

BUSINESS PLAN and ANNUAL BUDGET



Fort Worth Transportation Authority - Fort Worth, Texas



FORT WORTH TRANSPORTATION AUTHORITY

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**FORT WORTH
TRANSPORTATION
AUTHORITY
2014 Board of Directors**



2014 Board Members include seated from bottom left: Andre' McEwing- Vice Chair, Scott Mahaffey- Chairman, Carter Burdette-Secretary. Standing left to right: Neftali Ortiz, Jeff Davis, Sylvia Cervantes, Dennis Dunkins, and Jeff King. Photo for Board Member Ken Newell, not available.



THE FORT WORTH TRANSPORTATION AUTHORITY

2014 BUSINESS PLAN & ANNUAL BUDGET

Letter from the President

December 2013

I am pleased to present the fiscal 2014 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 2014 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 2014 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 2014 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 Downtown 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 an FTA New Starts grant for more than \$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 milestones in the TEX Rail project during fiscal 2013. On August 12, 2013, Fort Worth Transportation Authority (The T) Board of Directors approved construction of the first phase of TEX Rail, and announced that it will be built between Downtown Fort Worth and DFW Airport.

Fiscal 2014 will also be a significant year for the TEX Rail project. The T is working with The Federal Transit Administration (FTA), which is the sponsoring agency for TEX Rail, on finalizing the current draft of the FEIS and preparing it for public comment during a 30-day review period in early 2014. The T plans to have a Record of Decision in early 2014, clearing the path for TEX Rail to advance into the next phase. The Record of Decision will then give The T authorization to begin land acquisitions and move the project one step closer toward obtaining a Full Funding Grant Agreement.

TEX Rail is not the only project included in our fiscal 2014 Business Plan. We will complete other transportation enhancements in our member city of Fort Worth. Some of the more significant projects are:

- ***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 \$1.4 million in fiscal 2014 for a total project cost of \$2.4 million; and
- ***Positive Train Control (PTC)***, which is technology designed to stop or slow a train before an accident occurs. The completion date is not known at this time; however, we are anticipating initial PTC expenditures of \$2.5 million in fiscal 2014.

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 2014 Annual Budget is balanced and was adopted by the Board of Directors on September 16, 2013. 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 \$83.6 million, which is a 3.6% increase from fiscal 2013 actual operating revenue. Sales tax and grant revenues are The T's main sources of revenue representing approximately 73.1% and 13.7%, respectively, of The T's total operating revenue budget. The fiscal 2014 sales tax revenue is projected to increase 4.6% compared to the fiscal 2013 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 2014 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Operating expenses are budgeted at \$64.4 million, which is a 6.5% increase from fiscal 2013. Salaries and fringe benefits are The T's largest expense category at \$33.1 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, 2013; and it will expire on September 30, 2016. The contract calls for a 2.0% increase in fiscal 2014.

Service type expenses of \$22.3 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% of its trips. Contracting for MITS service with a private contractor represents an effective way to control the high cost of providing transportation to persons with disabilities.

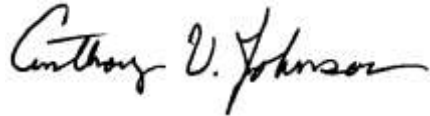
The largest portion of the other expense categories is fuel and lubricants at \$3.2 million. This expense category increased 1.2% in the fiscal 2014 budget from the fiscal 2013 actual amount. This increase is primarily due to the anticipated increase in services provided.

Capital Budget

The T's projected capital expenditures for fiscal 2014 are \$70.6 million; and The T's share, from local funds, is expected to be \$45.9 million. Our federal capital grant reimbursement revenue is anticipated to be \$24.7 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 our established goals. We are also committed to operate within the approved annual budget.

Sincerely,

A handwritten signature in black ink that reads "Anthony V. Johnson". The signature is written in a cursive style with a large initial 'A' and 'J'.

Anthony V. Johnson
Interim President/Executive Director



FORT WORTH TRANSPORTATION AUTHORITY
List of Principal Officials
October 1, 2013

Board of Directors

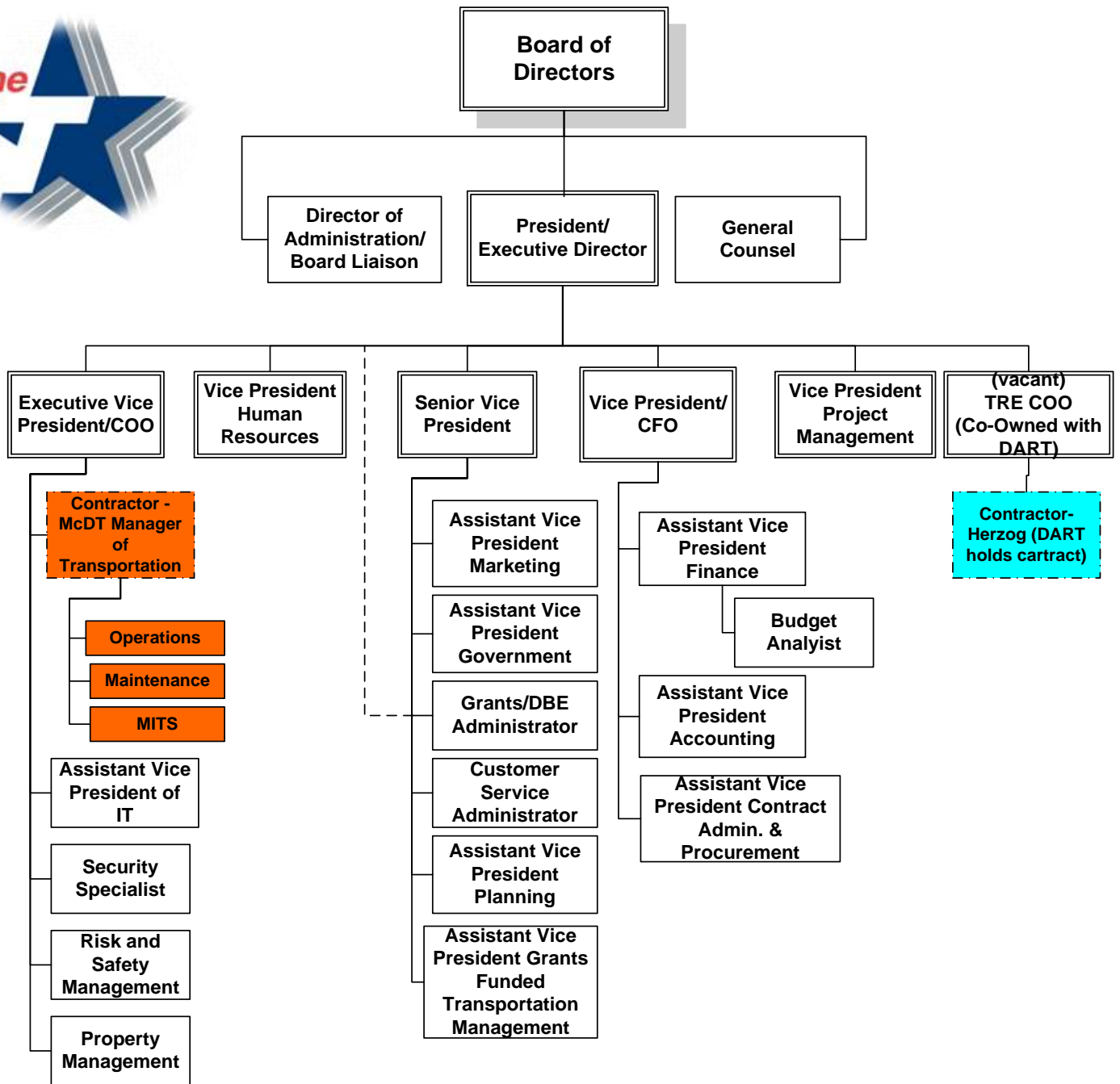
Scott Mahaffey, Chair
Andre' McEwing, Vice Chair
Carter Burdette, Secretary

Sylvia Cervantes
Ken Newell
Dennis Dunkins
Neftali Ortiz
Jeff Davis
Jeff King

Administration

Interim President/Executive Director	Anthony V. Johnson
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	(Vacant)
Vice President Project Management	Bo Cung
Vice President Human Resources	Melanie Kroeker
Director of Transportation Services	Al Johnson
Assistant Vice President	Carla Forman
General Counsel	Sylvia Hartless
Director of Administration	Detra Whitmore
Assistant Vice President Finance	Monica Fowler
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	Adrienne Cook
Assistant Vice President Planning	Curvie Hawkins
Assistant Vice President Contract Administration & Procurement	Don Bransford
Assistant Vice President Government Relations	Rebecca Montgomery

Fort Worth Transportation Authority Organizational Chart Fiscal 2014



**FORT WORTH TRANSPORTATION AUTHORITY
BUSINESS PLAN FOR FISCAL 2014**



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



2014 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 2013 Board of Directors Retreat was held in April. Discussion items included advancement of the TEX Rail effort, identifying new strategic partners by the end of fiscal 2014, 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 2014:

- Improve the image of public transit by the end of fiscal 14 by enhancing The T's service as measured by:
 - 10% decrease in customer complaints
- Complete three signed agreements with strategic partners by the end of FY14 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.
- Increase system wide ridership by 5%, while improving service productivity by increasing the number of passengers carried per revenue hour.
- Expand the customers trip planning options and experience by September 30, 2014 using the following appropriate technology-based planning tools:
 - Expand real-time arrival information to Molly the Trolley
 - Complete the TRE Passenger Information System
- Advance the TEX Rail effort;
 - Complete the Final Environmental Impact Statement by December 31, 2013
 - Obtain an approved Record of Decision from the FTA by March 31, 2014.
 - Complete the TEX Rail vehicle procurement and order vehicles by May 31, 2014.
- 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.

- Increasing employee awareness of healthcare issues by increasing bio screenings 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.

Major Capital Projects for fiscal 2014:

The following is a partial list of projects. Some of these are underway and others are new for fiscal 2014.

- TEX RAIL
- Bus Park & Ride / Transfer Centers
- TRE PIS Upgrades
- TRE Tie Replacement
- TRE Rail Replacement
- TRE Positive Train Control
- TRE Grade Crossings
- TRE Bridge Capacity Repairs
- TRE Capital Maintenance – FY14
- Miscellaneous Equipment and Repair Fiscal 2014
- Radio replacement Vehicles & Hand Held Devices
- Continue to support Bike Sharing Program
- Automated Timekeeping System
- FY14 Vehicle Purchase
- Capital Maintenance – T Facilities FY14
- ADA Accessible Bus Stop
- Two (2) Maintenance Vehicles
- Walkers Creek Bridge (Sulphur Branch Bridge)
- Molly the Trolley PIS System
- North Side Transfer Point
- MITS Contractor Vehicle Cameras
- Bus Security Video Enhancement



FORTH WORTH TRANSPORTATION AUTHORITY

2014 BUSINESS PLAN

Fiscal 2013 Accomplishments

The following is a list of accomplishments achieved by The T during fiscal 2013. 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 2014 and beyond.

Completion of Major Capital Projects in 2013:

Several of the following major projects were either completed or started during fiscal 2013:

- Opening of the Sierra Vista Transit Plaza
- Capital Maintenance – T Facilities FY13
- Parking Lot & Bus Repairs – FY13
- TRE Capital Maintenance FY13
- Multi-Year Transportation Enhancements
- Business Continuity Infrastructure
- System Backup Replacement
- MITS Mobile Data System Upgrades
- IT Support System Improvements

2013 Major Accomplishments:

- Ridership increased 1.3% in Fiscal Year 2013
- Launching of Fort Worth Bike Share
- Adopt a Stop Program
- Main Street Arts Shuttle
- Fit Friendly Company Award
- Successful United Way Campaign
- FY13 Awards/Family Day
- GFOA's Distinguished Budget Presentation Award
- The MAX Arlington Service
- Procurement Documents Online
- Finalist for APTA Call Center Challenge
- APTA marketing Awards
- Seats (2) on the APTA Reauthorization Task Force
- GFOA Distinguished Budget Presentation Award
- Comptroller Silver Circle Certification

- TRE Locomotive Updates
- Mobile Ticketing App
- Wi-Fi on TRE



FORT WORTH TRANSPORTATION AUTHORITY

2014 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 Economic Development (4B), 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.

The proposed TEX Rail was originally designed to be a 37.6-mile route. On August 12, 2013, The T Board of Directors adopted the Minimum Operable Segment (MOS) as the preferred TEX Rail alternative. This change was necessary for several reasons, but the increasing project cost was the main driver. The switch to the MOS allows us to focus our efforts on the segment with the highest potential ridership, downtown to Dallas-Fort Worth International Airport (DFW Airport). The TEX Rail MOS project has 10 stations and associated facilities in Tarrant County, Texas.

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 is a T employee who works directly for the Board of Directors. Approximately 95 employees also work for The T, under the direction of the President/Executive Director. Pursuant to a contractual agreement, McDonald Transit Associates, Inc. manages the remaining employees, who work for the Operations, MITS and Maintenance Departments.

T Service Area

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. The estimated 2013 population for Tarrant County, according to the Texas Department of State Health Services is 1,971,033. The Dallas-Fort Worth-Arlington Metropolitan Statistical Area (MSA) is one of the largest population centers 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 777,992 people by the end of 2013, according to The World Population Statistics. Fort Worth is one of the largest cities in the nation ranked 16th and 5th 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 T provides fixed route and express bus service within Fort Worth city limits and Rider Request Service to the City of Richland Hills. MITS service is provided to Fort Worth, the City of Richland Hills and the City of Blue Mound.

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. TRE provides

access 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). The T, DART, City of Arlington, and University of Texas at Arlington partnered to provide limited service to Arlington from the TRE CentrePort Station.

Panther Island / Central City

The most well-known of all Trinity River Vision projects is the plan to create an urban waterfront community to the north of downtown Fort Worth. This plan is known by the U.S. Army Corps of Engineers (USACE) simply as "Central City", but to most of the public it is called "Panther Island" (*formerly Trinity Uptown*). While having two names can seem confusing, it's really quite fitting for a plan with two major components:

The publicly funded portion of the plan, the Central City project is limited to environmental cleanup, flood protection and infrastructure improvements, such as new bridges and new or improved roads and trails.

Once flood concerns, outdated infrastructure and environmental issues are addressed, Panther Island will open up the development of 800 acres connecting Downtown, the Cultural District and the Stockyards. Public improvements will virtually double the size of downtown and generate more than \$600 million in economic development activity during the first decade alone.



Riverfront Dining & Entertainment

Bustling riverside corridors lined with cafes, restaurants and vibrant nightlife will create a unique, urban atmosphere unlike anywhere else in the world.



Higher Learning on the River

In 2009, Tarrant County College opened the doors to its state-of-the-art Trinity River Campus to students. The campus sits along the banks of the Trinity overlooking Panther Island.

Phyllis J. Tilley Memorial Bridge, Fort Worth



The 386-foot-long Phyllis J. Tilley Memorial Bridge across the Trinity River is an important and highly visible pedestrian bridge connection between downtown Fort Worth and the City's Cultural District. With the bridge's prominent location at historic Trinity Park, the aesthetic design is of paramount importance.



The rink will be at a site adjoining the Coyote Drive-In Movie Theater at 223 N.E. 4th St., on the cities near north side, under an agreement with the Trinity River Vision Authority (TRVA). The theater is a short distance south of a large parking lot used for a variety of activities, including Fort Worth Cats baseball games at LaGrave Field.



The seasonal operation in Fort Worth will run through Jan. 5, 2014.

[Tribute to JFK](#)

Today, the JFK Tribute in Fort Worth tells the story of the first half of November 22, 1963, and in the telling, resurrects the President's themes that captured the spirit of his time.



On November 22, 1963, President John F. Kennedy gave two speeches in Fort Worth.

The first was delivered to a crowd that had been gathering for hours in the dark, braving a cold, early morning rain. Later, inside the hotel, a formal address was delivered to the Fort Worth Chamber of Commerce. Both speeches were received enthusiastically and within them the President called attention to Fort Worth's roles in national defense and aviation history. He spoke optimistically of the future but warned of challenges. He spoke of leadership, space exploration and America's role on the international stage.

He left Fort Worth, enjoying a ticker tape parade from the back of his convertible as it traveled on Main Street. Bands played, cheerleaders waved and thousands greeted the President as the bright sun shone down on the motorcade. The President's visit to Fort Worth was a remarkable success.

A few hours later, the excitement and themes of his Fort Worth visit were all but forgotten.

[New 7th Street Bridge](#)



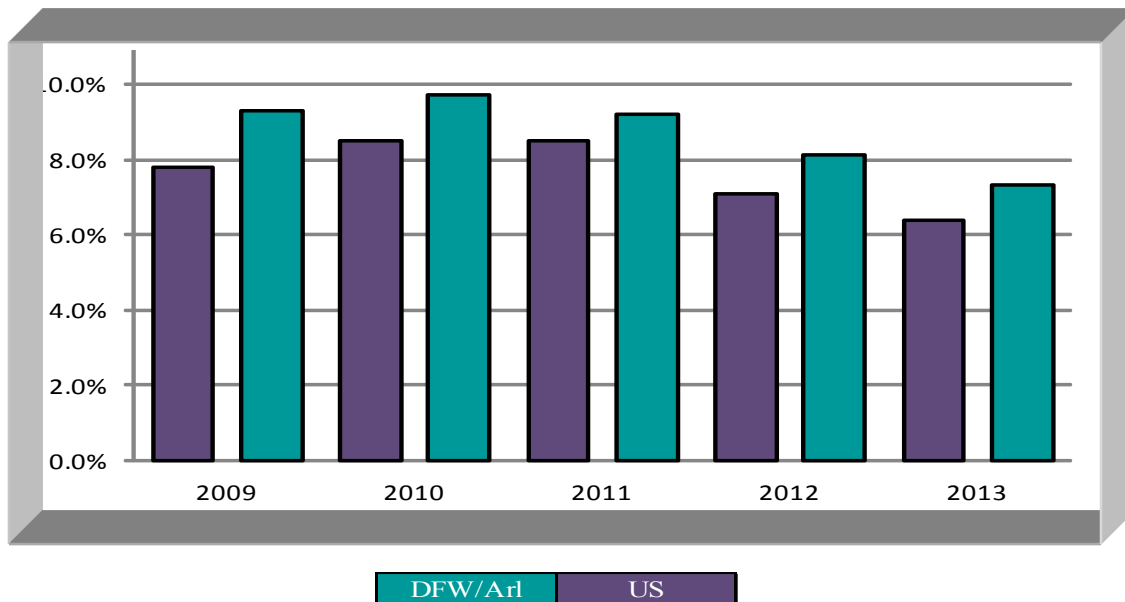
The bridge was opened in October, but the official lighting ceremony was held on Friday November 15, spanning 100 years; The 7th Street Bridge Celebration 1913-2013.

A major thoroughfare connecting Downtown and the Cultural District, the new bridge features twelve arches with signature lighting, offers scenic views of the Trinity River and intersects with trails on either side. The design uses network arches in a different manner than any other project, includes nod to Fort Worth history and is also looking forward. It has four lanes and offers new travel options for pedestrians/bicycles outside the arches. The bridge also has space to accommodate alternative modes of transportation in the future.

Unemployment

The national unemployment rate for August 2013 was 7.3 percent according to the U.S. Bureau of Labor Statistics. The Texas unemployment rate for August 2013 was 6.4%. Employers have added 274,700 jobs between August 2012 and August, 2013. Our local unemployment rate for Fort Worth, during the month of August 2013 was also 6.0%. *(U.S. Labor Statistics)*

Annual Average Unemployment Rates



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

Employment

Growth in the DFW/Arlington's professional and business services supersector was particularly strong in the employment services industry which added 10,600 jobs, an 11.0% gain.

Local expansion in this industry was strong in Fort Worth –Arlington which added jobs at a 6.2% pace, almost twice the national growth rate of 3.3%.

Fort Worth's largest employers make up a range of industries, including government, education, and health care. Airline and aerospace companies feature prominently, in our local economy.

Some of Fort Worth's Top Employers:

Employers	Employees
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 dedication of the Trout Lily Street Clock was held at The T's Eastside Transfer Center on November 6th,

Eastside Transfer Center/Trout Lily Clock

Our newest facility, Sierra Vista Transfer Center, our newest facility was opened on April 19, 2013. The facility is located at 1500 E. Berry Street. Sierra Vista provides a safe off-street transfer and boarding area for riders in an aesthetically pleasing setting with bright lighting, shelters, seating, and a large route map showing other transit connections.

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 station's 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)** 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.
- **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 2013

Dedication of Sierra Vista Transit Transfer Center



The dedication of the Sierra Vista Transit Plaza was held on April 24, 2013. This transit plaza is located at 1500 E. Berry Street in Fort Worth. Sierra Vista features a wide bus

lane, four large bus shelters with multi-colored glass panels and roofs. Also included are benches, landscaping and a security fence. Subsequent to opening, the city selected and artist and the art installation should be ready before the end of the year.

MAX Service



The Metro Arlington Xpress (MAX) is a two year pilot program between The Fort Worth Transportation Authority, the City of Arlington, University of Texas at Arlington, and Dallas Area Rapid Transit. The service started August 19, 2013 and runs between the TRE CentrePort Station and UTA with 1 stop in between. The first bus leaves CentrePort at 5:33 a.m. and the last bus arrives at UTA at 11:31 p.m.

Bike Share Deduction



Fort Worth B-Cycle officially rolled out more than 300 hundred bikes and nearly 30 stations on Earth Day April 22, 2013; the program is the first of its kind in North Texas.

The bike-sharing initiative in Fort Worth began with a vision in the T's 2010 Strategic Plan to provide commuters and visitors with an easy and "green" way to travel short distances around the city. The "last mile", the connections between public transit stations and passengers' final destination.

Go Pass



On-line Ticket App for your device!

Starting September 16, 2013, North Texas transit customers could put away paper passes and pick up their smart phones to buy, store and activate passes for DART, The T and DCTA.

The GoPass mobile ticketing application is the new way to buy passes for the region's three transit agencies. The GoPass is free in Apple's App Store and the Google

Annual Holiday Lights Tour

The T and Stockyards Station hosted their annual Holiday Lights tours of more than 200 decorated homes, December 8-9, 2012. The Holiday Lights tour price is \$5.00 per person and children age five and younger are free.



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 Main Street Arts Festival is an annual event that showcases a nationally recognized fine art, live concerts performance artists and street performers and great cuisine.

Ride The T's Main Street Bus Shuttle from Billy Bob's to the festival. Parking is free at Billy Bob's; the fare is \$1.00 each way. The service was offered Friday April 19-20th. There was no Sunday service.

Annual Rodeo Event

The T's annual Rodeo competition tested safe driving skills for bus operators as they drove 35-foot buses and MITS vans, through timed obstacle courses on March 23, 2013. Operators also competed on their responses to customer services scenarios with: role playing rider on a bus.



The T's mechanical teams competed in timed scenarios for accurately diagnosing bus engines or mechanical malfunctions.

Ride for a Can

The T's annual Ride for a Can Day supporting the Tarrant Area Food Bank was held August 29, 2013. If you bring a can and of food you can ride the bus for free. One can or box of food may be redeemed for a single, one-way bus ride.



The T's Ride for a Can Day comes at a great time of year, as we gear up for the Fall/Holiday Food Drive season.

Interurban Trolley

Monday, February 25, marked the 100th Anniversary of the original Interurban Trolley (Car 25) that ran the rails between Fort Worth and Dallas between 1924 and 1934. The car was donated to The T in 1995 and was restored with the help of volunteers, and has been on permanent display at the ITC.



Expressions That Move You



Ten buses of The T's buses have become moving canvases to showcase the art of Fort Worth Independent School District students who won the "Expressions That Move You" contest this year.

More than 80 entries were submitted in this year's contest for artwork that depicts what The T, the City of Fort Worth and the environment means to the student.

Safari Shuttle



The T and The Fort Worth Zoo offered Zoo visitors inexpensive relief to typical spring break traffic and parking stress. The Safari Shuttle bus service was offered from March 9-17, 2013. The Safari Shuttle will operate a daily express service from the ITC.

2013 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 2014

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

30th Anniversary



On November 8, 1983, Fort Worth voters approved a dedicated sales tax that created the Fort Worth Transportation Authority, a political subdivision under the state of Texas. The goal was to provide stable funding and expanded transit services for the 5.2 million annual riders who previously depended on CITRAN to move about their growing city. Richland Hills and Blue Mound joined The T a few years later.

Since 1983, annual ridership has nearly doubled to 9.6 million, as The T has expanded bus services, added vanpools, partnered to launch the Trinity Railway Express -- the first commuter railroad in the Southwest -- and in recent years, has initiated special transit partnerships, such as Northeast Transportation Service (NETS) in northeast Tarrant County, service in Arlington, and for the development of TEX Rail with funding partners Fort Worth, Grapevine, and Tarrant County.

Since The T's 25th Anniversary, service additions, enhancements and expansions include:

- **Molly the Trolley:** Free downtown circulator popular with visitors, businesses and residents;

- **Cowboy Coach:** Shuttles to AT&T Stadium serving Cowboys and College games;
- **Bike Share:** 1st U.S. transit agency to develop, secure grant, launch with partners into 501c3;
- **Technologies:** Google Transit, Next Bus, Solar lit shelters, upgraded TRE wifi, Go Pass apps;
- **Super Bowl XLV (45)** – Bus service to and from TRE CentrePort station and stadium, and transporting visitors to week-long Super Bowl events;
- **Hyde Park Transit Plaza** – Downtown park amenity; enhanced sidewalk access to ITC;
- **Transit Signal Prioritization** – First North Texas transit use to streamline bus travel;
- **Spur***– Enhanced bus corridor with 65 foot buses serves average daily, ridership of 4,000;
- **Sierra Vista Transit Plaza** – Serves nearby urban village, other SE Fort Worth development;
- **Service to Alliance** – Express buses to and from shifts of manufacturing facilities;
- **Arlington MAX** -- Service to and from TRE CentrePort Station, a T and DART partnership;
- **North Park & Ride** – Construction begun at I-35 near Heritage Trace;
- **TEX Rail** – Phase 1 between downtown Fort Worth and DFW Airport projects 15,000 riders;

North Park & Ride



This is a picture of the new North Park & Ride, which will open in the Spring of 2014.

The proposed Park and Ride facility will be located 11 miles north of the Downtown Central Business district, with a gross area of 3.06 acres. The facility will provide a

service for commuters residing north of the City, who can use The T's express bus service to travel to their downtown destinations. 184 parking spaces will be provided, including seven ADA accessible spaces. An area will also be set aside for bikes and motorbikes. The layout includes four bus passenger shelters inside the bus turnaround, with ample landscaping throughout. The highway access is off the south bound frontage road of Interstate Highway 35.

Vision in Action

The proposed TEX Rail was originally designed to be a 37.6-mile route. On August 12, 2013, The T Board of Directors adopted the Minimum Operable Segment (MOS) as the preferred TEX Rail alternative. This change was necessary for several reasons, but the increasing project cost was the main driver. The switch to the MOS allows us to focus our efforts on the segment with the highest potential ridership, downtown to Dallas-Fort Worth International Airport (DFW Airport). The TEX Rail MOS project has 10 stations and associated facilities in Tarrant County, Texas. The project is located in an air quality nonattainment area and extends from downtown Fort Worth and continues through the residential and entertainment hubs of northeast Tarrant County and terminates at the 3rd busiest airport in the world for operations, 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.

TEX Rail Fast Facts:

- 15,200 daily riders
- Access to the 3rd busiest airport in the world for operations and 8th busiest for passenger service

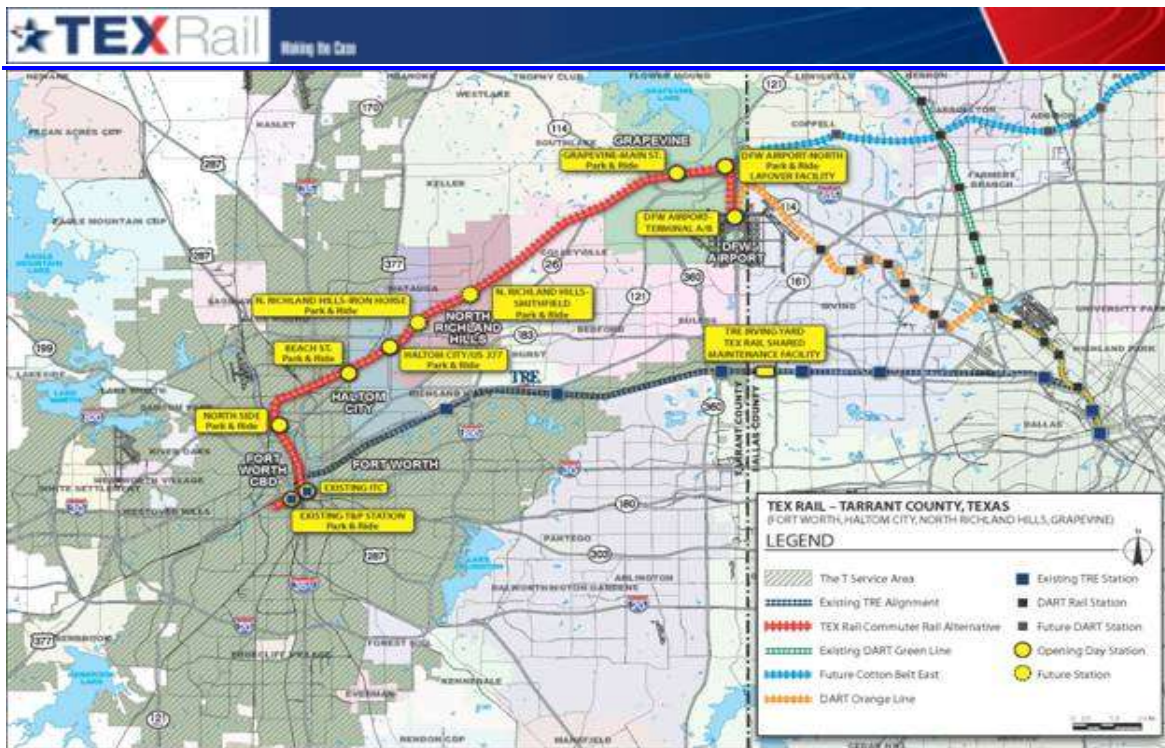
TEX Rail passes through some of the most important activity centers in the Dallas-Fort Worth region (DFW), in terms of employment and visitation. These centers are described below from south to north:

- **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 3rd busiest airport in the world for operations and the 8th busiest for passenger service with 156,000 daily passengers.

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.

Stay in Touch



During fiscal 2014 The T will:

- Obtain a record of decision from FTA, 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 consultant and vehicles
- Positive train control design

Please visit: www.texrail.com for updated information and progress.

Service Updates

Fiscal 2013 bus ridership was 7,532,909 which is an increase of 95,619 passenger trips or 1.3% increase over the same period in fiscal 2012. MITS service decreased -0.9% or 3,365 trips compared to 2012, and TRE ridership was also down by -6.3% over 2012. Vanpool service decreased -5.6% or 46,126 trips less than fiscal 2012.

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 counties. 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 Catholic Charities;
- **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. Catholic Charities 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 2013, TRE Tarrant County boardings provided 979,747 passenger trips or -6.3 percent decrease from passenger trips in fiscal 2012.

TRE operates on the former Rock Island line purchased by the cities of Dallas and Fort Worth in 1983. The cities deeded the line 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 2013 these agreements generated approximately \$2.3 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.

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. In addition, free shuttle bus service is provided from CentrePort to the South remote parking lot at DFW Airport, where passengers can transfer to other DFW buses that serve the terminals.

Special event service to and from 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.

Federal Grants in Fiscal 2014

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.
- 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.
- Construction of the North Fort Worth park and ride at Heritage Trace and I35
- 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.

The T's Disadvantaged Business Enterprise (DBE) Goal for Fiscal Year 2014

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 2014. 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 2014 goal was then submitted to FTA for review. The T's goal is 25% DBE participation for all federally funded contracts.

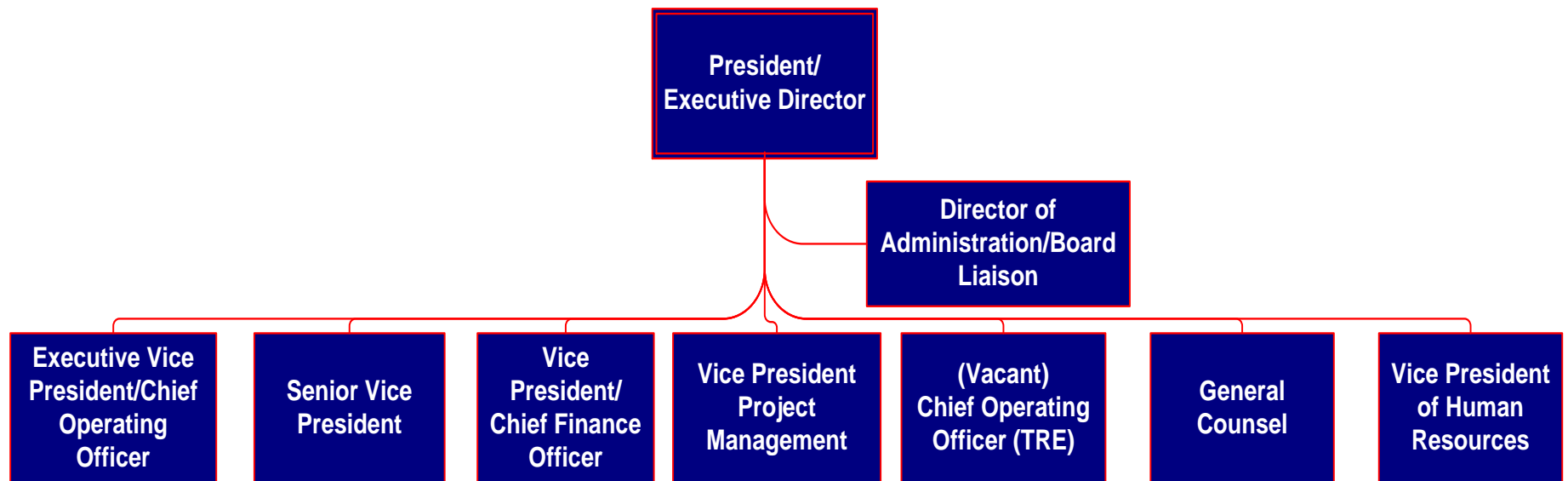
To further fulfill public participation requirements, the proposed goal was made also available for public review for 30 days. Notices for comments were placed in the

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 2012. 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



Departmental Summary

Department Administration Department Number 0110

Department Summary of Purpose and Goals

The T's Board of Directors makes policy decisions for the organization. The President/Executive Director's office established 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>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Increase bus ridership by 5%	3.3%	9-30-14
Improve the image of public transportation	On-going	On-going
Three additional strategic partners	Arlington	9-30-14



The T 2014 Business Plan Administration

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

Organizational Goal # 1 **Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

Departmental Project: **Represent The T in Tarrant County and North Central Texas on regional transportation issues, including T bus service, TRE, TEX Rail, and other alliances.**

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 FY14 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

Departmental Project: **Establish new Partnership Policy.**

Measurement: Partnership policy approved by The T's Board of Directors

Responsible: Administration Department

Coordinating Department: Governmental Relations and CFO

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

Measurement: One signed agreement

Responsible: Administration Department

Coordinating Department: Planning, Marketing, Governmental Relations, and Finance

Organizational Goal # 3: Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.

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, 2014 using the following appropriate technology-based planning tools:

- Expand real-time arrival information to Molly the Trolley
- Complete the 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, IT, Marketing, and TRE

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the Final Environmental Impact Statement by December 31, 2013
- Obtain an approved Record of Decision from the FTA by March 31, 2014
- Complete the TEX Rail vehicle procurement and order vehicles by May 31, 2014.

Departmental Project: Provide support and direction for TEX Rail plan

Measurement: Achievement of completion goals for FEIS, Record of Decision from FTA, and TEX Rail vehicle procurement

Responsible: Administration Department

Coordinating Department: TEX Rail Project Management, Finance, and Procurement

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.

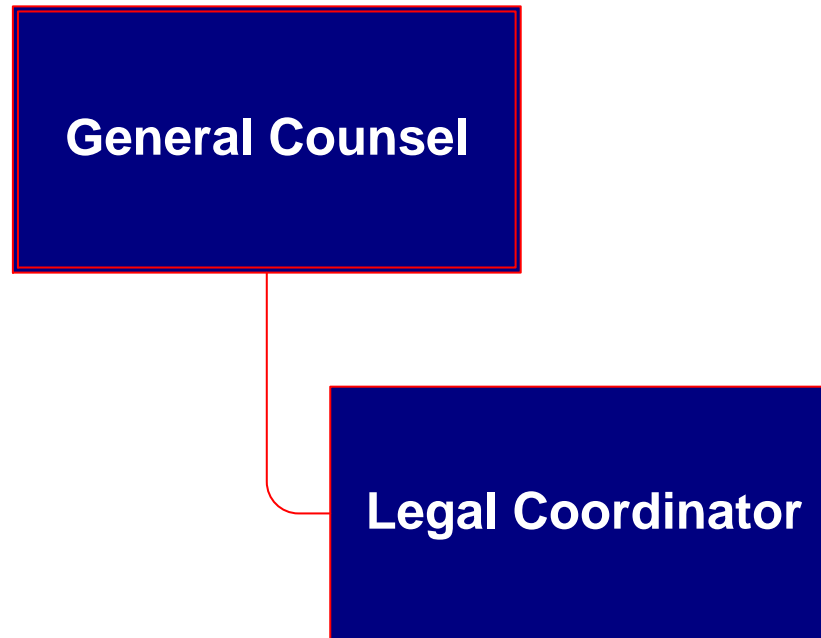
Measurement: Completion of professional development training program

Responsible: Administration Department

Coordinating Department: Human Resources



Legal Department





The T 2014 Business Plan Legal

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 FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

Departmental Project: **Decrease in customer complaints**

Measurement: Monitor company activities to ensure compliance with all ordinances and regulations for sensitivity to protected groups and Limited English Proficiency populations. LEP program in place by end of Calendar 2013

Responsible: Customer Service

Coordinating Department: Planning, Assistant Vice President, Marketing, Legal Department, Operations

Organizational Goal # 2: **Complete three signed agreements with strategic partners by the end of FY14 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

Departmental Project: **Provide contract bus service to Forest Hill**

Measurement: Have signed service agreement to run two buses by end of FY 2014.

Responsible: Planning

Coordinating Department: Legal, Operations

Organizational Goal # 3: **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.**

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

Measurement: Monitor contract and draft modifications when necessary

Responsible: Bo Cung, Sylvia Hartless

Coordinating Department: Project Management and Procurement

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2014 using the following appropriate technology-based planning tools:

- Expand real-time arrival information to Molly the Trolley
- Complete the TRE Passenger Information System

Departmental Project: TRE Passenger Information System

Measurement: Draft/review/edit contract documents, amendments and modifications, as needed.

Responsible: Sylvia Hartless, Legal Department

Coordinating Department: Procurement/Contract Administration, I.T., Project Management

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the Final Environmental Impact Statement by December 31, 2013
- Obtain an approved Record of Decision from the FTA by March 31, 2014
- Complete the TEX Rail vehicle procurement and order vehicles by May 31, 2014.

Departmental Project: TEX Rail Vehicle Procurement

Measurement: Vehicles ordered by May 31, 2014; assist in all legal issues (e.g., contracts and FTA regulations).

Responsible: Rob Harmon, VP/CFO

Coordinating Department: Legal, Contract Administration/Procurement, Contractors (CH2M Hill)

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.

Departmental Project: Encourage participation in Wellness Program by entire department

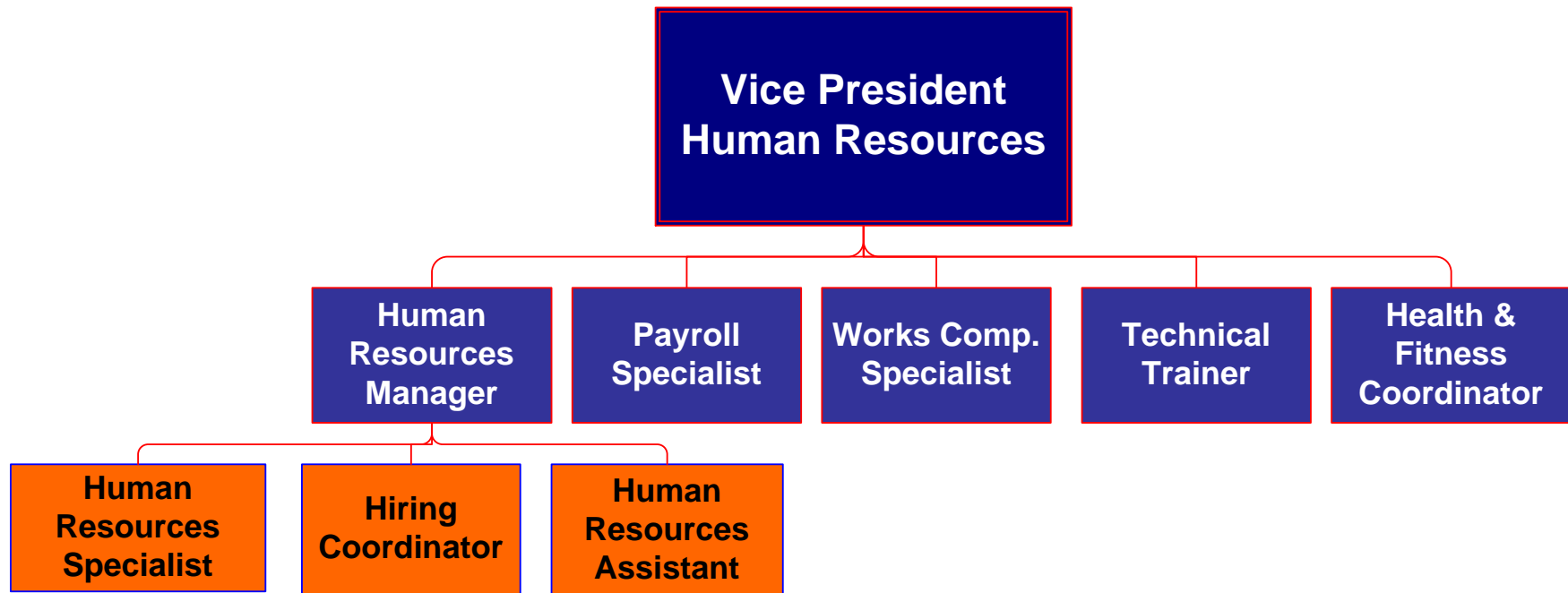
Measurement: 100% of Legal Department to participate and earn Gold Award in FY 2014

Responsible: Sylvia Hartless and Legal Coordinator

Coordinating Department: Human Resources, Fitness Center Coordinator



Human Resources



Departmental Summary

Department Human Resources **Department Number** 0110

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.

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</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 3/2012	Meet Compliance by 3/2013
Coordinate Annual Benefits Enrollment through our Wellness Fair.	Held Fair Oct 2012	Hold Fair Oct 2013
Compile and review EPA (PEP) Midyears and Annuals by deadline.	All Midyears and Annual Evaluations complete for FY13	All Midyears and Annual Evaluations complete for FY14
Complete all OSHA injury/illness reporting and record all lost days by the deadline and post by guidelines.	Posted by 02/1/13	Meet Compliance by 2/1/14
Increase involvement in the company's wellness program and bioscreens with the updated program. Goal is to have 400 employees screened from 350 screened last year.	Bio-screens Oct 2013	Bio-screens Oct 2014



The T 2014 Business Plan Human Resources

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 FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

Departmental Project: **Provide company-wide Customer Service Recognition Program**

Measurement: Identify monthly employee nominations for all employees caught in the act of providing outstanding customer service and those selected will receive an incentive.

Responsible: Human Resources

Coordinating Department: 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: **Project is intended to increase overall health of employees, and to increase participation of total workforce in our bio-screens, HRAs and wellness program from 350-400 employees screened. HR will utilize all benefit meetings, including our wellness fair in October 2013, and during our week of bio-screens**

screenings during October 2013, to educate our workforce about the incentive program and the correlation to our healthcare costs. In addition provide targeted training for employees on wellness.

Measurement: Screen 400 employees in October 2014 and provide monthly wellness workshops to provide training on the health and wellness.

Responsible: Human Resources and Wellness Vendor

Coordinating Departments: All employees and departments.



Trinity Railway Express (TRE)

**(Vacant)
Chief Operating
Officer**

**Administrative
Assistant**

Departmental Summary

Department Trinity Railway Express **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. Track improvements to facilitate more frequent service across the corridor and equipment overhauls and fleet expansion will be completed as needed to meet demand.

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Subsidy per Passenger Trip	\$3.81	\$3.60
Passenger Trips per Hour	119.85	140.00
Passenger Trips per Mile	5.04	5.60
On-time Performance	98.6%	98.6%
Fare Box Recovery	22.06%	22.0%



The T 2014 Business Plan TRE

Provides passenger rail service between the cities of Fort Worth and Dallas, including regular passenger and special event service.

Organizational Goal # 1 **Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

Departmental Project: **Improve TRE Service Reliability to Enhance Customer Satisfaction**

Measurement: Decrease TRE customer complaints by 10%

Responsible: TRE COO and TRE CMO

Coordinating Department: Herzog

Organizational Goal # 3: **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.**

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

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

Responsible: TRE

Coordinating Department: DART and T Marketing

Organizational Goal # 4: **Expand the customers' trip planning options and experience by September 30, 2014 using the following appropriate technology-based planning tools:**

- **Expand real-time arrival information to Molly the Trolley**
- **Complete the TRE Passenger Information System**

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

Measurement: Project completed on schedule.

Responsible: DART IT, DART Procurement

Coordinating Department: TRE, T Information Technology

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the Final Environmental Impact Statement by December 31, 2013
- Obtain an approved Record of Decision from the FTA by March 31, 2014
- Complete the TEX Rail vehicle procurement and order vehicles by May 31, 2014.

Departmental Project: Provide Technical Assistance to the TEX Rail Plan

Measurement: No project delays caused by TRE staff.

Responsible: TRE

Coordinating Department: 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: Participate in Bio screening

Measurement: 100% participation

Responsible: TRE

Coordinating Department: HR



Project Management

**Vice President
Project
Management**

Executive Assistant

Departmental Summary

Department Project Management Department Number 117

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 departments.

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
New Freedom II (ADA)		\$160K
North Park and Ride		\$1,400K
Colleyville Quiet Zone		\$200K
Sierra Vista Traffic Signal		\$200K
North Side Transfer		\$200K
TRE Walkers Creek Bridge		\$1,500K
TRE Grade Crossing – Precinct Line Road		\$830K



The T 2014 Business Plan Project Management

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 FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

Departmental Project: **New Freedom II (ADA), North Park and Ride**

Measurement: Complete the projects by September 2014

Responsible: Project Management

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

Organizational Goal # 3: **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.**

Departmental Project: **North Park and Ride**

Measurement: Complete construction of North Park and Ride and open for service in May 2014

Responsible: Project Management

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

Organizational Goal # 5: **Advance the TEX Rail effort:**

- **Complete the Final Environmental Impact Statement by December 31, 2013**
- **Obtain an approved Record of Decision from the FTA by March 31, 2014**
- **Complete the TEX Rail vehicle procurement and order vehicles by May 31, 2014.**

Departmental Project: **1) Colleyville Quiet Zone, 2) TEX Rail: Provide technical reviews and participate in PTC Procurement**

Measurement: 1) Issue of the official Notice of Intent to all affected agencies concerning the establishment of Colleyville Quiet Zone by October 2013.

2) Assist TEX Rail Team as needed.

Responsible: Project Management

Coordinating Department: Finance, Procurement, Legal

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

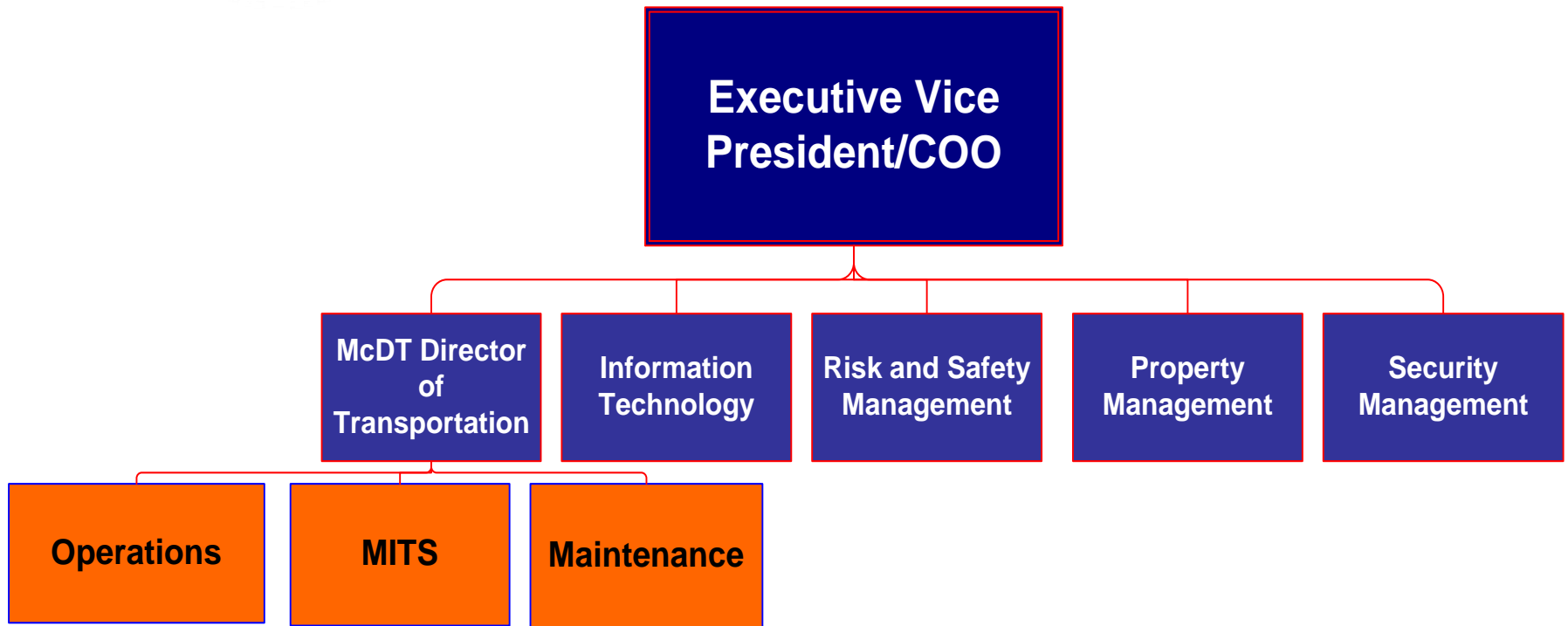
Measurement: All staff to complete Total Wellness Program and receive individual award for each quarter.

Responsible: Project Management

Coordinating Department: Human Resource



Executive Vice President/COO



Departmental Summary

Department

Maintenance

Department Number

0170

Department Summary of Purpose and Goals

Enter your department purpose here.

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Maintain FY14 Vehicle Maintenance Budget	\$7.938 M	\$8.065M
Maintain FY14 Facilities Maintenance Budget	\$3.211M	\$3.056M
Maintain FY14 Maintenance Administration Budget	\$866K	\$860K
Maintain FY14 MITS Maintenance Budget	\$1.222M	\$1.280M
Maintain Overall Fleet Miles Between Roadcalls	7500	7500



The T 2014 Business Plan Maintenance

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 FY14 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
 - **Three positive news stories**

Departmental Project: **Procure replacement buses for Bus Operations and MITS**

Measurement: Place in service within 30 days of receipt of vehicles

Responsible: Maintenance

Coordinating Department: Operations and Procurement

Departmental Project: **Complete conversion of 30' vehicles to Trolley replicas**

Measurement: Complete by June, 2014

Responsible: Maintenance

Coordinating Department: Operations

- Organizational Goal # 3:** **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.**

Departmental Project: **Ensure all new buses have PIS and GPS systems operational**

Measurement: Complete when new buses are placed in service

Responsible: Maintenance

Coordinating Department: Operations, IT

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2014 using the following appropriate technology-based planning tools:

- Expand real-time arrival information to Molly the Trolley
- Complete the TRE Passenger Information System

Departmental Project: Ensure all Trolley Information Systems are fully operational

Measurement: Upon receipt of new systems

Responsible: Maintenance

Coordinating Department: Operations, IT

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:

Measurement: Develop Training Plan to ensure all mechanics attend at least two training classes that will update their technical skills

Responsible: Maintenance Training Department

Coordinating Department: N/A

Measurement: Provide Managerial Training for all staff to improve their job knowledge and skills

Responsible: Maintenance Management Staff

Coordinating Department: N/A

Measurement: Establish teams that would encourage individuals to participate in the T Wellness Program. Ensure that each individual meets with Wellness Personnel to make sure they understand the importance of the program and how it will benefit them personally

Responsible: Assistant Directors of Vehicle and Facilities Maintenance

Coordinating Department: Each Supervisor

Measurement: Ensure a minimum of 75% of maintenance personnel complete bio screen.

Responsible: Maintenance Management

Coordinating Department: Each Supervisor

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>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Reduce Total Complaints by 10%	112	101
Increase Travel Training trips by 5% to Increase Fixed Route Bus Ridership	163,112	171,268
Increase MITS + 1 Ridership by 5% to Increase Fixed Route Ridership	389,125	408,581
Operator Overtime as a Percentage of Total Hours of Payroll	11.3%	10%
Preventable Accidents Per 100,000 miles	1.18	1.25
Non Preventable Accidents Per 100,000 miles	.22	.20
Total On-Time Performance	85.2%	90%
Trips Per Hour	1.98	2.00
Meet Fiscal 2013 budget	On-going	On-going



The T 2014 Business Plan MITS

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 FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**

Departmental Project: **Decrease Customer Service complaints by 10% in FY2014 for a total not to exceed 101 complaints**

Measurement: Achieve goal of 10% reduction in customer service complaints for a total not to exceed 101 by September 30, 2014.

Responsible: Lauri Brown, Adrienne Cook and MITS Team

Coordinating Department: Customer Service Center

Organizational Goal # 3: **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.**

Departmental Project: **Increase the Transit Ambassador new client training by 5% to achieve a goal of 171,268 trips on Fixed Route bus service.**

Measurement: Achieve a 5% increase in new clients training for a total of 171,268 by September 30, 2014.

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 408,581**

Measurement: Achieve a 5% increase in MITS+1 ridership for a total of 408,581 trips by September 30, 2014.

Responsible: Lauri Brown, Adrienne Cook, 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.

- **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 participation in company-sponsored wellness program

Measurement: Current employee participation in the wellness program increased by 50% or greater at the end of September 30, 2014.

Responsible: Entire MITS Team

Coordinating Department: H.R./Wellness Coordinator

Departmental Project: Utilize memberships in the National Seminars Training programs to enhance professional development, improved employee morale, and productivity.

Measurement: Active participation by all team members through training webinars/seminars in customer service and leadership throughout FY2014.

Responsible: Lauri Brown, Adrienne Cook and MITS Team

Coordinating Department: HR

Departmental Summary

Department Operations Department Number 0110

Department Summary of Purpose and Goals

Responsible for daily bus service operations

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Subsidy per passenger	4.25	3.75
Passengers per hour	18.00	18.30
Passengers per mile	1.80	1.85
Number of passenger trips(estimated through the end of the year)	6,579,000	6,700,000
Preventable accidents per 100,000 miles	1.50	1.25
Non Preventable accidents per 100,000 miles	1.50	1.25
On-Time Performance	99%	99%
Operators overtime as a percentage of total hours of payroll	8.0	8.0
Complaints per 100,000 passenger trips	2.5	2.0
Passengers per revenue mile	1.75	1.85
Passengers per revenue hour	18.50	18.80



The T 2014 Business Plan Operations

Responsible for daily bus service operation

Organizational Goal # 1 **Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

Departmental Project: **Reduce customer complaints from 2.0 to 1.95 and increase ridership by 8%**

Measurement: Conduct quarterly All Team meeting 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 # 3: **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.**

Departmental Project: **Schedule and implement service to the North Park-n-Ride lot.
Provide service to the Alliance Area.
Schedule and implement New Service Changes.**

Measurement: Train all bus operators and supervisors on the new service changes.

Responsible: Operations and Training

Coordinating Department: Human Resources

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 work-out 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>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Complete MITS Mobile Data Terminal Upgrade	100%	-
Implement the Trapeze Sign In Terminal software module	100%	-
Complete conversion of company desktops to Windows 7 OS (Target: 1 Nov 2013)	80%	-
Implement Disaster Recovery/Business Continuity plan and site (Target: 1 Dec 2013)	95%	-
Install new PIS signs at the TRE stations (Target: 1 Feb 2014)	50%	\$360,546
Implement automated timekeeping system (Target: 1 Aug 2014)	10%	\$40,000
Improve IT support infrastructure (Target: 1 Sep 2014)	0%	\$126,900
Implement real-time arrival technology on Molly the Trolley (Target: 1 Feb 2014)	0%	\$45,000



The T 2014 Business Plan Information Technology/Services

Provide and support Information Technology/Services solutions.

Organizational Goal # 1 **Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:**

- 10% decrease on customer complaints
- Three positive news stories

Organizational Goal # 2: **Complete three signed agreements with strategic partners by the end of FY14 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

Organizational Goal # 3: **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.**

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

Measurement: Documented and tested procedures for recovery of critical business systems in the event of a significant interruption of normal business operation.

Responsible: Information Technology/Services

Coordinating Department: Procurement, Legal, Facilities Maintenance

Departmental Project: **Improve IT support infrastructure**

Measurement: Improvement in tools and infrastructure available to enhance all departments' ability to support the overall T mission: complete conversion of current desktop operating system software; continue multi-year desktop replacement program; implementation of time-keeping tools; and, implement two-way data feed between Ellipse and Trapeze.

Responsible: Information Technology/Services

Coordinating Department: All Departments

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2014 using the following appropriate technology-based planning tools:

- Expand real-time arrival information to Molly the Trolley
- Complete the TRE Passenger Information System

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

Departmental Project: Real-Time Arrival Technology for Molly

Measurement: Installation of real-time arrival technology on Molly the Trolley buses

Responsible: Information Technology/Services

Coordinating Department: Procurement, Legal, Planning, 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: Continue online training courses for IT personnel.

Responsible: Information Technology/Services

Coordinating Department: Procurement

Departmental Project: Educational Seminars for Company Employees

Measurement: Provide at least three “How To” courses 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 daily operations of all rental facilities/amenities management, building improvements, leasing, and various other projects.

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Increase T&P Revenue Rental Revenue	\$94,200	\$130,000
Increase ITC Rental Revenue	6,675.00	9,000.00
Increase off peak rental days for the T&P Station <ul style="list-style-type: none"> • Thursday, Friday & Sunday's 	0-1 day(s) a month	3-4 days a month



The T 2014 Business Plan Property Management

Responsible for daily operations of all rental facilities/amenities management, building improvements, leasing, and various other projects.

Organizational Goal # 1 **Organizational Goal # 1** **Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

Departmental Project: **Complete all A/V upgrades in the John B Room - Equipment Upgrade**

Measurement: Completed by February 2014

Responsible: Property Management

Coordinating Department: IT

Departmental Project: **Customer Satisfaction Survey - Create a customer service card to streamline information and improve the rental experience for all lessees.**

Measurement: Completed by September 2013

Responsible: Property Management

Coordinating Department: Building Maintenance, Customer Service

Departmental Project: **Update T&P website to be more informational to renters.**

Measurement: Completed by January 2014

Responsible: Property Management

Coordinating Department: IT, Creative Services

Organizational Goal # 2: Complete three signed agreements with strategic partners by the end of FY14 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.

Departmental Project: Continue relationship building with tenants, neighboring partners, and outside vendors

Measurement: Ongoing

Responsible: Property Management

Coordinating Department: Building Maintenance, Customer Service

Departmental Project: Begin ground work & research for Zip Car Program

Measurement: Ongoing to until program is implemented

Responsible: Property Management

Coordinating Department: Planning, Marketing

Departmental Summary

Department Transit Security Department Number 0145

Department Summary of Purpose and Goals

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

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Overall reported incidents reduced by 5%, per 100,000 riders.	5.02	4.75
Reduce All passenger-type bus incidents by less than 3.0 per 100,000 riders.	3.15	2.9
Meet Fiscal 2014 budget	\$342,664	\$369,240



The T 2014 Business Plan Transit Security

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

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: Develop computer-based scheduling system for Transit Security Staff.

Measurement: Program developed and implemented by March 2014

Responsible: Security

Coordinating Department: IT

Departmental Project: Establish TRE fare monitoring/inspection system that creates one uniformed fare enforcement process by DART and The T.

Measurement: Train/Certify contract security agency in performing fare checks, and administering citations on TRE, by June 2014.

Responsible: Security

Coordinating Department: Accounting, IT

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 exposure to loss.

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Keep claims cost below \$150,000	50,000	\$150K or less
Reduce preventable vehicle collisions by 20%	70	50 or less
Recover over 90% of subrogation claims	95%	90 or greater
Reduce at fault passenger injuries by 20%	10	25 or less



The T 2014 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 exposure to loss.

Organizational Goal # 1 Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:

- **10% decrease on customer complaints**
- **Three positive news stories**

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.

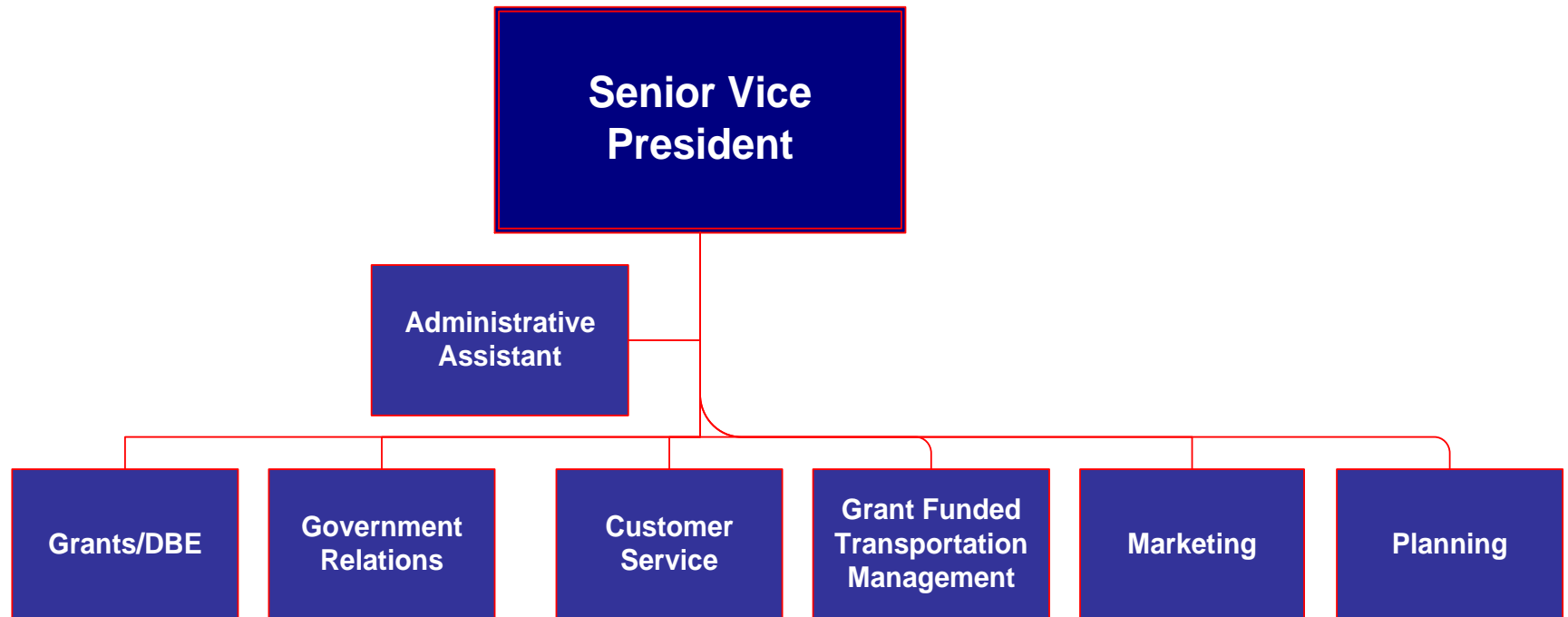
Measurement: Number of claims filed

Responsible: Risk Management

Coordinating Department: Operations, and Security



Senior Vice President



Departmental Summary

Department Customer Service **Department Number** 0120

Department Summary of Purpose and Goals

Provides customer information for TRE, bus, MITS, rider request service via phone, internet and the ITC kiosk.

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Percentages of ACD abandoned calls per month	3%	No more than 3%
Customer service representatives ride routes to remain familiar with the bus service	5 routes per rep annually	5 routes per rep annually
Monthly information sharing meetings with other departments	Monthly	Monthly
Customer service training for professionalism		All CSRs



The T 2014 Business Plan Customer Service

Provides customer information for TRE, bus, MITS, rider request service via phone, internet and the ITC kiosk.

- Organizational Goal # 1** **Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
 - **Three positive news stories**

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

Measurement: Decrease customer service rep complaints by 10% over 2013

Responsible: Customer Service

Coordinating Department: N/A

- Organizational Goal # 3:** **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.**

Departmental Project:

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 # 4:** **Expand the customers' trip planning options and experience by September 30, 2014 using the following appropriate technology-based planning tools:**
- **Expand real-time arrival information to Molly the Trolley**
 - **Complete the TRE Passenger Information System**

Departmental Project:

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: IT

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 with modified CS Wellness program, walking club and biking club

Measurement: 100% participation

Responsible: CS Administrator

Coordinating Department: HR

Departmental Summary

Department Disadvantaged Business Enterprise (DBE) **Department Number** 0112

Department Summary of Purpose and Goals

To operate The T's DBE Program at a high level that accomplishes project participation goals, submits required reports and documents in a timely manner, and to be known as an industry leader in DBE community outreach and responsiveness.

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
All DBE program submittals, goals, and reports turned in on time to FTA		
Attain FY 2014-2016 DBE goal of 25% in FY 2014		
Attend any training on new FTA DBE requirements to ensure The T is current on all FTA compliance knowledge		
Zero findings on the FY 2013 Triennial Review in the DBE section		



The T 2014 Business Plan DBE

To operate The T's DBE Program at a high level that accomplishes project participation goals.

Organizational Goal # 1 **Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

Departmental Project: **Attain all DBE project goals and maintain a robust DBE Program that includes public outreach.**

Measurement: Recognition from the community of The T's strong program.

Responsible: DBE Administrator

Coordinating Department: Community Outreach Liaison

Organizational Goal # 5: **Advance the TEX Rail effort:**

- **Complete the Final Environmental Impact Statement by December 31, 2013**
- **Obtain an approved Record of Decision from the FTA by March 31, 2014**
- **Complete the TEX Rail vehicle procurement and order vehicles by May 31, 2014.**

Departmental Project: **Achieve the previously set DBE participation goals in all of the TEX Rail efforts.**

Measurement: DBE participation in percentages and dollars.

Responsible: DBE Administrator

Coordinating Department: Project Management, Procurement, TEX Rail team.

Departmental Summary

Department Grants Administrator **Department Number** 0110

Department Summary of Purpose and Goals

To administer The T's grants maintaining compliance with all grantor agencies' requirements. To actively seek out new, innovative funding sources for The T's upcoming projects.

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Submit all required reports accurately and on time.		
Funding being awarded from non-traditional funding sources.		
Close out 10 grants in FY 2014.		
Oversee implementation of The T's Triennial Review preparation and to achieve zero findings in all areas that apply to grants administration.		



The T 2014 Business Plan Grants Administrator

To administer The T's grants maintaining compliance with all grantor agencies' requirements. To actively seek out new, innovative funding sources for The T's upcoming projects.

Organizational Goal # 1 **Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

Departmental Project: **Pursue funding opportunities whose projects will receive positive public recognition.**

Measurement: Public recognition and/or press.

Responsible: Grants Administrator

Coordinating Department: Procurement, Project Management, Marketing

Organizational Goal # 2: **Complete three signed agreements with strategic partners by the end of FY14 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

Departmental Project: **Continue to pursue funding opportunities for projects that are viewed as meritorious not only by those in existing member cities, but also by those residents of non-member cities inciting in them a desire to become a paying member city of The T.**

Measurement: Additional member cities.

Responsible: Grants Administrator

Coordinating Department: Procurement, Project Management, Marketing

Organizational Goal # 4: **Expand the customers' trip planning options and experience by September 30, 2014 using the following appropriate technology-based planning tools:**

- **Expand real-time arrival information to Molly the Trolley**
- **Complete the TRE Passenger Information System**

Departmental Project: Seek out non-traditional funding sources for continued implementation of The T's IT initiatives. Also to administer current IT grants so that further opportunities may be pursued and awarded.

Measurement: Grants for IT initiatives.

Responsible: Grants Administrator

Coordinating Department: IT, Procurement

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the Final Environmental Impact Statement by December 31, 2013
- Obtain an approved Record of Decision from the FTA by March 31, 2014
- Complete the TEX Rail vehicle procurement and order vehicles by May 31, 2014.

Departmental Project: Continue to administer grants in accordance with FTA requirements to ensure eligibility for future funding opportunities for TEX Rail.

Measurement: Awarded grants.

Responsible: DBE Administrator

Coordinating Department: Project Management, Procurement, TEX Rail 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: Continue to participate in the wellness program

Measurement: 100% participation

Responsible: Grants

Coordinating Department: None

Departmental Summary

Department Governmental 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>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Coordinate efforts with elected officials to seek funding for the TEX Rail corridor project	Ongoing	Ongoing
Work on securing the extension of the alternative fuel gas tax credit in Washington D.C.	Ongoing	Ongoing
Work with the area elected officials to improve working relationships	Ongoing	Ongoing



The T 2014 Business Plan Governmental 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 FY14 by enhancing The T's service as measured by:**
- **10% decrease on customer complaints**
 - **Three positive news stories**

Departmental Project: **Fort Worth City Council**

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

Responsible: AVP Governmental Relations

Coordinating Department: To be determined case by case

- Organizational Goal # 2:** **Complete three signed agreements with strategic partners by the end of FY14 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

Departmental Project: **Business and 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: AVP Governmental Relations and the Commuter Rail Committee Chair

Coordinating Department: Administration

- Organizational Goal # 5:** **Advance the TEX Rail effort:**
- **Complete the Final Environmental Impact Statement by December 31, 2013**
 - **Obtain an approved Record of Decision from the FTA by March 31, 2014**
 - **Complete the TEX Rail vehicle procurement and order vehicles by May 31, 2014.**

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

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

Responsible: AVP Governmental Relations

Coordinating Department: TEX Rail Project Management, Planning, and Administration

Departmental Summary

Department Vanpool Department Number 9080

Department Summary of Purpose and Goals

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

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Total participating employers with Regional Trip Reduction programs	311	318
Total vanpools	186	216
Total vanpool capacity	71%	80%
Employers subsidizing employees' transportation (E-pass or transportation voucher program)	28	30



The T 2014 Business Plan Vanpool

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 FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

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

Measurement: Eighty percent capacity

Responsible: Vanpool Department

Coordinating Department: Marketing

Departmental Project: **Target Alliance area companies to form new vanpool groups.**

Measurement: Add ten new vanpool groups

Responsible: Vanpool

Coordinating Department: Marketing

Organizational Goal # 3: **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.**

Departmental Project: **Promote North Park and Ride lot to carpool and vanpool groups as well as persons asking about transit options from that area.**

Measurement: Vanpool and carpool groups using the new park and ride lot and passengers riding the new express bus service to downtown

Responsible: Vanpool

Coordinating Department: Marketing

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

Measurement: 5% increase in ridership

Responsible: Vanpool

Coordinating Department: Marketing and 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: 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 0125

Department Overview

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

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>FY13 YTD 09/30/13</i>	<i>FY14 Budget</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 2014 Business Plan Marketing Department

Increase awareness of T services and strengthen our corporate identity through strategic brand initiatives.

Organizational Goal # 1 **Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**

Departmental Project: **T 30th Anniversary – Nov 7, 2013**

Measurement: Measure number stories placed

Responsible: Communications Manager

Coordinating Department: Marketing

Organizational Goal # 3: **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.**

Departmental Project: **North Park & Ride Launch Spring 2014**

Measurement: Number of Marketing, PR and event activities. Ridership

Responsible: Marketing

Coordinating Department: Planning & Operations

Departmental Project: **TRE Branding Study/ Ridership Campaign**

Measurement: Increased ridership

Responsible: Marketing

Coordinating Department Accounting

Organizational Goal # 4: **Expand the customers' trip planning options and experience by September 30, 2014 using the following appropriate technology-based planning tools:**

- **Expand real-time arrival information to Molly the Trolley**
- **Complete the TRE Passenger Information System**

Departmental Project: GO APP Launch – 9/16/13. App has trip planning function.

Measurement: Number of apps downloaded, T passes bought

Responsible: Marketing

Coordinating Department: Accounting

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 0160

Department Summary of Purpose and Goals

Responsible for coordinating the strategic, short and long range planning activities of The T.

Key Performance Indicators

	<i>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Develop bus service proposals for quarterly service changes matching budget expectations.		Jan. 2014 May 2014 Sept. 2014
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		Signed Agreements by end of FY14
Led the development of a Strategic Transit Plan, consisting of a short and long-range plan of action for the development of The T's future capital projects, service expansion and financial commitments.		Develop work plan by Dec 2013. Begin plan process by March 2014
Administer Ride Check Program. Improve accountability by reporting findings to appropriate department managers to address results.		Provide ride assignments quarterly.
Improve customer waiting experience and comfort by expanding the number of passenger shelters at stops through identification of sites meeting criteria warrants.		Add 10 new shelters by end of FY14

Increase ridership 5% by September 30, 2014 by completing North Park & Ride and initiate service operations as part of on-going service change process.	On-going	Facilities open and in operation by July 2014
Expand the customers' trip planning options and experience by assisting in the development and implementation of Next Bus on Molly the Trolley		Initiate Next Bus by Feb. 2014
Led the exploration of Automated Vehicle Location (AVL) technology for use in tracking bus fleet. AVL would assist in tracking and improving on-time performance of bus service and to assist in development of an automatic passenger counting system.		Complete analysis by March 2014
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	FEIS complete by Dec. 2013
Advance beyond "Beta Test" mode of trapeze trip planning effort and publicly announce "live" Trip Planning functionality	On-going beta testing	Go "live" by Feb. 2014
Encourage staff attendance in wellness activities; area planning conferences and workshops; and GIS and business writing workshops for personal and professional development.	On-going	On-going



The T 2014 Business Plan Planning Department

Responsible for coordinating the strategic, short and long range planning activities of The T.

Organizational Goal # 1 **Improve the image of public transit by the end of FY14 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**
- **Three positive news stories**

Departmental Project 1: **Enhance working relationship between planning dept. and bus operations through the continued organization of Route Monitoring Committee (RMC) and Meet The Staff sessions to gather operator input on existing service and proposed service modifications.**

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

Responsible: Planning

Coordinating Department: Scheduling, Bus Operations

Departmental Project 2: **Administer Ride Check Program. Provide ride assignments quarterly. Improve accountability by reporting findings to appropriate department managers to address results.**

Measurement: Provide ride assignments quarterly. Improve accountability by reporting findings to appropriate department managers to address results.

Responsible: Planning

Coordinating Department: Admin. Assistant

Departmental Project 3: **Improve customer waiting experience and comfort by expanding the number of passenger shelters at stops through identification of sites meeting criteria warrants.**

Measurement: Add minimum of 10 new shelters each year beginning in FY14.

Responsible: Planning

Coordinating Department: Maintenance

Organizational Goal # 2: Complete three signed agreements with strategic partners by the end of FY14 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.

Departmental Project 1: Develop service expansion plans as needed to expand the geographic area served by the T. Identify creative options for securing the resources to implement service growth.

Measurement: Produce implementation plan for service expansion resulting in signed agreements with strategic cities. Produce plan for service to North Park and Ride.

Responsible: Planning

Coordinating Department: Scheduling, administration

Departmental Project 2: Led the development of a Strategic Transit Plan, consisting of a short and long-range plan of action for the development of The T's future capital projects, service expansion and financial commitments.

Measurement: Coordinate and initiate a Board endorsed work plan by December 2013. Begin the public involvement process by March 2014

Responsible: Planning

Coordinating Department: Administration

Organizational Goal # 3: Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2014.

Departmental Project: Develop bus service proposals for quarterly service changes matching ridership and budget expectations

Measurement: Service changes in January 2014, May 2014 & September 2014 that result in 5% increase in ridership

Responsible: Planning

Coordinating Department: Scheduling, Bus Operations, Marketing

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2014 using the following appropriate technology-based planning tools:

- Expand real-time arrival information to Molly the Trolley
- Complete the TRE Passenger Information System

Departmental Project 1: Assist the development of NextBus on the Molly the Trolley downtown route

Measurement: Complete by Feb. 1, 2014

Responsible: I.T.

Coordinating Department: Planning Department.

Departmental Project 2: Led the exploration of Automated Vehicle Location (AVL) technology for use in tracking bus fleet. AVL would assist in tracking and improving on-time performance of bus service and to assist in development of an automatic passenger counting system.

Measurement: Complete analysis of AVL system by March 2014

Responsible: Planning Dept.

Coordinating Department: I.T., bus operations

Departmental Project 3: Advance beyond “Beta Test” mode of trapeze trip planning effort and publicly announce “live” Trip Planning functionality

Measurement: Go “live” by Feb. 1 2014

Responsible: Planning Dept.

Coordinating Department: I.T., scheduling

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the Final Environmental Impact Statement by December 31, 2013
- Obtain an approved Record of Decision from the FTA by March 31, 2014
- Complete the TEX Rail vehicle procurement and order vehicles by May 31, 2014.

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

Measurement: FEIS complete by December 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.**

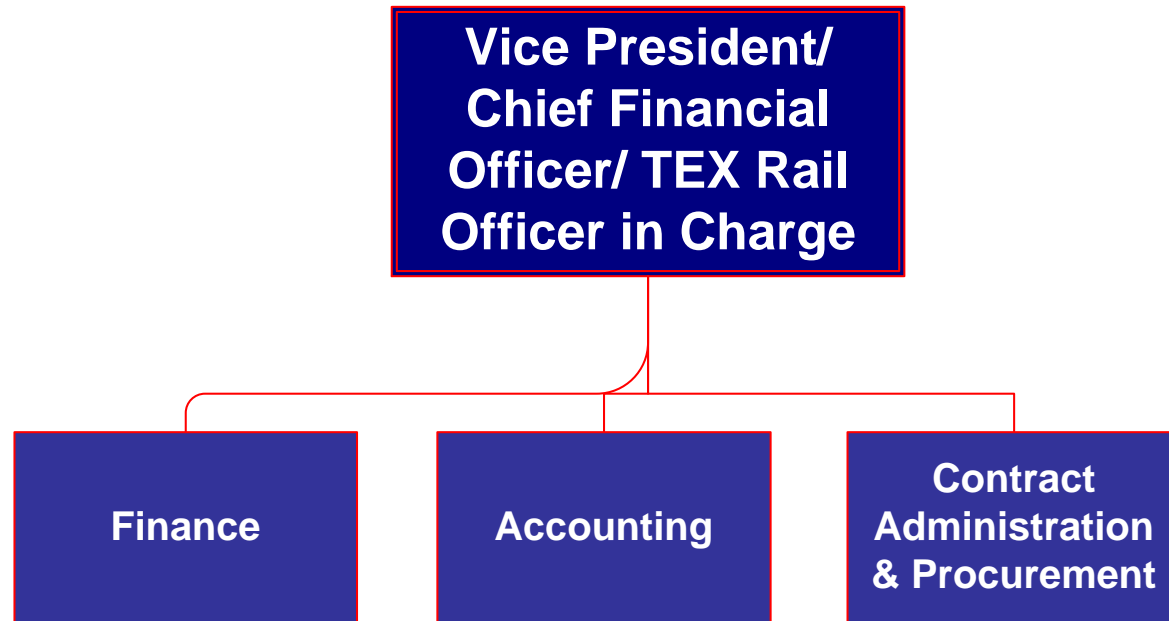
Measurement: All planning staff are use fitness center at least once per week. Planning staff show documented evidence of attendance in planning workshops.

Responsible: Planning Dept.

Coordinating Department: None



Finance



Departmental Summary

Department Finance Department Number 0115

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>FY13 YTD 09/30/13</i>	<i>FY14 Budget</i>
Recovery Ratio	14.10	14.50
Update the 2035 financial plan for the inclusion of the TEX Rail new starts application	09/30/13	



The T 2014 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 FY14 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.

Departmental Project: Develop operating scenarios for specific contributing partners

Measurement: Signed agreements with two Tarrant County Cities

Responsible: Rob Harmon

Coordinating Department: Administration

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the Final Environmental Impact Statement by December 31, 2013
- Obtain an approved Record of Decision from the FTA by March 31, 2014
- Complete the TEX Rail vehicle procurement and order vehicles by May 31, 2014.

Departmental Project: Manage the risk to the TEX Rail project

Measurement: To obtain the Record of Decision by March of 2014

Responsible: TEX Rail team

Coordinating Department: Senior Staff

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 incentive programs.

Responsible: Finance, Accounting and Procurement

Coordinating Department: Human Resources



FORT WORTH TRANSPORTATION AUTHORITY (THE T) Fiscal Year 2014

Budget Introduction

The adopted fiscal 2014 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 2014 budget total \$64.5 million. This amount represents a 6.5% increase over fiscal 2013 actual operating expenses. Salaries and fringe benefits and service type expenses increased approximately \$1.5 and \$2.4 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 2013 actual levels due primarily to a 4.6% projected increase in sales tax revenue. The DFW area continued to experience economic recovery during 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 during fiscal 2013. A 1.5% increase was also projected for fare revenue based on continuing strong ridership in all modes.

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 2014 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 2014 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
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 2014 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 and 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, Vice President of Finance 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 2014 Operating and Capital Budget:
Budget Calendar

1 12	FY14 Board Retreat
1 19	FY14 Budget Kick-off 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 FY14 Tracking Sheets and templates emailed by April 19.
1 26	FY14 Management Retreat The focus will be to work on goals for FY14 and incorporate them into business plans, and team building.
1 22 – May 3	Departments Compose Proposed Budgets The Budget Analyst, will meet with each department head to provide assistance (as needed) in developing his/her operating and capital budgets.
6	Departmental Operational Budgets due All departments submit FY13 re-estimates and requests for FY14, including improvement or/reduction proposals.
13	Capital Budget Proposals due Departments submit requests for Capital Budget proposals both new and any project started in FY13 that won’t be finished until FY14.
17 – May 24	Departmental Meetings Meetings will be held with departments as needed.
14	Business Plans due to the Budget Analyst
10 (TBD)	Budget & Capital Committee Meeting
15	Preliminary Budget adopted by Board of Directors
19	The preliminary adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine for review.
ember 16	Adoption of the FY14 Budget at the Board of Director’s meeting.
ember 20	The adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine.

There are several short-term operational and financial policies of The T that guided the development of the fiscal 2014 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, by the end of the fiscal year and achieving 2014 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 paratransit services.

Fiscal 2013 Budget Challenges

Some of the major issues that impacted the formulation of the FY14 Budget are:

- Salaries and benefits will increase \$1.5 million or 4.7% for fiscal 2014. The largest contributor to this increase is because of group health insurance rate increase and bargaining unit and staff raises, which averaged 2.25%;
- Service type expenses that include purchased transportation, which is the cost of contractor provided trips, will increase \$2.4 million or 12.1% because of the increase in fuel for TRE operations; 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, 2013. The agreement calls for a two percent wage increase in fiscal 2014.

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 increased 1.2% in the fiscal 2014 budget from the fiscal 2013 actual amount. This increase is primarily due to the anticipated increase in paratransit trips.

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 2014 is \$783.6 million. It includes several large multi-year projects. The projected capital expenditures for fiscal 2014 are \$116.1 million and The T's share, from local funds, is expected to be \$72.7 million. The remainder will come from federal grants.

There are several large non-routine capital expenditures for fiscal 2014:

- The ***TEX Rail*** is the largest capital project in the history of The T. The current project budget is over \$717.9 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.
- ***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 \$1,435 million in fiscal 2014 for a total project cost of \$2,366,000.
- ***Positive Train Control***, which is technology designed to stop or slow a train before an accident occurs. The completion date is not known at this time however, we are anticipating expenditures of \$2.5 million 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 2012, budget and forecast information for fiscal 2013 and budget for fiscal 2014. The “% diff” column represents the percent difference between the fiscal 2014 budget and the fiscal 2013 forecast results.

(Amounts in Thousands)

	FY 2012		FY 2013			FY 2014	
	Actual		Budget	Forecasted	% Diff	Budget	Inc (Dec)
Operating Revenues							
Fixed Route	\$ 3,445	\$	3,598	\$ 3,897	0.0%	\$ 3,934	0.9%
Para-transit	899		911	974	6.9%	974	0.0%
TRE	2,162		2,254	2,288	1.5%	2,364	3.3%
E-Pass Net	285		275	300	9.1%	305	1.7%
Other Operating	335		304	350	15.1%	350	0.0%
Total Operating Revenue	7,126		7,342	7,809	6.4%	7,927	1.5%
Other Revenues							
Sales Tax	54,459		57,161	58,528	2.4%	61,220	4.6%
Investment	401		425	345	-18.8%	350	1.4%
Advertising	315		350	350	0.0%	350	0.0%
Operating Grants	12,218		11,330	11,330	0.0%	11,515	1.6%
Capital Grant Reimbursement	9,240		13,497	13,497	0.0%	39,201	190.4%
Contributions from Grapevine	7,868		7,883	8,328	0.0%	8,711	4.6%
Contributions from Partners	730		900	900	N/A	900	0.0%
Miscellaneous	2,931		120	1,838	1431.7%	1,725	-6.1%
Rental Income	574		600	600	0.0%	600	0.0%
Total Other Revenue	88,736		92,266	95,716	3.7%	124,572	30.1%
Total Revenue	95,862		99,608	103,525	3.9%	132,499	28.0%
Operating Expenses							
Salary and Benefits	30,534		32,607	31,633	-3.0%	33,121	4.7%
Services	18,496		20,397	19,944	-2.2%	22,356	12.1%
Fuels and Lubricants	3,357		3,279	3,119	-4.9%	3,157	1.2%
Tires and Tubes	396		369	371	0.5%	384	3.5%
Maintenance Materials	2,985		2,804	2,808	0.1%	2,838	1.1%
Supplies and Materials	276		314	302	-3.8%	301	-0.3%
Utilities	946		1,066	1,009	-5.3%	987	-2.2%
Insurance	368		383	385	0.5%	389	1.0%
Taxes and Fees	101		109	111	1.8%	111	0.0%
Miscellaneous	813		961	870	-9.5%	841	-3.3%
Total Operating Expenses	58,272		62,289	60,552	-2.8%	64,485	6.5%
Street Improvement Fees	125		143	143	0.0%	172	20.3%
Other non-operating expense	212		203	203	0.0%	2,465	1114.3%
Net Available for Capital Expenditures and Reserves	\$ 37,253	\$	36,973	\$ 42,627	\$ 0	\$ 65,377	53.4%

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 2014 budget with comparisons to fiscal 2013 budget and forecast and fiscal 2012 actual results.

(amounts in thousands)

Department Name	Fiscal Years			
	Budget		Forecast	Actual
	2014	2013	2013	2012
Operations Administration	1,815	1,784	1,714	1,656
Revenue Vehicle Operations	13,917	13,602	13,342	13,308
Maintenance Administration	839	886	789	772
Vehicle Maintenance	7,913	8,123	7,861	7,627
Facilities Maintenance	3,160	3,241	3,087	3,152
Marketing	1,419	1,405	1,398	1,456
Planning & Scheduling	522	445	407	378
Customer Relations	858	853	847	809
Human Resources	1,293	1,275	1,285	1,026
Risk Management	1,699	1,602	1,656	1,402
Accounting	1,091	1,046	1,043	1,085
Purchasing	399	310	358	289
Information Systems	1,448	1,499	1,441	1,216
MITS Administration	1,593	1,585	1,536	1,467
MITS Vehicle Operations	6,707	6,918	6,374	6,205
MITS Maintenance Administration	1,277	1,239	1,284	1,440
Administration	2,717	2,512	2,500	2,740
DBE	46	46	46	38
TRE	11,813	9,748	9,724	8,479
Chief Financial Officer	547	530	510	384
Project Management	277	405	345	250
	61,348	59,054	57,545	55,180
<u>GRANT FUNDED</u>				
Vanpool	1,999	2,003	1,777	2,097
RTDM	0	84	86	108
JARC	228	240	234	182
TCTS	160	160	160	138
NETS	750	750	750	672
	3,137	3,236	3,007	3,197
	\$64,485	\$62,290	\$60,551	\$58,376

Service Revenues

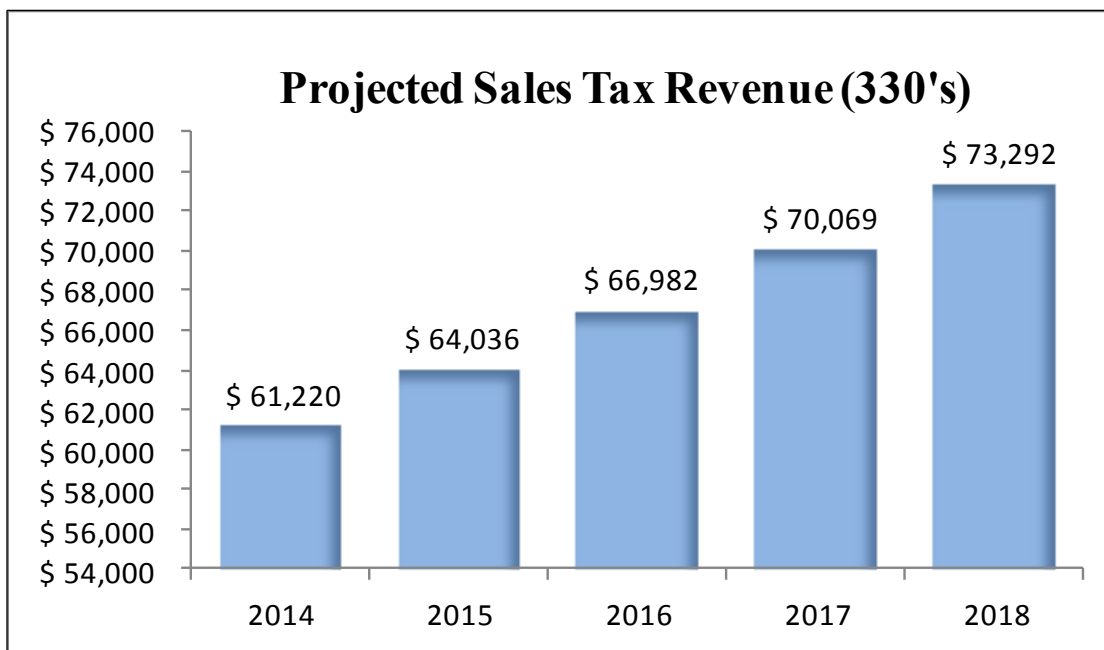
The T receives service revenues from various sources. The significant service revenue sources are as follows:

- 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 73.1% and 13.8%, 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 2014 budget also includes operating revenue from advertising, rental fees, investment earnings and miscellaneous sources. The fiscal 2014 sales tax was budgeted to increase 4.6% from the fiscal 2013 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 2018:

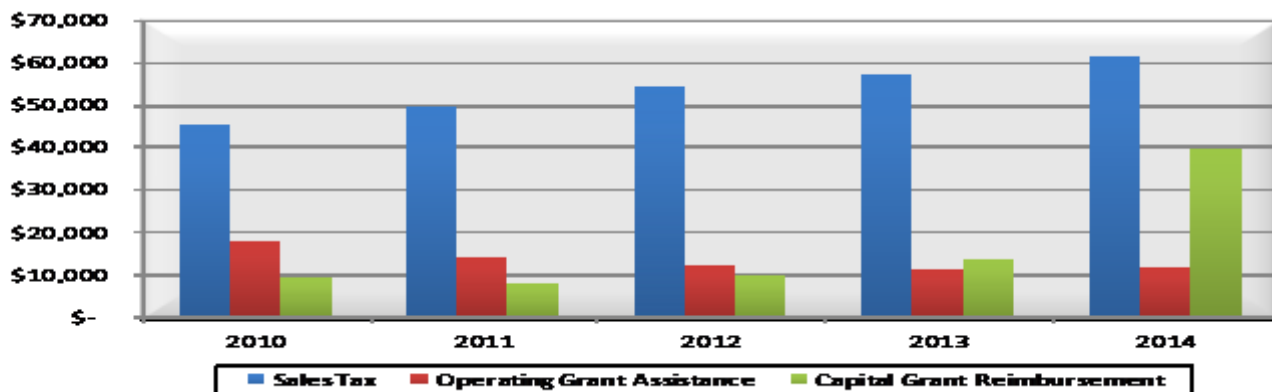


Fiscal 2014 capital grant reimbursement revenues are budgeted to increase approximately \$24.7 million from 2013 based on a higher level of grant reimbursable capital expenditures.

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 \$10.4 million will be used for preventive maintenance costs and paratransit operations in fiscal 2014, which is less than we received in fiscal 2013.

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

Major Revenue Sources



Revenue Type	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014
Sales Tax Revenue	\$ 45,182	\$ 49,224	\$ 54,173	\$ 57,217	\$ 61,220
Operating Grant Assistance	17,723	13,611	12,070	11,330	11,515
Capital Grant Reimbursement	9,237	7,504	9,586	13,497	39,201

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, 2013, the outstanding balance of this debt was approximately \$2.0 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)

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

With the current financial structure of the TEX Rail project, long term debt financing is not necessary. Assuming that FTA New Starts grant payments will begin in FY2016, there is a cash flow deficit for project CAPEX from FY2015 through FY2018. This cash flow deficit will be met by short-term borrowing with rapid repayment. With the current project schedule, the maximum projected amount of the short term debt is reached in quarter 4 of 2017 in an amount of \$164.1 million. Repayments on the loan commence in fiscal 2018 with full liquidation of the debt in fiscal 2019. The projected net proceeds of the short-term borrowing are \$155.5 million. The total payments on the short-term borrowing are estimated at \$167.8 million, which includes interest of \$12.3 million. For the baseline financial structure, interest on the short-term debt has been assumed at 5% (APR) of the outstand amount borrowed accrued and capitalized quarterly. In addition, there is an estimated \$1.9 million in costs related to the issuance of the debt. Currently, The T has never issued any debt, except a \$2.5 million 10 year capital lease that financed new energy efficient air-conditioning and lighting systems. This short-term debt will be secured by lawfully available funds of The T.

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)	Adopted Budget		Projected			
	Actual FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Total Operating Revenues	\$ 81,871	\$ 84,587	\$ 85,236	\$ 89,732	\$ 92,996	\$ 99,030
Total Operating Expenses	59,185	67,124	68,644	71,496	74,484	92,080
Net Operating Surplus	22,686	17,463	16,592	18,236	18,512	6,950
Contribution from rail project partners	8,209	8,711	9,005	9,419	9,852	10,913
Increase in fund balance before capex	30,895	26,174	25,597	27,655	28,364	17,863
Beginning Fund Balance	133,959	155,572	60,967	6,842	7,127	7,426
Funds Available for Capital Expenditures	164,854	181,746	86,564	34,497	35,491	25,289
Capital Expenditures, net	5,883	14,115	7,802	6,029	8,880	9,978
Capital Expenditures TEX Rail	10,361	153,401	144,861	219,847	226,603	13,943
TEX Rail Grant	6,962	46,737	10,000	197,809	117,400	100,000
TEX Rail Debt Proceeds	-	-	64,829	697	90,018	-
TEX Rail Debt Service	-	-	1,888	-	-	92,183
Ending Funds Available	\$ 155,572	\$ 60,967	\$ 6,842	\$ 7,127	\$ 7,426	\$ 9,185

The following table represents the summary of budgeted employees by department for fiscal 2014 compared to actual year end employee counts for fiscal years 2013 and 2012. The employee counts represent full time equivalents.

Summary of Employees by Department (in FTEs)

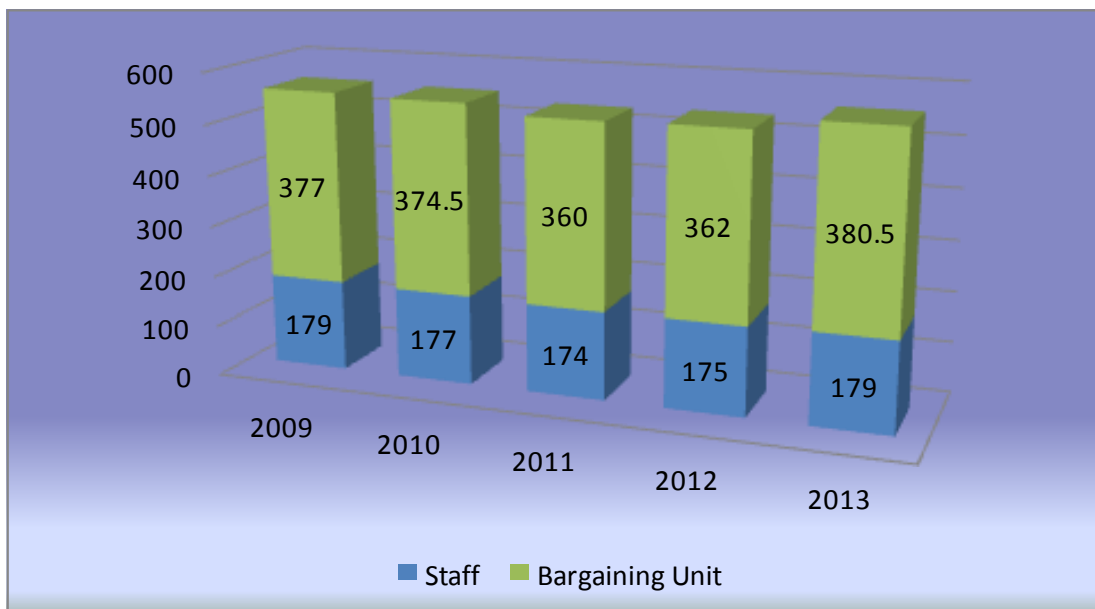
Fiscal Years	Actual 2012	Actual 2013	Budget 2014
Administration Departments:			
<u>Administration:</u>			
Executive Administration	12.0	12.0	12.0
Project Management	3.0	3.0	2.0
<u>Customer Relations</u>	18.5	17.0	17.0
<u>Finance:</u>			
Accounting	12.5	13.0	13.0
Procurement and Contract Admin	4.0	4.0	5.0
Chief Financial Officer	2.0	2.0	3.0
<u>Human Resources:</u>			
Human Resources	6.5	7.5	7.5
Risk Management	12.5	12.5	12.5
<u>Information Systems</u>	9.0	9.0	7.0
<u>Maintenance:</u>			
Maintenance Administration	11.0	12.0	12.0
Facilities Maintenance	28.0	32.0	30.0
<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	19.5
<u>Planning</u>	4.5	4.5	4.5
<u>Trinity Railway Express</u>	3.0	3.0	2.0
Total Administration	170.0	175.0	172.0
Operating Departments:			
<u>MITS:</u>			
MITS Operations	54.0	60.0	60.0
MITS Maintenance Vehicle	12.0	12.0	12.0
<u>Fixed Route Operations:</u>			
Bus Operations	208.0	219.5	219.5
Maintenance Vehicle	88.0	89.0	88.0
Total Operating	362.0	380.5	379.5
Total Administration and Operating			
Grant-funded Programs:			
<u>Vanpool</u>	3.0	3.0	4.0
<u>RTDM</u>	2.0	1.0	-
<u>Jobs Access</u>	-	-	-
<u>Tarrant County Transit Services</u>	-	-	-
<u>Northeast Transportation Service</u>	-	-	-
Total Grant Funded	5.0	4.0	4.0
Total	537.0	559.5	555.5

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.

- **Project Management:** The decrease from 2013 actual to fiscal 2014 budget is a result of 1.0 position that is no longer needed.
- **Procurement and Contract Administration:** This increase from 2013 actual to 2014 budget is the result of adding 1.0 new position.
- **Chief Financial Officer:** This increase from 2013 actual to fiscal 2014 budget is result of adding 1.0 position.
- **Information Systems:** The decrease from 2013 actual to fiscal 2014 budget 2.0 positions no longer needed.
- **Vehicle Maintenance:** The decrease from 2013 actual to fiscal 2014 budget is a result of 1.0 position no longer needed.
- **Facilities Maintenance:** This decrease from 2013 actual to fiscal 2014 budget is a result of 2.0 positions no longer needed.
- **Operations Administration:** The increase from 2013 actual to 2014 budget is a 1.0 position added.
- **Trinity Railway Express:** The decrease from 2013 actual to 2014 budget is 1.0 position no longer needed.
- **Vanpool:** This increase from 2013 actual to 2014 budget is 1.00 added from RTDM.
- **RTDM:** This decrease from 2013 actual to 2014 budget is 1:00 added from RTDM

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 2014 is \$783.6 million. The projected capital expenditures for fiscal 2014 are \$116.1 million and The T's share, from local funds, is expected to be \$72.7 million. Our federal capital grant reimbursement revenue is expected to be \$43.4 million.

The capital projects in the fiscal 2014 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2014 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 2014 will be less than budget.



**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2014
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

Total Budget	Grant Funding	Other Share	Local Share
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FY 2013 (Projects Carried Over):

Bus Maintenance

Radio Replacement Vehicles & Hand Helds	\$ 1,625	\$ 573	-	\$ 1,052
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Trinity Railway Express

Positive Train Control	17,400	6,250	-	11,150
Bi-level overhaul	3,488	-	-	3,488
TRE PIS Upgrades	361	88	-	272
TRE Grade Crossing	900	720	-	180

Other

Bus Park & Ride / Transfer Centers (Appendix A)	19,796	2,730	-	17,066
Ellipse Upgrade	1,545	-	-	1,545
Multi-Year Transportation Enhancements (FY08-I	788	631	-	158
ADA Accessible Bus Stops	1,145	916	-	229
Quiet Zones	359	-	-	359
Multi-year Desktop Replacement (FY13-FY16)	96	-	-	96
Automated Timekeeping System	40	-	-	40
Total FY13 Projects Carried Over to FY14	47,543	11,908	-	35,635



**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2014
CAPITAL IMPROVEMENTS PROGRAM**

FY 2014 "New" Capital Projects:

Bus Maintenance

Vehicle Purchase (27) - FY14	8,385	6,960	-	1,425
Capital Maintenance - T Facilities - FY14	455	-	-	455
Miscellaneous Equipment & Repair - FY14	1,307	-	-	1,307
Parking Lot & Bus Lot Repairs - FY14	200	-	-	200
Load Existing Generators	-	-	-	-
Maintenance Vehicle (Truck #48)	35	28	-	7
Maintenance Vehicle (Truck #66)	35	28	-	7

Trinity Railway Express

TRE Capital Maintenance - FY14	1,344	-	-	1,344
Walkers Creek Bridge	1,470	1,063	-	407
TRE Rail Replacement	1,250	-	-	1,250
TRE Tie Replacement	837	-	-	837
HEP Engines	623	499	62	62

Other

Bike Share Expansion	1,000	800	-	200
HR/Payroll System	244	-	-	244
Sierra Vista Traffic Signal	200	-	-	200
North Side Transfer Point	200	160	-	40
MITS Contractor Vehicle Cameras	200	-	-	200
Bus Security Video Enhancement	181	-	-	181
Trapeze Improvements	55	-	-	55
Fare Collection Equipment	75	-	-	75
Molley the Trolley PIS	45	-	-	45

Total "New" FY14 Projects	18,141	9,538	62	8,541
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Subtotal T Projects	65,684	21,446	62	44,176
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**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2014
CAPITAL IMPROVEMENTS PROGRAM**

Stations	31,355	-	-	31,355
Yards and Shops	17,886	-	-	17,886
Site work and Special Conditions	124,182	-	-	124,182
Signals, Communications, Systems	53,913	-	-	53,913
Right-of-Way, Real Estate	91,645	-	-	91,645
Commuter Rail Vehicles	100,100	20,000	-	100,100
Subtotal	<u>594,921</u>	<u>20,000</u>	-	<u>594,921</u>
<u>Professional Services</u>				
Preliminary Engineering	7,508	5,582	-	1,926
Final Design	22,524	-	-	22,524
Project Mgt for Design & Construction	29,251	15,240	-	14,011
Construction Administration & Mgt	14,471	-	-	14,471
Professional Liability/Non-Const Ins.	3,775	-	-	3,775
Legal: permits, fees by other agencies	3,775	-	-	3,775
Surveys, Testing, Investigation, Inspection	3,775	-	-	3,775
Start-up (Incl Railroad Agreements)	3,775	-	-	3,775
Professional Services Subtotal	<u>88,854</u>	<u>20,822</u>	-	<u>68,032</u>
Contingency	<u>34,189</u>	-	-	<u>34,189</u>
TEX Rail Total	<u>717,964</u>	<u>40,822</u>	-	<u>697,142</u>
Grand Total - All Projects	<u>\$783,648</u>	<u>\$62,268</u>	<u>\$ 62</u>	<u>\$ 741,318</u>

* The TEX Rail project budget is in 2013 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 discovered, 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	\$ 1,052,073
Prior Year Actual Expenses	1,284,232	Federal	573,403
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 341,244		

Operating budget effect:

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

Project Title: Positive Train Control

Description of Project:

Positive Train Control (PTC) is technology designed to automatically stop or slow a train before an accident occurs. The rail Safety Improvements Act of 2008 (RSLA) mandates that (PTC) be installed on all rail main lines used to carry passengers or certain highly-hazardous materials by December 31, 2016.

Schedule of project cost:		Source of funding:	
Total budget	\$ 17,400,000	Sales tax	\$ 11,150,000
Prior Year Actual Expenses	375,000	Federal	6,250,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 2,500,000		

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	\$ 3,487,634
Prior Year Actual Expenses	1,625,000	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 1,862,634		

Operating budget effect:

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

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	\$ 360,546	Sales tax	\$ 326,511
Prior Year Actual Expenses	50,000	Federal	88,484
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 310,546		

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	\$ 900,000	Sales tax	\$ 180,000
Prior Year Actual Expenses	68,706	Federal	720,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 831,294		

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	\$ 19,796,055	Sales Tax	\$ 17,065,705
Prior Year Actual Expenses	6,670,544	Federal	2,730,350
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 1,489,412		

Operating budget effect:

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

Project Title: Ellipse Upgrade

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,544,795	Sales tax	\$ 1,544,795
Prior Year Actual Expenses	1,256,479	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 288,316		

Operating budget effect:

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

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	\$ 788,000	Sales tax	\$ 157,000
Prior Year Actual Expenses	200,000	Federal	631,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 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	\$ 1,145,000	Sales tax	\$ 229,000
Prior Year Actual Expenses	159,363	Federal	916,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 160,000		

Operating budget effect:

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

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 2014	\$ 200,000		

Operating budget effect:

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

Project Title: Multi-year Desktop Replacement (FY08-FY14)

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	24,000	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 24,000		

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.

Schedule of project cost:		Source of funding:	
Total budget	\$ 40,000	Sales tax	\$ 40,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 40,000		

Operating budget effect:

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

Project Title: Vehicle Purchase (27) – FY14

Description of Project:

This project is for the purchase of (4) suburban buses, (8) 40’ buses, (5) cut-a-way vans and (10) MITS vehicles.

Schedule of project cost:		Source of funding:	
Total budget	\$ 8,385,000	Sales tax	\$ 1,425,450
Prior Year Actual Expenses	None	Federal	6,959,550
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 8,385,000		

Operating budget effect:

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

Project Title: Capital Maintenance – T Facilities FY14

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	\$ 455,000	Sales tax	\$ 455,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 455,000		

Operating budget effect:

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

Project Title: Miscellaneous Equipment & Repair – FY14

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	\$ 1,307,000	Sales tax	\$ 1,307,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2013	\$ 1,307,000		

Operating budget effect:

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

Project Title: Parking Lot & Bus Lot Repairs – FY14

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.

Project Title: Load Existing Generators

Description of Project:

This project is for improving The T’s electricity management program. The T solicited firms that offered automated demand response (DR) services. The provider will incur the installation costs, the cost will be offset by payments from the DR provider. Revenue earned after the initial investment is recovered, will provide funding for additional generator upgrades or replacements. This will provide a mechanism for successful participation in demand response and a gateway to improve energy management at The T.

Schedule of project cost:		Source of funding:	
Total budget	None	Sales tax	None
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	None		

Operating budget effect:

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

Project Title: Maintenance Vehicle #48

Description of Project:

Truck #48 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: Maintenance Vehicle #66

Description of Project:

Truck #66 has over 190,000 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 2014	\$ 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 – FY14

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	\$ 1,344,000	Sales tax	\$ 1,344,000
Prior Year Actual Expenses	None	Federal	1,075,200
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 3,341,383		

Operating budget effect:

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

Project Title: Walkers Creek Bridge (Sulphur Branch)

Description of Project:

This project is to replace the existing TRE Bridge over Sulphur Branch Creek. The new bridge will be a single-track, two span deck plate girders with a ballasted steel deck and hand rails. Only the existing superstructure of the bridge needs to be replaced.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,470,000	Sales tax	\$ 407,000
Prior Year Actual Expenses	None	Federal	1,063,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 1,470,000		

Operating budget effect:

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

Project Title: TRE Rail Replacement

Description of Project:

This project is for the replacement of two (2) miles of rail per year for the next twelve (12) years. The rail needs to be replaced every twelve (12) years to meet industry safety standards..

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,250,000	Sales tax	\$ 1,250,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 1,250,000		

Operating budget effect:

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

Project Title: TRE Tie Replacement

Description of Project:

This project is for the replacement of 26.85 miles of wood ties. Ties have a useful life from 12 to 17 years and we will replace about 6.25 miles of ties every year.

Schedule of project cost:		Source of funding:	
Total budget	\$ 837,000	Sales tax	\$ 837,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 837,000		

Operating budget effect:

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

Project Title: HEP Engines

Description of Project:

This project is for the purchase of two (2) Head End Powered (HEP) locomotive engines. They will be installed in TRE 124 and TRE 125.

Schedule of project cost:		Source of funding:	
Total budget	\$ 623,000	Sales tax	\$ 499,000
Prior Year Actual Expenses	None	Federal	62,000
		Other	62,000
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 623,000		

Operating budget effect:

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

Project Title: Bike Share Expansion

Description of Project:

This project is for additional Bike Share infrastructure and technology.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,000,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	None	Federal	800,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 70,000		

Operating budget effect:

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

Project Title: HR Payroll System

Description of Project:

This project is to procure an HR/Payroll system integrating all the HR/Payroll functions being performed into a single management system interfaced with the ERP system (Ellipse).

Schedule of project cost:		Source of funding:	
Total budget	\$ 244,000	Sales tax	\$ 244,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 244,000		

Operating budget effect:

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

Project Title: Sierra Vista Traffic Signal

Description of Project:

This project is for the installation of a new signal light on East Berry and the Sierra Vista Transfer Center. This traffic light will accommodate our buses turning left on to East Berry Street.

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 2014	\$ 200,000		

Operating budget effect:

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

Project Title: North Side Transfer Point

Description of Project:

This project is for design, construction, and construction management for our transfer point located in the stockyards area. This includes additional amenities such as curb-cuts, two (2) new shelters and information kiosks.

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 40,000
Prior Year Actual Expenses	None	Federal	160,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 200,000		

Operating budget effect:

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

Project Title: MITS contractor Vehicle Cameras

Description of Project:

This project is for the acquisition of an on-board video recording system in our MITS contractor vehicles to enhance passenger safety.

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 40,000
Prior Year Actual Expenses	None	Federal	160,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 200,000		

Operating budget effect:

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

Project Title: Bus Security Video Enhancement Cameras

Description of Project:

This project is designed to enhance our Bus/MITS video management system to enhance our video storage, quality, and real time video capability.

Schedule of project cost:		Source of funding:	
Total budget	\$ 181,000	Sales tax	\$ 181,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 181,000		

Operating budget effect:

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

Project Title: Trapeze Improvements

Description of Project:

This project is for upgrading the support hardware for the Trapeze system.

Schedule of project cost:		Source of funding:	
Total budget	\$ 55,000	Sales tax	\$ 55,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 55,000		

Operating budget effect:

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

Project Title: Fare Collection Equipment

Description of Project:

This project is for replacing coin hoppers and bill vaults for the TRE ticket vending machines (TVM). In addition we are adding pin pads and change the back office software to allow us to change credit card processors.

Schedule of project cost:		Source of funding:	
Total budget	\$ 75,000	Sales tax	\$ 75,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 75,000		

Operating budget effect:

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

Project Title: Molly the Trolley PIS

Description of Project:

This project is to implement a passenger information system on the downtown Molly the Trolley route. The project will involve installation of equipment on the vehicles to permit real-time tracking of the vehicles' location as well as strategic placement of electronic signage to keep passengers informed.

Schedule of project cost:		Source of funding:	
Total budget	\$ 45,000	Sales tax	\$ 45,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2014	\$ 45,000		

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.

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:

ACD	Automatic Call Distributor
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ARRA	American Recovery and Reinvestment Act
AVL	Automated Vehicle location
BNSF	Burlington Northern Santa Fe Railroad
BRT	Bus Rapid Transit
CAC	Customer Advisory Committee
CBD	Central Business District
CFR	Code of Federal Regulation
CIP	Capital Improvement Plan
CMAQ	Congestion Mitigation and Air Quality
CNG	Compressed Natural Gas
COG	Council of Governments (also NCTCOG)
DART	Dallas Area Rapid Transit
DART LRT	Dallas Area Rapid Transit Light Rail Transit
DBE	Disadvantaged Business Enterprise
DCTA	Denton County Transportation Authority
DFW	Dallas Fort Worth
DOT	Department of Transportation
EAP	Employee Assistance Program
ECA	Executive Committee Action (The T)
ETC	Employee Transportation Coordinator
FHWA	Federal Highway Administration
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
FRBS	Fixed Route Bus Service
FTA	Federal Transit Administration
FWTA	Fort Worth Transportation Authority
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
ILA	Inter-local Agreement
IR	Informal Report
ITC	Intermodal Transportation Center
IVR	Interactive Voice Response
JARC	Job Access and Reverse Commute
MITS	Mobility Impaired Transportation Service
MITSAC	Mobility Impaired Transportation Service Advisory Committee
MPO	Metropolitan Planning Organization

MTA	Metropolitan Transit Agencies
MSA	Metropolitan Statistical Area
NABI	North American Bus Industries
NCTCOG	North Central Texas Council of Governments (also COG)
NETS	Northeast Transportation Service
NTC	North Texas Commission
NTD	National Transit Database
PIS	Passenger Information System
RDC	Rail Diesel Cars
RTA	Regional Transportation Authority
RTDM	Regional Travel Demand Management
SAN	Storage Area Network
STP-MM	Surface Transportation Program – Metropolitan Mobility
SW2NE	Southwest - to- Northeast Rail Corridor
SWTA	Southwest Transit Association
TCTS	Tarrant County Transportation Service
TIP	Transportation Improvement Program
TOD	Transit Oriented Development
T&P	Texas & Pacific
TRTC	Tarrant Regional Transportation Coalition
TRE	Trinity Railway Express
TSO	Transit Security Officer
TTA	Texas Transit Association
TVM	Ticket Vending Machine
TWC	Texas Workforce Commission
TXDOT	Texas Department of Transportation
USDOT	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.

