation of a pathway assessment program for managing system capacity.
  - Partnered with the City of Austin to share and gather citywide sidewalk data.
  - Successfully procured a new third-party functional assessment contract.
- ◆ Deliver the Best Possible Customer Experience
  - Revised application materials with the goal of making the documentation more user-friendly and easier to understand.

## FY 2016 Planned Initiatives

- ◆ Continue to Improve Organizational Practice and Develop Staff
  - Fully implement a new pathway assessment program to better enforce conditional eligibility.
  - Establish a new GIS-based database that will be used as a basis for logging inaccessible pathways throughout the city.
- ◆ Demonstrate Regional Leadership
  - Increase information sharing among other regional transportation agencies to increase access to information for all people living in the region. This includes an expanded plan to share the new GIS-based database with the City of Austin, Travis County, and beyond.

**Paratransit Eligibility Department Organizational Chart**



**Budget Changes**

**Salaries and Wages**

Net increase of \$7,367 in Salaries and Wages due to the addition of one full-time employee transferred from the Paratransit Control Center department in FY 2015, the reclassification of one position and a proposed merit-based salary increase.

**Benefits**

Net increase of \$1,771 in Benefits for payroll taxes resulting from changes in salaries and wages described previously.

**Other Expenses**

Decrease of \$16,104 in Other Professional Fees based on estimated contractual costs for third party provider of eligibility services. Decrease of \$8,504 in Other Services due to a reduction in anticipated costs for pathway assessment services offset by increases in costs for interpretation services for the deaf and blind. Decrease of \$2,800 for the elimination of pathway assessment startup tools implemented in FY 2015.



Capital Metropolitan Transportation Authority Approved FY 2016  
Operating and Capital Budget and Five Year Capital Improvement Plan

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010201 SALARIES & WAGES - ADMIN.	\$ 321,374	\$ 497,726	\$ 396,203	\$ 505,093	\$ 7,367	0.00
51 5010202 SALARIES & WAGES - BARGAINING	(14,674)	-	-	-	-	0.0%
51 5010203 OVERTIME - ADMINISTRATIVE	404	15,933	-	15,704	(228)	1.5%
51 5020901 SICK LEAVE-ADMIN	23,744	-	-	-	-	0.0%
51 5021001 HOLIDAY LEAVE-ADMIN	23,095	-	-	-	-	-1.4%
51 5021002 HOLIDAY LEAVE-BARGAINING	(2,116)	-	-	-	-	0.0%
51 5021101 VACATION LEAVE-ADMIN	18,407	-	-	-	-	0.0%
51 5021210 SEVERANCE PAY - ADMIN	17,864	-	-	-	-	0.0%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>388,098</b>	<b>513,659</b>	<b>396,203</b>	<b>520,798</b>	<b>7,139</b>	<b>0.0%</b>
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	28,655	35,743	28,725	37,514	1,771	0.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	1,760	2,070	1,225	2,070	-	0.0%
51 5021301 UNIFORM ALLOWANCE-BARGAINING	441	-	-	-	-	5.0%
51 5021302 UNIFORM ALLOWANCE-ADMIN.	-	-	740	-	-	0.0%
55 5021302 UNIFORM ALLOWANCE-ADMIN.	-	740	-	740	-	0.0%
<b>TOTAL BENEFITS</b>	<b>30,856</b>	<b>38,553</b>	<b>30,690</b>	<b>40,324</b>	<b>1,771</b>	<b>0.0%</b>
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	310,141	316,104	316,104	300,000	(16,104)	0.0%
51 5030401 TEMPORARY HELP	75,364	115,860	92,688	115,860	-	0.0%
51 5039901 COURIER AND DELIVERY SERVICES	178	-	-	-	-	-5.1%
51 5039909 OTHER SERVICES	25,681	20,252	20,252	11,748	(8,504)	0.0%
51 5049901 OFFICE SUPPLIES	3,571	8,808	8,808	8,808	-	0.0%
51 5049909 OTHER SUPPLIES	485	10,816	10,816	8,016	(2,800)	-42.0%
51 5050204 TELEPHONE-LOCAL	-	2,310	2,310	2,640	330	0.0%
51 5090101 DUES AND SUBSCRIPTIONS	349	375	375	375	-	-25.9%
51 5090201 AIRFARE - TRANSPORTATION	-	350	350	350	-	14.3%
51 5090205 TRAVEL - PER DIEM	-	225	225	250	25	0.0%
51 5090208 SEMINAR, CONFERENCES, REGISTRATION	-	-	-	1,495	1,495	0.0%
51 5090211 LODGING	-	380	380	380	-	11.1%
51 5090215 TRAVEL - OTHER	-	80	-	80	-	100.0%
51 5099901 POSTAGE	3,439	11,208	11,208	11,604	396	0.0%
51 5099909 OTHER MISCELLANEOUS EXPENSES	30	-	-	-	-	0.0%
55 5090215 TRAVEL - OTHER	-	-	80	-	-	3.5%
<b>TOTAL OTHER EXPENSES</b>	<b>419,237</b>	<b>486,768</b>	<b>463,596</b>	<b>461,606</b>	<b>(25,162)</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$838,191</b>	<b>\$1,038,980</b>	<b>\$890,489</b>	<b>\$1,022,728</b>	<b>(\$16,252)</b>	<b>-5.2%</b>



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## Project Connect Central Corridor

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

### Expenses

Decrease of \$60,000 in Planning Expenses anticipated in FY 2016.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>OTHER EXPENSES</b>						
51 5030303 CONSULTATION FEES	\$2,259	\$0	\$0	\$1,800,000	\$1,800,000	100.0%
51 5801000 CMTA PLANNING EXPENSES	-	1,680,000	-	-	(1,680,000)	-100.0%
51 5802000 CMTA MARKETING EXPENSE	-	-	-	-	-	0.0%
51 5803000 CITY OF AUSTIN REIMBURSEMENT	-	180,000	-	-	(180,000)	-100.0%
<b>TOTAL OTHER EXPENSES</b>	2,259	1,860,000	-	1,800,000	(60,000)	-3.2%
<b>TOTAL EXPENSES</b>	\$2,259	\$1,860,000	\$0	\$1,800,000	(\$60,000)	-3.2%



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## Project Connect

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

### Expenses

Decrease of \$350,000 in Marketing Expenses as this initiative was completed in FY 2015 and there are no anticipated costs for public education in FY 2016.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>OTHER EXPENSES</b>						
51 5802000 CMTA MARKETING EXPENSE	\$0	\$350,000	\$351,820	\$0	(\$350,000)	-100.0%
<b>TOTAL OTHER EXPENSES</b>	-	350,000	351,820	-	(350,000)	-100.0%
<b>TOTAL EXPENSES</b>	\$0	\$350,000	\$351,820	\$0	(\$350,000)	-100.0%



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## Rail Safety Education

### Functions and Responsibilities

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

### FY 2015 Accomplishments

- ◆ Demonstrate Regional Leadership
  - Capital Metro was one of eight agencies nationwide to receive a competitive Operation Lifesaver rail safety education grant in the amount of \$25,000. Project total is \$52,000 (including Capital Metro in-kind donations, staff time and \$8,333 local match).
  - Partnered with Austin Independent School District and Creative Action (nonprofit organization specializing in arts education and social action) to sponsor an academic year-long afterschool program for students to create and produce a peer education rail safety video.
  - Requested and received permission from Texas Operation Lifesaver to begin to train the agency's MetroAmbassador volunteers as new authorized Operation Lifesaver presenters.
  - Project was partially executed due to unexpected staff departures.

### FY 2016 Planned Initiatives

- ◆ Demonstrate Regional Leadership
  - Develop middle school curriculum and facilitation materials in collaboration with Federal Railroad Administration, Texas Operation Lifesaver, Creative Action and other community partners.
  - Implement middle school curriculum with new agency partner, Police Athletic League.
    - Roll out "Squash It" video and lesson plans online and in all regional middle grade level schools and youth summer programs.
    - Create new middle school targeted safety page on Capital Metro's safety website, [www.stayoffthetracks.com](http://www.stayoffthetracks.com).
    - Partner with Burnet Middle School (located near MetroRail tracks) and Creative Action to develop new rail/bus safety education video and curriculum targeted toward middle school students.



- Train MetroAmbassadors as authorized Operation Lifesaver presenters.
- MetroAmbassadors and Capital Metro staff visit schools.
- Complete safety education presentations at all K-12 schools in Central Texas.
- Distribute rail and bus safety education presentation and collateral during orientation at area colleges and universities.
- Submit “Squash It” video and program for youth, film, education and rail safety education awards.

### Budget Changes

#### Salaries and Wages

Decrease of \$5,720 in Salaries and Wages due to the transfer of a part-time employee to the Communications department.

#### Benefits

Decrease of \$592 in Benefits associated with payroll taxes resulting from changes in salaries and wages described previously.

#### Other Expenses

Increase of \$3,000 in Other Supplies due to anticipated material costs related to the rail education video grant program.

	FY2014 ACTUAL	FY2015 BUDGET	FY2015 FORECAST	FY2016 BUDGET	Var \$ FY2016 VS. FY2015	Var % FY2016 VS. FY2015
<b>SALARY &amp; WAGES</b>						
51 5010304 INTERN PAY	\$0	\$5,720	\$0	\$0	(\$5,720)	-100.0%
<b>SALARIES &amp; WAGES</b>	-	5,720	-	-	(5,720)	-100.0%
<b>BENEFITS</b>						
51 5020101 FICA-ADMIN	-	455	-	-	(455)	-100.0%
51 5020701 STATE UNEMPLOYMENT-ADMIN	-	137	-	-	(137)	-100.0%
<b>BENEFITS</b>	-	592	-	-	(592)	-100.0%
<b>OTHER EXPENSES</b>						
51 5030309 OTHER PROFESSIONAL FEES	2,528	-	-	-	-	0.0%
51 5049909 OTHER SUPPLIES	7,204	-	13,500	3,000	3,000	100.0%
<b>TOTAL OTHER EXPENSES</b>	9,732	-	13,500	3,000	3,000	100.0%
<b>TOTAL EXPENSES</b>	\$9,732	\$6,312	\$13,500	\$3,000	(\$3,312)	-52.5%

## GLOSSARY

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

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

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

**AISD:** Austin Independent School District.

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

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

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

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

**Build Central Texas** (formerly Build Greater Austin) was created in 1994 to support the transportation infrastructure for the Austin metropolitan area. This is an ongoing program with funding of approximately \$104 million with seven elements: 1) street maintenance; 2) emergency street repair; 3) transit corridor improvements; 4) pedestrian and bicycle safety/access; 5) sidewalks; 6) transit centers; and 7) transit capital improvements.

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

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

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

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

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

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



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

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

**DBE:** Disadvantaged Business Enterprise.

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

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

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

**Fiscal Year:** A 12-month period for which an organization plans the use of its funds, which does not necessarily correspond to a calendar year. The fiscal year adopted by Capital Metro is from October 1 through September 29.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**MetroRapid:** MetroRapid is a fixed-route service that brings together a set of unique features to result in faster, more convenient service for the community. Some of the features of this service include limited stops; boarding from all doors; unique and upgraded stops with real-time arrival information; vehicles equipped with signal priority technology. Capital Metro's MetroRapid service launched in early 2014 (route 801) and late summer 2014 (route 803).

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

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

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

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

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

**On-Time Performance (Paratransit):** On-time performance is a vehicle's arrival within the 29 minute ready window negotiated with the registered paratransit customer at time of booking.



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

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

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

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

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

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

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

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

**Revenue Hours:** The number of hours that the buses are available to the 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 using an employee or complimentary pass.

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

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

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

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

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

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





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

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

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

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

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

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

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

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

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

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

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

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

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



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Capital Metropolitan Transportation Authority  
Approved FY2016-FY2020 Capital Improvement Plan

Project Name	Category	FY2016 Approved Budget	FY2017 Planned	FY2018 Planned	FY2019 Planned	FY2020 Planned	TOTAL CIP	Page
<b>FACILITIES</b>								
Bus Stop Improvements - Rebranding Effort Upgrades	Facilities	70,000	350,000	525,000	350,000	350,000	1,645,000	A-5
Howard Lane Parking Spaces	Facilities	126,000	-	-	-	-	126,000	A-6
Lakeline Additional Parking	Facilities	1,838,000	-	-	-	-	1,838,000	A-7
2910 Cafeteria Kitchen Equipment	Facilities	58,000	-	-	-	-	58,000	A-8
Board Room Renovation	Facilities	55,000	-	-	-	-	55,000	A-9
2910 Breakroom Improvements (2nd and 3rd floor)	Facilities	29,000	-	-	-	-	29,000	A-10
2910 Cafeteria and 1st Floor Breakroom	Facilities	129,000	-	-	-	-	129,000	A-11
Human Resources Paint and Carpet	Facilities	18,000	-	-	-	-	18,000	A-12
Security Office Carpet and Cubicle	Facilities	5,000	-	-	-	-	5,000	A-13
Convert Payroll Office into Conference Room	Facilities	15,000	-	-	-	-	15,000	A-14
Disadvantaged Business Enterprise Office Creation	Facilities	35,000	-	-	-	-	35,000	A-15
Risk Management Office Remodel	Facilities	14,000	-	-	-	-	14,000	A-16
North Operations Building Office Reconfiguration	Facilities	39,000	-	-	-	-	39,000	A-17
Fitness Equipment	Facilities	13,000	-	-	-	-	13,000	A-18
Fuel System Upgrade at Thompson Lane	Facilities	90,000	-	-	-	-	90,000	A-19
North Lamar Transit Center Facility Enhancements	Facilities	150,000	-	-	-	-	150,000	A-20
Rail Maintenance Building Drainage	Facilities	45,000	-	-	-	-	45,000	A-21
Rail Maintenance Building Ventilation System	Facilities	45,000	-	-	-	-	45,000	A-22
UPS System Replacement	Facilities	-	55,000	-	65,000	-	120,000	A-23
Rail Maintenance Floor Deflection	Facilities	270,000	-	-	-	-	270,000	A-24
Maintenance Facility	Facilities	1,225,000	375,000	375,000	375,000	4,400,000	6,750,000	A-25
Bus Stop Accessibility Improvements	Facilities	2,085,000	300,000	250,000	250,000	250,000	3,135,000	A-26
Bus Stop Litter Containers	Facilities	50,000	50,000	50,000	50,000	60,000	260,000	A-27
Bus Stop Signage	Facilities	1,250,000	25,000	25,000	25,000	25,000	1,350,000	A-28
Bus Benches	Facilities	125,000	50,000	50,000	50,000	75,000	350,000	A-29
Bus Shelters	Facilities	151,000	100,000	100,000	100,000	100,000	551,000	A-30
2910 Various Projects	Facilities	21,000	-	-	-	-	21,000	A-31
2910 Water Quality Pond	Facilities	62,000	-	-	-	-	62,000	A-32
Thompson Lane R&R Vehicle Washer - Lane 2	Facilities	200,000	-	-	-	-	200,000	A-33
624 Pleasant Valley Roof Repair	Facilities	-	-	-	-	250,000	250,000	A-34
North Operations Reconstruct Extraction Fans	Facilities	175,000	-	-	-	-	175,000	A-35
2910 Air Handler	Facilities	-	-	80,000	-	-	80,000	A-36
2910 Paint Booths	Facilities	-	-	-	-	110,000	110,000	A-37
2910 HVAC Air Handler	Facilities	-	-	-	-	85,000	85,000	A-38
2910 Paint Booth Heater	Facilities	-	-	-	-	275,000	275,000	A-39
2910 Replace Fire Detection System - Fleet and Service Island	Facilities	131,000	-	-	-	-	131,000	A-40
2910 Replace Water Dispensers in Vehicle Maintenance	Facilities	10,000	-	-	-	-	10,000	A-41
2910 Fixed Shampooer	Facilities	15,000	-	-	-	-	15,000	A-42
2910 Service Island Compressor	Facilities	6,000	-	-	-	-	6,000	A-43
2910 Replace Exterior Sign	Facilities	30,000	-	-	-	-	30,000	A-44
2910 Drinking Fountain Replacement	Facilities	16,000	-	-	-	-	16,000	A-45
2910 Replace Scissor Lift	Facilities	-	65,000	-	-	-	65,000	A-46
2910 Remodeling Projects	Facilities	-	300,000	-	-	-	300,000	A-47
2910 Replace Water Boilers	Facilities	-	-	150,000	-	-	150,000	A-48
2910 Replace Transmission Dyne	Facilities	-	-	100,000	-	-	100,000	A-49
2910 Interiors	Facilities	-	-	-	350,000	-	350,000	A-50
2910 Replace Bus Wash Equipment	Facilities	-	-	-	-	650,000	650,000	A-51
Thompson Lane Parking Lot Repairs	Facilities	50,000	-	-	-	-	50,000	A-52
Thompson Lane Roofing Repairs	Facilities	50,000	-	-	-	-	50,000	A-53
Thompson Lane Flooring Repairs	Facilities	35,000	-	-	-	-	35,000	A-54
624 Pleasant Valley Fire Alarm Replacement	Facilities	-	100,000	90,000	100,000	-	290,000	A-55
624 Pleasant Valley Lighting System	Facilities	-	75,000	-	75,000	-	150,000	A-56
624 Pleasant Valley Fork Lift Replacement	Facilities	-	-	-	56,000	-	56,000	A-57
624 Pleasant Valley Irrigation System Components Replacement	Facilities	-	-	-	60,000	-	60,000	A-58
624 Pleasant Valley Elevator Replacement	Facilities	-	-	-	-	155,000	155,000	A-59
624 Pleasant Valley HVAC Controls Replacement	Facilities	-	-	-	-	150,000	150,000	A-60

Capital Metropolitan Transportation Authority  
Approved FY2016-FY2020 Capital Improvement Plan

Project Name	Category	FY2016 Approved Budget	FY2017 Planned	FY2018 Planned	FY2019 Planned	FY2020 Planned	TOTAL CIP	Page
624 Pleasant Valley Fire Detection System	Facilities	-	-	-	-	100,000	100,000	A-61
Plaza Saltillo Replating and Rezoning	Facilities	75,000	-	-	-	-	75,000	A-62
Saltillo Crossings and Signals	Facilities	1,200,000	-	-	-	-	1,200,000	A-63
Replace Fencing at Plaza Saltillo	Facilities	100,000	-	-	-	-	100,000	A-64
North Operations Warehouse Reconfiguration	Facilities	49,300	-	-	-	-	49,300	A-65
North Operations SERTA Demolition/Paving	Facilities	200,000	500,000	1,800,000	-	-	2,500,000	A-66
North Operations Interiors	Facilities	-	-	-	400,000	-	400,000	A-67
Real Estate Acquisition	Facilities	2,625,000	-	-	-	-	2,625,000	A-68
Hybrid Beacons at Bus Stops	Facilities	275,000	-	-	-	-	275,000	A-69
Airport Bus Stop Digital Kiosk	Facilities	35,000	-	-	-	-	35,000	A-70
Ben White Park and Ride	Facilities	750,000	2,950,000	-	-	-	3,700,000	A-71
Leander Trail	Facilities	-	250,000	-	-	-	250,000	A-72
Lakeline North Trail	Facilities	-	130,000	-	-	-	130,000	A-73
Lakeline South Trail	Facilities	-	450,000	-	-	-	450,000	A-74
Kramer Trail and Howard Trail	Facilities	-	352,000	-	-	-	352,000	A-75
<b>INFORMATION TECHNOLOGY</b>								
Intelligent Transportation Systems (ITS) Project	IT	2,537,000	1,500,000	-	-	-	4,037,000	A-76
Interactive Voice Response (IVR) System Replacement	IT	336,000	-	-	-	200,000	536,000	A-77
Productivity Software	IT	313,000	200,000	200,000	-	-	713,000	A-78
Financial System	IT	1,283,000	300,000	250,000	-	400,000	2,233,000	A-79
Data Warehousing	IT	250,000	-	-	100,000	-	350,000	A-80
Network Upgrades	IT	600,000	-	-	-	-	600,000	A-81
IT Infrastructure Equipment	IT	300,000	300,000	300,000	300,000	300,000	1,500,000	A-82
Farebox Collection System Rollout to Fleet	IT	3,560,000	2,440,000	-	-	-	6,000,000	A-83
Mobile Applications	IT	300,000	300,000	-	300,000	-	900,000	A-84
Other Legacy Systems Replacements	IT	125,000	100,000	100,000	100,000	100,000	525,000	A-85
Dynamic Message System for Fixed Route Services	IT	750,000	750,000	-	-	-	1,500,000	A-86
Customer Relationship Management System	IT	120,000	-	-	120,000	-	240,000	A-87
Real Estate Software	IT	200,000	-	-	-	-	200,000	A-88
Ticket Vending Machine Payment Card Industry Upgrade	IT	350,000	-	350,000	-	350,000	1,050,000	A-89
Asset Management System/SPEAR Replacement	IT	450,000	450,000	-	-	-	900,000	A-90
RailComm Replacement	IT	-	750,000	750,000	-	-	1,500,000	A-91
Data Center Modernization Refresh	IT	-	2,000,000	-	-	-	2,000,000	A-92
Phone System Refresh	IT	-	-	600,000	-	-	600,000	A-93
Automatic Passenger Counter Replacement (100 UTA)	IT	-	600,000	-	-	-	600,000	A-94
<b>COMMUTER RAIL</b>								
Positive Train Control	Rail	4,550,000	7,600,000	5,000,000	10,000,000	10,000,000	37,150,000	A-95
Saltillo Track Relocation	Rail	5,922,000	-	-	-	-	5,922,000	A-96
Crossings Improvements Reimbursed by TxDOT	Rail	250,000	250,000	250,000	250,000	250,000	1,250,000	A-97
TIGER grant project	Rail	10,585,000	14,705,000	6,659,000	-	-	31,949,000	A-98
Commuter Operation Risk Reduction	Rail	600,000	600,000	600,000	600,000	600,000	3,000,000	A-99
Central Subdivision Electric Locks	Rail	285,000	-	-	-	-	285,000	A-100
Central Subdivision Quiet Zone	Rail	2,122,000	-	-	-	-	2,122,000	A-101
Four New Diesel Multiple Units	Rail	9,000,000	16,000,000	-	-	-	25,000,000	A-102
Engineering for Existing Diesel Multiple Units	Rail	418,000	-	-	-	-	418,000	A-103
Nearside Crossing Gate Downtime Reduction	Rail	485,000	250,000	250,000	250,000	250,000	1,485,000	A-104
Private Crossing Signalization Commuter Rail Corridor	Rail	1,035,000	650,000	400,000	400,000	400,000	2,885,000	A-105
Public Crossing Surface Renewal Program - Commuter Rail	Rail	280,000	140,000	140,000	140,000	140,000	840,000	A-106
Rail Drainage Improvements	Rail	400,000	200,000	200,000	200,000	-	1,000,000	A-107
Rail Replacement Program - Commuter Corridor	Rail	5,500,000	6,000,000	3,000,000	2,400,000	2,200,000	19,100,000	A-108
Surge Suppression for Signal and Communication	Rail	250,000	250,000	250,000	-	-	750,000	A-109
Timber and Surface Program - Commuter Rail	Rail	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	A-110
West/East Haul Road Crossing Surface Rehabilitation	Rail	250,000	-	250,000	-	-	500,000	A-111
Downtown Station Improvements Funded by TxDOT	Rail	1,600,000	7,000,000	12,000,000	900,000	-	21,500,000	A-112
7th Street Crossing Preemption	Rail	150,000	-	-	-	-	150,000	A-114
Crossing Gate Mechanism Changeout	Rail	160,000	80,000	80,000	80,000	80,000	480,000	A-115
Platform DMS Upgrades	Rail	500,000	-	-	-	500,000	1,000,000	A-116



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Project Name	Category	FY2016 Approved Budget	FY2017 Planned	FY2018 Planned	FY2019 Planned	FY2020 Planned	TOTAL CIP	Page
North Operations Improvements to Accommodate New Rail Cars	Rail	1,750,000	1,000,000	1,000,000	-	-	3,750,000	A-117
Rail Car Compact Converter Modifications	Rail	220,000	220,000	220,000	-	-	660,000	A-118
Private Crossing Surface Program	Rail	60,000	60,000	60,000	60,000	60,000	300,000	A-119
Curb 5th Street	Rail	100,000	-	-	-	-	100,000	A-120
East Parmer Crossing in Manor	Rail	450,000	-	-	-	-	450,000	A-121
High-wide and Flood Detectors	Rail	300,000	-	-	-	-	300,000	A-122
Emergency Walkways on Bridges	Rail	300,000	300,000	300,000	-	-	900,000	A-123
Commuter Corridor Pedestrian Safety	Rail	100,000	-	-	-	-	100,000	A-124
Change Intermediate Wayside Signal to Control Point	Rail	500,000	-	-	-	-	500,000	A-125
Rail Station Communication Conduit	Rail	750,000	-	-	-	-	750,000	A-126
DMU Maintenance Laptops	Rail	-	150,000	-	-	150,000	300,000	A-127
DMU PIS Upgrade	Rail	-	1,500,000	-	-	-	1,500,000	A-128
<b>FREIGHT RAILROAD</b>								
East Subdivision Quiet Zone	Freight	2,685,000	-	-	-	-	2,685,000	A-129
Crossings Improvements Reimbursed by TxDOT	Freight	457,000	250,000	250,000	250,000	250,000	1,457,000	A-130
Crossing Gate Mechanism Changeout	Freight	80,000	-	-	-	-	80,000	A-131
Public Crossing State of Good Repair	Freight	140,000	-	-	-	-	140,000	A-132
Bertram Scale Upgrades	Freight	-	750,000	-	50,000	-	800,000	A-133
Bridge Replacement	Freight	-	-	1,000,000	-	1,000,000	2,000,000	A-134
Timber Bridge Inspection and Treatment	Freight	-	1,560,000	-	-	-	1,560,000	A-135
<b>SECURITY</b>								
Cameras and Access Controls	Security	173,000	68,500	153,000	5,500	301,500	701,500	A-136
<b>VEHICLES</b>								
High-Rail Vehicles	Vehicles	150,000	-	-	150,000	-	300,000	A-137
Non-revenue Vehicle Replacement	Vehicles	383,000	725,000	648,000	462,000	447,000	2,665,000	A-138
Paratransit Vehicle Replacement	Vehicles	275,000	1,875,000	3,200,000	-	2,475,000	7,825,000	A-139
Bus Replacements	Vehicles	22,230,000	33,247,500	34,177,500	17,400,000	6,000,000	113,055,000	A-140
Buses - Service Enhancements	Vehicles	3,255,000	4,185,000	-	13,200,000	12,000,000	32,640,000	A-141
Vehicle Camera Systems	Vehicles	400,000	-	-	-	-	400,000	A-142
<b>METRORAPID</b>								
MetroRapid Project	MetroRapid	3,257,000	-	-	-	-	3,257,000	A-143
MetroRapid Station Improvements	MetroRapid	-	-	-	1,600,000	-	1,600,000	A-144
<b>CONTINGENCY</b>								
Capital Project Contingency	Contingency	2,000,000	-	-	-	-	2,000,000	A-145
<b>TOTALS</b>		<b>110,871,300</b>	<b>117,413,000</b>	<b>77,232,500</b>	<b>52,623,500</b>	<b>46,488,500</b>	<b>404,628,800</b>	

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Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	53,099,744	33,050,000	110,871,300	117,413,000	77,232,500	52,623,500	46,488,500	490,778,544
<b>Total</b>	53,099,744	33,050,000	110,871,300	117,413,000	77,232,500	52,623,500	46,488,500	490,778,544
<b>Funding Sources</b>								
Local	16,221,138	25,847,000	70,709,300	85,385,000	62,333,500	48,824,500	43,589,500	352,909,938
Grants	36,464,363	3,660,000	18,855,000	8,528,000	2,399,000	2,399,000	2,399,000	74,704,363
Loan	-	-	10,000,000	-	-	-	-	10,000,000
TxDOT Grant	-	3,500,000	10,600,000	23,000,000	12,000,000	900,000	-	50,000,000
TxDOT Reimbursement	414,243	43,000	707,000	500,000	500,000	500,000	500,000	3,164,243
<b>Total</b>	53,099,744	33,050,000	110,871,300	117,413,000	77,232,500	52,623,500	46,488,500	490,778,544

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**Project Name** Bus Stop Improvements - Rebranding Effort Upgrades

**Project Type** Facilities

**Project Description**

During FY2016, Capital Metro will be reviewing customer survey data and input regarding amenities provided at bus stops and those amenities, such as technology and service information that passengers would like to see in the future. Based upon this, the project will recommend future bus stop improvements and consider developing a pilot station to evaluate the proposed improvements before developing an implementation plan for the improvements. The funding for this effort is described as rebranding.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	30,000	70,000	350,000	525,000	350,000	350,000	1,675,000
<b>Total</b>	-	30,000	70,000	350,000	525,000	350,000	350,000	1,675,000
<b>Funding Sources</b>								
Local	-	30,000	70,000	67,000	242,000	67,000	67,000	543,000
Grants	-	-	-	283,000	283,000	283,000	283,000	1,132,000
<b>Total</b>	-	30,000	70,000	350,000	525,000	350,000	350,000	1,675,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

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

**Strategic Goal and Objective**

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

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**Project Name** Howard Lane Parking Spaces

**Project Type** Facilities

**Project Description**

This project will increase the amount of parking available at the Transit Center.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	74,000	126,000	-	-	-	-	200,000
<b>Total</b>	-	74,000	126,000	-	-	-	-	200,000
<b>Funding Sources</b>								
Local	-	74,000	126,000	-	-	-	-	200,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	74,000	126,000	-	-	-	-	200,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide additional parking for customers to offer more convenience and help achieve higher ridership.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.2 Enhance organizational development. 4.4 Implement sustainability and environmental stewardship best practices.

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**Project Name** Lakeline Additional Parking

**Project Type** Facilities

**Project Description**

This project will increase the amount of parking available at the Transit Center.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	162,000	1,838,000	-	-	-	-	2,000,000
<b>Total</b>	-	162,000	1,838,000	-	-	-	-	2,000,000
<b>Funding Sources</b>								
Local	-	162,000	1,838,000	-	-	-	-	2,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	162,000	1,838,000	-	-	-	-	2,000,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide additional parking for customers to offer more convenience and help achieve higher ridership.

**Strategic Goal and Objective**

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

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**Project Name** 2910 Cafeteria Kitchen Equipment

**Project Type** Facilities

**Project Description**

This project will replace kitchen equipment in the cafeteria.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	7,000	58,000	-	-	-	-	65,000
<b>Total</b>	-	7,000	58,000	-	-	-	-	65,000
<b>Funding Sources</b>								
Local	-	7,000	58,000	-	-	-	-	65,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	7,000	58,000	-	-	-	-	65,000

**Estimated Operating Cost Impact**

This project is expected to result in annual operational cost savings of \$5,000.

**Project Benefits**

This project will meet Health Code requirements and reduce the costs incurred to maintain current equipment.

**Strategic Goal and Objective**

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

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**Project Name** 2910 E. 5th St. Board Room Renovation

**Project Type** Facilities

**Project Description**

This project will improve the Board Room by replacing existing visitor chairs, paint, carpet and base, and installing new high definition broadcast equipment.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	55,000	55,000	-	-	-	-	110,000
<b>Total</b>	-	55,000	55,000	-	-	-	-	110,000
<b>Funding Sources</b>								
Local	-	55,000	55,000	-	-	-	-	110,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	55,000	55,000	-	-	-	-	110,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve the overall appearance and function of the Board Room.

**Strategic Goal and Objective**

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

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**Project Name** 2910 E. 5th St. Breakroom Improvements (2nd & 3rd Floor)

**Project Type** Facilities

**Project Description**

This project will improve the appearance and function of the 2910 break rooms.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	9,000	29,000	-	-	-	-	38,000
<b>Total</b>	-	9,000	29,000	-	-	-	-	38,000
<b>Funding Sources</b>								
Local	-	9,000	29,000	-	-	-	-	38,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	9,000	29,000	-	-	-	-	38,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide improvements to 2910 break rooms to better serve staff needs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.2 Enhance organizational development. 4.4 Implement sustainability and environmental stewardship best practices.





**Project Name** 2910 E. 5th St. Cafeteria and 1st Floor Breakroom Improvements

**Project Type** Facilities

**Project Description**

This project will improve the appearance and function of the 2910 1st floor cafeteria area.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	21,000	129,000	-	-	-	-	150,000
<b>Total</b>	-	21,000	129,000	-	-	-	-	150,000
<b>Funding Sources</b>								
Local	-	21,000	129,000	-	-	-	-	150,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	21,000	129,000	-	-	-	-	150,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide improvements to the 2910 1st floor cafeteria to better serve staff needs.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.2 Enhance organizational development. 4.4 Implement sustainability and environmental stewardship best practices.

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**Project Name** 2910 E. 5th St. Human Resources Office Paint and Carpet

**Project Type** Facilities

**Project Description**

This project will replace worn carpeting and repaint walls in the human resources office.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	7,000	18,000	-	-	-	-	25,000
<b>Total</b>	-	7,000	18,000	-	-	-	-	25,000
<b>Funding Sources</b>								
Local	-	7,000	18,000	-	-	-	-	25,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	7,000	18,000	-	-	-	-	25,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain facilities in a state of good repair.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.2 Enhance organizational development. 4.4 Implement sustainability and environmental stewardship best practices.

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**Project Name** 2910 Security Office Carpet and Cubicle

**Project Type** Facilities

**Project Description**

This project will improve the function and appearance of the security office at 2910.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	5,000	5,000	-	-	-	-	10,000
<b>Total</b>	-	5,000	5,000	-	-	-	-	10,000
<b>Funding Sources</b>								
Local	-	5,000	5,000	-	-	-	-	10,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	5,000	5,000	-	-	-	-	10,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve the function and appearance of the security office at 2910 East 5th Street.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.2 Enhance organizational development. 4.4 Implement sustainability and environmental stewardship best practices.

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**Project Name** Convert Payroll Office into Conference Room / Convert Conference Room to Office

**Project Type** Facilities

**Project Description**

This project will convert the payroll room into a conference room.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	15,000	-	-	-	-	15,000
<b>Total</b>	-	-	15,000	-	-	-	-	15,000
<b>Funding Sources</b>								
Local	-	-	15,000	-	-	-	-	15,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	15,000	-	-	-	-	15,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve the amount and quality of meeting space available on the 3rd floor of 2910.

**Strategic Goal and Objective**

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

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**Project Name** Disadvantaged Business Enterprise Office Creation

**Project Type** Facilities

**Project Description**

This project will consolidate the diversity team into a single office space.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	5,000	35,000	-	-	-	-	40,000
<b>Total</b>	-	5,000	35,000	-	-	-	-	40,000
<b>Funding Sources</b>								
Local	-	5,000	35,000	-	-	-	-	40,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	5,000	35,000	-	-	-	-	40,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve the function and efficiency of the diversity team.

**Strategic Goal and Objective**

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

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**Project Name** Risk Management Office Remodel

**Project Type** Facilities

**Project Description**

This project will consolidate the risk management team into a single office space.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	2,000	14,000	-	-	-	-	16,000
<b>Total</b>	-	2,000	14,000	-	-	-	-	16,000
<b>Funding Sources</b>								
Local	-	2,000	14,000	-	-	-	-	16,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	2,000	14,000	-	-	-	-	16,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve the function and efficiency of the risk management team.

**Strategic Goal and Objective**

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

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**Project Name** North Operations Building Office Reconfiguration

**Project Type** Facilities

**Project Description**

This project reconfigures storage space used by two separate contractors to allow secure storage in both areas at the North Operations Rail Maintenance Facility.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	39,000	-	-	-	-	39,000
<b>Total</b>	-	-	39,000	-	-	-	-	39,000
<b>Funding Sources</b>								
Local	-	-	39,000	-	-	-	-	39,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	39,000	-	-	-	-	39,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide secured storage space for electronic equipment in both areas of the North Operations Rail Maintenance Facility.

**Strategic Goal and Objective**

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

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**Project Name** Fitness Equipment

**Project Type** Facilities

**Project Description**

The project includes the purchase of fitness equipment for the new Transit Store and MetroAccess Eligibility Center, which will house 60 employees.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	17,327	-	13,000	-	-	-	-	30,327
<b>Total</b>	17,327	-	13,000	-	-	-	-	30,327
<b>Funding Sources</b>								
Local	17,327	-	13,000	-	-	-	-	30,327
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	17,327	-	13,000	-	-	-	-	30,327

**Estimated Operating Cost Impact**

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

**Project Benefits**

The benefits of having employees exercise include reduced healthcare costs and improved employee wellness and morale.

**Strategic Goal and Objective**

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



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**Project Name** Fuel System Upgrade at Thompson Lane Facility

**Project Type** Facilities

**Project Description**

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

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	90,000	-	-	-	-	90,000
<b>Total</b>	-	-	90,000	-	-	-	-	90,000
<b>Funding Sources</b>								
Local	-	-	90,000	-	-	-	-	90,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	90,000	-	-	-	-	90,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

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

**Strategic Goal and Objective**

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

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

**Project Type** Facilities

**Project Description**

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

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	100,000	150,000	-	-	-	-	250,000
<b>Total</b>	-	100,000	150,000	-	-	-	-	250,000
<b>Funding Sources</b>								
Local	-	100,000	150,000	-	-	-	-	250,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	100,000	150,000	-	-	-	-	250,000

**Estimated Operating Cost Impact**

No change to operating costs are expected with the implementation of this project.

**Project Benefits**

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

**Strategic Objective**

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

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**Project Name** Rail Maintenance Building Drainage

**Project Type** Facilities

**Project Description**

This is a facility modification to improve the drainage in the service pits. Currently, when excessive rain occurs, water pools in the pits rendering an unsafe work area.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	45,000	-	-	-	-	45,000
<b>Total</b>	-	-	45,000	-	-	-	-	45,000
<b>Funding Sources</b>								
Local	-	-	45,000	-	-	-	-	45,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	45,000	-	-	-	-	45,000

**Estimated Operating Cost Impact**

No additional operating costs are anticipated.

**Project Benefits**

This project will result in a safer industrial work environment.

**Strategic Objective**

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

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**Project Name** Rail Maintenance Building Ventilation System

**Project Type** Facilities

**Project Description**

This is a facility modification to improve ventilation in the rail maintenance building. There is not adequate air exchanges for the volume of exhaust with a unit under load.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	45,000	-	-	-	-	45,000
<b>Total</b>	-	-	45,000	-	-	-	-	45,000
<b>Funding Sources</b>								
Local	-	-	45,000	-	-	-	-	45,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	45,000	-	-	-	-	45,000

**Estimated Operating Cost Impact**

No additional operating costs are anticipated.

**Project Benefits**

This project will result in a safer industrial work environment.

**Strategic Objective**

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

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**Project Name** Uninterruptible Power Supply (UPS) System Replacement

**Project Type** Facilities

**Project Description**

The UPS provides emergency power when mains power fails. This system is beyond its useful life resulting in additional maintenance and associated costs.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	25,000	-	55,000	-	65,000	-	145,000
<b>Total</b>	-	25,000	-	55,000	-	65,000	-	145,000
<b>Funding Sources</b>								
Local	-	25,000	-	55,000	-	65,000	-	145,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	25,000	-	55,000	-	65,000	-	145,000

**Estimated Operating Cost Impact**

No additional operating costs are anticipated.

**Project Benefits**

This project will result in an increased reliability of back up power supply in the event of emergencies or unanticipated power outages.

**Strategic Objective**

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

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**Project Name** Rail Maintenance Floor Deflection

**Project Type** Facilities

**Project Description**

This project corrects floor deflection issues at the North Operations Rail Maintenance Facility.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	74,910	-	270,000	-	-	-	-	344,910
<b>Total</b>	74,910	-	270,000	-	-	-	-	344,910
<b>Funding Sources</b>								
Local	74,910	-	270,000	-	-	-	-	344,910
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	74,910	-	270,000	-	-	-	-	344,910

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will meet safety standards.

**Strategic Objective**

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

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**Project Name** Maintenance Facility

**Project Type** Facilities

**Project Description**

This project represents the first phase to provide additional operations and maintenance space needed to support future increases in passenger rail capacity, subject to Board approval.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	150,000	1,225,000	375,000	375,000	375,000	4,400,000	6,900,000
<b>Total</b>	-	150,000	1,225,000	375,000	375,000	375,000	4,400,000	6,900,000
<b>Funding Sources</b>								
Local	-	150,000	1,225,000	375,000	375,000	375,000	4,400,000	6,900,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	150,000	1,225,000	375,000	375,000	375,000	4,400,000	6,900,000

**Estimated Operating Cost Impact**

Upon full project completion, additional costs are expected for utilities, maintenance and general facility upkeep. Estimates are under development.

**Project Benefits**

Additional operations and maintenance space is needed to support future increases in passenger rail capacity.

**Strategic Goal and Objective**

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

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**Project Name** Bus Stop Accessibility Improvements

**Project Type** Facilities

**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 FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	2,017,000	2,085,000	300,000	250,000	250,000	250,000	5,152,000
<b>Total</b>	-	2,017,000	2,085,000	300,000	250,000	250,000	250,000	5,152,000
<b>Funding Sources</b>								
Local	-	2,016,000	1,549,800	300,000	250,000	250,000	250,000	4,615,800
Grants	-	1,000	535,200	-	-	-	-	536,200
<b>Total</b>	-	2,017,000	2,085,000	300,000	250,000	250,000	250,000	5,152,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

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

**Strategic Goal and Objective**

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



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**Project Name** Bus Stop Litter Containers

**Project Type** Facilities

**Project Description**

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

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	40,000	50,000	50,000	50,000	50,000	60,000	300,000
<b>Total</b>	-	40,000	50,000	50,000	50,000	50,000	60,000	300,000
<b>Funding Sources</b>								
Local	-	40,000	10,000	50,000	50,000	50,000	60,000	260,000
Grants	-	-	40,000	-	-	-	-	40,000
<b>Total</b>	-	40,000	50,000	50,000	50,000	50,000	60,000	300,000
<b>Estimated Operating Cost Impact</b>								

The installation of the solar-powered compacting trash containers is expected to reduce staff time spent servicing each location.

**Project Benefits**

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

**Strategic Goal and Objective**

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

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**Project Name** Bus Stop Signage

**Project Type** Facilities

**Project Description**

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

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	225,000	1,250,000	25,000	25,000	25,000	25,000	1,575,000
<b>Total</b>	-	225,000	1,250,000	25,000	25,000	25,000	25,000	1,575,000
<b>Funding Sources</b>								
Local	-	225,000	796,000	25,000	25,000	25,000	25,000	1,121,000
Grants	-	-	454,000	-	-	-	-	454,000
<b>Total</b>	-	225,000	1,250,000	25,000	25,000	25,000	25,000	1,575,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

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

**Strategic Goal and Objective**

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

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**Project Name** Bus Benches

**Project Type** Facilities

**Project Description**

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

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	25,000	125,000	50,000	50,000	50,000	75,000	375,000
<b>Total</b>	-	25,000	125,000	50,000	50,000	50,000	75,000	375,000
<b>Funding Sources</b>								
Local	-	25,000	25,000	50,000	50,000	50,000	75,000	275,000
Grants	-	-	100,000	-	-	-	-	100,000
<b>Total</b>	-	25,000	125,000	50,000	50,000	50,000	75,000	375,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide bus benches for customers at bus stops.

**Strategic Goal and Objective**

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

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**Project Name** Bus Shelters

**Project Type** Facilities

**Project Description**

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

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	120,000	151,000	100,000	100,000	100,000	100,000	671,000
<b>Total</b>	-	120,000	151,000	100,000	100,000	100,000	100,000	671,000
<b>Funding Sources</b>								
Local	-	120,000	30,200	100,000	100,000	100,000	100,000	550,200
Grants	-	-	120,800	-	-	-	-	120,800
<b>Total</b>	-	120,000	151,000	100,000	100,000	100,000	100,000	671,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide bus shelters for customers at bus stops.

**Strategic Goal and Objective**

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

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**Project Name** 2910 E. 5th St. Various Projects

**Project Type** Facilities

**Project Description**

This project will replace several smaller pieces of equipment that are at or beyond their useful lives.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	20,000	21,000	-	-	-	-	41,000
<b>Total</b>	-	20,000	21,000	-	-	-	-	41,000
<b>Funding Sources</b>								
Local	-	20,000	21,000	-	-	-	-	41,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	20,000	21,000	-	-	-	-	41,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will reduce maintenance costs and down time, restoring the state of good repair and providing new life cycles.

**Strategic Goal and Objective**

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

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**Project Name** 2910 E. 5th St. Water Quality Pond

**Project Type** Facilities

**Project Description**

This project will upgrade water ponds to allow easier access and improve the drainage of treatment ponds.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	63,000	62,000	-	-	-	-	125,000
<b>Total</b>	-	63,000	62,000	-	-	-	-	125,000
<b>Funding Sources</b>								
Local	-	63,000	62,000	-	-	-	-	125,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	63,000	62,000	-	-	-	-	125,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain facilities in a state of good repair, and provide easier access for code compliance of waste streams.

**Strategic Goal and Objective**

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

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**Project Name** 509 Thompson Lane R&R Vehicle Washer Lane 2

**Project Type** Facilities

**Project Description**

This project will replace the vehicle washer that has reached the end of its useful life and is no longer supported by the vendor.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	200,000	-	-	-	-	200,000
<b>Total</b>	-	-	200,000	-	-	-	-	200,000
<b>Funding Sources</b>								
Local	-	-	200,000	-	-	-	-	200,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	200,000	-	-	-	-	200,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will restore the state of good repair and reduce maintenance.

**Strategic Goal and Objective**

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

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**Project Name** 624 Pleasant Valley Roof Repair

**Project Type** Facilities

**Project Description**

This project will replace the failing roof that has been repaired 3 times in the past 2 years.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total	
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020		
<b>Spending Categories</b>									
Other:	-	-	-	-	-	-	-	250,000	250,000
<b>Total</b>	-	-	-	-	-	-	-	250,000	250,000
<b>Funding Sources</b>									
Local	-	-	-	-	-	-	-	250,000	250,000
Grants	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	250,000	250,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide a 15 year warranty, reduce maintenance costs and maintain a state of good repair.

**Strategic Goal and Objective**

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



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**Project Name** North Operations Reconstruct Extraction Fans Fleet Maintenance

**Project Type** Facilities

**Project Description**

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

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	175,000	-	-	-	-	175,000
<b>Total</b>	-	-	175,000	-	-	-	-	175,000
<b>Funding Sources</b>								
Local	-	-	175,000	-	-	-	-	175,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	175,000	-	-	-	-	175,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

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

**Strategic Goal and Objective**

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

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**Project Name** 2910 Air Handler

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	80,000	-	-	80,000
<b>Total</b>	-	-	-	-	80,000	-	-	80,000
<b>Funding Sources</b>								
Local	-	-	-	-	80,000	-	-	80,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	80,000	-	-	80,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** 2910 Paint Booths

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total	
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020		
<b>Spending Categories</b>									
Other:	-	-	-	-	-	-	-	110,000	110,000
<b>Total</b>	-	-	-	-	-	-	-	110,000	110,000
<b>Funding Sources</b>									
Local	-	-	-	-	-	-	-	110,000	110,000
Grants	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	110,000	110,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment/facilities in a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** 2910 HVAC Air Handler

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total	
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020		
<b>Spending Categories</b>									
Other:	-	-	-	-	-	-	-	85,000	85,000
<b>Total</b>	-	-	-	-	-	-	-	85,000	85,000
<b>Funding Sources</b>									
Local	-	-	-	-	-	-	-	85,000	85,000
Grants	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	85,000	85,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** 2910 Paint Booth Heater

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total	
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020		
<b>Spending Categories</b>									
Other:	-	-	-	-	-	-	-	275,000	275,000
<b>Total</b>	-	-	-	-	-	-	-	275,000	275,000
<b>Funding Sources</b>									
Local	-	-	-	-	-	-	-	275,000	275,000
Grants	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	275,000	275,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 2910 Replace Fire Detection System - Fleet and Service Island

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	131,000	-	-	-	-	131,000
<b>Total</b>	-	-	131,000	-	-	-	-	131,000
<b>Funding Sources</b>								
Local	-	-	131,000	-	-	-	-	131,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	131,000	-	-	-	-	131,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment and systems in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 2910 Replace Water Dispensers in Vehicle Maintenance

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	10,000	-	-	-	-	10,000
<b>Total</b>	-	-	10,000	-	-	-	-	10,000
<b>Funding Sources</b>								
Local	-	-	10,000	-	-	-	-	10,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	10,000	-	-	-	-	10,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 2910 Fixed Shampooer

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	15,000	-	-	-	-	15,000
<b>Total</b>	-	-	15,000	-	-	-	-	15,000
<b>Funding Sources</b>								
Local	-	-	15,000	-	-	-	-	15,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	15,000	-	-	-	-	15,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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



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**Project Name** 2910 Service Island Compressor

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	6,000	-	-	-	-	6,000
<b>Total</b>	-	-	6,000	-	-	-	-	6,000
<b>Funding Sources</b>								
Local	-	-	6,000	-	-	-	-	6,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	6,000	-	-	-	-	6,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 2910 Replace Exterior Sign

**Project Type** Facilities

**Project Description**

This project replaces the current sign at Capital Metro's headquarters located at 2910 E. 5th Street.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	30,000	-	-	-	-	30,000
<b>Total</b>	-	-	30,000	-	-	-	-	30,000
<b>Funding Sources</b>								
Local	-	-	30,000	-	-	-	-	30,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	30,000	-	-	-	-	30,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain signage in a state of good repair.

**Strategic Goal and Objective**

This project supports strategic goal and objective 3. Demonstrate the value of public transportation in a dynamic community: 3.2 Develop and deliver key agency messages.

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 2910 Drinking Fountain Replacement

**Project Type** Facilities

**Project Description**

This project replaces current drinking fountains with bottle filler drinking fountains to promote wellness.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	16,000	-	-	-	-	16,000
<b>Total</b>	-	-	16,000	-	-	-	-	16,000
<b>Funding Sources</b>								
Local	-	-	16,000	-	-	-	-	16,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	16,000	-	-	-	-	16,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will support employee wellness and sustainability efforts.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 2910 Replace Scissor Lift

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	65,000	-	-	-	65,000
<b>Total</b>	-	-	-	65,000	-	-	-	65,000
<b>Funding Sources</b>								
Local	-	-	-	65,000	-	-	-	65,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	65,000	-	-	-	65,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
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**Project Name** 2910 Remodeling Projects

**Project Type** Facilities

**Project Description**

This project remodels administrative offices to support staff additions or relocations.

Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	-	-	-	300,000	-	-	-	300,000
<b>Total</b>	-	-	-	300,000	-	-	-	300,000
<b>Funding Sources</b>								
Local	-	-	-	300,000	-	-	-	300,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	300,000	-	-	-	300,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide office space for administrative staff in a constrained facility.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 2910 Replace Water Boilers

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	150,000	-	-	150,000
<b>Total</b>	-	-	-	-	150,000	-	-	150,000
<b>Funding Sources</b>								
Local	-	-	-	-	150,000	-	-	150,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	150,000	-	-	150,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
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**Project Name** 2910 Replace Transmission Dyne

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	100,000	-	-	100,000
<b>Total</b>	-	-	-	-	100,000	-	-	100,000
<b>Funding Sources</b>								
Local	-	-	-	-	100,000	-	-	100,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	100,000	-	-	100,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 2910 Interiors

**Project Type** Facilities

**Project Description**

This project converts administrative space to operations space, subject to acquisition of new administrative space.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	-	350,000	-	350,000
<b>Total</b>	-	-	-	-	-	350,000	-	350,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	350,000	-	350,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	350,000	-	350,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide working space for staff supporting transit operations.

**Strategic Goal and Objective**

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



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**Project Name** 2910 Replace Bus Wash Equipment

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	-	-	650,000	650,000
<b>Total</b>	-	-	-	-	-	-	650,000	650,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	-	650,000	650,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	650,000	650,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** Thompson Lane Parking Lot Repairs

**Project Type** Facilities

**Project Description**

This project replaces a parking lot that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	50,000	-	-	-	-	50,000
<b>Total</b>	-	-	50,000	-	-	-	-	50,000
<b>Funding Sources</b>								
Local	-	-	50,000	-	-	-	-	50,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	50,000	-	-	-	-	50,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain the parking lot in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** Thompson Lane Roofing Repairs

**Project Type** Facilities

**Project Description**

This project replaces the roof has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	50,000	-	-	-	-	50,000
<b>Total</b>	-	-	50,000	-	-	-	-	50,000
<b>Funding Sources</b>								
Local	-	-	50,000	-	-	-	-	50,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	50,000	-	-	-	-	50,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain the roof in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** Thompson Lane Flooring Repairs

**Project Type** Facilities

**Project Description**

This project replaces the floor that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	35,000	-	-	-	-	35,000
<b>Total</b>	-	-	35,000	-	-	-	-	35,000
<b>Funding Sources</b>								
Local	-	-	35,000	-	-	-	-	35,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	35,000	-	-	-	-	35,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain the floor in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
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**Project Name** 624 Pleasant Valley Fire Alarm Replacement

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	100,000	90,000	100,000	-	290,000
<b>Total</b>	-	-	-	100,000	90,000	100,000	-	290,000
<b>Funding Sources</b>								
Local	-	-	-	100,000	90,000	100,000	-	290,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	100,000	90,000	100,000	-	290,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 624 Pleasant Valley Lighting System

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	75,000	-	75,000	-	150,000
<b>Total</b>	-	-	-	75,000	-	75,000	-	150,000
<b>Funding Sources</b>								
Local	-	-	-	75,000	-	75,000	-	150,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	75,000	-	75,000	-	150,000

**Estimated Operating Cost Impact**

Operating cost savings are expected as a result of completing this capital project due to reduced energy consumption, and the estimate is under development.

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 624 Pleasant Valley Fork Lift Replacement

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	-	56,000	-	56,000
<b>Total</b>	-	-	-	-	-	56,000	-	56,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	56,000	-	56,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	56,000	-	56,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 624 Pleasant Valley Irrigation System Components Replacement

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	-	60,000	-	60,000
<b>Total</b>	-	-	-	-	-	60,000	-	60,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	60,000	-	60,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	60,000	-	60,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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



Capital Metropolitan Transportation Authority  
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**Project Name** 624 Pleasant Valley Elevator Replacement

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total	
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020		
<b>Spending Categories</b>									
Other:	-	-	-	-	-	-	-	155,000	155,000
<b>Total</b>	-	-	-	-	-	-	-	155,000	155,000
<b>Funding Sources</b>									
Local	-	-	-	-	-	-	-	155,000	155,000
Grants	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	155,000	155,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 624 Pleasant Valley HVAC Controls Replacement

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total	
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020		
<b>Spending Categories</b>									
Other:	-	-	-	-	-	-	-	150,000	150,000
<b>Total</b>	-	-	-	-	-	-	-	150,000	150,000
<b>Funding Sources</b>									
Local	-	-	-	-	-	-	-	150,000	150,000
Grants	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	150,000	150,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** 624 Pleasant Valley Fire Detection System

**Project Type** Facilities

**Project Description**

This project replaces equipment that has reached the end of its useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total	
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020		
<b>Spending Categories</b>									
Other:	-	-	-	-	-	-	-	100,000	100,000
<b>Total</b>	-	-	-	-	-	-	-	100,000	100,000
<b>Funding Sources</b>									
Local	-	-	-	-	-	-	-	100,000	100,000
Grants	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	100,000	100,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment and systems in a state of good repair.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
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**Project Name** Plaza Saltillo Replatting and Rezoning

**Project Type** Facilities

**Project Description**

This project shows the boundaries and locations between right of way and development at the Saltillo Plaza of the rezoned plat.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	75,000	-	-	-	-	75,000
<b>Total</b>	-	-	75,000	-	-	-	-	75,000
<b>Funding Sources</b>								
Local	-	-	75,000	-	-	-	-	75,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	75,000	-	-	-	-	75,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will protect the right of way and maximize the potential of the development.

**Strategic Goal and Objective**

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

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 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** Saltillo Crossings and Signals

**Project Type** Facilities

**Project Description**

This project includes crossings and signals work as required by the Saltillo Plaza development agreement. Capital Metro will perform the work and will be reimbursed by the developer.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	1,200,000	-	-	-	-	1,200,000
<b>Total</b>	-	-	1,200,000	-	-	-	-	1,200,000
<b>Funding Sources</b>								
Local	-	-	1,200,000	-	-	-	-	1,200,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	1,200,000	-	-	-	-	1,200,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide crossings and signals work as required by the Saltillo Plaza development agreement.

**Strategic Goal and Objective**

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

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**Project Name** Replace Fencing at Plaza Saltillo

**Project Type** Facilities

**Project Description**

This project removes the fencing as part of the Saltillo Plaza track relocation. Once the track relocation is complete, the fencing will be replaced.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	100,000	-	-	-	-	100,000
<b>Total</b>	-	-	100,000	-	-	-	-	100,000
<b>Funding Sources</b>								
Local	-	-	100,000	-	-	-	-	100,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	100,000	-	-	-	-	100,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will enhance the safety of pedestrians and cyclists traveling near the tracks, and preserves the integrity of the rail right of way for proper operation of MetroRail service.

**Strategic Goal and Objective**

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

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**Project Name** North Operations Warehouse Reconfiguration

**Project Type** Facilities

**Project Description**

This project reconfigures warehouse storage space at the North Operations Maintenance Facility to better accommodate operational needs of bus and rail contractors.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	49,300	-	-	-	-	49,300
<b>Total</b>	-	-	49,300	-	-	-	-	49,300
<b>Funding Sources</b>								
Local	-	-	49,300	-	-	-	-	49,300
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	49,300	-	-	-	-	49,300

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve operational capabilities.

**Strategic Goal and Objective**

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

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**Project Name** North Operations SERTA Demolition/Paving

**Project Type** Facilities

**Project Description**

This project includes site remediation, demolition and paving of this 7 acre site. The resulting surface will be suitable for approximately 200 bus parking spaces.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	200,000	500,000	1,800,000	-	-	2,500,000
<b>Total</b>	-	-	200,000	500,000	1,800,000	-	-	2,500,000
<b>Funding Sources</b>								
Local	-	-	200,000	500,000	1,800,000	-	-	2,500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	200,000	500,000	1,800,000	-	-	2,500,000

**Estimated Operating Cost Impact**

Operating costs for lighting and maintenance of approximately \$140,000 are expected annually when this project is completed in FY2018.

**Project Benefits**

This project will support expansion of the bus fleet for additional transit service.

**Strategic Goal and Objective**

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



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**Project Name** North Operations Interiors

**Project Type** Facilities

**Project Description**

This project replaces facility equipment and components that have reached the end of their useful lives.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	-	400,000	-	400,000
<b>Total</b>	-	-	-	-	-	400,000	-	400,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	400,000	-	400,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	400,000	-	400,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain facilities and related equipment in a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** Real Estate Acquisition

**Project Type** Facilities

**Project Description**

This project provides funding for potential real estate acquisitions to meet various real property needs, subject to Board approval.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	2,625,000	-	-	-	-	2,625,000
<b>Total</b>	-	-	2,625,000	-	-	-	-	2,625,000
<b>Funding Sources</b>								
Local	-	-	2,625,000	-	-	-	-	2,625,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	2,625,000	-	-	-	-	2,625,000

**Estimated Operating Cost Impact**

If real property is acquired, operating costs could be impacted in FY 2017.

**Project Benefits**

This project provides funding for potential real estate acquisitions to meet various real property needs, subject to Board approval.

**Strategic Goal and Objective**

This project supports strategic goals and objectives 2. Demonstrate regional leadership: 2.2 Pursue service expansion opportunities and 3. Demonstrate the value of public transportation in a dynamic community: 3.3 Strengthen community relationships.

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**Project Name** Hybrid Beacons at Bus Stops

**Project Type** Facilities

**Project Description**

This project installs pedestrian hybrid beacons at five Capital Metro bus stops. The City of Austin and Capital Metro will share 50% each of installation costs.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	275,000	-	-	-	-	275,000
<b>Total</b>	-	-	275,000	-	-	-	-	275,000
<b>Funding Sources</b>								
Local	-	-	275,000	-	-	-	-	275,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	275,000	-	-	-	-	275,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will support transit passenger and pedestrian safety.

**Strategic Goal and Objective**

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

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**Project Name** Airport Bus Stop Digital Kiosk

**Project Type** Facilities

**Project Description**

This project installs a digital transit information kiosk at the Austin-Berstrom International Airport.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	35,000	-	-	-	-	35,000
<b>Total</b>	-	-	35,000	-	-	-	-	35,000
<b>Funding Sources</b>								
Local	-	-	35,000	-	-	-	-	35,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	35,000	-	-	-	-	35,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide transit information to airport passengers.

**Strategic Goal and Objective**

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

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**Project Name** Ben White Park and Ride

**Project Type** Facilities

**Project Description**

This project constructs a new Park & Ride facility in South Austin near the Westgate activity center to support MetroRapid Route 803 and other local routes.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	750,000	2,950,000	-	-	-	3,700,000
<b>Total</b>	-	-	750,000	2,950,000	-	-	-	3,700,000
<b>Funding Sources</b>								
Local	-	-	750,000	2,950,000	-	-	-	3,700,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	750,000	2,950,000	-	-	-	3,700,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide increased access to transit service.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** Leander Trail

**Project Type** Facilities

**Project Description**

This project builds a bike and pedestrian trail connecting the transit facility with area neighborhoods and businesses.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	250,000	-	-	-	250,000
<b>Total</b>	-	-	-	250,000	-	-	-	250,000
<b>Funding Sources</b>								
Local	-	-	-	250,000	-	-	-	250,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	250,000	-	-	-	250,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

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

**Strategic Goal and Objective**

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

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 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** Lakeline North Trail

**Project Type** Facilities

**Project Description**

This project builds a bike and pedestrian trail connecting the transit facility with area neighborhoods and businesses.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	130,000	-	-	-	130,000
<b>Total</b>	-	-	-	130,000	-	-	-	130,000
<b>Funding Sources</b>								
Local	-	-	-	130,000	-	-	-	130,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	130,000	-	-	-	130,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

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

**Strategic Goal and Objective**

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

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**Project Name** Lakeline South Trail

**Project Type** Facilities

**Project Description**

This project builds a bike and pedestrian trail connecting the transit facility with area neighborhoods and businesses.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	450,000	-	-	-	450,000
<b>Total</b>	-	-	-	450,000	-	-	-	450,000
<b>Funding Sources</b>								
Local	-	-	-	450,000	-	-	-	450,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	450,000	-	-	-	450,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$24,000 are expected annually after this project is completed.

**Project Benefits**

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

**Strategic Goal and Objective**

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



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**Project Name** Kramer Trail and Howard Trail

**Project Type** Facilities

**Project Description**

This project builds a bike and pedestrian trail connecting transit facility with area neighborhoods and businesses.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	352,000	-	-	-	352,000
<b>Total</b>	-	-	-	352,000	-	-	-	352,000
<b>Funding Sources</b>								
Local	-	-	-	352,000	-	-	-	352,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	352,000	-	-	-	352,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

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

**Strategic Goal and Objective**

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



**Project Name** Intelligent Transportation Systems (ITS) Project

**Project Type** IT

**Project Description**

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 location of a vehicle, as well as provide customers with near real-time information on vehicle arrival and departure at rail stations, MetroRapid stops, park and rides and transit centers. The paratransit and rail components of ITS have been implemented. The continuing ITS project will address additional development work needed to operate under the new Open Sky Radio System being implemented, as well as installation on MetroRapid, Fixed Route and migrating paratransit and rail components previously installed to the new radio system.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	13,047,839	6,468,000	2,537,000	1,500,000	-	-	-	23,552,839
<b>Total</b>	13,047,839	6,468,000	2,537,000	1,500,000	-	-	-	23,552,839
<b>Funding Sources</b>								
Local	6,496,687	6,468,000	2,537,000	1,500,000	-	-	-	17,001,687
Grants	6,551,152	-	-	-	-	-	-	6,551,152
<b>Total</b>	13,047,839	6,468,000	2,537,000	1,500,000	-	-	-	23,552,839

**Estimated Operating Cost Impact**

The operating cost impact as a result of completing successive phases of this project is estimated to be \$65,430 in FY 2015, \$79,996 in FY 2016, \$130,909 in FY 2017, including costs for hardware and software maintenance.

**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 Goal and Objective**

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

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**Project Name** Interactive Voice Response (IVR) System Replacement

**Project Type** IT

**Project Description**

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

Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	439,263	410,000	336,000	-	-	-	200,000	1,385,263
<b>Total</b>	439,263	410,000	336,000	-	-	-	200,000	1,385,263
<b>Funding Sources</b>								
Local	439,263	410,000	336,000	-	-	-	200,000	1,385,263
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	439,263	410,000	336,000	-	-	-	200,000	1,385,263

**Estimated Operating Cost Impact**

No operating cost increases are expected to be incurred as a result of completing this project because the existing IVR system being replaced will have comparable support costs.

**Project Benefits**

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

**Strategic Goal and Objective**

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

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**Project Name** Productivity Software

**Project Type** IT

**Project Description**

This project will replace obsolete email system, office productivity software and address state of good repair.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	190,366	295,000	313,000	200,000	200,000	-	-	1,198,366
<b>Total</b>	190,366	295,000	313,000	200,000	200,000	-	-	1,198,366
<b>Funding Sources</b>								
Local	154,744	295,000	313,000	200,000	200,000	-	-	1,162,744
Grants	35,622	-	-	-	-	-	-	35,622
<b>Total</b>	190,366	295,000	313,000	200,000	200,000	-	-	1,198,366

**Estimated Operating Cost Impact**

Software subscription costs are expected to be \$115,000 annually starting in FY 2015.

**Project Benefits**

This project will increase productivity and maintain state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** Financial System

**Project Type** IT

**Project Description**

This purpose of this project is to implement a new enterprise planning resource system with improved functionality.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	1,457,950	1,759,000	1,283,000	300,000	250,000	-	400,000	5,449,950
<b>Total</b>	1,457,950	1,759,000	1,283,000	300,000	250,000	-	400,000	5,449,950
<b>Funding Sources</b>								
Local	775,383	1,759,000	1,283,000	300,000	250,000	-	400,000	4,767,383
Grants	682,567	-	-	-	-	-	-	682,567
<b>Total</b>	1,457,950	1,759,000	1,283,000	300,000	250,000	-	400,000	5,449,950

**Estimated Operating Cost Impact**

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

**Project Benefits**

Replacing the existing application software provides the opportunity to implement new features and fixes. The existing application has not been upgraded to keep pace with new and improved software versions.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.1 Strengthen the financial system of the agency.

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**Project Name** Data Warehousing

**Project Type** IT

**Project Description**

Data warehousing will improve data access and analytical reporting for Capital Metro.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	250,000	-	-	100,000	-	350,000
<b>Total</b>	-	-	250,000	-	-	100,000	-	350,000
<b>Funding Sources</b>								
Local	-	-	250,000	-	-	100,000	-	350,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	250,000	-	-	100,000	-	350,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

Data warehousing will improve data access and analytical reporting for Capital Metro.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.1 Strengthen the financial systems of the agency.

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**Project Name** Network Upgrades

**Project Type** IT

**Project Description**

This project will upgrade and replace IT network infrastructure components, including switches, routers, network load balancers, network appliances, toolsets and related equipment..

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	44,889	840,000	600,000	-	-	-	-	1,484,889
<b>Total</b>	44,889	840,000	600,000	-	-	-	-	1,484,889
<b>Funding Sources</b>								
Local	44,889	840,000	600,000	-	-	-	-	1,484,889
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	44,889	840,000	600,000	-	-	-	-	1,484,889

**Estimated Operating Cost Impact**

No additional operating cost increases are expected to be incurred as a result of completing this project.

**Project Benefits**

This project will ensure the IT Network infrastructure meets the requirements to deliver all systems to employees and customers.

**Strategic Objective**

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

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**Project Name** IT Infrastructure Equipment

**Project Type** IT

**Project Description**

This project will upgrade/replace aging computer and network infrastructure beyond five-year useful life cycles.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	316,000	300,000	300,000	300,000	300,000	300,000	1,816,000
<b>Total</b>	-	316,000	300,000	300,000	300,000	300,000	300,000	1,816,000
<b>Funding Sources</b>								
Local	-	316,000	300,000	300,000	300,000	300,000	300,000	1,816,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	316,000	300,000	300,000	300,000	300,000	300,000	1,816,000

**Estimated Operating Cost Impact**

No operating cost increases are expected to be incurred as a result of completing this project because the existing infrastructure equipment being replaced will have comparable support costs.

**Project Benefits**

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

**Strategic Goal and Objective**

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





**Project Name** Fare Collection System Rollout to Fleet

**Project Type** IT

**Project Description**

This project will roll out new fare collection equipment across the fleet of revenue vehicles for all services to allow for collection of fares across all media types. Upgrades backend for enhanced reporting and system health monitoring of fare collection infrastructure and equipment.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	3,560,000	2,440,000	-	-	-	6,000,000
<b>Total</b>	-	-	3,560,000	2,440,000	-	-	-	6,000,000
<b>Funding Sources</b>								
Local	-	-	3,560,000	2,440,000	-	-	-	6,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	3,560,000	2,440,000	-	-	-	6,000,000

**Estimated Operating Cost Impact**

Annual cost is estimated to be 20% of total project budget or \$1.2 million per year with maintenance starting in FY 2018.

**Project Benefits**

Changes to onboard equipment will increase usability for customers. Changes to the fare collection equipment and reporting will provide a better system for business partners.

**Strategic Goal and Objective**

This project supports the following strategic goals and objectives: 1 Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible environment. 1.4 Deliver a customer-friendly experience through our people and systems. 3 Demonstrate the value of public transportation in a dynamic community: 3.1 Develop new ridership markets. 3.2 Develop and deliver key agency messages. 3.3 Strengthen community relationships. 3.4 Actively engage the communities we serve (riders, citizens, and employees, etc.). 4 Continue to improve organizational practices and develop staff: 4.3 Strengthen agency-business partnerships.



**Project Name** Mobile Applications

**Project Type** IT

**Project Description**

This project will implement enhancements to current Capital Metro App that will add new features and functions, such as imbedded trip planning, based on customer feedback and industry trends in mobile apps.

Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	-	-	300,000	300,000	-	300,000	-	900,000
<b>Total</b>	-	-	300,000	300,000	-	300,000	-	900,000
<b>Funding Sources</b>								
Local	-	-	300,000	300,000	-	300,000	-	900,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	300,000	300,000	-	300,000	-	900,000

**Estimated Operating Cost Impact**

Annual cost is estimated to be 20% of total annual project budget or \$60,000 per year with maintenance starting in FY 2016.

**Project Benefits**

Changes to the mobile app, including the addition of new features, will improve usability, promote customer adoption, and help achieve higher ridership. Added features will enhance customer notifications and implement a more meaningful loyalty program based on travel patterns of customers using the app.

**Strategic Goal and Objective**

This project supports the following strategic goals and objectives: 1 Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible environment. 1.4 Deliver a customer-friendly experience through our people and systems. 3 Demonstrate the value of public transportation in a dynamic community: 3.1 Develop new ridership markets. 3.2 Develop and deliver key agency messages. 3.3 Strengthen community relationships. 3.4 Actively engage the communities we serve (riders, citizens, and employees, etc.). 4 Continue to improve organizational practices and develop staff: 4.3 Strengthen agency-business partnerships.

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**Project Name** Other Legacy System Replacements

**Project Type** IT

**Project Description**

This project will upgrade or replace existing applications that have been developed with older and outdated technology, such as an outdated version of Oracle Application Systems technology.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	125,000	125,000	100,000	100,000	100,000	100,000	650,000
<b>Total</b>	-	125,000	125,000	100,000	100,000	100,000	100,000	650,000
<b>Funding Sources</b>								
Local	-	125,000	125,000	100,000	100,000	100,000	100,000	650,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	125,000	125,000	100,000	100,000	100,000	100,000	650,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will allow Capital Metro to ensure continued availability of the functionality provided by these systems built on older or outdated technology.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.2 improve system reliability and convenience. 1.4 Deliver a customer-friendly experience through our people and systems.

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**Project Name** Dynamic Message System for Fixed Route Services

**Project Type** IT

**Project Description**

This project increases the number of locations where Capital Metro riders can access real-time information by deploying additional dynamic message system signs to fixed-route services stops.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	750,000	750,000	-	-	-	1,500,000
<b>Total</b>	-	-	750,000	750,000	-	-	-	1,500,000
<b>Funding Sources</b>								
Local	-	-	750,000	750,000	-	-	-	1,500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	750,000	750,000	-	-	-	1,500,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$78,150 are expected for first year after implementation with yearly increases of approximately 5%.

**Project Benefits**

This project will improve customer satisfaction and increases access to real-time information to the riding public.

**Strategic Goal and Objective**

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

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**Project Name** Customer Relationship Management System

**Project Type** IT

**Project Description**

This project improves the Customer Complaint Management System by using Microsoft Dynamics Customer Relationship Management (CRM).

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	120,000	-	-	120,000	-	240,000
<b>Total</b>	-	-	120,000	-	-	120,000	-	240,000
<b>Funding Sources</b>								
Local	-	-	120,000	-	-	120,000	-	240,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	120,000	-	-	120,000	-	240,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$66,000 are expected for annual subscription of CRM licenses after system implementation.

**Project Benefits**

This project will assist in providing and completing the response and resolution of customer complaints in a streamlined manner that allows the Customer Service Department to initiate and monitor progress of issue resolution, while also allowing departments the ability to route, delegate, collaborate and quickly resolve customer issues.

**Strategic Goal and Objective**

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



**Project Name** Real Estate Software

**Project Type** IT

**Project Description**

This project provides a centralized automated database to monitor and report real estate assets and ensures revenue is collected from real estate and right of way assets accurately.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	200,000	-	-	-	-	200,000
<b>Total</b>	-	-	200,000	-	-	-	-	200,000
<b>Funding Sources</b>								
Local	-	-	200,000	-	-	-	-	200,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	200,000	-	-	-	-	200,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$10,000 are expected for annual license subscription after system implementation.

**Project Benefits**

This project will provide a centralized automated database to monitor and report real estate assets and ensures revenue is collected from real estate and Right of Way assets accurately.

**Strategic Goal and Objective**

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



**Project Name** Ticket Vending Machine Payment Card Industry Upgrade

**Project Type** IT

**Project Description**

This project upgrades the Ticket Vending Machines (TVM) and Fare Collection System Server (FCSS). The TVM payment application is not compliant with the latest PCI requirements or Europay MasterCard Visa (EMV) upgrades that are planned in the industry. The FCSS system currently runs on Windows Server 2003 operating system, which will no longer be supported after July 2015 and must be upgraded to maintain system security. TVMs need to be upgraded to be compatible with standard anti-virus software, and the system is one of the few Oracle Data Base systems left in Capital Metro's environment.

Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	-	-	350,000	-	350,000	-	350,000	1,050,000
<b>Total</b>	-	-	350,000	-	350,000	-	350,000	1,050,000
<b>Funding Sources</b>								
Local	-	-	350,000	-	350,000	-	350,000	1,050,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	350,000	-	350,000	-	350,000	1,050,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair and complies with industry regulations. This project also standardizes software product to improve efficiency of staff and provides some operating cost savings immediately and serves as a step to removing Oracle annual maintenance.

**Strategic Goal and Objective**

This project supports strategic goals and objectives 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience and 4. Continue to improve organizational practices and develop staff: 4.2 Enhance organizational development.

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**Project Name** Asset Management System/SPEAR Replacement

**Project Type** IT

**Project Description**

This project replaces the current asset management system Spear for Parts and Inventory Order Management.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	450,000	450,000	-	-	-	900,000
<b>Total</b>	-	-	450,000	450,000	-	-	-	900,000
<b>Funding Sources</b>								
Local	-	-	450,000	450,000	-	-	-	900,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	450,000	450,000	-	-	-	900,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$100,000 are expected for annual software maintenance and support after system implementation.

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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



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**Project Name** RailComm Replacement

**Project Type** IT

**Project Description**

This project replaces the current Railcomm Supervisory Control and Data Acquisition System that controls the movement of both passenger and freight rail.

Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	-	-	-	750,000	750,000	-	-	1,500,000
<b>Total</b>	-	-	-	750,000	750,000	-	-	1,500,000
<b>Funding Sources</b>								
Local	-	-	-	750,000	750,000	-	-	1,500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	750,000	750,000	-	-	1,500,000

**Estimated Operating Cost Impact**

Current maintenance cost is \$315,000 annually, and a new system is expected to cost an additional \$31,500 in annual maintenance costs.

**Project Benefits**

This project will maintain a state of good repair. The current Railcomm solution has been in place for more than 7 years and needs to be replaced to better manage the operations for the current fleet of railcars and those expected to be added in FY 2017 along with the requirements for Positive Train Control.

**Strategic Goal and Objective**

This project supports strategic goal and objectives 2. Demonstrate regional leadership: 2.1 Lead public transportation and development and 2.2 Pursue service expansion opportunities.

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**Project Name** Data Center Modernization Refresh

**Project Type** IT

**Project Description**

This project upgrades and replaces Capital Metro's infrastructure, including server, storage and backup system.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	2,000,000	-	-	-	2,000,000
<b>Total</b>	-	-	-	2,000,000	-	-	-	2,000,000
<b>Funding Sources</b>								
Local	-	-	-	2,000,000	-	-	-	2,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	2,000,000	-	-	-	2,000,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred because the purchase of this equipment comes with warranty and support for 5 years.

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** Phone System Refresh

**Project Type** IT

**Project Description**

This project upgrades and replaces Capital Metro's phone system.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	600,000	-	-	600,000
<b>Total</b>	-	-	-	-	600,000	-	-	600,000
<b>Funding Sources</b>								
Local	-	-	-	-	600,000	-	-	600,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	600,000	-	-	600,000

**Estimated Operating Cost Impact**

Operating costs of approximately \$300,000 annually are expected for maintenance, parts and on site resource support after system implementation.

**Project Benefits**

This project will maintain the phone system in a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** Automatic Passenger Counter Replacement (100 UTA)

**Project Type** IT

**Project Description**

This project replaces out of lifecycle Automatic Passenger Counters (APCs) and provide 100% APC coverage for the fixed route fleet.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	600,000	-	-	-	600,000
<b>Total</b>	-	-	-	600,000	-	-	-	600,000
<b>Funding Sources</b>								
Local	-	-	-	600,000	-	-	-	600,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	600,000	-	-	-	600,000

**Estimated Operating Cost Impact**

One time cost operating savings of \$35,000 is expected after system implementation from \$40,000 currently to \$5,000.

**Project Benefits**

This project will maintain a state of good repair. The current APCs have been in place for more than 12 years and were upgraded 5 years ago to extend lifecycles until the Computer Aided Dispatch/Automatic Vehicle Location system was rolled out. This has been completed and all APCs can be standardized and consolidated under one management platform.

**Strategic Goal and Objective**

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

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**Project Name** Positive Train Control

**Project Type** Rail

**Project Description**

The purpose of this project is to meet the Federal Railroad Administration requirements to install a positive train control systems on commuter rail systems.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	66,490	450,000	4,550,000	7,600,000	5,000,000	10,000,000	10,000,000	37,666,490
<b>Total</b>	66,490	450,000	4,550,000	7,600,000	5,000,000	10,000,000	10,000,000	37,666,490
<b>Funding Sources</b>								
Local	66,490	450,000	4,550,000	7,600,000	5,000,000	10,000,000	10,000,000	37,666,490
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	66,490	450,000	4,550,000	7,600,000	5,000,000	10,000,000	10,000,000	37,666,490

**Estimated Operating Cost Impact**

Software maintenance costs will be incurred when the project is completed. No other new operating costs are expected 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**

This project will provide enhanced train detection systems controls, which will provide constant on-board train control with the purpose of avoiding train collisions, work zone violations, and signal violations.

**Strategic Goal and Objective**

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

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**Project Name** Saltillo Track Relocation

**Project Type** Rail

**Project Description**

This project includes a shift in the current layout of the tracks at this location to allow for increased development of the site.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	277,754	500,000	5,922,000	-	-	-	-	6,699,754
<b>Total</b>	277,754	500,000	5,922,000	-	-	-	-	6,699,754
<b>Funding Sources</b>								
Local	46,717	183,000	2,150,000	-	-	-	-	2,379,717
Grants	231,037	317,000	3,772,000	-	-	-	-	4,320,037
<b>Total</b>	277,754	500,000	5,922,000	-	-	-	-	6,699,754

**Estimated Operating Cost Impact**

This project will require additional track maintenance. Due to the track being completely rebuilt and realigned, additional costs may not be required for 5 to 10 years out.

**Project Benefits**

This project is expected to result in increased development opportunities that will benefit Capital Metro and the community.

**Strategic Goal and Objective**

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

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**Project Name** Crossings Improvements Reimbursed by TxDOT

**Project Type** Rail

**Project Description**

This project provides surface or crossing signal system upgrades at Texas Department of Transportation (TxDOT) selected grade railroad crossings, and funded through reimbursements from TxDOT.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	414,243	-	250,000	250,000	250,000	250,000	250,000	1,664,243
<b>Total</b>	414,243	-	250,000	250,000	250,000	250,000	250,000	1,664,243
<b>Funding Sources</b>								
Local	-	-	-	-	-	-	-	-
TxDOT Reimbursement	414,243	-	250,000	250,000	250,000	250,000	250,000	1,664,243
<b>Total</b>	414,243	-	250,000	250,000	250,000	250,000	250,000	1,664,243

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project because the work performed at these crossings is reimbursed by TxDOT.

**Project Benefits**

This project will provide smooth crossing surfaces for motor vehicles and lighting upgrades at TxDOT selected crossings.

**Strategic Goal and Objective**

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



**Project Name** TIGER Grant Project

**Project Type** Rail

**Project Description**

On September 5, 2013, the Federal Transit Administration (FTA) awarded Capital Metro \$11.3 million in TIGER grant funds for rail system infrastructure improvements. These improvements include rail and bridge upgrades, double-tracking at three stations (Crestview, Howard and Lakeline), signal improvements and rail vehicle modifications. The original matching contribution from Capital Metro of \$16 million was increased to \$23.9 million due to the FTA's requirement to add 20% contingency funding and to account for additional costs anticipated for station double-tracking.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	3,322,000	10,585,000	14,705,000	6,659,000	-	-	35,271,000
<b>Total</b>	-	3,322,000	10,585,000	14,705,000	6,659,000	-	-	35,271,000
<b>Funding Sources</b>								
Local	-	1,943,000	6,192,000	9,139,000	6,659,000	-	-	23,933,000
Grants	-	1,379,000	4,393,000	5,566,000	-	-	-	11,338,000
<b>Total</b>	-	3,322,000	10,585,000	14,705,000	6,659,000	-	-	35,271,000

**Estimated Operating Cost Impact**

The operating cost impact is under development.

**Project Benefits**

This project will result in improvements to rail infrastructure, which will improve the safety and capacity for commuter and freight rail service.

**Strategic Goal and Objective**

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





**Project Name** Commuter Operation Risk Reduction

**Project Type** Rail

**Project Description**

This project upgrades Capital Metro's freight track containing 90 lb. rail located parallel to and underneath the commuter train's Union Pacific flyover bridge structure. This will minimize the risk of a freight train derailling and hitting the flyover support columns. In addition to upgrading the track, this project will also install guard rail on the parallel freight track, which will provide lateral resistance to derailling freight cars increasing their tendency to remain upright during a derailment event. This project will also upgrade the freight track approximately one mile in approach to the Union Pacific interchange track and diamond.

Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	-	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
<b>Total</b>	-	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
<b>Funding Sources</b>								
Local	-	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000

**Estimated Operating Cost Impact**

This project is expected to reduce likelihood of derailment. Most recent derailment cost was in excess of \$50,000.

**Project Benefits**

This project will upgrade the freight track located parallel to flyover structure and install "Inside Guide Rail" between MP 71.3 and MP 71.87 on Main Track #1 to mitigate freight equipment impacting and destroying the concrete columns holding up flyover bridge over Union Pacific's tracks. Replacing the 90 lb. rail with new 115 lb. or 136 lb rail with a tie and surface program between CP Abbott and CP Robinson will mitigate broken rail from possibly causing derailment.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.



**Project Name** Central Subdivision Electric Locks

**Project Type** Rail

**Project Description**

This project will install electric switch locks on the hand throw switches located at MP 76.00 and MP 80.22 that currently do not have electric locks. Electric locks will prevent the hand throw switches from being thrown until the signals protecting the switch have been placed at stop and the electric lock timer runs. After the timer runs, the electric lock will unlock and allow the hand throw switch to be thrown. The electric locks and their associated timers will prevent head on and side swipe collisions caused by hand throw switches inadvertently thrown in front of an oncoming train.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	15,000	285,000	-	-	-	-	300,000
<b>Total</b>	-	15,000	285,000	-	-	-	-	300,000
<b>Funding Sources</b>								
Local	-	15,000	285,000	-	-	-	-	300,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	15,000	285,000	-	-	-	-	300,000

**Estimated Operating Cost Impact**

This project is expected to result in an estimated operating impact of \$500 annually.

**Project Benefits**

This project will eliminate the possibility of a head on or side swipe collision caused by an individual inadvertently throwing a switch in front of a train.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.



**Project Name** Central Subdivision Quiet Zone

**Project Type** Rail

**Project Description**

This project will upgrade the at grade crossings from US 183 to Kramer with constant warning, quad gates and/or medians or channelizers so that these crossings meet the regulatory requirements for establishing a quiet zone.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	15,000	2,122,000	-	-	-	-	2,137,000
<b>Total</b>	-	15,000	2,122,000	-	-	-	-	2,137,000
<b>Funding Sources</b>								
Local	-	15,000	2,122,000	-	-	-	-	2,137,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	15,000	2,122,000	-	-	-	-	2,137,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

Trains will no longer be required to sound their horns at these crossing except in cases where the train engineer decides that it is necessary to do so, thereby contributing to the quality of life for neighbors living or working near the grade crossing.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment. 1.4. Deliver a customer-friendly experience through our people and systems.



**Project Name** Four new diesel multiple units

**Project Type** Rail

**Project Description**

This project includes costs associated with acquiring 4 additional commuter rail vehicles and is funded through a grant from TxDOT.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	3,000,000	9,000,000	16,000,000	-	-	-	28,000,000
<b>Total</b>	-	3,000,000	9,000,000	16,000,000	-	-	-	28,000,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	-	-	-
TxDOT Grant	-	3,000,000	9,000,000	16,000,000	-	-	-	28,000,000
<b>Total</b>	-	3,000,000	9,000,000	16,000,000	-	-	-	28,000,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will result in the addition of four DMUs to the MetroRail fleet, which will allow for 15 to 17 minute frequency between the Downtown and Lakeline stations.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.3 Ensure an attractive and accessible transit environment. 1.4. Deliver a customer-friendly experience through our people and systems.

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**Project Name** Engineering for existing commuter rail vehicle modifications

**Project Type** Rail

**Project Description**

This project will modify the software that controls the current commuter rail fleet's propulsion system.

Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	-	7,000	418,000	-	-	-	-	425,000
<b>Total</b>	-	7,000	418,000	-	-	-	-	425,000
<b>Funding Sources</b>								
Local	-	7,000	418,000	-	-	-	-	425,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	7,000	418,000	-	-	-	-	425,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve safety by allowing the engineer to override a propulsion system shutdown in the event of an emergency. The current commuter rail vehicles are configured to completely shut down the propulsion system in the event of a fire. This modification would allow the engineer to override a complete system shutdown, and move the commuter rail vehicle.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.

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**Project Name** Nearside Crossing Gate Downtime Reduction Project

**Project Type** Rail

**Project Description**

This project will reduce the gate downtime at the nearside grade crossings caused by commuter train servicing the nearside station stops located at Lamar, Kramer, Braker, MLK, Lakeline and Leander.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	15,000	485,000	250,000	250,000	250,000	250,000	1,500,000
<b>Total</b>	-	15,000	485,000	250,000	250,000	250,000	250,000	1,500,000
<b>Funding Sources</b>								
Local	-	15,000	485,000	250,000	250,000	250,000	250,000	1,500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	15,000	485,000	250,000	250,000	250,000	250,000	1,500,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will reduce crossing gate downtime and increase vehicular throughput resulting from activating the crossing warning system when the train is ready to depart the nearside station.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.

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**Project Name** Private Crossing Signalization on Commuter Rail Corridor

**Project Type** Rail

**Project Description**

This project will signalize each private crossing located on the Commuter Corridor over a 4-year period.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	15,000	1,035,000	650,000	400,000	400,000	400,000	2,900,000
<b>Total</b>	-	15,000	1,035,000	650,000	400,000	400,000	400,000	2,900,000
<b>Funding Sources</b>								
Local	-	15,000	1,035,000	650,000	400,000	400,000	400,000	2,900,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	15,000	1,035,000	650,000	400,000	400,000	400,000	2,900,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve safety by signalizing the crossings with flashing lights and two gates for each private crossing on the commuter corridor which will provide the motor vehicle users of the crossing with an active audible and visual warning of an approaching train.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.

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**Project Name** Public Crossing Surface Renewal Program - Commuter Rail

**Project Type** Rail

**Project Description**

This project will annually rehabilitate one at-grade public railroad crossing that has deteriorated and adversely affects automotive or railroad traffic.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	280,000	140,000	140,000	140,000	140,000	840,000
<b>Total</b>	-	-	280,000	140,000	140,000	140,000	140,000	840,000
<b>Funding Sources</b>								
Local	-	-	280,000	140,000	140,000	140,000	140,000	840,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	280,000	140,000	140,000	140,000	140,000	840,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will assure a state of good repair for the public at grade crossing surfaces on the commuter corridor.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.





**Project Name** Rail Drainage Improvements

**Project Type** Rail

**Project Description**

This project will address a drainage issue that has arisen between mileposts 50.6 and 50.75. The drainage channel west of the track in the Capital Metro right of way has eroded due to excess storm water flowing through weakened embankment material. Mud and silt has washed into the adjacent property. The property is a mobile home park at 5701 Johnny Morris Road. Further degradation could potentially undermine the track structure.

Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	-	-	400,000	200,000	200,000	200,000	-	1,000,000
<b>Total</b>	-	-	400,000	200,000	200,000	200,000	-	1,000,000
<b>Funding Sources</b>								
Local	-	-	400,000	200,000	200,000	200,000	-	1,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	400,000	200,000	200,000	200,000	-	1,000,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will repair existing damage. The improvement of the drainage system at Mileposts 50.6 to 50.75 will prevent future washouts, limit the chance of damage to the track structure and protect the adjacent property.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.

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**Project Name** Rail Replacement Program-Commuter Corridor - 113 LB

**Project Type** Rail

**Project Description**

This project will replace old, worn and brittle "head-free" 113 lb. rail that is no longer in production with state of the art 115 lb. rail.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	2,500,000	5,500,000	6,000,000	3,000,000	2,400,000	2,200,000	21,600,000
<b>Total</b>	-	2,500,000	5,500,000	6,000,000	3,000,000	2,400,000	2,200,000	21,600,000
<b>Funding Sources</b>								
Local	-	2,500,000	5,500,000	6,000,000	3,000,000	2,400,000	2,200,000	21,600,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	2,500,000	5,500,000	6,000,000	3,000,000	2,400,000	2,200,000	21,600,000

**Estimated Operating Cost Impact**

This project is expected to result in the reduction of approximately 10 rail breaks annually at \$400 per break.

**Project Benefits**

This project will reduce the number of broken rails that are recorded annually, and reduce the need to slow order large sections of the railroad due to rail conditions.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.

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**Project Name** Surge Suppression for Signal and Communication Network

**Project Type** Rail

**Project Description**

This project is designed to protect Capital MetroRail's communication system infrastructure (field equipment, station communication enclosures, control points, intermediates and crossings) from electrical surges caused by lightning strikes.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	250,000	250,000	250,000	250,000	-	-	1,000,000
<b>Total</b>	-	250,000	250,000	250,000	250,000	-	-	1,000,000
<b>Funding Sources</b>								
Local	-	250,000	250,000	250,000	250,000	-	-	1,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	250,000	250,000	250,000	250,000	-	-	1,000,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will apply mitigation techniques at Howard Station, CP Abbott, CP Robinson, CP East/West Parmer, Lakeline Station, and intermediate signals 70.9, 72.4, and 74.7.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.

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**Project Name** Timber and Surface Program - Commuter Rail

**Project Type** Rail

**Project Description**

This project establishes a tie (timber) and surface program on the Commuter Corridor to implement a programmed approach to replacing ties and ballast.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
<b>Total</b>	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
<b>Funding Sources</b>								
Local	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will assure a state of good repair for the track structure on the commuter corridor.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.

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**Project Name** West/East Haul Road Crossing Surface Rehabilitation

**Project Type** Rail

**Project Description**

This project will rehabilitate the subsurface and surface of these crossings and will provide a smooth path for trucks that cross the railroad at these locations. The improved surface will reduce the volume of solid and liquid material being thrown from trucks onto the track .

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	250,000	-	250,000	-	-	500,000
<b>Total</b>	-	-	250,000	-	250,000	-	-	500,000
<b>Funding Sources</b>								
Local	-	-	250,000	-	250,000	-	-	500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	250,000	-	250,000	-	-	500,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will reduce the potential hazard of rocks landing on the track where they can be struck by a train. Improve shunting by keeping lime slurry out of the crossing surface, and off the top of the rail.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 1.2 Improve system reliability and convenience.

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

**Project Type** Rail

**Project Description**

This project constructs a new downtown rail station to expand rail service capacity and frequency.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	500,000	1,600,000	7,000,000	12,000,000	900,000	-	22,000,000
<b>Total</b>	-	500,000	1,600,000	7,000,000	12,000,000	900,000	-	22,000,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	-	-	-
TxDOT Grant	-	500,000	1,600,000	7,000,000	12,000,000	900,000	-	22,000,000
<b>Total</b>	-	500,000	1,600,000	7,000,000	12,000,000	900,000	-	22,000,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will increase rail service capacity and frequency.

**Strategic Goal and Objective**

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

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**Project Name** Timber Bridge Inspection and Treatment

**Project Type** Rail

**Project Description**

This project inspects the super and substructure components of the timber bridges for decay, rot, and insect infestation and then applies the appropriate treatment.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	630,000	-	-	-	630,000
<b>Total</b>	-	-	-	630,000	-	-	-	630,000
<b>Funding Sources</b>								
Local	-	-	-	630,000	-	-	-	630,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	630,000	-	-	-	630,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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



**Project Name** 7th Street Crossing Preemption

**Project Type** Rail

**Project Description**

The City of Austin installed west of the 7th Street crossing a Pedestrian Hybrid Beacon (PHB). This PHB is within 200 feet of the crossing and has the potential of causing a queue of traffic over the crossing. Anytime traffic signals or a PHB is installed within 200 feet of a crossing, the traffic or PHB signal system must be interconnected with the active warning system at the highway-rail grade crossing.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	150,000	-	-	-	-	150,000
<b>Total</b>	-	-	150,000	-	-	-	-	150,000
<b>Funding Sources</b>								
Local	-	-	150,000	-	-	-	-	150,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	150,000	-	-	-	-	150,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will prevent traffic queues from extending across the highway-rail grade crossing potentially causing vehicular entrapment. The crossing approaches for 7th street will need to be extended for both east and west bound movement, and accommodate the movement from the east and downtown legs of the Austin Junction Wye.

**Strategic Goal and Objective**

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



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**Project Name** Crossing Gate Mechanism Changeout

**Project Type** Rail

**Project Description**

This project upgrades the grade crossing gate control mechanisms that have reached the end of their useful life. The goal of this project is to design, install, test and commission the gate mechanism once it has been installed.

Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	-	-	160,000	80,000	80,000	80,000	80,000	480,000
<b>Total</b>	-	-	160,000	80,000	80,000	80,000	80,000	480,000
<b>Funding Sources</b>								
Local	-	-	160,000	80,000	80,000	80,000	80,000	480,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	160,000	80,000	80,000	80,000	80,000	480,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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



**Project Name** Platform Dynamic Message Signs Upgrades

**Project Type** Rail

**Project Description**

This project upgrades the CPU cards that control the Dynamic Message Signs light emitting diodes. The existing cards are obsolete and are not supported by the manufacturer.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	500,000	-	-	-	500,000	1,000,000
<b>Total</b>	-	-	500,000	-	-	-	500,000	1,000,000
<b>Funding Sources</b>								
Local	-	-	500,000	-	-	-	500,000	1,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	500,000	-	-	-	500,000	1,000,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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



**Project Name** North Operations Improvements to Accommodate New Rail Cars

**Project Type** Rail

**Project Description**

This project provides increased capacity at the North Operations Rail Maintenance Facility to maintain the additional Diesel Multiple Units by providing increased fuel capacity, extended fall protection, a building extension, increased pavement area, a #8 switch between track 1 & track 2, and set-up track (location to be determined) to accommodate off-loading the new train sets at delivery.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	1,750,000	1,000,000	1,000,000	-	-	3,750,000
<b>Total</b>	-	-	1,750,000	1,000,000	1,000,000	-	-	3,750,000
<b>Funding Sources</b>								
Local	-	-	1,750,000	1,000,000	1,000,000	-	-	3,750,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	1,750,000	1,000,000	1,000,000	-	-	3,750,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will provide infrastructure necessary to support the new Diesel Multiple Units scheduled to arrive in FY 2017.

**Strategic Goal and Objective**

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

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**Project Name** Rail Car Compact Converter Modifications

**Project Type** Rail

**Project Description**

The manufacturer no longer supports the Compact Converter used in Capital Metro's rail vehicles. This project will upgrade the existing Compact Converters to utilize updated Compact Converter components.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	220,000	220,000	220,000	-	-	660,000
<b>Total</b>	-	-	220,000	220,000	220,000	-	-	660,000
<b>Funding Sources</b>								
Local	-	-	220,000	220,000	220,000	-	-	660,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	220,000	220,000	220,000	-	-	660,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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



**Project Name** Private Crossing Surface Program

**Project Type** Rail

**Project Description**

This project upgrades the asphalt and ballasted private grade crossing surfaces within the commuter corridor and their approach roadways within Capital Metro's railroad right of way with concrete crossing panels and the appropriate road surface materials.

Spending Categories	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Other:	-	-	60,000	60,000	60,000	60,000	60,000	300,000
<b>Total</b>	-	-	60,000	60,000	60,000	60,000	60,000	300,000
<b>Funding Sources</b>								
Local	-	-	60,000	60,000	60,000	60,000	60,000	300,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	60,000	60,000	60,000	60,000	60,000	300,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve safety, reliability, and functionality.

**Strategic Goal and Objective**

This project supports strategic goal and objectives: 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Curb 5th Street

**Project Type** Rail

**Project Description**

This project installs a six inch curb along the rail right of way between Pedernales and Chicon streets. Currently, there is no curb that allows cars parked on 5th Street to encroach on the rail right of way.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	100,000	-	-	-	-	100,000
<b>Total</b>	-	-	100,000	-	-	-	-	100,000
<b>Funding Sources</b>								
Local	-	-	100,000	-	-	-	-	100,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	100,000	-	-	-	-	100,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve safety, reliability, and functionality.

**Strategic Goal and Objective**

This project supports strategic goal and objectives: 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.

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**Project Name** East Parmer Crossing in Manor

**Project Type** Rail

**Project Description**

This project completes the track and signal system modifications needed to commission the East Parmer Crossing to place it in service. This project requires the removal of non-insulated steel ties, installing power and equipment in the crossing house and testing and commissioning of the system.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	450,000	-	-	-	-	450,000
<b>Total</b>	-	-	450,000	-	-	-	-	450,000
<b>Funding Sources</b>								
Local	-	-	450,000	-	-	-	-	450,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	450,000	-	-	-	-	450,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve safety.

**Strategic Goal and Objective**

This project supports strategic goal and objectives: 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** High-wide and Flood Detectors

**Project Type** Rail

**Project Description**

This project upgrades the existing wide load detectors and installs dragging equipment, hot journal, high water and wheel impact detectors on the east and west subdivisions to prevent freight trains with defects from entering the commuter subdivision and to provide advance notice of high water conditions within the commuter corridor.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	300,000	-	-	-	-	300,000
<b>Total</b>	-	-	300,000	-	-	-	-	300,000
<b>Funding Sources</b>								
Local	-	-	300,000	-	-	-	-	300,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	300,000	-	-	-	-	300,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve safety, reliability, and functionality.

**Strategic Goal and Objective**

This project supports strategic goal and objectives: 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



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**Project Name** Emergency Walkways on Bridges

**Project Type** Rail

**Project Description**

This project installs track based guardrails and emergency walkways on selected bridges over 60 feet in length and 5 feet in height to reduce the possibility of a derailed train leaving the bridge deck and provides a method for passengers to safely exit a train stopped on a bridge.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	300,000	300,000	300,000	-	-	900,000
<b>Total</b>	-	-	300,000	300,000	300,000	-	-	900,000
<b>Funding Sources</b>								
Local	-	-	300,000	300,000	300,000	-	-	900,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	300,000	300,000	300,000	-	-	900,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve safety, reliability, and functionality.

**Strategic Goal and Objective**

This project supports strategic goal and objectives: 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.

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**Project Name** Commuter Corridor Pedestrian Safety

**Project Type** Rail

**Project Description**

This project improves pedestrian safety at train stations and crossings by painting and installing signage that meets the applicable federal requirements.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	100,000	-	-	-	-	100,000
<b>Total</b>	-	-	100,000	-	-	-	-	100,000
<b>Funding Sources</b>								
Local	-	-	100,000	-	-	-	-	100,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	100,000	-	-	-	-	100,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve safety, reliability, and functionality.

**Strategic Goal and Objective**

This project supports strategic goal and objectives: 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.



**Project Name** Change Intermediate Wayside Signal to Control Point

**Project Type** Rail

**Project Description**

This project changes the intermediate signal at Fred and MP 82.31 into a Control Point to optimize train operation and minimize the restricted speed operation zone length between Leader and Castle when a the signal system between these two points is not able to establish traffic.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	500,000	-	-	-	-	500,000
<b>Total</b>	-	-	500,000	-	-	-	-	500,000
<b>Funding Sources</b>								
Local	-	-	500,000	-	-	-	-	500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	500,000	-	-	-	-	500,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve safety, reliability, and functionality.

**Strategic Goal and Objective**

This project supports strategic goal and objectives: 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety. 4. Continue to improve organizational practices and develop staff: 4.4 Implement sustainability and environmental stewardship best practices.

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**Project Name** Rail Station Communication Conduit

**Project Type** Rail

**Project Description**

This project installs larger data and communication conduits at all rail stations.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	750,000	-	-	-	-	750,000
<b>Total</b>	-	-	750,000	-	-	-	-	750,000
<b>Funding Sources</b>								
Local	-	-	750,000	-	-	-	-	750,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	750,000	-	-	-	-	750,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will improve communication and reliability of rail technology systems.

**Strategic Goal and Objective**

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



**Project Name** Commuter Rail Vehicle Maintenance Laptops

**Project Type** Rail

**Project Description**

This project replaces two of four laptops utilized to perform diagnostics and maintenance on the Diesel Multiple Unit fleet consistent with a four-year replacement cycle to be compliant with updated technology and software.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	150,000	-	-	150,000	300,000
<b>Total</b>	-	-	-	150,000	-	-	150,000	300,000
<b>Funding Sources</b>								
Local	-	-	-	150,000	-	-	150,000	300,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	150,000	-	-	150,000	300,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain equipment in a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** Commuter Rail Vehicle Public Information System Upgrade

**Project Type** Rail

**Project Description**

This project upgrades the Diesel Multiple Unit signage control system, (on board and back office) and signs to update, control, and manage their messages from a central location.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	1,500,000	-	-	-	1,500,000
<b>Total</b>	-	-	-	1,500,000	-	-	-	1,500,000
<b>Funding Sources</b>								
Local	-	-	-	1,500,000	-	-	-	1,500,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	1,500,000	-	-	-	1,500,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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



**Project Name** East Subdivision Quiet Zone

**Project Type** Freight

**Project Description**

This project will upgrade the grade crossings from Peasant Valley to FM969 on the East Subdivision with constant warning, quad gates and/or medians or channelizers so that these crossings meet the regulatory requirements for establishing a quiet zone.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	15,000	2,685,000	-	-	-	-	2,700,000
<b>Total</b>	-	15,000	2,685,000	-	-	-	-	2,700,000
<b>Funding Sources</b>								
Local	-	15,000	2,685,000	-	-	-	-	2,700,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	15,000	2,685,000	-	-	-	-	2,700,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

Trains will no longer be required to sound their horns at these crossings except in cases where the train engineer decides that it is necessary to do so, thereby contributing to the quality of life for neighbors living or working near the grade crossing.

**Strategic Goal and Objective**

This project supports strategic goal and objective 1. Deliver the best possible customer experience: 1.1. Promote a culture of safety and 1.4 Deliver a customer-friendly experience through our people and systems.

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**Project Name** Crossings Improvements Reimbursed by TxDOT

**Project Type** Rail

**Project Description**

This project provides surface or crossing signal system upgrades at Texas Department of Transportation (TxDOT) selected grade railroad crossings, and funded through reimbursements from TxDOT.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	43,000	457,000	250,000	250,000	250,000	250,000	1,500,000
<b>Total</b>	-	43,000	457,000	250,000	250,000	250,000	250,000	1,500,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	-	-	-
TxDOT Reimbursement	-	43,000	457,000	250,000	250,000	250,000	250,000	1,500,000
<b>Total</b>	-	43,000	457,000	250,000	250,000	250,000	250,000	1,500,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of this project because the work performed at these crossings is reimbursed by TxDOT.

**Project Benefits**

This project will provide smooth crossing surfaces for motor vehicles and lighting upgrades at TxDOT selected crossings.

**Strategic Goal and Objective**

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





**Project Name** Crossing Gate Mechanism Changeout

**Project Type** Freight

**Project Description**

This project upgrades the crossing gate mechanism that has reached the end of its useful life and provides design, implementation, testing and commissioning of the crossing warning system.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	80,000	-	-	-	-	80,000
<b>Total</b>	-	-	80,000	-	-	-	-	80,000
<b>Funding Sources</b>								
Local	-	-	80,000	-	-	-	-	80,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	80,000	-	-	-	-	80,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** Public Crossing State of Good Repair

**Project Type** Freight

**Project Description**

This project rebuilds one public grade crossing road surface, subsurface and ballast per year to maintain as part of the state of good repair maintenance program.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	140,000	-	-	-	-	140,000
<b>Total</b>	-	-	140,000	-	-	-	-	140,000
<b>Funding Sources</b>								
Local	-	-	140,000	-	-	-	-	140,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	140,000	-	-	-	-	140,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** Bertram Scale Upgrades

**Project Type** Freight

**Project Description**

This project maintains the Bertram Scale and its electronic components to upgrade its software as part of the state of good repair maintenance program.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	750,000	-	50,000	-	800,000
<b>Total</b>	-	-	-	750,000	-	50,000	-	800,000
<b>Funding Sources</b>								
Local	-	-	-	750,000	-	50,000	-	800,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	750,000	-	50,000	-	800,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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



**Project Name** Bridge Replacement

**Project Type** Freight

**Project Description**

This project develops and implements a timber bridge replacement program for the timber bridges which are no longer able to be maintained at a bridge condition 3 status or have reached the end of their useful life.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	1,000,000	-	1,000,000	2,000,000
<b>Total</b>	-	-	-	-	1,000,000	-	1,000,000	2,000,000
<b>Funding Sources</b>								
Local	-	-	-	-	1,000,000	-	1,000,000	2,000,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	1,000,000	-	1,000,000	2,000,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** Timber Bridge Inspection and Treatment

**Project Type** Freight

**Project Description**

This project inspects the super and substructure components of the timber bridges for decay, rot, and insect infestation and apply the appropriate treatment.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	1,560,000	-	-	-	1,560,000
<b>Total</b>	-	-	-	1,560,000	-	-	-	1,560,000
<b>Funding Sources</b>								
Local	-	-	-	1,560,000	-	-	-	1,560,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	1,560,000	-	-	-	1,560,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name**      Cameras and Access Controls

**Project Type**      Security

**Project Description**

This project replaces facility camera systems and access control systems based on the end of their useful life to improve reliability.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	173,000	68,500	153,000	5,500	301,500	701,500
<b>Total</b>	-	-	173,000	68,500	153,000	5,500	301,500	701,500
<b>Funding Sources</b>								
Local	-	-	159,000	68,500	153,000	5,500	301,500	687,500
Grants	-	-	14,000	-	-	-	-	14,000
<b>Total</b>	-	-	173,000	68,500	153,000	5,500	301,500	701,500

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will maintain a state of good repair.

**Strategic Goal and Objective**

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

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**Project Name** High-Rail Vehicles

**Project Type** Vehicles

**Project Description**

This project will replace life expired high rail vehicles with new high rail vehicles.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	104,621	-	150,000	-	-	150,000	-	404,621
<b>Total</b>	104,621	-	150,000	-	-	150,000	-	404,621
<b>Funding Sources</b>								
Local	104,621	-	150,000	-	-	150,000	-	404,621
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	104,621	-	150,000	-	-	150,000	-	404,621

**Estimated Operating Cost Impact**

The purchase of the high rail vehicles will not negatively affect operating costs, as it replaces old vehicles.

**Project Benefits**

This project will improve the reliability of high rail vehicles for the rail maintenance team.

**Strategic Objective**

This project supports the following strategic objectives 1. Deliver the best possible customer experience. 1.2 Improve system reliability and convenience.

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**Project Name** Non-Revenue Vehicle Replacement

**Project Type** Vehicles

**Project Description**

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

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	383,000	725,000	648,000	462,000	447,000	2,665,000
<b>Total</b>	-	-	383,000	725,000	648,000	462,000	447,000	2,665,000
<b>Funding Sources</b>								
Local	-	-	383,000	725,000	648,000	462,000	447,000	2,665,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	383,000	725,000	648,000	462,000	447,000	2,665,000

**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 will replace non-revenue vehicles that are past their useful life expectancies, and maintenance costs are expected to be reduced.

**Strategic Objective**

This project supports the following strategic objectives 1. Deliver the best possible customer experience. 1.2 Improve system reliability and convenience.



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**Project Name** Paratransit Vehicle Replacement

**Project Type** Vehicles

**Project Description**

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

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	5,900,000	275,000	1,875,000	3,200,000	-	2,475,000	13,725,000
<b>Total</b>	-	5,900,000	275,000	1,875,000	3,200,000	-	2,475,000	13,725,000
<b>Funding Sources</b>								
Local	-	4,654,000	238,000	1,875,000	3,200,000	-	2,475,000	12,442,000
Grants	-	1,246,000	37,000	-	-	-	-	1,283,000
<b>Total</b>	-	5,900,000	275,000	1,875,000	3,200,000	-	2,475,000	13,725,000

**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 will replace revenue paratransit vehicles that are past their useful life expectancies. Maintenance costs are expected to be reduced.

**Strategic Objective**

This project supports the following strategic objectives 1. Deliver the best possible customer experience. 1.2 Improve system reliability and convenience.

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**Project Name** Bus Replacements

**Project Type** Vehicles

**Project Description**

This project will replace revenue transit buses on a scheduled basis as vehicles meet the end of their useful lives.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	465,000	22,230,000	33,247,500	34,177,500	17,400,000	6,000,000	113,520,000
<b>Total</b>	-	465,000	22,230,000	33,247,500	34,177,500	17,400,000	6,000,000	113,520,000
<b>Funding Sources</b>								
Local	-	465,000	3,764,000	31,131,500	32,061,500	15,284,000	3,884,000	86,590,000
Loan	-	-	10,000,000		-	-	-	10,000,000
Grants			8,466,000	2,116,000	2,116,000	2,116,000	2,116,000	16,930,000
<b>Total</b>	-	465,000	22,230,000	33,247,500	34,177,500	17,400,000	6,000,000	113,520,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

The project will replace revenue transit buses, which are past their useful life expectancies. Maintenance costs are expected to be reduced.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** Buses - Service Enhancements

**Project Type** Vehicles

**Project Description**

This project expands the transit bus fleet by up to 7 vehicles to support recent growth in peak vehicle requirements.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	3,255,000	4,185,000	-	13,200,000	12,000,000	32,640,000
<b>Total</b>	-	-	3,255,000	4,185,000	-	13,200,000	12,000,000	32,640,000
<b>Funding Sources</b>								
Local	-	-	3,255,000	4,185,000	-	13,200,000	12,000,000	32,640,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	3,255,000	4,185,000	-	13,200,000	12,000,000	32,640,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will add vehicles needed to support service enhancements and maintains Capital Metro's bus fleet in a state of good repair ensuring a 20% spare ratio, given peak vehicle requirements.

**Strategic Goal and Objective**

This project supports strategic goals and objectives 1. Deliver the best possible customer experience: 1.2 Improve system reliability and convenience and 1.3 Ensure an attractive and accessible transit environment and 3. Demonstrate the value of public transportation in a dynamic community: 3.1 Develop new ridership markets.

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**Project Name** Vehicle Camera Systems

**Project Type** Vehicles

**Project Description**

This project installs security camera systems on all vehicles that will not be replaced before FY 2019.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	400,000	-	-	-	-	400,000
<b>Total</b>	-	-	400,000	-	-	-	-	400,000
<b>Funding Sources</b>								
Local	-	-	400,000	-	-	-	-	400,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	400,000	-	-	-	-	400,000

**Estimated Operating Cost Impact**

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

**Project Benefits**

This project will install security camera systems to respond to incidents that occur during transit service, most especially vehicle accidents.

**Strategic Goal and Objective**

This project supports strategic goal and objectives 1. Deliver the best possible customer experience: 1.1 Promote a culture of safety and 1.3 Ensure an attractive and accessible transit environment.

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** MetroRapid - Bus Rapid Transit

**Project Type** MetroRapid

**Project Description**

MetroRapid - Bus Rapid Transit (BRT) is a limited-stop bus service that 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. The MetroRapid grant is expected to be closed by the end of FY2017 after completing approved technology improvements and payment of retainage on buses.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
MetroRapid	36,964,092	1,063,000	3,257,000	-	-	-	-	41,284,092
<b>Total</b>	36,964,092	1,063,000	3,257,000	-	-	-	-	41,284,092
<b>Funding Sources</b>								
Local	8,000,107	346,000	2,334,000	-	-	-	-	10,680,107
Grants	28,963,985	717,000	923,000	563,000	-	-	-	31,166,985
<b>Total</b>	36,964,092	1,063,000	3,257,000	563,000	-	-	-	41,847,092

**Estimated Operating Cost Impact**

The estimated operating cost impact of this project for fuel and vehicle contract operation in FY 2016 is estimated to be \$12.4 million for both lines.

**Project Benefits**

MetroRapid - Bus Rapid Transit (BRT) provides real-time bus arrival information at all MetroRapid stops, 12-minute frequency during peak and 15 minutes during off-peak service with FY 2015 travel times showing a 15-20% reduction in travel times relative to the parallel local service routes, aided by traffic signal preemption technology, faster boarding and fewer stops. MetroRapid uniquely branded bus stops are near or contiguous with local service bus stops and passengers are able to connect to two MetroRail stations.

**Strategic Objective**

This project supports the following strategic objectives 1. Provide the best possible customer experience: 1.4 Deliver a customer-friendly experience through our people and systems and 2. Demonstrate regional leadership: 2.2 Pursue service expansion opportunities.

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** MetroRapid Station Improvements

**Project Type** MetroRapid

**Project Description**

This project constructs four new MetroRapid station pairs (8 stations total) in FY 2019.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	-	-	-	1,600,000	-	1,600,000
<b>Total</b>	-	-	-	-	-	1,600,000	-	1,600,000
<b>Funding Sources</b>								
Local	-	-	-	-	-	1,600,000	-	1,600,000
Grants	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	1,600,000	-	1,600,000

**Estimated Operating Cost Impact**

Operating costs are expected to be approximately \$60,000 annually starting in FY 2019.

**Project Benefits**

This project will improve MetroRapid access to newly developed residential areas.

**Strategic Goal and Objective**

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

Capital Metropolitan Transportation Authority  
 Approved FY2016-FY2020 Capital Improvement Plan



**Project Name** Capital Project Contingency

**Project Type** Contingency

**Project Description**

This is a capital project reserve for contingencies.

	Spending from project inception to FY2014	Forecast spending FY2015	FY2016 - FY2020 Capital Improvement Plan					Total
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
<b>Spending Categories</b>								
Other:	-	-	2,000,000	-	-	-	-	2,000,000
<b>Total</b>	-	-	2,000,000	-	-	-	-	2,000,000
<b>Funding Sources</b>								
Local	-	-	2,000,000	-	-	-	-	2,000,000
Grants	-	-	-	-	-	-	-	-
	-	-	2,000,000	-	-	-	-	2,000,000

**Estimated Operating Cost Impact**

This is a proposed capital project reserve for contingencies and there is no operating cost impact expected.

**Project Benefits**

This capital project reserve will fund project contingencies if needed.

**Strategic Goal and Objective**

This project supports strategic goal and objective 4. Continue to improve organizational practices and develop staff: 4.1 Strengthen the financial systems of the agency.

## Capital Metro's Long Range Financial Planning Update on Process and Financial Forecast

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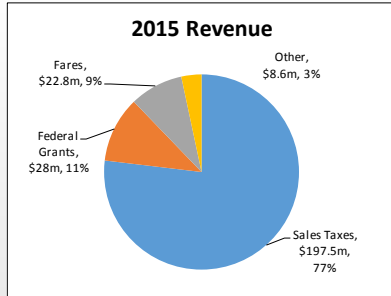
## Executive Summary

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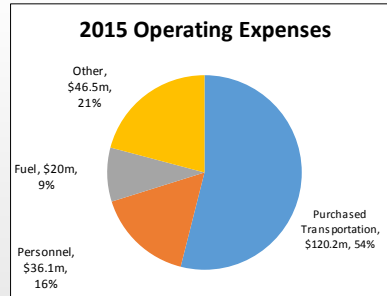




## Operating Budget Basics



- Heavily dependent on sales tax revenue for annual funding
- Sales tax can be volatile and fluctuate significantly depending on economy
  - \$14M revenue drop in 2009 downturn



- Majority of budget pays for transit services delivered by contractors
- Spending depends on hours of service and contractor prices
- Includes funding for mobility programs, majority for City of Austin

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## What's in the Forecast

- Cost of current operations in year of expenditure dollars
  - Reflects anticipated increase in bus contractor prices
  - Continued payment to City of Austin for mobility programs
    - 1/4 cent and Build Greater Austin programs
- Additional transit service hours
  - Phased in over the forecast period
  - Includes expanded service planned in upcoming budget proposal
- Continuation of weekend commuter rail service
  - No City of Austin subsidy beginning in January 2015
- Includes costs of operating additional rail cars funded by TxDOT
  - Estimated start of service in 2017
- Costs of capital investments in year of expenditure dollars
  - Reflects state of good repair for existing assets and other capital improvements

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## Key Points

- Replacement of Capital Metro’s transit assets deferred during downturn due to lack of funds
- Forecast reflects significant investment during short-term future to “catch up”
  - Debt financing needed to accomplish some of these critical replacements, mainly fleet replacement
    - Debt financing probably needed in 2017 – 2019 and beyond
- Forecast also reflects need to invest in new transit services
  - Notably, demand for more express (commuter) services
  - More frequent service on routes with high ridership
  - MetroRapid enhancements
- Limited resources, need to be strategic and selective
  - Currently not able to fund new park & ride stations for express services, downtown circulator

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## Bus Operating Assumptions

- Forecast development began with preparation of baseline projection
  - Assumed no growth in bus service beyond planned changes in 2016
    - Early implementation of frequent route network – Jun 2015
    - Expansion of express system to complement MoPac express lanes – Jan 2016
    - Adding service frequency on select routes to facilitate transfers/attract more riders – Jun 2016
- Next – assessment of new service priorities and associated costs
- Lastly, using a layered approach, added costs for new service in priority order to gauge affordability step by step
  - New service costs include purchased transportation to operate additional service
    - Including acquisition of buses needed for delivery of new service, new MetroRapid stations
- Purchased transportation contractor pricing expected to increase compared to last year’s forecast assumptions, including service to rural areas (CARTS)

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## Bus Operating Assumptions

### Service hours projected during 2016 – 2020:

- Core bus network on Capital Metro’s best bus routes
  - Weekday 15 minute frequencies (all day) and 20 minutes Saturdays and Sundays
    - Phase 1 to begin in June 2015 (earlier than initially planned)
    - Phase 2 proposed for 2017
- MetroRapid 801 and 803 – weekday peak to 10 minutes (new buses and stations)
- New express service/expansions needed
  - New express network to southwest and far south Austin, improvements to Oak Hill express service
    - Desired implementation in 2019
    - Requires **significant** capital investment
      - 22 additional commuter coaches estimated at \$14 million
      - New park and ride facilities estimated at \$33 million
    - Cap Metro can fund vehicles and annual operating costs
    - **Funding needed for park and ride facilities, not enough financial capacity**

## Bus Operating Assumptions

### 2021 – 2025 service needs:

- Frequent route network – phase 3 in 2022
- New/expanded express service in 2022
  - Howard station, northwest and southwest Austin
    - 18 additional commuter coaches estimated at \$13 million
    - **New park & ride facilities (unfunded, estimated at \$30 million)**
  - Two additional Rapid lines, targeted for Riverside and Mueller
    - New buses and stations

### 2026– 2035 projections:

- Linear growth of approximately 110,000 service hours
- Consistent with last year’s forecast

Capital Metro Long-Range Financial Forecast  
(2016 - 2035)

## 5-Year Forecast

<i>(in millions)</i>	2016	2017	2018	2019	2020
Beginning Balance	\$120.8	\$75.9	\$45.3	\$48.0	\$49.4
Revenue	310.2	301.7	302.5	307.9	319.3
New Debt Proceeds	-0-	29.2	43.7	20.3	14.6
<b>Total Available Funds</b>	<b>431.0</b>	<b>406.8</b>	<b>391.5</b>	<b>376.2</b>	<b>383.3</b>
Operating Expenses	244.8	254.4	255.6	258.6	270.1
Debt Service	4.7	5.2	8.5	10.5	11.7
Capital Expenditures	105.6	101.9	79.4	57.7	50.7
<b>Total Spending Requirements</b>	<b>355.1</b>	<b>361.5</b>	<b>343.5</b>	<b>326.8</b>	<b>332.5</b>
Less: Reserves/Contingencies	40.8	44.0	45.8	46.1	46.7
<b>Remaining Surplus</b>	<b>35.1</b>	<b>1.3</b>	<b>2.2</b>	<b>3.3</b>	<b>4.1</b>

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## Long-Range Snapshots

<i>(in millions)</i>	2020	2025	2030	2035
Beginning Balance	\$49.4	\$78.4	\$87.9	\$118.3
Revenue	319.3	387.8	470.4	571.9
Debt Proceeds	14.6	22.2	37.6	-0-
<b>Total Available Funds</b>	<b>383.3</b>	<b>488.4</b>	<b>595.9</b>	<b>690.2</b>
Operating Expenses	270.1	327.9	398.3	476.4
Debt Service	11.7	16.8	20.8	19.8
Capital Expenditures	50.7	71.4	85.0	83.4
<b>Total Spending Requirements</b>	<b>332.5</b>	<b>416.1</b>	<b>504.1</b>	<b>579.6</b>
Less: Reserves/Contingencies	46.7	58.6	71.4	84.0
<b>Surplus</b>	<b>4.1</b>	<b>13.7</b>	<b>20.4</b>	<b>26.6</b>


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Debt Financing Metrics 2016 – 2020					
	Maximum Annual Debt Service 2016-2020 (\$ in millions)	Average Annual Debt Service 2016-2020 (\$ in millions)	Maximum Outstanding Debt (\$ in millions)	Minimum and Maximum Net Debt Service Coverage	Debt Service as Minimum and Maximum % of Operating Expenses
Current Debt/Debt Service	\$ 4.7	\$ 3.4	\$ 24 in 2016	5.1x in 2016	2.0% in 2016
Long-Range Estimates	\$ 11.8	\$ 8.1	\$ 101 in 2020	3.9x min 5.1x max	2.0% min 4.4% max
Credit Rating and Policy Benchmarks				At least 2.0 times	Less than 10%

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Forecast Observations
<p><u>Fare Policy</u></p> <ul style="list-style-type: none"> <li>Adhere to fare policy over time to assure fare increases keep pace with rising costs and improve fare recovery.                             <ul style="list-style-type: none"> <li>Develop strategies to increase ridership and manage growth in operating costs, combined with periodic fare increases.</li> <li>Current Board of Directors policy goal of 20% is ambitious.</li> </ul> </li> </ul> <p><u>Expanding Transit Services</u></p> <ul style="list-style-type: none"> <li>Critical to carefully analyze the future impact of adding services as part of annual forecasting and budget process</li> <li>As new vehicles are added to support new service, total replacement costs will increase in the future.</li> </ul> <p><u>Capital Financing</u></p> <ul style="list-style-type: none"> <li>Debt financing will be required in years where pay-as-you-go funding is not sufficient to meet capital needs.</li> <li>Transit agencies with large scale, ongoing capital programs prudently use debt to finance long-lived capital asset replacement.</li> </ul>

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## Budget Strategies

- Most reserves and contingencies funded at minimum levels per Board policy over forecast period
  - Statutory operating reserve
  - Self insurance reserve
  - Capital projects
  - Operating contingency account
- Take advantage of recent sales tax growth to begin funding budget stabilization reserve
  - If local economist projections for 2015 and 2016 are achieved, surplus sales tax revenue could be allocated to begin building “rainy day fund”.

## Additional Background and Analysis

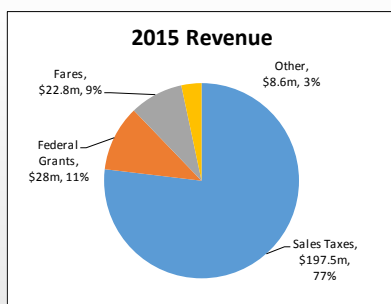
## Background

- In 2013, Capital Metro began developing long-range financial projections
  - Forecast period of 2015 – 2035
  - Current operations and “state of good repair” capital replacement
  - Additional transit service and capital investments to support expanded services
- Results presented to Capital Metro’s Board of Directors in spring/summer 2014

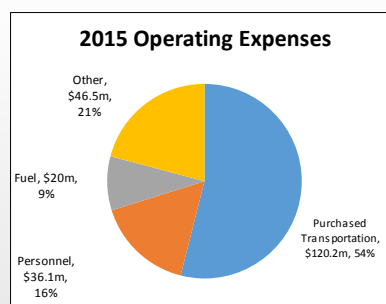
### Financial Planning Objectives

- Develop comprehensive long range financial forecast to define
  - Operating and maintenance needs
  - State of good repair capital needs and new investments
  - Operating, sales tax and grant revenue
- Based on forecast, gauge Capital Metro’s ability to fund
  - Current and expanded needs with current revenue and acceptable level of debt financing
  - Maintain ending reserve balance of at least 2 months of operating expenses

## Operating Budget Basics



- Heavily dependent on sales tax revenue for annual funding
- Sales tax can be volatile and fluctuate significantly depending on economy
  - \$14M revenue drop in 2009



- Majority of budget pays for transit services delivered by contractors
- Spending depends on hours of service and contractor prices
- Includes funding for mobility programs, majority for City of Austin

## What's in the Forecast

- Cost of current operations in year of expenditure dollars
  - Reflects anticipated increase in bus contractor prices
  - Continued payment to City of Austin for mobility programs
    - 1/4 cent and Build Greater Austin programs
- Additional transit service hours
  - Phased in over the forecast period
  - Includes expanded service planned in upcoming budget proposal
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  - Estimated start of service in 2017
- Costs of capital investments in year of expenditure dollars
  - Reflects state of good repair for existing assets and other capital improvements

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## Major Revenue Assumptions

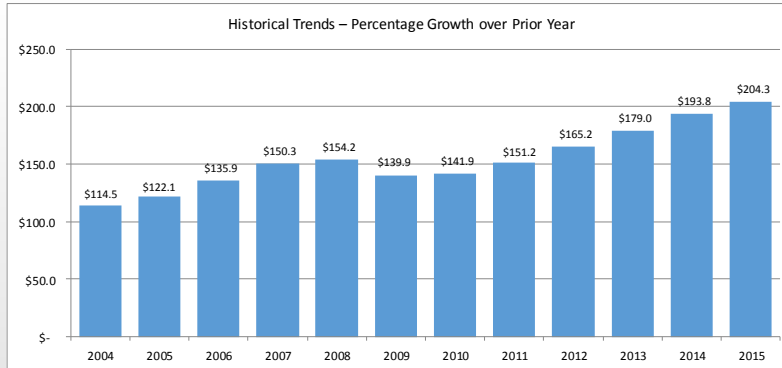
- Sales Tax Revenue
  - Trending above baseline estimates in last year's forecast
    - 2014 – \$189 million projection versus actual revenue of \$193.8 million
    - 2015 – 5.4% estimated growth compared to last year, similar to City of Austin projections
- Fare Revenue
  - Recent fare increases approved by the Board of Directors
    - Most recent fare increases occurred in January 2015
    - Too early to predict preliminary 2015 year-end results
  - Fare increases over forecast period at 3-year intervals, consistent with Board's fare policy
  - Additional commuter rail service, including continuation of weekends
- Federal Grants
  - Approximately \$28 million annually in Section 5307 funds
    - Primarily dedicated to "capital cost of contracting", designed for agencies that contract for transit services
    - Limited periodic increases in annual apportionments assumed over forecast period
- Other revenue includes Saltillo Plaza ground rent beginning in 2017

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## Sales Tax Forecast



### Budget and Baseline Forecast

2014 Actual	\$193.8m
2015 Budget	\$197.5m
2015 Preliminary Baseline Forecast	\$204.3m

- Estimated 4.5% growth annually, on average
- Actual historical averages higher
- Annual budgets prepared with lower growth to help control spending and avoid deficits

## Passenger Fare Revenue

(in millions)	2014	2015	2016	2017	2018	2019	2020
	Actual	Estimate	Long-Range Projections				
Total	\$20.6	\$22.8	\$24.6	\$25.4	\$26.5	\$27.0	\$27.8

- Fare revenue projections consistent with last year's long-range forecast
- Monitoring impact of fare increases in January 2015, too early to predict year-end results
- Long-range forecast assumption of periodic fare increases (every 3 years)
  - Challenge to keep fares in pace with inflation
- In 2013, the Board of Directors established a fare recovery goal of 20%.
  - Current fare recovery ratio = 11%
  - Fare structure, ridership and operating costs all affect fare recovery ratio

## Bus Operating Assumptions

- Forecast development began with preparation of baseline projection
  - Assumed no growth in bus service beyond planned changes in 2016
    - Early implementation of frequent route network – Jun 2015
    - Expansion of express system to complement MoPac express lanes – Jan 2016
    - Adding service frequency on select routes to facilitate transfers/attract more riders – Jun 2016
- Next – assessment of new service priorities and associated costs
- Lastly, using a layered approach, added costs for new service in priority order to gauge affordability step by step
  - New service costs include purchased transportation to operate additional service
    - Including acquisition of more buses needed for delivery of new service, new stations
- Purchased transportation contractor pricing expected to increase compared to last year's forecast assumptions, including service to rural areas (CARTS)

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## Bus Operating Assumptions

### Service hours projected during 2016 – 2020:

- Core bus network on Capital Metro's best bus routes
  - Weekday 15 minute frequencies (all day) and 20 minutes Saturdays and Sundays
    - Phase 1 to begin in June 2015 (earlier than initially planned)
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- MetroRapid 801 and 803 – weekday peak to 10 minutes (new buses and stations)
- New express service/expansions needed
  - New express network to southwest and far south Austin, improvements to Oak Hill express service
    - Desired implementation in 2019
    - Requires **significant** capital investment
      - 22 additional commuter coaches estimated at \$14 million
      - New park and ride facilities estimated at \$33 million
    - Cap Metro can fund vehicles and annual operating costs
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## Bus Operating Assumptions

### 2021 – 2025 service needs:

- Frequent route network – phase 3 in 2022
- New/expanded express service in 2022
  - Howard station, northwest and southwest Austin
    - 18 additional commuter coaches estimated at \$13 million
    - New park & ride facilities (unfunded, estimated at \$30 million)
  - Two additional Rapid lines, targeted for Riverside and Mueller
    - New buses and stations

### 2026– 2035 projections:

- Linear growth of approximately 110,000 service hours
- Consistent with last year’s forecast

## Paratransit Operating Assumptions

- Ridership up 7% during first 2 quarters of FY2015
  - Growing regional population and aging baby boomer demand
  - Not financially sustainable over long term
  - 2% of overall ridership in 2013, close to 20% of purchased transportation costs
- Previous policy changes adopted by Board of Directors helped manage growth in paratransit costs.
  - Policy changes complemented by making significant investments in fixed route accessibility
- Future strategies to help manage paratransit costs could include:
  - Fares that more accurately reflect cost of service
  - More attention to paratransit ridership trends in fixed route service planning
  - Volunteer driver programs and community shuttle partnerships

## Rail Operating Assumptions

- Continuation of weekend service
  - No City subsidy reflected in forecast after interlocal agreement expired in January 2015
- Four new rail cars to double capacity of current commuter rail system
  - Funded through a TxDOT grant
    - Announced in June 2014, funded in advance in January 2015
  - Federal Railroad Administration contemplating requirement of two-person crews
    - Anticipated in 2016 budget and throughout forecast period
- Routine maintenance programmed throughout forecast period
- Overall, consistent with last year's forecast

## Freight Railroad Assumptions

- Capital Metro owns 162 miles of railroad right of way, known as Giddings/Llano rail line.
- Management of the rail line is accomplished by contracting with a rail freight operator.
  - Fulfill common carrier obligations by providing freight services to shippers along rail line
  - Maximize revenue while providing efficient rail service
- Capital Metro oversees the rail freight operator and invests in freight infrastructure.
- Staff is seeking a new business model to more fully privatize all facets of rail freight operations, including capital investment.
  - Briefing to Board of Directors on progress planned in June

## Capital Investments

- “State of Good Repair” is a Federal Transit Administration concept designed to ensure adequate capital investment in existing transit assets and infrastructure...
  - ...BEFORE taking on additional obligations associated with new transit service or new transportation modes
- Capital Metro completed comprehensive state of good repair analysis in 2014 as part of long-range forecast
- Discretionary capital funding opportunities
  - Actively monitored and pursued
  - TIGER funding (highly competitive, over subscribed)
  - Possible opportunities locally through CAMPO/CTRMA

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## Capital Investments

- Ongoing bus replacement program
- New buses to support expanded service
- Keeping major technology systems up to date
- Maintaining commuter rail infrastructure
  - Replacement of rails and ties
- Diesel multiple unit upgrades and positive train control
- New rail cars and downtown station improvements
- Unfunded:
  - Additional park and ride facilities
  - Expanded facilities needed to support direct transit services

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## Recap of Capital Investments

**Total Costs 2016 - 2035**  
Millions in Year of Expenditure Dollars

	State of Good Repair	New Capital Investments	Total
Security	6.1	-	6.1
Freight Rail	16.0	-	16.0
Paratransit	74.7	-	74.7
Bus Operations	572.1	100.0	672.1
Commuter Rail	223.3	44.2	267.5
IT Infrastructure/ Equipment	107.2	63.7	170.9
624 Pleasant Valley	8.2	-	8.2
2910 E 5th	18.3	-	18.3
Other Facilities	2.3	17.4	19.7
Bus Stop Amenities	11.5	45.3	56.8
<b>Total</b>	<b>1,039.7</b>	<b>270.6</b>	<b>1,310.3</b>

## 5-Year Forecast

<i>(in millions)</i>	2016	2017	2018	2019	2020
Beginning Balance	\$120.8	\$75.9	\$45.3	\$48.0	\$49.4
Revenue	310.2	301.7	302.5	307.9	319.3
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## Long-Range Snapshots

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Revenue	319.3	387.8	470.4	571.9
New Debt Proceeds	14.6	22.2	37.6	-0-
<b>Total Available Funds</b>	<b>383.3</b>	<b>488.4</b>	<b>595.9</b>	<b>690.2</b>
Operating Expenses	270.1	327.9	398.3	476.4
Debt Service	11.7	16.8	20.8	19.8
Capital Expenditures	50.7	71.4	85.0	83.4
<b>Total Spending Requirements</b>	<b>332.5</b>	<b>416.1</b>	<b>504.1</b>	<b>579.6</b>
Less: Reserves/Contingencies	46.7	58.6	71.4	84.0
<b>Surplus</b>	<b>4.1</b>	<b>13.7</b>	<b>20.4</b>	<b>26.6</b>

## Debt Financing

- Prudent use of debt financing must be considered to finance capital needs that cannot be wholly funded with cash.
- Capital Metro can use Contractual Obligations (KOs) to finance personal property (e.g. vehicles).
- 12-year term based on useful life of assets financed
- Next steps include working with financial advisor and bond counsel to bring a debt financing program to Board of Directors for consideration.

## Credit Rating Criteria

- Debt would be secured by sales tax
- Rating expected to be in 'AA' category
- Indicates strong capacity to meet financial commitments
- Guiding debt metrics
  - Gross sales tax revenue covering annual debt service at least 3-4 times
  - All revenue after payment of operating expenses covering debt service by at least 2.0 times
    - Already specified in current Capital Metro debt policy
  - Debt service as % of total operating expenses not to exceed 10%

## Debt Financing Metrics 2016 – 2020

	Maximum Annual Debt Service 2016-2020 (\$ in millions)	Average Annual Debt Service 2016-2020 (\$ in millions)	Maximum Outstanding Debt (\$ in millions)	Minimum and Maximum Net Debt Service Coverage	Debt Service as Minimum and Maximum % of Operating Expenses
Current Debt/Debt Service	\$ 4.7	\$ 3.4	\$ 24 in 2016	5.1x in 2016	2.0% in 2016
Long-Range Estimates	\$ 11.8	\$ 8.1	\$ 101 in 2020	3.9x min 5.1x max	2.0% min 4.4% max
Credit Rating and Policy Benchmarks				At least 2.0 times	Less than 10%



## Debt Financing Snapshots

- Critical for Capital Metro financial performance to remain favorable compared to industry and credit rating benchmarks

(in millions)	2016	2020	2025	2030	2035
Outstanding Debt	\$ 23.7	\$ 100.6	\$ 118.9	\$ 116.3	\$ 97.8
Annual Debt Service	\$ 4.7	\$ 11.8	\$ 16.8	\$ 20.8	\$ 19.9
Net Debt Service Coverage	5.1x	3.9x	3.2x	3.3x	4.6x
Annual Debt Service as % of Operating Expenses	2.0%	4.4%	5.1%	5.2%	4.2%

## Forecast Observations

### Fare Policy

- Adhere to fare policy over time to assure fare increases keep pace with rising costs and improve fare recovery.
  - Develop strategies to increase ridership and manage growth in operating costs, combined with periodic fare increases.
  - Current Board of Directors policy goal of 20% is ambitious.

### Expanding Transit Services

- Critical to carefully analyze the future impact of adding services as part of annual forecasting and budget process
- As new vehicles are added to support new service, total replacement costs will increase in the future.

### Capital Financing

- Debt financing will be required in years where pay-as-you-go funding is not sufficient to meet capital needs.
- Transit agencies with large scale, ongoing capital programs prudently use debt to finance long-lived capital asset replacement.

**CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY  
DEMOGRAPHIC AND ECONOMIC STATISTICS  
LAST TEN YEARS**

Year	City of Austin Population (1)	Population (MSA) (2)	Personal Income (MSA) (thousands of dollars) (2)	Per Capita Personal Income (MSA) (2)	Unemployment Rate (MSA) (3)
2004	683,551	1,423,161	46,134,871	32,417	5.1
2005	695,881	1,464,563	51,058,588	34,863	4.5
2006	714,237	1,528,958	56,105,872	36,695	4.2
2007	732,381	1,577,856	59,924,200	37,978	3.7
2008	746,105	1,633,870	65,153,669	39,877	4.4
2009	770,296	1,682,338	64,383,075	38,270	6.8
2010	778,560	1,727,661	67,582,224	39,118	7.1
2011	805,662	1,780,708	74,168,909	41,651	6.8
2012	821,012	1,834,303	78,695,523	42,902	5.8
2013	841,649	1,912,746	84,931,866	44,403	5.3

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

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

(2) Source: Bureau of Economic Analysis

(3) Source: Bureau of Labor Statistics, United States Dept of Labor.

Unaudited.