

APPROVED

FY2022 Operating & Capital Budget

& 5-Year Capital Improvement Plan





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
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**Capital Metropolitan Transportation Authority
Texas**

For the Fiscal Year Beginning

October 01, 2020

Christopher P. Morrill

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 and Risk Officer
Capital Metropolitan Transportation Authority
2910 East Fifth Street
Austin, TX 78702

Organization of the Budget Document

This document is the approved annual budget for Capital Metropolitan Transportation Authority (Capital Metro or the Authority) for the period October 1, 2021 - September 30, 2022. 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) 2022.

Major Sections

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

Introduction and Overview	i
This section provides an overview of Capital Metro’s mission, history, infrastructure, service area, long-range strategic goals and organization by department.	
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This section describes the policies that guide financial decisions at Capital Metro	
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This section includes financial highlights, statements, factors affecting revenues, expenses and detailed service levels information.	
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This section describes the capital projects that support strategic goals and includes estimated funding sources and anticipated impact on operational costs.	
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This section contains the 10-year forecast for financial resources and expenditures based on planned levels of service and strategic goals.	
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This section has detailed information on each department’s function, structure and operating budget.	
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Introduction and Overview



To the Capital Metro Board of Directors, staff, customers, partners and communities of Central Texas,

Capital Metro's Guiding Principles are the basis of every decision we make. These principles influence the Strategic Plan, which informs our budgeting process: Collaboration, Adaptability, Participation, Mission, Engagement, Transparency, Respect, Ownership.

Fiscal Year 2021 had twin focal points that occupied the majority of our attention throughout the year. In November, Capital Metro achieved the primary goal we had been working toward for many years with the passage of Project Connect, which will provide a secure long-term funding source for the transformational transit expansion program. And, like the rest of the world, the agency has gone the entire year with the constant presence of the COVID-19 pandemic. Amid those two all-consuming events, Capital Metro put buses and vans on the road and trains on the track, providing essential service to our customers. And in February, right in the middle of the pandemic and as we were beginning Project Connect implementation, Texas was hit with the worst winter storm in memory.

Through it all, our operators, mechanics and other frontline workers displayed a dedication and commitment to their community that amazes me and moves the people of our region.

With the FY2022 budget, we aim to be thoughtful, effective stewards of the resources entrusted to our organization. We have already put in place the first steps toward fulfilling our promise to voters who approved Project Connect, and we will continue that effort this fiscal year. We have set goals that are challenging yet realistic and well-positioned to execute the vision of the board and community. On behalf of the Capital Metro board of directors and agency staff, I present the FY2022 budget to our community. It is our plan for navigating the recovery from a continuing public health crisis and building a more sustainable and equitable future for Central Texas through the Project Connect program of projects.

FY2021 Significant Activities and Achievements

- After years of planning, community outreach and hard work with partner agencies, the diligence of our staff, partners and contractors paid off with the overwhelming support of voters in approving Project Connect and ensuring the transit expansion projects will be built, operated and maintained in a way that transforms Central Texas.
- As the persistence of the COVID-19 pandemic maintained its hold on our community, Capital Metro's operators, engineers, mechanics and other staff members remained true to our mission of providing quality transportation services to the people of Central Texas. As an agency, we've worked to protect our employees through preventative measures, proactive steps and facilitating the vaccination process.
- During Winter Storm Uri in February, we shut down operations entirely, the first time in the agency's history that we have done so. Despite that, we provided more than 10,000 trips, including 1,300 to dialysis appointments, 470 to warming shelters and 100 to hospitals; 1,000 meals; and 1,300 water deliveries. Our staff members also worked with the city of Austin to aid in the sanding and salting of public streets in addition to our own facilities.
- COVID-19 has impacted the most vulnerable in our community the most. Capital Metro operators and staff volunteers have delivered more than 1 million meals to our neighbors in need. This program is the result of our strong partnerships with the Central Texas Food Bank, HEB, Good Apple and ATX Farmshare.
- The pandemic has disrupted the lives of young people across Central Texas. To ensure that students and parents had access to reliable internet service, we worked in partnership with local school districts to deploy MetroAccess vehicles to 10 low-income communities to provide free Wi-Fi six hours a day. This provided after-hours cover for an Austin ISD program that provided a similar service during the school day.

- The new Downtown Station opened its first track in October 2020, ahead of schedule and under budget. The new station will enable us to realize the full potential of the Red Line and proposed Green Line through increased capacity, frequency and customer amenities. Its open platform and sparkling canopies also provide a grand public space worthy of downtown Austin.
- In June 2021, the new Q2 Stadium opened as the home of Austin FC and with the opening, CapMetro mobilized to provide thousands of people trips to and from stadium events. After a hard year, Austin FC provided our community an opportunity to celebrate together, and CapMetro supported the festivities with increased event service and very full buses and trains.
- With voter approval in place, we set up the Austin Transit Partnership in coordination with the city of Austin. Its role is to manage the financing, construction and implementation of the Project Connect facilities and services that Capital Metro will operate. We also began work toward that implementation with preliminary design and environmental review for the Orange and Blue Line projects; Red Line improvements; and initial development for the new Expo Center and Pleasant Valley MetroRapid lines.
- The CapMetro Cares program continues to provide local nonprofits with high-visibility advertisements on our buses at no cost, showcasing their great work in the community. In FY2021, our partners included ATX Kids Club, Austin Parks Foundation, Central Texans for Safe Streets and YMCA Austin.
- CapMetro continued to be highly competitive for Federal and State funding opportunities, securing more than \$7.5 million in grants in 2020 to fund such projects as the Equitable Transit Oriented Development (ETOD) Study, fleet electrification and more.
- Our commitment to building an agency that not only resembles our community but comes from that community was reflected in CapMetro's push to hire a Director of Diversity, Equity and Inclusion in FY2021 and create a new Diversity, Equity and Inclusion Council made up of both internal members and external representatives of our community.
- We opened our electric bus yard in North Austin, converting the space into a vehicle charging facility for the first dozen electric buses in Central Texas. CapMetro also opened the new Eastside Bus Plaza in partnership with CARTS and began work on the renovation of the North Lamar Transit Center.
- Pickup by CapMetro, our on-demand transit service, launched five new service zones in FY2021, bringing this innovative public service to customers in new parts of Austin, as well as Lago Vista and Pflugerville.

FY2022 Planned Projects and Initiatives

The FY2022 budget has been drafted with the intent to restore or expand pre-pandemic service levels, especially those routes serving essential workers, continue our response to the COVID-19 pandemic with the safety of our staff and our customers in mind, and further the initial steps toward implementation of the Project Connect program. The budget will enable Capital Metro to return to full-capacity service on bus, rail and paratransit, continue projects outlined in the 5-year Capital Improvements Plan and provide services that support our region's growing population.

We will continue to focus on the agency's strategic priorities: providing a high-quality customer experience, promoting an engaged workforce, ensuring the sustainability of our system and maintaining community partnerships. Highlights of the approved FY2022 budget include:

- Capital Metro will continue our response to and recovery from COVID-19, including funding to restore pre-pandemic levels of MetroExpress and MetroBus service and expanding service on several routes in the system. We will also continue to support our staff members in every way possible to ensure their health and well-being.
- On the Red Line, we will break ground on McKalla Station, which will serve Austin FC's Q2 Stadium and the thousands of fans and CapMetro customers who attend games, and begin construction on a new Broadmoor Station, which will serve a new, large mixed-use development. To further support increased commuter rail service, we will complete work to double track the Red Line to increase capacity.
- Construction work will gather pace on the two new MetroRapid lines serving East Austin, Expo Center and Pleasant Valley, preparing for their initial service in FY2023.
- We will continue to update Capital Metro's approach to our public safety program to provide a comprehensive and context-sensitive approach to our public safety needs, including the expansion of Safety Ambassadors and Intervention Specialists and the creation of the CapMetro Transit Police.
- In addition to the highlights above, we will establish the Capital Sustainability Fund, begin a reserve for the Green Line Phase II project, expand our Pickup Service offerings throughout the community, build a demand response facility to better meet our needs, roll out new customer technology systems, establish improved workforce development programs to increase our support for our staff and their careers, and much more.

These enhanced services and facilities can only succeed if we manage our financial resources prudently. Capital Metro is committed to transparency and accountability. We are equally committed to a thorough and thoughtful FY2022 budgeting process.

As Central Texas continues to recover from COVID-19 and experience rapid growth, Capital Metro will work harder than ever to lead a regional effort to solve our community's mobility challenges. Serving our community is at the heart of Capital Metro's mission. I am deeply grateful for your trust and support.

Sincerely,

A handwritten signature in blue ink, appearing to read "Randy Clarke".

Randy Clarke
President & CEO

Austin Area Information, History and Economy

Capital Metropolitan Transportation Authority is the regional public transportation leader for Central Texas. The Central Texas region is one of the fastest-growing areas in the country, and mobility and traffic congestion remain top concerns. Capital Metro was created in 1985 in accordance with Chapter 451 of the Texas Transportation Code and was established by a voter referendum on January 19, 1985, to provide mass transportation service to the metropolitan area and is funded in part by a 1% sales tax levied by its service area members.

Since 2010 the Austin metropolitan area gained about 579,000 residents, a 34% population growth, according to the latest U.S. Census Bureau figures and saw the fastest year-over-year population growth per the July 2020 data. According to the Capital Area Metropolitan Planning Organization (CAMPO) 2045 Regional Transportation Plan, the total population in the six-county Central Texas region of Bastrop, Burnet, Caldwell, Hays, Travis and Williamson Counties is projected to continue to increase, growing from 1.7 million in 2010 to nearly 4.7 million in 2045.

The Austin area is host to six universities, a robust community college system and numerous other institutions of higher learning. In Austin, 49% of adults 25 years or older hold a bachelor's or advanced degree, compared to 29% for Texas and 31% for the U.S. The University of Texas at Austin (UT), a world-class center of education and research, is the 7th largest public university in the U.S. in terms of undergraduate enrollment.

Austin is nationally recognized as a great place to live due in part to its diverse and eclectic population, as well as an environment that allows a year-round outdoor active lifestyle. Austin's quality of life has become its biggest economic development engine, and the city's diverse demographics serve to support and enrich its quality of life.

History

Starting off as a small town to be called Waterloo, Austin was selected to be the capital of the Republic of Texas in 1839 and then renamed after Stephen F. Austin. By using the electricity generated by the Great Granite Dam, manufacturers utilized a well-established power grid to assist the U.S. in the war effort during World War Two and pulled itself out of the Great Depression as much of the rest of the country had. After that several research laboratories and high-tech companies were brought to the area by the stable power and established educational base in the area. A growth that continues to this day. Population growth and a creative cultural wave continued from the 1960s to the current day and a musical boom drew national attention to the city because of artists such as Stevie Ray Vaughan and Willie Nelson. Music festivals such as Austin City Limits (ACL) and art/culture/technology conventions such as South by Southwest (SXSW) continue to make the Greater Austin Area a destination for tourism as well as an excellent place to live, creating a fertile environment for various forms of transit.

Economy

Continuing the growth experienced over the past several years, Austin again placed third in the Milken Institute's Center for Jobs and Human Capital 2021 ranking of best performing cities in the United States. This year's rankings criteria were reassessed in order to "reflect the upheaval of 2020 and the shifting markers of a city's success in a year defined by stay-at-home orders and social distancing." Even amid the year's turmoil, it was the third consecutive year the Austin region ranked in the top three.

The overall economic activity of the Austin–Round Rock metropolitan area declined by 1.8% in 2020 per the Business Cycle Index by the Federal Reserve Bank of Dallas due to the impact of the COVID-19 pandemic but is recovering in 2021 with a 5.1% increase in the index through May compared to the same period the previous year.

In 2020, Texas real gross domestic product (GDP) decreased 3.5% compared to 2019, on par with the decline in the U.S. annual growth rate.

Employment

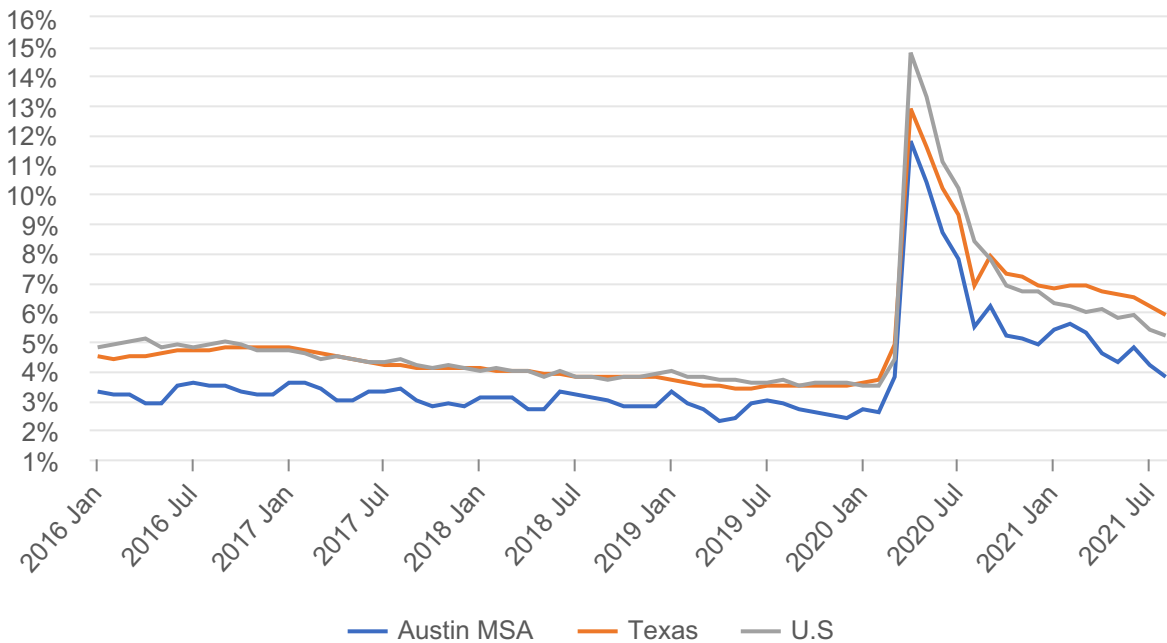
The Texas economy, like the rest of the country, contracted in 2020 due to the COVID-19 pandemic, causing the statewide unemployment rate to climb to 6.9% in 2020 from a record low of 3.5% in 2019 with total new non-farm jobs loss of more than 6.5 million in 2020.

Austin has a high demand for skilled workers as seen in the manufacturing sector, which continues to move from traditional to advanced manufacturing requiring specific, highly technical skills. High-tech companies are continuing to expand their presence in the Austin area, including Apple, Amazon, Tesla, Oracle, Google, Facebook and Indeed.

The Austin area had a 2.8% decline in employment in 2020, losing more than 373,000 net new non-farm jobs in the calendar year but has seen positive year-over-year employment growth starting in April 2021. Despite a tightening labor market in certain fields, job growth in the Austin-Round Rock MSA was ranked 15th among the largest 51 metropolitan areas per the U.S. Bureau of Labor statistics.

The Austin area unemployment rate of 4.9% in December 2020 was well below the state and national unemployment rates of 6.9% and 6.7% respectively but is still far off its pre-pandemic level of 2.6% in February 2020. The area's largest employers are the State of Texas, the University of Texas, the city of Austin and many technology companies, such as Apple, Google, IBM and Samsung.

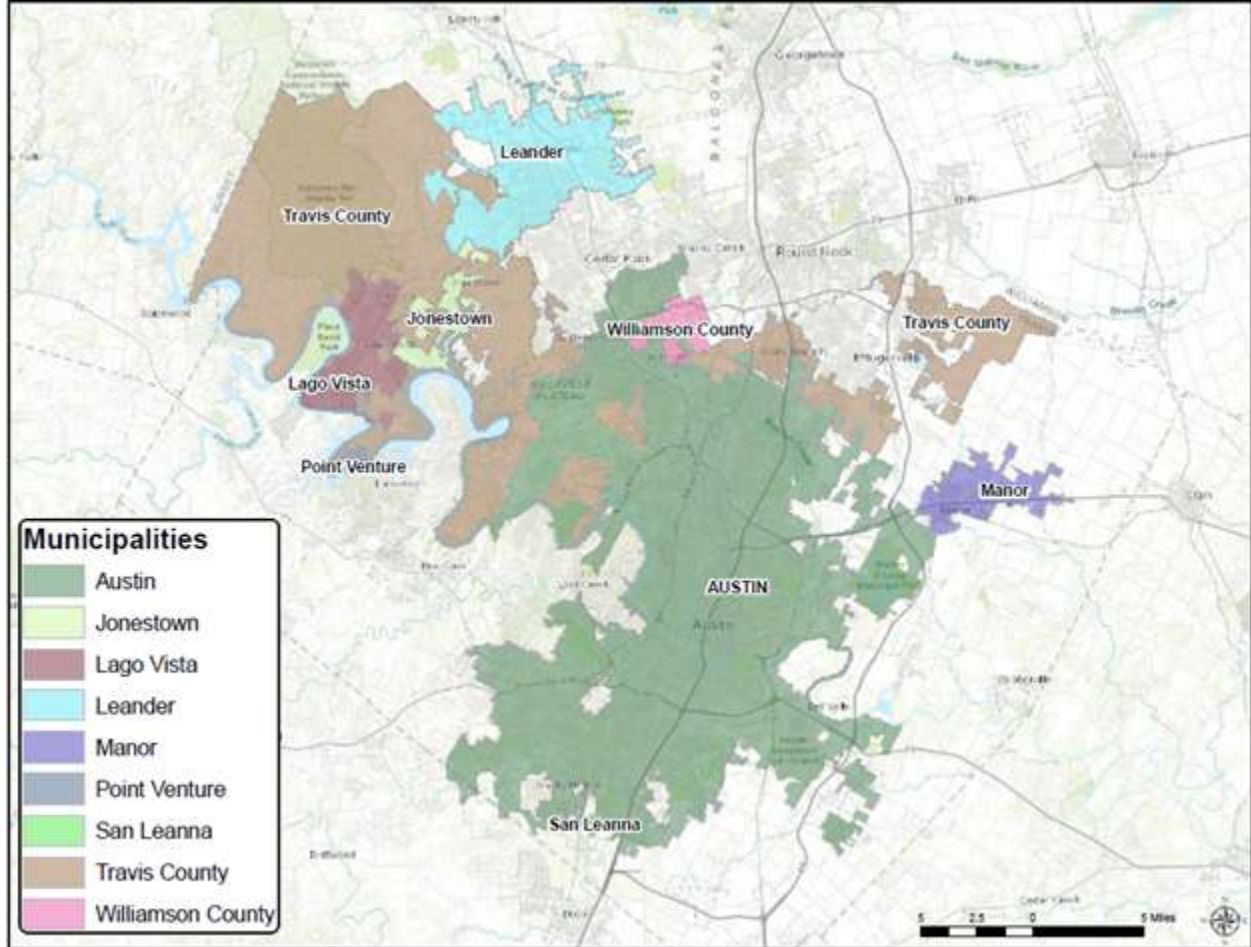
Historical Unemployment Rate



Source: Bureau of Labor Statistics and Texas Workforce Commission

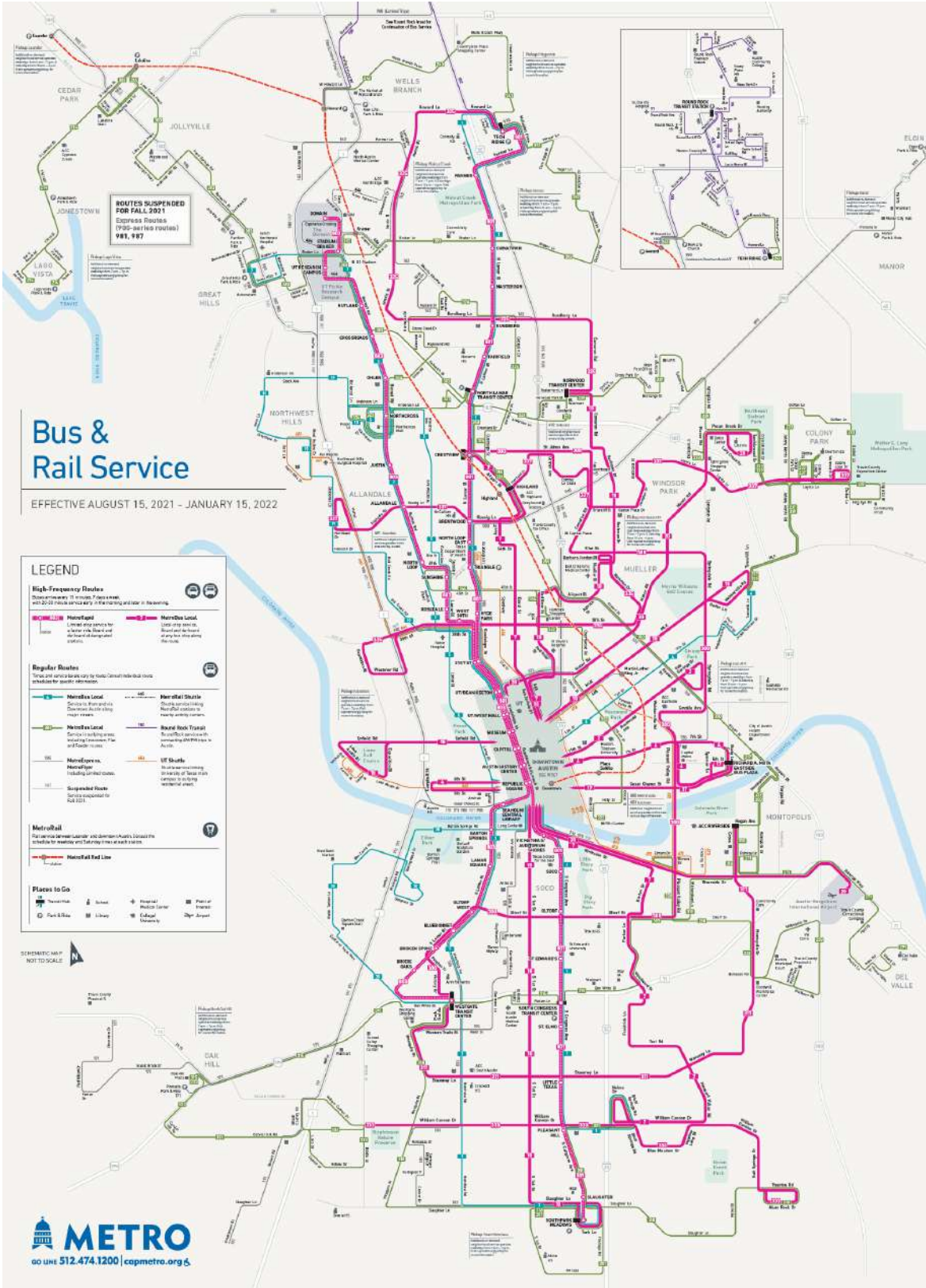
Service Area Member Cities and Communities

The Capital Metro service area extends across approximately 546 square miles and includes more than 1.3 million residents. The following map shows the Capital Metro service area. The areas that participate in the agency include the cities of Austin, San Leanna, Leander, Lago Vista, Point Venture, the Anderson Mill area of Williamson County, Precinct Two of Travis County and the suburban cities of Jonestown and Manor.



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System Map



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Community Information and Capital Metro Engagement

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

Capital Metro partners with various nonprofit, cultural, business and social service organizations to serve the community. In 2020 and 2021, the agency continued our partnerships with organizations like the Paramount Theatre, Girl Scouts of Central Texas, ATX Kids Club, Dress for Success, Creative Action, and Central Texas Food Bank and forged new ones with groups like Austin Parks Foundation and TILT.

One of the agency's most significant partnerships is the Transit Empowerment Fund, a collaboration with One Voice Central Texas and the Austin Community Foundation, which helps ensure that low-income, transit-dependent neighbors have access to transportation. This program provides transit passes at a discount for social service agencies to distribute to their clients. Since its establishment in 2012, the program has provided more than 4 million rides.

Since 2012, Capital Metro has partnered with the Central Texas Food Bank and Whole Foods Market on the Stuff the Bus program, which collects funds and meals for our community in need. In 2020, the program collected enough to provide more than 20,000 meals to Central Texans.

Capital Metro supports emergency response operations, both within and outside of the service area, by sending buses to be used as temporary shelters during floods, fires and other emergencies. In addition, when temperatures fall below 32 degrees, Capital Metro sends "cold weather buses" for Austin-area residents experiencing homelessness, transporting them to local emergency shelters in cooperation with the city of Austin's Office of Emergency Management. Additionally, Capital Metro transported water to neighbors in need during the Winter Storm of 2021.

During the COVID-19 Pandemic, Capital Metro's Demand Response team quickly pivoted to help deliver more than 900,000 meals to more than 30,000 households in partnership with HEB, the Central Texas Food Bank, Farm-to-Home delivery services, Good Apple, and Farm Share, social service organizations like the Housing Authority of the city of Austin (HACA), and the local chapter of the League of Latin American Citizens (LULAC). Capital Metro also formed partnerships with Any Baby Can to distribute diapers, bikes and other goods, and AVANCE, which helped provide books for kids and their families. To meet the needs of our community, Capital Metro enabled underutilized MetroAccess vehicles with Wi-Fi hot spots and deployed them to internet "deserts," providing students and families with much-needed access to school resources and other critical services. This partnership with AISD enabled the school district to supplement its provision of mobile Wi-Fi hotspots to residential communities. AISD provided internet connectivity from 8 a.m. to 2 p.m. at apartment complexes that are home to high numbers of students without reliable access to the internet at home. Capital Metro provided 12 vehicles equipped with Wi-Fi hotspots from 2 to 8 p.m. to ensure these students were able to continue their work throughout the day. The mobile hot spot program expanded to Del Valle ISD, Promesas Public School and locations throughout East and Southeast Austin.

Future plans for Capital Metro call for the continued growth of its programming, including CapMetro Cares and MetroArt. CapMetro Cares strives to amplify the good causes of local nonprofits by offering a limited opportunity for qualifying organizations to use available space on Capital Metro vehicles. In 2020, MetroArt launched MetroMusic to provide an enjoyable experience for riders and enable local musicians to amplify their music.

Benefits of Public Transportation

Saves Money:

Riding transit is an affordable option. The average cost of car ownership is \$774 a month. Capital Metro has some of the lowest fares in the nation. A 31-Day Pass costs our customers just \$41.25, which is almost 20 times less than the cost of owning and maintaining a car.

Protects the Environment and Improves Air Quality:

Switching to riding public transportation is one of the most effective actions individuals can take to reduce their carbon footprint. Car transportation accounts for nearly half of the carbon footprint of a typical American family with two cars; it is by far the largest source of household emissions and, as such, the largest target for potential reductions. The average passenger car in the U.S. produces just under one pound of carbon dioxide per mile traveled. If just one driver per household switched to taking public transportation for a daily commute of 10 miles each way, it would save 4,800 pounds of carbon dioxide per household per year. Capital Metro engaged the community and children in this conversation through the Electric Bus Art contest to raise awareness of the benefits of electric buses.

Improves Health:

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

Manages Traffic Congestion:

According to Texas A&M's Texas Transportation Institute, (TTI), Austin ranked 12th in travel-time delay for medium-sized cities with an index of 1.33, meaning peak-hour travel takes an average of 33% longer than free-flow travel, particularly on I-35 and MoPac. Drivers in the region are wasting millions of hours annually stuck in traffic.

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

Governance

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

- ◆ Three members appointed by CAMPO, of whom
 - One must be an elected official.
 - One must have at least 10 years of experience as a financial or accounting professional.
 - One must have at least 10 years of experience in an executive-level position.
- ◆ Two members appointed by the city of Austin, of whom
 - One must be an elected official.
- ◆ One member appointed by Travis County Commissioners.
- ◆ One member appointed by Williamson County Commissioners.
- ◆ One member, who must be an elected official, appointed by all small city mayors (excludes city of Austin).

<u>BOARD MEMBER</u>	<u>APPOINTING BODY</u>	<u>TERM EXPIRES</u>
Wade Cooper, Chair	Capital Area Metropolitan Planning Organization	June 1, 2023
Jeffrey Travillion, Vice Chair	Travis County	June 1, 2024
Eric Stratton, Secretary	Williamson County	June 1, 2023
Terry Mitchell	Capital Area Metropolitan Planning Organization	June 1, 2024
Leslie Pool	City of Austin	June 1, 2022
Becki Ross	Small Cities	June 1, 2024
Sabino "Pio" Renteria	City of Austin	June 1, 2022
Ann Kitchen	Capital Area Metropolitan Planning Organization	June 1, 2022

Management

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

Executive Management Team	
President and Chief Executive Officer	Randy Clarke
Executive Vice President, Chief Customer Officer and Chief Operating Officer	Dottie Watkins
Executive Vice President, Chief of Staff	Kerri Butcher
Executive Vice President, Chief Financial and Risk Officer	Catherine Walker
Executive Vice President, Chief Experience and Engagement Officer	Brian Carter
Executive Vice President, Strategic Planning and Development	Sharmila Mukherjee
Executive Vice President, Administration, Diversity and Inclusion Officer	Donna Simmons
Executive Vice President, Chief Safety Officer	Gardner Tabon
Chief Program Officer, Project Connect	David Couch
Vice President, Demand Response and Innovative Mobility	Chad Ballentine
Vice President, Facility Management and Capital Construction	Kenneth Cartwright
Vice President, Rail Operations	David Dech
Vice President, Internal Audit	Terry Follmer, CPA, CIA, CMA, CISA, CISSP
Vice President, Bus Operations and Maintenance Oversight	Tangee Mobley
Vice President, Chief Information Officer	Jane Schroter
Vice President, Government Affairs	Vacant

System Facility and Fleet Characteristics

Capital Metro Facilities

Capital Metro Headquarters
700 Lavaca
Austin, Texas 78701
19,671 square feet, 2019

Administrative Office
2910 E. Fifth St.
Austin, Texas 78702
Administration: 42,840 square feet, 1986
Maintenance: 116,495 square feet, 1986

Transit Store, MetroAccess Eligibility
209 W. Ninth St.
Austin, Texas 78701
7,052 square feet, 2013

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

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

MetroAccess Services Facility
509 Thompson Lane
Austin, Texas 78742
24,821 square feet, 2000

MetroAccess Overflow Parking and Facility
414 Thompson Lane
Austin, Texas 78742
3,648 square feet, 2018

North Operations Facility
9315 McNeil Road
Austin, Texas 78758
136,827 square feet, 2008

Park & Ride Facilities

Austin

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

Elgin

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

Jonestown

Jonestown Park & Ride

Lago Vista

Lago Vista Park & Ride

Leander

Leander Station Park & Ride

Manor

Manor Park & Ride

Round Rock

Round Rock Transit Center

Rail Stations

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

Fleet Description

Diesel buses: 351
Electric buses: 12
MetroRapid buses: 55
Fixed-route vans: 7
Paratransit vans: 108
Rail vehicles: 10

Business Planning and Budget Process

Overview

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

Capital Metro's governing legislation further provides that the board shall hold a public hearing on the proposed operating budget prior to its adoption and shall, at least 14 days before the date of the hearing, make the proposed budget available to the public. After adoption, the board may subsequently amend the budget after public notice and hearing.

Business and Service Planning Linked to Strategic Goals

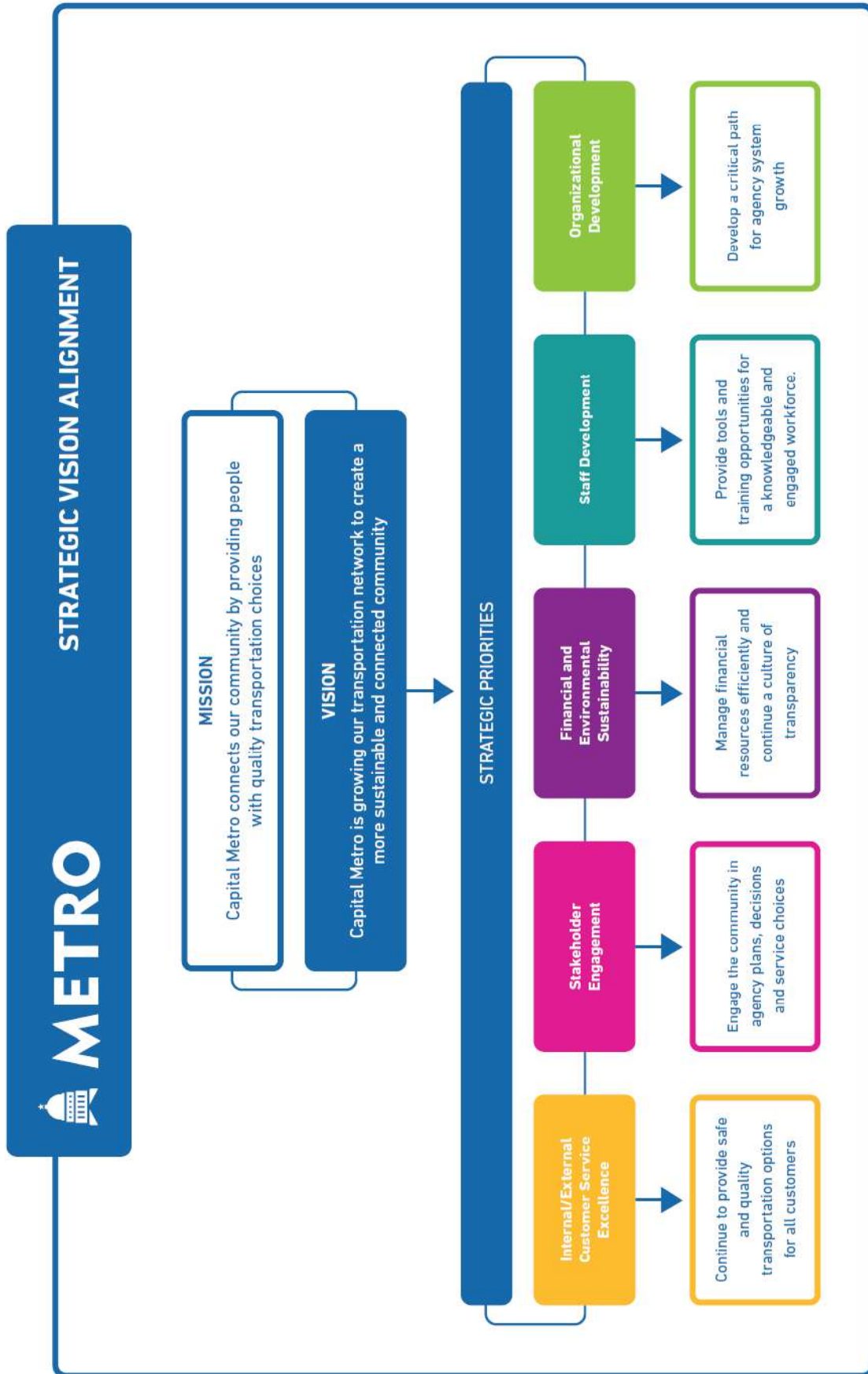
The strategic planning process begins when the board and management meet to review and discuss Capital Metro's long-range vision and organizational mission and goals.

The board and the management team worked together to develop the FY2021-2025 Strategic Plan to focus on five strategic goal areas:

- ◆ Internal/External Customer Service Excellence
- ◆ Stakeholder Engagement
- ◆ Financial and Environmental Sustainability
- ◆ Staff Development
- ◆ Organizational Development

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

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



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

Basis of Budget and Basis of Accounting

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

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

To prepare the budget, Capital Metro uses a zero-based budgeting concept. Each year, expenses must be justified to the President and Chief Executive Officer, the Chief Customer Officer and Chief Operations Officer, the Chief Financial and Risk Officer, the executive team and Budget staff. Revenue projections are developed based on service levels, ridership estimates and the economic outlook. It is Capital Metro's policy to prepare a structurally balanced budget such that estimated ongoing revenue is sufficient to fund ongoing operating expenses and to use the accumulated fund balance prudently for capital investment or one-time needs.

Budget Assumptions

Service Area

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

Sales Tax Rate

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

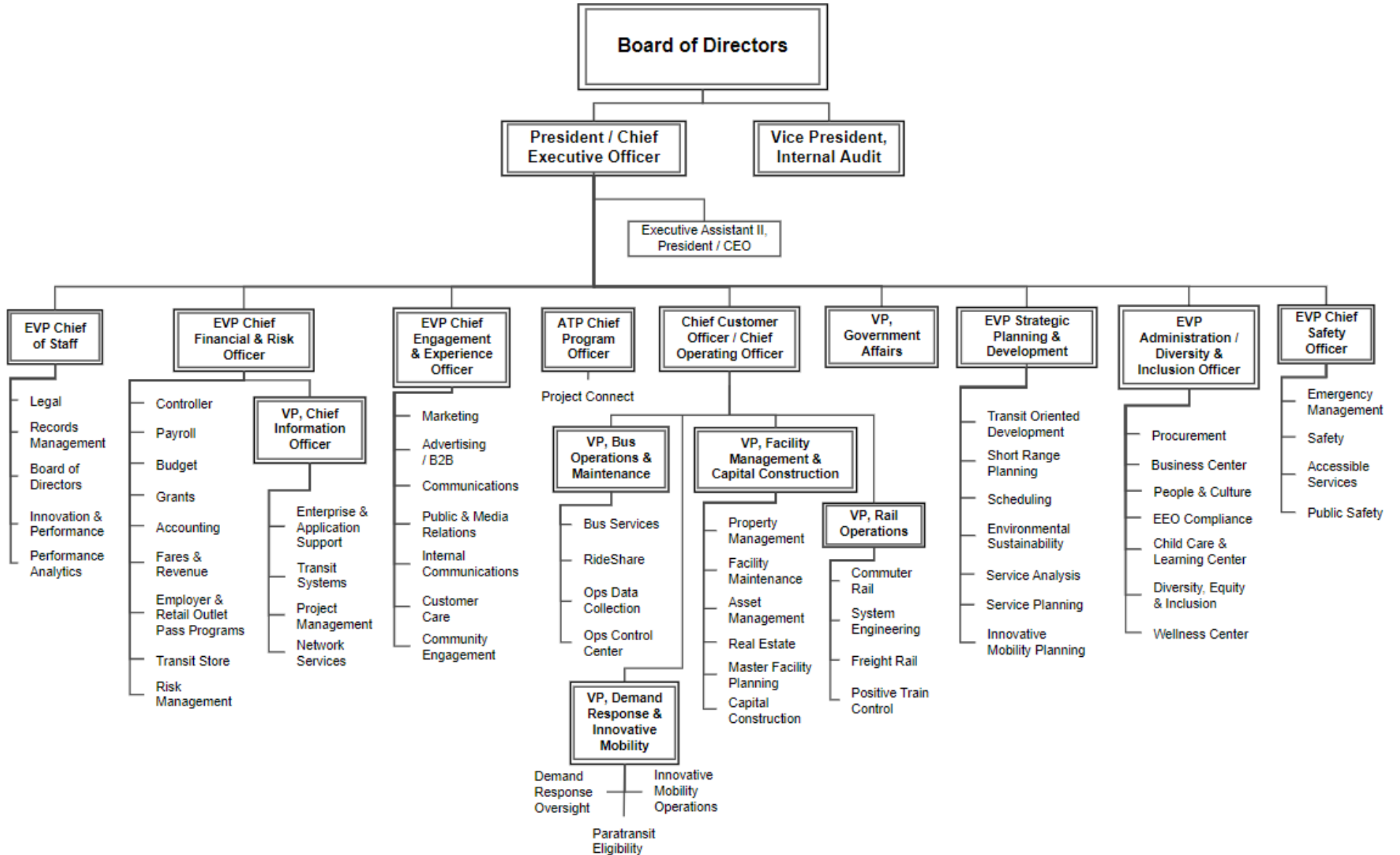
Service Levels

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

Staffing Levels

The Full-Time Equivalent (FTE) Staffing Chart shows the staffing levels by department. Staffing levels will increase by a combined 87.0 FTEs in FY2021 and FY2022 to provide Project Connect support after the referendum in November 2020 and restructure of the Public Safety and Emergency Management department.

Organizational Chart

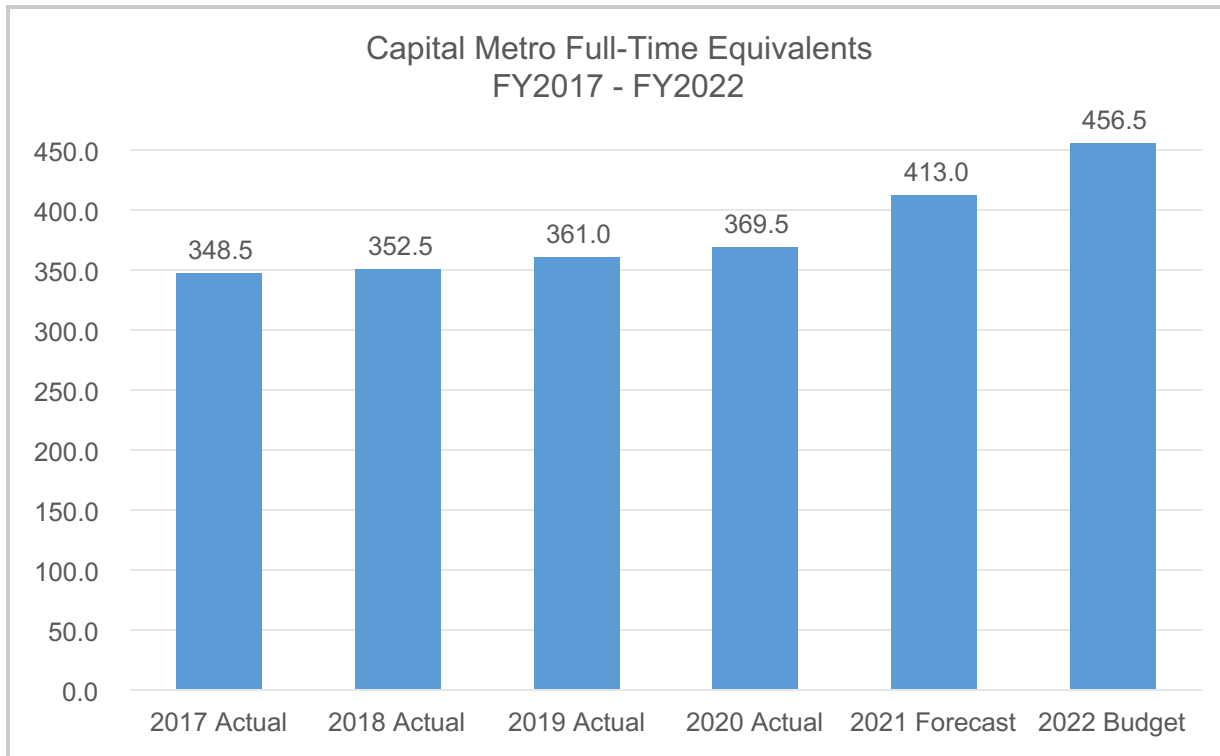


Full-Time Equivalent Staffing Chart

Department	FY2020 Actual	FY2021 Budget	FY2021 Staffing Changes	FY2022 Staffing Changes	FY2022 Approved Budget	Notes
Board of Directors Support	1.0	1.0			1.0	
Business Center	—	—			—	
Capital Projects	12.0	12.0	(1.0)	2.0	13.0	Added new Building Maintenance Project Manager I, Executive Assistant and transferred 1 FTE to Property and Asset Management
Child Care Center	—	—			—	
Community Engagement	5.5	5.5	1.5		7.0	Converted Programming & Sponsorships Manager from contractor position and transferred 0.5 Intern from Marketing and
Customer Care	18.5	18.5			18.5	
Demand Response Oversight	3.5	3.5		1.0	4.5	Added a new Demand Response & Innovative Mobility Program Manager
Diversity, Equity and Inclusion	3.0	3.0	1.0		4.0	Added a new Diversity, Equity & Inclusion Director
Executive Staff	4.0	4.0	—		4.0	Added a new Chief of Staff and transferred 1 FTE to Performance Management and Imagination
Finance	31.0	31.0	2.0	2.0	35.0	Added new Business Systems Analyst II, Risk Management Analyst, Risk Management Director and transferred 1 FTE from Safety, Risk Management and Accessible Services Management
Government Relations	2.5	2.5	1.0		3.5	Added a new Government Affairs Vice President
Information Technology	40.5	40.5	3.0	15.0	58.5	Added 8 new positions and 9 contractor conversions: 2 Application Administrator III, Applications Analyst III, 2 Application Systems Analyst II, Business Intelligence Analyst II, Data Warehouse Architect, Public Safety Technology Project Manager, 2 System Support Specialist, 7 Technology Project Manager II/III and transferred 1 FTE from Performance Management and
Innovative Mobility	1.5	2.5		1.0	3.5	Added a new Metro Bike Program Manager
Internal Audit	3.0	3.0			3.0	
Legal	6.5	6.5			6.5	
Marketing and Communications	18.0	18.0	5.0	(1.0)	22.0	Added new Assistant Web Design Developer, Creative Communication Specialist III, Marketing Analyst, Special Events Coordinator, Strategic Communications Specialist II, transferred 1 FTE from People and Culture, transferred one FTE to ATP, 0.5 Intern to Community Engagement and eliminated 0.5 FTE Web Development Intern
Operations and Maintenance Oversight	29.0	29.0	1.0	5.0	35.0	Added new Enterprise Asset Management Program Manager, Mobile Technologies Technician, Non-Revenue Vehicle Fleet Coordinator, OCC Manager, 2 Quality Assurance Specialists, Quality Assurance Vehicle Maintenance Coordinator and eliminated a Sr. Administrative position
Paratransit Eligibility	11.0	11.0			11.0	
Paratransit Reservations and Control Center	32.0	32.0	5.0		37.0	Added new 2 Demand Response Control Center Service Coordinator, Demand Response Scheduling and Service Planning Coordinator and 2 Paratransit Customer Service Representative I
People and Culture	13.0	13.0	2.0	1.0	16.0	Added new 2 HR Generalist, Org Design Dev Talent Mgt & WP Director, Team Member Relations Program Manager, transferred 1 FTE from Safety, Risk Management and Accessible Services Management, 1 FTE to Marketing and Communications and 1 FTE to the ATP
Performance Management and Imagination	5.0	5.0	—	1.0	6.0	Added a new Data Governance/Data Scientist Manager, transferred 1 FTE to Information Technology and 1 FTE from Executive Staff
Procurement	16.0	16.0	1.0	1.0	18.0	Added new Cost & Pricing Analyst and Contracts Administrator II
Project Connect	5.0	5.0		(5.0)	—	Project Connect staff moved to the ATP

Department	FY2020 Actual	FY2021 Budget	FY2021 Staffing Changes	FY2022 Staffing Changes	FY2022 Approved Budget	Notes
Property and Asset Management	8.0	8.0	(4.0)		4.0	Eliminated Real Estate Property & Asset Management VP, transferred 4 FTEs to Public Facilities and 1 FTE from Capital Projects
Public Facilities	16.0	16.0	5.0	2.0	23.0	Added new Facilities Management Director, Facility Installer I, Public Facilities Maintenance Technician and transferred 4 FTEs from Property and Asset Management
Public Safety and Emergency Management	34.0	33.0	19.0	17.5	69.5	Added new Chief of Police, Chief of Professional Standards, 2 Community Intervention Specialist, Deputy Chief of Police, Deputy Community Intervention Specialist, 0.5 FTE Emergency Management Intern, Emergency Preparedness Program Manager, Public Safety Dispatcher, Public Safety Supervisor, 25 Public Safety Ambassador, 2 Public Safety Ambassador Supervisors
Rail Commuter Operations	10.5	10.5		1.0	11.5	Added a new Manager, Construction Safety
Rail Freight Management	1.0	1.0			1.0	
Real Estate and Facility Planning	4.0	4.0			4.0	
RideShare	1.0	1.0			1.0	
Safety, Risk Management and Accessible Services Management	9.5	9.5	2.0		11.5	Added new Occupational Health & Safety Specialist, Safety Director, Programs Coordinator, Safety Management Systems Program Manager, transferred 1 FTE to Finance and 1 FTE to People and Culture
Strategic Planning and Development	24.0	24.0			24.0	
Wellness and Fitness Center	—	—			—	
Total Capital Metro FTEs	369.5	369.5	43.5	43.5	456.5	

The following chart shows full-time equivalents for Capital Metro from FY2017 to FY2022.



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Financial Policies



Summary of Financial Policies

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

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

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

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

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

Reserves and Contingencies Policy

Capital Metro will maintain the following reserve and budgetary contingency accounts in addition to any cash balances that must be maintained to support current spending requirements. Capital Metro management will report quarterly to the board of directors and annually as part of the budget development and long-range planning processes the reserve and budgetary contingency balances and any significant changes to the balances.

- A statutory operating reserve equal to at least two months of operating expenses. The prior fiscal year’s actual audited operating expenses will be used when calculating the allocation. The statutory operating reserve is to be used at the discretion of the board only if the board considers the expenditure necessary to address circumstances that could not have been planned or anticipated. Expenditures from the reserve should provide temporary financing for emergencies or unforeseen extraordinary needs.
- A capital project reserve equal to at least 10% of the five-year annual average capital expenditure of the adopted Five-Year Capital Improvement Plan, but not less than \$2 million. The capital reserve is to be used at the discretion of the board or the chief executive officer for needed capital costs not already included in Capital Metro’s budget for a given year.

- A budgetary operating contingency account equal to 2% of the prior fiscal year's actual operating expenses, but not less than \$1 million. The operating contingency account is to be used at the discretion of the board or the chief executive officer to provide for unforeseen needs that arise during the year, including new service needs that are identified after the budget process. Transfers to and from the contingency account of \$150,000 or more are to be reported to the board of directors quarterly.
- A self-insurance reserve equal to at least 25% of the prior fiscal year's actual claim payments. The self-insurance reserve is to be used at the discretion of the board only to fund claims not already included in Capital Metro's budget for a given year.
- A budget stabilization reserve ("rainy day fund") equal to one month of annual average operating expenses. The budget stabilization reserve is to be used at the discretion of the board of directors, in times of unexpected revenue shortfall caused by events such as significant economic downturns.
- Additional reserves may be created by the agency to set aside funds for specific future purposes. These reserves are to be used at the discretion of the chief executive officer.

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

Summary of Debt Policy

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

- The board, by resolution, may authorize the issuance of bonds payable solely from revenue.
- Bonds, any portion of which is payable from taxes, may not be issued until authorized by a majority of the votes received in an election ordered and held for that purpose.
- Capital Metro's bonds may be sold at a public or private sale as determined by the board to be more advantageous.
- The board, by resolution, may issue short-term bonds secured from revenue or taxes received if the debt has a term not exceeding 12 months, and the bond is payable with taxes or other revenue received on or after the date of issuance and before the end of the fiscal year following the fiscal year during which the bonds were issued.
- Capital Metro may not issue short-term debt (less than 12 months in duration) or bonds secured by the revenue of the agency 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 terms considered appropriate by the board, (2) be in the form of a lease, a lease with an option or options to purchase, an installment purchase or any other form considered appropriate by the board, including that of an instrument that would be required to be approved by the attorney general, provided that contracts in such form must be approved by the attorney general, (3) be for a term approved by the board and contain an option or options to renew or extend the term and (4) be made payable from a pledge of all or any part of any revenues, funds or taxes available to Capital Metro for its public purposes.
- Subject only to applicable constitutional restrictions, the board may obligate taxes or revenues for the full term of a contract for the payment of the contract. The contract may be for any term not to exceed 25 years.

Lease Financing: Lease obligations may also be considered appropriate for financing capital. Lease financing should be considered when determined to be more beneficial, either economically or from a policy perspective. Factors to be considered and evaluated include the useful life of the capital, the terms and conditions of the lease, market convention and the impact on debt capacity and budget flexibility.

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

Capital Metro is in compliance with its debt policy.

Summary of Fare Policy

Purpose

The purpose of this policy is to establish goals, objectives and guidelines to assist Capital Metro's board and staff in making decisions regarding adjustments to fares. All such decisions will also be made in accordance with Capital Metro's enabling legislation, Texas Transportation Code Section 451, as amended, and FTA fare requirements including 49 Code of Federal Regulations (CFR) section 609 for reduced fares. When considering increasing or restructuring fares, Capital Metro will conduct a comprehensive review of ways to reduce costs and increase ridership and the corresponding effects on farebox recovery, to minimize the effects of fare changes on customers. Capital Metro's fare recovery ratio remained relatively stable at close to 10% over the last four fiscal years prior to FY2020, which declined to 6.5% due to the effect of the COVID-19 pandemic.

Goal

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

Fare Policy Review

Capital Metro will review its fare policy and pricing annually with the expectation that fares may need to be adjusted to keep pace with the increase in the cost of transit operations. Generally, fare changes will become effective in conjunction with service changes in January or August. Recommendations for fare adjustments will be developed in conjunction with the budget process for the following fiscal year. No fare changes are planned during FY2022 due to the COVID-19 economic crisis.

Capital Metro is in compliance with its fare policy.

Current Fare Structure

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

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

Local: MetroBus, High-Frequency routes, UT Shuttle, MetroRapid and Pickup.

Commuter: MetroRail and MetroExpress (Commuter passes are also valid on all Local services).

Reduced Fares are available to qualified riders with a Capital Metro Reduced Fare ID. Seniors 65 and older, Medicare cardholders and people with disabilities may obtain the ID for \$3.00 from the Capital Metro Transit Store and is valid for two years. Active or reserve military with a valid ID also qualify for reduced fares.

Kids 18 and Younger ride free on all Capital Metro services.

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

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

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

Expense Policies

Expenditure Accountability

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

Income Taxes

Capital Metro is a political subdivision of the state of Texas and is not subject to income taxation.

Procurement Policy and Procurement Methods

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

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

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

Capital Metro uses a variety of procurement methods. Selecting the best method is dependent on several factors. One important factor is estimated price. Small purchases expected to cost less than \$50,000 are purchased via Capital Metro's "small purchases" method of procurement. Other infrequently used procurement methods include sole source, emergency procurements and statement of qualifications for statutory professional services that must comply with the Texas Professional Services Act.

Micro Purchases

Purchases less than \$10,000 are micro-purchases and can be completed without securing competitive quotes if the price is fair and reasonable. Procurement staff and employees using purchasing cards for micro-purchases are required to equitably distribute the purchase of like goods and services among qualified suppliers. Micro-purchase procedures may not be used for construction contracts with a value of \$2,000 or more.

Request for Quotes

A request for quotes (RFQ) is used when a good or service is expected to cost between \$10,000 and \$50,000. A brief description of the item is provided to vendors, who submit written quotes to Capital Metro by an established deadline. Whenever possible, Capital Metro distributes an RFQ through PlanetBids, a third-party solicitation distribution website. Vendors can register with PlanetBids and receive a free subscription. Registered vendors will automatically receive notification of Capital Metro solicitations that match their profile.

Large Purchases

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

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

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

For IFBs, Capital Metro awards contracts to the responsive and responsible bidder offering the lowest price. A bid is responsive if it meets all the material requirements of a solicitation. A bidder is responsible if it can demonstrate the capacity and willingness to meet the requirements (e.g., proper equipment, manpower, financial resources and technical expertise). An award is made to the “low bidder” only if the bidder meets both tests of responsiveness and responsibility.

For RFPs, awards are not based on price alone but include additional weighted factors of importance specified in the solicitation. An independent evaluation team reviews the proposals submitted, and the vendor/contractor offering the best value to the Authority is selected.

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

Summary of Revised Financial Policies

Per policy, Capital Metro will establish accounting practices that conform to generally accepted accounting principles as set forth by the authoritative standard-setting body.

An annual audit will be performed by an independent certified public accounting firm and a comprehensive annual financial report shall be issued no later than six months following the end of the fiscal year.

The independent certified accounting firm shall report the results of the annual audit to the board's Finance, Audit and Administration Committee no later than 60 days after the issuance of the comprehensive annual financial report. The chief financial officer shall be responsible for establishing processes to ensure timely resolution of audit recommendations, if applicable.

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

Investments shall be made prudently in conformance with Capital Metro's Investment Policy and state statute.

All grants and other federal and state funds shall be managed to comply with the laws, regulations and guidance of the grantor.

A five-year financial forecast shall be prepared annually projecting revenue and expenditures. The forecast shall be used as a planning tool in developing the following year's budget and five-year capital improvement plan.

A financial forecast that spans a longer planning horizon shall be prepared at least every five years, or more frequently if dictated by changing conditions or priorities. The long-range financial forecast shall be developed in conjunction with Capital Metro's comprehensive service plan development to evaluate whether estimated funding sources are sufficient to address service priorities over the planning period.

The board shall adopt a budget for the coming fiscal year as required by Section 451.102 of the Code, and a five-year capital improvement plan as required by Section 451.135, no later than its September board meeting. As required by statute, the proposed budget will be made available for public review at least 14 days prior to the board meeting.

Budget accountability rests primarily with individual departments. Department directors and the Finance department shall review budget variances on a monthly basis. Significant budget variances will be further

evaluated by the Finance department, the respective department director and business unit vice president to determine whether remedial action is required. If remedial action is required, the Finance department will make recommendations to the CEO and Chief Customer Officer & Chief Operating Officer to address the variance.

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

3

Financial and Service Summary



Fund Balance, Reserves and Contingency Requirements

Sound governmental financial practices require the accumulation and maintenance of funds to help stabilize the budget when needed or to accumulate funds for future spending requirements. An entity's accumulated fund balance provides funds that may be needed to address shortfalls that can occur periodically, such as temporary cash flow shortages, emergencies, global pandemics or other unforeseen events. These balances also help provide funding for long-term capital needs. Through years of responsible budgeting and prudent fiscal management, Capital Metro is in a strong financial position with fully-funded reserves. These reserves will provide financial resiliency and the funding needed to deliver transit services to the community and ensure that a stable financial position is maintained coming out of the recent economic crisis. In FY2021, Capital Metro completed a comprehensive assessment of its transit assets and developed a long-range financial forecast that includes a funding framework for the systematic replacement of assets.

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

In FY2022, Capital Metro's budget has met the operating reserve requirements set forth by the Texas Legislature. The statutory operating reserve account is fully funded at \$43 million based on the FY2020 Comprehensive Annual Financial Report and is expected to increase to approximately \$53.1 million in FY2022 as depicted in the table that follows. Capital Metro established the statutory operating reserve account in advance of the September 1, 2016 deadline set by the Legislature. The reserve amount will be adjusted annually when audited financial information becomes available. In addition to the statutory operating reserve, the board approved an operating contingency account to be funded at a minimum of \$1 million each year.

Capital Metro set aside funding to help provide for critical needs including a capital expansion fund of \$60 million between FY2018 and FY2021 that was transferred to a new local government corporation (LGC) named the Austin Transit Partnership (ATP) to be used for implementation of the Project Connect System Plan. Capital Metro has also budgeted an additional \$23.4 million to contribute to the ATP for the Project Connect System Plan in FY2022.

While sales tax receipts were increasing, Capital Metro began funding a budget stabilization reserve in FY2016. This reserve was approved by the board in 2010 and was established to set aside excess revenue for use in times of unexpected revenue shortfall caused by emergencies or economic downturns. The reserve was fully funded at the targeted one month of annual average operating expenses in FY2018. In FY2022, the budget stabilization reserve is expected to increase to approximately \$26.6 million. Projections are depicted in the table that follows. A new sustainability capital fund of \$10 million was created in FY2022 for the purpose of supporting the new Capital Metro Sustainability Vision Plan and future projects that are developed from the plan. The agency will also begin a new Green Line Phase II Manor Capital Reserve of \$800 thousand dollars as Capital Metro looks forward to implementing this project. The budget also includes a self-insurance reserve at \$1.3 million and a reserve of \$2.9 million to fund estimated commitments beyond FY2022 under interlocal agreements with the city of Austin for mobility programs. The operating budget includes \$1.1 million in appropriations for potential billings from the city in FY2022.

FY2022 Projected Ending Fund Balance:

Projected Beginning Balance	\$294,720,746
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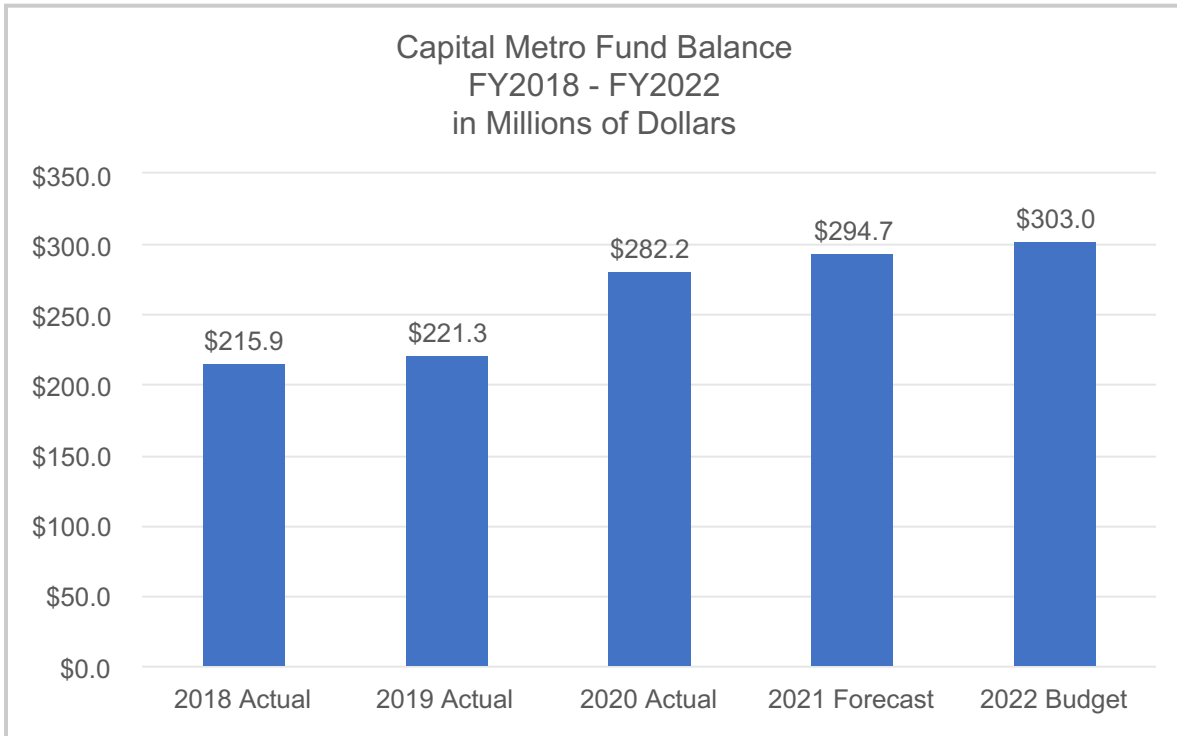
FY2022 Projected Activity:

+ Revenue	658,159,995
- Operating Expenses	318,607,750
- Interlocal Agreements	4,053,691
- Contribution to Austin Transit Partnership	23,365,670
- Capital Projects	303,836,278
= Projected Ending Balance	\$303,017,352

Breakdown of Ending Balance:

Statutory Operating Reserve Requirement	53,101,291
Budget Stabilization Reserve	26,550,645
Sustainability Capital Fund	10,000,000
Green Line Phase II Manor Capital Reserve	800,000
Self-Insurance Reserve	1,314,600
City of Austin Mobility Programs	2,883,602
Funding for 5-Year Capital Improvement Plan	208,367,214
= Projected Ending Balance	\$303,017,352

The following chart depicts the history and a projection of ending fund balance for five fiscal years. An increase in fund balance is projected in FY2022 due to the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and the American Rescue Plan Act (ARP) stimulus funding estimated to be received.



Revenue by Category

The following schedule summarizes FY2022 revenue projections by category and shows the increase or decrease compared to the FY2021 Budget. The schedule also depicts FY2020 actual revenue, as well as FY2021 forecast revenue. Sales tax revenue represents the primary source of revenue for Capital Metro, contributing approximately 45.2% of the total revenue budget.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
Sales Tax	\$262,434,630	\$251,667,165	\$283,712,572	\$297,330,773	\$45,663,608	18.1%
Passenger Revenue	14,716,925	15,016,404	12,926,484	18,147,285	3,130,881	20.8%
Freight Railroad Revenue	6,486,192	5,567,378	5,947,993	6,492,814	925,436	16.6%
Miscellaneous Revenue	10,210,654	5,613,584	6,535,005	6,553,816	940,232	16.7%
Operating Contributions and Grants	117,090,152	43,154,000	75,726,782	172,283,309	129,129,309	299.2%
Capital Grants - Federal	10,613,934	9,083,354	10,171,248	43,503,914	34,420,560	378.9%
Capital Grants - State	10,784,511	—	5,241,477	2,045,419	2,045,419	N/A
Other Capital Contributions	—	1,723,800	375,000	111,802,665	110,078,865	6385.8%
Total Revenue	\$432,336,997	\$331,825,685	\$400,636,561	\$658,159,995	\$326,334,310	98.3%

Factors Affecting Revenue

Sales Tax Revenue

Sales tax represents the largest component of Capital Metro's total revenue. Sales tax revenue can fluctuate significantly from year to year since collections are directly related to economic conditions. For FY2022, sales tax revenue is budgeted at \$297.3 million, or 18.1%, above the amount budgeted in FY2021 due to the reopening after COVID-19 vaccine availability in the Austin region. FY2021 forecasted sales tax collections are \$283.7 million, or 12.7%, more than originally budgeted due to favorable sales tax trends beginning in March 2021.

Sales tax is levied on the sale, lease or rental of all taxable goods and services within the Capital Metro service area. Certain foods and drugs as well as governmental purchases are exempted from sales tax. For FY2022, sales tax revenue is budgeted at 4.8% growth above the FY2021 forecast. This is in line with the growth assumption used by the city of Austin to estimate municipal sales tax revenue.

Passenger Revenue

No fare increase is planned for FY2022. In total, \$18.1 million is projected in passenger revenue with a gradual increase of ridership projected. Revenue collected in the farebox is estimated at \$3.4 million, and \$6 million is projected from the sale of passes for bus, rail and paratransit services.

Included in the passenger revenue category are payments from the University of Texas (UT) for shuttle services for their students, faculty and staff. Service hours are expected to return to pre-COVID-19 levels for UT service in FY2022 with revenue estimated at \$6.9 million.

Revenue from MetroRideShare, Capital Metro's vanpool service, is expected to increase in FY2022 from the effect of the COVID-19 pandemic in FY2020 and FY2021. Total revenue is estimated at \$1.2 million, Capital Metro projects 234 vanpools by the end of FY2022 and currently has 95 vanpools in service.

Freight Rail Revenue

In June 2015, the board approved a contract with Watco Companies, LLC, for freight operations and maintenance services on Capital Metro's railroad. The contract provides for a base period of 20 years with six five-year options and Watco assumed complete operation of the assigned services on October 1, 2015. The contract includes a revenue-sharing component, under which Capital Metro will receive 16.5% of gross revenue each year. In FY2022, Capital Metro's share of gross revenue is expected to be \$5.1 million based on estimated shipping activity. In addition to projected revenue, maintenance costs previously budgeted directly by Capital Metro have shifted to the operator. As the owner of the railroad, Capital Metro will continue to be responsible for certain capital investments, such as its bridge replacement program.

In January 2005, the United States Congress enacted the Railroad Track Maintenance Tax Credit—section 45G of the U.S. Tax Code. The 45G tax credit is a federal income tax credit for track maintenance conducted by short lines and regional railroads in the United States. The credit is equal to 50% of qualified track maintenance expenditures and other qualifying railroad infrastructure projects. Congress approved an extension of the tax credit that covers 2020, 2021 and 2022. The annual estimate is approximately \$544,000.

The remainder of the freight rail revenue is approximately \$802,000 and is related to licenses and fees associated with the use of Capital Metro's railroad right-of-way.

Miscellaneous Revenue

Revenue in this category includes \$2.2 million of lease income, \$750,000 in interest earnings, \$1.5 million in purchased transportation agreement revenue, \$1.1 million projected in advertising revenue on Capital Metro buses, \$677,000 from fees generated at the Child Care Center and \$250,000 in charter services for special events. Other projected revenue sources include Wellness Center fees, photographic identification and shipping and handling fees.

Operating Contributions from Grants

Grants provided to Capital Metro through the Federal Transit Administration's (FTA) Urbanized Area Formula Program (Section 5307) are the second-largest component of Capital Metro's total revenue applied to operations. For public transit agencies that operate in urban areas with a population greater than 1 million, the use of Section 5307 grants for operations is restricted to specific categories of expenses, mostly related to capital consumed for service or maintenance, special services required by the Americans with Disabilities Act (ADA), and mobility management. Capital Metro usually applies all its Section 5307 funds toward expenses related to capital consumed by the private service providers that operate Capital Metro's public transit services.

From FY2015 until FY2019, FTA grant funds accounted for 7 to 13% of Capital Metro revenues applied to operations. The appearance of COVID-19 in the United States in the spring of 2020 and the initial lockdown of economic activity significantly impacted the finances and ridership of public transit agencies throughout the country. The federal response to the COVID-19 outbreak and its impact on the economy was to enact a series of supplemental appropriations and relief measures. Supplemental federal funding to assist transit systems to prevent, prepare for and respond to the pandemic was included in the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and the American Rescue Plan Act (ARP). These laws designated the funds as being for an emergency requirement eliminated local match requirements and allowed all recipients, regardless of size or urbanized area population, to use the funding for all eligible public transit operating activities. During FY2020 Capital Metro received \$102 million in CARES Act funding and used it to continue operating transit service. This increased the operating contributions from grants to 30% in FY2020. In FY2021, Capital Metro used Section 5307 funds carried over from FY2020, funds apportioned in FY2021, and is projecting a portion of the supplemental funding provided through CRRSAA for general public transit operating activities. Funding from several smaller grants was also

applied to specialized activities including mobility management, transit-oriented development planning and services designed and planned to meet the special needs of seniors and individuals with disabilities.

For FY2022, Capital Metro is projecting \$42 million in Section 5307 funds, which includes \$8.3 million of FY2021 carryover funds, that will be appropriated for capital cost of contracting. It will also apply any remaining balances of supplemental funding to eligible public transit operating activities. Other operating expenses that will be reimbursed by federal grants during FY2022 include approximately \$140,000 for expenses related to the Office of Mobility Management for short-range planning and coordination activities with other public transportation providers and human service agencies.

Capital Grants

Capital Metro receives grant funding through a variety of grant programs for various capital projects. These projects include purchasing new buses, amenities for bus stops, rail infrastructure improvements and technology. Some of the federal grant funds are apportioned to Capital Metro annually by the FTA under a prescribed formula. The Grants for Buses and Bus Facilities Formula Program (Section 5339(a)) is one example. Capital Metro programs its annual Section 5339(a) funds to replace buses that have exceeded their minimum useful life. The State of Good Repair Program (Section 5337) is another formula grant Capital Metro receives annually. It programs the funds for rail maintenance and rehabilitation projects to maintain a state of good repair.

Other grants have been awarded to Capital Metro for specific capital projects at the discretion of the funding agency instead of by formula. Discretionary grants will provide revenue for various projects in FY2022. Existing capital projects funded by discretionary grants awarded through both federal and state agencies include replacement of diesel buses with zero-emission battery-electric buses, completion of the implementation of positive train control and replacement of a rail bridge in the East Subdivision. In addition, Capital Metro is anticipating FTA Small Starts funding for the development of the Expo and Pleasant Valley MetroRapid Lines, which are project components of the Project Connect program.

Capital Metro continues to pursue other grant opportunities to maximize transit benefits available to the region. Because many of these grant programs are highly competitive, capital grant projections only reflect grants for projects that have already been awarded or for project selections that have been announced.

Other Capital Contributions

Other capital contributions include \$111.1 million from the Austin Transit Partnership for reimbursement of Capital Metro Project Connect contracted projects, \$200,000 in reimbursement funding from Austin FC for the McKalla Red Line Station, \$255,000 in reimbursement funding from TxDOT for crossing improvements along the commuter rail corridor and \$280,000 from Austin FC, for MetroRapid Stations at the new soccer stadium at McKalla Place.

Types of Grants

Most of Capital Metro's grants are provided through programs authorized in legislation and administered by the Federal Transit Administration (FTA), one of 10 modal administrations within the U.S. Department of Transportation. The FTA's most recent authorizing legislation is the Fixing America's Surface Transportation (FAST) Act (Pub. L. 114-94), signed into law on December 4, 2015.

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

The Urbanized Area Formula Program (Section 5307) provides annual grants to urbanized areas (UZA) for public transportation capital, planning, job access and reverse commute projects. These funds constitute a core investment in the enhancement and revitalization of public transportation systems in the nation's urbanized areas, which depend on public transportation to improve mobility and reduce congestion. This grant funding is apportioned to recipients using factors that are specified in the law. Capital Metro was apportioned approximately \$33.7 million in Section 5307 grant funds for FY2021. The same amount has been budgeted for FY2022. In most years, these funds account for 99% of the federal grant funds applied to operating expenses, specifically the capital consumed by public transit services acquired through third-party service providers.

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

The Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310) program is intended to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit-dependent populations. Since it became a designated recipient in 2014, Capital Metro has been responsible for administering Section 5310 funds apportioned to the Austin UZA. Capital Metro has established a competitive project selection process to award grants to sub-recipients. Although most Section 5310 projects are carried out by local nonprofit agencies, Capital Metro allocates a portion of the funds for its own activities including mobility management and for operating assistance for specific transit services.

- **State of Good Repair Grants Program (Section 5337)**

The State of Good Repair Grants Program (Section 5337) provides capital assistance for maintenance, replacement and rehabilitation projects of high-intensity fixed guideway and bus systems to help transit agencies maintain assets in a state of good repair. This grant funding is apportioned annually to states and urbanized areas with fixed guideways and high-intensity motorbus systems in service for at least seven years. In FY2021, Capital Metro was apportioned \$3 million and has budgeted a similar amount for FY2022. The funds will be used for activities that maintain the MetroRail in a state of good repair.

- **Bus and Bus Facilities Formula and Discretionary Grants (Section 5339)**

The Bus and Bus Facilities Formula (Section 5339(a)) program provides funding to replace, rehabilitate and purchase buses, related equipment, and bus-related facilities. This grant funding is apportioned annually to states and urbanized areas using factors that are specified in the law. Capital Metro was apportioned approximately \$2.7 million in Section 5339(a) grant funds for FY2021 and has budgeted a similar amount for FY2022. These funds will be used to acquire new buses to replace vehicles that have exceeded their useful lives in terms of years and/or miles of service.

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

Section 5339(c) grants are awarded for the purchase or lease of zero-emission and low-emission transit buses as well as acquisition, construction, and leasing of required supporting facilities. Under this program, Capital Metro was awarded \$2.3 million in FY2019 and \$2.26 million in FY2020 to replace diesel buses with battery-electric buses and evaluate the performance and interoperability of various technology providers and platforms.

- **Capital Investment Grant Program (CIG)**

The Capital Investment Grant (CIG) Program is a discretionary funding program for the construction of new fixed-guideway public transportation systems and the expansion of existing systems. Eligible projects include transit rail, including subway/elevated rail (heavy rail), light rail and commuter rail, as well as bus rapid transit (BRT) and ferries. There are four categories of eligible projects under the CIG program: New Starts, Small Starts, Core Capacity, and Programs of Interrelated Projects. Small Starts projects are new fixed guideway projects, extensions to existing fixed guideway systems, or corridor-based bus rapid transit projects with a total estimated capital cost of less than \$300 million and that are seeking less than \$100 million in Section 5309 CIG program funds. Federal transit law requires transit agencies seeking CIG funding to complete a series of steps over several years. The law requires projects to be rated by FTA at various points in the process according to statutory criteria evaluating project justification and local financial commitment. Project sponsors must successfully complete each step and receive a minimum evaluation rating before FTA commits federal funds for the projects. Capital Metro is pursuing CIG funding to implement several projects associated with the Project Connect System Plan. Toward the end of FY2020, FTA granted entry to three Capital Metro projects into the Project Development phase, the first step in the CIG Small Starts program. The three projects are included in the list of current capital investment grant projects displayed on FTA's webpage.

- **Other Grants**

A series of supplemental appropriations and relief measures have been passed since March 2020 to assist transit systems to prevent, prepare for, and respond to the coronavirus pandemic. These include the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and the American Rescue Plan Act (ARP). A total of \$296,351,831 has been allocated to Capital Metro through these three programs. The funds have been used to continue operating transit service during the public health emergency and offset the lasting economic impact of the COVID-19 pandemic.

Capital Metro monitors and pursues other FTA grant opportunities to maximize transit benefits available to the region. Recent efforts have resulted in great success. For example, during FY2019 Capital Metro was awarded \$600,000 for planning activities for the Green Line corridor through the FTA's Pilot Program for Transit-Oriented Development (TOD) Planning grant program. The following year Capital Metro was awarded \$1 million through the same program to conduct a planning study for the North Lamar/Guadalupe/Riverside corridor. The 12-mile corridor includes 13 proposed transit stations for future light rail services.

Grants from other federal programs have also been awarded to Capital Metro in recent years. In 2018, CAMPO awarded \$71,208 in Surface Transportation Block Grant funds to expand the MetroRideShare program. Capital Metro was awarded four grants totaling \$24.4 million from the FRA and FTA for deployment of its positive train control (PTC) system as part of a federal mandate. Also, the Federal Emergency Management Agency (FEMA) awarded \$80,000 to Capital Metro under its Transit Security Grant Program for security training.

In recent years, state grants have also been an important source of funds. The Texas Commission on Environmental Quality (TCEQ) has awarded more than \$11.1 million to Capital Metro through various grant programs including the Emissions Reduction Incentive Grant (ERIG), Texas Clean Fleet Program (TCFP) and the Alternative Fueling Facility Program (AFFP). These TCEQ funds have provided financial assistance for replacing old buses with new buses to reduce pollution emissions.

Operating Expenses by Category

The following schedule summarizes FY2022 operating expenses projections by category and shows the increase or decrease compared to the FY2021 Budget. The schedule also depicts FY2020 actual expenses, as well as FY2021 forecast expenses. Purchased transportation services represent approximately 56.7% of the total operating budget.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
Labor and Benefits	\$46,897,541	\$49,557,022	\$46,728,170	\$58,002,289	\$8,445,267	17.0%
Professional Services	27,891,135	29,894,314	30,574,356	42,284,214	12,389,900	41.4%
Material and Supplies	1,567,832	2,062,838	1,732,621	2,505,246	442,408	21.4%
Fluids	12,550,862	12,218,056	11,062,861	12,190,081	(27,975)	(0.2%)
Utilities	3,131,335	3,355,736	2,720,460	3,914,396	558,660	16.6%
Insurance	386,174	874,991	853,906	844,991	(30,000)	(3.4%)
Purchased Transportation	165,234,291	168,660,655	158,511,095	183,097,245	14,436,590	8.6%
Other	4,257,212	8,296,517	4,206,315	9,009,435	712,918	8.6%
Interest Expense	—	—	—	—	—	N/A
Lease and Rent	3,097,997	3,252,583	3,652,720	6,759,853	3,507,270	107.8%
Interlocal Agreements	8,154,542	5,959,948	6,318,249	4,053,691	(1,906,257)	(32.0%)
Total Operating Expenses, including Interlocal Agreements	\$273,168,920	\$284,132,660	\$266,360,754	\$322,661,441	\$38,528,781	13.6%

Factors Affecting Operating Expenses

Labor and Benefits

FY2022 labor and benefits increases by \$8.4 million or 17.0% and includes a net increase of 43.5 full-time positions during FY2021 and 43.5 additional new positions during FY2022, primarily due to the restructuring of the Public Safety and Emergency Management department, additional Marketing & Communications and Paratransit Reservations & Control Center resources, as well as additions and contractor conversions in the Information Technology department. The budget also includes funding for performance-based salary increases for Capital Metro employees, estimated at an average increase of 3%.

Funding for healthcare claims is projected based on current claims utilization, national medical trends and increases in eligible participants. Capital Metro's overall benefits expense remains flat in FY2022 from FY2021 with health care costs rising due to additional staff offset by lower bargain pension expense from favorable actuarial projections for FY2022. Capital Metro offers premium and cash incentives to help manage these costs by encouraging employees and spouses to complete health risk assessments and biometric testing. The goal is to help participants identify any potential health issues proactively. The medical plan network discounts through United Healthcare (UHC) were 60% with local providers, which also contributes to controlling costs. In addition to these discounts, UHC offers wellness, health education and disease management programs for participants. Capital Metro also has an on-site wellness and fitness program. Estimated employer cost related to the pension plans for FY2022 is included in this category as well.

Professional Services

External services are needed for various operational and planning purposes in FY2022. Examples of these services include various planning studies, software maintenance contracts, non-capital vehicle configuration updates, uniform rebranding, janitorial and landscaping services and building maintenance. In FY2022, budgeted costs will increase by approximately \$12.4 million compared to the FY2021 Budget. This is primarily due to an increase in software maintenance contract expense and non-capital vehicle configuration upgrades and additions.

Fluids

The budget for fluids consists primarily of funding for diesel fuel, but also includes gasoline and is estimated to decrease by approximately \$33,000 from the prior year due to favorable pricing. Both diesel fuel and unleaded gasoline costs are projected at an average of \$1.90 per gallon for FY2022, which includes taxes. Over 86% of the FY2022 projected diesel consumption is secured through a fuel hedging program. During FY2021, Capital Metro incurred average fuel prices closer to \$2.10 per gallon for diesel, including taxes and net of its diesel hedging program.

Purchased Transportation

Purchased transportation costs are expected to increase by approximately \$14.4 million. The increase is for a variety of contracted services and is primarily due to contractual price increases and additional service hours programmed in the FY2022 Budget. An increase of \$7.4 million is projected for bus services due to a contractual rate increase of 5% and approximately 39,000 additional total hours. Commuter Rail increases by \$6 million, driven by a \$4.7m increase in overhaul expense for six railcars and a 3.8% contractual rate increase.

Other Operating Expense

The FY2022 Budget will increase by approximately \$713,000 in other operating expenses. This is due to an additional \$214,000 of advertising media primarily for a marketing campaign for return of customers from the COVID-19 pandemic and \$261,000 additional computer hardware expense. This category includes \$5 million in operating expense contingency.

Lease and Rent

The FY2022 Budget includes an additional \$3.5 million in lease and rent expenses. This includes an additional \$2.3 million for new leased administrative office space and an additional \$374,000 for Innovative Mobility leased vehicles for expanded Pickup service.

Interlocal Agreements

Capital Metro entered into an interlocal agreement with the city of Austin, which was amended in April 2010, to pay the city its pro-rata share of 25% of Capital Metro's one-cent sales tax from 2001 to 2004 in consideration for the city to carry out transportation mobility projects approved by Capital Metro. The amount is payable annually based on eligible expenditures incurred during the previous fiscal year. The Austin City Council approved a new allocation for the funding that remains under this interlocal agreement and plans to begin moving forward with a revised list of priority projects. Accordingly, costs in FY2022 are expected to be lower compared to FY2021, and \$1.1 million is budgeted for this mobility program compared to \$3.5 million in the FY2021 Budget. The city of Austin amended the agreement in August 2018 to allow Capital Metro to utilize \$6 million of the remaining fund balance for preliminary engineering of Project Connect. Capital Metro has also set aside estimated funding in a separate reserve account so that funds will be available beyond FY2022 as the city continues to work on these project priorities. In addition, this category includes funding for the Build Central Texas Program for transportation projects in suburban communities that are supportive of transit in an annual amount of \$334,000.



Budget Summary

The table below summarizes Capital Metro's structurally balanced budget for FY2022 and includes projected funding and expenses.

Budget Summary	
Funding	FY2022
Sales Tax	\$297,330,773
Passenger Revenue	18,147,285
Freight Railroad Revenue	6,492,814
Miscellaneous Revenue	6,553,816
Operating Contributions and Grants	172,283,309
Capital Grants - Federal	43,503,914
Capital Grants - State	2,045,419
Other Capital Contributions	111,802,665
Total Funding	\$658,159,995
Expenses	FY2022
Operating Expenses	\$318,607,750
Interlocal Agreements	4,053,691
Capital Project Expense	303,836,278
Austin Transit Partnership Contribution	23,365,670
Funding for 5-Year Capital Improvement Plan	8,296,606
Total Expenses	\$658,159,995

Debt Amortization

Capital Metro paid off all outstanding debt in FY2018, and no borrowing is projected in the FY2022 Budget. As part of the planning effort for Project Connect funding sources, Capital Metro obtained a credit rating in FY2019. S&P Global Ratings (“S&P”), a leading national rating agency, has assigned an issuer credit rating of AA- to Capital Metro with a stable outlook. In its report published January 28, 2019, S&P cited Capital Metro’s “very strong management and governance” bolstered by “prudent financial policies,” “very strong liquidity position” and “extremely strong economic fundamentals” due to service area “population and employment growth” as key factors underpinning the strong credit rating.

In April 2020, S&P Global Ratings affirmed its AA- issuer credit rating on Capital Metro with a negative outlook. In its report published April 29, 2020, S&P cited Capital Metro "management's flexibility to adjust capital spending and operating expenses", "\$147 million in unrestricted reserves as of March 2020, equal to 218 days' cash on hand, that we expect will be bolstered by an additional \$102 million in federal stimulus aid received from the CARES ACT" and "no debt outstanding" as key factors for affirming its rating. S&P's negative outlook reflected an opinion that "the sudden drop in activity levels and sales tax revenues due to the COVID-19 pandemic will strain Cap Metro's financial matrix over the next few months, followed by a potentially slow recovery as measures to control the outbreak become more effective and widespread, allowing for gradual improvements in overall mobility and consumer spending. In addition, a prolonged recession following the pandemic could also strain Cap Metro's financial metrics over the longer term, depending on the severity of the recession."

In April 2021, S&P Global Ratings raised its issuer credit rating on Capital Metro to AA from AA- with a stable outlook. In its report published April 1, 2021, S&P cited "the upgrade reflects our opinion of Cap Metro's strong enterprise and financial risk profiles, as well as its significant tax support." and "the stable outlook reflects no current debt outstanding and our expectation for financial metrics to be maintained at levels consistent with the current rating" as key factors for the upgrade in its rating.

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

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

Service Overview

MetroBus

MetroBus fixed-route service is the mainline service of Capital Metro's transit system. Capital Metro operates 63 MetroBus routes, including local and cross-town routes. The transit authority operates approximately 13.1 million total bus miles over its fixed-route system. The fleet of buses provided riders with an average of 48,700 weekday boardings in FY2020, a significant reduction due to the COVID-19 pandemic. Capital Metro's 350 buses operate seven days a week, providing service to more than 1.3 million residents of the service area.

MetroExpress

MetroExpress service is a limited-stop commuter service to and from the University of Texas, Capitol complex, downtown and Park & Rides. There are six routes that service North and Northwest Austin as well as the cities of Leander and Manor. Average weekday boardings were 1,604 in FY2020, a significant reduction due to the COVID-19 pandemic.

MetroRapid

MetroRapid is a fixed-route service that runs along North Lamar/South Congress (Route 801) and Burnet/South Lamar (Route 803) and offers faster, more convenient service for the community. Some of the features include frequent service, limited stops, boarding from all doors, unique and upgraded stops with real-time arrival information and vehicles equipped with signal priority technology. The fleet of 55 buses carried 3.7 million riders in its sixth year of operation. Average weekday boardings were 11,062 in FY2020, a significant reduction in riders due to the COVID-19 pandemic.

MetroRail

The MetroRail Red Line runs on 32 miles of tracks between downtown Austin and Leander. The Red Line provides convenient service for suburban and Central Austin residents. Service is typically provided six days per week with increased service levels for special events. Average weekday boardings were 1,441 in FY2020, a significant reduction in riders due to the COVID-19 pandemic.

Pickup

Pickup by Capital Metro is an on-demand transit service, introduced in June 2019, that operates in several neighborhood zones in the Greater Austin Metro Area. This service takes multiple riders heading in the same direction and schedules them into a shared vehicle. There is no set route for the service, customers can be picked up and transported anywhere within a zone, and all vehicles are wheelchair accessible. Average weekday boardings were 293 in FY2020, an increase as several additional zones came online.

University of Texas Shuttle

Student shuttle service is provided in partnership with the University of Texas. There are 10 routes that provide connections between housing and the downtown campus. Routes move students between the greater UT campus area and areas with high-density student populations. In FY2020, Capital Metro operated more than 640,000 total bus miles over the UT Shuttle system, approximately 60% of normal levels due to the COVID-19 pandemic as UT Shuttle was offline for part of the year.

MetroRideShare Program

The MetroRideShare program provides eligible groups of 5-12 people with a month-to-month lease agreement of a passenger van that includes insurance, maintenance, 24-hour roadside assistance, administrative support and fuel purchasing program. The cost of a MetroRideShare vanpool varies and is based on van selection, commute distance and number of riders sharing the monthly fare, plus fuel and tolls. Average weekday boardings were 1,590 in FY2020, a significant reduction due to the COVID-19 pandemic.

MetroAccess

The MetroAccess paratransit program is for people who have a disability or medical condition that limits or prevents them from independently using accessible bus service some or all of the time as defined in the Americans with Disabilities Act. People certified by Capital Metro under this program may ride MetroAccess within three-quarters of a mile of Capital Metro's non-commuter fixed-route bus service on the same days and during the same hours as the fixed-route service in their area. Average weekday boardings were 1,563 in FY2020.

Suburban Service

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

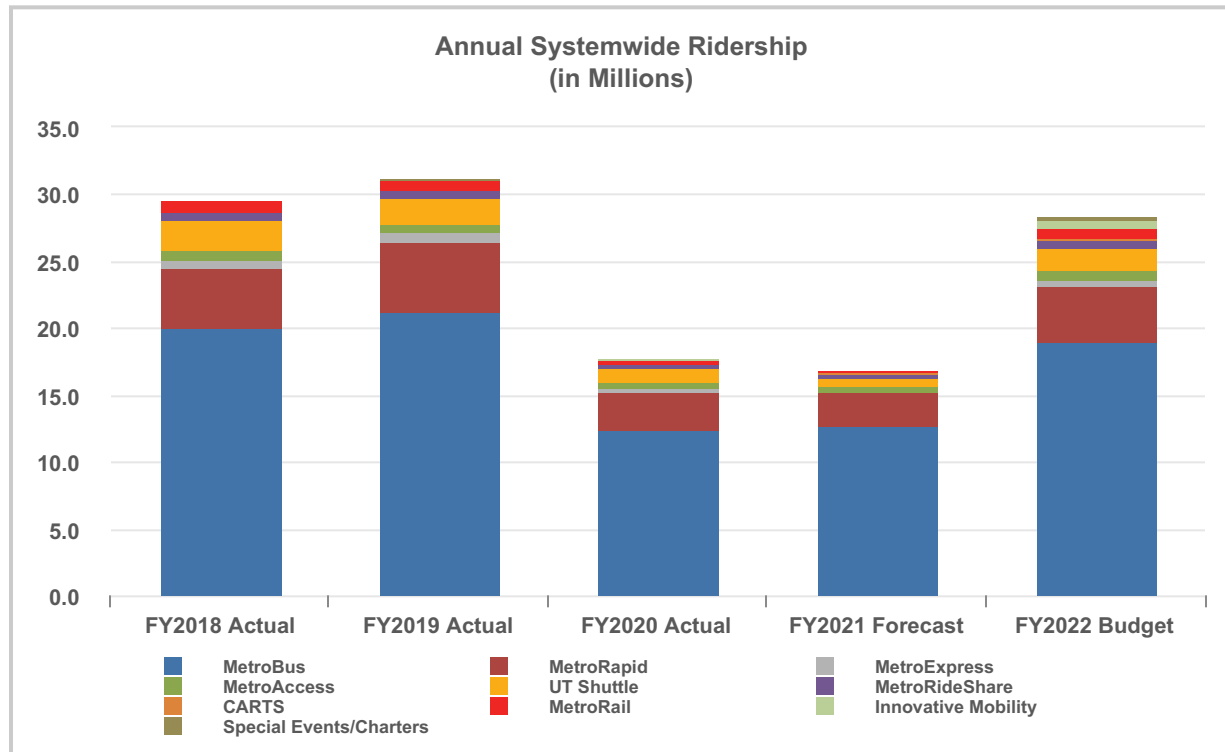
Ridership

The table below reflects ridership by mode of service.

Mode of Service	FY2020 Actual	FY2021 Budget	FY2021 Forecast *	FY2022 Budget	Var FY2022 vs. FY2021	Var % FY2022 vs. FY2021
MetroBus(1)	12,343,286	17,742,807	12,705,015	18,979,926	1,237,119	7.0%
MetroRapid(1)	2,875,021	4,505,550	2,512,939	4,260,925	(244,625)	(5.4%)
MetroExpress(2)	393,156	269,919	30,225	402,812	132,893	49.2%
MetroAccess(1)	370,393	596,718	520,383	698,039	101,321	17.0%
UT Shuttle(3)	1,028,068	645,413	485,136	1,739,800	1,094,387	169.6%
MetroRideShare(1)	341,961	470,800	395,533	559,974	89,174	18.9%
Capital Area Rural Transportation System (CARTS)(3)	22,415	33,036	18,103	30,120	(2,916)	(8.8%)
Capital Area Rural Transportation System (CARTS) - Express	12,459	24,729	5,385	48,393	23,664	95.7%
MetroRail(1)	325,669	428,221	173,458	826,916	398,695	(27.7%)
Innovative Mobility(4)	57,940	104,020	120,859	635,120	531,100	0.0%
Special Events/Charters(5)	48,873	29,411	2,612	190,123	160,712	546.4%
Total	17,819,241	24,850,624	16,969,648	28,372,148	3,521,524	14.2%

* FY2021 Forecast completed in April 2021.

- (1) - Increase in ridership due to COVID-19 reduced restrictions.
- (2) - Increase in ridership due to COVID-19 reduced restrictions. Anticipated slower return than other modes.
- (3) - Increase in ridership due to UT Shuttle COVID-19 return to on-campus learning (from online learning).
- (4) - Continued addition of Pickup neighborhood circulators in FY2022.
- (5) - Return of full capacity of special events in FY2022 and the addition of Austin FC.



Vehicle Hours of Service

The table below reflects vehicle hours of service by mode.

Mode of Service	FY2020 Actual	FY2021 Budget	FY2021 Forecast *	FY2022 Budget	Var FY2022 vs. FY2021	Var % FY2022 vs. FY2021
MetroBus(1)	1,127,020	1,231,420	1,193,803	1,263,223	31,803	2.6%
MetroRapid	182,453	211,047	191,185	213,875	2,828	1.3%
MetroExpress(1)	43,751	71,266	18,832	60,844	(10,422)	-14.6%
MetroAccess(2)	442,727	453,909	421,204	472,541	18,632	4.1%
UT Shuttle(3)	58,901	90,654	81,412	92,237	1,583	1.7%
MetroRideShare(2)	93,562	118,992	43,291	96,672	(22,320)	-18.8%
Capital Area Rural Transportation System (CARTS)	14,228	14,412	14,154	8,224	(6,188)	-42.9%
Capital Area Rural Transportation System (CARTS) - Express	3,174	2,091	3,243	5,168	3,077	147.2%
MetroRail(4)	16,832	27,466	16,306	30,103	2,637	9.6%
Innovative Mobility(5)	43,241	59,334	50,117	78,884	19,550	32.9%
Special Events/Charters	1,741	7,195	496	3,128	(4,067)	-56.5%
Total	2,027,630	2,287,786	2,034,043	2,324,899	37,113	1.6%

* FY2021 Forecast completed in July 2021.

- (1) - Increase due to select routes receiving adjustments to address physical distancing due to the COVID-19 restrictions, on-time performance and return of late night service.
- (2) - Decrease in hours based on anticipated service demand.
- (3) - Increase due to partial return of full level service for Weekdays, Sundays, Finals and Registration in Fall/Spring.
- (4) - Increase due to return of full level service for Friday Late Night, Saturdays and Special Event schedules (examples: Austin FC-Q2 Stadium, Austin City Limits and South by Southwest, etc).
- (5) - Increase due to introduction of new zones (examples South Menchaca and Oak Hill) and return/new Saturday operation in select zones.

Vehicle Miles of Service

The table below reflects vehicle miles of service by mode.

Mode of Service	FY2020 Actual	FY2021 Budget	FY2021 Forecast *	FY2022 Budget	Var FY2022 vs. FY2021	Var % FY2022 vs. FY2021
MetroBus(1)	13,006,566	13,836,426	13,883,747	14,454,622	618,196	4.5%
MetroRapid	2,412,768	2,716,664	2,576,793	2,758,671	42,007	1.5%
MetroExpress(1)	884,014	1,545,154	438,597	1,321,125	(224,029)	-14.5%
MetroAccess(2)	5,342,000	5,013,420	5,064,256	6,670,520	1,657,100	33.1%
UT Shuttle(3)	640,365	973,373	868,581	990,055	16,682	1.7%
MetroRideShare(2)	3,798,848	3,971,688	2,353,967	3,576,864	(394,824)	-9.9%
Capital Area Rural Transportation System (CARTS)	253,774	256,001	251,951	189,401	(66,600)	-26.0%
Capital Area Rural Transportation System (CARTS) - Express	74,864	40,154	73,509	131,978	91,824	228.7%
MetroRail(4)	341,749	485,437	330,718	537,315	51,878	10.7%
Innovative Mobility(5)	370,938	487,026	419,788	859,456	372,430	76.5%
Special Events/Charters	15,182	57,560	2,656	23,971	(33,589)	-58.4%
Total	27,141,068	29,382,903	26,264,563	31,513,978	2,131,075	7.3%

* FY2021 Forecast completed in July 2021.

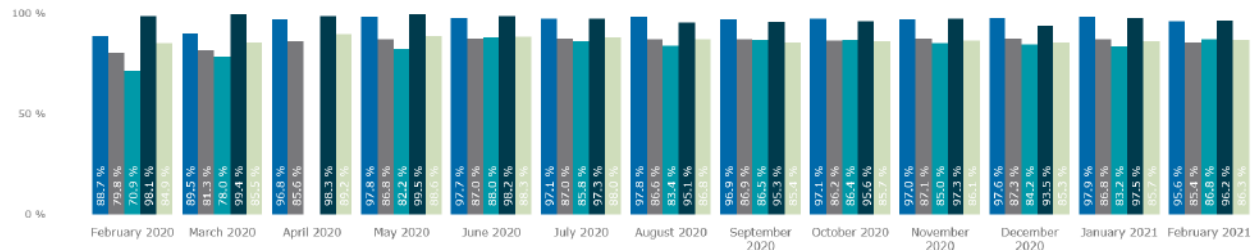
- (1) - Increase due to select routes receiving adjustments to address physical distancing due to the COVID-19 pandemic, on-time performance and return of late night service.
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- (5) - Increase due to introduction of new zones (examples South Menchaca and Oak Hill) and return/new Saturday operation in select zones.

Performance Measures

Capital Metro utilizes performance dashboards to provide transparency of quarterly summary activity reported to the board of directors and the public in a more efficient manner. The dashboards track on-time performance or reliability, safety incidents reported to the National Transit Database (NTD), financial revenue and expenses and ridership. Performance dashboards reside on the Capital Metro website and are updated each month. They are available at capmetro.org/dashboard/.

Reliability Dashboard¹

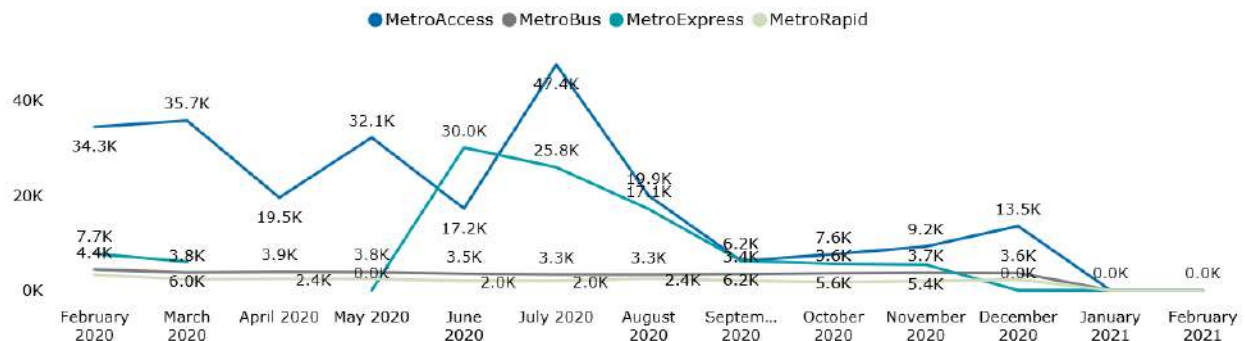
Capital Metro recognizes that reliability is key to providing an excellent customer experience. Key components of reliability include timeliness and mechanical failures. Timeliness of the service is tracked as on-time performance and mechanical failure that interrupts a trip is measured as miles between road calls.



Route On Time Performance

Route Name	On Time	Early	Late
1-North Lamar/South Congress	81.9%	3.9%	14.3%
2-Rosewood	89.4%	4.7%	5.9%
3-Burnet/Manchaca	84.2%	4.8%	11.1%
4-7th Street	85.1%	9.6%	5.3%
5-Woodrow/Lamar	87.5%	5.3%	7.2%
6-East 12th	88.5%	7.3%	4.2%
7-Duval / Dove Springs	86.8%	4.6%	8.6%
10-South 1st/Red River	87.1%	3.7%	9.2%
17-Cesar Chavez	88.8%	3.8%	7.5%
18-Martin Luther King	88.7%	3.7%	7.6%
19-Bull Creek	88.7%	5.0%	6.3%
20-Manor Rd/Riverside	87.6%	4.2%	8.3%

Miles Between Road Calls by Mode



¹ All dashboards and graphs are representative of data available and not reflective of current data.

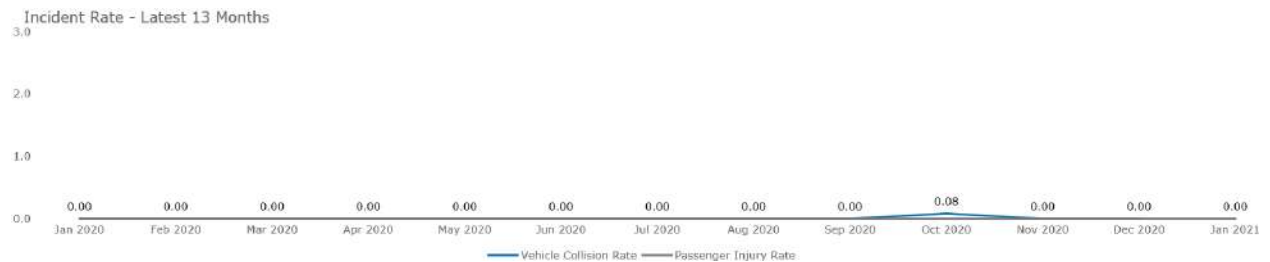
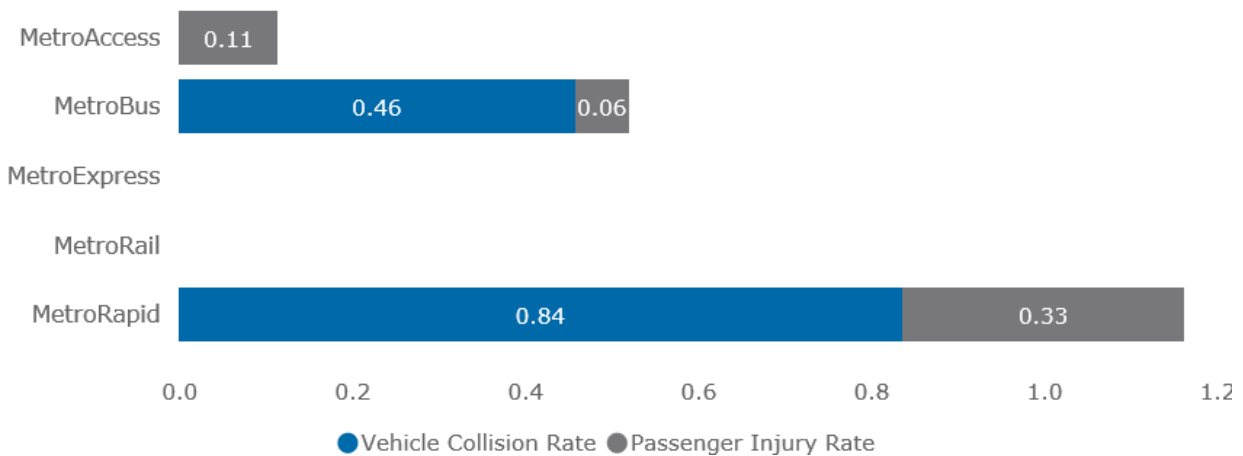
Safety Dashboard²

Safety is not only a priority but a core value at Capital Metro. We collect and closely analyze safety-related data that assists in maintenance, facility repair, training, communication, change management and hazard mitigation decisions, all helping to provide our customers with the safest possible ride. Safety data is collected in accordance with Federal Transit Administration and Federal Railroad Administration regulations.

Route	Vehicle Collision Rate	Passenger Injury Rate
2-Rosewood	0.00	0.03
3-Burnet/Manchaca	0.06	0.00
7-Duval / Dove Springs	0.06	0.00
10-South 1st/Red River	0.06	0.00
20-Manor Rd/Riverside	0.09	0.03
300-Springdale/Oltorf	0.03	0.00
311-Stassney	0.03	0.00
324-Georgian/Ohlen	0.03	0.00
325-Metric/Rundberg	0.03	0.00
383-Research/Braker	0.06	0.00
801-N Lamar S Congress	0.84	0.16
803-Burnet/S Lamar	0.00	0.16

Vehicle Collision Rate per 100,000 miles and Passenger Injury Rate per 100,000 riders.

Incident Rates By Service



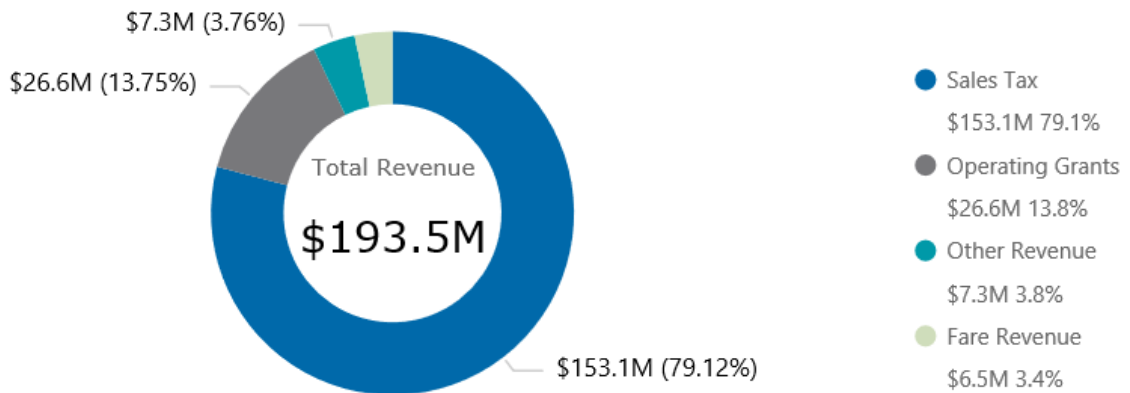
² All dashboards and graphs are representative of data available and not reflective of current data.

Finance Dashboard³

The operating budget projects both operating expenses and revenues. Revenues include sales taxes, operating grants, other revenue, fare revenue and capital grants. Operating expenses include purchased transportation, labor and benefits, professional services, fuel and fluids, and other expenses. Capital Metro budgets for each of these on an annual basis and then compares actual revenues and expenditures each month to the targets to ensure that we stay on track.

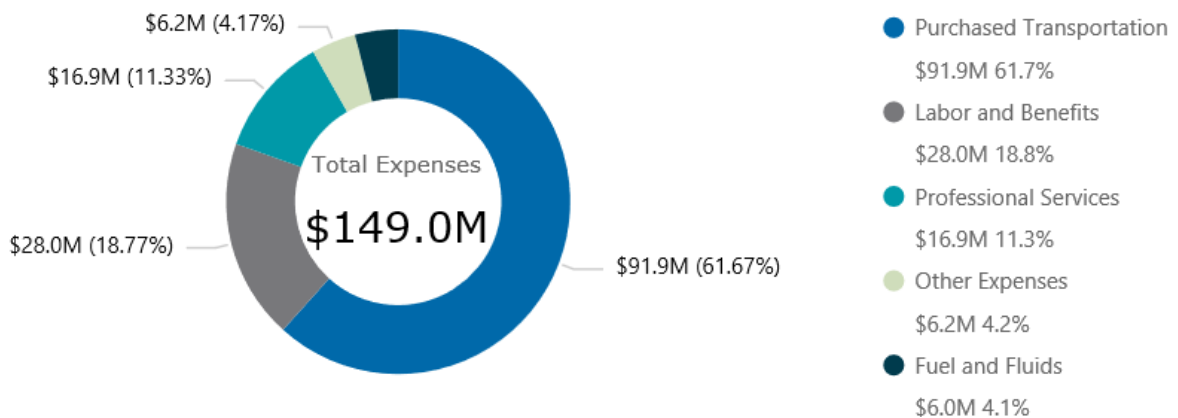
Operating Revenue

Total Revenue



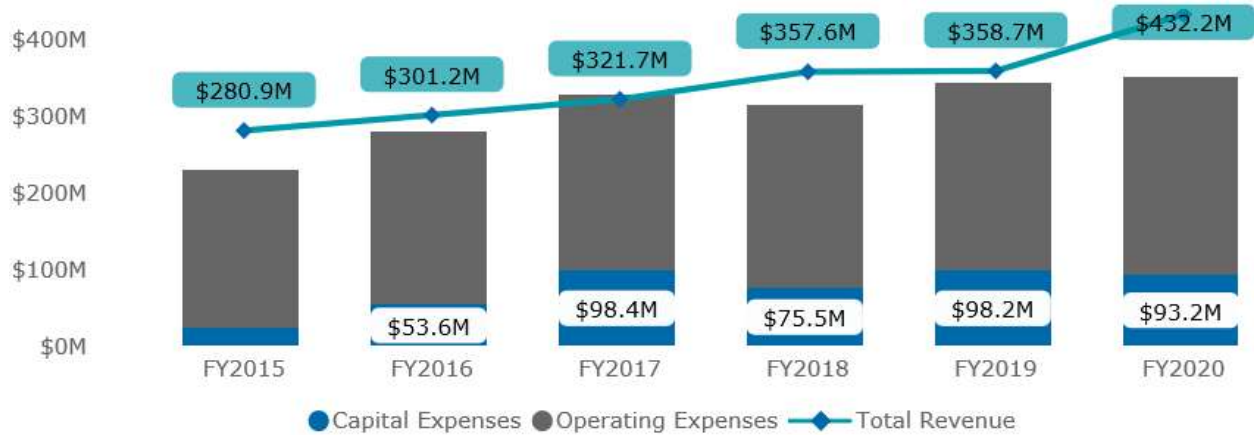
Operating Expenses

Operating Expenses



³ All dashboards and graphs are representative of data available and not reflective of current data.

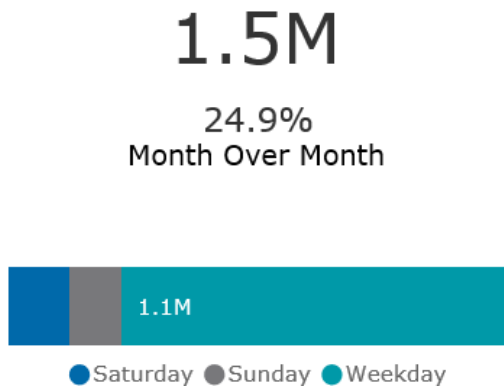
Total Revenue vs Expenses Trend



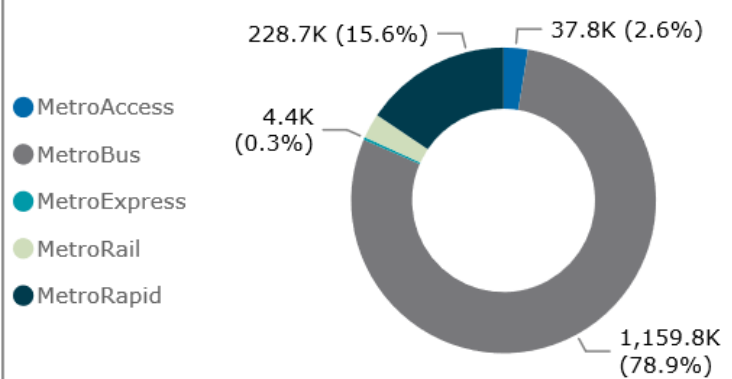
Ridership Dashboard⁴

Ridership data represents how many trips are taken on Capital Metro services. The ridership figures are the total boardings of all Capital Metro bus, rail and paratransit services in a selected time period. Ridership is calculated using various methods for different services. The data shows individual rides on vehicles (not trips), so customers making transfers are counted on each vehicle they take.

Total Ridership



Ridership By Service Type

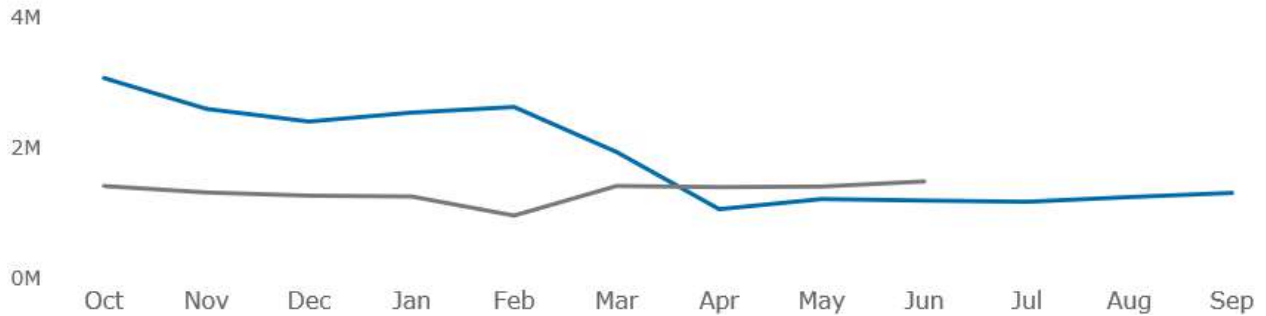


⁴ All dashboards and graphs are representative of data available and not reflective of current data.

Ridership Year Over Year Trend

Ridership Year Over Year Trend

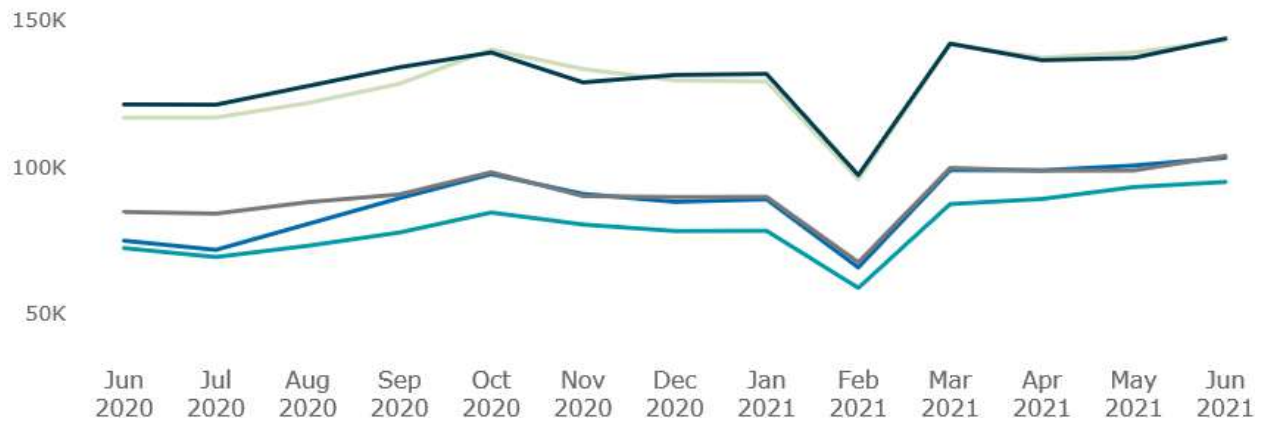
Fiscal Year — 2020 — 2021



Routes Trend - Top 5

Routes Trend -Top 5

— 7-Duval / Dove Spri... — 10-South 1st/Red ... — 20-Manor Rd/Ri... — 300-Springdal... — 801-N Lamar ...



Route Performance⁵

Each Capital Metro route serves different segments of our community. The data in this dashboard shows how a selected route performs on a variety of metrics by month.

Route Frequency				
Service Day	Day	Evening	Peak	Schedule
Weekday	30	30	30	🔗
Saturday	30	30	—	🔗
Sunday	30	30	—	🔗

Follow the link above to view this route's complete schedule and map.

⁵ All dashboards and graphs are representative of data available and not reflective of current data.



1-North Lamar/South Congress

Weekday Data	
Customers per Hour 13	Vehicle Hours 185
Customer Average 2,431	
Monthly Data	
Total Monthly Route Cost \$675,123	Total Ridership 70,843
Vehicle Collision Rate 0.00 <small>per 100K miles</small>	Passenger Injury Rate 0.00 <small>per 100K riders</small>
On Time Performance 83.6 %	

4

Capital Budget



Capital Budget

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

Capital Metro's Capital Improvement Program Policy guides funding decisions during the budget review process and subsequent reporting of progress on individual projects. Capital Metro's planning process typically covers a five-year period but extends longer into the future when a major service plan update is undertaken every five years. The Capital Improvement Program policy addresses several areas, including project financing, project monitoring and criteria for prioritization of projects. The projects included in the five-year CIP were selected based upon board-approved criteria regarding project priorities. These criteria are outlined in the policy and include:

- Customer Experience – Providing innovations that improve the individual experience of customers, that make the use of Capital Metro services easier and more convenient and that enhance the reliability of Capital Metro services from a customer perspective.
- Environmental/Quality of Life Impact – Investing in equipment, adapting facilities or enhancing service infrastructure to support overall environmental/quality of life benefits such as improved air quality.
- Health and Safety – Ensuring the physical well-being of customers, employees and the public.
- Mandates – Ensuring compliance with federal and state mandates, such as the Americans with Disabilities Act.
- Regional Economic Development – Investing in projects that enhance the general economic development of the region, including improvements to the transportation infrastructure, the development of new and expanded business opportunities and job creation.
- Ridership – Maintaining current riders and attracting new customers.
- State of Good Repair – Maintaining the current “core business” through investments in projects that are necessary to operate the existing infrastructure or add an additional dimension/mode to existing systems and including adherence to maintenance and replacement cycles.
- Technologies/Efficiencies – Instituting improvements that can produce quantifiable operating efficiencies and make better use of resources or implementing projects that minimize additional operating expenses.
- Transit-Oriented Development – Investing in projects that stimulate the development of current property with opportunities for private investment, increased revenue and ridership and encouraging partnerships with other organizations.

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

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

Capital Metro anticipates grant funding of \$45.5 million in FY2022 for projects that meet eligibility requirements. Other capital contributions of \$111.8 million are also anticipated and include reimbursements from the Austin Transit Partnership for Project Connect related projects, TxDOT for work completed along Capital Metro's commuter rail line and MetroRapid stations at the new soccer park at McKalla Place from the owner of Austin FC.

The approved capital budget for FY2022 and the five-year CIP are included in Appendix A. Project summaries, funding sources, benefits and the applicable strategic goals and objectives for each capital project summary are provided. When a planned project summary will have an impact on operating costs, the estimated impact is identified.

FY2022 Capital Projects

Project Name	FY2022 Approved Budget
Facilities and Real Estate	
Facility Enhancements	\$ 16,077,411
Facility State of Good Repair	413,820
Facilities and Real Estate Total	16,491,231
Information Technology Systems and Infrastructure	
Information Technology - Enterprise Systems	16,445,725
Information Technology - Infrastructure	1,590,595
Information Technology - Transit Systems	8,236,710
Information Technology Systems and Infrastructure Total	26,273,030
Infrastructure Development	
Bus Stop Amenities and Enhancements	4,390,124
Bus Stops - New	1,280,000
Bus Stops - New Grants and Capital Contributions	(280,000)
Downtown Station	830,000
Facility Enhancements	20,267,374
Facility Enhancements Grants and Capital Contributions	(652,850)
Park & Ride Enhancements	763,581
Infrastructure Development Total	26,598,229
Project Connect	
Project Connect	137,994,219
Project Connect Grants and Capital Contributions	(135,496,854)
Project Connect Total	2,497,365
Public Safety and Emergency Management	
Public Safety and Emergency Management Equipment and Enhancements	1,931,650
Public Safety and Emergency Management Total	1,931,650
Railroad Commuter	
Railroad Commuter Enhancements	35,629,800
Railroad Commuter Enhancements Grants and Capital Contributions	(200,000)
Railroad Commuter State of Good Repair	7,494,269
Railroad Commuter State of Good Repair Grants and Capital Contributions	(3,329,341)
Railroad Commuter Total	39,594,728

Project Name	FY2022 Approved Budget
Railroad Freight	
Railroad Freight State of Good Repair	4,045,000
Railroad Freight State of Good Repair Grants and Capital Contributions	(2,315,570)
Railroad Freight Total	1,729,430
Vehicles	
Bus Fleet	28,974,000
Bus Fleet Grants and Capital Contributions	(15,077,383)
Fleet System Enhancements	2,225,000
Non-Revenue Fleet	1,999,000
Paratransit Fleet	8,248,000
Vehicles Total	26,368,617
Capital Project Contingency	5,000,000
Grand Total Capital Spending	303,836,278
Grand Total Grants and Capital Contributions	(157,351,998)
Grand Total Capital Spending Net of Grants and Capital Contributions	\$ 146,484,280

5

Long-Range Financial Plan



Long-Range Financial Plan Fiscal Years 2022 to 2031

Long-Range Financial Plan Overview

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

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

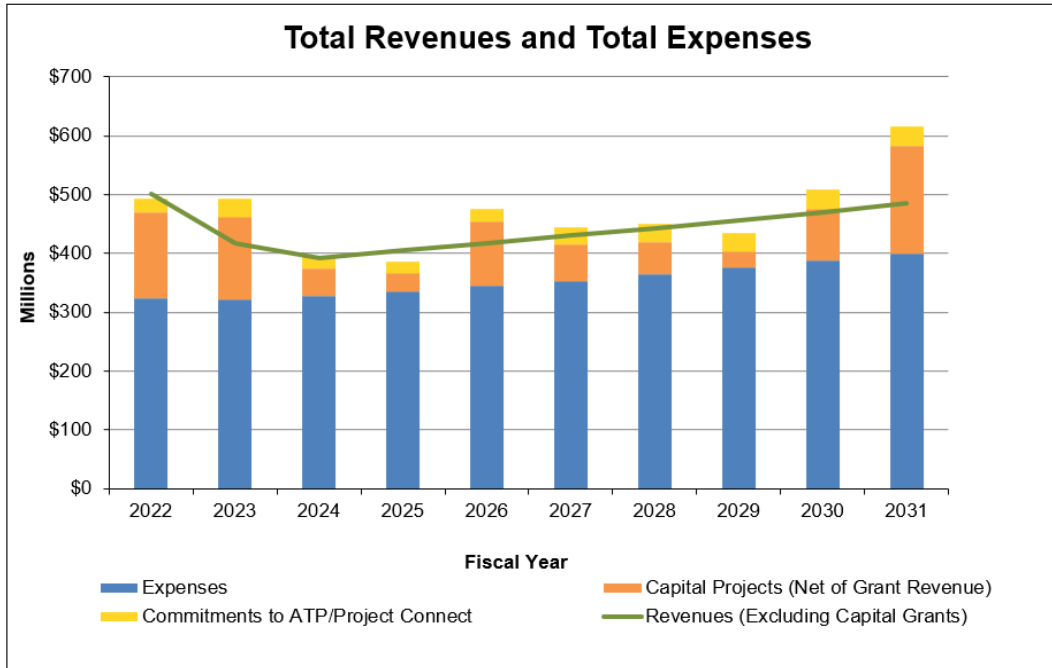
Long-Range Financial Plan Modeling Tool

The agency has developed a 10-year flexible financial modeling tool, which can model various financial and service level scenarios. The Long-Range Financial Plan was modeled for 3 scenarios: the first scenario is the proposed plan that takes into account the most likely timing of a recovery from the COVID-19 pandemic. Two additional scenarios were run assuming a slower recovery and faster recovery. Ten-year projections of revenue and expenditures are used to evaluate Capital Metro's future financial condition and capacity to fund existing and future commitments. The growth assumptions in the plan are based primarily on historical growth, projected inflation and existing contractual obligations. Any major budget decision impacting the agency's budget can be modeled, showing the financial impact on the budget and the 10-year forecast.

The modeling tool has been beneficial for the agency as it has navigated through the uncertainty of the COVID-19 pandemic and the tool continues to be used and updated to understand various revenue scenarios. The model has assisted in aligning Capital Metro's financial capacity with long-term service objectives and identifying and analyzing risks to fiscal stability.

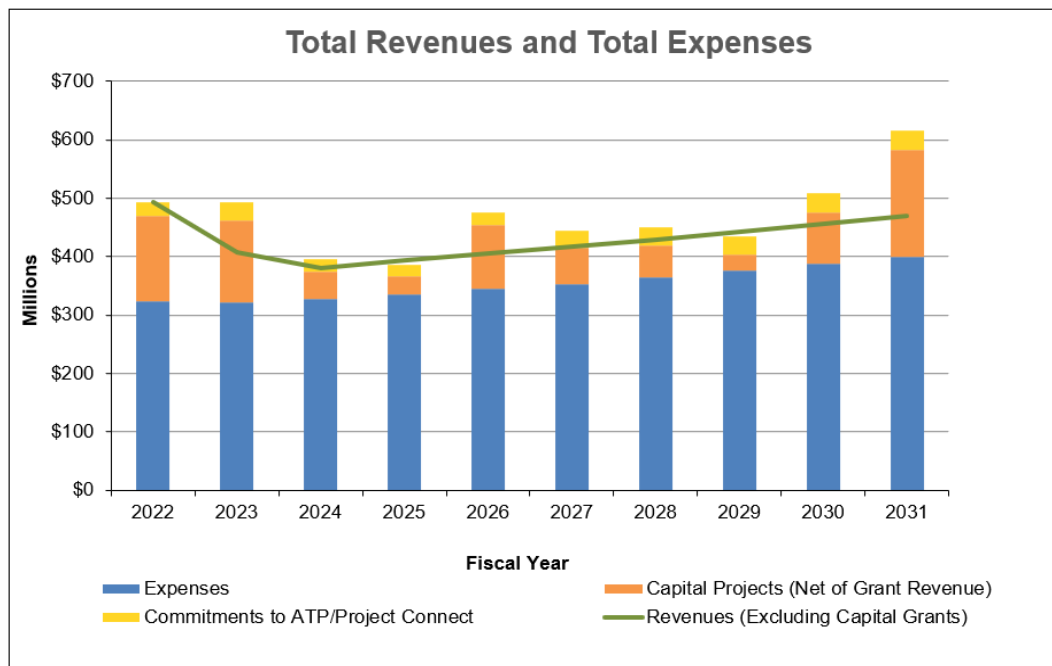
Proposed Plan

The Proposed plan is a recovery scenario that demonstrates a balanced budget over the next 9 years for financial sustainability by aligning cost growth with revenue growth. Debt financing will be necessary in year 10 of the proposed plan as currently modeled. The scenario is based on current conditions and estimated future impacts of the recovery from the COVID-19 pandemic along with agency commitments. The plan uses the agency's "Most Likely" sales tax scenario and assumes 4.8% sales tax growth in Fiscal Year 2022 and growth of 3.5% thereafter. Periodic fare increases are included to keep pace with inflation. Small increases in service hours are included for FY2022 and beyond. Contractual increases are included for purchased transportation contractor rates and 2 percent for longer-term fuel cost growth based on current markets. This scenario correlates operating and capital expenditures to sales tax growth and provides the ability to increase spending if higher sustained sales tax growth is obtained. Included in the Proposed plan are commitments to the Project Connect system plan and the Austin Transit Partnership (ATP) as Capital Metro looks forward to the future and opportunities in the region.



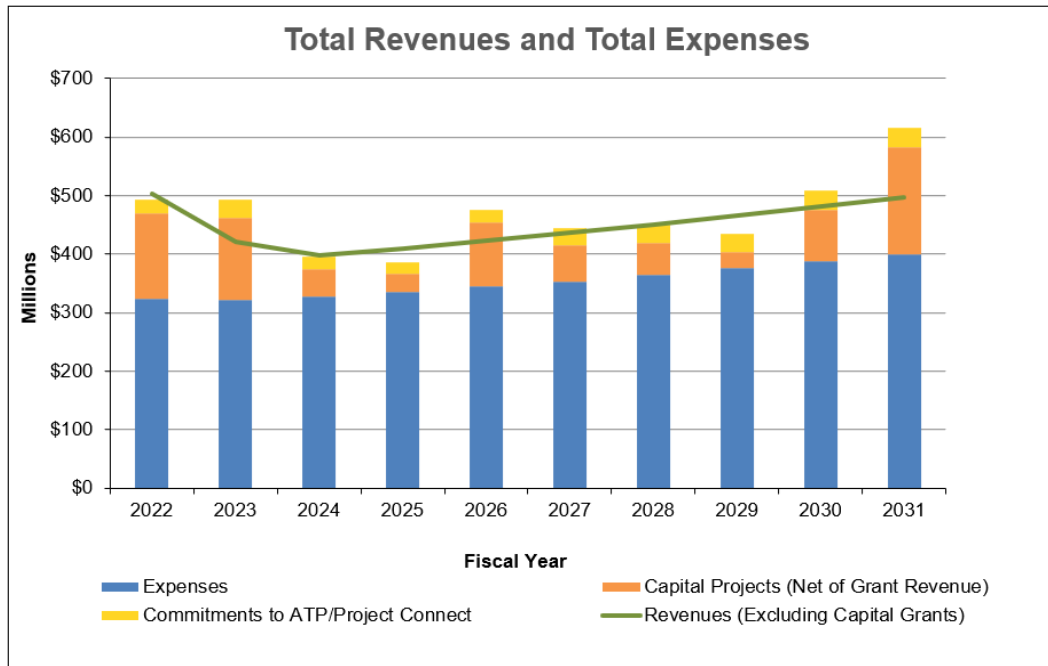
Slower Recovery Plan

Capital Metro modeled a Slower Recovery plan that demonstrates the impact that a sales tax recovery lag would have on the agency over the next 10 years. This scenario is also based on current conditions and estimated future impacts of the COVID-19 pandemic along with agency commitments and uses the agency's "Slower Recovery" sales tax scenario which has a slower recovery in sales tax revenue in Fiscal Years 2022 through 2024. With this scenario, an anticipated cash shortage will develop in FY2028. If the pandemic recovery is longer as represented in this plan, then recurring costs will need to be reduced to align with revenues and to ensure that the agency's sustainability is continued or debt will need to be issued. Commitments to the Project Connect system plan and the Austin Transit Partnership are also included in this scenario as Capital Metro looks forward to the future and opportunities in the region.



Faster Recovery Plan

Capital Metro modeled a Faster Recovery plan that shows a more optimistic recovery in sales tax for the region and a higher sustained growth over the next 10 years. This scenario is also based on current conditions and estimated future impacts of the COVID-19 pandemic along with agency commitments and uses the agency's "Faster Recovery" sales tax scenario which has larger year over year increases in Fiscal Year 2022 and 2023 sales tax revenue and higher sustained growth over the next 10 years. With this scenario, increased revenues could potentially fund additional service expansion and/or infrastructure but will still require debt financing in Fiscal Year 2031. Commitments to the Project Connect system plan and the Austin Transit Partnership are included in this scenario as Capital Metro looks forward to the future and opportunities in the region.



Long-Range Financial Plan Risks

The purpose of the Long-Range Financial Plan is to provide a forecast of the Authority's financial resources and projected expenditures based on planned levels of service and the strategic goals of Capital Metro. While the LRFP uses the most current estimates and data available, there are inherent risks to long-term projections. Significant risks to the plan include, but are not limited to:

- COVID-19 variant uncertainty, impact and duration
- Slow recovery in sales tax growth
- Changes to Federal grant funding programs
- Unforeseen regulatory or capital needs
- Future contracted rates with service providers
- Compensation and benefit plan increases
- Unforeseen technological changes

Conclusions and Recommendations

During this time of revenue uncertainty, Capital Metro will continue to monitor and quickly respond during the recovery and related economic developments. The agency will proceed with caution and ensure that future spending is aligned with revenue growth for both the short-term and long-term. The agency needs to maintain at least \$69 million in annual net cash flow to maintain assets in a state of good repair.

6

Operating Detail by Department



Summary of Department Expenses

	FY2020 Actual	FY2021 Budget	FY2021 Forecast	FY2022 Budget	FY2022 v. FY2021 (\$)	FY2022 v. FY2021 (%)
Board of Directors Support	\$144,631	\$195,532	\$153,226	\$197,125	\$1,593	0.8%
Business Center	360,735	361,378	367,452	372,180	10,802	3.0%
Capital Projects	4,824,624	2,021,952	2,009,599	2,097,511	75,559	3.7%
Child Care Center	970,183	1,037,505	994,747	1,101,381	63,876	6.2%
Community Engagement	1,091,128	1,409,417	1,411,709	1,488,938	79,521	5.6%
Customer Care	1,012,189	1,089,310	1,080,487	1,149,026	59,716	5.5%
Demand Response Oversight	28,344,767	29,748,758	28,688,832	32,443,113	2,694,355	9.1%
Diversity, Equity and Inclusion	243,299	304,466	637,665	771,590	467,124	153.4%
Executive Staff	608,150	717,034	721,476	1,057,342	340,308	47.5%
Finance	3,799,412	9,633,515	5,531,620	12,309,563	2,676,048	27.8%
Government Relations	951,014	637,302	649,476	813,694	176,392	27.7%
Information Technology	10,667,153	13,335,134	13,325,453	19,043,466	5,708,332	42.8%
Innovative Mobility	3,576,822	4,990,649	5,714,128	6,126,349	1,135,700	22.8%
Internal Audit	453,138	513,404	484,121	401,085	(112,319)	-21.9%
Legal	941,656	1,045,203	1,051,243	1,254,154	208,951	20.0%
Marketing and Communications	3,346,815	4,100,438	3,951,680	5,777,170	1,676,732	40.9%
Mobility Interlocal Agreements	3,655,011	4,844,496	5,186,846	2,638,469	(2,206,027)	-45.5%
Non-Allocated Employee Benefits	14,066,071	15,030,470	12,557,787	14,313,697	(716,773)	-4.8%
Operations and Maintenance Oversight	137,309,593	131,217,544	129,999,816	144,268,817	13,051,273	9.9%
Paratransit Eligibility	879,446	1,014,846	1,018,026	1,186,091	171,245	16.9%
Paratransit Reservations and Control Center	2,086,206	2,070,741	2,084,324	2,286,995	216,254	10.4%
People and Culture	2,091,502	2,447,163	2,290,306	3,111,838	664,675	27.2%
Performance Management and Imagination	766,964	763,054	764,044	1,149,467	386,413	50.6%
Procurement	1,656,494	1,757,061	1,916,629	1,965,434	208,373	11.9%
Project Connect	6,699,699	1,100,795	822,327	—	(1,100,795)	-100.0%
Property and Asset Management	3,082,683	3,605,771	3,423,656	3,920,235	314,464	8.7%
Public Facilities	4,647,135	5,355,178	4,121,313	6,481,618	1,126,440	21.0%
Public Safety and Emergency Management	4,234,664	5,864,731	4,726,927	8,049,088	2,184,357	37.2%
Rail Commuter Operations	17,363,730	21,653,520	17,876,427	27,591,294	5,937,774	27.4%
Rail Freight Management	1,677,533	2,009,996	1,639,930	2,029,739	19,743	1.0%
Real Estate and Facility Planning	2,706,487	3,079,903	3,175,272	6,409,584	3,329,681	108.1%
RideShare	2,876,705	3,774,235	1,382,026	2,036,016	(1,738,219)	-46.1%
Safety, Risk Management, & Accessible Services Management	2,139,918	2,788,933	2,545,224	1,896,112	(892,821)	-32.0%
Strategic Planning and Development	3,642,923	4,334,525	3,778,259	6,457,542	2,123,017	49.0%
Wellness and Fitness Centers	250,440	278,701	278,701	465,718	187,017	67.1%
CMTA Total	\$273,168,920	\$284,132,660	\$266,360,754	\$322,661,441	\$38,528,781	13.6%

Board of Directors Support

Functions and Responsibilities

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

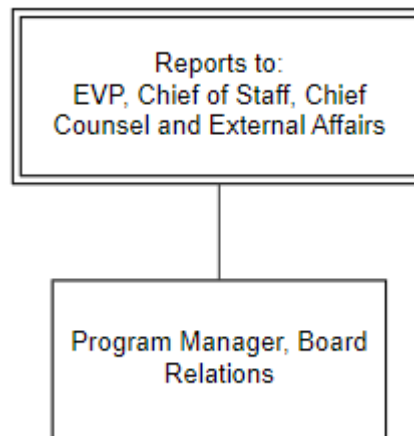
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Added option to allow for telephone public comment at board and committee meetings.
 - Launched improved website portal to allow for easier access to current and archived board and committee agendas, agenda packets, recordings and minutes.
 - Supported startup of Austin Transit Partnership board of directors and monthly board processes.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Launch and train internal staff on new monthly board agenda software system for creation and tracking of board items.
 - Explore additional software and recording options in support of increasing public participation at Capital Metro board meetings.

Board of Directors Support Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$6,253 due to approved performance-based pay increases to become effective in January 2022.

Other Expenses

Decrease of \$4,660 primarily in related travel expenses because in-person conferences are not expected to resume until mid-year.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$114,227	\$112,838	\$114,772	\$118,838	\$6,000	5.3 %
FICA-Admin	8,284	8,636	8,636	8,889	253	2.9 %
State Unemployment-Admin	9	178	178	178	—	0.0 %
TOTAL LABOR & BENEFITS	122,521	121,652	123,586	127,905	6,253	5.1 %
OTHER EXPENSES						
Other Services	12,733	19,600	25,600	23,220	3,620	18.5 %
Office Supplies	335	600	50	300	(300)	(50.0)%
Supplies-Board Of Directors	453	600	350	300	(300)	(50.0)%
Other Supplies	242	—	—	—	—	N/A
Telephone-Local	480	420	420	420	—	0.0 %
Airfare - Transportation	498	15,600	—	10,200	(5,400)	(34.6)%
Travel - Per Diem	279	3,200	—	4,246	1,046	32.7 %
Seminar, Conferences, Registration	1,969	12,600	—	11,054	(1,546)	(12.3)%
Lodging	1,774	13,500	—	11,500	(2,000)	(14.8)%
Travel - Other	261	60	—	240	180	300.0 %
Business Meals - Local	2,816	7,200	3,000	7,200	—	0.0 %
Postage	—	20	20	60	40	200.0 %
Other Miscellaneous Expenses	103	—	—	—	—	N/A
Food and Ice	167	480	200	480	—	0.0 %
TOTAL OTHER EXPENSES	22,111	73,880	29,640	69,220	(4,660)	(6.3)%
TOTAL OPERATING EXPENSES	\$144,631	\$195,532	\$153,226	\$197,125	\$1,593	0.8 %

Business Center

Functions and Responsibilities

The Business Center department provides support services to Capital Metro, including printing, copying and delivery of lost and found items to the Transit Store and mail and delivery services through a contracted solution.

FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Daily delivery of lost customer items to the Transit Store to facilitate returning items to customers.
 - Provided essential and outstanding daily delivery of items during COVID-19 and beyond, without the loss of items.
 - Provided printing services to facilitate customer communications.
 - Provided greatly increased printing service to facilitate customer communications between multiple facilities.
- ◆ Engaged Workforce
 - Developed and implemented streamlined process for delivery of recognition items to employees.
- ◆ Sustainability
 - Per-item cost was reduced, during an increase in organizational volume.
 - Document delivery and mail services to meet department needs at a competitive cost.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Implement plans to service additional building facilities
 - Develop process to control posting of employee notices to keep them current.
- ◆ Financial and Environmental Sustainability
 - Reduce paper consumption by adapting duplex printing for your print output.
 - Reduce the use of color copier toner by automating printers to print black and white vs. color.
 - Explore recycling toner cartridge utilization.
 - Explore sticker or print programming to evaluate user desire to print their work before hitting the print key to reduce paper and print cost.



Budget Changes

Other Expenses

Increase of \$10,802 due to increased need for Office Supplies of \$1,992 and Office Equipment of \$8,807.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
OTHER EXPENSES						
Other Services	\$222,460	\$222,458	\$222,458	\$222,461	\$3	— %
Office Supplies	26,847	24,000	24,000	25,992	1,992	8.3 %
Other Miscellaneous Expenses	—	—	853	—	—	N/A
Office Equipment	110,930	114,920	120,141	123,727	8,807	7.7 %
Other Equipment	498	—	—	—	—	N/A
TOTAL OTHER EXPENSES	360,735	361,378	367,452	372,180	10,802	3.0 %
<hr/>						
TOTAL OPERATING EXPENSES	\$360,735	\$361,378	\$367,452	\$372,180	\$10,802	3.0 %

Capital Projects

Functions and Responsibilities

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

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Completed the construction of the new Downtown Station, the ACC Riverside Transit Center relocation and improvements, two additional MetroRapid stations near the intersection of Braker Lane and Burnet Road, the CARTS Eastside Bus Plaza and the Pleasant Valley/Riverside small transit hub.
- Coordinated with the city of Austin to improve safety at the I-35/4th Street pedestrian crossing.
- Completed the final stage of construction of the new North Operations electric bus yard. The yard is ready to set equipment and pull wire for approximately 200 more buses.
- Improved the North Lamar Transit Center.
- Completed the 30% design phase for MetroRapid Expo and Pleasant Valley lines.
- Initiated 30% design phase for MetroRapid Menchaca-South Lamar and Gold lines.
- Initiated MetroRapid Park & Ride land identification and conceptual design process.
- Completed 30% design for McKalla Station, including environmental clearance.
- Initiated designs for increased safety provisions at 4th & Sabine Street pedestrian and bike crossing.
- Completed the installation of 43 shelters, benches and litter containers; shelter solar lighting at 44 bus stops; and 36 stand-alone lighting at existing bus stops.
- Completed 25 concrete bus stop improvements for new bus stops and relocated existing bus stops for safety and consolidation.
- Completed the installation of 4 solar towers with cameras at several locations.
- Completed the installation of 15 e-papers at existing shelters, an additional 10 solar e-papers at bus stops and 18 e-papers at existing Park & Ride locations.

◆ Engaged Workforce

- Participated in volunteer efforts in support of the agency and our community amid the COVID-19 pandemic.

◆ Sustainability

- Completed phase 1 of the agency's fleet electrification by installing chargers and Austin Energy infrastructure for the first 12 battery-electric buses.

◆ Valued Customer Partner

- Coordinated with multiple public and private agencies and stakeholders to continue to provide a safe and positive transit experience at customer facilities.

FY2022 Planned Initiatives

◆ Internal/External Customer Service Excellence

- Complete the design and procurement and start construction for the MetroRapid Expo and Pleasant Valley lines.
- Complete 100% design for MetroRapid Menchaca-South-Lamar and Gold lines.
- Initiate MetroRapid Park & Ride design process.
- Begin construction efforts for rail maintenance facility at North Ops.
- Start construction for new McKalla Station.
- Complete safety improvement with city of Austin for pedestrian/bike crossing at IH35 & 4th Street.
- Complete designs for increased safety provisions at 4th & Sabine Street pedestrian and bike crossing and install signal equipment.
- Replace old amenities with new amenities like shelters, benches, litter containers and solar lighting.
- Complete two small transit hubs.
- Complete 25 concrete bus stop improvements for new bus stops and relocate existing bus stops for safety and consolidation.

◆ Stakeholder Engagement

- Plan and coordinate with stakeholders for the MetroRapid Expo, Pleasant Valley, Menchaca-South Lamar and Gold lines.
- Partner with the city of Austin Corridor Program to relocate and rehabilitate more than 30 bus stops.

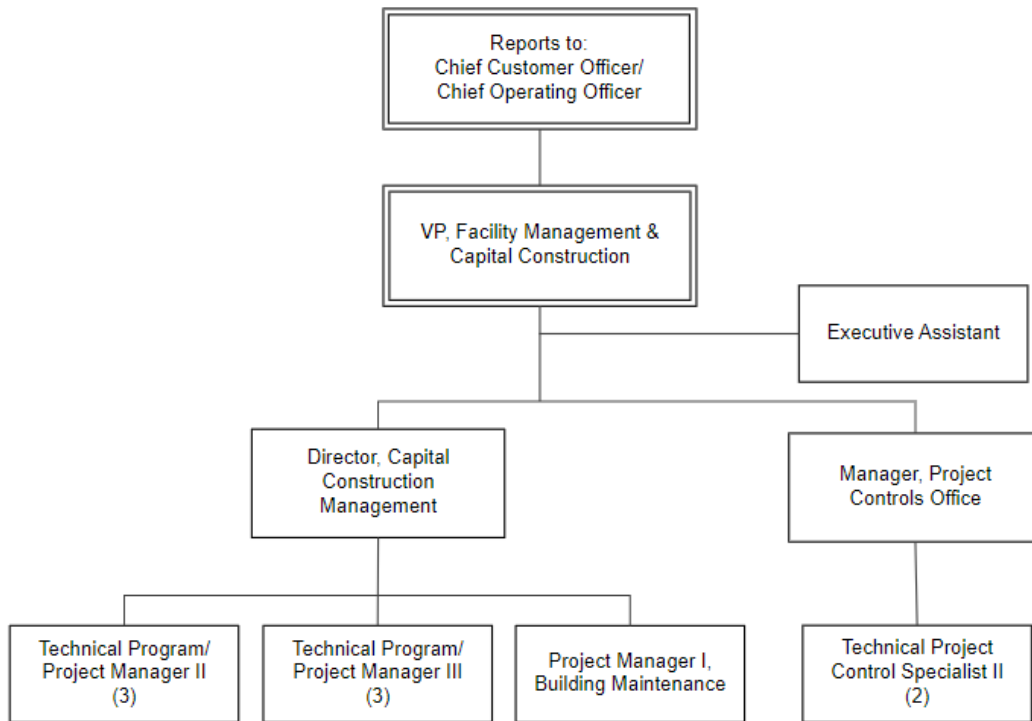
◆ Financial and Environmental Sustainability

- Complete sustainability certification with Austin Energy Green Building for new Downtown Station.
- Install 30 stand-alone solar lighting at existing bus stops.
- Continue to participate in the agency-wide battery-electric bus transition planning.

◆ Organizational Development

- Realign/readjust positions within the Capital Project Group.

Capital Projects Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$186,204 due to 2 new FTEs, partially offset by a reduction of 1 FTE transferred to Property and Asset Management, and the approved performance-based pay increases to become effective in January 2022.

Other Expenses

Decrease of \$110,645 driven by \$76,320 in Temporary Help due to the temp conversion. \$14,000 reduction in costs of Other Services for crane services, and the refurbishment and reuse of bus stop amenities such as benches and litter containers. Increase of \$50,000 in Other Professional Fees for anticipated pop-up projects, as well as a \$75,000 reduction net in Expense Reimbursement and Capital Contributions-Other Jurisdictions attributable to the completion of the downtown station.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,363,047	\$1,385,067	\$1,434,165	\$1,554,750	\$169,683	12.3%
State Unemployment-Admin	101	2,160	2,160	2,337	177	8.2%
Supplemental Sick	681	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	1,455,502	1,489,527	1,538,625	1,675,731	186,204	12.5%
OTHER EXPENSES						
Other Professional Fees	18,072	100,000	100,000	150,000	50,000	50.0%
Permits And Fees	1,552	5,000	5,000	5,000	—	0.0%
Temporary Help	58,271	76,320	76,320	—	(76,320)	(100.0%)
Repair & Maintenance-Other	380	—	—	—	—	N/A
Courier And Delivery Services	23	—	—	—	—	N/A
Other Services	74,489	108,000	108,000	94,000	(14,000)	(13.0%)
Office Supplies	1,261	1,000	1,000	2,000	1,000	100.0%
Other Supplies	2,840	300	1,000	1,730	1,430	476.7%
Maintenance Materials	1,956	7,500	7,500	—	(7,500)	(100.0%)
Non-Capital Projects	345,254	140,000	140,000	150,000	10,000	7.1%
Telephone-Local	960	960	960	1,440	480	50.0%
Airfare - Transportation	—	2,000	1,000	2,000	—	0.0%
Travel - Per Diem	375	1,000	500	1,000	—	0.0%
Seminar, Conferences, Registration	1,096	5,550	2,000	7,860	2,310	41.6%
Lodging	(5)	3,750	1,500	3,750	—	0.0%
Travel - Other	85	—	—	—	—	N/A
Business Meals - Local	623	2,500	1,196	500	(2,000)	(80.0%)
Postage	192	—	50	—	—	N/A
Expense Reimbursement	(2,671,458)	(200,000)	(275,861)	—	200,000	(100.0%)
Capital Contributions-Other Jurisdictions	5,531,193	275,000	297,263	—	(275,000)	(100.0%)
TOTAL OTHER EXPENSES	3,369,123	532,425	470,974	421,780	(110,645)	(20.8%)
TOTAL OPERATING EXPENSES	\$4,824,624	\$2,021,952	\$2,009,599	\$2,097,511	\$75,559	3.7%

Child Care and Learning Center

Functions and Responsibilities

The Child Care and Learning Center is operated by Bright Horizons Family Solutions through a contract with Capital Metro. The center provides an onsite child development environment to the families of Capital Metro, service contractors and the community. The subsidy for Capital Metro employees is about 20% of operating costs and community members pay full tuition. This contract is managed by the People and Culture department.

FY2021 Accomplishments

- ◆ Engaged Workforce
 - Launched new education and training on unconscious bias and anti-racism for employees. Staff completed training through the Texas A&M AgriLife Extension Service.
 - Presented training on how to strengthen the existing Toward a Better World curriculum element focused on anti-racism, inclusion and equity.
 - Continued utilizing My Bright Day as the main mode of written communication with parents.
 - Ensured transparency in reporting COVID-19 cases and potential exposure.
 - Provided access to weekly webinars and child activities through World at Home website.
- ◆ Sustainability
 - Reviewed and adjusted tuition levels that reduced subsidies.
 - Maintained existing National Association for the Education of Young Children accreditation.
 - Continued the implementation of enhanced protocols to support the health and safety of children, employees, and parents.
 - The center-maintained Eco Healthy Child Care certification.
 - Kept the center open during COVID-19 and offered child care for essential workers.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Update the My Bright Day app to allow parents to receive bi-weekly notifications.
- ◆ Financial and Environmental Sustainability
 - Review and adjust tuition levels and subsidies.
 - Maintain existing National Association for the Education of Young Children accreditation.
 - Explore opportunities to expand the child care program in conjunction with the facility master plan.

Budget Changes

Other Expenses

Increase of \$63,876 due to a contractual increase in Other Professional Fees for \$51,876 and equipment replacement \$12,000 needed for FY2022.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
OTHER EXPENSES						
Other Professional Fees	\$970,183	\$1,037,505	\$994,747	\$1,089,381	\$51,876	5.0 %
Other Supplies	—	—	—	12,000	12,000	N/A
TOTAL OTHER EXPENSES	970,183	1,037,505	994,747	1,101,381	63,876	6.2 %
TOTAL OPERATING EXPENSES	\$970,183	\$1,037,505	\$994,747	\$1,101,381	\$63,876	6.2 %

Community Engagement

Functions and Responsibilities

The Community Engagement department builds trust by meaningfully engaging our community in decision-making, serves as the agency's primary liaison with community groups and organizations, and manages several programs to facilitate community engagement with Capital Metro.

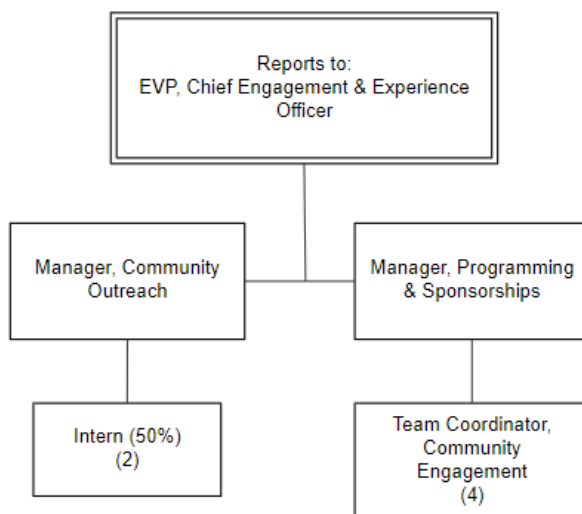
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Developed policies and an engagement plan for placemaking and public art for Project Connect stations.
 - Grew the MetroMusic program to provide customers with an enjoyable at-stop experience and to provide local musicians with the opportunity to perform and amplify their visibility.
- ◆ Valued Community Partner
 - Continued engagement for Project Connect into engineering, design and implementation following community referendum.
 - Continued mobile hot spot program and meal delivery program during the COVID-19 pandemic.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Grow MetroMusic program to provide customers with an enjoyable at-stop experience and to provide local musicians with the opportunity to perform and amplify their visibility.
- ◆ Stakeholder Engagement
 - Develop policies and engagement plans for MetroArt, MetroMusic and placemaking for Capital Metro stations.
 - Focus on opportunities that refresh the Capital Metro brand, create greater awareness of Project Connect, and instill confidence in riding transit post-COVID-19 by creating unique educational and activation experiences.
 - Support engagement for Project Connect in coordination with the Austin Transit Partnership to support the engineering, design and implementation efforts.
- ◆ Staff Development
 - Update the team function by creating a Manager of Programming and Sponsorships to consolidate cash sponsorship, ticket promotion, in-kind sponsorships, MetroArt, MetroCares and MetroMusic programming.
- ◆ Organizational Development
 - Focus on engaging customers through Try Transit and at-stop outreach, wayfinding and service change events.

Community Engagement Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$110,986 due to 1 temporary-to-permanent conversion, 1 position reclassification, 0.5 intern transferred from Marketing and Communications, and approved performance-based pay increases to become effective in January 2022.

Other Expenses

Decrease of \$31,465 driven by \$146,000 in Consultation Fees for a data mining contract moving to the Marketing department. An increase of \$67,000 in Other Professional Fees for programs to restore confidence in public transit post-COVID-19. A decrease of \$34,000 in Temporary Help due to the conversion. Plus, an increase in Other Miscellaneous Expenses to add \$75,000 for distribution of passes.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$396,971	\$396,969	\$419,240	\$500,361	\$103,392	26.0%
FICA-Admin	27,145	30,368	30,368	37,603	7,235	23.8%
State Unemployment-Admin	54	1,080	1,080	1,439	359	33.2%
TOTAL LABOR & BENEFITS	424,170	428,417	450,688	539,403	110,986	25.9%
OTHER EXPENSES						
Consultation Fees	252,603	236,400	236,400	90,000	(146,400)	(61.9%)
Other Professional Fees	300,214	584,913	584,913	651,999	67,086	11.5%
Temporary Help	73,674	94,000	74,000	60,000	(34,000)	(36.2%)
Software Maintenance Contracts	—	—	21	—	—	N/A
Courier And Delivery Services	1,686	300	300	800	500	166.7%
Office Supplies	3,044	5,000	5,000	5,000	—	0.0%
Other Supplies	4,196	—	—	—	—	N/A
Telephone-Local	440	2,880	2,880	3,360	480	16.7%
Dues And Subscriptions	9,672	15,000	15,000	17,000	2,000	13.3%
Airfare - Transportation	—	1,800	1,800	1,800	—	0.0%
Travel - Per Diem	—	900	900	900	—	0.0%
Seminar, Conferences, Registration	5,680	7,399	7,399	10,300	2,901	39.2%
Lodging	—	3,000	3,000	3,000	—	0.0%
Business Meals - Local	7,455	7,200	7,200	7,200	—	0.0%
Advertising/Promotion Media	2,227	1,200	1,200	—	(1,200)	(100.0%)
Postage	30	200	200	200	—	0.0%
Other Miscellaneous Expenses	62	15,000	15,000	90,000	75,000	500.0%
Food and Ice	1,528	1,800	1,800	3,500	1,700	94.4%
Lease-Operating Yard/Storage	4,447	4,008	4,008	4,476	468	11.7%
TOTAL OTHER EXPENSES	666,958	981,000	961,021	949,535	(31,465)	(3.2%)
TOTAL OPERATING EXPENSES	\$1,091,128	\$1,409,417	\$1,411,709	\$1,488,938	\$79,521	5.6%

Customer Care

Functions and Responsibilities

The Customer Care department's goal is to enhance the customers' experience by assisting with trip planning, fares, riding rules, lost-and-found, answering questions and responding to comments, compliments and requests. Representatives are available seven days a week by telephone, email, social media and web-based correspondence. The department also works closely with the Operations and Maintenance Oversight department to quickly address service issues.

FY2021 Accomplishments

◆ High-Quality Customer Experience

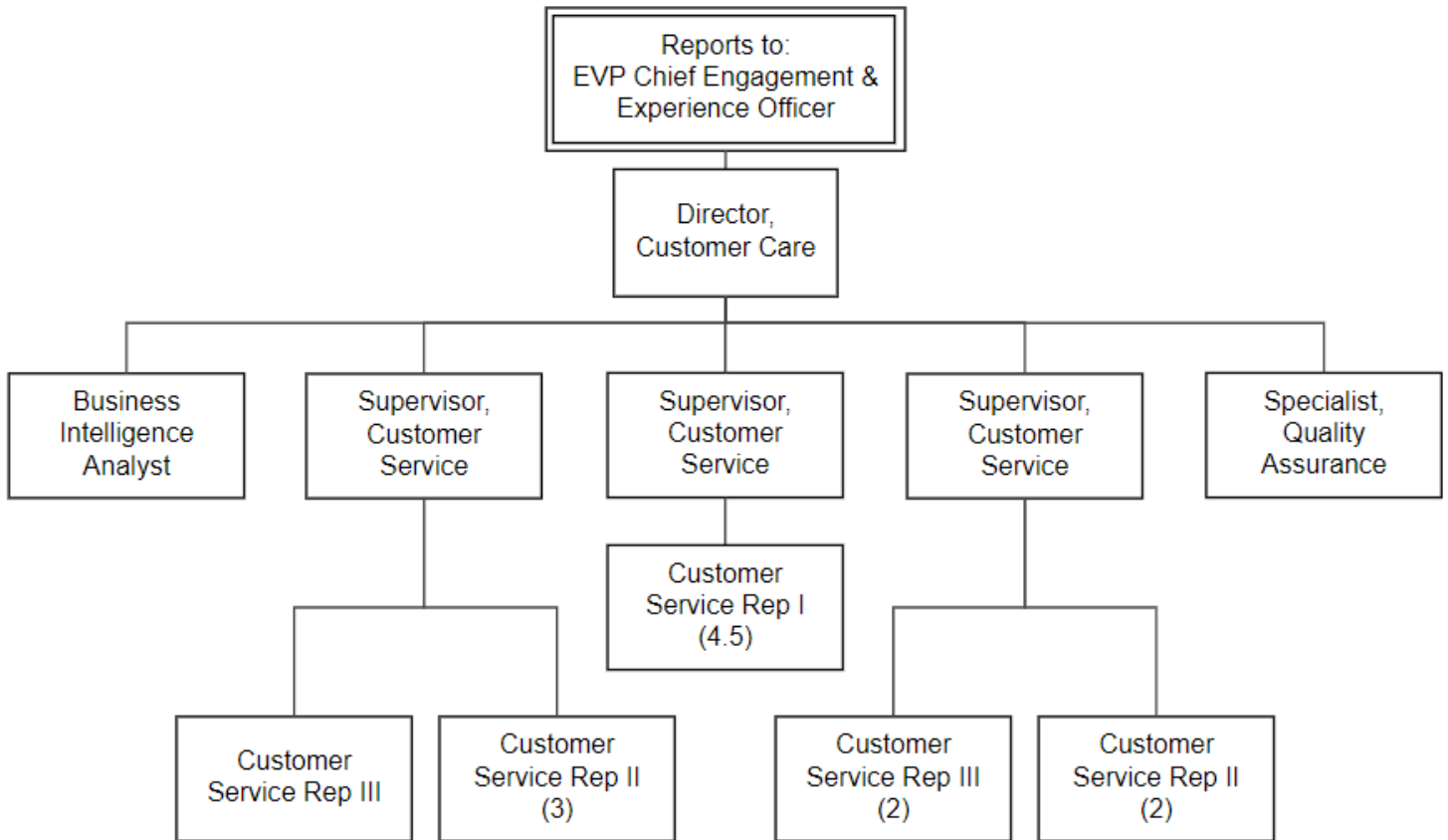
- For the 12 months ended March 2021, the goal of answering 80% of calls within 60 seconds was met.
- For the 12 months ended March 2021, 9,009 customer comment reports were processed, down 51% during this pandemic-influenced period compared to the prior 12 months.
- Reached customers through email, web and social media.
- Continued the utilization of teleworking for staff during the pandemic period, while ensuring uninterrupted service to customers.
- Supported the Project Connect initiative through the education of customers and the reporting of customer feedback.
- Improved customer comment report quality after implementing a quality assurance review process.
- Conducted weekly customer comment debriefs with operations and monthly debriefs with senior management expanding the use of customer feedback.
- Deployed a major phone system/contact center system upgrade, bringing new technologies such as after-call surveys and the option to request a call-back when the queue is long.

FY2022 Planned Initiatives

◆ Internal/External Customer Service Excellence

- Provide the senior management team with periodic insights and recommendations based on customer feedback.
- Participate in selection and implementation of a replacement Customer Relationship Management (CRM) system.
- Refine our departmental metrics and reporting, with an emphasis on feedback and accountability.
- Serve as a resource for training and assisting departments in bringing customer comment reports to resolution.

Customer Care Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$60,266 due to promotions and approved performance-based pay increases to become effective in January 2022.

Other Expenses

No significant changes.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$810,831	\$953,433	\$953,433	\$1,011,114	\$57,681	6.0 %
Overtime - Administrative	37,537	39,349	39,349	39,000	(349)	(0.9 %)
FICA-Admin	59,037	72,938	72,938	75,872	2,934	4.0 %
State Unemployment-Admin	461	3,417	3,417	3,417	—	0.0 %
Supplemental Sick	607	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	908,473	1,069,137	1,069,137	1,129,403	60,266	5.6 %
OTHER EXPENSES						
Temporary Help	92,143	—	—	—	—	N/A
Maintenance-Office Equipment	—	1,000	2,500	1,000	—	0.0 %
Courier And Delivery Services	46	—	—	—	—	N/A
Other Services	5,915	8,850	3,690	8,590	(260)	(2.9 %)
Office Supplies	1,084	1,800	450	2,400	600	33.3 %
Other Supplies	14	—	—	—	—	N/A
Telephone-Local	1,120	1,920	960	1,920	—	0.0 %
Airfare - Transportation	680	800	—	800	—	0.0 %
Travel - Per Diem	308	303	—	303	—	0.0 %
Seminar, Conferences, Registration	—	3,750	3,750	3,750	—	0.0 %
Lodging	1,134	800	—	800	—	0.0 %
Business Meals - Local	561	—	—	—	—	N/A
Postage	148	60	—	60	—	0.0 %
Computer Hardware	26	—	—	—	—	N/A
Other Miscellaneous Expenses	17	150	—	—	(150)	(100.0 %)
Food and Ice	60	240	—	—	(240)	(100.0 %)
Rent-Event Space	460	500	—	—	(500)	(100.0 %)
TOTAL OTHER EXPENSES	103,716	20,173	11,350	19,623	(550)	(2.7 %)
TOTAL OPERATING EXPENSES	\$1,012,189	\$1,089,310	\$1,080,487	\$1,149,026	\$59,716	5.5 %

Demand Response Oversight

Functions and Responsibilities

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

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Replaced MV-1 vans with 20 new cutaway vehicles.
- Worked with the service provider to staff customer service specialists at facilities to support customer engagement with Capital Metro customer service team.
- Developed internal audit program to evaluate and analyze customer service response performance and operators' trends to identify opportunities for improvement and training.
- Partnered with American Bus Benchmarking Group (ABBG) to complete a comprehensive customer service survey.

◆ Engaged Workforce

- Coordinated a compliment system where the service provider will utilize positive feedback from customers.
- Increased security at 414 Thompson Lane to include additional lighting, badge readers, signage, landscaping, jersey barriers, game cameras, floodlights and additional security patrols.
- Established frontline feedback program utilizing Everbridge to create an instant feedback loop between operators and Demand Response.
- Designed a quadrennial audit summary report that comprehensively outlines all audits, inspections, and corrective action plans determined throughout each quarter that can be used by senior management to strategize and access the operational health of the service provider.

◆ Sustainability

- Supported transition of Enterprise Asset Management Systems.
- Continued enhanced cleaning, safety policies and procedures for staff and customers.
- Continued scheduling methodologies for social distancing and contact tracing reporting.
- Created a Demand Response-specific safety management system to comply with Public Transportation Agency Safety Plan (PTASP) to align with federal requirements.
- Transitioned to paperless manifest for operations efficiency and social distancing.

◆ Valued Community Partner

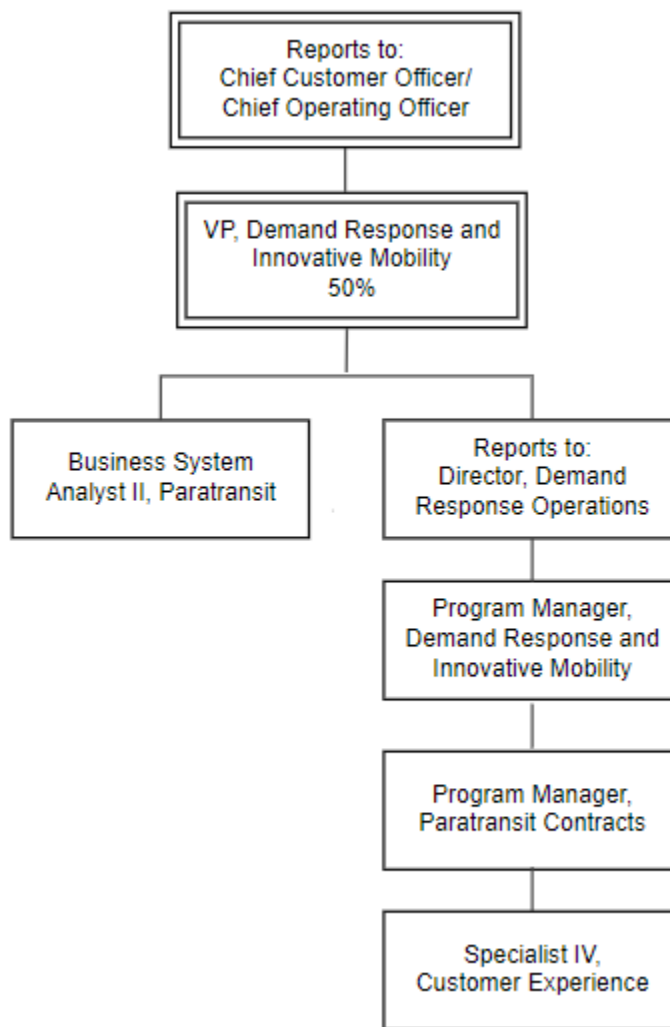
- Supported Project Connect planning and customer initiatives related to Demand Response.

- Supported community by providing more than 6 million meals delivered through grocery delivery partnerships with Central Texas Food Bank, HEB, Good Apple, Farm Share, Avance and Any Baby Can.
- Provided Wi-Fi-enabled vehicle deployments to infrastructure limited neighborhoods in partnership with Austin Independent School District.
- Provided 10,183 emergency-related passenger trips, 569 households meals were provided from Meals on Wheels, Central Texas Food Bank, 500 dinners were delivered to first responders and 1,296 cases of water were delivered to community households.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Procure new paratransit scheduling and eligibility software solutions.
 - Continue to enhance internal customer service auditing program.
 - Increase frequency of service provider walkthroughs with customers at pickup and drop-off locations.
- ◆ Stakeholder Engagement
 - Define operational scope in preparation of a new service contract.
 - Implement multimedia knowledge base to improve access to Demand Response Oversight.
- ◆ Financial and Environmental Sustainability
 - Prepare analysis on contractor's employee benefits in preparation of new service contract.
 - Service provider will continue green committee meetings.
- ◆ Organizational Development
 - Combine North and South Base purchase transportation contracts.
 - Support South Base fleet change-out of 40 vehicles.

Demand Response Oversight Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$134,662 from 1 new FTE and estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$2,559,693 driven by a \$1,837,889 increase in contractual rates and increased service levels for the North and South Base Paratransit locations. Net increase in Gasoline and Gasoline Fuel Tax of \$519,419 to support increase in service levels. Fuel is budgeted at \$1.90 per gallon, a decrease of \$0.15 over FY2021. An increase of \$200,900 in Other Supplies for Safety Blitzes for staff and service providers.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$336,169	\$324,411	\$331,380	\$445,302	\$120,891	37.3%
FICA-Admin	22,958	23,855	23,855	37,450	\$13,595	57.0%
State Unemployment-Admin	41	631	631	807	\$176	27.9%
Supplemental Sick	2,492	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	361,660	348,897	355,866	483,559	134,662	38.6%
OTHER EXPENSES						
Maintenance-Radios	51,321	2,860	13,744	2,860	—	0.0%
Diesel	405,436	256,607	128,304	425,106	168,499	65.7%
Gasoline	543,661	551,568	551,568	840,912	289,344	52.5%
Office Supplies	8,478	12,000	12,000	12,000	—	0.0%
Maps And Schedules	—	600	200	600	—	0.0%
Other Supplies	5,359	3,300	3,300	204,200	200,900	6087.9%
Telephone-Local	960	3,360	3,360	4,320	960	28.6%
Diesel Fuel Tax	55,331	27,741	13,871	50,013	22,272	80.3%
Gasoline Fuel Tax	41,214	59,629	59,629	98,933	39,304	65.9%
North Base Paratransit	8,697,771	9,706,595	9,724,882	10,513,118	806,523	8.3%
Georgetown Paratransit	236,416	259,200	259,200	259,200	—	0.0%
Rural Service Bus	34,230	—	17,715	—	—	N/A
South Base Paratransit	17,810,168	18,499,526	17,539,044	19,530,892	1,031,366	5.6%
Dues And Subscriptions	349	375	375	750	375	100.0%
Airfare - Transportation	4,519	5,200	1,500	5,200	—	0.0%
Travel - Per Diem	1,627	2,800	800	2,800	—	0.0%
Seminar, Conferences, Registration	3,715	1,500	1,000	1,650	150	10.0%
Lodging	3,979	7,000	1,500	7,000	—	0.0%
Business Meals - Local	58	—	—	—	—	N/A
Advertising/Promotion Media	420	—	892	—	—	N/A
Other Miscellaneous Expenses	—	—	82	—	—	N/A
Lease-Vehicles	78,096	—	—	—	—	N/A
TOTAL OTHER EXPENSES	27,983,107	29,399,861	28,332,966	31,959,554	2,559,693	8.7%
TOTAL OPERATING EXPENSES	\$28,344,767	\$29,748,758	\$28,688,832	\$32,443,113	\$2,694,355	9.1%

Diversity, Equity and Inclusion

Formerly Diversity and Compliance

Functions and Responsibilities

The Diversity, Equity and Inclusion department focuses on the internal and external diversity, equity and inclusion (DEI) goals of Capital Metro. The department is responsible for all elements of the DEI program including, workforce diversity and Equal Employment Opportunity (EEO) compliance, disadvantaged business (DBE) and small business enterprise (SBE) programs and Title VI of the Civil Rights Act of 1964. The department also monitors compliance with DBE and SBE requirements on contracts that include DBE or SBE goals.

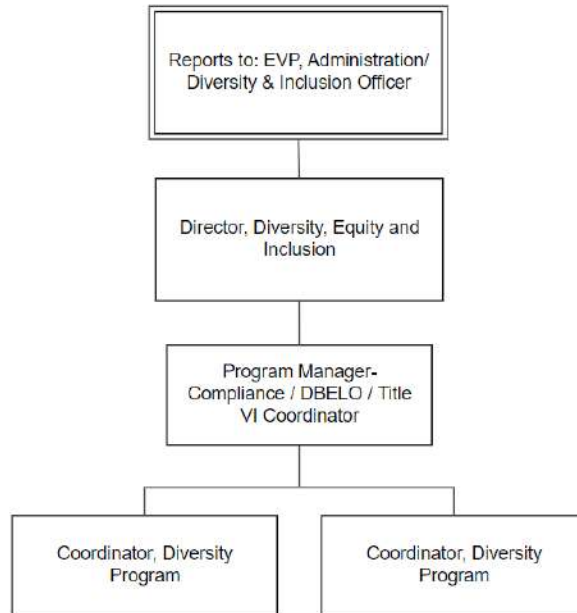
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Updated Capital Metro's Title VI Policies & Program and submitted to FTA.
 - Updated Capital Metro's Language Assistance Plan to provide efficient services to people with limited English proficiency.
- ◆ Engaged Workforce
 - Conducted survey of staff to identify perceptions and awareness of Capital Metro's DEI commitment and program. Used the results to improve the program.
 - Gathered teams of Capital Metro and service provider employees to participate in community events such as Juneteenth and MLK Day.
 - Celebrated Juneteenth as observed staff holiday for the first time.
- ◆ Sustainability
 - Continued to ensure contract compliance through monitoring Commercial Useful Function, prompt payment, Subcontractor Use Plan, goal attainment etc., to achieve our DBE and SBE goals.
- ◆ Valued Community Partner
 - Continued partnerships with minority chambers of commerce, local governments and the Women's Business Council – Southwest.
 - Conducted virtual networking events for small and minority businesses to increase their participation in Capital Metro projects through sharing information on future transportation development in Central Texas.
 - Achieved commitments of 18.74% DBE participation and 31% SBE participation in new contracts.
 - Initiated a disparity study for the SBE program and an availability study for the DBE program.
 - Created Diversity, Equity and Inclusion Council, including internal steering committee and DEI community advisory group.
 - Adopted Diversity, Equity and Inclusion board policy statement.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Review and monitor transit services for equity and compliance with the Title VI Plan.
 - Implement Language Assistance Plan to enhance understanding by customers with limited English proficiency.
- ◆ Stakeholder Engagement
 - Continue regular meetings of the DEI Community Advisory Group.
 - Continue partnerships with minority chambers of commerce, local governments and the Women's Business Council – Southwest and other advocacy groups.
 - Conduct networking events for companies that qualify as DBE and SBE to increase their participation in Capital Metro projects.
 - Establish SBE and DBE participation goals in contracts with subcontracting opportunities.
 - Complete disparity study for the SBE program and an availability study for the DBE program.
 - Create small and minority business accelerator programs to increase participation in contracting opportunities.
- ◆ Financial and Environmental Sustainability
 - Establish the triennial overall DBE goal for FY2023-25 as required by the Federal Transit Administration.
 - Accomplish a successful federal triennial review on DBE, Title VI, and EEO.
- ◆ Staff Development
 - Engage staff in DEI Program through innovative training and establishment of employee resource groups.
 - Establish talent pipelines to offer equitable career development opportunities.

Diversity, Equity and Inclusion Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$136,799 due to 1 new FTE and the approved performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$330,325 includes a disparity study in Consultation Fees in the amount of \$250,000 to identify ways to provide fair opportunities for all firms interested in doing business with Capital Metro. This increase also includes publishing costs associated with DBE goal setting at \$7,500 in Other Services and first-time memberships in four chambers of commerce for \$12,000 in Dues and Subscriptions.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$182,649	\$223,288	\$230,144	\$350,578	\$127,290	57.0%
FICA-Admin	12,219	17,081	17,081	26,412	9,331	54.6%
State Unemployment-Admin	303	542	542	720	178	32.8%
TOTAL LABOR & BENEFITS	195,171	240,911	247,767	377,710	136,799	56.8%
OTHER EXPENSES						
Consultation Fees	—	—	337,853	295,000	295,000	N/A
Other Services	(250)	5,000	5,000	12,500	7,500	150.0%
Office Supplies	298	900	900	6,200	5,300	588.9%
Dues And Subscriptions	37,600	34,100	34,100	46,100	12,000	35.2%
Airfare - Transportation	—	1,800	—	2,000	200	11.1%
Travel - Per Diem	—	1,420	—	1,500	80	5.6%
Seminar, Conferences, Registration	1,875	3,100	3,100	5,300	2,200	71.0%
Lodging	—	2,750	—	2,800	50	1.8%
Travel - Other	—	500	—	500	—	0.0%
Business Meals - Local	—	5,040	—	5,000	(40)	(0.8%)
Other Miscellaneous Expenses	8,605	8,945	8,945	16,980	8,035	89.8%
TOTAL OTHER EXPENSES	48,128	63,555	389,898	393,880	330,325	519.7%
TOTAL OPERATING EXPENSES	\$243,299	\$304,466	\$637,665	\$771,590	\$467,124	153.4%

Executive Staff

Functions and Responsibilities

The Executive Staff department serves as the liaison to the board of directors on policy issues and provides leadership and direction to ensure that Capital Metro meets its mission, goals and objectives. The department coordinates initiatives, including Project Connect, to ensure the highest standards for the organization. The department ensures sound ethics and fiscal management consistent with federal, state and local laws and sound public practices, which emphasize the most effective use of taxpayer funds through the continuous improvement of Capital Metro's operations.

Executive Staff ensures activities across the organization are properly coordinated and oversees the dissemination of information to ensure follow-through and timely communications with concerned stakeholders. The Executive Staff ensures that members of the Senior Management Team have the resources they need to achieve their departmental goals.

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Completed significant capital projects, including opening the new Downtown MetroRail Red Line station, in October 2020. Located at 4th & Trinity Streets, the new Downtown Station and adjacent plaza enhance the area's public space. Its primary function is to make easy connections between MetroRail and other types of transportation and was a necessary first step towards improvements along the entire MetroRail system.
- Continued increasing customer experience through improvements to Norwood Transit Center; the transit center adjacent to ACC Riverside; construction of the new Eastside Bus Plaza in partnership with CARTS and other regional partners, and 20 new bus shelters, benches and litter containers, along with 30 sanitation dispensers throughout the system. Improvements were in addition to the 7 days per week as needed maintenance at more than 2,400 bus stops, 11 Park & Rides and transit centers, and 9 rail stations throughout FY2021.
- Enhanced public, workforce safety and customer experience through the Public Safety Ambassadors, a team of staff dedicated to respond to public safety issues throughout the transit system.

◆ Engaged Workforce

- Initiated a significant internal realignment in January 2021 to better align our workforce in support of the future of this agency and the growth and development of our workforce as a result of Project Connect.
- Hired a Diversity Officer to enhance and coordinate Capital Metro's commitment to Diversity, Equity and Inclusion. The Diversity and Compliance team completed updates to Capital Metro's Title VI program, supported the Board in the adoption of the Board's Diversity Equity and Inclusion Policy Statement, and ensured these principles were central to work being done throughout the Agency.

◆ Sustainability

- Relunched MetroBike, in partnership with the city of Austin, to use the bike-share system to improve its connection to transit and aid the long-term mobility goals laid out in the Austin Strategic Mobility Plan. The program includes a fully-electric bicycle fleet, increasing attractiveness of the service to more users, and making it more competitive with other mobility options.

- Continued expansion of electric bus fleet and completed the first phase of the 200+ space North Operations zero-emissions smart-charging yard.
- Demonstrated a strong commitment to financial sustainability and resiliency, especially in light of the COVID-19 pandemic. Secured federal support, ensuring continued essential service to the community, supported the workforce through the provision of sick leave for staff impacted by COVID-19, and provided additional support and equipment for frontline workers. Additional grants secured in FY21, allowed for the continued expansion of the electric bus fleet and the initiation of equitable Transit Oriented Development planning along critical transit routes.

◆ Valued Community Partner

- Focused external and community engagement efforts for several years on Project Connect. That work came to fruition when Austin voters proposed a historic investment in high-capacity transit for our community in November 2020.
- Launched the first Project Connect service – Dessau Pickup – and remained steadfast in our goal of working with Austin Transit Partnership (ATP) and other stakeholders to design and build a world-class high-capacity system.
- Continued to see great success with efforts to leverage federal funding for Project Connect, and have entered several projects into FTA project development, in partnership with ATP and the city of Austin.
- Increased vehicle and bus stop sanitation, equipped our operators with PPE, engaged the workforce through the All Hands operations support program. Through a partnership with the Central Texas Food Bank, Good Apple and HEB, delivered more than 1 million meals to homebound MetroAccess clients and other vulnerable community members.
- Provided life-saving, essential services to our customers and community during the severe winter weather event of February 2021 by utilized fleet as warming vehicles, evacuation assistance and hospital transport. of medical personnel and critical patients needing treatment and coordinated water distribution during the boil water notice. Assisted the city of Austin in demobilizing the Palmer Events Center after it had reached capacity.

FY2022 Planned Initiatives

◆ Internal/External Customer Service Excellence

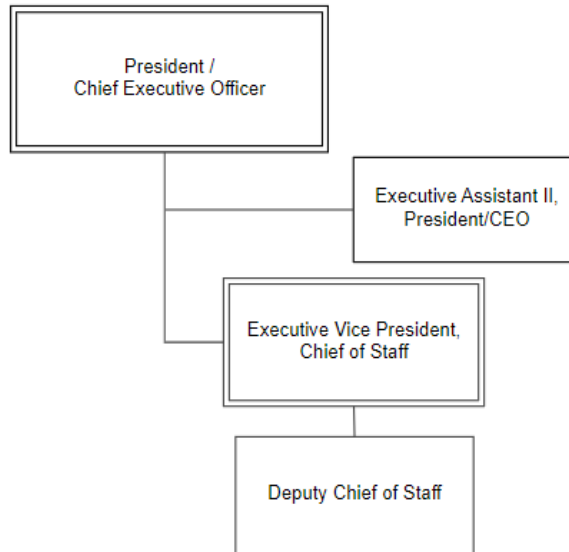
- Continue installation of new bus stop amenities, including benches, shelters, real-time information, shading, lighting and cameras.
- Introduce replacement and additional buses to the Capital Metro fleet, including electric buses, commuter coaches, MetroRapid buses and transit buses.
- Continue improvements to MetroRail, including new station plans, double-tracking, the completion of the positive train control system, new ticket vending machines and real-time information displays.

◆ Stakeholder Engagement

- Continue coordination with the city of Austin on bus priority treatments in city-owned right-of-way, as part of a larger transit speed and reliability efforts that will further demonstrate the value of transit to existing and future Capital Metro customers.
- Continue robust community engagement efforts to build community support for Project Connect and foster new and innovative partnerships to educate the community on the benefits of high-capacity transit.

- ◆ Financial and Environmental Sustainability
 - Continue expansion of electric bus fleet.
- ◆ Staff Development
 - Continue staff engagement and identification of new professional development opportunities across all departments. Continue scheduling of employee town halls and expansion of program to all frontline employees. Continue cross-training between departments to encourage professional development.

Executive Staff Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$261,684 due to the addition of 1 new FTE, 1 FTE transferred to Performance Management and Imagination and the approved performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$78,624 due to broadening the membership in transit organizations including Movability Austin and TEX-21 in the amount of \$33,834 in Dues and Subscriptions, and the addition of quarterly work sessions with ATP for \$19,200 in Other Miscellaneous Expenses.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$454,258	\$502,686	\$519,712	\$751,637	\$248,951	49.5%
Executive Compensation	—	41,938	41,938	41,938	—	—%
FICA-Admin	26,547	27,284	27,284	39,842	12,558	46.0%
State Unemployment-Admin	27	545	545	720	175	32.1%
TOTAL LABOR & BENEFITS	480,832	572,453	589,479	834,137	261,684	45.7%
OTHER EXPENSES						
Office Supplies	1,412	1,800	1,800	2,000	200	11.1%
Telephone-Local	480	960	960	1,920	960	100.0%
Dues And Subscriptions	114,570	113,891	113,891	147,725	33,834	29.7%
Airfare - Transportation	745	4,492	2,500	8,500	4,008	89.2%
Travel - Per Diem	343	2,246	1,246	4,600	2,354	104.8%
Seminar, Conferences, Registration	2,124	12,992	7,000	20,800	7,808	60.1%
Lodging	2,178	7,000	4,000	14,500	7,500	107.1%
Travel - Other	10	—	—	—	—	N/A
Business Meals - Local	915	1,200	600	2,760	1,560	130.0%
Postage	5	—	—	—	—	N/A
Other Miscellaneous Expenses	3,803	—	—	19,200	19,200	N/A
Food and Ice	733	—	—	1,200	1,200	N/A
TOTAL OTHER EXPENSES	127,318	144,581	131,997	223,205	78,624	54.4%
TOTAL OPERATING EXPENSES	\$608,150	\$717,034	\$721,476	\$1,057,342	\$340,308	47.5%

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 and state grant programs, safeguarding assets and facilitating strategic financial planning, insurance and risk management.

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Developed a technology roadmap and completed the procurement to modernize the agency's fare collection systems to implement an account-based backend system that will provide modern fare products and provide simple-to-use, contactless, convenient solutions for the customer that are cost-effective to implement and maintain.
- Completed the procurements and implementation of new ticket vending machines and bus onboard validators.

◆ Sustainability

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY2021 Budget document.
- Received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the FY2019 Comprehensive Annual Financial Report. The FY2020 Comprehensive Annual Financial Report has been completed, submitted and is currently under review.
- Received an unmodified opinion from Capital Metro's independent accounting firm on the FY2020 financial statements and no single audit findings or internal control deficiencies were noted.
- Completed a comprehensive long-range financial plan spanning FY2022 to FY2041.
- Supported the creation and financial start-up activities of the Austin Transit Partnership (ATP), the new local government corporation that is a joint venture with the city of Austin for the implementation of the Project Connect program of projects. Updated the current Enterprise Resource Planning (ERP) systems to manage ATP's financial, procurement and human resource functions.
- Completed ERP solution research, completed the procurement and award for the new system. ERP implementation kick-off is planned for end of FY2021.
- Awarded grants from the following programs: Coronavirus Response and Relief Supplemental Appropriations Act of 2021, American Rescue Plan Act of 2021, Pilot Program for Transit Oriented Development Planning, Low or No Emission Vehicle Program, Alternative Fueling Facilities Program, and Texas Clean Fleet Program.
- Grant applications submitted and pending project selection announcements for Emissions Reduction Incentive Grant, Transit Security Grant Program, Pilot Program for Transit Oriented Development Planning, Governmental Alternative Fuel Fleet Program, Rebuilding American Infrastructure with Sustainability and Equity Program.

FY2022 Planned Initiatives

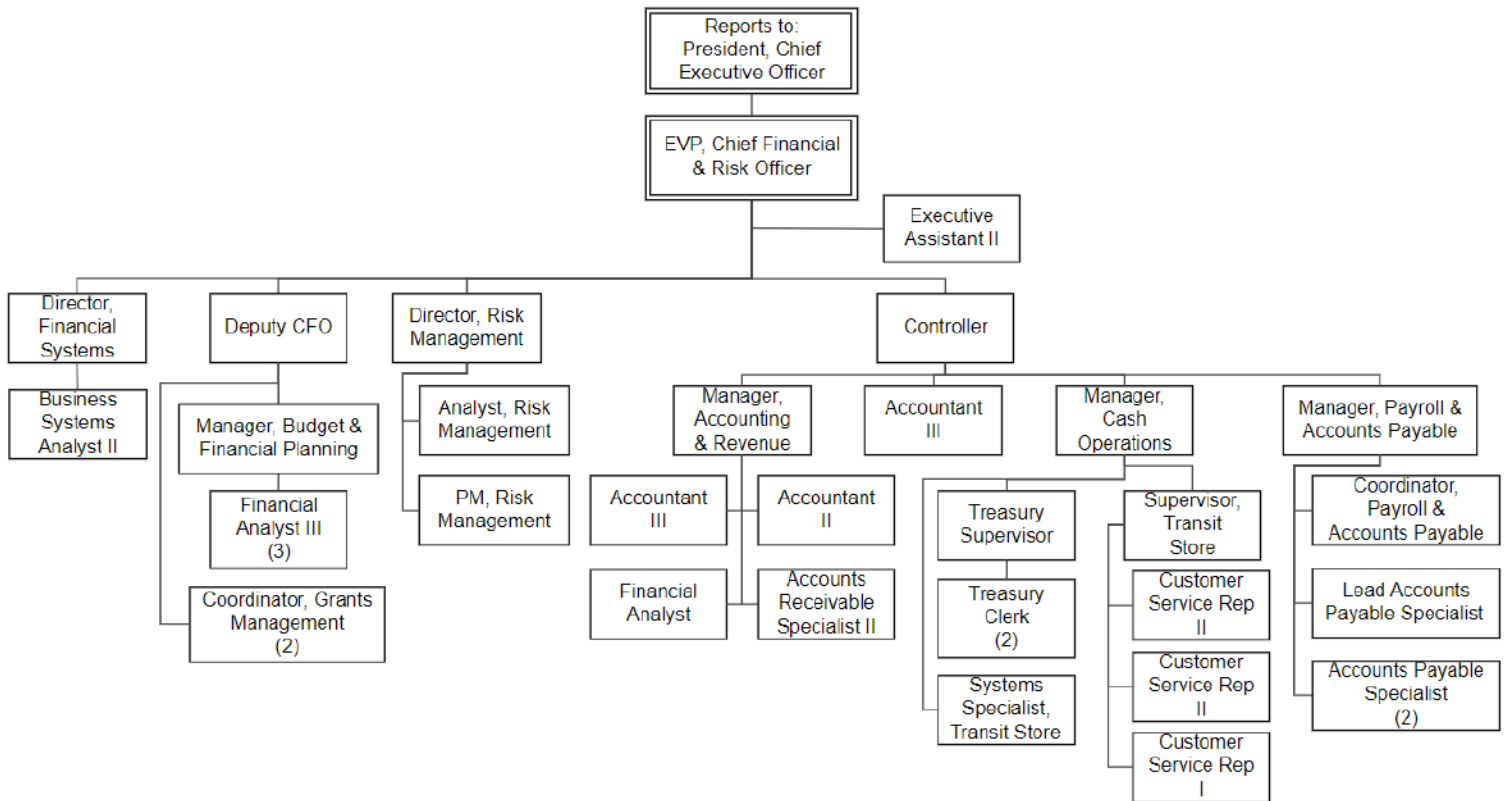
◆ Internal/External Customer Service Excellence

- Continue with the implementation of the agency's technical roadmap to replace the fare collection systems by implementing an account-based backend system that will be simple to use, convenient for the customer and cost-effective to implement and maintain.
- Complete installation of ticket vending machines, which were procured in FY2021, at selected bus stops and Park & Rides.
- Evaluate and plan for the potential revision of the Fare Policy to include fare capping and new fare programs.

◆ Financial and Environmental Sustainability

- Pursue additional funding opportunities that align with the agency's objectives.
- Continue to support the Austin Transit Partnership and the implementation of the Project Connect program of projects.
- Implement automated inventory management and recordkeeping system to control and distribute bus passes.
- Complete the FY2023 Budget and submit the FY2022 Budget document to the Government Finance Officers Association for award consideration.
- Complete the FY2021 Comprehensive Annual Financial Report and submit it to the Government Finance Officers Association for award consideration.
- Receive an unmodified opinion from Capital Metro's independent accounting firm on the FY2021 financial statements and no single audit findings or internal control deficiencies.
- Update the long-range financial plan to prioritize the agency's operating and capital expenditure and plan for strategic initiatives.
- Complete a new ERP system design, development and testing. Prepare for deployment of the new ERP system.

Finance Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$758,263 due to 3 new FTEs, 1 FTE transferred from Safety, Risk Management and Accessible Services Management, the transfer of Worker's Compensation expenses from Safety, Risk, and Accessible Services Management, as well as approved performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$1,917,785 due to increases of \$127,000 in Audit Fees, \$396,000 in Temporary Help related to ERP implementation as well as short term Project Connect work, \$537,500 in Passes and Tickets to replenish/update ticket media, \$844,991 in Insurance expense transferred from Safety, Risk, and Accessible Services Management.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$2,499,390	\$2,581,224	\$2,632,998	\$3,161,825	\$580,601	22.5%
Overtime - Administrative	5,586	2,999	2,999	—	(2,999)	(100.0%)
FICA-Admin	180,236	191,731	191,731	231,076	39,345	20.5%
State Unemployment-Admin	740	5,579	5,579	6,300	721	12.9%
Expense For W/C Claims	—	—	—	99,999	99,999	N/A
W/C Admin Fees (2% Of Claims)	—	—	—	596	596	N/A
Premiums For W/C Losses	—	—	—	40,000	40,000	N/A
Supplemental Sick	16,609	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	2,702,561	2,781,533	2,833,307	3,539,796	758,263	27.3 %
OTHER EXPENSES						
Audit Fees	212,313	299,800	225,000	427,500	127,700	42.6%
Consultation Fees	86,592	392,000	192,000	396,300	4,300	1.1%
Other Professional Fees	225,836	230,613	230,613	258,700	28,087	12.2%
Temporary Help	14,795	—	150,000	396,000	396,000	N/A
Maintenance-Office Equipment	2,286	—	—	—	—	N/A
Repair & Maintenance-Other	1,334	—	—	—	—	N/A
Courier And Delivery Services	18,692	30,000	35,000	34,800	4,800	16.0%
Other Services	—	350,000	350,000	350,000	—	—%
Office Supplies	476	10,800	10,800	9,600	(1,200)	(11.1%)
Passes And Tickets	40,388	88,500	40,000	626,000	537,500	607.3%
Other Supplies	10,450	10,000	10,000	11,700	1,700	17.0%
Telephone-Local	2,400	2,400	2,400	3,840	1,440	60.0%
Property Insurance Premiums	—	—	—	158,000	158,000	N/A
Physical Damage Recoveries	—	—	—	(10,000)	(10,000)	N/A
Rail Liability Claim Payments	—	—	—	200,000	200,000	N/A
Vehicle Liability Premiums	—	—	—	50,000	50,000	N/A
Auto Liability Loss	—	—	—	200,000	200,000	N/A



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
Public Officials Liab. Premiums	—	—	—	59,085	59,085	N/A
Crime Insurance Premium	—	—	—	10,000	10,000	N/A
Other Business Insurance	—	—	—	177,906	177,906	N/A
Dues And Subscriptions	14,622	12,393	12,000	13,696	1,303	10.5%
Airfare - Transportation	309	1,700	100	1,700	—	—%
Travel - Per Diem	275	900	100	900	—	—%
Seminar, Conferences, Registration	4,532	4,300	100	4,300	—	—%
Lodging	1,093	2,500	100	2,500	—	—%
Travel - Other	167	1,200	100	1,200	—	—%
Business Meals - Local	5,855	—	—	—	—	N/A
Bad Debt Expense	201,876	12,000	5,000	12,000	—	—%
Contingency Reserve	—	5,000,000	1,250,000	5,000,000	—	—%
Postage	2,900	7,200	2,000	7,200	—	—%
Bank Charges	258,642	389,676	180,000	360,840	(28,836)	(7.4%)
Other Miscellaneous Expenses	3,260	—	—	—	—	N/A
Asset Disposal Exp And Admin Fees	2,523	6,000	3,000	6,000	—	—%
Grant Reimbursement Expense	2,214	—	—	—	—	N/A
Expense Reimbursement	(16,979)	—	—	—	—	N/A
TOTAL OTHER EXPENSES	1,096,851	6,851,982	2,698,313	8,769,767	1,917,785	28.0 %
TOTAL OPERATING EXPENSES	\$3,799,412	\$9,633,515	\$5,531,620	\$12,309,563	\$2,676,048	27.8%

Government Relations

Functions and Responsibilities

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

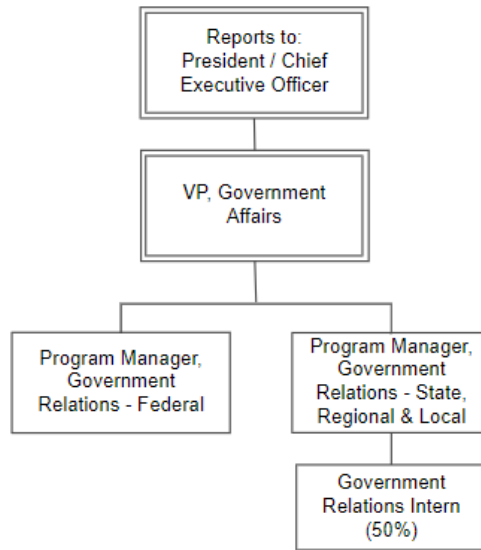
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Pursued transit-friendly policy and advocated against policy that is detrimental to supporting multi-modal transportation and land use.
 - Worked with community leaders and strengthened ties throughout the region to develop transportation solutions to meet the needs of those communities.
- ◆ Sustainability
 - Identified federal grant opportunities and coordinated responses for competitive applications.
- ◆ Valued Community Partner
 - Continued to use opportunities to educate partner agencies and elected officials at all levels throughout the region about Project Connect and the value of transit.
 - Built support for entry into the Capital Investment Grants Program.
 - Engaged other transit authorities across the state to pursue common goals and advocate for the agency's legislative agenda during the 87th Legislature.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Pursue transit-friendly policy and advocate against policy that is detrimental to supporting multi-modal transportation and land use.
 - Work with community leaders and strengthen ties throughout the region to develop transportation solutions to meet the needs of those communities.
- ◆ Financial and Environmental Sustainability
 - Identify federal grant opportunities and coordinate responses for competitive applications.
- ◆ Organizational Development
 - Continue to use opportunities to educate partner agencies and elected officials at all levels throughout the region about Project Connect and the value of transit.
 - Build support for entry into the Capital Investment Grants Program.
 - Engage other transit authorities across the state to pursue common goals during the interim and develop the agency's legislative agenda for the 88th Legislature.

Government Relations Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$162,635 for 1 new FTE and approved performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$13,757 mainly due to periodic contractual increases in Consultation Fees.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$200,353	\$184,266	\$188,210	\$335,488	\$151,222	82.1%
FICA-Admin	13,325	14,094	14,094	25,329	11,235	79.7%
State Unemployment-Admin	107	542	542	720	178	32.8%
TOTAL LABOR & BENEFITS	213,785	198,902	202,846	361,537	162,635	81.8%
OTHER EXPENSES						
Consultation Fees	374,874	372,007	372,007	387,643	15,636	4.2%
Other Services	328,566	—	—	—	—	N/A
Office Supplies	792	1,548	1,548	1,860	312	20.2%
Telephone-Local	960	960	1,440	1,440	480	50.0%
Dues And Subscriptions	24,628	38,590	42,590	27,570	(11,020)	(28.6%)
Airfare - Transportation	1,618	4,200	4,200	6,450	2,250	53.6%
Travel - Per Diem	205	1,650	1,650	2,500	850	51.5%
Seminar, Conferences, Registration	3,738	11,345	11,345	13,744	2,399	21.1%
Lodging	748	4,350	4,350	7,450	3,100	71.3%
Travel - Other	373	—	—	—	—	N/A
Other Miscellaneous Expenses	571	3,750	7,500	3,500	(250)	(6.7%)
Other Misc. Expense-Vans	156	—	—	—	—	N/A
TOTAL OTHER EXPENSES	737,229	438,400	446,630	452,157	13,757	3.1%
TOTAL OPERATING EXPENSES	\$951,014	\$637,302	\$649,476	\$813,694	\$176,392	27.7%

Information Technology

Functions and Responsibilities

The Information Technology department delivers customer service and technology solutions through strategic planning, acquisition and implementation of technology systems. Information Technology ensures the integrity, availability, reliability and security of all Capital Metro systems by providing 24/7 support of all enterprise, infrastructure and transit technology systems.

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Implemented next major new release of CapMetro App to include additional features.
- Added ePaper messaging signs providing traveler information to selected high-frequency stops.
- Completed installation of additional ticket vending machines to selected high-frequency stops.
- Implemented enhancements to support Pickup service.
- Installed onboard fare validators to reduce dwell time and to support new fare strategy.
- Implemented additional components of the product-based fare capping and customer web portal of the account-based fare system
- Began implementation of onboard vehicle digital displays to provide real-time customer information.
- Implemented additional public-facing performance dashboards on CapMetro website.
- Completed needs assessment and began procurement for a data warehouse and business intelligence platform to support information transparency, data sharing and data-driven decisions.
- Piloted new onboard tablets and software to improve on-time bus performance.
- Completed technology infrastructure implementation for Downtown Station.
- Implemented community engagement software to better engage with customers.

◆ Engaged Workforce

- Continued providing reliable systems for telework environment in response to COVID-19.
- Enhanced training for employees for increased awareness and to reduce cybersecurity attacks.
- Began installation of audio-visual technology to foster collaboration of remote teams.

◆ Sustainability

- Continued progress for replacement of demand response software to meet current ADA accessibility requirements, improve operational efficiency and lower costs.
- Implemented monitoring and alerting solution for the Positive Train Control (PTC) network.
- Completed replacement of phone system and expansion of communications capabilities.
- Completed replacement of phase one enterprise asset management system.

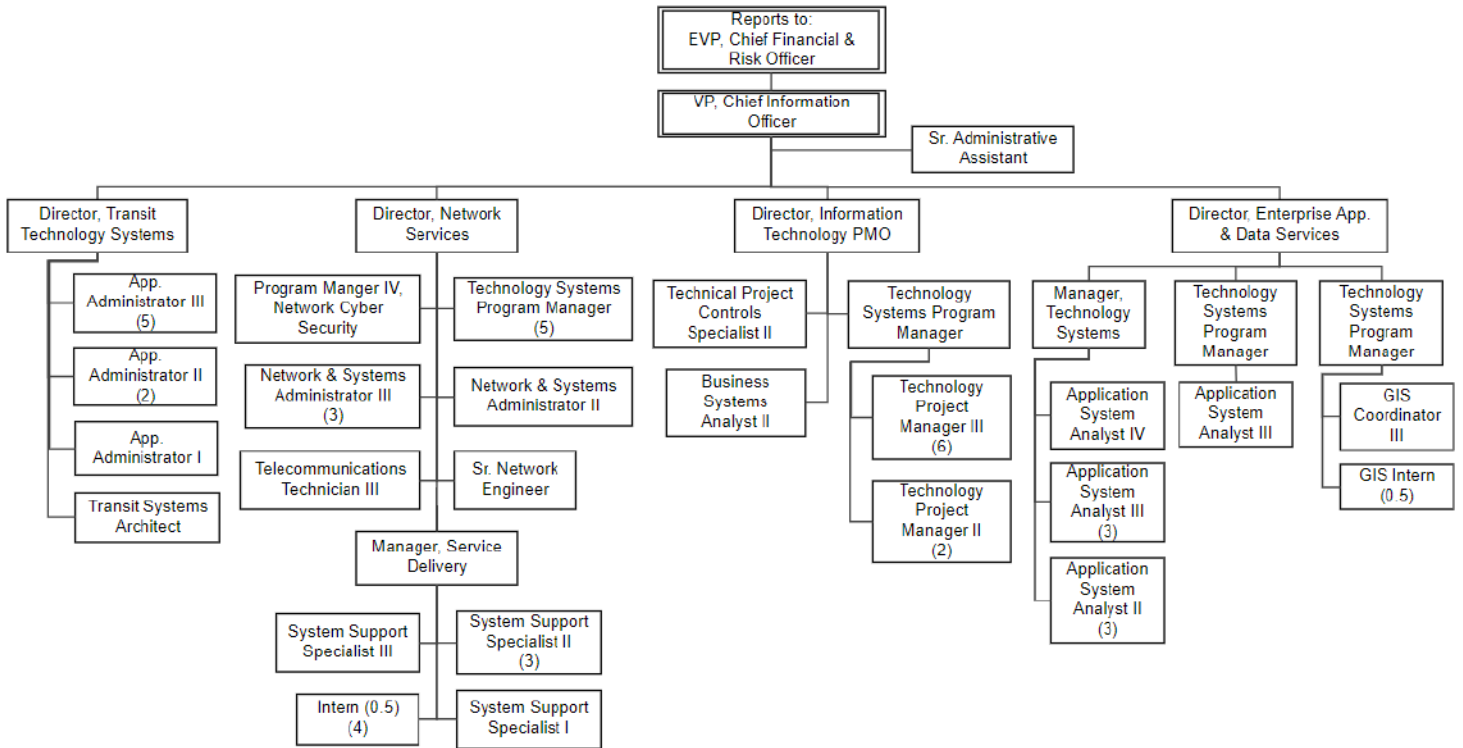
- Completed replacement of website content management system.
 - Completed acquisition and began implementation of a new enterprise resource management system to increase our financial management capabilities.
 - Improved cybersecurity program by implementing advanced technologies.
 - Replaced network infrastructure components maintaining lifecycle to ensure reliability and stability.
 - Replaced passenger Wi-Fi on MetroExpress fleet.
- ◆ Valued Community Partner
- Completed integration of BCycle/MetroBike into the CapMetro App.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
- Complete implementation of account-based fare system to enable new fare programs.
 - Continue enhancements to the CapMetro App to increase customer adoption.
 - Continue expansion of ticket vending machines to selected high-frequency stops.
 - Continue expansion of ePaper messaging signs providing traveler information to selected high-frequency stops.
 - Continue implementation for a data warehouse and business intelligence platform.
 - Complete implementation of onboard digital displays to provide real-time customer information.
 - Complete technology infrastructure for the implementation of the Broadmoor Station.
 - Expand onboard tablets and software to improve on-time bus performance for all routes.
 - Complete needs assessment and procurement to acquire a new enterprise customer relationship management system.
- ◆ Stakeholder Engagement
- Expand rollout of community engagement software to increase project information to customers.
- ◆ Engaged Workforce
- Complete installation of audio-visual technology to improve collaboration across teams.
 - Implement new flexible agency-wide messaging systems to improve internal communication.
- ◆ Financial and Environmental Sustainability
- Replace passenger Wi-Fi on MetroRail fleet.
 - Replace network infrastructure components maintaining lifecycle to ensure reliability and stability.
 - Award and begin replacement of the demand response transit system for planning and scheduling.

- Conduct needs assessment and begin acquisition to replace intelligent transportation systems.
 - Conduct needs assessment and begin acquisition to replace rail dispatch system.
 - Make significant progress in the replacement of the enterprise resource planning system.
 - Complete procurement process to replace onboard farebox and vaulting systems.
 - Complete replacement of board management system, adding features and increasing usability.
 - Complete implementation digital asset management system providing better organization and use.
- ◆ Staff Development
- Update career ladders for all technical positions.
 - Complete project management certification for all project managers assigned capital projects.

Information Technology Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$2,144,864 due to 8 new FTEs, 9 temporary-to-permanent conversions, 1 transferred FTE from Performance Management and Imagination, and the approved performance-based pay increases to become effective in January 2022.

Other Expense

Increase of \$3,563,468 driven by various expense categories. Other Professional Fees \$485,000 for IT Systems assessment, an increase of \$227,326 in Hardware Maintenance Contracts for new systems and infrastructure maintenance, \$2,153,215 increase in Software Maintenance Contracts for upgrades and additional user licenses, increases to Non-Capital Training of \$569,240 for ERP Replacement and Data Warehouse projects, \$234,480 increase in Telephone Local expense for new circuits at new offices as well as new cell services, \$261,00 increase in Computer Hardware as new workstations and associated equipment is provided to increased staff. This is offset by reductions of \$311,211 in Temporary Help and \$120,000 Phone System Maintenance.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$3,970,221	\$4,201,543	\$4,265,599	\$6,126,900	\$1,925,357	45.8 %
Overtime - Administrative	7,209	—	—	—	—	N/A
Intern Pay	24,668	—	—	—	—	N/A
FICA-Admin	278,372	313,874	313,874	530,138	216,264	68.9 %
State Unemployment-Admin	1,220	7,738	7,738	10,981	3,243	41.9 %
Boot Allowance-Admin	172	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	4,281,862	4,523,155	4,587,211	6,668,019	2,144,864	47.4 %
OTHER EXPENSES						
Other Professional Fees	107,272	230,000	230,000	715,102	485,102	210.9 %
Temporary Help	323,503	515,000	394,000	203,789	(311,211)	(60.4)%
Phone System Maintenance	220,956	558,500	558,500	438,500	(120,000)	(21.5)%
Hardware Maintenance Contracts	462,215	603,050	602,771	830,366	227,316	37.7 %
Software Maintenance Contracts	3,242,691	5,176,326	5,144,137	7,329,541	2,153,215	41.6 %
Other Services	4,522	—	—	—	—	N/A
Non-Capital Training	—	8,000	3,000	577,240	569,240	7115.5 %
Office Supplies	7,051	7,800	7,800	9,000	1,200	15.4 %
Other Supplies	179	—	—	—	—	N/A
Telephone-Local	1,283,766	1,367,440	1,374,440	1,601,920	234,480	17.1 %
Dues And Subscriptions	3,862	2,824	2,843	6,962	4,138	146.5 %
Airfare - Transportation	1,996	4,184	—	4,500	316	7.6 %
Travel - Per Diem	709	1,830	—	1,510	(320)	(17.5)%
Seminar, Conferences, Registration	7,763	37,925	30,162	25,240	(12,685)	(33.4)%
Lodging	1,967	5,100	—	7,300	2,200	43.1 %
Travel - Other	10	—	—	—	—	N/A
Business Meals - Local	123	—	—	—	—	N/A



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
Postage	6	—	—	—	—	N/A
Computer Software	126,970	44,000	44,000	113,477	69,477	157.9 %
Computer Hardware	589,474	250,000	346,589	511,000	261,000	104.4 %
Other Miscellaneous Expenses	256	—	—	—	—	N/A
TOTAL OTHER EXPENSES	6,385,291	8,811,979	8,738,242	12,375,447	3,563,468	40.4 %
TOTAL OPERATING EXPENSES	\$10,667,153	\$13,335,134	\$13,325,453	\$19,043,466	\$5,708,332	42.8 %

Innovative Mobility

Functions and Responsibilities

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

FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Integrated MetroBike with the Capital Metro Trip Planner to provide a more seamless customer experience.
 - Implemented combined transit and MetroBike ticket options in the CapMetro App to offer one-stop shopping.
 - Pickup service received an average customer rating of 4.9 out of 5 stars.
- ◆ Engaged Workforce
 - Formed MetroBike Committee with representation from Capital Metro, the Austin Transportation Department and Bike Share of Austin to provide governance and a support system committed to the success of the program.
- ◆ Sustainability
 - Implemented Pickup Service Standards and Guidelines to ensure the program is being operated efficiently and effectively.
 - Replaced older bicycle fleet with new technology and equipment for improved rider experience.
 - Implemented strategic placement of e-bike stations.
 - Deployed MetroBike employee memberships program.
- ◆ Valued Community Partner
 - Formed partnerships with various agencies to promote innovative mobility and bike share initiatives.
 - Launched two Pickup zones during COVID-19 Pandemic.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Continue to improve user experience on MetroBike through expansion and promotion of system.
- ◆ Stakeholder Engagement
 - Continue communication and outreach to community partners and organizations while promoting active mobility.

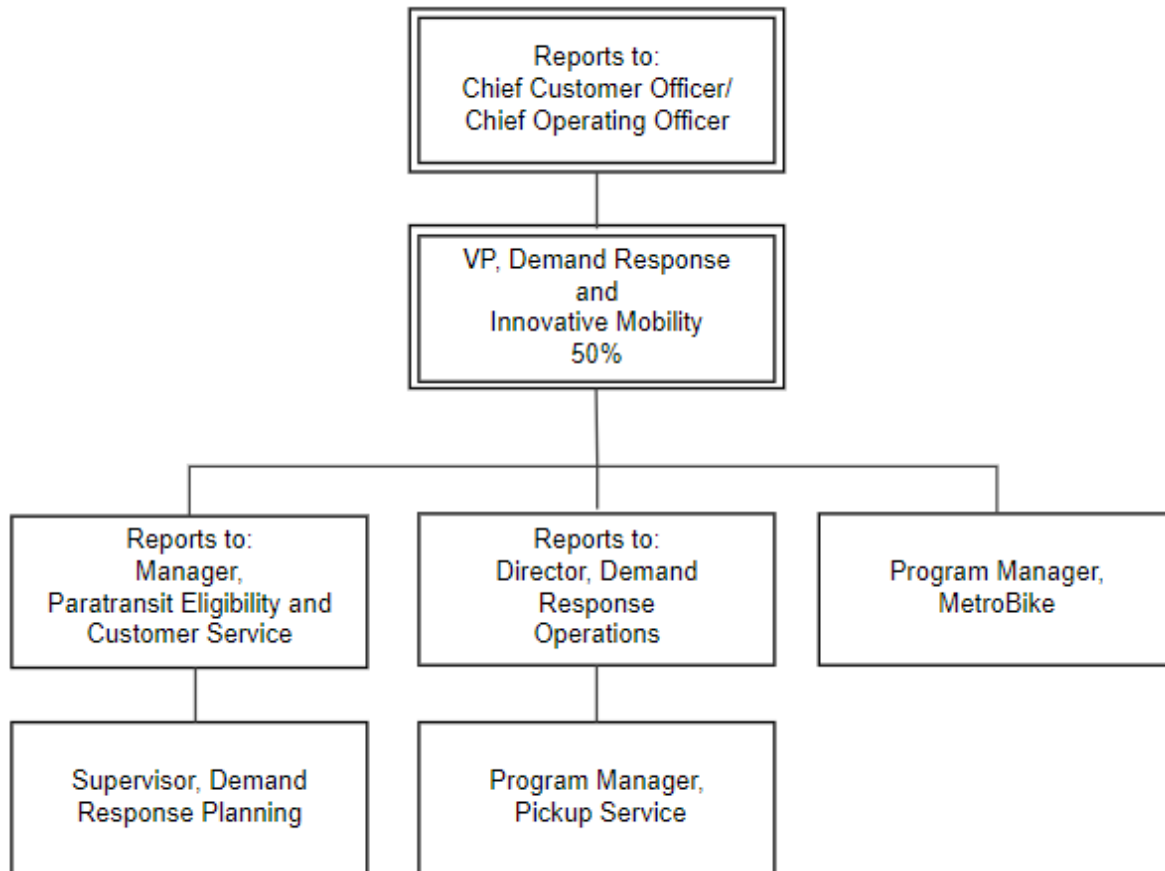
◆ Financial and Environmental Sustainability

- Complete an operational evaluation and review of the existing MetroBike program to identify strengths, opportunities and areas for further investment.

◆ Staff Development

- Coordinate with the North Base service provider to improve operational efficiencies of the Pickup program.
- Increase staff's knowledge and engagement of the MetroBike program and Bike Share of Austin as the program is developed.

Innovative Mobility Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$116,381 from 1 new FTE and estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$1,019,319 driven by net increase of \$627,287 in Pickup services and \$266,424 in Lease-Vehicles to support 11 zone, Saturday service, and \$250,000 for Bikeshare expansion. Decrease of \$501,600 in Temporary Help as a result of increasing the FTE. Net increase in Gasoline and Gasoline Fuel Tax of \$38,757 to support increased service. Fuel is budgeted at \$1.90 per gallon, a decrease of 0.15 cents over FY2021. The Expense Reimbursement from Travis County for neighborhood circulators will be captured as a revenue item.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$222,364	\$259,884	\$259,884	\$364,332	\$104,448	40.2%
FICA-Admin	13,290	18,920	18,920	30,671	11,751	62.1%
State Unemployment-Admin	14	450	450	632	182	40.4%
TOTAL LABOR & BENEFITS	235,668	279,254	279,254	395,635	116,381	41.7%
OTHER EXPENSES						
Other Professional Fees	86,223	107,213	57,213	100,000	(7,213)	(6.7%)
Temporary Help	353,924	501,600	521,600	—	(501,600)	(100.0%)
Maintenance-Radios	102,415	16,770	16,770	16,770	—	0.0%
Gasoline	—	81,905	81,905	139,150	57,245	69.9%
Office Supplies	109	—	25	—	—	N/A
Other Supplies	6,602	—	370	—	—	N/A
Telephone-Local	480	960	960	1,440	480	50.0%
Gasoline Fuel Tax	—	34,859	34,859	16,371	(18,488)	(53.0%)
Innovative Mobility	1,775,943	—	—	—	—	N/A
North Base Paratransit	(181,770)	—	—	—	—	N/A
Pickup CARTS	—	779,868	779,868	914,004	134,136	17.2%
Pickup North	—	1,029,713	2,237,912	2,755,375	1,725,662	167.6%
Pickup South	—	1,098,375	—	—	(1,098,375)	(100.0%)
Bikeshare	—	500,000	441,052	750,000	250,000	50.0%
Dues And Subscriptions	100	—	—	—	—	N/A
Airfare - Transportation	1,121	—	—	—	—	N/A
Travel - Per Diem	358	—	—	—	—	N/A
Seminar, Conferences, Registration	375	—	—	—	—	N/A
Lodging	721	—	—	—	—	N/A
Advertising/Promotion Media	12,136	20,000	102,000	30,000	10,000	50.0%
Postage	232	12,000	15,000	7,500	(4,500)	(37.5%)
Lease-Vehicles	707,186	733,680	1,145,340	1,000,104	266,424	36.3%
Expense Reimbursement	—	(205,548)	—	—	205,548	(100.0%)
Capital Contributions-Other Jurisdictions	475,000	—	—	—	—	N/A
TOTAL OTHER EXPENSES	3,341,154	4,711,395	5,434,874	5,730,714	1,019,319	21.6%
TOTAL OPERATING EXPENSES	\$3,576,822	\$4,990,649	\$5,714,128	\$6,126,349	\$1,135,700	22.8%

Internal Audit

Functions and Responsibilities

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

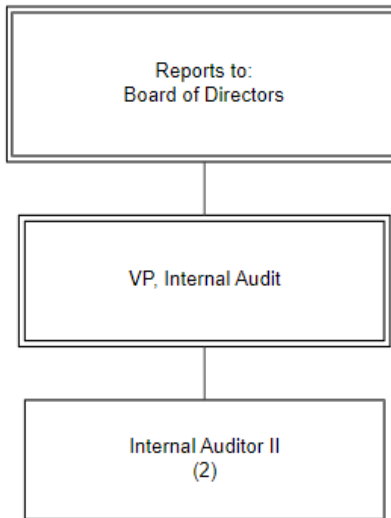
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Leveraged data analytics in the performance of audit projects to make the projects more efficient and effective.
 - Developed FY2021 risk-based flexible audit plan that supports organizational objectives and best practices related to governance, risk and compliance.
 - Provided advisory, consulting and risk management services to management and the board in support of Capital Metro strategic priorities.
- ◆ Sustainability
 - Executed the FY2021 Internal Audit Services Plan and assisted management by assessing operational and business risks and focusing internal audit resources in the most cost-effective and efficient manner.
 - Explored opportunities to phase out the existing audit system and replace with a software solution that can serve as both a governance risk and compliance as well as a contract performance management system that can be used across Capital Metro.
 - Partnered with management in identifying and facilitating process improvement opportunities across departments and the CapMetro enterprise.
- ◆ Valued Community Partner
 - Continued the UT Audit Internship Program – recruited and developed UT Audit Interns and leveraged their skills to drive process improvement within Capital Metro.
 - Led the coordination and successful completion of the Quadrennial Review.
 - Provided leadership and assisted with promoting or participating in professional organizations (e.g., The Institute of Internal Auditors and Association of Local Government Auditors) and industry organizations (e.g., American Public Transportation Association (APTA)).
 - Shared best practices and provided assistance as needed to peer transit and local government internal audit functions.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Develop FY2022 risk-based flexible audit plan that supports organizational objectives and best practices related to governance, risk and compliance.
 - Provide advisory, consulting and risk management services to management and the board in support of Capital Metro strategic priorities.
- ◆ Stakeholder Engagement
 - Continue UT Audit Internship Program – recruit and develop UT Audit Interns and leverage their skills to drive process improvement within Capital Metro.
 - Lead the coordination and successful completion of the FTA Triennial Review.
 - Provide leadership and assist with promoting or participating in professional organizations (e.g. Institute of Internal Auditors and Association of Local Government Auditors) and industry organizations (e.g., APTA).
 - Share best practices and provide assistance as needed to peer transit and local government internal audit functions.
- ◆ Financial and Environmental Sustainability
 - Execute the FY2022 Internal Audit Services Plan and assist management by assessing operational and business risks and focusing internal audit resources in the most cost-effective and efficient manner.
 - Continue exploring opportunities to phase out the existing audit system and replace with a software solution that can serve as both a Governance Risk and Compliance as well as a Contract Performance Management system that can be used across Capital Metro.
 - Partnering with management in identifying and facilitating process improvement opportunities across departments and the CapMetro enterprise.
- ◆ Organizational Development
 - Benchmark processes, systems and controls both internally and externally, including against other public transit agencies.

Internal Audit Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$21,893 due to approved performance-based pay increase to become effective in January 2022.

Other Expenses

Decrease of \$134,212 driven mainly in Audit Fees due to the completion of the Quadrennial Performance Audit.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$344,039	\$344,544	\$351,978	\$365,598	\$21,054	6.1%
FICA-Admin	21,991	23,101	23,101	23,941	840	3.6%
State Unemployment-Admin	27	542	542	541	(1)	(0.2%)
TOTAL LABOR & BENEFITS	366,057	368,187	375,621	390,080	21,893	5.9 %
OTHER EXPENSES						
Audit Fees	81,873	134,054	98,375	—	(134,054)	(100.0%)
Office Supplies	40	400	200	240	(160)	(40.0%)
Other Supplies	—	400	200	240	(160)	(40.0%)
Telephone-Local	1,440	1,440	1,440	1,440	—	0.0%
Dues And Subscriptions	1,485	1,510	1,510	1,510	—	0.0%
Airfare - Transportation	112	900	1,000	1,000	100	11.1%
Travel - Per Diem	76	646	646	646	—	0.0%
Seminar, Conferences, Registration	827	4,254	4,254	4,254	—	0.0%
Lodging	1,032	1,538	800	1,600	62	4.0%
Travel - Other	37	—	—	—	—	N/A
Business Meals - Local	159	75	75	75	—	0.0%
TOTAL OTHER EXPENSES	87,080	145,217	108,500	11,005	(134,212)	(92.4)%
TOTAL OPERATING EXPENSES	\$453,138	\$513,404	\$484,121	\$401,085	(\$112,319)	(21.9)%

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 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.

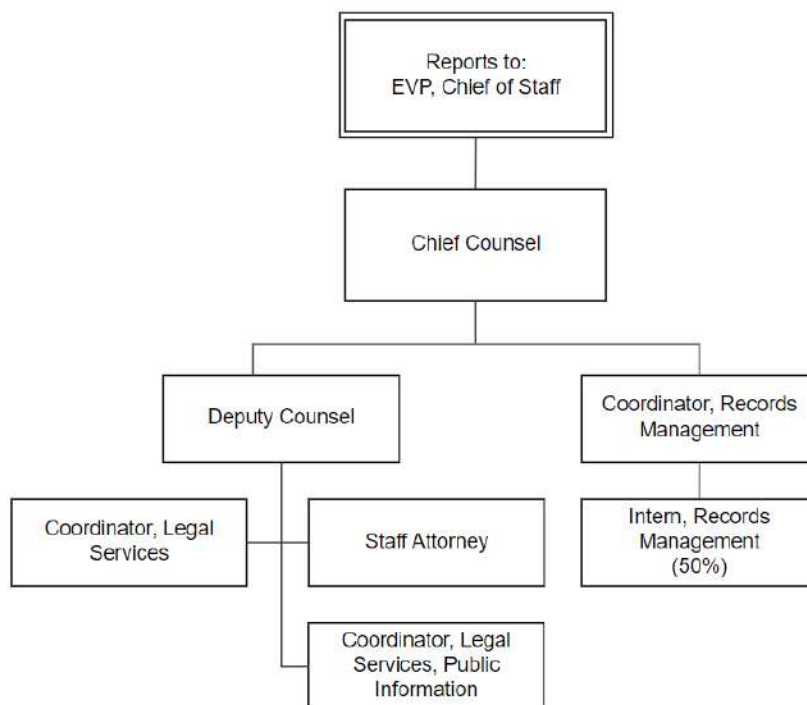
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Collaborated with other departments on effective and efficient ways to develop and implement a wide array of projects in accordance with applicable laws and regulations.
 - Assisted in the development and delivery of staff training on legal matters.
 - Ensured Capital Metro meets its legal obligations associated with transparency and public information.
- ◆ Sustainability
 - Continued to develop and implement processes and strategies for reducing legal risk and exposure.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Collaborate with other departments on effective and efficient ways to develop and implement a wide array of projects in accordance with applicable laws and regulations.
 - Assist in the development and delivery of staff training on legal matters.
 - Ensure Capital Metro meets its legal obligations associated with transparency and public information.
- ◆ Financial and Environmental Sustainability
 - Continue to develop and implement processes and strategies for reducing legal risk and exposure.

Legal Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$6,920 due to approved performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$202,031 mainly in General Legal Services for outside legal services contracts which will provide legal expertise in litigation matters including highly technical IT contracts, employment law, public finance, public utility law and real estate transactions.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$664,570	\$662,418	\$675,854	\$666,891	\$4,473	0.7 %
Overtime - Administrative	674	—	—	—	—	N/A
FICA-Admin	43,008	45,936	45,936	48,383	2,447	5.3 %
State Unemployment-Admin	63	1,258	1,258	1,258	—	0.0 %
TOTAL LABOR & BENEFITS	708,315	709,612	723,048	716,532	6,920	1.0 %
OTHER EXPENSES						
General Legal Services	203,330	300,000	300,000	500,000	200,000	66.7 %
Courier And Delivery Services	—	48	48	48	—	0.0 %
Other Services	10,378	11,750	9,700	11,796	46	0.4 %
Office Supplies	1,314	2,000	2,000	2,004	4	0.2 %
Telephone-Local	1,440	1,920	1,920	1,920	—	0.0 %
Dues And Subscriptions	7,962	8,069	8,069	8,329	260	3.2 %
Airfare - Transportation	1,610	1,889	—	2,050	161	8.5 %
Travel - Per Diem	544	789	—	789	—	0.0 %
Seminar, Conferences, Registration	3,840	6,062	6,062	7,622	1,560	25.7 %
Lodging	2,219	2,668	—	2,668	—	0.0 %
Postage	506	396	396	396	—	0.0 %
Other Miscellaneous Expenses	199	—	—	—	—	N/A
TOTAL OTHER EXPENSES	233,341	335,591	328,195	537,622	202,031	60.2 %
TOTAL OPERATING EXPENSES	\$941,656	\$1,045,203	\$1,051,243	\$1,254,154	\$208,951	20.0 %

Marketing and Communications

Functions and Responsibilities

The Marketing and Communication department furthers Capital Metro's mission through promoting transit use and value, developing and distributing all service-related materials, maps and wayfinding, public relations, business development and internal communications. The department generates revenue through advertising sales on transit vehicles and through the development of programs designed to increase ridership in a collaborative effort with private and public entities. Major responsibilities include: the promotion of routes and services, internal marketing, schedule and signage design, website management, brand development and fleet graphics. The department carries out market research to measure levels of awareness and customer satisfaction. The department serves as the primary contact point for the news media. It provides communications strategy and creative support to other departments and the board, allowing Capital Metro to drive positive messages and enhance its position in the community. The department establishes and implements Capital Metro's social media platforms by presenting user-friendly information through multiple channels for customers, stakeholders and employees.

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Maintained consistent and supportive communication with customers on safety protocols and service reductions during the COVID-19 pandemic with the "Ride with Care" campaign.
- Maintained proactive, supportive and helpful communication during the February 2021 winter storm in coordination with agencies countywide.
- Procured a new social media management platform to better coordinate with the Customer Care team to improve customer communications.
- Developed campaigns to promote new customer fare payment technologies that included new "cash-to-app" functionality and contactless card payment.
- Developed and disseminated educational information about Project Connect to existing and future customers, ensuring they were aware of the process and how it could affect them.
- Developed the celebration of the grand opening of the new Downtown Station with a special event, social media and media relations.
- Deployed a two-part confidence and ridership campaign: Summer was the promotion of free weekend rides in June, the return of Saturday rail and a music-inspired theme of "Get Back to the Things You Love," which featured musicians in social and radio ads and was highlighted by MetroMusic performed at key stops and stations throughout the city. Fall focused on the continuing emergence from the pandemic, the return of services previously suspended during COVID-19, Q2 Stadium ridership and promotion of the music theme for Capital Metro services and ridership.
- Provided marketing support for the introduction of two new Pickup zones.
- Performed a customer satisfaction survey to measure customer perceptions of service and operations as required in the strategic plan.
- Developed and deployed surveys for public safety and emergency preparedness to determine customer, operator and Capital Metro frontline worker's concerns about safety on and around vehicles and ways to mitigate those concerns.

- Began the exploration of a brand refresh to better frame the transformative transit options being developed through Capital Metro and Project Connect.

◆ Sustainability

- Introduced the MetroBike brand to promote the partnership between B-Cycle, the city of Austin and Capital Metro to develop more first-last mile options for all.
- Continued collaboration with Safety, Security and Innovative Mobility to promote programs and initiatives within those departments.

◆ Valued Community Partner

- Completed a community survey to test perceptions of Capital Metro.
- Developed brochures, transit advertising, videos and events that educate the community on the value of transit and the innovations that Capital Metro is bringing to the community.
- Developed and guided a successful outreach campaign to educate the community about Project Connect through a variety of communication channels, allowing them to make an informed decision in the November 2020 vote of approval.
- Continued to increase the media exposure of the agency and its initiatives to ensure the value of transit is communicated as widely as possible.
- Contracted with Do512 to promote Capital Metro services, as well as to position Capital Metro as a community partner that is approachable for everyone in Austin.
- Created a Park & Watch program with Do512 in order to utilize unused Capital Metro facilities during the COVID-19 pandemic. This allowed community partners to engage with Capital Metro in a new way.
- Coordinated with Austin Public Health to design and support COVID-19 public service announcements and advertisements to encourage testing and vaccinations.

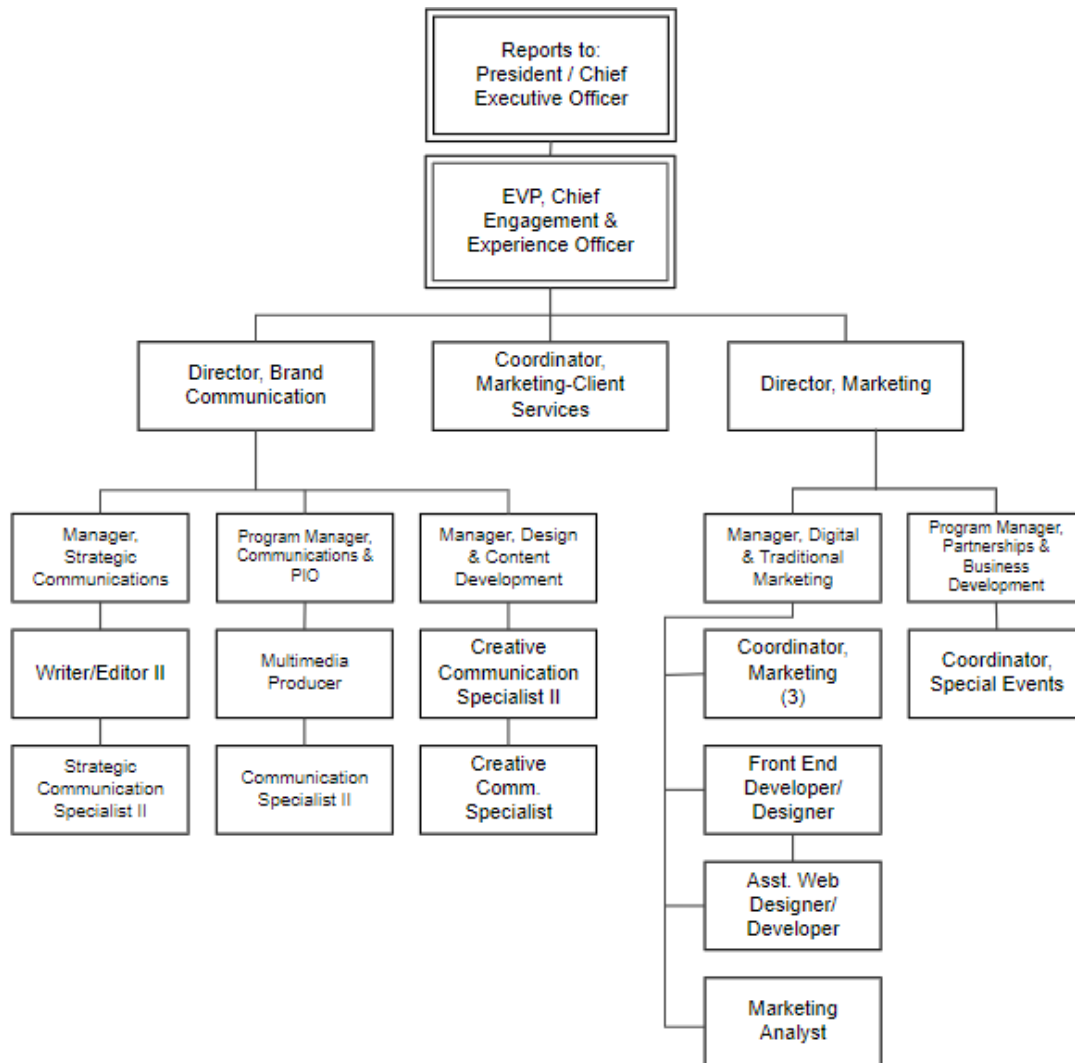
FY2022 Planned Initiatives

◆ Internal/External Customer Service Excellence

- Promote safe use of transit via the Fall and Spring Ridership Campaigns and rebuild ridership as the community reopens. Includes providing consultation, multi-channel advertising, email marketing, social media and media partnerships.
- Provide special event support through quality customer information and promote use of transit for special events when required. Develop web, print, social media and advertising in support of these events, including collaborations with Austin FC, Austin City Limits and Zilker Depot.
- Support three annual service changes plus service adjustments to ensure customers have the information to plan travel on our services. This includes brochures, at-stop information, system maps and web updates.
- Continue collaboration with Safety, Risk Management and Accessible Services and Public Safety and Emergency Management to promote programs and initiatives within those departments.
- Perform customer satisfaction surveys to receive feedback on the services offered.

- Support improvements necessary to keep the Capital Metro website content and usability optimized via website UX testing. Tests will include site architecture improvements and usability testing of the new content on capmetro.org and projectconnect.com.
- Implement brand refresh with consultation on brand direction and the initial roll-out.
- ◆ Stakeholder Engagement
 - Engage customers, citizens and stakeholders through special events built around ridership initiatives, Project Connect and customer payment systems to educate the community and customers on new and updated services and meetings, and communicate the value of transit.
 - Perform a perception survey to measure the attitudes and values that the community has regarding Capital Metro.
- ◆ Financial and Environmental Sustainability
 - Support sustainability and innovative mobility with MetroBike branding and promotions, new Pickup service areas, and pilots designed to improve first-last mile connectivity.
 - Roll-out of phase 3 customer payment systems education and promotion and phase 4 promotion.
 - Engage new partners through the promotion of Capital Metro Business Solutions that include the MetroWorks pass program, Capital Metro RideShare and Try Transit events.
- ◆ Staff Development
 - Develop a Strategic Communication team that will create an internal communications process and coordinate agency-wide messaging, including service providers, to ensure all Capital Metro team members are actively engaged.
 - Attend a crisis communications training hosted by FEMA.
- ◆ Organizational Development
 - Continue to increase the media exposure of the agency and its initiatives to ensure the value of transit is communicated as widely as possible. Be proactive in our efforts to increase Capital Metro's visibility to stakeholders, the Central Texas community and nationally.

Marketing and Communications Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$533,349 due to 5 new FTEs, 1 transfer FTE from People and Culture, partially offset by a decrease for 1 transfer to Austin Transit Partnership, a 0.5 transfer to Community Engagement, and the elimination of a 0.5 intern, plus approved performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$1,143,383 due to rebuilding ridership lost during the pandemic. Services that did not operate, such as express, E-Bus, Night Owl, and late-night rail, did not serve customers for over a year. An increase of \$765,000 in Consultation Fees is allotted to reach former riders who adapted to work-from-home and distance-learning and discover new potential markets through Fall and Spring campaigns, a brand refresh, and a website upgrade. A reduction in Advertising Installation Expense in the amount of \$33,000 is due to a shift to an outside placement agency. An increase in Advertising/Promotion Media for \$411,500 includes the previously mentioned Fall and Spring campaigns, promotion of Pickup and other first-last mile solutions, and development of a campaign for ridership centered around Bike Month to increase ridership on MetroBike.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,463,726	\$1,478,126	\$1,510,948	\$1,976,751	\$458,858	33.7 %
Overtime - Administrative	2,297	—	—	—	—	N/A
Salary & Wages - Temp	12,225	—	—	—	—	N/A
Intern Pay	7,228	—	—	—	—	N/A
FICA-Admin	101,959	110,439	110,439	141,644	31,205	28.3%
State Unemployment-Admin	421	3,417	3,417	3,962	545	15.9 %
Supplemental Sick	3,369	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	1,591,225	1,591,982	1,624,804	2,125,331	490,608	33.5 %
OTHER EXPENSES						
Consultation Fees	470,783	745,000	625,000	1,510,000	765,000	102.7 %
Other Professional Fees	299,131	353,480	361,300	448,004	94,524	26.7 %
Temporary Help	93,528	150,000	350,000	130,000	(20,000)	(13.3 %)
Courier And Delivery Services	25	240	240	180	(60)	(25.0 %)
Other Services	2,650	75,000	45,000	33,000	(42,000)	(56.0 %)
Advertising Installation Expense	144,674	33,000	23,000	—	(33,000)	(100.0 %)
Office Supplies	4,835	8,100	8,100	6,000	(2,100)	(25.9 %)
Maps And Schedules	150,994	250,000	215,000	268,000	18,000	7.2 %
Other Supplies	91,713	233,000	174,000	202,500	(30,500)	(13.1 %)
Telephone-Local	2,440	2,880	2,880	2,400	(480)	(16.7 %)
Dues And Subscriptions	8,557	16,788	16,788	7,610	(9,178)	(54.7 %)
Airfare - Transportation	1,969	3,900	3,900	3,800	(100)	(2.6 %)
Travel - Per Diem	1,457	5,400	5,400	1,200	(4,200)	(77.8 %)
Seminar, Conferences, Registration	8,162	21,700	21,700	18,000	(3,700)	(17.1 %)
Lodging	2,827	11,100	11,100	5,800	(5,300)	(47.7 %)
Travel - Other	366	—	600	240	240	N/A
Business Meals - Local	800	—	—	—	—	N/A
Advertising/Promotion Media	455,407	591,000	455,000	1,002,500	411,500	69.6 %
Postage	657	—	—	5,000	5,000	N/A
Other Miscellaneous Expenses	9,492	—	—	1,750	1,750	N/A
Food and Ice	1,472	2,000	2,000	2,000	—	0.0 %
Lease-Operating Yard/Storage	3,652	5,868	5,868	3,855	(2,013)	(34.3 %)
TOTAL OTHER EXPENSES	1,755,589	2,508,456	2,326,876	3,651,839	1,143,383	45.6 %
TOTAL OPERATING EXPENSES	\$3,346,815	\$4,100,438	\$3,951,680	\$5,777,170	\$1,676,732	40.9 %

Non-Allocated Employee Benefits

Functions and Responsibilities

The Non-Allocated Employee Benefits department provides health and welfare benefits that are attractive, affordable, flexible and competitive. Our employee benefits package allows us to attract and retain talent from diverse groups and serves as a differentiation factor when deciding on whether or not the job is a good fit. This department captures costs of various employee benefits agency-wide, such as health, dental and life insurance, as well as retirement plans.

FY2021 Accomplishments

◆ Engaged Workforce

- Revised employee health plan to provide 100% coverage for COVID-19 related medical services.
- Implemented free COVID-19 testing for employees.
- Ensured timely communication of changes to health plans and other benefits to employees.
- Completed the annual audit of the Capital Metro retirement plans with no findings and submitted to the Texas Pension Review Board.
- Provided continuous leave coverage as stipulated for COVID-19 coverage under Families First Coronavirus Response Act. Administered the COVID-19 tracking and administration process.
- Completed procurement of new vendor for Life Insurance, Disability and Family Medical Leave Act (FMLA) Administration within budgetary requirements.
- Completed procurement for Benefits, Compensation and Retirement Plan Administration, Wellness Services and Vaccination Services to improve our Talent & Acquisition process by offering an extensive benefits package.
- Implemented supplemental life insurance payments to families of employees who died as a result of COVID-19.
- Kept employee cost of health and dental plans flat for 2021 Plan Year.
- Implemented revisions to the 401(k) Plan and Health and Dental Plans to provide coverage for Austin Transit Partnership employees.

FY2022 Planned Initiatives

◆ Internal/External Customer Excellence

- Explore additional voluntary benefits to include Whole Life, Accident and Critical Illness Insurance.
- Solicit new vendor to assist with supporting Employee Assistance Program (EAP), Life Insurance, Disability and FMLA Administration and Health Plan Administration.
- Ensure timely communication of changes to health plans and other benefits to employees.

- Provide assistance for Student Loan relief for employees with private loans.
 - Launch survey to identify future benefit needs of agency employees.
 - Explore enhanced mental health benefits with health plan administrator.
- ◆ Financial and Environmental Sustainability
- Explore additional health risk reduction requirements for employees to qualify for lowest-cost health plan.

Budget Changes

Labor and Benefits

Decrease of \$716,773 is due to a \$2,207,902 reduction in anticipated Pension - Bargain expense. This is offset by an increase to anticipated healthcare expenses in Health Plans - Admin of \$1,200,912 and Health Plan - Fees of \$222,834.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
401k Fees	\$22,997	\$48,000	\$48,000	\$48,000	\$0	0.0 %
401K	31,277	77,304	77,304	77,304	—	0.0 %
Pension - Bargain	3,959,059	4,000,000	2,618,208	1,792,098	(2,207,902)	(55.2 %)
Pension - Admin	5,730,075	5,500,000	4,409,109	5,500,002	2	0.0 %
L/T Disability - Admin.	207,879	111,000	111,000	129,264	18,264	16.5 %
S/T Disability	—	97,590	97,590	105,318	7,728	7.9 %
Health Plans-Admin	4,063,530	4,500,000	4,500,000	5,700,912	1,200,912	26.7 %
Health Plan - Fees	110,427	639,996	639,996	862,830	222,834	34.8 %
Health Savings Account Employer Contribution	12,975	24,000	24,000	48,000	24,000	100.0 %
Health Plan Employee Contribution-Admin	(577,303)	(608,403)	(608,403)	(637,260)	(28,857)	4.7 %
Dental Plans-Admin	190,676	225,302	225,302	226,008	706	0.3 %
Dental Plan Employee Contribution-Admin	(31,294)	(29,662)	(29,662)	(35,356)	(5,694)	19.2 %
Life Insurance-Admin	76,276	73,620	73,620	89,853	16,233	22.0 %
Rideshare Subsidy	4,050	9,239	9,239	9,240	1	0.0 %
B-Cycle Subsidy	—	2,482	2,482	2,484	2	0.1 %
Retirement Medicare Supplement Payments	265,395	360,002	360,002	395,000	34,998	9.7 %
TOTAL LABOR & BENEFITS	14,066,019	15,030,470	12,557,787	14,313,697	(716,773)	(4.8) %
TOTAL OPERATING EXPENSES	\$14,066,071	\$15,030,470	\$12,557,787	\$14,313,697	(\$716,773)	(4.8) %

Operations and Maintenance Oversight

Functions and Responsibilities

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

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Continued the ongoing implementation of safety management system (SMS) in conjunction with service providers and the roll-out of agency-wide initiatives to reduce vehicle and customer accidents.
- Continued ongoing assembly of safety committees, including service provider local committees.
- Provided customer support and feedback by evaluating environment within our transit system that customers and operators experience daily.
- Utilized service intervention playbook to mitigate service disruptions with collaboration from service provider, Amalgamated Transit Union (ATU) officials and MV Transit stakeholders.
- Utilized the Bus video system to observe safety compliance.
- Continued COVID-19 safety and cleaning measures to enhance employee and customer safety: Installed air purifiers on board vehicles, cashless and contact-free payment, electrostatic cleaning, masks for staff and customers, skip-a-seat sign installation, hand sanitizer stations on vehicles, capacity monitoring and mid-day cleaning team at transit centers.

◆ Sustainability

- Continued to implement the fleet replacement schedule as outlined in the long-range financial plan.
- Fleet electrification route expansion.
- Installed two radio consoles.
- Continued support for the implementation of the replacement Enterprise Asset Management system for Infor- EAM System.

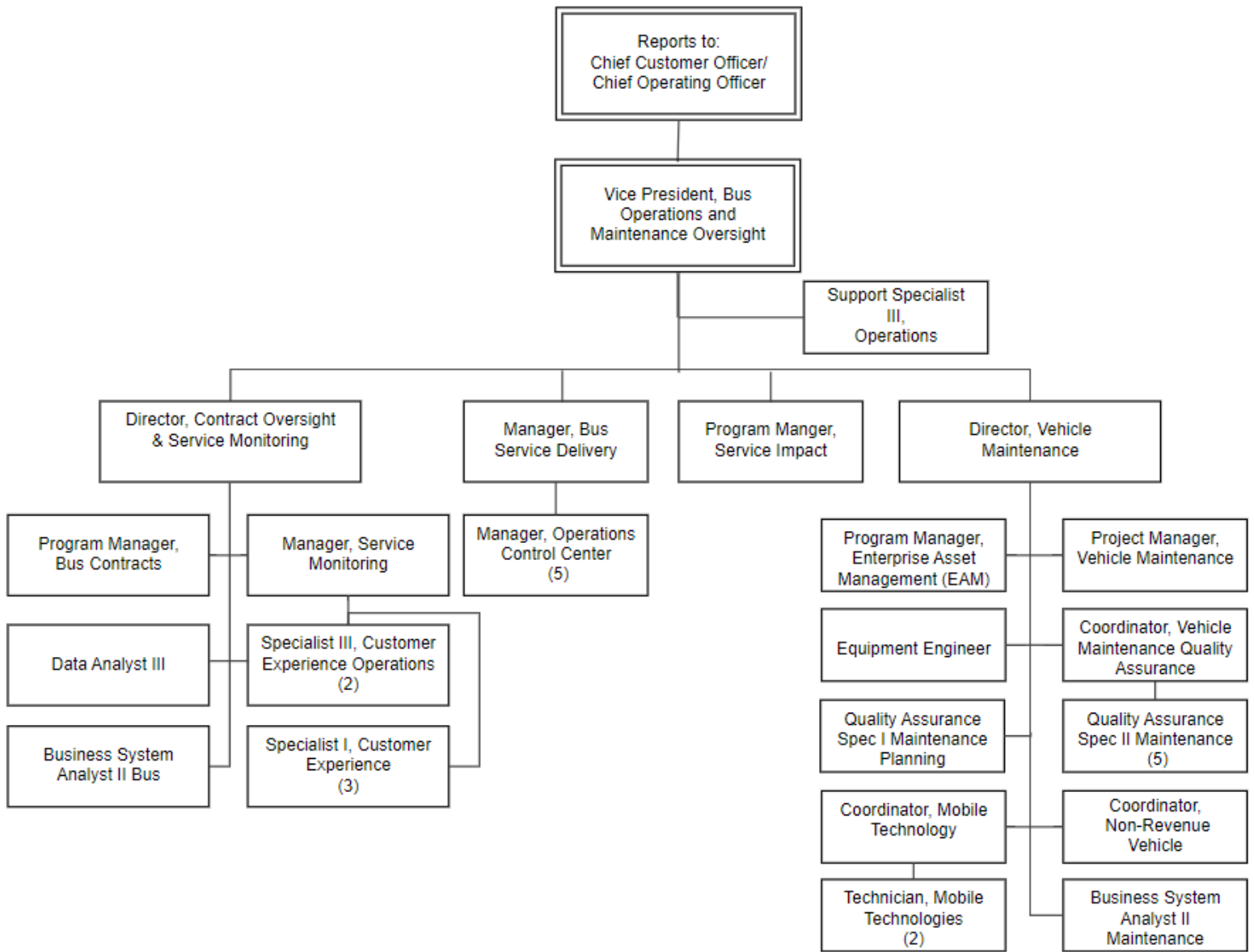
◆ Valued Community Partner

- Continued partnership with Capital Area Rural Transportation System (CARTS) in the Lago Vista, Manor and Georgetown areas.
- Continued to partner with Combined Transportation, Emergency & Communications Center (CTECC), Emergency Operations Center and Customer Satisfaction Advisory Committee.
- Provided vaccination support vehicles.
- Utilized fleet as warming vehicles, evacuation assistance and hospital transport.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Increase service monitoring and hours of observations of overall customer experience with increased field presence.
 - Continue work with Director of Safety & Training to reduce accidents and injuries and support safety initiatives, audits and action plans.
 - Continue improving Safety Management System (SMS) safety culture principles by taking a proactive approach in identifying safety initiatives, including communication with the collaboration of stakeholders, service providers and Safety team.
 - Continue to monitor and support service provider's efforts with their local Safety Committee.
- ◆ Financial and Environmental Sustainability
 - Continue to be agile in the landscape of COVID-19 operations while providing revenue hours in line with service demands.
 - Continue to update video system on the fleet.
 - Procure non-revenue vehicles in line with 5-Year CIP projection.
 - Procure replacement commuter vehicles in line with the 5-Year CIP projection.
 - Procure replacement and expansion of electric transit buses.
 - Grow MetroRideShare program.
- ◆ Organizational Development
 - Onboard new Customer Experience members to increase service monitoring coverage.
 - Onboard new Quality Assurance personnel to enhance contractor oversight.

Operations and Maintenance Oversight Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$732,860 for 7 new FTEs, elimination of 1 FTE and estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$12,318,412 mainly driven by \$7,380,704 contractual increase for bus service at the East Fifth Street and North Operations bus locations. Net increase of \$3,944,800 in Repair and Maintenance-Other primarily for vehicle configurations, electric bus training, and warranties for bus chargers. Net increase of \$690,000 in Other Services includes expense for additional contractual repairs. Increase of \$658,000 in Other Professional Fees for vehicle inspections. Increase of \$306,000 in Electricity-Propulsion Power for increased usage of electric bus fleet. Increase in Temporary Help of \$295,848 for support of enhanced cleaning of vehicle fleet. Increase in Lease-Vehicles of \$108,000 for 10 non-revenue vehicles in support of increased service monitoring and observations of overall customer experience. Net decrease of \$396,180 in Other Supplies for COVID-19 personal protection equipment and cleaning supplies in response to the COVID-19 pandemic. Net decrease of \$491,016 in Diesel, Gasoline and Fuel-North Operations driven by lower fuel prices. Fuel is budgeted at \$1.90 per gallon, a decrease of \$0.15 per gallon compared to FY2021. Decrease of \$190,000 in Capital Contributions-Other Jurisdictions for projects completed with the Lower Colorado River Authority's state of good repair. Increase of \$140,778 in Expense Reimbursement for CTECC sublease of Capital Metro's space.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$2,309,040	\$2,442,574	\$2,482,090	\$3,108,312	\$665,738	27.3%
Overtime - Administrative	101,263	—	—	—	—	N/A
Salary & Wages - Temp	88,551	—	—	—	—	N/A
FICA-Admin	178,943	184,515	184,515	238,957	54,442	29.5%
State Unemployment-Admin	705	5,220	5,220	6,300	1,080	20.7%
Supplemental Sick	45	—	—	—	—	N/A
Uniform Allowance-Admin.	1,667	6,000	2,083	17,600	11,600	193.3%
TOTAL LABOR & BENEFITS	2,680,214	2,638,309	2,673,908	3,371,169	732,860	27.8%
OTHER EXPENSES						
Other Services - Ctecc	546,069	573,224	587,570	586,576	13,352	2.3%
Consultation Fees	—	—	—	250,000	250,000	N/A
Other Professional Fees	363,292	255,000	908,660	413,000	158,000	62.0%
Temporary Help	443,983	72,000	863,716	367,848	295,848	410.9%
Maintenance-Radios	735,664	612,000	612,000	612,000	—	0.0%
Repair & Maintenance-Other	2,299,063	738,300	2,438,300	4,683,100	3,944,800	534.3%
Courier And Delivery Services	22	—	—	—	—	N/A
Other Services	70,338	320,000	745,000	1,010,000	690,000	215.6%
Diesel	4,394,659	6,349,754	5,785,150	5,477,517	(872,236)	(13.7%)
Gasoline	171,656	203,708	193,262	180,448	(23,261)	(11.4%)
Fuel-North Ops .	2,649,136	2,833,230	2,739,253	3,237,712	404,481	14.3%



	FY2020 ACTUAL	FY2021 BUDGET	FY2020 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
Fuel Risk Management	2,886,219	—	—	—	—	N/A
Office Supplies	4,745	9,600	9,600	10,560	960	10.0%
Training Materials	4,545	—	—	—	—	N/A
Other Supplies	205,786	796,200	796,200	427,020	(369,180)	(46.4%)
Electricity - Propulsion Power	237	—	60,700	306,000	306,000	N/A
Telephone-Local	3,220	3,600	3,600	3,600	—	0.0%
Diesel Fuel Tax	950,175	978,640	909,924	1,013,688	35,048	3.6%
Gasoline Fuel Tax	25,484	20,577	20,577	20,088	(489)	(2.4%)
E. Fifth Bus	80,001,992	72,912,812	71,914,740	76,167,892	3,255,079	4.5%
North Ops Bus	37,348,930	39,882,102	37,012,777	44,481,260	4,599,157	11.5%
Rural Service Bus	1,382,768	1,551,323	1,390,715	1,077,791	(473,532)	(30.5%)
Dues And Subscriptions	3,726	36,500	36,500	72,000	35,500	97.3%
Airfare - Transportation	17,118	28,790	28,790	23,563	(5,227)	(18.2%)
Travel - Per Diem	6,524	10,920	10,920	31,299	20,379	186.6%
Toll Road Charges	86,341	93,600	93,600	93,600	—	0.0%
Seminar, Conferences, Registration	2,583	18,775	18,775	2,200	(16,575)	(88.3%)
Lodging	11,163	35,280	35,280	28,365	(6,915)	(19.6%)
Travel - Other	4,108	—	—	—	—	N/A
Business Meals - Local	3,410	500	500	500	—	0.0%
Advertising/Promotion Media	19	—	—	—	—	N/A
Postage	84	—	—	—	—	N/A
Other Miscellaneous Expenses	5,751	—	—	—	—	N/A
Food and Ice	570	2,800	2,800	52,800	50,000	1785.7%
Lease-Vehicles	—	—	—	108,000	108,000	N/A
Expense Reimbursement	—	—	—	(140,778)	(140,778)	N/A
Capital Contributions- Other Jurisdictions	—	240,000	107,000	50,000	(190,000)	(79.2%)
TOTAL OTHER EXPENSES	134,629,379	128,579,235	127,325,908	140,897,648	12,318,412	9.6%
TOTAL OPERATING EXPENSES	\$137,309,593	\$131,217,544	\$129,999,816	\$144,268,817	\$13,051,272	9.9%

Paratransit Eligibility

Functions and Responsibilities

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

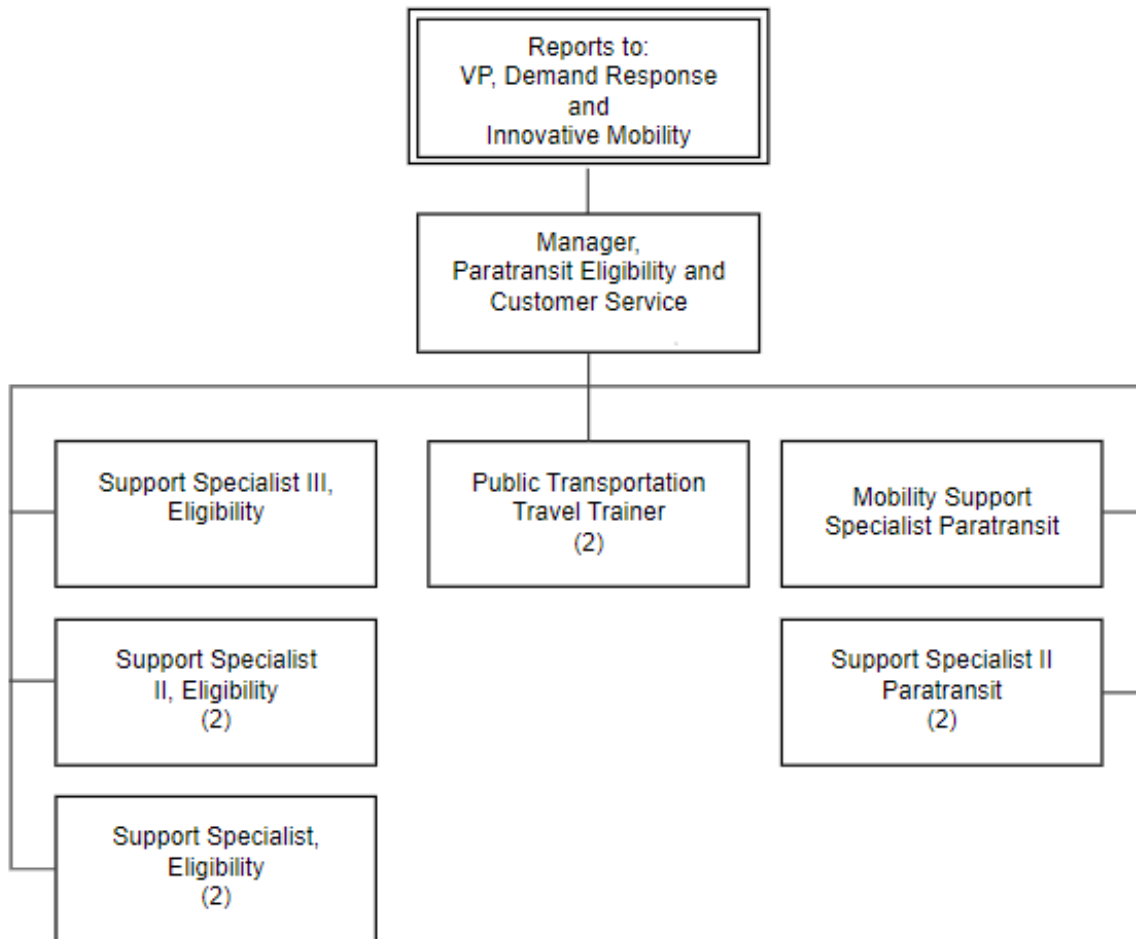
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Transitioned from in-person eligibility determinations to paper process during pandemic.
 - Maintained 1-day average turnaround eligibility determinations.
 - Supported Demand Response Oversight pandemic response efforts with meal delivery and emergency operations.
 - Continued high rates of customer satisfaction, rating an average of 8.8 out of 10 on monthly eligibility customer satisfaction surveys.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Resume in-person operations.
 - Implement online eligibility application form.
 - Renovate facility to improve safety for in-person customers.
- ◆ Stakeholder Engagement
 - Provide targeted community outreach about eligibility, travel training and understanding ADA paratransit requirements.
- ◆ Financial and Environmental Sustainability
 - Resume pathway assessment and travel training programs to promote fixed route use.
 - Initiate move towards online process for eligibility workflow.

Paratransit Eligibility Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$33,783 due to estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$137,462 driven by \$85,718 increase in Temporary Help and \$50,004 for contractual increase for functional assessments.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$510,201	\$568,173	\$581,061	\$602,448	\$34,275	6.0%
Overtime - Administrative	1,229	2,999	2,999	—	(2,999)	(100.0%)
FICA-Admin	35,548	43,466	43,466	45,074	1,608	3.7%
State Unemployment-Admin	94	1,979	1,979	1,978	(1)	(0.1%)
Supplemental Sick	2,484	—	—	—	—	N/A
Uniform Allowance-Admin.	—	900	900	1,800	900	100.0%
TOTAL LABOR & BENEFITS	549,556	617,517	630,405	651,300	33,783	5.5%
OTHER EXPENSES						
Other Professional Fees	313,575	324,996	339,970	375,000	50,004	15.4%
Temporary Help	—	38,282	30,000	124,000	85,718	223.9%
Other Services	3,048	6,996	6,996	6,996	—	0.0%
Office Supplies	412	—	—	—	—	N/A
Other Supplies	—	6,000	3,000	7,000	1,000	16.7%
Telephone-Local	—	480	480	1,920	1,440	300.0%
Dues And Subscriptions	349	375	375	375	—	0.0%
Airfare - Transportation	315	1,200	500	1,200	—	0.0%
Travel - Per Diem	—	600	300	600	—	0.0%
Seminar, Conferences, Registration	298	1,000	500	1,000	—	0.0%
Lodging	—	1,500	500	1,500	—	0.0%
Advertising/Promotion Media	1,843	1,500	1,000	2,600	1,100	73.3%
Postage	10,050	14,400	4,000	12,600	(1,800)	(12.5%)
TOTAL OTHER EXPENSES	329,890	397,329	387,621	534,791	137,462	34.6%
TOTAL OPERATING EXPENSES	\$879,446	\$1,014,846	\$1,018,026	\$1,186,091	\$171,245	16.9%

Paratransit Reservations and Control Center

Functions and Responsibilities

The Paratransit Reservations and Control Center department is composed of the Demand Response (MetroAccess and Pickup) control center and call center. This department provides real-time dispatch, scheduling and advance trip reservations. The department is also responsible for all customer service and outreach efforts for Demand Response.

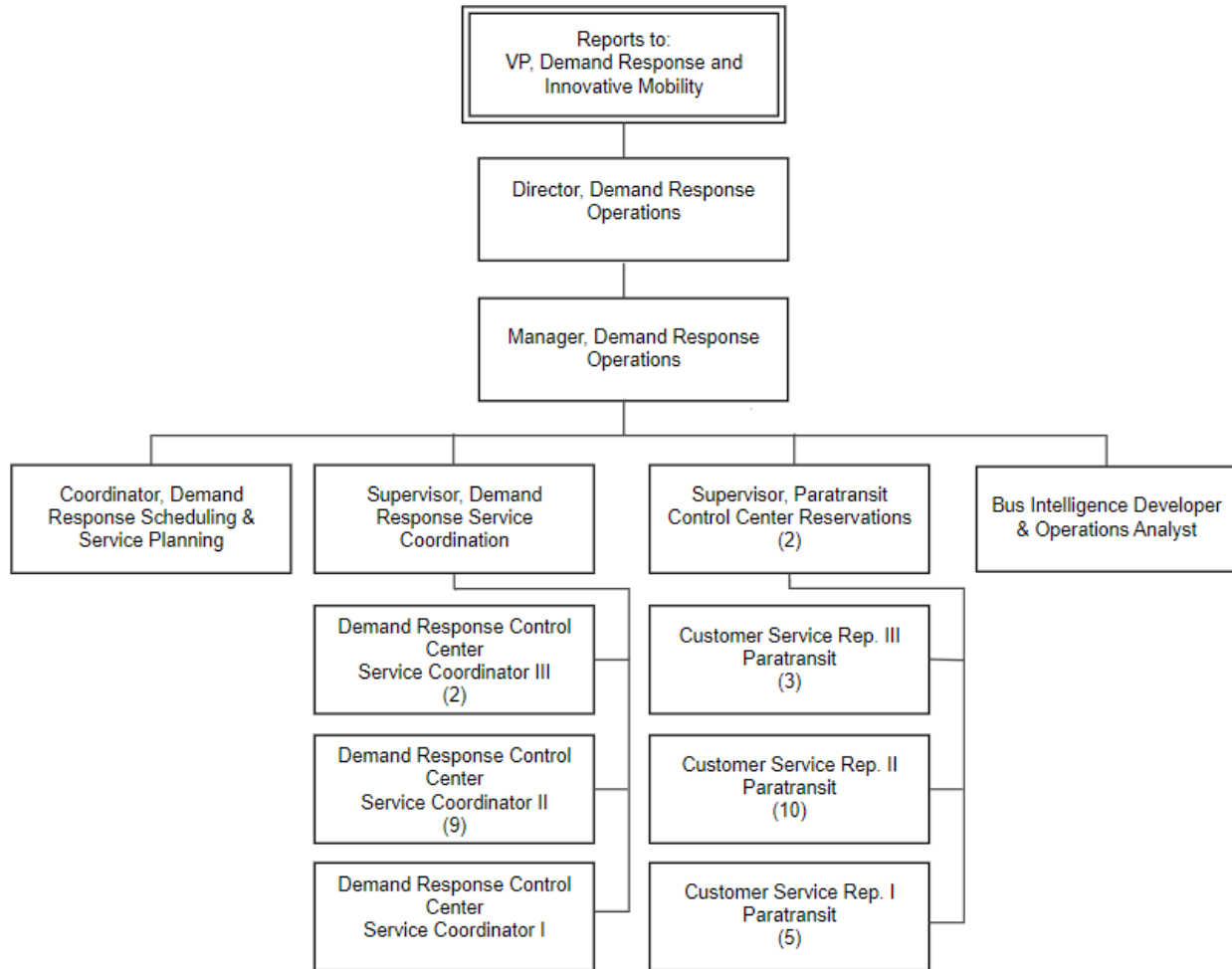
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Completed launch of three additional Pickup zones for a total of 11 zones.
 - Procured new ADA-compliant paratransit scheduling, dispatch and reservations software.
 - Implemented new phone system software for enhanced call center management.
 - Continued MetroAccess and Pickup COVID-19 risk-based guidelines for scheduling service.
- ◆ Engaged Workforce
 - Completed one-year Frontline Feedback providing positive customer comments, safety and efficiency in service that impacts the operator directly, with an average three-day resolution provided to operators.
 - Implemented staff performance dashboards to provide feedback and coaching opportunities.
 - Completed call center staff equity analysis with wage adjustments.
 - Completed reorganization to incorporate Pickup dispatch.
 - Moved to a skills-based compensation and evaluation system.
 - Provided job progression.
 - Completed rewrite of Industrial Division of the Communication Workers of America (CWA/IUE) Manual to align with Capital Metro policies.
- ◆ Sustainability
 - Completed contract modifications to include Pickup service and COVID-related expenses.
 - Completed the fleet mix optimization analysis.
- ◆ Valued Community Partner
 - Provided Winter Storm response for more than 10,000 trips included 470 to warming shelters, 1,300 to dialysis appointments, 1,000 meals, 100 to the hospital, 1,300 water deliveries and 6,000 passenger trips.
 - Delivered more than 1 million meals through grocery delivery partnerships with Central Texas Food Bank, HEB, Good Apple, Farm Share, Advance and Any Baby Can.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Test and launch ADA-compliant paratransit scheduling, dispatch, reservations and eligibility software.
 - Implement Saturday Pickup service in specific zones
- ◆ Stakeholder Engagement
 - Support Project Connect planning and customer initiatives related to Demand Response.
 - Initiate Demand Response Timepoint TV displays at Demand Response locations.
- ◆ Staff Development
 - Continue skills-based control center development, coaching and evaluation.
 - Train staff on new dispatch, scheduling and reservations software.
- ◆ Organizational Development
 - Track and report Pickup performance.
 - Optimize MetroAccess service schedules as ridership increases.

Paratransit Reservation and Control Center Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$238,965 due to 5 new FTEs and estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Decrease of \$22,711 primarily in Temporary Help due to hiring new FTEs.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,559,268	\$1,625,149	\$1,673,883	\$1,969,731	\$344,582	21.2%
Overtime - Administrative	188,491	130,002	130,002	—	(130,002)	(100.0%)
FICA-Admin	116,522	124,322	124,322	147,628	23,306	18.7%
State Unemployment-Admin	514	5,762	5,762	6,841	1,079	18.7%
Supplemental Sick	2,599	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	1,867,394	1,885,235	1,933,969	2,124,200	238,965	12.7%
OTHER EXPENSES						
Other Professional Fees	—	—	435	—	—	N/A
Temporary Help	206,181	152,506	130,000	124,800	(27,706)	(18.2%)
Other Services	11,008	23,000	13,000	28,000	5,000	21.7%
Expendable Tools & Equipment	314	—	—	—	—	N/A
Other Supplies	—	3,600	3,600	3,600	—	0.0%
Telephone-Local	960	—	240	—	—	N/A
Dues And Subscriptions	349	380	380	375	(5)	(1.3%)
Airfare - Transportation	—	800	400	800	—	0.0%
Travel - Per Diem	—	400	300	400	—	0.0%
Seminar, Conferences, Registration	—	1,000	500	1,000	—	0.0%
Lodging	—	1,000	500	1,000	—	0.0%
Postage	—	2,820	1,000	2,820	—	0.0%
TOTAL OTHER EXPENSES	218,812	185,506	150,355	162,795	(22,711)	(12.2%)
TOTAL OPERATING EXPENSES	\$2,086,206	\$2,070,741	\$2,084,324	\$2,286,995	\$216,254	10.4%

People and Culture

Functions and Responsibilities

The People and Culture department's mission is to recruit, attract, retain, develop, motivate and reward a diverse, high-performing and top-quality workforce. The department's primary responsibilities are to: facilitate staffing strategies required to meet Capital Metro's needs; manage benefits programs to meet employee needs; administer compensation and performance management programs; coordinate staff development and training programs to enhance employees' knowledge, skills and abilities; develop and deliver leadership training and career enrichment programs; develop and implement employee engagement and communications programs; and develop and administer human resources policies and procedures to comply with federal, state and local regulations.

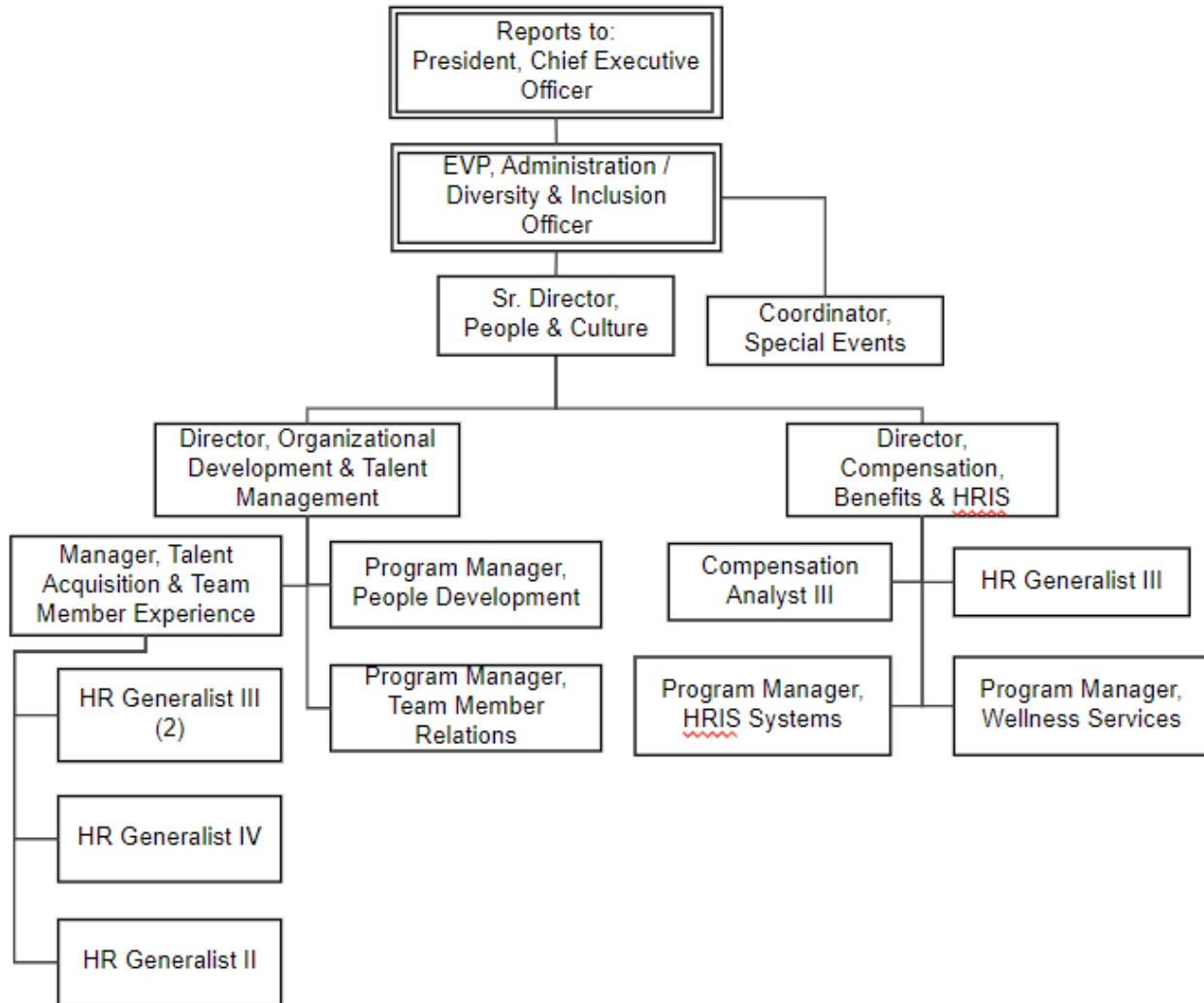
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Supported enhanced health measures through the hiring of additional temporary workforce to maintain Capital Metro operations during the COVID-19 pandemic.
 - Provided staffing and onboarding support services for Austin Transit Partnership start-up.
 - Completed workforce planning project to prepare for long-term workforce growth to support enhanced transit services with implementation of the Project Connect program of projects.
- ◆ Engaged Workforce
 - Launched team member engagement survey to include action planning tools. The survey allows for Capital Metro and service providers to measure team member levels of engagement.
 - Completed diversity, equity and inclusion employee survey which showed that over 80% of respondents believe diversity and inclusion is a stated value and priority for Capital Metro.
 - Redesigned and implemented the orientation and onboarding program.
 - Managed continuous communications with staff during COVID-19 pandemic.
 - Provided employee support during winter storm including disaster funding for storm-related damages.
 - Promoted cultural and diversity awareness through recognition of cultural events and holidays throughout the year.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Streamline routine processes so that more time can be spent on people-focused activities.
- ◆ Staff Development
 - Build a leadership development plan that supports the employee lifecycle.
- ◆ Organizational Development
 - Update all job descriptions to reflect Capital Metro values and desired culture.

People & Culture Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$532,330 due to 4 new FTEs, 1 FTE transfer from Safety, Risk, and Accessibility Management, 1 FTE transfer to ATP, 1 FTE transfer to Marketing and Communications, as well as estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$132,345 primarily driven by a \$19,526 increase in Technical Services, \$146,096 in Other Professional Fees for recruiting, and \$28,982 in Dues and Subscriptions for LinkedIn recruiting. This is offset by reductions of \$51,510 in Consultation Fees and \$21,080 in Business Meals.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,313,043	\$1,331,524	\$1,331,524	\$1,791,042	\$459,518	34.5%
FICA-Admin	94,700	97,256	97,256	128,527	31,271	32.2%
State Unemployment-Admin	133	2,337	2,337	2,883	546	23.4%
Housing	3,759	4,499	—	—	(4,499)	(100.0%)
Relocation Reimb.	74,912	8,721	65,410	54,215	45,494	521.7%
Tuition Reimbursement	4,425	25,000	8,500	25,000	—	0.0%
TOTAL LABOR & BENEFITS	1,490,972	1,469,337	1,505,027	2,001,667	532,330	36.2%
OTHER EXPENSES						
Consultation Fees	217,821	512,452	355,168	460,942	(51,510)	(10.1%)
Technical Services	4,917	9,556	18,000	29,082	19,526	204.3%
Other Professional Fees	101,931	95,904	54,000	242,000	146,096	152.3%
Temporary Help	102,656	93,464	97,900	100,000	6,536	7.0%
Courier And Delivery Services	16	300	300	450	150	50.0%
Other Services	1,754	19,310	22,200	14,600	(4,710)	(24.4%)
Office Supplies	15,921	13,000	5,000	12,000	(1,000)	(7.7%)
Training Materials	5	—	—	—	—	N/A
Other Supplies	8,080	11,400	3,540	8,160	(3,240)	(28.4%)
Non Capital Equipment	325	—	—	—	—	N/A
Awards - Recognition Program	139	—	—	—	—	N/A
Telephone-Local	1,120	1,920	800	480	(1,440)	(75.0%)
Dues And Subscriptions	25,589	30,165	55,181	59,147	28,982	96.1%
Airfare - Transportation	3,907	9,650	4,000	8,000	(1,650)	(17.1%)
Travel - Per Diem	807	4,130	1,000	2,900	(1,230)	(29.8%)
Seminar, Conferences, Registration	13,722	22,349	19,400	27,199	4,850	21.7%
Lodging	5,189	10,890	10,890	7,500	(3,390)	(31.1%)
Travel - Other	31	200	200	200	—	0.0%
Business Meals - Local	1,938	22,680	—	1,600	(21,080)	(92.9%)
Newspaper Media	3,318	3,000	2,700	9,600	6,600	220.0%
Advertising/Promotion Media	5,796	—	—	3,500	3,500	N/A



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
Postage	2,728	600	3,000	600	—	0.0%
Other Miscellaneous Expenses	6,935	3,800	1,500	1,075	(2,725)	(71.7%)
Food and Ice	331	14,652	—	13,100	(1,552)	(10.6%)
Recognition Program	75,417	98,404	130,500	108,036	9,632	9.8%
Office Equipment	137	—	—	—	—	N/A
TOTAL OTHER EXPENSES	600,530	977,826	785,279	1,110,171	132,345	13.5 %
TOTAL OPERATING EXPENSES	\$2,091,502	\$2,447,163	\$2,290,306	\$3,111,838	\$664,675	27.2%

Performance Management and Imagination

Formerly Strategic Operations Management and Administration

Functions and Responsibilities

The Performance Management and Imagination (PMI) department advances active performance management across the agency to instill data-driven decision-making as a means for continuous improvement. The department works with the board of directors and staff to develop and annually review and approve the corporate strategic plan; ensures that business units' priorities align with Capital Metro's mission, vision and investments; and serves as a facilitator for strategic planning and management. The department establishes benchmarking and research practices with a centralized research function that offers information to agency leaders to make informed decisions.

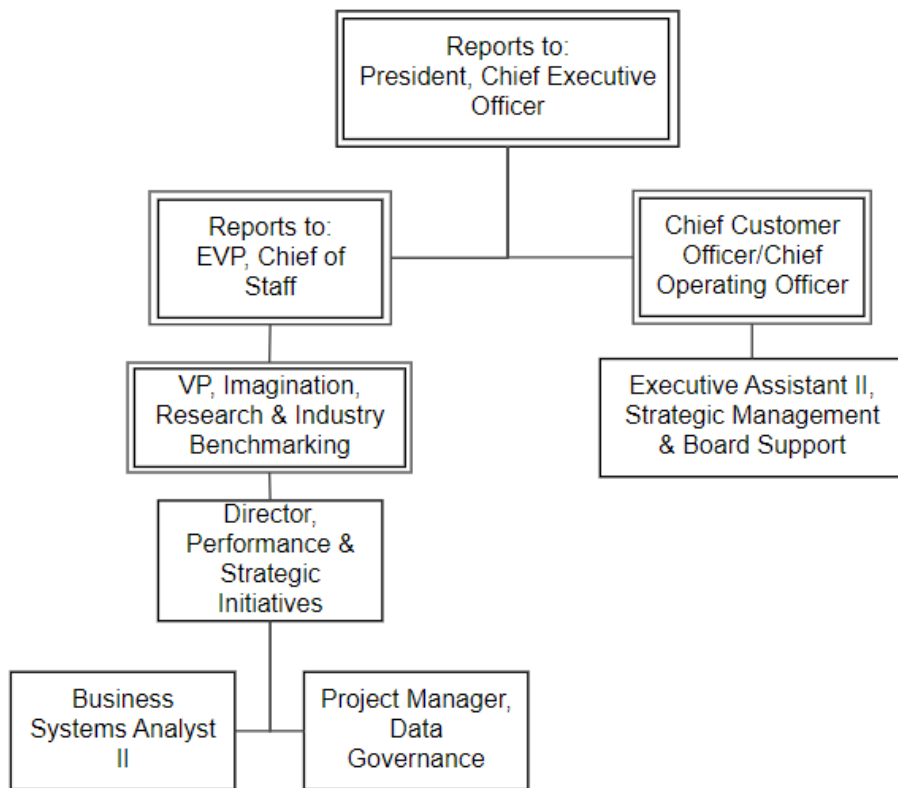
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Kicked off the data warehouse/business intelligence (DW/BI) project with successful completion of the “discovery” phase. This project will enable the agency to collaboratively deliver value through data-driven decision making.
- ◆ Sustainability
 - Capital Metro has entered into a demonstration partnership agreement with Stealth Power to provide a high-energy-density off-grid solution to the “Bus Stop of the Future,” allowing Capital Metro to seek solutions for a separate high-energy-density off-grid solution for charging amenities at bus stops.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Create a Center of Excellence to develop an agency-wide managed DW/BI solution.
 - Refine performance dashboards to show timely and useful data that informs the board and public how the agency is doing while also providing key data and reporting internally to improve where needed.
- ◆ Financial and Environmental Sustainability
 - Coordinate a cohesive and strategic agency-wide zero-emission fleet transition plan.
- ◆ Organizational Development
 - Create a peer exchange/benchmarking program that allows staff to engage and collaborate with industry peers.
 - Strategic Plan re-visioning to ensure strategic goals and objectives position the agency to grow with purpose.
 - Prepare agency for the future through automated/connected vehicle technology project development and procurement as a member of the Automated Bus Consortium.

Performance Management and Imagination Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$276,583 due to 1 new FTE, 1 FTE transferred to Information Technology, 1 FTE transferred from Executive Staff as well as estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$109,830 due to an increase in Consultation fees of \$100,000 for innovation project evaluations.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$697,030	\$576,701	\$587,792	\$831,455	\$254,754	44.2 %
Overtime - Administrative	1,545	—	—	—	—	N/A
FICA-Admin	39,519	39,553	39,553	61,201	21,648	54.7 %
State Unemployment-Admin	45	899	899	1,080	181	20.1 %
Automobile	—	7,201	—	7,201	—	0.0 %
TOTAL LABOR & BENEFITS	738,139	624,354	628,244	900,937	276,583	44.3 %
OTHER EXPENSES						
Consultation Fees	23,000	120,000	120,000	220,000	100,000	83.3 %
Office Supplies	181	900	—	450	(450)	(50.0 %)
Other Supplies	4,062	—	—	—	—	N/A
Telephone-Local	480	—	—	480	480	N/A
Dues And Subscriptions	95	—	—	—	—	N/A
Airfare - Transportation	—	1,500	1,500	6,800	5,300	353.3 %
Travel - Per Diem	—	800	800	3,400	2,600	325.0 %
Seminar, Conferences, Registration	(222)	12,500	12,500	10,000	(2,500)	(20.0 %)
Lodging	—	2,500	1,000	7,400	4,900	196.0 %
Business Meals - Local	761	—	—	—	—	N/A
Other Miscellaneous Expenses	468	—	—	—	—	N/A
Food and Ice	—	500	—	—	(500)	(100.0 %)
TOTAL OTHER EXPENSES	28,825	138,700	135,800	248,530	109,830	79.2 %
TOTAL OPERATING EXPENSES	\$766,964	\$763,054	\$764,044	\$1,149,467	\$386,413	50.6 %

Procurement

Functions and Responsibilities

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

FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Awarded contract for a fare system upgrade.
 - Awarded contracts for marketing services.
 - Awarded contract for the remodeling of the North Lamar Transit Center.
 - Procured and awarded a contract to install active air purification devices on buses.
- ◆ Engaged Workforce
 - Awarded employee benefits program contracts to ensure Capital Metro offers rich, competitive benefits.
 - Awarded a contract for Wellness Services.
- ◆ Sustainability
 - Procured a new Enterprise Resource Planning system.
 - Awarded contracts for the replacement of bridges on the freight rail line.
 - Awarded contract modification for state of good repair for rail infrastructure.
- ◆ Valued Community Partner
 - Engaged in vendor outreach events to encourage small and minority business participation in Capital Metro solicitations.
 - Assisted in standing up the Austin Transit Partnership by procuring its financial system.
 - Conducted solicitations and award contracts in support of ATP and Project Connect initiatives.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Award a contract for the construction of McKalla Station on the MetroRail Red Line.
 - Award contracts for new vehicles for ADA, Paratransit and Pickup services.
 - Award contract for new stations for the MetroRapid lines.
 - Procure consulting services to assist in requirements gathering for new system design, planning, and technology infrastructure assets.

◆ Financial and Environmental Sustainability

- Award a contract for electric buses.
- Procure an enterprise Customer Relationship Management system.
- Participate as a key stakeholder in the Enterprise Resource Planning (ERP) implementation.
- Award a contract for DW/BI implementation.

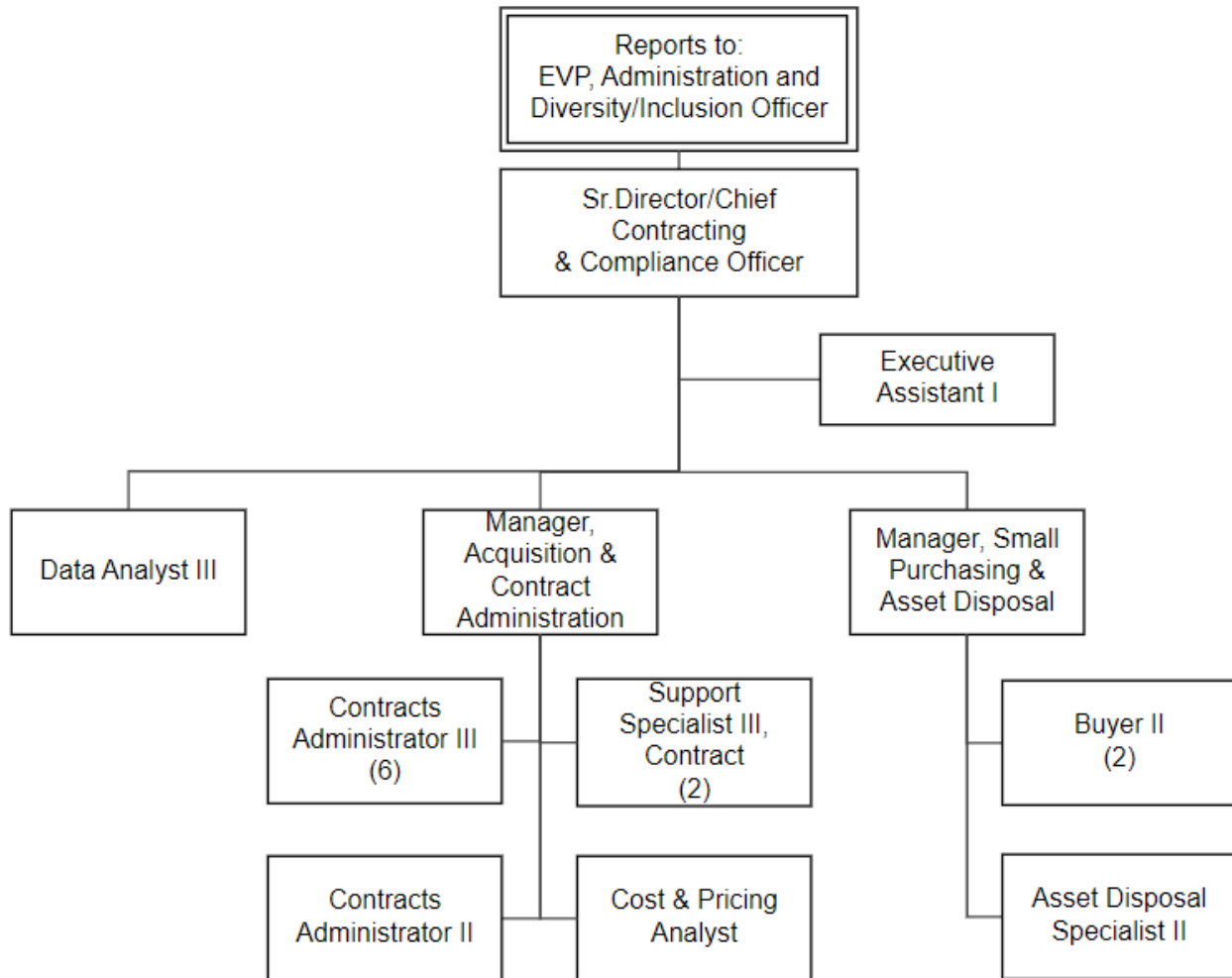
◆ Valued Community Partner

- Engage in vendor outreach events to encourage small and minority business participation in Capital Metro solicitations.

◆ Organizational Development

- Award a contract for the renovation and reconfiguration of office space at 2910 E 5th Street.
- Award a contract for executive recruitment services.
- Award contracts for temporary employment services.

Procurement Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$361,123 due to 2 new FTEs and estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Decrease of \$152,750 primarily due to decreased Temporary Help of \$94,344 and a reduction in Seminars, Conferences, and Registration of \$49,500.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,349,465	\$1,281,996	\$1,488,077	\$1,631,633	\$349,637	27.3 %
Overtime - Administrative	516	13,124	13,124	—	(13,124)	(100.0)%
FICA-Admin	92,621	97,164	97,164	121,270	24,106	24.8 %
State Unemployment-Admin	144	2,738	2,738	3,242	504	18.4 %
Supplemental Sick	854	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	1,443,600	1,395,022	1,601,103	1,756,145	361,123	25.9 %
OTHER EXPENSES						
Consultation Fees	5,192	—	—	—	—	N/A
Temporary Help	180,839	249,116	214,298	154,772	(94,344)	(37.9)%
Office Supplies	3,457	7,320	7,320	7,320	—	0.0 %
Dues And Subscriptions	2,546	3,960	3,960	3,960	—	0.0 %
Airfare - Transportation	579	5,895	1,000	2,940	(2,955)	(50.1)%
Travel - Per Diem	154	4,103	4,103	2,052	(2,051)	(50.0)%
Seminar, Conferences, Registration	8,838	62,645	62,645	13,145	(49,500)	(79.0)%
Lodging	1,074	7,800	1,000	3,900	(3,900)	(50.0)%
Travel - Other	209	1,100	1,100	1,100	—	0.0 %
Business Meals - Local	—	500	500	500	—	0.0 %
Newspaper Media	9,860	19,000	19,000	19,000	—	0.0 %
Postage	146	600	600	600	—	0.0 %
TOTAL OTHER EXPENSES	212,894	362,039	315,526	209,289	(152,750)	(42.2)%
TOTAL OPERATING EXPENSES	\$1,656,494	\$1,757,061	\$1,916,629	\$1,965,434	\$208,373	11.9 %

Project Connect

Functions and Responsibilities

On November 3, 2021, Austin voters approved the initial investment in the Project Connect System Plan. Capital Metro's Project Connect is a transformational expansion of the region's public transit system, designed to improve access to essential jobs, health care and education. Established as a separate organization, the Austin Transit Partnership (ATP) will guide the Project Connect investment with transparency and accountability throughout the program.

As of January 2021, the Project Connect department activities have been transferred to the Austin Transit Partnership.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$492,239	\$—	\$30,011	\$—	\$—	N/A
FICA-Admin	29,053	—	1,631	—	—	N/A
State Unemployment-Admin	36	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	521,328	—	31,642	—	—	N/A
OTHER EXPENSES						
General Legal Services	139,733	66,664	39,516	—	(66,664)	(100.0)%
Consultation Fees	4,207,144	477,500	283,340	—	(477,500)	
Other Professional Fees	16,112	41,000	79	—	(41,000)	
Temporary Help	—	101,457	—	—	(101,457)	(100.0)%
Other Services	4,003	—	—	—	—	N/A
Advertising Installation Expense	—	—	23,624	—	—	N/A
Office Supplies	7,672	1,400	33	—	(1,400)	(100.0)%
Training Materials	(53)	—	—	—	—	N/A
Other Supplies	10,142	—	198	—	—	N/A
Airfare - Transportation	11	650	—	—	(650)	(100.0)%
Travel - Per Diem	732	300	—	—	(300)	(100.0)%
Seminar, Conferences, Registration	185	750	—	—	(750)	(100.0)%
Lodging	146	400	—	—	(400)	(100.0)%
Travel - Other	474	—	—	—	—	N/A
Business Meals - Local	9,064	4,800	340	—	(4,800)	(100.0)%
Advertising/Promotion Media	1,662,800	360,740	412,468	—	(360,740)	(100.0)%
Postage	8	—	36	—	—	N/A
Other Miscellaneous Expenses	5,657	—	161	—	—	N/A
Food and Ice	98	—	—	—	—	N/A
Rent-Event Space	5,168	3,000	—	—	(3,000)	(100.0)%
Lease-Administrative Facility	109,277	42,134	30,890	—	(42,134)	(100.0)%
TOTAL OTHER EXPENSES	6,178,371	1,100,795	790,685	—	(1,100,795)	(100.0)%
TOTAL OPERATING EXPENSES	\$6,699,699	\$1,100,795	\$822,327	\$0	(\$1,100,795)	(100.0)%

Property and Asset Management

Functions and Responsibilities

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

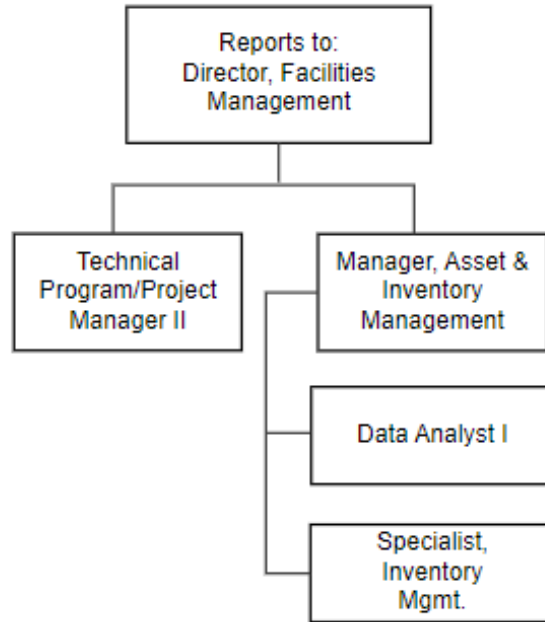
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Continued to foster good relations and provide technical support to building maintenance service providers regarding contract compliance through contract management and service monitoring plans.
 - Completed redesign of the first floor at 2910 East 5th Street.
 - Completed parking study of 2910 East Fifth Street and McNeil Road locations.
 - Supported Real Estate and Facility Planning in scope of work for operational facility.
 - Supported Safety, Risk Management and Accessible Services Management department to improve site safety.
- ◆ Sustainability
 - Completed all Capital Projects on time and at or below budget.
 - Continued support of the replacement Enterprise Asset Management system.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Continue to foster good relations and provide technical and contract compliance for the building maintenance contract.
- ◆ Financial and Environmental Sustainability
 - Complete Capital Projects on time and at or below budget.
 - Submit annual transit asset management plan to the National Transit Database.
 - Support implementation phase two of the enterprise asset management system.

Property and Asset Management Department Organizational Chart



Budget Changes

Labor and Benefits

Decrease of \$437,467 from 1 position eliminated, 4 transfers to Public Facilities and 1 from Capital Projects, and estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$751,931 mainly driven by \$675,000 Other Professional Fees for energy/infrastructure master plan supplement, facilities master plan supplement and a new campus master plan. Also, includes expenses for electrical redesign including safety and future development.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$726,956	\$724,646	\$724,646	\$316,890	(\$407,756)	(56.3)%
Overtime - Administrative	437	—	—	—	—	N/A
FICA-Admin	50,907	52,521	52,521	23,708	(28,813)	(54.9)%
State Unemployment-Admin	87	1,618	1,618	720	(898)	(55.5)%
TOTAL LABOR & BENEFITS	778,387	778,785	778,785	341,318	(437,467)	(56.2)%
OTHER EXPENSES						
Other Professional Fees	—	250,000	546,636	925,000	675,000	270.0%
Permits And Fees	—	1,500	800	1,500	—	0.0%
Temporary Help	(1,960)	—	—	25,000	25,000	N/A
Repair & Maintenance-Other	283,715	140,000	138,000	23,000	(117,000)	(83.6)%
Other Services	1,721,593	2,406,896	1,948,949	2,506,825	99,929	4.2%
Office Supplies	3,392	7,000	1,579	7,000	—	0.0%
Other Supplies	463	1,500	375	20,500	19,000	1266.7%
Non Capital Equipment	18,159	14,000	3,500	64,000	50,000	357.1%
Non-Capital Projects	278,144	—	—	—	—	N/A
Dues And Subscriptions	—	1,007	—	1,007	—	0.0%
Airfare - Transportation	—	2,500	2,500	2,500	—	0.0%
Travel - Per Diem	—	320	320	320	—	0.0%
Seminar, Conferences, Registration	—	1,000	1,000	1,000	—	0.0%
Lodging	—	1,200	1,200	1,200	—	0.0%
Travel - Other	37	—	—	—	—	N/A
Postage	67	63	12	65	2	3.2%
Other Miscellaneous Expenses	685	—	—	—	—	N/A
TOTAL OTHER EXPENSES	2,304,296	2,826,986	2,644,871	3,578,917	751,931	26.6%
TOTAL OPERATING EXPENSES	\$3,082,683	\$3,605,771	\$3,423,656	\$3,920,235	\$314,464	8.7%

Public Facilities

Functions and Responsibilities

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

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Installed 20 bus stop shelters and amenities, 12 additional shade panels to bus stop shelters and 30 sanitation station dispensers.
- Completed procurement and award for new janitorial service and landscaping contracts.
- Performed conditional assessments of Public Facilities to ensure safety of customers as service returns to pre-pandemic levels.
- Supported Capital Projects Group with bus stop and transit center enhancements.
- Updated bus stops with new neighborhood signs.
- Supported transit functions for city-wide special events.
- Supported successful implementation of services changes.

◆ Engaged Workforce

- Completed 17 hours of Occupational Safety and Health Act (OSHA) training.
- Improved site inspection protocol by implementing cross-representation of staff between departments.

◆ Sustainability

- Installed and maintained solar lights at eight bus stops with shelters.
- Relocated four and installed two solar-powered trash compactors.
- Maintained 41 solar-powered trash compactors.

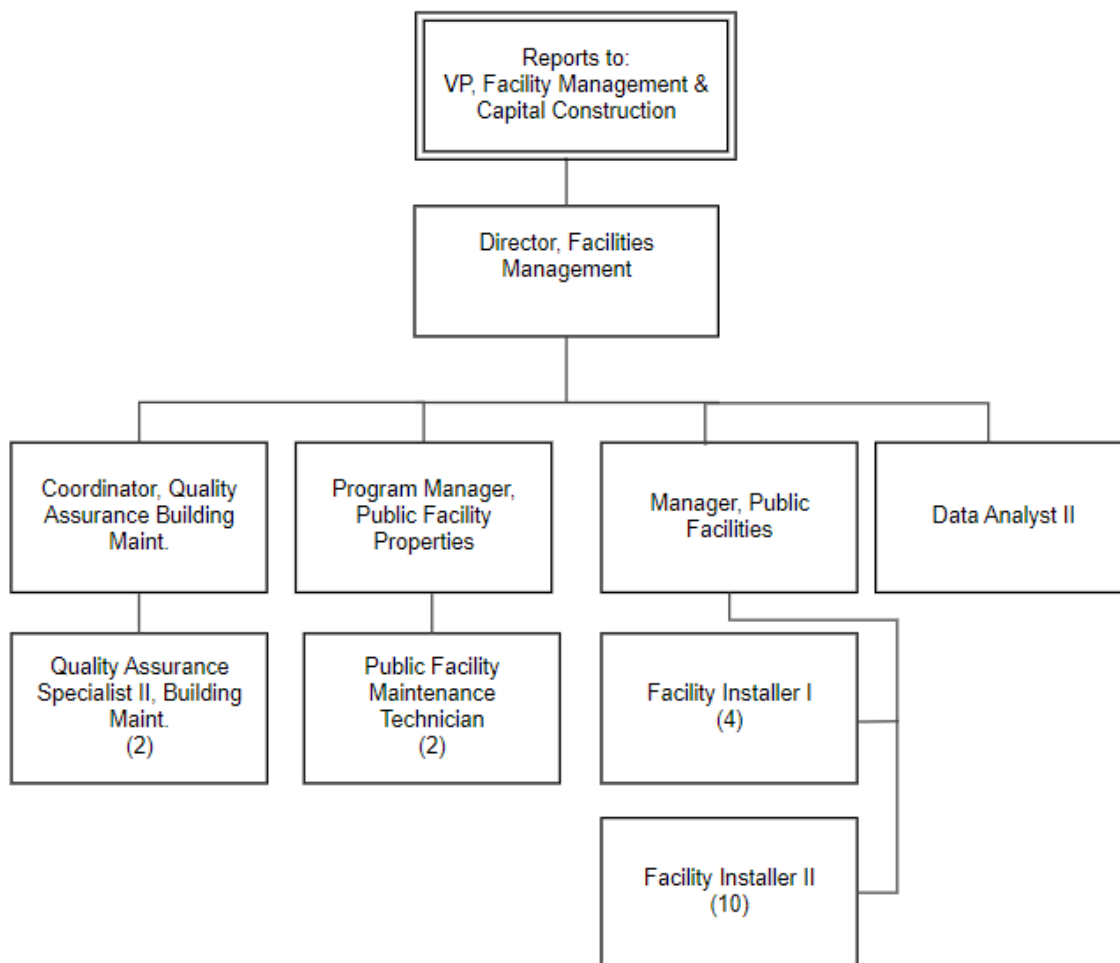
◆ Valued Community Partner

- Implemented enhanced sanitization at public facility locations.
- Supported winter storm response by transporting bottled water between facilities as well as sanding and salting public streets, bus stops, Park & Rides, transit centers and rail stations.

FY2022 Planned Initiatives

- ◆ Internal/External customer Service Excellence
 - Install 15 bus stop shelters and amenities.
 - Install water bottle filling stations at Park & Ride facilities.
 - Coordinate installation e-Paper signs at the Richard A. Moya Eastside Bus Plaza.
 - Support Capital Projects with enhancements to bus stops and transit centers.
- ◆ Stakeholder Engagement
 - Improve work order management tool.
 - Improve work order user experience.
 - Support design of new service vehicles.
- ◆ Financial and Environmental Sustainability
 - Install and maintain solar-powered lights at 30 sheltered bus stops.
- ◆ Staff Development
 - Develop an electrical safety program in coordination with the Safety, Risk Management and Accessible Services Department.

Public Facilities Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$715,057 for 3 new FTEs, 4 transfers from Property and Asset Management department and estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$411,382 mainly driven by \$398,000 increase in Other Services, \$272,000 for exterior painting of South Congress Transit Center and rail stations, \$90,000 for replacement parts for shelters and \$75,000 for 100 new trash dispensers for state of good repair.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$860,788	\$881,967	\$881,967	\$1,529,508	\$647,541	73.4 %
Overtime - Administrative	71,863	137,520	137,520	151,275	13,755	10.0 %
FICA-Admin	66,805	67,471	67,471	119,973	52,502	77.8 %
Supplemental Sick	4,944	—	—	—	—	N/A
Uniform Allowance-Admin.	6,687	8,700	8,700	8,700	—	0.0 %
Boot Allowance-Admin	1,314	2,208	2,208	2,210	2	0.1 %
TOTAL LABOR & BENEFITS	1,012,958	1,100,749	1,100,749	1,815,806	715,057	65.0 %
OTHER EXPENSES						
Temporary Help	22,881	—	—	—	—	N/A
Repair & Maintenance-Other	121,355	172,244	165,582	234,864	62,620	36.4 %
Electrical Services	68,037	140,000	109,000	140,004	4	0.0 %
Custodial Services	1,113,859	1,332,384	943,158	1,307,864	(24,520)	(1.8)%
Other Services	427,527	483,046	401,435	881,573	398,528	82.5 %
Office Supplies	288	120	80	120	—	0.0 %
Training Materials	395	—	—	—	—	N/A
Other Supplies	34,681	124,850	111,995	85,850	(39,000)	(31.2)%
Maintenance Materials	18,704	42,000	32,304	50,000	8,000	19.0 %
Electric	947,819	1,000,000	642,497	1,000,000	—	0.0 %
Water And Sewer	305,603	320,004	206,144	320,004	—	0.0 %
Gas	90,637	145,812	94,470	145,812	—	0.0 %
Telephone-Local	1,120	—	1,920	2,400	2,400	N/A
Drainage Service	230,200	261,036	171,300	261,036	—	0.0 %
Garbage Collection	111,426	96,000	56,407	96,000	—	0.0 %
Street Service	136,448	132,684	80,222	132,684	—	0.0 %
Travel - Other	30	—	100	—	—	N/A
Postage	1	—	—	—	—	N/A
Tools And Equipment	839	2,250	1,950	2,600	350	15.6%
Safety Equipment	3,514	2,000	2,000	5,000	3,000	150.0%
Other Miscellaneous Expenses	2,350	—	—	—	—	N/A
Capitalization Of Salary And Wages	(3,536)	—	—	—	—	N/A
TOTAL OTHER EXPENSES	3,634,177	4,254,429	3,020,564	4,665,811	411,382	9.7 %
TOTAL OPERATING EXPENSES	\$4,647,135	\$5,355,178	\$4,121,313	\$6,481,618	\$1,126,439	21.0 %

Public Safety and Emergency Management

Functions and Responsibilities

The Public Safety and Emergency Management department's primary mission is to ensure the safety of customers and employees, protect Capital Metro property while maintaining the integrity of the service. The department provides security and emergency preparedness-related training for Capital Metro and service provider personnel to enhance system safety in all areas. The department also continually collaborates with law enforcement and other regional first responders to ensure effective planning for and response to emergencies. The Public Safety and Emergency Management department maintains all security technology-related systems for the agency.

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Expanded the existing network of rapid deploy video units in the service area to enhance safety and security in previously inaccessible areas. Proactively monitored these areas and deployed security resources as needed to ensure a safe system.
- Replaced aging, end-of-life video systems on the bus fleet. Updating this technology will prevent failure of the current end-of-life systems and provide enhanced video access to our operations control center and security dispatch operations. These capabilities will provide operations and security tools needed to enhance our customers' riding experience.
- Reallocated police resources to the areas of customer service and community intervention by starting the Public Safety Ambassador Program and Community Intervention Program. Worked with other agencies in this area to develop and implement these innovative programs to enhance safety on the system and use agency resources more efficiently and effectively.
- Started Public Safety dispatch operations to optimize the agency's response to security incidents on the system.
- Started the Community Intervention Program to address issues related to homelessness, mental health and substance abuse that impact the transit system.
- Started the Public Safety Ambassador Program to provide a customer-focused approach to public safety and use non-law enforcement personnel to address public safety issues impacting the system.
- Completed a customer safety survey to gather information necessary to improve public safety and security on the transit system.

◆ Engaged Workforce

- Conducted emergency drills at facilities throughout the system. This provides employees with the tools they need to respond to emergencies and to feel safe in their working environments.
- Completed Winter Weather Storm Safety Survey for improved strategic planning and preparedness.
- Provided mental health first-aid training to staff to enhance skills when dealing with signs of mental illness or substance abuse.

◆ Sustainability

- Installed cameras at MetroRapid stations to enhance safety and security.
- Use the new Public Safety dispatchers to provide more detailed security operations data providing more proactive responses to security issues, and identify emerging trends that can be addressed from prevention versus reaction mode of operation.

◆ Valued Community Partner

- Continued to work with regional public safety partners to prepare for and respond to emergencies and regional disasters that impact our community.
- Supported the community and other public service agencies through the COVID-19 and winter storm response.
- Fully implemented our new video integration system to share more video feeds with community partners.
- Partnered with the Ending Community Homelessness Coalition (ECHO) to obtain access to the Homeless Management Information System to be used by the Community Intervention Specialists in coordinating support for people experiencing homelessness on the transit system.
- Collaborated with the Homeless Outreach Street Team (HOST) and other community resources in response to homeless encampments impacting the transit system.

FY2022 Planned Initiatives

◆ Internal/External Customer Service Excellence

- Complete the development and implementation of the Public Safety Ambassador and Community Intervention Programs.
- Install 33 video cameras at critical rail signal houses. These cameras will allow rail operations to monitor critical locations to ensure that public safety and operational issues are mitigated to maintain reliable service.

◆ Financial and Environmental Sustainability

- Reallocate Public Safety resources between law enforcement, Public Safety Ambassadors and Community Intervention.
- Revise and test the agency's Continuity of Operations Plan and Emergency Response Plans to ensure emergencies or disasters have the minimum impact on the system.

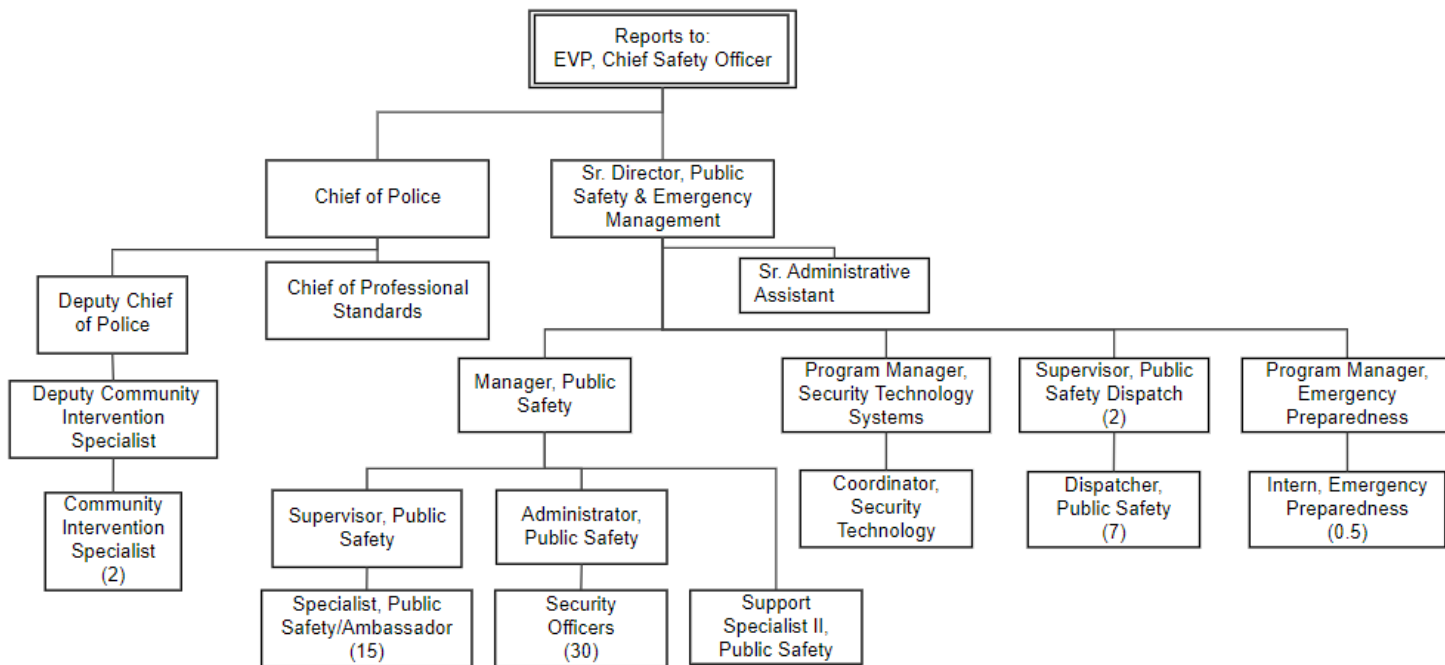
◆ Stakeholder Engagement

- Continue to work with regional public safety partners to prepare for and respond to emergencies and regional disasters.
- Conduct a full-scale emergency exercise at the electric bus facility at North Ops to ensure first responder agencies, utilities and all Capital Metro staff are prepared to respond to emergencies.
- Continue integration of the agency's video system with regional partners to improve both partner's efficiency and customer service.

◆ Staff Development

- Provide frontline employee emergency situation training.
- Provide active threat response training to all employees to enhance safety at facilities and throughout the transit system.

Public Safety and Emergency Management Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$1,687,385 largely due to 36.5 additional FTEs for the development and implementation of Capital Metro public safety officer program, as well as estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$496,972 is driven by increases of \$190,000 for Other Professional Fees for Police Department costing development, \$644,596 for Security Services for contractual increases as well as additional staff for expanding facilities, \$150,000 increase in Repair and Maintenance for delayed repairs as well as covering increased security systems needs associated with campus expansion. This is offset by a decrease of \$76,000 Temporary Help.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$ 631,022	\$ 1,027,996	\$ 976,596	\$ 3,017,093	\$ 1,989,097	193.5 %
Overtime - Administrative	8,576	16,004	20,000	114,000	97,996	612.3 %
Salaries & Wages - Apd Officers	1,946,213	2,638,000	1,582,800	1,820,400	(817,600)	(31.0 %)
Operating-Overtime - APD Officers	13,466	—	20,000	359,000	359,000	
Salary & Wages - Temp	7,830	—	—	—	—	N/A
FICA-Admin	190,368	279,531	279,531	348,459	68,928	24.7 %
State Unemployment-Admin	6,982	24,976	24,976	14,940	(10,036)	(40.2 %)
Uniform Allowance-Admin.	223	500	—	500	—	0.0 %
Other Clothing Allow-Admin	53	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	2,804,733	3,987,007	2,903,903	5,674,392	1,687,385	42.3 %
OTHER EXPENSES						
Other Professional Fees	26,906	125,000	74,300	315,000	190,000	152.0 %
Temporary Help	130,458	114,000	114,000	—	(114,000)	(100.0 %)
Maintenance-Radios	17,914	—	—	—	—	N/A
Repair & Maintenance-Other	120,871	100,000	100,000	250,000	150,000	150.0 %
Security Services	1,095,268	1,471,300	1,471,300	1,627,496	156,196	10.6 %
Other Services	2,323	2,500	3,500	24,000	21,500	860.0 %
Non-Capital Training	3,500	—	—	—	—	N/A
Advertising Installation Expense	—	3,000	3,000	35,000	32,000	1066.7 %
Office Supplies	2,327	8,004	8,004	10,000	1,996	24.9 %
Maps And Schedules	4,219	3,000	3,000	3,000	—	0.0 %
Expendable Tools & Equipment	1,000	1,000	1,000	5,000	4,000	400.0 %
Other Supplies	10,336	5,000	5,000	10,000	5,000	100.0 %
Non Capital Equipment	4,867	5,000	5,000	25,000	20,000	400.0 %



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
Non-Capital Projects	1,037	—	—	—	—	N/A
Telephone-Local	840	1,920	1,920	12,000	10,080	525.0 %
Dues And Subscriptions	—	—	1,000	2,520	2,520	N/A
Airfare - Transportation	649	2,000	—	6,980	4,980	N/A
Travel - Per Diem	202	1,000	—	3,100	2,100	N/A
Seminar, Conferences, Registration	134	600	—	1,380	780	N/A
Lodging	—	2,400	—	10,725	8,325	N/A
Business Meals - Local	270	500	500	495	(5)	(1.0 %)
Advertising/Promotion Media	6,322	30,000	30,000	30,000	—	0.0 %
Postage	12	—	—	—	—	N/A
Other Miscellaneous Expenses	454	1,000	1,000	1,500	500	50.0 %
Food and Ice	22	500	500	1,500	1,000	200.0 %
TOTAL OTHER EXPENSES	1,429,931	1,877,724	1,823,024	2,374,696	496,972	26.5 %
TOTAL OPERATING EXPENSES	\$ 4,234,664	\$ 5,864,731	\$ 4,726,927	\$ 8,049,088	\$ 2,184,357	37.2 %

Rail Commuter Operations

Functions and Responsibilities

The Rail Commuter Operations department provides management and oversight of regional rail service between Leander and downtown Austin. The service operates 10 commuter trains out of one operations facility in Central Austin, along 32 miles of track that services 9 stations along this right-of-way. The department manages rail operations strategic planning, rail operations regulatory compliance and risk reduction through post-incident analysis.

FY2021 Accomplishments

◆ High-Quality Customer Experience

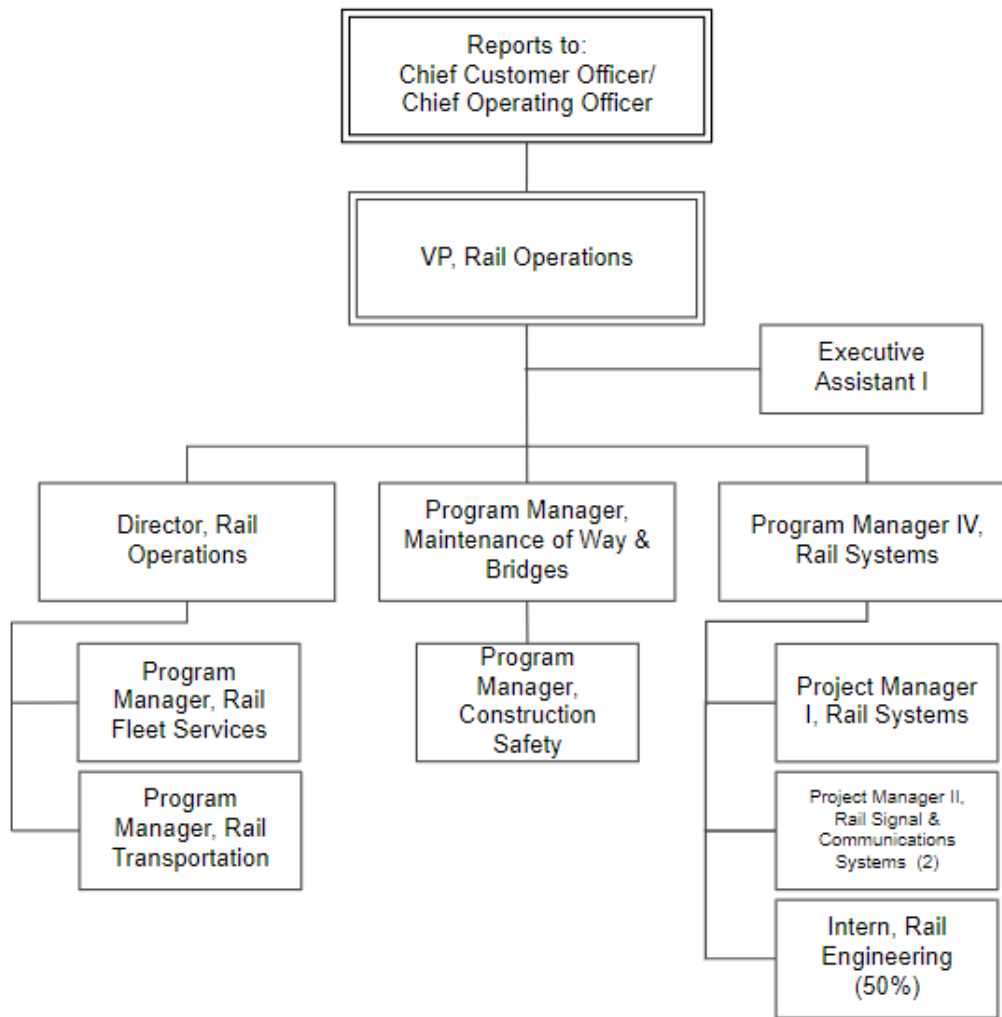
- Fully implemented PTC and optimized it with three cut-sections and two audio frequency train activated circuits.
- Began design and construction of additional siding tracks: Cedar Park, Broadmoor and McKalla.
- Completed installation of additional safety equipment on the rail line.
- Opened new Downtown Station.
- Resumed full schedule.
- Upgraded diesel multiple unit (DMU) security cameras.
- Analyzed service contract for best practices.
- Completed clean oil test and stencil (COTS) program on DMUs.
- Initiated high-voltage interference study of signal system.
- Continued state of good repair program for bridges, track and crossings. This included: undercutting 3 miles of track, cleaning 2 1/2 miles of drainage ditches, replacing 4 bridges with reinforced box culverts, and rehabilitating 5 at-grade crossings.
- Implemented a quiet zone in Leander.

FY2022 Planned Initiatives

◆ Internal/External Customer Service Excellence

- Begin construction of additional siding track for Broadmoor and McKalla.
- Upgrade cooling system on DMU fleet.
- Continue PTC optimization.
- Continue state of good repair program for bridges, track and crossings.
- Install air treatment systems on DMUs to improve air quality.
- Design and construct a quiet zone in the Domain area.

Rail Commuter Operations Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$101,605 due to 1 new FTE and approved performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$5,836,169 driven by increase in Commuter Rail Services by \$4,730,000 for the overhaul of 6 DMUs and \$1,200,000 contractual increase to support increased service levels in rail revenue service, \$100,000 increase in Other Services for uniform rebranding. Partially offset by \$80,000 reduction in Consulting Fees by exercising a contract renewal option for commuter rail services. Net decrease of \$139,000 in Diesel, Gasoline and Fuel-North Operations driven by lower fuel prices. Fuel is budgeted at \$1.90 per gallon, a decrease of \$0.15 per gallon compared to FY2021.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$ 1,140,928	\$ 1,142,732	\$ 1,161,780	\$ 1,237,789	\$ 95,057	8.3%
Overtime - Administrative	535	3,770	3,770	—	(3,770)	(100.0%)
FICA-Admin	77,966	83,938	83,938	94,075	10,137	12.1%
State Unemployment-Admin	243	1,979	1,979	2,160	181	9.1%
Boot Allowance-Admin	130	—	—	—	—	N/A
TOTAL LABOR & BENEFITS	1,219,801	1,232,419	1,251,467	1,334,024	101,605	8.2 %
OTHER EXPENSES						
Consultation Fees	120,224	750,000	125,000	670,000	(80,000)	(10.7)%
Maintenance-Radios	22,353	11,000	3,000	3,200	(7,800)	(70.9)%
Other Services	—	—	—	100,000	100,000	N/A
Diesel	346,107	710,818	456,000	600,528	(110,290)	(15.5)%
Gasoline	598	480	400	456	(24)	(5.0)%
Fuel-North Ops .	71,433	108,000	79,000	79,200	(28,800)	(26.7)%
Office Supplies	4,549	6,996	2,500	3,600	(3,396)	(48.5)%
Maintenance Materials	38,402	—	—	—	—	N/A
Rail - Maintenance Materials	84,406	—	—	—	—	N/A
Non-Capital Projects	66,590	—	—	—	—	N/A
Telephone-Local	160	—	—	—	—	N/A
Diesel Fuel Tax	9,653	480	9,100	9,900	9,420	1962.5 %
Gasoline Fuel Tax	100	60	60	60	—	0.0 %
Commuter Rail Services	15,385,673	18,764,762	16,000,000	24,717,851	5,953,089	31.7 %
Performance Deficiency Credits PDC	(33,268)	—	(90,000)	—	—	N/A
Dues And Subscriptions	11,567	29,075	25,000	33,075	4,000	13.8 %
Airfare - Transportation	4,045	10,600	2,000	10,600	—	0.0 %
Travel - Per Diem	2,267	1,700	500	1,700	—	0.0 %
Seminar, Conferences, Registration	1,287	10,400	4,500	10,400	—	0.0 %
Lodging	4,774	8,800	400	8,800	—	0.0 %
Travel - Other	676	—	—	—	—	N/A
Business Meals - Local	444	600	200	600	—	0.0 %
Postage	23	30	—	—	(30)	(100.0)%
Tools And Equipment	1,547	4,300	4,300	4,300	—	0.0 %
Other Miscellaneous Expenses	319	3,000	3,000	3,000	—	0.0 %
Expense Reimbursement	(1,294,926)	—	—	—	—	N/A
Capital Contributions-Other Jurisdictions	1,294,926	—	—	—	—	N/A
TOTAL OTHER EXPENSES	16,143,928	20,421,101	16,624,960	26,257,270	5,836,169	28.6 %
TOTAL OPERATING EXPENSES	\$17,363,730	\$21,653,520	\$17,876,427	\$27,591,294	\$5,937,774	27.4 %

Rail Freight Management

Functions and Responsibilities

The Rail Freight Management department is responsible for managing and preserving Capital Metro's railroad assets used for transportation of freight and transit. Currently, the department manages approximately 162 miles of railroad right-of-way between Giddings and Llano. Management of the Giddings-Llano rail line is accomplished through a rail freight operator, whose responsibility is to fulfill the common carrier obligations by providing freight service to shippers along the line, as well as implementing marketing strategies to maximize revenue while providing efficient freight service.

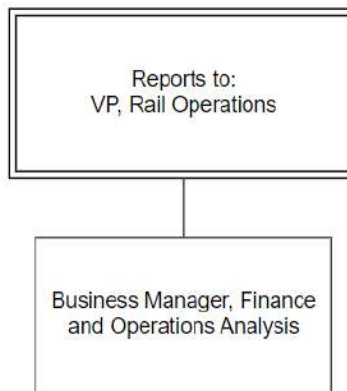
FY2021 Accomplishments

- ◆ High-Quality Customer Service
 - Completed engineering and design for replacement of two spans on a bridge at milepost 52.44 and began construction.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Rehabilitate TxDOT crossings at TxDOT's direction.
 - Complete replacement of two spans on the bridge at milepost 52.44.

Rail Freight Management Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$6,210 due to approved performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$13,533 mainly driven by \$54,000 increase in Consultation Fees for road crossing analysis offset by a \$39,000 decrease in Right of Way Herzog Transit Services based on Watco trackage rights fees.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$115,583	\$111,969	\$113,887	\$117,921	\$5,952	5.3%
FICA-Admin	7,750	8,565	8,565	8,823	258	3.0%
State Unemployment-Admin	9	178	178	178	—	0.0%
TOTAL LABOR & BENEFITS	123,343	120,712	122,630	126,922	6,210	5.1%
OTHER EXPENSES						
Consultation Fees	27,996	380,000	10,000	434,000	54,000	14.2%
Sp Right Of Way Maintenance	(100,000)	—	—	—	—	N/A
Row Herzog Transit Services	1,625,294	1,500,784	1,500,000	1,461,717	(39,067)	(2.6%)
Expendable Tools & Equipment	—	1,000	1,000	1,000	—	0.0%
Telephone-Local	900	900	900	—	(900)	(100.0%)
Dues And Subscriptions	—	5,400	5,400	6,100	700	13.0%
Other Miscellaneous Expenses	—	1,200	—	—	(1,200)	(100.0%)
TOTAL OTHER EXPENSES	1,554,190	1,889,284	1,517,300	1,902,817	13,533	0.7%
TOTAL OPERATING EXPENSES	\$1,677,533	\$2,009,996	\$1,639,930	\$2,029,739	\$19,743	1.0%

Real Estate and Facility Planning

Functions and Responsibilities

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

FY2021 Accomplishments

◆ High-Quality Customer Service

- Collaborated on projects with Austin's regional transportation stakeholders on construction projects that enter the railroad right-of-way for toll road expansions, road and highway improvements, and bicycle and pedestrian pathways.
- Maintained compliance in meeting increasing demand for license agreement, permit applications and scheduling of safety personnel brought on by the pandemic.

◆ Engaged Workforce

- Staff worked with other departments to promote and include the Rail overlay map in the software system Nearmap.
- Staff volunteered for neighborhood outreach duties during the pandemic and snowstorm emergency.

◆ Sustainability

- Updated license agreements for public crossings.
- Supported development of the GIS portion of the real estate right-of-way software system for integrating geo-data layers into the software system, allowing staff to locate and identify existing underground and overhead crossings.

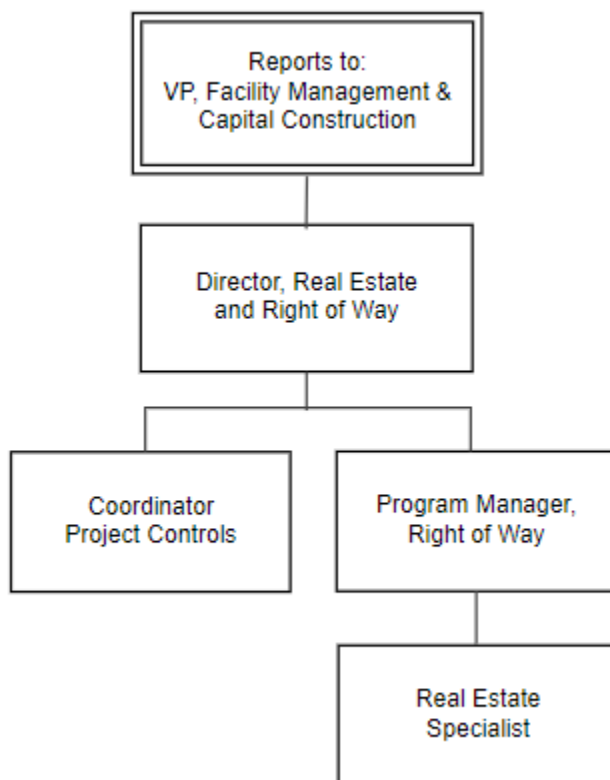
◆ Valued Community Partner

- Provided right-of-way for the new soccer stadium's utilities, water, wastewater, maintenance agreement, sidewalk improvement agreements from McKalla Place to Burnet Road.
- Assisted Williamson County with the implementation and construction of Williams County Road 200.
- Coordinated series of ongoing permits and safety personnel for the "U.S. 183 Boggy Creek Bridges Bergstrom Expressway" construction project.
- Collaborated with the city of Austin's Urban Trail Department to ensure rail safety measures for future commuter rail expansion.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Train staff on the use of real estate and right-of-way GIS software system for locating and identifying existing utility crossings, along with the County Appraisal District's data for accurate reporting.
 - Train staff on real estate and right-of-way permitting and lease acquisition process.
- ◆ Stakeholder Engagement
 - Partner with Central Texas Regional Mobility Authority (CTRMA), Capital Area Metropolitan Planning Organization (CAMPO), Texas Department of Transportation (TxDOT) and the Federal Transit Administration (FTA), to support service expansion.
 - Engage the Texas Film Commission workshops for training on best practices accommodating on-location filming activity.
- ◆ Financial and Environmental Sustainability
 - Identify and establish license agreements for public crossings.
 - Continue developing agreements and licensing with fiber optic providers for the relocation of lines and improved infrastructure.

Real Estate and Facility Planning Organization Chart



Budget Changes

Labor and Benefits

Increase of \$45,938 for mid-year promotions and estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$3,283,743 driven by \$3,203,459 in Lease Administrative Facility for contractual increases, a new administrative space beginning January 2022, and 100 additional parking spaces at the North Operations facility.



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$400,145	\$382,092	\$403,379	\$424,113	\$42,021	11.0%
FICA-Admin	27,081	28,873	29,956	32,791	3,918	13.6%
State Unemployment-Admin	36	721	720	720	(1)	(0.1%)
TOTAL LABOR & BENEFITS	427,262	411,686	434,055	457,624	45,938	11.2%
OTHER EXPENSES						
Consultation Fees	—	40,000	40,000	100,000	60,000	150.0%
Other Professional Fees	73,719	125,000	178,000	155,000	30,000	24.0%
Permits And Fees	714	1,500	1,500	1,500	—	0.0%
Temporary Help	1,159	—	—	45,500	45,500	N/A
Repair & Maintenance-Other	93,548	95,000	95,000	46,000	(49,000)	(51.6%)
Other Services	18,525	37,250	62,250	62,250	25,000	67.1%
Office Supplies	978	1,500	1,500	1,500	—	0.0%
Other Supplies	2,078	5,000	2,000	5,000	—	0.0%
Dues And Subscriptions	8,180	9,650	9,650	10,275	625	6.5%
Airfare - Transportation	—	877	877	877	—	0.0%
Travel - Per Diem	—	797	797	797	—	0.0%
Seminar, Conferences, Registration	952	1,920	1,920	1,920	—	0.0%
Lodging	—	1,200	1,200	1,200	—	0.0%
Business Meals - Local	1,227	—	—	—	—	N/A
Postage	—	50	50	450	400	800.0%
Lease-Passenger Stations	58,567	63,000	63,000	78,000	15,000	23.8%
Lease-Passenger Parking Facilities	383,853	422,608	420,608	436,878	14,270	3.4%
Lease-Operating Yard/Storage	166,855	174,020	174,020	112,509	(61,511)	(35.3%)
Lease-Administrative Facility	1,468,870	1,688,845	1,688,845	4,892,304	3,203,459	189.7%
TOTAL OTHER EXPENSES	2,279,225	2,668,217	2,741,217	5,951,960	3,283,743	123.1%
TOTAL OPERATING EXPENSES	\$2,706,487	\$3,079,903	\$3,175,272	\$6,409,584	\$3,329,681	108.1%

RideShare

Functions and Responsibilities

The RideShare department oversees contracts that provide alternative transportation service to reduce the number of single-occupancy vehicles on area roads. The department oversees the provider for operation, performance and commuter ride-matching services and oversees the Guaranteed Ride Home program.

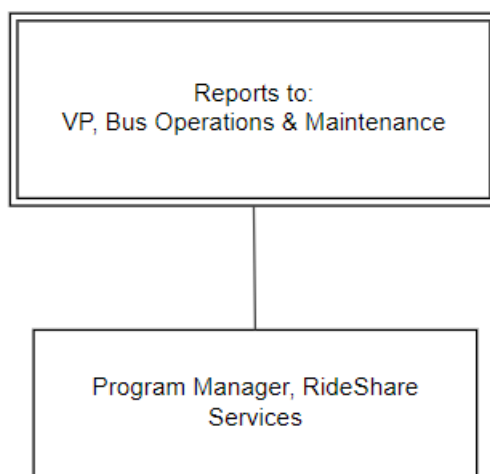
FY2021 Accomplishments

- ◆ High-Quality Customer Experience
 - Continued marketing campaign and strategies to increase brand awareness.
 - Continued to pursue regional expansion and funding opportunities.
 - Maintained relationships with transportation partners, positioning vanpooling as a safe form of transportation

FY2022 Planned Initiatives

- ◆ Internal/External Customer Service Excellence
 - Begin Project Rebound to reestablish MetroRideShare as a safe mode of transportation.
 - Continue marketing campaign and strategies to increase brand awareness.
 - Continue to pursue regional expansion and funding opportunities.

RideShare Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$4,807 due to estimated performance-based pay increases to become effective in January 2022.

Other Expenses

Decrease of \$1,743,026 due to a decrease in the number of vanpool vehicles in FY2022 compared to FY2021.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$89,957	\$86,785	\$86,785	\$91,398	\$4,613	5.3%
FICA-Admin	6,335	6,641	6,641	6,837	196	3.0%
State Unemployment-Admin	9	180	180	178	(2)	(1.1%)
TOTAL LABOR & BENEFITS	96,301	93,606	93,606	98,413	4,807	5.1 %
OTHER EXPENSES						
Office Supplies	113	—	400	500	500	N/A
Other Supplies	2,978	—	—	2,000	2,000	N/A
Telephone-Local	480	—	480	840	840	N/A
GRH Reimbursement	829	1,379	690	1,380	1	0.1%
Rideshare	2,774,610	3,675,000	1,282,500	1,928,478	(1,746,522)	(47.5%)
Dues And Subscriptions	1,125	1,375	1,375	1,125	(250)	N/A
Airfare - Transportation	—	500	500	500	—	0.0%
Travel - Per Diem	—	575	400	575	—	0.0%
Seminar, Conferences, Registration	—	1,000	750	1,405	405	40.5%
Lodging	—	800	1,325	800	—	0.0%
Advertising/Promotion Media	269	—	—	—	—	N/A
TOTAL OTHER EXPENSES	2,780,404	3,680,629	1,288,420	1,937,603	(1,743,026)	(47.4%)
TOTAL OPERATING EXPENSES	\$2,876,705	\$3,774,235	\$1,382,026	\$2,036,016	(\$1,738,219)	(46.1)%

Safety, Risk Management and Accessible Services Management

Functions and Responsibilities

Safety, Risk Management and Accessible Services Management's mission is to ensure that the organization maintains a positive culture by putting systems in place to identify, address and resolve public safety concerns across the system; consult with other departments and contractors to minimize human and economic losses to the public, employees and Capital Metro; and to ensure the safety of customers and employees, protect Capital Metro property, while maintaining the integrity of the service.

Rail Safety Systems continues to monitor railroad activities in the field to ensure compliance and safe operation of the agency's railroad. Rail Safety Systems also tracks, reviews and approves Federally required programs that must be complied with for operation and compliance. Additionally, Rail Safety Systems performs audits of the commuter service provider and freight carrier to ensure compliance with Federal regulations and contract requirements.

Accessible Services is responsible for ensuring all agency activities and programs are accessible to people with disabilities. The department is responsible for managing and overseeing Capital Metro's activities associated with service provisions in compliance with service with the Department of Transportation regulations for the ADA.

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Completed an agency-wide ADA compliance audit to assess areas to improve and find opportunities to go beyond minimum standards to ensure the best customer experience to all with emphasis on persons with disabilities.
- Provided PDF document accessibility training to individuals and departments who develop content to improve accessibility at the agency while offering skilled-based training.
- Expanded the existing network of rapid deploy video units in the system to enhance safety and security resources, as needed, to ensure a safe system.
- Inspected commuter trains and stations for proper sanitation procedures as they pertained to COVID-19 related enhanced cleaning procedures.
- Conducted multi-agency monthly rail safety meetings with rail stakeholders.

◆ Engaged Workforce

- Further developed and expanded the Safety Captain Program, which deputizes employees and service providers to act as force multipliers for safety at all Capital Metro's facilities.
- Ensured safe access in system-wide transit.
- Ensure all agency services are universally available to persons with diverse functional abilities.
- Provided disability sensitivity and awareness training to agency staff.
- Provide training for the various elements of the federally required System Safety Program plan.

◆ Valued Community Partner

- Convened an accessibility fair open to the public to showcase accessible services, operator proficiency with accessibility equipment and Capital Metro's commitment to accessibility.
- Served as the primary representative to the community of people with disabilities and older adults, convening and collaborating to improve service delivery to enhance the customer experience of persons of all disabilities.
- Assessed and recommended the implementation of innovative technology solutions to identify and address barriers to accessible transit for persons with disabilities and older adults.
- Managed a new customer complaint audit process to include a change in Service One, Capital Metro's customer relations systems, and aligned agency records with FTA requirements.

FY2022 Planned Initiatives

◆ Internal/External Customer Service Excellence

- Introduce pilot programs for wayfinding, customer communication and accessible pathway trip planning to improve and enhance the customer experience for the community and persons with disabilities.
- Enhance ADA compliance requirements by introducing process improvements such as an accessible technology procurement policy to improve and ensure all information and communication technology purchased by the agency meets all relevant laws, standards and best practices for accessibility.
- Enhance public safety by continuing to focus on safety programs throughout the system.
- Complete customer safety survey to increase public safety and security on our transit.
- Expand the No Trespassing campaign to include the addition of signs, reviewing heat maps and employee reports.
- Educate the public during Rail Safety Week and National Train Day, offering free rides and maximizing the opportunity to educate and share rail safety messaging by promoting awareness of how safe the mode of rail transportation can be.

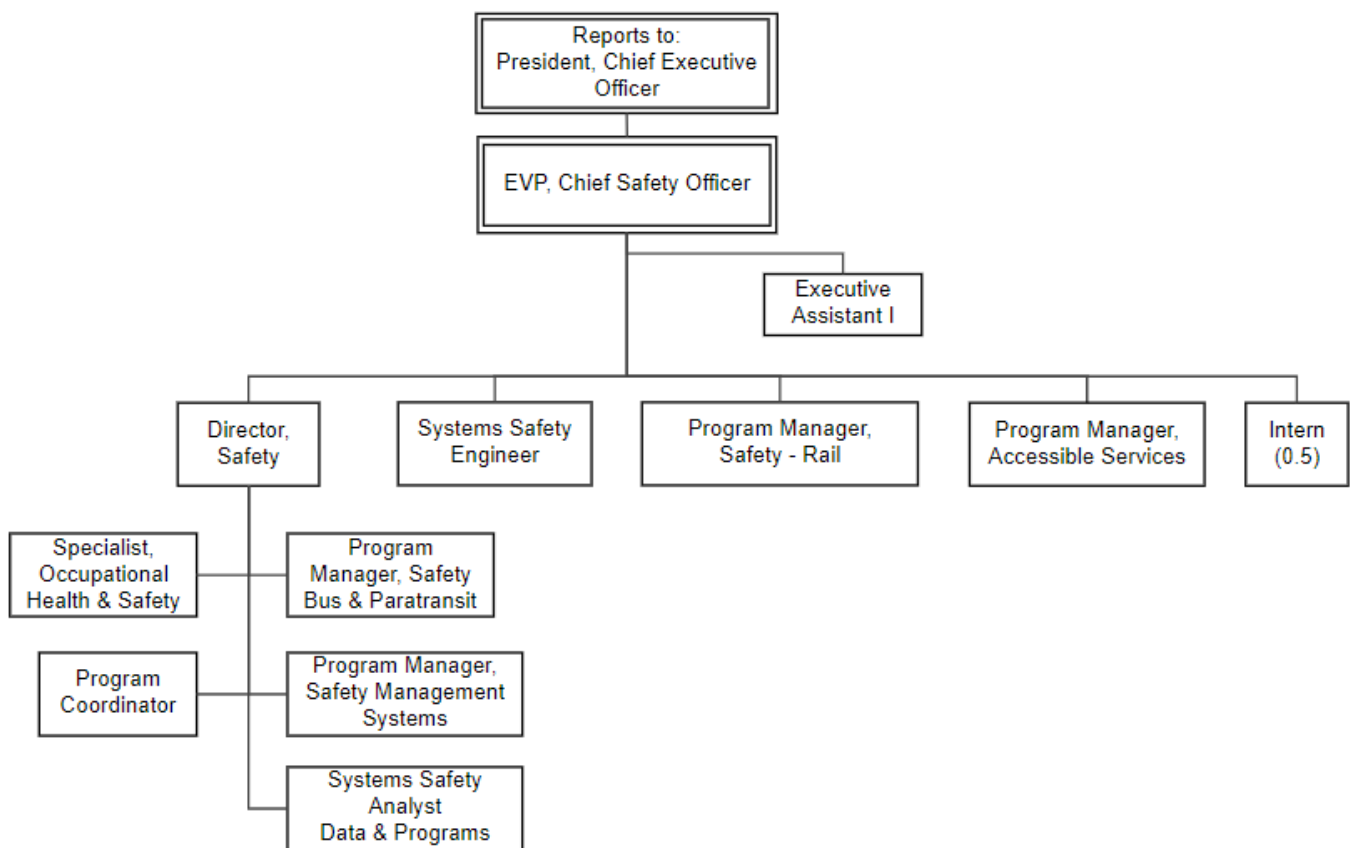
◆ Stakeholder Engagement

- Continue to work with regional safety partners to prepare for and respond to emergencies and regional disasters that impact our community.
- Conduct full-scale emergency preparedness exercise at the electric bus facility to ensure first responder agencies, utilities and all Capital Metro staff are prepared to respond to emergencies related to new technology.
- Continue integration of the agency's video system with regional partners to improve efficiency and customer service.
- Continue to serve as a technical resource to groups and organizations on community transportation needs and accessible transportation by serving on city commissions, boards, and other convening entities.

◆ Financial and Environmental Sustainability

- Perform audits of the commuter service provider and freight carrier to maintain compliance with federal regulations and contractual obligations.
- Ensure all rail operations are maintaining the right-of-way, including at stations, and adhering to environmental regulations. Continue to make recommendations for improvements.
- Revise and test the agency’s Continuity of Operation’s Plan and Emergency Response plans ensuring emergencies and/or disasters have the minimum impact to the system.

Safety, Risk Management and Accessible Services Management Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$453,302 due to 4 new FTEs offset by 2 FTEs transferred to Finance and People & Culture respectively.

Other Expenses

Decrease of \$731,174 due to a reduction of Other Professional Fess of \$107,750 and a movement of insurance expenses to the Finance department for \$620,421. This is offset by an increase in Advertising/Promotion Media for public safety campaigns of \$202,200.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$930,743	\$971,181	\$971,181	\$1,147,665	\$503,932	51.9%
Intern Pay	1,728	—	—	—	—	N/A
FICA-Admin	64,426	71,659	71,659	82,583	35,084	49.0%
State Unemployment-Admin	109	1,803	1,803	2,160	965	53.5%
Expense For W/C Claims	74,495	99,999	99,999	—	(66,283)	(66.3%)
W/C Admin Fees (2% Of Claims)	44	596	596	—	(396)	(66.4%)
Premiums For W/C Losses	(3,092)	20,000	20,000	—	(20,000)	(100.0%)
TOTAL LABOR & BENEFITS	1,068,453	1,165,238	1,165,238	1,232,408	453,302	38.9%
OTHER EXPENSES						
Consultation Fees	79,533	225,000	180,000	255,000	56,668	25.2%
Medical Services	7,550	10,000	4,800	15,304	8,604	86.0%
Other Professional Fees	460,395	176,750	130,000	53,000	(107,750)	(61.0%)
Temporary Help	10,277	—	30,000	—	—	N/A
Repair & Maintenance-Other	—	1,500	—	—	(1,000)	(66.7%)
Courier And Delivery Services	41	—	—	—	—	N/A
Other Services	27,474	—	—	—	—	N/A
Advertising Installation Expense	—	7,000	—	—	(5,667)	(81.0%)
Office Supplies	1,273	5,200	2,000	4,000	533	10.3%
Maps And Schedules	—	8,000	—	5,000	(3,000)	(37.5%)
Other Supplies	5,991	142,000	35,000	50,000	(48,099)	(33.9%)
Non Capital Equipment	—	10,300	10,300	4,300	(4,925)	(47.8%)
Telephone-Local	360	—	480	480	480	N/A
Property Insurance Premiums	99,838	158,000	158,000	—	(158,000)	(100.0%)
Physical Damage Recoveries	(16,158)	(10,000)	—	—	10,000	(100.0%)
Rail Liability Claim Payments	111,227	200,000	200,000	—	(200,000)	(100.0%)
Vehicle Liability Premiums	62,905	80,000	80,000	—	(80,000)	(100.0%)
Auto Liability Loss	16,512	200,000	200,000	—	(133,336)	(66.7%)
Public Officials Liab. Premiums	15,964	59,085	38,000	—	(59,085)	(100.0%)



	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
Crime Insurance Premium	7,560	10,000	—	—	—	N/A
Other Business Insurance	88,325	177,906	177,906	—	(177,906)	(100.0%)
Dues And Subscriptions	5,093	4,500	4,500	—	(4,200)	(93.3%)
Airfare - Transportation	3,885	7,500	700	982	(4,893)	(65.2%)
Travel - Per Diem	815	2,200	500	183	(1,617)	(73.5%)
Seminar, Conferences, Registration	3,603	7,425	1,200	600	(5,475)	(73.7%)
Lodging	2,059	7,925	2,000	594	(5,931)	(74.8%)
Travel - Other	626	—	—	61	61	N/A
Business Meals - Local	6,068	1,200	500	—	(800)	(66.7%)
Advertising/Promotion Media	67,711	124,000	124,000	274,200	202,200	163.1%
Postage	38	504	100	—	(336)	(66.7%)
Other Miscellaneous Expenses	2,500	7,700	—	—	(7,700)	(100.0%)
TOTAL OTHER EXPENSES	1,071,465	1,623,695	1,379,986	663,704	(731,174)	(45.0%)
TOTAL OPERATING EXPENSES	\$2,139,918	\$2,788,933	\$2,545,224	\$1,896,112	(\$277,872)	(10.0%)

Strategic Planning and Development

Functions and Responsibilities

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

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Monitored the network performance during COVID-19 and made service adjustments as appropriate. Adjustments included adding frequency to Routes 1, 7, 10, 20 and 300 to allow for social distancing.
- Coordinated bus stop improvements with the city's Corridor Program Office. These improvements focus on proper bus stop placement for safety and reliability.
- Launched a project to test a new bus stop platform made of 100% recycled rubber. The test location was north of the University of Texas campus to determine if consolidating bus stops and placing them on the far side of the signal would optimize travel time and reduce delay.
- Constructed four miles of dedicated bus and right turn only lanes along East Riverside Drive. This project affects 20% of Capital Metro's daily ridership.
- Optimized 23 bus stop locations or 1% of the total bus stop network for improved safety, reliability and travel time.
- Integrated bicycle facilities with seven new bus stops, improving first-mile/last-mile connections to transit.
- Began planning for special event service to Q2 Stadium.

◆ Sustainability

- Advanced Regional Transit Demand Management (TDM) to promote transit as an important part of the regional transportation choices through support for Commute Solutions and the Regional TDM Committee.
- Participated as an active member of the Clean Air Coalition to promote air quality through Ozone Advance, the regional air quality plan.
- Advanced green building and infrastructure planning. Launched ENVISION sustainability infrastructure program for Capital Metro staff and key general planning contract partners, for advancing and assessing conservation and sustainability initiatives in Project Connect planning, capital projects and building renovation.
- Applied for Bus and Bus Facilities Grant for a solar canopy for North Ops bus yard.
- Submitted and won the FTA 2020 Pilot Program for Transit-Oriented Development Planning grant for the North Lamar/Guadalupe/Riverside Corridor.

FY2022 Planned Initiatives

◆ Internal/External Customer Service Excellence

- Continue to monitor COVID-19 ridership and make service adjustments as appropriate.
- Conduct Origin and Destination Survey Project to assess the current travel patterns of Capital Metro customers to improve service delivery, providing critical information for effective service planning and development of regional travel demand models.
- Continue improving rider and on-time performance metrics for optimal ongoing performance monitoring.
- Continue work with Travis County, Round Rock and Georgetown to modify routes and add service where appropriate.
- Engage transit development plan partners to negotiate service agreements.
- Optimize bus stops along seven corridors with improved bus stop spacing, enhanced high-ridership stops, safer crossings and better bicycle-pedestrian-transit-rider interaction.
- Develop customer delay tool that highlights where the most customers are experiencing the most delay. Use the tool to prioritize investments in future transit speed and reliability projects.
- Continue to provide personal public interactions via the Customer Call Reporting system, public meetings and general inquiries that may include route/schedule adjustments, bus stop requests or other inquiries.
- Continue to coordinate with the city of Austin's Transportation, Development Review and Corridor Program teams on current and future projects/programs to seamlessly integrate service operations and bus stops for improved safety, convenience, comfort, and efficiency.
- Continue coordination with the city of Austin to plan, develop and implement targeted infrastructure improvements to optimize and improve transit safety, speed and reliability. This coordination includes implementation of the 2020 Safety and Mobility Bond projects which allocate \$14 million to transit enhancements among other transit-supportive projects such as improved bicycle and pedestrian infrastructure.
- Submit two FTA RAISE Grants for North Ops charging infrastructure and resiliency planning.
- Submit FTA 2021 Pilot Program for Transit-Oriented Development Planning grant for the 6.5-mile Orange Line South Corridor.
- Initiated Equitable Transit-Oriented Development (ETOD) with selected consultant in the year-long corridor and station study on the North Lamar/Guadalupe/Riverside Corridor.
- Continue to support and provide input to the city of Austin's Strategic Mobility Plan and Transportation Criteria Manual.
- Continue to monitor and evaluate actionable plans that improve the quality and reliability of services developed as part of Cap Remap.
- Continue to develop new scheduling processes that improve the quality and integrity of data from the Trapeze Scheduling system to all customer-facing systems. In addition, continue to refine and optimize the time required to process and publish required data sets for each service change.

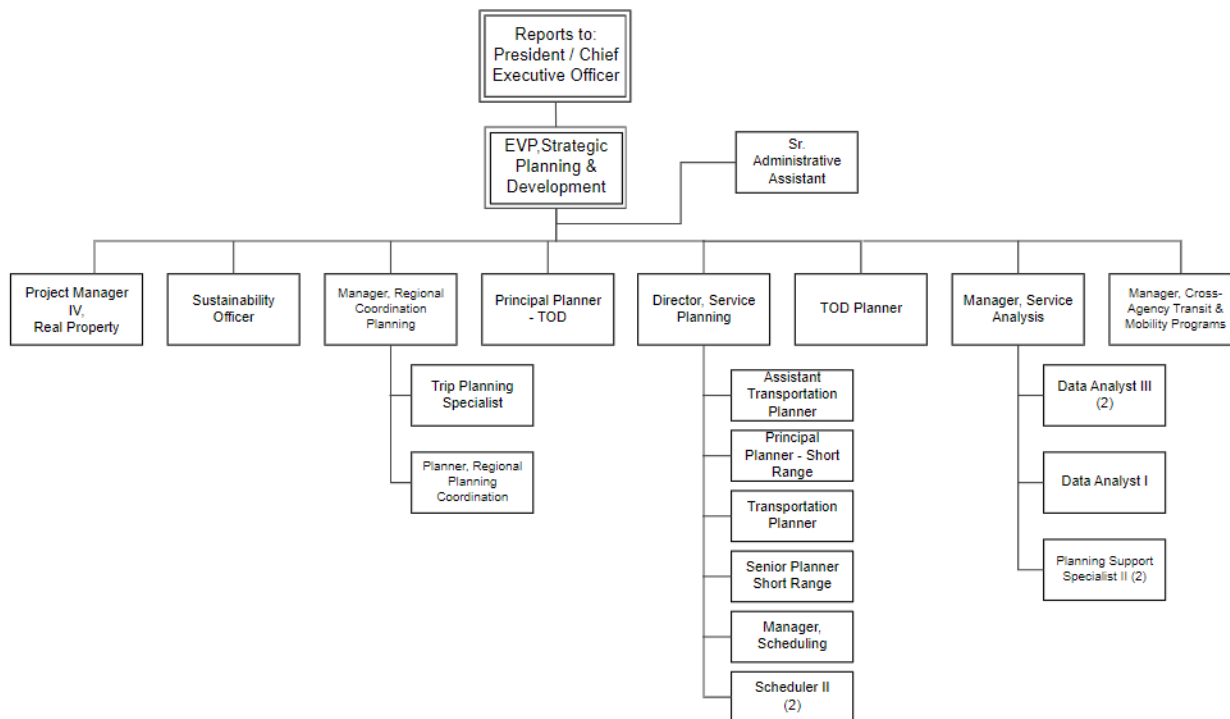
◆ Financial and Environmental Sustainability

- Draft Sustainability and Climate Vision Plan.
- Draft Green Building and Infrastructure and develop workforce training initiative to integrate into capital projects.
- Develop Clean Energy Plan.
- Develop strategy for achieving Platinum Level APTA Sustainability Commitment.
- Submit FTA BUILD Grant for funding for McKalla Station in collaboration with our private partner, Austin FC.

◆ Staff Development

- Work with the University of Texas Civil Engineering Senior Capstone course to provide sample projects and develop solutions to real-world engineering problems.
- Seek planning and civil engineering interns to support staff and allow for professional growth of students, with the goal of bringing them into the Capital Metro family in the long term.

Strategic Planning and Development Department Organizational Chart



Budget Changes

Labor and Benefits

Increase of \$154,533 due to job reclassifications and approved performance-based pay increases to become effective in January 2022.

Other Expenses

Increase of \$1,968,484 driven by \$228,330 in Consultation Fees due to \$100,000 increase in agency Sustainability/Climate and Action Plan and \$125,000 for grant development support for Build, INFRA and other discretionary grants. A \$20,796 decrease in Temporary Help no longer needed. Plus, increases in Capital Contributions of \$500,00 which includes: \$100,000 to accommodate future MetroRapid frequent services; \$150,000 for the South 1st Street Bridge Transit Lanes project; \$225,000 increase in bus stop optimization and safety improvements; and \$25,000 for new design costs.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Salaries & Wages - Admin.	\$1,798,411	\$2,083,017	\$2,114,473	\$2,233,729	\$150,712	7.2%
Overtime - Administrative	\$7,774	\$3,999	\$3,999	\$—	(\$3,999)	(100.0%)
FICA-Admin	126,730	155,129	155,129	162,948	7,819	5.0%
State Unemployment-	233	4,321	4,321	4,322	1	—%
Supplemental Sick	994	—	—	—	—	N/A
TOTAL LABOR &	1,934,142	2,246,466	2,277,922	2,400,999	154,533	6.9%
OTHER EXPENSES						
Consultation Fees	420,264	916,666	328,944	2,394,996	1,478,330	161.3%
Other Professional Fees	42	—	—	—	—	N/A
Temporary Help	—	20,796	20,796	—	(20,796)	(100.0%)
Courier And Delivery Services	142	—	—	—	—	N/A
Other Services	15,830	33,480	33,480	35,200	1,720	5.1%
Office Supplies	1,139	2,500	2,500	2,500	—	—%
Other Supplies	676	—	—	—	—	N/A
Telephone-Local	1,960	2,880	2,880	2,880	—	—%
Dues And Subscriptions	68,210	58,100	58,100	68,603	10,503	18.1%
Airfare - Transportation	1,344	8,649	8,649	9,139	490	5.7%
Lodging	1,997	12,600	12,600	12,600	—	—%
Travel - Other	765	—	—	—	—	N/A
Business Meals - Local	2,585	—	—	—	—	N/A
Advertising/Promotion Media	1,000	—	—	—	—	N/A
Postage	126	—	—	—	—	N/A
Computer Software	388	—	—	—	—	N/A
Food and Ice	41	—	—	—	—	N/A
Capital Contributions-Other Jurisdictions	1,179,562	1,000,000	1,000,000	1,500,000	500,000	50.0%
TOTAL OTHER EXPENSES	1,708,781	2,088,059	1,500,337	4,056,543	1,968,484	94.3%
TOTAL OPERATING EXPENSES	\$3,642,923	\$4,334,525	\$3,778,259	\$6,457,542	\$2,123,017	49.0%

Wellness and Fitness Center

Functions and Responsibilities

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

FY2021 Accomplishments

◆ High-Quality Customer Experience

- Prepared operators for the DOT physical by working with individuals to develop personalized plans to reduce BMI, blood pressure and circumference measurements. Emphasis is placed on contributing to safe operations and work habits.
- Conducted fitness coaching sessions attended in person by 34 staff with another 12 attending remotely.
- Grew the tobacco sensation program by 100% over the previous year's participation.
- Provided 10 educational sessions on mindfulness to help team members manage and reduce stress.
- On-going COVID-19 support of team members who have not returned to the fitness center via three virtual stretching and three virtual workout sessions.
- Organized month-themed education sessions on healthy lifestyle with topics ranging from healthy meals to being active.

◆ Engaged Workforce

- Implemented proactive policies and procedures to combat the COVID-19 pandemic that ensured continuous business operations, health and safety of commuters and workforce.
- Implemented enhanced cleaning standards at fitness centers and managed social distancing through rotating in-person and virtual schedules.
- Provided ongoing communication between Capital Metro on maintaining work-life balance during the pandemic.
- Reopened the wellness center under a hybrid model (onsite and virtual) to support DOT standard and healthy lifestyle of all team members.
- Rolled out a zero-cost wellness center for all team members.
- Continued Recognition Programs such as Wellness Champions and All-Stars team members that demonstrate a positive lifestyle change.
- Implemented "Zen in 10" sessions in support of managing team members stress levels.
- Continued the tobacco sensation program that experienced participation growth.

- Launched monthly healthy lifestyle-themed education sessions with topics ranging from healthy meals to being active.

FY2022 Planned Initiatives

- ◆ Internal/External Customer Excellence
 - Launch onsite employee health clinic.
 - Recertification of wellness center program accreditation.
 - Conduct team member surveys to evaluate the personal wellness and organizational assessment to determine which types of wellness programs drive a healthy workforce.
 - Collaborate with local health department outreach for blood drives.
 - Sponsor several health events to include health fair, 5K run and bike night.

Budget Changes

Other Expenses

Increase of \$187,017 due to increases in Other Professional Fees of \$67,832 due to a new contract with the service provider and Office Supplies of \$41,000 and Other Supplies of \$58,000.

	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Var \$ FY2022 vs. FY2021	Var % FY2022 vs. FY2021
LABOR & BENEFITS						
Wellness Center Exp	\$27,138	\$36,492	\$36,492	\$36,492	\$0	(0.0 %)
TOTAL LABOR & BENEFITS	27,138	36,492	36,492	36,492	—	(0.0 %)
OTHER EXPENSES						
Other Professional Fees	219,846	217,534	217,534	285,366	67,832	31.2 %
Other Services	1,035	4,500	4,500	13,800	9,300	206.7 %
Office Supplies	163	1,000	1,000	42,000	41,000	4100.0 %
Other Supplies	360	6,500	6,500	65,400	58,900	906.2 %
Dues And Subscriptions	—	150	150	150	—	0.0 %
Postage	—	25	25	10	(15)	(60.0) %
Recognition Program	1,898	12,500	12,500	22,500	10,000	N/A
TOTAL OTHER EXPENSES	223,302	242,209	242,209	429,226	187,017	77.2 %
TOTAL OPERATING EXPENSES	\$250,440	\$278,701	\$278,701	\$465,718	\$187,017	67.1 %

7

Glossary



GLOSSARY

AAC: Access Advisory Committee

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

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

ATP: Austin Transit Partnership, the joint-venture local government corporation between Capital Metro and the city of Austin that will be in charge of implementing Project Connect.

AVT: Alternate Vehicle Technology

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

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

CAMPO: Capital Area Metropolitan Planning Organization

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

Capital Budget: The portion of the budget that provides for the funding of improvement projects, other projects and major equipment purchases. Generally, a capital item is one that has a cost in excess of \$5,000 and a useful life in excess of 1 year.

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

CARTS: Capital Area Rural Transportation System

CEO: Chief Executive Officer

CFO: Chief Financial Officer

CFR: Code of Federal Regulations

CIP: Capital Improvement Plan

CMTA: Capital Metropolitan Transportation Authority

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

COO: Chief Operating Officer

CSAC: Customer Satisfaction Advisory Committee

CTRMA: Central Texas Regional Mobility Authority

DBE: Disadvantaged Business Enterprise

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

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

DMS: Dynamic Message Signs

EVP: Executive Vice President

Fare Recovery: Fare revenue divided by operating expenses.

FAST Act: Fixing America’s Surface Transportation Act

FEMA: Federal Emergency Management Agency

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

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

FRA: Federal Railroad Administration

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

FTE: Full-Time Equivalent

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

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

FY: Fiscal year

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

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

IFB: Invitation for bids

ILA: An Interlocal agreement is used when a district is performing for or receiving a service from a local governmental entity. These agreements are pursuant to the Interlocal Cooperation Contracts Act, Chapter 791 of the Texas Government Code.

IVR: Interactive voice response 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.

LGC: Local government corporation

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

MetroAccess: Paratransit services (parallel to fixed-route services) provided to customers with disabilities, established in accordance with the ADA.

MetroBike: A bicycle sharing system providing first and last mile transportation solutions that have strong ties to both equity and sustainability.

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

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

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

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

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

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

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

OCC: Operations Control Center

OSHA: The Occupational Safety and Health Act of 1970 created the Occupational Safety and Health Administration (OSHA) to ensure safe and healthful working conditions for workers by setting and enforcing standards and by providing training, outreach, education and assistance.

OTP: On-time performance

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

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

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

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

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

Placemaking: The planning, design and management of public spaces with regard to the communities that will inhabit them.

Project Connect: A transformational expansion of the region's public transit system, designed to improve access to essential jobs, health care and education. Established as a separate organization, the Austin

Transit Partnership (ATP) will guide the Project Connect investment with transparency and accountability throughout the program.

PPE: Personal Protective Equipment is equipment worn to minimize exposure to hazards that cause serious workplace injuries and illnesses. Personal protective equipment may include items such as gloves, safety glasses and shoes, earplugs or muffs, hard hats, respirators, or coveralls, vests and full bodysuits.

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

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

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

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

RFP: Request for proposals

RFQ: Request for quotes

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

Safety Blitzes: Safety Blitzes are events where a curriculum, signage or an obstacle course, is built around trending safety topics, or concepts to make the community aware of, and how to prevent the hazard.

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

Service Area: All of Austin and several surrounding areas within Travis County and Williamson County extending more than 500 square miles.

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

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

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

TDP: Transit development plan

TOD: Transit-oriented development

Transit Empowerment Fund: This program provides transit passes at a discount for social service agencies to distribute as needed to their clients.

Transit Hub: Combines multiple bus stops together in one area to improve the efficiency and speed of movement regarding the bus. These small hubs also have the technology needed to provide real-time information.

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

TTI: Texas A&M's Texas Transportation Institute

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

TxDOT: Texas Department of Transportation

UHC: United Healthcare

USDOT: U.S. Department of Transportation

UT Shuttle: The bus service provided to connect students, faculty and staff with the University of Texas campus.

UZA: Urbanized areas

VP: Vice President

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

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

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

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Appendices





Project Name	FY2022 Approved Budget	FY2023 Planned	FY2024 Planned	FY2025 Planned	FY2026 Planned	TOTAL	Page
Facilities and Real Estate							
Facility Enhancements	\$16,077,411	\$11,922,000	\$119,500	\$80,000	\$0	\$28,198,911	A-4
Facility State of Good Repair	413,820	495,608	734,450	1,027,200	976,000	3,647,078	A-5
Facilities and Real Estate Net Total	16,491,231	12,417,608	853,950	1,107,200	976,000	31,845,989	
Information Technology Systems and Infrastructure							
Information Technology - Enterprise Systems	16,445,725	7,328,964	1,125,000	1,125,000	625,000	26,649,689	A-6
Information Technology - Infrastructure	1,590,595	2,387,500	1,250,000	750,000	2,700,000	8,678,095	A-7
Information Technology - Transit Systems	8,236,710	7,586,333	9,680,000	10,400,000	4,650,000	40,553,043	A-8
Information Technology Systems and Infrastructure Net Total	26,273,030	17,302,797	12,055,000	12,275,000	7,975,000	75,880,827	
Infrastructure Development							
Bus Stop Amenities and Enhancements	4,390,124	6,603,225	6,139,225	4,149,225	4,668,219	25,950,018	A-9
Bus Stops - New	1,280,000	1,240,000	1,000,000	1,000,000	1,000,000	5,520,000	A-10
Bus Stops - New Grants and Capital Contributions	(280,000)	(240,000)	—	—	—	(520,000)	A-10
Downtown Station	830,000	150,000	—	—	—	980,000	A-11
Facility Enhancements	20,267,374	14,838,450	7,048,238	1,875,000	4,223,438	48,252,500	A-12
Facility Enhancements Grants and Capital Contributions	(652,850)	—	—	—	—	(652,850)	A-12
Park & Ride Enhancements	763,581	400,000	400,000	400,000	400,000	2,363,581	A-13
Infrastructure Development Net Total	26,598,229	22,991,675	14,587,463	7,424,225	10,291,657	81,893,249	
Project Connect							
Project Connect	137,994,219	107,786,504	52,027,213	325,000	732,063	298,864,999	A-14
Project Connect Grants and Capital Contributions	(135,496,854)	(105,214,506)	(50,805,518)	—	—	(291,516,878)	A-14
Project Connect Net Total	2,497,365	2,571,998	1,221,695	325,000	732,063	7,348,121	



Project Name	FY2022 Approved Budget	FY2023 Planned	FY2024 Planned	FY2025 Planned	FY2026 Planned	TOTAL	Page
Public Safety and Emergency Management							
Public Safety and Emergency Management Equipment and Enhancements	1,931,650	462,000	503,633	405,000	—	3,302,283	A-15
Public Safety and Emergency Management Net Total	1,931,650	462,000	503,633	405,000	—	3,302,283	
Railroad Commuter							
Railroad Commuter Enhancements	35,629,800	19,855,000	—	—	—	55,484,800	A-16
Railroad Commuter Enhancements Grants and Capital Contributions	(200,000)	(200,000)	—	—	—	(400,000)	A-16
Railroad Commuter State of Good Repair	7,494,269	4,540,000	3,000,000	2,750,000	3,250,000	21,034,269	A-17
Railroad Commuter State of Good Repair Grants and Capital Contributions	(3,329,341)	(3,329,341)	(3,000,000)	(2,750,000)	(3,250,000)	(15,658,682)	A-17
Railroad Commuter Net Total	39,594,728	20,865,659	—	—	—	60,460,387	
Railroad Freight							
Railroad Freight State of Good Repair	4,045,000	1,545,000	45,000	45,000	45,000	5,725,000	A-18
Railroad Freight State of Good Repair Grants and Capital Contributions	(2,315,570)	—	—	—	—	(2,315,570)	A-18
Railroad Freight Net Total	1,729,430	1,545,000	45,000	45,000	45,000	3,409,430	
Vehicles							
Bus Fleet	28,974,000	61,895,000	12,791,000	—	88,842,000	192,502,000	A-19
Bus Fleet Grants and Capital Contributions	(15,077,383)	(6,944,947)	(2,790,707)	—	(5,581,414)	(30,394,451)	A-19
Fleet System Enhancements	2,225,000	100,000	316,000	500,000	1,750,000	4,891,000	A-20
Non-Revenue Fleet	1,999,000	114,000	521,000	33,000	686,000	3,353,000	A-21
Paratransit Fleet	8,248,000	3,253,000	2,312,000	3,310,000	—	17,123,000	A-22
Vehicles Net Total	26,368,617	58,417,053	13,149,293	3,843,000	85,696,586	187,474,549	
Capital Project Contingency	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000	A-23
Grand Total Capital Spending	303,836,278	254,502,584	101,012,259	30,174,425	116,547,720	806,073,266	
Grand Total Grants and Capital Contributions	(157,351,998)	(115,928,794)	(56,596,225)	(2,750,000)	(8,831,414)	(341,458,431)	
Grand Total Capital Spending Net of Grants and Capital Contributions	\$146,484,280	\$138,573,790	\$44,416,034	\$27,424,425	\$107,716,306	\$464,614,835	



Summary

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$303,836,279	\$254,502,584	\$101,012,259	\$30,174,425	\$116,547,720	\$806,073,267
Total	303,836,279	254,502,584	101,012,259	30,174,425	116,547,720	806,073,267
Funding Sources						
Local Funds	146,484,281	138,573,790	44,416,034	27,424,425	107,716,306	464,614,836
Grants	45,549,333	41,376,541	17,168,466	2,495,000	8,576,414	115,165,754
Other Capital Contributions	111,802,665	74,552,253	39,427,759	255,000	255,000	226,292,677
Total	\$303,836,279	\$254,502,584	\$101,012,259	\$30,174,425	\$116,547,720	\$806,073,267



Project Name

Facility Enhancements

Project Type

Facilities and Real Estate

Project Description

This project category includes enhancements consisting of a new Demand Response operations & maintenance site, additional administrative lease space, a health clinic and various other facility safety and asset enhancements.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$16,077,411	\$11,922,000	\$119,500	\$80,000	\$—	\$28,198,911
Total	16,077,411	11,922,000	119,500	80,000	—	28,198,911
Funding Sources						
Local Funds	16,077,411	11,922,000	119,500	80,000	—	28,198,911
Grants	—	—	—	—	—	—
Total	\$16,077,411	\$11,922,000	\$119,500	\$80,000	\$—	\$28,198,911

Estimated Operating Cost Impact

Demand Response projects are expected to increase operating expense by \$600,000 in FY2023 and \$2.4m per year starting in FY2024. Administrative lease space projects are expected to increase operating expense by \$2.2m in FY2022 and \$5.5m per year starting in FY2023. Health Clinic project will increase operating expense by \$60,000 annually for staff and \$40,000 for office equipment in FY2022.

Project Benefits

New lease space will allow for planned growth. Health clinic will provide an employee perk to allow certain health services to be more convenient to the employees. New Demand Response O&M site will support new model to insource maintenance of approved owned vehicles in lieu of outsourcing for leased vehicles. Safety and asset improvements will benefit the tenants with a safer work environment, provide improved asset resiliency and reduce potential unplanned business productivity interruptions.

Strategic Priority and Objective

These projects collectively support the following strategic priorities: Organizational development: Develop a critical path for agency system growth. Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Financial and environmental sustainability: Manage financial resources efficiently and continue a culture of transparency.



Project Name Facility State of Good Repair

Project Type Facilities and Real Estate

Project Description

This project category includes state of good repairs for air compressors, central and vehicle vacuums, clock systems, dust collector grinders, engine washer, exhaust hose reels, fluid hose reel, fuel dispenser, fuel system upgrades, handwash stations, HVAC systems, kitchen stove, kitchen oven and hood, lifts, lighting, pressure washers, reverse osmosis system, roof replacements, scrubber, solvent reclaimer, underground storage tank, uninterruptible power supplies, wastewater pump and filter and water softeners.

Spending Categories

Other

Total

Funding Sources

Local Funds

Grants

Total

FY2022 - FY2026 Capital Improvement Plan					
FY2022	FY2023	FY2024	FY2025	FY2026	Total
\$413,820	\$495,608	\$734,450	\$1,027,200	\$976,000	\$3,647,078
413,820	495,608	734,450	1,027,200	976,000	3,647,078
413,820	495,608	734,450	1,027,200	976,000	3,647,078
—	—	—	—	—	—
\$413,820	\$495,608	\$734,450	\$1,027,200	\$976,000	\$3,647,078

Estimated Operating Cost Impact

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

Project Benefits

Replacement of equipment at the end of its useful life maintains assets in a state of good repair, helps minimize reactive maintenance costs and in some cases increases operating efficiencies.

Strategic Priority and Objective

These projects collectively support the following strategic priorities: Financial and environmental sustainability: Manage financial resources efficiently and continue a culture of transparency. Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers.



Project Name

Information Technology - Enterprise Systems

Project Type

Information Technology Systems and Infrastructure

Project Description

This project category includes back-office systems, web resources, data services, and business intelligence.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$16,445,725	\$7,328,964	\$1,125,000	\$1,125,000	\$625,000	\$26,649,689
Total	16,445,725	7,328,964	1,125,000	1,125,000	625,000	26,649,689
Funding Sources						
Local Funds	16,445,725	7,328,964	1,125,000	1,125,000	625,000	26,649,689
Grants	—	—	—	—	—	—
Total	\$16,445,725	\$7,328,964	\$1,125,000	\$1,125,000	\$625,000	\$26,649,689

Estimated Operating Cost Impact

Enterprise systems are expected to increase operating expenses by \$3,117,271 per year.

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Stakeholder engagement: Engage the community in agency plans, decisions and service choices. Financial and environmental sustainability: Manage financial resources efficiently and continue a culture of transparency. Staff development: Provide tools and training for a knowledgeable and engaged workforce.



Project Name

Information Technology - Infrastructure

Project Type

Information Technology Systems and Infrastructure

Project Description

This project category includes security, network and infrastructure foundational components for technology delivery.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$1,590,595	\$2,387,500	\$1,250,000	\$750,000	\$2,700,000	\$8,678,095
Total	1,590,595	2,387,500	1,250,000	750,000	2,700,000	8,678,095
Funding Sources						
Local Funds	1,590,595	2,387,500	1,250,000	750,000	2,700,000	8,678,095
Grants	—	—	—	—	—	—
Total	\$1,590,595	\$2,387,500	\$1,250,000	\$750,000	\$2,700,000	\$8,678,095

Estimated Operating Cost Impact

Infrastructure systems are expected to increase operating expenses by \$1,297,413 per year.

Project Benefits

New components, expansion, or upgrades of IT infrastructure or systems at the end of their useful life maintains assets in a state of good repair, enhances safety and cybersecurity protection, minimizes interruption of critical IT resources, minimizes maintenance costs and improves the customer experience.

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Financial and environmental sustainability: Manage financial resources efficiently and continue a culture of transparency. Staff development: Provide tools and training for a knowledgeable and engaged workforce.



Project Name Information Technology - Transit Systems

Project Type Information Technology Systems and Infrastructure

Project Description

This project category includes customer experience, traveler tools and operational service delivery systems.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$8,236,710	\$7,586,333	\$9,680,000	\$10,400,000	\$4,650,000	\$40,553,043
Total	8,236,710	7,586,333	9,680,000	10,400,000	4,650,000	40,553,043
Funding Sources						
Local Funds	8,236,710	7,586,333	9,680,000	10,400,000	4,650,000	40,553,043
Grants	—	—	—	—	—	—
Total	\$8,236,710	\$7,586,333	\$9,680,000	\$10,400,000	\$4,650,000	\$40,553,043

Estimated Operating Cost Impact

Transit systems are expected to increase operating expenses by \$5,763,161 per year.

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Financial and environmental sustainability: Manage financial resources efficiently and continue a culture of transparency. Staff development: Provide tools and training for a knowledgeable and engaged workforce.



Project Name Bus Stop Amenities and Enhancements **Project Type** Infrastructure Development

Project Description

This project category is for bus stop infrastructure improvements including shelters, shelter improvements, signage, Corridor Program Office & Capital Metro bus stop coordination facility and University of Texas Dean Keeton MetroRapid stations relocation.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$4,390,124	\$6,603,225	\$6,139,225	\$4,149,225	\$4,668,219	\$25,950,018
Total	4,390,124	6,603,225	6,139,225	4,149,225	4,668,219	25,950,018
Funding Sources						
Local Funds	4,390,124	6,603,225	6,139,225	4,149,225	4,668,219	25,950,018
Grants	—	—	—	—	—	—
Total	\$4,390,124	\$6,603,225	\$6,139,225	\$4,149,225	\$4,668,219	\$25,950,018

Estimated Operating Cost Impact

Operating costs associated with these projects include \$830 of annual maintenance for each bus stop in the system.

Project Benefits

These projects will improve the transit experience by providing facilities that meet riders' needs. New funding is included for bus stop infrastructure improvements and Dean Keeton MetroRapid station relocation.

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Organizational development: Develop a critical path for agency system growth.



Project Name Bus Stops - New **Project Type** Infrastructure Development

Project Description

This project category includes additional stations for the MLS soccer stadium, small scale transit hubs and Broadmoor station and double track.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$1,280,000	\$1,240,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,520,000
Total	1,280,000	1,240,000	1,000,000	1,000,000	1,000,000	5,520,000
Funding Sources						
Local Funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Grants	—	—	—	—	—	—
Other Capital Contributions	280,000	240,000	—	—	—	520,000
Total	\$1,280,000	\$1,240,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,520,000

Estimated Operating Cost Impact

Operating costs associated with these projects include \$830 of annual maintenance for each bus stop in the system.

Project Benefits

The construction of new MetroRapid stations at MLS Soccer Stadium, small scale transit hubs and Broadmoor Station on the Red Line will provide increased access to public transit and increased ridership.

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Organizational development: Develop a critical path for agency system growth.



Project Name Downtown Station **Project Type** Infrastructure Development

Project Description

This project category is for pedestrian crossings and auxiliary power cords at the MetroRail Downtown station.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$830,000	\$150,000	\$0	\$0	\$0	\$980,000
Total	830,000	150,000	—	—	—	980,000
Funding Sources						
Local Funds	830,000	150,000	—	—	—	980,000
Grants	—	—	—	—	—	—
Other Capital Contributions	—	—	—	—	—	—
Total	\$830,000	\$150,000	\$—	\$—	\$—	\$980,000

Estimated Operating Cost Impact

There are no new operating costs associated with these projects.

Project Benefits

These projects will provide pedestrian and bike safety enhancements at the Downtown Station area. The auxiliary power cords will allow the DMUs diesel engines to be powered off during extended layovers which will comply with environmental concerns and for relationships with adjacent properties.

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Organizational development: Develop a critical path for agency system growth.



Project Name Facility Enhancements

Project Type Infrastructure Development

Project Description

This project category includes bus electrification infrastructure, solar electric bus canopies, return track at rail maintenance facility, rail storage facility at Austin Wye and office space reconfiguration at the headquarters facility.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$20,267,374	\$14,838,450	\$7,048,238	\$1,875,000	\$4,223,438	\$48,252,500
Total	20,267,374	14,838,450	7,048,238	1,875,000	4,223,438	48,252,500
Funding Sources						
Local Funds	19,614,524	14,838,450	7,048,238	1,875,000	4,223,438	47,599,650
Grants	652,850	—	—	—	—	652,850
Total	\$20,267,374	\$14,838,450	\$7,048,238	\$1,875,000	\$4,223,438	\$48,252,500

Estimated Operating Cost Impact

Operating costs associated with these projects are estimated at \$2,000 per year for utilities at the Rail Storage Facility at Austin Wye and \$20,000 per year for the Electric Bus Canopies.

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers Financial and environmental sustainability: Manage financial resources efficiently and continue a culture of transparency. Organizational development: Develop a critical path for agency system growth.



Project Name Park & Ride Enhancements

Project Type Infrastructure Development

Project Description

This project category is for the CTRMA Park & Ride coordination for technical resources and Park & Ride ePaper signage.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$763,581	\$400,000	\$400,000	\$400,000	\$400,000	\$2,363,581
Total	763,581	400,000	400,000	400,000	400,000	2,363,581
Funding Sources						
Local Funds	763,581	400,000	400,000	400,000	400,000	2,363,581
Grants	—	—	—	—	—	—
Total	\$763,581	\$400,000	\$400,000	\$400,000	\$400,000	\$2,363,581

Estimated Operating Cost Impact

Operating costs associated with these projects include annual IT maintenance of ePapers at \$460 to \$500 per unit installed.

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers.



Project Name

Project Connect

Project Type Project Connect

Project Description

This project category is for preliminary engineering and environmental clearance of the Orange and Blue Light Rail lines, 4 new MetroRapid lines, Red Line improvement projects and maintenance facilities. It includes consultants for the Orange and Blue lines, program manager owner representative, and Capital Metro costs. Program expense is funded by the Austin Transit Partnership.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$137,994,219	\$107,786,504	\$52,027,213	\$325,000	\$732,063	\$298,864,999
Total	137,994,219	107,786,504	52,027,213	325,000	732,063	298,864,999
Funding Sources						
Local Funds	2,497,365	2,571,998	1,221,695	325,000	732,063	7,348,121
Grants	24,429,189	31,357,253	11,632,759	—	—	67,419,201
Other Capital Contributions	111,067,665	73,857,253	39,172,759	—	—	224,097,677
Total	\$137,994,219	\$107,786,504	\$52,027,213	\$325,000	\$732,063	\$298,864,999

Estimated Operating Cost Impact

Operating costs for Project Connect have been developed and will be included upon completion of each portion of the project as revenue operations begin.

Project Benefits

Project Connect is a program of capital infrastructure projects. These projects will expand Austin’s transit network to reach more communities and to grow capacity for public transportation by nearly threefold. The program starts with new circulator services, new transit-priority bus service, and new park & rides. Two of the MetroRapid projects will begin construction this year. Construction on two new rail stations and double tracking on the existing Red Line commuter rail along with expanded commuter bus service will follow shortly. The high-capacity light rail system will continue a two-year process of environmental and preliminary engineering.

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Stakeholder engagement: Engage the community in agency plans, decisions and service choices.



Project Name Public Safety and Emergency Management Equipment and Enhancements

Project Type Public Safety and Emergency Management

Project Description

This project category includes cameras, video system integration software, rapid deployable video system and rail signal house security.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$1,931,650	\$462,000	\$503,633	\$405,000	\$0	\$3,302,283
Total	1,931,650	462,000	503,633	405,000	—	3,302,283
Funding Sources						
Local Funds	1,931,650	462,000	503,633	405,000	—	3,302,283
Grants	—	—	—	—	—	—
Total	\$1,931,650	\$462,000	\$503,633	\$405,000	\$—	\$3,302,283

Estimated Operating Cost Impact

Public safety and emergency management equipment and enhancements are expected to increase operating expenses by \$80,000 per year due to the maintenance costs of the video system and associated systems throughout the system.

Project Benefits

Video system expansion and upgrades will improve public safety and situational awareness at Capital Metro facilities and vehicles. Rail signal house security will enhance the physical security of the rail signal houses in support of the new PTC system.

Strategic Priority and Objective

These projects support strategic priority and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Financial and environmental sustainability: Manage financial resources efficiently and continue a culture of transparency.



Project Name

Railroad Commuter Enhancements

Project Type Railroad Commuter

Project Description

This project category includes McKalla-MLS Red Line Station, Lakeline Leander Siding, Broadmoor station, Leander and Domain area quiet zones, rail signal vital Sim software, PTC block shortening, DMU cooling modification and air treatment system.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$35,629,800	\$19,855,000	\$0	\$0	\$0	\$55,484,800
Total	35,629,800	19,855,000	—	—	—	55,484,800
Funding Sources						
Local Funds	35,429,800	19,655,000	—	—	—	55,084,800
Grants	—	—	—	—	—	—
Other Capital Contributions	200,000	200,000	—	—	—	400,000
Total	\$35,629,800	\$19,855,000	\$0	\$0	\$0	\$55,484,800

Estimated Operating Cost Impact

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

Project Benefits

MetroRail Red Line service capacity improvements will allow for service enhancements. System safety enhancements will protect rail infrastructure. DMU modifications will enhance the customer experience and safety.

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Organizational development: Develop a critical path for agency system growth.



Project Name Railroad Commuter State of Good Repair

Project Type Railroad Commuter

Project Description

This project category includes state of good repair work for bridges, tracks, grade crossing signal health monitoring, rail grade crossings, track undercutting, bridge replacement survey, laptops for maintenance vehicles and crossing improvements partially funded by TxDOT.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$7,494,269	\$4,540,000	\$3,000,000	\$2,750,000	\$3,250,000	\$21,034,269
Total	7,494,269	4,540,000	3,000,000	2,750,000	3,250,000	21,034,269
Funding Sources						
Local Funds	4,164,928	1,210,659	—	—	—	5,375,587
Grants	3,074,341	3,074,341	2,745,000	2,495,000	2,995,000	14,383,682
Other Capital Contributions	255,000	255,000	255,000	255,000	255,000	1,275,000
Total	\$7,494,269	\$4,540,000	\$3,000,000	\$2,750,000	\$3,250,000	\$21,034,269

Estimated Operating Cost Impact

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

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers. Organizational development: Develop a critical path for agency system growth.



Project Name Railroad Freight State of Good Repair

Project Type Railroad Freight

Project Description

This project category includes bridge replacements and rehabilitations and crossing improvements.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$4,045,000	\$1,545,000	\$45,000	\$45,000	\$45,000	\$5,725,000
Total	4,045,000	1,545,000	45,000	45,000	45,000	5,725,000
Funding Sources						
Local Funds	1,729,430	1,545,000	45,000	45,000	45,000	3,409,430
Grants	2,315,570	—	—	—	—	2,315,570
Total	\$4,045,000	\$1,545,000	\$45,000	\$45,000	\$45,000	\$5,725,000

Estimated Operating Cost Impact

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

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priorities and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers.



Project Name Bus Fleet **Project Type** Vehicles

Project Description

This project category includes replacements and additions of electric buses, commuter coaches and electric bus chargers.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$28,974,000	\$61,895,000	\$12,791,000	\$0	\$88,842,000	\$192,502,000
Total	28,974,000	61,895,000	12,791,000	—	88,842,000	192,502,000
Funding Sources						
Local Funds	13,896,617	54,950,053	10,000,293	—	83,260,586	162,107,549
Grants	15,077,383	6,944,947	2,790,707	—	5,581,414	30,394,451
Total	\$28,974,000	\$61,895,000	\$12,791,000	\$—	\$88,842,000	\$192,502,000

Estimated Operating Cost Impact

Replacement vehicles do not result in additional operating costs incurred.

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priority and objectives: Financial and Environmental Sustainability: Manage financial resources efficiently and continue a culture of transparency.



Project Name Fleet System Enhancements **Project Type** Vehicles

Project Description

This project category includes replacements and additions of camera systems on vehicles and at facilities, the addition of heavy-duty driver barriers on buses and replacement radio consoles.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$2,225,000	\$100,000	\$316,000	\$500,000	\$1,750,000	\$4,891,000
Total	2,225,000	100,000	316,000	500,000	1,750,000	4,891,000
Funding Sources						
Local Funds	2,225,000	100,000	316,000	500,000	1,750,000	4,891,000
Grants	—	—	—	—	—	—
Total	\$2,225,000	\$100,000	\$316,000	\$500,000	\$1,750,000	\$4,891,000

Estimated Operating Cost Impact

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

Project Benefits

Camera systems improve security and help respond to incidents that occur on and around transit service and facilities, especially accidents. Heavy-duty driver barriers provide protection for operators, reducing physical assaults. Radio consoles provide a reliable communication network for the Control Center which monitors transit service and handles incidents and emergencies.

Strategic Priority and Objective

These projects support strategic priority and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers.



Project Name Non-Revenue Fleet **Project Type** Vehicles

Project Description

This project category includes replacements and additions of non-revenue vehicles.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$1,999,000	\$114,000	\$521,000	\$33,000	\$686,000	\$3,353,000
Total	1,999,000	114,000	521,000	33,000	686,000	3,353,000
Funding Sources						
Local Funds	1,999,000	114,000	521,000	33,000	686,000	3,353,000
Grants	—	—	—	—	—	—
Total	\$1,999,000	\$114,000	\$521,000	\$33,000	\$686,000	\$3,353,000

Estimated Operating Cost Impact

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

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priority and objectives: Financial and Environmental Sustainability: Manage financial resources efficiently and continue a culture of transparency.



Project Name Paratransit Fleet **Project Type** Vehicles

Project Description

This project category includes replacements and additions of demand-response vehicles.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$8,248,000	\$3,253,000	\$2,312,000	\$3,310,000	\$0	\$17,123,000
Total	8,248,000	3,253,000	2,312,000	3,310,000	—	17,123,000
Funding Sources						
Local Funds	8,248,000	3,253,000	2,312,000	3,310,000	—	17,123,000
Grants	—	—	—	—	—	—
Total	\$8,248,000	\$3,253,000	\$2,312,000	\$3,310,000	\$—	\$17,123,000

Estimated Operating Cost Impact

Replacement vehicles do not result in additional operating costs incurred.

Project Benefits

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

Strategic Priority and Objective

These projects support strategic priority and objectives: Internal/external customer service excellence: Continue to provide safe and quality transportation options for all customers.



Project Name

Capital Project Contingency

Project Type

Capital Project Contingency

Project Description

This project category includes reserve for contingencies.

FY2022 - FY2026 Capital Improvement Plan						
	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Spending Categories						
Other	\$5,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$13,000,000
Total	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000
Funding Sources						
Local Funds	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000
Grants	—	—	—	—	—	—
Total	\$5,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$13,000,000

Estimated Operating Cost Impact

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

Project Benefits

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

Strategic Priority and Objective

This project supports strategic priority and objective: Financial and Environmental Sustainability: Manage financial resources efficiently and continue a culture of transparency.



**CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY
DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN YEARS**

Year	City of Austin Population (1)	Population MSA (1)	Income (MSA) (thousands of dollars) (1)	Per Capita Personal Income (MSA) (1)	Unemployment Rate (MSA) (1)
2011	805,662	1,780,605	\$77,881,693	\$43,739	6.6 %
2012	821,012	1,834,926	\$85,635,903	\$46,670	5.7 %
2013	841,649	1,883,901	\$88,950,627	\$47,216	5.2 %
2014	878,002	1,943,409	\$97,181,958	\$50,006	4.2 %
2015	899,119	2,002,591	\$103,244,100	\$51,555	3.4 %
2016	925,491	2,062,211	\$107,664,294	\$52,208	3.3 %
2017	946,080	2,115,230	\$117,458,116	\$55,530	3.1 %
2018	963,797	2,168,316	\$127,439,164	\$58,773	2.9 %
2019	980,886	2,187,161	\$138,650,094	\$63,393	2.6 %
2020	1,006,727	2,235,584	\$150,639,599	\$67,400	6.3 %

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

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