

# BUSINESS PLAN ANNUAL BUDGET FY 2013



Takes You Places



Lancaster/Pine  
Bus Stop

14

Spur\*



For bus information call 817-215-8600 (TTY-TDD 817-215-8686) or visit [www.the-t.com](http://www.the-t.com)

System Map



FORT WORTH TRANSPORTATION AUTHORITY  
FORT WORTH, TEXAS



# BUSINESS PLAN ANNUAL BUDGET FY 2013

FORT WORTH TRANSPORTATION AUTHORITY  
FORT WORTH, TEXAS







# FORT WORTH TRANSPORTATION AUTHORITY

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**FORT WORTH  
TRANSPORTATION  
AUTHORITY  
2013 Board of Directors**



2013 Board Members include seated from bottom left: Rosa Navejar- Vice Chair, Gary Cumbie-Chair, and Gary Havener-Secretary. Standing left to right: Steve Berry, Jeff Ritter, Jesse Martinez, Maurice Barnes, Janet Saltsgiver, Mike Brennan

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# THE FORT WORTH TRANSPORTATION AUTHORITY

## 2013 BUSINESS PLAN & ANNUAL BUDGET

### *Letter from the President*

December 2012

I am pleased to present the fiscal 2013 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.

The Annual Budget converts the Business Plan goals into financial information that is measured during the year against our actual results. These results are communicated monthly to our Board of Directors and other stakeholders, which assures that we stay on target.

### **Business Plan**

The fiscal 2013 Business Plan was developed through a series of meetings during the fiscal year, including planning sessions with our Board of Directors and senior staff. During those sessions, the Strategic Plan was used to develop our fiscal 2013 goals. The department heads then applied the strategic goals to their areas and developed departmental Business Plans. The combination of the departmental business plans represent The T's fiscal 2013 Business Plan, which drives The T's Annual Budget and formalizes The T's vision for the year and beyond.

The T's primary focus is on increasing 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 implement a new commuter rail corridor in Tarrant County from Southwest Fort Worth through the City of Grapevine and into DFW Airport called TEX Rail.

This is a major multi-year project that requires significant staff resources as well as regional cooperation and coordination. It will cost over \$800 million, in year of expenditure dollars, to complete and will be funded with a combination of federal, state, and local grants and contributions, including a FTA New Starts grant in excess of \$400 million. The T has developed a comprehensive 2035 financial plan to document its ability to complete TEX Rail and to continue to improve its current bus and commuter rail operations.

The T achieved significant milestones in the TEX Rail project during fiscal 2012. In March the Federal Transit Administration authorized preliminary engineering to begin. The procurement process for the design/build construction was started and a contractor shortlist was issued. Fiscal

2013 will also be a significant year for the 37-mile TEX Rail project. The T will be working on the final stages of the environmental documentation. Public meetings were held in November to update the public on the progress of the environmental analysis. We will continue work and complete preliminary engineering, select the design/build contractor, complete the Final Environmental Impact Statement (FEIS), and begin the final design.

TEX Rail is not the only project included in our fiscal 2013 Business Plan. We will complete other transportation enhancements in our member city of Fort Worth. Some of the more significant projects are:

- ***Sierra Vista Transit Plaza in southeast Fort Worth***, which includes bus shelters, sidewalks and pedestrian walkways connecting to an urban village. It also features additional lighting, landscaping, and community inspired artwork; and
- ***North Fort Worth Park & Ride in north Fort Worth***, which includes design, construction, management and other services required to design and build. This project will provide Park-and-Ride customers and The T's buses convenient access and egress to future managed lanes.

The T's Business Plan also includes operational goals like improving service productivity and reducing customer service complaints and concerns, while maintaining a balanced budget. We are additionally committed to continuing our employee wellness program, which is designed to improve the health of our employees and to reduce group health insurance premiums over time.

## **Operating Budget**

The fiscal 2013 Annual Budget is balanced and was adopted by the Board of Directors on September 24, 2012. The Annual Budget includes the operating budget and the capital budget. Total operating revenue is defined as all revenue except capital grant reimbursement and contributions from partner cities. It is budgeted at \$77.4 million, which is a 2.9% increase from fiscal 2012 actual operating revenue. Sales tax and grant revenues are The T's main sources of revenue representing approximately 73.9% and 15.8%, respectively, of The T's total operating revenue budget. The fiscal 2013 sales tax revenue is projected to increase 4.6% compared to the fiscal 2012 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 2013 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Operating expenses are budgeted at \$62.2 million, which is a 3.8% increase from fiscal 2012. Salaries and fringe benefits are The T's largest expense category at \$32.6 million. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A three-year labor contract was executed effective October 1, 2010 and it will expire on September 30, 2013. The contract calls for a 3.0% in fiscal 2013.

Service type expenses of \$20.4 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 \$3.3 million. This expense category decreased 11.0% in the fiscal 2013 budget from the fiscal 2012 actual amount. This decrease is primarily due to a lower fixed price for CNG per MMBtu partially offset by expected higher gasoline prices for the vanpool program.

## **Capital Budget**

The T's projected capital expenditures for fiscal 2013 are \$34.3 million and The T's share, from local funds, is expected to be \$15.4 million. Our federal capital grant reimbursement revenue is expected to be \$18.9 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,



Richard L. Ruddell  
President/Executive Director

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**FORT WORTH TRANSPORTATION AUTHORITY**  
**List of Principal Officials**  
**October 1, 2011**

**Board of Directors**

Gary Cumbie, Chair  
Rosa Navejar, Vice Chair  
Gary Havener, Secretary

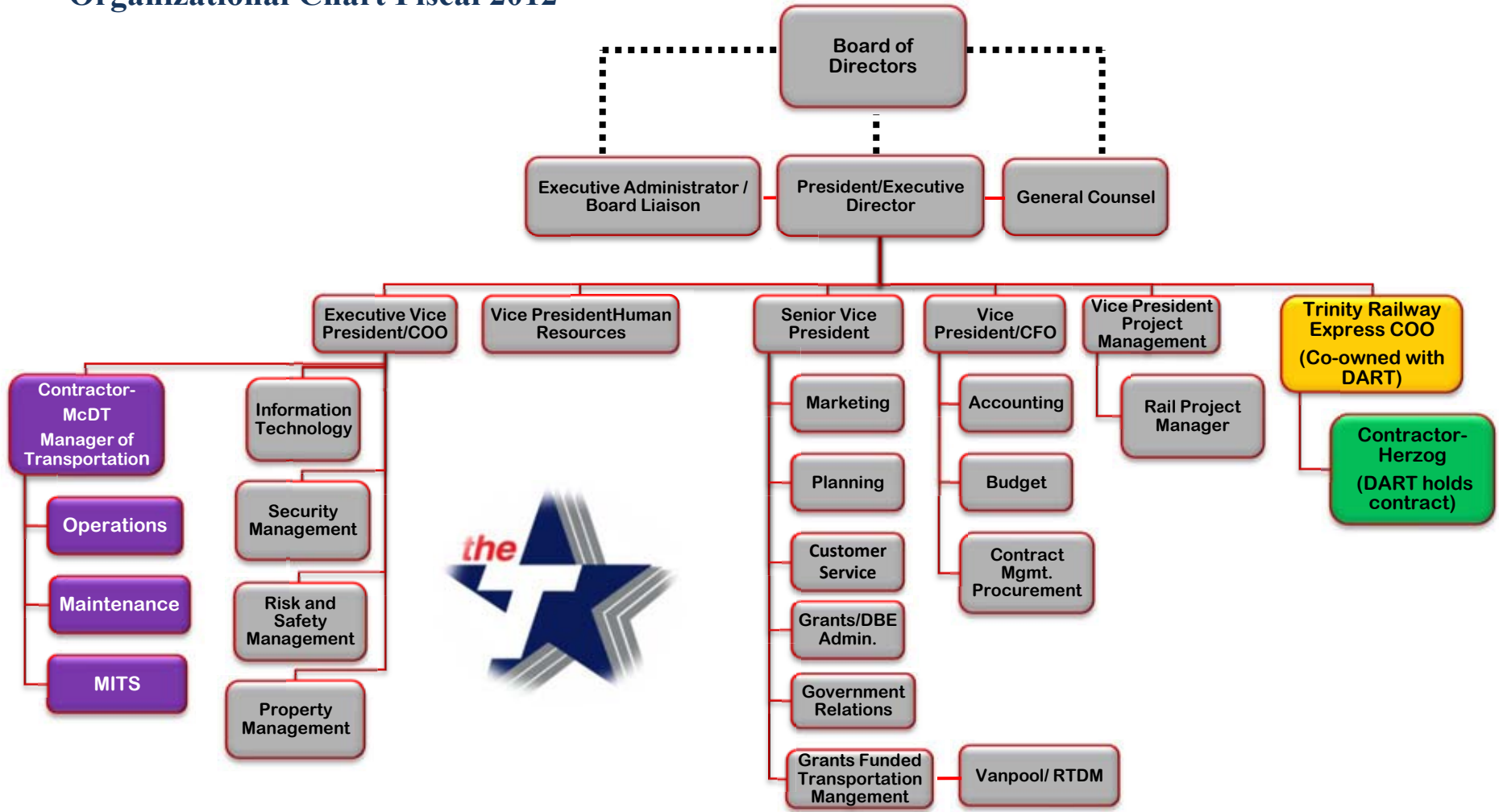
Mike Brennan  
Reby Cary  
Robert Jameson  
Jesse Martinez  
Jeffrey Ritter  
Janet Saltsgiver

**Administration**

President/Executive Director	Richard L. Ruddell
Executive Vice President/Chief Operating Officer	Anthony V. Johnson
Senior Vice President	Nancy Amos
Vice President/Chief Financial Officer	Robert Harmon
Trinity Railway Express/Chief Operating Officer	Bill Farquhar
Vice President Project Management	Ken Frost
Vice President Human Resources	Melanie Kroeker
Director of Transportation Services	Al Johnson
Assistant Vice President	Carla Forman
General Counsel	Sylvia Hartless
Executive Administrator	Detra Whitmore
Assistant Vice President Finance	Monica Fowler
Assistant Vice President Project Management	Bo Cung
Assistant Vice President Accounting	Rebecca Thornton
Assistant Vice President Information Technology	JD Smith
Assistant Vice President Maintenance	Ron Anderson
Assistant Vice President Marketing	Richard Maxwell
Assistant Vice President Paratransit Operation	Lauri Brown
Assistant Vice President Planning	Curvie Hawkins
Assistant Vice President Contract Administration & Purchasing	Don Bransford
Assistant Vice President Government Relations	Shawna Russell

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# Fort Worth Transportation Authority Organizational Chart Fiscal 2012





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**FORT WORTH TRANSPORTATION AUTHORITY  
BUSINESS PLAN FOR FISCAL 2011**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Fort Worth Transportation Authority  
Texas**

For the Fiscal Year Beginning

**October 1, 2012**

President

Executive Director

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## 2013 BUSINESS PLAN

### THE MISSION

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

### STRATEGIC PLAN

*(LONG TERM NON-FINANCIAL GOALS)*

#### Overriding Goals

The three overriding goals guiding the Strategic Plan:

#### 1. **Transportation**

The T will:

- Continue to be 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:**

- Expand 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

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.

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."*

The 2012 Executive Board Retreat was held in March. Discussion items included advancement of the TEX Rail effort, identifying new strategic partners by the end of fiscal 2013, legislation funding, and future bus expansion.

The T's Management Staff Retreat was held in April. During the staff retreat, we developed our goals for the next year, worked on our Business Plans, and listed our accomplishments.

**The following is a list of The T's Short Term Goals for Fiscal 2013:**

- Improve the image of public transit by the end of fiscal 13 by enhancing The T's service as measured by:
  - 10% decrease in customer complaints
  - Three positive news stories
- Signed agreements with strategic partners by the end of FY13 through developing plans for Haltom City, the City of Arlington and business advocacy groups.
- Increase system wide ridership by 5%, while improving service productivity by increasing the number of passengers carried per revenue hour.
- Complete these transit facilities by September 30, 2013
  - North Park & Ride
  - Sierra Vista
- Expand the customers trip planning options and experience by September 30, 2013 using the following appropriate technology-based planning tools:
  - Expand NextBus-type information to other routes
  - Research an Interactive Voice Response System
  - Install TRE Passenger Information System
- Advance TEX Rail effort, which include the following:
  - Completion of Preliminary Engineering by the February 28, 2013
  - Completion of Final Environmental Impact Statement by March 31, 2013
- Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.
  - Use T Total Wellness Program to reduce The T's healthcare cost. We will strive to have at least 25% of employees receiving premium discounts through the wellness program.

- Use T Total Wellness Program to reduce The T's healthcare cost. We will strive to have at least 65% of the employees receiving premium discounts through the wellness program.
- Increasing employee awareness of healthcare issues by increasing bio screening to 65% of the workforce.
- Increase employee productivity and value by providing two targeted professional development training programs.

### **Major Capital Projects for fiscal 2013:**

The following is a partial list of projects. Some of these are underway and others are new for fiscal 2013.

- TEX RAIL
- Bus Park & Ride / Transfer Centers
- TRE PIS Upgrades
- TRE Positive Train Control
- TRE Grade Crossings
- TRE Bridge Capacity Repairs
- TRE Capital Maintenance – FY13
- Miscellaneous Equipment and Repair Fiscal 2013
- Radio replacement Vehicles & Hand Held Devices
- Continue to support Bike Sharing Program
- IT System Improvements FY13
- Business Continuity Infrastructure
- Automated Timekeeping System
- System Data Backup upgrade/Replacement
- Maintenance Vehicle
- FY13 Vehicle Purchase
- Capital Maintenance – T Facilities FY13
- ITC & TRE Security System Upgrades
- MITS Mobile Data System Replacements
- ADA Accessible Bus Stop

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## FORTH WORTH TRANSPORTATION AUTHORITY

### 2013 BUSINESS PLAN

#### **Fiscal 2012 Accomplishments**

The following is a list of accomplishments achieved by The T during fiscal 2012. 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 2013 and beyond.

#### **Completion of Major Capital Projects in 2012:**

Several of the following major projects were either completed or started during fiscal 2012:

- RH TRE Park & Ride Access and Parking Improvements
- Enhanced Bus Corridor
- Capital Maintenance – T Facilities FY12
- Parking Lot & Bus Repairs – FY12
- TRE Capital Maintenance FY12
- Staff Vehicles – Admin
- IT support System Improvements – FY12
- GFI Data System Update
- Existing Locomotive Overhaul

#### **2012 Major Accomplishments:**

- Ridership increased 9.4% in Fiscal Year 2012
- Bike Share Fort Worth Created
- Burnett Plaza Lunch time Trolley
- Main Street Arts Shuttle
- Arts Google
- Fit Friendly Company Award
- New Benefit Broker & Benefit Advocacy Company
- Successful United Way Campaign
- MITS Customer Surveys Completed
- Google Transit
- MITS Volunteer Driver Program – FY12
- FY12 Awards/Family Day
- Enhanced Regional Partnership between The T and North East Transportation Services (NETS)

- Complete Title V1 Submission for the Proposed Fare Increase
- Hosted American Bus Benchmarking Group (ABBG)
- DBE Program Submitted to FTA
- Successful Implementation of Trapeze Software Upgrade
- Expanded Parking at the Hurst Bell Station
- GFOA's Distinguished Budget Presentation Award
- AdWheel Grand Awards for Marketing Campaigns – APTA



## ***FORT WORTH TRANSPORTATION AUTHORITY***

### ***2013 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 commuter rail transit improvements. DFW International Airport is at the northeast end of the proposed TEX Rail (formerly known as Southwest – to–Northeast Commuter Rail Project) that begins near Sycamore School Road, in southwest Fort Worth and runs northeast through downtown Fort Worth, Haltom City, North Richland Hills, 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 2012, The T intends to continue work on the Environmental Impact Statement (EIS) for the corridor and begin preliminary engineering.

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 \$50,000, 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 98 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 2012 by adding 12,990 persons, pushing the county's total population to 1,831,230. 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 757,810 people by the end of 2012, according to The North Texas Central Council of Governments. Fort Worth is one of the largest cities in the nation ranked 4<sup>th</sup> and top in the state. 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 Fort Worth Trinity River Vision is a master plan for 88 miles of the Trinity River and its major tributaries in Fort Worth. More than a decade in the making, the master plan was conceived by volunteers and community leaders, and adopted by city, county and state officials. The master plan will preserve and enhance the river corridor so they remain essential greenways for open space, trails, neighborhood focal points, wildlife and special recreation areas.

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 funded 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).

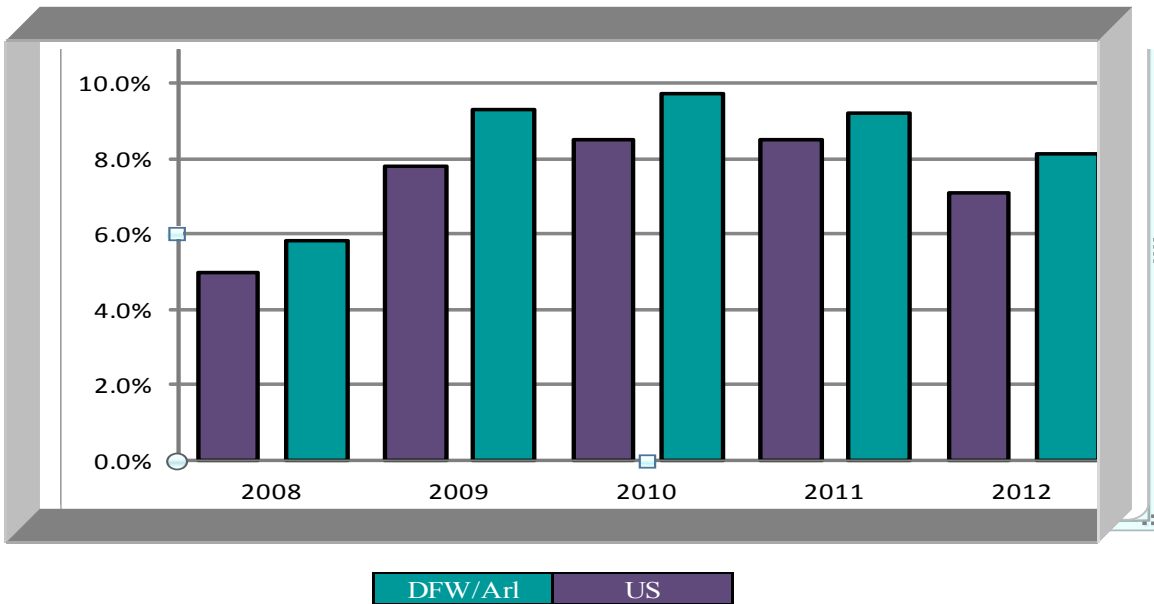
## [Employment](#)

The national unemployment rate for August 2012 was 8.1 percent according to the U.S. Bureau of Labor Statistics. The Texas unemployment rate for August 2012 was 7.1%. Employers have added 262,700 jobs between September 2011 and August, 2012. Our local unemployment rate for Fort Worth, during the month of August 2012 was also 7.1%. (*Texas Workforce Commission*)

“A major component to Texas’ long-term economic development is consistent job growth, and that is exactly what we are seeing across a number of different industries,” said commission Chairman Andres Alcantar.

Unemployment rates are adjusted for seasonal trends in hiring and firing, which most economists believe gives a more accurate picture of the job market. Without the seasonal adjustment, the jobless rate in Texas was 7 percent in August.

## Annual Average Unemployment Rates



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

## One of America's Best Places to Live

# LIVABILITY



Fort Worth business isn't just for space cowboys. While the aerospace industry features prominently, Fort Worth's largest employers make up a range of industries, including government, education, and health care.

Some of Fort Worth's Top Employers:

<b>Employers</b>	<b>Employees</b>
AMR/American Airlines	22,169
Texas Health resources	18,866
Lockheed Martin Aeronautics Company	14,988
NAS Fort Worth JRB	11,350
Fort Worth Independent School District	11,000
City of Fort Worth	6,195
JPS Health Network	4,872
Cook Children's Health Care System	4,326

### 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 three area malls, La Gran Plaza de Fort Worth at I-35 South and Seminary Drive, Ridgmar Mall at I-30 and Green Oaks and Hulen Mall located at I-20 and Hulen Street. 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:

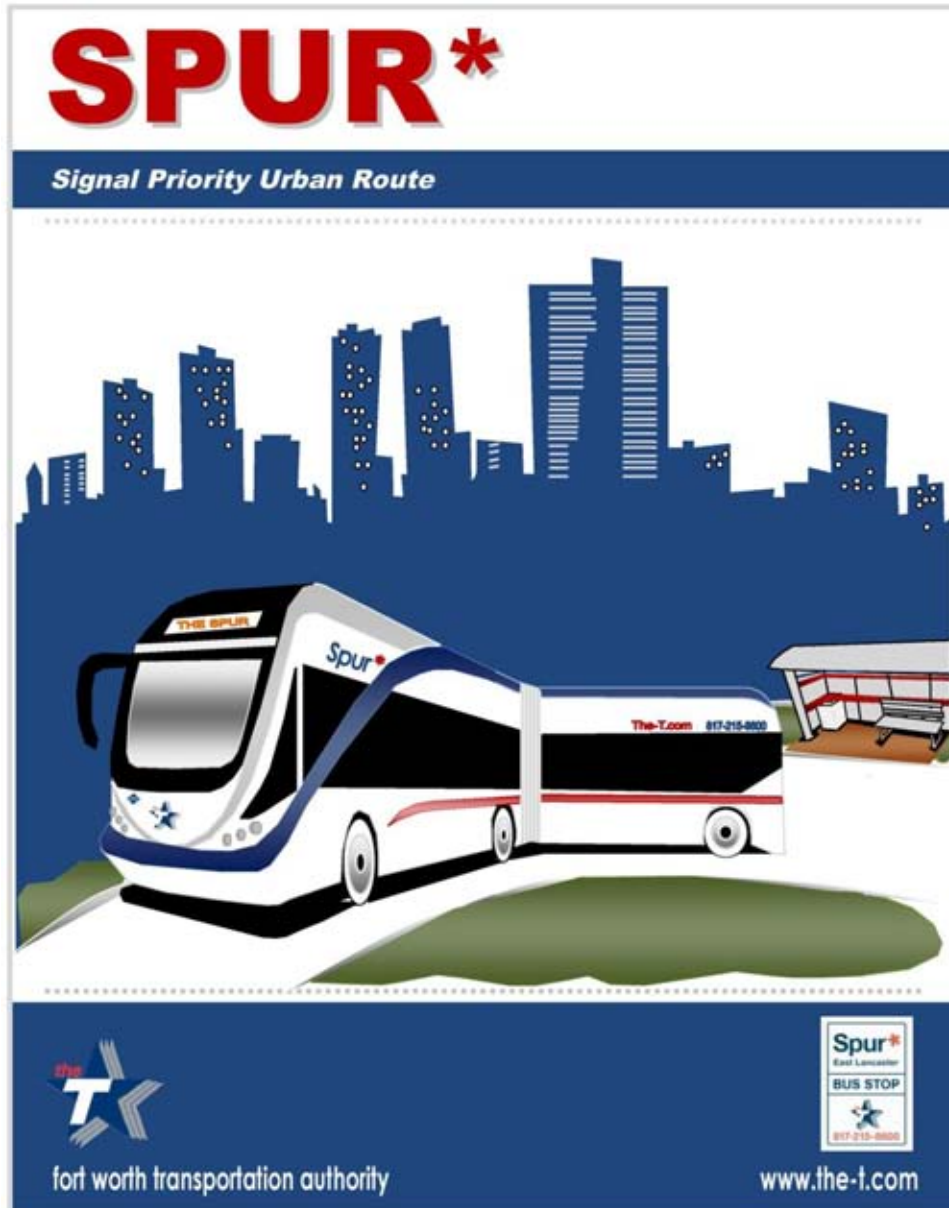
- **Texas and Pacific (T&P) Station** at Lancaster and Throckmorton Streets. Wood Partners Group developed condominiums on the upper floors, above The T's waiting room. The T's waiting room is leased for weddings and large functions. Its classic art deco decor is a popular venue for various events.
- **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 above)* 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 Helicopter Blvd. 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. Also The T provides service to CentrePort employers with Route 30.

## HIGHLIGHTS OF 2012

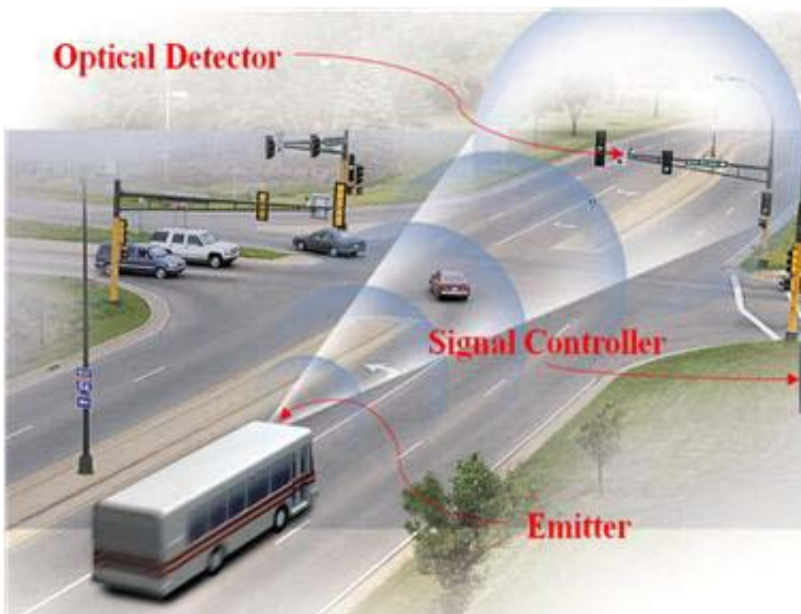
### Spur\*



The Spur operates on the highest ridership corridor in The T's System. Over 4,000 people per day board the bus along East Lancaster – the 60 foot vehicles that you see before us are a welcome site to relieving the crowds on this route. But these vehicles are only the first visual evidence our customers noticed of the enhanced bus corridor treatments we are announcing here today.

The Enhanced Bus Corridor stretches from the Intermodal Transportation center to the Historic Handley community in east Fort Worth. The Spur corridor consists of high frequency bus service

featuring buses with high passenger carrying capacity, technology to make the bus travel faster, enhanced passenger amenities and information systems, and a brand-specific marketing campaign.



When these Spur\* vehicles go down East Lancaster they feature transit signal priority – a technology that gives them a travel time advantage through intersections by holding green signal lights longer and making red lights shorter. This makes travel times more consistent and efficient. Through our partnership with the City of Fort Worth and the Fort Worth Fire Department, this is the first transit signal priority corridor in North Texas. Thanks to

Consolidated Traffic Controls for their expertise in traffic signal installation



To improve customer comfort and security, the Spur Corridor includes 15 re-designed passenger shelters all featuring security lighting. This lighting will increase the feeling of safety while waiting on the bus. These shelters are being designed to match the design theme of the Spur vehicles. Thanks to our shelter architect CM Architects and our construction team of MART, Inc. and GST Manufacturers.

And our major stops with the highest ridership will include a stand-alone solar-powered information kiosk. These kiosks will contain schedule and route information, a system-wide bus map and an area information map – a “you are here” type of map. CHK, America assisted in map and kiosk design efforts.



The Spur Corridor is the first public transit system in Texas utilizing a real-time passenger information system. Our customers waiting for The Spur\* will know in exact time when their bus will be arriving. If they are at the shelter they will be able to see electronic information signage displays that will countdown the arrival of the next Spur vehicle. There is no need to be at the stop to know when your bus will arrive.

If you have access to the internet at home, work or on the go with your I-pad, for example, we have an Internet-based passenger information system that will allow you track when the next bus is arriving in real-time to the stop of your choice. So you can visually track all, of the Spur\* vehicles. This technology is putting The T on the cutting edge of public transit in Texas.

If you are standing at a bus stop without a shelter, each of our stops will have improved passenger information signage including Real-time bus arrival information provided via a text-messaging system for those with a smart phone. Riders can simply send a text with their bus stop number and will receive a message back that details the arrival times of upcoming buses in real time. A company called Nextbus is powering all of our real-time bus arrival technology, not only do they have a catchy name—Nextbus—but they do a terrific job for The T and our customers as well.

If you're old-school and don't have a mobile phone, no worries – all stops along the Spur corridor will have information panels with route and schedule information.

Security will be an important element of the Spur Corridor. All, of the SPUR\* vehicles will contain cameras on them providing a safe feel to your ride. As I've mentioned our shelters will now be lite. In addition, the majority of the corridor's stand-alone bus stops will feature solar powered light technology. When you are at the stop, the signage panel will include a small button you can push that will turn on an area light as you wait for the bus. This may be the longest corridor of solar light bus stops in the nation.



14 re-designed benches will be added along the corridor providing a consistent look – matching the Spur vehicle and shelter style. Thanks to our bench designer Mike Mackey and Mackay Advertising.

The Spur\* is an exciting service along an innovative corridor that is bringing 21<sup>st</sup> Century technology to Fort Worth and The T.



## Award from Seniors



The Senior Citizen Services (SCS) of Greater Tarrant County, Inc. held their annual 2012 Outstanding Citizen for Seniors Award reception and dinner on September 20, 2012. Mr. Richard Ruddell was presented with the 2012 Outstanding Citizen for seniors' honoree. Thanks to the pioneering efforts of The T, SCS has been able to transport Tarrant County seniors to various centers, grocery stores, cultural performances, and other regional events. Transportation is essential because it connects senior participants to the community. As a result of the transportation programs The T has led, older people's lives are enhanced.

## Cowboy Coach's New Extension

The T buses will circulate at downtown Molly stops, to transport city visitors to the T&P Station to catch the Cowboy Coaches.

The circulator will make three runs between downtown and the T&P Station twenty minutes apart. It will begin two hours prior to game time at the Molly stop outside of the Sheraton Hotel and pick up at all Molly stops on Commerce, Main, 2nd, and Houston Streets.



## [Burns Street Realignment](#)

On April 26, 2012 the “new” Burns Street opened in Richland Hills. The opening of Burns Street marks the completion a \$2 million dollar enhancement project at the Richland Hills TRE Station to improve traffic flow and help stimulate economic development near the station.

The project realigned Burns Street to match up with Trinity Boulevard and added dedicated turn lanes to improve access into and out of the TRE Station. The street realignment expands land adjacent to the station for development opportunities, and is expected to enhance nearby property for future growth.

The project also added 100 additional parking spaces for a total of 478 at the Richland Hill TRE Station.

The Burns Street realignment and expanded parking capacity at the TRE Station compliment the long-range plan by the City of Richland Hills to encourage economic development by private entities on property adjacent to and near the station.



## [Holiday Lights Tour](#)

The T and Stockyards Station hosted their annual Holiday Lights tours of more than 200 decorated homes, December 10-11, 2011. The Holiday Lights tour price is \$5.00 per person and children age five and younger are free. No reservations are required. Holiday Lights participants are encouraged to bring cameras to capture the free visits with Santa. Other pre-tour activities include face painting, balloon artists, holiday music, hot chocolate and Christmas cookies.



## Main Street Arts Festival

The T operated its annual Main Street Arts Festival Park & Ride and Shuttles to the downtown event. The shuttles were free and ran every 20 minutes from 5:00 p.m. to 11:00 pm on Friday and from noon to 11:00 p.m. on Saturday. There were no shuttles on Sunday.

TRE service included a departure from downtown Fort Worth after the close of the festival all four nights.

## Annual Rodeo Event

The T held its annual ROADEO competition on March 31 to test safe driving skills of bus operators as they drive 30-foot buses and Mobility Impaired Services (MITS) vans through a rodeo-style obstacle course. Other events include a competition on how drivers respond to customer service scenarios, and maintenance timed scenarios to diagnose simulated bus engine problems, and effectiveness in fueling and servicing buses and keeping them clean.



And the winners are.....! David Hornbrook first place in bus driving and Richard Bell was tops in the Customer Service Challenge. They will represent The T in the national ROADEO

competition of the American Public Transportation Association.

Also headed to the national ROADEO in May will be The T's winning maintenance team – Eliminators – who won first place at The T last year also. Team members are Mike Dunn, Marcus Eubanks and Brian Schmidt.

Other T 2012 first place ROADEO winners were Billy Session for MITS driving; Hosea Robles, Service Station competition and Marcus Walker, for the Custodian event.



The event is widely attended by employees and their families to cheer on the competitors and engage in employee team-building. While children enjoyed a bouncy house and watching their parents compete, employees brought in old cars they have refurbished creating an antique auto show that impressed their colleagues.



## [The T Hosted Afterschool Art Celebration](#)

The T hosted 2011 Lights on Afterschool Sidewalk Art Celebration, on October 20, 2011 at the ITC. Elementary, middle and high school students used the ITC sidewalks as their canvass to replicate an artistic image of after school activities. There were approximately 40 students representing 30 different schools. Lights On! Is a national celebration to call attention to the importance of after school programs for America's children, families and communities. The event also kicked off the 2011-2012 "Expressions That Move You" Art Contest sponsored by The T.



## [Expressions That Move You](#)

The T has announced the 10 winners of its 2012 "Expressions That Move You" art contest, a yearlong art competition for K-12 students in the Fort Worth Independent School District's (FWISD) Fort Worth After School Program. All 10 winners' artwork were displayed on the side of The T's buses this summer 2012, transforming the buses into "moving canvases of art."

Open to the public in previous years, 2012 marks the 2nd year that The T has partnered exclusively with Fort Worth Independent School District students who participate in the Fort Worth After School Program.



Nearly 80 entries were submitted for this year's "Expressions That Move You" contest, which called for artwork depicting a theme on what The T, public transportation, the City of Fort Worth, and/or the environment means to them. All entries were judged on theme, artistic merit and creativity by a panel of esteemed local artists, gallery owners and museum curators. Ten winners were

selected in three categories (K-5th grades, 6th-8th grades and 9th-12th grades), with one winner in each category awarded the special Grand Prize.

Prize winners received art supplies and were recognized with their families at The T's board meeting on May 1 and at Fort Worth After School's annual Showcase of Stars on May 16.



"We believe 'Expressions That Move You' is as much an opportunity for the students of the Fort Worth After School program as it is for us at The T," said Richard Maxwell, The T's assistant vice president of marketing. "By recognizing the talents of the up-and-coming community of tomorrow, The T is able to better understand what motivates them, and in turn, we are able to move them toward an interest in art as well as public transportation, their city, and the importance of protecting the environment."

### [The T hosts Bike to Work Day Cyclers /Bike Presentation](#)

Cyclists hit the road during Fort Worth's Bike to Work Day on May 18, 2012. This annual event highlights Fort Worth support for bicycle riding as a cost efficient way to address mobility and air quality concerns, while improving physical health and quality of life. Bicycles are advocated by the APTA to bridge the gap between bus and train stops to final destinations. The T's Buses have bike racks and bikes are allowed on the TRE.



The T's President Dick Ruddell presented 12 new bicycles to Major Price and the Fort Worth Police Bike Patrol in appreciation of the bike patrol's enhancement of safety for pedestrians, bicyclists, and the eight million bus and train riders who use the ITC each year.

### [Catholic Charities takes over Transportation](#)



Catholic Charities has taken over transportation services in the Fort Worth-area, a responsibility previously held by the American Red Cross. The transition began in September, with the blessing of the Fort Worth Transportation Authority, the United Way of Tarrant County and other entities that provide funding for the transportation services.

Services provided by Catholic Charities for The T will include:

- Mobility Impaired Transportation Service, The T's ADA Paratransit Service, as a supplemental service contractor;
- Northeast Transportation Services, for area residents age 55 and over and people with disabilities in Bedford, Euless, Grapevine, Haltom City, Hurst, Keller and North Richland Hills; and
- Tarrant County Transportation Services, for area residents age 65 and over and people with disabilities in Azle, Benbrook, Crowley, Everman, Forest Hill, Kennedale, Mansfield, Saginaw, Sansom Park and Westworth Village.

### [Google Transit Trip Planner](#)

As of May 15, 2012, The T's customers can now schedule bus and train trips within the regional area Google Maps trip planner. The trip planner may be accessed from The T's website home page and is also available on multiple mobile devices through Google Maps, including stop-by-stop Transit Navigation (beta) for Android users.

“Upgraded technology, including the addition of Google Maps trip planner, was among the top goals in The T's 2011 Strategic Plan,” said The T's President Dick Riddell. “Public feedback from website surveys and meeting with customer, business and community leaders has rated improved technology as extremely important to enhance The T's transit service.”

### [Ride for a Can](#)

The T's annual Ride for a Can Day supporting the Tarrant Area Food Bank was held October 20, 2011. One can or box of food was redeemed for a single, one way bus ride. Two food items earned a free local “Day Pass” that can be used for unlimited rides on any of The T's regular or express buses in Fort Worth or Richland Hills. Donations to the food bank have declined 12.5 percent over the past three months.



The T agreed to sponsor a second date, August 23, 2012 due to a decline in donations and in hoping this would help restock their shelves. “We are depending more than ever on the community for canned food,” said Bo Soderbergh, executive director of Tarrant Area Food Bank.

## Safari Shuttle

For the eighth year, The T and The Fort Worth Zoo offered Zoo visitors inexpensive relief to typical spring break traffic and parking stress. The Safari Shuttle bus was offered from March 12-17, 2012. The shuttle went from the ITC every 30 minutes from 9:30 to 6:00 p.m. For those visitors riding the TRE, rode free of charge with the day pass, weekly, monthly, or annual regional pass.



## 2012 Wellness Achievements:

- Champions in Health (Certificate of Merit)
- Start! Fit-Friendly Company (Platinum)
- Carter Blood Care (Four Seasons Blood Drive Group)
- Susan G. Komen (Race for the Cure)
- Cowtown Marathon
- Various Sponsorship Races
- The T Wellness Program

## **LOOKING AHEAD TO 2013**

## Special Events

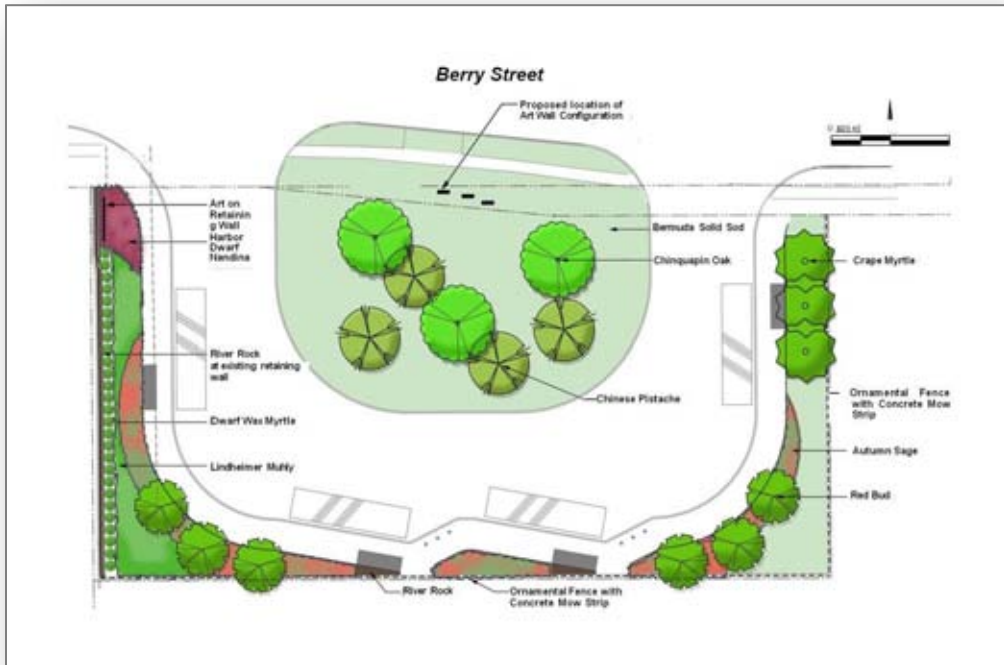
Joint marketing and coordination of special events, such as:

- ❖ The Cowboy Shuttle



- ❖ Holiday Lights Tour
- ❖ Stock Show Shuttle
- ❖ Zoo Trolley
- ❖ Main Street Arts Festival
- ❖ Ride The T for a Can

## 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.

### **Fort Worth Bike Share, Inc.**

“Due to The T’s strong support of bicycles as an integral part of a robust public transit system and the success of these programs in other cities, The T added development of a bike share program to its long-range strategic plan in 2010,” said The T’s President Dick Ruddell.

The initial Bike Share Program will start with 300 bicycles and 30 stations located near public transportation hubs, such as The T’s ITC, and will spread throughout downtown, and nearby urban villages.

July 23, 2012 The T was awarded a grant for \$941,728 to help launch the bike share program.



The T will put the system infrastructure in place, and the Fort Worth Bike Share, Inc., a newly created non-profit organization will own and operate the program, set to start in the spring of 2013.

### Vision in Action

The proposed TEX Rail project is a 37-mile commuter rail line with 14 stations and associated facilities in Tarrant County, Texas. The project is located in an air quality nonattainment area and extends from southwest Fort Worth through the largest employment center in Tarrant County (downtown Fort Worth/Medical District), continues through the residential and entertainment hubs of northeast Tarrant County and terminates at the 3<sup>rd</sup> busiest airport in the world for operations, Dallas-Fort Worth International Airport (DFW Airport). Service spans 15 hours on weekdays (6:00 AM to 9:00 PM) and 12 hours on weekends (9:00 AM to 9:00 PM), seven days per week, operating at 30-minute (min) intervals during peak periods and every 60 min during off-peak hours.

<b><i>TEX Rail Fast Facts:</i></b>
- Saves riders 21 min per day
- CEI \$22.87
- 18,100 daily riders
- Access to the 3 <sup>rd</sup> busiest airport in the world for operations and 8 <sup>th</sup> busiest for passenger service

TEX Rail passes through four of the most important activity centers in the Dallas-Fort Worth region (DFW), in terms of employment and visitation. These centers are described below from south to north:

- **Fort Worth Medical District** – Located southwest of downtown and encompassing 1,400 acres, and includes the area's major hospitals and medical institutions. With more than

30,000 employees, it is the *second largest medical district in the State of Texas*. It is also considered to be one of the city's most up-and-coming neighborhoods.

- **Downtown Fort Worth** – Home to significant city and county government, employment, higher education, entertainment, and cultural resources that attract visitors from throughout the region. Downtown Fort Worth has *over 1,500 employers and over 50,000 employees*.
- **Grapevine** – Shopping and visitor destination for DFW including the Main Street entertainment district, historic downtown, and numerous festivals and events. There are over 5,000 hotel rooms, six luxury hotels, and 600,000 square feet (ft) of meeting space. Attractions include Grapevine Mills Mall with *1.6 million (M) square ft of shopping and 13M annual visitors*.
- **DFW Airport** – Located at the northeast end of the corridor with *over 60,000 jobs*, it is the 3<sup>rd</sup> busiest airport in the world for operations and the 8<sup>th</sup> busiest for passenger service with 156,000 daily passengers (2010).

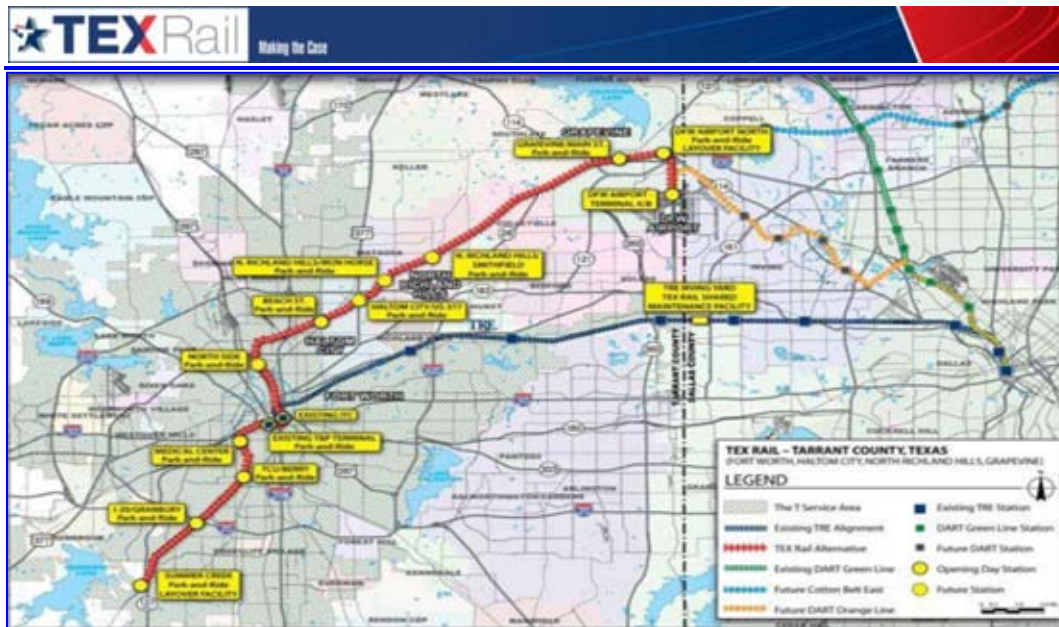
In addition to serving major activity centers along the rail corridor, TEX Rail will offer efficient rail connections to downtown Dallas via the Trinity Railway Express (TRE) and Dallas Area Rapid Transit's (DART) Orange Line, and north Dallas suburbs via DART's Orange and Green Lines and future Cotton Belt rail line. TEX Rail will connect to the TRE in downtown Fort Worth at the Intermodal Transportation Center (ITC) station and to the Cotton Belt rail line and the DART Orange Line at the DFW Airport North and Terminal A/B stations, respectively. TEX Rail will also provide connections to AMTRAK, Greyhound, and The T's extensive fixed-route and paratransit bus system at the ITC in downtown Fort Worth.

The population of DFW is projected to increase by 48% to 9.9M people by 2035 and employment is projected to increase by 47% to 1.6M jobs. *The highest magnitude of population growth within DFW is projected to occur in Tarrant County*. Between now and 2035, the county is estimated to grow by 53% or an additional 975,000 people. Employment in Tarrant County is projected to increase by 50% or an additional 545,000 jobs. Overall, the population growth pattern points to increased infill development resulting in higher population densities within the core counties of Tarrant and Dallas.

**The T's Success:**

- TRE has annual ridership of 2.5 million
- 4.4% average per year growth in system ridership for past 6 years
- FTA Ridership Growth Award recipient twice

## Stay in Touch



During fiscal 2013 The T will:

- Obtain a record of decision from FTA, complete preliminary engineering and Final Environmental Impact Statement
- Continue negotiations with the railroads and DFW on access agreements;
- Prepare and issue a request for proposals for a design-build contract.
- Begin work on positive train control design

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

## Service Updates

Fiscal 2012 bus ridership was 7,436,206 which is an increase of 799,666 passenger trips or 12% increase over the same period in fiscal 2011. MITS service increased 2 % or 7,156 trips over 2011. TRE ridership decreased passenger trips 2.0% over 2011. Vanpool service increased 6.8% or 46,612 trips over fiscal 2011.

## 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 any of the eight cities. This program is funded through a federal grant with a local match from The T. In addition, passenger monthly fees 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, Haltom City, Hurst,



- Keller, and North Richland Hills). 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 2012, TRE Tarrant County boardings provided 1.0 million passenger trips or -2.0 percent decrease from passenger trips in fiscal 2011.

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 2011 these agreements generated approximately \$2.8 million in revenue.

TRE has acquired and refurbished seven (7) F-59 locomotives and 12 bi-level cars from Toronto Canada's GO Transit. TRE has acquired new 2 F-59 PHI locomotives and 13 bi-level cars as the service expanded into Tarrant County and the ridership increased. The current fleet is 25 bi-level coaches (8 cab cars and 17 trailers), and 9 locomotives. The thirteen Rail Diesel Cars (RDC/DMU) that were used before the locomotives and coaches arrived have been retired from regular TRE service. The RDC's are leased to the Denton County Transportation Authority (DCTA) for use on the A Train service until DCTA receives its own passenger equipment in the second half of fiscal 2012.

Service is offered from 4:58 a.m. to 11:35 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 11:37 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 most 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 Fort Worth Main Street Arts Festival. In fiscal 2011, TRE operated on two Sundays in support of the Super Bowl events.

### **Federal Grants in Fiscal 2013**

The Grants Administration Department at The T is responsible for funding approximately 30% of the capital budget. Federal funding through grants administration finances a variety of projects which range anywhere from vanpool programs to rail construction projects.

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:

- Purchase of a parking expansion for TRE riders at the ITC.
- The procurement of environmentally friendly Compressed Natural Gas transit vehicles.
- Sierra Vista Transit Plaza in Southeast Fort Worth.
- Richland Hills TRE parking expansion for commuter rail.
- Enhanced Corridor design and construction along East Lancaster Avenue including modernization and improvements of bus stops and amenities.
- Modernization of rail track on the Tarrant County side of the Trinity Railway Express.
- Program Management, Design, and Environmental work for the TEX Rail project.
- Right-of-way acquisition of rail track related to the TEX Rail project.
- Anti-terrorism surveillance camera installation on the TRE platforms.
- New Freedom ADA improvements such as software upgrades and constructing ADA accessible bus stops.
- Job Access/Reverse Commute services to busy employment centers of commerce such as the Alliance area north of Fort Worth.
- Transit Enhancements such as public art, landscaping, signage, and other scenic beautification projects around service area bus stops.
- Construction of a North Fort Worth bus park and ride.
- Surveillance cameras on all buses.

### **The T's Disadvantaged Business Enterprise (DBE) Goal for Fiscal Year 2013**

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 federally funded contracts.

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.

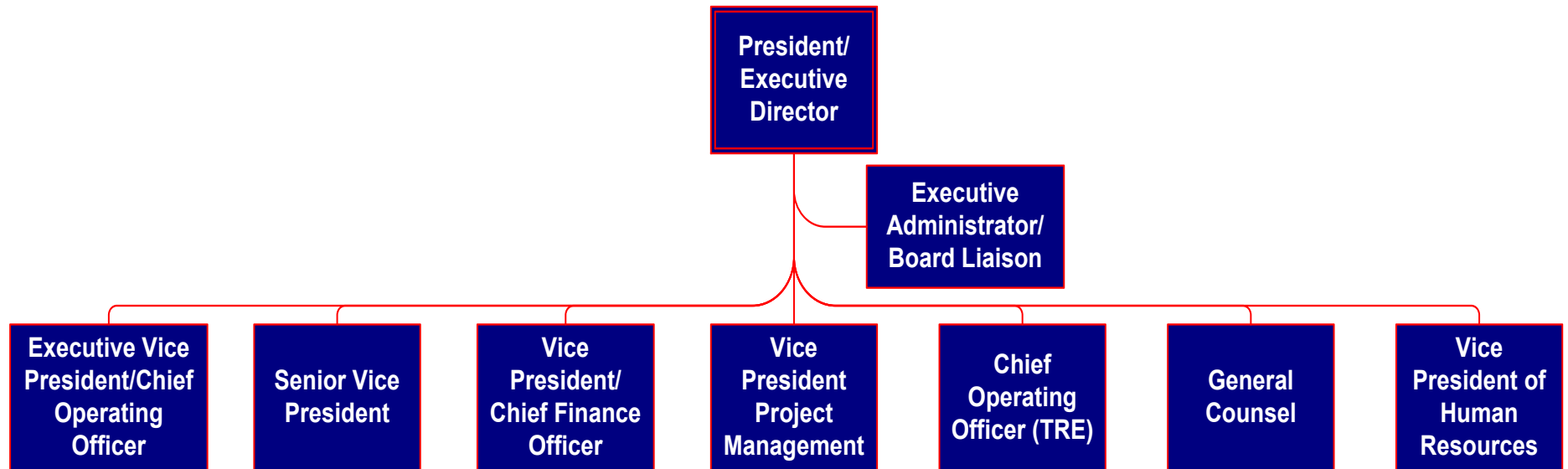
To calculate the goal T-staff performed an analysis of the types of work required for the anticipated upcoming federally funded contracting opportunities for fiscal 2013. In preparation for adoption of the proposed goal, The T presented information on upcoming projects at several public meetings attended by interested DBE vendors. The federally advised calculations were then completed based mainly on past DBE participation and interested parties. The methodology used to determine the FY 2012 goal was then submitted to FTA for review. The T's goal is 20% DBE participation for all federally funded contracts.

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. No comments were received.

The TEX Rail DBE project goals have also been set and were approved by the Board in October. The TEX Rail D/M/WBE Design Build project goal is 30% and the TEX Rail overall project goal is 10.3%. These goals were determined by using the same methodology as what is used for the annual goal.



# Senior Staff



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## Departmental Summary

Department Administration Department Number 0110

### Department Summary of Purpose and Goals

The T's Board of Directors makes policy decision for the organization. The President/Executive Director's office establishes the corporate culture for The T and assumes overall responsibility for the day-to-day operations. The Administration Department provides support necessary to achieve organizational goals and manages intergovernmental partnerships.

### Key Performance Indicators

	<i>FY12 YTD 09/30/12</i>	<i>FY13 Budget</i>
Three Additional Strategic Partners	On-going	9/30/13
Increase Ridership by 5%	Done	9/30/13
Improve the Image of Public Transportation	On-going	9/30/13



## The T 2013 Business Plan Administration

*The Administration Department provides support necessary to achieve organizational goals and manages intergovernmental partnerships.*

**Organizational Goal # 1**      **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three additional strategic partners**
- **Three positive news stories**
- **5% increase in ridership**

**Departmental Project:**      **Represent The T in Tarrant county and North Central Texas on Regional Transportation issues, including T bus service, TRE, and TEX Rail.**

Measurement:      Three positive news stories

Responsible:      Administration Department

Coordinating Department:      Marketing, Planning, and Governmental Relations

**Organizational Goal # 2:**      **Complete three signed agreements with strategic partners by the end of FY13 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

**Departmental Project:**      **Conduct meetings with strategic partners and present plans for their participation with The T.**

Measurement:      Three signed agreements

Responsible:      Administration Department

Coordinating Department:      Planning, Marketing, and Governmental Relations

**Organizational Goal # 3:**      **Increase ridership 5% by September 30, 2013 completing:**

- **North Park & Ride**
- **Sierra Vista**

**Departmental Project:** Provide direction and support for all projects and promote the improvements and new service when meeting with external groups.

Measurement: Projects completed on time

Responsible: Administration Department

Coordinating Department: Planning, Marketing, and Project Management

**Organizational Goal # 4:** Expand the customers' trip planning options and experience by September 30, 2013 using the following appropriate technology-based planning tools:

- Expand NextBus-type information to other routes
- Implement an Interactive Voice Response System
- Install TRE Passenger Information System

**Departmental Project:** Provide direction and support for all projects and promote the new tools when meeting with external groups.

Measurement: Projects completed on time

Responsible: Administration Department

Coordinating Department: Planning, Marketing, and TRE

**Organizational Goal # 5:** Advance TEX Rail effort, which include the following:

- Completion of Preliminary Engineering by the February 28, 2013
- Completion of Final Environmental Impact Statement by March 31, 2013

**Departmental Project:** Provide support and direction for TEX Rail plan.

Measurement: Achievement of completion goals of PE and FEIS

Responsible: Administration Department

Coordinating Department: TEX Rail Project Management, Planning



**Organizational Goal # 6:** **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

- **Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.**
- **Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.**
- **Increase employee productivity and value by providing two targeted professional development training programs.**

**Departmental Project:** **Encourage participation in The T's Wellness Program.**

Measurement: Administrative staff participation

Responsible: Administration Department

Coordinating Department: Human Resources

**Departmental Project:** **Identify training opportunities to enhance job performance.**

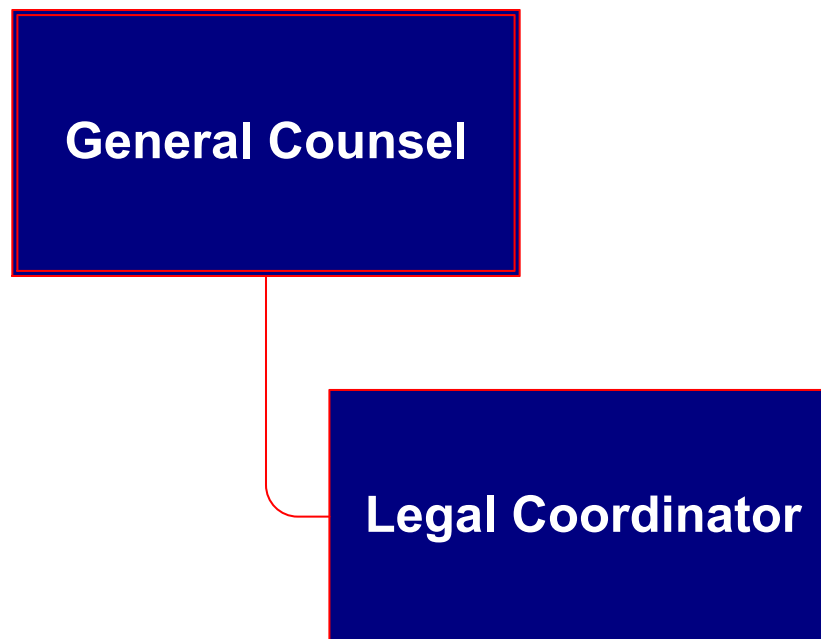
Measurement: Completion of professional development training program

Responsible: Administration Department

Coordinating Department: Human Resources



## Legal Department



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# Departmental Summary

Department Legal Department Number 0110

## Department Summary of Purpose and Goals

Responsible for all legal issues of The T. Advise Board of Directors and Senior Staff on management of a transit authority in accordance with all relevant Federal, State and local statutes and regulations and The T's policies.

## Key Performance Indicators

	<i><b>FY12 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Draft appropriate responses to public information requests in accordance with the Freedom of Information Act.	As needed	As needed
Complete easements, rights of entry, and contract modifications as necessary and settle contract issues as they arise on I-35 North Park and Ride, Sierra Vista Transfer Center.	As needed	As needed
Draft, review, edit NextBus-type contract.	As directed	As directed
Update TEXRail project RAMP document for submittal to FTA	As directed	As directed



## The T 2013 Business Plan Legal

*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*

- Organizational Goal # 1**    **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
  - **Three additional strategic partners**
  - **Three positive new stories**
  - **5% increase in ridership**

**Departmental Project:**    **I-35 North Park and Ride**

Measurement:    Complete easements, rights of entry, and contract modifications as necessary 30 days after contract issues are identified and communicated to Legal Department.

Responsible:    Sylvia Hartless, General Counsel

Coordinating Department:    Procurement/Contracts Administration; Project Management

- Organizational Goal # 3:**    **Increase ridership 5% by September 30, 2013 completing:**
- **North Park & Ride**
  - **Sierra Vista**

**Departmental Project:**    **I-35 North Park and Rise**

Measurement:    Complete easements, rights of entry, and contract modifications as necessary 30 days after contract issues are identified and communicated to Legal Department.

Responsible:    Sylvia Hartless, General Counsel

Coordinating Department:    Procurement/Contracts Administration; Project Management

**Departmental Project:**    **Sierra Vista Transfer Center**

Measurement:    Complete easements, rights of entry, and contract modifications as necessary 30 days after contract issues are identified and communicated to Legal Department.

Responsible:    Sylvia Hartless, General Counsel

Coordinating Department:    Procurement/Contract Administration; Project Management

**Organizational Goal # 4:** Expand the customers' trip planning options and experience by September 30, 2013 using the following appropriate technology-based planning tools:

- Expand NextBus-type information to other routes
- Implement an Interactive Voice Response System
- Install TRE Passenger Information System

**Departmental Project:** NextBus-type information to other routes

**Measurement:** Complete contract drafting 30 days after negotiated contract terms have been agreed.

**Responsible:** Sylvia Hartless, General Counsel

**Coordinating Department:** Planning, Procurement/Contract Administration; Project Management; Information Technology

**Organizational Goal # 5:** Advance TEX Rail effort, which include the following:

- Completion of Preliminary Engineering by the February 28, 2013
- Completion of Final Environmental Impact Statement by March 31, 2013

**Departmental Project:** Real Estate Management Program (RAMP)

**Measurement:** Update RAMP at least two weeks after each substantial event (i.e., real estate acquisition, disposition of surplus property, site development) or two weeks prior to submittal to FTA, as appropriate

**Responsible:** Sylvia Hartless, General Counsel

**Coordinating Department:** Finance, Project Management

**Organizational Goal # 6:** Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.

- Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.
- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.
- Increase employee productivity and value by providing two targeted professional development training programs.

**Department Project:** **Add to General Counsel’s and Legal Assistant’s 2013 Baselines the goals of attending or participating in at least one Wellness Program seminar per quarter.**

Measurement: Five or more seminar equals exceeds expectations; four seminars equals meets expectations.

Responsible: Legal Department.

Coordinating Department: Legal Department, Fitness Center, HR.

**Department Project:** **General Counsel to participate in bio screen; strongly encourage Legal Assistant to attend bio screen.**

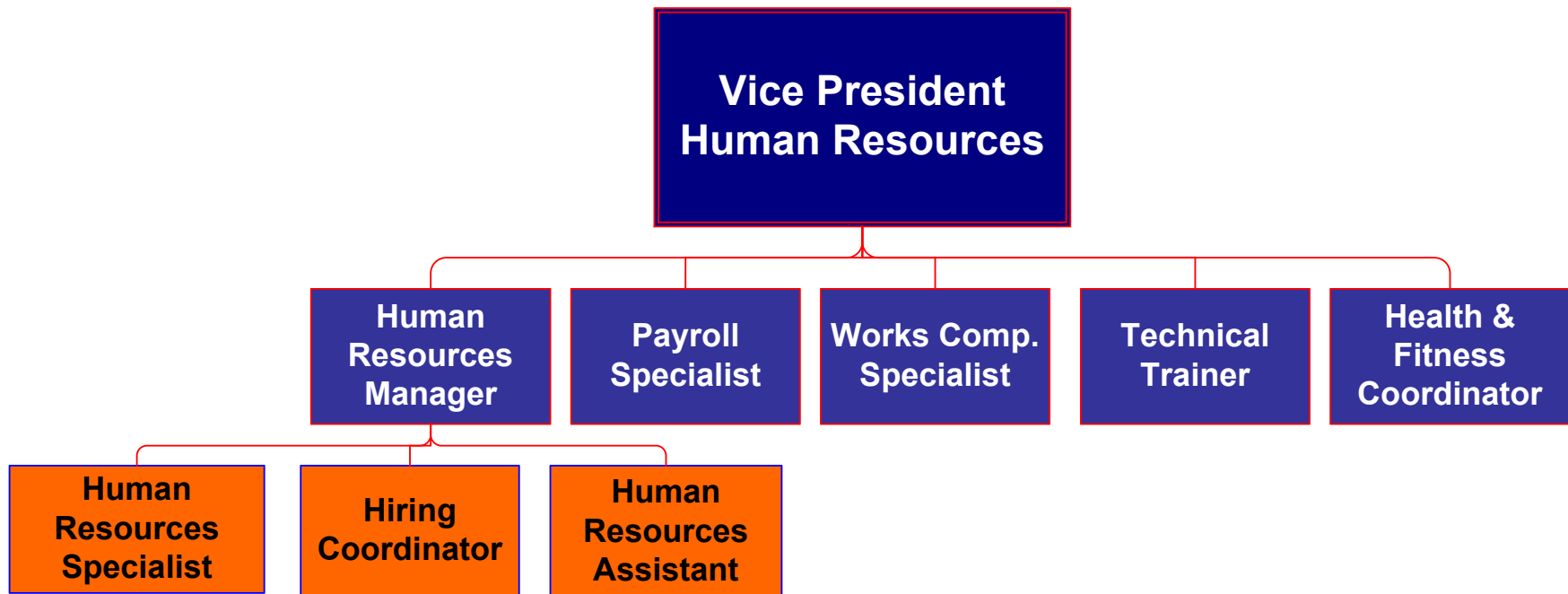
Measurement: General Counsel to participate in bio screening equals Meets Expectations; Legal Assistant participate in bio screening equals Exceeds Expectations.

Responsible: General Counsel and Legal Assistant

Coordinating Department: Legal Department, Fitness Center, HR.



# Human Resources





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Department Human Resources Department Number 0140

**Department Summary of Purpose and Goals**

The necessary core components of a comprehensive human resources department include but are not limited to recruitment, training, benefits, performance management, employee relations, and risk management. In addition, our department emphasizes the importance of remaining up-to-date on current trends, technology, and incentives while providing exemplary service to our internal and external customers. The Human Resource 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 retirement plans, employee wellness programs, and pre-employment testing). In addition, the Human Resource team is dedicated to provide ongoing health promotion and wellness 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.

**Measurable Goals and Objectives**

	<i><b>FY11 YTD 09/30/12</b></i>	<i><b>FY13 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 Compliance 2/2012	Meet Compliance by 2/2013
Coordinate Annual Benefits Enrollment through our Wellness Fair.	Held Fair Oct 2011	Hold Fair Oct 2012
Compile and review EPA (PEP) Midyears and Annuals by deadline.	All Midyears and Annual Evaluations complete for FY12	All Midyears and Annual Evaluations complete for FY13
Complete all OSHA injury/illness reporting and record all lost days by the deadline and post by guidelines.	Posted by 02/1/12	Meet Compliance by 2/1/13
Increase involvement and participation in our Wellness Program by from year 2 compared to year 3 of the program.	2 <sup>nd</sup> year program June 2011	3 <sup>rd</sup> year program October 2012



## The T 2013 Business Plan Human Resources

*Responsible for hiring personnel training and employee benefits*

**Organizational Goal # 3:** Increase ridership 5% by September 30, 2013 completing:

- North Park & Ride
- Sierra Vista

**Departmental Project:** Continue to provide training to all operators on BRT equipment

Measurement: All new drivers trained on BRT equipment as hired in FY13

Responsible: Training Administrator with Operations Supervisors

Coordinating Department: Operations

**Organizational Goal # 6:** Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.

- Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.
- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.
- Increase employee productivity and value by providing two targeted professional development training programs.

**Departmental Project:** HR and our Wellness Vendor revised the wellness program for calendar year 2013. Project is intended to increase overall health of employees, and to increase participation of total workforce in our bioscreens, HRAs and wellness program. HR will utilize all benefit meetings, including our wellness fair in October 2012, and during our week of bioscreens screenings during October 2012, to educate our workforce about the new incentive program and the correlation to our healthcare costs.

Measurement: 2013 premium discount will be offered to employees, who complete biometric screening and health risk assessment, in October 2012. HR will measure effectiveness of participation by tracking employees who receive \$120 yearly premium discount for 2013 as well as tracking employees who are eligible to receive 2013 Wellness points. Overall goal is to impact the health plan by reducing the annual premium increase. By improving employee health there will be a positive impact on the health plan and the wellness program, and its resources, programs and activities will promote behavior change.

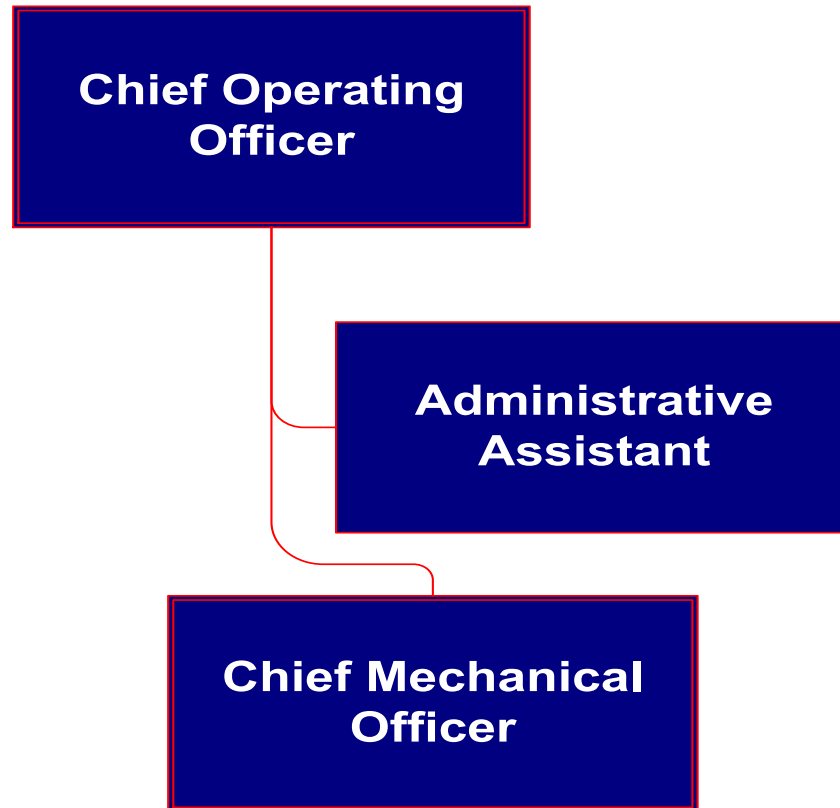
Responsible: VP of Human Resources, Wellness Manager, and Ultimate Health Matters

Coordinating Department: All departments

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



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# Departmental Summary

Department TRE Department Number 0301

## Department Summary of Purpose and Goals

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 and the State Fair of Texas. 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. Provide technical assistance to TEX Rail project development.

## Key Performance Indicators

	<i><b>FY12 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Subsidy per Passenger.	3.73	3.60
Passengers per Hour.	132.1	133.0
Passengers per Mile.	5.47	5.60
On-Time Performance.	97.1%	97.5%
Fare box Recovery	21.29%	21.0%



## The T 2013 Business Plan Trinity Railway Express

*Our goal is to provide passenger rail service between the cities of Fort Worth and Dallas. This includes regular commuter passenger service and special events.*

**Organizational Goal # 1**    **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three additional strategic partners**
- **Three positive new stories**
- **5% increase in ridership**

**Departmental Project:**    **Improve Ridership by 5%.**

Measurement:    Ridership averages increase by 5% over the year.

Responsible:    TRE, DART Marketing, T Marketing

Coordinating Department:    TRE

**Organizational Goal # 4:**    **Expand the customers' trip planning options and experience by September 30, 2013 using the following appropriate technology-based planning tools:**

- **Expand NextBus-type information to other routes**
- **Implement an Interactive Voice Response System**
- **Install TRE Passenger Information System**

**Departmental Project:**    **Install Wifi on TRE equipment**

Measurement:    Equipment is installed by September 30, 2013

Responsible:    IT, DART Procurement

Coordinating Department:    TRE

**Departmental Project:**    **Install TRE Passenger Information System**

Measurement:    Equipment is installed by September 30, 2013

Responsible:    IT,            DART            Procurement,            Facilities

Coordinating Department: TRE

**Organizational Goal # 5:** **Advance TEX Rail effort, which include the following:**

- **Completion of Preliminary Engineering by the February 28, 2013**
- **Completion of Final Environmental Impact Statement by March 31, 2013**

**Departmental Project:** **Provide technical assistance to the TEX Rail plan.**

Measurement: No project delays due to TRE staff.

Responsible: TRE

Coordinating Department: Project Management, TEX Rail Project Team

**Organizational Goal # 6:** **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

- **Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.**
- **Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.**
- **Increase employee productivity and value by providing two targeted professional development training programs.**

**Departmental Project:** **Participation in Bio screening**

Measurement: 100 % participation

Responsible: TRE

Coordinating Department: HR

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# Project Management

**Vice President  
Project  
Management**

**Executive Assistant**

**Assistant Vice  
President Project  
Management**

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# Departmental Summary

**Department**                      Project Management                      **Department Number**                      0117

## Department Summary of Purpose and Goals

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

## Key Performance Indicators

	<i><b>FY11 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Berry/TCU Transfer Center	\$2,406,000	\$150,000
I-20/Granbury Road Park & Ride	\$1,185,000	\$75,000
North Park & Ride	\$862,000	\$1,350,000
Quiet Zones	\$0	\$200,000
Sierra Vista Transit Plaza	\$251,000	\$589,000
Summer Creek Phase I	\$0	\$150,000
TRE Grade Crossings (Precinct Line)	\$0	\$500,000



## The T 2013 Business Plan Project Management

*To provide project management services for capital expenditure related enhancement projects on bus, Trinity Railway Express, and TEX Rail facilities.*

**Organizational Goal # 1**    **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three additional strategic partners**
- **Three positive new stories**
- **5% increase in ridership**

**Departmental Project:**    **Sierra Vista Transit Plaza**

Measurement:    Open Sierra Vista Transit Plaza by April 2013.

Responsible:    Project Management

Coordinating Department:    Planning, Procurement, Marketing, Operations, Maintenance

**Organizational Goal # 3:**    **Increase ridership 5% by September 30, 2013 completing:**

- **Sierra Vista Transit Plaza**

**Departmental Project:**    **Sierra Vista Transit Plaza**

Measurement:    Open Sierra Vista Transit Plaza by April 2013.

Responsible:    Project Management

Coordinating Department:    Planning, Procurement, Marketing, Operations, and Maintenance

**Organizational Goal # 5:**    **Advance TEX Rail effort, which include the following:**

- **Completion of Preliminary Engineering by the February 28, 2013**
- **Completion of Final Environmental Impact Statement by March 31, 2013**

**Departmental Project:**    **Provide assistance to the TEX Rail Program Management Consultant, as necessary on the Colleyville Quiet Zone project**



Measurement: Complete design on the Quiet Zone which includes improvement to three grade crossings on the Cotton Belt Corridor in Colleyville by September 30, 2013.

Responsible: Project Management

Coordinating Department: Procurement, Legal, TEX Rail Team, Marketing

**Organizational Goal # 6: Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

- Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.
- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.
- Increase employee productivity and value by providing two targeted professional development training programs.

**Departmental Project: Encourage staff to enroll in the Total Wellness Program**

Measurement: All staff to complete Total Wellness Program and receive individual award for each quarter.

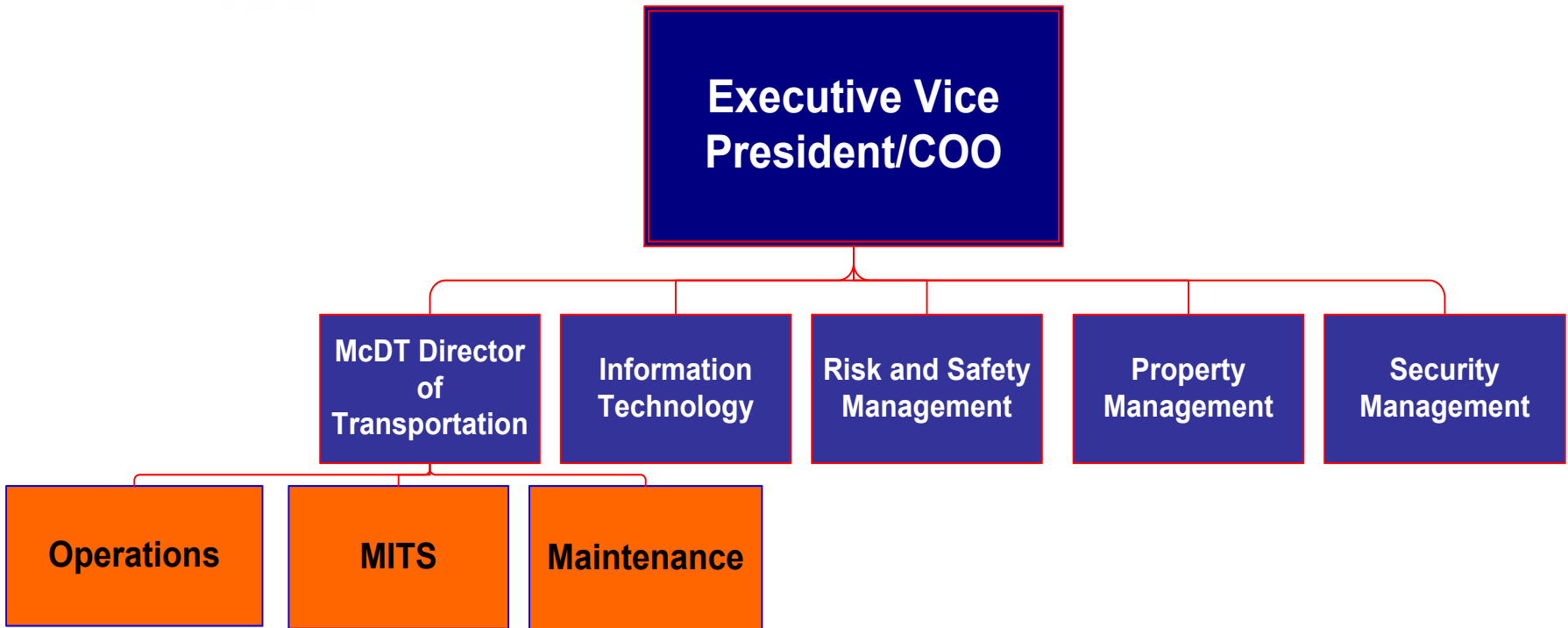
Responsible: Project Management

Coordinating Department: Human Resource

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# Executive Vice President/COO



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# Departmental Summary

**Department** Maintenance **Department Number** 0170

## Department Summary of Purpose and Goals

To provide quality vehicles to support the mission of the bus and para-transit operations. To maintain all facilities in order to ensure that all properties maintain their values over their life expectancy.

### Measurable Goals and Objectives

	<i><b>FY12 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Maintain FY13 Vehicle Maintenance Budget	\$7.852M	\$7.938M
Maintain FY13 Facilities Maintenance Budget	\$3.467M	\$3.211M
Maintain FY13 Maintenance Administration Budget	\$843k	\$866k
Maintain FY13 MITS Maintenance Budget	\$1.224M	\$1.224M
Fixed Route Miles between Road Calls	8178	9000
MITS Miles Between Road calls	8825	9000



## The T 2013 Business Plan Maintenance

*To be responsible for daily preventative maintenance of our bus fleet and all The T facilities as well as emergency maintenance*

- Organizational Goal # 1**    **Improve the image of public transit by the end of fiscal 12 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
  - **Three additional strategic partners**
  - **Three positive new stories**
  - **5% increase in ridership**

**Departmental Project:**    Manage Operational and Maintenance Contract for CNG station

Measurement:    Ongoing

Responsible:    Maintenance

Coordinating Department:    N/A

**Departmental Project:**    Maintain the 60' articulated buses in support of the SPUR

Measurement:    Ongoing

Responsible:    Maintenance

- Organizational Goal # 3:**    **Increase ridership 5% by September 30, 2012 completing:**

- **The Enhanced Bus Corridor**
- **North Park & Ride**
- **Sierra Vista**
- **Richland Hills TRE Park & Ride Access Parking Improvements**

**Departmental Project:**    **Work with VP projects to ensure that maintenance is fully aware of all aspects required to maintain the Sierra Vista Project**

Measurement:    June 2013

Responsible: Facilities Maintenance

Coordinating Department: OPS, Scheduling

**Organizational Goal # 6:** **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

**Departmental Project:** Staff development by including selected staff in budget preparation, union grievances, developing equipment specification

Measurement: Ongoing

Responsible: Maintenance

Coordinating Department: N/A

## Departmental Summary

**Department** MITS **Department Number** 2100,2200,2300

### Department Summary of Purpose and Goals

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.

### Key Performance Indicators

	<i><b>FY11 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Reduce Total Complaints by 10%	109	98
Increase Travel Training trips by 5% to Increase Fixed Route Bus Ridership	164,484	172,708
Increase MITS+1 Ridership by 5% to Increase Fixed Route Ridership	322,076	338,180
Preventable Accidents Per 100,000 miles	1.01	1.25
Non Preventable Accidents Per 100, 000 miles	0.60	1.25
Total On-Time Performance	86.6%	90%
Trips Per Hour	2.01	2.00
Operator Overtime as a Percentage of Total Hours of Payroll	9.4%	10%
Meet Fiscal 2013 budget	On-going	On-going





## The T 2013 Business Plan MITS Operations

*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.*

**Organizational Goal # 1    Improve the image of public transit by the end of fiscal 13 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **5% increase in ridership**

**Departmental Project:    Decrease customer Service Complaints by 10% in FY2013 for a total not to exceed 100 complaints.**

Measurement:    Achieve goal of a 10% reduction in customer service complaints for a total not to exceed 100 by 9/30/2013.

Responsible:    Lauri Brown and the MITS Team

Coordinating Department:    Customer Service Center

**Departmental Project:    Increase the Transit Ambassador new client training by 5% to achieve a goal of 172,708 trips on Fixed Route bus service.**

Measurement:    Achieve a 5% increase in new client training for a total of 172,708 trips by 9/30/2013.

Responsible:    Mark Shoop, Greg Scott and the Transit Ambassadors

Coordinating Department:    MITS Administration and Bus Operations

**Departmental Project:    Promote the use of the MITS+1 pass to passengers to increase MITS+1 ridership on fixed route bus service by 5% to achieve a total of 338,180 trips.**

Measurement:    Achieve a 5% increase in MITS+1 ridership for a total of 338,180 trips by 9/30/13.

Responsible:    Lauri Brown, Mark Shoop, Greg Scott and the MITS Team

Coordinating Department:    Marketing, Bus Operations and MITS Operations

**Organizational Goal # 6:** **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

**Departmental Project:** **Develop operator incentive programs that improve safety, morale and customer service.**

Measurement: Implement operator incentive programs that reward safe driving, good attendance and good customer service throughout FY2013 thus improving operator morale. Example: Operator Lottery: Extra Board operators with zero accidents, zero absences and great customer service each month are eligible to be drawn “lottery style” for the schedule of their choice for a week.

Responsible: MITS Team

Coordinating Department: N/A

**Departmental Project:** **Enroll the MITS Team in the National Seminars Training Membership Program to enhance professional development, improve employee morale, and productivity.**

Measurement: Each MITS Team member will actively participate in the National Seminars Training Program during FY2013.

Responsible: Lauri Brown

Coordinating Department: N/A

**Departmental Project:** **Ensure the T and MITS operating policies and procedures are designed to provide support and motivation to the frontline employees.**

Measurement:

- Always get input from frontline employees before changes are made in areas that affect them.
- Keep frontline employees informed of all changes in advance.
- Meet with staff bi-weekly to gain input on how the T can serve them better.
- Intervene for operators with company issues that distract them from providing good customer service.

- 
- Work with IT to provide 99.9% up time of all technology so that staff has the tools necessary to do their job efficiently and effectively.

**Departmental Project:**      **Develop wellness programs that encourage participation and reward goal achievement.**

Measurement:                      MITS employee involvement and incentives earned in wellness programs will increase by 5% by 9/30/13.

Responsible:                        Lauri Brown and MITS Team

Coordinating Department:      HR

## Departmental Summary

Department

Operations

Department Number

1100-  
1200

### Department Summary of Purpose and Goals

Responsible for daily bus service operation

#### Key Performance Indicators

	<i><b>FY12 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Subsidy per passenger	3.74	3.75
Passengers per hour	19.86	21.00
Passengers per mile	1.78	1.87
Number of passenger trips ( <i>estimated through the end of the year</i> )	7,436,206	7,547,749
Preventable accidents per 100,000 miles	1.23	1.16
Non Preventable accidents per 100,000 miles	1.39	1.25
On-Time performance	95.2%	96.0%
Operator overtime as a percentage of total hours of payroll	8.0	8.0
Complaints per 100,000 passenger trips	3.0	2.5



## The T 2013 Business Plan Operations

Responsible for daily bus service operation

**Organizational Goal # 1** **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three additional strategic partners**
- **Three positive new stories**
- **5% increase in ridership**

**Departmental Project:** **Reduce customer complaints from 2.5 to 2.0 and increase ridership by 6%**

**Measurement:** Conduct quarterly All Team meetings with operators and hold each supervisor accountable for their team. Maintain on-time performance at 99%

**Responsible:** Operations, Risk Management, and Safety

**Coordinating Department:** N/A

**Organizational Goal # 6:** **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

- **Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.**
- **Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.**
- **Increase employee productivity and value by providing two targeted professional development training programs.**

**Departmental Project:** Promote and increase operator's participation in the Total Wellness Program. By implementing an each one take one project among the supervisor staff and myself.

Measurement: Implement an incentive program for each operator and supervisor that workout in the fitness center at least 3-times a week.

Responsible: Operations

Coordinating Department: Company Wide

## Departmental Summary

**Department** Information Technology/Services **Department Number** 0150

### Department Summary of Purpose and Goals

Provide and support Information Technology/Services solutions.

#### Key Performance Indicators

	<i><b>FY12 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Complete purchase of leased Dell computer systems	100%	-
Replace obsolete tape backup solution	100%	-
Complete conversion of company desktops to Windows 7 OS	10%	\$40,110
Implement automated timekeeping system	5%	\$30,000
Implement Disaster Recovery/Business Continuity plan and site	75%	\$100,000
Complete MITS Mobile Data Terminal Upgrade	0%	\$420,000
Enhance IT support infrastructure	30%	\$250,000
Implement the Trapeze Sign In Terminal software module	0%	\$40,804
Implement Interactive Voice Response (IVR) system	5%	\$50,000
Install new PIS signs at the TRE stations	5%	\$600,000



## The T 2013 Business Plan Information Technology

*Provide and support Information Technology/Services solutions.*

**Organizational Goal # 1**     **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three additional strategic partners**
- **Three positive new stories**
- **5% increase in ridership**

**Departmental Project:**     **Implement Disaster Recovery/Business Continuity plan and site**

**Measurement:**     Implementation of a location to recover critical business systems in the event of a significant interruption of normal business operation; development of a documented approach to disaster recovery/business continuity; and, execution and documentation of a DR test.

**Responsible:**     Information Technology/Services

**Coordinating Department:**     Procurement, Legal, Facilities Maintenance

**Departmental Project:**     **Enhance IT support infrastructure**

**Measurement:**     Improvement in tools and infrastructure available to all departments to enhance their ability to support the overall T mission: upgrade of current desktop operating system software; implementation of multi-year desktop replacement program; implementation of time-keeping tools; and, implementation of two-way data feed between Ellipse and Trapeze.

**Responsible:**     Information Technology/Services

**Coordinating Department:**     All Departments

**Departmental Project:**     **Update equipment supporting MITS Mobile Data System     Replacements**



Measurement: Replacement of the mobile data terminals (MDTs) in the MITS vehicles

Responsible: Information Technology/Services

Coordinating Department: Procurement, Legal, MITS, Maintenance

**Departmental Project: Trapeze Operations Enhancement**

Measurement: Operational use of Trapeze's Sign In Terminal for all drivers.

Responsible: Information Technology/Services

Coordinating Department: Procurement, Legal, MITS, Operations

**Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2013 using the following appropriate technology-based planning tools:**

- **Expand NextBus-type information to other routes**
- **Implement an Interactive Voice Response System**
- **Install TRE Passenger Information System**

**Departmental Project: Installation of an Interactive Voice Response (IVR) System**

Measurement: Successful procurement and installation of an IVR system

Responsible: Information Technology/Services

Coordinating Department: Procurement, Legal, MITS, Customer Service, Employer Services

**Departmental Project: TRE Passenger Information Sign (PIS) Upgrade**

Measurement: Successful installation of new PIS signs at the TRE stations

Responsible: Information Technology/Services

Coordinating Department: Procurement, Legal, TRE, Maintenance, Facilities Maintenance

**Organizational Goal # 6:** Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.

- Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.
- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.
- Increase employee productivity and value by providing two targeted professional development training programs.

**Departmental Project:** Technical Training

Measurement: Setup of online training courses for IT personnel.

Responsible: Information Technology/Services

Coordinating Department: Procurement

**Departmental Project:** Educational Seminars for Company Employees

Measurement: Provide at least one "How To" course per quarter for company employees on software tools implemented at The T to improve their productivity.

Responsible: Information Technology/Services

Coordinating Department: All Departments

**Departmental Project:** Wellness Education

Measurement: Encourage participation in personal wellness program by emphasizing company sponsored wellness activities, programs, and educational opportunities at every department staff meeting..goal of 50% participation in the Wellness Program.

Responsible: Information Technology/Services

Coordinating Department: HR

## Departmental Summary

Department Property Management Department Number 0110

### Department Summary of Purpose and Goals

Responsible for facilities/amenities management, improvements and leasing, and various other projects.

### Key Performance Indicators

	<i>FY12 YTD 09/30/12</i>	<i>FY13 Budget</i>
\$130,000 T&P/ITC Rental Revenue	\$124,300	\$130,000
Fully implement/launch Fort Worth Bike Sharing	N/A	April 22 <sup>nd</sup> , 2013



## The T 2013 Business Plan Property Management

*Responsible for facilities/amenities, management, improvements, leasing, and various other projects.*

- Organizational Goal # 1**    **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
  - **Three additional strategic partners**
  - **Three positive new stories**
  - **5% increase in ridership**

**Departmental Project:**    **Implement Bike Share Program**

Measurement:    Completed by spring, 2012

Responsible:    Property Management

Coordinating Department:    Planning, Marketing

**Departmental Project:**    **Update T&P website (including a customer service survey) to streamline information and better inform customers**

Measurement:    Completed by October 31<sup>st</sup>, 2011

Responsible:    Property Management

Coordinating Department:    Marketing

**Organizational Goal # 6:**    **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

- **Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.**
- **Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.**

- 
- **Increase employee productivity and value by providing two targeted professional development training programs.**

**Departmental Project:** **Continue to promote Total Wellness throughout company**

Measurement: Ongoing

Responsible: Property Management

Coordinating Department: Company-wide

**Departmental Project:** **Organization of successful company events**

Measurement: Ongoing

Responsible: Property Management

Coordinating Department: Cross-departmental; Event Committee Members

## Departmental Summary

Department Transit Security Department Number 0145

### Department Summary of Purpose and Goals

Manages and supervises 30(+) part-time Transit Security Officers, including 14(+) contracted security officers. Investigates security related incidents for all modes of operation. 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.

### Key Performance Indicators

	<i>FY12 YTD 09/30/12</i>	<i>FY13 Budget</i>
Overall reported incidents reduced by 4%, per 100,000 riders.	4.00	3.85
NTD reportable incidents are less than 1 per 100,000 riders.	1.85	1
All passenger-type incidents are less than 3.0 per 100,000 riders.	3.0	2.9
Meet Fiscal 2013 budget	\$303,920	\$342,664



## The T 2013 Business Plan Transit Security

*Responsible for facility and transit security services provided to  
The T and its customers.*

- Organizational Goal # 1**    **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
  - **Three additional strategic partners**
  - **Three positive new stories**
  - **5% increase in ridership**

**Departmental Project:**    **Complete one ride check per week on fixed route buses.**

**Measurement:**    **Submit ride checks forms to Operations VP for review, thru Sept 2013.**

**Responsible:**    Security Specialist

**Coordinating Department:**    **Operations, Planning**

- Organizational Goal # 3:**    **Increase ridership 5% by September 30, 2013 completing:**
- **North Park & Ride**
  - **Sierra Vista**

**Departmental Project:**    **Complete installation of surveillance cameras at Sierra Vista, ensuring operational status.**

**Measurement:**    Completed by end March 2013.

**Responsible:**    Security Specialist

**Coordinating Department:**    Project Management, Planning

- Organizational Goal # 6:**    **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**
- **Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.**

- 
- **Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.**
- **Increase employee productivity and value by providing two targeted professional development training programs.**

**Departmental Project:** **Enroll in T's 2013 Wellness Center and T Total Wellness Program.**

Measurement: Complete 2013 Bio-Screening and health assessment, and submit quarterly wellness program credit reports.

Responsible: Security Specialist

Coordinating Department: HR



# Departmental Summary

**Department**

Risk Management

**Department Number**

0145

## Department Summary of Purpose and Goals

To provide for the safety of employees, passengers and protection of transit assets in an effort to prevent injuries and limit exposures to loss.

### Key Performance Indicators

	<i><b>FY12 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Keep Claims cost less than \$130,000 FY 13	\$95,728.16	\$130 K or less
Reduce preventable vehicle collisions by 20%	64	52 Or less
Recover over 90% of subrogation claims	64%	90 or greater
Reduce at fault passenger injuries by 20%	30	24 or less



## The T 2013 Business Plan Risk Management

*To provide for the safety of employees, passengers and protection of transit assets, in an effort to prevent injuries and limit exposures to loss.*

**Organizational Goal # 1**    **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three additional strategic partners**
- **Three positive new stories**
- **5% increase in ridership**

**Departmental Project:**    **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 Monitoring System, and Smith System Web Based Driving improvement training. This will help maintain the public's favorable perception of The T by continuing our policy of taking the greater care of all customers.**

Measurement:    Number of claims filed

Responsible:    Risk Management

Coordinating Department:    Operations

**Organizational Goal # 6:**    **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

- **Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.**
- **Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.**
- **Increase employee productivity and value by providing two targeted professional development training programs.**



**Departmental Project:**      **The Risk Management Department has a safety incentive program to coincide with the T Total Wellness Program. This programs purpose will be to promote safety and give incentives on a quarterly basis if the goals can be meet.**

Measurement:                      Goal Attainment for Operators

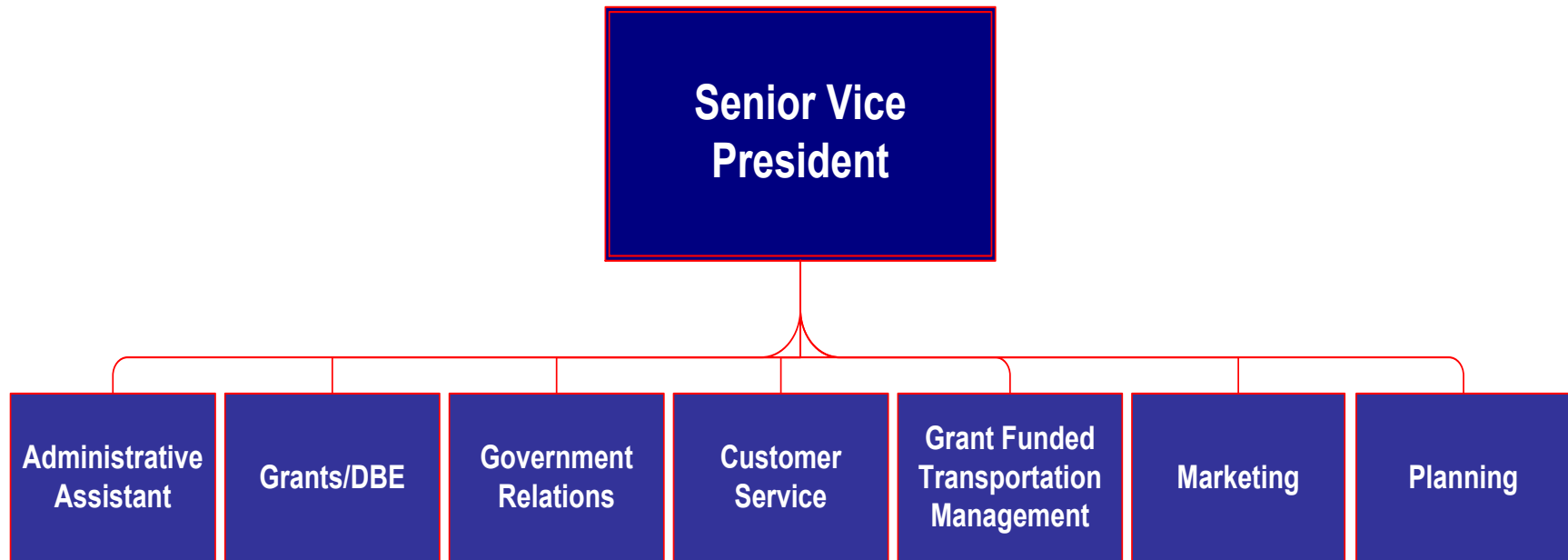
Responsible:                        Risk Management

Coordinating Department:      Operations

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# Senior Vice President



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## Departmental Summary

Department Customer Service Department Number 0120

### Department Summary of Purpose and Goals

Provides customer information for TRE, fixed route bus, rider request, and MITS paratransit service via telephone, internet and at the ITC kiosk. Handles customer inquiries, suggestions, and complaints and maintains the lost and found items. Books MITS and Route 41 Richland Hills Rider Request trips and enters them into the computer. Communicates with the MITS dispatcher regarding MITS trips as necessary.

### Key Performance Indicators

	<i><b>FY12 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Calls Answered Percentage of 97% or higher per presented calls per rep	97%	No lower than 97%
80% or higher average on 5 random call monitors per month, per rep	85%	No lower than 80%
Release time percentage of 35% or less	35%	35% or less
Customer Service Professionalism Training	N/A	All CSRs



## The T 2013 Business Plan Customer Service

*Provides customer information for TRE, fixed route bus, rider request, and MITS paratransit service via telephone, internet and at the ITC kiosk.*

- Organizational Goal # 1**     **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
  - **Three additional strategic partners**
  - **Three positive new stories**
  - **5% increase in ridership**

**Departmental Project:**     **Maintain a positive attitude while providing accurate and timely information to customers.**

Measurement:     Decrease CS complaints 10% over FY12.

Responsible:     CS Department

Coordinating Department:     N/A

- Organizational Goal # 3:**     **Increase ridership 5% by September 30, 2013 completing:**
- **North Park & Ride**
  - **Sierra Vista**

**Departmental Project:**     **Develop plans to ensure customer service representatives are knowledgeable about details of the North Park and Ride and Sierra Vista Transfer Center.**

Measurement:     All customer service staff can answer all questions pertaining to the operations and schedules of the new services.

Responsible:     Customer Service Administrator

Coordinating Department:     Planning, Operations

- Organizational Goal # 6:**     **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**
- **Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.**



- **Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.**
- **Increase employee productivity and value by providing two targeted professional development training programs.**

**Departmental Project:**      **Work with Wellness Manager to increase participation**

Measurement:                      100% Participation

Responsible:                        Customer Service Administrator

Coordinating Department:      HR

## Departmental Summary

Department DBE Department Department Number 0117

### Department Summary of Purpose and Goals

Ensure The T's DBE program is carried out in line with The T's goals and to foster the highest level of DBE participation possible on all projects regardless of funding source.

### Key Performance Indicators

	<i><b>FY12 YTD 09/30/12</b></i>	<i><b>FY13</b></i>
DBE Goal	20%	20%
Complete the development and submission of The T's annual DBE goal to FTA	ongoing	10/1/2012
Coordinate with Chambers of Commerce and the NCTRCA on DBE outreach/education events	ongoing	10/31/12
Manage departmental budget	\$41,180	\$41,180



## The T 2013 Business Plan DBE Administration

*Ensure The T's DBE program is carried out in line with The T's goals and foster the highest level of DBE participation possible on all projects regardless of funding source.*

- Organizational Goal # 1**     **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
  - **Three additional strategic partners**
  - **Three positive new stories**
  - **5% increase in ridership**

**Departmental Project:**     **Reach out the various Chambers and organizations in the community on DBE participation creating public awareness of sincerity behind having a strong DBE program at The T.**

**Measurement:**     Increased DBE participation on all projects which improves The T's public image

**Responsible:**     DBE Administrator

**Coordinating Department:**     Procurement, Marketing, Public Outreach, TEX Rail team

- Organizational Goal # 2:**     **Complete three signed agreements with strategic partners by the end of FY13 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

**Departmental Project:**     **Increase awareness of The T's commitment to DBE participation which could possibly increase interest in becoming a member city.**

**Measurement:**     Additional member cities

**Responsible:**     DBE Administrator

**Coordinating Department:**     Procurement, Marketing, Public Outreach, TEX Rail team

- Organizational Goal # 3:**     **Increase ridership 5% by September 30, 2013 completing:**
- **North Park & Ride**
  - **Sierra Vista**

**Departmental Project:**     **Ensure at least 20% DBE participation on all Federally funded capital projects and DBE participation is seriously considered**

**on all projects, regardless of whether or not a participation goal is set.**

Measurement: 20% participation on all capital projects

Responsible: DBE Administrator

Coordinating Department: Project Management and Procurement

**Organizational Goal # 4:** **Expand the customers' trip planning options and experience by September 30, 2013 using the following appropriate technology-based planning tools:**

- **Expand NextBus-type information to other routes**
- **Implement an Interactive Voice Response System**
- **Install TRE Passenger Information System**

**Departmental Project:** **Ensure DBE participation is seriously considered on all technology based planning tools**

Measurement: DBE participation percentage on the planning tools contracts

Responsible: DBE Administrator

Coordinating Department: IT and Procurement

**Organizational Goal # 5:** **Advance TEX Rail effort, which include the following:**

- **Completion of Preliminary Engineering by the February 28, 2013**
- **Completion of Final Environmental Impact Statement by March 31, 2013**

**Departmental Project:** **Ensure the highest level of DBE participation is reached on all contracts involved with the TEX Rail project.**

Measurement: Amount of participation fostered. To be measured monthly, quarterly, and annually

Responsible: DBE Administrator

Coordinating Department: TEX Rail project team, Procurement, Marketing, Public Outreach

**Organizational Goal # 6:** **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

- **Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of**

**the employees receiving premium discounts through the wellness program.**

- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.**
- Increase employee productivity and value by providing two targeted professional development training programs.**

**Departmental Project:** To continue to utilize The T's Wellness Program by participating in as many wellness activities as possible.

Measurement: Wellness program awards

Responsible: Grants Administrator

Coordinating Department: HR

## Departmental Summary

**Department** Grants Administration  
Department

**Department Number** 0117

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### Department Summary of Purpose and Goals

The Grants Administration department will continue to administer grants in line with The T's overall goals and will ensure FTA compliance on all projects that have a federal interest.

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### Key Performance Indicators

	<i><b>FY12 YTD 09/30/11</b></i>	<i><b>FY13 Budget</b></i>
Submit all reports requested accurately and on time	Quarterly, on-going	9/30/13
Apply for all available funding opportunities as various programs are announced while searching for new opportunities	On-going, as available	9/30/13
Provide technical oversight on grant funded projects	On-going, as needed	9/30/13



## The T 2013 Business Plan Grants Administration

*Provides grant funded transportation solutions outside The T's service area and manages intergovernmental partnerships.*

- Organizational Goal # 1**      **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
  - **Three additional strategic partners**
  - **Three positive new stories**
  - **5% increase in ridership**

**Departmental Project:**      **Continue to ensure 100% accuracy and timeliness on Federal reporting conveying to the member cities The T is implementing good stewardship of tax payer dollars.**

Measurement:      Audits

Responsible:      Grants Administrator

Coordinating Department:      Administration, Project Management, Planning, IT, Accounting, Maintenance, TEX Rail project team

- Organizational Goal # 2:**      **Complete three signed agreements with strategic partners by the end of FY13 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

**Departmental Project:**      **Continuing to convey the message through accurate work that by joining The T, tax payer contributions will be well utilized and accounted for appropriately.**

Measurement:      Audits

Responsible:      Grants Administrator

Coordinating Department:      Administration, Project Management, Planning, IT, Accounting, Maintenance, TEX Rail project team

- Organizational Goal # 3:**      **Increase ridership 5% by September 30, 2013 completing:**
- **North Park & Ride**
  - **Sierra Vista**

**Departmental Project:**      **Ensure all FTA guidelines are followed in these Federally funded projects**

Measurement: FTA oversight  
Responsible: DBE Administrator  
Coordinating Department: Project Management, TEX Rail team

**Organizational Goal # 4:** **Expand the customers' trip planning options and experience by September 30, 2013 using the following appropriate technology-based planning tools:**

- **Expand NextBus-type information to other routes**
- **Implement an Interactive Voice Response System**
- **Install TRE Passenger Information System**

**Departmental Project:** **Continue to pursue funding opportunities for these technology based tools**

Measurement: securing funding opportunities  
Responsible: Grants Administrator  
Coordinating Department: IT, Procurement, Planning

**Organizational Goal # 5:** **Advance TEX Rail effort, which include the following:**

- **Completion of Preliminary Engineering by the February 28, 2013**
- **Completion of Final Environmental Impact Statement by March 31, 2013**

**Departmental Project:** **Continue to search for available funding for TEX Rail and also continue to administer The T's current grants accurately and timely**

Measurement: Amount of available funding The T has for TEX Rail and FTA audits  
Responsible: Grants Administrator  
Coordinating Department: TEX Rail project team, Procurement, Marketing, Public Outreach

**Organizational Goal # 6:** **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

- **Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of**



**the employees receiving premium discounts through the wellness program.**

- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.**
- Increase employee productivity and value by providing two targeted professional development training programs.**

**Departmental Project:** To continue to utilize The T's Wellness Program by participating in as many wellness activities as possible.

Measurement: Wellness program awards

Responsible: Grants Administrator

Coordinating Department: HR

## Departmental Summary

Department Government Relations Department Number 0110

### Department Summary of Purpose and Goals

Serves as a resource to federal, state, regional and local officials and manages intergovernmental partnerships

### Key Performance Indicators

	<i>FY12 YTD 09/30/12</i>	<i>FY13 Budget</i>
Coordination with elected officials to seek funding for the TEX Rail corridor project	NA	September 30, 2013
Work on securing the extension of the alternative fuels gas tax credit in Washington D.C.	NA	September 30, 2013
Work with the area elected officials to improve coordination and working relationships	NA	September 30, 2013
Actively participate in company wellness program by completing Biometric Screening and participating in quarterly program and wellness classes.	Ongoing	Ongoing



## The T 2013 Business Plan Government Relations

*Serves as a resource to federal, state, regional and local officials and manages intergovernmental partnerships*

- Organizational Goal # 1**    **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
  - **Three additional strategic partners**
  - **Three positive new stories**
  - **5% increase in ridership**

**Departmental Project:**    **Fort Worth City Council**

Measurement:    Receive and resolve any constituent issues within 7 days of receiving notice from Council office.

Responsible:    Assistant Vice President of Governmental Relations

Coordinating Department:    To be determined case by case

- Organizational Goal # 2:**    **Complete three signed agreements with strategic partners by the end of FY13 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

**Departmental Project:**    **Business & Community Support for TEX Rail project**

Measurement:    Create and sustain support for TEX Rail locally, in Austin and in D.C. by holding meetings and briefings and providing support materials to elected officials. Participate in neighborhood and community meetings to discuss TEX Rail and receive input from local stakeholders.

Responsible:    Assistant Vice President of Governmental Relations & the Commuter Rail Committee Chair

Coordinating Department:    Administration

- Organizational Goal # 5:**    **Advance TEX Rail effort, which include the following:**
- **Completion of Preliminary Engineering by the February 28, 2013**
  - **Completion of Final Environmental Impact Statement by March 31, 2013**

**Departmental Project:** Work with federal and local partners to keep the TEX Rail project moving forward.

Measurement: Coordinating five meetings with federal delegation to seek support and funding for TEX Rail.

Responsible: Assistant Vice President of Governmental Relations

Coordinating Department: TEX Rail Project Management, Planning & Administration

**Organizational Goal # 6:** Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.

- Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.
- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.
- Increase employee productivity and value by providing two targeted professional development training programs.

**Departmental Project:** Participate in and support company wellness and professional development programs.

Measurement: Set example by actively participating in company wellness program, including completing Biometric Screening and participating in quarterly wellness program and wellness classes. Participate in professional development opportunity offered through Texas Transit Leadership Institute.

Responsible: Assistant Vice President of Governmental Relations

Coordinating Department: Administration

## Departmental Summary

**Department**

Vanpool and RTDM

**Department Number**

9080  
9082

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### Department Summary of Purpose and Goals

Provides carpool, vanpool, public transit, and air quality information to promote the reduction of single occupant vehicles miles in an effort to improve our region's air quality. Promotes grant funded transportation outside The T's service area.

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### Key Performance Indicators

	<i>FY12 YTD 09/30/12</i>	<i>FY13 Budget</i>
Total participating employers with Regional Trip Reduction programs	308	318
Total vanpools	199	216
Total vanpool capacity	72%	80%
Employers subsidizing employees' transportation (E-pass or TransiCheck Voucher programs)	28	30



## The T 2013 Business Plan Vanpool & RTDM

*Provides grant funded transportation solutions outside The T's service area and manages intergovernmental partnerships.*

**Organizational Goal # 1**     **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three additional strategic partners**
- **Three positive new stories**
- **5% increase in ridership**

**Departmental Project:**     **Increase number of passengers in existing vanpools.**

Measurement:     Eighty percent capacity

Responsible:     Vanpool Department

Coordinating Department:     RTDM

**Departmental Project:**     **Target Alliance area companies and Bell Helicopter on Hwy. 10 to form new vanpool groups.**

Measurement:     Add ten new vanpool groups

Responsible:     Vanpool Department

Coordinating Department:     RTDM

**Departmental Project:**     **Work with Employee Transportation Coordinators in the downtown Fort Worth companies to promote T bus service and TRE to employees.**

Measurement:     5% increase in ridership

Responsible:     RTDM

Coordinating Department:     Marketing

**Organizational Goal # 3:**     **Increase ridership 5% by September 30, 2013 completing:**

- **North Park & Ride**
- **Sierra Vista**

**Departmental Project:**     **Provide input on the projects as warranted.**

Measurement: Projects completed on-time and new service implemented

Responsible: Carla Forman

Coordinating Department: Project Management, Planning, Scheduling, and Marketing

**Departmental Project: Promote North Park & Ride lots to carpool and vanpool groups.**

Measurement: Vanpool and carpool groups using the new park and ride lots

Responsible: Vanpool Department

Coordinating Department: Marketing

**Organizational Goal # 6: Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

- Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.
- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.
- Increase employee productivity and value by providing two targeted professional development training programs.

**Departmental Project: Encourage participation in The T's Wellness Program.**

Measurement: Vanpool staff participation

Responsible: Vanpool Department

Coordinating Department: Human Resources

**Departmental Project: Identify training opportunities to enhance job performance.**

Measurement: Completion of professional development training program

Responsible: Vanpool Department

Coordinating Department: Human Resources

# Departmental Summary

Department

Marketing

Department Number

0117

## Department Summary of Purpose and Goals

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.

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 TRE and strengthen the T brand.

Develop plan to promote TRE Rail Safety.

## Key Performance Indicators

	<i><b>FY12 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Community Outreach activities	12	12
Community presentations	12	12
TRTC meeting: T handout	10	12
T Rider newsletter	4	4
Facebook posts	52	52
Media events/activities	4	4
E-Mail/TEXT blasts	12	12





## The T 2013 Business Plan Marketing

*Build on the T's reputation as the transit expert for the Western sub-region of North Central Texas. Increase awareness of T services and strengthen T corporate identity through strategic brand initiatives.*

**Organizational Goal # 1**     **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three additional strategic partners**
- **Three positive new stories**
- **5% increase in ridership**

**Departmental Project:**     **3 positive news stories**

Measurement:     Measure whether 3 stories were placed

Responsible:     Communications Manager

Coordinating Department:     N/A

**Organizational Goal # 3:**     **Increase ridership 5% by September 30, 2013 completing:**

- **North Park & Ride**
- **Sierra Vista**

**Departmental Project:**     **Marketing and media plan**

Measurement:     Advertising, Public Relations, Community outreach activities

Responsible:     Marketing

Coordinating Department:     Planning

**Organizational Goal # 4:**     **Expand the customers' trip planning options and experience by September 30, 2013 using the following appropriate technology-based planning tools:**

- **Expand NextBus-type information to other routes**
- **Implement an Interactive Voice Response System**
- **Install TRE Passenger Information System**

**Departmental Project:**     **Google Transit and Next Bus promotion**

Measurement:     Customer Satisfaction survey

Responsible: Marketing

Coordinating Department: IT, Planning

**Organizational Goal # 6:** Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.

- Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.
- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.
- Increase employee productivity and value by providing two targeted professional development training programs.

**Departmental Project:** Encourage staff to participate in wellness program

Measurement: Number of staff would complete bio screen

Responsible: Marketing AVP

Coordinating Department: HR

## Departmental Summary

Department

Planning

Department Number

16000

### Department Summary of Purpose and Goals

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

### Key Performance Indicators

	<i>FY12 YTD 09/30/12</i>	<i>FY13 Budget</i>
Develop bus service proposals for quarterly service changes matching budget expectations.	On-going	Oct 2012 Jan 2013 May 2013
Continue organization of Route Monitoring Committee (RMC) and Meet The Staff sessions to gather operator input on proposed service modifications.	On-going	RMC's monthly, M-t- S quarterly
Support efforts to complete three signed agreements with strategic partners by providing data as needed and/or through the development of service proposals as needed	On-going	Signed Agreements by end of FY13
Increase ridership 5% by September 30, 2013 completing: North Park & Ride Sierra Vista by developing bus service proposals for new facilities and initiate service operations as part of on-going service change process.	On-going	Facilities open and in operation by Sept. 2013
Expand the customers' trip planning options and experience by assisting in the development and implementation of Next Bus on Molly Trolley		Next Bus in operation by September 30, 2013
Assist, and led as needed, in the finalization of the EIS effort for TEX Rail. Assist as needed in the effort to complete PE for TEX Rail	On-going	PE complete by Feb. 2013. FEIS complete by March 2013

<p>Encourage attendance in wellness activities; area planning conferences and worksops; and GIS and business writing workshops.</p>	<p>On-going</p>	<p>All planning staff are use fitness center at least once per week. Planning staff show documented evidence of attendance in planning workshops.</p>
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## The T 2013 Business Plan Planning

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

- Organizational Goal # 1** **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
  - **Three additional strategic partners**
  - **Three positive new stories**
  - **5% increase in ridership**

**Departmental Project #1:** **Develop bus service proposals for quarterly service changes matching ridership and budget expectations.**

Measurement: Service changes in October 2012, January 2013 & May 2013 that result in 5% increase in ridership

Responsible: Planning

Coordinating Department: Scheduling, Bus Operations

- Organizational Goal # 1** **Improve the image of public transit by the end of FY13 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
  - **Three additional strategic partners**
  - **Three positive new stories**
  - **5% increase in ridership**

**Departmental Project #2:** **Continue organization of Route Monitoring Committee (RMC) and Meet The Staff sessions to gather operator input on proposed service modifications.**

Measurement: Hold monthly RMC meetings and quarterly Meet The Staff sessions.

Responsible: Planning

Coordinating Department: Scheduling, Bus Operations

**Organizational Goal # 2:** Complete three signed agreements with strategic partners by the end of FY13 through developing plans for Haltom City, the City of Arlington and business advocacy groups.

**Departmental Project:** Support efforts by providing data as needed and/or through the development of service proposals as needed

Measurement: Signed Agreements by end of FY13

Responsible: Admin. Dept

Coordinating Department: Planning

**Organizational Goal # 3:** Increase ridership 5% by September 30, 2013 completing:

- North Park & Ride
- Sierra Vista

**Departmental Project:** Develop bus service proposals for new facilities and initiate service operations as part of on-going service change process.

Measurement: Implementation of service changes in spring 2013 for Sierra Vista and by end of year 2013 for North Park-n-Ride

Responsible: Planning Dept

Coordinating Department: Project Management, bus operations and scheduling

**Organizational Goal # 4:** Expand the customers' trip planning options and experience by September 30, 2013 using the following appropriate technology-based planning tools:

- Expand NextBus-type information to other routes
- Implement an Interactive Voice Response System
- Install TRE Passenger Information System

**Departmental Project:** Assist the development of Nextbus on the Molly the Trolley downtown route

Measurement: Initiate NextBus by Sept 30, 2013

Responsible: I.T.

Coordinating Department: Planning Dept.

**Organizational Goal # 5:** Advance TEX Rail effort, which include the following:

- Completion of Preliminary Engineering by the February 28, 2013

- **Completion of Final Environmental Impact Statement by March 31, 2013**

**Departmental Project:** Assist, and led as needed, in the finalization of the EIS effort for TEX Rail. Assist as needed in the effort to complete PE for TEX Rail

Measurement: PE complete by Feb. 2013. FEIS complete by March 2013

Responsible: Project management

Coordinating Department: Planning

**Organizational Goal # 6:** Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.

- Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.
- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.
- Increase employee productivity and value by providing two targeted professional development training programs.

**Departmental Project:** Encourage attendance in wellness activities; area planning conferences and workshops; and GIS and business writing workshops.

Measurement: All planning staff are using the fitness center at least once per week. Planning staff show documented evidence of attendance in planning workshops.

Responsible: Planning Dept.

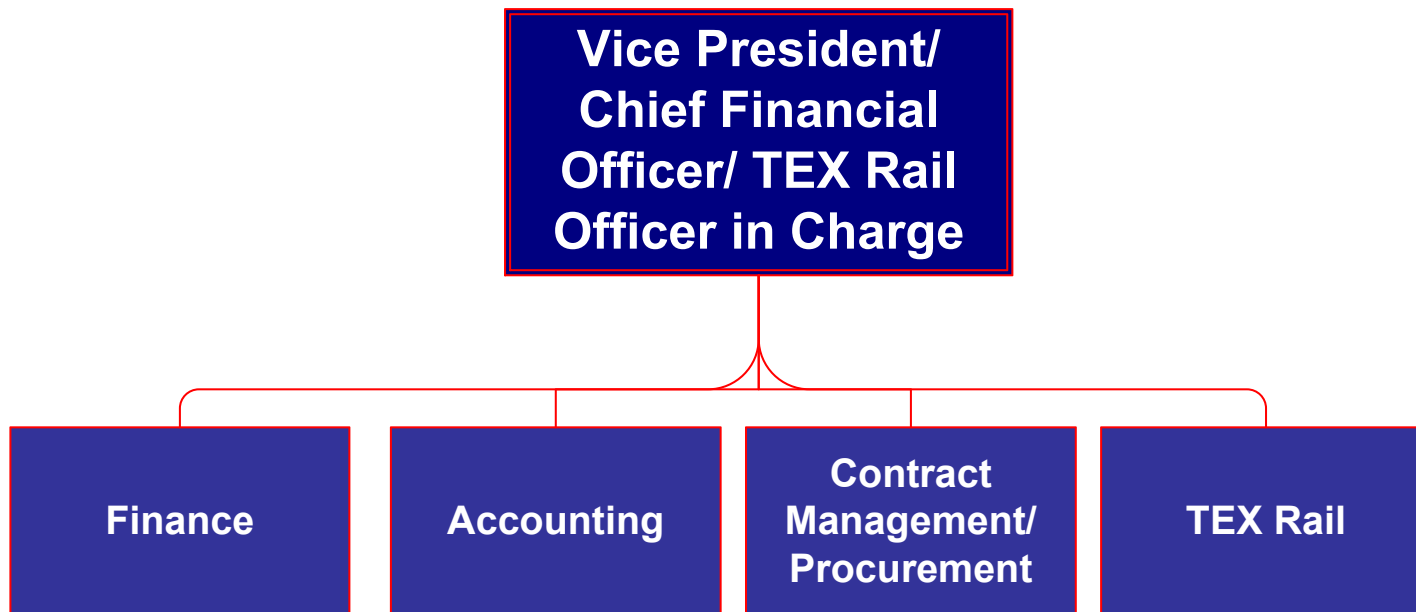
Coordinating Department: N/A

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# Finance



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# Departmental Summary

**Department** Finance, Accounting,  
Procurement, TEX Rail **Department Number** 0117

## Department Summary of Purpose and Goals

Manage the finances of The T, oversight of the TEX Rail project and continue to provide financial and procurement services to other departments.

## Key Performance Indicators

	<i><b>FY12 YTD 09/30/12</b></i>	<i><b>FY13 Budget</b></i>
Recovery Ratio	12.58%	14.00%
Update the 2035 financial plan for the inclusion in the TEX Rail new starts application.	09/30/12	



## The T 2013 Business Plan Finance

*Manage the finances of The T, oversight of the TEX Rail project and continue to provide financial and procurement services to other departments.*

**Organizational Goal # 2:** Complete three signed agreements with strategic partners by the end of FY13 through developing plans for Haltom City, the City of Arlington and business advocacy groups.

**Departmental Project:** Work with NCTCOG to identify strategic partners

Measurement: Signed Inter local Agreement by 9-30-13

Responsible: CFO, Senior Management

Coordinating Department: Senior Management

**Organizational Goal # 5:** Advance TEX Rail effort, which include the following:

- Completion of Preliminary Engineering by the February 28, 2013
- Completion of Final Environmental Impact Statement by March 31, 2013

**Departmental Project:** Obtain Memorandum of Understanding from host railroads

Measurement: Select design & build contractor, completion by 9-30-13

Responsible: TEX Rail Team

Coordinating Department: Senior Management

**Organizational Goal # 6:** Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.

- Use T Total Wellness Program to reduce the T's healthcare cost. We will strive to have at least 25% of the employees receiving premium discounts through the wellness program.
- Increasing employee awareness of healthcare issues by increasing bio screening to 75% of the workforce. Use the bio screens to increase wellness program participation to 40% of the workforce.
- Increase employee productivity and value by providing two targeted professional development training programs.

**Departmental Project: Participation in this year's bio screening and wellness program**

Measurement: Working with individual employee needs and schedules to obtain 100% participation in bio screening, and the quarterly wellness activities and incentives programs.

Responsible: Finance, Accounting & Procurement

Coordinating Department: HR

**Departmental Project: Scheduling additional software/technical training**

Measurement: Working to identify on-line courses, targeting our software needs, scheduling /shifts, in one of our conference rooms.

Responsible: Finance, Accounting & Procurement

Coordinating Department: HR

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## **FORT WORTH TRANSPORTATION AUTHORITY (THE T) Fiscal Year 2013**

### **Budget Introduction**

The adopted fiscal 2013 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 2013 budget total \$62.2 million. This amount represents a 3.8% increase over fiscal 2012 actual operating expenses. Salaries and fringe benefits and service type expenses increased approximately \$1.6 and \$0.9 million, respectively. The remaining operating expense increase was spread among the other expense items.

The T's operating revenue is expected to increase from fiscal 2012 actual levels due primarily to a 4.6% projected increase in sales tax revenue. During fiscal 2012, the DFW area experienced an economic recovery, which should continue throughout fiscal 2013. 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. A 2.0% increase was also projected for fare revenue based on continuing strong ridership in all modes and a fare increase programmed for December 2, 2012.

Fort Worth is The T's largest member city with a total population of approximately 757,810. 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 for August 2012 was 7.1%. This is below the national unemployment average of 8.1% during the same period.

Fort Worth is the fourth-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, Texas Health Resources, NAS Fort Worth JRB and Cook Children's Health Care System. 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. The T defines balanced budget as expenses/expenditures equaling revenues and budgeted surplus. Some of the principal issues facing The T include rising cost and greater service demands. The fiscal 2013 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 2013 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).

The T's accounting system places emphasis 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 2013 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 three 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 2012 Operating and Capital Budget:

**Budget Calendar**

<b>March 29</b>	<b>FY13 Board Retreat</b>
<b>April 13</b>	<b>FY13 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 FY13 Tracking Sheets emailed by April 18.
<b>April 18 – April 30</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>May 1</b>	<b>Departmental Operational Budgets due</b> All departments submit FY12 re-estimates and requests for FY13, including improvement or/reduction proposals.
<b>May 8</b>	<b>Capital Budget Proposals due</b> Departments submit requests for Capital Budget proposals both new and any project started in FY12 that won’t be finished until FY13.
<b>May 15 – May 25</b>	<b>Departmental Meetings</b> Meetings will be held with departments as needed.
<b>June 15</b>	<b>Business Plans due to Budget Analyst</b>
<b>July 10</b>	<b>Budget &amp; Capital Committee Meeting</b>
<b>July 18</b>	<b>Preliminary Budget adopted by Board of Directors</b>
<b>August 3</b>	The preliminary adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine for review.
<b>September 24</b>	<b>Adoption of the FY13 Budget at the Board of Director’s meeting.</b>
<b>November 26</b>	<b>FY13 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 2013 operating budget. These include:

- Key goals of the organization will be implemented. This includes increasing system wide ridership by 5%, while improving service productivity by increasing the number of passenger carried per revenue hour. Also the completion of North Park & Ride and Sierra Vista Transit Plaza by the end of the fiscal year and achieving 2013 milestones for the TEX Rail project, developing, and on-going technology and communication plan.
- A one million dollar self-insurance reserve continues to be maintained.
- Transit fares, valid for region-wide travel, will match fares charged by DART and DCTA in order to promote a seamless fare structure between the three authorities.
- Working with the American Benchmarking Group (ABG) to establish common key performance indicators and share best practices to improve productivity and efficiency of bus and para transit services.

### **Fiscal 2013 Budget Challenges**

Some of the major issues that impacted the formulation of the FY13 Budget are:

- Salaries and benefits will increase \$1.6 million or 5.1% for fiscal 2013. The largest contributor to this increase is bargaining unit and staff raises, which averaged 3% and 2.8%, respectively;
- Service type expenses that include purchased transportation, which is the cost of contractor provided trips, will increase \$0.9 million or 4.6% because of the anticipated increase in paratransit trips and a new contract to maintain and operate The T's compressed natural gas fueling station; and
- Uncertainty surrounding federal funding.

### **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 fiscal 2013.

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 11.0% in the fiscal 2013 budget from the fiscal 2012 actual amount. This decrease is primarily due to a lower fixed price for CNG per MMBtu partially offset by expected higher gasoline prices for the vanpool program. The majority of The T's fuel consumption is from natural gas as most of the 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 2013 is \$821.8 million. It includes several large multi-year projects. The projected capital expenditures for fiscal 2013 are \$34.3 million and The T's share, from local funds, is expected to be \$15.4 million. The remainder will come from federal grants.

There are several large non-routine capital expenditures for fiscal 2013:

- The ***TEX Rail*** is the largest capital project in the history of The T. The current project budget is over \$800 million, in year of expenditure dollars. The project will be financed by a combination of Federal and local funding sources. Currently this project is scheduled to be completed in 2016.
- ***Sierra Vista Transit Plaza*** includes bus shelters, enhanced pavement, sidewalks and pedestrian walkways connecting to the urban village. Additional features include enhanced lighting, landscaping and community inspired artwork. The T will spend \$589,000 in fiscal 2013 for a total project cost of \$844,000.
- ***North Fort Worth Park & Ride in north Fort Worth***, which includes design, construction, management and other services required to design and build. This project will provide Park-and-Ride customers and The T's buses convenient access and egress to future managed lanes. The T will spend \$1,350,000 in fiscal 2013 for a total project cost of \$2,342,000.
- ***Radio Replacement in Vehicles & Hand Held Devices*** is anticipated to cost \$1.6 million in fiscal 2013. This project is for the replacement of our existing radios on our buses as we are transitioning to digital radios.
- There are several projects in this capital budget for park and rides and a transfer center. 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 2014.

These large non-routine capital expenditures are part of our annual long range planning process and our 25 year 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 2011, budget and forecast information for fiscal 2012 and budget for fiscal 2013. The “% diff” column represents the percent difference between the fiscal 2013 budget and the fiscal 2012 forecast results.

### Operating Budget Summary

(Amounts in Thousands)

	FY 2011	FY 2012			FY 2013	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff * Inc (Dec)
<b>Operating Revenues</b>						
Fixed Route	\$ 3,389	\$ 3,410	\$ 3,496	0.0%	\$ 3,598	2.9%
Para-transit	896	850	892	4.9%	911	2.1%
TRE	2,256	2,480	2,244	-9.5%	2,254	0.4%
E-Pass Net	393	265	270	1.9%	275	1.9%
Other Operating	325	325	304	-6.5%	304	0.0%
<b>Total Operating Revenue</b>	7,259	7,330	7,206	-1.7%	7,342	1.9%
<b>Other Revenues</b>						
Sales Tax	46,529	50,882	54,173	6.5%	57,217	5.6%
Investment	552	600	400	-33.3%	425	6.3%
Advertising	359	340	340	0.0%	350	2.9%
Operating Grants	13,463	11,857	12,071	1.8%	11,330	-6.1%
Capital Grant Reimbursement	9,411	8,974	9,586	6.8%	13,497	40.8%
Contributions from Grapevine	7,568	7,778	7,536	0.0%	7,883	4.6%
Contributions from Partners	783	600	600	N/A	900	50.0%
Miscellaneous	278	379	379	0.0%	120	-68.3%
Rental Income	578	600	600	0.0%	600	0.0%
<b>Total Other Revenue</b>	79,521	82,010	85,685	4.5%	92,322	7.7%
<b>Total Revenue</b>	86,780	89,340	92,891	4.0%	99,664	7.3%
<b>Operating Expenses</b>						
Salary and Benefits	29,881	31,932	30,969	-3.0%	32,557	5.1%
Services	17,653	19,444	19,501	0.3%	20,397	4.6%
Fuels and Lubricants	3,468	3,775	3,682	-2.5%	3,279	-10.9%
Tires and Tubes	300	353	355	0.6%	369	3.9%
Maintenance Materials	2,638	2,719	2,693	-1.0%	2,804	4.1%
Supplies and Materials	274	268	289	7.8%	314	8.7%
Utilities	1,019	1,098	1,055	-3.9%	1,066	1.0%
Insurance	144	383	384	0.3%	383	-0.3%
Taxes and Fees	95	109	104	-4.6%	109	4.8%
Miscellaneous	665	947	957	1.1%	960	0.3%
<b>Total Operating Expenses</b>	56,137	61,028	59,989	-1.7%	62,238	3.7%
Street Improvement Fees	125	125	125	0.0%	143	14.4%
Other non-operating expense	2,120	97	215	121.6%	203	-
<b>Net Available for Capital Expenditures and Reserves</b>	\$ 28,398	\$ 28,090	\$ 32,562	\$ 0	\$ 37,080	13.9%

\* Note: This is the difference between the fiscal 2013 budget and the forecasted fiscal 2012 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 2013 budget with comparisons to fiscal 2012 budget and forecast and fiscal 2011 actual results.

*amount in thousands*

Department Name	Fiscal Years			
	Budget		Forecast	Actual
	2013	2012	2012	2011
<b>Operations Administration</b>	\$1,784	\$1,742	\$1,703	\$1,656
<b>Revenue Vehicle Operations</b>	13,602	14,121	13,628	14,384
<b>Maintenance Administration</b>	886	839	782	823
<b>Vehicle Maintenance</b>	8,123	8,629	7,611	7,883
<b>Facilities Maintenance</b>	3,241	2,973	3,068	3,036
<b>Marketing</b>	1,405	1,371	1,444	1,031
<b>Planning &amp; Scheduling</b>	445	354	373	363
<b>Customer Relations</b>	853	859	894	799
<b>Human Resources</b>	1,275	1,070	1,014	943
<b>Risk Management</b>	1,602	1,500	1,610	1,526
<b>Accounting</b>	1,046	956	1,036	924
<b>Purchasing</b>	309	286	288	276
<b>Information Systems</b>	1,499	1,391	1,391	1,247
<b>MITS Administration</b>	1,585	1,512	1,500	1,457
<b>MITS Vehicle Operations</b>	6,918	6,015	6,130	5,769
<b>MITS Maintenance Administration</b>	1,239	1,258	1,202	1,236
<b>Administration</b>	2,512	2,244	2,383	2,243
<b>DBE</b>	46	41	42	37
<b>TRE</b>	9,698	9,032	9,051	8,963
<b>Chief Financial Officer</b>	530	328	308	247
<b>Project Management</b>	405	267	280	257
	<b>\$59,003</b>	<b>\$56,790</b>	<b>\$55,737</b>	<b>\$55,101</b>
<b><u>GRANT FUNDED</u></b>				
<b>Vanpool</b>	\$2,003	\$2,062	\$1,772	\$1,682
<b>RTDM</b>	84	208	168	201
<b>JARC</b>	240	167	220	75
<b>TCTS</b>	160	150	166	122
<b>NETS</b>	750	648	649	514
	<b>\$3,237</b>	<b>\$3,234</b>	<b>\$2,975</b>	<b>\$2,594</b>



## Service Revenues

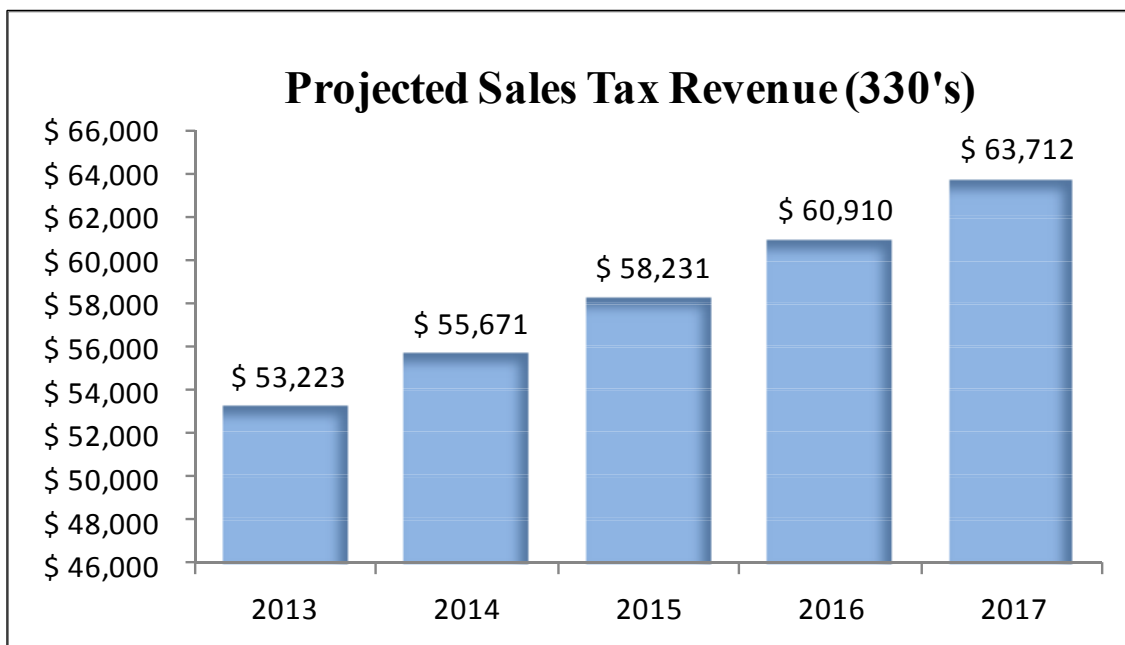
The T receives service revenues from various sources. The significant service revenue sources are as follows:

- 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 73.9% and 15.8%, 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 2013 budget also includes operating revenue from advertising, rental fees, investment earnings and miscellaneous sources. The fiscal 2013 sales tax was budgeted to increase 4.6% from the fiscal 2012 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 2017:

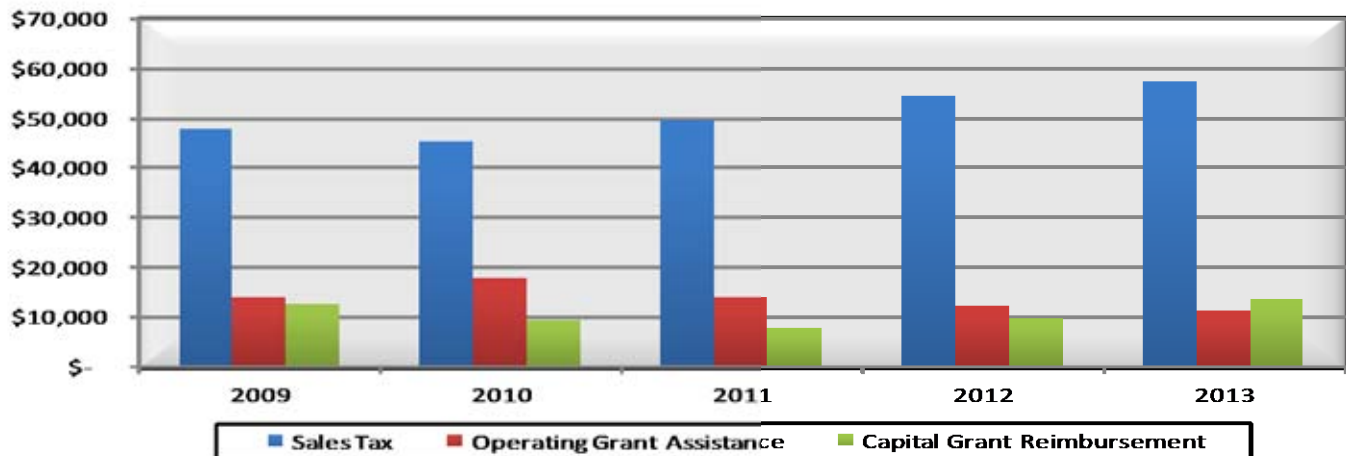


Fiscal 2013 capital grant reimbursement revenues are budgeted to increase approximately \$3.9 million from 2012 based on a higher level of grant reimbursable capital expenditures.

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 \$11.0 million will be used for preventive maintenance costs and paratransit operations in fiscal 2013, which is slightly more than we received in fiscal 2012.

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

### Major Revenue Sources



Revenue Type	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013
Sales Tax Revenue	\$ 47,671	\$ 45,182	\$ 49,224	\$ 54,173	\$ 57,217
Operating Grant Assistance	13,684	17,723	13,611	12,070	11,330
Capital Grant Reimbursement	12,514	9,237	7,504	9,586	13,497
<b>Total</b>	<b>\$ 73,869</b>	<b>\$ 72,142</b>	<b>\$ 70,339</b>	<b>\$ 75,829</b>	<b>\$ 82,044</b>

## Debt Administration

As of September 30, 2011, The T had the ability to incur certain types of debt with the approval of the voters within its service area and it had the ability to issue other types of debt without voter approval. There has been no vote to approve any debt; however, during fiscal 2010, The T entered into a capital lease arrangement with All American Investment and Bank of America to finance the cost of energy efficient lighting and air conditioning systems. The T is required to make quarterly payments, which began in March 2011 and will continue until December 31, 2020. The debt is secured by the related assets purchased. In 2012 The T refinanced the lease with All American Investment allowing us to decrease the interest rate from 4.24% to 2.55%. At September 30, 2012, the outstanding balance of this debt was approximately \$2.2 million.

The T's 25 year financial plan contemplates future debt funding for a portion of the TEX Rail project. As illustrated in the table below, the TEX Rail capital funding sources include the use of debt/bond proceeds to fund vehicle purchases as part of the local participation. The series of bonds and/or debt instruments will be issued to finance project costs, including cost of insurance, if any; fund debt service reserves funds and cost of issuance. The bonds would be secured by lawfully available funds of The T.

The allowable finance charges will be included in the project cost. The debt issues are as follows:

**Table: Debt Financing (in millions)**

<b>Project</b>	<b>Funding</b>	<b>Debt Type</b>
Rolling Stock	\$ 70.8	Capital Lease, Contractual Obligations, other
TEX Rail Capital	\$356.9	Grant Anticipation Notes; Revenue and appropriation Bonds; and other
<b>Total Debt Funding</b>	<b>\$427.7</b>	

The TEX Rail rolling stock will be financed with an estimated \$70.8 million, net of \$3.0 million in a bond reserve fund and \$1.2 million in issuance cost, capital lease or contractual obligations. The structure of the financing is assumed to have 25 year term/amortization with an assumed 5.0% interest rate.

To facilitate the need to fund the remaining project costs, it is anticipated that \$356.9 million, net of \$40.0 million in a bond reserve fund and \$3.1 million in issuance cost, in Revenue and Appropriation Bonds and Grant Anticipation Notes could be issued and repaid with 5309 new start grant receipts. The bonds are assumed to be repaid by fiscal 2019 with an assumed 5.0% interest rate. Grant amounts available for drawdown are anticipated to begin in 2015 and to end in 2020.

The issuance of these debt instruments will not require voter approval.

## 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.

(amounts in thousands)	Actual	Adopted	Projected			
	FY2012	Budget FY2013	FY2014	FY2015	FY2016	FY2017
Total Operating Revenues	\$ 74,800	\$ 77,100	\$ 80,300	\$ 84,300	\$ 87,800	\$ 96,800
Total Operating Expenses	60,100	63,400	66,000	68,800	71,800	93,900
<b>Net Operating Surplus</b>	14,700	13,700	14,300	15,500	16,000	2,900
Contribution from rail project partners	7,600	7,900	8,300	8,700	9,100	9,500
<b>Increase in fund balance before capex</b>	22,300	21,600	22,600	24,200	25,100	12,400
<b>Beginning Fund Balance</b>	111,300	127,350	158,550	97,050	119,850	39,850
<b>Funds Available for Capital Expenditures</b>	133,600	148,950	181,150	121,250	144,950	52,250
Capital Expenditures, net	4,400	6,300	18,300	5,500	5,400	8,500
Capital Expenditures TEX Rail	9,050	25,600	200,200	244,000	314,400	25,500
TEX Rail Grant/Contribution Revenue	7,200	20,500	46,600	89,800	177,700	90,200
TEX Rail Debt Proceeds	-	21,000	115,500	186,000	105,000	-
TEX Rail Debt Service	-	-	27,700	27,700	68,000	68,000
<b>Ending Funds Available</b>	<b>\$ 127,350</b>	<b>\$ 158,550</b>	<b>\$ 97,050</b>	<b>\$ 119,850</b>	<b>\$ 39,850</b>	<b>\$ 40,450</b>

The following table represents the summary of budgeted employees by department for fiscal 2013 compared to actual year end employee counts for fiscal years 2012 and 2011. The employee counts represent full time equivalents.

**Summary of Employees by Department (in FTEs)**

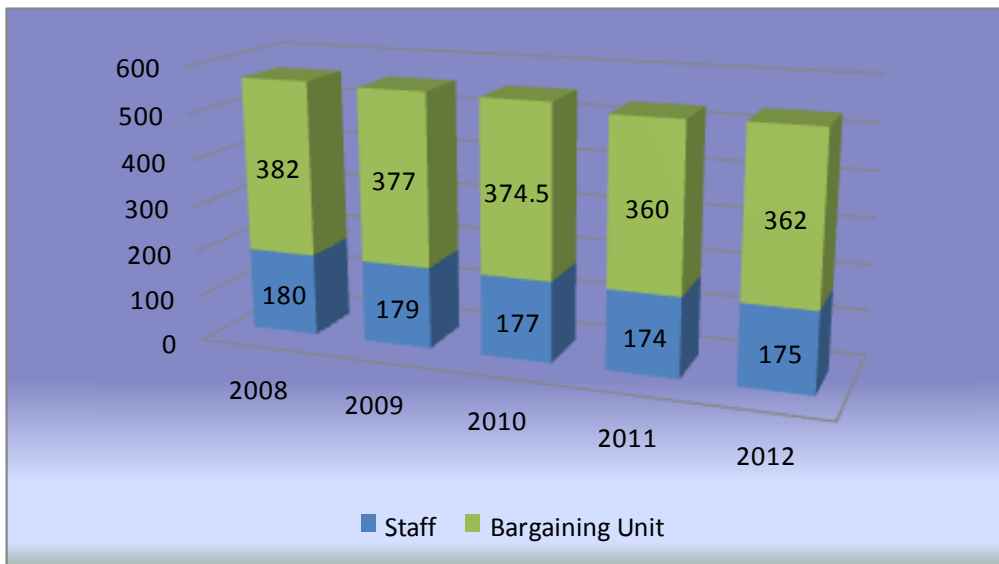
Fiscal Years	Actual 2011	Actual 2012	Budget 2013
<b>Administration Departments:</b>			
<u>Administration:</u>			
Executive Administration	12.0	12.0	12.0
Project Management	3.0	3.0	3.0
<u>Customer Relations</u>	18.5	18.5	17.0
<u>Finance:</u>			
Accounting	12.5	12.5	13.0
Procurement and Contract Admin	4.0	4.0	4.0
Chief Financial Officer	2.0	2.0	2.0
<u>Human Resources:</u>			
Human Resources	6.5	6.5	7.5
Risk Management	12.5	12.5	12.5
<u>Information Systems</u>			
	9.0	9.0	9.0
<u>Maintenance:</u>			
Maintenance Administration	11.0	11.0	12.0
Facilities Maintenance	28.0	28.0	32.0
<u>Marketing</u>			
	5.0	5.0	5.0
<u>MITs Administration</u>			
	20.0	20.0	20.0
<u>Operations Administration</u>			
	18.5	18.5	18.5
<u>Planning</u>			
	3.5	4.5	4.5
<u>Trinity Railway Express</u>			
	3.0	3.0	3.0
Total Administration	169.0	170.0	175.0
<b>Operating Departments:</b>			
<u>MITs:</u>			
MITs Operations	54.0	54.0	60.0
MITs Maintenance Vehicle	12.0	12.0	12.0
<u>Fixed Route Operations:</u>			
Bus Operations	206.0	208.0	219.5
Maintenance Vehicle	88.0	88.0	89.0
Total Operating	360.0	362.0	380.5
Total Administration and Operating			
<b>Grant-funded Programs:</b>			
<u>Vanpool</u>	3.0	3.0	3.0
<u>RTDM</u>	2.0	2.0	1.0
<u>Jobs Access</u>	-	-	-
<u>Tarrant County Transit Services</u>	-	-	-
<u>Northeast Transportation Service</u>	-	-	-
Total Grant Funded	5.0	5.0	4.0
<b>Total</b>	<b>534.0</b>	<b>537.0</b>	<b>559.5</b>

## Discussion of Changes in the Summary of Employees by Department

The following is a summary of significant staffing changes in the fiscal year 2013 budget.

- **Customer relations:** The decrease from 2012 actual to fiscal 2013 budget is a result of 1.5 unfilled positions that are no longer needed.
- **Accounting:** The increase from 2012 actual to 2013 budget is a result of 1 position transferred from Fixed Route Operations and added a part time position and 1 position transferring to Human Resources. This resulted in an increase of .5 positions.
- **Vehicle Maintenance:** The decrease from 2012 actual to fiscal 2013 budget is a result of one transferred position to Maintenance Administration.
- **Facilities Maintenance:** This increase from 2012 actual to fiscal 2013 budget is a result of 4 unfilled positions.
- **MITS Operations:** This increase from 2012 actual to fiscal 2013 budget is a result of six unfilled positions.
- **Bus Operations:** This increase from 2012 actual to fiscal 2013 budget is a result of 11.5 unfilled positions.
- **Human Resources:** The increase from fiscal 2012 actual to fiscal 2013 budget is the result of one transferred position from accounting.

### 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 2013 is \$821.7 million. The projected

capital expenditures for fiscal 2013 are \$34.3 million and The T's share, from local funds, is expected to be \$15.4 million. Our federal capital grant reimbursement revenue is expected to be \$18.9 million.

The capital projects in the fiscal 2013 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2013 relate primarily to the TEX Rail commuter rail project, 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 2013 will be less than budget.





**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2013  
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

Total Budget	Grant Funding	Other Share	Local Share
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**FY 2012 (Projects Carried Over):**

**Bus Maintenance**

Radio Replacement Vehicles & Hand Helds	\$ 1,625	\$ 653	-	\$ 972
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**Trinity Railway Express**

Positive Train Control	8,150	-	-	8,150
Bi-level overhaul	3,488	-	-	3,488
TRE PIS Upgrades	415	-	-	415
TRE Grade Crossing	500	400	-	100
Bridge Capacity Repairs	130	-	-	130

**Other**

Bus Park & Ride / Transfer Centers (Appendix A)	19,625	2,594	-	17,032
Ellipse Upgrade	1,245	-	-	1,245
Bike Share Program	1,000	900	-	100
Multi-Year Transportation Enhancements (FY08-FY12)	636	508	-	127
ADA Accessible Bus Stops	395	316	-	79
Quiet Zones	359	-	-	359
Business Continuity Infrastructure	175	-	-	175
System Backup Upgrade Replacement	100	-	-	100
Automated Timekeeping System	30	-	-	30

Total FY12 Projects Carried Over to FY13	\$ 37,873	\$ 5,371	-	\$ 32,501
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**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2013  
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

Page 1 Subtotal

Total Budget	Grant Funding	Other Share	Local Share
37,872,704	5,371,388	-	32,501,315

**FY 2013 "New" Capital Projects:**

**Bus Maintenance**

FY13 Vehicle Purchase	\$ 800	\$ 666	-	\$ 134
Capital Maintenance - T Facilities FY13	505	-	-	505
Miscellaneous Equipment & Repair - FY13	1,007	-	-	1,007
Parking Lot & Bus Lot Repairs - FY13	200	-	-	200
Maintenance Vehicle #16	35	-	-	35

**Trinity Railway Express**

TRE Capital Maintenance - FY13	3,341	2,988	-	354
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**Other**

ITC & TRE Security System Upgrades	450	360	-	90
MITS Mobile Data System Replacements	420	-	-	420
IT Support System Improvements - FY13	250	-	-	250
Mobile Ticketing	250	-	-	250
Multi-year Desktop Replacement (FY13-FY16)	96	-	-	96

Total "New" FY13 Projects	7,355	4,014	-	3,341
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<b>Subtotal T Projects</b>	<b>\$ 45,227</b>	<b>\$ 9,385</b>	<b>-</b>	<b>\$ 35,842</b>
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**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2013  
CAPITAL IMPROVEMENTS PROGRAM.**

(Amounts in Thousands)

		*			
		Total Budget	Grant Funding	Other Share	Local Share
<i>Page 2 Subtotal</i>		45,227	9,385	-	35,842
<b><u>TEX Rail</u></b>					
Guideway and Track		233,494	-	-	233,494
Stations		13,461	-	-	13,461
Yards and Shops		11,492	-	-	11,492
Site work and Special Conditions		100,222	-	-	100,222
Signals, Communications, Systems		75,782	-	-	75,782
Right-of-Way, Real Estate		109,680	-	-	109,680
Commuter Rail Vehicles		69,630	-	-	69,630
	Subtotal	613,761	-	-	613,761
<b><u>Professional Services</u></b>					
Preliminary Engineering		6,977	2,400	-	4,577
Final Design		22,886	-	-	22,886
Project Mgt for Design & Construction		31,444	13,676	-	17,768
Construction Administration & Mgt		15,556	-	-	15,556
Professional Liability/Non-Const Ins.		3,814	-	-	3,814
Legal: permits, fees by other agencies		3,814	-	-	3,814
Surveys, Testing, Investigation, Inspection		3,814	-	-	3,814
Start-up (Incl Railroad Agreements)		3,814	-	-	3,814
	Professional Services Subtotal	92,119	16,076	-	76,043
Contingency		70,648	-	-	70,648
	<b>TEX Rail Total</b>	776,528	16,076	-	760,452
<b>Grand Total - All Projects</b>		<b>\$821,755</b>	<b>\$25,461</b>	<b>\$ -</b>	<b>\$ 796,294</b>

\* The TEX Rail project budget is in 2012 dollars and may change as more information becomes available.

**Project Title: Radio Replacement Vehicle & Hand Helds**

***Description of Project:***

Project provides for replacement of all 240 mobile, 60 hand held radios and 45 chargers. We recently learned, that our current radios are no longer supported by Motorola (not repairable) and that the City of Fort Worth is transitioning to digital radios. Replacement radios are needed to allow continued communication between vehicles, dispatch and the recently completed city re-banding project. The dispatch console in MITS and Revenue vehicles will have to be replaced in 2014 as that is the year in which the City will be totally converted to digital. The type radios that we are purchasing can support both analog and digital signaling.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,625,476	Sales tax	\$ 972,073
Prior Year Actual Expenses	None	Federal	653,403
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 1,625,476		

***Operating budget effect:***

***Non- routine capital project, with federal & local funds, there is no impact on the operating budget.***

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**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, 2016.

Schedule of project cost:			
Total budget	\$ 8,150,000	Sales tax	\$ 8,150,000
Prior Year Actual Expenses	375,000	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 3,000,000		

***Operating budget effect:***

***Non- routine capital project, with federal & local funds, there is no impact on the operating budget.***

**Project Title: 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	\$ 1,287,634
Prior Year Actual Expenses	3,250,000	Federal	2,200,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 237,634		

***Operating budget effect:***

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

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**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	\$ 414,995	Sales tax	\$ 414,995
Prior Year Actual Expenses	50,000	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 464,995		

***Operating budget effect:***

***Non- routine capital project, with federal & 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	68,706	Federal	400,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 431,294		

**Operating budget effect:**

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

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**Project Title: 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	\$ 130,000	Sales tax	\$ 130,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 350,000		

**Operating budget effect:**

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

**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.

Schedule of project cost:		Source of funding:	
Total Budget	\$ 19,625,075	Sales Tax	\$ 17,031,509
Prior Year Actual Expenses	5,649,354	Federal	2,593,566
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 2,109,476		

**Operating budget effect:**

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

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**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	\$ 1,245,000	Sales tax	\$ 1,245,000
Prior Year Actual Expenses	813,614	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 431,386		

**Operating budget effect:**

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

**Project Title: Bike Share Program**

***Description of Project:***

The T was awarded a \$941,728 grant to help launch a bike share program in Fort Worth. The T will put bike share infrastructure in place, and the system will be run by Fort Worth Bike Sharing, Inc. This is a newly created nonprofit organization which will own and operate the program. This program is set to start in the spring of 2013.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,000,000	Sales tax	\$ 100,000
Prior Year Actual Expenses	None	Federal	900,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 100,000		

***Operating budget effect:***

***Non-routine capital, federal & local funds no impact on the operating budget.***

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**Project Title: Multi-Year Transportation Enhancements (FY08-FY12)**

***Description of Project:***

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

Total budget	\$ 635,524	Sales tax	\$ 127,105
Prior Year Actual Expenses	200,000	Federal	508,419
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 150,000		

***Operating budget effect:***

***Routine capital, federal & local funds no impact on 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 2013	\$ 150,000		

**Operating budget effect:**

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

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**Project Title: Quiet Zones**

**Description of Project:**

The T will manage and oversee the design, construction and implementation of quiet zones in Colleyville for the at-grade crossings of the DART owned Cotton Belt at Bransford Road, Pleasant Run Road, and John McCain Road. As part of the agreement with Colleyville, T will provide a local match of \$359,000 for the \$1,400,000 TxDOT funded project.

Schedule of project cost:		Source of funding:	
Total budget	\$ 359,000	Sales tax	\$ 359,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 359,000		

**Operating budget effect:**

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

**Project Title: Business Continuity Infrastructure**

***Description of Project:***

This project is for the upgrade and improvement of The T’s infrastructure to support disaster recovery and business continuity. This upgrade will involve a combination of new hardware, software, and integration services to setup a recovery site to support mission critical system restoration.

Schedule of project cost:		Source of funding:	
Total budget	\$ 175,000	Sales tax	\$ 175,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 175,000		

***Operating budget effect:***

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

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**Project Title: System Backup Upgrade/Replacement**

***Description of Project:***

This project is for the upgrade and replacement of the existing tape backup system. The tape backup system is a critical component of The T’s disaster recovery/business continuity approach. The existing system no longer has the capacity to complete our network/system backups in a timely fashion.

Schedule of project cost:		Source of funding:	
Total budget	\$ 100,000	Sales tax	\$ 100,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 100,000		

***Operating budget effect:***

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

**Project Title: Automated Timekeeping System**

**Description of Project:**

This project is for the implementation of a time-tracking system to record employee time transactions. The T currently has no single system for managing/tracking employee time. Implementation of a system with feeds to both Trapeze and Ellipse will minimize data entry errors and aid in enforcing pay and attendance policies.

Schedule of project cost:		Source of funding:	
Total budget	\$ 30,000	Sales tax	\$ 30,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 30,000		

**Operating budget effect:**

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

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**Project Title: FY13 Vehicle Purchase (5 MITS LF CNG Buses)**

**Description of Project:**

This project is for the purchase of 5 low floor CNG MITS Buses including parts.

Schedule of project cost:		Source of funding:	
Total budget	\$ 800,000	Sales tax	\$ 35,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 35,000		

**Operating budget effect:**

***Routine capital maintenance, local funds, no impact on the operating budget, this is a replacement vehicle.***

**Project Title: Capital Maintenance – T Facilities FY13**

***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.

Schedule of project cost:		Source of funding:	
Total budget	\$ 505,200	Sales tax	\$ 505,200
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 505,200		

***Operating budget effect:***

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

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**Project Title: Miscellaneous Equipment & Repair – FY13**

***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	\$ 1,007,205	Sales tax	\$ 1,007,205
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 100,725		

***Operating budget effect:***

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

**Project Title: Parking Lot & Bus Lot Repairs – FY13**

***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 2013	\$ 200,000		

***Operating budget effect:***

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

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**Project Title: Maintenance Vehicle #16**

***Description of Project:***

Truck #16 has over 180,000 miles on it and has served its useful life. This truck is in for repairs so often that it is difficult for the maintenance department to keep their shelter cleaning schedule.

Schedule of project cost:		Source of funding:	
Total budget	\$ 35,000	Sales tax	\$ 35,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 35,000		

***Operating budget effect:***

***Routine capital maintenance, local funds, no impact on the operating budget, this is a replacement vehicle.***

**Project Title: TRE Capital Maintenance – FY13**

***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	\$ 3,341,383	Sales tax	\$ 353,709
Prior Year Actual Expenses	None	Federal	2,987,674
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 3,341,383		

***Operating budget effect:***

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

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**Project Title: ITC & TRE Security Upgrades**

***Description of Project:***

This project is for a security system upgrade at the ITC and all the TRE Stations. It will include new cameras, DVR’s, software and other related monitoring equipment. The new system shall have the ability to integrate future TexRail video system additions.

Schedule of project cost:		Source of funding:	
Total budget	\$ 450,000	Sales tax	\$ 90,000
Prior Year Actual Expenses	None	Federal	360,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 450,000		

***Operating budget effect:***

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

**Project Title: MITS Mobile Data System Replacements**

***Description of Project:***

This project is for the replacement/upgrade of the units used in vehicles to support paratransit services. The fleet is beginning to experience failures with the units traceable to older, technically inferior components.

Schedule of project cost:		Source of funding:	
Total budget	\$ 420,000	Sales tax	\$ 420,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 420,000		

***Operating budget effect:***

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

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**Project Title: IT Support System Improvements – FY13**

***Description of Project:***

This project is for the upgrade and implementation of IT manages systems. Included for FY13 is Automated Voice Response system and various upgrades/replacement, which involve both hardware and software to enhance performance, security, and management of The T's infrastructure.

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 2013	\$ 250,000		

***Operating budget effect:***

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

**Project Title: Mobile Ticketing**

**Description of Project:**

This project is for a mobile application, which will enable customers to purchase fare media with their smart phones.

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 2013	\$ 250,000		

**Operating budget effect:**

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

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**Project Title: Multi-year Desktop Replacement (FY13-FY16)**

**Description of Project:**

This project is for the replacement of 25% of The T's PCs every year for the next four years.

Schedule of project cost:		Source of funding:	
Total budget	\$ 96,000	Sales tax	\$ 96,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 24,000		

**Operating budget effect:**

*Routine capital, federal & local funds no impact on 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.

**Base Fare** – The price charged to one adult for one transit ride; excludes transfer charges, zone charges, express service charges, peak period surcharges and reduced fares.

**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, Articulated** – A bus usually 55 feet or more in length with two connected passenger compartments that bend at the connecting point when the bus turns a corner.

**Bus, Express** – A bus that operates a portion of the route without stops or with limited number of stops.

**Bus, Transit** – A bus with front and center doors, normally with a rear-mounted engine, low-back seating, and without luggage compartments or restroom facilities for use in frequent-stop service

**Bus, Van** – a 20-foot or shorter vehicle, usually with an automotive-style engine and limited seating normally entered directly through side or rear doors rather than from a central aisle, used for demand response, vanpool, and lightly patronized motorbus service.

**Bus Lane** – A street or highway lane intended primarily for buses, either all day or during specified periods, But sometimes also used by carpools meeting requirements set out in traffic laws

**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 Assistance** – Financial assistance for transit capital expenses (not operating costs); such aid may originate with federal, local or state governments.

**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** - A person who travels regularly between home and work.

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

**Compressed Natural Gas (CNG)** – An alternative fuel; compressed natural gas stored under high pressure. CNG vapor is lighter than air.

**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.

**Demand responsive** – Non-fixed-route service utilizing vans or buses with passengers boarding and alighting at per-arranged times at any location within the system's service area, also called "Dial-a-Ride."

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

**Department of Transportation (DOT)** – The Cabinet level Department of the federal government that is responsible for administration of general transportation programs including public transportation,

highways, railroads, air transportation, shipping, and the coast Guard. Each state also has a department of transportation.

**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.

**Downtime** – A period during which a vehicle is inoperative because of repairs or maintenance.

**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.

**Fiscal Year (FY)** – The yearly accounting period for the federal government which begins October 1 and ends on the following September 30. The fiscal year is designated by the calendar year in which it ends.

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

**Headway** – Time interval between vehicles moving in the same direction on a particular route.

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

**Joint Development** – Ventures undertaken by the public and private sectors for development of land around transit stations or stops.

**Kiss and Ride** – A place where commuters are driven and dropped off at a station to board a public transportation vehicle.

**Layover Time** – Time built into a schedule between arrival at the end of a route and the departure for the return trip, used for the recovery of delays and preparation for the return trip.

**Load Factor** – The ratio of passengers actually carried versus the total passenger capacity of a vehicle.

**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.

**Operating Revenue** – receipts derived from or for the operation of transit service, including fare box revenue, revenue from advertising, interest and charter bus service and operating assistance from governments.

**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.

**Public Transit System** – An organization that provides transportation services owned, operated, or subsidized by any municipality, county, regional authority, state, or other governmental agency, including those operated or managed by a private management firm under contract to the government agency owner.

**Rail, Commuter** – railroad local and regional passenger train operations between a central city, its suburbs and/or another central city. It may be either locomotive-hauled or self propelled. And is characterized by multi-trip tickets, specific station-to-station fares, railroad employment practices and usually one or two stations in the central business district.

**Rail, Heavy** – An electric railway with the capacity for a “heavy volume” of traffic and characterized by exclusive rights-of-way for multi-car trains, high speed and rapid acceleration. In addition there is sophisticated signaling and high platform loading.

**Rapid Transit** – Rail or motorbus transit service operating completely separate from all modes of transportation on an exclusive right-of-way.

**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.

**Ridership** – The Number of passengers using a particular form of public transportation in a given period of time.

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

**Route Miles** – The total number of miles included in a fixed route transit system network.

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

**Shuttle** – A public or private vehicle that travels back and forth over a particular route, especially a short route or one that provides connections between transportation systems, employment centers, etc.

**Transfer Center** – A fixed location where passengers interchange from one route or vehicle to another.

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

**Transit Pass** – A tax-free employee commute benefit in which an employer subsidizes up to \$60 per month for an employee's transit fares or carpool charges. This benefit also applies to military and government employees.

**Transit System** – An organization (public or private) providing local or regional multi-occupancy-vehicle passenger service. Organizations that provide service under contract to another agency are generally not counted as separate systems.

**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.

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## 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>AVL</b>	Automated Vehicle location
<b>BNSF</b>	Burlington Northern Santa Fe Railroad
<b>BRT</b>	Bus Rapid Transit
<b>CAC</b>	Customer Advisory Committee
<b>CBD</b>	Central Business District
<b>CFR</b>	Code of Federal Regulation
<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>DART</b>	Dallas Area Rapid Transit
<b>DART LRT</b>	Dallas Area Rapid Transit Light Rail Transit
<b>DBE</b>	Disadvantaged Business Enterprise
<b>DCTA</b>	Denton County Transportation Authority
<b>DFW</b>	Dallas Fort Worth
<b>DOT</b>	Department of Transportation
<b>EAP</b>	Employee Assistance Program
<b>ECA</b>	Executive Committee Action (The T)
<b>ETC</b>	Employee Transportation Coordinator
<b>FHWA</b>	Federal Highway Administration
<b>FLSA</b>	Fair Labor Standards Act
<b>FMLA</b>	Family Medical Leave Act
<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>HIPAA</b>	Health Insurance Portability and Accountability Act
<b>HR</b>	Human Resources
<b>ILA</b>	Inter-local Agreement
<b>IR</b>	Informal Report
<b>ITC</b>	Intermodal Transportation Center
<b>IVR</b>	Interactive Voice Response
<b>JARC</b>	Job Access and Reverse Commute
<b>MITS</b>	Mobility Impaired Transportation Service
<b>MITSAC</b>	Mobility Impaired Transportation Service Advisory Committee
<b>MPO</b>	Metropolitan Planning Organization

<b>MTA</b>	Metropolitan Transit Agencies
<b>MSA</b>	Metropolitan Statistical Area
<b>NABI</b>	North American Bus Industries
<b>NCTCOG</b>	North Central Texas Council of Governments (also COG)
<b>NETS</b>	Northeast Transportation Service
<b>NTC</b>	North Texas Commission
<b>NTD</b>	National Transit Database
<b>PIS</b>	Passenger Information System
<b>RDC</b>	Rail Diesel Cars
<b>RTA</b>	Regional Transportation Authority
<b>RTDM</b>	Regional Travel Demand Management
<b>SAN</b>	Storage Area Network
<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>T&amp;P</b>	Texas & Pacific
<b>TRTC</b>	Tarrant Regional Transportation Coalition
<b>TRE</b>	Trinity Railway Express
<b>TSO</b>	<b>Transit Security Officer</b>
<b>TTA</b>	Texas Transit Association
<b>TVM</b>	Ticket Vending Machine
<b>TWC</b>	Texas Workforce Commission
<b>TXDOT</b>	Texas Department of Transportation
<b>USDOT</b>	United States Department of Transportation



## Fares Effective December 2, 2012

		Fare Type	PRICE			Fare Type	PRICE
SINGLE RIDE *	[	Local Bus	\$1.75	7 DAY PASS	[	Local Bus	\$17.50
		TRE 1 Zone	\$2.50			TRE 1 Zone	\$25.00
		Regional	\$5.00			Regional	\$50.00
		Reduced Local	\$0.85				
		Reduced Regional	\$1.25				
DAY PASS	[	Local Bus	\$3.50	MONTH/31 DAY PASS	[	Local Bus	\$60.00
		TRE 1 Zone	\$5.00			TRE 1 Zone	\$80.00
		Regional	\$10.00			Regional	\$160.00
		Reduced Local	\$1.75			Reduced Local	\$30.00
		Reduced Regional	\$2.50			Reduced Regional	\$40.00

**MITS Paratransit: \$3.25 one-way.**

### Explanation of Fare Types

Local Bus	Regional	TRE 1 Zone
Includes all The T fixed route local and express buses/trolleys. No rail service.	Includes all The T, DCTA & DART Local, Express bus service & all TRE zones, plus DART & DCTA rail service.	Includes all The T fixed route local and express buses/trolleys & includes TRE West Zone (T&P to CentrePort).

#### **To Purchase A Reduced Fare:**

User must be ages 5 - 14 (traveling with parent or guardian), high school student with valid photo ID issued by the transit agency or school or age 65+ or disabled with a valid photo ID issued by the transit agency or Medicare card.

Reduced Local	Reduced Regional
Includes all The T fixed route local and express buses/trolleys. No rail service.	Includes all The T, DCTA & DART Local, Express bus service & all TRE zones, plus DART & DCTA rail service.

\* Single ride fares are valid for 2 hours from time of issue. Service transfers are not available.

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# Fort Worth Transportation Authority System Map and Rider Guide

