

# BUSINESS PLAN AND ANNUAL BUDGET

FORT WORTH TRANSPORTATION AUTHORITY  
FOR THE FISCAL YEAR 2011



The T wheels its way along

42

ROUTES EVERY DAY

FORT WORTH, TEXAS



# FORT WORTH TRANSPORTATION AUTHORITY

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**FORT WORTH  
TRANSPORTATION  
AUTHORITY  
2011 Board of Directors**



Robert Parmelee - Chair



Gary Cumbie-Vice Chair



Gary Havener - Secretary



Rosa Navejar



Robert Jameson



Reby Cary



Jeffrey Ritter



Curtis Toombs



# THE FORT WORTH TRANSPORTATION AUTHORITY

## 2011 BUSINESS PLAN & ANNUAL BUDGET

### *Letter from the President*

November 2010

I am pleased to present the fiscal 2011 Fort Worth Transportation Authority (The T) Business Plan and Annual Budget. The Plan and Budget represent The T's guide for providing economical and efficient transportation to the citizens of our service area and member cities. It also documents planned capital expenditures, which will further enhance The T's ability to provide efficient transportation service. The T's Strategic Plan, which was originally adopted in 2005 and was recently updated, has been used to help guide the staff in the development of goals outlined in this plan. This Business Plan then becomes the annual operational guide for implementing our Strategic Plan.

### **Business Plan**

The Business Plan was developed through a series of meetings during the fiscal year, which included planning sessions with the Board of Directors and senior staff. During those sessions, the Strategic Plan was used along with a list of accomplishments for 2010 to develop our fiscal 2011 goals. The Business Plan was developed to complement The T's Annual Budget and formalize goals set out in the Strategic Plan.

We recently completed contract negotiations with the Teamsters Union, which represent all of our operators and mechanics. The new three-year contract expires on September 30, 2013 and establishes labor rates during those years. It will allow us to accurately budget our labor cost for the next three years.

Health care premiums are always a concern for The T. We are in the second year of a comprehensive wellness program that is designed to improve the health of our employees and to reduce group health insurance premiums over time. We have a long-term commitment to our employees' health care.

The primary organization focus is to increase ridership, both in the short-term through service improvements, marketing and other enhancements and in the long-term through projects relating to developing a regional transit network, more commuter rail corridors and regional cooperation. The T has committed to expanding commuter rail in Tarrant County from Southwest Fort Worth through the City of Grapevine and into DFW Airport. This is a major multi-year project that requires significant staff resources as well as regional cooperation and coordination. The T expects to submit a New Starts funding application to the Federal Transit Administration (FTA) for its Southwest-to-Northeast rail project (SW2NE) in early 2011.

Fiscal 2011 will be a significant year for the 40-mile SW2NE project. We will complete of the Final Environmental Impact Statement (EIS), begin preliminary design, and bring a project management team on-board. Additional plans for 2011 include:

- Complete the New Starts grant application;
- Request a Record of Decision;
- Work with DART and the North Central Texas Council of Governments to identify funding for the eastern side of Cotton Belt Corridor;
- Continue to seek regional partners; and
- Work with DFW Airport as they award design contracts for rail stations at the airport terminals.

## **Operating Budget**

The fiscal 2011 Annual Budget is balanced and was approved by the Board of Directors on September 22, 2010. The Annual Budget includes the operating budget and the capital budget. The operating budget consists primarily of revenue and expense. Total operating revenue is defined as all revenue except capital grant reimbursement revenue and contributions from partners. It is budgeted at \$68.3 million, which is a 4.0% decrease from fiscal 2010. Sales tax and grant revenues are The T's main sources of revenue representing approximately 66.7% and 19.5%, respectively, of The T's total operating revenue budget. The fiscal 2011 sales tax revenue is projected to increase 2% compared to the fiscal 2010 actual amount. The T's management considered the local economy, the local unemployment rate and the local sales tax trends when determining the sales tax budget. The fiscal 2011 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Operating expenses are budgeted at \$60.0 million, which is a 0.7% increase from fiscal 2010. Salaries and fringe benefits are The T's largest expense category at \$31.7 million. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. As discussed above a three-year contract was executed effective October 1, 2010 and it will expire on September 30, 2013.

Service type expenses of \$18.6 million primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate The T's commuter rail service called the Trinity Railway Express and certain grant funded programs. Additionally, The T's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 60.0% of its trips. This allows The T to keep the cost per trip less than that provided by MITS employees alone. Contracting MITS service represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is fuel and lubricants at \$3.5 million. This expense category decreased 7.4% in the fiscal 2011 budget from the fiscal 2010 actual amount. This decrease is primarily due to the reduction in our natural gas fixed price contract rate. Most of our other fleet runs on natural gas.

## Capital Budget

The T's capital budget for fiscal 2010 is \$639.4 million. The projected capital expenditures for fiscal 2011 are \$29.6 million and The T's share, from local funds, is expected to be \$16.5 million. Our federal capital grant reimbursement revenue is expected to be \$13.1 million.

The T's Board of Directors and staff are committed to accomplishing the diverse components of this Business Plan and we expect to report consistent progress in achieving the established goals. We are also committed to operate within the approved annual budget.

Sincerely,

A handwritten signature in black ink, appearing to read "R. J. Ruddell". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Richard L. Ruddell  
President/Executive Director



**FORT WORTH TRANSPORTATION AUTHORITY**  
**List of Principal Officials**  
**October 1, 2010**

**Board of Directors**

Robert Parmelee, Chair  
Gary Cumbie, Vice Chair  
Gary Havener, Secretary

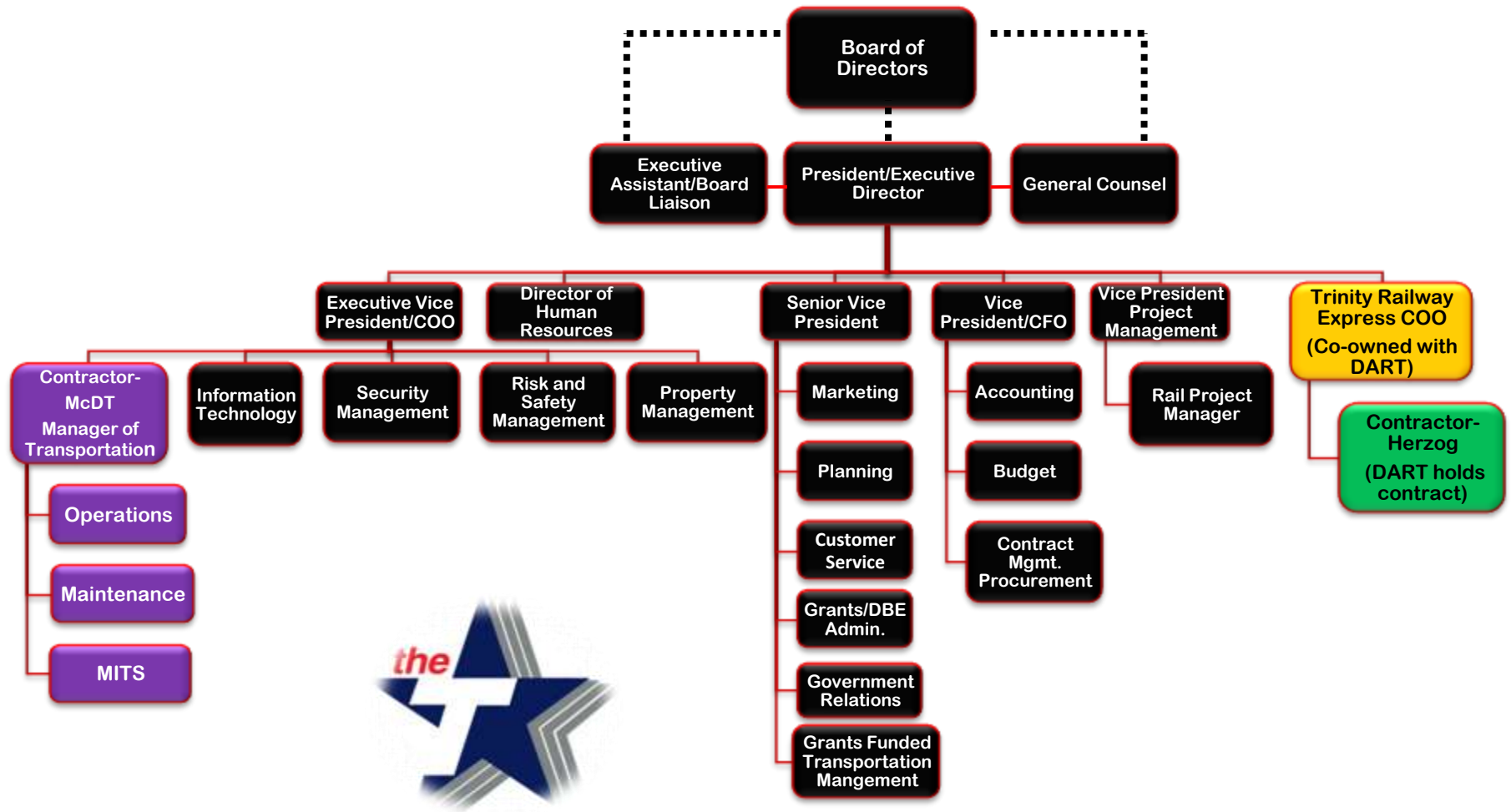
Reby Cary  
Robert Jameson  
Rosa Navejar  
Jeffrey Ritter  
Curtis Toombs

**Administration**

President/Executive Director  
Executive Vice President/Chief Operating Officer  
Senior Vice President  
Vice President/Chief Financial Officer  
Trinity Railway Express/Chief Operating Officer  
Vice President Project Management  
Director of Transportation Services  
Assistant Vice President  
General Counsel  
Director of Accounting  
Director of Human Resources  
Director of Information Technology  
Director of Maintenance  
Assistant Vice President Marketing  
Director of Paratransit Operation  
Director of Planning  
Director of Contract Administration & Purchasing  
Director of Government Relations

Richard L. Ruddell  
Anthony V. Johnson  
Nancy Amos  
Robert Harmon  
Bill Farquhar  
Ken Frost  
Al Johnson  
Carla Forman  
Sylvia Hartless  
Rebecca Thornton  
Melanie Kroeker  
JD Smith  
Ron Anderson  
Richard Maxwell  
Lauri Brown  
Curvie Hawkins  
Don Bransford  
Shawna Russell

# Fort Worth Transportation Authority Organizational Chart Fiscal 2011





**FORT WORTH TRANSPORTATION AUTHORITY  
BUSINESS PLAN FOR FISCAL 2010**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Fort Worth Transportation Authority  
Texas**

For the Fiscal Year Beginning

**October 1, 2009**

A handwritten signature in black ink, appearing to be 'A. R.', written in a cursive style.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Egan', written in a cursive style.

Executive Director



# FORT WORTH TRANSPORTATION AUTHORITY

## 2011 Business Plan Introduction

### Overview

The Fort Worth Transportation Authority (“The T”) is a regional transportation authority of the State of Texas, created pursuant to Chapter 452 of the Texas Transportation Code, and confirmed by a public referendum on November 8, 1983. At the time of inception, a \$.0025 or one-fourth cent sales tax was imposed on certain retail sales within the City of Fort Worth in order to provide a stable funding source for mass transit operations. As called for on the original ballot, the sales tax rate was increased to \$.0050 or one-half cent in January 1989. For the first several years of its existence, The T provided services only to Fort Worth; however, in November 1991, voters in the City of Lake Worth approved a \$.0050 or one-half cent sales tax rate increase for the purpose of joining the transportation system. The communities of Blue Mound and Richland Hills followed suit in May of 1992. Effective September 13, 2003, voters in the City of Lake Worth elected to withdraw as a member of the transportation system.

On November 7, 2006, voters in the City of Grapevine elected to approve a \$.0050 or half-cent sales tax increase for transportation, of which The T will receive \$.0038 or three eighths cent sales tax for the construction and operation of a commuter rail through Fort Worth, Grapevine and into DFW Airport. This is a significant milestone in support of public transportation in Tarrant County. This action by the Grapevine citizens marks the first time in 15 years that a new city has joined with The T, which will help make public transit options available on a regional basis.

On November 16, 2006, The T’s Board of Directors adopted the Preliminary Locally Preferred Alternative for Transit Improvements. Grapevine is at the northeast end of the proposed Southwest-to-Northeast Transportation Corridor that begins near Sycamore School Road, in southwest Fort Worth and runs northeast through downtown Fort Worth, Haltom City, North Richland Hills, Colleyville and Grapevine. The route will turn south terminating at the Dallas Fort Worth International Airport. There are nine new stations currently planned for the proposed thirty-seven mile rail line. During fiscal 2011, The T intends to complete work on the Environmental Impact Statement (EIS) for the corridor and submit an application for New Starts federal funding.

The T is committed to partnering with Fort Worth, Tarrant County, Grapevine, and other Tarrant County cities to help alleviate growing congestion through the strategic expansion and enhancement of public transportation.

The T has specific legal authority defined in the State enabling legislation. A nine-member Board of Directors governs it, with eight members appointed by the Fort Worth City Council and one member appointed by the Tarrant County Commissioners Court.

The Board of Directors establishes policies, reviews and adjusts services, develops and maintains a long-range service plan, approves all purchases exceeding \$25,000, and ratifies The T's Operating and Capital Budgets.

The President/Executive Director of The T works directly for the Board of Directors under an employment contract. Approximately 102 employees including senior management and certain department heads also work for The T, under the direction of the President/Executive Director. Pursuant to a contractual agreement, McDonald Transit Associates, Inc. manages the operations of The T's public transit bus system including the following departments:

- Bus Operations
- MITS Operations
- MITS Vehicle Maintenance
- Maintenance Vehicle

### T Service Areas

The T's service area includes the cities of Fort Worth, Richland Hills and Blue Mound, all located in Tarrant County, in north-central Texas. The area encompasses 322 square miles and excludes Grapevine. Tarrant County led all counties, in Texas during 2010 by adding 21,650 persons, pushing the county's total population to 1,829,400. The Dallas-Fort Worth-Arlington Metropolitan Statistical Area (MSA) is the largest population center in Texas.

Fort Worth is the largest city within The T's service area. It was established originally in 1849 as an Army outpost at the foot of a bluff overlooking the Trinity River. Fort Worth went from a sleepy outpost to a bustling town when it became a stop along the legendary Chisholm Trail, the dusty path where millions of cattle were driven north to market. Fort Worth became the center of the cattle drives, and later, the ranching industry. Its location on the Old Chisholm Trail helped establish Fort Worth as a trading and cattle center and earned the nickname "Cowtown".

Today, Fort Worth is expected to reach 736,200 people by the end of 2010, according to The North Texas Central Council of Governments. Fort Worth is one of the largest cities in the nation. The residents of Fort Worth and Tarrant County are genuinely friendly, spirited and quite diverse. Fort Worth is consistently ranked among the top places in the nation to work, live and do business. Whether born here or newly arrived, Fort Worth is home in every sense of the word, with affordable, high-quality living, a diverse business environment, outstanding education from kindergarten through college; a temperate climate; popular attraction; sophisticated fine art; community solidarity; renowned performing arts; and a bustling downtown that is the pride of its citizens and a model for cities across the nation.

The T also provides commuter rail service to the area through its joint venture with DART. The Trinity Railway Express (TRE) commuter rail service between downtown Fort Worth and downtown Dallas provides several park and ride facilities along the heavily traveled highway 183/121 corridor from Fort Worth to Dallas, and extends The

T's services to many customers who do not live in the service areas of public transportation authorities.

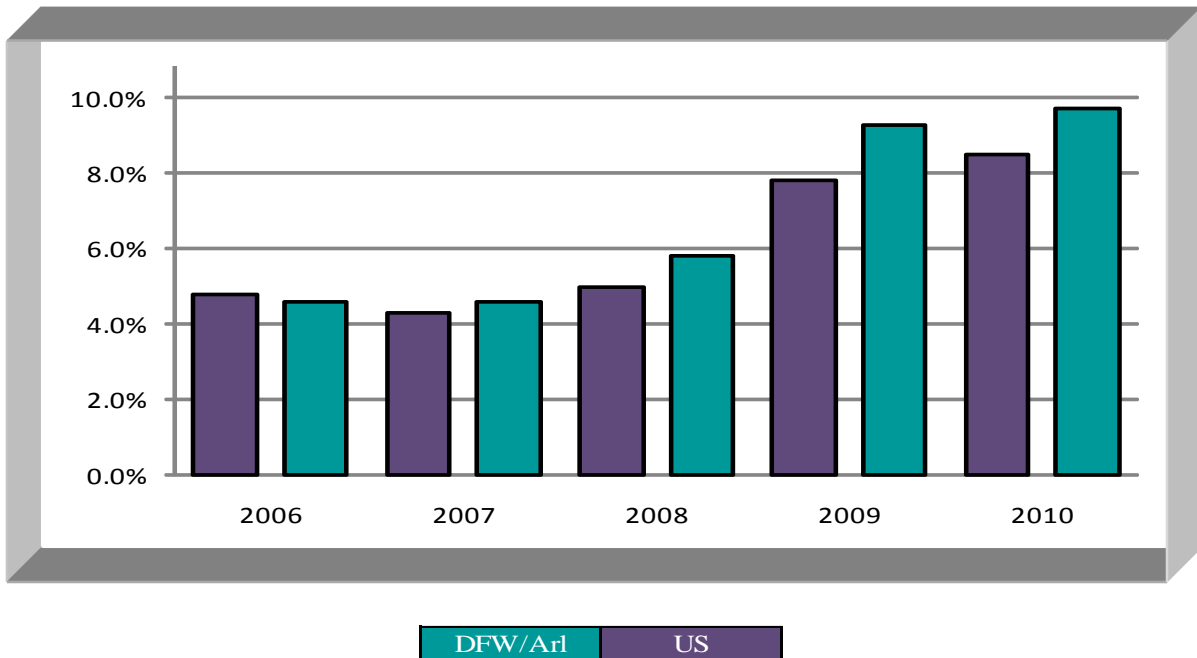
Another way The T provides service outside its fixed route service area is through vanpools. Partially paid for through federal grants, vanpools are established by working with employers and their employees. Additionally, The T provides transportation services to others outside its service area through federal grant programs designed to assist non-member cities with their transportation needs such as the North East Transportation Services (NETS) and Tarrant County Transportation Services (TCTS).

### Employment

“Texas annual job gains have been broad-based with most major industries experiencing positive job growth,” said the Texas Workforce Commission (TWC) “More temporary workers in Texas hired by the government for the 2010 Census were dropped from the government pay roles in August. That contributed to a decrease of 35,300 government jobs during that month.

The national unemployment rate for August 2010 is 9.6 percent according to the Texas Workforce Commission. Our local unemployment rate for Fort Worth in August was 8.3%. Texas employers have added 129,100 jobs since August 2009.

### Annual Average Unemployment Rates



U.S. Department of Labor, Bureau of Labor Statistics. Available at <http://www.bls.gov/bls/employment.htm>.

With a thriving, diverse business environment, Fort Worth has become a major center for

industry, technology, distribution and transportation. In fact, the Dallas/Fort Worth Metroplex was recently named as the **South's Top Major Market of the Decade**, according to a ranking by *Southern Business and Development Magazine*.

Expectations are that employment will grow over 50 percent between 2000 and 2030 within Fort Worth and Tarrant County according to the “North Central Texas Council of Governments”.

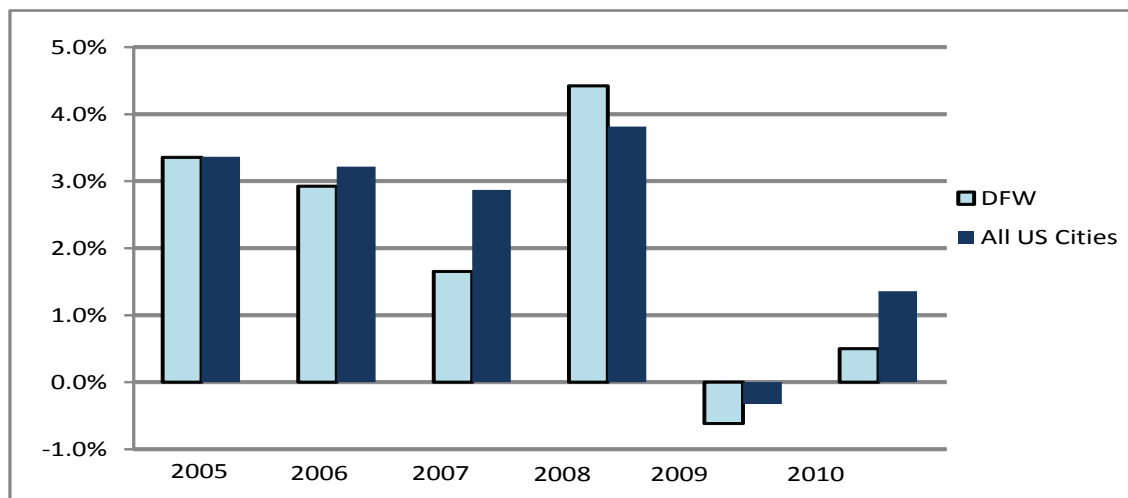
Some of the top employers in Tarrant County:

Employer	Employees	Industry
Lockheed Martin Aeronautics Company	13,500	Manufacturing
American Airlines/AMR	11,709	Transportation
NAS Fort Worth Joint Reserve Base	11,350	Public Administration
American Airlines/AMR HQ	6,500	Transportation
University of Texas at Arlington	5,300	Education
JPS Health Network, John Peter Smith Hospital	4,302	Healthcare
Texas Health Harris Methodist Fort Worth Hospital	3,968	Healthcare
Bell Helicopter Textron Plant	3,820	Manufacturing
Alcon Laboratories	3,300	Manufacturing
Fidelity Investments	3,200	Finance

### Consumer Price Index

The following chart shows the annual average inflation rate change for the United States as compared to change in DFW Metroplex area for the 2005 to 2010 timeframe, as calculated by the U.S. Department of Labor. Prices in the DFW area have risen at an average of 2.0 percent since 2005, while the nationwide average is 2.4 percent. The following table displays a detailed comparison of the two for 2000 to present, including the average index value and annual growth rate. As can be seen from both, the DFW inflation rates are similar to national trends.

**Average Annual Changes in Consumer Price Index**



U.S. Department of Labor, Bureau of Labor Statistics. Available at <http://www.bls.gov/bls/inflation.htm>.

## Facilities

Hershel R. Payne Transportation Complex, a consolidated facility completed during fiscal year 1997, serves as The T's maintenance, operations and administration center just east of downtown Fort Worth.

The T operates transfer centers at two area malls, La Gran Plaza de Fort Worth at I-35 South and Seminary Drive and Ridgmar Mall at I-30 and Green Oaks. Locating a transfer center on mall property is good for local merchants and The T's customers. These facilities provide outstanding passenger amenities, while efficiently transferring our customers to other parts of the service area.



The East Fort Worth Transfer Center is located at 4100 East Lancaster. This facility was originally constructed in 1999 and renovated in 2003 to include additional passenger amenities. During early 2006, the landscaping was enhanced to include new stonewalls and an upgraded sprinkler system. The facility also received a new coat of paint to match the color scheme of all of our new bus shelters. This covered transfer center provides a convenient and safe place for passengers to efficiently transfer to buses going to different parts of the service area.

The Airporter Park-and-Ride facility, constructed in 1989 at 1000 East Weatherford, is owned by The T and is operated by a contract service provider as a base for providing transportation between downtown Fort Worth and the Dallas/Fort Worth International Airport.

Our South Park-and-Ride facility located at the intersection of I-35 and Alsbury Road in far south Fort Worth provides for commuter express bus service to downtown Fort Worth and to the Bell Helicopter assembly plant

There are five TRE stations in Tarrant County, which are as follows:

- **Texas and Pacific (T&P) Station** at Lancaster and Throckmorton Streets. Wood Partners Group developed condominiums on the upper floors, above The T's waiting room. The T's waiting room is leased for weddings and large functions. Its classic art deco decor is a popular venue for various events.
- **Richland Hills Station** at Handley-Ederville Road and Highway 121; the stations double tracking project was completed in time for the new schedule changes for our bus and train service on September 14, 2009.
- **Intermodal Transportation Center (ITC)** – *(pictured below)* at 9th and Jones Streets. The T's Customer Service Call Center is located here, and it is our major transfer center. Enterprise Rent-A-Car, Amtrak, Greyhound Bus Lines, and Subway lease space at the ITC. The final tenant is Travelers Aide. They are located in many bus stations, rail stations and Airports throughout the country. They provide assistance to travelers such as the homeless, stranded, foreign visitors and the military if needed. Most of their travel needs are provided by Greyhound Bus Company.



- **Hurst/Bell Station** at Bell Spur off Highway 10 across from Bell Helicopter; and

- **CentrePort/DFW Airport Station** off Highway 360 just south of Dallas/Fort Worth (DFW) Airport. This station has an expanded parking lot and shuttle service to DFW Airport.

## HIGHLIGHTS OF 2010

### “Everybody *Still* Loves Molly”



The T's very popular downtown get around service, *Molly the Trolley*, started in 2009. During the spring and summer, thousands of visitors come to Downtown Fort Worth for conventions and vacations. To make it easier for people to get around, Molly linked the Fort Worth Convention Center and the hotels from the south end of downtown to the north end. This includes the very popular Sundance Square district, with shops, restaurants and bars.

There is no charge for this vintage style trolley service, which is quick, convenient, and a fun way to travel in the downtown Fort Worth area. The service is offered 7 days a week and runs from 10:00 a.m. to 10:00 p.m.

### **Bus Rapid Transit Project (BRT)**

During 2010 some changes were made to The T's facilities to accommodate the new 60' articulated buses that will be part of the *Bus Rapid Transit (BRT) project along the East Lancaster Enhanced Bus Corridor*. The Enhanced Bus Corridor will include signal priority and a new route structure that will carry more passengers per hour to their desired destination with greater efficiency and comfort.

The Enhanced Bus Corridor will include new transit amenities such as newly designed



passenger shelters; information kiosks with route and area maps; solar lighting; curb cuts with sidewalk extension; and new benches.

The BRT project is scheduled to be unveiled in September of 2011.



### **Sierra Vista Transit Plaza**

The T is working with the North Central Texas Council of Governments and the City of Fort Worth to design a Transit Plaza to meet the mobility needs of the Southeast Fort Worth community. The Sierra Vista Transit Plaza will be an extension of the Sierra Vista urban village and will be connected with pedestrian walkways to the transit facility.

The Transit Plaza will be placed at the southwest corner of Berry Street and Riverside drive, on a rectangular piece of land on approx 3/4 Acres. The improvements include installation of bus shelters for three routes, enhanced pavement, sidewalks and pedestrian walkways connecting to the urban village, benches, lighting, landscaping and community inspired artwork.

The proposed Transit Plaza will provide a number of enhanced amenities for passengers with complimentary elements reflective of the Sierra Vista community. The vision of the Transit Plaza is that it will be a functioning public space and a center for transit and pedestrian traffic. The facility will feature covered seating in a well lit, landscaped setting adjacent to the Berry/Riverside Urban village. The City of Fort Worth plans to install warning signs with flashers as part of its improvements; thus, creating a safe environment. Measures are taken to integrate the Berry/Riverside urban village, Cobb Park Master Plan and the Sierra Vista Transit Plaza, to enhance the quality of life for the community residents by making it a sustainable community.

## **Ride The T for a Can**

Riding the bus in Fort Worth and Richland Hills only cost a can or box of food on Thursday, August 05. The T hosted its annual “*Ride for a Can Day*.” Riders of The T have provided nearly 3,000 meals to needy residents thanks to their participation in this annual community event.

The T’s Ride for a Can drive provides free bus rides to passengers in exchange for a can or boxes of food to benefit the Tarrant Area Food Bank. The T packed almost two tons of donated food on a bus and delivered it to the bank. Due to the weak economy, there is a significant increase on Food Bank demand.

## **The T Wins Multiple Marketing Awards**

On September 21, 2010, The T won the following marketing awards at the South West Transit Association (SWTA) in Tempe, Arizona:

- 1<sup>st</sup> Place “Hit the Spot” Events Award in recognition of “Expressions that Move You”
- 2<sup>nd</sup> Place Events Award in recognition of Facebook
- 3<sup>rd</sup> Place Electronics Over 500,000 in recognition of “Stop Talking Out of Your Tailpipe”
- 3<sup>rd</sup> Place Electronics Over 500,000 in recognition of The T Rider News

Also, in October 2010, at the American Public Transportation Association (APTA) Annual meeting in San Antonio, Texas, The T received 1<sup>st</sup> Place AdWheel Award in several areas:

- Advertisement – Advocacy/Awareness: “Be Airesponosible Print Ads”
- Direct Mail – “Route 57 Direct Mail”
- Social Networking (Facebook/MySpace): [www.facebook.com/thetfortworth](http://www.facebook.com/thetfortworth)
- Illustrated Vehicle: “Molly the Trolley”

## **The T’s new website adds Facebook**

The T recently added a Facebook page with links to relevant videos on You Tube to its website at The T.com. In an effort for The T to become more transparent, additional links to its website, which include Fiscal 2008 and 2009 Annual Audited Financial Statements and Fiscal 2009 and 2010 Business Plan and Budget. There is also a new link for that has instructions for making a public information request.

The T has plans to add more information to the website during fiscal 2011, which will better to serve the residents of our service area and for those individuals interested in transit. Please visit our website at [www.the-t.com](http://www.the-t.com).

## [Dump the Pump](#)

The T joined with other transit agencies across the country to promote the use of buses, trains, carpools and other transit on the 5<sup>th</sup> Annual National Dump the Pump Day on June 17, 2010. Sponsored by the American Public Transportation Association (APTA), this day is a reminder that people can improve air quality and save money on gas by using public transportation.

The T's Dump the Pump event hopes to challenge more residents to be "Airesponsible," and try some other form of transportation year-round. The theme of this new environmental campaign, promotes transit as an effective way for individuals to significantly reduce their carbon footprint.

## [New Ticket Vending Machines](#)



Our Trinity Railway Express riders at the Tarrant County stations now have new ticket vending machines. This will allow our customers to purchase their tickets and monthly passes with greater ease and more flexibility. The T began replacing the station's original 10 year old machines during the summer of 2010.

With today's more advanced technology, the new TVM's will accept major credit and debit cards. In addition to dispensing all ticket types, the new TVMs offer rolling 31 day and 7 day passes instead of a specific calendar month or week. High speed communication lines process transactions within seconds. Ticket purchases have been simplified into more customer friendly steps.

## [Stock Show Shuttle](#)

The World's Original Indoor Rodeo is back with sensational performances. The Stock Show also features an abundant array of educational and commercial exhibits to showcase the latest technology and trends from agriculture equipment to home accessories to western wear.

Coming to the Stock Show is a terrific opportunity to explore Fort Worth, one of the most diverse and vibrant cities in the Southwest. Right across the street from the Stock Show, you can visit the Fort Worth Cultural District and many world renowned museums, including the National Cowgirl Museum and Hall of Fame or the new Fort Worth Museum of science and history.

Getting there is easier than ever because The T offers the Stock Show Shuttle on the weekends for only \$1.00 or if you are traveling from Dallas or the mid-cities, you can take the TRE to the ITC and ride one of The T's route buses to the Stock Show.

### [Bike to Work Day](#)

May is National Bike to Work Month, promoted by the League of American Bicyclists. Our local event was held on May 21, 2010, at the ITC. The T and the American Public Transportation Association (APTA) are trying to bridge the gap between bus or train stops to final destinations, and as an enhancement to transit oriented development. Bicycle riding is recognized nationally as a cost efficient way to address mobility and air quality concerns, while improving physical health and quality of life.



The T's President, Dick Ruddell, pedaled his bike from home to work, and from 7:00 a.m. to 9:00 a.m. handed out free coffee, snacks for bicycle riders. He was joined at this event with many other community leaders, who also support this cause. Some of the other events at the ITC included:

- Bicycles Inc. hosted a bike corral to check the condition of tires, tire pressure, frames and to provide bike racks.
- Demonstrations on loading bikes on bus racks.
- Display on city's "Bike Fort Worth Plan"
- The *Clean Air Bike Rally* was held in October 2010.

## Traveler's Aid at ITC

Traveler's Aid Dallas/Fort Worth opened its doors at the ITC on November 12, 2009. They will be offering emergency assistance and referral services for transit travelers. Services range from providing diapers to information on area medical facilities, or research assistance on the most suitable travel mode to Chicago.

“We are delighted and proud that Fort Worth is the first city in Texas to host Traveler's Aid in order to provide a *helping hand* along *the way* to thousands of passengers who pass through our city. This will be a tremendous service to those using The T's buses, the TRE as well as for those traveling longer distance on Amtrak and Greyhound,” said Mayor Mike Moncrief.

The ITC Traveler's Aid is staffed from 9:00 a.m. to 3:00 p.m. Monday through Saturday.

## T Total Wellness Program/Center



*Photo from left to right (Ed Weeks, Bus Operator; Michael Whitmarsh, Fitness Coordinator; Melanie Kroeker, Director of Human Resources; Dick Ruddell, President/Executive Director; Loretta Taylor, bus operator)*

The objective of T Total Wellness is to create a comprehensive multidiscipline wellness program designed to improve the wellbeing of employees and their family members. The needs of The T's workforce are assessed using employee interest surveys, healthy culture assessments, Health Risk Assessments and Biometric Screenings. Results of these assessments are the benchmark with which future metrics will be measured to determine overall effectiveness of the wellness initiative. Using the results of the Health Risk

Assessments and Biometric Screening, the top four health risks are identified. Programs are designed to reduce those health risks and drive behavior change.

The grand opening of the new 3,500 sq. ft. facility was held on June 10, 2010. The Wellness Center is fully equipped with state of the art equipment (Stairmaster, treadmills, elliptical machine and free weights) accommodating all areas of fitness. In addition to the main floor there is a cardiovascular room designed to accommodate classes (kickboxing, yoga, step, etc.). The facility has a men's/women's locker room with multiple shower stalls and lockers for the members.

As part of the Wellness Program, The T became a *Tobacco Free Campus* on September 1, 2010. Tobacco cessation classes have been offered at various times for eligible employees and spouses. In addition nicotine replacement or prescription medication will be reimbursed up to \$200.00/one time incentive.

### Transit Story Winner

The T, DART and DCTA selected winning customer stories as part of a regional campaign to promote the benefit of public transportation. Contestant entries focused on how customers stopped *taking out of their tailpipes* and started using public transportation. The T's winner was Shonna Walker, an employee of Dollar General Store.



*Photo of Shonna Walker*

Her short story about how riding The T meets all of her transportation needs. She won a luxury hotel stay courtesy of the Renaissance Worthington Hotel with dinner. She chose not to replace her car after it broke down in 2003 because The T takes out all the expenses of gas, repairs, registration, inspection and insurance.

“She writes that other transit benefits are plenty of exercise by walking to and from bus stops and it is good for the environment. After years of taking the bus you create bonds with the bus drivers and fellow riders, so it also creates another sense of community”.

### Customer Advisory Committee

The T formed a Customer Advisory Committee (CAC) to help facilitate more in-depth communication between the transit agency and the public. Members of the new CAC will represent a cross-section of some 20 residential, community and business organizations. The group first met in June and has plans to meet quarterly for updates from The T’s management and to discuss feedback from their constituents about The T’s services. The T also will seek input from the committee on ways to increase interest and expand use of public transportation.

### Vision in Action

The T is planning to offer expanded service through a proposed new commuter rail line. The project will be partially funded by The T’s existing sales tax and by a portion of sales tax passed by Grapevine voters in November, 2006, that will be dedicated to the project.

The rail service will operate on existing rail tracks from Sycamore School Road in southwest Fort Worth, through downtown Fort Worth, on to Grapevine and on new tracks into the north end of DFW Airport at Terminal B. The length of the route is nearly 40 miles. Specific tracks used are dependent on successful negotiations with railroad companies that currently own and operate the tracks.

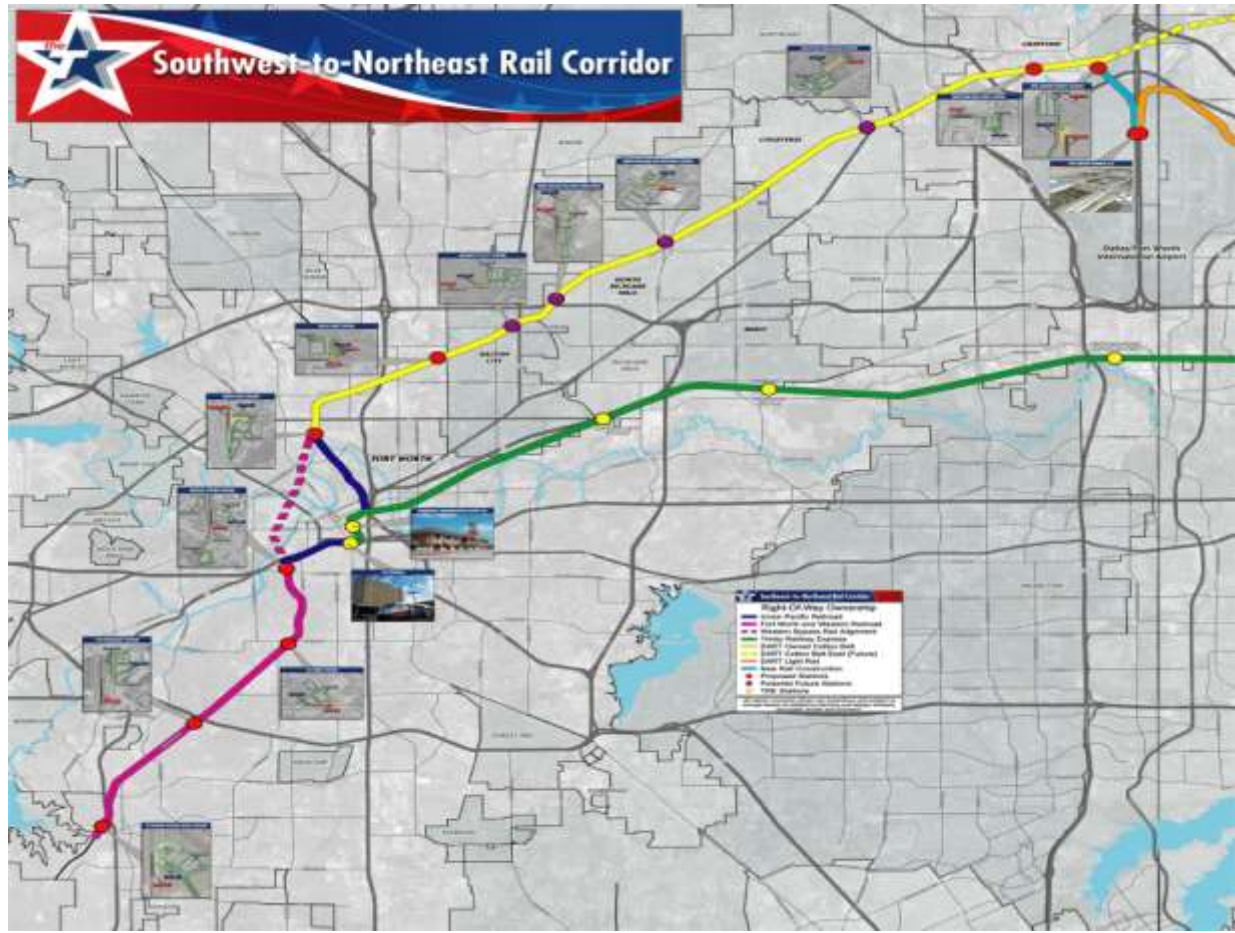
The target date to begin service is late 2014. It is anticipated that by 2030 there will be a train every 20 minutes during peak hours (6 – 9 a.m. and 4 – 7 p.m.), with one train per hour during the times outside of peak hours and weekends.

There are several stations proposed. These include stations at:

- Sycamore School Road/Summer Creek
- I-20/Granbury
- TCU/Berry Street
- Medical Center (North of Rosedale)
- North Side (28<sup>th</sup> & Decatur)
- Beach Street
- Grapevine Main Street
- DFW North
- DFW Terminal B

The proposed rail service would also stop at the existing Intermodal Transportation Center (ITC) and T&P stations in downtown Fort Worth. In addition, potential future stations are proposed in Haltom City (US 377) and North Richland Hills (Iron Horse and Smithfield Road). Stations at these locations are dependent on the financial participation of those cities in which the stations would be built.

## Stay in Touch



*Southwest to Northeast Commuter Rail Map*

During fiscal 2011 The T will:

- continue working on design refinements (including at stations);
- Submit the initial New Starts federal funding request to the Federal Transit Administration in December 2010;
- Complete the preliminary engineering and Final Environmental Impact Statement (fall of 2010);
- Request a record of decision and Full Funding Grant Agreement from FTA (early spring 2011); and
- Hire a management group to head the project for The T during fiscal 2011.

Please visit: [www.sw2nerail.com](http://www.sw2nerail.com) for updated information and progress.

The challenges within the Southwest-to-Northeast Rail Corridor include congestion, growth, air quality, and transit access. Those challenges include:

- Sustained residential growth has resulted in increasing travel demands along



- major roadways;
- Existing and committed roadway improvements have not kept pace with traffic volume increases on the major roadways, resulting in steadily increasing congestion;
  - Continued employment growth is attracting increasing levels of intra-corridor journey-to-work trips;
  - The corridor lies within a Non-attainment area; and
  - Access to DFW Airport and major activity centers beyond The T's service area is limited due to lack of transit service.

## **LOOKING AHEAD TO 2011**

### **Special Events**

Joint marketing and coordination of special events, such as:

- ❖ The New Cowboy Shuttle
- ❖ Holiday Lights Tour
- ❖ Stock Show Shuttle
- ❖ Super Bowl XLV
- ❖ Zoo Trolley
- ❖ Main Street Arts Festival

### **Cowboy Shuttle**

The T will resume the popular Cowboy Shuttle from the T&P Station lot to the new Cowboys Stadium in Arlington. The Cowboy Shuttle will also include (4) college games as well as the regular Cowboy NFL season. The Shuttle will begin on September 4, 2010. The cost is \$5.00 to park and \$10.00 to ride the shuttle.

The T's decision to offer the game shuttle buses was in response to customer interest and to provide convenient transportation from Fort Worth whose sales taxes fund public transit.

### **Lighten Up the Holidays**

Annually, The T and Stockyards Station host the Holiday Lights Tour. In fiscal 2010 there were more than 200 decorated homes. The price of the event is \$5.00 per person, and included pre-tour festivities as well. The pre-tour activities are free photos with Santa, face-painting, snowman face masks, hot chocolate, cookies and live holiday music. During the bus tour, local carolers greet the buses and costumed elves distribute candy canes to the children on board.

## [Rein in the Traffic-Ride the Stock Show Shuttle](#)

Rein in the traffic by riding The T's Stock Show Shuttles for a dollar each way every weekend to the 2010 Fort Worth Stock Show & Rodeo. The *Southwestern Exposition and Livestock Show*, known as the Fort Worth Stock and Rodeo, is the oldest continual running livestock show and rodeo. It has been held annually in Fort Worth, Texas since 1896. In 1918, the Stock Show held the world's first indoor rodeo.

As part of our community partnering, The T offers Stock Show Shuttles from two convenient park & ride locations, for a \$1.00 each way. Our TRE passengers can also, ride the bus with their same day TRE pass.

## [Safari Shuttle](#)

The nationally acclaimed Fort Worth Zoo has been ranked the No. 5 zoo in the nation by USA Travel guide and the No. 1 attraction in the Metroplex by Zagat survey. The zoo is home to more than 500 animal species and a world-famous reptile collection.

The Safari Shuttle Zoo Trolley service runs every Saturday from May through October. The service runs from the ITC to the Fort Worth Zoo every 30 minutes to and from the zoo. The Safari shuttle offers environmentally-friendly, stress-free travel. The shuttle operates an "express-type" service, with no stops along the way.

A day pass to ride the Safari Shuttle round trip is \$3.00 for adults and \$1.50 for children ages 5 to 18, and for seniors age 65 and older. Children under 5 ride free. A TRE pass covers the shuttle fare.

## [Service Updates](#)

Fiscal 2010 bus ridership was 6,546,871, which is an increase of 194,072 passenger trips or 3.1% increase over the same period in fiscal 2009. Express Service decreased 4.9% or 8,030 trips over 2009. This is due to employment cut backs in some of The T's service area. TRE ridership has also decreased passenger trips 7.2% over 2009. Vanpool service decreased 6.0% or 42,570 trips over fiscal 2009.

Continued downward pressure on sales tax collected, resulted in service cuts to reduce overall operating costs. Certain routes were discontinued or cutback due to lower ridership. These include:

- Route 67 – Lamar (North Arlington)
- Route 16 – Montgomery/Rosedale
- Route 23 – Mercantile
- Route 69 – Alliance Express

Service areas previously covered by route 23 (Mercantile) are now being serviced by Route 11 (Sylvania). Route 7 (University) reduced from 30 minute to hourly service. In addition a new park & ride shuttle was implemented between the TRE Hurst Bell Station and Bell Helicopter, and the Route 57 (Como/Montgomery) to give Como residents

direct service to downtown Fort Worth. Route 4 (E. Rosedale) used to serve Hunter Plaza, an apartment complex for elderly and persons with disabilities, in downtown Fort Worth. Hunter Plaza was closed for remodeling, so Route 4 no longer serves it.

The TRE schedule also contains service cuts primarily early morning and late night trains. In addition to the new TRE schedule changes, the second phase of a fare increase was implemented on October 1, 2010. This increase will bring our fares closer to other similar transit agencies, and will help to cover the higher operating costs of the commuter rail. Fares for the Trinity Railway Express regional pass (formerly called “premium”) will increase \$1.25 each way from \$3.75 to \$5.00 for a single ride across the corridor, and from \$7.50 to \$10.00 for a day pass with unlimited rides. The new TRE fares will be the same as DART’s to maintain a seamless fare across the jointly owned commuter rail corridor. There was no increase in fares for The T’s local bus and MITS service.

### **Special Transportation Services**

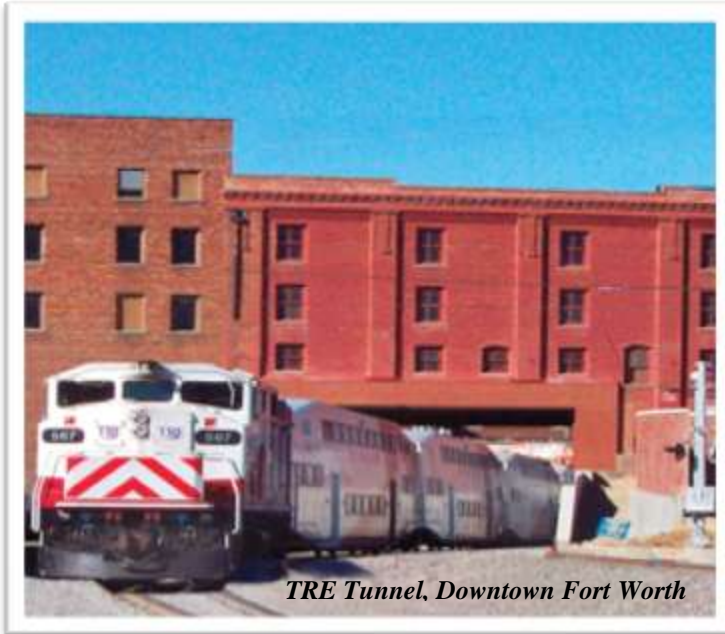
The T currently has the following special transportation services:

- **The Vanpool Program**, which is open to anyone whose trip begins or ends in The T service area. This program is funded through a federal grant with a local match from The T. In addition, program fees are charged to offset a portion of the program’s operating costs;
- **The North East Transportation Services (NETS)** provides rides for the elderly or disabled within the seven-city area (Bedford, Euless, Grapevine, Hurst, Keller, North Richland Hills and Watauga). The T oversees the operation and the American Red Cross provides the service;
- **Tarrant County Transportation Services (TCTS)** provides rides for the elderly or disabled. This service is for residents within Tarrant County, but outside The T service area. The American Red Cross is the provider and The T oversees the operation;
- **Regional Transportation Demand Management (RTDM)** is a program designed to encourage employers to manage their employees’ commutes by purchasing annual passes for their employees; and
- **Northeast Tarrant County Job Access** funds were made available to The T through the North Central Texas Council of Governments (NCTCOG) to fund transportation service expansion from the TRE CentrePort Station to employment sites in CentrePort. As required by Job Access Funding, the service provides access to employment, occupational training and other employment-related activities.

### **Trinity Railway Express (TRE)**

The Trinity Railway Express provides passenger rail service between the cities of Fort Worth and Dallas. The 34-mile route serves 10 stations, and is anchored at each end by restored railroad stations: Dallas Union Station, built in 1916, and the Texas and Pacific Passenger Terminal in Fort Worth, an art deco structure opened in 1931.

In fiscal 2010, TRE provided 2.4 million passenger trips or 10.0 percent decrease from passenger trips in fiscal 2009. Average weekday ridership for fiscal 2010 was 8,704 passenger trips, a decrease of 10.9 percent from the previous year. Average Saturday ridership was 4,159 for the year, a decrease of 9.8 percent for the year. Ridership in fiscal 2010 was impacted by the general downturn of the economy. Most of the ridership decrease was on the Dallas County side of the corridor. Tarrant County ridership also decreased at a smaller amount.



TRE operates on the former Rock Island line purchased by the cities of Dallas and Fort Worth in 1983. The cities deeded TRE over to The T and Dallas Area Rapid Transit (DART), who developed and now manage the TRE.

The T and DART have contracted with Herzog Transit Services Inc. for the operations of the TRE, including dispatching, maintenance of the tracks and maintenance of the vehicles.

The TRE has a track use agreement with four freight railroads including: BNSF Railway; Union Pacific; Fort Worth and Western Railroad; and Dallas, Garland and Northeastern. Under these agreements the aforementioned railroads are allowed to operate on the TRE corridor for a fee. TRE also receives revenue from the lease of the right-of-way. The freight lease revenues are used to offset the maintenance and operational costs of the TRE passenger service. During fiscal 2010 these agreements generated approximately \$2.8 million in revenue.

TRE started operations with 13 Rail Diesel Cars (RDC) from Via Rail Canada in 1993. The cars were completely refurbished by AMF Transport before entering service. These are diesel-mechanical self-powered passenger coaches that are operated in three car train sets. This equipment will be phased out in the first quarter of fiscal 2011.

As TRE service expanded westward to Fort Worth, equipment more appreciate for the longer trips lengths was acquired. TRE has acquired 4 refurbished F-59 locomotives and 12 bi-level cars from Toronto Canada's GO Transit, 2 new F-59 PHI locomotives and 5 bi-level cars to initiate service in Tarrant County. Over the years the fleet has grown with the addition of three new bi-level cab cars and five new bi-level coaches. The current fleet as of second quarter FY11 will be 25 bi-level coaches (8 cab cars and 17 trailers), and 9 locomotives. The RDC's will be retired from regular service in the first quarter of FY11 when the locomotives undergoing refurbishment are placed in operation. The RDC's will be leased to the Denton County Transportation Authority (DCTA) for use on the A Train service until DCTA receives its own passenger equipment in 2012.

Service is offered from 4:58 a.m. to 9:37 p.m. Monday - Friday. Peak headways average 20 minutes, with headways for off-peak trains varying between 83 and 120 minutes. On Saturdays, trains operate on 90-minute headway from 8:47 a.m. to 9:37 p.m. Regular Sunday service is not offered at this time.

Connecting transit service is offered at all stations except the Hurst Bell Station. In addition, free shuttle bus service is provided from CentrePort to the South remote parking lot at DFW Airport.

Special event service to Victory Station is offered for all events (e.g. professional sports and concerts) via regularly scheduled eastbound trains and dedicated westbound trains scheduled to depart 20 minutes after the event. In addition, TRE operates special Sunday service to the Texas State Fair (via a connection with DART LRT) and to the Ft. Worth Main Street Arts Festival. For fiscal 2011, TRE will also operate on two Sundays in support of the Super Bowl events.

## **Federal Grants**

The Grant Administration Department at The T is responsible for approximately 30% of our funding. Federal funding through grant administration finances a variety of projects which range anywhere from our vanpool program to the construction projects for the Trinity Railway Express.

Due to high gasoline prices, the need for public transit funding has never been greater. Specifically, some of the projects currently being funded by grants include:

- Construction of additional bus parking.
- The procurement of environmentally friendly Compressed Natural Gas replacement and expansion buses.
- Hyde Park Transit Plaza in Downtown Fort Worth.
- Sierra Vista Transit Plaza in Southeast Fort Worth.
- Modernization of rail track on the Tarrant County side of the Trinity Railway Express.
- Right-of-way acquisition of rail track related to the Southwest to Northeast Corridor.
- A portion of the conceptual design cost for the Southwest to Northeast Corridor, which will be a commuter rail connecting Southwest Fort Worth to Grapevine and DFW Airport.
- Preventive Maintenance on all vehicles.
- New Freedom ADA improvements such as software upgrades and constructing ADA accessible bus stops.
- Job Access/Reverse Commute services to busy centers of commerce such as the Alliance area north of Fort Worth.
- Transit Enhancements such as public art, landscaping, and other scenic beautification projects around the bus stops.
- Construction of a Bus Park & Ride in North Fort Worth.
- Safety cameras on all buses.

The above projects are some of the many projects being funded for The T. We are looking forward to an active year of searching for and administering all grants applicable to our transit system.

### **The T's DBE Goal for Fiscal 2011**

As a recipient of Federal Transit Administration (FTA) funding, The T is required to have in place a Disadvantaged Business Enterprise (DBE) program, which is designed to remedy the effects of past discrimination and facilitate the participation of minority and women owned businesses in The T's FTA funded procurements.

The T is also required by the FTA to set an overall annual goal for DBE participation in federally assisted contracting in accordance with regulations of DOT, 49 CFR Part 26. The goal setting process is an annual requirement for all FTA grantees that expect to award at least \$250,000 in FTA-assisted contracts, and the process is clearly defined by federal regulation. FTA does not approve the overall goal of grantees; however, FTA does review and approve the methodology used to calculate the goal.

To calculate the goal T-staff performed an analysis of the types of work required for the anticipated upcoming federally funded contracting opportunities for fiscal 2011. In preparation for adoption of the proposed goal, The T held two DBE community meetings to gather feedback concerning the proposed goal and address other contracting practices and opportunities at The T. The community meetings were held with the assistance and support of the Fort Worth Metropolitan Black Chamber of Commerce, the Fort Worth Hispanic Chamber of Commerce, and other organizations. Approximately 40 vendors and community leaders were in attendance and provided feedback.

To further fulfill public participation requirements, the proposed goal was made also available for public review for 30 days. Notices for comments were placed in the following newspapers: *Star Telegram*, *LaVida: The Black Voice*, *La Estrella*, and posted on The T's web site.



# FORT WORTH TRANSPORTATION AUTHORITY 2011 BUSINESS PLAN

## THE MISSION

**We will provide quality public transportation to meet the mobility needs of our region.**

## 2011 STRATEGIC PLAN

*(LONG TERM NON-FINANCIAL GOALS)*

### Overriding Goals

The three overriding goals guiding the fiscal 2011 Strategic Plan are the three T's:

#### 1. **Transportation**

The T will:

- Become a transportation provider that appeals to a broad cross-section of people in Tarrant County
- Expand service area to more cities and become a more regional provider
- Provide services that meet a wide variety of needs
- Deliver services that customers feel safe using to reach their destinations and that is simple and easy to use

#### 2. **Timeliness**

The T will:

- Provide a service that is timely
- Deliver projects on time

#### 3. **Technology**

The T will:

- Use new technologies to improve services, communicate with customers, and bring more customers to existing services
- Utilize technology to increase efficiency within the organization
- Integrate region-wide transit modes

### **Examples of Key Objectives:**

- Expanding Commuter Rail
- Increase Park & Ride, Express Services, and Vanpool Usage
- Create Enhanced Bus Corridors and Expand local Bus Service
- Improve Community Perception of Transit
- New Services to Expand Transit's Reach

- Create Transit-Friendly Environments
- Improve Customer Information
- Improve Organizational Efficiencies

The T's Strategic Plan was initially adopted October 2005. It was updated in 2010. Our Strategic Plan goals and objectives reflect the comments and ideas of our community. Our message is ***"We are committed to making public transportation faster, and more frequent, available and comfortable."***

Using The T's mission statement as its foundation, the Strategic Plan was developed to address both ***short-term*** and ***long-term issues*** identified through a public involvement program. Action plans developed in conjunction with The T's staff leadership, seek to balance available resources with the level of service identified as needed by the public.

The 2010 Executive Retreat was held in April. Issues were discussed such as future legislation, future bus and rail activity and staffing issues.

The T's Management Staff Retreat was held directly following this event, the last week in June. During the staff retreat, we developed goals for the year, worked on our Business Plans, and listed our accomplishments.

**The following is a list of The T's Short Term Goals for Fiscal 2011:**

- Increase system wide ridership productivity.
- Implement BRT along Lancaster Corridor.
- Establish 2011 milestones for SW2NE project.
- Reduce future document storage by 50% through electronic data storage.
- Develop and implement the Super Bowl XLV (February 6, 2011) transportation plan.
- Develop a technology and communication plan to improve the customer's experience.
- Hold fiscal 2011 operating expenses to the actual fiscal 2010 level.
- Implement departmental action plans to improve employee productivity, health, professional development and retention.

**Increasing System Wide Ridership Productivity is our Number One Goal**

Demand for public transportation services is highly influenced by retail fuel prices. During fiscal 2010 as fuel prices stabilized, ridership and demand on services decreased. Historically, The T has experienced double digit increases in ridership as the retail price of fuel approached \$4.00 a gallon. In recent years as the price of fuel has stabilized at approximately \$2.50 a gallon, demand for transportation services such as Vanpool and Commuter Rail has decreased. Realizing that services provided by The T are dependent on the prices of fuel, The T has made a conscious decision to change its focus from increasing ridership to improving ridership productivity. Ridership productivity is defined by passengers per service hour and passengers per service mile.



## **Major Capital Projects for fiscal 2011:**

The following is a partial list of projects. Some of these are underway and others are new for fiscal 2011.

- Southwest / Northeast Rail Corridor Project.
- Bus Park & Ride / Transfer Centers.
- Bi-level Rolling Stock Procurement.
- Procurement of (8 Articulating Buses).
- Fiscal 2011 Vehicle Procurement
- Begin Implementation on the TRE Positive Train Control.
- Completion of Hyde Park Transit Plaza.
- TRE Grade Crossings.
- TRE Bridge Capacity Repairs.
- TRE Narrowbanding.
- Highway 360 Culvert Repair.
- TRE Capital Maintenance – FY11.
- Existing B-level Overhaul.
- Existing Locomotive Overhaul.
- Enhanced Bus Corridor.
- Bell Parking Lot Expansion.
- Energy Efficiency Upgrades.
- Ellipse Version Upgrade.
- Automatic Passenger Counters
- Maintenance Vehicle Purchase.
- Virtual desktop Infrastructure.
- Audio Visual Upgrades.
- Storage Area Network Expansion.
- Capital Maintenance T Facilities Fiscal 2011.
- Miscellaneous Equipment and Repair Fiscal 2011.



## FORTH WORTH TRANSPORTATION AUTHORITY

### 2011 BUSINESS PLAN

#### **Fiscal 2010 Accomplishments**

The following is a list of accomplishments achieved by The T during fiscal 2010. This list represents the more significant accomplishments and it includes those that relate to The T's mission statement and the expressed organizational goals that formed the basis of the Business Plan. It is important to understand the organization's most recent accomplishments, in order to gain an understanding of what needs to be accomplished in fiscal 2011 and beyond.

#### **Completion of Major Capital Projects in 2010:**

Several of the following major projects were either completed or started during fiscal 2010:

- Downtown Passenger Shelter Program.
- Richland Hills Siding Improvements & Double Tracking.
- Ticket Vending Machine Purchase and Installation.
- B-Level Rolling Stock Procurement.
- TRE Capital Maintenance – FY10.
- Eules Main Bridge Replacement.
- New Parking Spaces at the T&P Station.
- Additional Parking Space - Hurst Bell Station TRE Station.
- New Wellness Center.
- CNG Annex (Canopy with Gantry Crane).
- IT Support System Improvements.
- Lower El Paso Street Employee Parking Lot.
- ConAgra Land Acquisition & Improvements.
- CentrePort Ground Remediation.
- Completed ADA Improvements-ITC.
- Purchased Land for Various Bus Park & Rides Locations.
- Fitness Center Equipment.
- Purchase of (5) MITS Vehicles.

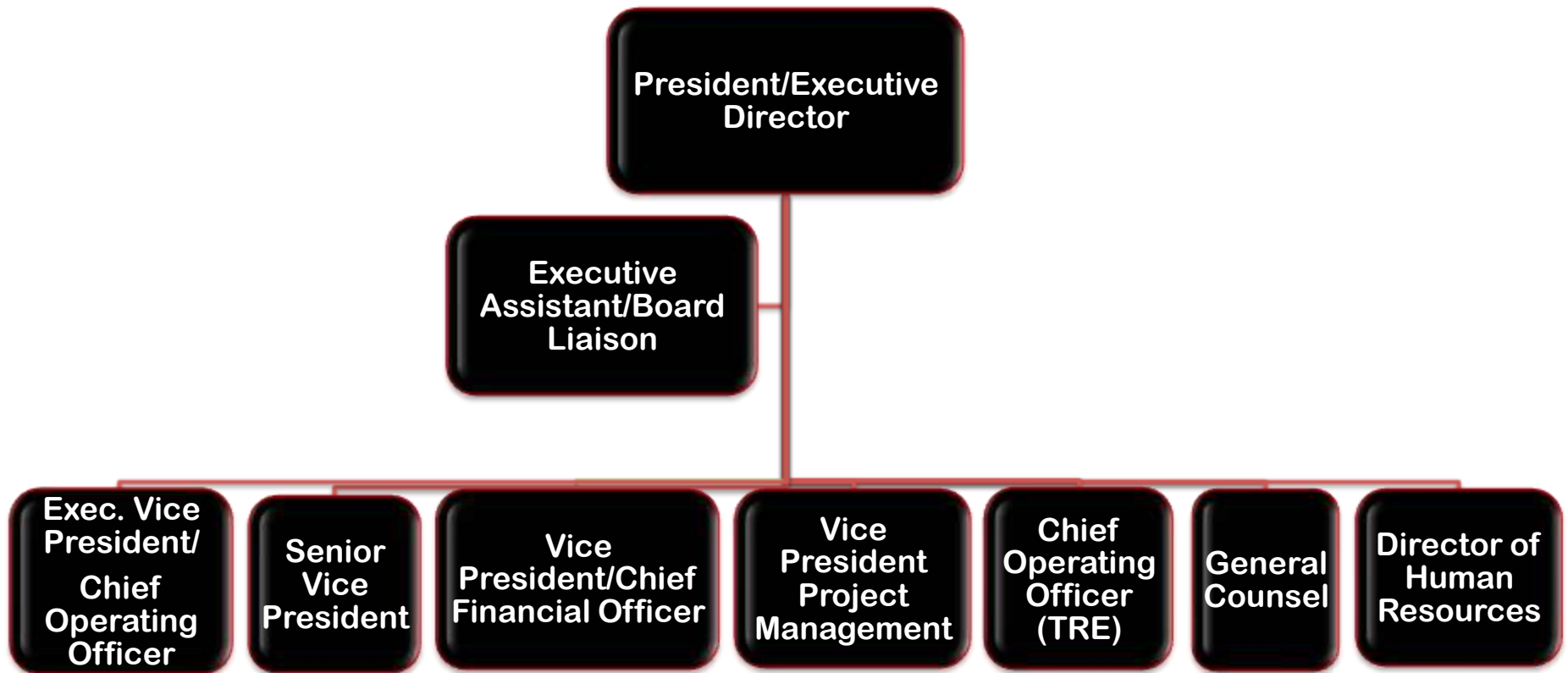
#### **2010 Major Accomplishments:**

- Completed Triennial Review- No Findings.
- The T's Environmental Policy for Locally Funded Projects.
- The T's Real Estate Policy and Procedures for Acquisition of Property.

- Union Pacific Agreement Linking Commuter Rail Service between the T&P Station and FWWR.
- Initiated Safe Workplace Training.
- Implemented Improved Shelter Signage Program.
- Improved Fixed Route Bus Service Efficiency.
- New Customer Service Advisory Committee.
- Implementation of Bus Stop Cleanliness Program.
- Participation in Regional Rideshare Program.
- Established DBE Goal at 20%.
- Shuttle Service for Main Street Arts Festival.
- Expanded Molly the Trolley.
- Improved fixed route bus service efficiency.
- First Annual Clean Air Bike Rally.
- Implemented the TRE fare increase.
- Participation in the White Cane Event.
- Tobacco Free Campus.
- Three Adwheel Awards.
- Increased The T's visibility in the community.
- Community Service (Cowboy Coaches, Holiday Lights Tour, Victory Lane Express, Meals on Wheels).



# Senior Staff



# Legal Department



**General Counsel**

**Legal Coordinator**

# Department Summary

**Department**

Legal Department

**Department Number**

## Department Overview

As General Counsel for The T, my goal is to protect The T's legal interests and maintain its operations within the scope established by applicable laws. This will include providing legal counsel to the Board of Directors, President/Executive Director and senior staff. Also included is identifying and analyzing legal issues, drafting key documents, presenting clear recommendations, and assuring legal compliance. I will negotiate, draft and review proposed contracts, leases, formal agreements and other legal instruments; research and provide legal opinions; select and manage relations with outside counsel and other agency counsel; manage litigation; and ensure The T's operations and Board of Directors meetings are conducted in compliance with all relevant statutes. I am additionally responsible for real property acquisition and disposition.

## Performance Measures

	<i><b>FY10 YTD 9/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
I will negotiate, draft and review contracts, leases, formal agreements and other legal instruments, research and provide legal opinions, select and manage relations with outside counsel, other agency counsel, and ensure The T's operations and Board meetings are conducted in compliance with all relevant statutes.	On-going	09-30-11
As future transit facility locations are identified throughout the county by the Planning Department, draft and execute the land purchase contract documents and conduct closings.	On-going	09/30/11
As additional SW2NE commuter rail station, platform and park-and-ride right-of-ways are identified; negotiate for the acquisition of specific parcels of real estate. Negotiate and draft agreements for trackage rights on specific railroads. Manage right-of-way relocations	On-going	09/30/11

## FY2011 BUSINESS ACTION PLAN

### Legal

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase System wide Ridership Productivity</b>		
Complete Berry Street Bus Transfer Center, TRE Richland Hills Parking Expansion, Granbury Road Park and Ride, 9 <sup>th</sup> Street Parking Lot Acquisition, and I-35 Park and Ride Facility Water/Utility Easements, relocations and demolition.	January 2011	Legal, Risk Management, Planning, Project Management, and Finance
Acquire real estate for Bus Park and Ride, Transfer Facilities and Commuter Rail Facilities.	September 2011	Legal, Risk Management, Planning, Project Management, and Finance
Renegotiate Bargaining Unit contract; reduce to writing and facilitate execution.	October 2011	Executive, Legal, HR, McDonald Transit, Operations
Renegotiate and redraft McDonald Transit Management Contract.	October 2011	Executive, Legal, Operations, Finance
Update TRE Interlocal Agreement with DART.	December 2010	Executive, Legal, Finance, TRE DART
<b>Organization Goal # 2 Implement BRT Along Lancaster Corridor</b>		
Easements, acquisitions of partial takes, relocations (as necessary) along corridor, as designed, at major stops.	November 2010	Legal, Planning, Project Management, Finance

<b>Organization Goal # 3</b>		
<b>Establish and Achieve the 2011 Milestones for the SW2NE Project</b>		
With Record of Decision from FTA in August 2011, finish identifying remaining station locations, complete land acquisition and relocation; in progress for construction.	September 2011	Legal, Planning, Finance
Update RAMP, as needed, for FTA reports.	Continuing	Legal
Negotiate license agreement with D/FW International Airport for trackage and operations on airport property.	September 2011	Legal, Rail Operations, Planning, Project Management, Finance
Draft, review, and finalize agreement with UPRR on the Duncan Subdivision and 5 <sup>th</sup> Rail at T&P (UPRR/FWWRR grade separation).	September 2011	Executive, Legal, Woodharbor
Draft, review, and finalize agreement with FWWRR on the southwest leg of the corridor and the grade separation at UPRR.	September 2011	Executive, Legal, Woodharbor
Draft, review, and finalize agreement with DART on the Tarrant County segment of the Cotton Belt line.	September 2011	Executive, Legal, Woodharbor
Change name of commuter rail project from “Southwest to Northeast” to a more identifiable name.	December 2010	Board, Executive, Legal, Marketing
<b>Organization Goal # 4</b>		
<b>Reduce Future Document Storage by 50% Through Electronic Data Storage</b>		
Continue to monitor paper usage and electronic storage.	Continuing	Legal
Review scope of contract and processes to ensure compliance with all relevant statutory records retention periods and discovery.	Continuing	Legal



<b>Organization Goal # 4 Continued</b> <b>Reduce Future Document Storage by 50% Through Electronic Data Storage</b>		
Begin archiving legal documents electronically once imaging system is procured; retain hard copies of statutorily mandated documents (i.e., deeds, court orders and judgments, etc.).	Continuing	Legal
<b>Organization Goal # 5</b> <b>Develop and Implement the Super Bowl XLV (Feb 6, 2011) Transportation Plan</b>		
All legal work is completed on the downtown Fort Worth Hyde Park Transit Plaza to allow construction to be completed by Feb 5, 2011.	December 2010	Legal, Grants, Planning, Project Management, Finance, COFW
Draft and/or review contracts with UPRR, City of Arlington, Dallas Cowboys, DART, NCTCOG, Utah Transit Authority, and any other relevant entity required to provide rail service to the Super Bowl game.	December 2010	Legal, Grants, Planning, Finance, COFW, CO Arlington, Cowboys, DART, COG, UTA
<b>Organization Goal # 6</b> <b>Develop a Technology and Communication Plan to Improve the Customer's Experience</b>		
Draft/review all agreements/contracts needed to implement plan.	Continuing	IT, Planning, Legal, TRE, Project Management, Finance, DART
Expand signal prioritization in the City of Fort Worth.	Continuing	IT, Planning, Legal, Project Management, Finance, Maintenance, Operations, COFW
<b>Organization Goal # 7</b> <b>Hold FY2011 Operating Expenses to the Actual FY2010 Level</b>		
Expect costs of Real Estate/Right of Way Consultants to end (with completion of acquisitions and relocations); move consultants out of 2304 Pine Street.	December 2010	Legal, Planning, Finance

**Organization Goal # 7 Continued  
Hold FY2011 Operating Expenses to the Actual FY2010 Level**

Support TRE/DART efforts with locomotive refurbishment contracts and potential dispute resolution.	September 2011	T Legal TRE, Finance, DART Legal
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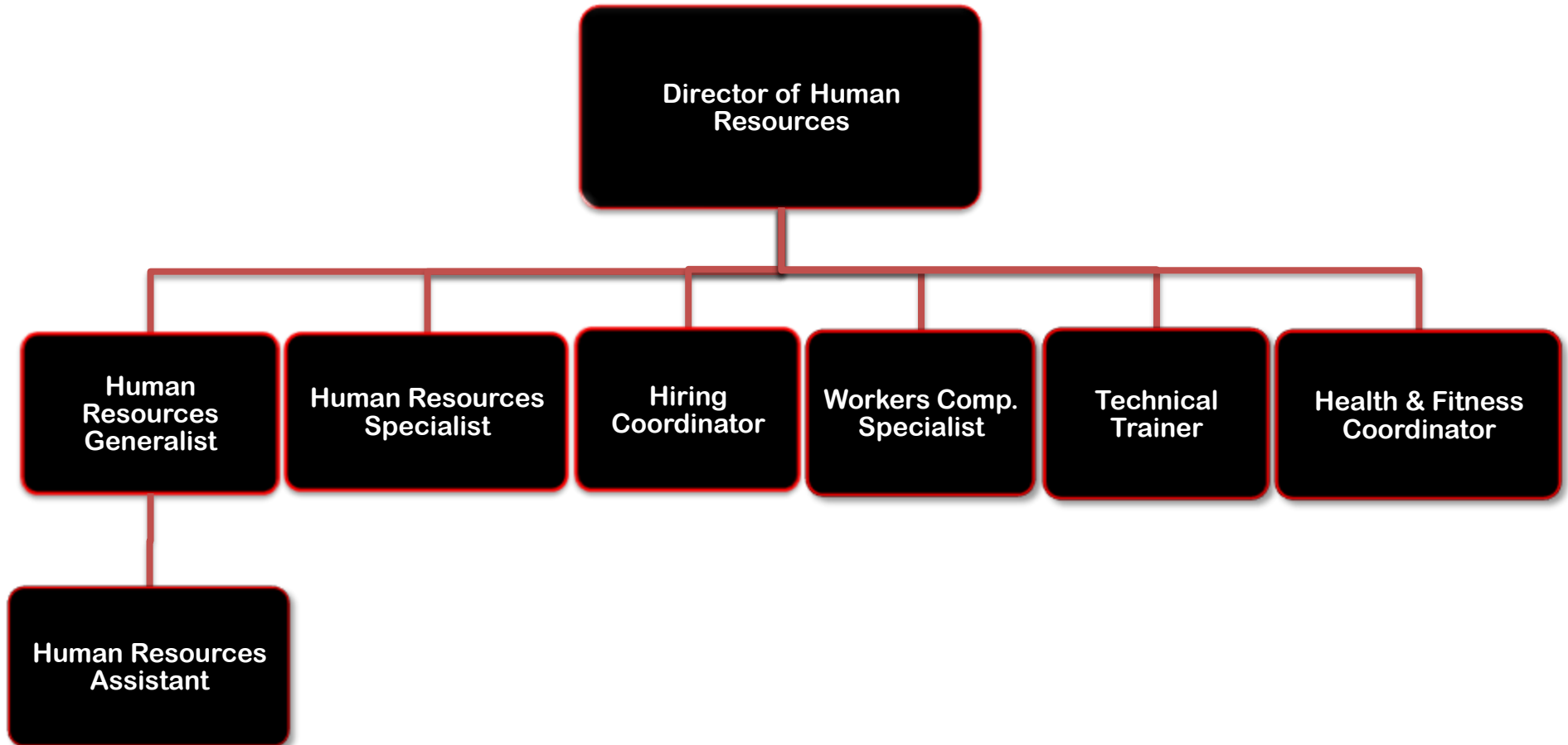
**Organization Goal # 8  
Implement Departmental Action Plans to Improve Employee Productivity, Health, Professional Development and Retention**

Continue to serve on and participate on the Benefits Committee.	September 2011	HR, Legal, Finance, Operations, Maintenance
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Draft/review contract for employee personal financial management and retirement planning contract with financial consultant.	September 2011	HR, Legal, Finance
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# Human Resources



# Department Summary

**Department**

Human Resources

**Department Number**

0140

## Department Overview

The Human Resource Department is an internal service oriented team that assists in the development, implementation, and investigation of employee benefit issues that enhance the ability of the employees to better perform their individual assignments. The HR team implements federal, state, and local policies that affect the status of all employees and internal programs to assist (workers compensation, FMLA, FSLA, EEO/AA, State Wage and Hour, Unemployment, Healthcare and other benefits, HIPAA, FTA Drug and Alcohol requirements, confidentiality, disciplinary action, ADA, Training, EAP, 401(k) /457b savings plan, employee wellness programs, and pre-employment testing). Additionally the HR team is dedicated to provide ongoing health promotion and fitness activities in order to increase the concept of healthy lifestyles and to implement these concepts to advance the wellness of the employees through our Wellness Program called T Total Wellness.

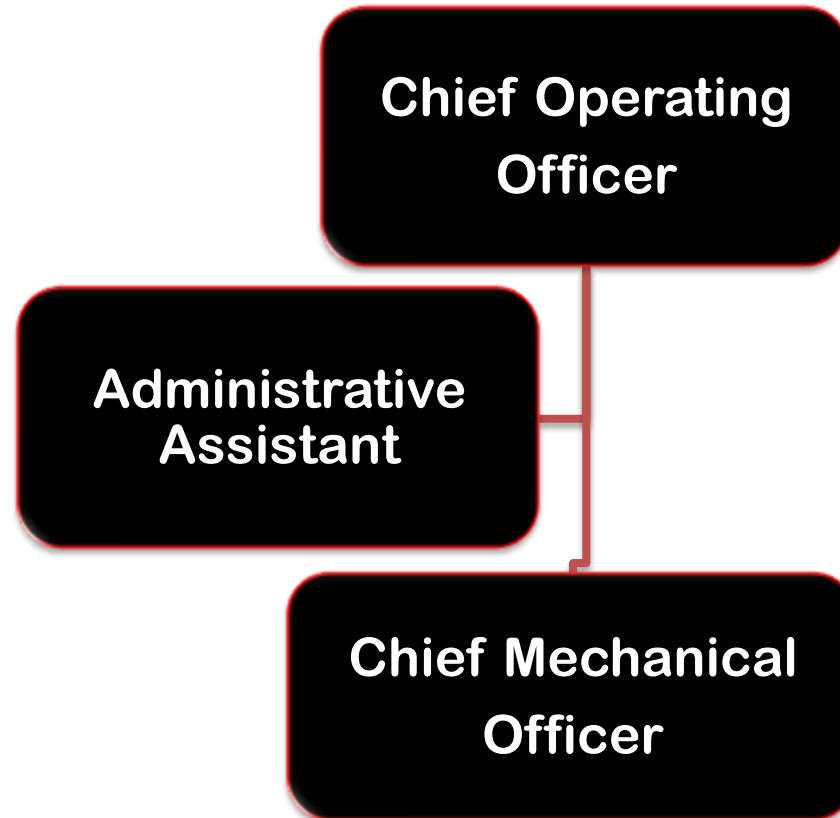
## Performance Measures

	<i><b>FY10 YTD 9/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
Administer the Drug Alcohol Program in accordance with the FTA guidelines and to submit the FTA-MIS drug and alcohol report by the deadline.	Submitted results by Feb 2010	Be compliant Feb 2011 deadline
Coordinate Annual Benefits Enrollment by holding Wellness Fair.	Oct 2009	Oct 2011
Compile and review EPA (PEP) Midyears and Annuals by deadline. Ensure annual review of compensation is and compare to Hay recommendations.	Complete for FY10	Complete for FY11
Complete all OSHA reporting and record all lost days by the deadline and post.	Post and report by Feb 2010	Be compliant and report by Feb 2011
Increase company- wide communication and increase involvement in our Wellness Program by comparing 1 <sup>st</sup> year participation to new plan year June 1, 2010.	Kick off Program June 1, 2009	Start 2 <sup>nd</sup> year June 2010
Manage department budget	\$1,081.591	\$1,062,788

## FY2011 Business Action Plan Human Resources

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>FY 2011 Organization Goal # 2 Implement BRT along Lancaster Corridor</b>		
Technical Trainer will provide training to all operators for new BRT equipment.	Ongoing	Trainer and the Operations Department
<b>FY 2011 Organization Goal # 4 Reduce future document storage by 50% through electronic data storage.</b>		
Discipline action forms will be electronically stored.	Ongoing through FY11	Vendor and Human Resources
<b>FY 2011 Organization Goal # 7 Hold FY2011 Operating Expenses to the Actual FY2010 Level</b>		
Reduce healthcare costs premium increases from calendar year 2010 to 2011 by increasing company -wide participation of our Wellness Program 25% over the 2009 participation level.	Ongoing June 2010 through June 2011	All Departments
Reduce expenses of the HR department by seeking local training opportunities for the HR staff.	Ongoing through FY11	Human Resources
Present employment policies and guidelines at department meetings to prevent litigation suits. Work closely with General Counsel and Supervisors to identify potential litigation risks.	Ongoing	All Departments
<b>FY 2011 Organization Goal # 8 Implement departmental action plans to improve employee productivity, health, professional development, and retention.</b>		
Continue to promote healthier lifestyles and help employees become more knowledgeable about the Wellness Program. Be ambassadors for all employees to participate and become more active in the program; through workshops, activities, bio-screenings, and internal marketing.	Ongoing through FY11	Human Resources and All Departments
Provide recruitment support for all hiring managers in order to hire an optimal number of employees and to increase retention.	Ongoing	All Departments

# Trinity Railway Express (TRE)



## Department Summary

<b>Department</b>	TRE	<b>Department Number</b>	0301
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### Department Overview

To provide passenger rail service between the cities of Fort Worth and Dallas. This includes regular commuter passenger service and special event service to the American Airlines Center. To continue to make track improvements that will allow more frequent service across the corridor. Rehabilitate equipment and acquire fleet expansion locomotives and coaches as necessary to meet demand.

### Performance Measures

	<i><b>FY10 YTD 9/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
Subsidy per Passenger.	4.32	4.00
Passengers per Hour.	138.25	150
Passengers per Mile.	5.71	6.00
On-Time Performance.	98.5	98.5
Manage department budget	\$9,583,693	\$9,030,080

## FY 2011 Business Action Plan Trinity Railway Express

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase system-wide ridership productivity</b>		
Review daily load percentage to ensure consist sizes matches ridership demands.	Ongoing	TRE
Review productivity of the TRE schedule for low ridership services	Ongoing	TRE
Support DCTA A Train development and explore cost savings by sharing management staff and contractor duties.	December 2010	TRE
Revise and up-date the TRE Interlocal agreement to account for expanded HTSI contract duties in Denton County.	February 2011	TRE
<b>Organization Goal # 3 Establish and achieve the 2011 milestones for the SW2NE Project</b>		
Provide T project team with necessary operating information to advance service on the SW2NE Corridor line from southwest Fort Worth to DFW Airport.	Ongoing	TRE, Planning, Project Management
Provide T project team with necessary station design information to advance service on the SW2NE Corridor line from southwest Fort Worth to DFW Airport.	Ongoing	TRE, Planning, Project Management
Change name of project from SW2NE to more marketable title.	January 1, 2011	TRE, Planning, Communications, Project Management



<b>Organization Goal # 3</b> <b>Establish and achieve the 2011 milestones for the SW2NE Project</b>		
Support negotiating team with railroad access agreements.	December 2010	TRE, Planning, Communications, Project Management, Legal
Provide T project team with necessary revenue equipment design information to advance service on the SW2NE Corridor line from southwest Fort Worth to DFW Airport.	Ongoing	TRE, Planning, Project Management
<b>Organization Goal # 5</b> <b>Develop and implement the Super Bowl XLV (February 6,2011) transportation plan</b>		
Operating Plan for TRE for service on UPRR corridor	August 1, 2010	TRE, Bus Operations, Marketing, Communications
Operating Plan for TRE for service on TRE corridor	September 1, 2010	TRE, Bus Operations, Marketing, Communications
Coordinate temporary station improvements for Super Bowl Service in Arlington and the T&P.	February 5, 2011	TRE, Bus Operations, Project Management, Legal
Coordinate equipment moves for additional passenger equipment for Super Bowl service.	January 31, 2011	TRE, Legal
<b>Organization Goal # 6</b> <b>Develop a technology and communication plan to improve the customer's experience</b>		
Coordinate with DART IT to implement enhanced Passenger Information System (PIS) on the TRE corridor.	Ongoing	TRE, DART, Finance, Legal, Project Management and IT
Develop new notification protocol to include Denton County Service.	January 2011	TRE, DART, HTSI, DCTA

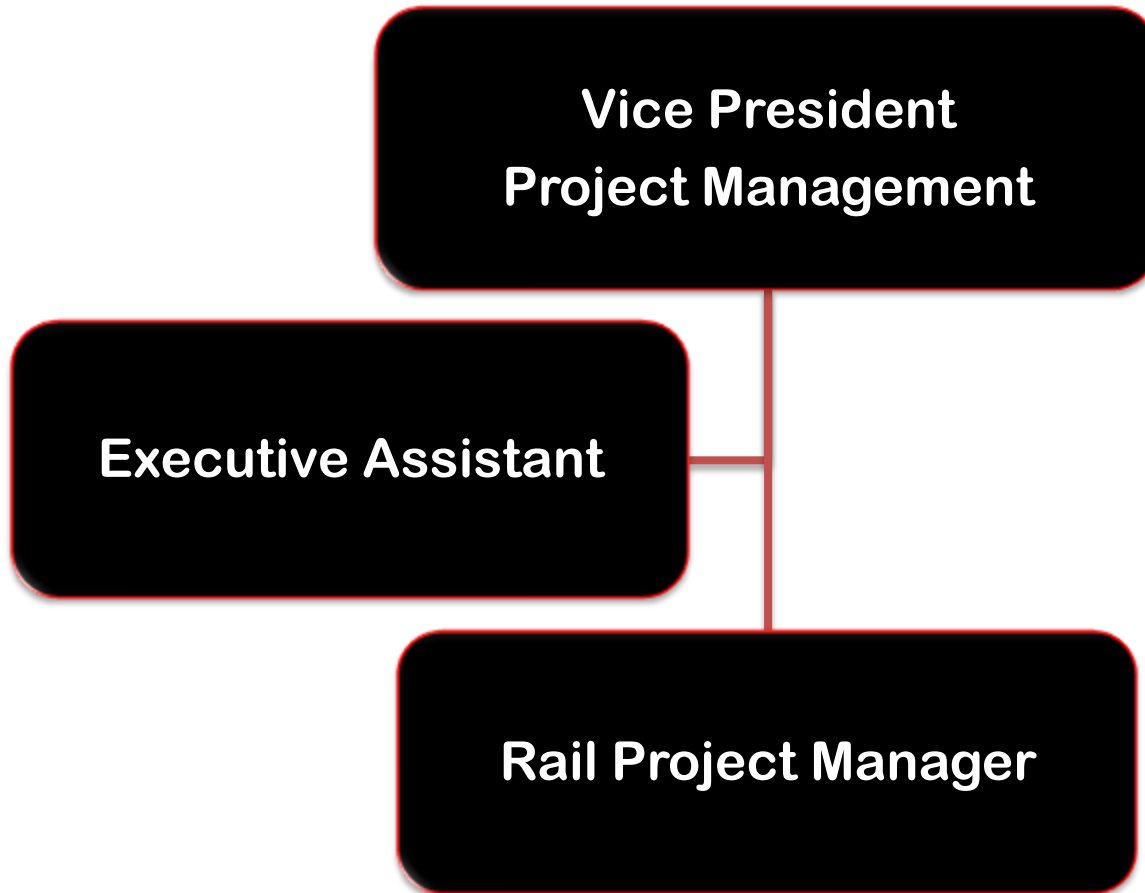
<b>Organization Goal # 6 Continued</b>		
<b>Develop a technology and communication plan to improve the customer's experience</b>		
Develop new notification protocol to utilize enhanced PIS technology.	January 2011	TRE, DART, HTSI
Coordinate with DART IT to continue implementation of Positive Train Control on TRE corridor by 2015 or earlier.	Ongoing	TRE, DART, Finance, Legal, Project Management and IT
Continue to enhance the on-board Wi-Fi system including GPS location of trains.	Ongoing	TRE, HTSI, 4G Metro
<b>Organization Goal # 7</b>		
<b>Hold FY2011 Operating expenses to the actual FY2010 level</b>		
Continue rehabilitation project for 12 bi-level coaches acquired from GO Transit and rehabilitated by Amtrak in 2001. Convert two oldest cab cars into coaches by removing restrooms and adding seats.	Ongoing	TRE
Mid-life overhaul of the four F-59 PH locomotives the TRE acquired from GO Transit in 2000 to new condition.	January 2011	TRE
Overhaul of the three F-59 PH locomotives the TRE acquired from GO Transit in 2009 to new condition.	October 2010	TRE, Legal
Monitor ridership to events at the American Airlines Center to match consist size with expected return ridership.	Ongoing	TRE

**Organization Goal # 8  
Implement departmental action plans to improve employee productivity, health, professional development, and retention**

Each employee in Department to submit professional development plan for FY11.	October 2010	TRE, HR
Each employee in Department to attend a minimum of one professional development seminar.	September 2011	TRE, HR
Implement tobacco free work area at the Equipment Maintenance Facility.	October 2010	TRE, HTSI



# Project Management



## Department Summary

**Department** Project Management **Department Number** 117

### Department Overview

To provide project management services for all capital expenditure related enhancement projects on both bus and Trinity Railway Express facilities. In addition, providing technical resource base for other T departments.

#### Performance Measures

	<i><b>FY10 YTD 4/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
CentrePort Security Fencing	11/09 \$25,000	N/A
CentrePort Slope Remediation	11/09 \$500,000	N/A
CNG Compressor Cover and Crane	05/31/10 \$300,000	N/A
Downtown Bus Passenger Shelters	12/31/09 \$500,000	N/A
El Paso Street, Block 100, Employee Parking Lot	05/31/10 \$350,000	N/A
North Park and Ride	05/11/10 \$50,000	\$1,500,000
Sierra Vista Bus Transfer Center	01/11/10 \$150,000	\$300,000
Summer Creek Bus Park and Ride	08/11/10 \$100,000	\$5,000,000
SW2NE , Establish Project Management Office	N/A	10/10 \$3,600,000
SW2NE, Complete EIS and Preliminary Engineering	N/A	04/11 \$790,000
SW2NE, Begin Final Design	N/A	05/11 \$4,000,000
SW2NE, Begin Purchase of Commuter Rail Vehicles	N/A	\$4,000,000
TRE Hurst Bell Station Parking Expansion (34 spaces)	05/31/10 \$20,000	N/A

TRE Hurst Bell Station Parking Expansion (to Bell Parking Lot)	N/A	09/11 \$100,000
TRE ITC Station Improvements (Mini-high Ramp)	11/09 \$70,000	N/A
TRE Richland Hills Park and Ride Enhancements	N/A	02/11 \$2,000,000
TRE Richland Hills Siding Improvements and Double Tracking (Midway Road Bridge to Handley Ederville)	03/10 \$3,500,000	N/A
Wellness Center	05/31/10 \$700,000	N/A
Manage department budget	\$265,163	\$260,160

## FY2011 Business Action Plan Project Management

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase System Wide Ridership Productivity</b>		
Burns Street Realignment. Design to improve accessibility to Richland Hills Trinity Railway Express (TRE) Station.	February 2011	Legal, Project Management, Real Estate
Sierra Vista Bus Transfer Center. Manage design and construction to increase ridership on the east side.	January 2011	Legal, Planning, Project Management, Real Estate
Summer Creek Park and Ride. Manage design and construction; coordinate with federal and state authorities to increase ridership in southwest Fort Worth.	August 2011	Marketing, Planning, Project Management
North Park and Ride. Manage design and construction. Attract added ridership from North Fort Worth.	May 2011	Marketing, Planning, Project Management
<b>Organization Goal # 2 Implement Bus Rapid Transit (BRT) along Lancaster Avenue Corridor</b>		
Manage design and construction of bus passenger shelter improvements on Lancaster Avenue.	December 2010	Marketing, Planning, Project Management
<b>Organization Goal # 3 Establish and Achieve the 2011 Milestones for the SW2NE Project</b>		
Establish SW2NE project office.	October 15, 2010	Human Resources, Maintenance, Procurement, Project Management,
Monitor Consultant's work to establish FTA funding commitment	December 30, 2010	Finance, Project Management

**Organization Goal # 3 Continued  
Establish and Achieve the 2011 Milestones for the SW2NE Project**

Determine method of delivery for the project.	December 30, 2010	Finance, Procurement, Project Management
Submit F E I S.	December 31, 2010	Planning, Project Management
Issue RFP for Final Design or Design Build Contract.	February 1, 2011	Finance, Legal, Procurement, Project Management
Finalize Project Management Plan.	January 15, 2011	CFO, Human Resources, Legal, Project Management, others as required
Complete Preliminary Engineering.	April 15, 2011	Administration, Planning, Project Management
Reach agreement with FWRR and UPRR.	April 30, 2011	Consultant, Legal, Project Management
Select final design consultant or design build contractor and issue NTP.	May 1, 2011	Finance, Legal, Procurement, Project Management
Obtain Record of Decision from FTA.	August 1, 2011	Government Relations, Grants, Planning, Project Management



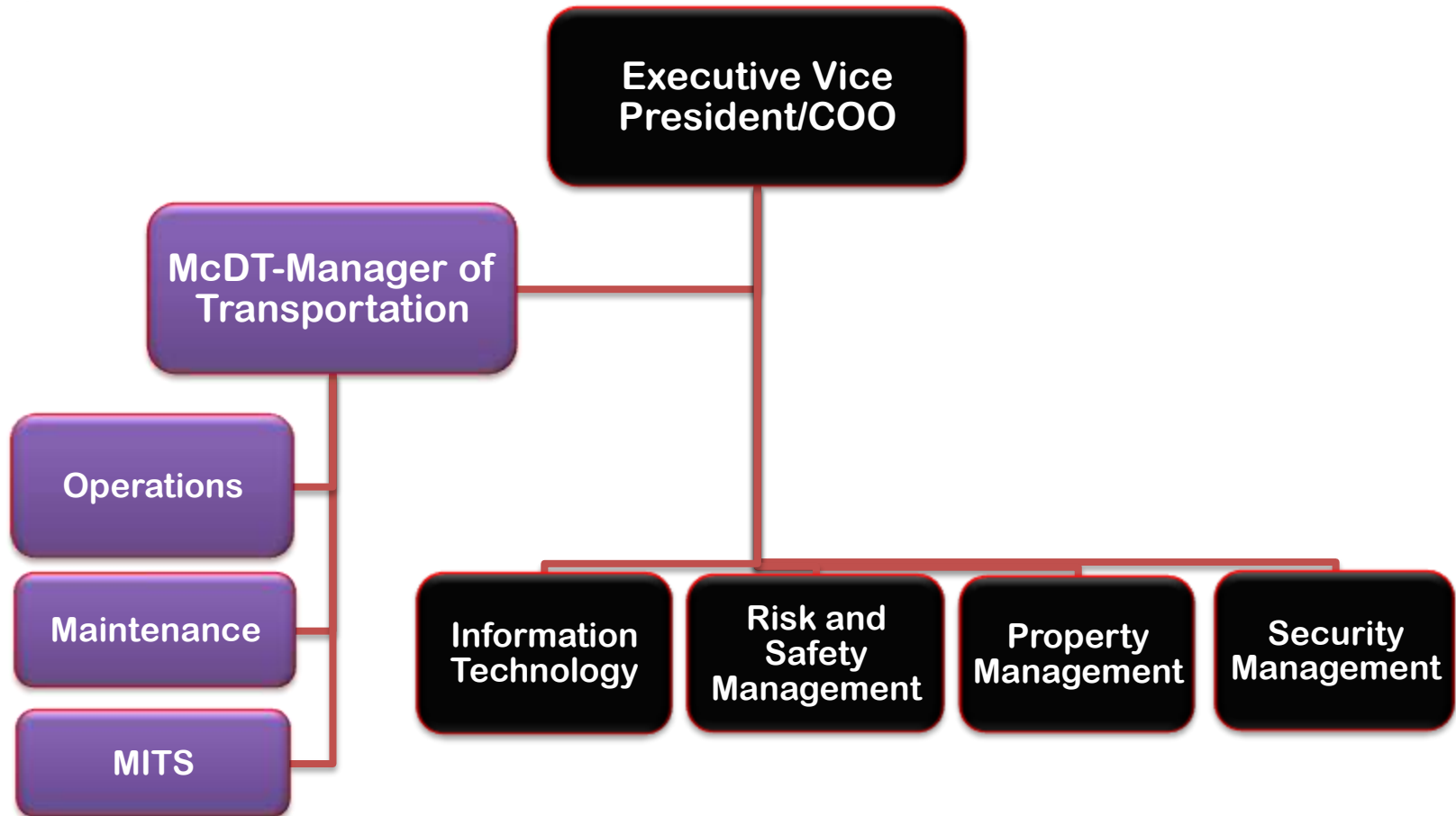
<b>Organization Goal # 4</b>		
<b>Reduce Future Document Storage by 50% through Electronic Data Storage</b>		
Ensure all project design documentation is produced in electronic format. Review past plan production to determine opportunities for reduction from paper to disk.	Ongoing	Project Management
Comply with federal and state retention policies.	Ongoing	Legal, Project Management
<b>Organization Goal # 5</b>		
<b>Develop and Implement the Super Bowl XLV (February 6, 2011) Transportation Plan</b>		
Manage design and construction of temporary platform in Arlington.	February 2011	Planning, Project Management
<b>Organization Goal # 6</b>		
<b>Develop a Technology and Communication Plan to Improve the Customer's Experience</b>		
Coordinate with DART to replace the Passenger Information System (PIS).	June 2011	Information Technology, Legal, Project Management, Trinity Railway Express
Investigate the use of solar energy in bus passenger shelters.	June 2011	Information Technology, Legal, Project Management
<b>Organization Goal # 7</b>		
<b>Hold FY 2011 Operating Expenses to the Actual FY 2010 Level</b>		
Restrict travel to reviewable events with close scrutiny of travel and lodging logistics.	Ongoing	Project Management

**FY 2011 Organization Goal # 8  
Implement Departmental Action Plans to Improve Employee Productivity, Health, Professional Development and Retention**

Encourage all staff to use the Wellness Program.	Ongoing	HR, Project Management
Investigate and implement further education opportunities.	Ongoing	Human Resources, Project Management
Con-Agra parking expansion to ease transition from Fitness Center parking.		Project Management, Real Estate



# Executive Vice President/COO



## Department Summary

<b>Department</b>	Maintenance	<b>Department Number</b>	103, 203, 170, 310
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### Department Overview

Responsible for daily preventative maintenance of bus fleet and all T facilities as well as emergency maintenance.

#### Performance Measures

	<i>FY10 YTD 9/30/10</i>	<i>FY 2011 Budget</i>
Miles per road call NABI fleet	10,000	10,000
Miles per road call New Flyer fleet	7500	7500
Miles per road call MITS	4250	5000
Place articulated buses in service	N/A	Mar 11
Manage department budget - Maintenance Administration	\$838,499	\$831,575
Manage department budget – Vehicle Maintenance	\$8,381,151	\$8,573,767
Manage department budget – Facilities Maintenance	\$3,185,822	\$2,985,715

## FY2011 Business Action Plan Maintenance

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 2 Implement BRT Along Lancaster Corridor</b>		
Accept and place articulated buses in service upon arrival.	March 2011	Maintenance
Develop preventive maintenance checklists to ensure compliance with OEM requirements.	January 2011	Maintenance
Train mechanics and service attendants in the operation of articulated buses.	January 2011	Maintenance
Coordinate with Operations to assist in training operators in the operation of the articulated buses.	January 2011	Maintenance, Operations
<b>Organization Goal # 5 Develop and Implement Super Bowl Transportation Plan</b>		
Maintain Fleet Management Plan to ensure maximum vehicle availability.	December 2010	Maintenance, Operations, CFO
Prepare contingency plan for recovering buses that experience mechanical/electrical problems.	December 2010	Maintenance, Operations
Budget for overtime necessary to provide maintenance support to the operations team.	October 2010	Maintenance

<b>Organization Goal # 7</b>		
<b>Hold FY2011 Operation Expenses to FY2010 Actual</b>		
Evaluate parts usage to identify and correct and adverse trends in bus and MITS vehicle failures.	Monthly	Maintenance
Maintain overtime to within 3% of budget in each maintenance department.	Monthly	Maintenance
<b>Organization Goal # 8</b>		
<b>Implement departmental action plans to improve employee productivity, health, professional development, and retention</b>		
Schedule management training during maintenance staff meetings.	Quarterly	Maintenance
Promote Wellness by encouraging maintenance personnel to participate in company sponsored activities to improve health and to reduce insurance costs.	Bi-weekly Staff Meetings	Maintenance, Human Resources
Establish training program for maintenance on articulated buses.	January 2011	Maintenance
Seek out on-line training availability to help staff improve in management styles and techniques.	Quarterly	Maintenance

## Department Summary

<b>Department</b>	_____ MITS	<b>Department Number</b>	_____ 2100,2200,2300,
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### Department Overview

To provide quality public transportation services that respond innovatively to the diverse and changing mobility needs of persons with disabilities in our community within established budgetary guidelines.

#### Performance Measures

	<i><b>FY10 YTD 9/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
Preventable Accidents Per 100,000 miles	1.79	1.61
Total On-Time Performance	86.8%	90%
Operator Overtime as a Percentage of Total Hours of Payroll	13.2%	10%
Total Complaints	98	90
Percentage of Trips Contracted to Private Providers	58.9%	60%
MITS Trips per hour	1.98	2.00
Manage department budget – MITS Administration	\$1,494,809	\$1,493,053
Manage department budget – MITS Vehicle Operations	\$6,451,523	\$5,984,051
Manage department budget – MITS Maintenance	\$1,315,797	\$1,315,797

## FY2011 Business Action Plan MITS

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase System Wide Ridership Productivity</b>		
Increase MITS +1 Ridership by 10%.	September 30, 2011	MITS
Transit Ambassadors will increase new client training by 10%.	September 30, 2011	MITS
Find ways to maintain or reduce MITS Ridership to FY2010 ridership levels.	September 30, 2011	MITS
Increase contracting percentage and productivity of MITS trips to reach goal of 60% trip volume.	September 30, 2011	MITS
Increase MITS trips per hour to 2.00.	September 30, 2011	MITS
<b>Organization Goal # 4 Reduce Future Document Storage by 50% through Electronic Data Storage</b>		
Investigate the use of MITS electronic application with electronic signature for agency use.	September 30, 2011	IT, MITS, Graphics
Investigate adding pre-trip defect check to Mobile Data Terminal to eliminate paper defect cards.	September 30, 2011	IT, MITS, Maintenance



<b>Organization Goal # 5</b>		
<b>Develop and Implement the Super Bowl XLV (February 6, 2011) transportation plan</b>		
Assist Operations as needed with the transportation needs of persons with disabilities.	February 2011	Operations, MITS, Marketing
<b>Organization Goal # 6</b>		
<b>Develop a Technology and Communication Plan to Improve the Customer's Experience</b>		
Investigate the cost benefit of IVR for MITS reservations/cancellations.	March 2011	IT, MITS
Investigate the cost/benefit of personal GPS devices for MITS passengers to reduce no-shows, improve communication and customer service.	September 30, 2011	IT, MITS
<b>Organization Goal # 7</b>		
<b>Hold FY2011 Operating Expenses to the Actual FY2010 Level</b>		
Reduce Driver OT to 10%.	September 30, 2011	MITS
Increase driver roster to 65.	September 30, 2011	MITS, Human Resources
Hold training classes every 6 weeks.	September 30, 2011	MITS, Human Resources
Maintain or reduce MITS ridership by shifting more trips onto alternative means of transportation.	September 30, 2011	MITS
Increase Contracting trip percentage and productivity to reach goal of 60% MITS trip volume.	September 30, 2011	MITS

**Organization Goal # 8  
Implement Departmental Action Plans to Improve Employee Productivity, Health,  
Professional, Development, and Retention**

Promote and Increase Employee Wellness Program participation.	September 30, 2011	MITS, Human Resources
Reduce turnover through coaching, training, roster building, team communication and wellness.	September 30, 2011	MITS
Conduct quarterly Driver town hall meetings and annual MITS Driver Team meeting.	September 30, 2011	MITS, Operations
Conduct Bi-Weekly Team meetings.	September 30, 2011	MITS, Operations

## Department Summary

<b>Department</b>	Operations	<b>Department Number</b>	1100 1200
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### Department Overview

To provide quality bus services to meet the needs of our region

### Performance Measures

	<i><b>FY10 YTD 9/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
Subsidy per passenger	5.00	4.55
Passengers per hour	16.29	17.70
Passengers per mile	1.57	1.75
Number of passenger trips ( <i>estimated through the end of the year</i> )	6,393,400	6,450,000
Preventable accidents per 100,000 miles	1.60	1.55
On-Time performance	99%	99%
Operator overtime as a percentage of total hours of payroll	8.0%	8.0%
Complaints per 100,000 passenger trips	4.0	3.0
Manage department budget – Operations Administration	\$1,666,933	\$1,716,852
Manage department budget – Revenue Vehicle Operations	\$15,473,753	\$13,964,573

## FY2011 Business Action Plan Operations

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase System wide Ridership Productivity</b>		
Increase on-time performance to improve reliability of service .	September 30, 2011	Operations
Reduce Customer Complaints from 6.0 to 4.0.	September 30, 2011	Operations
Reduce accidents per 100,000 miles by 5% below FY2010.	September 30, 2011	Operations & Risk Management
<b>Organization Goal # 2 Implement BRT Along E. Lancaster Corridor</b>		
Train Bus Operators on the New Articulator Buses.	February 1, 2011	Operations & Training
Schedule and Implement BRT Service.	March 30, 2011	Operations, Scheduling, & Planning
<b>Organization Goal # 4 Reduce future document storage by 50% through electronic data storage</b>		
Operations Supervisors submit daily activity reports electronically.	May 1, 2010	Operations
Store all Employee Performance Evaluations Electronically.	September 30, 2010	Operations
<b>Organization Goal # 5 Develop and implement the Super Bowl XLV (February 6,2011) transportation plan</b>		
Establish the service requirements for Super Bowl XLV.	December 1, 2010	Operations & Planning
Develop A schedule for Super Bowl XLV.	January 1, 2011	Operations & Scheduling
<b>Organization Goal # 6</b>		

<b>Develop a technology and communications plan to improve the customer's experience</b>		
<b>Investigate the cost benefit of voice systems for all fixed route buses.</b>	<b>March 30, 2011</b>	<b>Operations &amp; I.T.</b>
Investigate the cost benefit for real-time schedule adherence check systems.	March 30, 2011	Operations & I.T.
<b>Organization Goal # 7 Hold FY2011 Operating expenses to the actual FY2010 level</b>		
Monitor all departmental expenses to ensure there is no unnecessary spending.	September 30, 2011	Operations
<b>Organization Goal # 8 Implement Departmental action plan to improve employee productivity, health, professional development, and retention.</b>		
Establish an award system for great performance.	September 30, 2011	Operations
Promote and Increase employees' participation in the Total Wellness Program.	September 30, 2011	Operations & H.R.
Encourage all employees to take advantage of Transit Courses as well as Tuition Reimbursement for College Courses.	September 30, 2011	Operations & H.R.
Conduct quarterly operator safety and update meetings.	September 30, 2011	Operations, Security, AND Risk Management

# Department Summary

<b>Department</b>	Information Technology	<b>Department Number</b>	0150
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## Department Overview

Provide and support Information Technology solutions.

### Performance Measures

	<i>FY10 YTD 9/30/10</i>	<i>FY 2011 Budget</i>
Upgrade Ellipse	5%	07/31/11
Develop virtualization plan for server environment and desktop environment.	15%	11/30/11
Expand the storage area network (SAN).	N/A	06/30/11
Develop procedures and implement tools to facilitate a paperless environment.	5%	01/30/11
Manage department budget	\$1,375,600	\$1,378,638

## FY2011 Business Action Plan Information Technology

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase system-wide ridership productivity</b>		
Ensure availability of back-office systems to support departmental efforts in tracking and improving system-wide ridership productivity.	09/30/11	IT
<b>Organization Goal # 4 Reduce future document storage by 50% through electronic data storage.</b>		
Develop procedures and tools to facilitate electronic document storage.	01/30/11	IT, Accounting, HR, OPS
Develop guidance and policy on use and retention of electronic documents.	11/30/10	IT, Accounting, HR, OPS, Legal
Develop and validate disaster recovery and business continuity procedures for storage and retrieval of documents.	12/31/10	IT, Accounting, HR, OPS
<b>Organization Goal # 5 Develop and implement the Super Bowl XLV (February 6, 2011) transportation plan.</b>		
Encourage IT staff to participate in Super Bowl volunteer opportunities.	02/06/11	IT, Accounting, Marketing
<b>Organization Goal # 6 Develop a technology and communication plan to improve the customer's experience.</b>		
Coordinate with Planning, Operations, Marketing, and Customer Service to identify desired improvements to the customer's experience.	01/1/11	IT, Planning, OPS, Customer Service, Marketing
Design a phased implementation plan to update infrastructure necessary to improve the customer's experience.	03/1/11	IT, Planning, OPS, Customer Service, Marketing
<b>Organization Goal # 6 Develop a technology and communication plan to improve the customer's experience.</b>		
Evaluate existing systems and tools in our IT environment as avenues for	03/01/11	IT

improving the customer's experience.		
<b>Organization Goal # 7</b> <b>Hold FY2011 Operating expenses to actual FY2010 levels.</b>		
Track all expenditures against budgeted requirements.	09/30/11	IT
Ensure all unplanned expenditures are offset by reductions in planned expenditures.	09/30/11	IT
Establish review process for all service and software maintenance contracts.	11/30/10	IT, Procurement
<b>Organization Goal # 8</b> <b>Implement departmental action plans to improve employee productivity, health, professional development and retention.</b>		
Ensure each employee attends at least two technology related no cost/low-cost seminars/classes.	09/30/11	IT
Have each employee plan and teach at least one class to interested T employees on various T computer systems or emerging technologies.	09/30/11	IT
Encourage participation in The T's Wellness program.	09/30/11	IT, HR



# Department Summary

Department

Property Management

Department Number

0110

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## Department Summary of Purpose and Goals

Responsible for facility/amenities improvements and leasing.

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### Performance Measures

	<i>FY 10 YTD 9/30/10</i>	<i>FY 11 Budget</i>
T&P Weekend (Fri-Sun) Occupancy Rate	25.6%	50% or 78 weekend rentals
T&P Revenue	\$71k	\$80k
T&P Customer Satisfaction Survey Statistics	N/A	90% avg. score

## FY2011 Business Action Plan Property Management

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase system-wide ridership productivity</b>		
Implement car and bicycle rental and/or sharing program.	September 30, 2011	Property Management, Marketing, Fitness Coordinator
<b>Organization Goal # 3 Establish and achieve the 2011 milestones for the SW2NE</b>		
Assist in the management of land purchased for the SW2NE project.	Ongoing	Property Management, Legal
<b>Organization Goal # 6 Develop a technology and communication plan to improve customer's experience</b>		
Update website for T&P and ITC rentals to streamline information and better inform customers.	December 31, 2010	Property Management, IT
Develop and implement a T&P Customer Satisfaction Survey.	December 31, 2010	Property Management, Marketing
Make electrical capacity improvements, as well as various aesthetic improvements at T&P.	December 31, 2010	Property Management, Maintenance
<b>Organization Goal # 7 Hold FY 11 operating expenses to the FY 10 level</b>		
Increase rental revenues in FY11 over FY10 – goal \$80,000.	Ongoing	Property Management
<b>Organization Goal # 8 Implement departmental action plans to improve employee productivity...</b>		
Continue to promote “T” Total Wellness throughout company.	Ongoing	Entire Company
Organizing successful company events.	Ongoing	Property Management

## Department Summary

<b>Department</b>	Transit Security	<b>Department Number</b>	0145
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### Department Overview

Manages and supervises 25(+) part-time Transit Security Officers, including 14(+) contracted security officers. Manages training for security personnel (both outside security contractors and Transit Security Officers) in the use of the T's security systems. Investigates losses through interviews and security audits. Implementation of the security plan through installation of camera and software upgrades to T property and interests.

### Performance Measures

	<i><b>FY10 YTD 9/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
Ensure TSO budget is less than 2010 budget by 3%.	\$350,448	\$292,208
Overall reported incidents are less than 4 per 100,000 riders.	4.76	4.0
NTD reportable incidents are less than 1.6 per 100,000 riders.	1.94	1.6
All passenger-type incidents are less than 1.5 per 100,000 riders.	1.5	1.3
Manage department budget (Risk & Security)	\$1,630,269	\$1,496,972

## FY2011 Business Plan Security

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase System-Wide Ridership Productivity</b>		
Complete at least one Security ride check per week on fixed route buses.	September 2011	Security
Ensure surveillance cameras on all modes are functional through monthly audits.	Ongoing	Security, IT, Ops
Create internal citation/fine process to address fare evasion on all modes of operation.	November 2010	Security, FWPD, RH, Accounting, Ops
<b>Organization Goal # 2 Implement BRT Along Lancaster Corridor</b>		
Increase security presence along the East Lancaster corridor by dedicating 25% of Transit Security Officers scheduled hours throughout FY-2011.	Ongoing	Security, Operations
Install surveillance cameras at the East Fort Worth Transfer Center, and ensure they are operational.	October 2010	Security, IT
<b>Organization Goal # 3 Establish and Achieve the 2011 Milestones for the SW2NE Project</b>		
Complete security environmental design of park-n-ride facilities.	Ongoing	Planning, Project Management
<b>Organization Goal # 4 Reduce Future Document Storage by 50% through electronic data storage</b>		
Develop computer-based incident reporting system for Transit Security Officers.	April 2011	IT, Security

<b>Organization Goal # 4 Continued</b> <b>Reduce Future Document Storage by 50% through electronic data storage</b>		
Create incident tracking database for all modes of operation.	November 2010	Security, IT, Operations, TRE
<b>Organization Goal # 5</b> <b>Develop and Implement the Super Bowl XLV Transportation Plan</b>		
Dedicate 60 hours of overall Transit Security to address Super Bowl transportation plan.	February 2011	TRE, Project Management, Planning, Operations
<b>Organization Goal # 6</b> <b>Develop a technology and communication plan to improve the customer's experience.</b>		
Implement annual computer-based security training for all T employees.	June 2011	Security, IT, Marketing
<b>Organization Goal # 7</b> <b>Hold FY-2011 Operating Expenses to the actual FY-2010 level</b>		
Create a security FY-2011 operating expense not to exceed 3% of FY-2010.	September 2011	Finance, Security
<b>Organization Goal # 8</b> <b>Implement departmental action plans to improve employee productivity, health, professional development, and retention</b>		
Establish quarterly transit security meetings to evaluate activities and trends on all modes, and enhance productivity.	October 2010	Security, Operations
Increase fare enforcement for fixed operations and TRE corridor to ensure fare evasion rate does not exceed 2.5%.	September 2011	Security, Operations, TRE, FWPD, Richland Hills

## Department Summary

**Department** Risk Management **Department Number** 0145

### Department Overview

To manage and reduce the risk of loss from major accidents and to protect The T's assets through insurance, safety inspections, security, claims administration, training, and accident prevention. To provides for the safety of employees and passengers, protection of transit assets in an effort to prevent injuries and limit exposure to loss.

### Performance Measures

	<i>FY10 YTD 9/30/10</i>	<i>FY 2011 Budget</i>
Keep claims cost less than \$160,000 in FY 11	\$261,858	\$160K or less
Maintain decline in vehicle collisions	90	80 or less
Maintain decline in reported passenger injuries	38	40 or less
Maintain the decline in Worker's Compensations Claims	\$109,117	\$98,000 or less
Recover 90% or more of all subrogation demanded	\$46,321 (57%)	90 % or greater
Manage department budget (Risk & Security)	\$1,630,269	\$1,496,972

**. FY 2011 Business Action Plan  
Risk Management**

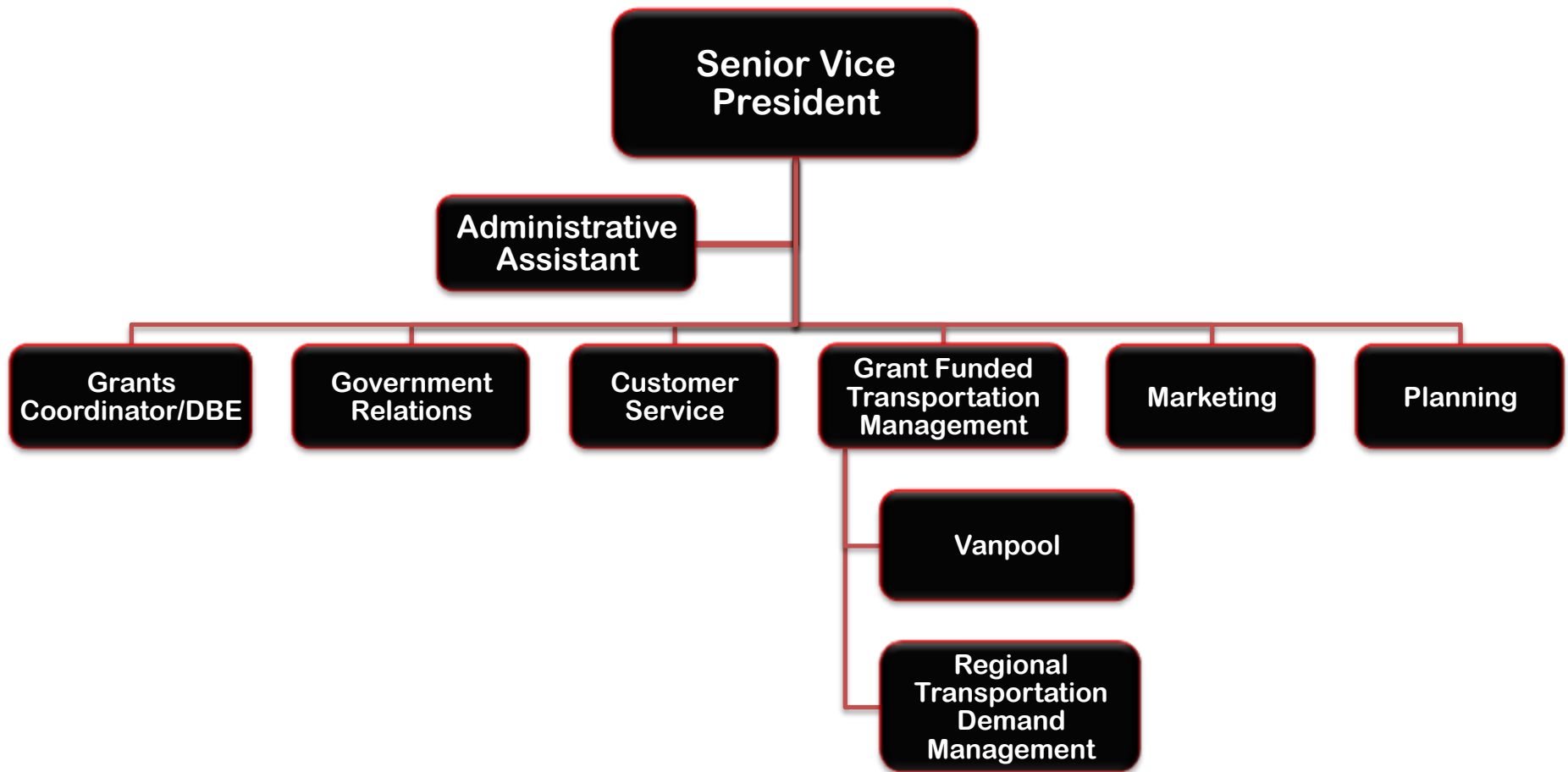
DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase system wide ridership productivity</b>		
It is the Risk Management Department's goal to insure a safe environment for all customers riding The T's vehicles. This will be established through ongoing safety training, The Fleet on Board Video Camera Monitoring System, and Smith Safe web based driver improvement training. This will help maintain the public's favorable perception of The T and in turn help increase ridership.	Ongoing	Risk Management
Risk Management will place emphasis on passenger safety through specific training on the following: verify that passenger are past standee line before leaving stop, reducing hard stops, reducing red light violations and education on driver fatigue.	Ongoing	Risk Management Operations
<b>Organization Goal # 2 Implement BRT along Lancaster Corridor</b>		
Risk Management will help in the implementation of the BRT by conducting random safety inspections on this heavily used route and submitting reports quarterly to the COO and Director of Transportation.	Ongoing	Risk Management Operations
Risk Management will provided specific safety training on articulated buses.	March 30, 2011	Risk Management Operations Maintenance

<b>Organization Goal # 3</b>		
<b>Develop and implement the super bowl xlv transportation plan</b>		
Risk Management will cooperate with the CFO and COO to verify that TML has been alerted of this service and that The T has the proper insurance coverage to insure itself against perils and litigation.	February 6, 2011	Risk Management
With the possibility of overcrowding Risk Management will conduct specialize safety training which will include the following: verifying that all passengers are past the standee line and are able to brace themselves before leaving stop, smooth acceleration and deceleration, and the proper use of the buses kneeling mechanism.	February 6, 2011	Risk Management Operations
<b>Organization Goal # 4</b>		
<b>Reduce future document storage by 50% through electronic data storage</b>		
Risk Management will assist in the reduction of document storage by examining the possibility of scanning all claims files into an electronic data storage files.	September 30, 2010	Risk Management
Risk Management will explore the possibility of using Ellipse to store all reports and photos.	September 30, 2010	Risk Management IT
Risk Management will investigate the possibility of simplifying and speeding the accessibility of Ellipse reporting capabilities.	September 30, 2010	Risk Management IT
<b>Organization Goal # 8</b>		
<b>Implement departmental action plan to improve employee productivity, health, professional development, and retention</b>		
Risk Management will explore the possibility of putting a cap on overtime which will in turn prevent driver fatigue and improve driver morale.	September 30, 2011	Risk Management Operations
Risk Management will develop a deferred adjudication process in which drivers have the ability to remove a preventable from their record by taking a Smith Safe drivers course.	September 30, 2011	Risk Management Operations





# Senior Vice President



# Department Summary

**Department**

Customer Service

**Department Number**

0120

## Department Overview

Provides customer information for the TRE, fixed route bus, rider request, and para-transit services via telephone, Internet, and kiosk.

## Performance Measures

	<i>FY10 YTD 9/30/10</i>	<i>FY 2011 Budget</i>
Percentages of ACD abandoned per month	3%	3%
CS checklist followed on each call with 100% accuracy monitoring reports. For Quality monitoring scores of 90% or above	100%	100%
Continued Spanish language training. Phase 4.	Mid-year 2010	Mid-year 2011
Ongoing Ride Checks to remain familiar with present service levels	5 rts per rep	8 rts per rep
Bi-monthly info sharing meetings with other departments	4 sessions	1 meeting per month per the FY 2011
Training curriculum for the new BRT service	N/A	As BRT is developed
Manage department budget	\$930,811	\$850,533

## FY2011 Business Action Plan Customer Service

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase System Wide Ridership Productivity</b>		
Customer Service staff being able to answer all questions precisely and accurately on the present service levels and area.	Depends on completion of BRT plans	Customer Service
<b>Organization Goal # 2 Implement BRT Along Lancaster Corridor</b>		
Implement plan so that Customer Service is fully prepared to answer and to assist with the new service BRT.	September 2011	Customer Service
Equip Customer Service staff with BRT information to be able to educate our customers with all of the features of the BRT.	September 2011	Customer Service
Organize information fairs/booths at the East Side Transfer Center to inform and give out information about the new BRT Lancaster corridor.	September 2011	Customer Service, Marketing
<b>Organization Goal # 5 Develop And Implement The Super Bowl XLV February 6, 2011 Transportation Plan</b>		
Organize and coordinated along with Marketing information sessions.	January 2011	Customer Service, Marketing
Customer Service staff is able to answer all questions and give specific information on Super Bowl; shuttle, parking, ticket sales, and city of FW and Arlington information	January 2011	Customer Service, Marketing
<b>Organization Goal # 6 Develop A Technology And Communication Plan To Improve The Customer's Experience.</b>		
Research IVR at similar transit agencies. (Interactive Voice Response)	March 2011	Customer Service, IT

<b>Organization Goal # 6 Continued</b>		
<b>Develop A Technology And Communication Plan To Improve The Customer's Experience.</b>		
Coordinate and research : <ul style="list-style-type: none"> <li>• digital information kiosk /touch screen/interactive information</li> <li>• online trip planning</li> <li>• TVM in ITC lobby</li> <li>• information digital screens in lobby and on platforms with TRE and bus info</li> </ul>	June 2011	Customer Service, IT
Develop form letter/thank you card for responses to all customer inquiries, complaints, commendations, and service requests. Shared file.	January 2011	Customer Service, MITs, Operations, IT
<b>Organization Goal # 7</b>		
<b>Hold FY2011 Operating Expenses To The Actual Fy2010 Level</b>		
Evaluate monthly: overtime, office supplies, travel and meetings, uniform allowance and memberships. Budget accordingly to FY2010.	September 2011	Customer Service, Accounting
Monitor calls and kiosk activity for reduced call center and kiosk operating hours and staffing levels.	December 2010	Customer Service
<b>Organization Goal # 8</b>		
<b>Implement Departmental Action Plans To Improve Employee Productivity, Health, Professional, Development, And Retention</b>		
100% participation in the company wellness program	November 2010	Customer Service, Fitness Center
Develop in-house wellness program in conjunction with the company Wellness program.	September 2011	Customer Service, Fitness Center
Coordinate schedules and shifts to allow Customer Service staff to attend all workshops, health assessments, and community programs.	September 2011	
Cross- training with MITs and other departments throughout the company.	September 2011	Customer Service, The T

**Organization Goal # 8**  
**Implement Departmental Action Plans To Improve Employee Productivity, Health,  
Professional, Development, And Retention**

Control turnover among the Customer Service staff by implementing ongoing professional development.	September 2011	Customer Service, Human Resources

# Department Summary

Department DBE Department Number 0112

## Department Overview

Encourage Disadvantaged Business Enterprise firms' participation in The T's procurements and/or major project in the FY 2011 Capital Budget.

## Performance Measures

	<i>FY10 YTD 9/30/10</i>	<i>FY 2011 Budget</i>
DBE Goal	20%	25%
Complete the development and submission of The T's annual DBE goal to FTA	On-going	8/1/2011
Conduct DBE workshops	On-going	May 2010
Coordinate with Chambers of Commerce and the North Central Texas Regional Certification Agency on DBE outreach/education events	On-going	9/30/2011
Manage departmental budget	\$41,180	\$41,180

**FY2011 BUSINESS ACTION PLAN**  
**FY 2011 Business Action Plan**  
**DBE**

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 2</b> <b>Implement BRT along Lancaster Corridor</b>		
Encourage DBE participation in the various associated contracting opportunities working to reach the contract specific goal.	September 30, 2011	DBE
<b>Organization Goal # 3</b> <b>Establish and achieve the 2011 milestones for the SW2NE</b>		
Encourage DBE participation in the various associated contracting opportunities working to reach the contract specific goal.	September 30, 2011	DBE
<b>Organization Goal # 4</b> <b>Reduce future document storage by 50% through electronic data storage</b>		
Use online registration websites which store information on them as much as possible.	September 30, 2011	DBE
<b>Organization Goal # 6</b> <b>Develop a technology and communication plan to improve customer's experience</b>		
Ensure all DBE databases are kept up to date and are accurate.	September 30, 2011	DBE

## Department Summary

**Department**

Grants Administration

**Department Number**

0110

### Department Overview

Manage existing discretionary and formula funding and identify new funding opportunities including New Freedom and JARC funds to improve services and increase ridership. Provide oversight to The T's programs as an FTA grantee to ensure that the organization is managing the programs in accordance with Federal requirements. Respond to Calls for Projects and properly manage submission of projects for inclusion in the Transportation Improvement Plan and Statewide Transportation Improvement Program to ensure funds are available at the appropriate time for various projects in the strategic plan.

### Performance Measures

	<i>FY10 YTD 9/30/10</i>	<i>FY 2011 Budget</i>
Submit all reports requested on time and accurately.	Quarterly, on-going	09/30/11
Apply for all available funds as various grant programs are announced.	On-going	09/30/11
Provide technical oversight on grant funded projects.	On-going	09/30/11
Facilitate FTA involvement with grant funded projects.	On-going	09/30/11
Apply for and successfully receive New Starts funding for the Southwest to Northeast Rail Corridor.	Winter 2010	09/30/11



## FY2011 Business Action Plan Grants

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 2 Implement BRT along Lancaster Corridor</b>		
Successful grant management and timely reporting of BRT related FTA grants which have already been awarded.	Quarterly	Grants Administration
Attending and contributing to BRT committee meetings.	As needed	Grants Administration
<b>Organization Goal # 3 Establish and achieve the 2011 milestones for the SW2NE</b>		
Proper grant management and timely reporting.	Quarterly	Grants Administration
Attend and contribute at all applicable planning meetings.	Periodic	Grants Administration
<b>Organization Goal # 4 Reduce future document storage by 50% through electronic data storage</b>		
Work online and communicate via email and phone as much as possible storing information in online databases.	Ongoing	Grants Administration
<b>Organization Goal # 5 Develop and implement the Super Bowl transportation plan</b>		
Contribute to the Super Bowl Planning Committee through NCTCOG.	Periodic up to Feb. 6, 2011	Grants Administration

<b>Organization Goal # 7</b>		
<b>Hold FY 11 operating expenses to the FY 10 level</b>		
Search for innovative finance opportunities which expand The T revenues.	Ongoing	Grants Administration
Travel will be reduced, if not eliminated in the Grants Administration Department.	FY 2011	Grants Administration
<b>Organization Goal # 8</b>		
<b>Implement departmental action plans to improve employee productivity...</b>		
Continue participating on the Wellness Committee.	Ongoing	Grants Administration
Continue to endorse and act as an ambassador for The T's wellness initiatives.	September 30, 2010	Grants Administration
Search for inexpensive methods to improve professional development.	As available	Grants Administration

# Department Summary

<b>Department</b>	Governmental Relations	<b>Department Number</b>
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## Department Overview

Point of contact for The T with congressional and legislative representatives and staff, as well as state, regional, and federal agencies. Responsible for the recommendation of policies involving legislative and administrative issues related to transit and evaluates federal, state, and local programs/initiatives that impact The T. Direct the efforts of The T's professional lobbyists.

## Performance Measures

	<i><b>FY10 YTD 9/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
Coordination with federal legislators on the submission of The T's FY2012 Section 5309 Rail New Starts Appropriations Request for funding for the SW2NE rail corridor project	On-going	March 30, 2011
Work to ensure the inclusion of The T's commuter rail extension in the federal transportation reauthorization bill	On-going	September 30, 2011
Regional Local Option Transportation Funding The T will work with state and local elected officials and community leaders to seek legislative transportation funding for rail and roadway projects during the 82 <sup>nd</sup> Texas Legislative session	On-going	December 31, 2010

## FY2011 Business Action Plan Governmental Relations

<b>FY 2011 Organization Goal # 3</b>		
<b>Establish and achieve the 2011 milestones for the SW2NE Project</b>		
<b>DEPARTMENTAL ACTION STEPS</b>	<b>COMPLETION DATE</b>	<b>RESPONSIBLE DEPARTMENTS</b>
Provide oversight to legislative and federal requirements for the pursuit of full funding agreement for SW2NE project.	On-going	Governmental Relations, Finance, Grants
Pursue reauthorization of SW2NE commuter rail project in the next Highway/Transit reauthorization bill.	On-going	Governmental Relations, Finance, Grants
Work in coordination with The T's lobby team and others to respond to and pursue legislative action in support of the SW2NE project for Section 5309 New Starts funding.	On-going	Governmental Relations, Finance, Grants
<b>FY 2011 Organization Goal # 5</b>		
<b>Develop and implement the Super Bowl XLV (February 6, 2011) transportation plan</b>		
Work with regional officials to build productive alliances during the Super Bowl that can continue afterwards.	February 6, 2011	Governmental Relations, Operations, TRE Administration
<b>FY 2011 Organization Goal # 6</b>		
<b>Develop a technology and communication plan to improve the customer's experience</b>		
Serve as a sounding board for new communication/outreach plans.	September 30, 2011	Marketing, IT, Governmental Relations

<b>FY 2011 Organization Goal # 7</b>		
<b>Hold FY2011 Operating Expenses to the actual FY2010 level</b>		
Control travel costs and consultant contracts to keep department within budget.	September 30, 2011	Governmental Relations, Administration
Make sure travel is warranted and necessary.	September 30, 2011	Governmental Relations
<b>FY 2011 Organization Goal # 8</b>		
<b>Implement department action plans to improve employee productivity, health, professional development, and retention</b>		
Encourage participation in The T's Wellness Program.	September 30, 2011	Governmental Relations, Human Relations

## Department Summary

**Department** Employer Relations  
Vanpool and **Department Number** 9080-9082  
RTDM

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### Department Overview

Provides carpool, vanpool, public transit, and air quality information to promote the reduction of single occupant vehicle miles in an effort to improve our region's air quality

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### Performance Measures

	<i>FY10 YTD 9/30/10</i>	<i>FY 2011 Budget</i>
Total participating employers with Regional Trip Reduction Programs	302	318
Total vanpools	178	186
Total vanpool capacity	72%	80%
Employers subsidizing employees' transportation (TransiCheck Vouchers and E-Pass programs)	28	30
Manage department budget - Vanpool	\$2,257,209	\$2,061,250
Manage department budget – RTDM	\$202,301	\$205,385
Manage department - JARC Vanpool	\$335,890	\$166,805

## FY2011 Business Action Plan Employer Relations

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase system wide ridership productivity</b>		
Work with existing vanpool groups to increase the number of passengers in their vans to achieve at least 80% vanpool capacity.	September 30, 2011	Employer Relations
Target Alliance area companies to form new vanpool groups.	September 30, 2011	Employer Relations
Work with Employee Transportation Coordinators in companies located in downtown Fort Worth to promote T bus service and TRE to employees.	September 30, 2011	Employer Relations
<b>Organization Goal # 4 Reduce future documentation storage by 50% through electronic data storage</b>		
Identify opportunities for electronic data storage of vanpool invoice payments.	September 30, 2011	Employer Relations, IT, Finance
<b>Organization Goal # 6 Develop a technology and communication plan to improve the customer's experience</b>		
Promote the use of the regional rideshare application hosted by NCTCOG.	September 30, 2011	Employer Relations, Customer Service
<b>Organization Goal # 7 Hold FY2011 Operating Expenses to the actual FY2010 level</b>		
Work with current vanpool groups to increase the number of passengers in the vans to achieve 80% capacity.	September 30, 2011	Employer Relations
Limit the cost of the perks distributed at employer survey fairs.	September 30, 2011	Employer Relations, Purchasing, Marketing

<b>Organization Goal # 7</b>		
<b>Hold FY2011 Operating Expenses to the actual FY2010 level</b>		
Meet the budget.	September 30, 2011	Employer Relations
Scrutinize grant staff positions as situations present themselves.	September 30, 2011	Employer Relations
<b>Organization Goal # 8</b>		
<b>Implement department action plans to improve employee productivity, health, professional development, and retention</b>		
Encourage participation in The T's Wellness Program.	September 30, 2011	Employer Relations, Human Resources
Identify opportunities for low/no cost staff development.	January 1, 2011	Employer Relations, Human Resources



# Department Summary

**Department**

Marketing

**Department Number**

0125

## Department Overview

Build on the T's reputation as the transit expert for the Western sub-region of North Central Texas. Increase ridership productivity through a comprehensive marketing program which promotes The T's services, educates and informs traditional public transportation customers, choice riders and the general public. Improve community relations and build community support through community outreach and public relations. Increase awareness of T services and strengthen T corporate identity through strategic brand initiatives including BRT which will launch on Lancaster corridor in first quarter 2011.

1. Aggressively market T services to increase ridership productivity on bus and rail.
2. Continue community outreach activities to maintain image as community partner.
3. Develop and implement advertising and public relations designed to improve awareness and trail usage of the T and strengthen the T brand.
4. Develop BRT marketing plan for first quarter 2011 launch.
5. Develop marketing plan to promote T's special service for Super Bowl XLV

## Performance Measures

	<i><b>FY10 YTD 9/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
Community Outreach activities	20	24
Community presentations	12	12
E-Connections	6	12
T Rider newsletter	2	4
Thinking Outside the Bus Cable show	4	4
Media activities	4	4
Manage department budget	\$1,372,397	\$1,363,461

## FY2011 Business Action Plan Marketing

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase Systemwide Ridership Productivity</b>		
Develop route specific direct mailers to increase trial usage of underperforming routes.	September 30, 2011	Marketing
Continue use of advertising and social media to build special event ridership.	September 30, 2011	Marketing
Continue TRE coop summer advertising campaign with DART to build off-peak ridership.	September 30, 2011	Marketing
<b>Organization Goal # 2 Implement BRT along Lancaster Corridor</b>		
Develop and name and logo for BRT.	October 1, 2010	Marketing
Develop BRT marketing plan including budget, advertising, media, PR and special event sub plans.	November 30, 2010	Marketing
Develop and coordinate ground breaking and ribbon cutting special events.	November 30, 2010	Marketing
<b>Organization Goal # 3 Establish 2011 milestones for SW2NE Project</b>		
Begin to market and promote service name after board develops.	September 30, 2011	Marketing
Begin long range strategic planning of branding strategies.	September 30, 2011	Marketing

<b>Organization Goal # 5 Develop and Implement Super Bowl Transportation (Marketing) Plan</b>		
Develop marketing plan to promote T's special services.	January 1, 2011	Marketing
Develop plan to promote Molly with AFC color scheme.	December 31, 2010	Marketing
Implement plan to have NFL wrap TRE.	January, 2011	Marketing
<b>Organization Goal # 6 Develop a Technology and Communication Plan to Improve Customer Experience</b>		
Assist planning with CHK way finding sign implementation.	September 30, 2011	Marketing
Continue use of E-Newsletters to stakeholder and riders.	September 30, 2011	Marketing
Continue use of Email blasts and banner ads.	September 30, 2011	Marketing
Continue use of Facebook and YouTube social media.	September 30, 2011	Marketing
Develop mobile website for PDA's.	September 30, 2011	Marketing
<b>Organization Goal # 7 Hold FY2011 Operating Expenses to FY2010 level</b>		
Hold 2011 expenses to 2010 budgeted level.	September 30, 2011	Marketing

**Organization Goal # 8  
Implement departmental action plans to improve employee productivity, health, professional development, and retention**

Encourage workshop attendance.	September 30, 2011	Marketing
Encourage physical activity.	September 30, 2011	Marketing
Encourage annual physical/dental exam.	September 30, 2011	Marketing
Encourage flu shots.	September 30, 2011	Marketing
Encourage participation in health assessments and biometric screenings.	September 30, 2011	Marketing
Encourage participation in blood drives walk/run etc.	September 30, 2011	Marketing

# Department Summary

<b>Department</b>	Planning	<b>Department Number</b>	0160
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## Department Overview

Responsible for coordinating and administrating the service, strategic and rail planning activities of The T.

### Performance Measures

	<i><b>FY10 YTD 9/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
Develop bus service proposals for quarterly service changes matching budget expectations.	On-going	On-going
Continue organization of Route Monitoring Committee and Meet The Staff sessions to gather operator input on proposed service modifications.	On-going	On-going
Develop service plans for future Park-n-Ride facilities. Potentially utilizing JARC money as available. Explore partnership opportunities.	N/A	03/11
Implement bus service plan accommodating new BRT corridor service.	On-going	03/11
Remove, add or adjust bus stops and amenities to accommodate new BRT corridor service.	On-going	03/11
Request entry into Preliminary Engineering	On-going	03/11
Implement bus service/shuttle plan in preparation for Super Bowl XLV.	On-going	02/11
Manage department budget	\$349,720	\$347,576

Begin implementation of bus stop signage program providing improved passenger information. Administer program in quarterly phases through Fiscal 2012.	N/A	10/12
Assure bus stops are accurately identified, and captured digitally to assure data used for travel planner is accurate.	On-going	10/10
Submit New Starts Request	On-going	12/10

## FY2011 Business Action Plan Planning

DEPARTMENTAL ACTION STEPS	COMPLETION DATE	RESPONSIBLE DEPARTMENTS
<b>Organization Goal # 1 Increase system wide ridership productivity</b>		
Develop bus service proposals for quarterly service changes matching budget expectations.	October 2010 January 2011 May 2011	Scheduling, Operations, Planning
Continue organization of Route Monitoring Committee and Meet The Staff sessions to gather operator input on proposed service modifications.	Ongoing	Scheduling, Operations, Planning
Develop service plans for future Park-n-Ride facilities. Potentially utilizing JARC money as available. Explore partnership opportunities.	March 2011	Planning Scheduling, Administration Grants Administration
<b>Organization Goal # 2 Implement BRT along Lancaster corridor</b>		
Implement bus service plan accommodating new BRT corridor service.	March 2011	Scheduling, planning, operations
Remove, add or adjust bus stops and amenities to accommodate new BRT corridor service.	March 2011	Planning
<b>Organization Goal # 3 Establish and achieve the 2011 milestones for the SW2NE Project</b>		
Establish Local Environmental Policy	October 2010	Planning, Administration
Request entry into Preliminary Engineering	March 2011	Project Management, Planning, Administration

<b>Organization Goal # 3 Continued</b>		
<b>Establish and achieve the 2011 milestones for the SW2NE Project</b>		
Submit New Starts Request.	December 2010	Project Management, Planning
<b>Organization Goal # 5</b>		
<b>Develop and implement the Super Bowl XLV (February 6, 2011) transportation plan</b>		
Implement bus service/shuttle plan.	February 2011	Planning, Schedule, Operations
<b>Organization Goal # 6</b>		
<b>Develop a technology and communication plan to improve the customer's experience</b>		
Assure bus stops are accurately identified and captured digitally to assure data used for travel planner is accurate.	October 2010	Planning
<b>Organization Goal # 7</b>		
<b>Hold FY2011 Operating expenses to the actual FY2010 level</b>		
Develop bus service proposals for quarterly service changes matching budget expectations.	October 2010 January 2011 May 2011	Scheduling, Operations, Planning
Control departmental travel.	Ongoing	All

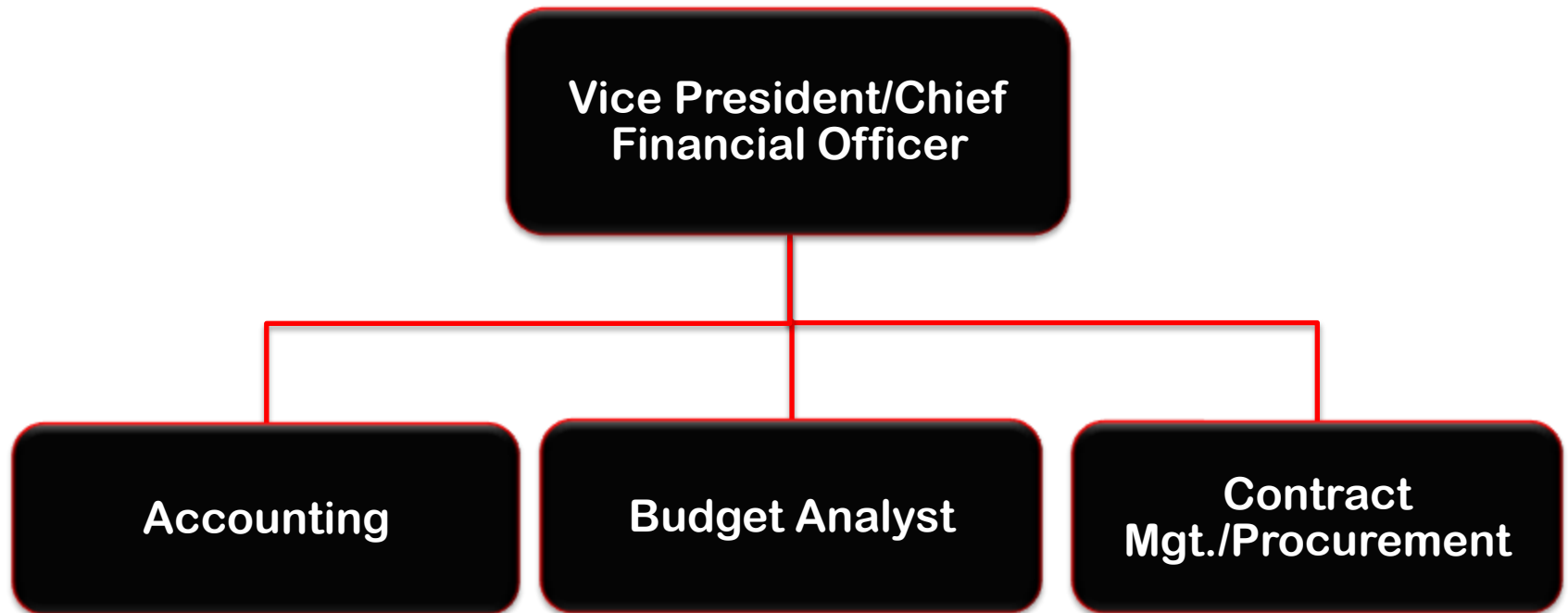


**Organization Goal # 8**  
**Implement departmental action plans to improve employee productivity, health, professional development and retention**

Encourage attendance in area conferences and workshops.	Ongoing	Planning
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# Finance



## Department Summary

<b>Department</b>	Finance, Accounting, Budget & Procurement	<b>Department Number</b>	0115,0130,0135
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### Department Overview

Manage the finances of the T and provide financial and procurement services to other departments.

### Performance Measures

	<i><b>FY10 YTD 9/30/10</b></i>	<i><b>FY 2011 Budget</b></i>
Fare box Accuracy	.13%	+/.5%
Prepare a balanced budget for FY 2011.	N/A	09/30/10
Complete fiscal 2011 business plan.	N/A	12/31/10
Develop and implement plan for electronic storage of payroll records.	N/A	09/30/11
Update the 2020 financial plan for inclusion in the SW2NE new starts application.	N/A	12/31/10
Review current archived documents to ensure there is no duplication of current sorted documents.	N/A	03/31/11
Manage department budget - Finance	\$286,725	\$323,929
Manage department budget - Accounting	\$1,000,445	\$945,305
Manage depart budget - Procurement	\$290,172	\$281,748

**FY2011 BUSINESS ACTION PLAN**  
**Finance, Accounting/Budget & Procurement**

<b>Organization Goal # 3</b>		
<b>Establish and achieve the 2011 milestones for the SW2NE project.</b>		
<b>DEPARTMENTAL ACTION STEPS</b>	<b>COMPLETION DATE</b>	<b>RESPONSIBLE DEPARTMENTS</b>
Participate in NCTCOG innovative financing plan for the Cottonbelt corridor.	May 31, 2011	Finance, Planning, Project Management
<b>Organization Goal # 4</b>		
<b>Reduce future document storage by 50% through electronic data storage.</b>		
Monitor current document archiving to identify areas for electronic document storage.	September 30, 2011	Finance, Procurement, Accounting
Identify payroll documents that can be stored electronically and method for imaging, indexing and storing those documents.	September 30, 2011	Finance, Accounting
<b>Organization Goal # 5</b>		
<b>Develop and implement the Super Bowl XLV (February 6, 2011) transportation Plan.</b>		
Track costs related to Super Bowl XLV projects to ensure that the T is reimbursed for all costs.	February 28, 2011	CFO, Accounting
Encourage Finance staff to participate in volunteer opportunities.	September 30, 2011	All Departments
<b>Organization Goal # 7</b>		
<b>Hold FY2011 operating expense to the actual FY2010 levels.</b>		
Identify areas where we can reduce operating costs.	September 30, 2011	Finance, Accounting
Move toward system wide of rolling passes (monthly) to reduce printing costs.	September 30, 2011	Accounting, Marketing, IT, Planning, Operations
Monitor local agency websites (NCTCOG, NTI) for local low cost training opportunities for staff.	September 30, 2011	Finance, Procurement, Accounting, all other departments

Improve department productivity by developing cross-training policies and procedures.	Ongoing	Finance, Accounting, Procurement
Encourage employee participation in the Wellness program.	Ongoing	Finance, Accounting, Procurement



## **FORT WORTH TRANSPORTATION AUTHORITY (THE T) Fiscal Year 2011**

### **Budget Introduction**

The adopted fiscal 2011 operating budget meets key financial standards established by The T's Board of Directors to ensure a sound financial future. Operating expenses included in the fiscal 2011 budget total \$60.0 million. This amount represents a 0.7% increase over fiscal 2010 actual operating expenses. Salaries and fringe benefits and service type expenses increased approximately \$1.2 million in total and were partially offset by decreases in fuel and utility expenses.

The T operating revenue is expected to decline from fiscal 2010 actual levels due to less federal operating grant revenue. This decline is expected to be partially offset by a 2% increase in sales tax revenue. During the last few months of fiscal 2010, the DFW area experienced an economic recovery, which should continue throughout fiscal 2011. Sales tax revenue is generally based on a number of local economic and demographic trends, including employment, inflation, and population growth. We have seen improvement in all of these areas in the past few months.

Fort Worth is The T's largest member city with a total population of approximately 700,000. It is also one of the fastest growing cities in the country. According to Department of Labor statistics, the unemployment rate in Fort Worth and The T's service area has been approximately 8.0% during 2009 and 2010. This is below the national unemployment average of over 9% during the same period.

Fort Worth is the fifth-largest city in Texas and the seventeenth-largest city in the United States. Fort Worth covers nearly 300 square miles and is located in Tarrant County. Fort Worth's rapid growth is in part due to its warm climate and numerous business and employment opportunities. Some of the employment opportunities in Fort Worth are with companies like Lockheed Martin, AMR Corporation, XTO Energy and Chesapeake Energy. The city has the second largest cultural district of the Dallas-Fort Worth metropolitan area (commonly known as The Metroplex). Fort Worth and the surrounding Metroplex area offer numerous business opportunities and a wide array of attractions.

The Downtown Fort Worth architecture is mainly known for its art deco style buildings. The Tarrant County Courthouse was created in the American Beaux Arts Design, which was modeled after the Texas Capital Building. Most buildings in and around Sundance Square have preserved their early 20<sup>th</sup> century facades. Sundance Square, located in the downtown area, was named after the infamous Sundance Kid. Sundance Square is a 35-block entertainment center in the heart of Fort Worth. It includes restaurants, museums, nightclubs, boutiques, live theaters, art galleries and movies.

In recent years, areas of Downtown Fort Worth have been immensely successful in attracting people back to the central city to live, work, play, shop and even learn. This downtown renaissance can be partially attributed to the authentic urban quality of these

areas. The urban quality has been preserved in some buildings, streets, and corridors along Main Street and in Sundance Square. It has also been recreated in places like Sundance East, Firestone and Hillside neighborhoods, Trinity Bluff, and along Houston and Throckmorton Streets.

## **Budget**

The T's budget continues to recognize the importance of efficient service that meets the needs of our customers and community, while maintaining a balanced budget. Some of the principal issues facing The T include rising cost and greater service demands. The fiscal 2011 budget illustrates The T's continuing work toward financial stability, while striving to achieve our strategic objectives. One of the primary objectives of the fiscal 2011 budget is to build reserves for future commuter rail expansion. Prioritizing other capital projects and limiting increases in operating expenses to critical services will help accomplish this goal.

The following is a description of The T's accounting and budget process and system of controls.

## **Internal Control Structure**

The T's management is responsible for establishing and maintaining an effective internal control structure designed to ensure that the Fort Worth Transportation Authority's assets are protected from loss, theft, or misuse. Management is also responsible for ensuring that accurate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles (GAAP).

In developing and evaluating The T's accounting system, emphasis is placed on the adequacy of internal controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the protection of assets against loss from unauthorized use and/or disposition, and the reliability of financial records used to prepare financial statements. The concept of "reasonable assurance" recognizes that the cost of the control should not exceed the benefits likely to be derived. The evaluation of costs and benefits requires estimates and judgments by management.

All internal control evaluations occur within the above framework. Management believes The T's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions. Management also believes the data accurately and fairly presents The T's financial position, results of operations, and cash flows. Lastly, they believe that all disclosures necessary to enable the reader to gain the maximum understanding of The T's financial affairs have been included herein.

## **Description of Fund and Fund Type**

The activities of The T are similar to those of proprietary funds of local jurisdictions; therefore, are reported in an enterprise fund. The activities are accounted for, in a single fund, on a flow of economic resources measurement focus. With this measurement

focus, all assets and liabilities associated with operations are included in a single fund type. Furthermore, The T does not have any component units and does not meet the requirements to be included as a component unit in other governmental entities.

*The following is a list of all units under The T's enterprise fund:*

**Administration Departments**

Operations Administration	MITs Administration
Maintenance Administration	Executive Administration
Facilities Maintenance	DBE
Marketing	TRE
Planning & Scheduling	Chief Financial Officer
Customer Relations	Project Management
Human Resources	
Risk Management	
Accounting	
Purchasing	
Information Systems	

**Operating Departments:**

MITs Vehicle  
 MITs Vehicle Maintenance  
 Fixed Route Vehicle Operations  
 Vehicle Maintenance

**Grant Funded Departments**

Vanpool  
 RTDM  
 Jobs Access Vanpool  
 Northeast Tarrant Transportation  
 Tarrant County Transit Services

**Basis of Budgeting**

The T maintains control over operating expenses by adopting an annual operating budget. Budgets are prepared on the accrual basis consistent with GAAP.

**Basis of Accounting**

The T's accounting transactions and financial records are accounted for using the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned and expenses are recorded at the time liabilities are incurred.

**Financial Policies & Standards**

The Board of Directors, to ensure a sound financial future, adopted the T's Financial Policies and Standards June 6, 2002. The proposed fiscal 2011 budget meets these standards:

- Accounting records shall be maintained in accordance with Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) standards.
- The T's funds shall be invested in accordance with its Investment Policy and with applicable state laws.
- An independent accounting firm shall examine at least annually The T's financial statements and as required by law.



- The T shall maintain appropriate insurance coverage to mitigate the risk of material loss; a cash reserve of \$1 million shall be established to ensure that self-insured retentions can be met.
- The T shall maintain a cash reserve to cover at least one month's budgeted operating expenses net of operating revenues.
- The Board of Directors shall receive a "Proposed Budget" for the next fiscal year no later than July of each year. Once accepted by the Board, the Proposed Budget will be mailed to member cities, which will be given at least 30 days to review it. The Board shall adopt the final budget, as well as the assumptions and methodologies used therein, no later than September 30 of each year, which is The T's fiscal year-end.
- The proposed Operating Expenses in each year's budget shall not exceed the reasonably predictable "Revenues Available for Operations" shall include Operating Revenues (fares collected, pass sales, etc), Sales Tax Revenue, Investment Income, Rental Income and Federal Formula Grants.

### **Budgetary Controls**

Proposed operating and capital budgets for the upcoming fiscal year are developed from March through June. The T's management submits annual proposed operating and capital budgets to its Board of Directors in July. Following public discussion of the proposed budget, the Board of Directors adopts a preliminary budget, which is then forwarded to the governing bodies of the participating member cities. After a minimum of 30 days allowed for review by member cities, the Board of Directors adopts the operating and capital budgets in a public meeting held before October 1, the start of The T's fiscal year (see the detailed budget calendar below).

The President/Executive Director is authorized to transfer budgeted amounts between departments; however, the Board of Directors must approve any revisions that alter the total expenses. Therefore, total expenses may not exceed total appropriations. Formal budgetary integration is employed as a management control device during the year.

Management's control of the adopted budget is maintained at the department level. It is the responsibility of each department head to manage the department's operations so as to ensure that the use of funds is consistent with the goals and programs authorized by the Board of Directors. In addition, the Budget Analyst and Chief Financial Officer review overall expenses for the organization as a whole to ensure that budgetary parameters are not exceeded.

The T also maintains an integrated accounting system for budgetary control, with monthly budget to actual reports distributed to department heads. Generally, the sum of cash disbursements and outstanding accruals is not permitted to exceed the approved allocation for a given department or capital project.

**Guide for Development of the Operating Budget**

The following table is a timeline of the development of the fiscal 2011 Operating and Capital Budget:

**Budget Calendar**

<b>April 6</b>	<b>FY1 Board Retreat</b>
<b>April 21</b>	<b>FY11 Management Retreat &amp; Budget Kick-Off</b> The focus of this will be to communicate this year’s budget message and address any questions that may arise. The Budget Instruction Manual will be distributed and the FY11 Tracking Sheets emailed April 22.
<b>April 22 - May 6</b>	<b>Departments Compose Proposed Budgets</b> The Budget Analyst, will meet with each department head to provide assistance (as needed) in developing his/her operating and capital budgets.
<b>April 30</b>	<b>Business Plans due to Budget Analyst</b>
<b>May 7</b>	<b>Departmental Operational Budgets due</b> All departments submit FY10 re-estimates and requests for FY11, including improvement or/reduction proposals.
<b>May 14</b>	<b>Capital Budget Proposals due</b> Departments submit requests for Capital Budget proposals both new and any project started in FY10 that won’t be finished until FY11.
<b>May 20 – May 26</b>	<b>Departmental Meetings</b> Meetings will be held with departments as needed.
<b>July 8</b>	<b>Budget &amp; Capital Committee Meeting</b>
<b>July 21</b>	<b>Preliminary Budget adopted by Board of Directors</b>
<b>July 26</b>	The preliminary adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine for review.
<b>September 15</b>	<b>Adoption of the FY11 Budget at the Board of Director’s meeting.</b>
<b>December 15</b>	<b>FY11 Business Plan and Annual Budget presented to the Board.</b>

There are several short-term operational and financial policies of The T that guided the development of the fiscal 2011 operating budget. These include:

- Key goals of the organization will be implemented. This includes increasing system wide ridership productivity, implementing BRT along Lancaster Corridor, establishing 2011 milestones for the SW2NE project, developing a technology and communication plan to improve the customer's experience, development and implementation of Super Bowl XLV (February 6, 2011) transportation plan. In addition, we will hold fiscal 2011 operating expenses to the same actual level as 2010.
- A one million dollar self-insurance reserve continues to be maintained.
- Transit fares, valid for Metroplex-wide travel, will match fares charged by DART in order to promote a seamless fare structure between the two authorities.
- Productivity of bus service will be improved to promote efficiency and compare more favorably to peer system averages on key performance measures.

### **Fiscal 2011 Budget Challenges**

Some of the major issues that impacted the formulation of the FY11 Budget are:

- Salaries and benefits will increase \$0.7 million or 2.4% for fiscal 2011. The largest contributor to bargaining unit and staff raises;
- Service type expenses that include purchased transportation, which is the cost of contractor provided trips, will increase \$0.5 million or 2.6% because of the anticipated increase in paratransit trips and an increase in the TRE contractor rate increase; and
- Operating grant revenue will decrease \$4.2 million because of reduced federal assistance.

### **Operating Expenses**

Salaries and fringe benefits are The T's largest expense category. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A new three-year contract was effective October 1, 2010. The agreement calls for a three percent wage increase in years one and three and a two percent increase in year two.

Services primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate the TRE service and certain grant funded programs. Additionally, The T's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 60% of its trips. This allows The T to keep the cost per trip less than that provided by MITS employees alone. Contracting MITS service represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is fuel and lubricants, which decreased 16.2% in the fiscal 2011 budget from the fiscal 2010 actual amount. This decrease is primarily due to a lower fixed price for natural gas and less fixed route bus miles. The majority of The T's fuel consumption is from natural gas as most of its buses are fueled by compressed natural gas (CNG).

### Capital Expenditures

Capital expenditures are used by a company to acquire or upgrade physical assets such as property, buildings or equipment. This type of outlay is made by companies to maintain or increase the scope of their operations or replace aged equipment.

In accounting terms, a purchase is considered to be a capital expenditure when the asset acquired is a newly purchased capital asset or an investment that improves the useful life of an existing capital asset. If a purchase is a capital expenditure, it is capitalized; this requires the company spread the cost of the expenditure over the useful life of the asset. If, however, the purchase is one that maintains the asset at its current condition, the cost is recorded as an expense in the year it is incurred.

The T's capital budget for Fiscal 2011 is \$614.4 million. It includes several large multi-year projects. The projected capital expenditures for fiscal 2011 are \$29.6 million and The T's share, from local funds, is expected to be \$16.6 million. The remainder will come from federal grants.

There are several large non-routine capital expenditures for fiscal 2011:

- The ***Southwest to Northeast Commuter Rail Project*** is the largest capital project in the history of The T. The current project budget is \$570 million. The project will be financed by a combination of Federal and local funding sources. Currently this project is scheduled to be completed in 2014.
- The ***RH TRE Parking Improvements*** is anticipated to cost \$1.9 million in fiscal 2011. This project is for the improvement of the TRE Richland Hill Station. It includes land purchase, a street realignment and additional parking.
- ***Sierra Vista Transit Plaza*** includes bus shelters, enhanced pavement, sidewalks and pedestrian walkways connecting to the urban village. Also features are additional lighting, landscaping and community inspired artwork. The T will spend \$ 1.1 million in fiscal 2011.
- The ***Enhanced Bus Corridor*** will include new transit amenities such as: newly designed passenger shelters; information kiosks with route maps; solar lighting; cub cuts; and new benches. This project will be complete by the fall of 2011. The T's commitment for fiscal 2011 is \$1.5 million.

- This capital budget also includes the procurement and overhaul of TRE bi-level coaches and locomotives. The TRE locomotives will have 15 year overhaul over the next couple of years.
- There are several projects in this capital budget for park and rides and a transfer center. The North Park and Ride will be on I-35 north of town. Summer Creek Park and Ride will be in southwest Fort Worth and a transfer center will be near Berry Street and 8<sup>th</sup> Avenue in Fort Worth. These are anticipated to open in fiscal 2012.

These large non-routine capital expenditures are part of our annual long range planning process and our 2030 financial plan.

### **Procedure for Amending the Operating and Capital Budget**

As stated above, the President/Executive Director is authorized to transfer budgeted amounts between departments; however, the Fort Worth Transportation Authority Board of Directors must approve any revisions that alter the total expenses/expenditures of The T. To initiate a supplemental budget appropriation, a Department Head prepares and presents a formal policy document titled “ECA” to the Board of Directors. This document provides an explanation of the purpose and the amount of the supplemental appropriation. Once the Board of Directors has approved the appropriation, the adopted budget is increased to add the additional funds.

## Operating Budget Summary

The Operating Budget Summary is a comprehensive overview of revenues, operating expenses, and capital project grant reimbursement revenues. It presents actual financial results for fiscal 2009, budget and forecast information for fiscal 2010 and budget for fiscal 2011. The “% diff” column represents the percent difference between the fiscal 2011 budget and the fiscal 2010 forecast results.

### Operating Budget Summary

(Amounts in Thousands)

	FY 2009	FY 2010			FY 2011	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff * Inc (Dec)
<b>Operating Revenues</b>						
Fixed Route	\$ 3,364	\$ 3,432	\$ 3,191	0.0%	\$ 3,269	2.4%
Para-transit	958	991	871	-12.1%	872	0.1%
TRE	984	1,165	1,583	35.9%	1,728	9.2%
E-Pass Net	272	299	253	-15.4%	265	4.7%
Other Operating	405	325	325	0.0%	325	0.0%
<b>Total Operating Revenue</b>	<b>5,983</b>	<b>6,212</b>	<b>6,223</b>	<b>0.2%</b>	<b>6,459</b>	<b>3.8%</b>
<b>Other Revenues</b>						
Sales Tax	47,526	47,660	44,658	-6.3%	45,552	2.0%
Investment	1,046	850	758	-10.8%	900	18.7%
Advertising	161	350	220	-37.1%	300	36.4%
Operating Grants	20,796	15,645	17,560	12.2%	13,326	-24.1%
Capital Grant Reimbursement	7,920	12,624	7,504	-40.6%	13,062	74.1%
Contributions from Grapevine	7,360	7,144	7,058	0.0%	7,200	2.0%
Contributions from Partners	796	977	558	N/A	600	7.5%
Miscellaneous	3,454	584	709	21.4%	120	-83.1%
Rental Income	1,012	826	986	19.4%	997	1.1%
<b>Total Other Revenue</b>	<b>90,071</b>	<b>86,660</b>	<b>80,011</b>	<b>-7.7%</b>	<b>82,057</b>	<b>2.6%</b>
<b>Total Revenue</b>	<b>96,054</b>	<b>92,872</b>	<b>86,234</b>	<b>-7.1%</b>	<b>88,516</b>	<b>2.6%</b>
<b>Operating Expenses</b>						
Salary and Benefits	29,354	31,773	30,945	-2.6%	31,692	2.4%
Services	17,282	19,760	18,152	-8.1%	18,616	2.6%
Fuels and Lubricants	4,234	4,652	4,120	-11.4%	3,450	-16.3%
Tires and Tubes	319	348	320	-8.0%	348	8.8%
Maintenance Materials	3,220	3,454	3,215	-6.9%	3,334	3.7%
Supplies and Materials	251	316	272	-13.9%	264	-2.9%
Utilities	1,290	1,267	1,270	0.2%	1,072	-15.6%
Insurance	374	386	391	1.3%	383	-2.0%
Taxes and Fees	106	102	101	-1.0%	102	1.0%
Miscellaneous	1,051	1,039	805	-22.5%	765	-5.0%
<b>Total Operating Expenses</b>	<b>57,481</b>	<b>63,097</b>	<b>59,591</b>	<b>-5.6%</b>	<b>60,026</b>	<b>0.7%</b>
Program Fees	121	129	129	0.0%	125	-3.1%
Other contributions	-	-	2,500	0.0%	2,000	-20.0%
Other non-operating expense	-	-	48	-	100	108.3%
<b>Net Available for Capital Expenditures and Reserves</b>	<b>\$ 38,452</b>	<b>\$ 29,646</b>	<b>\$ 26,466</b>	<b>-11%</b>	<b>\$ 28,365</b>	<b>7.2%</b>

\* Note: This is the difference between the fiscal 2011 budget and the forecasted fiscal 2010 results.

The T's budgetary control includes departmental budget and monthly reviews of budget to actual reports by department heads. The following table is the fiscal 2011 budget with comparisons to fiscal 2010 budget and forecast and fiscal 2009 actual results.

### Departmental Expense Budget

(amounts in thousands)

Department Name	Fiscal Years			
	Budget		Forecast	Actual
	2011	2010	2010	2009
Operations Administration	1,742	1,667	1,691	1,666
Revenue Vehicle Operations	14,121	15,474	14,650	14,748
Maintenance Administration	839	838	847	889
Vehicle Maintenance	8,629	8,381	8,364	7,560
Facilities Maintenance	2,973	3,186	3,061	2,994
Marketing	1,371	1,372	1,064	1,402
Planning & Scheduling	354	350	373	348
Customer Relations	859	931	832	826
Human Resources	1,070	1,082	1,008	915
Risk Management	1,500	1,630	1,538	1,687
Accounting	956	1,000	934	979
Purchasing	286	290	271	245
Information Systems	1,391	1,376	1,336	1,099
MITS Administration	1,512	1,495	1,461	1,413
MITS Vehicle Operations	6,015	6,452	5,811	5,256
MITS Maintenance	1,258	1,316	1,204	1,286
Administration	2,244	2,464	2,139	2,450
DBE	41	41	42	95
TRE	9,032	9,584	9,579	8,519
Chief Financial Officer	328	287	286	246
Project Management	267	265	298	205
	56,790	59,480	56,790	54,829
<b><u>GRANT FUNDED</u></b>				
Vanpool	2,062	2,257	1,835	1,628
RTDM	208	202	200	175
JARC	167	336	82	69
TCTS	150	150	134	184
NETS	650	671	550	596
	3,236	3,616	2,801	2,652
<b>Total Expense Budget:</b>	<b>\$60,026</b>	<b>\$63,097</b>	<b>\$59,591</b>	<b>\$57,481</b>

## Service Revenues

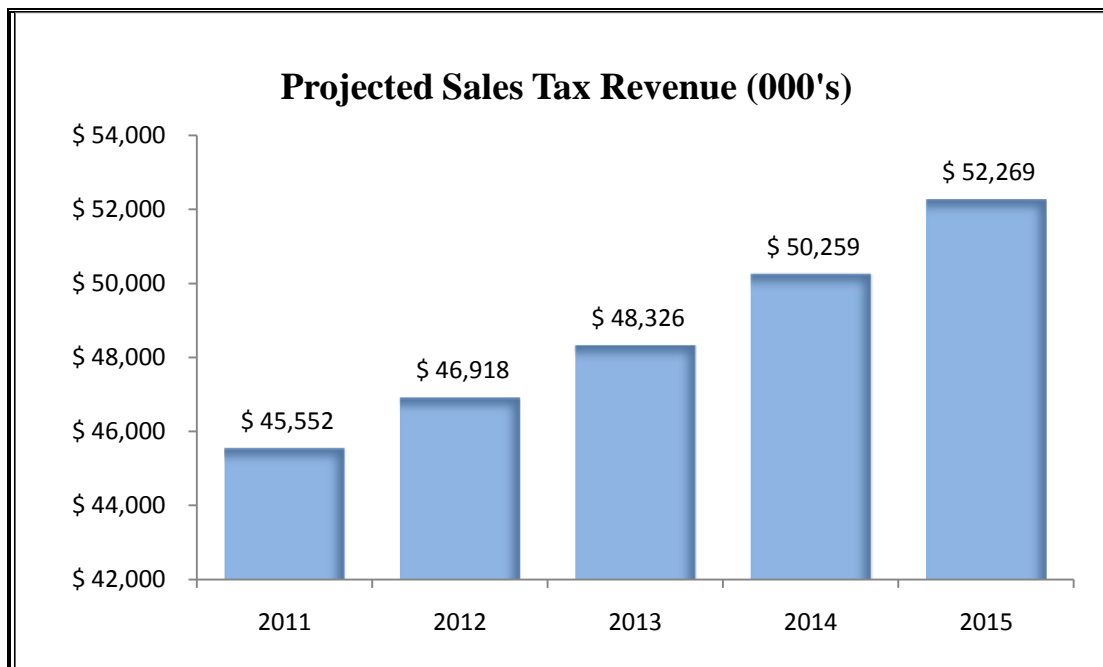
The T receives service revenues from various sources. The significant service revenue sources are as follows:

- Fixed route revenue includes all farebox fees collected from passengers on fixed operating routes and passes sold on the buses and at various outlets;
- Paratransit revenue represents fares paid by Mobility Impaired Transportation Services (MITS) passengers and other agencies;
- TRE revenue represents fares collected from passengers on the TRE commuter rail and passes sold at various outlets and ticket vending machines; and
- E-Pass revenues are monies collected from businesses that purchase annual passes for their employees.

## Other Operating Revenues

Sales tax and operating grant revenues are The T's main sources of revenue and represent approximately 66.7% and 19.5%, respectively, of The T's total operating revenue budget. Operating revenue is total revenue less capital grant reimbursement revenue and contributions from Grapevine and other partners. The fiscal 2011 budget also includes operating revenue from advertising, rental fees, investment earnings and miscellaneous sources. The fiscal 2011 sales tax was budgeted to increase 2% from the fiscal 2010 forecasted amount. The T's management considered the local economy, the local unemployment rate and the local sales tax trends when determining the sales tax budget.

This following chart represents the projected sales tax through fiscal year 2015:



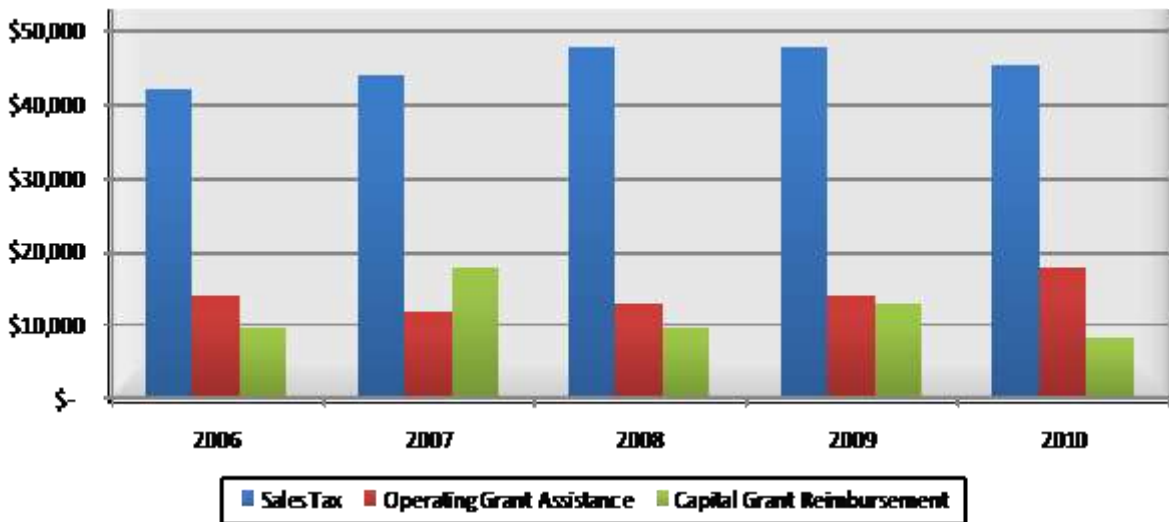


Fiscal 2011 capital grant reimbursement revenues are budgeted to increase approximately \$6.1 million from 2010 based on a higher level of grant reimbursable capital expenditures.

The Federal Transit Administration (FTA) formula grant (5307) represents a significant source of grant revenue that The T receives each year. Traffic and population density in the Fort Worth-Dallas Metroplex are used in the calculation that determines how much federal grant assistance is distributed to the transit authorities in this region. The North Central Texas Council of Governments (NCTCOG) then determines the split of the funds between Dallas Area Rapid Transit in Dallas, The T in Fort Worth and the Denton County Transit Authority. The T has some control over the manner in which these formula grant dollars are spent. Management anticipates approximately \$12.1 million will be used for preventive maintenance costs and paratransit operations in fiscal 2011, which is less than we received in 2010. This decline is due to the expiration of the federal stimulus program.

The following chart and table presents The T’s major revenue sources over the last five years.

**Major Revenue Sources**  
(amounts in thousands)



Revenue Type	Fiscal 2006	Fiscal 2007	Fiscal 2008	Fiscal 2009	Fiscal 2010
Sales Tax Revenue	\$ 42,009	\$ 43,767	\$ 47,489	\$ 47,526	\$ 44,658
Operating Grant Assistance	13,756	11,578	12,606	20,796	17,560
Capital Grant Reimbursement	9,330	17,658	9,394	7,920	7,504
<b>Total</b>	<b>\$ 65,095</b>	<b>\$ 73,003</b>	<b>\$ 69,489</b>	<b>\$ 76,242</b>	<b>\$ 69,722</b>

## Debt Administration

As of September 30, 2010, The T had the ability to incur certain types of debt with the approval of the voters within its service area; however, there has been no such vote and The T has not incurred any outstanding debt. If in the future The T requests voter approval for a debt offering, the legal debt limit will be established at that time. This debt position is the result of a conservative financial management policy, which seeks to avoid incurring debt or credit liabilities that extend beyond 30 days.

This policy is consistent with the promises made to the voters in the original service plan adopted in 1983. That plan states that The T will only issue bonds in accordance with its authorizing legislation. If bond issues are necessary, a public referendum will be held as required by this section of the law. In order to avoid the use of bonds, The T anticipates major financial needs and pays for them through continuing investment and by seeking all available federal grant funding.

## *Cash Management and Investments*

The T administers a comprehensive cash management program, which includes the effective collection of accounts receivable, the prompt deposit of receipts to The T's bank accounts, the timely payment of obligations, and the prudent investment of available cash in accord with a written investment policy. The policy establishes the following objectives, listed in priority order:

- A. Understanding of the suitability of the investment to the financial requirements of The T.
- B. Safety. Preservation and safety of the invested principal.
- C. Liquidity. The T's investment portfolio will remain sufficiently liquid to meet all operating requirements and pay obligations at the time due.
- D. Marketability of the investment if the need arises to liquidate the investment before maturity.
- E. Diversification of the investment portfolio.
- F. Yield. The T's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles commensurate with The T's investment risk constraints and the cash flow characteristics of the portfolio.

As provided in State law (Chapter 452 of the Texas Transportation Code and the Texas Public Funds Investment Act), The T's investment policy also provides that funds may be invested only in the following:

- A. Obligations of, or guaranteed by, governmental entities, including obligations of

- the United States or its agencies and instrumentalities;
- B. Certificate of Deposit;
  - C. Fully collateralized repurchase agreements;
  - D. Bankers' acceptances rated not less than A-1 or P-1;
  - E. Commercial paper rated not less than A-1 or P-1;
  - F. Mutual funds meeting certain specified conditions; or
  - G. Investment pools if authorized by resolution approved by the Board of Directors.

The T's investment policy also stipulates the types of financial institutions with which The T may make investments and establishes specific collateral and safekeeping requirements.

### Five-Year Financial Forecast

The Five-Year Financial Forecast (the "Forecast") is used as a planning tool for management and the Board of Directors. The Forecast is a comprehensive overview of all planned cash flow of The T. It includes revenues, operating expenses, capital project revenues and expenditures, and other payments and receipts. This Forecast includes the financial impact of future rail expansion in separate line items titled "contribution from rail project partners" and "capital expenditures rail expansion, net".

(amounts in thousands)	Forecast		Projected			
	FY2010	Adopted Budget FY2011	FY2012	FY2013	FY2014	FY2015
Total Operating Revenues	\$ 78,731	\$ 75,453	\$ 77,538	\$ 79,639	\$ 82,961	\$ 87,705
Total Operating Expenses	59,719	59,738	61,775	63,932	66,181	78,005
<b>Net Operating Surplus</b>	19,012	15,715	15,763	15,707	16,780	9,700
Contribution from rail project partners	7,058	7,200	7,488	7,787	8,099	8,423
<b>Increase in fund balance before capex</b>	26,070	22,915	23,251	23,494	24,879	18,123
<b>Beginning Fund Balance</b>	95,366	100,424	105,722	102,932	60,845	31,557
<b>Funds Available for Capital Expenditures</b>	121,436	123,339	128,973	126,426	85,724	49,680
Capital Expenditures, net	20,313	16,367	17,033	11,416	6,861	7,093
Capital Expenditures Rail Expansion, net	699	1,250	9,008	54,165	47,306	9,317
<b>Ending Funds Available for Capital</b>	<b>\$ 100,424</b>	<b>\$ 105,722</b>	<b>\$ 102,932</b>	<b>\$ 60,845</b>	<b>\$ 31,557</b>	<b>\$ 33,270</b>

The following table represents the summary of budgeted positions for fiscal 2011 compared to actual year end positions for fiscal years 2010 and 2009. The positions represent full time equivalents.

## Summary of Positions

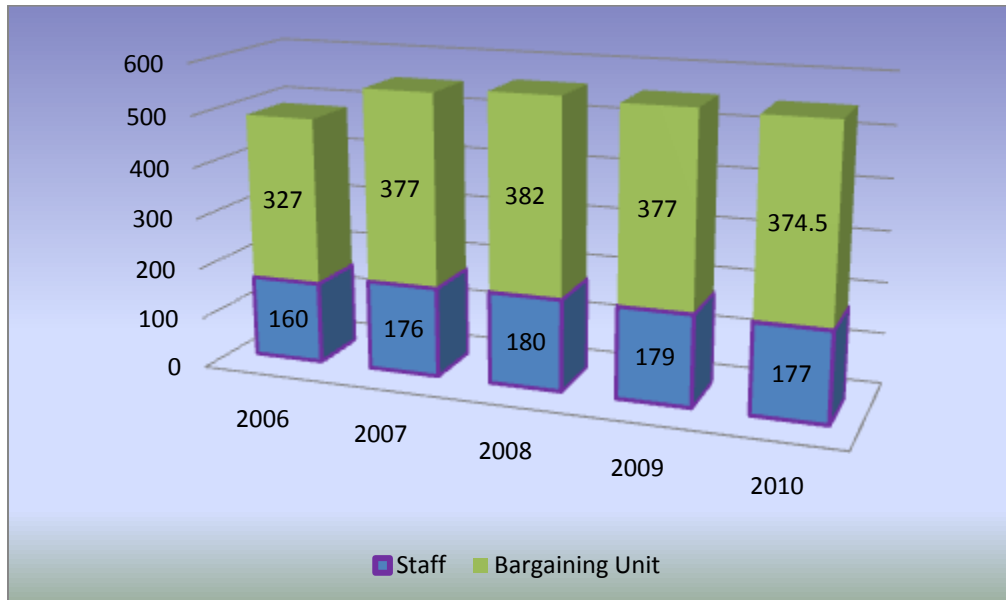
Fiscal Years	Actual 2009	Actual 2010	Budget 2011
<b>Administration Departments:</b>			
<u>Administration:</u>			
Executive Administration	12.0	12.0	12.0
Project Management	2.0	3.0	3.0
<u>Customer Relations</u>	17.5	18.0	18.5
<u>Finance:</u>			
Accounting	11.5	12.5	12.5
Procurement and Contract Admin	3.5	4.0	4.0
Chief Financial Officer	2.0	2.0	2.0
<u>Human Resources:</u>			
Human Resources	7.5	6.5	6.5
Risk Management	12.5	12.5	12.5
<u>Information Systems</u>	9.0	9.0	9.0
<u>Maintenance:</u>			
Maintenance Administration	10.0	11.0	11.0
Facilities Maintenance	30.0	30.0	32.0
<u>Marketing</u>	5.0	5.0	5.0
<u>MTS Administration</u>	19.5	20.0	20.0
<u>Operations Administration</u>	18.5	18.5	18.5
<u>Planning</u>	4.0	4.0	4.0
<u>Trinity Railway Express</u>	3.0	3.0	3.0
Total Administration	167.5	171.0	173.5
<b>Operating Departments:</b>			
<u>MTS:</u>			
MTS Operations	41.0	56.0	60.0
MTS Maintenance Vehicle	11.0	12.0	12.0
<u>Fixed Route Operations:</u>			
Bus Operations	216.0	219.5	219.5
Maintenance Vehicle	90.0	87.0	90.0
Total Operating	358.0	374.5	381.5
Total Administration and Operating			
<b>Grant-funded Programs:</b>			
<u>Vanpool</u>	3.0	3.0	3.0
<u>RTDM</u>	3.0	3.0	3.0
<u>Jobs Access</u>	-	-	-
<u>Tarrant County Transit Services</u>	-	-	-
<u>Northeast Transportation Service</u>	-	-	-
Total Grant Funded	6.0	6.0	6.0
<b>Total</b>	<b>531.5</b>	<b>551.5</b>	<b>561.0</b>

## Discussion of Summary of Positions

The following is a summary of significant staffing changes in the fiscal year 2011 budget.

- ***MITS Operations and Bus Operations:*** Most of the increase from fiscal 2010 actual to fiscal 2011 budget is the result unfilled fiscal 2010 budgeted positions as of September 30, 2010. We will be adding 5.5 new positions for Bus Operations for fiscal 2011 and 4 positions for MITS Operations. These positions will be filled in the coming months to help minimize overtime costs.
- ***Customer Relations:*** The increase from 2010 actual to fiscal 2011 budget is the result of 1 part time unfilled 2010 budgeted position as of September 30, 2010.

**Employment Levels – 5 Year Trend**



## Capital

The T's capital projects are partially funded with federal grants from the Federal Transit Administration. Other capital project funding comes from sales tax revenue, contributions from other entities and local fares. The T's capital budget for fiscal 2011 is \$614.4 million. The projected capital expenditures for fiscal 2011 are \$29.6 million and The T's share, from local funds, is expected to be \$16.6 million. Our federal capital grant reimbursement revenue is expected to be \$13.0 million.

The capital projects in the fiscal 2011 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2011 relate primarily to the

Southwest to Northeast Rail Project (SW2NE), TRE improvements, replacement of aging buses, maintaining capital assets, and upgrading existing assets.

The largest impact the capital program has on the operating budget is if we do not expend as much as projected. Therefore the federal reimbursements will be less, and our actual revenue for fiscal 2011 will be less than budget.



**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2011  
CAPITAL IMPROVEMENTS PROGRAM**

*(Amounts in Thousands)*

	Total	Federal	Other	Local
<b><u>Bus Maintenance</u></b>				
FY10 Vehicle Procurement	\$ 6,394	\$ 6,394	\$ -	\$ -
Energy Efficiency Upgrades	2,800	-	2,800	-
FY10 Staff Vehicles	400	-	-	400
<b><u>Trinity Railway Express</u></b>				
Bi-level Rolling Stock Procurement (4 new bi-levels)	5,000	-	-	5,000
Positive Train Control	8,150	-	-	8,150
Existing Bi-level Overhaul	3,488	1,760	-	1,728
Existing Locomotive Overhaul	2,120	-	-	2,120
TRE Train Set Phase I (3 used locomotives)	1,910	-	1,000	910
TRE PIS Upgrades	630	300	-	330
<b><u>Other</u></b>				
Bus Park & Ride / Transfer Centers (see appendix A)	20,546	2,683	-	17,863
Hyde Park Transit Plaza - Construction	4,960	3,968	496	496
RH TRE Park & Ride Access and Parking Improvements	2,000	1,600	-	400
Enhanced Bus Corridor	1,766	1,413	-	353
Multi-Year Transportation Enhancements (FY08-FY11)	645	336	-	309
Upper El Paso St., Block 100, Parking, Lighting, Security	440	440	-	-
ADA Accessible Bus Stops	395	316	-	79
Ninth Street Improvements	210	-	-	210
South Park & Ride Improvements	27	21	-	5
Computer Capital Lease	23	-	-	23
Total FY10 Projects Carried Over to FY11	61,904	19,231	4,296	38,376



**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2011  
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

*Page 1 Subtotal*

Total	Federal	Other	Local
61,904	19,231	4,296	38,376

**FY 2011 "New" Capital Projects:**

**Bus Maintenance**

Vehicle Procurement FY11	5,000	4,150	-	850
Automatic Passenger Counters	500	-	-	500
Capital Maintenance - T Facilities FY11	327	-	-	327
Miscellaneous Equipment & Repair - FY11	329	-	-	329
Parking Lot & Bus Lot Repairs - FY11	200	-	-	200
Maintenance Vehicle	40	-	-	40

**Trinity Railway Express**

TRE Capital Maintenance - FY11	3,065	-	-	3,065
Bridge Capacity Repairs	1,250	-	-	1,250
Narrowbanding	193	-	-	193
Highway 360 Culvert Repair	350	-	-	350
Bear Creek Channel	250	-	-	250
TRE Grade Crossings	500	400	-	100
Bell Parking Lot Expansion (Hurst Bell Station)	100	80	-	20

**Other**

Ellipse Version Upgrade	875	548	-	327
Colleyville Quiet Zones	300	-	-	300
IT Support System Improvements FY11	75	-	-	75
Virtual Desktop Infrastructure	49	-	-	49
Audio Visual Upgrades	85	-	-	85
Storage Area Network Expansion	26	-	-	26

Total "New" FY11 Projects	13,514	5,178	-	8,336
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<b>Subtotal T Projects before SW2NE</b>	75,418	24,409	4,296	46,712
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**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2010  
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

*Page 2 Subtotal*

	*			
	Total Budget	Federal Share	Other Share	Local Share
<i>Page 2 Subtotal</i>	75,418	24,409	4,296	46,712
<b><u>Southwest to Northeast</u></b>				
Guideway and Track	123,808	-	-	123,808
Stations	17,377	-	-	17,377
Yards and Shops	6,146	-	-	6,146
Site work and Special Conditions	79,813	-	-	79,813
Signals, Communications, Systems	42,846	-	-	42,846
Right-of-Way, Real Estate	31,095	-	-	31,095
Commuter Rail Vehicles	96,800	-	-	96,800
Subtotal	397,885	-	-	397,885
<b><u>Professional Services</u></b>				
Preliminary Engineering	11,237	8,180	-	3,057
Final Design	18,065	-	-	18,065
Project Mgt for Design & Construction	15,054	7,447	-	7,607
Construction Administration & Mgt	15,054	-	-	15,054
Professional Liability/Non-Const Ins.	-	-	-	-
Legal: permits, fees by other agencies	-	-	-	-
Surveys, Testing, Investigation, Inspection	-	-	-	-
Start-up (Incl Railroad Agreements)	-	-	-	-
In-house Project Management	677	-	-	677
Rail Consulting	937	-	-	937
Professional Services Subtotal	61,024	15,627	-	45,397
Contingency	80,111	-	-	80,111
<b>Southwest to Northeast Total</b>	539,020	15,627	-	523,393
<b>Grand Total - All Projects</b>	<b>\$ 614,438</b>	<b>\$ 40,036</b>	<b>\$ 4,296</b>	<b>\$ 570,105</b>

\* The Southwest to Northeast project budget is in 2010 dollars and may change as more information becomes available.

**Project Title: FY10 Vehicle Procurement**

***Description of Project:***

In order to address The T's commitment to quality customer service and its increasing demand for service, The T will take delivery of the last phase of our FY10 Vehicle Procurement, which is (8) 60' CNG Articulated Buses from North American Bus Industries (NABI). This should be completed in January of 2011.

Total budget	\$ 6,393,919	Sales tax	None
Prior Year Actual Expenses	None	Federal	6,393,919
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 6,393,919		

***Operating budget effect:***

*Non-routine capital funded with federal funds, for replacement buses and new service.*

---

**Project Title: Energy Efficiency Upgrades**

***Description of Project:***

This project is necessary to improve the energy efficiency of The T's facilities. An energy consultant who has guaranteed the energy savings identified in an energy audit will perform the work. The project is financed with a capital lease and payments will be funded with electric usage savings. Most of the large cities and school districts in Texas have completed one or more of these projects. This project will save over 30% of The T's utility expense.

Total budget	\$ 2,800,000	Sales tax	\$ 2,800,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 2,800,000		

***Operating budget effect:***

*Non-routine capital, projected savings of 10% to 20% off utility expense per year.*

**Project Title: FY10 Staff Vehicles**

***Description of Project:***

This project is for the purchase of (8) eight ADA wheel chair accessible vans. These will be replacing existing vans that have reached their useful life.

Total budget	\$ 400,000	Sales tax	\$ 400,000
Prior Year Actual Expenses	None	Federal	None
		Other	None

Projected expenditures (What you expect to spend this year):

Fiscal 2011	\$ 250,000
Fiscal 2012	\$ 150,000

***Operating budget effect:***

***Routine capital maintenance, federal and local funds, no impact on the operating budget.***

---

**Project Title: Bi-level Rolling Stock Procurement (4 new bi-levels)**

***Description of Project:***

This project is for the purchase of four (4) Bombardier Transit Corporation bi-level coach cars using Utah Transit Authority (UTA) options. The T and DART will jointly purchase these bi-level coaches. This purchase will be funded with local dollars.

Total budget	\$ 5,000,000	Sales tax	\$ 5,000,000
Prior Year Actual Expenses	4,597,966	Federal	None
		Other	None

Projected expenditures (What you expect to spend this year):

Fiscal 2011	\$ 402,034
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***Operating budget effect:***

***Non-routine capital, federal and local funding, annual track and rolling stock maintenance, no impact on the operating budget.***

**Project Title: Positive Train Control**

***Description of Project:***

Positive Train Control (PTC) is technology designed to automatically stop or slow a train before an accident occurs. The rail Safety Improvements Act of 2008 (RSLA) mandates that (PTC) be installed on all rail main lines used to carry passengers or certain highly-hazardous materials by December 31, 2015.

Schedule of project cost:		Source of funding:	
Total budget	\$ 8,150,000	Sales tax	\$ 8,150,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 2,000,000		
Fiscal 2012	\$ 6,150,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***

---

**Project Title: Existing Bi-level Overhaul**

***Description of Project:***

This project is for the half- life overhaul of ten (10) bi-level coaches and two (2) bi-level cab cars. These were part of the original set-up purchase of the TRE. The half-life overhaul will extend the useful life of these cars by an additional 15 to 20 years.

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,487,634	Sales tax	\$ 1,727,634
Prior Year Actual Expenses	500,000	Federal	1,760,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 2,987,634		

***Operating budget effect:***

***Routine capital maintenance, federal and local funds, no impact on the operating budget***

**Project Title: Existing Locomotive Overhaul**

***Description of Project:***

This project is for the overhaul of three (3) 1988 EMD F-59PH locomotives. This includes an upgrade to the Environmental Protection Agency (EPA's) tier 2 emission standards, new braking system, paint and body work, conversion to USA standard Head End Power (HEP) supply. In addition the contract also includes repainting and body work on two (2) TRE F-59PHI locomotives.

Total budget	\$ 2,120,000	Sales tax	\$ 2,120,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 2,120,000		

***Operating budget effect:***

***Routine capital maintenance, federal and local funds, no impact on the operating budget***

---

**Project Title: TRE Train Set Phase I (3 used locomotives)**

***Description of Project:***

This project is for the purchase of one new bi-level coach, three bi-level cab cars and three locomotives. The project amount represents 10% of the total project cost and is The T's share of the federally required 20 percent local match. DART has the grant and will purchase the rolling stock.

Schedule of project cost:			
Total budget	\$ 1,909,742	Sales tax	\$ 909,742
Prior Year Actual Expenses	800,000	Federal	None
		Other	1,000,000
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 109,742		

***Operating budget effect:***

***Non-routine capital, local funding and minimal additional annual maintenance costs.***

**Project Title: TRE PIS Upgrades**

***Description of Project:***

This project is to remove and replace the Passenger Information System (PIS) currently installed at The T's TRE train stations. The T will join with DART to replace the existing system throughout the TRE rail corridor with new up to date technology. The newly proposed system being implemented by DART will allow TRE passengers to experience reliable, consistent and up to date next train information.

Schedule of project cost:		Source of funding:	
Total budget	\$ 630,000	Sales tax	\$ 330,000
Prior Year Actual Expenses	8,950	Federal	300,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 621,050		

***Operating budget effect:***

***Routine capital, federal & local funds, no additional operating budget impact.***

---

**Project Title: Bus Park & Ride / Transfer Centers**

***Description of Project:***

This project is for the purchase of land and construction of various Bus Park & Rides and Transfer Centers.

Total budget	\$ 20,545,699	Sales tax	\$ 17,862,740
Prior Year Actual Expenses	6,361,007	Federal	2,682,959
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 6,995,000		
Fiscal 2012	\$ 7,189,692		

***Operating budget effect:***

***Non- Routine capital, local funds, no additional operating budget impact for fiscal 2010.***

**Project Title: Hyde Park Transit Plaza**

***Description of Project:***

This is a joint project with the City of Fort Worth. It represents the cost to purchase property, design and construct a transfer center at Hyde Park. This transfer center will enhance customer comfort, provide convenient and safe transfer areas and have information displays to provide up-to-date vehicle and scheduling information. It is the redevelopment of the former library site at Ninth Street and Throckmorton Street.

Schedule of project cost:		Source of funding:	
Total budget	\$ 4,960,000	Sales tax	\$ 496,000
Prior Year Actual Expenses	3,154,847	Federal	3,968,000
		Other	496,000
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 1,805,153		

***Operating budget effect:***

***Non-routine capital expenditure, federal, local and other funding sources will be used. No additional maintenance costs will be necessary in fiscal 2011.***

---

**Project Title: RH TRE Park & Ride Access and Parking Improvements**

***Description of Project:***

This project is for the improvement of the TRE Richland Hills Station. It includes the purchase of land, the realignment of Burns Street, and additional parking. The project will reduce the traffic delays caused by cars exiting the TRE Richland Hills Station Parking Lot and will improve customer satisfaction.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,000,000	Sales tax	\$ 400,000
Prior Year Actual Expenses	71,804	Federal	1,600,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 1,928,196		

***Operating budget effect:***

***This non-routine project will increase our customer satisfaction with no increase in our operating budget. It is funded with federal and local funds.***

**Project Title: Enhanced Bus Corridor (includes Signal Priority)**

***Description of Project:***

The purpose of this project is to make improvements along The T's main bus routes. These improvements include upgraded shelters and lighting. It also includes advanced traffic signal technologies. Signal priority will improve our bus schedule adherence, reduce delays and improve transit efficiency. The initial focus will be on route 2. This route contains 26% of The T's total fixed bus ridership.

Schedule of project cost:

Total budget	\$ 1,765,699	Sales tax	\$ 353,140
Prior Year Actual Expenses	304,486	Federal	1,412,559
		Other	None

Projected expenditures (What you expect to spend this year):

Fiscal 2011	\$ 1,461,210
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***Operating budget effect:***

***Non-routine project, financed with federal & local funds. There will no impact on the operating budget.***

---

**Project Title: Multi-Year Transportation Enhancements (FY08-FY11)**

***Description of Project:***

This project is for landscaping, shelters and other transit enhancements along our service routes.

Schedule of project cost:

Total budget	\$ 645,026	Sales tax	\$ 308,641
Prior Year Actual Expenses	45,000	Federal	336,385
		Other	None

Projected expenditures (What you expect to spend this year):

Fiscal 2011	\$ 60,000
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***Operating budget effect:***

***Non-routine project, financed with federal & local funds. There will no impact on the operating budget.***



**Project Title: Upper El Paso St. Block 95, Parking, Lighting, Security**

***Description of Project:***

This project will include concrete work, lighting, security cameras and fencing for a new bus parking lot located on Block 95, El Paso Street.

Total budget	\$	440,000	Sales tax	None
Prior Year Actual Expenses		11,781	Federal	440,000
			Other	None
Projected expenditures (What you expect to spend this year):				
Fiscal 2011	\$	428,219		

***Operating budget effect:***

***Routine capital maintenance, local funds, included in the operating budget.***

---

**Project Title: ADA Accessible Bus Stops**

***Description of Project:***

The T has submitted a grant request entitled: "Bus Stop Accessibility Project", which meets the goals of the New Freedom Program. The New Freedom Program provides new public transportation services and alternatives beyond those required by the American with Disabilities Act (ADA) of 1990. This project will improve access to fixed route bus service through the construction of accessible paths to a selection of non-ADA accessible bus stops.

Schedule of project cost:		Source of funding:			
Total budget	\$	395,000	Sales tax	\$	79,000
Prior Year Actual Expenses		131,120	Federal		316,000
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2011	\$	193,880			

***Operating budget effect:***

***Routine capital maintenance, federal and local funds, no impact on the operating budget.***

**Project Title: Ninth Street Improvements**

***Description of Project:***

This project is a joint project between The T and the City of Fort Worth (the “City”) for the construction of pedestrian improvements along the Ninth Street corridor between the ITC and the proposed Hyde Park Transfer Plaza. This beautification to the ITC’s “front door” includes reconstruction of the sidewalks and crosswalks with brick accents, street trees and tree grates, landscaping, irrigation systems, pedestrian lighting, pedestrian way finding signs, benches and trash receptacles. The City is the primary agent in this joint venture and the T will provide 50% of the local match. An Inter-local Agreement has been executed with the City.

Total budget	\$	210,000	Sales tax	\$	187,500
Prior Year Actual Expenses		80,000	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2011	\$	130,000			

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***

---

**Project Title: South Park & Ride Improvements**

***Description of Project:***

This project is for more visible signage placed over the entrance to the facility. This will provide improved visibility for our new and existing passengers.

Schedule of project cost:			Source of funding:		
Total budget	\$	26,600	Sales tax	\$	5,320
Prior Year Actual Expenses		None	Federal		21,280
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2011	\$	26,600			

***Operating budget effect:***

***This is a routine capital project, local funding, included in the capital budget.***

**Project Title: Computer Lease Program**

***Description of Project:***

This project is for the annual payments on our four-year computer lease program approved in fiscal 2008.

Schedule of project cost:		Source of funding:	
Total budget	\$ 23,000	Sales tax	\$ 23,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 23,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***

---

**Project Title: FY11 Vehicle Procurement**

***Description of Project:***

This project is for the purchase of (8-10) 40' CNG Trolley buses, including spare parts, to replace our current trolley fleet.

Total budget	\$ 5,000,000	Sales tax	\$ 850,000
Prior Year Actual Expenses	None	Federal	4,150,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 5,000,000		

***Operating budget effect:***

***Non-routine capital funded with federal and local funds, for replacement buses and new service***

**Project Title : Automatic Passenger Counters**

***Description of Project:***

This project is for the purchase of automatic passenger counters, which will provide analysis for scheduling, FTA and NTD reporting. In addition, this will provide data to analysis unproductive routes and on-time performance.

Schedule of project cost:		Source of funding:	
Total budget	\$ 500,000	Sales tax	\$ 500,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 500,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***

---

**Project Title: Capital Maintenance – T Facilities FY11**

***Description of Project:***

This project represents all capital maintenance and improvements on the HRP building and other facilities. It includes painting and repairing interior and exterior walls, repairing or replacing HVAC units as necessary and any other capital maintenance activities that may occur.

Total budget	\$ 326,500	Sales tax	\$ 326,500
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 326,500		

***Operating budget effect:***

***Routine capital maintenance, federal and local funds, no impact on the operating budget.***

**Project Title: Miscellaneous Equipment & Repair FY11**

***Description of Project:***

This project is for the purchase of miscellaneous equipment and / or repair. Examples of such equipment include engines, air compressor, dump truck bed, sand spreader and the electronics shop expansion.

Schedule of project cost:		Source of funding:	
Total budget	\$ 328,500	Sales tax	\$ 32,850
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 328,500		

***Operating budget effect:***

***Routine capital maintenance, federal and local funds, no impact on the operating budget.***

---

**Project Title: Parking & Bus Lot Concrete/Asphalt Repairs – FY11**

***Description of Project:***

This project is for periodic repairs on The T's parking lots and various bus lanes. This will include re-striping and asphalt work.

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 200,000		

***Operating budget effect:***

***Routine capital maintenance, federal and local funds, no impact on the operating budget.***

**Project Title: Maintenance Vehicle**

***Description of Project:***

This project is for the purchase of a replacement MITS road call truck (truck & chassis only).

Schedule of project cost:		Source of funding:	
Total budget	\$ 40,000	Sales tax	\$ 40,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 40,000		

***Operating budget effect:***

*Routine capital maintenance, local funds, no impact on the operating budget.*

---

**Project Title: TRE Capital Maintenance – FY11**

***Description of Project:***

This project is for capital maintenance of the TRE assets. These costs are split evenly with DART. The amounts shown on this schedule are the T's share. Specifically, the funds requested for this fiscal year will provide The T's portion of the funds needed for the capital repair and maintenance on the TRE right-of-way and rolling stock.

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,065,396	Sales tax	\$ 3,065,396
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 3,065,396		

***Operating budget effect:***

*Non-routine capital, local funds, needed for repair & maintenance on the TRE right-of-way and rolling stock, no impact on the operating budget.*

**Project Title: TRE Bridge Capacity Repairs**

***Description of Project:***

The TRE must develop a bridge management program and perform bridge capacity and rating study on all railroad bridges. This is a mandate from the Federal Railroad Administration. This project also includes funding for required repairs.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,250,000	Sales tax	\$ 1,250,000
Prior Year Actual Expenses		Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 250,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***

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**Project Title: Narrowbanding**

***Description of Project:***

This project is for the costs associated with the migration to 12.5 KHz technology, for the Trinity Railway Express. January 1, 2013 is the deadline for the conversion.

Schedule of project cost:		Source of funding:	
Total budget	\$ 192,500	Sales tax	\$ 192,500
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 96,250		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***

**Project Title: Highway 360 Culvert Repair**

***Description of Project:***

This TRE project consists of replacing culvert outfall at mile marker MP628 which has been severely damaged by scour. Permanent scour protection will be constructed to dissipate the outfall from the culvert. The TRE tracks run east & west over the culvert, which runs north and south.

Schedule of project cost:		Source of funding:	
Total budget	\$ 350,000	Sales tax	\$ 350,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 350,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***

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**Project Title: Bear Creek Channel**

***Description of Project:***

This TRE project is to repair the rip-rap that has begun to undermine the end of the concrete lined channel under our bridge. Excessive rain is the primary cause of this damage.

Schedule of project cost:		Source of funding:	
Total budget	\$ 250,000	Sales tax	\$ 250,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 255,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***



**Project Title: TRE Grade Crossing**

***Description of Project:***

This TRE project consists of a feasibility study and possible road realignments for two (2) grade crossings. The first is located at Calloway Cemetery and the other is Moiser Valley Road. Both have a record of accidents, in part, by the angle of the intersection of the rail and road alignments.

Schedule of project cost:		Source of funding:	
Total budget	\$ 500,000	Sales tax	\$ 100,000
Prior Year Actual Expenses	None	Federal	400,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 500,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***

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**Project Title: Bell Parking Lot Expansion (Hurst Bell Station)**

***Description of Project:***

This project includes procurement of real estate, design and construction of access to and improvements to the existing Bell Helicopter parking lot adjacent to the north limit of the existing Hurst Bell TRE Station.

Schedule of project cost:		Source of funding:	
Total budget	\$ 100,000	Sales tax	\$ 20,000
Prior Year Actual Expenses	None	Federal	80,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 100,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***

**Project Title: Ellipse Upgrade**

***Description of Project:***

This project is for the upgrade of the hardware and software for the company-wide enterprise resource planning system, Ellipse. The system is an integrated information system used by all The T's departments for accounts receivable and payable, general ledger, purchasing, warehousing, transportation and human resources.

Schedule of project cost:		Source of funding:	
Total budget	\$ 875,461	Sales tax	\$ 327,286
Prior Year Actual Expenses	None	Federal	548,175
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 875,461		

***Operating budget effect:***

***There will be an update to the annual service contract included in the operating budget.***

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**Project Title: IT Support System Improvements FY11**

***Description of Project:***

This project is for the upgrade and or/replacement if IT managed systems to support function throughout the company. Primary among these systems to be replaced/upgraded are located at the ITC. They consist of server room security, enhancement of the ITC server and cable management and various other system/server upgrades and additions.

Schedule of project cost:		Source of funding:	
Total budget	\$ 75,000	Sales tax	\$ 75,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 75,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, additional maintenance contracts, impact on the operating budget.***

**Project Title: VDI (Virtual Desktop Infrastructure)**

***Description of Project:***

This project is for installation of the infrastructure (both hardware and software) to enable The T's current desktop environment to begin migration to a virtual desktop environment. This environment will enable IT to quickly deliver and refresh desktops, reduces the threat of potential data loss or theft, lowers the complexity and cost of desktop management, and provides end-users with the functionality of a stand-alone desktop. After full implementation, the VDI environment will lower the individual cost of adding and/or replacing desktops in The T environment.

Schedule of project cost:		Source of funding:	
Total budget	\$ 48,971	Sales tax	\$ 48,971
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 48,971		

***Operating budget effect:***

***There will be an addition to the annual maintenance costs included in the operating budget.***

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**Project Title: Audio visual Upgrades**

***Description of Project:***

The project is to upgrade the existing audio/video capabilities in the board room, training room, library and club room. This will improve the quality in presentations and training for board members, employees and the public.

Schedule of project cost:		Source of funding:	
Total budget	\$ 85,000	Sales tax	\$ 85,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 85,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget.***

**Project Title: Storage Area Network Expansion**

***Description of Project:***

This project is to increase storage available to the systems and users in The T environment by two (2) terabytes (adds an additional 1/3 to the current storage capacity) and adds the additional infrastructure to more easily increase storage in the future.

Schedule of project cost:		Source of funding:	
Total budget	\$ 26,063	Sales tax	\$ 26,063
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 26,063		

***Operating budget effect:***

*There will be an addition to the annual maintenance costs included in the operating budget.*

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**Project Title: Southwest to Northeast Rail Project**

***Description of Project:***

The Fort Worth Transportation (The T) is planning to offer expanded service through a proposed new commuter rail line. The project will be partially funded by The T's existing sales tax and by a portion of a sales tax increase passed by Grapevine voters in November, 2006, that will be dedicated to the project.

The rail line will operate on existing rail tracks from Sycamore School Road, in southwest Fort Worth, through downtown Fort Worth, on into Grapevine and into DFW Airport, Terminal B. The target date to begin service is late 2014.

Total budget	\$ 539,020,000	Sales tax	\$ 523,393,000
Prior Year Actual Expenses	8,611,000	Federal	2,639,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2011	\$ 6,283,000		
Fiscal 2012	\$ 29,107,000		
Fiscal 2013	\$ 209,559,000		
Fiscal 2014	\$ 285,460,000		

***Operating budget effect:***

*There will be an addition to the annual maintenance costs included in the operating budget*

## Glossary

**Accessible Service** – Buses operating in regular service with wheelchair lifts, kneeling functions or other devices that permit disabled passengers to use the service.

**Accessibility** – (1) The extent to which facilities are barrier free and useable by disabled persons, including wheelchair users. (2) A measure of the ability or ease of all people to travel among various origins and destinations.

**Accrual Basis** – Revenue and expenses are recorded in the period in which they are earned or incurred.

**Alight** – To get off a transit vehicle.

**Allocation** – An administrative distribution of funds.

**Alternative Fuel** – A liquid or gaseous non-petroleum fuel, used to power transit vehicle. Usually refers to alcohol fuels, mineral fuels, natural gas, and hydrogen.

**Automatic Vehicle Location (AVL)** – Technology that tracks the current location of fleet vehicles to assist in dispatching, scheduling and answering specific customer inquiries.

**Board** – To enter a transit vehicle.

**Budgeting** – The documentation of intended expenditures over a specified period (normally one year) along with proposals for how to meet them.

**Bus** – A rubber-tired road vehicle designed to carry a substantial number of passengers, commonly operated on streets and highways for public transportation service.

**Bus Stop** – A curbside place where passengers board or alight transit.

**Bus Shelter** – A structure constructed near a bus stop to provide seating and/or protection from the weather for the convenience of waiting passengers.

**Bus Miles** – The total miles of travel by bus, including both revenue and deadhead travel.

**Capital** – Long-term assets, such as property, buildings, roads, rail lines, and vehicles, used for more than one year.

**Capital Costs** – Costs of long-term assets of a public transit system such as property, buildings, vehicles, etc.

**Capital Expenditures** – Funds used by a company to acquire or upgrade physical assets such as property, buildings or equipment.

**Capital Improvement Program** – The list of capital projects for a five to seven year programming period.

**Capital Project** – Construction and/or procurement of district assets, such as transit centers, transit vehicles and tracks.

**Commuter Rail** – Local and regional passenger train service between a central city, its suburbs and/or another city, operating primarily during commute hours.

**Congestion Mitigation and Air Quality (CMAQ)** – Federal funds available for either transit or highway projects which contribute significantly to reducing automobile emissions, which cause air pollution.

**Corridor** – A broad geographical band that follows a general directional flow or connects major sources of trips. It may contain a number of streets and highways and many transit lines and routes.

**Deadhead** – The movement of a transit vehicle without passengers aboard; often to and from a garage or to and from one route to another.

**Depreciation** – The cost of an asset is allocated over the expected useful life of that asset.

**Disabled** – With respect to an individual, a physical or mental impairment that substantially limits one or more of the major life activities of such an individual.

**Disadvantaged Business Enterprise (DBE)** – A business owned and operated by one or more socially and economically disadvantaged individuals as stated under section eight of the small business act.

**Earmark** – A federal budgetary term that refers to the specific designation by congress that part of a more general lump-sum appropriation be used for a particular project; the earmark can be designated as a minimum and/or maximum dollar amount.

**Exclusive Right-of-way** – A highway or other facility that can only be used by buses or other transit vehicles.

**Expense** - The amount of assets or services used during a period.

**Fare** – Payment in the form of coins, currency and passes collected for transit rides.

**Fare Box** – A device that accepts coins, currency or passes given by passengers as payment for rides.

**Fare Box Recovery Ratio** – A measure of the proportion of transit operating expenses covered by passenger fares. It is calculated by dividing a transit operator's fare box revenue by its total operating expenses.

**Fare Box Revenue** – Total revenue derived from the payment of passenger fares.

**Fare Structure** – The system set up to determine how much is to be paid by various passengers using the system.

**Federal Transit Administration (FTA)** – A part of the U.S. Department of Transportation (DOT). The FTA administers the federal program of financial assistance to public transit.

**Fixed Route** – Transit service provided on a repetitive, fixed-schedule basis, along a specific route.

**Fund Balance** – The difference between assets and liabilities in the governmental fund financial statements.

**Intermodal** – Switching from one form of transportation to another.

**Operating Cost** – The total costs to operate and maintain a transit system.

**Operating Expense** – Monies paid in salaries, wages, materials, supplies and equipment in order to maintain facilities and equipment, operate vehicles and settle claims.

**Para-transit** - Transportation service required by The American with Disabilities Act (ADA), for individuals with disabilities who are unable to use fixed-route transit systems. The service must be comparable to the fixed route service in terms of hours of service and areas served.

**Passenger Miles** – Total number of miles traveled by passengers on transit vehicles.

**Revenue** – Money that comes into a business from the sale of goods or services.

**Revenue Miles** – Miles operated by vehicles available for passenger service.

**Revenue Passenger** – A passenger from whom a fare is collected.

**Rolling Stock** – The vehicles used in a transit system, including buses or rail cars.

**Service Area** – A geographic area provided with transit service.

**Transit Dependant** – Someone who must use public transportation for his/her travel.

**Total Miles** – The total miles includes revenue, deadhead and maintenance services miles.

**Vanpool** – A group of passengers who share the use and cost of a van to travel to and from pre-arranged destinations together.

**Vehicle Miles**- Number of miles traveled by a vehicle.

**Zone Fares** – Different fares for different regions of service.

## Transit Acronyms

As with any industry, the public transportation industry has a unique set of jargon. Many of the frequently used terms and acronyms are as follows:

<b>ACD</b>	Automatic Call Distributor
<b>ADA</b>	Americans with Disabilities Act
<b>APTA</b>	American Public Transportation Association
<b>ARRA</b>	American Recovery and Reinvestment Act
<b>BNSF</b>	Burlington Northern Santa Fe Railroad
<b>BRT</b>	Bus Rapid Transit
<b>CBD</b>	Central Business District
<b>CIP</b>	Capital Improvement Plan
<b>CMAQ</b>	Congestion Mitigation and Air Quality
<b>CNG</b>	Compressed Natural Gas
<b>COG</b>	Council of Governments (also NCTCOG)
<b>DBE</b>	Disadvantaged Business Enterprise
<b>DART</b>	Dallas Area Rapid Transit
<b>ECA</b>	Executive Committee Action (The T)
<b>ETC</b>	Employee Transportation Coordinator
<b>FHWA</b>	Federal Highway Administration
<b>FRBS</b>	Fixed Route Bus Service
<b>FTA</b>	Federal Transit Administration
<b>FWTA</b>	Fort Worth Transportation Authority
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Government Accounting Standards Board
<b>ILA</b>	Interlocal Agreement
<b>IR</b>	Informal Report
<b>ITC</b>	Intermodal Transportation Center
<b>MIT</b>	Mobility Impaired Transportation Service
<b>MIT SAC</b>	Mobility Impaired Transportation Service Advisory Committee
<b>MPO</b>	Metropolitan Planning Organization
<b>MTA</b>	Metropolitan Transit Agencies
<b>NCTCOG</b>	North Central Texas Council of Governments (also COG)
<b>NETS</b>	Northeast Transportation Service
<b>NTC</b>	North Texas Commission
<b>RDC</b>	Rail Diesel Cars
<b>RTA</b>	Regional Transportation Authority
<b>RTDM</b>	Regional Travel Demand Management
<b>STP-MM</b>	Surface Transportation Program – Metropolitan Mobility
<b>SW2NE</b>	Southwest - to- Northeast Rail Corridor
<b>SWTA</b>	Southwest Transit Association
<b>TCTS</b>	Tarrant County Transportation Service
<b>TIP</b>	Transportation Improvement Program
<b>TOD</b>	Transit Oriented Development
<b>TRTC</b>	Tarrant Regional Transportation Coalition
<b>TRE</b>	Trinity Railway Express



<b>TTA</b>	Texas Transit Association
<b>TXDOT</b>	Texas Department of Transportation
<b>USDOT</b>	United States Department of Transportation

## The T Proposed Fare Increase - October 1, 2010

<b>Base Single Ride Fare:</b>	<b>Current</b>	<b>Proposed</b>	<b>% Increase</b>
Local Bus Service	\$ 1.50	\$ 1.50	0.0%
TRE One Zone	2.50	3.50	40.0%
Regional TRE 2 Zone	3.75	5.00	33.3%
Reduced Fare Local Bus {1}	0.75	0.75	0.0%
Regional TRE 2 Zone Reduced	0.85	0.85	0.0%
<b>Day Pass Fares:</b>			
Local Bus Service	3.00	3.00	0.0%
TRE One Zone	5.00	7.00	40.0%
Regional TRE 2 Zone	7.50	10.00	33.3%
Reduced Fare Local Bus {1}	1.50	1.50	0.0%
Regional TRE 2 Zone Reduced	2.00	2.00	0.0%
<b>Weekly Pass</b>			
Local Bus Service	15.00	15.00	0.0%
TRE One Zone	25.00	35.00	40.0%
Regional TRE 2 Zone	37.50	50.00	33.3%
Reduced Fare Local Bus {1}	7.50	7.50	0.0%
Regional TRE 2 Zone Reduced	9.00	9.00	0.0%
<b>Monthly Pass</b>			
Local Bus Service	50.00	50.00	0.0%
TRE One Zone	75.00	100.00	33.3%
Regional TRE 2 Zone	105.00	120.00	14.3%
Reduced Fare Local Bus {1}	25.00	25.00	0.0%
Regional TRE 2 Zone Reduced	32.00	32.00	0.0%
<b>Annual Pass</b>			
Local Bus Service	500.00	500.00	0.0%
TRE One Zone	750.00	1,000.00	33.3%
Regional TRE 2 Zone	1,050.00	1,200.00	14.3%
Reduced Fare Local Bus {1}	250.00	250.00	0.0%
Regional TRE 2 Zone Reduced	320.00	320.00	0.0%
<b>Paratransit Fares</b>			
MITS single trip fare	2.75	2.75	0.0%

{1} Reduced fare is valid for persons over 65 years of age with a valid T photo ID card or a Medicare card, children 5-14 traveling with a parent or guardian, disabled persons with a valid T photo ID card and high school students with valid T photo ID card.

