

**PROPOSED**

# FY2025 Operating & Capital Budget

## & 5-Year Capital Improvement Plan



Capital Metropolitan Transportation Authority | Austin, Texas

**CapMetro**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**Capital Metropolitan Transportation Authority  
Texas**

For the Fiscal Year Beginning

**October 01, 2023**

*Christopher P. Morill*

Executive Director

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## Organization of the Budget Document

This document is the annual budget for Capital Metropolitan Transportation Authority (CapMetro or the Authority) for the period October 1, 2024 - September 30, 2025. A budget is a formal plan of action, expressed in monetary terms, for a specified period of time. This document details CapMetro’s plan for Fiscal Year (FY) 2025.

### Major Sections

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

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This section provides an overview of CapMetro’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 CapMetro.	
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# Introduction and Overview



CapMetro

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

I'm pleased to present CapMetro's Fiscal Year 2025 budget and highlight some of the key projects and initiatives we have planned. But first, I want to look back at some of the great work we did as an agency and in collaboration with our community partners throughout Fiscal Year 2024.

FY2024 saw growth and a continued commitment to empower the communities we serve with safe and reliable transportation options. CapMetro moved through a transition to a new bus operations service provider, successfully delivered on projects promised through voter-approved Project Connect, and began work on Transit Plan 2035, a roadmap for the future of public transportation in our region over the next 10 years.

In FY2024, our ridership continued to increase, and we added hundreds of new operators, mechanics and other team members to help us deliver our services now and in the coming years. Our service reliability continues to improve, and we have made strides in our goal to support economic development in our growing region through collaborative efforts with community partners.

### **FY2024 Significant Activities and Achievements**

- **McKalla Station:** Our new McKalla Station, which services the North Burnet area, opened on time and on budget in February 2024, just in time for the start of the Austin FC season. McKalla Station, which brings customers straight to and from Q2 Stadium, is an exciting example of the ways in which CapMetro can offer the community more reason to use CapMetro services other than to commute to their jobs.
- **Dove Springs Pickup:** CapMetro successfully launched Dove Springs Pickup zone on January 14, 2024, marking a significant milestone in our mission to enhance transportation accessibility for the community. With Dove Springs, CapMetro now offers 11 Pickup zones. The Dove Springs Pickup zone connects southeast Austin residents to frequent service and key destinations, continuing CapMetro's commitment to investing in mobility solutions for our complete community. Since its opening, the Dove Springs Pickup zone has experienced strong ridership levels, growing faster than any other CapMetro Pickup zone and serving the most daily riders in any zone, reaching a single day record of 129 riders.
- **Leander Pickup Zone Expansion:** The CapMetro Board of Directors approved service changes and expansion of its on-demand Pickup service in the Leander zone to meet the growing need and demand of customers. The expansion extends the southwest corner of the current Leander Pickup zone by 0.64 miles. CapMetro has been working in collaboration with the City of Leander on the expansion that will provide access to in-demand destinations. The expanded zone will also provide access to emergency healthcare services, a first for the service area. Leander is consistently among Pickup's top performing zones and this update is the fifth expansion to the Leander Pickup zone since Pickup began servicing the area in December 2019. CapMetro Pickup celebrated its one-millionth Pickup ride, which occurred in the Leander zone.
- **Overhaul Bikeshare System:** In FY2024, we achieved a significant milestone by overhauling the legacy bikeshare system, MetroBike, and launching the new CapMetro Bikeshare. Through collaboration between our teams and the City of Austin, we successfully shut down the legacy system, removed the old docking stations, and completed 100% replacement with the new CapMetro Bikeshare system, including 76 stations and over 450 bikes. We're happy to say that the new system features greatly improve on the legacy system, including all new docking stations, e-bikes with automatic motor and all-pedal assist, a durable bike frame that offers a more stable ride, inline battery placement and a new Bikeshare app.



- **Data Analytics and Performance Dashboard:** CapMetro launched the second phase of the Performance Dashboard rollout, which included major enhancements to the Finance Public Dashboard that make it more detailed with a wider range of robust data, faster to use and more digitally accessible to all community members, including those with disabilities. These updates enhance the data with faster processing times, but they also make crucial strides in improving our platform experience for those with disabilities, which was made possible by the close consultation and strategic involvement of our Department of Systemwide Accessibility and those in the community who are blind or have low vision. Additionally, new improvements to the public Route Performance dashboard were launched on July 23, which continue our commitment to providing data transparency and accessibility and mark another major milestone for the project, agency and communities we serve. Our commitment to transparency and accessibility will continue through 2024, with planned improvements to the Public Safety Dashboard.
- **Transit Plan 2035:** Transit Plan 2035 is a strategic service plan that establishes a multi-year service framework with detailed technical analyses, extensive community engagement and phased implementation. This plan will seamlessly coordinate CapMetro Rail, CapMetro Bus, CapMetro Access Paratransit and Pickup services, with phased recommendations for implementation in the first 5 years, then at 10 years and finally a set of long-term vision plans. We began the initial stages of crafting this plan in FY2024. The project will roll out in phases, where we will first review our current system and the Central Texas Region, then develop a vision for our future transit network with community input and finally outline changes to best serve our community. The timeline for developing Transit Plan 2035 is Spring 2024 through Fall 2025 (18 months), and we have already completed focus groups for the CapMetro Board of Directors, Senior Executive Team and frontline staff.
- **Increased Adoption of AMP Cards:** In FY2024, we saw a significant increase in the use of our new AMP card, CapMetro's pay-as-you-go card with fare capping technology, where fares are capped after a customer has spent the equivalent of the cost of a day pass during a service day or the equivalent of a 31-day pass each calendar month. There were 2,075 unique individuals using the physical card and 76,302 unique individuals using the digital card. This usage represents an increase of almost 400% in unique users compared to the similar period in FY2023.
- **Transition to Keolis:** In January 2024 we successfully completed a service provider transition to Keolis, which provides management of frontline bus operations and maintenance. Together we tackled our staffing shortages and hired hundreds of new bus operators and maintenance staff.
- **Unhoused Fare Pass Program:** In a joint effort to address homelessness in the communities we serve, CapMetro worked with social service partners to create a transit pass for people experiencing homelessness who are receiving services through the region's coordinated response. In the first year since inception, the teams distributed 44,000 passes to agencies that serve the unhoused populations, and those agencies in turn have issued 23,075 passes to individuals.
- **Member City Partner Updates:** Since 2022 and throughout FY2024, CapMetro has invested over \$13.5 million in our member cities to enhance and support programs and projects across Central Texas. This was a result of the Build Central Texas Program and a one-time infusion of funds for member cities to use for Transit Supportive Infrastructure investments. From projects to address street maintenance and sidewalk connectivity, to projects helping bring about economic development opportunities and master planning for future growth, CapMetro is proud to partner with our member cities to support our rapidly growing region. Traffic does not know a jurisdictional boundary, and today, more than any time in the past, we have transit needs that connect our entire region.

- **Facilities Updates:** Throughout FY2024, we continued plans to invest in our facilities to better support our staff and customers and to improve the services we provide to Central Texas. We made significant strides in moving forward with CapMetro's North Demand Response base, a 25-acre development for a new operations and maintenance facility in northeast Austin to support growth needs for Demand Response transit services. This includes a new administration and operations and maintenance building for 220 vehicles, training classrooms and courses, and a community room. The facility also includes a new central warehouse serving the needs of the entire agency. Funding for this project includes a \$20M FTA grant. Additionally, we completed property acquisition, community outreach and public meetings for CapMetro's South Demand Response base, which will include the development of a new operations and maintenance facility in south Austin, as well as accommodation for the newly improved CapMetro Bikeshare operations. Our new Headquarters at 3100 E 5<sup>th</sup> Street has completed phase 1 designs and will move into construction bidding and permitting in FY2025, with a goal of occupying the facility mid calendar year 2025. Finally, real estate acquisition has been completed and a construction contract awarded and in progress for 1705 Guadalupe, the new location for the CapMetro Transit Store.
- **Transit-Oriented Development Grant:** In FY2024 we were awarded a Federal Grant of \$1.5M from the FTA for Transit-Oriented Development Planning. CapMetro is joined by the City of Austin's Housing Department, the Austin Housing Finance Corporation and the City of Austin's Planning Department in a multi-agency effort to develop a sustainable multimodal transit hub at Crestview Station integrated with new affordable housing in the adjoining Ryan Drive property. The grant funding will produce a programming and pre-design study, up to 20% design development of the transit plaza and multimodal hub, a robust public engagement plan and more.

## **FY2025 Planned Projects and Initiatives**

As President and CEO of CapMetro, one of my and the agency's main priorities is to be thoughtful and effective stewards of public funds. In 2024, our region saw slower growth in sales tax than projections and trends in recent years. Central Texas consistently fairs well through economic turbulence, and CapMetro is optimistic about our financial state as an agency. However, we've taken this opportunity to review our budget in detail and ensure the FY2025 capital and operating budgets are reasonably constrained to reflect these lower-than-expected sales tax collections. These steps are taken to make sure our optimism about the future is protected and realized.

*Highlights of the proposed FY2025 budget include:*

- **Bus Operations and Maintenance:** In FY2025 CapMetro plans to place 81 new electric buses into service and transition bus maintenance operations to a fully electronic inspection system, making it a paperless operation. These enhancements further our promise of sustainability as an agency Core Value.
- **Bus Stop Infrastructure and Amenities:** In collaboration with the City of Austin, CapMetro's Bus Transit Infrastructure Program plans to complete the construction of 50 bus stops and 25 bus stop shelters, along with installing solar lighting at 50 bus stops and implementing ADA improvements. The program will also complete rebranding at 40 bus stops and finalize the construction of the 4th & Sabine Rail/Bike/Pedestrian Crossing Project.
- **CapMetro Bikeshare Expansion:** We are excited to begin the multi-year implementation of the Bikeshare Strategic Expansion Plan. Through our partnership with the City of Austin, CapMetro will continue to focus on growing the system by adding nearly 150 e-bikes and approximately 12 stations. This expansion will address existing service gaps and increase the number of stations equipped with in-dock charging capabilities. The expected outcomes include piloting the

electrification of stations to cover 20% to 30% of the overall network, leading to a reduction in spare e-bike battery inventory needed for in-field swaps.

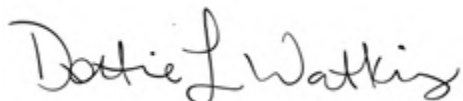
- **Transit Plan 2035:** To continue work on our long-range transit plan in FY2025, CapMetro will engage a broad and diverse cross-section of the community in our efforts to develop and refine Transit Plan 2035 to ensure it best balances the needs and preferences of the region that we serve with our financial capacity to provide services. The Community Engagement and Public Involvement team will continue working to garner community support and promote collaborative long-term relationships. The Service Planning team will continue work on developing Transit Plan 2035 based on input received from the community meetings and staff focus groups conducted throughout the end of FY2024 and into FY2025.
- **Launching New Service:** We are excited to be gearing up for new services in FY2025, with plans to launch the new Decker Pickup zone and two new CapMetro Rapid services in the eastern portion of our serve area: Route 800-Pleasant Valley and Route 837-Expo Center. These services are scheduled to launch in the first half of FY2025 and will greatly enhance our offerings in several historically underserved areas of our region.
- **Light Rail Development:** FY2025 will see the continuation of a pivotal project that involves ongoing support and coordination with key stakeholders including Austin Transit Partnership, the City of Austin and Austin Energy. By fostering collaboration and alignment among these invested groups, we aim to facilitate the seamless execution of the Light Rail Programs in a manner that best serves the needs of the community.
- **Accessible Wayfinding Technology:** In the next fiscal year, we plan to implement wayfinding technology to help people with disabilities confidently navigate CapMetro's fixed route network and improve their overall travel experience. In FY2025 the Systemwide Accessibility Department will implement 82 NaviLens codes throughout the CapMetro transit network. During this testing phase, we will gather feedback from the community by conducting surveys and focus groups, as well as through the Department's Participatory Advisory Group, which consists of customers with disabilities. The data we gather will be compiled to highlight the project's strengths and weaknesses, allowing us to strategize to ensure the best possible outcomes for system implementation. Following the active pilot phase, we will gather and summarize feedback and proceed to develop technical specifications to identify the most suitable options to meet the needs of the communities we serve.
- **Demand Response Investments:** CapMetro will place 42 new Demand Response vehicles into service. Additionally, we will transition Demand Response Operations to a new contract using a new business model to better support operations of CapMetro Pickup and Access services.
- **Investing in our Workforce through Childcare Support:** After collecting information from our CapMetro and service provider staff from a survey conducted in FY2024, we began determining a path forward to support our staff with a benefits program that would most impact their needs for childcare. We are excited to announce that in FY2025 we will offer a new childcare stipend that CapMetro and service provider staff can access to use toward childcare that best meets their individual family's needs. In addition to this, we will be pursuing a partnership to allow for the continued operation of the childcare center in our facility at 624 Pleasant Valley Rd. While CapMetro's focus on childcare services is on meeting the needs of our current and future workforce, we also want to be a community partner in addressing the lack of high-quality childcare in the Central Texas region. We will continue to seek partnerships in which CapMetro can play a role to support this need, while being a fiscally responsible steward of public funds.

- **Advancing the Transit Police Department:** In FY2025 we plan to achieve several critical objectives to advance the establishment of the transit police department. We are officially T.C.O.L.E. certified as of July 2024, which enables us to proceed with recruiting, hiring, conducting background investigations and obtaining authorizations for the National Crime Information Center and Texas Crime Information Center. We anticipate officers will be providing field support to our transit system starting in Spring 2025.
- **Multi-year Fares Vision:** In the next fiscal year we will be taking the first steps to deliver a multi-year plan to simplify the fare structure, integrate new technology, upgrade existing hardware and increase fares.
- **Hydrogen Pilot:** In FY2025 we plan to embark on a comprehensive evaluation of hydrogen fuel cell electric buses (FCEBs). Key components of this project include the development of specifications, conducting reliability and maintenance evaluations and assessing the feasibility of FCEBs as a replacement option for the diesel fleet.

Each and every person on the CapMetro team is dedicated to fulfilling our mission to enhance, empower and serve our region and its communities through the delivery of high-quality public transportation. This commitment to serving our communities and neighbors is always at the heart of everything we do. Each decision we make at CapMetro is guided by this promise to effectively and responsibly make use of the public funds entrusted to us, so that we can continue to deliver on this mission and innovate for the future and the betterment of the communities we serve.

We have made efforts to ensure that our FY2025 budgeting process has been thorough and remains true to our core value of transparency. I look forward to the fiscal year ahead and am deeply grateful for the continued trust and support to serve Central Texas communities.

Sincerely,



Dottie L. Watkins  
President & CEO

## **Austin Area Information, History and Economy**

CapMetro 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. CapMetro 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 has gained about 757,000 residents, a 44% population growth, according to the latest U.S. Census Bureau figures. 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 8th 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 most significant economic development engine, and the city's diverse demographics serve to support and enrich its quality of life.

### History

Starting 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 II 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

Austin-Round Rock topped the 2024 Milken Institute Best-Performing Large U.S. Cities Index with the highest levels of employment growth and wage growth over the last five years and a robust high-tech sector. It is the sixth consecutive year the Austin region has ranked in the top three.

The overall economic activity of the Austin-Round Rock metropolitan statistical area (MSA) grew at a rate of 7.35% in 2023 per the Business Cycle Index by the Federal Reserve Bank of Dallas and continues to grow in 2024 with a 5.2% increase in the index through April compared to the same period the previous year.

In 2023, the Texas real gross domestic product (GDP) grew 5.7% compared to 2022, significantly higher than the 2.5% increase in the U.S. annual growth rate.

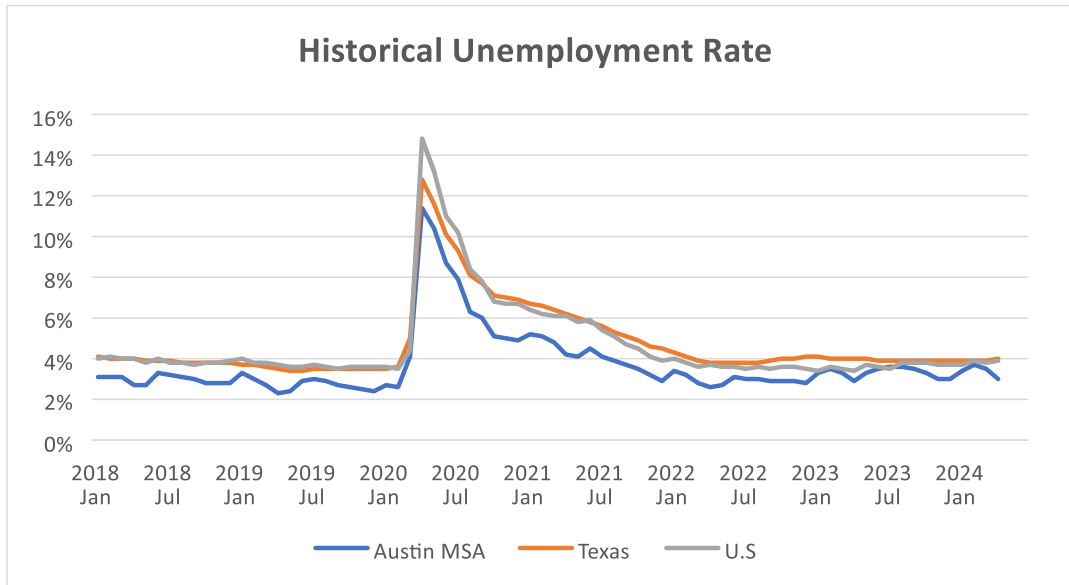
## Employment

The statewide unemployment rate decreased to 3.9% in 2023 from 4.1% in 2022 but is still higher than the record low of 3.5% in 2019. Texas gained nearly 5.4 million new nonfarm jobs in 2023.

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, including Apple, Amazon, Tesla, Oracle, Alphabet, Meta, Dell and Indeed, have a large presence in the Austin area.

The Austin area had a 4.4% increase in employment in 2023, gaining more than 674,000 net new nonfarm jobs in the calendar year. Job growth in the Austin-Round Rock MSA from April 2023 to April 2024 was ranked 9th among the largest 51 metropolitan areas per the U.S. Bureau of Labor statistics.

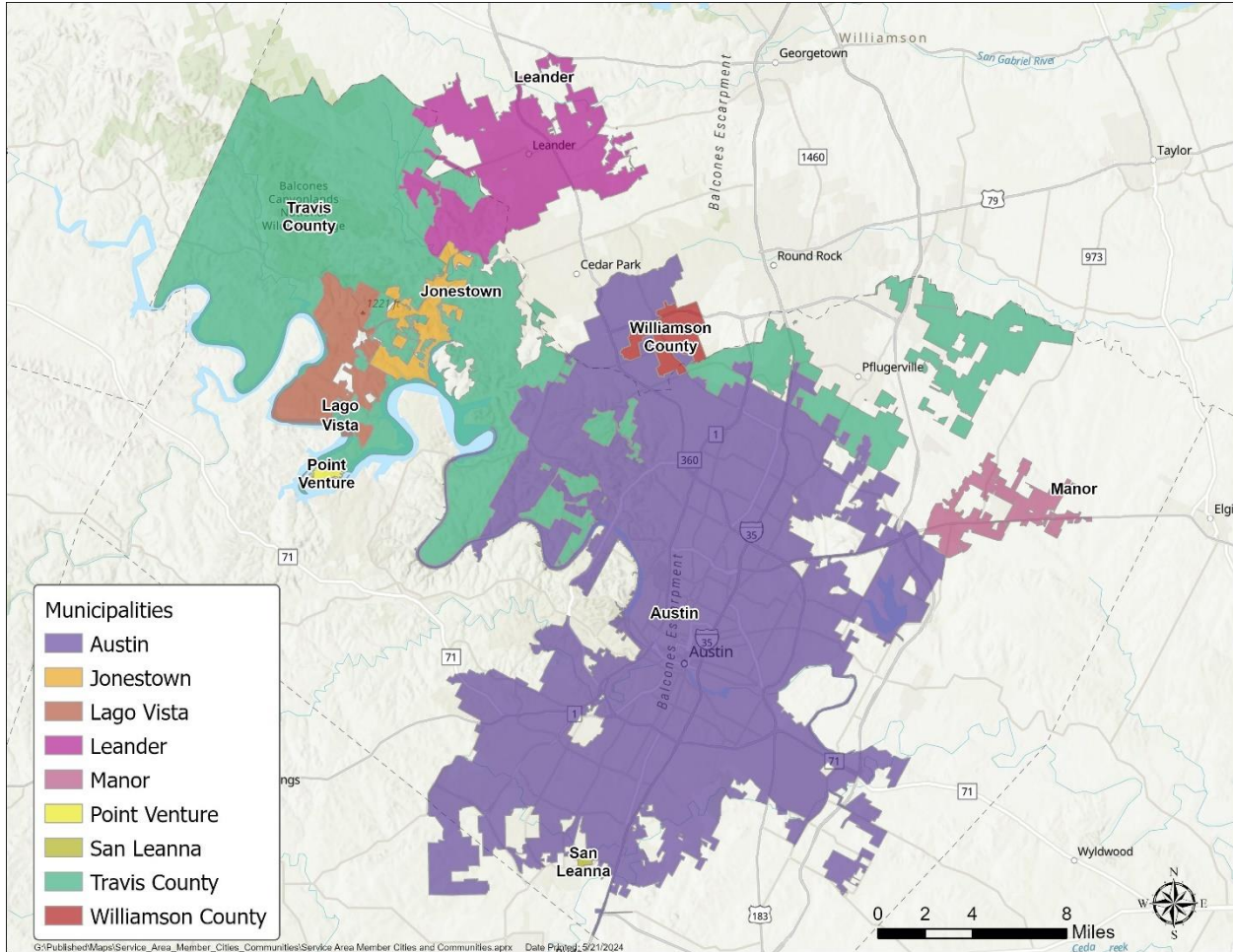
The Austin area unemployment rate of 3.0% in December 2023 was well below the state and national unemployment rates of 3.9% and 3.7% respectively. The area's largest employers are the State of Texas, the University of Texas, the City of Austin and many technology companies, such as Apple, Alphabet, IBM, Amazon and Samsung.



Source: U.S. Bureau of Labor Statistics

## Service Area Member Cities and Communities

The CapMetro service area extends across approximately 549 square miles and includes more than 1.3 million residents. The following map shows the CapMetro service area. The areas that participate in the agency include Austin, Jonestown, Lago Vista, Leander, Manor, Point Venture, San Leanna, and Precinct Two of Travis County and the Anderson Mill area of Williamson County.



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





## **Community Information and CapMetro Engagement**

CapMetro 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. CapMetro works with four citizen advisory committees, which provide recommendations and feedback on planning, operations and services (the first three are appointed by the board of directors): the Customer Satisfaction Advisory Committee (CSAC), the Access Advisory Committee (AAC), Public Safety Advisory Committee (PSAC), and the Diversity, Equity and Inclusion Community Advisory Group. In addition, the agency is a partner with dozens of stakeholder organizations throughout the region to ensure their voices are considered.

CapMetro partners with various nonprofit, cultural, business and social service organizations to serve the community. In FY2024, the agency continued our partnerships with organizations like the ATX Kids Club, Creative Action, Financial Health Pathways, Foundation Communities, African American Youth Harvest Foundation, Austin NAACP, Con Mi Madre, AVANCE, Age of Central Texas, DivInc, Todos Juntos Learning Center and forged new ones with groups like Más Cultura, The New Philanthropist, El Buen Samaritano, American Youthworks, and Parents in Parenting.

Over the last year, CapMetro has worked closely with Transit Empowerment Fund (TEF) and the community to identify opportunities to enhance the program. Since its establishment in 2012, the program has provided more than 10 million rides. In FY2024, CapMetro launched a new transit pass for people experiencing homelessness to further complement the suite of work accomplished through our partnership with TEF and the other CapMetro fare programs.

CapMetro 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, CapMetro 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. The agency has provided similar support when the city has issued extreme heat warnings, to transport people to cooling centers.

CapMetro’s engagement team has continued its hybrid approach to public involvement both in-person and virtually. Areas of focus for Community Engagement include performing engagement for Project Connect in coordination with the Austin Transit Partnership to support the program’s engineering, design and implementation efforts; collaborating with the CapMetro Planning department to launch phase I and phase II of equitable transit-oriented development (ETOD) engagement, with an emphasis on small focus groups to hear from communities of color; supporting agency-wide proposed fares program with the development of a community involvement plan, and working with the Public Safety department to engage the community in the development of the department. The CapMetro Art program expanded the Art on the Bus program in partnership with Creative Action to several area school districts including Austin, Leander, Manor and Del Valle. This program collaborates with the Marketing team, featuring student artwork on four vehicle wraps through an art engagement curriculum focusing on sustainability and the value of transit. Additionally, in partnership with Más Cultura, it continued the Diversity Equity and Inclusion Art project to highlight National Heritage Months and partnered with local artists to engage the community in the design creation.

Future plans for CapMetro call for the continued growth of its community engagement programming, including CapMetro Cares. CapMetro Cares strives to amplify the good causes of local nonprofits by offering a limited opportunity for qualifying organizations to use available space on CapMetro vehicles.

## **Benefits of Public Transportation**

### **Saves Money:**

Riding transit is an affordable option. The average cost of car ownership is \$774 a month. CapMetro has some of the lowest fares in the nation. A 31-Day Pass for local services costs our customers just \$41.25, 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. Each year since 2019, CapMetro engages 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 CapMetro 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, and a full train has more than 100 cars.

## Governance

An eight-member board of directors has governance responsibilities over CapMetro. The composition of the CapMetro board is 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
  - 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>
Jeffrey Travillion, Chair	Travis County	June 1, 2027
Leslie Pool, Vice Chair	City of Austin	June 1, 2025
Becki Ross, Secretary	Small Cities	June 1, 2027
Eric Stratton	Williamson County	June 1, 2026
Paige Ellis	Capital Area Metropolitan Planning Organization	June 1, 2025
Diane Bangle	Capital Area Metropolitan Planning Organization	June 1, 2026
Jose “Chito” Vela	City of Austin	June 1, 2025
Matt Harriss	Capital Area Metropolitan Planning Organization	June 1, 2027

## Management

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

<b>Executive Management Team</b>	
President and Chief Executive Officer	Dottie Watkins
Deputy Chief Executive Officer	Kerri Butcher
Executive Vice President, Chief Financial and Risk Officer	Catherine Walker
Executive Vice President, Chief Experience and Engagement Officer	Samantha Baez
Executive Vice President, Engineering, Construction and Operations Systems	Dave Kubicek
Executive Vice President, Chief Strategic Planning and Development Officer	Sharmila Mukherjee
Executive Vice President, Administration, Diversity and Inclusion Officer	Donna Simmons
Executive Vice President, Chief Operating Officer	Andrew Skabowski
Executive Vice President, Systemwide Accessibility and Chief Safety Officer	Gardner Tabon
Senior Vice President, Chief Information Officer	Tanya Acevedo
Vice President, Procurement and Chief Contracting Officer	Muhammad Abdullah
Vice President, Government Affairs	Leroy Alloway
Vice President, Chief Counsel	Brad Bowman
Vice President, Facility Management and Capital Construction	Kenneth Cartwright
Vice President, Organizational Strategy and Projects	Ashley Erickson
Vice President, Internal Audit	Terry Follmer
Vice President, Rail Operations	Muriel Friday
Vice President, Demand Response and Innovative Mobility	Auturo Jackson
Vice President, Chief Information Security Officer Technology	John Kiczek
Vice President, Facilities Maintenance	John Martin
Vice President, Rolling Stock and Support Equipment	Rahul Nair
Vice President, Systems Engineering and Design	Juan Rincon
Vice President, People & Culture	Benjamin Sims
Vice President, Bus Operations and Maintenance	Miles Turpin
Vice President, Long Range Planning	Vacant

## System Facility and Fleet Characteristics

### CapMetro Facilities

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

Future CapMetro Headquarters  
3100 E. Fifth St., Austin, Texas 78702  
182,716 square feet, 2023

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

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

Future Transit Store, Paratransit Eligibility  
1705 Guadalupe. Master Unit 1  
Austin, Texas 78701  
7,749 square feet, 2023

MetroBike/Bus Operations and Maintenance (Interim)  
4811 E. Seventh Street  
Austin, Texas 78702  
11,978 square feet, 2023

Administrative Annex/Childcare Facility  
624 Pleasant Valley, Austin, Texas 78702  
25,500 square feet, 2006

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

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

Bikeshare Maintenance Facility  
1000 Brazos, Suite 100, Austin, Texas 78701  
4,850 square feet, 2022

Transit Police Station  
8200 Cameron Road, Austin, Texas 78754  
9,246 square feet, 2023

Central Warehouse  
9715-A Burnet Road, Austin, Texas 78758  
20,822 square feet, 2023

### Park & Ride Facilities

#### Austin

Delco Center Park & Ride  
Great Hills Park & Ride  
Howard Station Park & Ride  
Lakeline Station Park & Ride  
New Life Park & Ride  
Norwood Transit Center  
North Lamar Transit Center  
Pavilion Park & Ride  
Pinnacle Park & Ride  
South Congress Transit Center  
SouthPark Meadows Park & Ride  
Tech Ridge Park & Ride

Triangle Park & Ride  
Westgate Transit Center

#### Jonestown

Jonestown Park & Ride

#### Lago Vista

Lago Vista Park & Ride

#### Leander

Leander Station Park & Ride

#### Manor

Manor Park & Ride

Crestview Station  
Downtown Station  
Highland Station  
Howard Station and Park & Ride  
Kramer Station

## **Rail Stations**

Leander Station and Park & Ride  
Lakeline Station and Park & Ride  
McKalla Station  
MLK Jr. Station  
Plaza Saltillo Station

Diesel buses: 375  
Electric buses: 104  
Paratransit vans: 131  
Paratransit minivans: 98  
Pickup vans: 38  
Rail vehicles: 10

## **Fleet Description**

## **Business Planning and Budget Process**

Chapter 451 of the Texas Transportation Code provides requirements of CapMetro related to strategic planning, budget planning, and capital planning.

### **Business Planning and Adoption Process**

State law requires that CapMetro'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 (October 1) and before CapMetro conducts any business in the new fiscal year.

CapMetro initiated the budget process with requests for departments to submit preliminary budget requests in February 2024. The budget was then calibrated to ensure alignment with revenue and projected spending for the remainder of fiscal year 2024, and extensively reviewed by agency management and leadership.

The budget adoption timeline was presented to the Board in May 2024, and a draft proposed budget was presented in July 2024.

Public engagement on the budget kicked off in July 2024 and included meetings with CapMetro's existing board-appointed advisory committees, a public hearing held in September 2024, and general engagement opportunities at CapMetro stops and stations and through online engagement platforms.

### **Capital Plan**

Chapter 451 of the Texas Transportation Code requires the Board to adopt a five-year plan for capital improvements that support strategic goals as outlined in the strategic plan. The capital improvement plan must describe the projects, prioritize them, and establish funding and policy guidelines.

### **Strategic Plan**

Chapter 451 of the Texas Transportation Code requires the CapMetro Board to adopt a strategic plan that establishes the authority's mission and goals and summarizes planned activities to achieve the mission and goals.

The CapMetro Board adopted the agency strategic plan (mission, vision, values, objectives) in 2022, and was provided updates on the strategic plan and priority implementation in 2023 and 2024. Annual priorities for fiscal year 2023 and 2024 were identified by the Senior Executive Team, led by the President & CEO. For fiscal year 2025, priorities were identified by senior staff throughout the organization, and focused on ensuring the core of our agency's business – providing quality transit service – was centered and at the forefront of the fiscal year.

# CORE VALUES

**Safety, Equity, Innovation, Transparency and Sustainability**

### Mission

To empower, enhance and serve the region and its communities through the responsible delivery of high-quality public transportation.

### Vision

CapMetro is integral to the region and its communities, providing connectivity, fostering economic activity and ensuring safe, environmentally sustainable and equitable access to opportunity.

Goals	Objectives
<p><b>Customer</b> Provide a convenient, desirable and accessible option for mobility in the region and its communities.</p>	<ul style="list-style-type: none"> <li><b>A</b> Provide a reliable and safe transit service.</li> <li><b>B</b> Continue to improve the customer experience.</li> <li><b>C</b> Ensure the system is accessible for everyone in the region.</li> </ul>
<p><b>Community</b> Demonstrate our value to a growing region by collaborating with partners and communities.</p>	<ul style="list-style-type: none"> <li><b>D</b> Support sustainable growth through improved access to jobs, services and opportunities.</li> <li><b>E</b> Continue to improve the environment by transforming into a fully carbon-neutral transit agency by 2040.</li> <li><b>F</b> Engage the community, customers and stakeholders in a constant process to reflect their input in the transit system and respond to immediate needs.</li> <li><b>G</b> Foster community conversations to improve regional mobility.</li> </ul>
<p><b>Workforce</b> Invest in a productive and valued workforce.</p>	<ul style="list-style-type: none"> <li><b>H</b> Recruit, hire and develop an engaged workforce from a diverse talent community.</li> <li><b>I</b> Foster an inclusive, collaborative culture that develops a diverse and engaged workforce.</li> <li><b>J</b> Expand and develop a highly skilled workforce to meet the changing needs of the agency and community.</li> </ul>
<p><b>Org. Effectiveness</b> Deliver responsibly and sustainably on the mission.</p>	<ul style="list-style-type: none"> <li><b>K</b> Be a fiscally responsible and transparent steward of public funds.</li> <li><b>L</b> Advance the culture of safety throughout the organization.</li> <li><b>M</b> Balance investments while prioritizing a state of good repair.</li> </ul>



Annual Calendar	Month
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 the 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**

CapMetro 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 earned. Accounting records and financial statements are developed and maintained in accordance with generally accepted accounting principles (GAAP).

To prepare the budget, CapMetro uses a zero-based budgeting concept. Each year, expenses must be justified to the president and chief executive officer, the deputy chief executive officer, the chief financial and risk officer, the executive team and Budget staff. Revenue projections are developed based on service levels, ridership estimates and the economic outlook. CapMetro's policy is 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%.

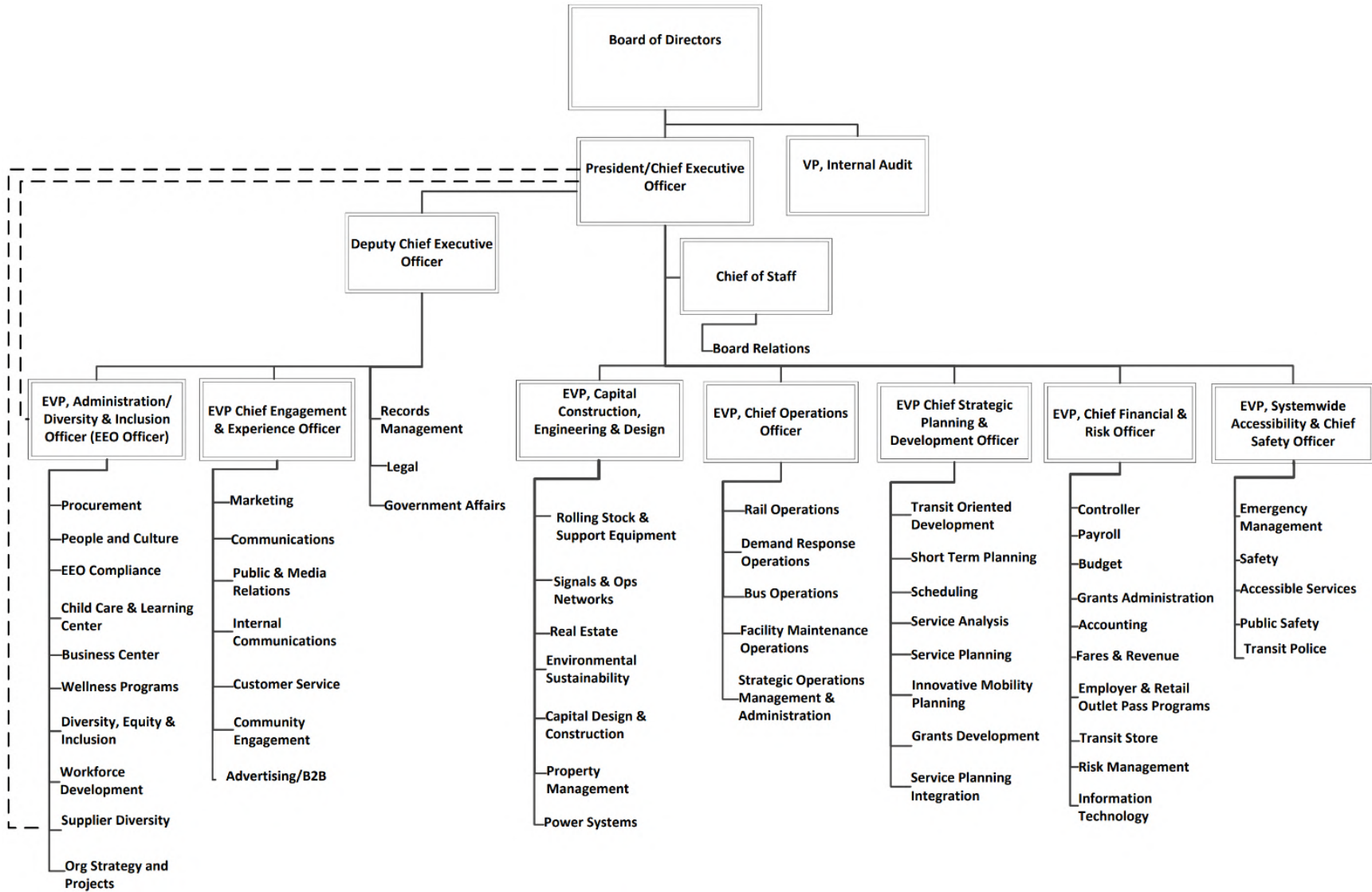
#### Service Levels

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 increasing by a combined 3.5 FTEs in FY2024 and FY2025.

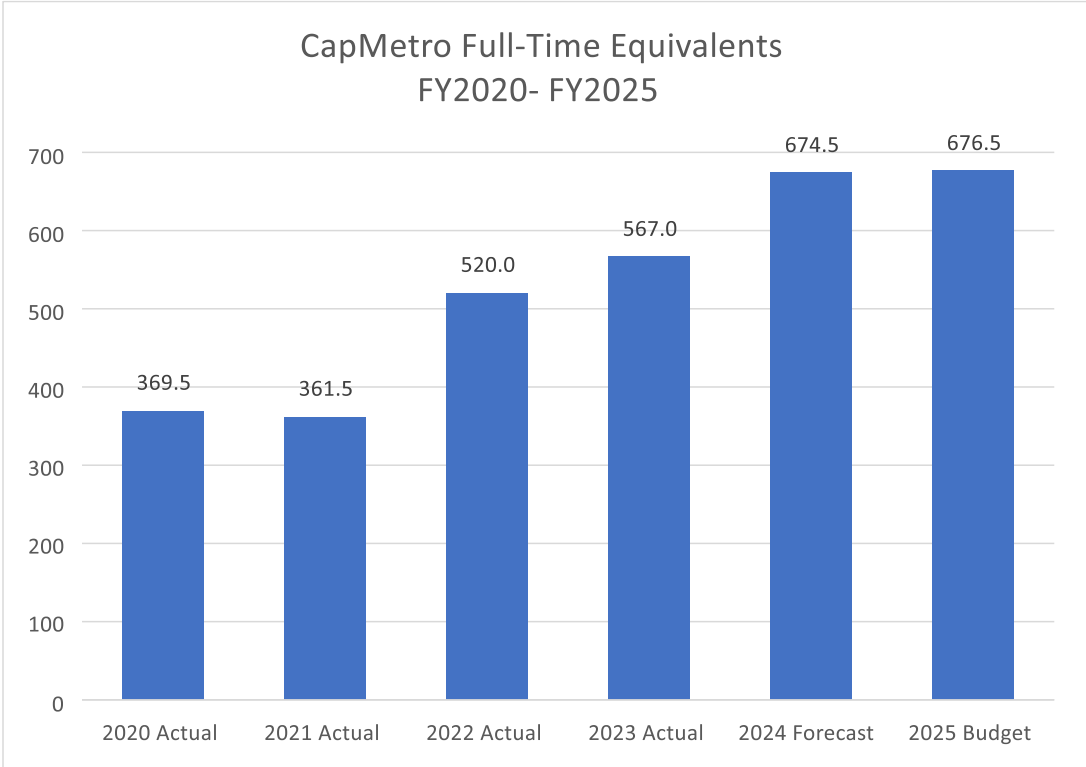
## Organizational Chart



## Full-Time Equivalent Staffing Chart

Department	FY2023 Actual	FY2024 Budget	FY2024 Changes	FY2025 Changes	FY2025 Budget
Bikeshare	13.00	13.30	-	(0.30)	13.00
Board of Directors Support	1.00	1.00	-	-	1.00
Bus Operations and Maintenance	124.00	135.00	-	-	135.00
Business Center	-	-	-	-	-
Capital Construction and Facility Management	-	-	-	9.00	9.00
Capital Construction, Engineering and Design	1.00	1.00	-	-	1.00
Capital Design and Construction	13.00	16.00	-	(8.00)	8.00
Child Care and Learning Center	-	-	-	-	-
Community Engagement	5.00	6.50	-	-	6.50
Customer Care	16.50	17.00	0.50	-	17.50
Demand Response Control and Call Center	34.00	37.00	-	2.00	39.00
Demand Response Oversight	7.00	6.35	-	5.65	12.00
Diversity, Equity and Inclusion	5.00	6.00	-	-	6.00
Executive Staff	7.00	7.00	1.00	-	8.00
Facilities Maintenance	20.00	23.00	-	(4.00)	19.00
Facility Design and Construction	-	-	-	3.00	3.00
Facility Programming and Management	5.50	8.50	-	1.00	9.50
Finance	33.00	34.50	-	1.00	35.50
Government Affairs	4.00	5.50	-	(1.00)	4.50
Information Technology	62.50	66.50	-	(2.00)	64.50
Internal Audit	4.50	6.50	-	-	6.50
Legal	7.50	7.50	-	-	7.50
Marketing and Communications	24.00	26.00	-	-	26.00
Microtransit	2.00	2.35	-	(0.35)	2.00
Organizational Strategy and Projects	11.00	19.00	-	(5.50)	13.50
Paratransit Eligibility	11.00	12.00	-	1.00	13.00
People and Culture	21.50	35.50	-	(0.50)	35.00
Power Systems	1.00	1.00	-	1.00	2.00
Procurement	21.00	22.00	-	-	22.00
Public Safety and Emergency Management	47.50	70.50	-	(12.00)	58.50
Rail Commuter Operations	10.00	11.50	-	(0.50)	11.00
Rail Freight Management	1.00	1.00	-	-	1.00
Real Estate and Facility Planning	5.00	5.00	-	-	5.00
Rolling Stock and Support Equipment	1.00	1.00	-	3.00	4.00
Safety	13.00	17.50	-	(2.00)	15.50
Strategic Planning and Development	27.50	30.50	-	0.50	31.00
Systems Engineering and Designs	1.00	1.00	-	-	1.00
Systemwide Accessibility	2.00	2.00	-	-	2.00
Transit Police	3.00	16.00	-	12.00	28.00
Vanpool	1.00	1.00	-	(1.00)	-
Wellness and Fitness Center	-	-	-	-	-
<b>Total CapMetro FTEs</b>	<b>567.00</b>	<b>673.00</b>	<b>1.50</b>	<b>2.00</b>	<b>676.50</b>

The following chart shows CapMetro's full-time equivalents from FY2020 to FY2025.



# 2

# Financial Policies



CapMetro

## Summary of Financial Policies

CapMetro 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 CapMetro and maintain primary accountability for fiscal matters. CapMetro is in compliance with its financial policies.

CapMetro’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 CapMetro are to:

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

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

- CapMetro operates under a balanced budget. CapMetro’s definition of a balanced budget is in accordance with the Texas Transportation Code, Section 451.103.
- CapMetro 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, or licenses.
- Sales tax revenue is accrued monthly based on information provided by the Texas Comptroller of Public Accounts.
- CapMetro 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.

Per policy, CapMetro 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 an annual comprehensive 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 annual comprehensive financial report. The chief financial officer shall be responsible for establishing processes to ensure timely resolution of audit recommendations, if applicable.

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

Investments shall be made prudently in conformance with CapMetro’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 CapMetro'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 chief executive officer, the deputy chief executive officer and the 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. CapMetro 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. CapMetro maintains budget control at the project level for capital expenditures.

CapMetro is in compliance with its financial policies.

### **Reserves and Contingencies Policy**

CapMetro will maintain the following reserve and budgetary contingency accounts in addition to any cash balances that must be maintained to support current spending requirements. CapMetro 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 is maintained 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 is maintained 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 CapMetro's budget for a given year.

- A budgetary operating contingency account is maintained 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 is maintained 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 CapMetro's budget for a given year.
- A budget stabilization reserve ("rainy day fund") is maintained 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.
- The \$10 million sustainability capital fund was established in FY2022 to support CapMetro's sustainability vision plan. These funds will be depleted by sustainability-related expenditures programmed in the F2025-FY2029 Capital Improvement Plan.
- In March 2022, a regional partnership with small-member cities and a one-time \$10 million transit-supportive infrastructure fund was established. The estimated FY2025 ending fund balance is \$2.3 million.
- A \$30 million Project Connect dedicated fund was established in FY2024 from the remaining annual FY2023 CapMetro contribution to the Project Connect sequence plan. These funds will be depleted by future expenditures to the program.
- 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.

CapMetro 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.
- CapMetro'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.
- CapMetro 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 CapMetro 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 CapMetro.

Contractual Obligations: Chapter 271, Subchapter A of the Local Government Code authorizes CapMetro 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 Texas 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 CapMetro 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. CapMetro will keep outstanding debt within the limits prescribed by state law and at levels consistent with its creditworthiness objectives. CapMetro 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 CapMetro's annual comprehensive financial report.

CapMetro 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 the CapMetro Board of Directors and staff in making decisions regarding changes to transit fares. All such decisions will be made in accordance with CapMetro's enabling legislation, Texas Transportation Code Chapter 451, as amended, and Federal Transit Administration (FTA) fare requirements, including 49 CFR Section 609 related to reduced fares for elderly and handicapped persons. When considering increasing or restructuring fares, CapMetro will conduct a comprehensive review of ways to reduce costs and increase ridership, and the corresponding effects on fare box recovery, to minimize the effects of any fare changes on CapMetro's customers. CapMetro's fare recovery ratio remained relatively stable at close to 6% over the last three fiscal years.

### Goal

The goal of this fare policy is to support CapMetro'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, CapMetro must develop and use its resources in a manner that ensures sustainable business growth.

### Fare Policy Review

CapMetro 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. CapMetro is assessing our fare structure, programs and pricing across modes and programs.

CapMetro is in compliance with its fare policy.

## Current Fare Structure

Fare Type	Local	Local Equifare	Local Reduced	Commuter	Commuter Equifare	Commuter Reduced	CapMetro Access
Single Ride	\$1.25	\$1.00	\$0.60	\$3.50	\$3.00	\$1.75	\$1.75
Day Pass	\$2.50	\$2.00	\$1.25	\$7.00	\$6.00	\$3.50	None
7-Day Pass	\$11.25	None	None	\$27.50	None	None	None
31-Day Pass	\$41.25	\$33.00	\$20.60	\$96.25	\$77.00	\$48.10	\$46.50

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

Local: CapMetro Bus, High-Frequency routes, UT Shuttle, CapMetro Rapid and Pickup.

Commuter: CapMetro Rail and CapMetro Express (Commuter passes are also valid on all Local services).

Discounted fare programs available for qualifying riders with a CapMetro Reduced Fare ID: Reduced Fare (seniors, active and reserve military ID holders not in uniform and riders with disabilities or on Medicare) and Equifare (qualifying low-income riders). Seniors 65 and older, Medicare cardholders, active-duty military personnel and people with disabilities may obtain the ID for \$3.00 from the CapMetro Transit Store and is valid for two years.

Fare Capping: A pay-as-you-go system to reduce or "cap" customer spending on fares in a day or month to an amount equivalent to the published daily or monthly pass rates.

Kids 18 and younger and emergency or military personnel in uniform ride free on all CapMetro services.

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

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

CapMetro Bikeshare is a dock-based bike sharing service operating in the downtown, central east, and campus regions of Austin. Discounted memberships are provided for students, staff, and faculty of the University of Texas.

CapMetro Vanpool program provides eligible groups of four to 12 people with a month-to-month vanpool lease agreement including maintenance, insurance, 24-hour roadside assistance and an optional fuel purchasing program. The cost of a vanpool vehicle varies and is based on vehicle selection, commute distance and number of riders sharing the monthly vanpool lease, plus fuel and tolls. Groups must either start or end their trip within the CapMetro service area. CapMetro provides a subsidy of 50% of the monthly lease of the vanpool vehicle.

## 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. CapMetro has an Internal Audit department that reports directly to the board and is an independent source of objective advice.

### Income Taxes

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

### Procurement Policy and Procurement Methods

CapMetro'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.

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

CapMetro 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 CapMetro'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 and agency staff 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 CapMetro by an established deadline. Whenever possible, CapMetro 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 CapMetro 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 CapMetro. Special efforts are made to make the vendor community aware of CapMetro's requirements. Solicitations are advertised in newspapers and transit

industry publications, and CapMetro 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, CapMetro 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, CapMetro 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 CapMetro 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, CapMetro awards a contract. Contracts in the amount of \$150,000 and above require approval by CapMetro's Board of Directors.

# 3

## Financial and Service Summary



CapMetro

## 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, CapMetro 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.

Senate Bill 650 was passed by the Texas Legislature in 2011. This legislation requires CapMetro 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 CapMetro's actual operating expenses for the 12 months immediately preceding the adjustment. This reserve account is referred to as the "statutory operating reserve."

In FY2024, CapMetro's budget met the operating reserve requirements set forth by the Texas Legislature. The statutory operating reserve account is fully funded at \$58.8 million based on the FY2023 Annual Comprehensive Financial Report and is expected to increase to approximately \$71.7 million in FY2025 as depicted in the table that follows. CapMetro established the statutory operating reserve account on September 1, 2016. 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.

CapMetro has budgeted additional amounts to dedicate toward the implementation of the Project Connect sequence plan of \$20.6 million in FY2024 and \$21.2 million in FY2025.

While sales tax receipts were increasing, CapMetro 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 FY2025, the budget stabilization reserve is expected to remain stable at approximately \$35.9 million compared to a balance of \$29.4 million in FY2024. Projections are depicted in the table that follows. The agency has \$29.9 million of dedicated funds for the Project Connect sequence plan that have accumulated from required annual contributions. These funds will be depleted over time as additional construction takes place and revenue service begins. A sustainability capital fund of \$10 million was created in FY2022 for the purpose of supporting the new CapMetro Sustainability Vision Plan and future projects that are developed from the plan. An estimated \$2.85 million is forecast to be utilized by the end of FY2025, leaving a balance of \$7.15 million for projects beyond FY2025. The budget also includes a self-insurance reserve of approximately \$1.7 million, a reserve of \$2.9 million to fund estimated commitments beyond FY2024 under interlocal agreements with the city of Austin for mobility programs. The operating budget includes \$1 million in appropriations for potential billings from the city of Austin in FY2025. A Small Cities Transit Supportive Infrastructure Fund of \$2.3 million has also been set aside.



**FY2025 Projected Ending Fund Balance:**

**Projected Beginning Balance** **\$393,114,239**

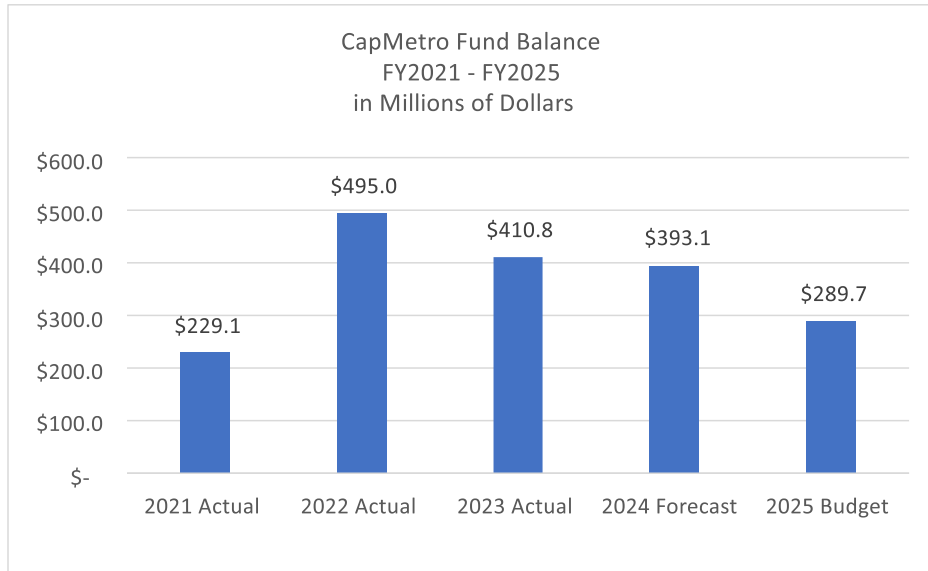
**FY2025 Projected Activity:**

+ Revenue	601,336,909
- Operating Expenses	448,526,352
- Interlocal Agreements	5,191,439
- Contribution Toward Project Connect	21,218,000
- Capital Projects	229,833,821
<b>= Projected Ending Balance</b>	<b>\$289,681,537</b>

**Breakdown of Ending Balance:**

Statutory Operating Reserve Requirement	71,705,132
Budget Stabilization Reserve	35,852,566
Project Connect - Dedicated Funds	29,903,963
Sustainability Capital Fund	7,150,000
Small Cities Transit Supportive Infrastructure Fund	2,262,998
City of Austin Mobility Programs	2,860,216
Self-Insurance Reserve	1,716,327
Funding for 5-Year Capital Improvement Plan	138,230,335
<b>= Projected Ending Balance</b>	<b>\$289,681,537</b>

The following chart depicts the history and a projection of ending fund balance for five fiscal years.



## Revenue by Category

The following schedule summarizes FY2025 revenue projections by category and shows the increase or decrease compared to the FY2024 Budget. The schedule also depicts FY2023 actual revenue, as well as FY2024 forecast revenue. Sales tax revenue represents the primary source of revenue for CapMetro, contributing approximately 67.0% of the total revenue budget.

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	Var \$ FY2025 vs. FY2024	Var % FY2025 vs. FY2024
Sales Tax	\$382,375,243	\$396,736,814	\$391,029,956	\$402,760,855	\$6,024,041	1.5%
Passenger Revenue	17,985,571	18,591,722	18,069,248	20,090,998	1,499,276	8.1%
Freight Railroad Revenue	6,337,627	6,701,074	6,527,613	6,672,148	(28,926)	(0.4%)
Other Revenue	25,807,003	6,835,899	23,683,888	19,204,758	12,368,859	180.9%
Operating Contributions and Grants	53,597,248	91,140,574	58,729,724	64,754,412	(26,386,162)	(29.0%)
Capital Grants - Federal	23,563,127	74,330,752	64,906,485	26,583,184	(47,747,568)	(64.2%)
Capital Grants - State	1,392,569	3,067,594	1,102,850	576,882	(2,490,712)	(81.2%)
Other Capital Contributions	20,583,651	133,266,713	34,683,264	60,693,672	(72,573,040)	(54.5%)
<b>Total Revenue</b>	<b>\$531,642,040</b>	<b>\$730,671,142</b>	<b>\$598,733,028</b>	<b>\$601,336,909</b>	<b>(\$129,334,232)</b>	<b>(17.7%)</b>

## Factors Affecting Revenue

### Sales Tax Revenue

Sales tax represents the largest component of CapMetro's total revenue. Sales tax revenue can fluctuate significantly from year to year since collections are directly related to economic conditions. For FY2025, sales tax revenue is budgeted at \$402.8 million, 3.0% above the amount forecasted in FY2024 due to favorable but slowing sales tax trends. FY2024 forecasted sales tax collections are \$391.0 million, or 1.4%, less than originally budgeted. Several payments in the first half of FY2024 did not achieve the budgeted year-over-year growth rate of 4.5 percent. This volatility is a result of national and regional forecasts of near-term economic uncertainty, workforce availability and cost, tight monetary policy and global supply issues still being a factor.

Sales tax is levied on the sale, lease or rental of all taxable goods and services within the CapMetro service area. Certain foods and drugs as well as governmental purchases are exempted from sales tax.

### Passenger Revenue

In total, \$20.1 million is projected in passenger revenue with a continued gradual increase of ridership projected. Included in the passenger revenue category are payments from the University of Texas (UT) for shuttle and bus services for their students, faculty and staff with revenue estimated at \$7.3 million. CapMetro is assessing our fare structure, programs and pricing across modes and programs.

Revenue from CapMetro Vanpool is expected to continue recovering with total revenue estimated at \$1.8 million and 170 vanpools by the end of FY2025.

## **Freight Rail Revenue**

In June 2015, the board approved a contract with Watco Companies, LLC, for freight operations and maintenance services on CapMetro'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 CapMetro will receive 16.5% of gross revenue each year. In FY2025, CapMetro's share of gross revenue is expected to be approximately \$5.4 million based on estimated shipping activity. As the owner of the railroad, CapMetro 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 40% of qualified track maintenance expenditures and other qualifying railroad infrastructure projects estimated to an annual amount of approximately \$544,500. This credit is taken by Watco and credited to CapMetro as revenue per terms of the contract.

The remainder of the freight rail revenue includes approximately \$717,000 related to licenses and fees associated with the use of CapMetro's railroad right-of-way.

## **Other Revenue**

Revenue in this category includes \$15.0 million in interest earnings, \$2.1 million in purchased transportation agreement revenue (revenue CapMetro earns from regional partner agreements with communities outside of the service area) and \$1.4 million projected in advertising revenue on CapMetro buses.

## **Operating Contributions from Grants**

Grants are typically the second largest component of CapMetro's total revenue. CapMetro uses its grant funding for eligible operating and capital activities. The majority of grant funding contributed to operating activities is provided through the FTA. CapMetro has projected \$44.0 million of its Urbanized Area Formula (Section 5307) program funds for FY2025. 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, primarily related to capital consumed for service or maintenance, special services required by the Americans with Disabilities Act (ADA), and mobility management.

Other operating expenses that will be reimbursed by federal grants during FY2025 include \$1,149,500 for Equitable Transit-Oriented Development and \$300,000 for Bus Electrification Training Expense.

## **Capital Grants**

CapMetro receives grant funding through a variety of grant programs for various capital projects. These projects include new CapMetro Rapid lines, new buses, facilities and rail infrastructure improvements. Some of the federal grant funds are apportioned to CapMetro annually by the FTA under a prescribed formula. One example is the Grants for Buses and Bus Facilities Formula Program (Section 5339(a)). CapMetro 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 CapMetro receives annually. It programs the funds for rail maintenance and rehabilitation projects to maintain a state of good repair. In FY2025, CapMetro also plans to allocate amounts from its FY2024 and FY2025 Urbanized Area Formula Program (Section 5307) apportionment toward revenue vehicle replacements.

Other grants have been awarded to CapMetro for specific capital projects at the discretion of the funding agency instead of by formula. Discretionary grants will provide revenue for various capital projects in FY2025 including for the development of the Pleasant Valley and Expo Center CapMetro Rapid lines which are Project Connect program initiatives partially funded by the FTA's Capital Investment Grant Program. Other capital projects funded by discretionary grants awarded through both federal and state agencies include double tracking for commuter rail optimization in East Austin through the U.S. DOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program, a demand response operations and maintenance facility replacement and expansion through the FTA's Bus and Bus Facilities Competitive Program (Section 5339(b)), replacement of wheelchair-accessible vehicles, replacement of a rail bridge in the East Subdivision through the Federal Railroad Administrations Consolidated Rail Infrastructure and Safety Improvements (CRISI) program, and preliminary engineering for grade separating N. Lamar

Boulevard and the CapMetro Rail Red Line and redesign of the N. Lamar Blvd. and Airport Blvd. intersection through the Federal Highway Administration's Surface Transportation Block Grant (STBG) program.

CapMetro 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 \$59.2 million from the Austin Transit Partnership for reimbursement of projects within the Project Connect program sequence plan, reimbursements from the city of Austin of \$1.2 million for the bikeshare system replacement and expansion and \$250 thousand for track work and relocation of the MetroRapid station by the Austin FC soccer stadium.

### **Types of Grants**

Most of CapMetro'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 Bipartisan Infrastructure Law or BIL (enacted as the Infrastructure Investment and Jobs Act (Pub. L. 117-58)), signed into law on November 15, 2021, and effective on October 1, 2021. The BIL reauthorized federal public transportation program funding for FY2022 through FY2026. It provides a significant increase (approximately 67%) in annual funding for public transportation in comparison with the period authorized in the previous authorization, the Fixing America's Surface Transportation (FAST) Act (P.L. 114-94) of 2015. CapMetro benefits from the following major programs administered by FTA including:

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

The Urbanized Area Formula Program (Section 5307) provides annual grants to U.S. Census designated urbanized areas (UZAs) 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 UZAs, which depend on public transportation to improve mobility and reduce congestion. This grant funding is apportioned using factors that are specified in the law. The Austin UZA was apportioned approximately \$46.5 million in Section 5307 grant funds for FY2024. As the Designated Recipient of Section 5307 funds, CapMetro sub-allocated approximately \$1.13 million to the city of Round Rock and appropriated the rest for CapMetro services. The Bipartisan Infrastructure Law authorizes a 2 percent increase for 2025. As such, CapMetro estimates \$47.4 million will be apportioned to the Austin, TX UZA in FY2025 and it will sub-allocate \$1.15 million to the city of Round Rock. These funds will be applied to eligible operating expenses including, but not limited to, preventive maintenance, special services required by the Americans with Disabilities Act, safety-related activities and capital outlays for revenue vehicle replacement.

#### **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 their special needs. Since it became the designated recipient for this program in 2014, CapMetro has been responsible for administering Section 5310 funds apportioned to the Austin UZA. In FY2024 \$1.77 million was apportioned to the Austin UZA and CapMetro estimates a similar amount will be apportioned in FY2025. CapMetro has established a competitive project selection process to award grants for projects carried out by sub-recipients. Although most Section 5310 projects are awarded to local nonprofit agencies, CapMetro uses a portion of the funds for its own activities including program administration, 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. The CapMetro Rail Red Line has been in service since FY2010, making it eligible for these funds. In FY2024, CapMetro was apportioned \$4.8 million and has budgeted a similar amount for FY2025. 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. CapMetro was apportioned approximately \$3.1 million in Section 5339(a) grant funds for FY2024 and has budgeted a similar amount for FY2025. 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 Fixing America's Surface Transportation Act (FAST) 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 FY2022, CapMetro was awarded \$20 million for construction of a new North Base Demand Response facility. Construction is anticipated to begin in FY2025.

Section 5339(c) includes grants 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, CapMetro was awarded \$2.3 million in FY2019, \$2.26 million in FY2020, and \$2.89 million in FY2021 to replace diesel buses with zero-emission 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 three categories of eligible projects under the CIG program: New Starts, Small Starts and Core Capacity. 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. CapMetro is pursuing CIG funding to implement several projects associated with the Project Connect System Plan. On February 7, 2023, CapMetro executed two Small Starts Grants Agreements with FTA for construction of the Expo Center CapMetro Rapid (\$30.9 million) and the Pleasant Valley CapMetro Rapid (\$34.7 million) lines. Both are currently under construction. The target date for the initial start of service is January 2025, with all grant-funded infrastructure and service level commitments met by June 2026.

## **Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Program**

The Rebuilding American Infrastructure with Sustainability and Equity, or RAISE Discretionary Grant program, provides a unique opportunity for the DOT to invest in road, rail, transit and port projects that promise to achieve national objectives. Previously known as the Better Utilizing Investments to Leverage Development (BUILD) and Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grants, Congress has dedicated nearly \$14.3 billion for fifteen rounds of National Infrastructure Investments to fund projects that have a significant local or regional impact.

In each application period, DOT receives hundreds of applications to build and repair critical pieces of our freight and passenger transportation networks. The RAISE program enables DOT to examine these projects on their merits to help ensure that taxpayers are getting the highest value for every dollar invested. The eligibility requirements of RAISE allow project sponsors at the State and local levels to obtain funding for multi-modal, multi-jurisdictional projects that are more difficult to support through traditional DOT programs. In FY2023 CapMetro was awarded \$18 million in RAISE program funds to undertake a commuter rail optimization project. The project will fund the design, engineering, and construction of double tracks along the existing Red Line from Onion Street in the west to E. Timbes in the east. The project also includes a second station platform at Plaza Saltillo, signalization, positive train control (PTC) modifications, safer railroad crossings at five locations, construction of new active transportation infrastructure between Chicon and Pedernales, and the reconfiguration of 5<sup>th</sup> Street.

## Other Grants

CapMetro monitors and pursues other FTA grant opportunities to maximize transit benefits available to the region. Recent efforts have resulted in great success. For example, five CapMetro projects have been selected over six rounds of funding under the FTA's Pilot Program for Transit-Oriented Development (TOD) Planning grant program with awards ranging from \$600,000 to \$1,500,000. The funds are used to conduct planning studies focused on maximizing land use and transportation development for various transit corridors. In FY2022, CapMetro was awarded \$780,100 under the FTAs Route Planning Restoration Program. The funds will be used for workforce development activities including training, recruitment, and retention of transit personnel. In FY2023, two CapMetro projects were selected for Community Projects/Congressionally Directed Spending funding. Appropriations included \$4.169 million for electric vehicle charging infrastructure (Congressman Doggett), and \$3.3 million for wheelchair-accessible vehicles at the North Austin ADA Paratransit Base (Congressman Sessions). Funding was also awarded to CapMetro to reimburse approximately \$301,000 in emergency expenses related to the February 2021 winter storm Uri. Approximately \$950,000 was awarded to CapMetro for a cooperative agreement with FTA to demonstrate vehicle automation technology through FTA's Automated Transit Bus Maintenance and Yard Operations Demonstration program.

Grants from other Federal agencies have also been critical to the successful implementation of CapMetro projects. The Federal Railroad Administration (FRA) awarded more than \$2.3 million under the FRAs Consolidated Rail Infrastructure and Safety Improvements (CRISI) program to replace the Walnut Creek Bridge on the East Subdivision short line railroad. In FY2023, CapMetro executed an advanced funding agreement with the Texas Department of Transportation for \$4.6 million in Federal Surface Transportation Program (Federal Highway Administration) funding for environmental studies and preliminary engineering design of a CapMetro Rail Red Line grade separation project at North Lamar and Airport Blvd. Also, the Federal Emergency Management Agency (FEMA) awarded \$120,000 to CapMetro for cybersecurity and information infrastructure.

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 CapMetro through various grant programs including the Emissions Reduction Incentive Grant (ERIG) and Texas Clean Fleet Program (TCFP), and the Alternative Fueling Facilities Program (AFFP). These TCEQ funds have provided financial assistance for replacing old buses with new buses, including zero-emission, battery-electric buses and associated infrastructure to reduce pollution emissions.

## Operating Expenses by Category

The following schedule summarizes FY2025 operating expenses projections by category and shows the increase or decrease compared to the FY2024 Budget. The schedule also depicts FY2023 actual expenses, as well as FY2024 forecast expenses. Purchased transportation services represent approximately 50.4% of the total operating budget.

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	Var \$ FY2025 vs. FY2024	Var % FY2025 vs. FY2024
Salaries and Benefits	\$75,980,825	\$92,164,790	\$89,197,072	\$97,173,433	\$5,008,643	5.4%
Professional Services	46,421,182	68,945,277	60,361,904	60,563,378	(8,381,899)	(12.2%)
Materials and Supplies	18,234,074	17,636,027	16,931,048	19,203,942	1,567,915	8.9%
Fluids	14,200,765	15,276,103	19,728,001	15,133,560	(142,543)	(0.9%)
Utilities	4,263,024	5,447,939	5,356,265	8,340,447	2,892,508	53.1%
Insurance	689,293	689,400	1,946,672	1,953,900	1,264,500	183.4%
Purchased Transportation	191,777,391	209,091,610	229,683,849	228,754,677	19,663,067	9.4%
Other	3,492,573	11,982,828	9,625,176	11,187,640	(795,188)	(6.6%)
Interest Expense	414,568	—	—	—	—	0.0%
Lease and Rent	3,347,944	6,219,230	6,283,422	6,215,375	(3,855)	(0.1%)
Interlocal Agreements	3,631,375	12,029,774	5,309,153	5,191,439	(6,838,335)	(56.8%)
<b>Total Operating Expenses, including Interlocal Agreements</b>	<b>\$362,453,013</b>	<b>\$439,482,978</b>	<b>\$444,422,562</b>	<b>\$453,717,791</b>	<b>\$14,234,813</b>	<b>3.2%</b>

## Factors Affecting Operating Expenses

### Salaries and Benefits

FY2025 labor and benefits increase by \$5.0 million or 5.4% and include a net increase of 1.5 full-time positions during FY2024 and 2 electric vehicle maintenance training positions in FY2025. The budget also includes funding for performance-based salary increases for CapMetro staff, estimated at an average 3% increase.

Funding for healthcare claims is projected based on current claims utilization, national medical trends and increases in eligible participants. CapMetro's overall benefits expense increase by \$3.0 million in FY2025 from FY2024 with rising health care costs and additional anticipated pension expense. CapMetro offers premium and cash incentives to help manage health care 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 67.8% 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. CapMetro also has an on-site wellness and fitness program. Estimated employer costs related to two pension plans are included in this category.

### Professional Services

External services are needed for various operational and planning purposes in FY2025. These services include various planning studies, software and hardware contracts, security services, vehicle repair and maintenance, janitorial and landscaping services, and building maintenance. In FY2025, budgeted costs will decrease by approximately \$8.4 million compared to the FY2024 Budget. This is primarily driven by a

reduction in consultation and other professional fees, repair and maintenance, partially offset by an increase in software contract expenses.

### **Materials and Supplies**

The budget is forecasted to increase by \$1.6 million, largely attributable to maintenance materials increases due to the restructuring of the demand response service model. These expenses, previously captured as a purchased transportation expense, will now be the direct responsibility and under the direct control of CapMetro.

### **Fluids**

The budget for fluids consists primarily of funding for diesel fuel, but also includes gasoline and is estimated to decrease by approximately \$143 thousand from the prior year due to fewer miles budgeted from FY2024 to FY2025. Diesel fuel costs are projected at an average per gallon with taxes of \$2.75 for FY2025. Approximately 56% of the FY2025 projected diesel consumption is secured through a fuel hedging program. During FY2024, CapMetro incurred average fuel prices closer to \$2.69 per gallon for diesel, including taxes.

### **Purchased Transportation**

Purchased transportation costs are expected to increase by approximately \$19.7 million. An increase of \$17.3 million is projected for bus services driven by an increase of 6.4% in service hours from the startup of Pleasant Valley and Expo Center CapMetro Rapid lines. CapMetro Access is increasing by \$3.4 million due to an increase of 9.8% in planned hours. CapMetro Rail decreases by \$2.9 million driven by a decrease of 11.2% in planned hours. Pickup is fairly flat with a slight decrease of \$61 thousand due to a reduction of 2% in planned hours.

### **Other Operating Expense**

The FY2025 other operating expense budget is projected to decrease by approximately \$795 thousand due to reduced advertising and travel expenses.

### **Lease and Rent**

The lease and rent expense budget is flat in FY2025 from FY2024. CapMetro's facility plan includes a gradual transition from a mix of leased and owned facilities, to primarily owned facilities. While CapMetro acquired property at several locations in recent years, staff will continue to occupy leased space until those facilities are renovated or constructed in 2025 and 2026.

### **Interlocal Agreements**

CapMetro 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 CapMetro's one-cent sales tax from 2001 to 2004 in consideration for the city to carry out transportation mobility projects approved by CapMetro. The amount is payable annually based on eligible expenditures incurred during the previous fiscal year. The Austin City Council approved an allocation for priority project funding under this interlocal agreement. Accordingly, \$1 million is budgeted in FY2025 for this mobility program compared to \$2 million in the FY2024 Budget. CapMetro has also set aside estimated funding in a separate reserve account so that funds will be available beyond FY2025 as the city continues to work on these project priorities. In addition, this category includes funding for the expanded Build Central Texas Program for transportation projects in suburban communities that support transit in the amount of \$2.2 million.



## Budget Summary

The table below summarizes CapMetro’s structurally balanced budget for FY2025 and includes projected funding and expenses.

### Budget Summary

<b>Funding</b>	<b>FY2025</b>
Sales Tax	\$402,760,855
Passenger Revenue	20,090,998
Freight Railroad Revenue	6,672,148
Miscellaneous Revenue	19,204,758
Operating Contributions and Grants	64,754,412
Capital Grants - Federal	26,583,184
Capital Grants - State	576,882
Other Capital Contributions	60,693,672
Fund Balance	103,432,702
<b>Total Funding</b>	<b>\$704,769,612</b>

<b>Expenses</b>	<b>FY2025</b>
Operating Expenses	\$448,526,352
Capital Project Expense	229,833,821
Austin Transit Partnership Contribution	21,218,000
Interlocal Agreements	5,191,439
<b>Total Expenses</b>	<b>\$704,769,612</b>

### Debt Amortization

CapMetro paid off all outstanding debt in FY2018, accumulated no additional debt since then and has no borrowing projected in the FY2025 budget. As part of the planning effort for Project Connect funding sources, CapMetro obtained a credit rating in FY2019. S&P Global Ratings (“S&P”), a leading national rating agency, assigned an issuer credit rating of AA- to CapMetro with a stable outlook. In its report published January 28, 2019, S&P cited CapMetro’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 CapMetro with a negative outlook. In its report published April 29, 2020, S&P cited CapMetro's 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 CapMetro's financial metrics 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 CapMetro'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 CapMetro to AA from AA- with a stable outlook. In its report published April 1, 2021, S&P cited "the upgrade reflects our opinion of CapMetro'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. The AA long-term rating with a stable outlook was reaffirmed by S&P in May 2024.

A credit rating is a measure of the risk associated with an agency's ability to repay its obligations. For transit agencies such as CapMetro, 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 CapMetro to borrow at low interest rates.

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

## **Service Overview**

### **CapMetro Bus**

CapMetro Bus service is a fixed-route service that includes the mainline service of CapMetro's transit system. CapMetro operates 54 CapMetro Bus routes, including local, feeder and cross-town routes. The transit authority operates approximately 13.8 million total bus miles over its CapMetro Bus system. The fleet of buses provided riders with an average of 62,214 weekday boardings in FY2023, an increase over FY2022 as riders continue to return post-pandemic. CapMetro's over 400 buses operate seven days a week, providing service to more than 1.3 million residents of the service area.

### **CapMetro Express**

CapMetro Express service is a limited-stop commuter service to and from the University of Texas, the Capitol Complex, downtown and Park & Rides. Five routes serve North and Northwest Austin as well as the cities of Leander and Manor. Average weekday boardings were 482 in FY2023, an increase compared to FY2022 as riders continue to return post-pandemic.

### **CapMetro Rapid**

CapMetro Rapid 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 3.65 million riders in its tenth year of operation. Average weekday boardings were 11,100 in FY2023, an increase compared to FY2022 as riders continue to return post-pandemic. In early calendar year 2025, CapMetro will add two additional Rapid routes – the Expo Center Line and the Pleasant Valley Line, as part of the Project Connect investments. Construction of the new lines began in 2021, and service will include high-frequency bus service using an electric fleet.

### **CapMetro Rail**

The CapMetro Rail 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 1,500 in FY2023, an increase compared to FY2022 as riders continue to return post-pandemic.

### **Pickup**

Pickup by CapMetro is an on-demand microtransit service – introduced in June 2019 – that operates in several neighborhood zones in Austin, Leander, and Manor. 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 defined service zone, and all vehicles are wheelchair accessible. Average weekday boardings were 1,307 in FY2023, an increase as ridership demand continued to grow in each of the 11 existing zones.

### **University of Texas Shuttle**

Shuttle service for students, staff, and faculty is provided in partnership with the University of Texas. Nine routes provide connections between housing and the downtown campus. Routes move students between the greater UT campus area and areas with high-density student populations. Average daily ridership for full class days was 7,900 at the end of FY2023, an increase over the previous year.

## **CapMetro Vanpool**

CapMetro Vanpool provides eligible groups of 4-12 people with a month-to-month lease agreement of a passenger van that includes insurance, maintenance, 24-hour roadside assistance, administrative support and an optional fleet card for fuel. The cost of a CapMetro vanpool varies based on van selection, commute distance and number of riders sharing the monthly fare, plus fuel and tolls. Average weekday boardings were 1,229 in FY2023, an increase over the previous year.

## **CapMetro Access**

The CapMetro Access 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 CapMetro under this program may ride CapMetro Access within three-quarters of a mile of CapMetro'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 1,835 in FY2023.

## **CapMetro Bikeshare**

CapMetro Bikeshare is a dock-based bike sharing service operating in the downtown, central east, and campus regions of Austin. CapMetro currently operates 76 stations, including 500 electric pedal assist bicycles. Since its inception in 2013, the program has serviced over 2.2M trips. The fleet of bicycles carried an average ridership of 779 trips per day in 2023. CapMetro's 500 bicycles operate seven days a week, providing service to more than 1.3 million residents in the service area.

## **Regional Service**

The CapMetro Service Expansion Policy provides a process for distributing federal transit funding in the region (Section 5307 Funds). This provides CapMetro the opportunity to work with jurisdictions outside the service area but within the urbanized area, including the cities of Georgetown, Round Rock, Pflugerville, Hutto, Buda and Travis County. The jurisdiction allocates local funding along with Section 5307 Funds to pay for services, such as developing a Transit Development Plan (TDP), which plans and develops transit services. CapMetro may partner with these jurisdictions to operate transit service through interlocal agreements (ILAs) where the cities/county reimburse CapMetro directly for the cost of operating service within their communities. CapMetro operates bus service transit service in Round Rock, and partners with Capital Area Rural Transportation System (CARTS) to operate a Limited Paratransit and Senior Service in Georgetown. Travis County receives fixed route and Pickup transit service from both CapMetro and CARTS in the urbanized, unincorporated portions of the county.

## Ridership

The table below reflects ridership projections by mode of service and shows the increase or decrease compared to the FY2024 budget.

Mode of Service	FY2023 Actual	FY2024 Budget	FY2024 Forecast *	FY2025 Budget	Var FY2025 vs. FY2024	Var % FY2025 vs. FY2024
CapMetro Bus <sup>(1)</sup>	17,928,882	17,784,266	18,380,352	18,922,739	1,138,473	6.4 %
CapMetro Rapid <sup>(2)</sup>	3,654,771	3,947,805	3,819,333	5,207,361	1,259,556	31.9 %
CapMetro Express <sup>(3)</sup>	120,900	252,276	114,353	215,369	(36,907)	(14.6)%
CapMetro Access <sup>(4)</sup>	553,688	627,669	571,026	588,429	(39,240)	(6.3)%
UT Shuttle	1,086,843	1,136,269	1,208,647	1,279,805	143,536	12.6 %
CapMetro Vanpool	327,952	333,300	385,201	399,283	65,983	19.8 %
Capital Area Rural Transportation System (CARTS) <sup>(1)</sup>	11,316	14,331	12,017	17,616	3,284	22.9 %
Capital Area Rural Transportation System (CARTS) - Express <sup>(3)</sup>	12,266	13,786	12,459	14,871	1,085	7.9 %
CapMetro Rail <sup>(5)</sup>	475,465	727,830	481,061	610,327	(117,503)	(16.1)%
Pickup <sup>(6)</sup>	363,656	327,780	492,505	599,670	271,890	82.9 %
Special Events <sup>(7)</sup>	9,094	17,986	2,804	2,926	(15,060)	(83.7)%
<b>Total</b>	<b>24,544,833</b>	<b>25,183,297</b>	<b>25,479,758</b>	<b>27,858,396</b>	<b>2,675,099</b>	<b>10.6 %</b>

\* FY2024 Forecast completed in June 2024.

(1) - Increase due to riders continuing to return post pandemic. Service levels are designed to ensure consistency in delivery, ensure coverage to essential services and activity centers, and maintain on-time performance.

(2) - Increase due to riders continuing to return post-pandemic and planned launch of two new CapMetro Rapid routes. Current service levels are designed to ensure consistency in delivery, ensure coverage to essential services and activity centers, and maintain on-time performance.

(3) - Decrease due to overstatement of 2024 budgeted ridership. Anticipate an increase over actuals due to riders continuing to return post-pandemic as businesses are requiring more workers return to the office, however at a slower pace than anticipated. Reduction in service levels from pre-pandemic levels continues and reflects major changes to commuting patterns to core downtown/university areas.

(4) - Decrease based on current service trends. Service level increases post-pandemic have been lower than originally forecasted.

(5) - Decrease due to overstatement of 2024 budgeted ridership. Anticipate an increase over actuals due to riders continuing to return post-pandemic as businesses are requiring more workers return to the office, however at a slower pace than anticipated. Service levels remain relatively unchanged.

(6) - Increase based on anticipated service demand. Ridership has been increasing faster than initially expected. Decker zone will be opened in FY2025 which anticipates a sizeable boost in ridership as well.

(7) - Decrease due to more special event budgeted in FY2024 than were needed. FY2025 has been corrected to an appropriate projection.

## CapMetro

### Monthly Ridership for All Services and Missed Trips

The number of passengers who board CapMetro vehicles by Month. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination.

Date Range:

All charts display the past four fiscal years.

[View as Charts](#)

[View as Tables](#)

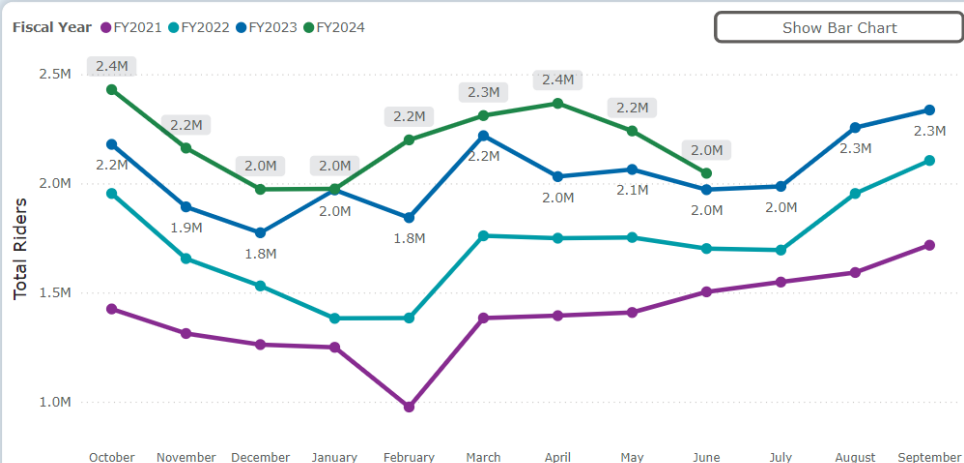
Filters: Service Day: All Service: All Route Group: All Route Name: All

#### Total Monthly Riders

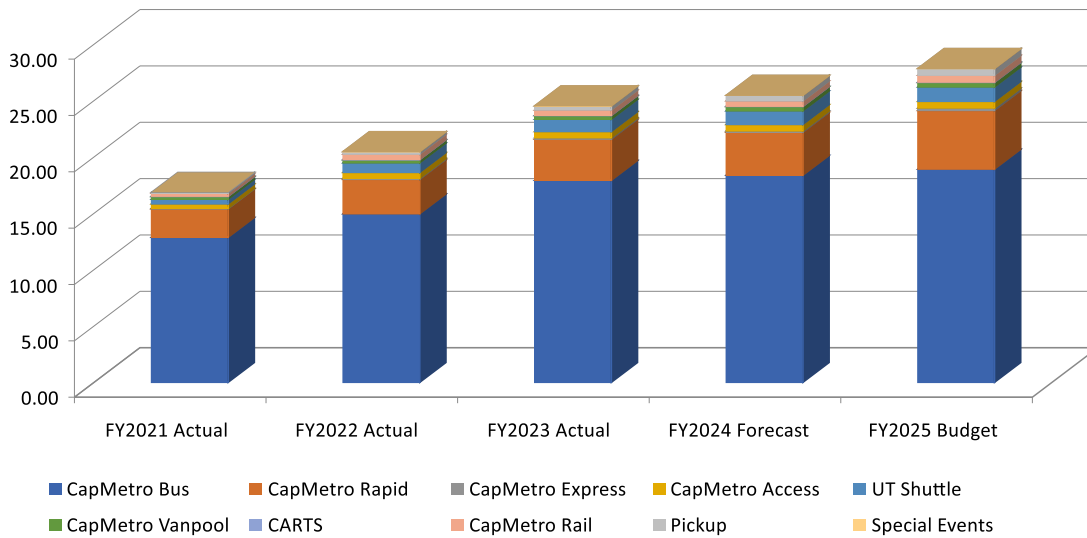
Total passenger boardings by fiscal year and month.

#### Total Riders in June 2024

Service	Riders
Bus	1,556,756
Rapid	299,334
Access	48,117
Rail	39,082
Pickup	32,978
UT Shuttle	32,349
Rideshare	28,889
Express	8,786
Special Service	85
<b>Total</b>	<b>2,046,376</b>



### Annual Systemwide Ridership (in millions)



## Vehicle Hours of Service

The table below reflects vehicle hours of service by mode.

Mode of Service	FY2023 Actual	FY2024 Budget	FY2024 Forecast *	FY2025 Budget	Var FY2025 vs. FY2024	Var % FY2025 vs. FY2024
CapMetro Bus <sup>(1)</sup>	1,122,871	1,153,592	1,125,566	1,163,553	9,961	0.9 %
CapMetro Rapid <sup>(2)</sup>	200,826	219,261	200,927	317,354	98,093	44.7 %
CapMetro Express <sup>(3)</sup>	13,654	31,564	13,700	23,332	(8,231)	(26.1)%
CapMetro Access <sup>(4)</sup>	381,554	449,856	414,977	494,000	44,144	9.8 %
UT Shuttle <sup>(5)</sup>	88,776	85,206	89,147	85,584	377	0.4 %
CapMetro Vanpool <sup>(6)</sup>	66,420	84,930	72,391	74,247	(10,683)	(12.6)%
Capital Area Rural Transportation System (CARTS)	8,131	8,095	8,131	8,131	36	0.5 %
Capital Area Rural Transportation System (CARTS) - Express <sup>(3)</sup>	3,171	2,030	3,364	2,030	0	—
CapMetro Rail <sup>(7)</sup>	20,430	34,904	21,512	31,000	(3,904)	(11.2)%
Pickup <sup>(8)</sup>	103,326	158,778	133,234	155,640	(3,138)	(2.0)%
Special Events <sup>(9)</sup>	931	5,134	1,510	778	(4,356)	(84.9)%
<b>Total</b>	<b>2,010,091</b>	<b>2,233,349</b>	<b>2,084,459</b>	<b>2,355,648</b>	<b>122,299</b>	<b>5.5 %</b>

\* FY2024 Forecast completed in June 2024.

- (1) - Slight increase due to minor service enhancements to frequency balanced with anticipated labor force hiring and more reliable service delivery. Service levels are also designed to ensure coverage to essential services and activity centers while maintaining on-time performance.
- (2) - Increase based on planned introduction of new MetroRapid Expo and Pleasant Valley services. FY2025 anticipates initial service on these routes will launch in early 2025.
- (3) - Decrease based on slower return of service levels from anticipated service planned for 2024. Levels reflect changes to commuting patterns in core Downtown/University areas.
- (4) - Decrease based on ridership trends. CapMetro Access is an on-demand service, and service demand has been trending lower than anticipated.
- (5) - Negligible increase. No major changes to service levels reflecting continued changes in student commuting patterns.
- (6) - Decrease reflects changes in utilization of services.
- (7) - Decrease due to projected schedule of special events anticipated (Austin FC-Q2 Stadium, Austin City Limits and South by Southwest, etc.). Figures include potential minor adjustments to service levels for Weekdays and Saturdays to support needs as demand continues to improve.
- (8) - Decrease due to delays in new Pickup vehicle readiness and new strategy on how CapMetro will define Pickup performance while efficiently regulating costs & resources.
- (9) - Decrease due to more special event hours budgeted in FY2024 than were needed to support events. FY2025 has been corrected to an appropriate projection.

## Vehicle Miles of Service

The table below reflects vehicle miles of service by mode.

Mode of Service	FY2023 Actual	FY2024 Budget	FY2024 Forecast *	FY2025 Budget	Var FY2025 vs. FY2024	Var % FY2025 vs. FY2024
CapMetro Bus <sup>(1)</sup>	12,764,458	12,887,727	12,786,533	12,963,266	75,539	0.6 %
CapMetro Rapid <sup>(2)</sup>	2,598,892	2,810,843	2,600,856	3,936,800	1,125,957	40.1 %
CapMetro Express <sup>(3)</sup>	321,959	674,646	323,331	464,799	(209,847)	(31.1)%
CapMetro Access <sup>(4)</sup>	5,156,694	5,848,125	5,660,772	5,534,653	(313,471)	(5.4)%
UT Shuttle <sup>(5)</sup>	917,360	884,083	900,103	867,212	(16,871)	(1.9)%
CapMetro Vanpool <sup>(6)</sup>	3,366,532	3,933,600	3,443,985	3,194,261	(739,339)	(18.8)%
Capital Area Rural Transportation System (CARTS)	183,579	186,430	183,628	184,461	(1,969)	(1.1)%
Capital Area Rural Transportation System (CARTS) - Express <sup>(3)</sup>	68,979	40,618	72,851	40,618	0	—
CapMetro Rail <sup>(7)</sup>	424,354	617,069	447,693	567,178	(49,891)	(8.1)%
Pickup <sup>(8)</sup>	1,131,878	1,888,822	984,489	1,162,469	(726,353)	(38.5)%
Special Events <sup>(9)</sup>	12,861	62,416	14,805	12,272	(50,144)	(80.3)%
<b>Total</b>	<b>26,947,546</b>	<b>29,834,378</b>	<b>27,419,046</b>	<b>28,927,989</b>	<b>(906,389)</b>	<b>(3.0)%</b>

\* FY2023 Forecast completed in June 2023.

(1) - Slight increase due to minor service enhancements to frequency balanced with anticipated labor force hiring and more reliable service delivery. Service levels are also designed to ensure coverage to essential services and activity centers while maintaining on-time performance.

(2) - Increase based on planned introduction of new MetroRapid Expo and Pleasant Valley services. FY2025 anticipates a potential for soft launch in early/mid 2025.

(3) - Decrease based on slower return of service levels from anticipated service planned for 2024. Levels reflect changes to commuting patterns in core Downtown/University areas.

(4) - Decrease due to restabilizing ridership trends based on demand fluctuations post pandemic.

(5) - Negligible increase. No major changes to service levels reflecting continued changes in student commuting patterns.

(6) - Decrease reflects changes in utilization of services.

(7) - Decrease due to projected schedule of special events anticipated (Austin FC-Q2 Stadium, Austin City Limits and South by Southwest, etc.). Figures include potential minor adjustments to service levels for Weekdays and Saturdays to support needs as demand continues to improve.

(8) - Decrease due to delays in new Pickup vehicle readiness and new strategy on how CapMetro will define Pickup performance while efficiently regulating costs & resources.

(9) - Decrease due to more special event miles budgeted in FY2024 than were needed to support events. FY2025 has been corrected to an appropriate projection.

## **Performance Measures**

The agency-level performance measures table will be added once the year-end FY2024 data are available.

CapMetro 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 CapMetro website and are updated each month. They are available at [capmetro.org/dashboard/](https://capmetro.org/dashboard/).



## Ridership

Bus Service

Rail Service

On-Demand Service

### Ridership for Bus Services

The number of passengers who board CapMetro buses. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination.

Viewing as Charts

View as Tables

### Filter by Bus Service(s):

All Bus Services

CapMetro Bus

CapMetro Express

CapMetro Rapid

### Ridership by Month

Monthly number of passengers who board all bus services, including:

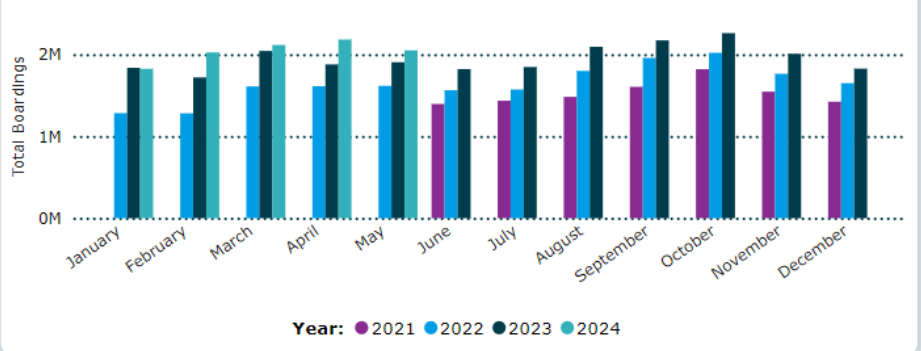
- CapMetro Bus
- CapMetro Express
- CapMetro Rapid

**Date Range:**  
This chart displays the rolling three-year history of data.

**Total Boardings in the Past 12 Months**

24.2M

### Boardings for All Bus Services by Month



### Change in Ridership

The change in the number of passengers boarding all bus services compared to the same month in the prior year.

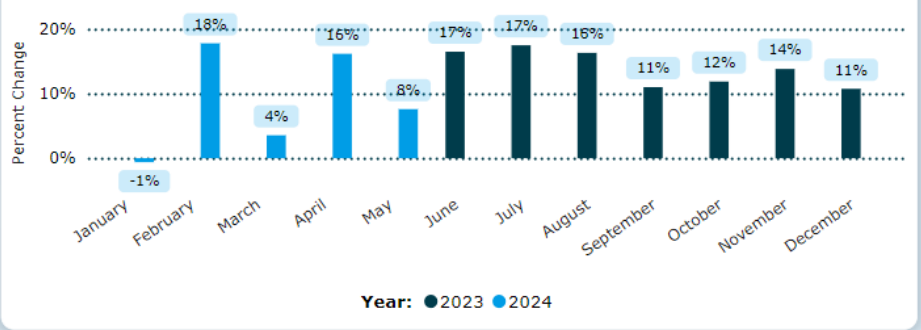
**Change in Boardings from Prior 12 Month Period**

2.5M

**Percent Change in Boardings from Prior 12 Month Period**

11.6%

### Monthly Percent Change in Boardings for All Bus Services from the Prior Year



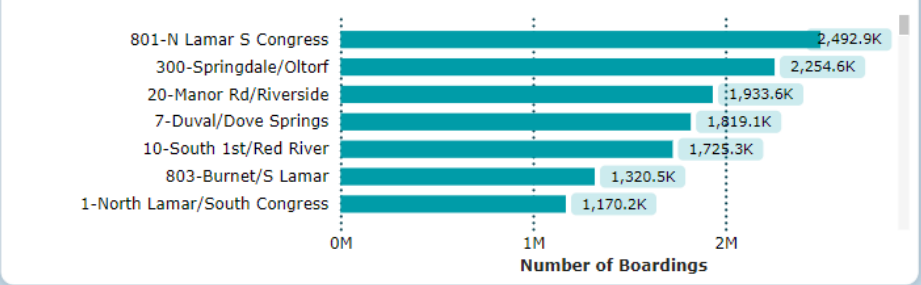
### Top Routes

Routes by number of passengers boarding all bus services in the past 12 months, ordered by highest to lowest ridership.

**Total Routes for All Bus Services**

70

### Routes by Number of Boardings for All Bus Services in the Past 12 Months



Data available as of 5/31/2024

## Reliability

**Bus Service**

**Rail Service**

**On-Demand Service**

### Reliability for Bus Services

CapMetro recognizes that reliability is key to providing an excellent customer experience. Primary components of reliability include timeliness and the reduction of mechanical failures that can take our vehicles out of service. On-Time Performance (OTP) is a measure of the timeliness of our service, and Mean Distance Between Failure (MDBF) measures how often a mechanical failure interrupts a scheduled trip.

**Viewing as Charts**

**View as Tables**

### Filter by Bus Service(s):

All Bus Services

CapMetro Bus

CapMetro Express

CapMetro Rapid

### OTP by Month

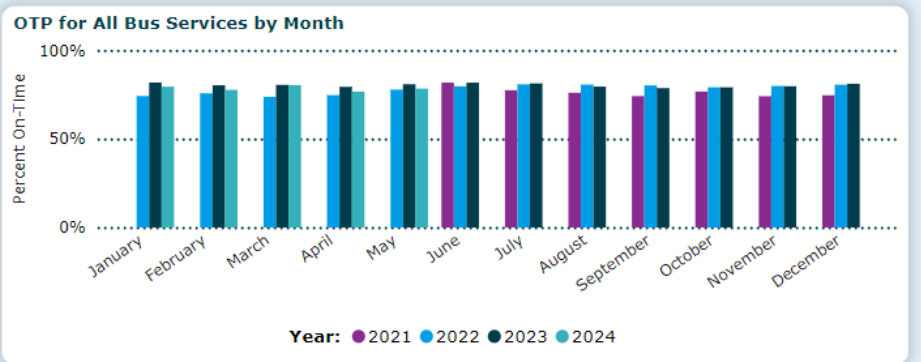
OTP for all bus services by month, including:

- CapMetro Bus
- CapMetro Express
- CapMetro Rapid

**Date Range:**  
This chart displays the rolling three-year history of data.

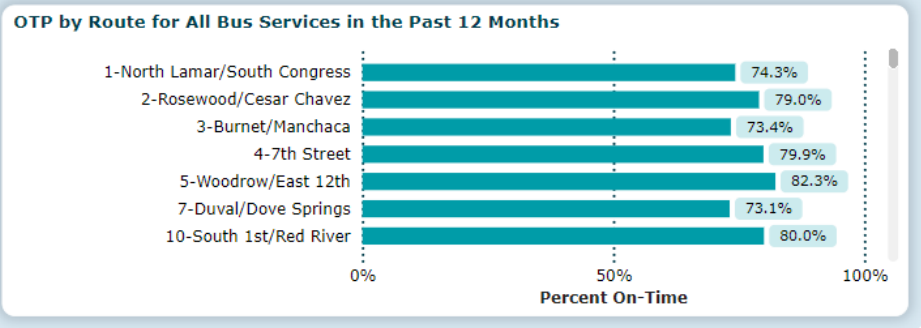
**OTP in the Past 12 Months**

79.5%



### OTP by Route

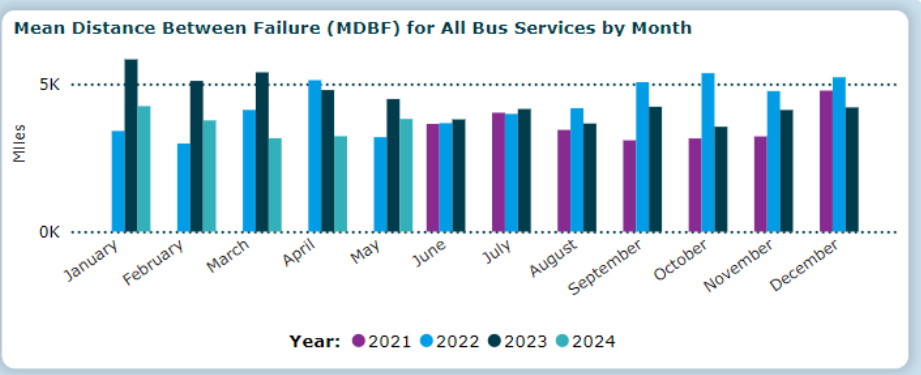
OTP for all bus services by route in the past 12 months, ordered by route number.



### Mean Distance Between Failure (MDBF) by Month

MDBF for all bus services by month. MDBF is a reliability metric that measures the mean number of miles traveled between the failure of a mechanical element that prevents the vehicle from completing a scheduled revenue trip or starting the next scheduled revenue trip.

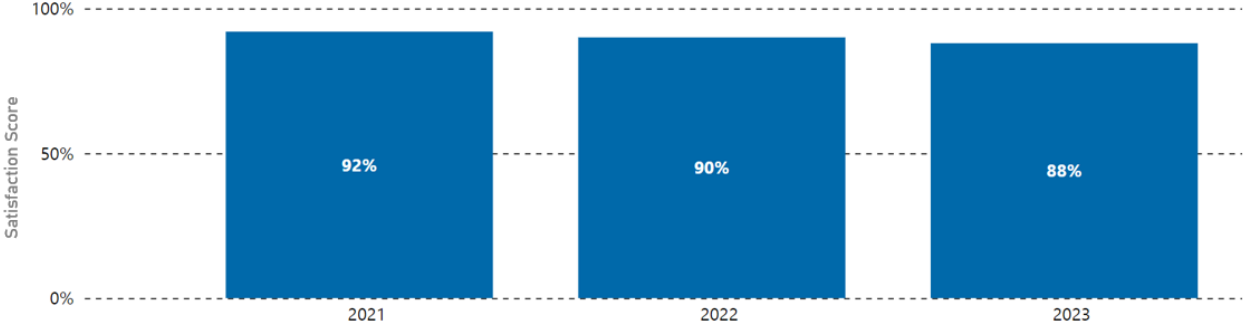
**Date Range:**  
This chart displays the rolling three-year history of data.



Data available as of 5/31/2024

## Customer Satisfaction

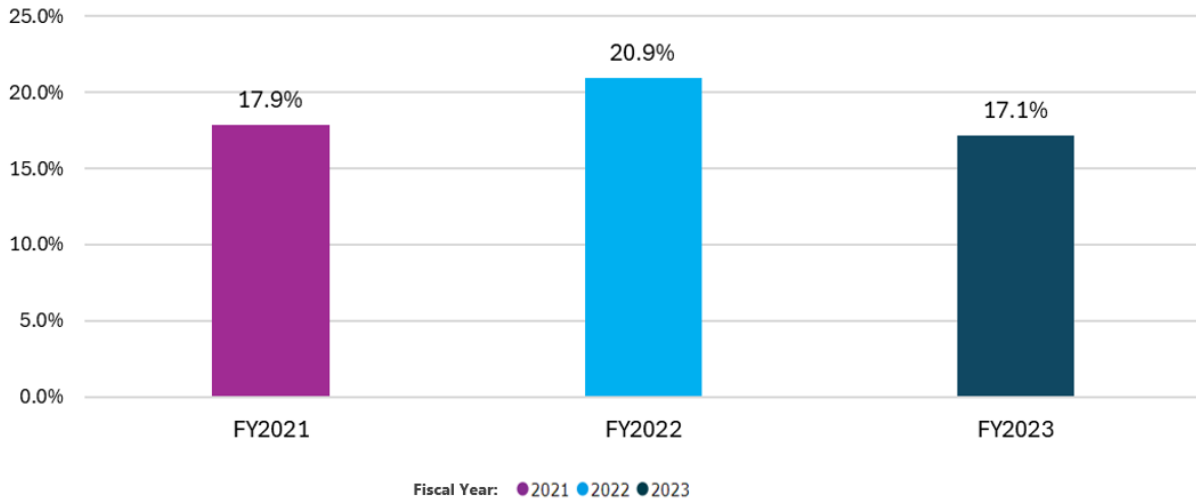
**Overall Rider Satisfaction**  
Rider satisfaction tracks the percentage of CapMetro riders who reported they were satisfied with the agency's services. This measure is collected annually through a customer satisfaction survey.



## Workforce

### Turnover Rate

The turnover rate is the number of terminations over the average count of employees in a year.



### Diversity of Staff

#### Diversity of Staff

- More racially diverse than the Austin market, both for CapMetro and service providers: 62% compared to 40% of Austin workforce availability
- CapMetro has similar gender diversity to the Austin market (42% Females compared to 44% in Austin workforce availability)
- Service Provider workforce less gender diverse (30% Females compared to 44% Female) than the Austin workforce availability

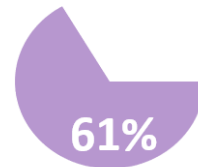


**New hires in 2023 identified as minority**

#### Diversity in Promotions and Hiring

**NOTE:** Diversity is achieved through recruiting diverse candidates, NOT hiring targets

- New hires were more racially diverse than the Austin market.
- Promotion opportunities distributed equitably by gender and race.
- 58% Female
- 61% Minority



**Staff promoted in 2023 identified as minority**

Total Promotions 57  
\* Austin Data is provided by US Census

## Safety

Safety is not only a priority but a core value at Cap Metro. We collect and closely analyze safety-related data that assists us in maintenance, facility repair, training, communication, change management, and hazard mitigation decisions so that we can provide our customers with the safest possible ride. Safety data is collected in accordance with Federal Transit Administration and Federal Railroad Administration regulations. The dashboards below are examples of CapMetro’s bus service.

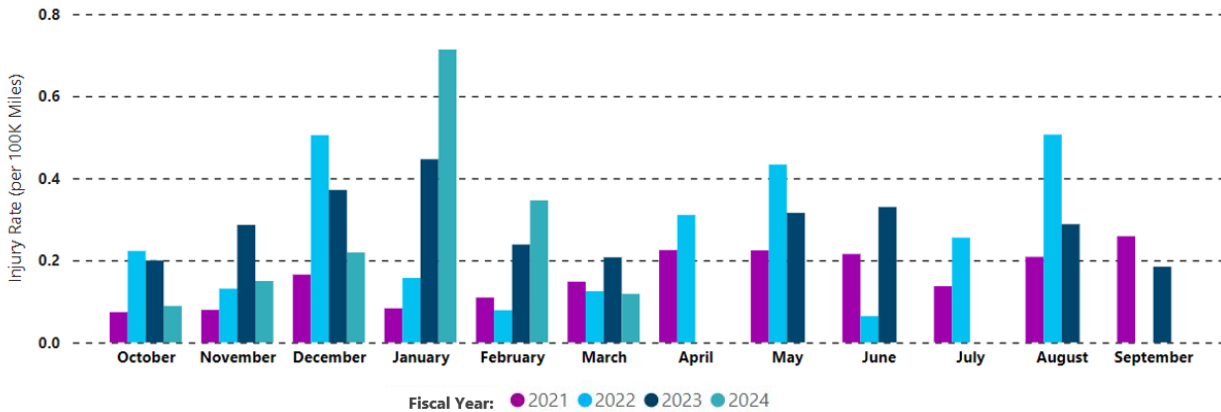
### Collision Rate per 100,000 Miles

Number of NTD-reported collisions by CapMetro Buses divided by standardized revenue miles.



### Injury Rate per 100,000 Miles

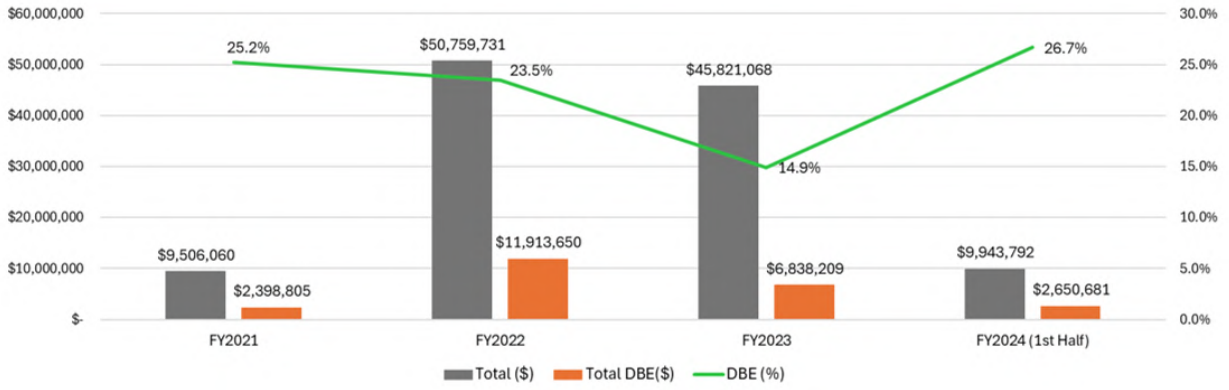
Number of NTD-reported injuries on CapMetro Buses divided by standardized revenue miles. Missing bars indicate the value '0'.



## Vendor Diversity

### Disadvantaged Business Enterprise Commitments



Total commitments to Disadvantaged Business Enterprises (DBE) for goods and services on contracts with FTA funding.



## Finance

### Revenue

Revenue received from sales tax and passenger revenues, contributions and grants, freight revenues and other revenues.

 [Viewing as Charts](#)  
 [View as Tables](#)

CapMetro's fiscal year (FY) runs from October through September. The date range displayed begins in October; the date selector sets the end period for the fiscal year.

Select End Period:

April

Revenue

Operating Expense

Capital Expense

#### YTD revenue

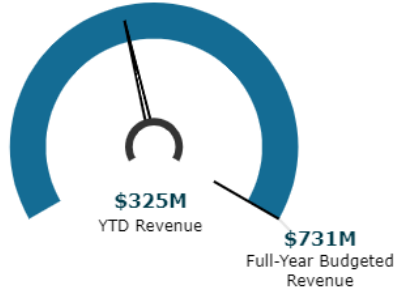
Year-to-date (YTD) revenue compared to full year budgeted revenue.

#### Date Range:

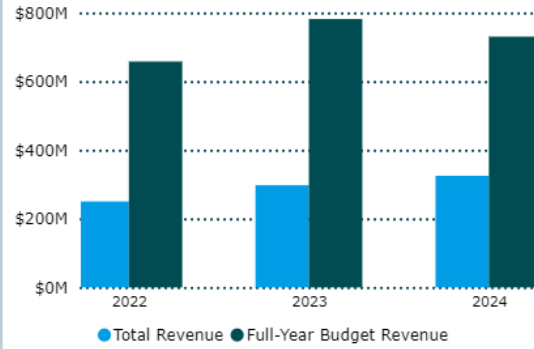
Chart displays financial data for respective fiscal years from October to April; budgets are for full Fiscal Year.

Collected vs. Budget in Fiscal Year  
**44.5%**

#### YTD Revenue to Full-Year Budget of Current Fiscal Year



#### YTD Revenue to Full-Year Budget Trend



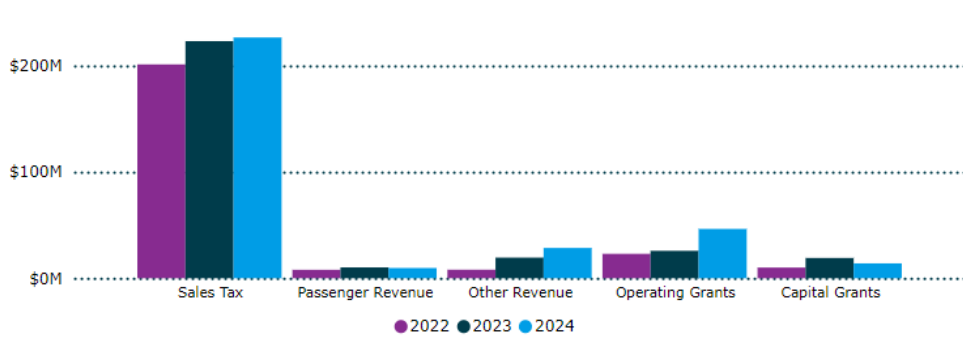
#### YTD Revenue by Category

YTD revenue trend segmented by account categories.

#### Date Range:

Chart displays financial data for respective fiscal years, October to April.

#### YTD Revenue Comparison by Category



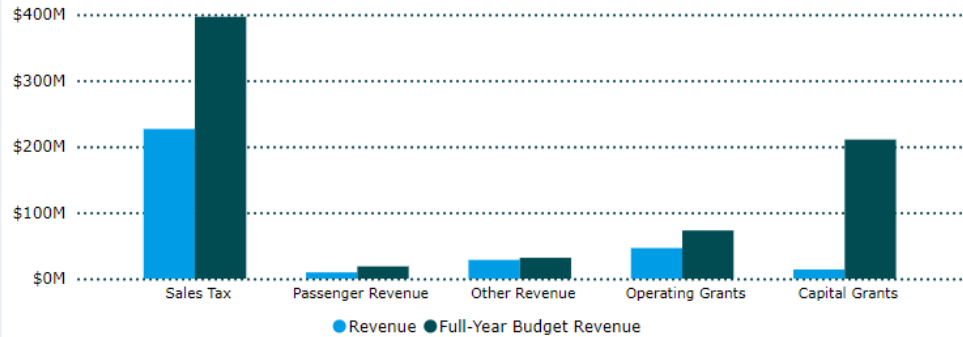
#### YTD Revenue to FY Budget

Total revenue segmented by categories.

#### Date Range:

Chart displays financial data for current fiscal year from October to April.



#### YTD Revenue to Full-Year Budget Comparison by Category



Data available as of 4/30/2024

## Operating Expense

Expenditures incurred from the day-to-day business operations of providing public transportation service.

 [Viewing as Charts](#)  
 [View as Tables](#)

CapMetro's fiscal year (FY) runs from October through September. The date range displayed begins in October; the date selector sets the end period for the fiscal year.

Select End Period:

[Revenue](#) | **[Operating Expense](#)** | [Capital Expense](#)

### YTD Operating Expense

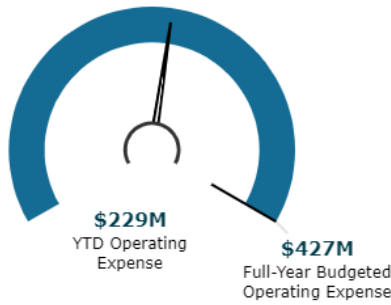
Year-to-date (YTD) operating expense compared to full year budgeted operating expense.

**Date Range:**

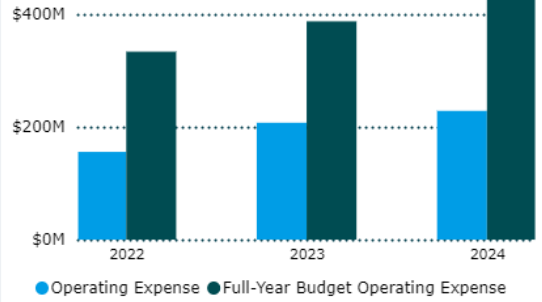
Chart displays financial data for respective fiscal years from October to April; budgets are for full Fiscal Year.

**Budget Utilized in Fiscal Year**  
**53.5%**

### YTD Operating Expense to Full-Year Budget of Current Fiscal Year



### YTD Operating Expense to Full-Year Budget Trend



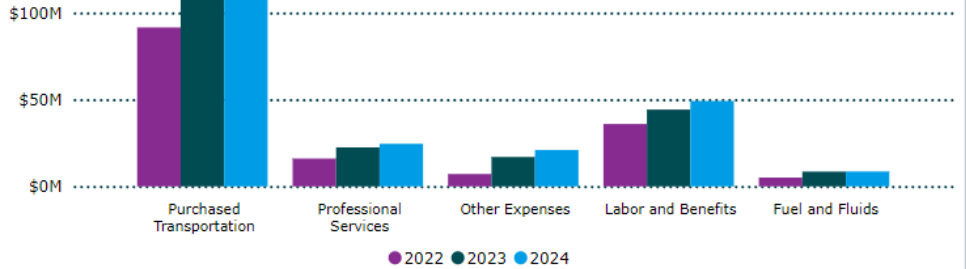
### YTD Operating Expense by Category

YTD operating expense trend segmented by account categories.

**Date Range:**

Chart displays financial data for respective fiscal years, October to April.

### YTD Operating Expense by Category



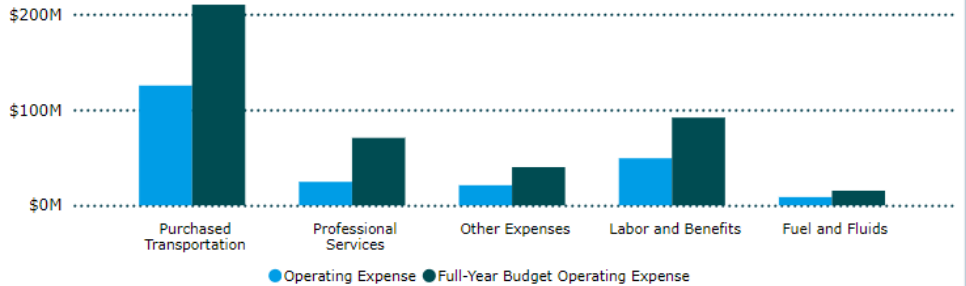
### YTD Operating Expense to FY Budget

Total operating expense segmented by categories.

**Date Range:**

Chart displays financial data for current fiscal year from October to April.

### YTD Operating Expense to Full-Year Budget Comparison by Category



Data available as of 4/30/2024



## Capital Expense

Expenses related to purchasing a capital asset or making an improvement to a capital asset that materially increases its value or useful life.

 Viewing as Charts

 View as Tables

CapMetro's fiscal year (FY) runs from October through September. The date range displayed begins in October; the date selector sets the end period for the fiscal year.

Select End Period:

Revenue    Operating Expense    **Capital Expense**

### YTD Capital Expense

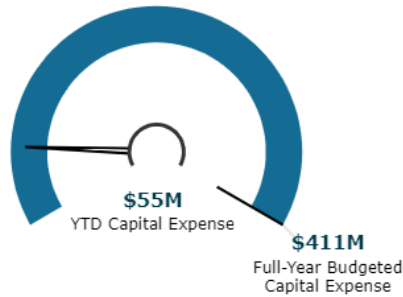
Year-to-date (YTD) capital expense compared to full year budgeted capital expense.

#### Date Range:

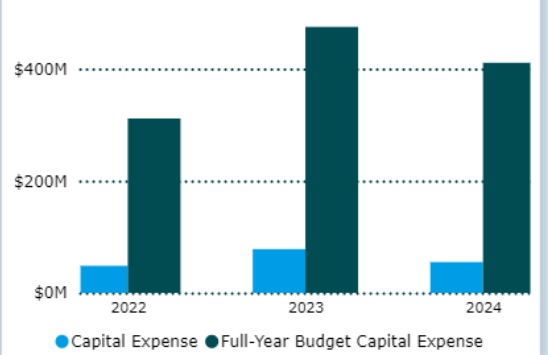
Chart displays financial data for respective fiscal years from October to April; budgets are for full Fiscal Year.

**Budget Utilized in Fiscal Year**  
**13.4%**

### YTD Capital Expense to Full-Year Budget of Current Fiscal Year



### YTD Capital Expense to Full-Year Budget Trend



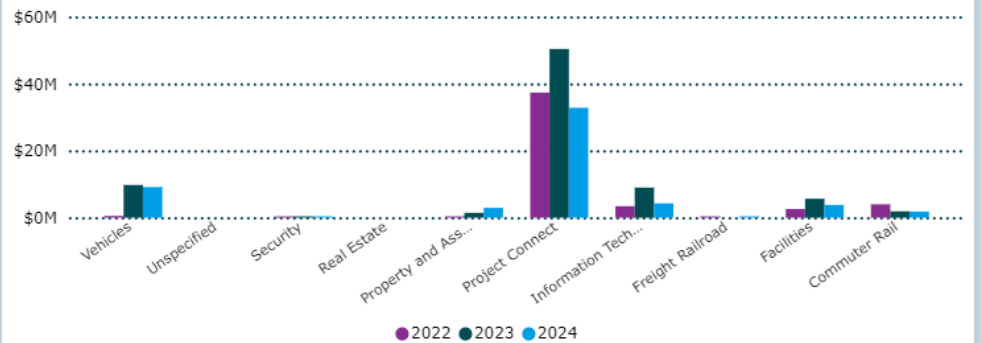
### YTD Capital Expense by Category

YTD capital expense trend segmented by account categories.

#### Date Range:

Chart displays financial data for respective fiscal years, October to April.

### YTD Capital Expense by Category



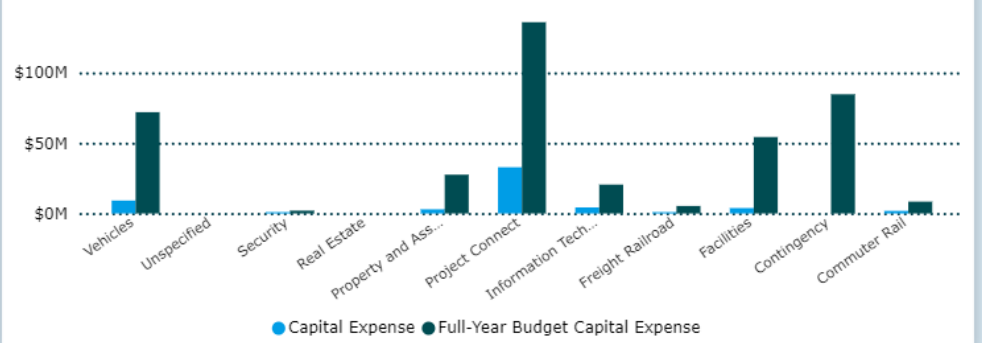
### YTD Capital Expense to FY Budget

Total capital expense segmented by categories.

#### Date Range:

Chart displays financial data for current fiscal year from October to April.

### YTD Capital Expense to Full-Year Budget Comparison by Category



Data available as of 4/30/2024

4

# Capital Budget



CapMetro

## Capital Budget

Consistent with Texas State Senate Bill 650, CapMetro 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.

CapMetro's Capital Improvement Program guides funding decisions during the budget review process and subsequent reporting of progress. CapMetro's capital 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 approach addresses several areas, including project financing, project monitoring and prioritization of projects.

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 and professional services.

CapMetro anticipates federal and state grant funding of \$27.2 million in FY2025. Other capital contributions of \$42.5 million are also anticipated for reimbursements from the Austin Transit Partnership for Project Connect related projects and \$250 thousand from the city of Austin for MetroRapid station work.

The proposed capital budget for FY2025 and the five-year CIP are included in the Appendix. Project summaries, funding sources, benefits and the applicable strategic goals and objectives for each capital project summary are provided. When a planned project will have an impact on operating costs, the estimated impact is identified.

## FY2025 Capital Projects

Project Category	FY2025 Budget
<b>Facilities and Real Estate</b>	
Facility Enhancements	\$ 50,549,653
Facility Enhancements Grants and Capital Contributions	(5,000,000)
Facility State of Good Repair	4,800,000
<b>Facilities and Real Estate Total</b>	<b>50,349,653</b>
<b>Information Technology Systems and Infrastructure</b>	
Information Technology - Enterprise Systems	1,725,000
Information Technology - Infrastructure	1,725,000
Information Technology - Transit Systems	7,694,488
<b>Information Technology Systems and Infrastructure Total</b>	<b>11,144,488</b>
<b>Infrastructure Development</b>	
Bus Stop Amenities and Enhancements	5,697,597
Bus Stop Amenities and Enhancements Grants and Capital Contributions	(250,000)
Infrastructure Enhancements	23,134,368
Infrastructure Enhancements Grants and Capital Contributions	(1,775,171)
<b>Infrastructure Development Total</b>	<b>26,806,794</b>
<b>Railroad Commuter</b>	
Railroad Commuter Enhancements	17,015,802
Railroad Commuter Enhancements Grants and Capital Contributions	(2,500,000)
Railroad Commuter State of Good Repair	3,740,000
Railroad Commuter State of Good Repair Grants and Capital Contributions	(2,976,471)
<b>Railroad Commuter Total</b>	<b>15,279,331</b>
<b>Public Safety and Emergency Management</b>	
Public Safety and Emergency Management Equipment and Enhancements	1,911,500
Public Safety and Emergency Management Equipment and Enhancements Grants and Capital Contributions	-
<b>Public Safety and Emergency Management Total</b>	<b>1,911,500</b>
<b>Project Connect</b>	
Project Connect	68,445,383
Project Connect Grants and Capital Contributions	(68,445,383)
<b>Project Connect Total</b>	<b>-</b>

Project Category	FY2025 Budget
<b>Vehicles</b>	
Bus Fleet	\$ 19,368,376
Bus Fleet Grants and Capital Contributions	(3,091,143)
Fleet System Enhancements	5,136,454
Non-Revenue Fleet	1,920,000
Paratransit Fleet	6,970,200
Paratransit Fleet Grants and Capital Contributions	(3,300,000)
<b>Vehicles Total</b>	<b>27,003,887</b>
Capital Project Contingency	10,000,000
<b>Grand Total Capital Spending</b>	<b>229,583,821</b>
<b>Grand Total Grants and Capital Contributions</b>	<b>(87,088,168)</b>
<b>Grand Total Capital Spending Net of Grants and Capital Contributions</b>	<b>\$ 142,495,652</b>

# 5

## Long-Range Financial Plan



CapMetro

**Long-Range Financial Plan  
Fiscal Years 2025 to 2034**

This section is under development and will be added at a later date.

# 6

## Operating Detail by Department



CapMetro



## Overview

This section begins with a summary table of operating expenses by department with columns displaying previous year's actuals, current year budget and forecast, next year's budget, and next year's budget compared to current year budget.

The summary is followed by individual department pages describing their functions and responsibilities, and their current year achievements and next year's planned projects categorized according to the agency's strategic plan goals. Each department section also includes an organizational chart, the main drivers for budget variances between next year's budget and the current year's budget, as well as account category-level expenses for the same columns as the summary table.

## Summary of Department Expenses

	FY2023 Actual	FY2024 Budget	FY2024 Forecast	FY2025 Budget	FY2025 v. FY2024 (\$)	FY2025 v. FY2024 (%)
Bikeshare	\$977,789	\$1,266,825	\$1,547,023	\$1,232,834	\$(33,991)	(2.7)%
Board of Directors Support	172,867	219,212	187,052	215,251	(3,961)	(1.8)%
Bus Operations and Maintenance	173,287,199	177,406,114	195,866,148	195,180,682	17,774,568	10.0 %
Business Center	344,217	379,740	379,740	379,740	—	—
Capital Construction and Facility Management	—	—	—	1,210,970	1,210,970	N/A
Capital Construction, Engineering and Design	—	1,072,330	622,330	1,085,804	13,474	1.3 %
Capital Design and Construction	2,173,749	2,763,884	2,763,884	1,526,161	(1,237,723)	(44.8)%
Child Care and Learning Center	1,176,446	1,277,153	916,632	576,172	(700,981)	(54.9)%
Community Engagement	1,287,295	1,835,439	1,964,686	1,750,708	(84,731)	(4.6)%
Customer Care	1,083,895	1,254,846	1,260,396	1,283,002	28,156	2.2 %
Demand Response Control and Call Center	2,375,640	2,388,954	2,641,047	2,688,480	299,526	12.5 %
Demand Response Oversight	40,453,322	43,415,571	43,370,318	48,849,943	5,434,372	12.5 %
Diversity, Equity and Inclusion	762,755	1,055,678	1,004,878	1,042,501	(13,177)	(1.2)%
Executive Staff	1,467,109	1,705,555	1,699,205	1,828,901	123,346	7.2 %
Facilities Maintenance	6,294,826	7,023,167	4,361,126	1,799,187	(5,223,980)	(74.4)%
Facility Design and Construction	—	—	—	538,968	538,968	N/A
Facility Programming and Management	6,451,285	8,274,752	3,385,627	8,365,363	90,611	1.1 %
Finance	6,163,759	14,057,499	13,490,834	15,528,870	1,471,371	10.5 %
Government Affairs	914,564	1,345,177	1,344,297	1,184,134	(161,043)	(12.0)%
Information Technology	21,767,988	27,829,068	26,247,204	27,580,359	(248,709)	(0.9)%
Internal Audit	482,519	788,876	788,876	1,023,987	235,111	29.8 %
Legal	1,579,643	1,715,035	1,715,035	1,679,551	(35,484)	(2.1)%
Marketing and Communications	5,361,513	7,280,135	7,473,135	6,919,460	(360,675)	(5.0)%
Microtransit	6,349,358	12,088,999	11,088,999	10,482,073	(1,606,926)	(13.3)%
Mobility Interlocal Agreements	3,063,717	11,029,774	4,301,823	4,191,439	(6,838,335)	(62.0)%
Non-Allocated Employee Benefits	15,323,971	15,618,615	16,186,780	20,621,205	5,002,590	32.0 %
Organizational Strategy and Projects	1,596,741	4,576,369	3,415,052	2,612,991	(1,963,378)	(42.9)%
Paratransit Eligibility	1,170,030	1,380,923	1,378,923	1,532,325	151,402	11.0 %
People and Culture	6,247,984	6,195,587	6,223,476	6,518,296	322,709	5.2 %
Power Systems	—	755,687	1,171,399	2,121,947	1,366,260	180.8 %
Procurement	2,546,982	2,643,558	2,666,220	2,699,517	55,959	2.1 %
Project Connect	4,257,644	18,087,874	13,343,574	18,295,562	207,688	1.1 %
Project Connect Integration	1,515,366	—	—	—	—	N/A
Public Safety and Emergency Management	6,231,058	9,561,495	10,214,212	8,668,457	(893,038)	(9.3)%
Rail Commuter Operations	23,747,398	29,331,736	24,478,804	26,152,021	(3,179,715)	(10.8)%
Rail Freight Management	1,766,889	2,164,047	2,124,280	1,873,300	(290,747)	(13.4)%
Real Estate and Facility Planning	2,516,230	5,493,140	5,066,033	5,158,663	(334,477)	(6.1)%

	FY2023 Actual	FY2024 Budget	FY2024 Forecast	FY2025 Budget	FY2025 v. FY2024 (\$)	FY2025 v. FY2024 (%)
Rolling Stock and Support Equipment	—	254,230	408,806	704,311	450,081	177.0 %
Safety	1,725,163	2,419,340	2,388,140	2,247,257	(172,083)	(7.1)%
Strategic Planning and Development	6,610,452	9,323,031	8,802,734	8,764,741	(558,290)	(6.0)%
Systems Engineering and Designs	—	359,394	308,394	249,434	(109,960)	(30.6)%
Systemwide Accessibility	821,347	685,009	736,234	516,480	(168,529)	(24.6)%
Transit Police	—	978,623	648,458	2,898,050	1,919,427	196.1 %
Vanpool	2,066,356	1,759,266	2,342,778	3,542,946	1,783,680	101.4 %
Wellness and Fitness Centers	317,948	421,270	397,970	395,872	(25,398)	(6.0)%
Contribution from the Austin Transit Partnership	(5,591,275)	(18,087,874)	(13,343,574)	(18,295,562)	(207,688)	1.1 %
<b>CapMetro Total</b>	<b>\$356,861,738</b>	<b>\$421,395,104</b>	<b>\$417,378,988</b>	<b>\$435,422,353</b>	<b>\$14,027,249</b>	<b>3.33%</b>

## Bikeshare

Formerly MetroBike

### Functions and Responsibilities

The Bikeshare Department manages the operations and maintenance of the bikeshare program including all hardware, software, customer interactions, and associated systems.

### FY2024 Achievements

Community, Customer, and Organizational Effectiveness Goals

#### Overhaul the Bikeshare System

Achieved a significant milestone by overhauling the legacy bikeshare system. Finalized the CapMetro Bikeshare request for proposal decision, awarded the contract to an equipment provider, and removed and/or replaced 100% of the existing system with new equipment. A process was established to repurpose or recycle legacy bikeshare equipment.

#### Implement Facility Changes

Achieved 100% completion of the remodel at 4811 E. 7th Street to better support operational demand. This includes the full buildout of amenities for the bike and station shop with tools, equipment, fencing and storage shelving.

### FY2025 Projects

Community, Customer and Organizational Effectiveness Goals

#### Implement Expansion

Implement the first expansion established by the Strategic Expansion Plan to grow the service availability of bikeshare. Aim to follow the guidelines set forth in the Strategic Expansion Plan which addresses existing service gaps and increases the number of stations equipped with in-dock charging capabilities. The timeline begins with the initial phase of system replacement scheduled to commence in July 2024. Subsequently, the densification phase will start in the first quarter of FY2025, with growth planned throughout the year and continuing over the next several years. The expected outcomes include establishing baseline metrics to monitor changes in empty/full duration, bike availability and ridership around new densification installations. All stakeholders will be informed of their responsibilities for deploying new stations and supporting operations through permitting and necessary equipment provision. Additionally, a streamlined process will ensure that newly acquired equipment can be built and deployed within one week upon arrival in the city.

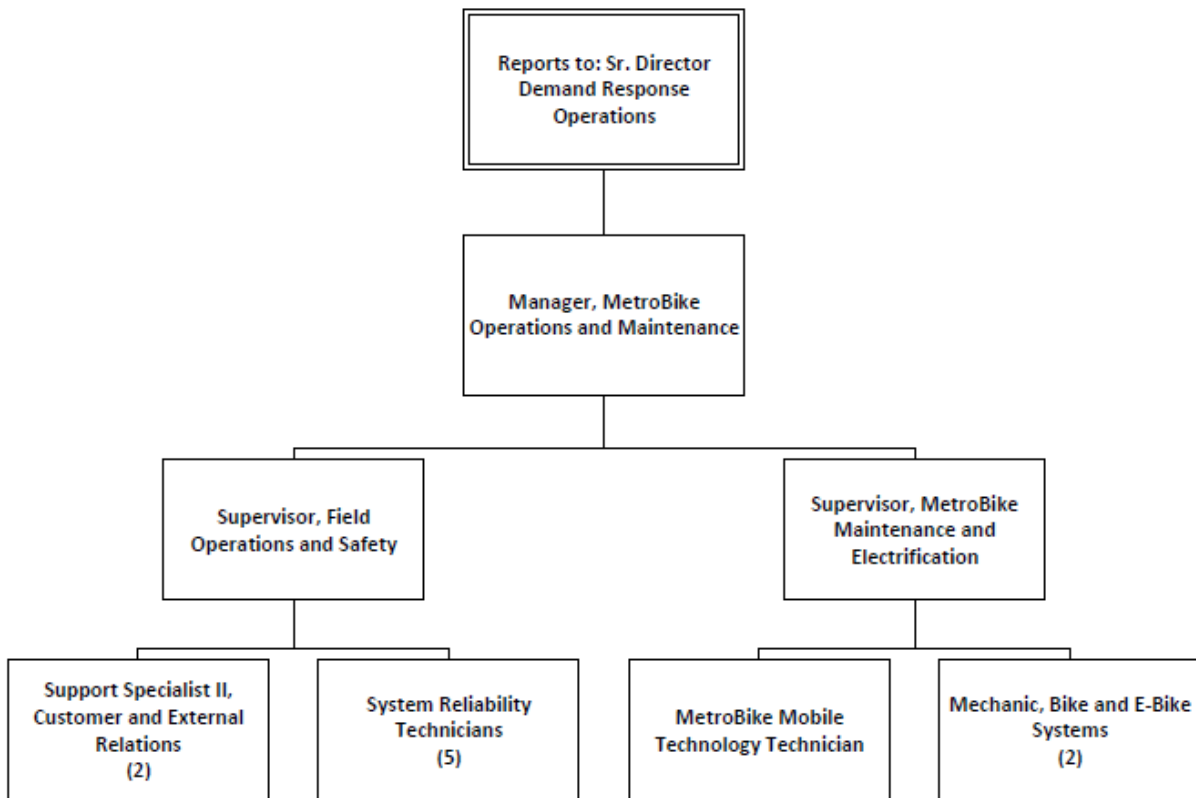
#### Station Electrification

Define, establish, and implement a standard operating procedure for the electrification of bikeshare stations, enhancing system reliability and convenience through in-dock charging capabilities. Preliminary discussions with Austin Energy and the City of Austin to engage potential stakeholders will be initiated. By the first quarter of FY2025, establish an initial process to ensure that the next order of stations includes "EBS Stations" equipped with in-dock charging functionality. Stakeholders will complete a review of proposed stations for electrification by October 2024. The expected outcomes include piloting the electrification of stations to cover 20% to 30% of the overall network, leading to a 30% reduction in spare e-bike battery inventory needed for in-field swaps. It is anticipated there will be a significant decrease in task generation related to discharged e-bike batteries, estimating at least a 15% reduction in battery swaps with 10% of stations utilizing in-dock charging capabilities.

## Integrate New Data Software

Establish, test, and train the software tools to enhance operational efficiency and effectiveness within Bikeshare. Beginning in the fourth quarter of FY2024, these tools will be introduced, continuing with configuration and integration efforts. By the second quarter of FY2025, complete the integration of data into a data warehousing platform and establish data distribution processes. The expected outcome includes achieving 100% integration of Bikeshare's data and associated automation into the broader CapMetro data environment, ensuring seamless operational support and software uptime in collaboration with the IT team.

## Bikeshare Organization



## Budget Changes

### Salaries and Benefits

Decrease of \$40,737 for allocation of 0.3 FTE to Demand Response Oversight and approved performance-based pay increases to become effective in January 2025.

### Other Expenses

Increase of \$6,745 primarily from \$21,794 in Professional Services for the use of temporary help for the expansion plan. This increase is offset by a \$25,000 reduction in Lease/Rentals as maintenance vehicles will be purchased in early FY2025. Fuel costs are projected at an average cost per gallon with taxes of \$2.75 for FY2025, an increase of \$0.15 per gallon compared to FY2024 budget.

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	Var \$ FY2025 vs. FY2024	Var % FY2025 vs. FY2024
Salaries and Benefits	\$784,139	\$988,253	\$981,353	\$947,516	(\$40,737)	(4.1)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>784,139</b>	<b>988,253</b>	<b>981,353</b>	<b>947,516</b>	<b>(40,737)</b>	<b>(4.1)%</b>
Professional Services	41,227	35,606	19,067	57,400	21,794	61.2 %
Fuel and Fluids	3,638	17,344	17,344	24,204	6,860	39.6 %
Materials and Supplies	51,796	178,402	306,769	183,994	5,592	3.1 %
Utilities	-	4,320	4,320	4,320	-	-
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	7,475	17,900	57,589	15,400	(2,500)	(14.0)%
Lease/Rentals	89,514	25,000	160,581	-	(25,000)	(100.0)%
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>193,650</b>	<b>278,573</b>	<b>565,670</b>	<b>285,318</b>	<b>6,745</b>	<b>2.4 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$977,789</b>	<b>\$1,266,825</b>	<b>\$1,547,023</b>	<b>\$1,232,834</b>	<b>(\$33,991)</b>	<b>(2.7)%</b>

## Board of Directors

### Functions and Responsibilities

The Board of Directors Department supports the board of directors and the president and chief executive officer in achieving the strategic mission and vision of CapMetro. 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, CapMetro staff and members of the public.

### FY2024 Achievements

Community Goal

#### Transparency and Engagement

Provided customers and stakeholders with access to board of directors' records, meeting materials, and staff communications to encourage engagement and feedback on service planning and delivery decisions, contract awards, major purchases and agency audits.

The department implemented a comprehensive system for board communication, including a notification mechanism alerting subscribers to the publication or update of board and committee backup materials on the web portal. Additionally, established a process for including CapMetro staff memos in the monthly board backup and online archive, enhancing transparency and providing deeper insight into staff recommendations and follow-up actions from previous meetings.

### FY2025 Projects

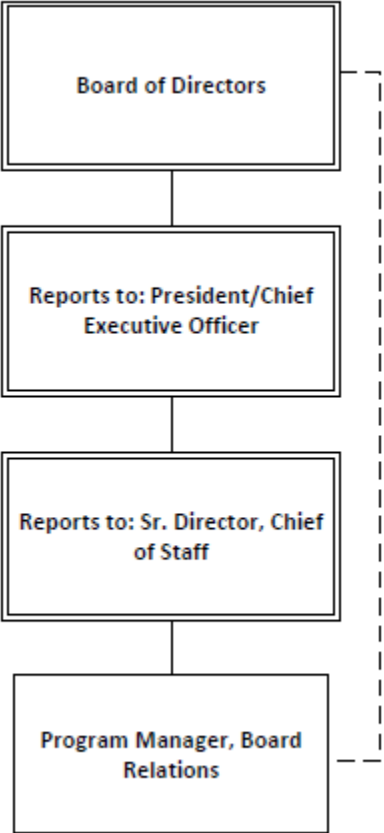
Customer Goal

#### Technology Upgrades and Process Improvements

The Board of Directors Department will continue to evaluate business processes to increase transparency and improve the experience for members of the public who wish to engage with our board. The department will also continue to work with our Community Engagement team to identify opportunities and events for board members to engage with customers and stakeholders throughout the region.

Collaborating with our Information Technology Department, we are upgrading the technology for broadcasting and streaming board and committee meetings to enhance reliability for viewers. Simultaneously, we are coordinating staff review of board agenda and backup material templates to ensure clarity in explaining business cases and alignment with the CapMetro Strategic Plan.

# Board of Directors Organization





## Budget Changes

### Salaries and Benefits

Increase of \$5,449 due to approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$9,410 driven by \$8,000 lower travel-related expenses in Other Expenses.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$138,926	\$144,662	\$144,662	\$150,111	\$5,449	3.8 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>138,926</b>	<b>144,662</b>	<b>144,662</b>	<b>150,111</b>	<b>5,449</b>	<b>3.8 %</b>
Professional Services	15,542	20,700	20,700	19,550	(1,150)	(5.6)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	1,714	2,890	2,810	2,840	(50)	(1.7)%
Utilities	500	480	480	480	-	-
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	16,184	50,480	18,400	42,270	(8,210)	(16.3)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>33,940</b>	<b>74,550</b>	<b>42,390</b>	<b>65,140</b>	<b>(9,410)</b>	<b>(12.6)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$172,867</b>	<b>\$219,212</b>	<b>\$187,052</b>	<b>\$215,251</b>	<b>(\$3,961)</b>	<b>(1.8)%</b>

## Bus Operations and Maintenance

Formerly Operations and Maintenance Oversight

### Functions and Responsibilities

The Bus Operations and Maintenance Department plays a pivotal role in ensuring the seamless functioning of our transit operations. This team is responsible for managing and coordinating all activities related to our bus operations and maintenance in close cooperation with our service provider and labor partners. The department's duties encompass contract management, gathering and analyzing performance data, ensuring efficient delivery of transit services, and conducting quality assurance to maintain a high standard of service. This holistic approach enables continuous improvement and reliability in transit operations.

### FY2024 Achievements

Customer, Community, and Organizational Effectiveness Goals

#### Service Contract

On January 1, 2024, a new contract for Bus Operations and Maintenance Service commenced. Our team worked collaboratively to transition service provision, employee payroll, and labor relations. Our team is actively involved with various contract oversight duties, sharing results with the expectation of identifying and improving areas that need enhancement. Bus Operations and IT have successfully collaborated with staff to enable and interface the necessary systems to reliably manage employee payroll and benefits.

#### Uniform Contract

Uniform contract for contracted staff expires December 31, 2024. We are collaborating with Procurement, leadership, and the Marketing and Communications Department on a Request for Proposal that will continue into FY2025.

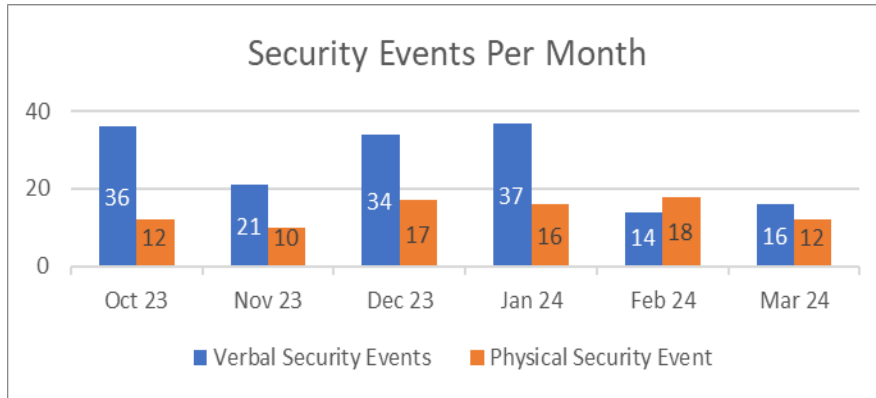
#### Training

In October 2023, we increased the number of bus operators in revenue service from 847 to 905. We graduated 135 bus operators, more than doubling the number from the previous year, and improved the trainee attrition rate from over 50% to 27%. We have since implemented a maintenance apprentice program and introduced self-paced leadership courses for all operations support staff. Additionally, we added facilities maintenance training to the Training Academy, further enhancing the skillset of our workforce.

#### Public Safety

We have seen a reduction in security events thanks to our partnership with the public safety team. This partnership has resulted in a safer environment for both customers and staff. The total number of security events (both verbal and physical) shows a noticeable decline over the six-month period.

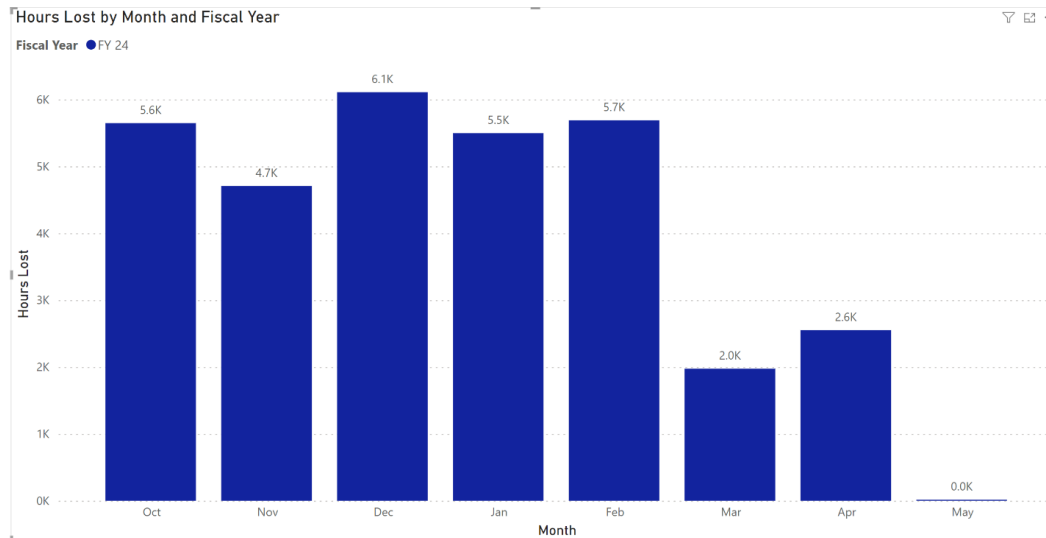
## Security Events



Security Event: Any event caused by an individual on a vehicle or at a facility that negatively impacts the customer or employee experience, resulting in a less secure environment. These events can include verbal or physical assaults between customers and/or staff or someone physically damaging a vehicle or agency property.

## Reduction in Lost Service

### All Service



The chart above demonstrates a clear and significant reduction in lost bus service hours over the fiscal year, culminating in zero lost hours in May. This trend reflects the successful implementation of measures to improve service reliability and reduce disruptions. It highlights the effectiveness of the strategies and the commitment to providing a reliable bus service to the community.

### Special Event Service and Staff/Events Support

Ridership increases for Austin City Limits and Austin FC matches have facilitated the need to increase the number of scheduled buses to 79. The Service Impacts Team ensured seamless service, accommodating the additional passengers during these events. Throughout the year, despite early challenges with workforce and vehicle availability, we supported Community Partnership by scheduling special bus requests. Additionally, we collaborated with the Marketing and Communications Department to participate in and coordinate employee events such as the local Bus Rodeo and Family Fun Day.

## **Revenue Vehicle Electrification and CapMetro Rapid Routes Pleasant Valley and Expo Center**

We expanded our fleet by 37 electric vehicles to support new Rapid routes. The original scope of placing 85 new electric buses into service was revised to accommodate business needs, resulting in a final quantity of 92 buses. Of these, 11 will be placed into service this year. Forty-nine vehicles have been built and placed into storage, and another 43 are in or scheduled for production and will also be placed into storage. The delivery and placement into service of the stored buses have been rescheduled for 2025.

## **Electric Bus Preparation**

Initiated a pilot program within the Operations Control Center for charge management technology, focusing on electric vehicle charge monitoring and charging station oversight.

## **Technology**

On April 15, 2024, we successfully implemented updates to our workforce management system, in partnership with the Information Technology Department. These updates were essential for improving bus operator payroll by reducing manual inputs. In addition to the new pay rules, we established new security roles to ensure enhanced security and efficiency.

## **FY2025 Projects**

Customer and Organizational Effectiveness Goals

### **Service Contracts**

We plan to establish more realistic audit frequencies and impacts using the contract management system. The Contract Management Plan for Keolis was completed at the time of the contract award. A contract management plan is also in place for CARTS and we will collaborate with applicable departments to renew Interlocal Agreements for CARTS-operated routes #214 and #990 by June 2025.

### **Oversight Tools and Process/Trapeze Improvements**

We plan several oversight tools and Trapeze improvements for FY2025. We plan to automate the mark-up process using Google tools, update vacation, sick, and personal time accruals in Trapeze, and continue ongoing Trapeze testing and training. Additionally, we will transition the systemwide service change markup to the service provider and finalize and implement the Bus Service Inspectors Handbook. We will also develop oversight reviews for scope of service evaluation and a validation process for Performance Deficiency Credits. Further, we will conduct a systemwide route review to improve the customer experience.

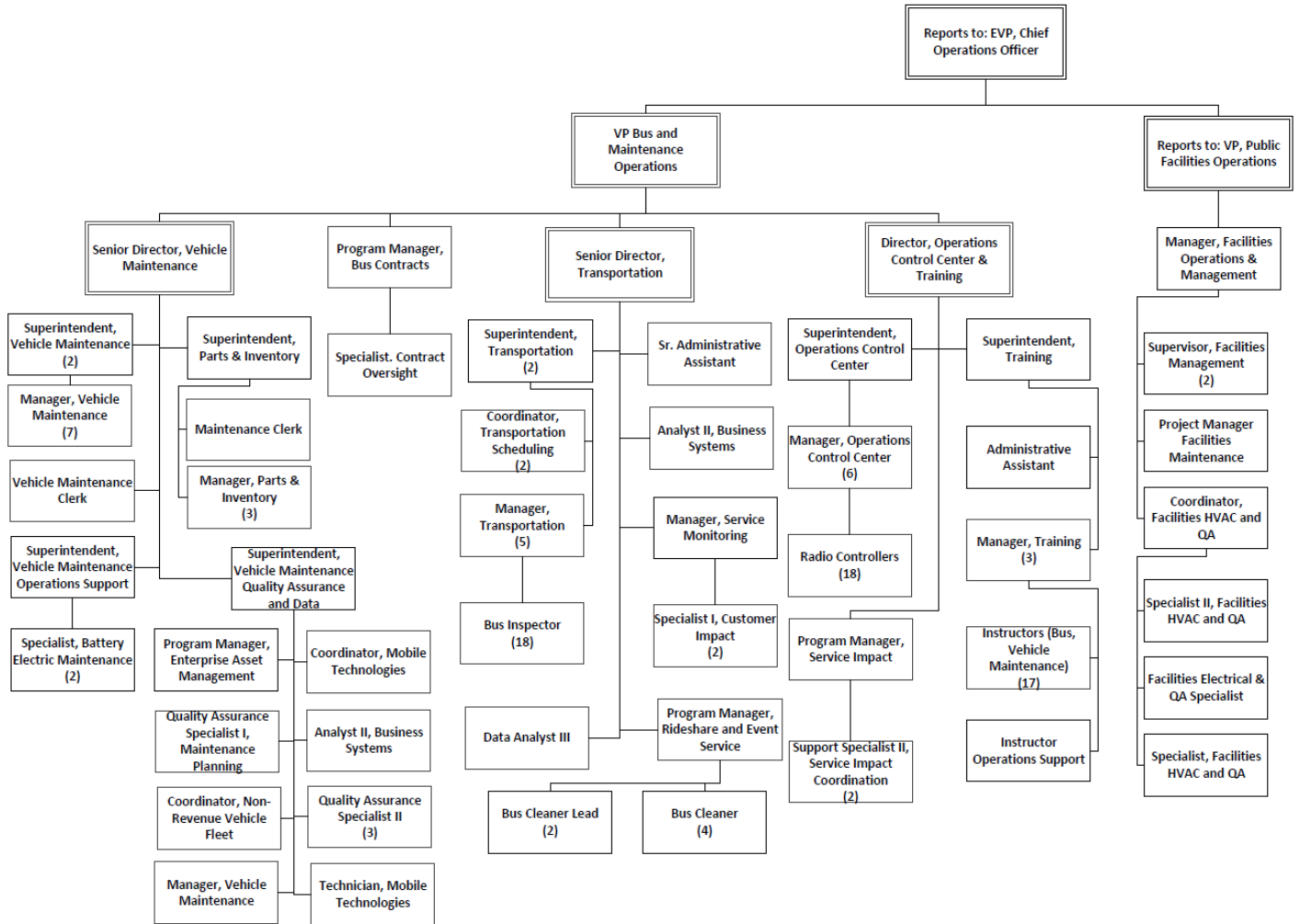
### **Training**

We will introduce tablets in classroom training for new hires, both for permit and orientation, using training modules. We further plan to implement the Fleet Learning Management System and obtain vehicle maintenance training modules for mechanics. Additionally, we will incorporate demand response operations and maintenance training into the Training Academy. Finally, we will launch the Maintenance Apprenticeship Program, with the aim of graduating 10 students in Vehicle Maintenance.

### **Technology**

We will place 81 new electric buses into service and transition bus maintenance operations to a fully electronic inspection system, making it a paperless operation.

## Bus Operations and Maintenance Organization



## Budget Changes

### Salaries and Benefits

Increase of \$734,008 due to FTE transfers to Demand Response Control and Call Center (1), Facilities Maintenance (1), Power Systems (1), Rolling Stock and Support Equipment (1); transfers from Demand Response Oversight (1), and Vanpool (3), and approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Increase of \$17,040,560 primarily from contractual changes of \$14,190,452 in Purchased Transportation. Increase of \$582,057 in Professional Services from project realignment and bringing the vehicle cleaning services in-house. Utilities increase of \$1,785,828 primarily for additional electricity needed to power battery electric buses. Lease/Rentals increase of \$1,155,996 for leasing of non-revenue vehicles. Increases partially offset by a \$738,941 decrease in Materials and Supplies from refinement in the maintenance materials forecast calculation and a \$389,374 decrease in Other Expenses related to dues, subscriptions, and travel activities. Fuel costs are projected at an average cost per gallon with taxes of \$2.75 for FY2025, an increase of \$0.15 per gallon compared to FY2024 budget.

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	Var \$ FY2025 vs. FY2024	Var % FY2025 vs. FY2024
Salaries and Benefits	\$11,509,222	\$13,299,083	\$13,356,913	\$14,033,091	\$734,008	5.5 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>11,509,222</b>	<b>13,299,083</b>	<b>13,356,913</b>	<b>14,033,091</b>	<b>734,008</b>	<b>5.5 %</b>
Professional Services	8,952,373	15,048,624	16,275,857	15,630,681	582,057	3.9 %
Fuel and Fluids	11,188,329	12,049,654	13,282,722	12,102,196	52,542	0.4 %
Materials and Supplies	16,267,087	14,851,180	13,819,176	14,112,239	(738,941)	(5.0)%
Utilities	139,242	7,200	209,904	1,793,028	1,785,828	24,803.2 %
Insurance	-	-	-	-	-	N/A
Purchased Transportation	125,053,199	121,495,169	138,402,046	135,685,621	14,190,452	11.7 %
Other Expenses	305,259	613,204	392,200	223,830	(389,374)	(63.5)%
Lease/Rentals	37,004	42,000	120,000	1,599,996	1,557,996	3,709.5 %
Other Reconciling Items	(164,515)	-	7,330	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>161,777,977</b>	<b>164,107,031</b>	<b>182,509,235</b>	<b>181,147,591</b>	<b>17,040,560</b>	<b>10.4 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$173,287,199</b>	<b>\$177,406,114</b>	<b>\$195,866,148</b>	<b>\$195,180,682</b>	<b>\$17,774,568</b>	<b>10.0 %</b>

## Business Center

### Functions and Responsibilities

The Business Center Department, administered by a service provider, provides administrative support services to CapMetro and our service partners, including printing, copying, special projects assigned, courier services throughout our sites, assisting with onsite events, conference room set-ups at the east Austin campus buildings, delivery of lost and found items to the Transit Store, mail, and FedEx delivery services through our contracted solution.

### FY2024 Achievements

#### Workforce Goals

##### **Enhancing Service Efficiency and Communication**

This year, we significantly enhanced the Business Center's services and communication platform, providing increased visibility and transparency for our offerings across CapMetro. In our commitment to excellent customer service for our internal staff, we revamped the central SharePoint 'services' site to create a more efficient and user-friendly experience. This revamped site serves as a one-stop shop for all business center needs, enabling staff to easily log into the 'Services' section and navigate with intuitive tools to find what they need from the Business Center. Additionally, we established quarterly Business Review and Performance Metrics meetings through FY2024 to ensure we consistently meet the Agency's needs and maintain a high quality of service. As part of our ongoing commitment to prioritizing the concerns of our Agency's needs, we conducted a comprehensive customer-based survey in February 2024, targeting all CapMetro staff to identify and address challenges experienced by our internal customers, including response times, communication, and follow-up processes. The service provider leadership team thoroughly reviewed the survey responses and compiled a detailed findings report, which was presented to CapMetro in May 2024, incorporating insights from our Marketing leader and contracts administrator and during our Quarterly Business Review for Q1-Q2. Additionally, we enhanced our online service "work request ticket" system on our internal website and provided "how to" guidelines to assist new staff or those unfamiliar with the services the Business Center offers.

##### **Comprehensive Tracking and Customer Service**

In FY2024, we focused on implementing and tracking Canon Business Services across our sites, managing the transitions during closures and openings throughout the year. With many construction phases underway, we recognized the importance of efficiently moving copiers, printers, and mail services while tracking support needs across new sites. To address this, we developed a comprehensive tracking system that detailed service needs and closely collaborated with the Information Technology and Capital Construction, Engineering and Design departments to understand site-specific requirements. We also gained valuable insights from our internal customers regarding their ongoing needs, particularly for copier equipment and courier services, and proactively monitored these needs to ensure satisfaction through FY2025. Additionally, we maintained a detailed copier inventory log to optimize copier placement based on floor versus departmental needs, ensuring efficient use of resources.

### FY2025 Projects

#### Organizational Effectiveness Goals

##### **Enhancing Growth and Service Excellence**

In FY2025, our project will focus on identifying the growing needs of CapMetro to ensure that the Business Center team can keep pace with our expansion while providing excellent customer service and response times. We will evaluate the Business Review and performance of the Canon Business Center, offering guidelines on successful strategies, areas needing improvement, and potential enhancements for FY2025.

These meetings will also involve reviewing survey action plans and delivering results. Additionally, we aim to identify opportunities to improve communication and engagement with both the workforce and the Business Center Team.

### Service Accessibility

We will continue improving our central website for services, focusing on enhancing customer support for our mail center and FedEx Center. This includes making our FedEx handling, packaging, and shipment services more visible and accessible to the entire agency. We will review the mail center at 2910 E. 5<sup>th</sup> Street through walkthroughs with the team to ensure it is fully stocked with FedEx supplies and handling equipment for mail and certified mail. We will also continue to promptly monitor and address any challenges internal customers face, ensuring quick response times and accountability from the Business Center service provider team. Additionally, we will collaborate with Capital Construction, Engineering and Design to integrate Business Center facilities and services into new office locations.

## Budget Changes

### Other Expenses

Budget to stay neutral as contracts will not change.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$259	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>259</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
Professional Services	241,805	222,456	222,456	222,456	-	-
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	18,601	27,288	27,288	27,288	-	-
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	689	-	-	-	-	N/A
Lease/Rentals	82,863	129,996	129,996	129,996	-	-
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>343,958</b>	<b>379,740</b>	<b>379,740</b>	<b>379,740</b>	<b>-</b>	<b>-</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$344,217</b>	<b>\$379,740</b>	<b>\$379,740</b>	<b>\$379,740</b>	<b>\$ -</b>	<b>-</b>



## Capital Construction and Facility Management

### Functions and Responsibilities

Capital Construction and Facility Management is one of two new departments split from the Capital Design and Construction Department. It provides project controls support for the scope, schedule, budget, risk and quality related to the implementation of capital projects, including the federal requirements associated with federally funded grant projects.

### **FY2024 Achievements**

Organizational Effectiveness Goal

#### **Enhanced Project Delivery**

The agency's scheduling practices were strengthened by developing schedule assessment criteria and providing dashboards for the project team to monitor schedule quality. Additionally, we developed schedule specifications for inclusion in construction contracts, enhancing the contractor schedule submission process. We expanded the workforce by hiring key positions such as document control and developed a document management plan to ensure better organization and easier retrieval of department and project records. Furthermore, we provided project controls support on federally funded projects.

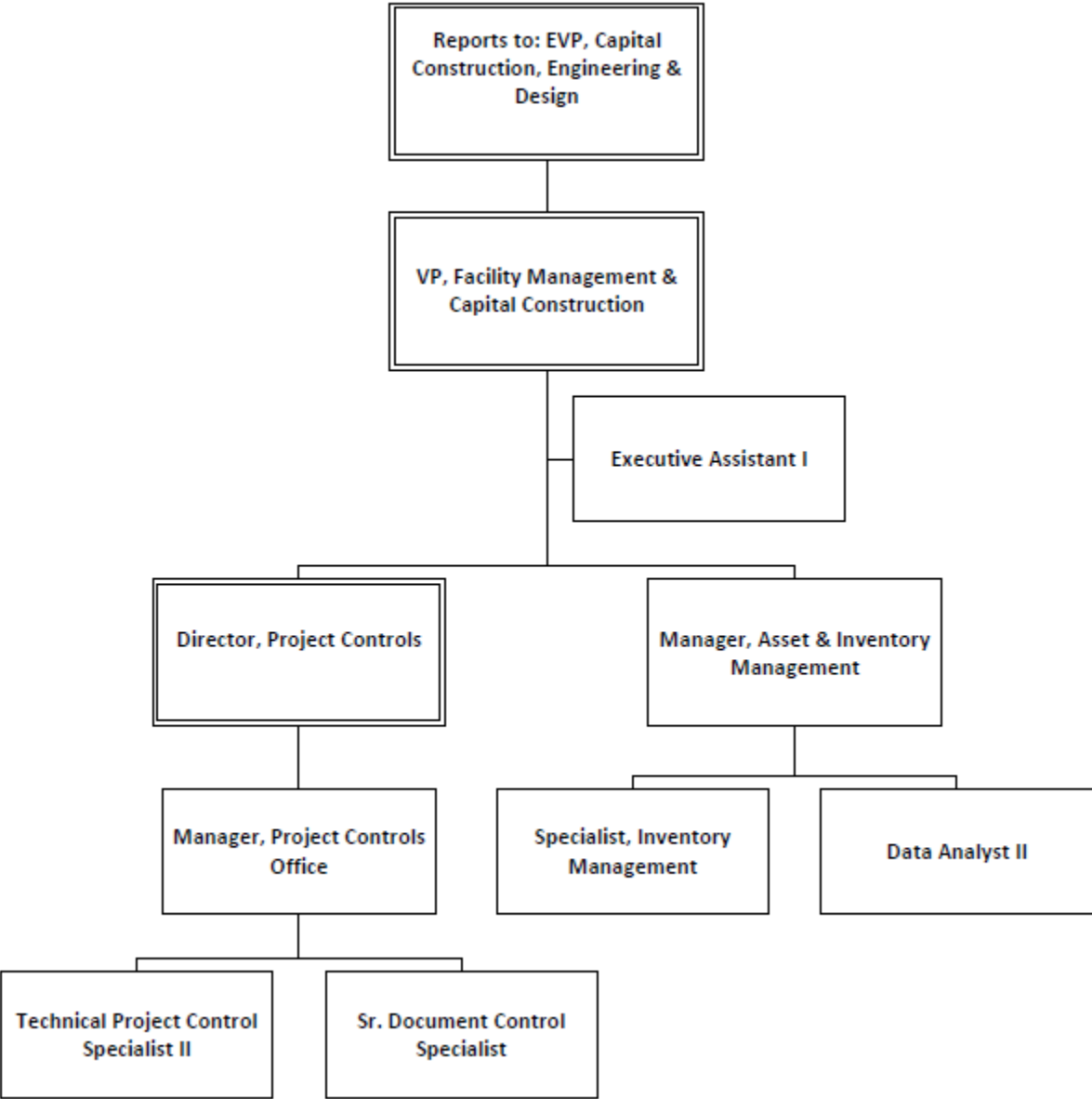
### **FY2025 Projects**

Organizational Effectiveness Goal

#### **Provide Project Controls Support**

Collaborate with agency stakeholders to ensure the new schedule specifications are incorporated into agency contracts. Additionally, training will be provided on the document management plan and procedures.

## Capital Construction and Facility Management Organization



## Budget Changes

### Salaries and Benefits

The budget includes \$1,189,528 for staff transferred from the activity realignment split of the Capital Design and Construction Department and approved performance-based pay increase to become effective in January 2025.

### Other Expenses

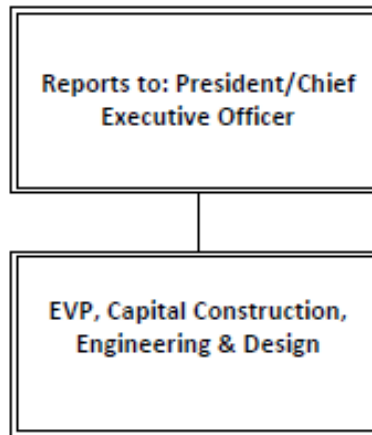
The budget mainly includes travel related to seminars, conferences and registrations in Other Expenses.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$ -	\$ -	\$ -	\$1,189,528	\$1,189,528	N/A
<b>TOTAL SALARIES &amp; BENEFITS</b>	-	-	-	<b>1,189,528</b>	<b>1,189,528</b>	<b>N/A</b>
Professional Services	-	-	-	100	100	N/A
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	-	-	1,356	1,356	N/A
Utilities	-	-	-	2,160	2,160	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	-	-	-	17,826	17,826	N/A
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	-	-	-	<b>21,442</b>	<b>21,442</b>	<b>N/A</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$1,210,970</b>	<b>\$1,210,970</b>	<b>N/A</b>

## Capital Construction, Engineering and Design Functions and Responsibilities

The Capital Construction, Engineering, and Design (CCED) department, led by the Executive Vice President of CCED, oversees the following departments: Capital Construction and Facility Management, Capital Design and Construction, Facilities Maintenance, Facility Design and Construction, Facility Programming and Management, Power Systems, Real Estate and Facility Planning, Rolling Stock and Support Equipment, and Systems Engineering & Designs.

### Capital Construction, Engineering and Design Organization



## Budget Changes

### Salaries and Benefits

Increase of \$11,084 due to approved performance-based pay increase to become effective in January 2025.

### Other Expenses

No significant difference.

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	Var \$ FY2025 vs. FY2024	Var % FY2025 vs. FY2024
Salaries and Benefits	\$ -	\$288,580	\$288,580	\$299,664	\$11,084	3.8 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>-</b>	<b>288,580</b>	<b>288,580</b>	<b>299,664</b>	<b>11,084</b>	<b>3.8 %</b>
Professional Services	-	765,500	315,500	770,640	5,140	0.7 %
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	-	18,250	18,250	15,500	(2,750)	(15.1)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>783,750</b>	<b>333,750</b>	<b>786,140</b>	<b>2,390</b>	<b>0.3 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ -</b>	<b>\$1,072,330</b>	<b>\$622,330</b>	<b>\$1,085,804</b>	<b>\$13,474</b>	<b>1.3 %</b>

# Capital Design and Construction

## Functions and Responsibilities

The Capital Design and Construction Department is responsible for Program/Project Management for the environmental due diligence, engineering design and construction of all capital projects pertaining to the bus and rail transit infrastructure. This includes local bus stops, CapMetro Bikeshare, CapMetro Rapid, battery electrical bus (BEB) charging infrastructure, rail stations, rail track infrastructure and railroad bridges. Responsibilities include managing scope, schedule, budget, risks and change management and compliance, and coordination with the Federal Transit Administration and Federal Railroad Administration for all the federally funded projects.

## FY2024 Achievements

### Organizational Effectiveness Goals

#### **Transit Service Infrastructure Program**

The Transit Service Infrastructure Program has successfully completed 30 bus stop construction projects and three additional upgrades for bus stop amenities. Additionally, 20 bus stops have undergone rebranding upgrades. The program also achieved 100% design completion for the 4th & Sabine Rail/Bike/Pedestrian Crossings project and initiated its construction. Moreover, one CapMetro Bikeshare infrastructure site extension was completed.

#### **CapMetro Rapid Program**

The CapMetro Rapid Program has made significant progress, with land acquisition and permitting completed for both the Expo Center Park & Ride and Goodnight Ranch Park & Ride, followed by the initiation of construction at these sites. The program also prepared and submitted a Project Completion Plan and a Small Starts Grant Agreement contract amendment to the FTA, which included updated program scope, schedule, and budget documentation. Approximately \$2.5 million in infrastructure improvements associated with Rapid station construction were completed in collaboration with the City of Austin. Furthermore, the program remained in compliance with Federal Transit Administration (FTA) requirements, including submitting monthly status reports, holding quarterly meetings, and transmitting hundreds of requested documents to the FTA and the FTA Project Management Oversight Consultant (PMOC).

#### **Battery Electric Bus Charging Infrastructure**

The Battery Electric Bus Charging Infrastructure initiative has made significant advancements, completing the design for the Battery Electric Bus Infrastructure at the 2910 E. 5th Street Project and subsequently initiating construction. Additionally, the project achieved 100% design completion for the Battery Electric Bus Infrastructure at North Ops project, followed by the commencement of construction.

#### **Rail Transit Infrastructure Projects**

The Rail Transit Infrastructure projects have achieved several key milestones. The McKalla Double Track and Drainage Improvements, spanning 1.25 miles with four quiet zone crossings and a shared-use path from Braker Lane to the station platforms, have been completed. Additionally, the McKalla Station construction was finished, featuring two side platforms and an event platform for game days, with accessible connections from adjoining areas and a visible artwork mosaic from Delta Drive. The project also reached 30% design completion for the Onion Street to Austin Wye double-track project, including the redevelopment of the Saltillo Station, and secured a \$17.7 million RAISE Grant. Furthermore, the 100% design for the Brushy Creek Bridge Walkway project was completed. The FRA Annual Audit for the Walnut Creek Bridge project was successfully completed, and the Safety & Security Certification for the State of Good Repair bridge replacement program elements was finalized in FY2024.

## FY2025 Projects

### Organizational Effectiveness Goals

#### **Transit Service Infrastructure Program**

The Transit Service Infrastructure Program plans to complete the construction of 50 bus stops in collaboration with the City of Austin and install solar lighting at 50 bus stops. Additionally, 25 bus stop shelters, along with related amenities, will be installed. The program will also complete rebranding at 40 bus stops and finalize the construction of the 4th & Sabine Rail/Bike/Pedestrian Crossing project. Moreover, the construction of 20 CapMetro Bikeshare sites will be completed, and ADA improvements will be made at 50 bus stops and two transit facilities.

#### **CapMetro Rapid Program**

The CapMetro Rapid Program aims to complete the construction of the remaining stations, shelters, and Park & Rides at Expo Center and Goodnight Ranch. The program aims to accomplish significant progress toward implementation of on-route charging infrastructure and other items necessary to reach completion of all grant-funded activities in FY2026. Additionally, the program will collaborate with the Strategic Planning Department on the Transit System Master Plan, which addresses ridership and customer needs, to be realized through the Project Connect Rapid program.

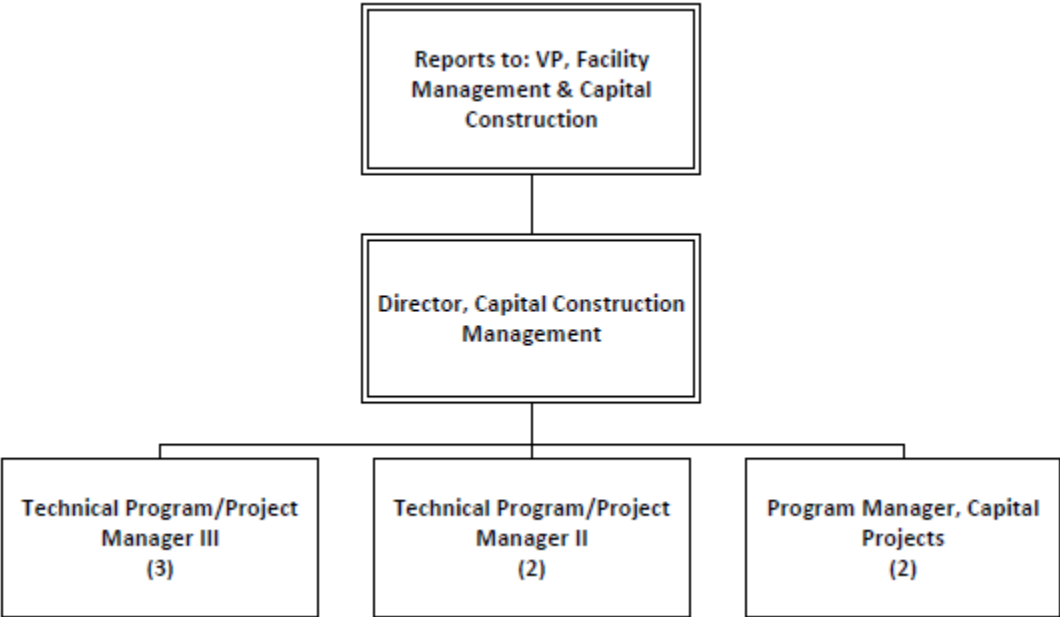
#### **Battery Electric Bus Charging Infrastructure**

The Battery Electric Bus Charging Infrastructure initiative will focus on completing the Battery Electric Bus Charging Infrastructure at 2910 E. 5th Street. Additionally, the construction of the grant-funded Battery Electric Bus Charging Infrastructure at the North Operations (NOPS) Facility will begin; once completed, the project will feature a canopy and solar panels.

#### **Rail Transit Infrastructure Projects**

The Rail Transit Infrastructure projects will achieve several key milestones in the upcoming year. These include completing the 100% engineering design and initiating the construction bid for the double track and Plaza Saltillo Station platforms between Onion Street and Austin Wye. The Bridge Span Replacement project at Milepost 52.44 will be closed out, and construction of the 4th & Sabine Rail/Bike/Pedestrian Crossing will be completed. Additionally, construction will begin on the Broadmoor Rail Station and Double Tracking project. The Railroad Shoofly and Railroad Bridge design at Airport & I-35 will be coordinated with TxDOT as part of the I-35 expansion project, along with the design of the Railroad Bridge at 4th Street & I-35. The design and construction of a T-Ramp entrance into the Tech Ridge Park & Ride on I-35 will also be coordinated with TxDOT. Lastly, the relocation of Downtown Station rail system infrastructure will be coordinated in line with the Convention Center redevelopment project

## Capital Design and Construction Organization





## Budget Changes

### Salaries and Benefits

Decrease of \$1,176,818 from staff transferred to create two new departments for activity realignment: Capital Construction and Facility Management, and Facility Design and Construction, partially offset by the approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$60,905 due to project and travel expenses transferred to the two new departments.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$1,949,088	\$2,476,203	\$2,313,203	\$1,299,385	(\$1,176,818)	(47.5)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,949,088</b>	<b>2,476,203</b>	<b>2,313,203</b>	<b>1,299,385</b>	<b>(1,176,818)</b>	<b>(47.5)%</b>
Professional Services	134,282	145,680	308,680	129,153	(16,527)	(11.3)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	402	81,130	81,130	69,600	(11,530)	(14.2)%
Utilities	1,240	4,800	4,800	2,400	(2,400)	(50.0)%
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	50,435	56,071	56,071	25,623	(30,448)	(54.3)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	38,303	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>224,661</b>	<b>287,681</b>	<b>450,681</b>	<b>226,776</b>	<b>(60,905)</b>	<b>(21.2)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,173,749</b>	<b>\$2,763,884</b>	<b>\$2,763,884</b>	<b>\$1,526,161</b>	<b>(\$1,237,723)</b>	<b>(44.8)%</b>

## Child Care and Learning Center

### Functions and Responsibilities

The Capital Metro Child Care and Learning Center opened July 31, 2006. It is operated by Bright Horizons Family Solutions through a contract with CapMetro. The center provides a high-quality child development environment to the families of CapMetro, service contractors and the community.

### FY2024 Achievements

Workforce and Organizational Effectiveness Goals

#### Childcare Assistance and Staff Engagement Efforts

The Childcare and Learning Center provided a valuable benefit to families of staff through a nationally accredited early learning program. This benefit has contributed to the recruitment and retention of talent with expertise in planning, information technology, legal and other fields. In 2024, CapMetro earned the Best Place for Working Parents Award based on our staff member benefits programs, including the on-site childcare center.

The changing needs of our workforce due to multiple work locations, home locations, and non-traditional work hours for our front-line staff prompted CapMetro to conduct a childcare needs assessment to determine childcare benefits to serve a broader workforce population. Due to significant outreach efforts, over 450 staff members responded to the survey. The survey results will be used to design future childcare assistance benefits.

In addition, we created an internal Childcare Assistance Group to facilitate communications and engagement with the workforce on the value of childcare benefits.



#### Optimizing Childcare Center Operations

Through the request for proposal and contract negotiation process, the approach to the childcare center cost and offsetting tuition was changed to transfer the risk for tuition collection from CapMetro to the contractor. CapMetro engaged a childcare operations expert to assess the current center operations and guide an alternatives assessment process to address the subsidy paid by CapMetro.

### FY2025 Projects

Workforce and Community Goals

#### Future Childcare Benefits

We will contemplate including a childcare stipend that eligible CapMetro and service contractor staff members can access to pay for childcare that best meets their family's needs.

#### Supporting Staff and Community

While CapMetro's focus on childcare services will be on meeting the needs of our current and future workforce, we also want to remain a community partner in addressing the lack of high-quality childcare. We will continue to seek partnerships in which CapMetro can play a role while being a fiscally responsible steward of public funds.

## Budget Changes

### Salaries and Benefits

Increase of \$302,480 due to change in contract terms with childcare service provider which will potentially include a childcare stipend for eligible CapMetro and service contractor staff members effective April 2025.

### Other Expenses

Decrease of \$1,003,461 in Professional Services due to moving to fixed price contract with service provider which will no longer include a revenue component that offsets the related expenses and reduction in the amount of CapMetro subsidy for child care center operations.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$ -	\$ -	\$ -	\$302,480	\$302,480	N/A
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>302,480</b>	<b>302,480</b>	<b>N/A</b>
Professional Services	1,176,446	1,272,153	911,632	268,692	(1,003,461)	(78.9)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	5,000	5,000	5,000	-	-
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	-	-	-	-	-	N/A
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>1,176,446</b>	<b>1,277,153</b>	<b>916,632</b>	<b>273,692</b>	<b>(1,003,461)</b>	<b>(78.6)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,176,446</b>	<b>\$1,277,153</b>	<b>\$916,632</b>	<b>\$576,172</b>	<b>(\$700,981)</b>	<b>(54.9)%</b>

## Community Engagement Functions and Responsibilities

The Community Engagement Department builds trust by meaningfully collaborating with our community in decision-making, serving as the agency's primary liaison with community groups and organizations, and managing programs to facilitate engagement with CapMetro.

### FY2024 Achievements

Community, Customer, and Organizational Effectiveness Goals

#### Unhoused Transit Pass

CapMetro collaborates with local providers to offer a pass that benefits our community at no cost to eligible riders. This partnership seeks to improve mobility, access to vital services and community connections for people experiencing homelessness or housing insecurity, who are also enrolled and receiving services through the Austin/Travis County coordinated homelessness response system. The HMIS (Homeless Management Information System) Pass became available in October 2023, and CapMetro continues refinement of the pass to ensure alignment with program parameters and support of the community.

By developing a community-led program with about 30 social service providers and organizations, we have been able to work collaboratively to spread out resources and reach clients and the community as they receive and seek other resources. Furthermore, leveraging current technology and existing community programs, such as Transit Empowerment Fund, has allowed us to enhance accessibility and connectivity for our riders, furthering our mission to provide efficient transportation solutions.

#### CapMetro Art

CapMetro has become more rooted in the local Austin arts community with year-long community engagement via CapMetro Art, which for FY2024 included Art on the Bus in partnership with Creative Action; diversity, equity and inclusion bus wraps in partnership with MAS Cultura which traversed the city displaying art from local artists; and the creation of the largest mosaic mural for CapMetro at McKalla Station. This initiative aligns with the agency's Community and Workforce strategic goals.

#### Art On The Bus

This program engaged with four diverse school districts in CapMetro's Pickup zones: Austin ISD, Manor ISD, Del Valley ISD, and Leander ISD. Through this initiative, the aim is to cultivate a generation of lifelong riders while fostering awareness of CapMetro among a young audience. A sustainability curriculum was integrated into fourth-grade art classes, offering students a creative introduction to environmental awareness. This year's curriculum theme, "How do you envision yourself or your community in 10 years," made a connection and introduction to CapMetro's Transit Plan. We also paired the selected school with CapMetro services being launched. One of the selected schools, Houston Elementary, is located within the Dove Springs service area, so we opted for wrapping their Pickup vehicle instead of a full-size bus. This helped build the excitement and make the connection with the new service in their neighborhood. Each participating school had 6 to 8 winners, highlighting the students' enthusiasm and engagement. Moreover, the initiative extended its impact beyond the classroom, involving students, families, teachers, superintendents, media, and the wider community, thus creating a collaborative network committed to sustainability education and action.

#### DEI Bus Wraps

There were seven bus unveilings. These events provided a platform to support local artists, allowing them to engage with community members while celebrating diversity, equity, and inclusion. Hosting the unveilings at CapMetro sites and opening them to staff participation has fostered internal engagement and collaboration. This approach has strengthened our relationships and built trust with the community and

stakeholders in attendance. This engaged over 250 individuals, including representatives from minority chambers, the Austin community, riders, and elected officials, creating valuable opportunities for dialogue and community involvement.

### **McKalla Mural**

The McKalla mural became the first project under the CapMetro Art program for a rail station. The program engaged more than 500 people through a community-led design process and participation. On the unveiling day, more than 4,500 customers visited the station, and this permanent mosaic will continue to engage the community season after season for many years to come.

### **Dove Springs Pickup Zone**

CapMetro successfully launched the Dove Springs Pickup zone on January 14, 2024, marking a significant milestone in our mission to enhance transportation accessibility for the community.

To engage current and future Pickup customers in the area, the team participated in extensive community outreach guided by the Pickup Dove Springs Public Involvement Plan. Through 16 community meetings, 402 individual engagements, distribution of 12,000 postcards, 133 survey responses, and collaboration with six community-based organizations, the team garnered valuable feedback and insights from stakeholders. Working closely with Austin City Council Member Vanessa Fuentes, who represents District 2, ensured that community voices were heard and incorporated into the final design of the Pickup zone.

The culmination of these efforts was celebrated at the George Morales Dove Springs Recreation Center on January 26, 2024, where community leaders and transit riders gathered for a ceremony and tour of the new zone. Partnerships with key community organizations such as Austin Lighthouse - Travis Association for the Blind, La Mexicana Supermercado, and Widen Elementary were highlighted, showcasing the collaborative spirit of the project.

Since its opening, the Dove Springs Pickup zone has experienced strong ridership levels, growing faster than any other CapMetro Pickup zone. It's served the most daily riders in any zone, reaching a single day record of 129 riders, a milestone that has taken other zones a year to reach. This achievement reflects our commitment to providing accessible and efficient transportation solutions that benefit our customers and the entire community.

## **FY2025 Projects**

Community, Customer, and Organizational Effectiveness Goals

### **Transit Plan**

Our goal is to engage a broad and diverse cross-section of the community in the development and refinement of the long-range transit plan to ensure it meets the needs and preferences of current and future users. Community Engagement & Public Involvement will be focused on building upon the successes of FY2024 through the following objectives:

- Increase public awareness, participation, and feedback on the proposed long-range transit plan through targeted outreach and engagement strategies.
- Leverage relationships and community partners to collaborate and connect with their networks, leverage their events, and create new long-term relationships.

We have established KPIs to measure our progress, including achieving participation from at least 1,000 community members in public meetings, workshops, and surveys throughout the planning process. We aim to ensure that participant demographics mirror our riders' diversity, with no demographic group being underrepresented by more than 10% compared to their share as customers. Additionally, we seek to collect a minimum of 500 pieces of actionable feedback that directly influence plan modifications and ensure awareness across all service areas, including member cities. We also strive to achieve a stakeholder

satisfaction rate of 80% or higher in post-engagement feedback surveys regarding the process and outcomes.

To achieve these objectives, we utilize various tools, including community partnerships, community connectors, focus groups & workshops, targeted tailored engagement, deep cross-functional teamwork, ridership data analytics and synthesizing, community feedback, and new technology.

Our expected outcomes include informed decision-making, where public feedback improves and refines the transit plan to better meet community needs. We also aim to increase transparency, ensuring the community feels well-informed and involved, thereby enhancing trust in the transit agency. Stronger community support for the transit plan will facilitate easier implementation and funding, while establishing a sustainable framework for continuous public involvement promotes collaborative relationships in the long term.

### **Public Safety Subcommittees**

Provide a reliable and safe transit service under the Safety & Emergency Management Agency Priority and further strengthen agency trust and perception with our community, especially key stakeholder groups in the public safety space. Community Engagement and Public Involvement will be focused on building upon the success of FY2024 through the following objectives:

- Create various public participation opportunities to support the targets and goals of transit public safety.
- Leverage partnerships and relationships, drawing on their experience and knowledge to support the development of our new Transit Police Department as well as the Public Safety and Emergency Management Department.

Our KPIs involve developing subcommittees stemming from our Public Safety Advisory Committee and providing several opportunities for community feedback to aid in the community decision-making process for a successful police department launch. Our target is to engage the community throughout the development phases of the public safety program, including Texas Commission on Law Enforcement (TCOLE) Accreditation by Fall 2024, police officer hiring by Spring 2025, and the implementation of the Transit Police Department.

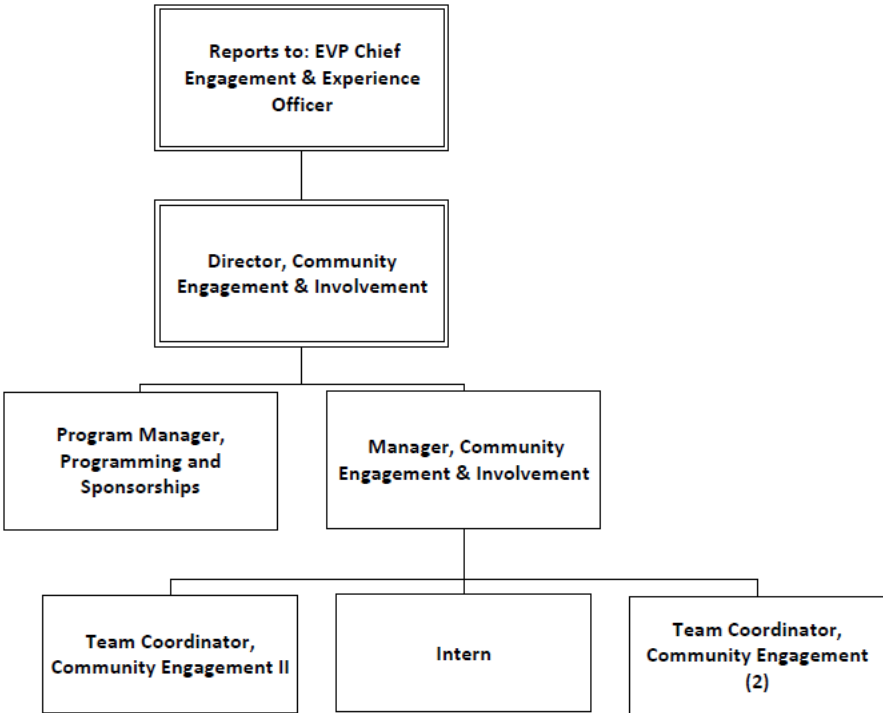
We will utilize community partnerships, deep cross-functional teamwork, data analytics and synthesizing, and community feedback to achieve our objectives. The expected outcome is to fully launch the third part of the public safety program through ongoing public participation opportunities, activations, and stakeholder engagement.

By developing a community-led program with about 30 social service providers and organizations, we have worked collaboratively to distribute resources and reach clients and the community as they seek other resources.

### **Sponsorships**

Community Engagement will contribute to our strategic goal of establishing agency trust, presence, and reputation through sponsorships that advance CapMetro's mission, vision, and strategic initiatives. These efforts will promote ridership, enhance new or existing services, and improve brand perception. By sponsoring and strengthening relationships with over 60 organizations, including chambers of commerce, nonprofits, civic groups, and youth development programs, we aim to engage the community and stakeholders effectively. This engagement will facilitate conversation and feedback on the transit system while fostering conversations to improve regional mobility. Leveraging these relationships, we will develop opportunities to involve the community in CapMetro's various initiatives and projects, such as the Transit Plan, Public Safety, Title VI, Pick Up Service, MetroBike, RFID, and CapMetro Access.

# Community Engagement Organization



## Budget Changes

### Salaries and Benefits

Increase of \$11,577 due to approved performance-based pay increases to become effective in January 2025.

### Other Expenses

Decrease of \$96,308 driven by a decrease in Professional Services of \$114,556 primarily due to the completion of the community survey. Offset by an increase of \$35,040 in Other Expenses for special event support and sponsorships.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$533,738	\$659,332	\$659,332	\$670,909	\$11,577	1.8 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>533,738</b>	<b>659,332</b>	<b>659,332</b>	<b>670,909</b>	<b>11,577</b>	<b>1.8 %</b>
Professional Services	616,828	990,496	1,135,097	875,940	(114,556)	(11.6)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	44,205	73,392	78,470	57,992	(15,400)	(21.0)%
Utilities	1,540	4,476	4,283	5,280	804	18.0 %
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	89,707	103,267	87,504	138,307	35,040	33.9 %
Lease/Rentals	1,276	4,476	-	2,280	(2,196)	(49.1)%
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>753,556</b>	<b>1,176,107</b>	<b>1,305,354</b>	<b>1,079,799</b>	<b>(96,308)</b>	<b>(8.2)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,287,295</b>	<b>\$1,835,439</b>	<b>\$1,964,686</b>	<b>\$1,750,708</b>	<b>(\$84,731)</b>	<b>(4.6)%</b>



## 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, mobile app concerns, and answering general questions; along with responding to comments, complaints, 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 transit operations departments to quickly address service issues.

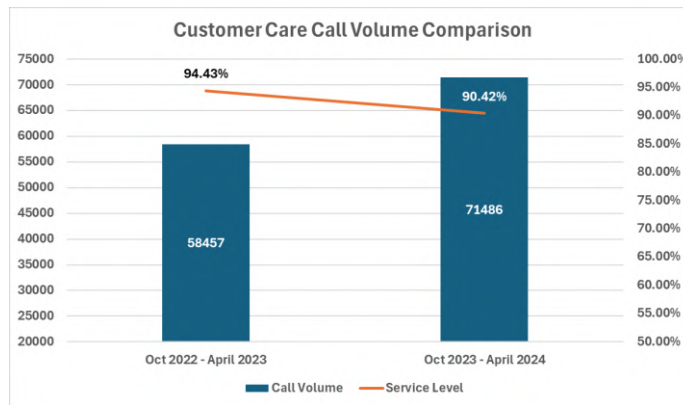
### FY2024 Achievements

Customer Goal

#### Enhancing Customer Response Times

Our goal was to maintain a high level of customer response time while being a fiscally responsible steward of public funds by achieving a service level performance of 80% or higher, even with increased volume.

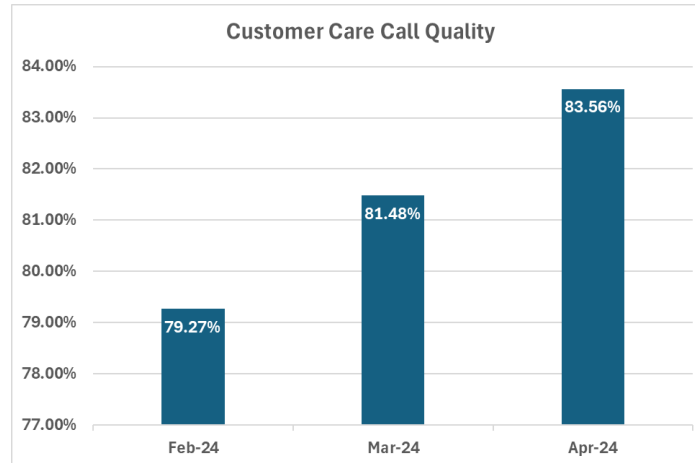
Customer Care was able to stay above 90% (90.42%) for service level (goal is 80% answered within 60 seconds), while call volume increased by 22% from October 2023 to April 2024 compared to that same period the year prior. This was due to an increased emphasis on accountability. Specifically, the monitoring and coaching of the front-line team as it pertained to overall productivity. The leadership team addressed outliers to reduce the amount of missed and returned-to-queue calls, along with ensuring the team followed their schedules to ensure we maximized phone coverage for customers contacting us. As a result, overall productivity increased by 19.29% during this period.



#### Improve Customer Experience

Our goal was to create a call quality scorecard to measure performance, with a target of achieving 80% call quality or higher.

Customer Care implemented a call quality assurance program in 2024 to provide a more elevated and consistent customer engagement experience, regardless of whom they talked to. This was done by identifying, then training the team on the specific soft skill behaviors needed and the accuracy of information provided to our customers. Customer Care has consistently increased overall quality in each of the first three months of implementation, with an overall average of 81.56%. This was accomplished by increased targeted coaching to specific areas of opportunity identified through the scoring. Leadership also developed a coaching documentation log to track those areas of opportunity and improvements made by each employee.



## FY2025 Projects

### Customer Goals

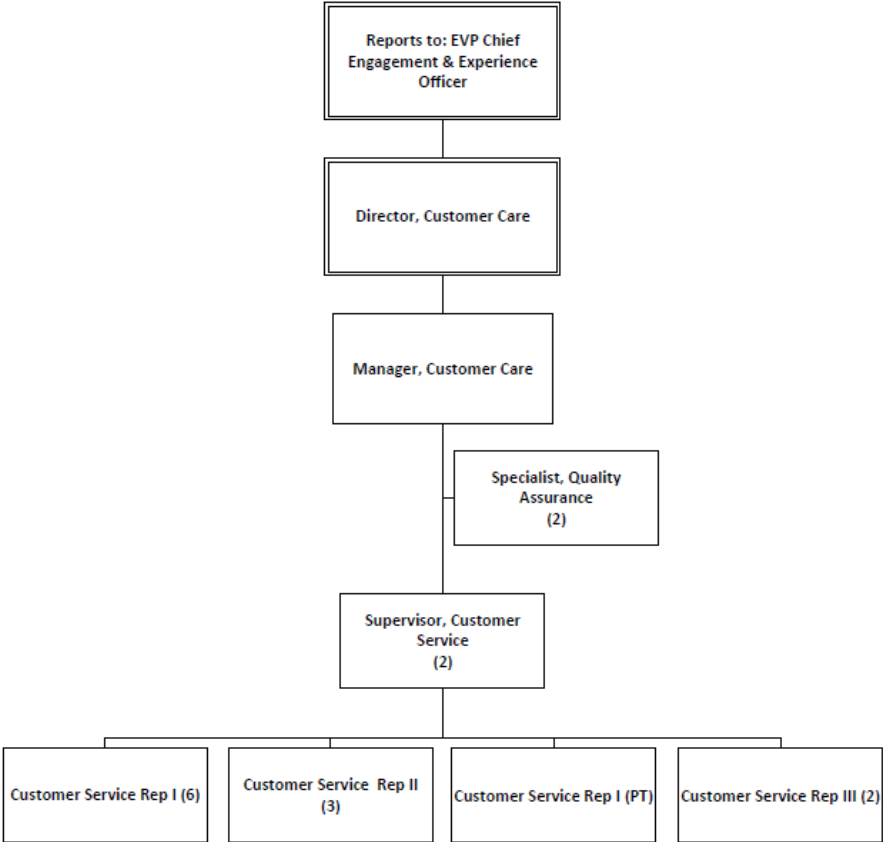
#### Streamlining Customer Care

Customer Care will be focused on transitioning CapMetro Bikeshare customer care interactions to the Customer Care Go-Line team. The objective is to align similar services like bus, rail, and bikeshare to ensure a consistent customer experience across all service modes. Planning is currently in progress and will continue throughout FY2025, with collaboration from IT, Demand Response, and Bus Operations departments. The expected outcomes include providing CapMetro Bikeshare customers with a uniform experience regardless of the service they inquire about and an increased volume for the Customer Care Go-Line team.

#### Enhancing Customer Efficiency

CapMetro will undertake a project to increase the use of new customer relationship management software as the primary tool for Customer Care. Planning for this initiative will commence in summer 2024, with ongoing collaboration and testing with IT throughout FY2025, culminating in a go-live date estimated by the end of FY2025. The project's objectives include reducing the number of tools utilized by the Customer Care team, enhancing email reporting on volume, response time, customer resolution, and productivity accountability, as well as initiating the construction of a comprehensive customer profile within the software to document all interactions with Customer Care.

## Customer Care Organization



## Budget Changes

### Salaries and Benefits

Increase of \$26,223 due to the change of 1 FTE from part-time to full-time and approved performance-based pay increases to become effective in January 2025.

### Other Expenses

Increase of \$1,933 due to contractual increases in Other Expenses for staff training.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$1,076,738	\$1,239,779	\$1,239,779	\$1,266,002	\$26,223	2.1 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,076,738</b>	<b>1,239,779</b>	<b>1,239,779</b>	<b>1,266,002</b>	<b>26,223</b>	<b>2.1 %</b>
Professional Services	3,340	6,800	5,300	6,800	-	-
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	573	2,872	1,472	3,000	128	4.5 %
Utilities	1,460	1,920	1,500	1,920	-	-
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	1,759	3,475	12,345	5,280	1,805	51.9 %
Lease/Rentals	24	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>7,157</b>	<b>15,067</b>	<b>20,617</b>	<b>17,000</b>	<b>1,933</b>	<b>12.8 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,083,895</b>	<b>\$1,254,846</b>	<b>\$1,260,396</b>	<b>\$1,283,002</b>	<b>\$28,156</b>	<b>2.2 %</b>

## Demand Response Control and Call Center Functions and Responsibilities

The Demand Response Control and Call Center Department is composed of the CapMetro Access and Pickup control and call center. The department provides real-time dispatch, scheduling, and advance trip reservations.

### FY2024 Achievements

Organizational Effectiveness Goals

#### Installed Scheduling and Dispatch Software

Successfully installed new scheduling and dispatching software for access services. This innovative approach to serving riders with disabilities earned CapMetro the Best of Texas Awards for Digital Transformation in the category of Best Application Serving the Public. With the launch of the new software, CapMetro Access has maintained the on-time performance of pickup window above the 92% goal.

#### Launched Dove Springs Pickup Zone

Successfully launched one of the fastest growing zones, Dove Springs on January 15, 2024. Ensured all vehicles and operators were ready for service by finding effective workarounds to equip the vehicles with the necessary tools and resources.

### FY2025 Projects

Organizational Effectiveness Goals

#### Enhance Chat Feature

Implement a web chat feature for CapMetro Access, enabling customers, particularly those with disabilities, to independently book, cancel, and check the status of their trips. This enhancement will provide hearing-impaired customers with an accessible way to interact directly with customer service and dispatch to manage their travel plans.

#### Enhance Scheduling and Dispatch Software

Continue working with the software vendor to enhance the scheduling and dispatch software to assist in improving the on-time performance of customer-booked appointment times. The goal is to increase the FY2024 rate from 88% to 92% while maintaining service efficiency.

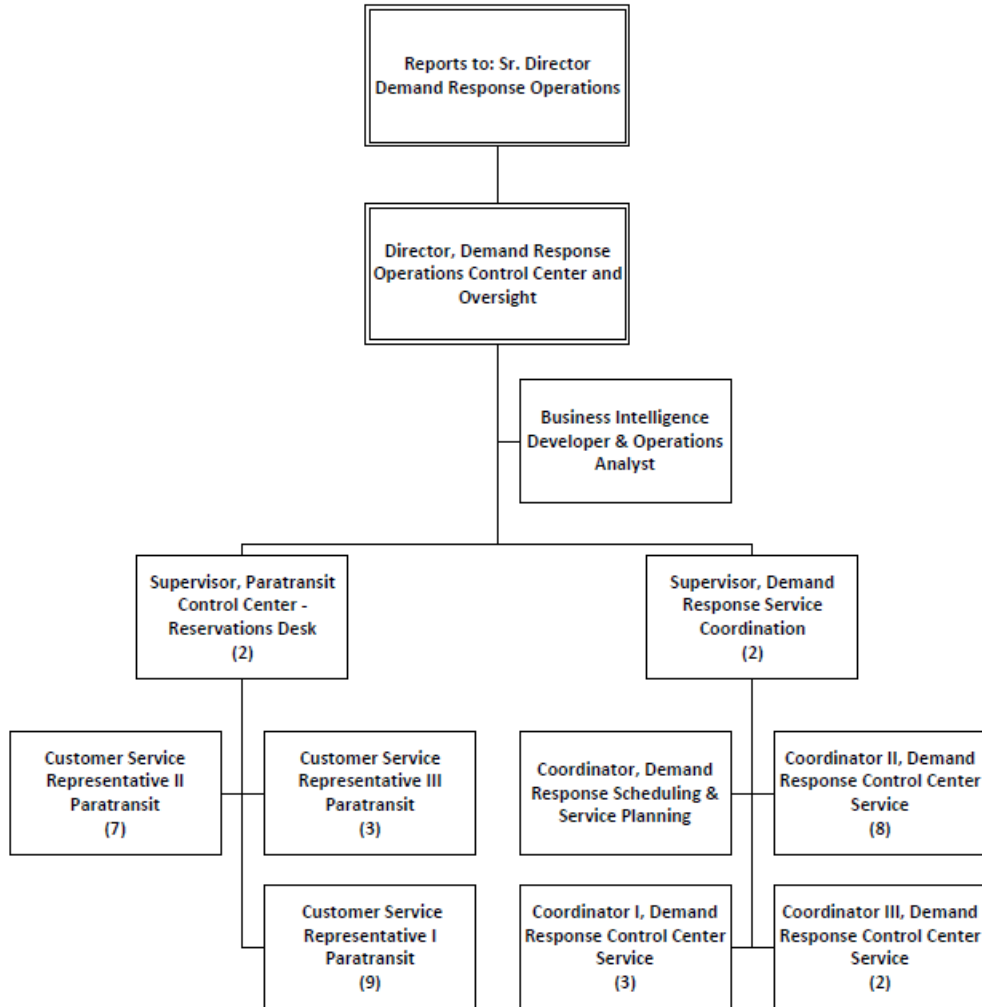
#### Implement Demand Response Model

Streamline on-road operations by implementing the new Demand Response contract model. Build a dedicated team and equip and train road supervisors with an app for real-time dispatching. This will improve response times across all locations. Additionally, develop a data-driven staffing formula to optimize crew size and ensure efficient service delivery.

#### Launch New Pickup Zone

Launch a new Pickup zone for Decker in January 2025. Identify, equip and ensure vehicles and operators are prepared for a successful start.

## Demand Response Control and Call Center Organization



## Budget Changes

### Salaries and Benefits

Increase of \$289,046 due to the addition of 1 FTE transferred from Bus Operations and Maintenance, 1 FTE transferred from Organizational Strategy and Projects and approved performance-based pay increases to become effective in January 2025.

### Other Expenses

Increase of \$10,480 primarily in Professional Services for temporary help to cover staffing shortages.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$2,235,515	\$2,298,559	\$2,461,652	\$2,587,605	\$289,046	12.6 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>2,235,515</b>	<b>2,298,559</b>	<b>2,461,652</b>	<b>2,587,605</b>	<b>289,046</b>	<b>12.6 %</b>
Professional Services	137,900	78,000	167,000	88,000	10,000	12.8 %
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	30	3,600	3,600	3,600	-	-
Utilities	500	-	-	480	480	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	1,695	8,795	8,795	8,795	-	-
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>140,124</b>	<b>90,395</b>	<b>179,395</b>	<b>100,875</b>	<b>10,480</b>	<b>11.6 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,375,640</b>	<b>\$2,388,954</b>	<b>\$2,641,047</b>	<b>\$2,688,480</b>	<b>\$299,526</b>	<b>12.5 %</b>

## Demand Response Oversight Functions and Responsibilities

The Demand Response Oversight Department oversees paratransit (CapMetro Access) and microtransit (CapMetro Pickup) service contractors. Costs related to contracted paratransit services compliant with the Americans with Disabilities Act (ADA) are budgeted in this department.

### FY2024 Achievements

Organizational Effectiveness Goals

#### **Service Provider Contract Renewal**

Provided input into drafting the scope requirements for the upcoming Access and Pickup operations contract. The dedicated contract evaluation team completed the evaluation process to determine the most suitable candidate and sets on track to initiate the contract as planned on January 1st, 2025.

#### **Completed Design Phase for North Base Facility**

Successfully achieved the target of completing the design plans to 100% for the 10805 Cameron Road facility. The design phase was finalized and approved, marking a significant milestone in the project. Selected the general contractor and acquired the necessary building permits, ensuring the project was on track for the subsequent construction and development phases.

### FY2025 Projects

Organizational Effectiveness Goals

#### **Create Parts & Inventory Storeroom**

This project, slated for completion by the end of FY2025, aims to establish a robust internal parts and inventory operation tailored for our demand response fleet. Starting January 2025, the initiative will ensure all necessary materials for repairing CapMetro Access and Pickup fleets are readily available. By project completion, it is expected to have seamless procurement and shipping pipelines in place, ensuring vehicle downtime never exceeds 30 days. The goal is to have all essential vendors established to facilitate timely maintenance and enable the vehicles to return to service swiftly.

#### **Transition to New Demand Response Operating Contract Model**

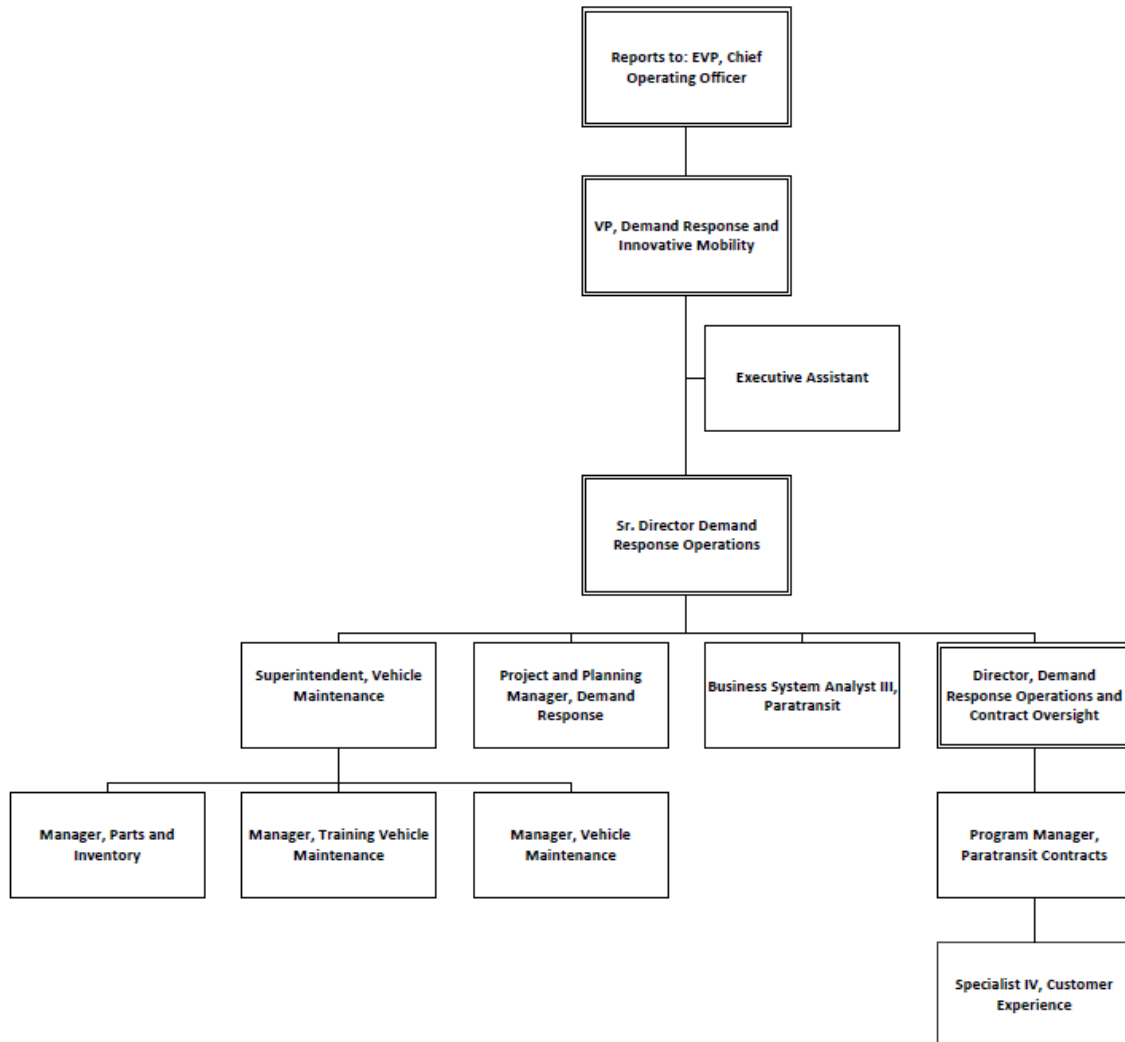
An upcoming project, scheduled for completion within the first year of the new contract with the service provider starting January 2025, aims to maintain and enhance service quality throughout the transition. By the end of FY2025, the objective is to ensure all Key Performance Indicators outlined in the contract are consistently met, ensuring compliance and exceeding service quality expectations. The service provider will efficiently manage responsibilities supported by CapMetro to ensure smooth operations and optimal service delivery.



## Select General Contractor for North Base Facility

The project for FY2025 focuses on advancing the construction of the North Base facility by approximately 30-40% and achieving an 80% completion milestone for the warehouse. This effort marks the initial phase of a three-year plan aimed at establishing and launching the new Demand Response North Base. By the end of FY2025, the goal is to ensure the facility and warehouse are sufficiently developed to maintain the targeted go-live date of July 2027.

## Demand Response Oversight Organization



## Budget Changes

### Salaries and Benefits

Increase of \$596,842 due to position reclasses; 0.65 FTE reallocation from the Microtransit and Bikeshare departments; and 5 total transfers from Safety (1), Bus Operations and Maintenance (1), Information Technology (2), and Strategic Planning and Development (1). These reallocations support the increased responsibility CapMetro has assumed for day-to-day operations under the new contracting model to commence in January 2025. The budget includes an approved performance-based pay increases to become effective in January 2025.

### Other Expenses

Increase of \$4,837,530 driven by \$3,367,962 in Purchased Transportation as a new contract moves away from a variable rate-driven cost model and into a passthrough labor-driven cost model. This changes the primary cost driver from vehicle service hours needs to labor needs. An increase of \$1,312,292 for Materials and Supplies due to the new contract model, which includes tires, parts, and towing. Fuel and Fluids increase of \$77,465 are projected at an average cost per gallon with taxes of \$2.75 for FY2025, an increase of \$0.15 per gallon compared to FY2024 budget.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$653,072	\$978,836	\$737,836	\$1,575,678	\$596,842	61.0 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>653,072</b>	<b>978,836</b>	<b>737,836</b>	<b>1,575,678</b>	<b>596,842</b>	<b>61.0 %</b>
Professional Services	7,682	34,000	10,000	78,531	44,531	131.0 %
Fuel and Fluids	1,662,638	1,600,231	1,606,268	1,677,696	77,465	4.8 %
Materials and Supplies	155,613	19,200	271,580	1,331,492	1,312,292	6,834.9 %
Utilities	960	3,840	3,840	5,976	2,136	55.6 %
Insurance	-	-	-	-	-	N/A
Purchased Transportation	37,874,309	40,764,164	40,725,494	44,132,126	3,367,962	8.3 %
Other Expenses	15,143	15,300	15,300	48,444	33,144	216.6 %
Lease/Rentals	83,904	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>39,800,249</b>	<b>42,436,735</b>	<b>42,632,482</b>	<b>47,274,265</b>	<b>4,837,530</b>	<b>11.4 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$40,453,322</b>	<b>\$43,415,571</b>	<b>\$43,370,318</b>	<b>\$48,849,943</b>	<b>\$5,434,372</b>	<b>12.5 %</b>

# Diversity, Equity and Inclusion

## Functions and Responsibilities

The Diversity, Equity and Inclusion Department focuses on the internal and external diversity, equity and inclusion (DEI) goals of CapMetro. 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.

### **FY2024 Achievements**

Customer and Community Goal

#### **DEI Initiatives**

We successfully executed DEI training sessions for our Senior Management Team and people managers. Furthermore, we initiated constructive dialogue with CapMetro stakeholders to advance the Title VI Plan and Language Assistance Plan (LAP) program, which included reviewing and monitoring transit services to ensure equity and compliance with the Title VI Plan. Additionally, we implemented a LAP aimed at enhancing understanding and accessibility for customers with limited English proficiency. These efforts underscore our commitment to fostering an inclusive environment and providing equitable services to all members of our community.

#### **Strategic Partnerships**

We successfully established and continued to nurture partnership opportunities with local organizations, enriching our collaborative network for mutual benefit. Moreover, we developed a plan to launch a small and minority business accelerator program aimed at enhancing participation in contracting opportunities and fostering economic empowerment within our community. These achievements reflect our ongoing commitment to diversity, equity, and inclusion, and our dedication to promoting a thriving and inclusive business environment.

### **FY2025 Projects**

Customer, Community, Organizational Effectiveness, and Workforce Goals

#### **Enhancing Transit Services**

Next year, we plan to focus on reviewing and monitoring transit services to ensure equity and compliance with our Title VI Plan. This initiative involves identifying areas for improvement and progress within our Language Assistance Plan to enhance understanding and accessibility for customers with limited English proficiency. Through this project, we aim to bolster our commitment to providing equitable services and fostering inclusivity within our community.

#### **DEI Partnerships**

We are committed to enhancing our Supplier Diversity and Title VI programs and continuing to develop our small and minority business accelerator program through the creation of a Business Development Program (BDP) in collaboration with a variety of organizations. Additionally, we aim to amplify the impact of our DEI Advisory Committee quarterly meetings by actively engaging with our community and soliciting their input on various company initiatives and strategic plans, including service changes, safety initiatives, and programs related to equal employment opportunity (EEO), Disadvantaged Business Enterprise (DBE), and Small Business Enterprise (SBE).

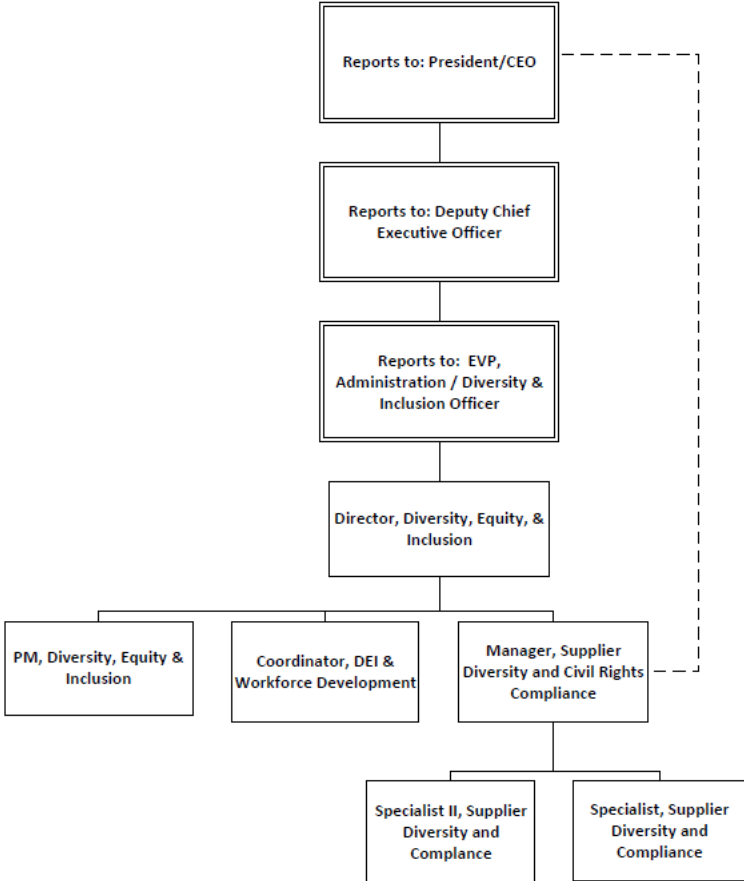
## **Implementing DEI Initiatives**

In our commitment to DEI, we are implementing a comprehensive set of initiatives aimed at measuring progress and ensuring compliance. Central to this effort is the introduction of a DEI scorecard, which will track key metrics such as workforce diversity, inclusivity climate surveys, and DBE/SBE participation rates. Regular reporting to management and the Board of Directors will uphold transparency and accountability. Additionally, we will conduct annual comprehensive compliance reviews for EEO, Title VI, and DBE programs, focusing on process improvement initiatives to ensure compliance. We are developing streamlined DEI processes and procedures aligned with Federal Transit Administration guidelines alongside recurring reporting mechanisms. Moreover, we are revising the DBE/SBE program and procedures for internal staff and external vendors while creating and reviewing a DEI manual for ongoing reports with the Legal Department. These efforts emphasize our dedication to fostering an inclusive and compliant organizational culture.

## **Fostering Inclusion through Advocacy and Training**

We strive for diversity at every level of our organization through representation and advocacy. It is vital that our team reflects the diversity of the community we serve through our Employee Resource Groups, partnership with People and Culture Department, and increase DEI focused communication and training. To foster an inclusive culture, we will continue to conduct regular DEI training and workshops for all staff members. These sessions will focus on understanding biases, cultural competence, and skills to promote inclusivity and equity in everyday interactions and decision-making processes.

## Diversity, Equity and Inclusion Organization



## Budget Changes

### Salaries and Benefits

Increase of \$17,628 due to approved performance-based increase to become effective in January 2025.

### Other Expenses

Decrease of \$30,805 driven by \$58,205 in Other Expenses related to transfer of sponsorships to Community Engagement Department and reduction in dues and subscriptions; offset by \$28,600 increase in Professional Services related to consultation fees and other services.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$417,503	\$627,028	\$627,028	\$644,656	\$17,628	2.8 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>417,503</b>	<b>627,028</b>	<b>627,028</b>	<b>644,656</b>	<b>17,628</b>	<b>2.8 %</b>
Professional Services	141,569	185,000	135,200	213,600	28,600	15.5 %
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	412	1,200	1,200	-	(1,200)	(100.0)%
Utilities	340	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	202,932	242,450	241,450	184,245	(58,205)	(24.0)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>345,252</b>	<b>428,650</b>	<b>377,850</b>	<b>397,845</b>	<b>(30,805)</b>	<b>(7.2)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$762,755</b>	<b>\$1,055,678</b>	<b>\$1,004,878</b>	<b>\$1,042,501</b>	<b>(\$13,177)</b>	<b>(1.2)%</b>

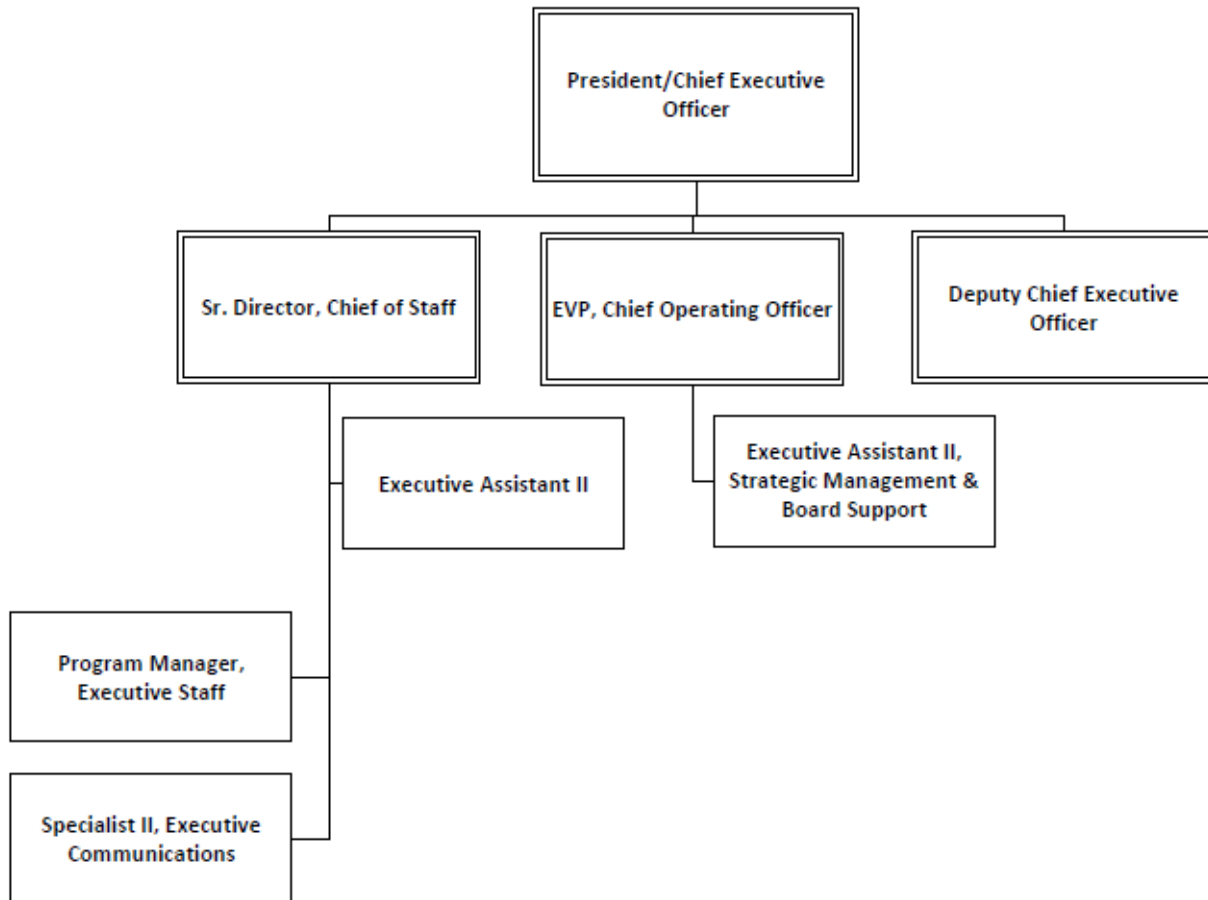
## Executive Staff

### Functions and Responsibilities

The Executive Staff Department provides leadership and direction to ensure CapMetro meets its mission, goals and objectives. This includes efforts to ensure the highest standards for the organization, and providing strategic direction and prioritization of projects, initiatives, resources and programs.

The department serves as the liaison to the Board of Directors on policy issues. Additionally, Executive Staff ensures members of the Senior Management Team have the resources they need to achieve their departmental goals.

### Executive Staff Organization



## Budget Changes

### Salaries and Benefits

Increase of \$151,346 due to 1 FTE added during FY2024 and approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$28,000 in Other Expenses due to moving a \$20,000 dues and subscription expense to the Government Affairs Department.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$1,249,208	\$1,459,500	\$1,459,500	\$1,610,846	\$151,346	10.4 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,249,208</b>	<b>1,459,500</b>	<b>1,459,500</b>	<b>1,610,846</b>	<b>151,346</b>	<b>10.4 %</b>
Professional Services	629	-	-	-	-	N/A
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	7,127	2,400	1,500	2,400	-	-
Utilities	1,500	2,880	2,880	2,880	-	-
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	208,647	240,775	235,325	212,775	(28,000)	(11.6)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>217,902</b>	<b>246,055</b>	<b>239,705</b>	<b>218,055</b>	<b>(28,000)</b>	<b>(11.4)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,467,109</b>	<b>\$1,705,555</b>	<b>\$1,699,205</b>	<b>\$1,828,901</b>	<b>\$123,346</b>	<b>7.2 %</b>



# Facilities Maintenance

Formerly Public Facilities

## Functions and Responsibilities

The Facilities Maintenance Department is responsible for all maintenance and repairs for all CapMetro owned facilities and buildings, bus stops, Park & Rides, and Transit Centers. The primary functions include the maintenance and repairs to all building systems, repairs and maintenance of all building envelopes, repairs and maintenance of all yards/parking areas, 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 non-public facilities.

## FY2024 Achievements

Customer and Community Goal

### Operational Support and Infrastructure Enhancements

To enhance productivity and end-user efficiency, we have completed a variety of projects including launching standards of amenities for all CapMetro staff, making progress to ensure filtered water bottle fillers and ice are available in all areas for all employees. We have begun equipment replacement to support maintenance operations.

We completed several key projects to enhance productivity and optimize the end-user experience. We installed 100 new bus stop shelters and the necessary amenities, replaced 50 outdated shelters, and maintained Park & Ride amenities and signage. Additionally, we relocated CapMetro Rapid bus stations and moved water fountains at the Leander, South Congress, and Tech Ridge facilities. We also replaced HVAC units at the Cedar Park & Ride facility and completed arc flash hazard mitigation based on the findings from the FY2023 arc flash hazard analyses.

### Sustainability and Infrastructure

This year we have defined our goals and processes to realistically set our useful lifecycles and replacement timelines and identified technology and equipment for upcoming replacements. This will not only greatly improve our infrastructure resiliency but make leaps towards improving our sustainability as well as our environmental impact.

This year, we have made notable progress in several key areas. We expanded our recycling programs to include over 30 additional public facility locations, reinforcing our commitment to sustainability. We continued the installation and removal of bus stop shelters, amenities, and signage, ensuring that our infrastructure remains up-to-date and user-friendly. Our efforts also included the ongoing rebranding, removal, and installation of shelter banners and signage, contributing to a cohesive and refreshed public image. Additionally, we maintained our support for community emergency response, demonstrating our dedication to public safety and service.

## FY2025 Projects

Customer and Organizational Effectiveness Goal

### **Operational Support**

We have right-sized our front-line staffing to handle the increased workload of larger, busier sites and support upcoming installations and start-ups.

We will support the operation of the new CapMetro Rapid Expo Center and Pleasant Valley lines, ensuring their smooth launch and continued functionality.

### **Enhancing Transit Infrastructure and Operations**

Our goal is to identify and program equipment upgrades and replacements based on the state of good repair (SOGR) list. To ensure reduced equipment failures, renewed efforts to track maintenance and respond are being planned. We will work closely with our partners at Keolis to ensure better communication and response to incidents and general maintenance.

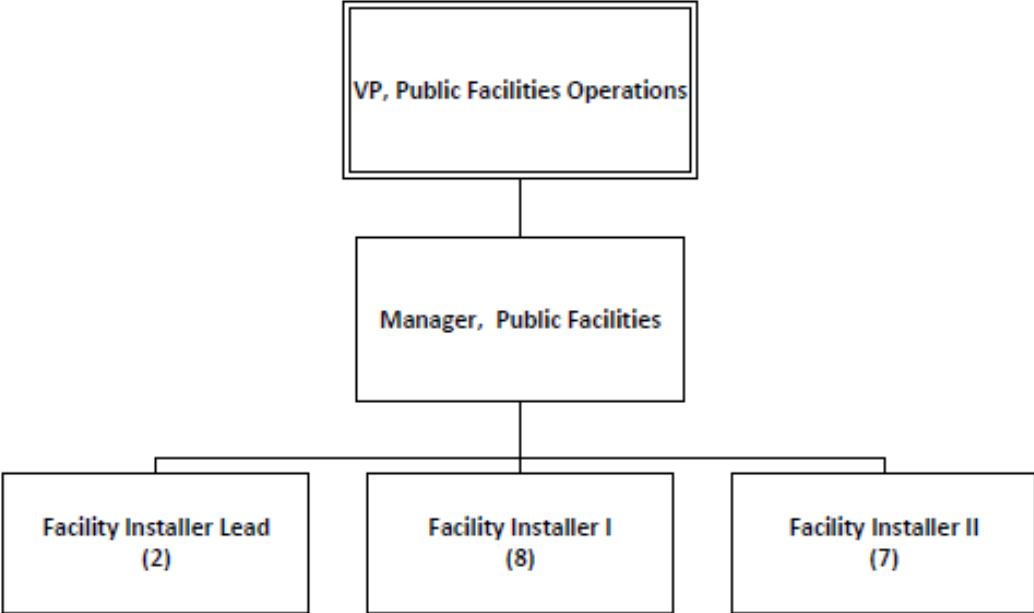
Our goals for next year include standardizing existing bus stop configurations to better utilize equipment and coordinate work schedules. To minimize productivity issues and optimize the end-user experience, we plan to install 50 new bus stop shelters and the necessary amenities, replace 50 existing shelters, maintain Park & Ride amenities and signage, and relocate CapMetro Rapid bus stations as needed. Additionally, we aim to identify future capital needs through comprehensive assessments and future service plan analyses. We will also initiate a contract to maintain Transit Centers, ensuring they remain in compliance with standards and guidelines.

### **Enhancing Maintenance and Operational Efficiency**

We have set up a maintenance contract for the service, support and maintenance of our electric bus chargers including research and testing of brand-agnostic chargers to support our battery electric fleet going forward.

Our goals for next year include a comprehensive review and update of the current SOGR to consolidate and identify retired assets. We aim to coordinate closely with the Facility Programming and Management department to improve the processing and tracking of work orders for better KPI documentation. Additionally, we plan to establish a standard for vehicle work performance and coordinate with the Vehicle Maintenance team to ensure consistent and high-quality service.

### Facilities Maintenance Organization



## Budget Changes

### Salaries and Benefits

Decrease of \$258,790 from transferring 5 FTEs to the Facilities Programming and Management Department, and 1 FTE transferred from the Power Systems department for activity alignment and approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$4,965,190 from transferring Professional Services, Repair and Maintenance, and Utilities expenses in support of custodial and landscaping services to the Facilities Programming and Management Department for improved activity alignment.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$1,644,397	\$1,791,068	\$1,791,068	\$1,532,278	(\$258,790)	(14.4)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,644,397</b>	<b>1,791,068</b>	<b>1,791,068</b>	<b>1,532,278</b>	<b>(258,790)</b>	<b>(14.4)%</b>
Professional Services	2,319,612	2,507,544	-	6,550	(2,500,994)	(99.7)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	279,106	270,620	270,550	230,791	(39,829)	(14.7)%
Utilities	2,050,495	2,443,835	2,291,519	-	(2,443,835)	(100.0)%
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	595	10,100	7,368	29,568	19,468	192.8%
Lease/Rentals	621	-	621	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>4,650,429</b>	<b>5,232,099</b>	<b>2,570,058</b>	<b>266,909</b>	<b>(4,965,190)</b>	<b>(94.9)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$6,294,826</b>	<b>\$7,023,167</b>	<b>\$4,361,126</b>	<b>\$1,799,187</b>	<b>(\$5,223,980)</b>	<b>(74.4)%</b>

## Facility Design and Construction

### Functions and Responsibilities

Facility Design and Construction is one of two new departments that split from the Capital Design and Construction Department. It is responsible for program/project management of capital projects related to new CapMetro facilities, remodels, and improvements of existing facilities. Facilities include administration buildings, operations facilities, vehicle service and maintenance buildings, and warehouses. Activities include environmental clearance, design, construction, FTA coordination, and management of scope, schedule, budget, risks, etc.

### FY2024 Achievements

Organizational Effectiveness Goals

#### **New North Base Demand Response Facility**

The New North Base Demand Response Facility has achieved several significant milestones. The 30%, 60%, and 90% design packages have been completed, along with the Title VI equity analysis. Clearance from the FTA for the National Environmental Protection Act (NEPA) requirements has been obtained. Community engagement efforts have been conducted, including virtual open house events. The permitting process has been initiated with the City of Austin and Travis County. The project has involved coordination with Austin Energy, Austin Water, Travis County, and the City of Pflugerville.

#### **New Headquarters at 3100 E. 5th Street**

The new headquarters at 3100 E. 5th Street has reached significant milestones, including the completion of the 15%, 50%, 75%, 90%, and 100% design packages. The permitting process has been initiated with the City of Austin, and the bidding process has begun.

#### **Redline Rail Facility – New Storage Area & Improvements**

The Redline Rail Facility's new storage area and improvements have progressed significantly, having completed the 15%, 60%, 90%, and 100% design packages. The project has also commenced the permitting process with the City of Austin and initiated the bidding phase.

#### **New South Base Demand Response Facility**

The New South Base Demand Response Facility has achieved key milestones in its development. These include completing the Title VI equity analysis and conducting community engagement efforts, including virtual open house events to involve the community in the project's planning and development process.

### FY2025 Projects

Organizational Effectiveness Goals

#### **New North Base Demand Response Facility**

Permits will be obtained from the City of Austin and Travis County to facilitate the construction process. Additionally, we anticipate the board award for the construction contract, marking a significant step forward in the project's progression. Following this, construction is scheduled to commence, signaling the beginning of the realization of this essential facility.

### **New Headquarters at 3100 E. 5th Street**

Permits will be obtained from the City of Austin to facilitate the construction process. Additionally, we anticipate the board award for the construction contract, marking a significant step forward in the project's progression. Following this, construction is scheduled to commence, with a target of completing phase 1 within FY2025.

### **Redline Rail Facility – New Storage Area & Improvements**

Permits will be obtained from the City of Austin to facilitate the construction process. Additionally, we anticipate the board award for the construction contract, marking a significant step forward in the project's progression. Following this, construction is scheduled to commence, with the goal of completing the project within FY2025.

### **New South Base Demand Response Facility**

We plan to obtain clearance from the FTA for the National Environmental Protection Act (NEPA) requirements, an essential step in ensuring compliance with environmental regulations. Additionally, surveying and geotechnical analysis will be conducted to gather crucial data for the project. Furthermore, preliminary engineering and design work will be carried out to lay the foundation for the facility's development.

### **New CapMetro Bikeshare Operations and Maintenance Facility**

Conduct engineering and design work to ensure the facility meets operational requirements effectively. Additionally, we will initiate the permitting process with the City of Austin to obtain the necessary approvals for construction. These steps will lay the groundwork for the successful development of the Bikeshare facility.

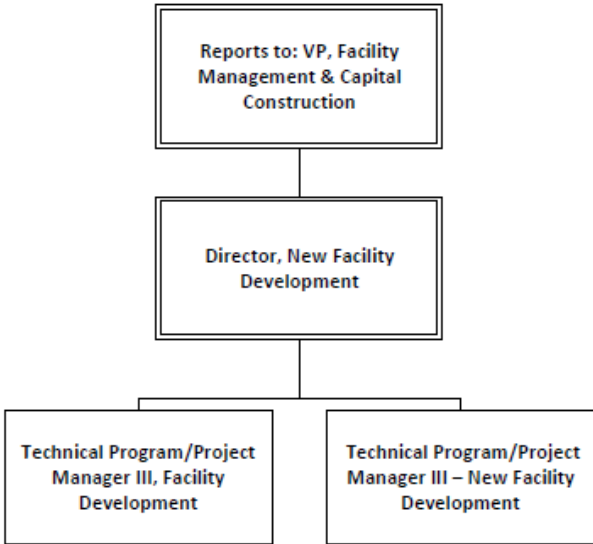
### **New Transit Store**

Complete the construction and facilitate the move-in process for the new Transit Store at 1705 Guadalupe Street. This project aims to create a functional and accessible space to effectively serve the community's transit needs. Completing construction and ensuring a smooth transition to the new facility will be one of our top priorities.

### **New Demand Response Eligibility Center**

Conduct engineering and design work for the New Demand Response Eligibility Center. This project aims to create an efficient and accessible facility to manage demand response services effectively. Conducting comprehensive engineering and design processes will lay the foundation for the successful development of the eligibility center, ensuring it meets the needs of our community.

## Facility Design and Construction Organization



## Budget Changes

### Salaries and Benefits

The budget includes \$501,520 for staff transferred from the activity realignment split of the Capital Design and Construction Department and approved performance-based pay increase to become effective in January 2025.

### Other Expenses

The budget includes expenses for project design and travel expenses associated with seminars and conferences.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$ -	\$ -	\$ -	\$501,520	\$501,520	N/A
<b>TOTAL SALARIES &amp; BENEFITS</b>	-	-	-	<b>501,520</b>	<b>501,520</b>	<b>N/A</b>
Professional Services	-	-	-	18,600	18,600	N/A
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	-	-	1,896	1,896	N/A
Utilities	-	-	-	3,600	3,600	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	-	-	-	13,352	13,352	N/A
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	-	-	-	<b>37,448</b>	<b>37,448</b>	<b>N/A</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$538,968</b>	<b>\$538,968</b>	<b>N/A</b>



## Facility Programming and Management

Formerly Property and Asset Management

### Functions and Responsibilities

The Facility Programming and Management Department's responsibilities include facility planning, the management of properties and assets, building and facility maintenance for leased properties, and management of utility and asset usage.

### FY2024 Achievements

Community and Workforce Goals

#### Plaza Saltillo Enhancements

A notable achievement was the completion of Plaza Saltillo enhancements, gearing up to support public events at this site beginning in May 2024.

#### CapMetro Headquarters Expansion

This year marked significant milestones for CapMetro, highlighted by the completion of the space plan for our new headquarters at 3100 East 5th Street. Concurrently, we continue to provide support for a current tenant in this building, fostering collaborative relationships within our community.

#### Establish New CapMetro Transit Police Station

We successfully completed the lease, design, permitting, bidding, and renovation processes for a new facility dedicated to supporting CapMetro's transit police and public safety workforce. This facility is essential for accommodating police officers, public safety ambassadors, and community intervention specialists. A key performance indicator (KPI) was set to occupy the police station before the April 17, 2024 target deadline. Through diligent efforts, we met our target by completing the build-out of 8200 Cameron Road, Building A, Suite 186, and obtaining the necessary permit to ensure the occupancy of the new police station by the deadline.

#### Renovate Levels 2 & 3 at the 2910 East 5th Street Administrative Building

We successfully completed the renovation of Levels 2 and 3 at 2910 East 5<sup>th</sup> Street, enabling the relocation of staff from the leased space at 507 Calles before the lease expiration on April 30, 2024. A KPI was set to occupy Levels 2 and 3 of 2910 East 5<sup>th</sup> Street by the targeted deadline of March 21, 2024. This has enabled CapMetro to reduce its rental property expenses and start housing employees and services in CapMetro-owned facilities.

### FY2025 Projects

Organizational Effectiveness Goals

#### Mobilize CapMetro staff in New CapMetro Headquarters

Upon completion of construction on floors 1, 2, and 3 of the new 3100 East 5th Street CapMetro headquarters, staff will be mobilized into the newly constructed workspaces. This includes boardroom functions and services such as the copy center that supports the agency across all locations. Additionally, this will end the lease of space at 700 Lavaca and continue the planned relocation of staff and services into CapMetro-owned facilities.

#### Complete Build-out to Accommodate Paratransit Eligibility

Complete renovation of a designated space and renewal or replacement of its infrastructure to facilitate the relocation of Paratransit Eligibility to 624 North Pleasant Valley. This move is necessitated by the impending termination of their existing lease at 209 West 9th Street by the landlord. The objective is to ensure the relocation is fully completed in the calendar year (CY) 2025.

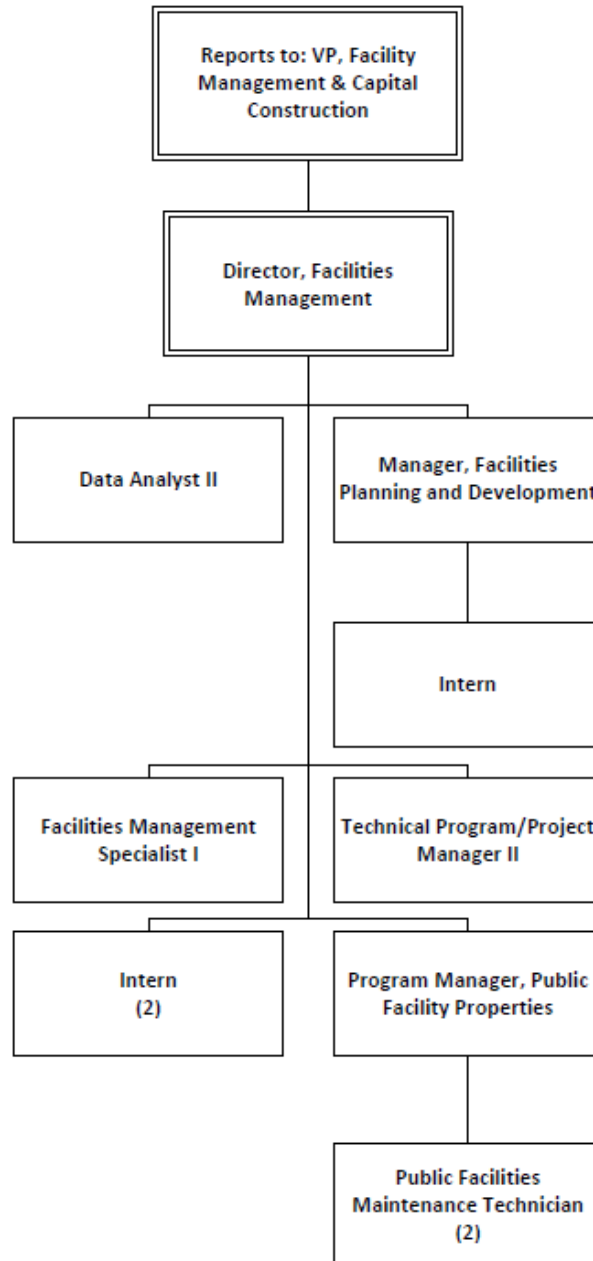
### Complete Build-out to accommodate the Transit Store

Complete the renovation of a designated space to facilitate the relocation of the Transit Store to 1705 Guadalupe. This relocation is necessitated by the impending termination of their existing lease at 209 West 9th Street by the landlord. The objective is to ensure the renovation and relocation are fully completed in CY2024.

### Paratransit and Bikeshare Program Initiatives

In FY2025, we will be converting our recently purchased property at 5315 Ben White into a storage facility to support our Paratransit and Bikeshare program efforts.

## Facility Programming and Management Organization



## Budget Changes

### Salaries and Benefits

Increase of \$143,928 due to 3 FTE transfers in FY2024 from the Facilities Maintenance Department, restructuring for activity realignment increased FTEs by 1, and the approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$53,317 driven by \$2,793,421 activity realignment in Professional Services transferred to the Bus Operations and Maintenance Department, offset by an increase of \$2,710,707 in Utilities from activity realignment from the Facilities Maintenance Department.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$1,027,517	\$848,249	\$848,249	\$992,177	\$143,928	17.0 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,027,517</b>	<b>848,249</b>	<b>848,249</b>	<b>992,177</b>	<b>143,928</b>	<b>17.0 %</b>
Professional Services	4,906,182	7,199,163	2,370,404	4,405,742	(2,793,421)	(38.8)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	624,370	211,200	154,300	249,792	38,592	18.3 %
Utilities	-	-	-	2,710,707	2,710,707	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	(109,529)	16,140	12,674	6,945	(9,195)	(57.0)%
Lease/Rentals	2,744	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>5,423,768</b>	<b>7,426,503</b>	<b>2,537,378</b>	<b>7,373,186</b>	<b>(53,317)</b>	<b>(0.7)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$6,451,285</b>	<b>\$8,274,752</b>	<b>\$3,385,627</b>	<b>\$8,365,363</b>	<b>\$90,611</b>	<b>1.1 %</b>

## Finance

### Functions and Responsibilities

The Finance Department is responsible for monitoring CapMetro's financial performance, recommending effective allocation of resources, ensuring accurate and timely accounting and financial 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. Additionally, the Finance Department oversees the distribution of passes, unhousted and discounted fare programs, collection and growth of revenue, and operation of the Transit Store.

### FY2024 Achievements

Organizational Effectiveness and Customer Goals

#### Enhancing Payment Efficiency

Improved the agency's online customer payment portal to expedite the payment process for real estate and right-of-way customers. The payment portal is now integrated with the financial Enterprise Resource Planning system to automate accounts receivable invoice processing.

#### Financial Reporting

Received the Certificate of Achievement for Excellence in Financial Reporting for the FY2022 Annual Comprehensive Financial Report (ACFR). The Certificate of Achievement is awarded by the Government Finance Officers Association of the United States and Canada (GFOA) and is the highest form of recognition for excellence in state and local government financial reporting. To be awarded a Certificate of Achievement, the agency must publish an easily readable and efficiently organized annual comprehensive financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

#### Audit Excellence

Received an unmodified audit opinion on the FY2023 financial statements indicating that the statements fairly present the agency's financial position with no internal control deficiencies or single audit findings noted. The Finance team received recognition from Chair Harriss at the June's Finance, Audit and Administration committee on the successful FY2023 audit with no major findings despite FY2023 being our first full year in the new Enterprise Resource Planning system (Oracle Fusion). Despite several testing phases conducted by the Finance team during pre-Oracle phase, the team still faced unknown situations post Oracle implementation. It is commendable the team was able to get together to troubleshoot and resolve most of these issues without having any significant business interruptions. Additionally, preparation of the statements involved implementation of LeaseQuery software to comply with new government accounting pronouncements related to leases and Subscription Based Information Technology Agreements (SBITA).

#### Optimizing Financial Security

Enhanced cash management and cash handling processes by leveraging available bank services and establishing new vendor partnerships. These enhancements have reduced the risk of financial loss, strengthened the agency's controls over safeguarding assets, and maximized return on investments.

#### Streamlining Operations

Improved business processes by consolidating and replacing legacy systems to maximize use of Oracle Fusion financial modules. Developed training and written procedures to reflect these new processes, such as purchasing card procedures. The Finance team created data analytics on p-card usage and improved efficiencies for both p-card users and management. The team completely transitioned from paper to electronic files for p-card submissions, reviews, and approvals. There were several automations that

occurred making the user experience more user friendly and provided more accountability and visibility that helps with the audit. Also, developed training and written procedures to reflect these new processes, such as purchasing card procedures. The overall p-card spendings significantly decreased since the launch of the p-card business processes in Oracle.

The Finance team has been consistently making efforts to reduce both incoming and outgoing checks to improve security controls and reduce administrative upkeep. The team worked on process improvement to eliminate Bright Horizons childcare center tuition checks.

Oracle transition allowed the Finance team to automate several business processes including automating inventory management for fuel, parts, and fare media along with fare revenue reporting. This has eliminated many manual processes that took place previously. The team is now more focused on data analytics thereby adding more value to the Agency.

Treasury operations were outsourced to a third-party vendor to overcome challenges related to missed deliverables, staffing issues, general inefficiencies, and control issues. While we are still in the transitional period, we can already see some improvements that have occurred in the overall process. This accomplishment not only serves to streamline our processes, but also reduces the risk to staff members. The Finance team set up an automatic end-of-day investment sweep, so we earn interest on excess cash balances at the end of each business day. This measure helped us take advantage of the higher short-term interest rates.

### **Efficiency and Accuracy**

Implemented new applications that integrate with Oracle Fusion, including Blackline software for account reconciliation and Oracle Enterprise Performance Management (EPM) for financial consolidation and reporting. These new applications replace manual processes and increase both the quality and efficiency of recurring accounting responsibilities. This change allows direct feed of data from Oracle into narrative reporting tools, reducing redundancies, duplication of efforts and increased efficiencies.

### **Resolving Backlog**

Cleared backlog of reconciliations for Project Connect transactions to facilitate timely billing and accurate accounting records.

### **New Leadership**

Onboarded a new director of Revenue and Fares to drive fare structure revisions, revenue collections, and provide a future vision for fares.

### **Increased Adoption of AMP Cards**

CapMetro launched the physical AMP card for use as payment on August 1, 2023, which was used by a total of 522 individuals in the last two months of FY2023 (August and September). Through May FY2024, the usage has almost quadrupled for a total of 2075 unique individuals. The usage of the digital AMP card almost quadrupled as well over the same period of time.

### **Implemented the Unhoused Fare Pass Program**

In a joint effort to implement the unhoused fare program the teams worked with agencies and interdepartmental groups to develop and implement a program to distribute passes to agencies that qualify. The requirements for the unhoused fare program included the use of the federal Homeless Management Information System (HMIS). In the first year since inception, the teams distributed 44,000 passes to agencies who serve the unhoused populations and those agencies in turn have issued 23,075 to individuals.

### **Bikeshare Implementation Collaboration**

Working with the Bikeshare operations teams to establish an introductory rate fare with the new Bikeshare system. Finance also worked to ensure that integration into Oracle systems is possible and that all relevant Inter-Local Agreements (ILAs) are agreed upon. Additionally, implementation of a convenient payment backend for use with the new mobile app.

## **Hire a Discount Fares Program Coordinator**

As this person onboarded in late 2024, they will act as a liaison between CapMetro and agencies who offer unhoused services, assist those in need or participate in the Discount Pass Program. This will be crucial to ensure the program has lowered risk, sustainability, and provide training to the agencies to get the support they need while ensuring adherence policies and procedures.

## **FY2025 Projects**

Organizational Effectiveness, Fares and Customer Goals

### **Multi-year Fares Vision**

In FY2025 the Finance team intends to deliver a 3-to-5-year plan to simplify the fare structure, integrate new technology, upgrade existing hardware, compact media offerings, and potential fare increases.

### **Increase Bikeshare Fares**

After transitioning to the new Bikeshare app and electric bikes offering an introductory rate, implementation of a fare increase for those bikes should occur. This will include customer feedback and outreach.

### **Achieving Unmodified Audit Opinions**

Receive unmodified audit opinions on the FY2024 financial statements and the agency's first System and Organization Controls (SOC) audit of Oracle Fusion.

### **Enhanced Financial Reporting**

Produce annual and monthly financial statements using Oracle Enterprise Performance Management (EPM), eliminating reliance on the assistance of external auditors, and allowing leadership to view financial position more frequently during the year.

### **Enhanced Control and Efficiency**

Strengthen internal controls within Oracle Fusion to improve application security and process efficiency. This will include (1) modification of user roles to ensure staff can efficiently execute their job duties and reduce fraud risks and (2) changes to the processes for vendor management and vendor payments.

### **Empowering Proficiency**

Provide robust training and resources for staff to increase proficiency in Oracle Fusion and ensure the agency is leveraging all valuable system capabilities.

### **Reducing Media Fare Types**

The Finance team will seek to reduce media fare types by one or more. Currently there are five types of media offered. Scaling down will increase efficiency, decrease public confusion, and streamline the use of fare-capping.

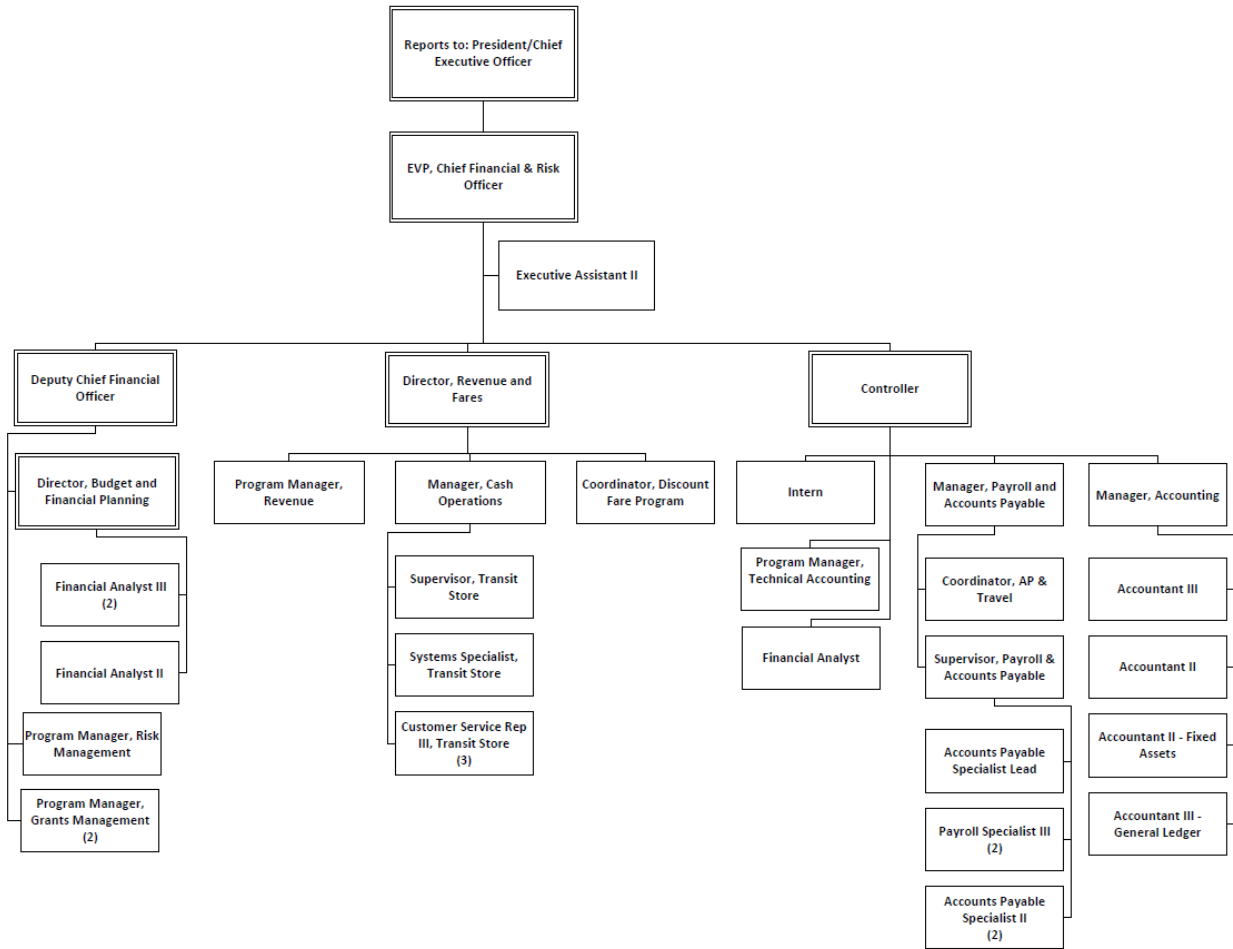
### **Optimize Processes and Procedure surrounding Discounted Passes**

Provide essential support to support agencies who participate in discounted fare programs, unhoused fare programs, and other discount programs. We will offer training, promote adherence to established guidelines, and streamline processes. Building upon the procedures developed in FY2024 to gain efficiency and seek opportunities to reduce friction for agencies through training, auditing and outreach.

### **Increased Adoption of AMP Cards**

In FY2025 we will look for a continued increase in the adoption rate of AMP. This will be measured by the unique digital or physical card users with an estimated increase of 20% year over year.

## Finance Organization



## Budget Changes

### Salaries and Benefits

Decrease of \$24,204 primarily due to job reclassifications and transfer of one FTE to Information Technology; offset by one FTE addition and approved performance-based increase to become effective in January 2025.

### Other Expenses

Increase of \$1,495,575 driven by \$1,307,000 in Insurance for premiums and anticipated rail liability claim payments, \$76,025 in Other Expenses related to bank charges, \$65,600 in Materials and Supplies related to passes and tickets and \$46,950 in Professional Services mainly from courier and delivery services due to outsourcing of treasury operations.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$3,520,257	\$4,422,534	\$4,429,534	\$4,398,330	(\$24,204)	(0.5)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>3,520,257</b>	<b>4,422,534</b>	<b>4,429,534</b>	<b>4,398,330</b>	<b>(24,204)</b>	<b>(0.5)%</b>
Professional Services	1,273,173	1,474,180	1,473,672	1,521,130	46,950	3.2 %
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	105,262	294,400	350,000	360,000	65,600	22.3 %
Utilities	4,040	3,000	3,000	3,000	-	-
Insurance	646,829	646,900	1,921,900	1,953,900	1,307,000	202.0 %
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	647,482	7,216,485	5,312,728	7,292,510	76,025	1.1 %
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	(33,285)	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>2,643,502</b>	<b>9,634,965</b>	<b>9,061,300</b>	<b>11,130,540</b>	<b>1,495,575</b>	<b>15.5 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$6,163,759</b>	<b>\$14,057,499</b>	<b>\$13,490,834</b>	<b>\$15,528,870</b>	<b>\$1,471,371</b>	<b>10.5 %</b>



## Government Affairs

### Functions and Responsibilities

The Government Affairs Department focuses attention on developing, strengthening, and maintaining relationships on behalf of CapMetro with local, state, regional and federal elected and appointed officials, and community leaders throughout Central Texas. Government Affairs provides research, strategic advice, and acts as an internal and external partnership and relationship broker to the agency by tactically implementing initiatives related to legislative policies, priorities, and activities in support of CapMetro's role as a regional transportation provider.

### FY2024 Achievements

Community Goal

#### **Strengthening Regional Transit Support and Collaboration**

In FY2024, Government Affairs demonstrated significant achievements in reinforcing the agency's trust, presence, and reputation development. Locally and regionally, we strengthened relationships with member cities through regular engagement, including presentations at City Council meetings and collaboration with city staff to advance economic development projects leveraging Build Central Texas and Transit Supportive Infrastructure Funds. We supported land use regulation changes to promote transit-supportive development and modal shifts and established quarterly meetings of mayors from CapMetro member cities to ensure regional coordination. We facilitated special event service coordination to enhance CapMetro's visibility and community engagement. At the state level, we worked with partners during the 88th Texas Legislature to expand transit options and protect existing authority for Metropolitan Transit Authorities. Federally, we supported successful grant submissions to advance transit planning and development. Overall, we built stronger community relationships through collaboration with professional and civic organizations, enhanced intergovernmental peer agency partnerships, and streamlined external communications. These efforts also facilitated successful delivery of CapMetro's initiatives, such as the Project Connect Program, while improving internal communication through strategic reports and involving elected officials in key CapMetro events and milestones.

### FY2025 Projects

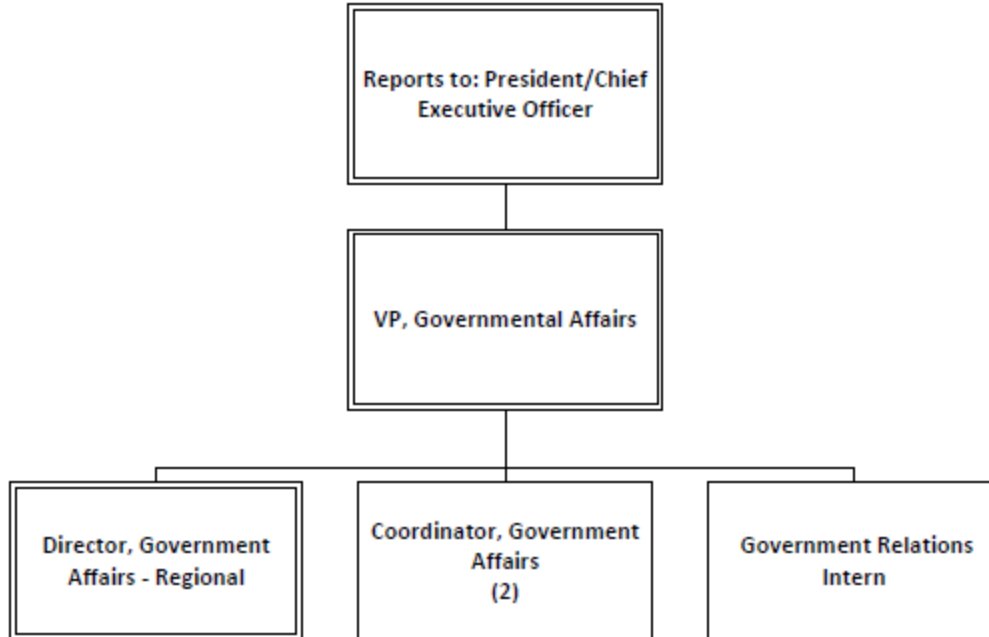
Community Goal

#### **Fostering Regional Coordination and Advocacy**

In FY2025, Government Affairs will build upon the achievements of FY2024 with a strategic focus on several key initiatives. Locally and regionally, we will continue hosting quarterly meetings of mayors from CapMetro member cities to foster regional coordination. We will also maintain a proactive presence by regularly presenting and appearing before city councils and governing bodies to provide updates on CapMetro activities. Additionally, we plan to coordinate CapMetro-specific orientations and briefings for newly appointed peer agency executives and elected officials following the 2024 general election. Engaging with the broader regional community outside member cities, we aim to support regional growth opportunities and enhance access to the transit system and regional transportation network. At the state level, we will prepare for the 89th Regular Session of the Texas Legislature by emphasizing the economic impact of public transportation and collaborating with statewide partners. This includes quarterly briefings with the state delegation and other key stakeholders to update them on CapMetro's progress and initiatives. We will also conduct bi-annual briefings with statewide agency leadership to further communicate our activities and achievements.

Federally, we will prepare for the 119th Congress by advocating for continued federal funding and participation in public transportation, including supporting the next surface transportation reauthorization bill and collaborating with statewide and national partners. Overall, our focus will be on strategic engagements to amplify CapMetro's initiatives and support the agency in identifying, pursuing, and securing grants for future transit expansion and infrastructure development.

## Government Affairs Organization



## Budget Changes

### Salaries and Benefits

Decrease of \$133,290 from eliminating 1 vacant position, and approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$27,753 primarily due to a \$20,004 reduction in Professional Services for contractual Consultation Fees for state and federal legislative contracts.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$430,906	\$751,100	\$751,100	\$617,810	(\$133,290)	(17.7)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>430,906</b>	<b>751,100</b>	<b>751,100</b>	<b>617,810</b>	<b>(133,290)</b>	<b>(17.7)%</b>
Professional Services	380,976	450,000	450,000	429,996	(20,004)	(4.4)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	783	2,400	2,000	2,000	(400)	(16.7)%
Utilities	1,040	2,400	1,920	1,920	(480)	(20.0)%
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	100,860	139,277	139,277	132,408	(6,869)	(4.9)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>483,658</b>	<b>594,077</b>	<b>593,197</b>	<b>566,324</b>	<b>(27,753)</b>	<b>(4.7)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$914,564</b>	<b>\$1,345,177</b>	<b>\$1,344,297</b>	<b>\$1,184,134</b>	<b>(\$161,043)</b>	<b>(12.0)%</b>

## Information Technology

### Functions and Responsibilities

The Information Technology (IT) Department establishes the technology vision and ensures innovative systems are delivered, maintained and aligned with the overall CapMetro strategic plan, which focuses on the customer journey and data-driven operations. It is the goal of IT to deliver exceptional customer service and innovative technology solutions through strategic planning, procurement, and implementation of technology systems. IT ensures business continuity and system resiliency through highly available, fault tolerant and secure CapMetro systems while providing 24/7 support for its enterprise infrastructure and transit technology systems.

### FY2024 Achievements

Organizational Effectiveness Goals

#### Fare Strategy and Digital System

Modernized fare strategy for an equitable and modern fare system with a streamlined architecture that allows for realized efficiencies and ensures accessibility for our riders. AMP Card, Fare and Equity App were rolled out resulting in better digital customer tools and fares that support our account-based ticketing system. Parts of the system are supported in-house resulting in less reliance on vendors and faster service to customers. The transit pass was introduced to the unhoused community resulting in a very successful user adoption and ability to serve those most vulnerable.

#### Digital Transformation

Transform CapMetro's use of technology into an influential catalyst, driving process improvement, efficiencies and enhancing reliability across the organization. The effort was focused on delivering responsible technology services and sustainability on our mission while being fiscally responsible.

CapMetro completed a thorough assessment from an IT capabilities standpoint, identifying the high-performing capabilities of an IT department and the maturity level. CapMetro also identified projects within a roadmap or strategic plan for the digital transformation and created a comprehensive strategy to map existing solutions and assess compatibility with the digital transformation objectives. The team has established the process and uses the mapping strategy for current software integration. The team documented CapMetro's existing software solution and conceptual model. CapMetro uses the model for software procurement process for traditional request for proposals, task orders and purchase orders with existing contracts ensuring standardization, cost efficiencies and economies of scale. CapMetro has seen cost savings from reduced duplication of projects this year of approximately \$800,000 in savings.

Implemented new dispatch and eligibility system technology resulting in increased user satisfaction while automating the paratransit mobility process. President and CEO Dottie Watkins was quoted in Mass Transit as saying:

*"In our ongoing commitment to our customers, it's important that we leverage innovative technologies to move people, especially our paratransit riders, safely and conveniently. There have been long-standing challenges in delivering paratransit service that has created a divide between available services and the contemporary needs of our riders. With this collaboration, we're bridging that gap and reaffirming our dedication to accessibility."*

## **Service Delivery, Infrastructure and Data Platform Modernization**

CapMetro has embraced ServiceNow as a comprehensive platform for IT service management, enabling seamless automation, streamlining workflows, and enhancement of service delivery across the organization. The strategic redeployment of ServiceNow has revolutionized how CapMetro manages its IT infrastructure, enabling proactive incident management, efficient problem resolution, and timely service request fulfillment. Moreover, the integration of Information Technology Infrastructure Library (ITIL) best practices into CapMetro's service delivery framework has further optimized operational processes and enhanced service quality. The team successfully delivered these infrastructure-related projects:

- McKalla Rail Station
- Police Department Site (8200 Cameron Road)
- Keolis Technology
- Upgrade redundant internet connectivity (1Gig to 5Gig)
  - Upgrade Agency wireless LAN
  - Cloud services buildout
  - Implement redundant ATT Cellular network providing FirstNet ability (priority service)

CapMetro established best practices, network, and data center modernization with a cloud-first approach. CapMetro overhauled our cybersecurity program with a focused effort on data and network security while evolving from a reactive posture to a proactive one, avoiding millions of dollars in potential costs associated with data loss and cybersecurity incidents. We have addressed all cybersecurity recommendations presented in the BCG Assessment. Our cybersecurity posture has matured through the implementation of cyber tools, policy and process updates. Weekly security/architecture meetings are scheduled to review new projects, applications or services that are being introduced to the CapMetro infrastructure. We have acquired a Rapid Response Retainer which provides forensics and impact assessments should an incident occur. Partnership with CISA has been in effect, which includes annual security reviews, penetration testing and web monitoring. Partnerships with TSA, HSIN, TX-ISAAC, TX DIR and the Transportation Security Consortium have been established to be informed of the overall cybersecurity landscape, threats, policy changes or alerts.

Major progress has been made to mature CapMetro IT capabilities including implementing best practices for architecture, security review and change management, creating a service strategy with service level agreements and instituting major infrastructure and operational improvements for modernizing the network and server environment with a cloud-first strategy. CapMetro has increased its cyber security maturity level, maturing in all categories of Cyber Risk Management. CapMetro modernized its data platform allowing for the new architecture to support real or near-real time dashboards and data-driven information.

The Enterprise Data Analytics Platform (EDAP) was adopted as part of the digital transformation initiative in CapMetro and a strategic initiative to improve data-driven decision-making and public transparency. The project centralizes and makes data accessible across the agency, enabling timely and better-informed decisions. It also uses modern data analytics methodologies, tools, and visualizations to strengthen data transparency with the public. The new system won the Best of Texas Award in 2023 from GovTech.

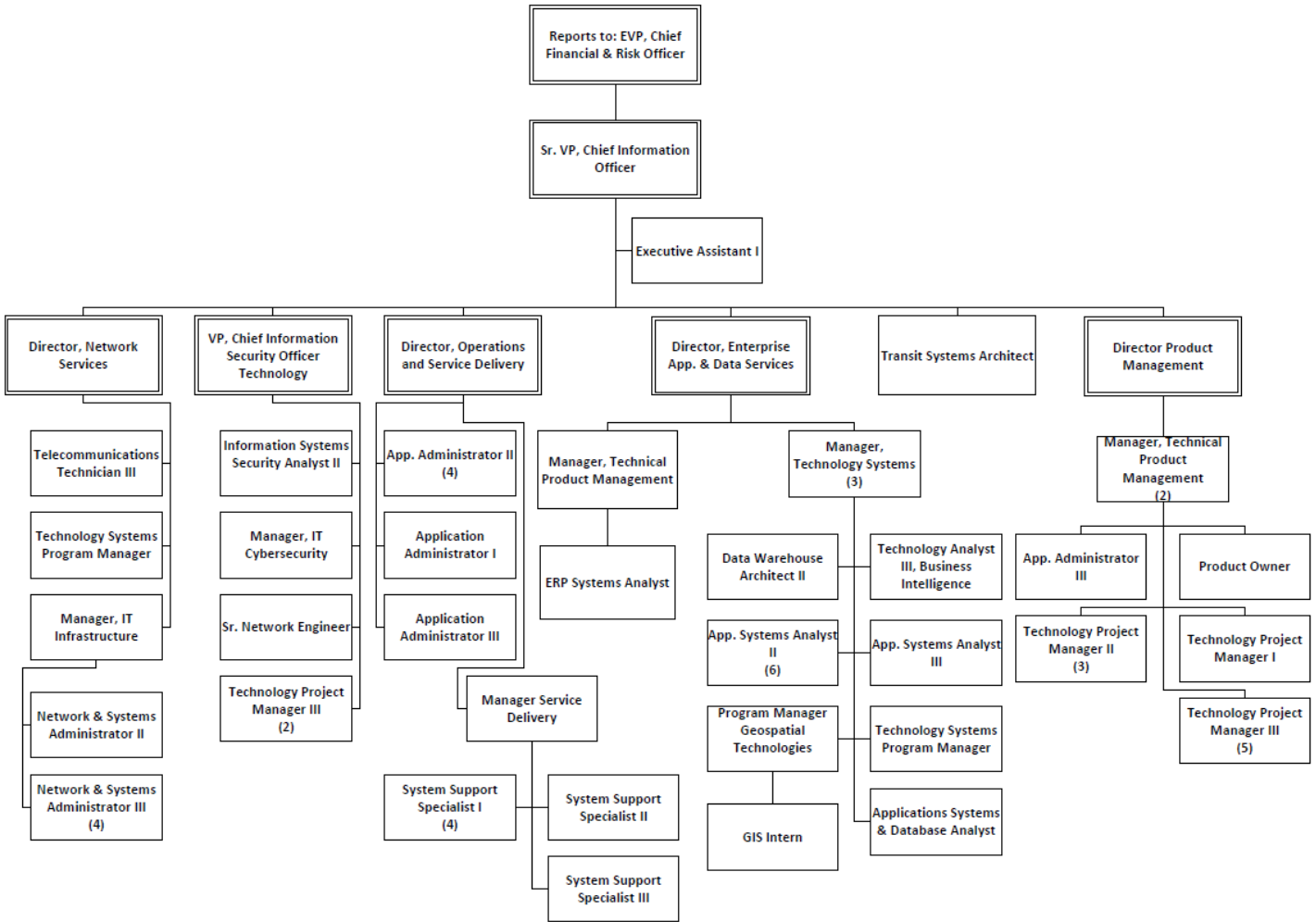
## FY2025 Projects

### Organizational Effectiveness Goal

#### **Enhancing Operations and Services**

We are undertaking several key initiatives to enhance our operations and services. Modernizing the Bus Fixed-Route Computer Aided Dispatch and Automatic Vehicle Locator systems will enable more efficient delivery of bus services. Our new mobile app and account-based services will support the Customer Digital Journey Modernization. The CapMetro Transit Police Department Technology will play a pivotal role in ensuring safety of CapMetro customers. Additionally, we are advancing our EDAP environment by implementing artificial intelligence and predictive analytics and centralizing data integrations to promote cross-platform data sharing. We are also migrating several systems to the cloud for improved performance and availability, including the geospatial system, web content management system, and Trapeze scheduling system.

## Information Technology Organization



## Budget Changes

### Salaries and Benefits

Increase of \$524,899 driven by job reclassifications and approved performance-based increase to become effective in January 2025, offset by the reduction of one FTE.

### Other Expense

Decrease of \$727,592 primarily driven by \$375,384 in lower Utilities related to telephone-local, \$214,158 in Professional Services such as professional fees and temporary help, and \$130,214 in Other Expenses that include seminars, conferences and related expenses.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$7,020,870	\$8,221,498	\$8,221,498	\$8,700,381	\$478,883	5.8 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>7,020,870</b>	<b>8,221,498</b>	<b>8,221,498</b>	<b>8,700,381</b>	<b>478,883</b>	<b>5.8 %</b>
Professional Services	12,593,305	16,565,219	14,983,355	16,351,061	(214,158)	(1.3)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	1,601	3,000	3,000	2,760	(240)	(8.0)%
Utilities	2,045,428	2,808,252	2,808,252	2,432,868	(375,384)	(13.4)%
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	106,784	223,503	223,503	93,289	(130,214)	(58.3)%
Lease/Rentals	-	7,596	7,596	-	(7,596)	(100.0)%
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>14,747,118</b>	<b>19,607,570</b>	<b>18,025,706</b>	<b>18,879,978</b>	<b>(727,592)</b>	<b>(3.7)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$21,767,988</b>	<b>\$27,829,068</b>	<b>\$26,247,204</b>	<b>\$27,580,359</b>	<b>(\$248,709)</b>	<b>(0.9)%</b>



## 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 CapMetro'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.

### FY2024 Achievements

Customer, Community, Organizational Effectiveness and Workforce Goals

#### Audit Team Excellence

In FY2024, the Internal Audit team achieved significant milestones at CapMetro. We developed a FY2024 risk-based flexible Audit Plan aligned with organizational objectives and best practices in governance, risk, and compliance. Collaborating closely with management, we identified and facilitated process improvement opportunities across departments and the entire CapMetro enterprise. We conducted benchmarking exercises internally and externally, comparing processes, systems, and controls with other public transit agencies to ensure continuous improvement. Our leadership extended to promoting and participating in professional organizations like the Institute of Internal Auditors and the Association of Local Government Auditors, as well as industry organizations such as American Public Transportation Association (APTA). We shared best practices and provided assistance to peer transit and local government internal audit functions, further enhancing our industry impact. The continuation of the UT Audit Internship Program enabled us to recruit and develop interns from the University of Texas, leveraging their skills to drive process improvements within CapMetro. Additionally, we prioritized enhancing training and professional certifications for staff members to better support CapMetro and the transit industry. Our team provided assurance, advisory, and risk management services to management and the Board of Directors, aligning closely with CapMetro's strategic priorities. We successfully executed the FY2024 Internal Audit Services Plan, assessing operational and business risks and deploying internal audit resources efficiently and cost-effectively to support organizational success.

### FY2025 Projects

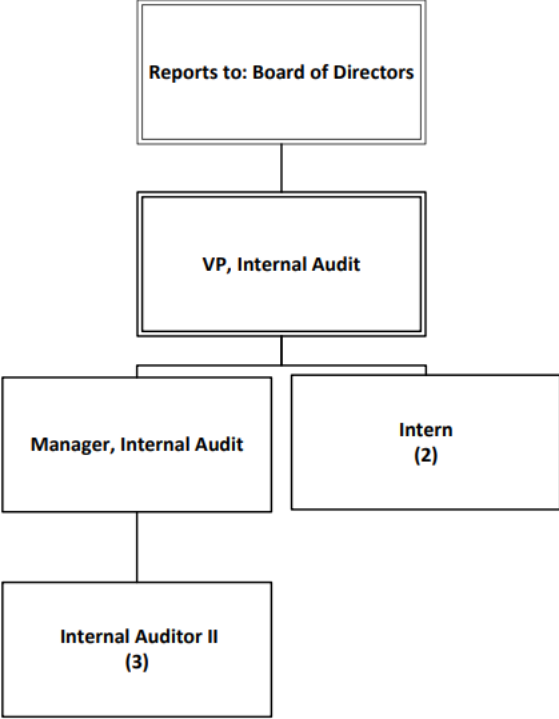
Customer, Community, Organizational Effectiveness and Workforce Goals

#### Advancing Governance and Efficiency

In FY2025, CapMetro is scheduled to receive two external audits: the FTA Triennial Review and the state-mandated Quadrennial Performance Audit. The Internal Audit team will serve as primary liaison for completing these external reviews. Additionally, we will conduct comprehensive benchmarking of processes, systems, and controls both internally and externally, against other public transit agencies to drive operational efficiency and effectiveness. We will further provide leadership by actively promoting and participating in professional and other industry organizations. We plan to share best practices and provide assistance as needed to peer transit and local government internal audit functions, fostering knowledge sharing and collaboration. Continuing our commitment to workforce development, we will sustain the UT Audit Internship Program, recruiting and developing UT Audit Interns to leverage their skills in driving process improvements within CapMetro. Furthermore, we will enhance staff member training and professional certifications to bolster their support for CapMetro and the transit industry. Regarding organizational effectiveness, we will provide assurance, advisory, and risk management services to support CapMetro's strategic priorities and assist the Board of Directors and management in achieving their

objectives. We will execute the FY2025 Internal Audit Services Plan, evaluating operational and business risks and deploying internal audit resources in a manner that ensures cost-effectiveness and efficiency across the organization.

## Internal Audit Organization



## Budget Changes

### Salaries and Benefits

Increase of \$11,493 driven by approved performance-based increase to become effective in January 2025.

### Other Expenses

Increase of \$223,618 driven primarily by Professional Services related to the quadrennial performance audit.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$470,754	\$772,620	\$772,620	\$784,113	\$11,493	1.5 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>470,754</b>	<b>772,620</b>	<b>772,620</b>	<b>784,113</b>	<b>11,493</b>	<b>1.5 %</b>
Professional Services	325	-	-	220,000	220,000	N/A
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	480	480	480	-	-
Utilities	740	2,400	2,400	2,400	-	-
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	10,700	13,376	13,376	16,994	3,618	27.0 %
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>11,765</b>	<b>16,256</b>	<b>16,256</b>	<b>239,874</b>	<b>223,618</b>	<b>1,375.6 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$482,519</b>	<b>\$788,876</b>	<b>\$788,876</b>	<b>\$1,023,987</b>	<b>\$235,111</b>	<b>29.8 %</b>

## Legal

### Functions and Responsibilities

The Legal Department ensures that CapMetro conducts its activities ethically and consistent 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 Local Government Records Act; monitors and enhances CapMetro's ethics program to help ensure responsible stewardship of public funds; and manages outside legal services.

### FY2024 Achievements

#### Customer and Community Goals

##### **Park and Ride Land Acquisitions**

Our Legal team helped to ensure the timely acquisition of land for two new park & ride facilities that are key components of Project Connect CapMetro Rapid bus lines: Expo Center and Goodnight Ranch. To accomplish these acquisitions, we collaborated with outside legal counsel and internal stakeholders such as the Capital Projects and Real Estate Departments. For both acquisitions, we worked to ensure that CapMetro's interests were protected during negotiations and that we complied with state and federal law. For the Expo Center acquisition, we guided CapMetro through a condemnation process and complex federal regulatory issues and worked with our partners at the City of Austin and Travis County to keep the project on schedule. In the Goodnight Ranch acquisition, we helped navigate through some complex issues in the negotiations and worked to protect public funds.

##### **New Contracted Demand Response, Pickup, and CapMetro Access Services Contract**

Legal played an integral role in the successful procurement process to obtain a new contractor for its demand response services: Pickup by CapMetro and CapMetro Access (Paratransit). This contract is one of CapMetro's largest in terms of dollar amount and is critically important in the delivery of FTA-required Paratransit services to customers with disabilities who are unable to navigate CapMetro's bus system. Legal collaborated with many internal stakeholders across CapMetro departments to help in the development of the solicitation and provided legal guidance throughout the process. We helped to ensure compliance with procurement laws and policies and helped to navigate the requirements of federal labor law.

##### **Mokan Trail Master License Agreement**

Legal was instrumental in developing and finalizing a Master License Agreement between CapMetro and the city of Austin for the city's construction of the Mokan Trail along CapMetro rail right of way. The trail, which starts at Pleasant Valley and heads east toward 183, will be a complement to CapMetro transit services and enhance the community's accessibility and mobility options.

##### **Vendor Bankruptcy**

Legal helped guide the agency through a difficult and complex Chapter 11 (reorganization) bankruptcy of a vendor that provides key products and services to CapMetro. We worked closely with our outside bankruptcy counsel and internal stakeholders. Although the circumstances were difficult, Legal helped position CapMetro in the best way possible and ensured the agency's interests were protected throughout the process. While significant challenges remain, the result was that CapMetro's contracts with the vendor were honored so that we remained entitled to the products and services we had contracted for. This achievement furthered CapMetro's strategic goal of Organizational Effectiveness by helping us remain a fiscally responsible, transparent steward of public funds and our strategic priority of Project Delivery.

## FY2025 Projects

### Community and Organizational Effectiveness Goals

#### **Implementation of an electronic solution for managing the open records process**

The Legal team is reimagining CapMetro's approach to receiving, responding to, and managing requests for public information while ensuring compliance with the Texas Public Information Act, Chapter 552 of the Texas Government Code. An electronic solution, such as GovQA, will provide a centralized, standardized, secured, streamlined request and communication management system for members of the public, the Legal Department, and CapMetro staff. Implementation of the electronic solution is expected by the end of Q1. To accomplish this project, the Legal Department will work closely with the Procurement Department to ensure proper procurement protocols are followed, and the IT Department will ensure the solution aligns with CapMetro IT infrastructure and security requirements. Funding for this project was included in the FY2024 and FY2025 IT operating budget.

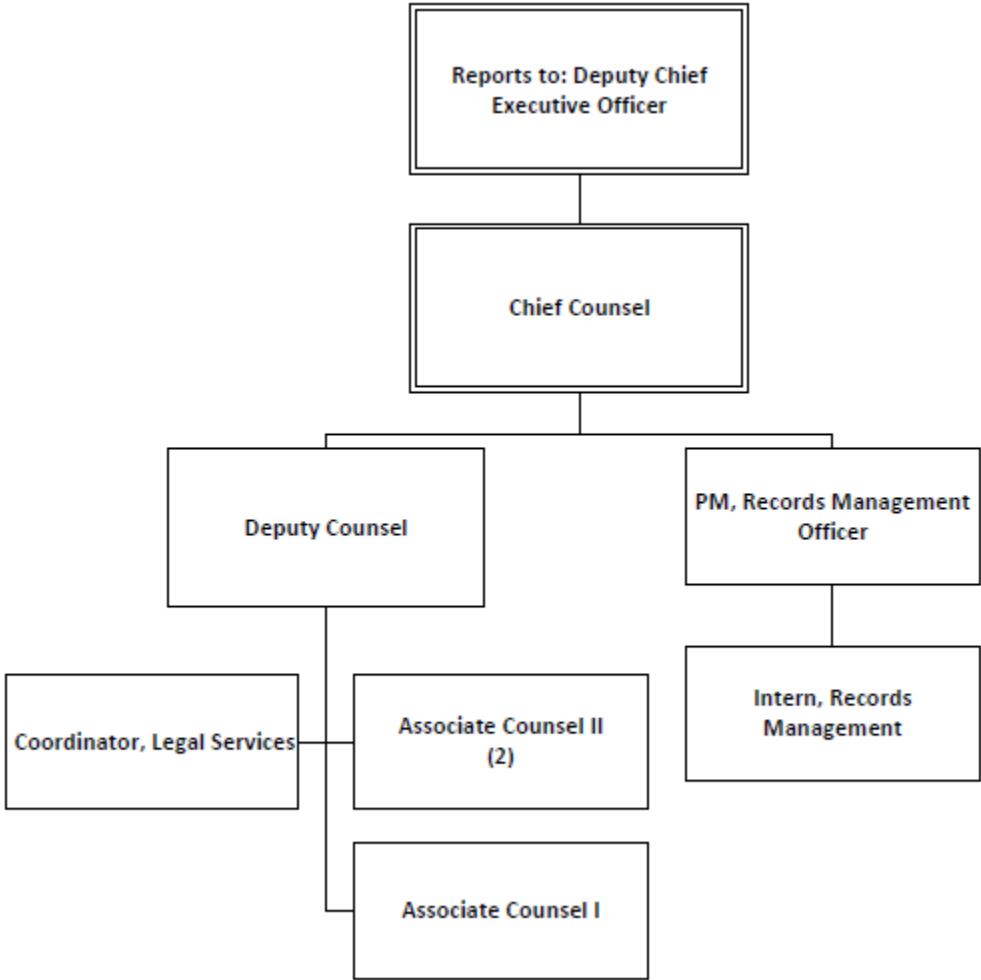
#### **New outside legal counsel services procurement**

With the expiration of the outside legal counsel services contracts in Q1 of FY2026, the Legal team intends to procure new outside legal counsel services contracts in FY2025. The procurement timeline is anticipated to begin in or around January or February of FY2025 and conclude in spring/summer of FY2025. This initiative impacts the Legal Department and CapMetro business units due to the importance of legal services, the tremendous consequences legal decisions have on the agency, and the frequency with which outside counsel is consulted. This initiative will adhere to best practices for procuring legal services based on research of peers and other resources to identify areas of improvement and protect public funds. To accomplish this project, the Legal team will work closely with the Procurement Department to ensure proper procurement protocols are followed. Funding for this initiative was included in the FY2025 Legal budget.

#### **Records and Information Management support of enterprise software implementation projects and enterprise migration projects**

The Records Management Officer (RMO) within the Legal Department plays a critical role in helping CapMetro business units manage records at the department level and enterprise-wide. In FY2025, the RMO intends to contribute to the enterprise software implementation projects and enterprise migration projects. These projects will impact CapMetro by automating and streamlining processes and migrating data to a secure, central IT infrastructure. Timelines for individual software implementation or migration projects will be developed by the Project Manager. RMO consulting will be ongoing throughout the fiscal year. To accomplish this project, the RMO will work closely with the IT Department and business units as needed.

# Legal Organization



## Budget Changes

### Salaries and Benefits

Increase of \$33,499 due to approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$68,983 driven by a \$63,288 reduction in General Legal Services for outside legal services contracts.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$921,669	\$1,025,217	\$1,025,217	\$1,058,716	\$33,499	3.3 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>921,669</b>	<b>1,025,217</b>	<b>1,025,217</b>	<b>1,058,716</b>	<b>33,499</b>	<b>3.3 %</b>
Professional Services	641,821	655,800	655,800	592,512	(63,288)	(9.7)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	904	2,420	2,420	996	(1,424)	(58.8)%
Utilities	500	1,920	1,920	1,812	(108)	(5.6)%
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	14,749	29,678	29,678	25,515	(4,163)	(14.0)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>657,974</b>	<b>689,818</b>	<b>689,818</b>	<b>620,835</b>	<b>(68,983)</b>	<b>(10.0)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,579,643</b>	<b>\$1,715,035</b>	<b>\$1,715,035</b>	<b>\$1,679,551</b>	<b>(\$35,484)</b>	<b>(2.1)%</b>

## Marketing and Communications

### Functions and Responsibilities

The Marketing and Communication Department furthers CapMetro’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 conducts market research to measure awareness and customer satisfaction levels. 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 of Directors, allowing CapMetro to drive positive messages and enhance its position in the community. The department establishes and implements CapMetro’s social media platforms by presenting user-friendly information through multiple channels for customers, stakeholders and employees.

### FY2024 Achievements

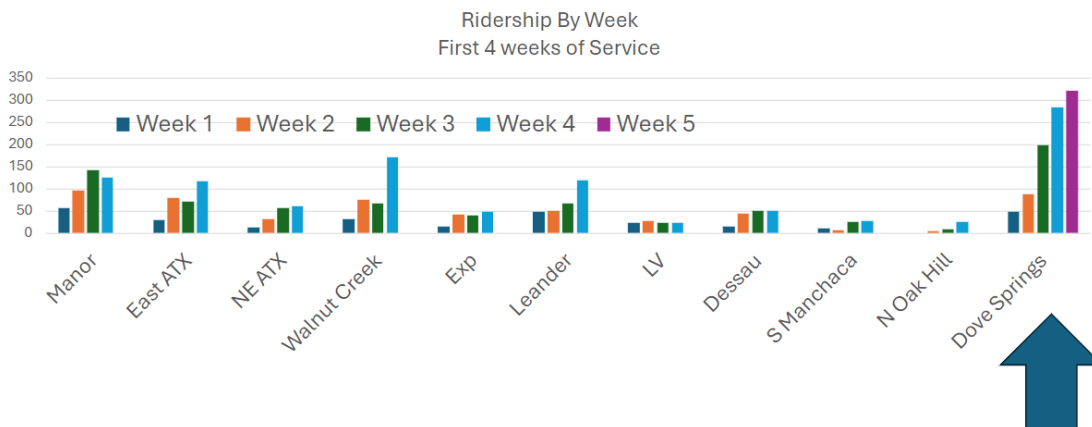
Community and Customer Goals

#### Dove Springs Pickup

The Dove Springs Pickup zone launch on January 14, 2024, brought together key elected officials, CapMetro leadership and a strong turnout from Dove Springs community residents. Two Pickup vehicles conducted zone tours to educate the community on the key destinations within the zone and were enthusiastically received by attendees. The event received press coverage in English and Spanish, and CapMetro’s social media posts received more than 325,000 impressions over four social media channels. The Dove Springs Pickup zone opened to record-setting ridership in the first few weeks of service compared to other zones.

### Dove Springs Rider Metrics

- Dove Springs ridership was higher than other PU zones in the first 4 weeks of service, and also increased more week 4 to week 1





## McKalla Station

The highly anticipated opening of McKalla Station at Q2 Stadium was met with overwhelming popularity and demand by new and existing riders. Excitement for the station's February 24, 2024 grand opening was in part due to earned media from a media tour and press conference in collaboration with Austin FC/Q2 Stadium in the days leading up to the event. Opening day saw more than 4,500 customers, nearly double our previously recorded match day ridership, going to and from Q2 Stadium. A media campaign with iHeart Media helped build awareness around the station's activation. Total impressions (i.e., views by an audience) were 1.8 million across social media platforms. Earned media in the lead up to opening is represented by 14 articles and reports by local agencies. News about the station was covered by various print, broadcast, and online agencies. CapMetro's Communications team leveraged four social media platforms for timely and organic wayfinding and operations-related information dissemination. Paid influencer campaigns were also utilized to provide riders with a relatable message of how to get to and from McKalla Station.

## Customer Satisfaction Survey

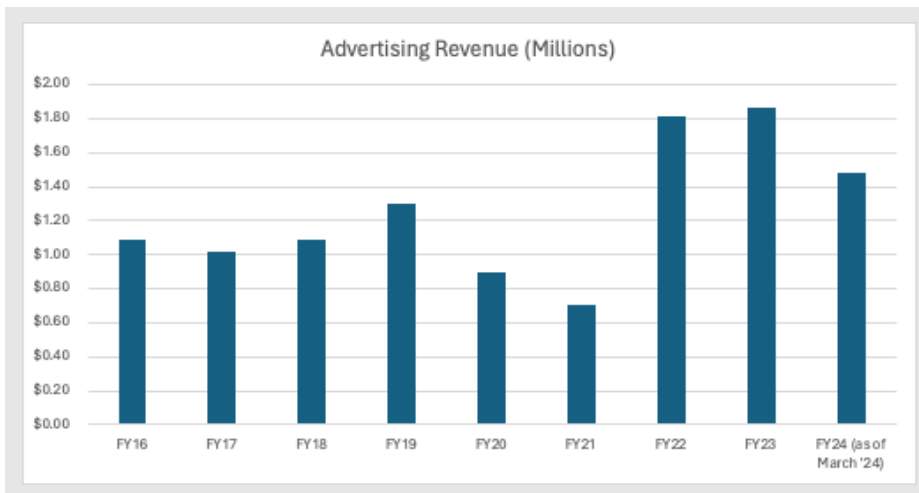
A pivot was made this year from past customer satisfaction surveys to better align with the Customer Experience priority of our strategic plan. We adopted an approach that has been used successfully in a number of major transit agencies that focuses on Customer Experience. This methodology aligns with best practices and marks the first step to identify and prioritize customer "pain points." This work will lead to additional research and the development of a plan of corrective actions to help CapMetro reach its strategic goals. Approximately 1,400 customers were interviewed through five fixed route types: Express, Rail, UT Shuttle, Rapid and Local with an oversample in our member cities of Leander, Lago Vista, and Manor to ensure their statistical representation.

## Media/Public Relations

CapMetro has continued to grow and garner media attention in FY2024. Like FY2023, the agency continues to surpass \$40 million in Advertising Value Equivalency (AVE) which approximates the monetary value of earned media efforts by comparing them to the cost of advertisements. CapMetro is on track to exceed FY2023's AVE measurement year over year. From October 1, 2023, to May 1, 2024, CapMetro's AVE value was already at \$41.55M with five months remaining in the fiscal year, compared to the \$44 million value for the entirety of FY2023.

## Advertising Revenue Contract

In the first half of FY2024, CapMetro's transit advertising contract generated \$1.5 million in revenue, a 43% increase from the same period last year, when we recorded \$840 thousand in sales revenue. The contract is currently on track to surpass FY2023, when total revenue reached an all-time high of \$1.9 million. The advertising contractor has consistently driven revenue growth year over year, and the rate of growth in sales exceeds that of similar-sized markets.



## FY2025 Projects

Community, Customer, and Organizational Effectiveness Goals

### **New CapMetro Rapid Lines**

Development of an education plan to promote the new Expo Center and Pleasant Valley Rapid lines. The goal is to encourage current customers to change behavior and adopt the more frequent service, to attract new customers to the service, to reach new audiences who can take advantage of the Park & Ride facility and to educate the community on the value that the lines bring to East Austin neighborhoods.

### **Expanding University Outreach**

CapMetro will begin a partnership and outreach plan at St. Edward's and Huston-Tillotson Universities to educate students on how to ride CapMetro. The campaign will advertise to students, as well as provide on-site event outreach to better communicate our services to the university communities.

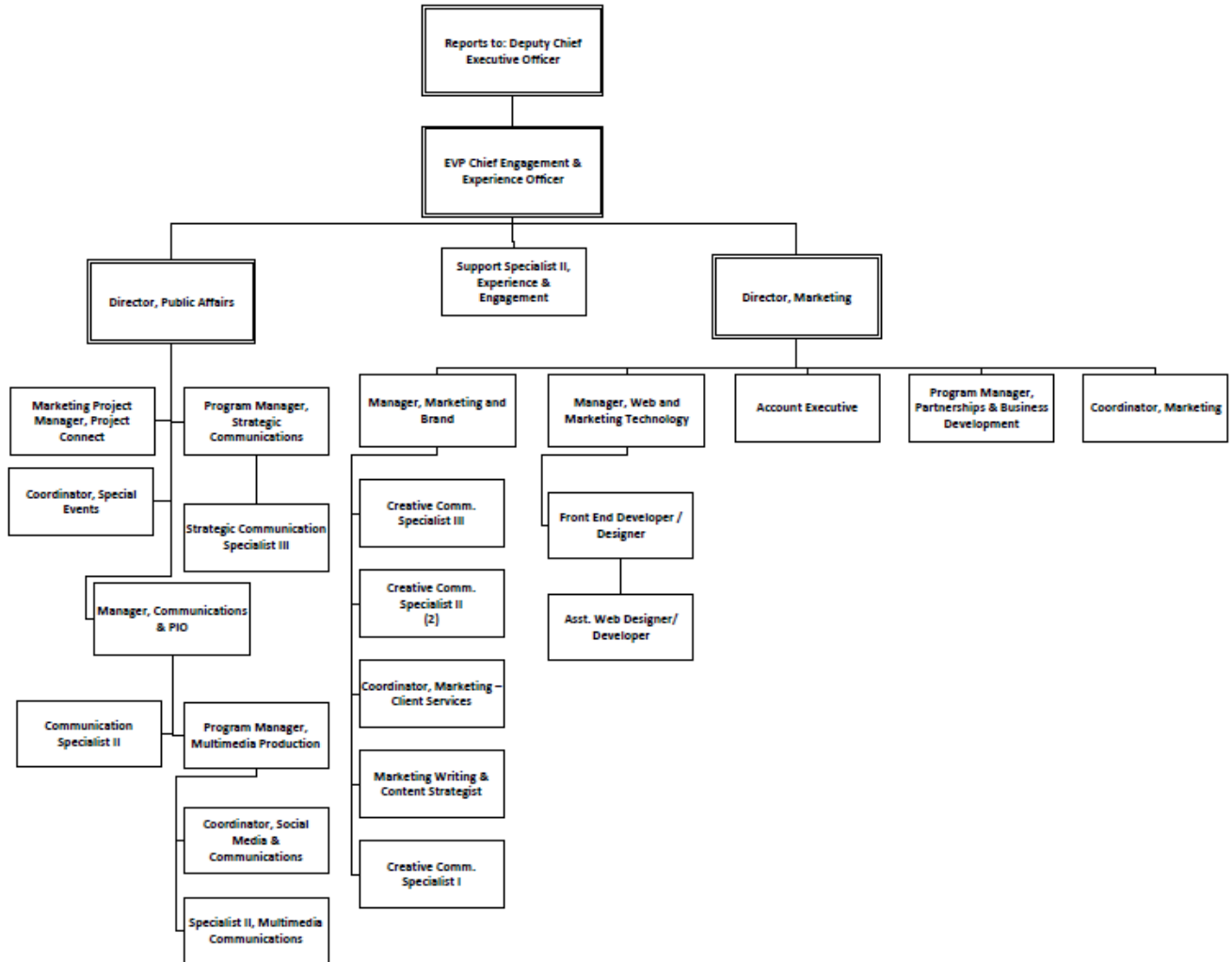
### **CapMetro 40-year Anniversary**

Marketing will have numerous planned activations throughout the year for both internal and external celebrations of CapMetro's 40 years of service in Austin. Activations will include community outreach and educational advertising campaigns, where we will lean into our reputation and steadfastness within the community.

### **Non-fare Revenue Streams**

Marketing is currently engaged in research and planning to increase our non-fare revenue streams by activating spaces and exploring ways to monetize existing assets. Our upcoming initiatives include leveraging resources for advertising and introducing a facility rental program.

## Marketing and Communications Organization



## Budget Changes

### Salaries and Benefits

Increase of \$85,241 due to approved performance-based pay increases to become effective in January 2025.

### Other Expenses

Decrease of \$445,916 due to a reduction of \$415,338 in Other Expenses, primarily in advertising-promotion media; \$11,854 in Professional Services, primarily in consultation fees; and \$19,500 in Materials and Supplies. These reduced amounts result from the completion of the fare collection campaign and reductions in multiple projects, most significantly the fall and spring campaign, website upgrades and value of transit outreach.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$2,025,893	\$2,780,314	\$2,780,314	\$2,865,555	\$85,241	3.1 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>2,025,893</b>	<b>2,780,314</b>	<b>2,780,314</b>	<b>2,865,555</b>	<b>85,241</b>	<b>3.1 %</b>
Professional Services	2,174,225	2,436,947	2,649,947	2,425,093	(11,854)	(0.5)%
Fuel and Fluids	20	-	-	-	-	N/A
Materials and Supplies	440,908	787,500	817,500	768,000	(19,500)	(2.5)%
Utilities	3,320	4,536	4,536	4,800	264	5.8 %
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	712,639	1,265,638	1,215,638	850,300	(415,338)	(32.8)%
Lease/Rentals	4,509	5,200	5,200	5,712	512	9.8 %
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>3,335,620</b>	<b>4,499,821</b>	<b>4,692,821</b>	<b>4,053,905</b>	<b>(445,916)</b>	<b>(9.9)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$5,361,513</b>	<b>\$7,280,135</b>	<b>\$7,473,135</b>	<b>\$6,919,460</b>	<b>(\$360,675)</b>	<b>(5.0)%</b>

## Microtransit

Formerly Innovative Mobility

### Functions and Responsibilities

The Microtransit Department is responsible for oversight of Pickup by CapMetro services, exploring the future of public transportation technologies, platforms, modes, and initiatives, and creating and managing alternative shared public transit solutions in areas where fixed-route transit is not a good mobility option. In addition, the department coordinates new and existing projects, programs, and initiatives impacting the Demand Response division.

### FY2024 Achievements

Community, Customer, and Organizational Effectiveness Goals

#### Launched New Dove Springs Pickup Zone

Achieved a significant milestone with the successful launch of the on-demand service Dove Springs Pickup zone on January 14, 2024. This launch has notably increased access, mobility, and transportation independence within the community. By extending the reach of CapMetro services, the on-demand services have effectively filled gaps in the transit network, ensuring better connectivity and convenience for residents.

#### Increased Pickup Ridership to Reach 1 Million Passenger Milestone

Increased ridership by providing the most efficient services and making necessary adjustments to the Pickup zones. On April 1, 2024, the milestone of our 1 millionth passenger was celebrated in the Leander Pickup zone. Additionally, on February 22, 2024, Pickup ridership hit a record of 2,000 daily rides. Ridership continues to set new records across all zones, demonstrating these services' success and growing popularity.

### FY2025 Projects

Community, Customer, and Organizational Effectiveness Goals

#### Launch Decker Pickup Zone

Launch the Decker Pickup zone with the objective of developing and implementing a new zone that focuses on service excellence and exceptional customer experience. The project scope includes planning, designing, and coordinating with service providers and Travis County for implementation. The anticipated launch date is Quarter 3, FY2025, aligning with one of the identified service changes. This project aims to enhance community mobility and connectivity by providing on-demand service contributing to a more flexible, accessible, and integrated transportation system. The initiative is expected to lead to greater independence for customers and enhanced community engagement.

#### FTA Mobility Performance Metrics Project

Embark on a project to promote continuous collaboration and improvement of services by participating in a multi-transit agency data project. The objective is to engage with TTI and other agencies by providing requested data to create the FTA Mobility Performance Metrics. The project scope includes beginning the project in the 1st quarter FY2025 and achieving completion by the 4th quarter. TTI will collect data from various agencies for the FTA, package it, and provide it to all participating agencies. This collective data will enable the Demand Response division to analyze current services in comparison to other agencies, ensuring reliable services are being provided.

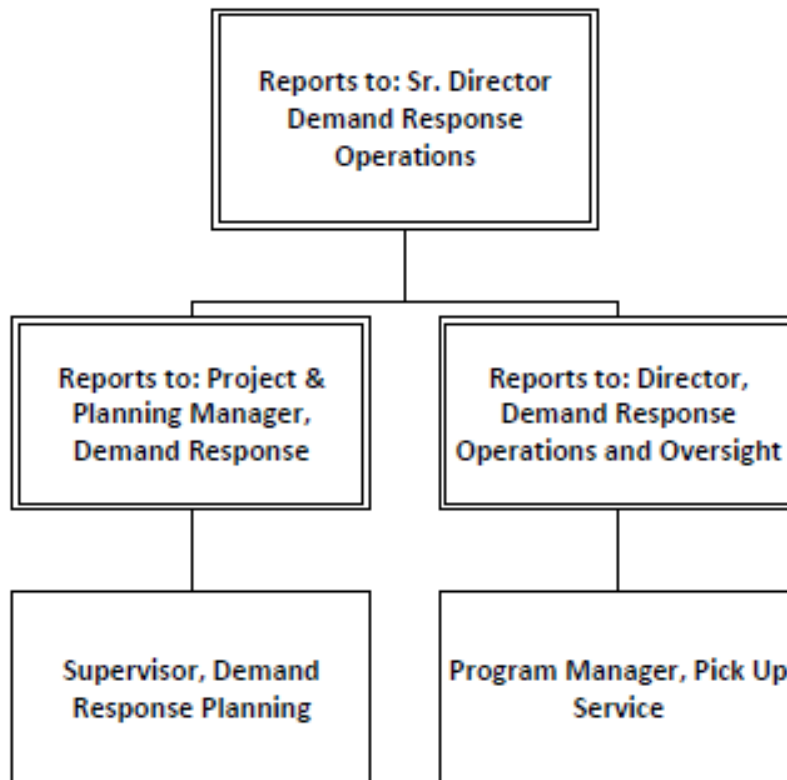
### Evaluate & Update Guidelines for Pickup Service and Performance Metrics

Undertake a project aimed at developing comprehensive service reliability plans to improve and enhance the customer experience. The project scope includes reviewing and updating the current pickup service guidelines and reevaluating the performance metrics to align with current service needs. The outcome will be the implementation of updated guidelines for Pickup service and performance metrics, which will adjust key performance metrics across all Pickup zones and improve the customer experience, with the goal of improving financial and operational sustainability. The goal of these guidelines is to make the service operationally and financially sustainable and accommodate future growth.

### North Base Demand Response Facility / South Base Demand Response Facility

Initiate a project aimed at supporting sustainable growth and improving the environment by designing and constructing a sustainable facility and warehouse. The project scope includes continuing to provide stakeholder feedback, coordinating with the Facility Design and Construction Department through the 100% design phase, and participating in the selection of the general contractor. Permit completion and selection of the general contractor is anticipated by the 4th quarter FY2025, with construction set to commence in the same quarter. Upon completion, CapMetro will have built a sustainable and environmentally friendly facility that benefits both employees and the community, with an expected go-live date of July 2027.

## Microtransit Organization



## Budget Changes

### Salaries and Benefits

Decrease of \$88,737 due to the reallocation of 0.35 FTE to Demand Response Oversight partially offset by an increase due to approved performance-based pay increases to become effective in January 2025.

### Other Expenses

Decrease of \$1,518,189 primarily in Purchased Transportation of \$1,001,436 and \$85,488 in Fuel and Fluids due to decreased service hours, and reduction in related costs of \$602,416 in Lease/Rentals. This is offset by \$176,000 Materials and Supplies increases in contractual obligations. Fuel costs are projected at an average cost per gallon with taxes of \$2.75 for FY2025, an increase of \$0.15 per gallon compared to FY2024 budget.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$319,101	\$299,241	\$299,241	\$210,504	(\$88,737)	(29.7)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>319,101</b>	<b>299,241</b>	<b>299,241</b>	<b>210,504</b>	<b>(88,737)</b>	<b>(29.7)%</b>
Professional Services	36,640	20,907	20,907	43,423	22,516	107.7 %
Fuel and Fluids	234,732	264,388	264,388	178,900	(85,488)	(32.3)%
Materials and Supplies	5,745	45,000	45,000	221,000	176,000	391.1 %
Utilities	500	960	960	480	(480)	(50.0)%
Insurance	-	-	-	-	-	N/A
Purchased Transportation	4,655,075	10,353,192	9,353,192	9,351,756	(1,001,436)	(9.7)%
Other Expenses	26,403	48,975	48,975	22,090	(26,885)	(54.9)%
Lease/Rentals	1,071,162	1,056,336	1,056,336	453,920	(602,416)	(57.0)%
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>6,030,258</b>	<b>11,789,758</b>	<b>10,789,758</b>	<b>10,271,569</b>	<b>(1,518,189)</b>	<b>(12.9)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$6,349,358</b>	<b>\$12,088,999</b>	<b>\$11,088,999</b>	<b>\$10,482,073</b>	<b>(\$1,606,926)</b>	<b>(13.3)%</b>

# 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 the job is a good fit. This department captures the costs of various employee benefits agency-wide for health, dental, life insurance, and retirement plans.

### FY2024 Achievements

#### Workforce Goals

##### **Employee Compensation Revamp**

Our goal to revamp employee compensation statements is to emphasize the total rewards employees receive in terms of salaries and benefits. To achieve this, the compensation and benefits teams collaborated to create and electronically distribute Total Compensation and Rewards statements. As part of our ongoing commitment to the "Enhance Technology" priority and our broader People & Culture Strategy, which focuses on optimizing programs and processes through technology, we successfully completed this project using Oracle. Now, employees can log into the system and view their statements on an "as needed" basis.

##### **Enhancing Future Employee Benefits Offerings**

Our goal was to review the future benefit needs of our population and explore opportunities to enhance our benefits offerings. To achieve this, an employee benefits survey was conducted to gather feedback on the current benefit offerings. This provided valuable insights into what additional benefits employees would like to see included in our comprehensive benefits package. Additionally, we reviewed benchmark surveys to assess CapMetro's competitiveness in the market.

### FY2025 Projects

#### Workforce Goals

##### **Optimize Healthcare Costs**

The project aims to identify new plan designs that can help lower healthcare costs. To achieve this, we plan to benchmark with peers on plan design structures to ensure our plan remains competitive with market offerings. Additionally, we will review existing claims utilization to identify opportunities for plan design changes.

##### **Streamline Employee Service**

The project will continue reducing the number of touchpoints for employees by creating Standard Operating Procedures (SOPs) for the Employee Resource Center, further enhancing our Service Model. This will involve utilizing and creating workflows in the benefits module in Oracle to automate processes and develop SOPs for ease of administration.



## Budget Changes

### Salaries and Benefits

Increase of \$5,002,590 primarily due to anticipated increases of \$1,812,134 in pension expenses and \$2,886,666 in health plan expenses.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$15,323,971	\$15,618,615	\$16,186,780	\$20,621,205	\$5,002,590	32.0 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>15,323,971</b>	<b>15,618,615</b>	<b>16,186,780</b>	<b>20,621,205</b>	<b>5,002,590</b>	<b>32.0 %</b>
Professional Services	-	-	-	-	-	N/A
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	-	-	-	-	-	N/A
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$15,323,971</b>	<b>\$15,618,615</b>	<b>\$16,186,780</b>	<b>\$20,621,205</b>	<b>\$5,002,590</b>	<b>32.0 %</b>

## Organizational Strategy and Projects

Formerly Strategic Programs and Organizational Readiness

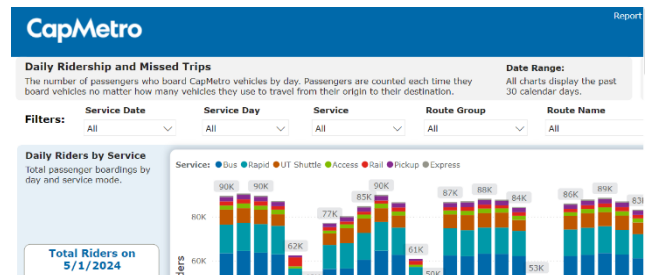
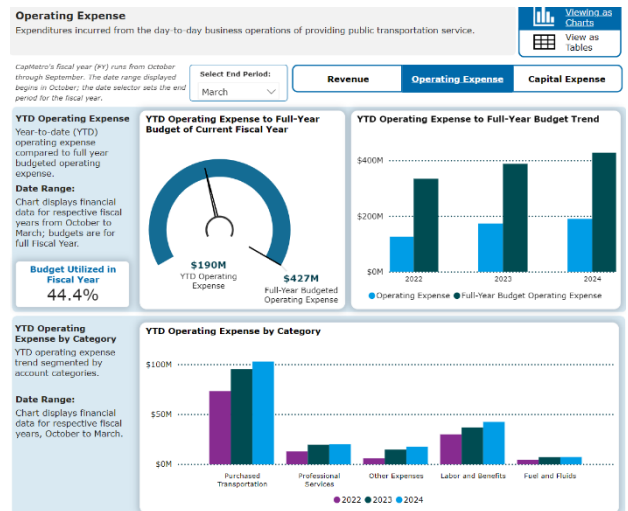
### Functions and Responsibilities

The Organizational Strategy and Projects department promotes continuous improvement throughout the organization by optimizing processes, strengthening cross-functional collaboration, and strategically formulating a comprehensive implementation roadmap encompassing all agency multiyear projects and plans. This department guides CapMetro leadership through development of long-range visions and strategic plans. It connects teams across the organization to set and deliver our priorities by defining the linkages between all organization-wide plans and monitoring progress toward key performance indicators.

### FY2024 Achievements

Customer, Community, Organizational Effectiveness, and Workforce Goals

This year, our department achieved significant milestones by implementing the Finance public-facing dashboard, enhancing financial transparency with critical data on capital and operating budget expenses and revenue. We launched the Route Performance Dashboard, providing key performance metrics such as cost per passenger, route frequency, ridership, and safety data. We developed and led the Transit Police Department Standup Program, integrating and managing various in-flight capital and operating projects to enhance safety and build public trust. Additionally, we provided Project Management Professional Exam Prep training for approximately 30 employees and PMI Principles in the CapMetro Environment training for about 40 staff members, maintaining project management standards. We revamped the Enterprise Portfolio Management (EPPM) Steering and Advisory Committees, optimizing their processes to ensure portfolio investments return value as per our strategy. Furthermore, we implemented the Performance Corner initiative, an internal tool facilitating access to key performance data managed within the Enterprise Data Warehouse Platform, serving as the single source of truth. These accomplishments collectively strengthened our department's operational efficiency, transparency, and strategic alignment.



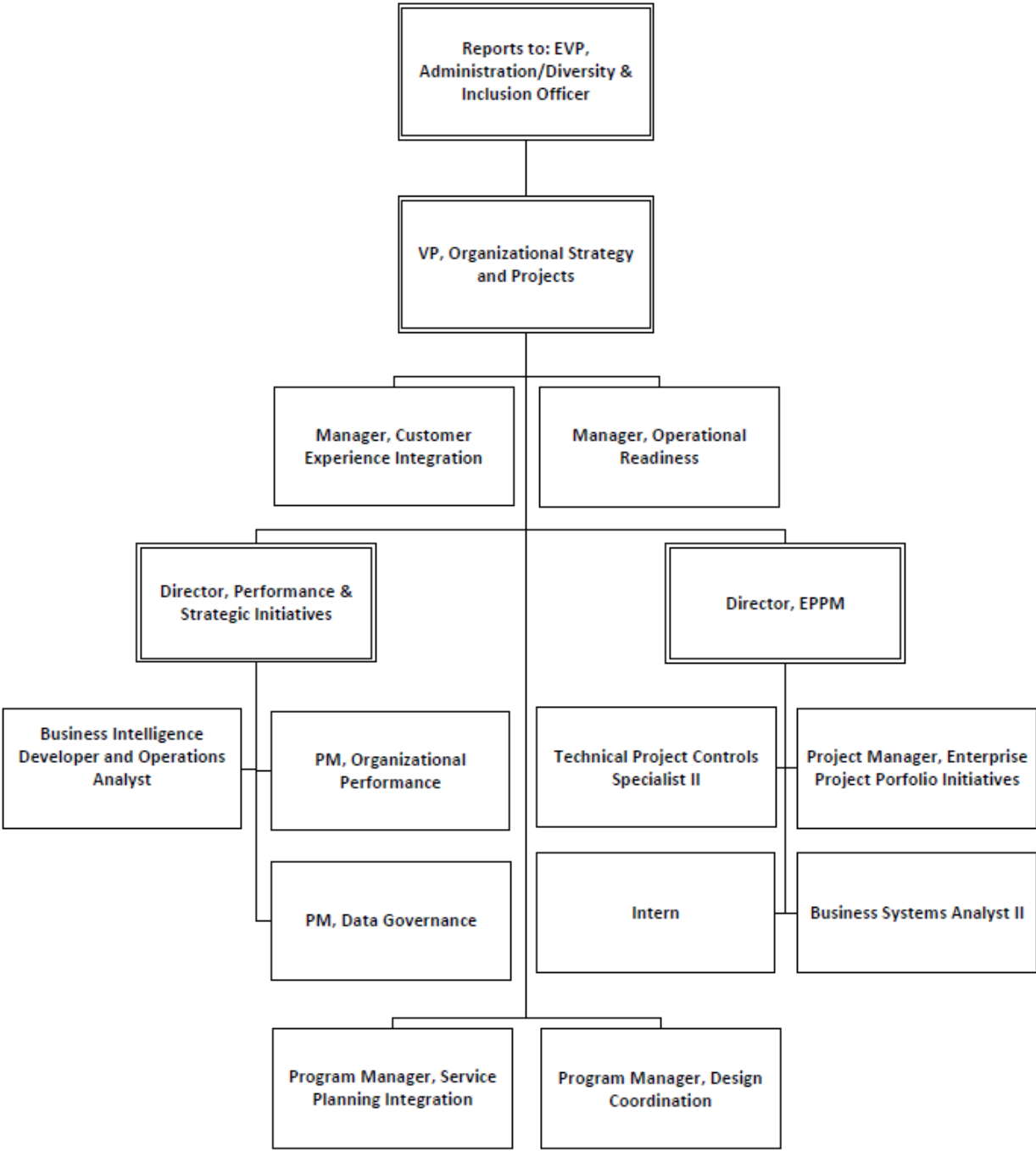
Overall Reliability for the prior 7 days		Top 5 On-Time Performing Routes from Prior 7 Days		Bottom 5 Performing Routes from Prior 7 Days		Route Group by % Early Time Performance		Route Group by % Late Time Performance	
<b>75%</b>	% On-Time	ROUTE ID	% OTP	ROUTE ID	% OTP	ROUTE GROUP	% Early	ROUTE GROUP	% Late
<b>23%</b>	% Late	103	100.00%	350	64.65%	Special Service Route	6.69%	Rapid Route	33.43%
<b>3%</b>	% Early	935	95.00%	803	64.30%	Flyer Route	5.88%	Special Service Route	28.50%
		642	94.66%	985	61.21%	Round Rock Route	5.77%	Round Rock Route	24.04%
		345	94.29%	481	48.97%	Local Route	4.77%	Express Route	18.75%
		217	93.42%	483	36.21%	MetroRail	4.38%	Local Route	16.19%
		<b>Total</b>	<b>94.38%</b>	<b>Total</b>	<b>64.07%</b>	<b>Total</b>	<b>2.93%</b>	<b>Total</b>	<b>22.52%</b>

## **FY2025 Projects**

### Customer, Community, Organizational Effectiveness, and Workforce Goals

Next year, our projects will focus on several key initiatives to enhance our operations and strategic alignment. We will collaborate with operations teams to effectively utilize system reliability and safety data from the Enterprise Data Warehouse Platform, enabling rapid decision-making to improve the customer experience. We will continue to lead the Transit Police Department Standup Program, ensuring the integration, harmonization, and management of all associated capital and operating projects to enhance safety and build public trust. We will also work with the People and Culture Department to establish annual Project Management Professional exam preparation and PMI principles training within the CapMetro environment, potentially expanding to include operational project managers. Additionally, we will implement strategies to mature project portfolio management, continuously aligning components with organizational strategy and achieving portfolio value. Our efforts will support the implementation of the agency's long-range vision plan for future organizational readiness, focusing on process and integration procedures for financial, service, facility, and long-range vision plans.

# Organizational Strategy and Projects Organization



## Budget Changes

### Salaries and Benefits

Decrease of \$705,415 from the transfer of 5.5 FTEs to Power Systems (2), Strategic Planning and Development (1), Demand Response Control and Call Center departments (1), and positions retired (1.5) for activity realignment, partially offset by the approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$1,257,963 primarily in Professional Services for consultation services related to sustainability which moved to the Power System Department.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$1,353,064	\$2,552,806	\$2,056,971	\$1,847,391	(\$705,415)	(27.6)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,353,064</b>	<b>2,552,806</b>	<b>2,056,971</b>	<b>1,847,391</b>	<b>(705,415)</b>	<b>(27.6)%</b>
Professional Services	210,486	1,875,000	1,258,300	676,000	(1,199,000)	(63.9)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	387	1,000	300	600	(400)	(40.0)%
Utilities	2,000	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	30,803	147,563	99,481	89,000	(58,563)	(39.7)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>243,677</b>	<b>2,023,563</b>	<b>1,358,081</b>	<b>765,600</b>	<b>(1,257,963)</b>	<b>(62.2)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,596,741</b>	<b>\$4,576,369</b>	<b>\$3,415,052</b>	<b>\$2,612,991</b>	<b>(\$1,963,378)</b>	<b>(42.9)%</b>

# Paratransit Eligibility

## Functions and Responsibilities

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

### **FY2024 Achievements**

Community, Customer and Organizational Effectiveness Goals

#### **Launched Operating and Eligibility Management Software**

Launched the new operating and eligibility management software, including administrative backend and customer app. Partnered with the Information Technology Department and an operating platform to design and build innovative, cloud based all-in-one software to manage all the Americans with Disability Act (ADA) paratransit operational needs.

#### **Developed and Launched the Access Rider App**

Engaged Access stakeholders in developing and launching the Access rider app and provided rider training opportunities. The Eligibility team coordinated and held multiple engagement events including user testing, rider town halls and external outreach sessions to target accessibility, usability, community outreach and training related to the new app launch for our community, caregivers, and stakeholders. The app was successfully launched on December 1st.

#### **Facilitated and Developed Frontline Training**

The Eligibility & Training Team, in partnership with Safe Alliance Austin and the service provider, developed training materials and protocol and successfully delivered over 14 Sensitivity Training sessions for Demand Response operators and frontline staff. This training reached over 375 Operators and staff members, with an impressive 80% of learners reporting a better understanding of disabilities and professional boundaries.

### **FY2025 Projects**

Community, Customer and Organizational Effectiveness Goals

#### **Develop Customer Satisfaction Survey**

Partner with the American Bus Benchmarking Group (ABBG) to develop and complete an ABBG Customer Satisfaction Survey to assess current state of Access rider satisfaction. We will analyze the results in FY2025 to plan for future service improvement and enhancements.

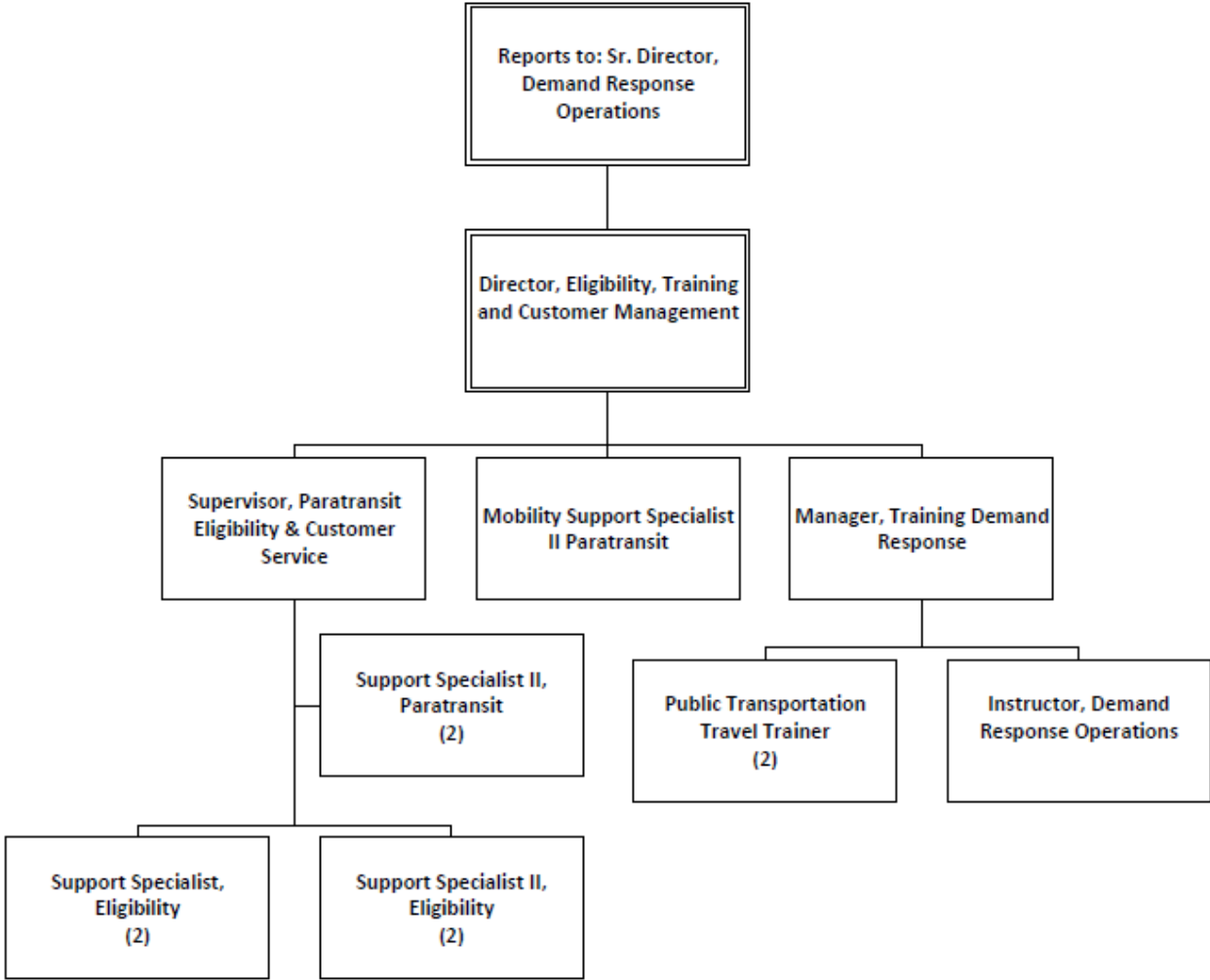
#### **Launch Online Eligibility Application**

Launch an online eligibility application process for new and recertifying applicants to reduce the burden of applying for eligibility, streamline the eligibility workflow, and minimize the need for using paper resources.

#### **Revise Access Rider Guide**

Revise and launch the new Access Rider Guide, replacing the current guide from 2016. This guide will reflect new technologies and information related to current processes with the dispatch and eligibility software.

# Paratransit Eligibility Organization



## Budget Changes

### Salaries and Benefits

Increase of \$142,232 due to the addition of 1 FTE from Demand Response Oversight and approved performance-based pay increases to become effective in January 2025.

### Other Expenses

Increase of \$9,170 mainly in Professional Services due to contractual increases for functional assessments.

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	Var \$ FY2025 vs. FY2024	Var % FY2025 vs. FY2024
Salaries and Benefits	\$712,088	\$871,088	\$871,088	\$1,013,320	\$142,232	16.3 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>712,088</b>	<b>871,088</b>	<b>871,088</b>	<b>1,013,320</b>	<b>142,232</b>	<b>16.3 %</b>
Professional Services	440,241	466,580	467,984	472,110	5,530	1.2 %
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	1,988	10,400	11,800	12,000	1,600	15.4 %
Utilities	460	2,880	2,071	2,880	-	-
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	15,252	29,975	25,980	32,015	2,040	6.8 %
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>457,942</b>	<b>509,835</b>	<b>507,835</b>	<b>519,005</b>	<b>9,170</b>	<b>1.8 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,170,030</b>	<b>\$1,380,923</b>	<b>\$1,378,923</b>	<b>\$1,532,325</b>	<b>\$151,402</b>	<b>11.0 %</b>



## People and Culture

### Functions and Responsibilities

The mission of the People and Culture (P&C) Department is to cultivate a diverse, high-performing workforce by engaging in activities such as attracting, recruiting, developing, motivating, rewarding, and retaining staff. People and Culture empowers the organization by providing essential tools and resources to enhance the capabilities of the workforce, resulting in better performance and successful outcomes. This is achieved through the design and implementation of training programs that improve staff skills and knowledge. The department also fosters professional growth and development within the organization, ensuring that staff can thrive and advance in their careers. People and Culture plays a vital role in supporting the organizational structure and effectively managing the entire staff lifecycle to meet business needs.

### FY2024 Achievements

#### Workforce Goals

#### Learning and Development Program Progress

In Fiscal Year 2024, significant progress was made, including the launch of four new programs. The New Employee Orientation (NEO) was revamped and relaunched in the first quarter FY2024, outlining CapMetro's structure, culture, and mission. As part of our "Invest in Talent" priority and People & Culture Strategy, we streamlined onboarding with tools and experiences that promote productivity and engagement, introducing a Buddy Program in February 2024. Additionally, in partnership with Marketing and Communications, the Leadership Express Newsletter was piloted in February 2024 and launched in March, providing people leaders with insights, strategies, and resources for effective leadership. Complementing this initiative, 24/7 learning content is available, with ongoing feedback collected for continuous improvement. Lastly, Management 101 held its first pilot in April 2024, equipping newly appointed managers with essential leadership skills, attracting 11 participants, four observers, and three Executives.

#### Workforce Planning

In FY2024, we initiated a forward-looking workforce plan to identify crucial skills and address skill gaps, ensuring we have the right talent to meet evolving demands. We established a robust framework to identify and nurture successors and high-potential employees, providing tailored development opportunities to cultivate a pipeline of capable leaders for CapMetro's future. The People Strategy team is building a company-wide framework for talent identification and development, conducting information-gathering sessions with senior leaders to uncover existing talent challenges, skills gaps, and future business needs. The program will be piloted with Senior Executive Team members, with initial Talent Review conversations slated for the fourth quarter. The evaluation process will use a multi-dimensional review of successors for key and critical positions. An Individual Growth Plan template was created and rolled out with the Fundamentals of the Week – Develops Talent in early April, and new capabilities are being integrated into successor candidate evaluation and development.

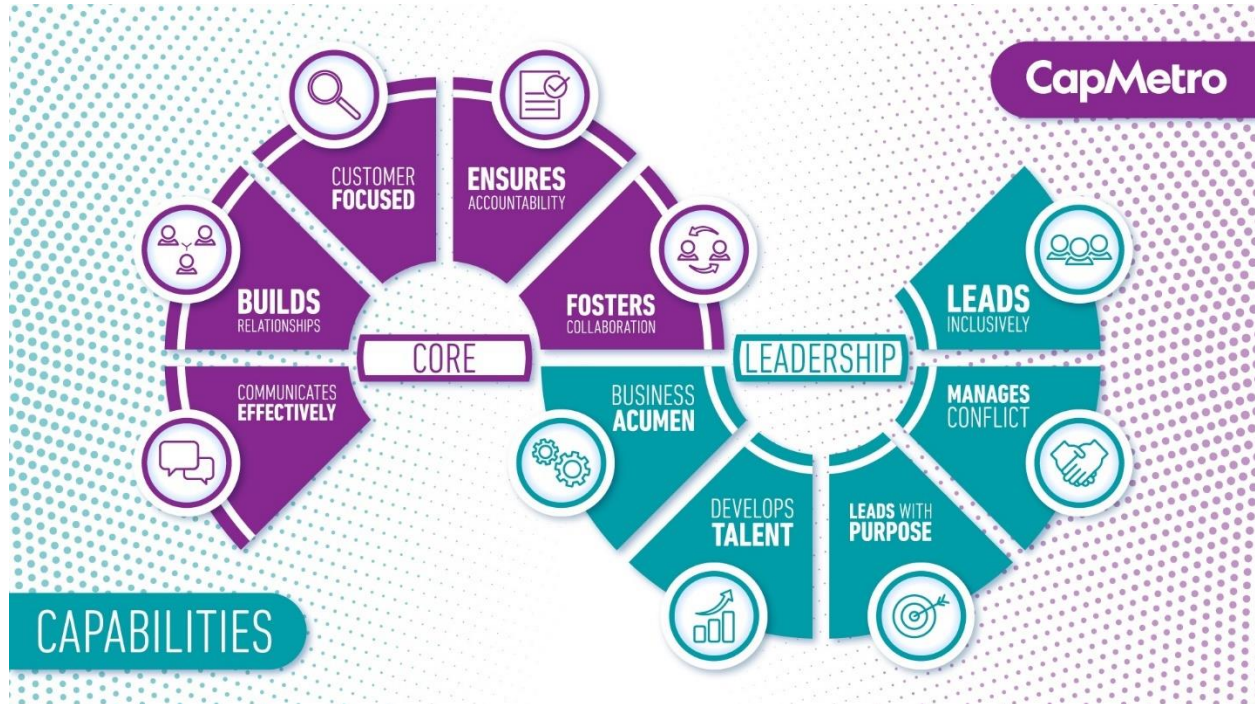
#### CapMetro Fundamentals

In FY2024, CapMetro launched the "CapMetro Fundamentals," an initiative designed to foster meaningful discussions around our Core Values, Core Capabilities, and Leadership Capabilities. This program blends these elements to serve as tools for personal and collective growth within our organization. It aims to establish a foundation for developing supportive and efficient leaders and team members.

CapMetro Fundamentals provides a daily guide to encourage personal success and growth while strengthening team dynamics. Over a six-month period, a member of our Executive Team, or a designated representative, sponsored a Fundamental every other week. These sessions sparked conversations and provided deeper insights into how CapMetro's Values and Capabilities shape our daily operations, impact our agency, and enhance our customer service.

Our Core and Leadership Capabilities are structured into maturity levels, offering a clear framework for skill development and assessment. We've created tools and assessments to help staff gauge their proficiency across four levels: Emerging, Progressing, Advancing, and Excelling. This structure allows staff to identify specific areas for targeted development, fostering continuous growth.

This initiative has significantly strengthened our organizational culture and improved accountability in our performance management process by focusing on the “what” and “how” of our work and commitments. CapMetro is committed to delivering outstanding service and upholding our core principles.



### Technology-Driven Onboarding

In FY2024, we employed technology-driven onboarding tools and experiences to streamline and enhance the assimilation of new staff into CapMetro, fostering productivity and engagement from day one. Onboarding has been transitioned into Oracle through a journey—a collection of tasks to facilitate a business process—creating an integrated end-to-end onboarding experience for new hires. From day one, new staff can complete their paperwork, enroll in benefits, review policies and procedures, and be assigned an onboarding Buddy, among other tasks, with over 25 tasks added to create a streamlined and consistent process for the agency. Previously, onboarding was manual, requiring additional meetings, follow-ups, and room for error. This automated, self-service approach reduces human error risk and places responsibility on staff for accurate information. It also saves the Benefits team from hosting recurring benefits orientations, as all information is now within Oracle. While Oracle onboarding is still undergoing enhancements, this transition has improved the employee experience, giving People and Culture time to focus on strategy and increased accountability and reporting.

## FY2025 Projects

### Workforce Goals

#### Enhancing People Development

In FY2025, People & Culture is focused on developing people through several strategic objectives. Our aim is to design a comprehensive mentorship program to foster supportive mentor-mentee relationships, enhancing knowledge sharing and skill development in alignment with our strategic priority of investing in talent. Additionally, we will formulate a workforce planning strategy to optimize human capital alignment

with agency goals, strengthen organizational foundations, and enhance tools and resources for staff to thrive in their roles. These efforts reinforce our commitment to continuous improvement and innovation, aiming to decrease inquiries related to policy and procedural guidance, empower staff to navigate their roles effectively and ensure the right talent is in place to support organizational success.

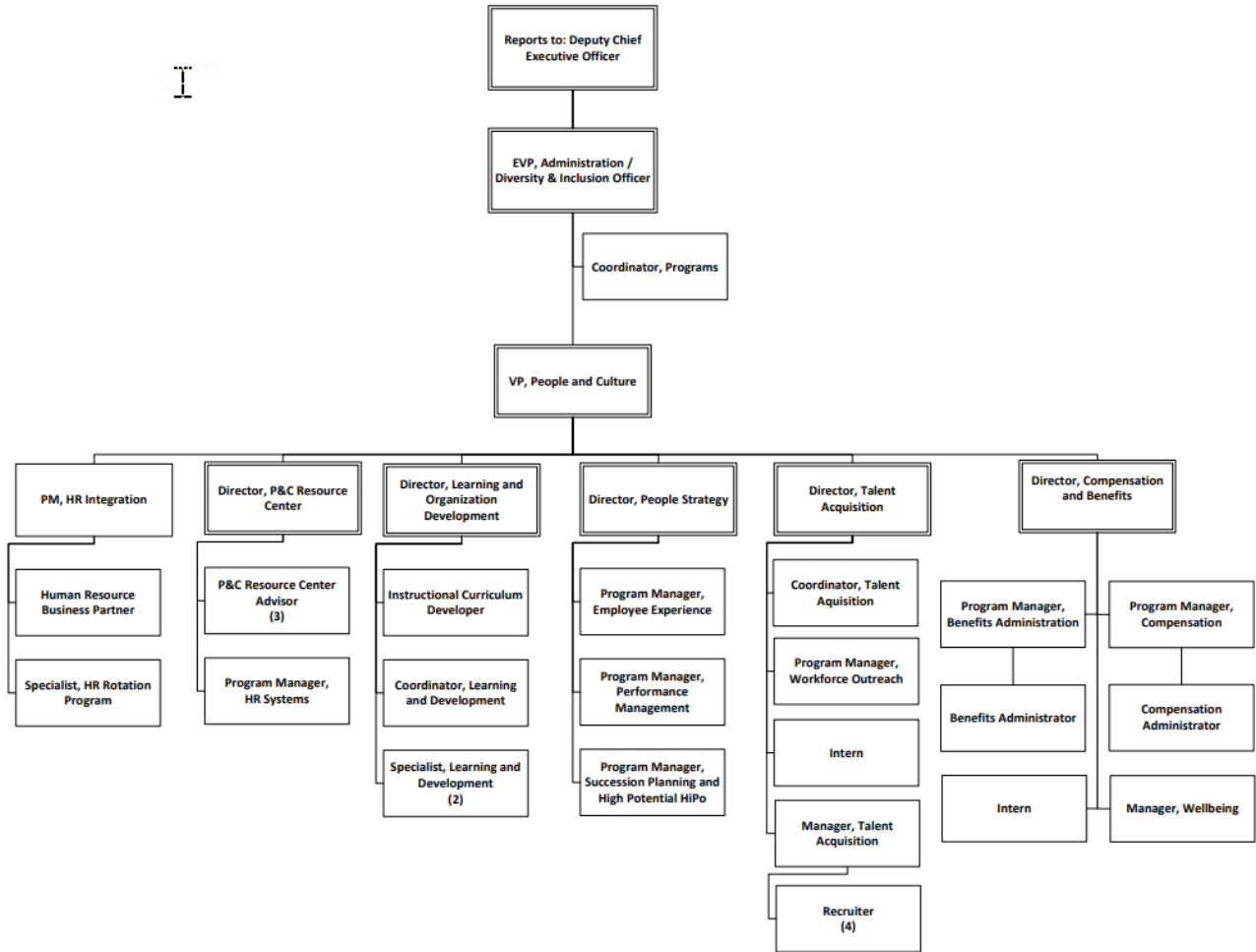
### **Advancing Culture**

In FY2025, our focus on advancing culture involves introducing new ways of working that promote flexibility, collaboration, and innovation to cultivate a thriving environment for professional development. Central to this effort is the establishment of a formal internship program aimed at attracting and nurturing top talent, providing crucial growth opportunities for emerging professionals. We are advancing our P&C operating model to support these changes, demonstrating our commitment to fostering a culture of continuous learning and growth essential for attracting and retaining talent. These initiatives, aligned with our strategic priority of investing in talent, aim to strengthen organizational effectiveness and enhance the employee experience through optimized processes and agile, collaborative practices.

### **Enhance Technology**

In FY2025, our strategic focus is on enhancing employee experiences through streamlined HR processes and technology, aiming to improve efficiency and effectiveness in P&C programs. This initiative aligns with our strategic priorities of strengthening organizational foundations and investing in talent, fostering a culture of continuous improvement and retaining valuable talent. We are prioritizing consistency, accuracy, and security in our HR data governance practices to enhance our ability to make data-informed decisions and build trust among staff in our data processes' integrity. These efforts contribute to a positive employee experience and support our strategic priority of investing in talent. Specific objectives include optimizing P&C programs through technology enhancements and standardizing Oracle's Human Capital Management (HCM) module data governance practices. Offboarding enhancements will commence in the first quarter FY2025, with further improvements planned throughout the year. Expected outcomes include data-driven decision-making to increase organizational effectiveness, comprehensive feedback through updated offboarding surveys to inform strategic retention efforts, streamlined and automated offboarding reporting processes to reduce administrative burden, and robust HCM data governance, ensuring data integrity and compliance for informed decision-making gate risks.

## People and Culture Organization



## Budget Changes

### Salaries and Benefits

Increase of \$731,946 due to job reclassifications and approved performance-based increase to become effective in January 2025, partially offset by transfer of two interns to Demand Response Oversight and reduction of one FTE.

### Other Expenses

Decrease of \$409,237 driven by \$332,510 in Professional Services primarily due to reallocation of background checks and recruiting services to the bus and demand response service providers, and in other professional fees, and \$77,177 in Other Expenses primarily from dues and subscriptions.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$4,059,582	\$4,165,881	\$4,172,489	\$4,897,827	\$731,946	17.6 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>4,059,582</b>	<b>4,165,881</b>	<b>4,172,489</b>	<b>4,897,827</b>	<b>731,946</b>	<b>17.6 %</b>
Professional Services	1,538,164	1,593,354	1,741,754	1,260,844	(332,510)	(20.9)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	52,461	7,750	7,500	8,200	450	5.8 %
Utilities	660	1,440	1,440	1,440	-	-
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	593,984	427,162	300,293	349,985	(77,177)	(18.1)%
Lease/Rentals	3,133	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>2,188,402</b>	<b>2,029,706</b>	<b>2,050,987</b>	<b>1,620,469</b>	<b>(409,237)</b>	<b>(20.2)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$6,247,984</b>	<b>\$6,195,587</b>	<b>\$6,223,476</b>	<b>\$6,518,296</b>	<b>\$322,709</b>	<b>5.2 %</b>

# Power Systems

## Functions and Responsibilities

The Power Systems Department is involved in all elements related to CapMetro electrification needs ranging from facilities, charging infrastructure, rolling stock, solar investments and working closely with utility providers in the Austin region. In addition, emerging electrification technology such as micro-grids which are now beginning to expand as possible business models in the United States and globally are also under review. Since several key sustainability projects are clean energy system related, the sustainability responsibilities and staff have moved to this department. The Sustainability team supports CapMetro’s goal to become a sustainable transit agency and reduce our environmental and ecological impact while maintaining a high-quality transit system specifically to reach a goal of becoming a net zero carbon organization by 2040. The Sustainability team’s primary responsibilities are to support and implement the CapMetro Sustainability Vision Plan and the Sustainability Action Plan, lead CapMetro’s clean energy and net zero carbon initiatives, oversee operations environmental regulatory support and environmental management system implementation.

## FY2024 Achievements

### Organizational Effectiveness Goals

#### CapMetro Sustainability Project Fund Launched

An agency-wide cooperative effort was launched to identify a comprehensive package of designs and capital projects that are now fully programmed into the 5-year Capital Improvement Plan to support the sustainability goals and reduce climate impact. The projects include integrated zero waste systems, efficient lighting and Heating, Ventilation, and Air Conditioning (HVAC) systems, sustainable landscaping design and implementation, water conservation improvements, and a micro-grid/Battery Energy Storage System to support our transition to renewable energy.

The projects were chosen to:

- Pilot innovations that will show positive, measurable sustainability impacts.
- Be replicable.
- Address a key stated sustainability goal/be measurable (e.g., reduce greenhouse gases, conserve energy, reduce water usage, improve local biodiversity/habitat).
- Provide co-benefits (e.g., reduce operational costs, improve durability and reliability, improve comfort and safety of staff).

#### Sustainable Building and Infrastructure Design Guidance and Criteria

Sustainability Design Guidelines and Criteria have been completed and used to guide new design and construction projects. These Guidelines are being developed through a partnership between CapMetro, Austin Transit Partnership (ATP), Project Connect Office, and City of Austin (CoA) Green Building Program to ensure that capital projects integrate LEED, Envision, Austin Energy Green Building, SITES for sustainable landscaping and Energy Star best practices and design principles to reduce the impacts of our projects. Key capital projects that are being guided by the Guidelines and Criteria include: North Base Demand Response facility, McKalla Station, and the new CapMetro Headquarters campus.

To support this goal, the Sustainability team partnered with CoA and ATP to launch an Envision for Sustainable Infrastructure professional development and training program to increase the Agency’s internal knowledge and capacity to build green and sustainable. So far in FY2024, more than 60 CapMetro, ATP, and CoA staff went through an 8-hour professional credentialing workshop (co-led by the Sustainability Officer); more than 17 CapMetro staff completed the workshop and passed the exam and are now credentialed Envision Sustainability Professionals.

## **Sustainability Indicators and Improvements - Metrics and Dashboard Evolution**

The Sustainability team has continually tracked our sustainability metrics from a 2016 baseline and reported them as part of the APTA Sustainability Commitment Program. CapMetro is one of a small (25) group public agencies in North America that has achieved the Gold Level or higher, based on sustainability improvements and commitments. CapMetro has volunteered to be a pilot agency and participate in the updated Sustainability Commitment Program that also includes commitments to social, economic and governance improvements.

The Sustainability team is working with the Organizational Strategy and Projects Department to create a sustainability dashboard and to apply data governance best practices. We have also voluntarily partnered with The Climate Registry to provide transparency and third-party reviews of our Carbon footprint data and reporting.

Here are some of the significant sustainability improvements:

- Water Conservation: A 36% reduction in annual water use compared to 2016.
- Carbon Reduction: A 21% reduction in GHG emissions compared to 2016.
- Fuel use reduction: A 7% reduction in fuel use compared to 2016.
- Renewable Energy Use: 78% of the non-fuel energy used in 2023 was renewable, carbon-free energy.
- Clean Air: A 53% reduction in criteria air pollutants compared to 2016.

## **Environmental Regulatory and Management**

The responsibility for environmental compliance and regulatory oversight was shifted to the Sustainability team in FY2024. A new position was created, and efforts have been initiated to consolidate activities, increase training and auditing, and identify areas for improvement.

## **FY2025 Projects**

Organizational Effectiveness Goals

### **Complete Update to the Sustainability Vision Plan and Action Plans**

Work with the multi-departmental Sustainability team and stakeholders to develop an update to the Sustainability Vision Plan that includes implementation timelines, revised sustainability goals, targets and trendlines based on latest climate and sustainability information and updated Agency Strategic plan and initiatives.

### **Apply to the Updated APTA Sustainability Commitment Program with a Platinum Level Target**

Work with internal Sustainability team to collect data, track initiatives and apply to the updated Sustainability Commitment Program with a Platinum level target.

# Power Systems Organization





## Budget Changes

### Salaries and Benefits

Decrease of \$12,072 from 1 FTE transferred to Facilities Maintenance, 1 FTE transfer from Organizational Strategy and Projects department, and 1 FTE position reclass and approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Increase of \$1,378,332 driven by \$1,138,932 transfer of Professional Services from the Organizational Strategy and Projects department for consultation fees supporting a utility strategy, sustainability, water and nature conservation, and energy efficiencies for public facilities. Materials and Supplies increase by \$200,000 to support zero-waste enhancements that benefit administration, maintenance, and public facilities.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$ -	\$234,437	\$416,895	\$222,365	(\$12,072)	(5.1)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>-</b>	<b>234,437</b>	<b>416,895</b>	<b>222,365</b>	<b>(12,072)</b>	<b>(5.1)%</b>
Professional Services	-	503,000	733,479	1,641,932	1,138,932	226.4 %
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	-	-	200,000	200,000	N/A
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	-	18,250	21,025	57,650	39,400	215.9 %
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>521,250</b>	<b>754,504</b>	<b>1,899,582</b>	<b>1,378,332</b>	<b>264.4 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ -</b>	<b>\$755,687</b>	<b>\$1,171,399</b>	<b>\$2,121,947</b>	<b>\$1,366,260</b>	<b>180.8 %</b>

## 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.

### FY2024 Achievements

#### Organizational Effectiveness Goals

#### Procurement Milestones

In Fiscal Year 2024, Procurement awarded over 75 contracts totaling over \$500 million. These included a new contract for contracted bus operations and maintenance and contracts for construction of the Pleasant Valley and Expo Center Park & Rides, which support our objectives of providing safe and reliable transportation service and improving the customer experience.

The McKalla Station completed its construction phase and began service this year.

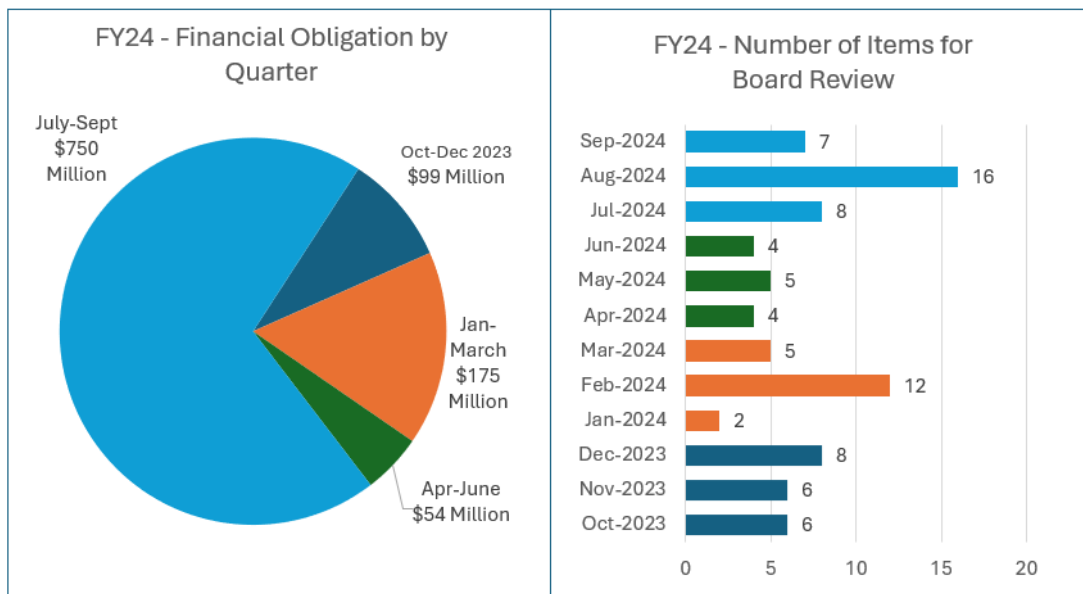
Procurement issued approximately 400 task orders and 300 contract modifications in FY2024, as well as more than 4500 purchase orders totaling more than \$180 million.

More than 8500 bus and vehicle parts were ordered directly by the Small Purchasing team, totaling over \$15.1 million. These parts orders are critical to maintaining our bus fleet in top condition, contributing to our transit system reliability.

CapMetro's transition to battery electric buses continued with the electrification projects at 2910 and North Ops, which are expected to be completed by the end of FY2024 in support of our objective to transform to carbon-neutral by 2040.

A construction contract for the remodel of the new headquarters building at 3100 E. 5<sup>th</sup> Street is expected to be issued by the end of FY2024.

*The graphics below highlight the financial obligations by quarter and the number of contracts presented to the board by month.*



## FY2025 Projects

### Organizational Effectiveness Goals

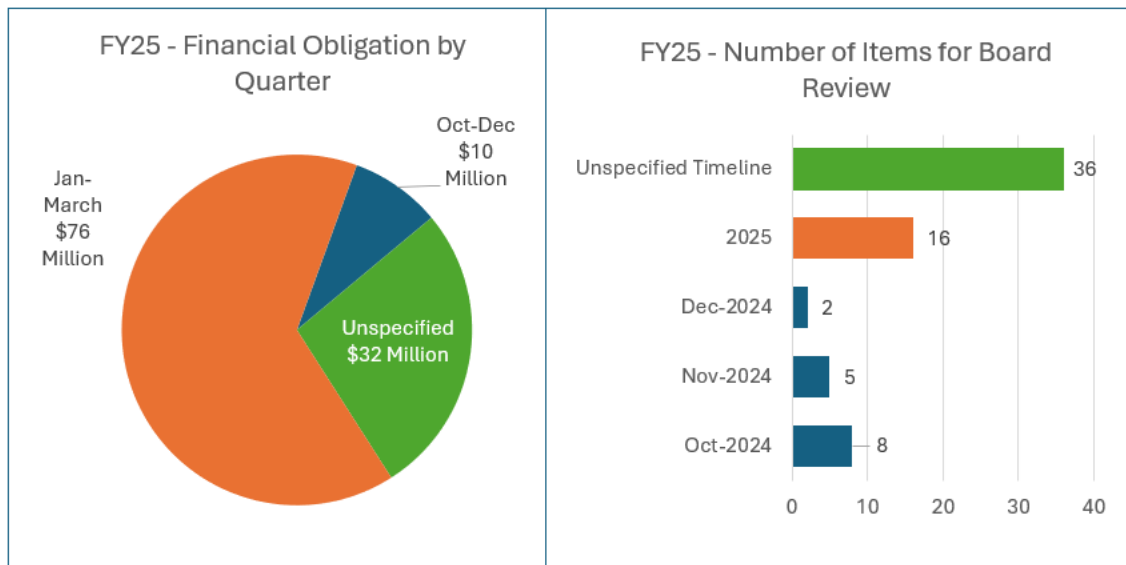
#### Procurement Look Ahead

FY2025 will bring several initiatives for the MetroRail line, starting with a new solicitation for Commuter Rail Operations and Maintenance. Also anticipated are a rail pedestrian crossing at IBM, the Airport/Lamar Red Line Grade separation design, and Double Tracking from Onion Street to East Timbes and Plaza Saltillo.

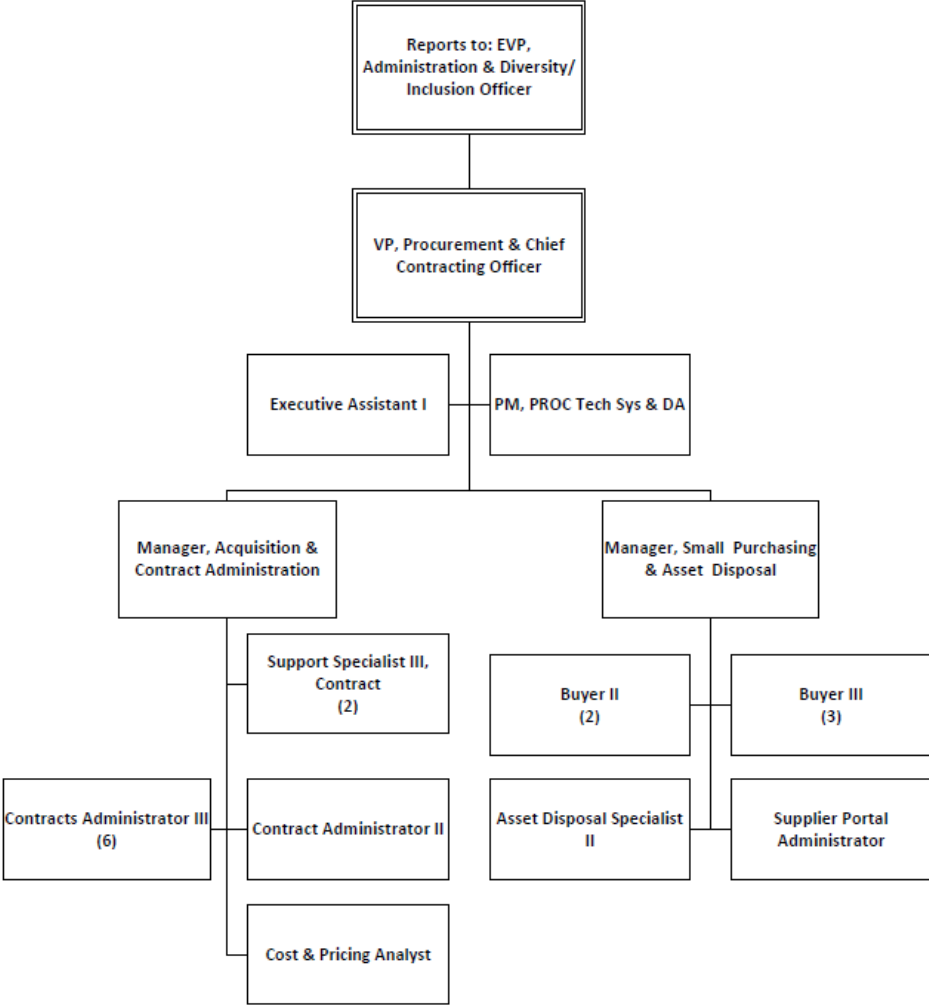
The new headquarters building at 3100 E. 5<sup>th</sup> Street is scheduled for completion and occupation by the end of the year. We expect to solicit and award a contract to construct the new Demand Response facility in FY2025. This will replace existing facilities that are either outgrown or leased with a new, purpose-built facility.

The agency will also undergo a Triennial Review by the Federal Transit Administration in 2025. This review includes a comprehensive look at our procurement policies and practices to ensure compliance with applicable federal requirements and industry best practices.

*The graphics below highlight the anticipated financials by quarter for FY2025 and the number of contracts presented to the board by month. Several items are still in the planning phase and have an unspecified timeline.*



## Procurement Organization



## Budget Changes

### Salaries and Benefits

Increase of \$76,892 due job reclassifications and approved performance-based increase to become effective in January 2025.

### Other Expenses

Decrease of \$20,933 in Other Expenses for seminars, conferences and related expenses.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$2,398,004	\$2,434,231	\$2,434,231	\$2,511,123	\$76,892	3.2 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>2,398,004</b>	<b>2,434,231</b>	<b>2,434,231</b>	<b>2,511,123</b>	<b>76,892</b>	<b>3.2 %</b>
Professional Services	99,560	95,000	117,658	95,000	-	-
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	5,496	7,320	7,320	7,320	-	-
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	43,922	107,007	107,011	86,074	(20,933)	(19.6)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>148,978</b>	<b>209,327</b>	<b>231,989</b>	<b>188,394</b>	<b>(20,933)</b>	<b>(10.0)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,546,982</b>	<b>\$2,643,558</b>	<b>\$2,666,220</b>	<b>\$2,699,517</b>	<b>\$55,959</b>	<b>2.1 %</b>

## **Project Connect**

On November 3, 2020, Austin voters approved the initial investment in the Project Connect System Plan. CapMetro'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.

# Project Connect Integration

## Functions and Responsibilities

To improve organizational effectiveness, the Project Connect Integration Department components have been decentralized and integrated into their functional areas in the Agency. The staff and expenses have transferred to the following departments: Organizational Strategy and Projects; Capital Construction, Engineering and Design; Systems Engineering and Designs; Power Systems; and Rolling Stock and Support Equipment.

### Budget Changes

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$1,459,079	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,459,079</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
Professional Services	19,691	-	-	-	-	N/A
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	155	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	36,441	-	-	-	-	N/A
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>56,287</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,515,366</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

## Public Safety and Emergency Management

### Functions and Responsibilities

The Public Safety and Emergency Management Department's mission is to ensure the safety of customers and staff and protect CapMetro property while maintaining the integrity of the service. The department provides security and emergency preparedness-related training for CapMetro 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.

### FY2024 Achievements

#### Community Goals

##### **Conducted Full-scale Rail Exercise at New Q2 Stadium McKalla Rail Station**

This year, we achieved a significant milestone by conducting a full-scale rail exercise at the new Q2 Stadium McKalla rail station. This exercise was an integral part of the Fire Life Safety & Security Certification process required for the station before the commencement of revenue service. Our objective was to complete this exercise ahead of the Austin FC 2024 season opener on February 24, 2024. Planning began six months in advance, involving a collaborative effort among CapMetro Public Safety & Emergency Management, Capital Construction, Engineering & Design, Commuter Rail Operations, Q2 Stadium, Austin Fire, Austin Police Department, and Austin/Travis County EMS. The exercise was successfully carried out on February 2, 2024, three weeks prior to the season opener. Over 125 volunteers participated, simulating pedestrian flows and culminating in a simulated train vs. pedestrian incident. This allowed first responders to practice emergency medical response and evacuation procedures. The successful completion of this exercise ensured that all elements of the station design and commuter rail operation were thoroughly assessed, with any necessary corrective actions identified and addressed before the start of revenue service.

##### **Community Intervention Program**

This year, the Community Intervention program achieved significant progress by building new partnerships and deepening existing ones. Our objective was to establish and enhance relationships with organizations in the Austin region to assist people experiencing homelessness, substance abuse, and mental health challenges. By leveraging these partnerships, we aim to increase the program's effectiveness and efficiency in addressing these critical issues and minimizing their impact on our system. During FY2024, the program strengthened ties with the City of Austin Homeless Services Office, Downtown Austin Community Court, Ending Community Homelessness Coalition (ECHO), and Austin/Travis County EMS. Additionally, we established new relationships with The Sobering Center, a diversion program offering alternatives to jail for intoxicated individuals, and the UT Social Resource Center, which provides fresh food access. As a result, the program engaged with over 500 more people than in the previous year, placing 11 individuals into permanent housing and five into shelters. These accomplishments were made possible through vital support and collaboration with various local agencies and programs.

##### **Public Safety Ambassador Program**

Our public safety ambassadors (PSA) are now fully staffed and positioned to provide greater levels of visibility, assistance, direction and comfort to our frontline staff and customers. Data and feedback from our bus operators and customers guide our efforts. That said, with input received from our bus operators over the past year, we shifted more on-bus hours to an average of 400 per month. As a result, the union and its members have shown their appreciation. Additional actions and achievements include, but are not limited to, an average of 284 bus stop checks, 1767 staff member engagements, 619 facility inspections for unsafe and/or dangerous conditions, loitering, operational security systems and more per month. Each action



provides a more welcoming, comfortable, safer, and more secure environment for our customers, the public, and staff.

## FY2025 Projects

### Organizational Effectiveness Goal

#### **Complete CapMetro Continuity of Operations Plan (COOP)**

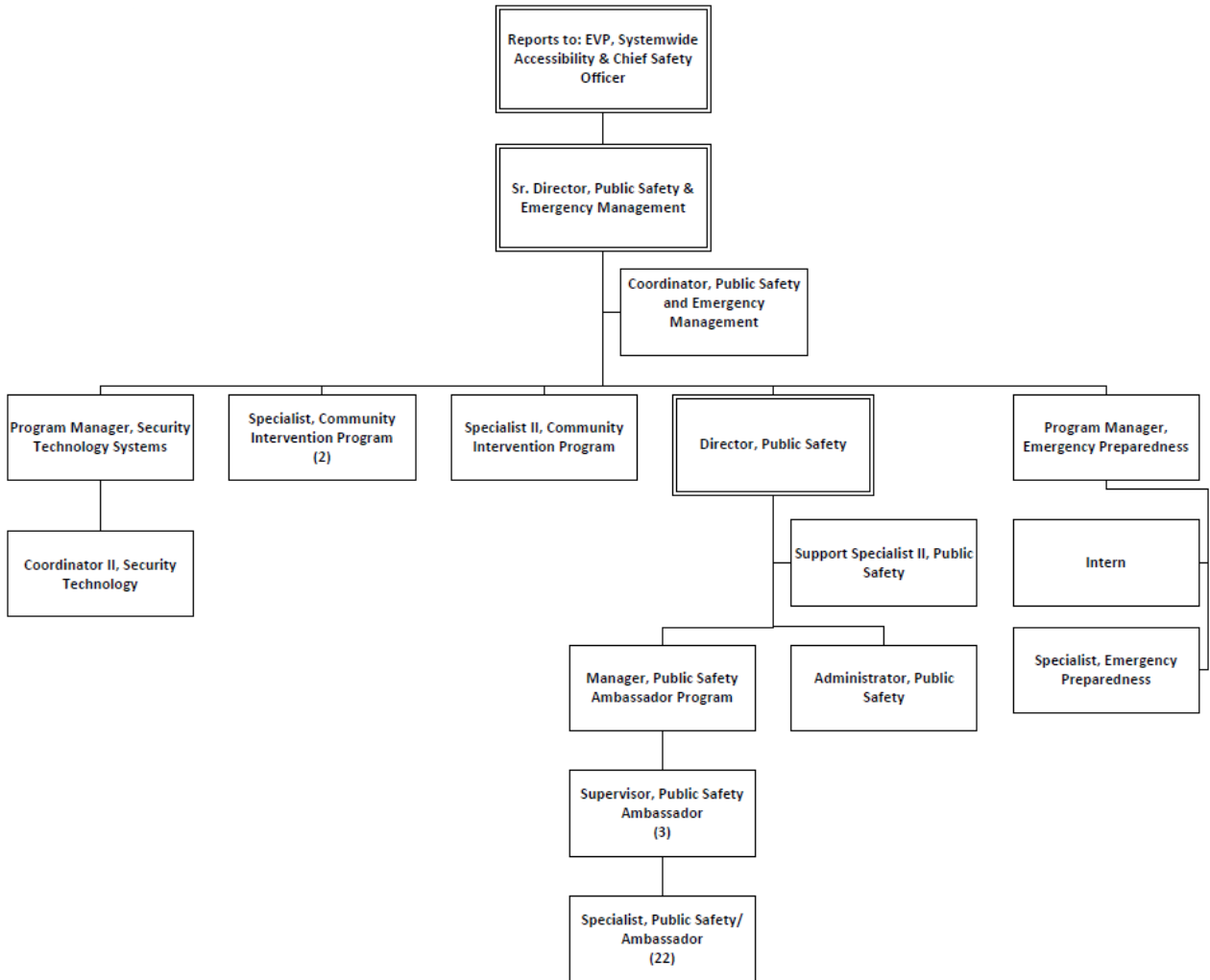
Next year, one of our major projects will be the development of and updated Continuity of Operations Plan (COOP). This comprehensive plan will encompass the entire agency as well as each individual department. Our objective is to complete the COOP and submit it for CEO approval by the end of FY2025. The expected outcomes of this plan are to ensure that CapMetro can continue delivering services in the event of a catastrophic loss of a facility, mode, or regional disaster affecting critical infrastructure. It will also enhance communication and coordination among all levels of leadership and departments within CapMetro. The COOP is essential for maintaining operations during such critical incidents and supports our strategic goal of providing a convenient, desirable, and accessible mobility option for the region and its communities, as well as our strategic objective of offering reliable and safe transit services.

#### **Incorporate Public Safety Elements in All Facility Design, Construction, and Certification**

The primary objective of our project for the upcoming fiscal year (FY2025) is to assist Capital Construction and Engineering Design (CCED) with all new facility projects, ensuring that Security Technology, Operational Security, and Emergency Preparedness are incorporated into project design and operation. To achieve this, we will maintain close support and engagement with CCED throughout the entire year, ensuring that all projects remain on schedule and those slated for completion within FY2025 are finished on time. The expected outcome is that all CCED projects will fully implement the elements of Security Technology, Operational Security, and Emergency Preparedness upon completion, achieving certification through the Safety and Security certification process. FY2025 projects Public Safety and Emergency Management is supporting include but are not limited to:

- New CapMetro Headquarters at 3100 East 5<sup>th</sup> Street
- New Bus Rapid Transit Lines - Pleasant Valley and Expo Center, and the new Park & Ride facilities for those two lines
- New Transit Store at 1705 Guadalupe
- Warehouse at 9715 Burnet Road
- New North Base Demand Response Facility and Central Warehouse
- New South Base Demand Response Facility

## Public Safety and Emergency Management Organization



## Budget Changes

### Salaries and Benefits

Decrease of \$821,215 due to transfer of eleven Dispatchers and one Public Safety Ambassador to the Transit Police Department; partially offset by 0.5 FTE increase due to reclassification of a temporary staff member to permanent basis and approved performance-based increase to become effective in January 2025.

### Other Expenses

Decrease of \$71,823 driven by \$120,316 reduction in Materials and Supplies related to essential staff member emergency kits that were already issued in FY2024 and advertising expenses, and reduction of \$47,500 in Other Expenses; partially offset by \$95,993 contractual increase in Professional Services for security services.

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	Var \$ FY2025 vs. FY2024	Var % FY2025 vs. FY2024
Salaries and Benefits	\$4,327,335	\$6,422,616	\$6,794,136	\$5,601,401	(\$821,215)	(12.8)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>4,327,335</b>	<b>6,422,616</b>	<b>6,794,136</b>	<b>5,601,401</b>	<b>(821,215)</b>	<b>(12.8)%</b>
Professional Services	1,634,805	2,927,395	3,220,592	3,023,388	95,993	3.3 %
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	30,829	143,484	130,484	23,168	(120,316)	(83.9)%
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	87,957	66,500	68,000	19,000	(47,500)	(71.4)%
Lease/Rentals	500	1,500	1,000	1,500	-	-
Other Reconciling Items	149,633	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>1,903,723</b>	<b>3,138,879</b>	<b>3,420,076</b>	<b>3,067,056</b>	<b>(71,823)</b>	<b>(2.3)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$6,231,058</b>	<b>\$9,561,495</b>	<b>\$10,214,212</b>	<b>\$8,668,457</b>	<b>(\$893,038)</b>	<b>(9.3)%</b>

## 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 serves 10 stations along this right-of-way. The department manages rail operations strategic planning, rail operations regulatory compliance and risk reduction through post-incident analysis.

### FY2024 Achievements

Customer Goal

#### **Service Excellence – Customer Experience**

The Rail Commuter Operations Department achieved significant milestones, including the rehabilitation of the TXDOT crossing at Mile Post 61.25 and the installation of a quiet zone at four crossings in the Domain area as part of the McKalla Station construction at Q2 Stadium. Operationally, schedules were revised to provide reliable service with additional trains for heavy ridership to include Q2 event service. The rail dispatch system was upgraded to reduce human error and to relay real-time data from the wayside to the back office. The Clean Oil Test Stencil (COTS) brake program was completed on three Diesel Multiple Units (DMU) and upgraded grade crossing equipment installed at 5 crossings, thereby reducing delays to the public. As part of the PTC Optimization program, the department increased freight train speed from Lakeline Boulevard to FM 620 from 10 MPH to 30 MPH, significantly reducing the time crossings are blocked. Additionally, new wayside signal equipment was installed to mitigate high voltage interference from adjacent Austin Energy transmission lines.

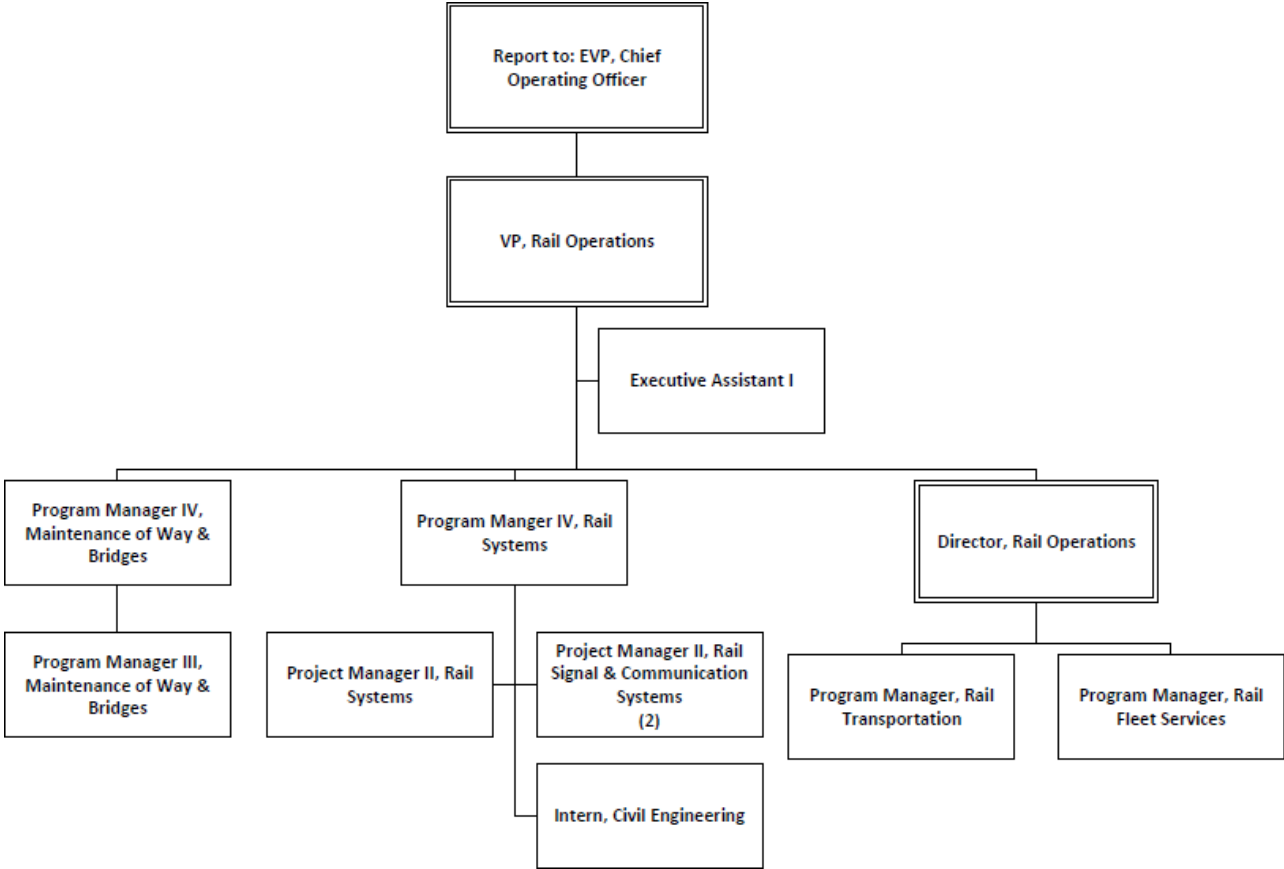
### FY2025 Projects

Organizational Effectiveness Goal

#### **Safety and Emergency Management**

In FY2025, the Rail Commuter Operations Department will undertake several key projects. A mid-life overhaul of major components and an air filtration system will be completed on the DMU fleet. As part of the state-of-good-repair program, two miles of track undercutting will be performed and one curve with a new track panel will be replaced. Additionally, the team will install two new defect detectors to identify and stop trains with defective rolling stock or unsafe conditions, enhancing safety for the traveling public and rail infrastructure. AEI (Automatic Equipment Identification) readers will be added at key locations along the railroad to track and monitor rail car movement and to build clean, consistent data. Hand-throw switches will be replaced in the North Ops yard with power-operated switches that can be operated remotely, reducing human error and minimizing the risk of personal injury to employees.

# Rail Commuter Operations Organization



## Budget Changes

### Salaries and Benefits

Increase of \$10,200 driven by approved performance-based pay increases to become effective in January 2025, partially offset by a reduction due to the elimination of 0.5 FTE.

### Other Expenses

Decrease of \$3,189,915 driven by contractual decrease of \$2,866,295 in Purchased Transportation due to a reduction of the number of required DMU overhauls in FY2025, no obligatory wheelset replacements, and a small decrease in vehicle service hours. Professional Services reduced by \$291,480 for the completion of the bridge replacement survey. Fuel decrease of \$81,513 is due to reduced service hours while fuel cost per gallon with taxes of \$2.75 for FY2025 represents an increase of \$0.15 per gallon compared to FY2024 budget.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$1,020,932	\$1,532,252	\$1,532,252	\$1,542,452	\$10,200	0.7 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,020,932</b>	<b>1,532,252</b>	<b>1,532,252</b>	<b>1,542,452</b>	<b>10,200</b>	<b>0.7 %</b>
Professional Services	386,964	1,033,000	672,229	741,520	(291,480)	(28.2)%
Fuel and Fluids	1,036,805	1,040,284	877,200	958,771	(81,513)	(7.8)%
Materials and Supplies	8,977	3,240	10,800	-	(3,240)	(100.0)%
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	21,252,103	25,651,835	21,337,600	22,785,540	(2,866,295)	(11.2)%
Other Expenses	41,617	71,125	48,723	123,738	52,613	74.0 %
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>22,726,466</b>	<b>27,799,484</b>	<b>22,946,552</b>	<b>24,609,569</b>	<b>(3,189,915)</b>	<b>(11.5)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$23,747,398</b>	<b>\$29,331,736</b>	<b>\$24,478,804</b>	<b>\$26,152,021</b>	<b>(\$3,179,715)</b>	<b>(10.8)%</b>

## Rail Freight Management Functions and Responsibilities

The Rail Freight Management Department is responsible for managing and preserving CapMetro's railroad assets used for transportation of freight and transit. 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.

### FY2024 Achievements

Organizational Effectiveness Goal

#### Safety and Emergency Management

The Freight Rail Management department achieved significant improvements, including the rehabilitation of the TXDOT crossing at Mile Post 4.32 in Marble Falls. 5,200 ties and 2,000 feet of rail were replaced on the West Subdivision, enhancing the overall track quality. Additionally, 10 miles of track on the West Subdivision and 21 miles on the East Subdivision were tamped, ensuring a smoother and more stable rail surface. The department also completed the replacement of two metal spans on the bridge at Mile Post 52.44, further contributing to the safety and reliability of the rail infrastructure.

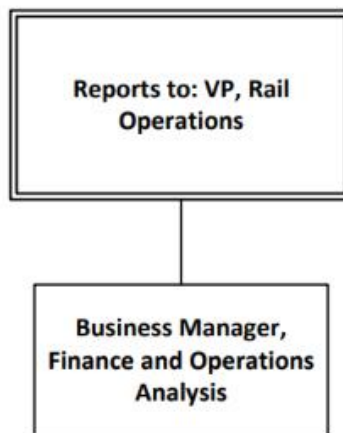
### FY2025 Projects

Organizational Effectiveness Goal

#### Safety and Emergency Management

In FY2025, the Freight Rail Management team will focus on several key projects. The crossing at Mile Post 102.94 in Bertram will be rehabilitated with TXDOT upgrading the crossing by installing flashing lights and gates for enhanced protection. Additionally, the team will replace 4,000 ties across the freight corridor, further improving the track infrastructure and ensuring safer and more reliable rail operations.

## Rail Freight Management Organization



## Budget Changes

### Salaries and Benefits

Increase of \$5,382 due to approved performance-based pay increases to become effective in January 2025.

### Other Expenses

Decrease of \$296,129 mainly driven by the completion of the timber bridge analysis.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$129,928	\$142,840	\$142,840	\$148,222	\$5,382	3.8 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>129,928</b>	<b>142,840</b>	<b>142,840</b>	<b>148,222</b>	<b>5,382</b>	<b>3.8 %</b>
Professional Services	1,638,151	2,014,107	1,974,340	1,717,978	(296,129)	(14.7)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	(1,190)	1,000	1,000	1,000	-	-
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	-	6,100	6,100	6,100	-	-
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>1,636,961</b>	<b>2,021,207</b>	<b>1,981,440</b>	<b>1,725,078</b>	<b>(296,129)</b>	<b>(14.7)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,766,889</b>	<b>\$2,164,047</b>	<b>\$2,124,280</b>	<b>\$1,873,300</b>	<b>(\$290,747)</b>	<b>(13.4)%</b>



## Real Estate and Facility Planning

### Functions and Responsibilities

The Real Estate and Facility Planning Department acquires and manages real property and leases to meet CapMetro's needs and growth and manages licensing within the railroad right-of-way.

### FY2024 Achievements

Customer and Organizational Effectiveness Goals

#### Successful Partnerships on Highway Projects

We partnered with the Texas Department of Transportation to ensure CapMetro's active participation in the design and planning of regional and statewide projects, including the widening of Interstate Highway 35 and US Highway 183.

#### Collaborative Support

We successfully collaborated with state, county, and local governments to support regional shared use paths. These efforts aim to provide people with more options to move throughout their community, increase access to transit, and improve regional mobility.

#### Real Estate Acquisition

This year, we successfully completed several key real estate acquisitions:

- Acquired all easements related to the development of the McKalla Station.
- Acquired 3100 East 5<sup>th</sup> Street to redevelop it as the new CapMetro Headquarters.
- Acquired 5315 East Ben White to be redeveloped as the new South Base Demand Response facility.
- Supported easement acquisitions to facilitate operations on Circle S Drive and East 7<sup>th</sup> Street.
- Acquired 621 Pleasant Valley Rd to preserve space for future investments adjacent to the railroad right of way

### FY2025 Projects

Organizational Effectiveness Goal

#### Digital Real Estate Catalog

In FY2025, we will continue the redevelopment of our real estate property catalog in a digital format. This project aims to modernize and streamline our property management processes by creating a comprehensive and accessible digital database.

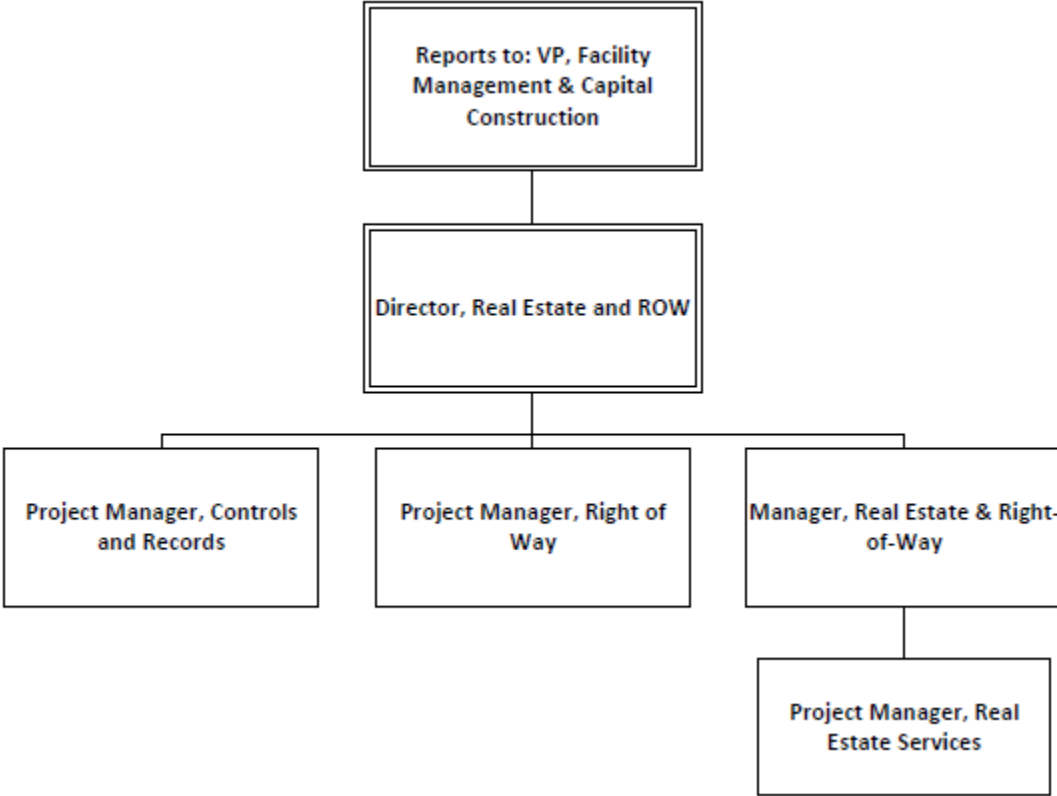
#### Deed Research and Survey Project

Next year, we will implement Phase 2 of the Deed Research Project to confirm CapMetro's ownership of the approximately 13.53-mile proposed Green Line segment of the Giddings-Llano Rail line. Additionally, we will obtain an updated survey of the Giddings-Llano Line, as the current survey, excluding the existing Red Line and proposed Green Line, dates to the early 1900s.

#### Real Estate Property Management Software Upgrade

We plan to embark on a project to upgrade our real estate property management software program. Our current software has reached the end of its contractual term limits, necessitating the transition to a more modern and efficient system. This upgrade aims to enhance our property management capabilities and streamline our operations for greater efficiency and effectiveness.

## Real Estate and Facility Planning Organization



## Budget Changes

### Salaries and Benefits

Increase of \$39,256 due to approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$373,733 driven by a \$345,075 reduction in Lease/Rentals for facilities leases.

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	Var \$ FY2025 vs. FY2024	Var % FY2025 vs. FY2024
Salaries and Benefits	\$621,329	\$649,040	\$649,040	\$688,296	\$39,256	6.0 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>621,329</b>	<b>649,040</b>	<b>649,040</b>	<b>688,296</b>	<b>39,256</b>	<b>6.0 %</b>
Professional Services	200,699	505,500	298,342	412,342	(93,158)	(18.4)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	259	6,500	6,500	6,500	-	-
Utilities	380	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	180,373	40,054	132,554	104,554	64,500	161.0 %
Lease/Rentals	1,513,189	4,292,046	3,979,597	3,946,971	(345,075)	(8.0)%
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>1,894,901</b>	<b>4,844,100</b>	<b>4,416,993</b>	<b>4,470,367</b>	<b>(373,733)</b>	<b>(7.7)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,516,230</b>	<b>\$5,493,140</b>	<b>\$5,066,033</b>	<b>\$5,158,663</b>	<b>(\$334,477)</b>	<b>(6.1)%</b>

## Rolling Stock and Support Equipment Functions and Responsibilities

The Rolling Stock and Support Equipment (RSSE) Department ensures the agency has the appropriate vehicles to serve its customers. RSSE's primary responsibilities include acquiring the right fleet by coordinating with Bus Operations and Maintenance to identify vehicle needs and developing new vehicle specifications that meet ridership demands, accessibility standards, passenger comfort, and operational efficiency, focusing on the latest green technologies. RSSE manages the entire acquisition process, from developing specifications and soliciting proposals to negotiating contracts and overseeing projects. A critical responsibility of RSSE is engaging with stakeholders to ensure the Project Connect Light Rail program aligns with CapMetro's mission.

### FY2024 Achievements

#### Organizational Effectiveness Goals

##### **Automated Yard Project – Phase 1**

The Automated Yard Project, a Federal Transit Administration (FTA) participation project, has made significant progress. Demonstration 1 successfully completed the autonomous navigation of the North Ops Yard with a Cutaway vehicle. Demonstration 2 is on track to showcase the autonomous navigation, bus wash, and charging capabilities for the New Flyer battery electric bus (BEB).

##### **Alternate Technology Evaluation**

A key achievement in alternate technology evaluation has been the exploration of hydrogen fuel cell electric buses (FCEBs). We conducted a feasibility study via a pilot program and coordinated with the FTA for a Hydrogen Electric Fuel Cell bus pilot. We partnered with the University of Texas on hydrogen fuel research and collaborated with industry partners to assess fuel costs and perform a cost-benefit analysis based on the current fleet.

##### **Fall Protection**

The Board of Directors has approved the installation of new fall protection systems at CapMetro's bus maintenance facilities. This initiative is essential for ensuring the safety of workers performing tasks on top of diesel and electric vehicles.

##### **GIS/Documentation/Software**

A significant achievement was the development of the CapMetro Rapid Geographic Information System (GIS). This system is designed to keep the Rapid project progress up to date, centralize the storage of all relevant project documentation, and facilitate coordination between the City of Austin and the Austin Transit Partnership (ATP) team. Additionally, successful coordination with the Bus Operations, Maintenance, and Information Technology Departments was achieved to understand and update software needs, thereby streamlining operational efficiency.

## FY2025 Projects

### Organizational Effectiveness Goals

#### **Hydrogen Pilot**

In FY2025, we are embarking on the Hydrogen Pilot project, which involves a comprehensive evaluation of hydrogen FCEBs and coordination with Strategic Planning and Bus Operations and Maintenance groups for revenue service simulations. Key components of this project include the development of specifications, conducting reliability and maintenance evaluations, and assessing the feasibility of FCEBs as a replacement option for the diesel fleet. Additionally, we will evaluate existing maintenance facilities and infrastructure to identify necessary changes for incorporating an FCEB fleet. Finally, the project will include the identification and setup of essential training and workforce development programs.

#### **Sustainable Energy Resilience**

We will prioritize the continuous evaluation of the Microgrid Study and the utilization of photovoltaic systems to enhance energy resilience. This project emphasizes our commitment to sustainable energy practices and resilience planning, ensuring that CapMetro remains equipped to withstand and adapt to evolving energy challenges.

#### **Commissioning and Acceptance of Remaining Battery Electric Buses**

We will focus on the commissioning and acceptance of the remaining battery electric buses, which include Proterra buses from Phoenix Motor, Inc., and New Flyer buses.

#### **New chargers and In-line Charging Infrastructure**

A key project will focus on installing and commissioning new chargers and in-line charging infrastructure. This project will involve several critical components, including the evaluation of charging infrastructure and necessary software for monitoring purposes. Additionally, there will be coordination with Bus Operations and Maintenance and Strategic Planning Departments to derive fleet route and schedule management based on BEB charge and range characteristics. Furthermore, collaboration with Bus Maintenance and charger manufacturers will be essential to establish maintenance and warranty criteria, and software licensing requirements.

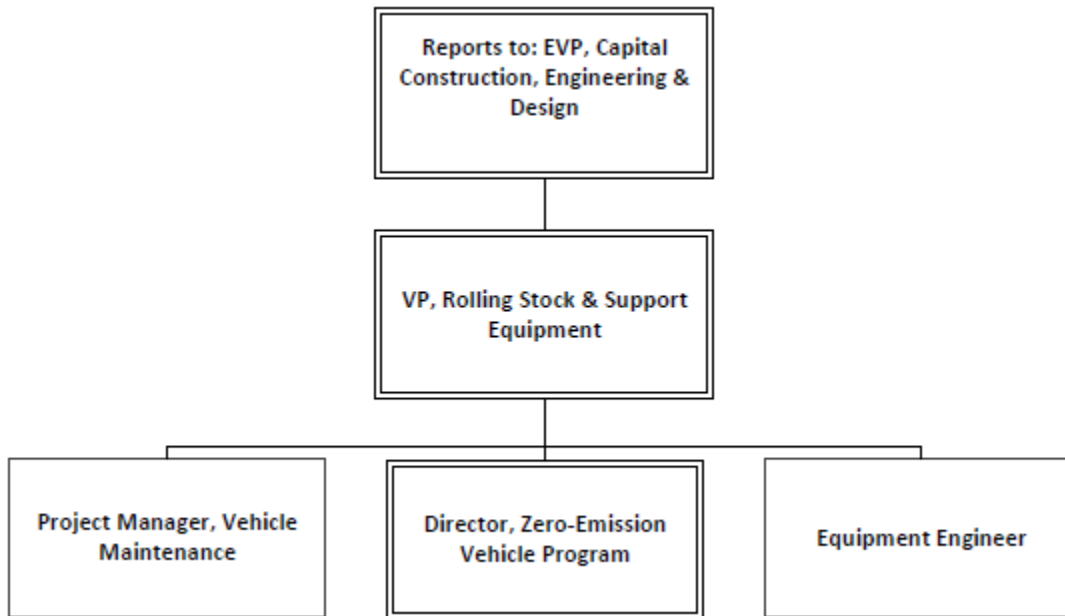
#### **Strategic Alignment in Light Rail Development**

A pivotal project involves ongoing support and coordination with key stakeholders, including the City of Austin, Austin Energy, and the ATP team, to ensure that the design and implementation of the Light Rail Programs align with CapMetro's plans for operation of the light rail system. This multifaceted endeavor encompasses various crucial aspects such as the selection of light rail vehicles, right-of-way design, station placements and configurations, operations and maintenance facility plan, and the power and signaling systems utilized. By fostering collaboration and alignment among these entities, we aim to facilitate the seamless execution of the Light Rail Programs in a manner that optimally serves the needs of CapMetro and the community it serves.

## Securing Sustainable Funding: Low or No Emission Grant Programs

A critical project will involve the identification of Low or No Emission Grant Programs or other funding mechanisms to support CapMetro's various programs. This initiative aims to secure essential grants and funding opportunities that align with CapMetro's sustainability goals and initiatives. By actively seeking and applying for such grants, we can ensure the continued advancement and implementation of environmentally friendly transportation solutions while effectively managing financial resources.

## Rolling Stock and Support Equipment Organization



## Budget Changes

### Salaries and Benefits

Increase of \$398,826 for 3 FTE transfers from the Bus Operations and Maintenance and the Organizational Strategy and Projects Departments from activity realignment and approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Increase of \$51,255 in Other Expenses to support travel for fleet acquisitions previously in the Bus Operations and Maintenance, and the Organizational Strategy and Projects Departments.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$ -	\$235,480	\$391,056	\$634,306	\$398,826	169.4 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>-</b>	<b>235,480</b>	<b>391,056</b>	<b>634,306</b>	<b>398,826</b>	<b>169.4 %</b>
Professional Services	-	500	500	222	(278)	(55.6)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	-	18,250	17,250	69,783	51,533	282.4 %
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>18,750</b>	<b>17,750</b>	<b>70,005</b>	<b>51,255</b>	<b>273.4 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ -</b>	<b>\$254,230</b>	<b>\$408,806</b>	<b>\$704,311</b>	<b>\$450,081</b>	<b>177.0 %</b>

## Safety

### Functions and Responsibilities

The Safety Department is responsible for addressing operational, construction, environmental, and industrial safety-related matters accomplished through the development and implementation of related programs and oversight activities. The department is also responsible for the implementation of Federal Transit Administration's Safety Management Systems for the agency.

### FY2024 Achievements

Organizational Effectiveness, Customer, and Workforce Goals

#### Safety and Security

This year, we achieved significant milestones in safety and security. We received Board approval for CapMetro Agency Safety Plan Rev.02, ensuring compliance with federal regulations. Additionally, we developed the agency's safety and security certification program plan, designed to minimize costly retrofitting by proactively addressing hazards and vulnerabilities in major capital projects. We also completed the Safety & Security Certification of the McKalla Station to ensure its readiness for public use. Furthermore, we provided quarterly Joint Labor/Management Safety Committee meetings to mitigate risk and improve the safety of CapMetro's public transportation and health in the workplace.

### FY2025 Projects

Organizational Effectiveness and Customer Goals

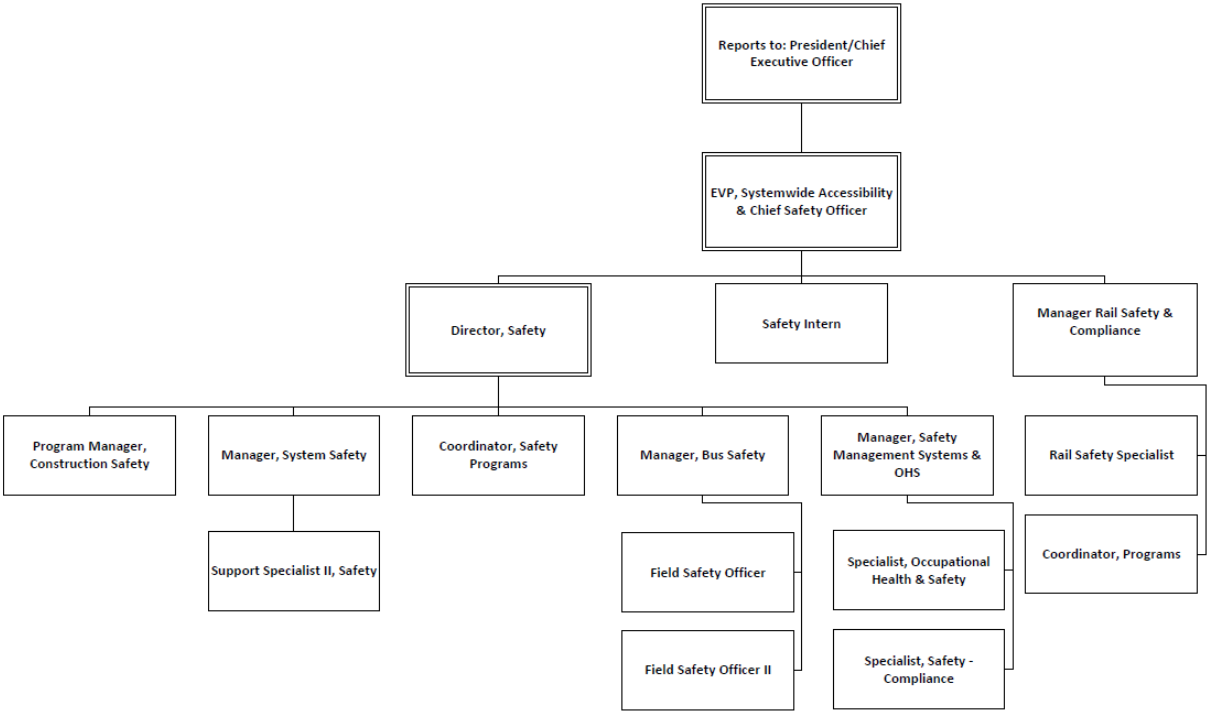
#### Safety and Training

Next year, we will refine safety data and implement a data-sharing strategy to assist the agency in making informed, data-driven decisions. We will continue to implement the management of change process to ensure agency sustainability, regardless of changes in business goals, employee and customer expectations, or software. Additionally, we will educate and train employees on safety culture and the safety management system. Furthermore, we will continue to promote and encourage non-punitive reporting of safety concerns through the Employee Safety Reporting System (ESRS).

The project-specific objectives include developing an agency-wide safety training program by March 30, 2025, and creating Safety Management of Change (MoC) Standard Operating Procedures by December 30, 2024. Additionally, educational sessions, such as training, lunch and learn events, and a mock promotion campaign, will be conducted by June 30, 2025. Another key objective is collaborating with service providers to conduct monthly safety promotions of the Employee Safety Reporting System (ESRS).



## Safety Organization



## Budget Changes

### Salaries and Benefits

Decrease of \$87,693 due to transfer of one FTE to Transit Police Department and another to Demand Response Oversight Department, partially offset by an approved performance-based increase to become effective in January 2025.

### Other Expenses

Decrease of \$84,390 primarily driven by reduction of \$52,890 in Other Expenses related to consultation fees, advertising/promotion media and seminar-related expenses and reduction of \$30,500 in Materials and Supplies related to other supplies.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$1,478,541	\$1,847,235	\$1,847,235	\$1,759,542	(\$87,693)	(4.7)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>1,478,541</b>	<b>1,847,235</b>	<b>1,847,235</b>	<b>1,759,542</b>	<b>(87,693)</b>	<b>(4.7)%</b>
Professional Services	86,348	301,000	301,000	300,000	(1,000)	(0.3)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	75,277	43,000	25,000	12,500	(30,500)	(70.9)%
Utilities	1,240	480	480	480	-	-
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	83,757	227,625	214,425	174,735	(52,890)	(23.2)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>246,622</b>	<b>572,105</b>	<b>540,905</b>	<b>487,715</b>	<b>(84,390)</b>	<b>(14.8)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,725,163</b>	<b>\$2,419,340</b>	<b>\$2,388,140</b>	<b>\$2,247,257</b>	<b>(\$172,083)</b>	<b>(7.1)%</b>

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

### FY2024 Achievements

Customer, Organizational Effectiveness, and Community Goal

#### CapMetro Bikeshare

Aimed to enhance accessibility and connectivity with increased access to bikeshare stations and increased ridership. The CapMetro Board approved a new bikeshare vendor in early 2024 to completely replace all bikeshare stations and bikes. All stations now feature all-electric pedal assist e-bikes, a new CapMetro bikeshare app and new docks. Additionally, the CapMetro Bikeshare team worked on the Strategic Expansion Plan to guide the expansion of the program for the next ten years.



#### Dove Springs Pickup

Pickup served its one millionth customer on April 1st, 2024. Since Dove Springs Pickup launched in January 2024, it successfully met the goal to “work to establish a new Pickup zone for our Dove Springs neighbors in Southeast Austin, which we are hoping to launch in January 2024,” as outlined in the FY2024 budget. Since the launch, Pickup Dove Springs passenger growth has risen faster than any previously launched Pickup zone. Within 11 weeks, Pickup Dove Springs was serving up to 129 riders per day. The next best performing zone took 1 year and 1 month to reach that daily ridership. Pickup Dove Springs has had 218% more riders in its first 11 weeks of service than the next best performing zone in its first 11 weeks of service.



## Lakeline Transit Oriented Development (TOD) public/private real estate development partnership

Created a partnership with Sabot Development which includes 378 apartments, 7,200 square feet of ground floor retail, and a seven-story medical office building. This TOD provides greater access to jobs, services and opportunities for transit riders. The customer promenade features wide accessible sidewalks, improved lighting, traffic calming devices, landscaping, a bike path and new signage, all without any financial contribution by CapMetro. The seven-story medical office building should increase reverse commutes for bus and rail service which is good news for Lakeline ridership.



## Federal Discretionary Grants

The Planning team has been instrumental in leading CapMetro's discretionary grant strategy and program. Since 2021, CapMetro has received nearly \$119 million in non-formula grant funding from the FTA, DOT, and FEMA. This includes \$45.9 million in federal discretionary grants strategy and delivery, \$7.5 million in congressionally directed spending, and \$65.6 million in CIG Small Starts. Much of the agency's success in winning funds is attributed to the technical leadership of the planning team.

In Spring 2024, CapMetro won its fifth (and fourth consecutive) FTA TOD Pilot Program grant. CapMetro Planning won \$1.5 million with a 100% Federal match for the Crestview Station mobility study, in collaboration with Austin Housing Finance Corporation's Ryan Drive affordable housing development. This brings the total FTA TOD grant support to \$4,650,000.



For the remainder of FY2024, the Planning team completed the CRISI Grant application for the 50-100% design of the Red Line grade separation at Airport and North Lamar Boulevards, as well as the Innovative Finance and Asset Concession Grant Program to facilitate and evaluate public-private partnerships on the next TOD site.

## Transit Development Plans

The Regional Planning team completed two updated Transit Development Plans (TDPs) in FY2024 for Travis County and City of Georgetown. TDPs identify transit service needs and assist in developing transit alternatives and financing. The Plan includes reviewing existing conditions and plans, community/customer/stakeholder outreach, and providing transit service alternatives with cost analysis and estimates. A TDP is approximately a 10-month process after approvals and procurement.

## Transit Speed and Reliability Program

The Transit Speed and Reliability program aims to integrate best practices in bus stop placement and design into the City of Austin right of way to optimize safety, accessibility, reliability, and speed of transit service. The target is to construct or improve 10% or at least 30 bus stops per year, construct three spot improvements (i.e., intersection improvements), and one corridor improvement. For FY2024, the team reconstructed 33 bus stops and improved several major intersections, for instance at 12<sup>th</sup> Street and Airport Boulevard, where the team created queue jump to facilitate speed and reliability and incorporated a bicycle facility for enhanced safety and mobility. In collaboration with the CapMetro Rapid Pleasant Valley and Expo Center project, the team designed three intersection improvements to the Lighthouse to the Blind. Lastly, the team delivered corridor improvements on 12<sup>th</sup> Street, Salt Springs Road, Barton Springs Road, and San Jacinto and Trinity Streets.



## Red Line Trail Feasibility Study

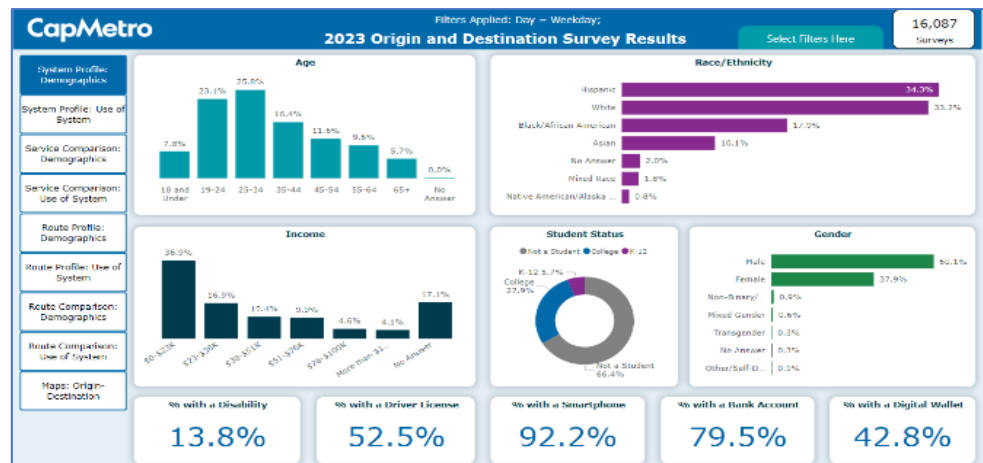
The team successfully delivered the Red Line Trail Feasibility study, which provides design guidelines, standard operating procedures, and recommendations to adjacent entities to guide Red Line Trail design and construction. This project demonstrates successful community and interdepartmental support.

## Ridership Projection Model

Strengthened organizational foundations through improved service analysis, which was completed through a custom-built ridership projection model with updated input data. The team improved accuracy with updated rider categories with the 2023 Origin and Destination Survey data, fostered successful interdepartmental collaboration, and delivered ridership projections to keep agency-wide operating budget schedule on track. The projected ridership for 2025 is close to 28 million riders. This is a 9.7% growth from the 2024 projected ridership of 25.5 million riders.

## Enterprise Data Analytics Platform

The team assisted in the delivery of the Enterprise Data Analytics platform, which is available on the CapMetro website's Performance Corner. This deliverable creates additional dashboards for self-service access to data for CapMetro staff to answer



transit-related questions. One of several dashboards created by the team is the OTP Drilldown Dashboard, which allows on-time performance data at Time Point, Trip Time, Direction, Time of Day and Driver ID level to better understand the possible causes of on-time performance issues. Another is the Passenger Load Dashboard, which allows for tracking bus loads based on service standards and guidelines load limits, pinpointing along the routes where loads may be reaching capacity for staff decision making.

## Transit Signal Priority

The team collaborated with the City of Austin on the upgrade of Transit Signal Priority (TSP) to reduce trip travel times and increase service reliability along major transit corridors by analyzing trip and transit signal data. Key deliverables include analysis of Trip Travel Times of Rapid Routes 801 and 803 to understand how average trip travel times have changed before and after TSP implementation, as well as report on Transit Signal Event Log data that helps identify how often TSP requests are being granted and the volume of requests received/granted by each signal.

## FY2025 Projects

Community, Customer, and Organizational Effectiveness Goals

### Project Connect

An early 2025 start is envisioned for CapMetro's two newest Rapid services routes. This includes high-frequency service serving over 80 new stations and will provide necessary connectivity and improved access to Northeast, East and Southeast parts of the community. While in operation, work will continue to construct two new Park & Ride facilities - each incorporating in-line charging for Battery Electric Buses (BEB). Additionally, upgrades to current Bus Operations and Maintenance facilities will work to support BEBs.

### Transit Oriented Development (TOD) Implementation Plan

Establish a TOD pipeline and internal TOD implementation plan to guide future investments and partnership opportunities. For FY2025, the focus is on preparing the next TOD pilot site for market assessment and the RFQ process. The ETOD team will continue to work with our City partners at the Austin Housing Finance Corporation on developing the Crestview Station TOD and Mobility Study, funded by the 2023 FTA TOD Pilot Program grant.

### Transit Priority Lanes

Improve speed and reliability for CapMetro Rapid service by installing transit priority lanes along San Jacinto and Trinity from MLK Jr. Boulevard to 4<sup>th</sup> Street as part of the Expo Center Rapid project. CapMetro, the City of Austin, the State of Texas, and multiple stakeholders are collaborating to install the transit priority lanes this fall prior to the beginning of revenue service for the Expo Center line. These lanes will provide transit priority for the new route 800 Expo Center Rapid service and the existing 9 routes that use this corridor. This will result in safer, faster, more reliable service.



### Broadmoor Station

Design and construction of the new Broadmoor Station on the CapMetro Red Line and bus stop at the Uptown ATX development site via a public-private partnership with Brandywine Realty Trust. This project will improve access to jobs, services and opportunities and continue to improve the customer experience. Currently, the City of Austin site development permit technical reviews are complete, 19 legal agreements with multiple stakeholders have been executed or are in progress. Construction is anticipated to start in 2024.



## CapMetro Bikeshare Expansion Plan and National Transit Database (NTD)

Implement the 10-year projected Bikeshare Expansion Plan for bikeshare stations serving new communities, as well as attaining the goal of 25% of existing stations to be tied to the grid to allow for charging of e-bikes in the stations.

The Service Analysis Team will be focused on fulfilling the 2025 NTD APC Recertification Project, which is required by the FTA every three years with 2025 being a mandatory year with data collection on Motor Bus, Commuter Bus, and Hybrid Rail. The timeline is ongoing throughout FY2025 and filing the report by September 30, 2025. The team is anticipating approval from the FTA for continued use of APC for reporting unlinked passenger trips and passenger miles travelled.

## Transit Plan 2035

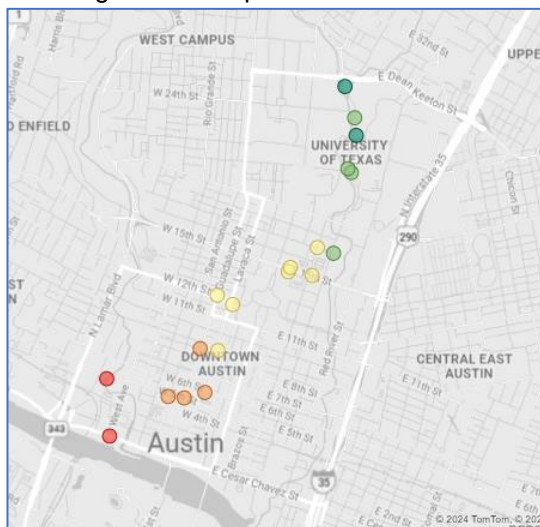
The Service Planning team began preliminary work to update CapMetro's Transit Plan 2035 in Fall 2023. The Planning team held an interdepartmental agency kickoff meeting for Transit Plan 2035 on April 3, 2024. Transit Plan 2035 is a strategic service plan that establishes a multi-year service framework with detailed technical analyses, extensive community engagement and phased implementation. This plan will seamlessly coordinate CapMetro Rail, CapMetro Bus, CapMetro Access and Pickup services, with phased recommendations for implementation in the first 5 years, similarly at 10 years with the implementation of light rail, and a set of long-term vision plans beyond light rail. Transit Plan 2035 is an 18-month planning process that aims for plan adoption from CapMetro's Board of Directors in September 2025.

## Grants Strategy Playbook

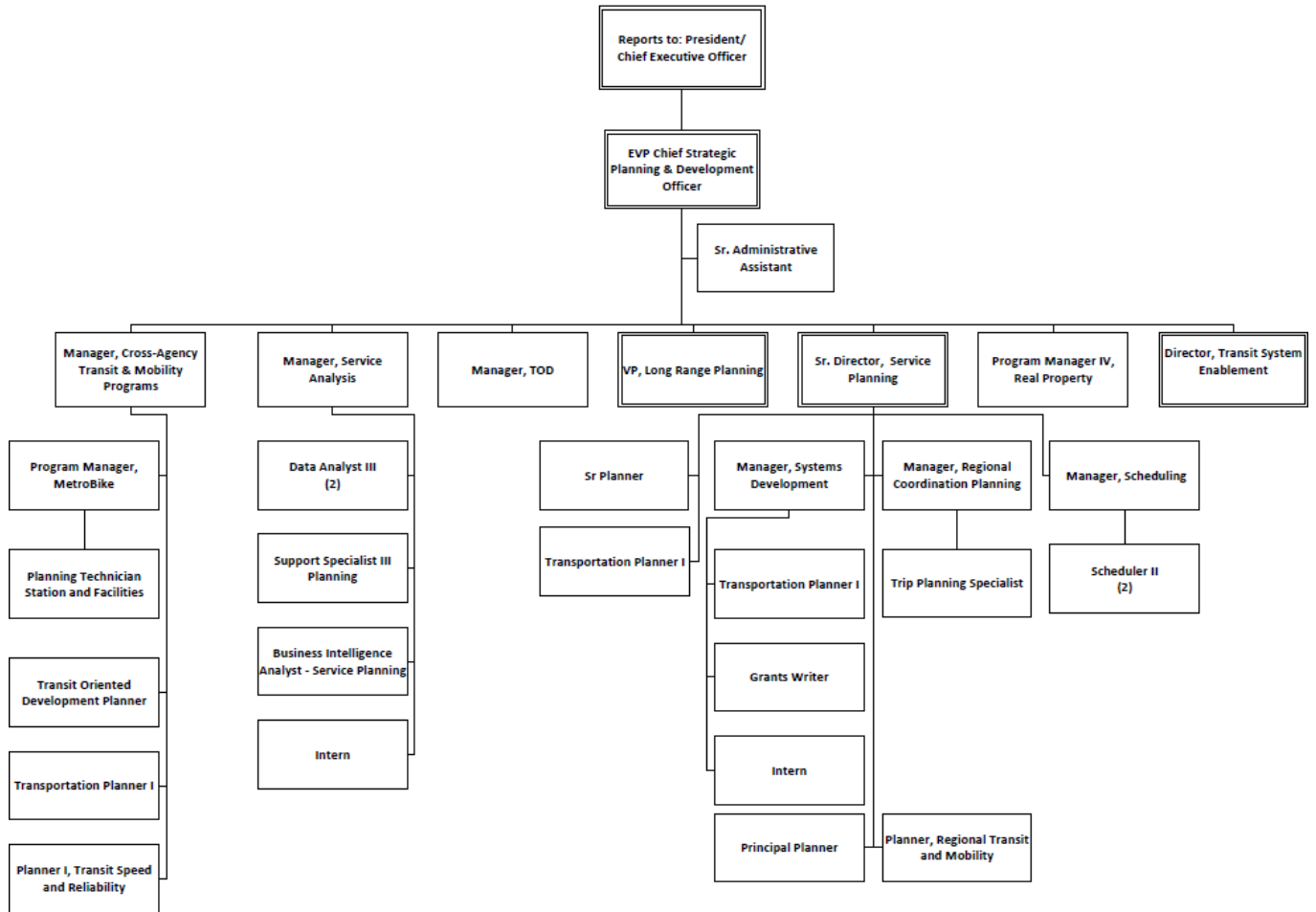
In 2025, Planning will develop a Grants Strategy Playbook that will align with CapMetro's 5-year and 10-year Capital Improvement Plan. This will elevate CapMetro's grant framework from a case-by-case response into a strategic framework that will maximize funding opportunities, ensure that CapMetro's grant-seeking efforts are closely aligned with its organizational goals and mission, optimize resource to effectively pursue grants with the highest potential for success and impact, enhance competitiveness, diversify funding sources beyond traditional revenue streams, build internal capacity for grant-seeking and management, and establish framework that will contribute to CapMetro's long-term financial sustainability by refining its grant strategy in response to changing funding opportunities and organizational priorities.

## Ridership and On-time Performance

The Service Analysis Team will be focused on cross-department collaboration to support completion of CAD/AVL/APC & farebox-vaulting replacement. These projects directly impact ridership and on-time performance reporting, and the team will support project activities providing subject matter expertise and staff resources during implementation and testing as the new systems move into production. The timeline is ongoing throughout FY2025 as these are long-term projects.



## Strategic Planning and Development Organization





## Budget Changes

### Salaries and Benefits

Increase of \$249,673 due to an overall increase of 0.5 FTEs with the addition of 2 FTEs transferred from Organizational Strategy and Projects, the transfer of 1 FTE to Demand Response Oversight and the elimination of 0.5 FTE, and the approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$807,963 driven by a reduction of \$854,620 in Professional Services due to the completion of the service equity analysis, the Bikeshare strategic expansion plan phase II, Red Line trail study and the Bergstrom Spur transit feasibility study, as well as a timing adjustment to the Orange and Blue Line ETOD strategy framework expenses.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$2,660,999	\$3,387,939	\$3,528,372	\$3,637,612	\$249,673	7.4 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>2,660,999</b>	<b>3,387,939</b>	<b>3,528,372</b>	<b>3,637,612</b>	<b>249,673</b>	<b>7.4 %</b>
Professional Services	3,201,917	4,703,824	4,016,302	3,849,204	(854,620)	(18.2)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	6,365	32,000	32,000	14,500	(17,500)	(54.7)%
Utilities	4,000	5,760	5,760	8,160	2,400	41.7 %
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	159,650	193,508	220,300	255,265	61,757	31.9 %
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	577,522	1,000,000	1,000,000	1,000,000	-	-
<b>TOTAL OTHER EXPENSES</b>	<b>3,949,453</b>	<b>5,935,092</b>	<b>5,274,362</b>	<b>5,127,129</b>	<b>(807,963)</b>	<b>(13.6)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$6,610,452</b>	<b>\$9,323,031</b>	<b>\$8,802,734</b>	<b>\$8,764,741</b>	<b>(\$558,290)</b>	<b>(6.0)%</b>

## Systems Engineering and Designs

Formerly CBTC Signals and Operational Networks

### Functions and Responsibilities

The Systems Engineering and Designs Department is responsible for designs that support rolling stock and interface with a variety of signaling systems including traffic and require specialized and vital communication networks with redundancy integration.

### FY2024 Achievements

Organizational Effectiveness Goals

#### Independent Assessment Report

We completed the Independent Assessment Report, as requested by CapMetro's President/Chief Executive Officer. The report provided crucial findings and recommendations regarding the Information Technology Department's planned network replacement activity and highlighted opportunities to better coordinate the teams when such work is needed.

#### Transit Signal Priority Operational Report

We completed the operational report for Transit Signal Priority (TSP), a significant milestone in our efforts to enhance transit efficiency. This report was based on actual trip time data from Bus Rapid Routes 801/803, which were selected as key performance indicators. Notably, this data was recorded since the implementation of the new Geofence feature in July 2023. To ensure accuracy and effectiveness, quarterly submissions of Transit Signal Priority Grant requests were required, along with additional trip ID data from the Austin Transportation and Public Works Department, allowing us to thoroughly verify system performance. This effort will not only assist us further in the monitoring and reporting of Bus Rapid Routes 801 and 803, but it will also aid in the TSP provisions for the future Expo Center and Pleasant Valley lines, as required by the Federal Transportation Administration Grant agreement provisions. Furthermore, evaluations of non-provisioned TSP dedicated alignments through identified intersections are future points of interest to evaluate their potential value to CapMetro's overall bus network.

#### Support Project Connect Initiatives

We completed the review and provided essential comments on the Light Rail Design documents. Additionally, our commitment to supporting Project Connect elements such as CapMetro Rapid, Light Rail, and Green-Line Commuter Rail continued unabated. This ongoing support underscores our dedication to advancing transformative transit projects that will benefit our community for years to come.

#### McKalla Station and Double Track Project

Completed the review of the McKalla Station and double track project's as-built drawings. This achievement resulted from collaborative efforts with the Engineer of Record, the Project Manager, and the Commuter Rail Operations Department. Additionally, we successfully conducted the witnessing of the Federal Railroad Administration (FRA) required pre-revenue positive train control system testing for the McKalla Station and double track project, ensuring compliance and readiness for operational deployment.

### FY2025 Projects

Organizational Effectiveness Goals

#### Radio Communications Engineering Study

A crucial project entails conducting a comprehensive radio communications engineering study to assess and optimize the necessary services for ensuring safe operations.

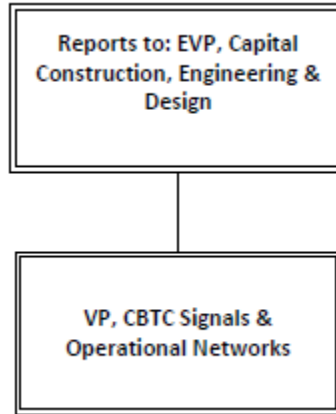
## **Finalize Interlocal Agreement**

A key project involves finalizing a new interlocal agreement with the City of Austin for traffic signal prioritization to enhance bus services.

## **Support for Transit Expansion**

A significant project entails continuing support for the elements of Project Connect, including CapMetro Rapid, Light Rail, and the Green-Line Commuter Rail.

## **Systems Engineering and Designs Organization**



## Budget Changes

### Salaries and Benefits

Increase of \$8,940 due to approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Decrease of \$118,900 driven by moving \$108,500 from Professional Services for the Traffic Signal Priority project for Pleasant Valley and Expo Center Rapid lines to the Project Connect Department for activity realignment.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$ -	\$232,644	\$232,644	\$241,584	\$8,940	3.8 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>-</b>	<b>232,644</b>	<b>232,644</b>	<b>241,584</b>	<b>8,940</b>	<b>3.8 %</b>
Professional Services	-	108,500	58,500	-	(108,500)	(100.0)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	-	18,250	17,250	7,850	(10,400)	(57.0)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>126,750</b>	<b>75,750</b>	<b>7,850</b>	<b>(118,900)</b>	<b>(93.8)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ -</b>	<b>\$359,394</b>	<b>\$308,394</b>	<b>\$249,434</b>	<b>(\$109,960)</b>	<b>(30.6)%</b>

## Systemwide Accessibility

### Functions and Responsibilities

The Systemwide Accessibility Department is responsible for ensuring all agency activities and programs are universally accessible to all persons and particularly those with disabilities. The department manages and oversees CapMetro's activities associated with service provisions in compliance with the Department of Transportation regulations for the Americans with Disabilities Act (ADA) Title II. The department is responsible for ensuring safe access to systemwide transit and coordinates with various agency departments to ensure all agency services are universally available to persons with diverse functional abilities. The department also assesses and recommends the implementation of innovative technology solutions to identify and address barriers to accessing transit for people with disabilities. The Systemwide Accessibility Department serves as the agency's primary representative to the community of persons with disabilities and older adults, convening and collaborating to improve service delivery to enhance the customer experience of persons of all abilities.

### FY2024 Achievements

#### Customer Goals

#### **Self-Evaluation and ADA Transition Plan**

The Self-Evaluation and ADA Transition Plan is an assessment that identifies any barriers to participation by people with disabilities in all CapMetro's programs, services, facilities, and technologies.

The transition plan is a rolling, fluid document that prioritizes the identified barriers to ADA compliance and how they will be remediated. This plan is accompanied by a report and living database which will allow CapMetro to plan, track, and monitor the progress of remediation for accessibility compliance.

CapMetro's Systemwide Accessibility Department initiated an agency-wide effort by conducting a Self-Evaluation and ADA Transition Plan. The evaluation included an accessibility overview of all CapMetro facilities, programs, services, and technologies. Throughout the year, a variety of CapMetro departments actively participated in the self-evaluation process by providing documentation and data for evaluation. Virtual public focus group meetings were conducted with customers with disabilities, and presentations were delivered to the Access Advisory Committee. Follow-up surveys and interviews with various departments were conducted.

CapMetro received a draft version of the plan, which was circulated to various CapMetro departments for review and feedback. CapMetro provided valuable insights to facilitate the plan's finalization, which will be pivotal in shaping future investment decisions. We are currently in the final stages of developing a web-based application dashboard, encompassing implementation scheduling, cost analysis, and budget-oriented programming. This dashboard will serve as a planning tool for capital projects, enabling CapMetro to continue its efforts with greater precision.

In FY2024, CapMetro finalized its ADA Transition Plan. This plan will provide guidance for making informed decisions to improve the accessibility of all CapMetro's services, programs, facilities, and technologies. This is a significant and positive step forward for CapMetro and all its stakeholders.

#### **Accessible Wayfinding Technology**

Our goal is to improve accessibility for people with disabilities using the fixed route network. CapMetro aims to enhance wayfinding for those with disabilities, especially those who are blind or have low vision.

Accessible wayfinding technology provides individuals with disabilities the tools they need to navigate transit and the built environment comfortably and with a sense of ease. Technology can offer wayfinding, directional guidance and passenger information providing individuals with disabilities a better understanding of their surroundings, enhancing their independence and mobility.

The Systemwide Accessibility Department identified potential solutions for wayfinding that could meet the needs of the community. Wayfinding involves the process of customers navigating through the transit ecosystem with confidence. Upon thorough consideration, the department identified NaviLens, a code-based technology with an accompanying app, as the first wayfinding solution for testing. Upon scanning a code, users receive contextualized route information including the stop ID, route, direction and next departure information. The app also announces how far away the user is from the code which ideally is located on a pole or shelter element.

The pilot program will test NaviLens technology at stops along segments of two of CapMetro's busiest corridors, routes 1, 801 and 300, as well as the Crestview Rail Station. The department plans to place information magnet codes with passenger information on signage at the new Dove Springs Pickup zone location for the Austin Lighthouse and instructions for navigating the Crestview Station platform.

The department has established a Participatory Advisory Committee (PAC) of customers with disabilities. The PAC will provide valuable feedback to inform the pilot process. A survey link has been integrated into the NaviLens codes to receive real-time feedback from users about their experience after the trip. This feature will enable users to share their experiences and help CapMetro better understand the wayfinding and passenger information needs of individuals with disabilities.

The department is preparing to assess new technologies in fiscal year 2025. This will allow CapMetro to conduct comprehensive testing to determine the best wayfinding options for serving the community.

### **Information and Communication Technology (ICT) Policy**

The department developed a comprehensive policy and procedures for Accessible Information and Communication Technology (ICT). The primary objective is to ensure that all ICT purchases comply with federal requirements and standards, such as the Revised Section 508 and Web Content Accessibility Guidelines (WCAG) version 2.1 AA.

The policy and procedures serve as a framework for the organization to ensure that its digital assets are accessible to individuals with disabilities in compliance with federal laws and regulations to the greatest extent possible.

The accessible (ICT) policy underwent a thorough review and received approval in July 2024. We have created training videos to familiarize CapMetro departments with acquiring digital products and services while highlighting how these requirements fit within the CapMetro culture. We invested significant effort and resources to ensure our policy is comprehensive, effective and aligns with industry standards. Implementing the ICT policy and procedures in 2024/2025 will guarantee equitable access to information and services for all users and enable us to maintain an inclusive framework that benefits everyone.

## **FY2025 Projects**

### **Customer Goals**

#### **Self-Evaluation and ADA Transition Plan**

The department's goal for next year is to begin the implementation of recommendations from the Self-Evaluation and ADA Transition.

Our objective is to create a comprehensive plan and report, along with a dynamic database and dashboard, enabling CapMetro to effectively plan, track, and monitor progress in remediating barriers.

The Systemwide Accessibility Department will collaborate with other departments, including Capital Construction, Engineering and Design, Strategic Planning, Marketing and Communications, Facilities Maintenance, and Community Engagement on this effort. Through these collaborations, the department will assist in improving bus stop accessibility through the bus stop improvement program, suggest possible policy changes and updates, and provide training and assistance with any ADA compliance measures and inquiries.

## Accessible Wayfinding Technology

Next year, we plan to implement wayfinding technology to help people with disabilities confidently navigate CapMetro's fixed route network and improve their overall travel experience.

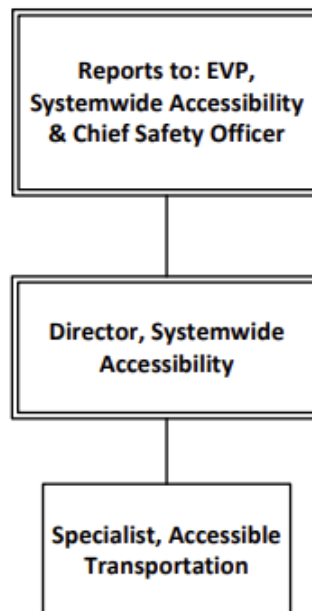
In 2025, the Systemwide Accessibility Department will have implemented 82 NaviLens codes throughout the CapMetro transit network. During this testing phase, we will gather feedback from the community by conducting surveys and focus groups, as well as through the department's Participatory Advisory Group, which consists of customers with disabilities. Through this initial pilot phase, CapMetro staff and the community will review data for six months to one year. The data gathered will be compiled to highlight the project's strengths and weaknesses, allowing us to strategize to ensure the best possible outcomes for system implementation.

Additionally, we plan to launch two more wayfinding projects. Following the active pilot phase, we will gather and summarize feedback and proceed to develop technical specifications. This will help CapMetro identify the most suitable options to meet the needs of the community members we serve. The Systemwide Accessibility Department will collaborate with Marketing and Communications, Information Technology, and Community Engagement on this effort.

## Effective Communication

In 2025, the Systemwide Accessibility Department will undertake a comprehensive exploration and implementation of effective communication tools to enhance CapMetro's communication with individuals who are deaf or hard of hearing. This project aims to improve service delivery for customers with diverse communication needs by leveraging technology and other relevant methodologies. The potential tools to be explored include on-demand visual interpretation, ASL translation, video production and captioning. The department will collaborate with CapMetro's Marketing and Communications Departments on these efforts.

## Systemwide Accessibility Organization



## Budget Changes

### Salaries and Benefits

Increase of \$17,671 due to salary adjustments in FY2024 and approved performance-based increase to become effective in January 2025.

### Other Expenses

Decrease of \$186,200 driven by Professional Services related to completion of compliance, policy and process improvements and pilot projects in FY2024.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$204,457	\$219,209	\$219,209	\$236,880	\$17,671	8.1 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>204,457</b>	<b>219,209</b>	<b>219,209</b>	<b>236,880</b>	<b>17,671</b>	<b>8.1 %</b>
Professional Services	607,137	450,000	501,785	264,000	(186,000)	(41.3)%
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	175	-	-	100	100	N/A
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	9,578	15,800	15,240	15,500	(300)	(1.9)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>616,891</b>	<b>465,800</b>	<b>517,025</b>	<b>279,600</b>	<b>(186,200)</b>	<b>(40.0)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$821,347</b>	<b>\$685,009</b>	<b>\$736,234</b>	<b>\$516,480</b>	<b>(\$168,529)</b>	<b>(24.6)%</b>



# Transit Police

## Functions and Responsibilities

The mission of the Transit Police Department is to create a secure transit environment through innovative people-centric policing, getting everyone safely to their destinations.

### FY2024 Achievements

Customer Goal

#### Transit Police Department Milestones

Several key milestones were accomplished to achieve the priority goal of establishing a new transit police department. The mission, vision, and values were defined, and comprehensive branding was completed, including logos, patches, badges, and vehicle designs. Inter Local Agreements with the Combined Transportation Emergency & Communications Center (CTECC) and the Greater Austin/Travis Regional Radio System (GATRRS) were secured to support dispatch and communications functions. The Public Safety Dispatch was relocated to CTECC, and the department moved into the Public Safety Facility after coordinating with the Facilities Team and consultants. Key staff, including an Administrative Assistant Chief and an Administrative Assistant, were hired, joining the existing team. On May 21, 2024, the Texas Commission on Law Enforcement (TCOLE) granted agency authorization to CapMetro. Additionally, an open house for the Public Safety Facility will be held for staff and key community stakeholders.

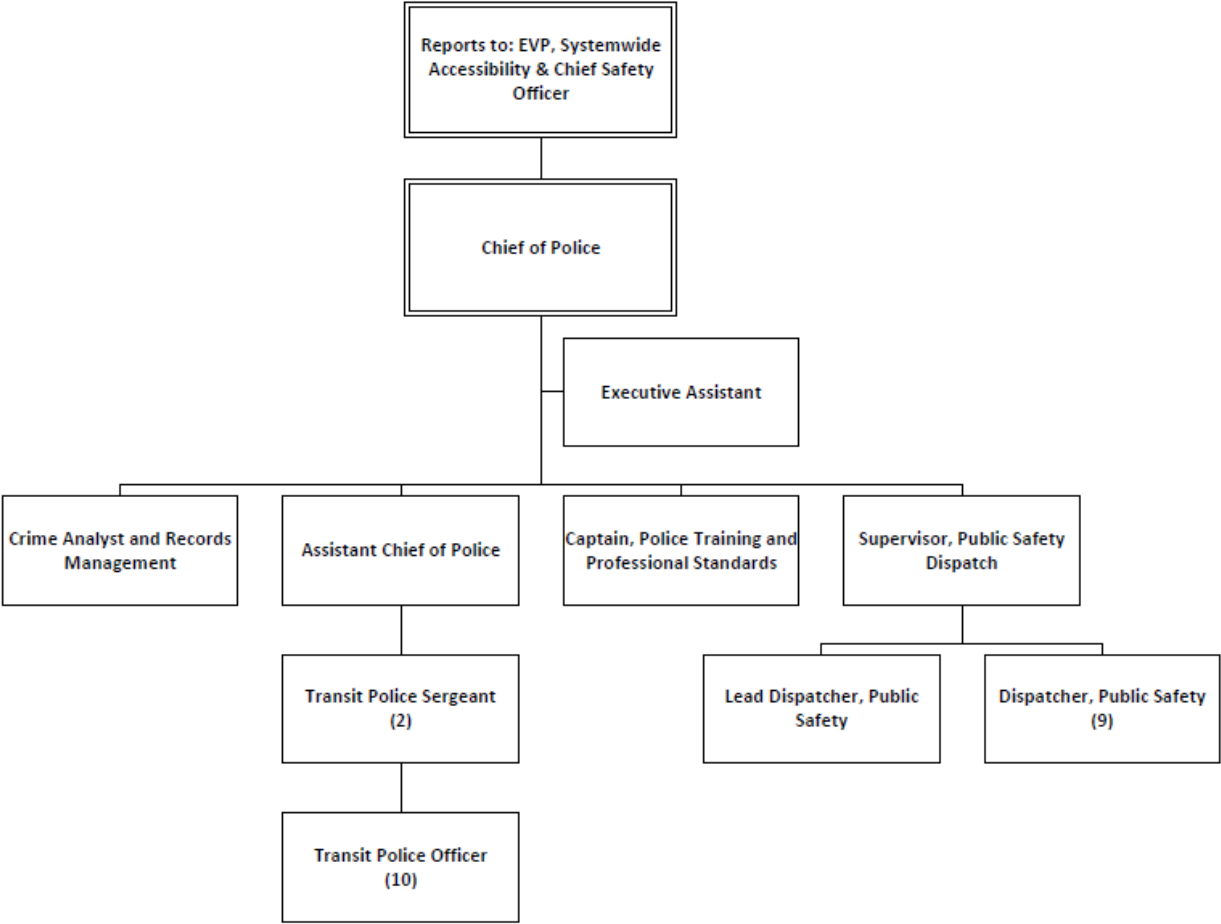
### FY2025 Projects

Customer Goal

#### Advancing the Transit Police Department

In FY2025, we plan to achieve several critical objectives to advance the establishment of the Transit Police Department. Now that we are an established TCOLE approved agency, we anticipate the hiring of 10 officers and 2 supervisors. We will hold a swearing-in ceremony for the Chief and seek TCOLE certification for our dispatch and telecommunicators. Officer recruitment, hiring, onboarding, and training will commence from July 2024 through February 2025. Additionally, we will develop a Computer Aided Dispatch (CAD) system and purchase a Records Management System (RMS). Completing the policy manual will also be a priority to ensure the continued safety of CapMetro staff and customers.

# Transit Police Organization



## Budget Changes

### Salaries and Benefits

Increase of \$1,897,498 due to ramp-up of the Transit Police Department and transfer of one public safety ambassador and eleven dispatchers from Public Safety and Emergency Management and approved performance-based pay increase to become effective in January 2025.

### Other Expenses

Increase of \$21,929 driven by \$30,215 in Professional Services for policy writing fees, psychological and polygraph evaluation fees, and \$11,680 in Other Expenses for seminars/conferences and dues/subscriptions; partially offset by \$19,966 decrease in Materials and Supplies from firearms and ammunition, as well as budget for hand-held and in-car radios moved to the capital expense budget.

	FY2023	FY2024	FY2024	FY2025	Var \$ FY2025	Var % FY2025
	ACTUAL	BUDGET	FORECAST	BUDGET	vs. FY2024	vs. FY2024
Salaries and Benefits	\$ -	\$867,823	\$620,158	\$2,765,321	\$1,897,498	218.7 %
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>-</b>	<b>867,823</b>	<b>620,158</b>	<b>2,765,321</b>	<b>1,897,498</b>	<b>218.7 %</b>
Professional Services	-	2,000	6,500	32,215	30,215	1,510.7 %
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	85,500	500	65,534	(19,966)	(23.4)%
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	-	23,300	21,300	34,980	11,680	50.1 %
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>110,800</b>	<b>28,300</b>	<b>132,729</b>	<b>21,929</b>	<b>19.8 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ -</b>	<b>\$978,623</b>	<b>\$648,458</b>	<b>\$2,898,050</b>	<b>\$1,919,427</b>	<b>196.1 %</b>

## Vanpool

### Functions and Responsibilities

The Vanpool Department oversees contracts that provide alternative transportation service to reduce the number of single-occupancy vehicles on area roads. The department oversees the vanpool operations provider, including ongoing performance and commuter ride-matching services. Vanpool oversees the Guaranteed Ride Home program, provided through a contractor.

### FY2024 Achievements

Organizational Effectiveness Goal

#### Launched Vanpool Program

Successfully negotiated a new vanpool contract and launched the new program. Worked closely with Procurement and Legal to finalize the contract and receive approval from the Board of Directors.

Launched a new contract working with the Marketing and Communications Department on the rebranding without losing any vanpools.

As an active Association Commuter Transportation (ACT) member, our team member holds the Vice President position of the region's chapter. ACT has provided opportunities throughout the year to increase knowledge and best practices of Transportation Demand Management (TDM). ACT provides materials and webinars on the latest updates on federal and state transportation changes and provides access to top professionals in the TDM fields.

### FY2025 Projects

Customer Goal

#### Vanpool Program

Introduce Project Move, a subscription service that will target a larger audience and provide more flexibility. This endeavor will require close collaboration with the Marketing team on press releases and social media campaigns.

Collaborate with Moveability to strengthen Transportation Demand Management (TDM) in the Capital Area Metropolitan Planning Organization service area. Regular meetings with Moveability will facilitate knowledge-sharing about organizations that are requesting TDM solutions. Moveability's resources to grow vanpool are a cost-effective partnership, given the existing membership with the organization. This collaboration is integral to the strategy for achieving vanpool growth.

## Budget Changes

### Salaries and Benefits

Decrease of \$111,299 due to the program manager position transfer to Bus Operations and Maintenance Department.

### Other Expenses

Increase of \$1,894,979 due to increased subsidy payment from 37% to 50% by CapMetro resulting from the restructure of the Purchased Transportation contract with the vanpool vendor.

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	Var \$ FY2025 vs. FY2024	Var % FY2025 vs. FY2024
Salaries and Benefits	\$107,952	\$111,299	\$111,299	\$ -	(\$111,299)	(100.0)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>107,952</b>	<b>111,299</b>	<b>111,299</b>	<b>-</b>	<b>(111,299)</b>	<b>(100.0)%</b>
Professional Services	-	-	-	-	-	N/A
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	-	-	-	-	-	N/A
Utilities	500	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	1,947,086	1,627,547	2,211,059	3,540,946	1,913,399	117.6 %
Other Expenses	10,818	20,420	20,420	2,000	(18,420)	(90.2)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>1,958,404</b>	<b>1,647,967</b>	<b>2,231,479</b>	<b>3,542,946</b>	<b>1,894,979</b>	<b>115.0 %</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,066,356</b>	<b>\$1,759,266</b>	<b>\$2,342,778</b>	<b>\$3,542,946</b>	<b>\$1,783,680</b>	<b>101.4 %</b>

## Wellness and Fitness Centers

### Functions and Responsibilities

The Wellness and Fitness Center Department's mission is to partner with our staff and service providers to improve and maintain healthy long-term lifestyle habits and create a healthier, safer workforce that fulfills CapMetro'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 CapMetro's fitness centers.

### FY2024 Achievements

#### Workforce Goals

##### **Enhancing Staff Engagement**

This year, we successfully implemented a new Employee Assistance Program (EAP) provider and set a baseline key performance indicator (KPI) for utilization by leveraging program features, trainings, and events. Our objective was to increase awareness of EAP services and foster engagement among staff. Utilizing tools such as an orientation session, we achieved a 1.5% increase in EAP utilization since January. Additionally, monthly staff and leadership trainings were conducted to educate on various topics, including mental wellbeing, which contributed to enhanced program engagement. Quarterly seminars were also established for leadership and staff development, ensuring ongoing support and resource accessibility for our workforce.

##### **New Hire Efficiency**

We successfully implemented a Third-Party Administrator (TPA) to streamline manual inputs in the drug and alcohol testing program and improve personalized service for new hires. Our KPI focused on reducing turnaround times for pre-employment testing and decreasing monthly touchpoints. The target was to achieve a 15% decrease in manual inputs and wait times for pre-employment tests and physicals. Tools used included the introduction of electronic test orders, resulting in a 50% reduction in wait times for new applicants completing their screening requirements. We also optimized random roster management by outsourcing, which led to a 10% decrease in monthly reports. Additionally, optimizing FTA reporting reduced yearly statistics submittals by 50%, streamlining overall program efficiency.

##### **Enhancing Workforce Wellness with Digital Engagement**

This year, we invested in talent by successfully implementing a digital wellness app aimed at outsourcing manual tasks to enhance engagement across our workforce. Our objective was to expand the wellness program by integrating a digital tool that complements our existing gym facilities and promotes equity among our remote staff. Key performance indicators included app downloads, daily activity levels, app usage metrics, and user feedback. Our target was to achieve a 10% increase in app downloads and active users by September 30, 2024. Achievements included launching the "Walk Across Texas" challenge, with 47% participation from CapMetro staff, collectively covering 26,893 miles across 5 transit agencies in Texas. We also expanded one-on-one coaching sessions with features like instant messaging and scheduling, facilitating coaching accessibility regardless of location. Furthermore, we enhanced wellbeing dimensions by providing increased resources focused on nutrition and sleep to foster healthier habits among our workforce.

## FY2025 Projects

### Workforce Goal

#### Employee Assistant Program Engagement

Next year, our project aims to align EAP training calendars with our core capabilities and introduce seminars that specifically relate to these capabilities. With a designated training budget, we plan to host two onsite leadership training courses for staff development. Our objectives include enhancing collaboration by partnering with Employee Experience to advocate for our core capabilities effectively. This initiative will unfold continuously throughout FY2025, with a heightened focus leading up to our quarterly events. Anticipated outcomes involve achieving a 10% growth in engagement compared to FY2024 and boosting attendance numbers at our training sessions.

## Budget Changes

#### Salaries and Benefits

Decrease of \$23,300 Wellness Center Expense related to removal of coupon booklets for staff.

#### Other Expenses

Decrease of \$2,098 driven by a \$35,900 decrease in Other Expenses primarily from staff recognition, offset by \$39,444 in Professional Services from a wellness service provider contractual increase.

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	Var \$ FY2025 vs. FY2024	Var % FY2025 vs. FY2024
Salaries and Benefits	\$29,423	\$23,300	\$ -	\$ -	(\$23,300)	(100.0)%
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>29,423</b>	<b>23,300</b>	<b>-</b>	<b>-</b>	<b>(23,300)</b>	<b>(100.0)%</b>
Professional Services	254,470	352,020	352,020	391,464	39,444	11.2 %
Fuel and Fluids	-	-	-	-	-	N/A
Materials and Supplies	23,974	9,650	9,650	4,008	(5,642)	(58.5)%
Utilities	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Purchased Transportation	-	-	-	-	-	N/A
Other Expenses	10,080	36,300	36,300	400	(35,900)	(98.9)%
Lease/Rentals	-	-	-	-	-	N/A
Other Reconciling Items	-	-	-	-	-	N/A
<b>TOTAL OTHER EXPENSES</b>	<b>288,524</b>	<b>397,970</b>	<b>397,970</b>	<b>395,872</b>	<b>(2,098)</b>	<b>(0.5)%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$317,948</b>	<b>\$421,270</b>	<b>\$397,970</b>	<b>\$395,872</b>	<b>(\$25,398)</b>	<b>(6.0)%</b>

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# Glossary



CapMetro



**AAC:** Access Advisory Committee

**ACFR:** Annual Comprehensive Financial Report

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

**SOP (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.

**AMP:** A new fare card that introduces fare capping. AMP allows riders to pay for Local and Commuter fares. Instead of buying passes ahead of time, customers can now load money to their Amp card and "pay-as-they-go". When they've paid the equivalent cost of a day or monthly pass, customers can then ride free for the rest of the service day or calendar month.

**ATP:** Austin Transit Partnership, the joint-venture local government corporation between CapMetro and the City of Austin that will oversee implementation of Project Connect.

**AVT:** Alternate Vehicle Technology

**BDP:** Business Development Program

**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.

**CAD:** Computer Aided Dispatch

**Capital Budget:** The portion of the budget that provides funding for improvement projects, other projects, and major equipment purchases. Generally, a capital item costs over \$5,000 and has 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.

**CAMPO:** Capital Area Metropolitan Planning Organization

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

**CapMetro Bikeshare:** A bicycle-sharing system providing a first and last mile transportation solution with strong ties to both equity and sustainability.

**CapMetro Rapid:** 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.

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

**CARTS:** Capital Area Rural Transportation System

**CEO:** Chief Executive Officer

**CFRO:** Chief Financial and Risk Officer

**CFR:** Code of Federal Regulations

**CIP:** Capital Improvement Plan

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

**COOP:** Continuity of Operations

**CSAC:** Customer Satisfaction Advisory Committee

**CTECC:** Combined Transportation Emergency & Communications Center

**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):** Multiple-unit train (or “railcar”) powered by onboard diesel engines. A DMU requires no separate locomotive, as the engines are incorporated into one or more of the carriages.

**DEI:** Diversity, Equity and Inclusion

**DMS:** Dynamic Message Signs

**ECHO:** Ending Community Homelessness Coalition

**EEO:** Equal Employment Opportunity

**Envision:** A tool for evaluating and rating the social, economic, and environmental benefits of all types and sizes of civil infrastructure projects.

**ESRS:** Employee Safety Reporting System

**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 CapMetro is from October 1 through September 30.

**Fixed Route:** Buses or trains that operate on a predetermined route with a predetermined schedule.

**Fixed-Route Bus:** CapMetro Local, which includes Rapid, UT Shuttles and Flyers, and Express routes.

**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.

**GATRRS:** Greater Austin/Travis Regional Radio System

**GFOA:** Government Finance Officers Association of the United States and Canada

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

**HCM:** Human Capital Management

**HMIS:** Homeless Management Information System

**ICQ:** Information and Communication Technology

**IFB:** Invitation for bids

**ILA:** An interlocal agreement is used when a district performs for or receives 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.

**KPI:** Key Performance Indicator

**LAP:** Language Assistance Plan

**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.

**LEED Credential:** Denotes proficiency in today's sustainable design, construction and operations standards set by the U.S. Green Building Council.

**Member City:** A municipality/jurisdiction who, by voter approval, allocates 1% of its sales tax to CapMetro for transit services.

**Micromobility:** Any small, low-speed, human- or electric-powered transportation device, including bicycles, scooters, electric-assist bicycles, electric scooters (e-scooters), and other small, lightweight, wheeled conveyances. CapMetro Bikeshare is a micromobility mode.

**Microtransit:** Small-scale, on-demand public transit service that can offer fixed routes and schedules, or flexible routes and on-demand scheduling. Pickup by CapMetro is microtransit mode.

**NEO:** New Employee Orientation

**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 CapMetro.

**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 providing training, outreach, education and assistance.

**OTP:** On-time performance

**P&C: People & Culture**

**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 that provides riders with 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.

**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, coveralls, vests and full bodysuits.

**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.

**PSAC:** Public Safety Advisory Committee.

**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.

**Purchased Transportation:** Transportation service provided to a public transit agency or governmental unit from a public or private transportation provider based on a written contract.

**Regional Partner:** A municipality/jurisdiction whose governing body voted to enter into an Interlocal Agreement (ILA) with CapMetro to complete/update a Transit Development Plan (TDP) and/or for CapMetro to provide contracted transit services.

**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.

**RMS:** Records Management System

**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.

**SBE:** Small Business Enterprise

**SBITA:** Subscription Based Information Technology Agreements

**Seconded:** The assignment of a member of one organization to another organization for a temporary period.

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

**SITES:** A rating system that guides, evaluates and certifies a project's sustainability in the planning, design, construction and management of landscapes and other outdoor spaces.

**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.

**SOP:** Standard Operating Procedures

**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.

**TCOLE:** Texas Commission on Law Enforcement

**TDM:** Transportation Demand Management

**TDP:** Transit development plan

**TOD:** Transit-oriented development

**TPA:** Third-Party Administrator

**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 in one area to improve the efficiency and speed of movement of buses. 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 encompassing 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.

**WCAG:** Web Content Accessibility Guidelines

**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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# Index



CapMetro



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# Appendices



CapMetro

Project Category	FY2025 Budget	FY2026 Planned	FY2027 Planned	FY2028 Planned	FY2029 Planned	TOTAL	Page
<b>Facilities and Real Estate</b>							
Facility Enhancements	\$ 50,549,653	\$ 72,996,678	\$ 37,984,639	\$ 344,874	\$ 2,329,304	\$ 164,205,147	241
Facility Enhancements Grants and Capital Contributions	(5,000,000)	(10,000,000)	(4,000,000)	-	-	(19,000,000)	241
Facility State of Good Repair	4,800,000	4,200,000	2,000,000	1,000,000	1,000,000	13,000,000	242
<b>Facilities and Real Estate Net Total</b>	<b>50,349,653</b>	<b>67,196,678</b>	<b>35,984,639</b>	<b>1,344,874</b>	<b>3,329,304</b>	<b>158,205,147</b>	
<b>Information Technology Systems and Infrastructure</b>							
Information Technology - Enterprise Systems	1,725,000	1,625,000	1,339,295	892,997	2,031,196	7,613,488	243
Information Technology - Infrastructure	1,725,000	750,000	750,000	750,000	750,000	4,725,000	244
Information Technology - Transit Systems	7,694,488	11,150,595	4,049,383	3,698,660	20,000	26,613,126	245
<b>Information Technology Systems and Infrastructure Net Total</b>	<b>11,144,488</b>	<b>13,525,595</b>	<b>6,138,678</b>	<b>5,341,657</b>	<b>2,801,196</b>	<b>38,951,615</b>	
<b>Infrastructure Development</b>							
Bus Stop Amenities and Enhancements	5,697,597	5,382,599	4,050,000	4,050,000	4,050,000	23,230,196	246
Bus Stop Amenities and Enhancements Grants and Capital Contributions	(250,000)	-	-	-	-	(250,000)	246
Infrastructure Enhancements	23,134,368	23,014,886	5,065,312	5,559,069	3,159,069	59,932,704	247
Infrastructure Enhancements Grants and Capital Contributions	(1,775,171)	(1,836,142)	(2,665,312)	(3,159,069)	(3,159,069)	(12,594,763)	247
<b>Infrastructure Development Net Total</b>	<b>26,806,794</b>	<b>26,561,343</b>	<b>6,450,000</b>	<b>6,450,000</b>	<b>4,050,000</b>	<b>70,318,137</b>	
<b>Railroad Commuter</b>							
Railroad Commuter Enhancements	17,015,802	26,561,029	15,700,000	1,000,000	-	60,276,831	248
Railroad Commuter Enhancements Grants and Capital Contributions	(2,500,000)	(6,050,000)	(8,250,000)	(1,000,000)	-	(17,800,000)	248
Railroad Commuter State of Good Repair	3,740,000	2,336,471	776,471	776,471	776,471	8,405,882	249
Railroad Commuter State of Good Repair Grants and Capital Contributions	(2,976,471)	(2,336,471)	(776,471)	(776,471)	(776,471)	(7,642,353)	249
<b>Railroad Commuter Net Total</b>	<b>15,279,331</b>	<b>20,511,029</b>	<b>7,450,000</b>	<b>-</b>	<b>-</b>	<b>43,240,360</b>	
<b>Public Safety and Emergency Management</b>							
Public Safety and Emergency Management Equipment and Enhancements	1,911,500	1,750,000	1,049,835	945,825	1,461,825	7,118,985	250
<b>Public Safety and Emergency Management Net Total</b>	<b>1,911,500</b>	<b>1,750,000</b>	<b>1,049,835</b>	<b>945,825</b>	<b>1,461,825</b>	<b>7,118,985</b>	

Project Category	FY2025 Budget	FY2026 Planned	FY2027 Planned	FY2028 Planned	FY2029 Planned	TOTAL	Page
<b>Project Connect</b>							
Project Connect	68,445,383	12,762,360	27,877,977	44,950,000	14,796,067	168,831,788	251
Project Connect Grants and Capital Contributions	(68,445,383)	(12,762,360)	(27,877,977)	(44,950,000)	(14,796,067)	(168,831,788)	251
<b>Project Connect Net Total</b>	-	-	-	-	-	-	
<b>Vehicles</b>							
Bus Fleet	19,368,376	11,321,250	31,672,000	32,464,000	32,464,000	127,289,627	252
Bus Fleet Grants and Capital Contributions	(3,091,143)	(5,351,143)	(3,091,143)	(3,091,143)	(3,091,143)	(17,715,715)	252
Fleet System Enhancements	5,136,454	4,546,727	214,470	-	-	9,897,650	253
Non-Revenue Fleet	1,920,000	950,000	635,000	1,200,000	660,000	5,365,000	254
Paratransit Fleet	6,970,200	9,776,300	3,002,000	5,676,000	-	25,424,500	255
Paratransit Fleet Grants and Capital Contributions	(3,300,000)	-	-	-	-	(3,300,000)	255
<b>Vehicles Net Total</b>	<b>27,003,887</b>	<b>21,243,134</b>	<b>32,432,327</b>	<b>36,248,857</b>	<b>30,032,857</b>	<b>146,961,062</b>	
Capital Project Contingency	10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	18,000,000	256
<b>Grand Total Capital Spending</b>	<b>\$ 229,833,821</b>	<b>\$ 191,123,894</b>	<b>\$ 138,166,381</b>	<b>\$ 105,307,896</b>	<b>\$ 65,497,932</b>	<b>\$ 729,929,924</b>	
<b>Grand Total Grants and Capital Contributions</b>	<b>\$ (87,338,168)</b>	<b>\$ (38,336,115)</b>	<b>\$ (46,660,903)</b>	<b>\$ (52,976,683)</b>	<b>\$ (21,822,750)</b>	<b>\$(247,134,619)</b>	
<b>Grand Total Capital Spending Net of Grants and Capital Contributions</b>	<b>\$ 142,495,652</b>	<b>\$ 152,787,779</b>	<b>\$ 91,505,479</b>	<b>\$ 52,331,213</b>	<b>\$ 43,675,182</b>	<b>\$ 482,795,305</b>	

<b>FY2025 - FY2029 Capital Improvement Plan</b>						
	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>Total</b>
<b>Spending Categories</b>						
Other	\$229,833,821	\$191,123,894	\$138,166,381	\$105,307,896	\$ 65,497,932	\$729,929,924
<b>Total</b>	229,833,821	191,123,894	138,166,381	105,307,896	65,497,932	729,929,924
<b>Funding Sources</b>						
Local Funds	142,495,652	152,787,779	91,505,479	52,331,213	43,675,182	482,795,305
Grants	26,644,496	24,737,614	16,117,614	4,867,614	3,867,614	76,234,950
Other Capital Contributions	60,693,672	13,598,502	30,543,289	48,109,069	17,955,136	170,899,669
<b>Total</b>	\$229,833,821	\$191,123,894	\$138,166,381	\$105,307,896	\$ 65,497,932	\$729,929,924



**Project Name** Facility Enhancements

**Project Type** Facilities and Real Estate

**Project Description**

This project category includes build-out of the new 3100 headquarters, Demand Response North Base, 1705 transit store, 624 Paratransit Eligibility space, 9315 administrative space, the completion of the 9315 rail O&M facility extension, and several other key projects, including sustainability and energy reduction initiatives that will support the enhancements of CapMetro's existing facilities.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 50,549,653	\$ 72,996,678	\$ 37,984,639	\$ 344,874	\$ 2,329,304	\$164,205,147
<b>Total</b>	50,549,653	72,996,678	37,984,639	344,874	2,329,304	164,205,147
<b>Funding Sources</b>						
Local Funds	45,549,653	62,996,678	33,984,639	344,874	2,329,304	145,205,147
Grants	5,000,000	10,000,000	4,000,000	-	-	19,000,000
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 50,549,653	\$ 72,996,678	\$ 37,984,639	\$ 344,874	\$ 2,329,304	\$164,205,147

**Estimated Operating Cost Impact**

Overall operating costs will increase since more square footage is being provided due to growth, but cost per square foot will reduce since new spaces will be more energy efficient.

**Project Benefits**

A new headquarters will begin to consolidate corporate administrative staff in a single building to reduce overall opex costs and improve synergy. Energy conservation measures will reduce operating costs while making CapMetro more sustainable. Increasing storage at the rail facility will improve the effectiveness for rail maintenance and operations and will free up maintenance bays needed to enhance bus operations. Other enhancements will support growth, improve safety, and increase facility reliability and resiliency. A new, owned facility for the Transit Store and moving Paratransit Eligibility into an owned building will reduce operating expenses in lieu of continuing to lease space for these functions.

**Strategic Priority and Objective**

These projects support the following strategic priorities and objectives: Customer - Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Organizational Effectiveness - Deliver responsibly and sustainably on the mission.

**Project Name** Facility State of Good Repair

**Project Type** Facilities and Real Estate

**Project Description**

This project category includes state of good repairs/replacements for items such as roofs, vehicle lifts, vehicle maintenance equipment, HVAC equipment, electrical equipment, generators, uninterruptable power supplies, automatic transfer switches, lighting, lighting controller, building automation system equipment, vehicle wash systems, and other facility assets.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 4,800,000	\$ 4,200,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000	\$ 13,000,000
<b>Total</b>	4,800,000	4,200,000	2,000,000	1,000,000	1,000,000	13,000,000
<b>Funding Sources</b>						
Local Funds	4,800,000	4,200,000	2,000,000	1,000,000	1,000,000	13,000,000
Grants	-	-	-	-	-	-
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 4,800,000	\$ 4,200,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000	\$ 13,000,000

**Estimated Operating Cost Impact**

No new operating costs are expected to be incurred as a result of these projects and in some cases, equipment will be more energy efficient which will reduce operating expenses.

**Project Benefits**

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

**Strategic Priority and Objective**

These projects support the following strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**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.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 1,725,000	\$ 1,625,000	\$ 1,339,295	\$ 892,997	\$ 2,031,196	\$ 7,613,488
<b>Total</b>	1,725,000	1,625,000	1,339,295	892,997	2,031,196	7,613,488
<b>Funding Sources</b>						
Local Funds	1,725,000	1,625,000	1,339,295	892,997	2,031,196	7,613,488
Grants	-	-	-	-	-	-
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 1,725,000	\$ 1,625,000	\$ 1,339,295	\$ 892,997	\$ 2,031,196	\$ 7,613,488

**Estimated Operating Cost Impact**

Enterprise systems are expected to increase operating expenses by \$525,900 per year as systems go live and enter into maintenance.

**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: Customer: Provide a convenient, desirable, and accessible option for mobility in the region. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Workforce: Invest in a productive and valued workforce. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**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.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 1,725,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,725,000
<b>Total</b>	1,725,000	750,000	750,000	750,000	750,000	4,725,000
<b>Funding Sources</b>						
Local Funds	1,725,000	750,000	750,000	750,000	750,000	4,725,000
Grants	-	-	-	-	-	-
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 1,725,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,725,000

**Estimated Operating Cost Impact**

Infrastructure systems are expected to increase operating expenses by \$485,000 per year as systems go live and enter into maintenance.

**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 cyber security 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: Customer: Provide a convenient, desirable, and accessible option for mobility in the region. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Workforce: Invest in a productive and valued workforce. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Information Technology - Transit Systems **Project Type** Information Technology Systems and Infrastructure

**Project Description**

This project category includes customer experience, technology for rider experience and operational service delivery systems.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 7,694,488	\$ 11,150,595	\$ 4,049,383	\$ 3,698,660	\$ 20,000	\$ 26,613,126
<b>Total</b>	7,694,488	11,150,595	4,049,383	3,698,660	20,000	26,613,126
<b>Funding Sources</b>						
Local Funds	7,694,488	11,150,595	4,049,383	3,698,660	20,000	26,613,126
Grants	-	-	-	-	-	-
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 7,694,488	\$ 11,150,595	\$ 4,049,383	\$ 3,698,660	\$ 20,000	\$ 26,613,126

**Estimated Operating Cost Impact**

Transit systems are expected to increase operating expenses by \$645,900 per year as systems go live and enter into maintenance.

**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: Customer: Provide a convenient, desirable, and accessible option for mobility in the region. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Workforce: Invest in a productive and valued workforce. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**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, free-standing shade structures, ADA improvements, signage and wayfinding, MetroRapid bus stops near the MLS soccer stadium, monuments and signs rebranding and Corridor Program Office & CapMetro bus stop coordination facility.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 5,697,597	\$ 5,382,599	\$ 4,050,000	\$ 4,050,000	\$ 4,050,000	\$ 23,230,196
<b>Total</b>	5,697,597	5,382,599	4,050,000	4,050,000	4,050,000	23,230,196
<b>Funding Sources</b>						
Local Funds	5,447,597	5,382,599	4,050,000	4,050,000	4,050,000	22,980,196
Grants	-	-	-	-	-	-
Other Capital Contributions	250,000	-	-	-	-	250,000
<b>Total</b>	\$ 5,697,597	\$ 5,382,599	\$ 4,050,000	\$ 4,050,000	\$ 4,050,000	\$ 23,230,196

**Estimated Operating Cost Impact**

There are no new operating costs associated with these projects.

**Project Benefits**

These projects will improve the transit experience by providing facilities that meet riders' needs.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Infrastructure Enhancements

**Project Type** Infrastructure Development

**Project Description**

This project category includes bus electrification infrastructure, micro-grid and battery energy storage system at North Ops, Metro Bikeshare station expansion and replacement, existing Park & Ride constructions and repairs, integration of existing railroad gates and signals at 4th & Sabine. FY2025 grant amount is from prior year Airport Lamar Red Line Grade Separation project.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 23,134,368	\$ 23,014,886	\$ 5,065,312	\$ 5,559,069	\$ 3,159,069	\$ 59,932,704
<b>Total</b>	23,134,368	23,014,886	5,065,312	5,559,069	3,159,069	59,932,704
<b>Funding Sources</b>						
Local Funds	21,359,197	21,178,744	2,400,000	2,400,000	-	47,337,941
Grants	576,882	-	-	-	-	576,882
Other Capital Contributions	1,198,289	1,836,142	2,665,312	3,159,069	3,159,069	12,017,881
<b>Total</b>	\$ 23,134,368	\$ 23,014,886	\$ 5,065,312	\$ 5,559,069	\$ 3,159,069	\$ 59,932,704

**Estimated Operating Cost Impact**

There are no new operating costs associated with these projects.

**Project Benefits**

The major benefits of projects such as double tracks and grade separation are improved service, customer experience and safety of the commuter rail system, improved freight service and reduced traffic congestion at the Lamar & Airport intersection. Construction of signalization and pedestrian gates at 4th & Sabine will improve the safety of pedestrian and bike traffic across tracks.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Community: Demonstrate our value to a growing region by collaborating with partners and communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Railroad Commuter Enhancements

**Project Type** Railroad Commuter

**Project Description**

This project category includes Broadmoor station, double track from Onion St. to East Timbes and Plaza Saltillo Station, rail data recorder upgrade, hot box detectors, G-1 can-bus upgrades, Robinson switch upgrade and positive train control optimization.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 17,015,802	\$ 26,561,029	\$ 15,700,000	\$ 1,000,000	\$ -	\$ 60,276,831
<b>Total</b>	17,015,802	26,561,029	15,700,000	1,000,000	-	60,276,831
<b>Funding Sources</b>						
Local Funds	14,515,802	20,511,029	7,450,000	-	-	42,476,831
Grants	2,500,000	6,050,000	8,250,000	1,000,000	-	17,800,000
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 17,015,802	\$ 26,561,029	\$ 15,700,000	\$ 1,000,000	\$ -	\$ 60,276,831

**Estimated Operating Cost Impact**

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

**Project Benefits**

CapMetroRail Red Line service capacity improvements will allow for service enhancements. Additional stations will improve the customer experience. System safety enhancements will protect rail infrastructure.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Community: Demonstrate our value to a growing region by collaborating with partners and communities.



**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, rail grade crossings, grade crossing signal health monitoring and crossing improvements.

<b>FY2025 - FY2029 Capital Improvement Plan</b>						
	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>Total</b>
<b>Spending Categories</b>						
Other	\$ 3,740,000	\$ 2,336,471	\$ 776,471	\$ 776,471	\$ 776,471	\$ 8,405,882
<b>Total</b>	3,740,000	2,336,471	776,471	776,471	776,471	8,405,882
<b>Funding Sources</b>						
Local Funds	763,529	-	-	-	-	763,529
Grants	2,976,471	2,336,471	776,471	776,471	776,471	7,642,353
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 3,740,000	\$ 2,336,471	\$ 776,471	\$ 776,471	\$ 776,471	\$ 8,405,882

**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 the following strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Public Safety and Emergency Management Equipment and Enhancements **Project Type** Public Safety and Emergency Management

**Project Description**

This project category includes vehicle camera systems, rail signal house and crossing security enhancements, facility camera enhancements and replacements, video system integration software, and access control system replacement.

<b>FY2025 - FY2029 Capital Improvement Plan</b>						
	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>Total</b>
<b>Spending Categories</b>						
Other	\$ 1,911,500	\$ 1,750,000	\$ 1,049,835	\$ 945,825	\$ 1,461,825	\$ 7,118,985
<b>Total</b>	1,911,500	1,750,000	1,049,835	945,825	1,461,825	7,118,985
<b>Funding Sources</b>						
Local Funds	1,911,500	1,750,000	1,049,835	945,825	1,461,825	7,118,985
Grants	-	-	-	-	-	-
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 1,911,500	\$ 1,750,000	\$ 1,049,835	\$ 945,825	\$ 1,461,825	\$ 7,118,985

**Estimated Operating Cost Impact**

Public safety and emergency management security technology equipment and enhancements are expected to increase operating expenses by \$100,000 per year due to the increased maintenance costs directly related to the continued expansion of the video system, related hardware, and other public safety technology systems (access control, video, etc.). The expansion of the video and access control systems is directly related to CapMetro adding facilities and services. The video and access control systems directly support these facilities and services.

**Project Benefits**

Video and access control system expansion and upgrades will continue to have a positive impact on public safety for customers and employees by enhancing security, safety, and situational awareness at CapMetro facilities, on vehicles, and operations.

**Strategic Priority and Objective**

These projects support the following strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Project Connect

**Project Type** Project Connect

**Project Description**

This project category is for 4 new MetroRapid lines, MetroRapid park and rides, end of line electric charging infrastructure, south base demand response facility, vehicle radio enhancements and on-board validators for neighborhood circulator vehicles. Program expense is funded by the Austin Transit Partnership and the Small Starts Grant Program.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 68,445,383	\$ 12,762,360	\$ 27,877,977	\$ 44,950,000	\$ 14,796,067	\$168,831,788
<b>Total</b>	68,445,383	12,762,360	27,877,977	44,950,000	14,796,067	168,831,788
<b>Funding Sources</b>						
Local Funds	-	-	-	-	-	-
Grants	9,200,000	1,000,000	-	-	-	10,200,000
Other Capital Contributions	59,245,383	11,762,360	27,877,977	44,950,000	14,796,067	158,631,788
<b>Total</b>	\$ 68,445,383	\$ 12,762,360	\$ 27,877,977	\$ 44,950,000	\$ 14,796,067	\$168,831,788

**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.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Workforce: Invest in a productive and valued workforce. Community: Demonstrate our value to a growing region by collaborating with partners and communities.

**Project Name** Bus Fleet

**Project Type** Vehicles

**Project Description**

This project category includes replacements and additions of transit buses and electric bus chargers.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 19,368,376	\$ 11,321,250	\$ 31,672,000	\$ 32,464,000	\$ 32,464,000	\$127,289,627
<b>Total</b>	19,368,376	11,321,250	31,672,000	32,464,000	32,464,000	127,289,627
<b>Funding Sources</b>						
Local Funds	16,277,233	5,970,107	28,580,857	29,372,857	29,372,857	109,573,912
Grants	3,091,143	5,351,143	3,091,143	3,091,143	3,091,143	17,715,715
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 19,368,376	\$ 11,321,250	\$ 31,672,000	\$ 32,464,000	\$ 32,464,000	\$127,289,627

**Estimated Operating Cost Impact**

Replacement buses do not result in additional operating costs incurred. Addition of bus chargers will incur additional equipment maintenance costs and consumption of electricity, but both will be partially offset by lower diesel consumption and lower maintenance costs of diesel storage and dispensing systems.

**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. Adding bus charging infrastructure supports adoption of zero emission fleet.

**Strategic Priority and Objective**

These projects support strategic priority and objective: Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Fleet System Enhancements

**Project Type** Vehicles

**Project Description**

This project category includes vehicle radio enhancements and replacements and Police Department radios and recording equipment.

FY2025 - FY2029 Capital Improvement Plan						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 5,136,454	\$ 4,546,727	\$ 214,470	\$ -	\$ -	\$ 9,897,650
<b>Total</b>	5,136,454	4,546,727	214,470	-	-	9,897,650
<b>Funding Sources</b>						
Local Funds	5,136,454	4,546,727	214,470	-	-	9,897,650
Grants	-	-	-	-	-	-
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 5,136,454	\$ 4,546,727	\$ 214,470	\$ -	\$ -	\$ 9,897,650

**Estimated Operating Cost Impact**

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

**Project Benefits**

Police department radios provide a reliable communication network for the Transit Police department which patrols transit service and handles incidents and emergencies. Radio replacement will upgrade bus and paratranist radios to most current technology improving coverage and reliability.

**Strategic Priority and Objective**

These projects support strategic priorities and objectives: Customer: Provide a convenient, desirable, and accessible option for mobility in the region and its various communities. Workforce: CapMetro has a productive, invested, and valued workforce.

**Project Name** Non-Revenue Fleet

**Project Type** Vehicles

**Project Description**

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

<b>FY2025 - FY2029 Capital Improvement Plan</b>						
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
<b>Spending Categories</b>						
Other	\$ 1,920,000	\$ 950,000	\$ 635,000	\$ 1,200,000	\$ 660,000	\$ 5,365,000
<b>Total</b>	1,920,000	950,000	635,000	1,200,000	660,000	5,365,000
<b>Funding Sources</b>						
Local Funds	1,920,000	950,000	635,000	1,200,000	660,000	5,365,000
Grants	-	-	-	-	-	-
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 1,920,000	\$ 950,000	\$ 635,000	\$ 1,200,000	\$ 660,000	\$ 5,365,000

**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 objective: Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Paratransit Fleet

**Project Type** Vehicles

**Project Description**

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

<b>FY2025 - FY2029 Capital Improvement Plan</b>						
	FY2025	FY2026	FY2027	FY2028	FY2029	<b>Total</b>
<b>Spending Categories</b>						
Other	\$ 6,970,200	\$ 9,776,300	\$ 3,002,000	\$ 5,676,000	\$ -	\$ 25,424,500
<b>Total</b>	6,970,200	9,776,300	3,002,000	5,676,000	-	25,424,500
<b>Funding Sources</b>						
Local Funds	3,670,200	9,776,300	3,002,000	5,676,000	-	22,124,500
Grants	3,300,000	-	-	-	-	3,300,000
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 6,970,200	\$ 9,776,300	\$ 3,002,000	\$ 5,676,000	\$ -	\$ 25,424,500

**Estimated Operating Cost Impact**

Replacement paratransit and microtransit vehicles do not result in additional operating costs incurred. Expansion of paratransit fleet shifts spending from operating to capital, but does not affect fleet 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. Expansion of paratransit fleet provides greater control of spending and reduces risk related to fleet dependability.

**Strategic Priority and Objective**

These projects support strategic priority and objective: Organizational Effectiveness: Deliver responsibly and sustainably on the mission.

**Project Name** Capital Project Contingency

**Project Type** Capital Project Contingency

**Project Description**

This project category includes reserve for contingencies.

<b>FY2025 - FY2029 Capital Improvement Plan</b>						
	FY2025	FY2026	FY2027	FY2028	FY2029	<b>Total</b>
<b>Spending Categories</b>						
Other	\$ 10,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 18,000,000
<b>Total</b>	10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	18,000,000
<b>Funding Sources</b>						
Local Funds	10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	18,000,000
Grants	-	-	-	-	-	-
Other Capital Contributions	-	-	-	-	-	-
<b>Total</b>	\$ 10,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 18,000,000

**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: Organizational Effectiveness: Deliver responsibly and sustainably on the mission.



**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)
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	961,855	2,235,584	\$150,639,599	\$64,913	6.3
2021	975,321	2,298,224	\$163,778,682	\$71,300	3.5
2022	981,610	2,421,115	\$181,870,848	\$75,119	2.8
2023	995,722	2,433,199	\$199,847,793	\$82,100	3.6

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

(1) Source: City of Austin 2023 Annual Comprehensive Financial Report.